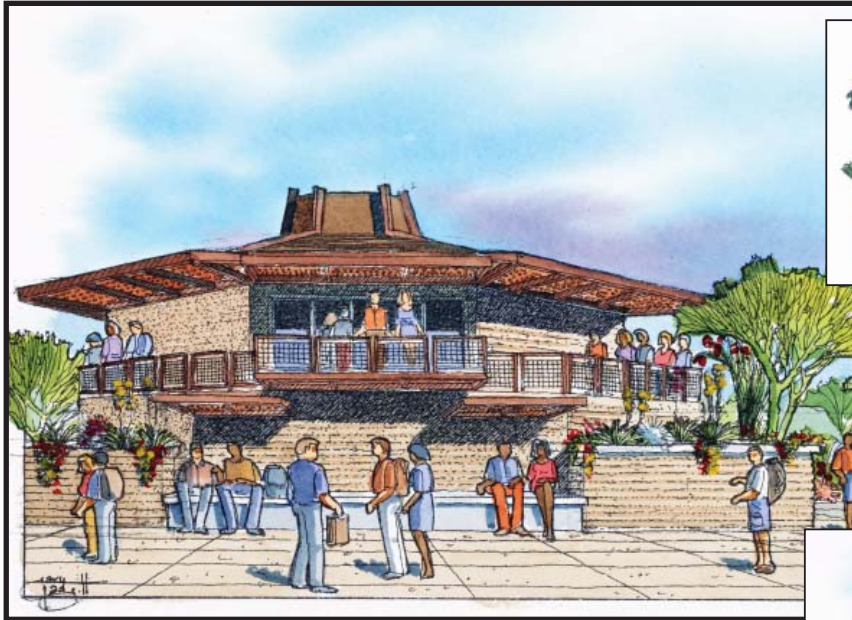


# LAKE HAVASU CITY, ARIZONA

## BUDGET BOOK

### FISCAL YEAR 2012-2013





Lake Havasu City  
**ANNUAL BUDGET**  
July 1, 2012 - June 30, 2013



**CITY COUNCIL**

**Mark S. Nexsen**  
Mayor

**David McAtlin**  
Vice Mayor

**Crystal Alger**  
Councilmember

**Dean Barlow**  
Councilmember

**Lee Barnes**  
Councilmember

**Don Callahan**  
Councilmember

**Jeni Coke**  
Councilmember

**LAKE HAVASU CITY**

[www.lhcaz.gov](http://www.lhcaz.gov)

2330 McCulloch Boulevard N. Lake Havasu City, AZ 86403

(928) 855-2116




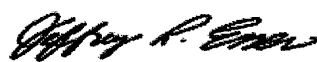
GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Lake Havasu City  
Arizona**

For the Fiscal Year Beginning

**July 1, 2011** 

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Lake Havasu City, Arizona, for its annual budget for the fiscal year beginning July 1, 2011. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.



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# **INTRODUCTION**

Vision - Mission - Core Businesses

Budget Message

Mayor and City Council

Organization Chart

City Council Goals

How to Make the Most of this Document

Budget Process Overview

Budget Calendar

Budget Basis & Amendments



## **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



OFFICE OF THE CITY MANAGER  
**LAKE HAVASU CITY**

Telephone (928) 453-4141 Fax (928) 680-4892

July 1, 2012

Honorable Mayor Nexsen and City Council Members  
Lake Havasu City  
2330 McCulloch Blvd. N.  
Lake Havasu City, AZ 86403



**BUDGET MESSAGE**

It is our pleasure to provide you the Fiscal Year 2013 budget. This document reflects our continued efforts to provide and maintain quality services, preserve the level of core services and, at the same time, reduce the costs to provide those services.

The preparation of the annual budget is one of the most important tasks we perform each year. Similarly, the review and adoption of the annual budget is the most important policy decision that you as elected officials make in the best interest of the community.

The Fiscal Year 2013 budget represents a sensible approach to balancing the City's budget and positioning the City for long-term financial stability. What you see in the accompanying document incorporates a reorganization that reflects our ongoing effort to improve efficiency and reduce costs.

Overall, General Fund revenues are projected to increase by \$3,897,341 or 12 percent, over the current adopted budget. Although revenues are up, department operating expenditure increases in the General Fund have been contained to 9 percent overall. The budget is an essential needs budget that includes supplemental requests that can be satisfied given the revenue projections included in this budget document.

Some increases were included to cover rising costs over which the City has limited control; utilities, fuel, and state retirement plan contributions have all increased over Fiscal Year 2012. In addition, to help bring the budget in balance and keep costs in check, 10 vacant, funded positions citywide have been eliminated.

The budget includes an amount equivalent to 5 percent of total salaries and wages for a one-time payment to full-time employees who have completed their initial probationary period. The one-time payment is to provide a form of recognition to employees for the sacrifices and extra efforts made over the last several years.

We established a Budget Stabilization Reserve of \$2.5 million in Fiscal Year 2013, prefunding this reserve with a one-time inflow of funds from the termination of the City's Employee Benefit Trust. We included a contingency appropriation of \$750,000 which exceeds historical spending and allows for unplanned occurrences. We have targeted a General Fund balance that exceeds \$11,000,000 in each of the next five years demonstrating a positive long-range financial perspective. In



addition, the Budget Stabilization Reserve of \$2.5 million will be maintained over this same period. A General Fund balance that exceeds \$11,000,000 is more than twice the reserve required by the City's current Fiscal Sustainability Policy. This plan also includes borrowing in the form of a lease purchase for renewed technology and equipment which has been neglected over the past several years.

Using this long-term approach to financial planning enables the City to realize the cost-saving benefits of the reorganization efforts over time and allows the necessary time for the future asset management plan to be developed, implemented, and refined.

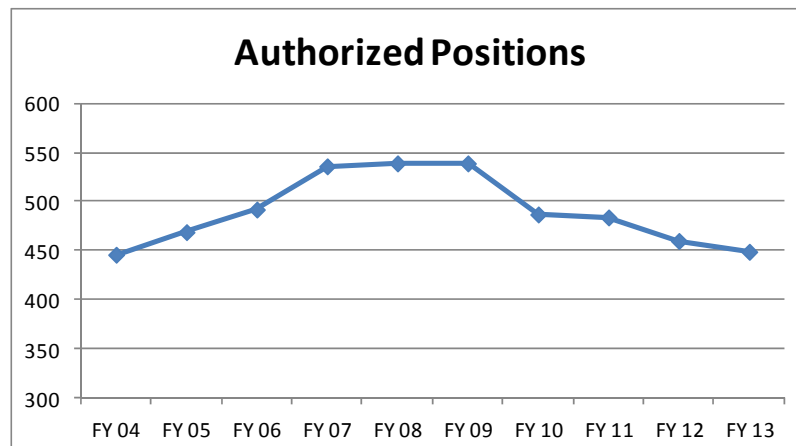
In the future, innovation will be needed in order to expand the financial methods available to fund the City's CIP and asset management plan.

Like any plan, the budget for Fiscal Year 2013 is a guide and best estimate. The budget for Fiscal Year 2013 is supported by projected revenue streams. Financial projections included in this budget show local sales tax income as increasing incrementally over time. Despite these encouraging signs, the City is committed to continuously examining its service delivery methods and the means to analyze, pay for, and prioritize its needs.

Supplemental requests that were included in the adopted budget are:

- Software and technology to eliminate the need for copying and distributing council meeting items using a manual process.
- Funds to move grant-funded firefighters into the operating budget within the Fire Department.
- Fireworks funding.
- Funding for a Public Information Officer position.
- Funding for a Shoreline Improvement Feasibility study.
- Additional fuel budget for Transit to avoid shrinking routes due to rising fuel costs.
- Replacement of Police Department vehicles and one vehicle for Wastewater.

Authorized positions citywide are 448, putting the level of authorized positions at levels not seen in ten years when authorized positions were 446 as evidenced by the following graph.







## Operating Budget Highlights

Following are the major policy decisions contained in the budget for Fiscal Year 2013:

- ASRS employer match contribution reverting to 50 percent from a current year match of 47 percent.
- ASRS Fiscal Year 2012 employer match of 47 percent retroactive 'catch-up' to 50 percent to occur in Fiscal Year 2013 resulting in a one-time cost of \$103,113 citywide
- ASRS Fiscal Year 2013 employer contribution rate increase of 0.40 percent
- PSPRS Fiscal Year 2013 employer contribution rate (Fire) increase of 3.38 percent
- PSPRS Fiscal Year 2013 employer contribution rate (Police) increase of 4.78 percent

The following represents the breakdown of expenses by category compared to the prior year's budget.

<b>TOTAL FINANCIAL PROGRAM</b>	<b>FY 11-12</b>	<b>% of Budget</b>	<b>FY 12-13</b>	<b>% of Budget</b>
Personnel Services	\$39,402,425	23	\$41,575,703	30
Supplies & Services	33,214,101	20	28,296,060	20
CIP & Capital Outlay	52,706,698	32	29,898,370	21
Debt, Depreciation, & Contingency	41,014,396	25	40,095,548	29
<b>TOTAL ALL FUNDS</b>	<b>\$166,337,620</b>	<b>100</b>	<b>\$139,865,681</b>	<b>100</b>

The operating budget for all funds totals \$69,871,763; a decrease of \$2,744,763 or 4 percent from last year's operating budget of \$72,616,526. Debt service, depreciation and contingencies total \$40,095,548. A combination of revenues, expected to be \$101.4 million and reserves from various funds of \$23.2 million will support the expenses, including the capital projects. This will result in a Fiscal Year 2013 ending available resources balance of \$109.5 million for all funds combined compared to an estimated ending balance of \$132.7 million in Fiscal Year 2012.

This budget also reflects state shared revenue increases of \$1,327,185, or 12 percent, over the Fiscal Year 2012 adopted budget. The City's largest single revenue source for the General Fund, sales tax, is expected to end Fiscal Year 2012 at \$13,091,666, which is \$907,865 or 7 percent over the Fiscal Year 2012 adopted budget. The Fiscal Year 2013 budget reflects a modest increase of 2 percent over the Fiscal Year 2012 year end estimate for sales tax revenues based on trends exhibited in Fiscal Year 2012. Building a modest increase into the financial plan for its largest revenue source allows the City to remain conservative in its revenue forecasts.

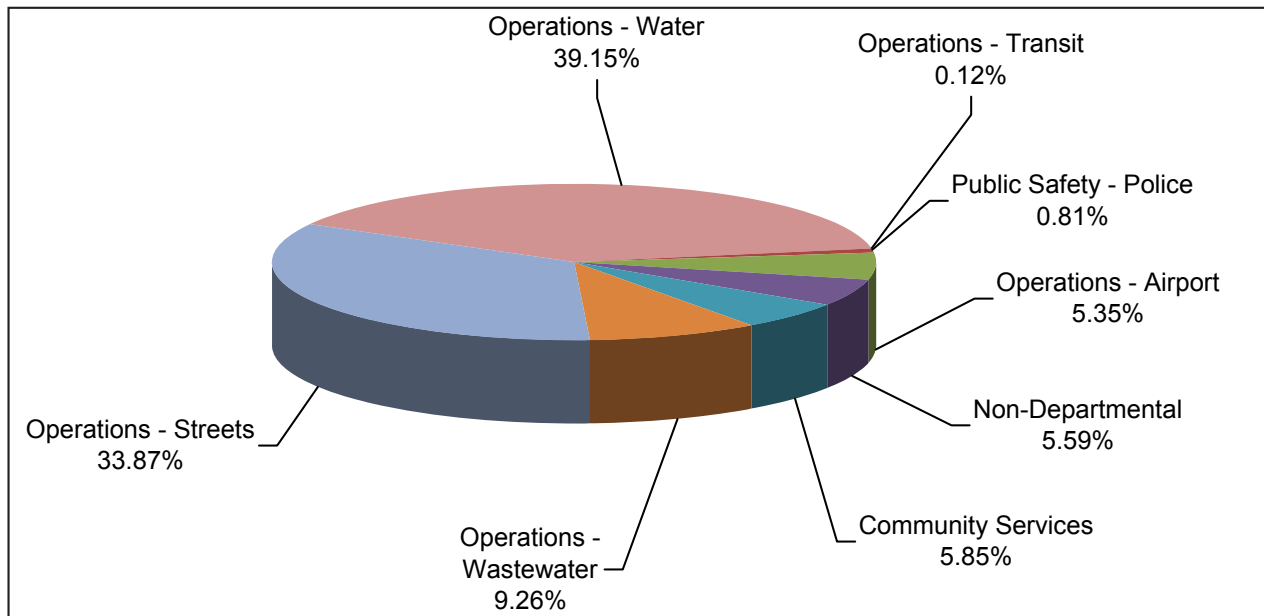
We are also committed to funding our Partnership for Economic Development (PED) and the Convention & Visitors Bureau (CVB) using proceeds from the hotel/motel and restaurant and bar tax. The City will distribute funds based on actual collections of these taxes to the CVB and PED on a 75%/25% ratio, respectively.



### Community Investment Program

The Fiscal Year 2013 Community Investment Program (CIP) budget is \$27,309,910, compared to \$51,104,132 in the previous year, with water and drainage projects making up the bulk of the projected expenditures. The Fiscal Year 2013 CIP budget accounts for 20% of the total City budget, and includes \$11.8 million in carry forwards from the Fiscal Year 2012 CIP budget. The following illustrates the breakdown by category for CIP projects included in Fiscal Year 2013:

DEPARTMENT/DIVISION	CIP Budget FY 12-13	% of Budget
Community Services	\$1,597,308	5.85
Non-Departmental	1,525,423	5.59
Operations:		
Airport	1,461,000	5.35
Streets/Drainage	9,250,323	33.87
Transit	33,572	0.12
Wastewater	2,529,687	9.26
Water	10,690,597	39.15
Public Safety	222,000	.81
<b>TOTAL</b>	<b>\$27,309,910</b>	<b>100%</b>



**Summary/Conclusion**

In summary, the budget document attached to this message represents a great deal of planning and thought. The result is a workable spending plan that is contingent on available revenues. The City is committed to keeping its cost of providing essential public services within the most reliable revenue streams and continuing to rely on innovation and planning to accomplish this objective. Increasing our ability to sustain City operations in the current economic environment will take creativity, innovation, enhanced technology, outsourcing and a great deal of perseverance.

We wish to thank all the dedicated people of this organization, along with the department directors for their cooperative efforts in developing this budget. A special note of thanks goes to the Budget Staff, Budget Manager Sandy McCormack, Accountant Stefanie Morris, and Administrative Supervisor Georgean Ebach for their dedicated efforts in the planning and development of this document. We would also like to thank the Mayor and City Council for giving us the opportunity to help lead this fine organization.

Respectfully submitted,



Charlie Cassens  
City Manager



Valerie H. Fenske  
Administrative Services Director





## MAYOR & CITY COUNCIL



**Mark S. Nexsen**  
**Mayor**

Term Expires 11/2014



**David McAtlin-**  
**Vice Mayor**

Term Expires 11/2014

**Lee Barnes**  
**Councilmember**

Term Expires 11/2012



**Crystal Alger**  
**Councilmember**

Term Expires 11/2014

**Don Callahan**  
**Councilmember**

Term Expires 11/2012



**Dean Barlow**  
**Councilmember**

Term Expires 11/2012

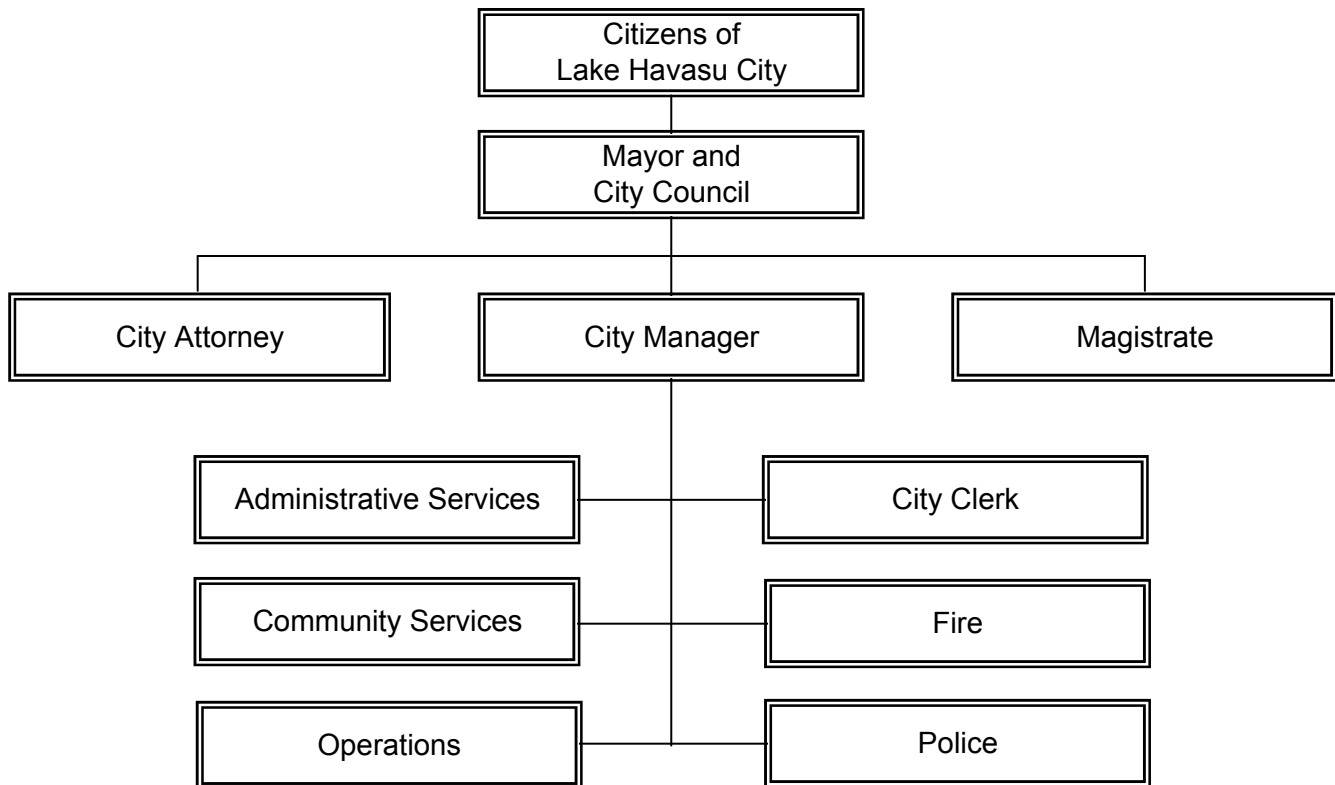
**Jeni Coke**  
**Councilmember**

Term Expires 11/2014





## ORGANIZATION CHART



### MANAGEMENT STAFF

Charlie Cassens, City Manager  
Larry Didion, Deputy City Manager

### DEPARTMENT DIRECTORS

Dan Doyle, Police Chief  
Valerie Fenske, Administrative Services Director  
Greg Frosie, Community Services Director  
Kelly Garry, City Attorney  
Mitchell Kalauli, Magistrate  
Dennis Mueller, Fire Chief  
Gary Parsons, Operations Director  
Kelly Williams, Acting City Clerk



## CITY COUNCIL GOALS

### I. FINANCIALLY SOUND CITY GOVERNMENT

#### Objectives:

1. Adequate level of financial reserves consistent with adopted financial policies.
2. Expanded public/private partnerships to increase tax base.
3. Contain cost of service to the public.

#### 2013 Activities Under This Goal:

- Sewer rate mitigation.
- Comprehensive Citywide Asset Management Program.
- Public/Private Partnership with American Medical Response for ambulance services.

### II. STRONG, DIVERSIFIED LOCAL ECONOMY

#### Objectives:

1. Attraction of new businesses, particularly light, clean manufacturing.
2. Qualified and educated workforce.

#### 2013 Activities Under This Goal:

- Branding the community.
- Economic development strategy, policy and guidelines.
- Air Industrial Park development.
- Bridgewater Channel development.
- Mainland marina and golf course development.
- Airport land development policy for non-aviation commercial or industrial purposes.
- Motorsports facility.
- Attract new and off-weekend special events.

### III. SAFE AND CLEAN COMMUNITY

#### Objectives:

1. Maintain low crime rate.
2. Maintain timely response to an emergency.

#### 2013 Activities Under This Goal:

- Repeat Offender Program.
- Intelligence Led Policing.
- Use of technology and alternative staffing measures to improve response and availability.

### IV. ENHANCED QUALITY OF LIFE

#### Objectives:

1. Expanded and developed park system.
2. Recreational facilities and programs responsive to community needs.

#### 2013 Activities Under This Goal:

- Explore methods for funding implementation of items included in the parks facilities master plan.
- Expand teen recreation opportunities.

### V. EFFECTIVE UTILITY SYSTEM

#### Objectives:

1. Maintain and preserve quality existing infrastructure systems.
2. Security and protection of adequate water supply, development of reuse.

#### 2013 Activities Under This Goal:

- Water allocation plan.
- Effluent Reuse Study and Master Plan.
- Alternative energy sources.
- Asset Management.

### VI. BLUE LAKE, BEAUTIFUL MOUNTAINS

#### Objectives:

1. Public access to lake along entire shoreline.
2. Quality water in lake.

#### 2013 Activities under this goal:

- Lake safety plan and IGA with BLM.
- North – South traffic flow and bypass.

### VII. FIRST-CLASS RESORT DEVELOPMENT

#### Objectives:

1. Development of Island, major resort.
2. More year-round tourism.

#### 2013 Activities Under This Goal:

- Aggressive marketing strategy for developers, including an efficient, user-friendly permitting process.
- Resort and spa attraction strategy.
- Convention center development.
- Master Plan for the Island.





## HOW TO MAKE THE MOST OF THIS DOCUMENT

This document presents the vision and goals of the City Council for this organization, provides City management with a financial and operating plan to meet the desired goals, and offers a clear picture of City services that are available to the community.

The following guide is provided to assist the reader in achieving the most benefit from this document:

### **INTRODUCTION**

This section contains the Vision-Mission-Core Businesses and the Budget Message which discusses the focus of City Council and City staff and how the organization dealt with fiscal challenges to achieve a balanced budget. Also included in this section is an introduction of the Mayor and City Councilmembers, the City organizational chart, City Council goals, an overview of the budget process, budget calendar, and concludes with an explanation of the basis of budgeting used and budget amendments.

### **CITY PROFILE**

Included in this section are interesting facts pertaining to the development of Lake Havasu City, an overview of attractions, amenities, and services offered, and demographic statistics for the community.

### **BUDGET SUMMARY**

The Budget Summary section consists of Fund Descriptions; schedules that provide the viewer with financial information in a variety of formats, including Total Financial Resources, Expenditures by Program and Department, Projected Year End Available Resources for all funds, and outstanding debt service obligations; a look at Budget Trends for the last ten years; excerpts from the Fiscal Sustainability Policy; and Five-Year Financial Projections for funds are also included in this section.

### **REVENUE SUMMARY**

This section offers a detailed discussion on the various revenue sources of the City and includes a historical summary of revenue for each fund, as well as property tax levy and rate information.

### **OPERATING BUDGET**

The Operating Budget is divided into two sections:

- Operating Budgets
- Other Operating Budgets

Each section includes a brief description of the services provided, prior year accomplishments, goals and objectives, a listing of the authorized positions, as well as historical expenditure information.

### **CAPITAL BUDGET**

This section explains the relationship between the operating and capital budgets, outlines the capital budget process, depicts the total capital budget by program, and summarizes capital outlay items by fund.

A schedule of the Community Investment Program Ten-Year Plan is summarized by program and funding sources, followed by project detail sheets which include a description and justification for each project, associated City Council goal, an estimated cost of the project, the year it is proposed to occur, and the proposed funding source. Operating impacts, if applicable, are also identified.

### **PERSONNEL SCHEDULES**

The following schedules are included in this section:

- Personnel Costs by program
- Positions Per Capita Trends and ten year historical chart



## HOW TO MAKE THE MOST OF THIS DOCUMENT

- Citywide Schedule of Authorized Positions by Department
- Salary Structure

A narrative is included which discusses significant changes in staffing levels over the last three fiscal years.

### **LEGAL DOCUMENTS**

This section contains the Official Budget Forms as submitted to the State of Arizona Office of the Auditor General, and excerpts from the Arizona Revised Statutes pertaining to budgetary law.

### **APPENDIX**

The Appendix is comprised of a list of acronyms found throughout the document, a glossary of terms, and an index.





## BUDGET PROCESS OVERVIEW

Budget preparation allows departments the opportunity to reassess goals and objectives and the means for accomplishing them. Even though the budget may be heard by the Mayor and City Council in May and adopted in June, its preparation begins at least six months prior, with projections of City reserves, revenues, expenditures, and financial capacity. Forecasting is an integral part of the decision making process. Both long and short range projections are prepared. A five-year financial forecast is prepared for each major fund projecting both revenues and expenditures. As a part of this phase, alternative scenarios are examined for their fiscal impact on the respective funds.

The City Council's goals and directives set the tone for the development of the budget. The City Council identifies key policy issues that provide the direction and framework for the budget. In addition to the City Council's overall objectives, the departments identify and discuss policy issues with the City Manager.

The first step in the process is to prepare the requested Ten-Year Community Investment Program (CIP) because of the potential impact on the operating budgets. The capital budget process begins with a review of the previous CIP plan, in which completion dates and cost estimates for the current year's projects are updated by the project leads. Requests for new CIP projects and capital items are submitted. The requests are reviewed by a Review Team comprised of six representatives selected from various departments. Presentations are made to the Review Team for each project or capital need requested. The Review Team scores each item based on pre-established criteria, using a 1 through 10 point system. The results are then forwarded to the Executive Team, comprised of the City Manager, Deputy City Manager, Administrative Services Director, and one Councilmember. A funding level is established and the CIP is prepared for review and discussion in City Council work sessions.

Departments then begin to prepare operating budget requests based on experience, plans for the coming year, and guidelines received

from the City Manager. Departments then submit their operating budget requests to the City Manager.

After the Administrative Services Department completes the revenue estimates during the first part of January, the City Manager and Administrative Services Director review all the budget requests with the department directors and a preliminary budget takes shape. Prior to May 1, the City Manager submits to the City Council a proposed budget for the fiscal year commencing July 1. The preliminary budget includes estimated beginning available resources, proposed revenues and expenditures, and estimated available resources at the end of the budget fiscal year. City Council Budget Work Sessions are held in May to discuss and make necessary changes to the preliminary budget.

The Ten-Year CIP is adopted by City Council in April. In June, the City Council adopts the tentative budget. Arizona state law requires that, on or before the third Monday in July of each fiscal year, the City Council adopt a tentative budget. Once the tentative budget has been adopted, the expenditures may not be increased upon final adoption, but may be decreased. There is no specific date set by state law for adoption of the final budget, however, for cities with a property tax levy, there is a deadline for adoption of the levy, which is the third Monday in August. Adoption of the final budget usually occurs at the last Council meeting in June. Public hearings are conducted to obtain citizen comments. The property tax levy may be adopted at any time, but state law requires it be not less than seven days following the final budget adoption. Adoption of the property tax levies occurs at the first Council meeting in July, which is more than seven days after adoption of the final budget.



## BUDGET CALENDAR ACTIONS AND DEADLINES

<b>2011</b>	November	4	Distribute CIP and Long-Term Needs Assessments instructions and forms
	December	6	Departments submit CIP and Long-Term Needs Assessments requests
<b>2012</b>	January	9	Distribute CIP and Long-Term Needs Assessments information to CIP Review Team
		11-12	Presentation of CIP and Long-Term Needs Assessments to CIP Review Team
		16	City Council Retreat / Budget Overview
		23	Final CIP Review Team meeting; recommendations forwarded to Executive Team
		27	Distribute Instructions and City Manager's Guidelines with operating budget forms
		30	CIP Executive Team develops proposed Ten-Year CIP and Long-Term Needs Assessments for Council approval
	February	24	Departments submit operating budget requests
	March	20	City Council CIP Work Session: Draft Ten-Year CIP
		26-29	City Manager and Administrative Services discuss preliminary budgets with Department Directors
	April	5	Departments submit revisions to Preliminary Budget to Administrative Services
		24	City Council adopts Ten-Year CIP
	May	1	City Council Budget Overview & Budget Work Session (4:00 p.m.)
		15	City Council 2nd Budget Work Session (4:00 p.m.)
		29	City Council receives Proposed Tentative Budget
	June	12	City Council adopts Tentative Budget
		26	City Council adopts Final Budget
	July	1	Begin new fiscal year
		10	City Council adopts Property Tax Levy



## **BUDGET BASIS AND AMENDMENTS**

### **BUDGET BASIS**

Basis of accounting refers to the recognition of revenues and expenditures/expenses in the accounts and the reporting of them in the financial statements. All general government type funds (for example, the General Fund) are prepared on a modified accrual basis. This means that obligations of the City (for example, outstanding purchase orders) are budgeted as expenditures, but revenues are recognized only when they become measurable and available. However, since debt service resources are provided during the current year for payment of long-term principal and interest due early in the following year, the expenditures are recognized in the current year in the Debt Service Fund.

The Enterprise Funds (Airport, Recreation/Aquatic Center, Refuse, Wastewater, and Water) are budgeted using the accrual basis of accounting. This means that not only are expenditures recognized when a commitment is made, but revenues are also recognized when they are obligated to the City.

The City's Comprehensive Annual Financial Report (CAFR) presents the status of the City's finances on the basis of Generally Accepted Accounting Principles (GAAP). Lake Havasu City prepares the annual budget utilizing the GAAP standards.

### **BUDGET AMENDMENTS**

As specified in Arizona Revised Statutes §42-17106, in the case of an emergency, the City Council may authorize the transfer of funds between budget items of an adopted budget, if the funds are available and the transfer does not result in a violation of the expenditure limitation imposed by Article IX, Sections 19 and 20 of the Constitution of Arizona. Under City policy, the Administrative Services Director may transfer unencumbered appropriated balances within an office, department, or agency. These budget transfers are reviewed by the relevant operating department director and the budget staff. All administrative budget transfers are documented by the Administrative Services Department and tracked in the City's computerized financial system.



# **CITY PROFILE**

Community Profile  
Demographics







## COMMUNITY PROFILE

### BACKGROUND

Lake Havasu City, home of the historic London Bridge, is situated on the eastern shore of Lake Havasu on the Colorado River border of California and Arizona. The City was established in 1963 by Robert P. McCulloch as a self-sufficient, planned community.

Mr. McCulloch purchased the London Bridge for \$2,460,000. Moving the bridge to Lake Havasu City and reconstructing it in the middle of the desert cost an additional \$7 million. The bridge was dismantled and shipped by boat from England to the United States and rebuilt on a peninsula on Lake Havasu. A channel was excavated under the bridge and an English Village replication was built next to it. The opening of the London Bridge in October 1971 brought a unique attraction to Lake Havasu City, which was incorporated in 1978.

Lake Havasu City is located in Mohave County, Arizona, and encompasses 44 square miles with 435 miles of streets. Situated off of Arizona Highway 95, an 18-mile drive north leads to Interstate 40, and a 65-mile drive south leads to Interstate 10.

### HIGHWAY MILES TO MAJOR CITIES

ALBUQUERQUE, NM . . . . .	530
FLAGSTAFF, AZ . . . . .	200
LAS VEGAS, NV . . . . .	150
LOS ANGELES, CA . . . . .	320
PHOENIX, AZ . . . . .	200
SALT LAKE CITY, UT . . . . .	570
SAN DIEGO, CA . . . . .	375
SAN FRANCISCO, CA . . . . .	600
TUCSON, AZ . . . . .	320





## COMMUNITY PROFILE

### **GOVERNMENT**

The City operates under a council-manager form of government. The Mayor and six Councilmembers are elected to staggered four-year terms. The City Council sets the City's policy and direction, and appoints the City Manager who is responsible for carrying out Council policies and administering the day-to-day operations. Per the City Code, the Department Directors are appointed by the City Manager.

### **SCENIC ATTRACTIONS**

Visitors are attracted to Lake Havasu City each year for its calm waters and beautiful beaches. The 45-mile long Lake Havasu, formed by Parker Dam on the Colorado River, offers abundant attractions. The deep blue water with its coves and inlets makes the lake a good fishing spot for blue gill and crappie. Early mines and mining towns are scattered in the desert to the north and east of the City. For those interested in geological phenomena, within a ten-mile radius of Lake Havasu City, specimens such as volcanic rock, geodes, jaspers, obsidian, turquoise, and agate can be uncovered.

Lake Havasu is home to more lighthouses than any other city in the U.S. These 1/3 scale replicas are actual functioning navigational aids built to the specifications of famous east and west coast lighthouses. A total of twenty-one lighthouses can be seen on the shores of the lake.

### **COMMUNITY FACILITIES**

Lake Havasu City offers a broad range of community facilities including an airport, regional parks and amenities, two movie theater complexes, a library, and historical museum.

The City is proud to be the home of a shopping mall, The Shops at Lake Havasu, which opened in 2008 with over 720,000 square feet of commercial space available. The mall is anchored by Dillard's, J.C. Penney's, and Super

Walmart. Additional shopping can be found in the Channel Riverwalk District and the Uptown McCulloch Main Street District which also is host to many special events throughout the year. Unique boutiques, salons, night clubs, restaurants, and performing arts facilities can be found throughout the community.

There are city, state, and commercially operated recreational facilities that include:

- BMX track
- Boat & watercraft rentals
- Boat repair
- Boat tours
- Bocce ball
- Campgrounds
- Dog parks
- Fishing areas
- Fitness centers
- Hiking and nature trails
- Golf courses
- Horseshoe pits
- Marinas & launch ramps
- Model airplane field
- Motor raceway
- Picnic grounds
- Shooting range
- Skate park
- Swimming beaches
- Trailer parks
- Volleyball courts

A municipally-owned and operated aquatics complex combines leisure/competitive swimming, therapeutic pools, a water lagoon for youngsters, wave action, a spray park, a 254-foot pipeline water slide, a large indoor community center/gymnasium, and meeting rooms used for a variety of events.

A 4-mile pedestrian/bike path is situated on the Island which is accessed by the London Bridge. A second pedestrian/bike path spans 8.5 miles along Highway 95, from North Palo Verde Boulevard to South McCulloch Boulevard. A third pedestrian/bike path connects the Aquatic Center and Rotary Park at the lake with the Uptown Main Street area and totals 1.5 miles.



## COMMUNITY PROFILE

### **VOTER REGISTRATION**

At the time of incorporation in 1978, Lake Havasu City had 6,053 registered voters. Registered voters currently number approximately 30,472.

### **EDUCATION**

Lake Havasu City has six elementary schools, one middle school, one high school, charter schools, and private schools.

Mohave Community College (MCC) was established in 1971, became part of the Arizona Community College system in 1974, and was first accredited by the North Central Association of Schools and Colleges in 1981. The college has five campuses in Mohave County with a student population in the 2009-2010 school year of approximately 10,000. The Lake Havasu City campus houses a library, student learning center and bookstore that are open to the public. Various events are offered each semester and are open to the public.

In partnership with more than 15 colleges and universities, MCC offers residents an opportunity to obtain advanced degrees without leaving the area.

Arizona State University is opening a campus in the fall of 2012. ASU Colleges at Lake Havasu City is the realization of some of the most innovative thinking in higher education. ASU is offering a curriculum that connects disciplines resulting in a more holistic view of the world. It is an important part of the ASU model to create the New American University, and Lake Havasu students will be part of a new generation prepared to create a more sustainable culture – and enjoy a unique collegiate experience in the process.

### **MEDICAL**

Havasu Regional Medical Center is a 181-bed facility providing health care services for the

region. Over 100 physicians and allied health professionals represent a broad range of medical specialties to provide care in all of the major medical disciplines.

Havasu Surgery Centre is a multi-specialty surgery center for out-patient surgical procedures.

### **LODGING AND RESTAURANTS**

Lake Havasu City is home to 26 hotels/motels and 132 restaurants and bars.

### **BUSINESS LICENSE**

The City's Business License office reports 5,488 active business licenses.

### **MAJOR EMPLOYERS**

American Medical Response  
Basha's, Inc.  
Havasu Regional Medical Center  
Lake Havasu City  
Lake Havasu Unified School District No. 1  
London Bridge Resort  
Mohave Community College  
Shugrue's Family of Restaurants  
Sterilite Corporation  
Walmart

### **CLIMATE**

Lake Havasu City, Arizona, is located at the foothills of the Mohave Mountains in an area described as "lowland desert." Lake Havasu City and the surrounding area are part of the northern and western limits of the Sonoran Desert. Lake Havasu City's elevation ranges from 450' above sea level at the lake shoreline to 1,500' above sea level at the foothills. The Mohave Mountains rise to over 5,000' in elevation just a few miles to the east of the community.



## COMMUNITY PROFILE

### Weather Averages for Lake Havasu City, AZ

Month	Temperature (F)		Total Precipitation (inches)
	Maximum	Minimum	
January	66.8	44.0	0.62
February	71.0	47.2	0.46
March	79.1	52.4	0.38
April	87.1	59.3	0.08
May	97.5	69.2	0.02
June	106.3	76.8	0.01
July	111.1	84.9	0.15
August	110.1	84.3	0.28
September	103.9	76.3	0.31
October	90.7	62.7	0.28
November	75.7	51.2	0.28
December	64.7	43.3	0.42
Annual	88.7	62.6	3.29

Source: Western Regional Climate Center ([www.wrcc.dri.edu](http://www.wrcc.dri.edu))

Temperature - Period of Record: 1991-2012.

Precipitation - Period of Record: 1991-2010. Avg. total snowfall 0.0".

## CULTURE AND RECREATION

### Parks

Total Number of Parks	15
Total Park Acreage	1,207
Park Uses	2,311

## PUBLIC SAFETY

### Fire Protection

Number of Stations	6
Number of Authorized Positions	86
Avg. Response Time-Emergencies (minutes)	5:27
Number of Emergency Responses:	7,542
Fire Inspections	3,102

### Police Protection

Number of Authorized Positions:	
Sworn	84
Civilian	32
Avg. Response Time-Priority 1 (minutes):	5:56
Number of Reports Issued	7,001
Number of Incidents Handled	25,129

NOTE: Above statistics represent FY 11-12 actual data.



## COMMUNITY PROFILE

### TRANSPORTATION

Airport	
Annual Takeoffs, Approaches, & Landings	60,000
Runway Length (in feet)	8,001
Based Aircraft	153
Enclosed Hangars	78
Shade Ports	16
Fixed Based Operators	3

Streets	
Miles of Crack Filling	40.5
Miles of Major Washes and Drains	71
Miles of Roadways	435
Miles of Streets Resurfaced	15
Skin Patches	211
Streetlights	84
Traffic Signals	13
Utility Patches	380

Transit	
Transit Buses	23
Scheduled Bus Routes	5
Number of Days Operational (per week):	
Fixed Route/Curb-to-Curb	6
Seniors on the Move	5
Miles Driven	347,841
Total Ridership	114,548

### UTILITIES

Wastewater	
Sanitary Sewer (miles)	352.85
Number of Lift Stations:	
City Owned	48
Private	11
Personal Pump Stations	18
Sewage Treatment Plants	3
Number of Connections	23,502

Water	
Water Lines (miles)	500
Number of Active Accounts	29,508
Available Allotment (acre feet)	28,318

NOTE: Above statistics represent FY 11-12 actual data.



## DEMOGRAPHIC STATISTICS TEN YEAR HISTORY

<b>Fiscal Year</b>	<b>Population</b>	<b>Per Capita Income</b>	<b>Median Age</b>	<b>School Enrollment</b>	<b>Unemployment Rate</b>
	(1)	(2)	(2)	(3)	(4)
2002-03	46,400	\$20,953	48.0	6,345	3.9%
2003-04	48,945	\$21,239	48.5	6,545	3.3%
2004-05	51,700	\$21,316	48.3	6,549	3.1%
2005-06	53,435	\$21,025	48.3	6,453	3.2%
2006-07	54,610	\$21,389	47.9	6,463	3.2%
2007-08	55,263	\$21,607	48.0	6,227	5.1%
2008-09	55,429	\$22,029	47.9	6,175	8.0%
2009-10	55,502	\$21,494	47.8	6,163	8.1%
2010-11	53,435	\$26,539	51.4	5,833	8.3%
2011-12	52,406	\$25,224	50.2	5,677	10.28%

**Sources:**

- (1) 2002-10 - Arizona Department of Economic Security (estimates)  
2011 - League of Arizona Cities & Towns (April 1, 2010)  
2012 - Arizona Department of Administration, Office of Employment & Population Statistics
- (2) DemographicsNow
- (3) Lake Havasu Unified School District No. 1  
(excludes charter and private schools)
- (4) 2003-2011 Arizona Workforce Informer  
2012 - Arizona Department of Administration, Office of Employment & Population Statistics

**NOTE:** The information contained in the sources used for this table is revised continually resulting in annual adjustments. Therefore, data presented may not match prior year's tables.



# **BUDGET SUMMARY**

Budget Highlights

Budget Trends - Ten-Year History

Fiscal Sustainability Policy

Five-Year Financial Projections - Selected Funds







# **BUDGET SUMMARY**

## **Budget Highlights**

Fund Descriptions  
Total Financial Program  
Budget Summary  
Total Financial Resources  
Expenditures by Program  
Expenditures by Department  
Projected Year End Available Resources  
Operating Transfers  
Financial Summary  
Community Investment Program Summary  
Debt Service Summary  
Statutory General Obligation Debt Limitations  
Debt Service Schedule  
Capital Lease Schedule





## FUND DESCRIPTIONS

The financial operations of the City are organized into funds, each of which is a separate fiscal and accounting entity. Every revenue received or expenditure made by the City is accounted for through one of the funds listed below. Funds are classified as being governmental, fiduciary, or proprietary. Different fund types are also found within each classification.

### GOVERNMENTAL FUNDS

Most City functions are financed through what are called governmental funds. The City has four types of governmental funds: the General Fund, Capital Projects Funds, Debt Service Fund, and Special Revenue Funds.

- **General Fund.** The General Fund is the primary operating fund of the City. It exists to account for the resources devoted to finance the services traditionally associated with local government. Included in these services are police and fire protection, parks and recreation, community development, and general City administration and any other activity for which a special fund has not been created.
- **Capital Projects Funds (Community Investment Fund and Property Acquisition Fund).** Capital Projects Funds are used to account for and report financial resources that are restricted, committed, or assigned to expenditure for capital outlays including the acquisition or replacement of capital assets including activities such as land, buildings, public works, water, wastewater, airport, streets, and equipment.
- **Debt Service Fund.** A fund established to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.
- **Special Revenue Funds.** Special Revenue Funds are used to account for and report the proceeds of specific revenue sources that are restricted or committed to expenditures for specified purposes other than debt service or capital projects.

**Community Development Block Grant (CDBG) Fund.** This fund accounts for all federal CDBG activities. These revenues are to be used for the development of viable urban communities, affordable housing and a suitable living environment, and expanded economic opportunities.

**Grant Funds (Federal and State).** Most grants which are awarded to the City are required to be accounted for separately from all other City activities. The grants budgeted are a combination of grants which have already been awarded to the City and/or grants which have been applied for and are pending notification of award.

**Highway User Revenue Fund (HURF).** The major revenues of this fund are provided by the City's share of state gasoline taxes. These revenues are restricted by the state constitution to be used solely for street and highway purposes.

**Improvement District Funds.** These funds are financed through the assessment of property taxes. The City currently has two active improvement districts:

**Improvement District No. 1 Fund.** Maintenance and improvements to the gas lights along the residential area of London Bridge Golf Course. This district was dissolved as of April 13, 2010 (included for historical purposes).

**Improvement District No. 2 Fund.** Maintenance and improvements to the London Bridge Plaza.

**Improvement District No. 4 Fund.** Maintenance and improvements to the electric street lights at Wheeler Park and the median landscaping on lower McCulloch Boulevard, together with the gas lights on Civic Center Boulevard.



## FUND DESCRIPTIONS

**Special Programs Funds.** These funds account for the activities of various City programs funded with program generated revenues and outside agency contributions.

**Court Enhancement Fund.** This fund consists of administrative fees collected to defray costs associated with issuing and processing warrants, suspension of driving privileges, enhancing court operations, collecting delinquent fines and restitution, and recovering actual costs of incarceration.

**Fill the Gap Fund.** This fund allows for the allocation of funds from the state to counties for the purpose of planning and implementing collaborative projects that are designed to improve the processing of criminal cases. Revenue for this fund is derived from a 7% surcharge on court fines.

**Judicial Collection Enhancement Fund (JCEF).** This fund receives revenue from a surcharge assessed for defensive driving school programs, all filing, appearance, and clerk fees collected by all Arizona courts, and from a time payment fee that is charged to all persons who do not pay any penalty, fine, or sanction in full on the date the court imposes it. It is used for improving administrative processes such as court automation services.

**Parks and Recreation Memorial Tree Fund.** This fund accounts for the growth and dedication of commemorative trees, as well as benches and plaques that are placed throughout the City as a memorial through a citizen request. The revenues of this fund are received from contributions and donations.

**PD Vehicle Towing Fund.** This fund accounts for expenses related to towing of immobilized or impounded vehicles pursuant to Arizona Revised Statute §28-3511. The revenues of this fund are derived from fees for post-storage hearings as dictated by Arizona Revised Statute §28-3513 and are restricted in use.

**WALETA (Western Arizona Law Enforcement Training Academy) Fund.** This fund accounts for receiving and expending funds associated with the Western Arizona Law Enforcement Training Academy. WALETA funds are received from AZPOST, WALEA, and other law enforcement agencies participating in the program.

**Wild Land Firefighting Program Fund.** This fund accounts for revenues and expenditures related to deployment of certified Fire Department personnel and equipment to assist with wild land fires at the request of state or federal agencies.

**Tourism / Economic Development Fund.** This fund receives the 3% tax on transient lodging (less than 30-day rentals) and 1% of the restaurant and bar sales tax, which is dedicated to the promotion of tourism and economic development.

**Transit Fund.** This fund is used to account for federal grants, fares, and City contributions to provide low-cost transportation for the general public.

### FIDUCIARY FUNDS

Fiduciary funds are used to account for assets held by the City in a trustee capacity or as an agent for individuals, private organizations, or others. The City currently has no active fiduciary funds.



## FUND DESCRIPTIONS

### PROPRIETARY FUNDS

Proprietary funds are used to account for the City's activities that are similar to those found in the private sector. These activities are not financed primarily by taxes, but rather by fees charged to the users of the service. The accounting principles used for proprietary funds are the same as those applicable to similar businesses in the private sector. There are two types of proprietary funds - enterprise funds and internal service funds. Lake Havasu City has seven proprietary funds, five are enterprise funds and two are internal service funds.

- **Enterprise Funds.** Enterprise funds are used to account for operations, including debt service, which are financed and operated similarly to those of a private business, and are considered or proposed to be self-sufficient. User fees are established and revised to ensure that revenues are adequate to meet expenditures.

**Airport Fund.** This fund accounts for revenues received from fees for services such as hangar rentals, tie downs, terminal space rent, and fuel flowage. These revenues are proposed to cover the operating expenses incurred; however, a subsidy from the General Fund has historically been necessary.

**Irrigation & Drainage District (Water) Fund.** The main revenue sources in this fund are user charges for water services and a property tax. Other miscellaneous water fee revenues are collected in this fund. Sufficient revenues are received to cover the expenses for operating the City's water system.

**Recreation/Aquatic Center Fund.** Revenues in this fund are derived from fees collected for aquatic activities such as open swim, memberships, swim lessons, and rental of the community pool. Rental fees for meeting rooms and the gym within the facility generate additional revenues.

Historically, the revenues in this fund have not been sufficient to cover the expenses, resulting in a subsidy from the General Fund.

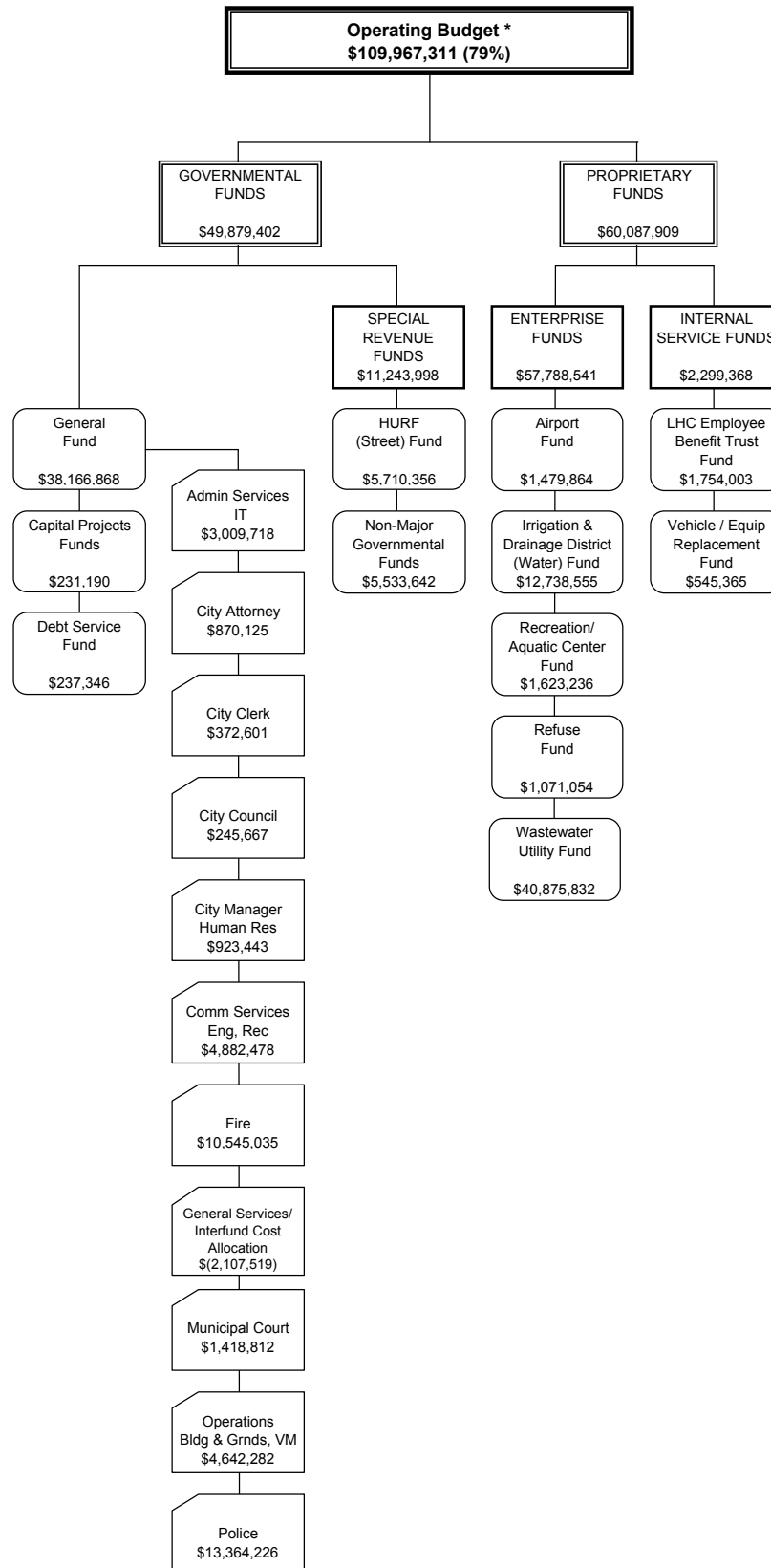
**Refuse Fund.** This fund accounts for the operation of the City's waste hauling services and landfill. Fees collected in this fund are received from solid waste disposal services, including landfill fees, administration fees, and recycling income.

**Wastewater Utility Fund.** This fund reflects activity related to wastewater collection and treatment. User charges are the primary revenue source to fund operating expenses and repayment of debt associated with the recently completed sewer expansion.

- **Internal Service Funds.** An internal service fund is used to account for the financing of goods and services provided by one department or agency to other departments or agencies of a government, or to other governments on a cost-reimbursement basis, and predominantly benefits governmental funds.

**LHC Employee Benefit Trust Fund.** A separate fund established to achieve financial stability regarding the need to provide a cost effective yet competitive benefit package to City employees. Funds are provided through premiums for medical and dental insurance coverage.

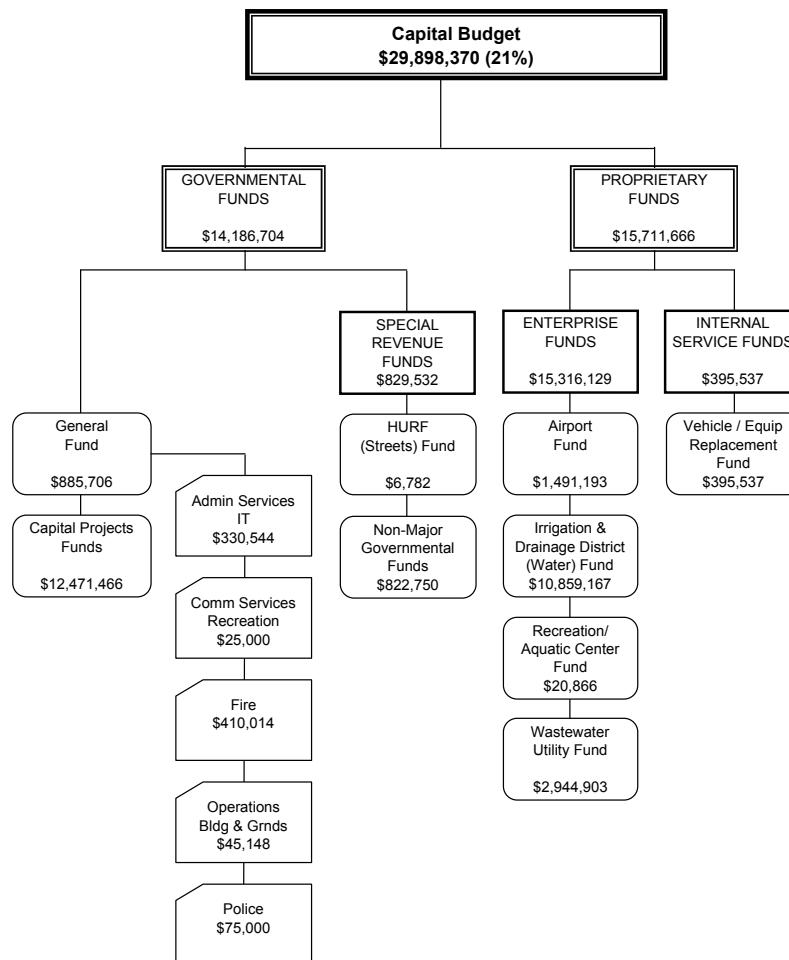
**Vehicle/Equipment Replacement Fund.** This fund accounts for the accumulation of resources from each department for the replacement of vehicles and equipment. In addition to interest earnings, revenues for this fund come from rent that is charged to the department's operating budget for the use of vehicles and equipment, as well as from proceeds collected from auctioning of vehicles and/or equipment that are no longer economically serviceable.

**TOTAL FINANCIAL PROGRAM**

\* Operating Budget includes Debt Service, Depreciation, and Contingencies.



## TOTAL FINANCIAL PROGRAM







## BUDGET SUMMARY

### Where The Money Comes From

Community Investment Program Revenues	\$3,032,273	
Charges for Services	2,398,811	*
Federal & State Grants	4,005,393	*
Fines & Forfeitures	1,370,064	*
Improvement Districts	80,800	*
Investment Earnings	714,477	*
Intergovernmental Revenues	19,466,854	
Lease Proceeds	785,702	
Licenses & Permits	923,606	*
Local Taxes	24,958,241	
Miscellaneous	1,930,707	*
Pension & Trust Funds	76,000	*
Utility Revenues	33,745,143	
Debt Proceeds	7,889,900	
Total Revenues & Other Financing Sources	101,377,971	
Total Available Resources	132,726,952	
<b>Total All Funding Sources</b>	<b>\$234,104,923</b>	

\* Shown as Other Miscellaneous Revenues in chart on next page

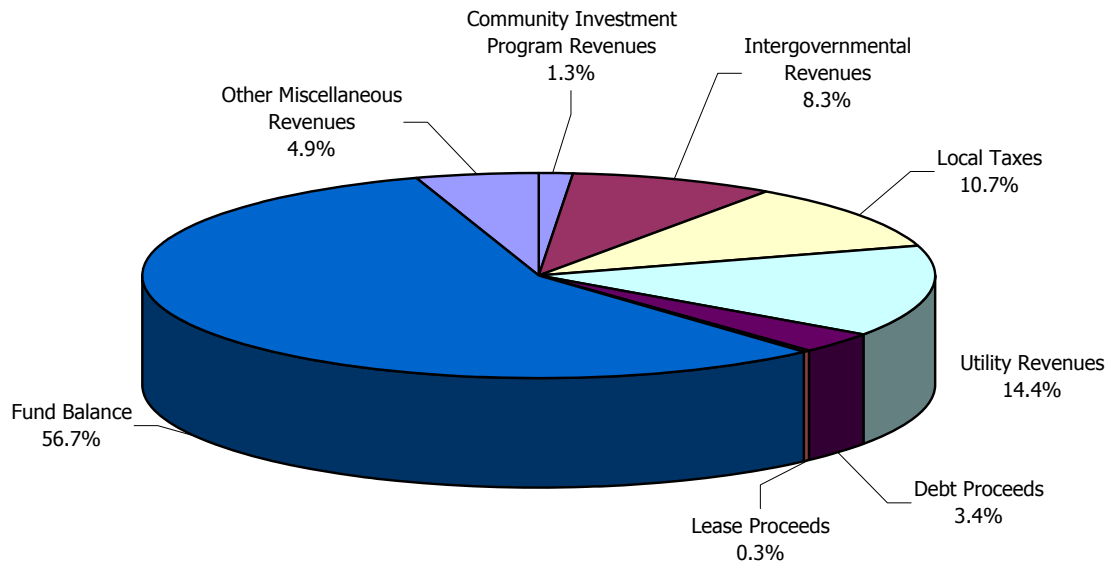
### Where The Money Goes

Community Services	\$6,070,351	
Recreation	1,899,917	
Aquatics	1,644,102	
General Government	7,758,296	
Debt Service Fund	237,346	
Operations	14,044,914	
Refuse	1,071,054	
Wastewater	41,198,168	
Water	12,871,405	
Public Safety	25,760,218	
Community Investment Program	27,309,910	
<b>Total All Expenditures</b>	<b>\$139,865,681</b>	

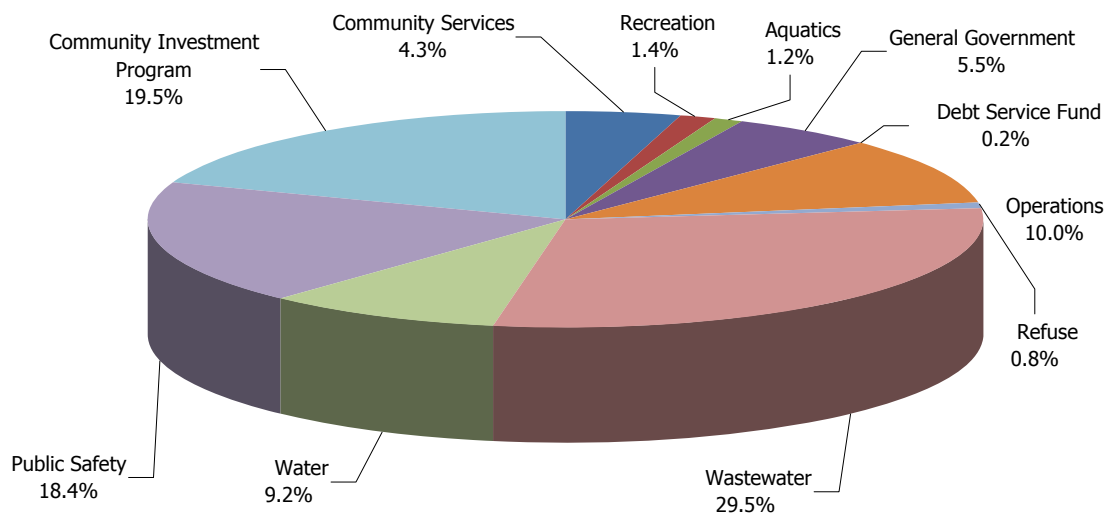


## BUDGET SUMMARY

### Total Financial Resources \$234,104,923



### Total Budgeted Expenditures \$139,865,681



**TOTAL FINANCIAL RESOURCES**

	<b>Actual FY 10-11</b>	<b>Adopted Budget FY 11-12</b>	<b>Estimated Actual FY 11-12</b>	<b>Adopted Budget FY 12-13</b>
<b>General Fund</b>				
Charges for Services	\$676,653	\$701,262	\$711,524	\$1,203,002
Fines & Forfeitures	1,283,714	1,285,000	1,231,665	1,297,849
Grants	113,661	84,796	43,051	16,345
Intergovernmental Revenues	12,315,382	11,421,040	11,540,511	12,748,225
Licenses & Permits	1,033,320	923,606	1,034,726	923,606
Other Revenues	2,282,131	2,003,750	3,030,183	2,819,120
Taxes	17,117,652	16,515,029	17,417,919	17,823,677
<b>Total General Fund</b>	<b>\$ 34,822,513</b>	<b>\$ 32,934,483</b>	<b>\$ 35,009,579</b>	<b>\$ 36,831,824</b>
<b>Special Revenue Funds</b>				
CDBG, Home, State Special Projects	\$468,074	\$1,224,254	\$468,029	\$1,260,000
HURF (Street)	4,431,586	3,802,299	3,700,456	4,187,285
Miscellaneous Grants	779,986	1,927,917	1,084,595	1,033,385
Miscellaneous Court Fees	75,680	71,500	72,010	72,815
Parks & Recreation Memorial Tree	8,216	5,000	4,000	5,065
PD Vehicle Towing 28-3511	10,950	11,000	12,666	11,470
Transit	1,329,605	1,153,788	973,982	1,426,159
Tourism/Economic Development	1,387,219	1,400,600	1,478,625	1,450,000
WALETA Police Academy	100,916	253,016	112,738	257,096
Wildland Firefighting Program	-	60,137	-	60,137
<b>Total Special Revenue Funds</b>	<b>\$ 8,592,232</b>	<b>\$ 9,909,511</b>	<b>\$ 7,907,101</b>	<b>\$ 9,763,412</b>
<b>Enterprise Funds</b>				
Airport	\$880,794	\$666,929	\$744,897	\$1,851,394
Irrigation & Drainage District (Water)	18,598,000	25,569,446	20,161,863	23,093,324
Recreation/Aquatic Center	332,309	389,426	375,603	390,161
Refuse	1,216,673	1,194,500	1,306,429	1,226,500
Wastewater Utility	67,687,879	49,774,114	39,853,334	23,763,973
<b>Total Enterprise Funds</b>	<b>\$ 88,715,655</b>	<b>\$ 77,594,415</b>	<b>\$ 62,442,126</b>	<b>\$ 50,325,352</b>
<b>Other Funds</b>				
Debt Service	\$66,310	\$61,570	\$65,862	\$500
LHC Employee Benefit Trust	6,385,343	5,916,500	6,490,980	103,000
LHC Improvement Districts # 1, 2 & 4	76,296	80,000	88,007	80,960
POC Firefighters Pension Trust	(162)	-	-	-
Vehicle/Equipment Replacement	7,400	6,000	128,590	17,000
<b>Total Other Funds</b>	<b>\$ 6,535,187</b>	<b>\$ 6,064,070</b>	<b>\$ 6,773,439</b>	<b>\$ 201,460</b>
<b>Community Investment Fund</b>	<b>\$ 3,737,319</b>	<b>\$ 5,787,790</b>	<b>\$ 2,495,049</b>	<b>\$ 4,255,923</b>
<b>Total Revenues</b>	<b>\$142,402,906</b>	<b>\$132,290,269</b>	<b>\$114,627,294</b>	<b>\$101,377,971</b>
<b>FUND BALANCES</b>				
(CASH AVAILABLE JULY 1 - ALL FUNDS)	\$ 110,383,656	\$ 115,024,716	\$ 120,427,909	\$ 132,726,952
<b>TOTAL FINANCIAL RESOURCES</b>	<b>\$252,786,562</b>	<b>\$247,314,985</b>	<b>\$235,055,203</b>	<b>\$234,104,923</b>



## EXPENDITURES BY PROGRAM

	Budget		Increase/ Decrease	Percent of Change
	FY 11-12	FY 12-13		
Community Services				
Community Block Grants	1,224,254	1,260,000	35,746	
Community Services	-	1,865,986	1,865,986	
Development Services	1,234,594	-	(1,234,594)	
Engineering	-	1,372,765	1,372,765	
Improvement Districts	80,961	86,600	5,639	
Information Technology	992,038	-	(992,038)	
Recreation	-	1,899,917	1,899,917	
Recreation/Aquatic Center	-	1,644,102	1,644,102	
Tourism/Economic Development	1,500,000	1,485,000	(15,000)	
	5,031,847	9,614,370	4,582,523	91.1%
General Government				
Administrative Services	1,848,951	2,112,651	263,700	
City Attorney	840,510	870,125	29,615	
City Clerk	285,002	372,601	87,599	
City Council	149,487	245,667	96,180	
City Manager	296,332	536,485	240,153	
Debt Service	299,947	237,346	(62,601)	
Employee Benefit Trust	7,206,570	1,754,003	(5,452,567)	
General Services	4,426,771	3,281,472	(1,145,299)	
Grant Agencies	118,498	136,250	17,752	
Human Resources	410,011	386,958	(23,053)	
Information Technology	-	1,227,611	1,227,611	
Interfund Cost Allocation	(4,746,000)	(5,525,241)	(779,241)	
Municipal Court	1,383,665	1,418,812	35,147	
Vehicle/Equipment Replacement	1,009,573	940,902	(68,671)	
	13,529,317	7,995,642	(5,533,675)	-40.9%
Operations				
Operations Administration	-	916,366	916,366	
Airport	-	1,481,497	1,481,497	
Maintenance Services:				
Buildings & Grounds	-	3,124,003	3,124,003	
Streets	-	5,717,138	5,717,138	
Vehicle Maintenance	-	657,061	657,061	
Refuse	-	1,071,054	1,071,054	
Transit	-	2,148,849	2,148,849	
Wastewater	-	41,198,168	41,198,168	
Water	-	12,871,405	12,871,405	
	-	69,185,541	69,185,541	100.0%
Parks & Recreation				
Administration	272,041	-	(272,041)	
Parks Maintenance	2,817,552	-	(2,817,552)	
Recreation	1,798,948	-	(1,798,948)	
Recreation/Aquatic Center	1,383,861	-	(1,383,861)	
	6,272,402	-	(6,272,402)	-100.0%
Public Safety				
Fire	9,738,083	11,397,762	1,659,679	
Police	12,845,589	13,147,115	301,526	
Animal Control	457,705	515,341	57,636	
County Jail Contracts	839,030	700,000	(139,030)	
	23,880,407	25,760,218	1,879,811	7.9%
Public Works				
Administration & Engineering	1,798,554	-	(1,798,554)	
Airport	1,479,672	-	(1,479,672)	
Refuse	1,087,701	-	(1,087,701)	
Street	5,967,261	-	(5,967,261)	
Transit Services	1,799,570	-	(1,799,570)	
Vehicle Maintenance	705,185	-	(705,185)	
Wastewater	40,409,537	-	(40,409,537)	
Water	13,272,035	-	(13,272,035)	
	66,519,515	-	(66,519,515)	-100.0%
Community Investment Program				
	51,104,132	27,309,910	(23,794,222)	-46.6%
Total Budgeted Expenditures	\$166,337,620	139,865,681	(\$26,471,939)	-15.9%

Due to the Citywide reorganization that occurred in Fiscal Year 2013, many funtional areas were consolidated with other work groups resulting in significant percent changes by program.



## EXPENDITURES BY DEPARTMENT

<i>Department</i>	<i>Personnel Services</i>	<i>Supplies &amp; Services</i>	<i>Capital</i>	<i>Contingency Depreciation Debt/Interest</i>	<i>Interfund Cost Allocation</i>	<i>Total</i>
<b>General Fund</b>						
Administrative Services	1,928,829	172,122	11,700			2,112,651
Information Technology	507,523	401,244	318,844			1,227,611
City Attorney	746,015	124,110				870,125
City Clerk	241,632	130,969				372,601
City Council	128,715	116,952				245,667
City Manager	515,865	20,620				536,485
Human Resources	309,525	77,433				386,958
Community Services	1,574,966	291,020				1,865,986
Engineering	844,284	297,291				1,141,575
Recreation	849,615	1,025,302	25,000			1,899,917
Fire	9,123,920	1,241,305	410,014	179,810		10,955,049
General Services	59,262	1,981,320		750,000		3,417,722
Capital Lease				627,140		(5,525,241)
Interfund Cost Allocation					(5,525,241)	(5,525,241)
Municipal Court	1,085,678	333,134				1,418,812
Operations Administration	765,360	151,006				916,366
Maintenance Services:						
Buildings & Grounds	2,143,050	885,342	45,148	40,463		3,114,003
Vehicle Maintenance	511,906	71,622		19,521	54,012	657,061
Police	10,863,562	2,500,664	75,000			13,439,226
<b>General Fund Total</b>	<b>\$32,199,707</b>	<b>\$9,821,456</b>	<b>\$885,706</b>	<b>\$1,616,934</b>	<b>(\$5,471,229)</b>	<b>\$39,052,574</b>
<b>Other Funds</b>						
Airport	202,269	123,087	1,491,193	7,000	341,786	
Depreciation				764,202		
Debt Service				41,520		2,971,057
Capital Projects			12,471,466		231,190	12,702,656
Debt Service				237,346		237,346
HURF (Street)	2,044,974	3,188,305	6,782	92,000	335,230	
Debt Service				49,847		5,717,138
Irrigation & Drainage District (Water)	3,300,965	4,069,375	10,859,167	275,000	1,661,580	
Depreciation				2,762,444		
Debt Service				669,191		23,597,722
LHC Employee Benefit Trust	10,459	1,686,044		35,000	22,500	1,754,003
LHC Improvement Districts		20,386			66,214	86,600
PD Vehicle Towing 28-3511		15,325				15,325
Parks & Recreation Memorial Tree		10,000				10,000
Recreation / Aquatic Center	435,192	465,417	20,866	3,500	419,076	
Depreciation				300,051		1,644,102
Refuse		274,254		10,500	785,125	
Depreciation				1,175		1,071,054
Tourism / Economic Development		1,450,000		35,000		1,485,000
Transit	1,026,167	486,222	407,750	7,000	221,710	2,148,849
Vehicle / Equipment Replacement			395,537	25,000	5,547	
Depreciation				514,818		940,902
WALETA Police Academy		192,096	65,000			257,096
Wastewater Utility	2,043,513	4,712,460	2,944,903	355,000	1,471,839	
Depreciation				10,914,804		
Debt Service				21,378,216		43,820,735
Wildland Firefighting Program	50,137	10,000				60,137
<b>Other Funds Total</b>	<b>\$9,113,676</b>	<b>\$16,702,971</b>	<b>\$28,662,664</b>	<b>\$38,478,614</b>	<b>\$5,561,797</b>	<b>\$98,519,722</b>
<b>Grant Funds</b>						
AZ DPS GIITEM (Police)	77,539					77,539
AZ Game & Fish (Police)		150,000				150,000
AZ Post (Police)		38,212				38,212
Bullet Proof Vest (Police)		44,093			(22,047)	22,046
CDBG, Home, SSP (CSD)	57,769	1,192,858			9,373	1,260,000
Governor's Office of Highway Safety (Police)		30,000				30,000
Homeland Security (Fire / Police)		316,470	200,000		(77,894)	438,576
Justice Assistance (Police)			50,000			50,000
MAGNET (Police)	127,012					127,012
State Lake Improvement (Police)			100,000			100,000
<b>Grant Funds Total</b>	<b>\$262,320</b>	<b>\$1,771,633</b>	<b>\$350,000</b>	<b>\$0</b>	<b>(\$90,568)</b>	<b>\$2,293,385</b>
<b>Total All Funds</b>	<b>\$41,575,703</b>	<b>\$28,296,060</b>	<b>\$29,898,370</b>	<b>\$40,095,548</b>	<b>\$0</b>	<b>\$139,865,681</b>



## PROJECTED YEAR END AVAILABLE RESOURCES

		PLUS	LESS	LESS	PLUS	LESS	PLUS		
	Estimated Available Resources* 7/1/2012	FY 2012-13 Estimated Revenues	FY 2012-13 Estimated Expenditures	Community Investment Expenditures	Estimated Operating Transfers		Non-Cash Depreciation Included in Expenditures & Adjustments	Projected Available Resources* 6/30/2013	Percent Change in Projected Available Resources
FUND					To	From			
Governmental Funds									
General	15,010,885	36,831,824	39,052,574		4,913,110	3,813,815		13,889,430	-7.5%
Capital Projects	8,947,013	4,255,923	231,190	12,471,466	3,021,801	594,664		2,927,417	-67.3%
Debt Service	165,736	500	237,346		240,000			168,890	1.9%
Special Revenue Funds									
CDBG Grant	0	1,260,000	1,260,000					0	0.0%
Grant Funds: Various	0	1,033,385	1,033,385					0	0.0%
Highway User Revenue (HURF)	1,718,579	4,187,285	5,717,138		606,000	32,948		761,778	-55.7%
LHC Improvement District 2	34,733	5,200	14,781					25,152	-27.6%
LHC Improvement District 4	19,539	75,760	71,819					23,480	20.2%
Special Programs	269,229	406,583	342,558			65,000		268,254	-0.4%
Tourism/Economic Development	354,087	1,450,000	1,485,000					319,087	-9.9%
Transit	41,123	1,426,159	2,148,849		725,000	5,817		37,616	-8.5%
Proprietary Funds									
Enterprise Funds									
Airport	71,201	1,851,394	1,481,497	1,489,560	309,150	10,380	764,202	14,510	-79.6%
Irrigation & Drainage District	14,102,196	23,093,324	12,871,405	10,726,317		2,266,898	2,762,444	14,093,344	-0.1%
Recreation/Aquatic Center	84,160	390,161	1,644,102		1,025,000	139,875	300,051	15,395	-81.7%
Refuse	6,411,868	1,226,500	1,071,054			1,149,808	1,175	5,418,681	-15.5%
Wastewater Utility	75,725,912	23,763,973	41,198,168	2,622,567		260,856	10,914,804	66,323,098	-12.4%
Internal Service Funds									
LHC Employee Benefit Trust	6,264,283	103,000	1,754,003			2,500,000		2,113,280	-66.3%
Vehicle/Equip. Replacement	3,506,408	17,000	940,902				514,818	3,097,324	-11.7%
TOTAL ALL FUNDS	\$132,726,952	\$101,377,971	\$112,555,771	\$27,309,910	\$10,840,061	\$10,840,061	\$15,257,494	\$109,496,736	-17.5%

\*Beginning and ending available resources are calculated to remove the reserved portions of the fund and are calculated as follows:

- Governmental Funds: Total assets, less inventories and prepaid items, less total liabilities
- Proprietary Funds: Total current assets, less inventories and prepaid items, less total current liabilities

OPERATING TRANSFERS											
TRANSFERS IN	TRANSFERS OUT										
	Airport	Aquatic	CIP General	General	HURF	IDD	LHC Employee Benefit Trust	Refuse	Special Programs	Transit	Wastewater Utility
Airport				90,000							90,000
Aquatic				1,025,000							1,025,000
CIP Airport			219,150								219,150
CIP General				1,397,815	24,178	225,000		1,149,808			3,021,801
Debt Service				240,000							240,000
General	5,380	139,875	125,514		8,770	2,031,898	2,500,000		65,000	817	4,913,110
HURF	5,000		250,000	336,000		10,000				5,000	606,000
Transit				725,000							725,000
	\$10,380	\$139,875	\$594,664	\$3,813,815	\$32,948	\$2,266,898	\$2,500,000	\$1,149,808	\$65,000	\$5,817	\$10,840,061



## PROJECTED YEAR END AVAILABLE RESOURCES

The preceding table represents the beginning available resources, estimated revenues, expenditures, operating transfers (in and out), any non-cash changes, and the estimated ending resources available at Fiscal Year End 2013.

The General Fund available resources reflect a decrease of 7.5%. This is primarily due to increased retirement costs and employee benefits. The organization addressed a structural deficit during the last fiscal year, resulting in a reorganization to increase efficiencies, which are expected to occur during Fiscal Year 2013. The Capital Project Funds available resources are decreasing by over 67% as a result of planned capital projects that are expected to be cash funded and completed during the year.

In the Special Revenue Funds, the Highway User Revenue Fund (HURF) available resources is decreasing by approximately 56% due to a combination of planned expenditures associated with street maintenance programs and the potential loss of Flood Control funding for wash crew services. Staff is currently reviewing this fund to ensure that the revenues received will be sufficient to cover street maintenance operations in future years. The remaining Special Revenue Funds show minimal changes in available resources, with most of the funds maintaining low fund balances that do not impact the overall organization.

Under the Proprietary Funds section, all funds reflect projected decreases in available resources. The enterprise funds, by definition, are intended to fund operations with user charges. The Airport and Recreation/Aquatic Center funds revenues are not projected to be sufficient to cover expenses and are programmed to receive subsidies from the General Fund. In order to minimize the impact

on the General Fund, the subsidies are budgeted at a level to provide for minimal available resource balances at the end of Fiscal Year 2013, causing the percentage change to appear greater. The Wastewater Utility Fund reflects a decrease of just under 16% due to a planned spend-down of available resources. The use of fund balance is dedicated to pay a portion of the debt service obligations and reduce the pressure to initiate large user fee increases.

The Internal Service Funds consist of two funds, both of which have been affected by the economic condition. The LHC Employee Benefit Trust Fund is being replaced in Fiscal Year 2013 with a trust that is outside of the City's control, in which Lake Havasu City is partnering with two neighboring cities, Kingman and Bullhead City, in an effort to provide employees with an attractive benefits package at affordable rates to both the employees and the cities. The available resources in the LHC Employee Benefit Trust can be utilized for other needs the City has identified. An operating transfer will occur in Fiscal Year 2013 from the LHC Employee Benefit Trust to fund a newly established Budget Stabilization Reserve. This transfer, along with the cessation of a revenue stream for this fund, results in a significant decrease in available resources. This fund will be dissolved within the next fiscal year, once all obligations are met. The Vehicle and Equipment Replacement Fund discontinued charging the departments rent for their equipment usage during the past few fiscal years and only critical need equipment is being purchased utilizing fund balance. Once the efficiencies of the reorganization are realized and the economic condition improves the City plans on reinstating the annual rental charges.



## FINANCIAL SUMMARY GOVERNMENTAL FUNDS

<b>Governmental Funds</b>	<b>General</b>	<b>HURF</b>	<b>Debt Service</b>	<b>Capital Projects</b>	<b>Nonmajor Funds</b>	<b>TOTAL FY 12-13</b>
<b>Source of Funds</b>						
Capital Lease / Bond Proceeds	716,327	10,673		125,423	3,817	856,240
Charges for Services	1,203,002				186,435	1,389,437
Contributions and Donations	127,200			500,000	5,000	632,200
Fines and Forfeitures	1,297,849					1,297,849
Flood Control Funding				2,500,000		2,500,000
Franchise Taxes	1,724,139					1,724,139
Interest & Miscellaneous	396,368	18,120	500	255,500	69,531	740,019
Intergovernmental	12,764,570	4,158,492		875,000	3,861,504	21,659,566
Licenses and Permits	923,606					923,606
Property Taxes	4,258,384				80,800	4,339,184
Rents and Royalties	92,436					92,436
Sales Taxes	13,327,943				1,450,000	14,777,943
Special Assessments						0
<b>Subtotal Source of Funds</b>	<b>\$36,831,824</b>	<b>\$4,187,285</b>	<b>\$500</b>	<b>\$4,255,923</b>	<b>\$5,657,087</b>	<b>\$50,932,619</b>
Other Sources/Transfers In	4,913,110	606,000	240,000	3,021,801	725,000	9,505,911
<b>TOTAL SOURCE OF FUNDS</b>	<b>\$41,744,934</b>	<b>\$4,793,285</b>	<b>\$240,500</b>	<b>\$7,277,724</b>	<b>\$6,382,087</b>	<b>\$60,438,530</b>
<b>Use of Funds</b>						
General Government:						
Administrative Services	2,112,651					2,112,651
Information Technology	1,227,611					1,227,611
City Attorney	870,125					870,125
City Clerk	372,601					372,601
City Council	245,667					245,667
City Manager	536,485					536,485
Human Resources	386,958					386,958
Community Services	1,865,986				1,260,000	3,125,986
Engineering	1,141,575					1,141,575
Recreation	1,899,917					1,899,917
Contingency	750,000					750,000
Fire	10,955,049				442,713	11,397,762
General Services	2,667,722				86,600	2,754,322
Interdepartmental Charges	(5,525,241)					
Municipal Court	1,418,812					1,418,812
Operations Administration	916,366					916,366
Maintenance Services:						
Building & Grounds	3,114,003				10,000	
Vehicle Maintenance	657,061					
Police	13,439,226				923,230	14,362,456
Highway & Streets		5,717,138				5,717,138
Tourism and Promotion					1,485,000	1,485,000
Transportation Services					2,148,849	2,148,849
Debt Service:						0
Principal Retirement			145,000			145,000
Interest on Long-Term Debt			92,346			92,346
Capital Outlay				12,702,656		12,702,656
<b>Subtotal Use of Funds</b>	<b>\$39,052,574</b>	<b>\$5,717,138</b>	<b>\$237,346</b>	<b>\$12,702,656</b>	<b>\$6,356,392</b>	<b>\$64,066,106</b>
Other Uses/Transfers Out	3,813,815	32,948		594,664	70,817	4,512,244
<b>TOTAL USE OF FUNDS</b>	<b>\$42,866,389</b>	<b>\$5,750,086</b>	<b>\$237,346</b>	<b>\$13,297,320</b>	<b>\$6,427,209</b>	<b>\$68,578,350</b>

<b>AVAILABLE RESOURCES, BEGINNING OF YEAR*</b>	<b>\$15,010,885</b>	<b>\$1,718,579</b>	<b>\$165,736</b>	<b>\$8,947,013</b>	<b>\$718,711</b>	<b>\$26,560,924</b>
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<b>AVAILABLE RESOURCES, END OF YEAR*</b>	<b>\$13,889,430</b>	<b>\$761,778</b>	<b>\$168,890</b>	<b>\$2,927,417</b>	<b>\$673,589</b>	<b>\$18,421,104</b>
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\*Estimated





## FINANCIAL SUMMARY ENTERPRISE FUNDS

<b>Enterprise Funds</b>	<b>Airport</b>	<b>Irrigation &amp; Drainage</b>	<b>Recreation/ Aquatic</b>	<b>Refuse</b>	<b>Wastewater Utility</b>	<b>TOTAL FY 12-13</b>
<b>Source of Funds</b>						
Capital Lease / Bond Proceeds	3,040	6,699,770	5,336		1,236,639	7,944,785
Charges for Services	515,804		367,010	1,093,500		1,976,314
Interest & Miscellaneous	700	130,600	17,815	40,000	451,200	640,315
Intergovernmental	1,331,850	187,681				1,519,531
Property Tax Levy		5,684,564				5,684,564
Recycling				93,000		93,000
Sewer Charges					22,076,134	22,076,134
Water Charges		10,390,709				10,390,709
<b>Subtotal Source of Funds</b>	<b>1,851,394</b>	<b>23,093,324</b>	<b>\$390,161</b>	<b>\$1,226,500</b>	<b>\$23,763,973</b>	<b>50,325,352</b>
Other Sources/Transfers In	309,150		1,025,000			1,334,150
<b>TOTAL SOURCE OF FUNDS</b>	<b>\$2,160,544</b>	<b>\$23,093,324</b>	<b>\$1,415,161</b>	<b>\$1,226,500</b>	<b>\$23,763,973</b>	<b>\$51,659,502</b>
<b>Use of Funds</b>						
Capital Outlay / CIP	1,491,193	10,859,167	20,866		2,944,903	15,316,129
Contingency	7,000	275,000	3,500	10,500	355,000	651,000
Costs of Sales and Services	325,356	7,370,340	900,609	126,710	6,755,973	15,478,988
Debt Service	41,520	669,191			21,378,216	22,088,927
Depreciation	764,202	2,762,444	300,051	1,175	10,914,804	14,742,676
Interdepartmental Charges	341,786	1,661,580	419,076	785,125	1,471,839	4,679,406
Landfill Closure Reserve				112,544		112,544
Recycling/Waste Disposal Program				35,000		35,000
<b>Subtotal Use of Funds</b>	<b>2,971,057</b>	<b>23,597,722</b>	<b>1,644,102</b>	<b>1,071,054</b>	<b>43,820,735</b>	<b>73,104,670</b>
Other Uses/Transfers Out	10,380	2,266,898	139,875	1,149,808	260,856	3,827,817
<b>TOTAL USE OF FUNDS</b>	<b>\$2,981,437</b>	<b>\$25,864,620</b>	<b>\$1,783,977</b>	<b>\$2,220,862</b>	<b>\$44,081,591</b>	<b>\$76,932,487</b>
<b>AVAILABLE RESOURCES, BEGINNING OF YEAR*</b>	<b>\$71,201</b>	<b>\$14,102,196</b>	<b>\$84,160</b>	<b>\$6,411,868</b>	<b>\$75,725,912</b>	<b>\$96,395,337</b>
Non Cash Depreciation & Adjustments	(764,202)	(2,762,444)	(300,051)	(1,175)	(10,914,804)	(14,742,676)
<b>AVAILABLE RESOURCES, END OF YEAR*</b>	<b>\$14,510</b>	<b>\$14,093,344</b>	<b>\$15,395</b>	<b>\$5,418,681</b>	<b>\$66,323,098</b>	<b>\$85,865,028</b>

\*Estimated



## FINANCIAL SUMMARY INTERNAL SERVICE FUNDS

<b>Internal Service Funds</b>	<b>Vehicle Replacement</b>	<b>Employee Benefit Trust</b>	<b>TOTAL FY 12-13</b>
<b>Source of Funds</b>			
Equipment Rental			
Interest Earnings	17,000	32,000	49,000
Miscellaneous			0
Premiums		71,000	71,000
<b>Subtotal Source of Funds</b>	17,000	103,000	120,000
Other Sources/Transfers In			
<b>TOTAL SOURCE OF FUNDS</b>	<b>\$17,000</b>	<b>\$103,000</b>	<b>\$120,000</b>
<b>Use of Funds</b>			
Administration/Benefits/Premiums		1,696,503	1,696,503
Capital Outlay	395,537		395,537
Contingency	25,000	35,000	60,000
Depreciation	514,818		514,818
Interdepartmental Charges	5,547	22,500	28,047
Miscellaneous			
<b>Subtotal Use of Funds</b>	940,902	1,754,003	2,694,905
Other Uses/Transfers Out		2,500,000	2,500,000
<b>TOTAL USE OF FUNDS</b>	<b>\$940,902</b>	<b>\$4,254,003</b>	<b>\$5,194,905</b>
<b>AVAILABLE RESOURCES, BEGINNING OF YEAR*</b>	<b>\$3,506,408</b>	<b>\$6,264,283</b>	<b>\$9,770,691</b>
Non Cash Depreciation & Adjustments	(514,818)		(514,818)
<b>AVAILABLE RESOURCES, END OF YEAR*</b>	<b>\$3,097,324</b>	<b>\$2,113,280</b>	<b>\$5,210,604</b>

\*Estimated



## FINANCIAL SUMMARY THREE-YEAR - ALL FUNDS

All Funds	Actual FY 10-11	Estimate FY 11-12	Budget FY 12-13
<b>Revenues by Fund</b>			
General	34,822,513	35,009,579	36,831,824
Airport	880,794	744,897	1,851,394
CDBG Grant	468,074	468,029	1,260,000
Capital Projects	3,737,319	2,495,049	4,255,923
Debt Service	66,310	65,862	500
Grants: Various	779,986	1,084,595	1,033,385
Highway User Revenue (HURF)	4,431,586	3,700,456	4,187,285
Irrigation and Drainage District	18,598,000	20,161,863	23,093,324
LHC Employee Benefit Trust	6,385,343	6,490,980	103,000
LHC Improvement Districts	76,296	88,007	80,960
POC Firefighters Pension Trust	(162)		
Recreation / Aquatic Center	332,309	375,603	390,161
Refuse	1,216,673	1,306,429	1,226,500
Special Programs	195,762	201,414	406,583
Tourism / Economic Development	1,387,219	1,478,625	1,450,000
Transit	1,329,605	973,982	1,426,159
Vehicle / Equipment Replacement	7,400	128,590	17,000
Wastewater Utility	67,687,879	39,853,334	23,763,973
<b>Total Revenues</b>	<b>\$142,402,906</b>	<b>\$114,627,294</b>	<b>\$101,377,971</b>
<b>Expenditures by Fund</b>			
General	32,774,055	33,041,321	39,052,574
Airport	1,775,496	1,625,786	2,971,057
CDBG Grant	469,252	468,029	1,260,000
Capital Projects	3,345,613	2,480,563	12,702,656
Debt Service	308,188	305,278	237,346
Grants: Various	779,983	1,084,595	1,033,385
Highway User Revenue (HURF)	4,418,689	5,362,515	5,717,138
Irrigation and Drainage District	15,472,781	14,202,838	23,597,722
LHC Employee Benefit Trust	6,096,915	5,662,946	1,754,003
LHC Improvement Districts	117,196	85,623	86,600
POC Firefighters Pension Trust	2,001		
Recreation / Aquatic Center	1,079,980	1,302,934	1,644,102
Special Programs	378,824	144,693	342,558
Refuse	1,085,989	1,112,181	1,071,054
Tourism / Economic Development	1,389,473	1,401,945	1,485,000
Transit	1,847,704	1,623,783	2,148,849
Vehicle / Equipment Replacement	818,547	599,935	940,902
Wastewater Utility	59,916,140	45,258,958	43,820,735
	\$132,076,826	\$115,763,923	\$139,865,681
Non-Cash Depreciation & Adjustments	(19,737,122)	(13,435,672)	(15,257,494)
<b>Total Expenditures</b>	<b>\$112,339,704</b>	<b>\$102,328,251</b>	<b>\$124,608,187</b>
<b>AVAILABLE BALANCE</b>	<b>\$30,063,202</b>	<b>\$12,299,043</b>	<b>(\$23,230,216)</b>
<b>Operating Transfers In/(Out)</b>			
General	(1,593,510)	516,444	2,497,110
Airport		140,000	79,620
Capital Projects	(600,000)	(853,888)	(375,514)
Court Enhancement		(15,000)	(65,000)
Debt Service	385,000	212,000	240,000
Highway User Revenue (HURF)	749,014	680,444	597,230
Irrigation and Drainage District	(1,129)	(2,045,000)	(2,041,898)
LHC Employee Benefit Trust			(2,500,000)
Recreation/Aquatic Center	545,000	800,000	885,125
Refuse	(27,163)		
Transit	544,100	610,000	719,183
Wastewater Utility	(1,312)	(45,000)	(35,856)
<b>Total Operating Transfers In/(Out)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>SUBTOTAL</b>	<b>\$30,063,202</b>	<b>\$12,299,043</b>	<b>(\$23,230,216)</b>
<b>Beginning Balance</b>	<b>\$90,364,707</b>	<b>\$120,427,909</b>	<b>\$132,726,952</b>
<b>CIP Transfers In/(Out)</b>			
CIP - General		(6,877)	(1,397,815)
CIP - Airport	7,626	6,877	219,150
CIP - Highway User Revenue (HURF)			(24,178)
CIP - Irrigation and Drainage District	(2,000,000)	(2,000,000)	(225,000)
CIP - Other	361,711	192	2,802,651
CIP - Refuse	(369,337)	(192)	(1,149,808)
CIP - Wastewater Utility	2,000,000	2,000,000	(225,000)
<b>Total CIP Transfers In/(Out)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>ENDING BALANCE</b>	<b>\$120,427,909</b>	<b>\$132,726,952 *</b>	<b>\$109,496,736</b>

\*Unaudited



## COMMUNITY INVESTMENT PROGRAM SUMMARY

Projects by Program / Fund	Total Fiscal Year 2012-13 CIP	
	By Project	By Program
<b>Community Services / Capital Projects Funds</b> Havasu 280 Infrastructure Master Plan Mesquite Avenue Parking Structure Rotary Community Park Expansion Tinnell Skate Park	100,000 199,808 197,500 1,100,000	1,597,308
<b>General Government / Capital Projects Funds</b> City Owned Fiber Optic Infrastructure Contingency Citywide Network Infrastructure Upgrade	125,423 1,000,000 242,840	1,368,263
<b>Operations - Airport / Airport Fund</b> Airport Electrical Vault, Apron Lighting, & Cameras Airport Pavement Preservation Citywide Network Infrastructure Upgrade Non-Aero Land Assessment	526,000 910,000 28,560 25,000	1,489,560
<b>Operations - Streets / Capital Projects Funds</b> 2012 Lake Havasu Box Culvert Improvements Drainage Improvements Engineering Services Drainage Improvements Program Intersection Improvements - S. Palo Verde/Kiowa London Bridge Maintenance Mockingbird Wash Bank Stabilization North Havasu Area/Air Industrial Park Drainage Improvements PARA Corridor Project Pima Wash Culvert Residential Drainage Program Roadway Drainage Improvements Traffic Signals Wash Bank Stabilization Program Widen Lake Havasu Avenue	900,000 600,000 2,742,487 184,975 635,000 1,000,000 100,000 424,178 315,197 100,000 1,000,000 300,000 500,000 448,486	9,250,323



## COMMUNITY INVESTMENT PROGRAM SUMMARY

Projects by Program / Fund	Total Fiscal Year 2012-13 CIP	
	By Project	By Program
<b>Operations - Transit / Capital Projects Funds</b> Transit Parking Lot	33,572	33,572
<b>Operations - Wastewater / Wastewater Utility Fund</b> Eagle Golf Course Effluent Pump Station Effluent Reuse & Disposal Connections Engineering Oversight Citywide Network Infrastructure Upgrade Mockingbird Area Sewer Expansion SCADA Controls for Effluent Reuse Sewer Valve Retrofits Trotwood Area Sewer Expansion Vadose Injection Wells & Associated Monitoring Wells	722,045 50,000 47,863 92,880 487,351 200,000 275,000 404,302 343,126	2,622,567
<b>Operations - Water / Irrigation &amp; Drainage District Fund</b> Booster Station 1B Replacement Booster Station 4 Replacement & Additional Storage Booster Station 5A Replacement & Additional Storage Booster Station 6 & 6A City Hall Well Conversion Firming Agreement Subcontract No. 2 Citywide Network Infrastructure Upgrade Mohave County Water Authority Water Allocation Refurbish & Re-equip Existing Wells Water Main Replacements Water Service Line Replacement - WWSE Water System Improvements Engineering Services Water Treatment Plant Improvements Well Expansion Program	300,000 2,490,409 2,489,924 375,000 40,000 50,366 35,720 78,000 400,000 2,449,151 482,980 290,723 500,000 744,044	10,726,317
<b>Public Safety</b> Police Dispatch Expansion	222,000	222,000
<b>TOTAL FISCAL YEAR 2012-13 COMMUNITY INVESTMENT PROGRAM</b>		<b>\$27,309,910</b>



## DEBT SERVICE SUMMARY

### Irrigation & Drainage District

**July 16, 2010**

Received \$11,400,000 in borrowing authority from the Water Infrastructure Financing Authority (WIFA) of Arizona to replace plastic water service lines with copper lines in conjunction with the wastewater system expansion project, replace water main pipes, and construct a new booster station to replace an existing pump station. Of this amount, \$8,177,700 of the principal amount will be forgiven through a federal grant from ADEQ.

**June 22, 2007**

Received \$5,700,000 in borrowing authority from WIFA to replace plastic water service lines with copper lines in conjunction with the wastewater system expansion project.

**February 1, 1993**

Issued \$4,120,000 in Refunding Bonds.

### General Government

**April 22, 2008**

Issued \$2,615,000 in New Revenue Bonds to provide funds for the Freedom Bridge land acquisition.

### Wastewater Utility

**Series 2009**

Received \$5,147,488 in borrowing authority from WIFA for the wastewater system expansion project. This included collection lines for a portion of program year nine areas. Of this amount, \$2,000,000 of the principal amount will be forgiven as a part of the American Recovery and Reinvestment Act (ARRA) of 2009.

**Series 2009A**

Received \$87,734,728 in borrowing authority from WIFA for the wastewater system expansion project. This included collection lines and related effluent injection wells and beginning design work for the remaining areas included in the expansion program.

**Series 2008**

Received \$45,585,000 in borrowing authority from WIFA for the wastewater system expansion project. This included collection lines and related effluent injection wells and beginning design work for program year eight areas.



## DEBT SERVICE SUMMARY

### Wastewater Utility (Cont.)

**Series 2007**

Received \$52,914,430 in borrowing authority from WIFA for the wastewater system expansion project. This included collection lines and related effluent injection wells and beginning design work for program year seven areas. Included in this issuance was \$3,560,000 of refinancing.

**Series 2006**

Received \$60,835,000 in borrowing authority from WIFA for the wastewater system expansion project. This included collection lines and related pump stations and beginning design work for program year six areas.

**Series 2005B**

Received \$58,070,000 in bond funding from the Greater Arizona Development Authority (GADA) to finance program year four of the wastewater expansion project. This included program year four construction of the first phase of the north regional wastewater treatment plant, installation of sewer in three areas, completion of sewer installation in program year three areas, and completion of the north effluent line. Included in this issuance is \$5,765,000 of refinancing.

**Series 2004A**

Received \$55,140,000 in borrowing authority from WIFA for the wastewater system expansion project. This included collection lines and related pump stations and beginning design work for the north regional treatment plant. Included in this issuance was \$5,075,000 of refinancing.

**Series 2004**

Received \$9,500,000 in borrowing authority from WIFA for the wastewater system expansion project. This included collection lines and related pump stations in areas throughout Lake Havasu City. Refinancing of \$3,560,000 occurred in Fiscal Year 2007.

**Series 2002**

Received \$22,780,000 in borrowing authority from WIFA to finance the construction of collection lines and related pump stations within Pressure Zone 1 to convey wastewater to existing treatment facilities. This included the construction of collection lines and related infrastructure to residential areas north of Lake Havasu City, finance planning and design for future construction activity, refinancing existing Sanitary District debt to facilitate dissolution of the district and transfer of the facilities to Lake Havasu City, and financing other expenses including legal, financial advisor, land acquisition, inspection and administration. Refinancing of \$5,765,000 occurred in Fiscal Year 2005.

NOTE: As of July 1, 2011, borrowing authorization in the amount of \$16,574,358 has been de-authorized due to a combination of project construction savings and changes to the overall scope of the project. An additional estimated \$25,187,709 will be de-authorized once the final sewer expansion project payments are released.

**STATUTORY GENERAL OBLIGATION DEBT LIMITATIONS**

<b>TAX YEAR 2012 SECONDARY ASSESSED VALUE</b>	<b>\$573,894,513</b> *
(1) Debt limit 6% of assessed value	\$34,433,671
Bonds Outstanding at June 30, 2012	<u>0</u>
Excess available at June 30, 2012	<b>\$34,433,671</b>
(2) Debt limit 20% of assessed value	\$114,778,903
Bonds Outstanding at June 30, 2012	<u>159,043,488</u> **
(3) Excess available at June 30, 2012	<b>(\$44,264,585)</b>
Total Bonding Capacity	<b><u>(\$9,830,915)</u></b> ***

- (1) The Arizona Constitution states that for general municipal purposes a municipality cannot incur a debt exceeding 6% of the assessed valuation of taxable property.
- (2) Additional bonds amounting to 20% of the assessed valuation of taxable property can be issued for supplying such services as water, artificial light, sewers, and for the acquisition and development of land for open space preserves, parks, playgrounds, and recreational facilities.
- (3) The debt limit exceeds the 20% of assessed value due to bonds being issued in previous years and the assessed valuation declining in tax year 2012.

\* Estimate

\*\* Reflects reduction of July 1, 2012, principal payments

\*\*\* Over the past few years, the City's secondary assessed value has declined from a high of \$1,038,426,351 to the current value of \$573,894,513, a 45% decrease, causing a negative bonding capacity. As assessed values increase in future years, the negative capacity will diminish and return the City to a positive bonding capacity.





## DEBT SERVICE SCHEDULE

Description of Issue	Date Authorized	Amount	Rate of Issue %	Final Maturity Date	Amount Outstanding As of 7-1-12	Fiscal Year 2013		
						Principal	Interest	Total
Long Term Debt General Government								
GADA - Land Acquisition	2008	\$2,615,000	3.00 - 5.00	2024	\$2,235,000	\$145,000	\$91,446	\$236,446
Total General Government Debt		\$2,615,000			\$2,235,000	\$145,000	\$91,446	\$236,446
Irrigation & Drainage District								
Bond Series	1993	\$4,120,000	3.75 - 6.625	2023	\$110,000	\$10,000	\$6,625	\$16,625
WIFA Senior	2007	5,700,000	3.504	2028	4,850,742	231,233	161,868	393,101
WIFA Senior *	2010	11,400,000	3.50	2031	3,099,610	126,095	82,515	208,610
Total IDD Debt		\$21,220,000			\$8,060,352	\$367,328	\$251,008	\$618,336
Wastewater Utility								
Revenue Bonds								
WIFA Loans								
Junior Construction Loan Year 1	2002	\$8,507,500	3.171	2023	\$5,751,841	\$445,156	\$168,275	\$613,431
Senior Construction Loan Year 1	2002	8,507,500	3.171	2023	5,751,841	445,156	168,275	613,431
Senior Construction Loan Year 2	2004	5,940,000	3.12	2025	4,423,225	281,108	129,234	410,342
Junior Construction Loan Year 3	2004A	32,290,000	3.255	2025	27,265,000	1,050,000	853,298	1,903,298
Senior Construction Loan Year 3	2004A	17,775,000	3.255	2025	13,279,568	836,873	405,010	1,241,882
Junior Construction Loan Year 5	2006	48,405,000	2.672	2027	44,550,000	2,455,000	1,124,778	3,579,778
Senior Construction Loan Year 5	2006	12,430,000	2.672	2027	10,300,000	565,000	260,119	825,119
Senior Construction Loan Year 6	2007	52,914,430	3.185	2038	49,185,039	1,243,867	1,526,926	2,770,793
Junior Construction Loan Year 7	2008	45,585,000	3.750	2039	27,973,446	616,642	1,025,880	1,642,522
Senior Construction Loan Year 8 **	2009	5,147,488	3.241	2040	2,776,674	62,386	87,970	150,356
Senior Construction Loan Year 8	2009A	87,734,728	3.098	2040	85,823,941	1,969,983	2,597,796	4,567,779
GADA Loans								
Junior Loan Year 4	2005B	58,070,000	5.000	2036	58,070,000	0	2,808,242	2,808,242
Total Wastewater Utility Debt		\$383,306,646			\$335,150,575	\$9,971,170	\$11,155,804	\$21,126,974

**Total Outstanding Debt \$345,445,927**

**Total Fiscal Year 2013 Debt Service \$10,483,498 \$11,498,258 \$21,981,756**

\* Of this amount, \$8,177,700 of the principal amount will be forgiven through a federal grant from ADEQ

\*\* Of this loan amount, \$2,000,000 of the principal amount will be forgiven as a part of the American Recovery and Reinvestment Act of 2009



## DEBT SERVICE SCHEDULE

At July 1, 2012, the total actual indebtedness is approximately \$507 million. Fiscal Year 2013 annual debt payments are projected to be \$22 million. This table illustrates the total actual indebtedness throughout the life of the debt for all current outstanding debt.

Fiscal Year	Principal	Interest	Total
2013	10,483,498	11,498,258	21,981,756
2014	10,795,134	11,260,889	22,056,023
2015	11,223,294	10,914,803	22,138,097
2016	11,678,186	10,552,883	22,231,070
2017	12,145,032	10,177,621	22,322,653
2018	12,869,054	9,779,444	22,648,498
2019	13,405,490	9,362,671	22,768,161
2020	14,079,578	8,925,790	23,005,367
2021	14,561,565	8,473,652	23,035,217
2022	15,056,711	8,005,667	23,062,378
2023	15,765,281	7,514,879	23,280,160
2024	15,027,454	7,047,901	22,075,355
2025	15,308,902	6,574,392	21,883,294
2026	14,775,124	6,150,106	20,925,229
2027	15,298,466	5,608,707	20,907,174
2028	11,358,599	5,166,688	16,525,287
2029	11,404,539	4,720,485	16,125,025
2030	11,859,867	4,255,671	16,115,538
2031	12,327,182	3,771,516	16,098,698
2032	12,609,602	3,273,047	15,882,650
2033	13,110,696	2,753,673	15,864,369
2034	13,639,321	2,212,521	15,851,842
2035	14,185,723	1,648,586	15,834,309
2036	14,760,157	1,060,856	15,821,014
2037	8,362,888	623,058	8,985,946
2038	8,627,085	343,137	8,970,222
2039	6,090,468	143,866	6,234,334
2040	4,637,029	0	4,637,029
	<b>\$345,445,925</b>	<b>\$161,820,766</b>	<b>\$507,266,695</b>



## CAPITAL LEASE SCHEDULE

Description of Borrowing	Total Lease Amount	Rate of Issue	FY 2013 Lease Payment Amount (Principal & Interest)
FY 2008 Vehicle/Equipment Leases	\$ 2,860,210	3.6949%	\$ 411,917
FY 2012 Energy Conservation Measures (ECM) Lease	3,203,000	5.68%	319,515
FY 2012 Phone System Lease	300,468	Time-Value	85,000
FY 2013 Proposed Capital Lease	<u>911,125</u>	3 - 5%	<u>222,625</u>
	\$ 7,274,803		\$ 1,039,057

The economic challenges presented over the last few fiscal years resulted in the deferment of equipment and technology purchases that are now critical. The following list of items are included in the Fiscal Year 2013 budget to be purchased with lease proceeds. The term of the lease is proposed to be five years, which corresponds to the minimum useful life of the items to be purchased.

### FY 2013 Proposed Capital Lease:

Equipment and Technology Needs	Department	Lease Amount	City Funded	Total Cost
City Owned Fiber Optic Infrastructure	Citywide	\$ 125,423	\$ -	\$ 125,423
Desktop Refresh	Citywide	174,500	19,389	193,889
Document Management System	Information Technology	78,372	8,708	87,080
Mobile and Portable Radios	Fire	204,500	-	204,500
Mobile Computing	Information Technology	78,862	8,762	87,624
Public Safety Mobility Refresh	Fire / Police	86,209	9,579	95,788
Server Virtualization	Citywide	<u>163,259</u>	<u>18,140</u>	<u>181,399</u>
		\$ 911,125	\$ 64,578	\$ 975,703

# **BUDGET SUMMARY**

Budget Trends - Ten-Year History  
Fiscal Sustainability Policy





## BUDGET TRENDS TEN-YEAR HISTORY

### **REVENUES**

During the past ten years, the City experienced growth in revenues for the first seven years, averaging annual increases of 17%. These increases in revenues were due largely to:

- Growth in retail and construction sales tax
- Increase in property tax valuations
- Increase in building related permits and fees
- Increases in user charge fees for water
- Additional wastewater utility customers

Fiscal Year 2010 saw the largest increase in budgeted revenue due to the influx of bond proceeds related to the acceleration of the Wastewater System Expansion CIP project.

Although the effects of the economic downturn began in Fiscal Year 2009, Fiscal Year 2011 reflects the largest single year decrease, 28% from the previous year, due to nearing completion of the Wastewater System Expansion project. This set the trend of reduced revenues that is continuing into the current Fiscal Year. Growth in areas such as sales tax is occurring; however, revenues budgeted for Fiscal Year 2013 are conservative and remain below the Fiscal Year 2004 budget.

### **OPERATING BUDGET EXPENDITURES**

Similar to the revenue budget, the operating budget increased for the first five of the last ten years, averaging 17% annually. This was due primarily to:

- Population growth
- Demands placed on the level of services that citizens had come to expect
- Increased personnel costs

Beginning in Fiscal Year 2009, operating expenditures decreased at an average rate of 3% annually due to the economic downturn. The decreases reflect:

- Reduced personnel costs due to reduction in force measures and a 5% pay decrease for remaining employees
- Continued review and refinement of operating efficiencies resulting in less supplies and service appropriations

Fiscal Year 2013 continues to provide only for essential services while facing additional budgetary challenges:

- Costs associated with legislative changes – Arizona State Retirement System reverting back to 50 percent employer match
- Retroactive payment of the Arizona State Retirement System employer match from 47 percent to 50 percent ("catch-up" from Fiscal Year 2012)
- Continued increases in employee benefit costs, including insurance and retirement benefits

The City's management team undertook a strategic plan review of all core services, resulting in a reorganization that took effect in Fiscal Year 2012. The efficiencies resulting from the reorganization have already shown a decrease in the reliance on the use of fund balance to support operations in Fiscal Year 2013 as compared to Fiscal Year 2012, and this trend is expected to continue in future years.

Of the City's \$110 million Fiscal Year 2013 operating budget, \$92 million or 84% comes from only three funds:

General Fund .....	\$38,166,868
Wastewater Utility Fund.....	\$40,875,832
Irrigation & Drainage District Fund...	\$12,738,555

### **CAPITAL BUDGET EXPENDITURES**

The capital budget, which is comprised of capital outlay items and Community Investment Program projects, has mirrored the trends of the operating budget over the last ten years. For the first five years, the capital budget grew at an average annual rate of 18%. The increases were attributed to:

- Replacement of aging machinery and equipment



## BUDGET TRENDS TEN-YEAR HISTORY

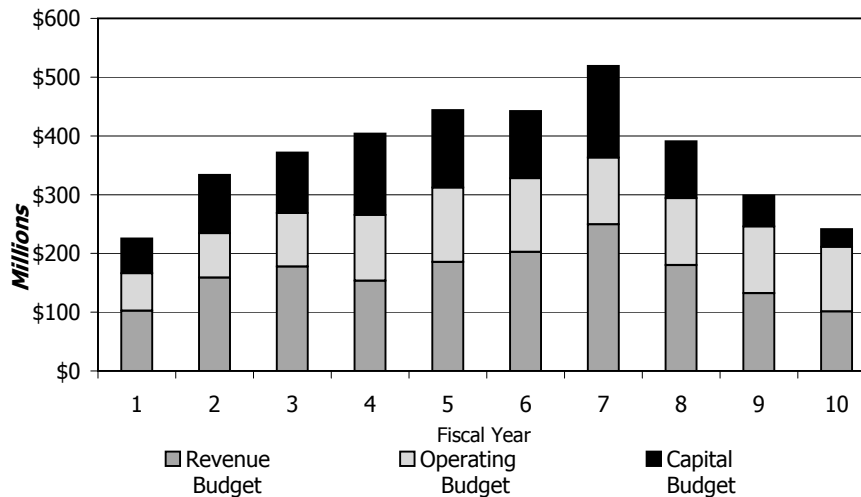
- Development and improvement of park facilities to accommodate population growth and citizen expectations for recreational opportunities
- Street improvements such as traffic signals, roadway widening, and drainage enhancements
- Undertaking of a massive citywide Wastewater System Expansion project
- Citywide water line replacement in conjunction with the Wastewater System Expansion

Fiscal Year 2009 saw a decrease of approximately 13% in capital appropriations, followed by an increase of 37% in Fiscal Year 2010. This spike was due to the City's decision to accelerate the Wastewater Expansion System project to take advantage of the competitive bidding environment that was influenced by the economic downturn. The capital budget

has continued to decline as the Wastewater Expansion System project has come to an end and only necessary infrastructure projects are planned due to funding limitations. The Fiscal Year 2013 capital budget includes:

- Significant investment in technology to bring the City's systems up to date and to increase efficiencies
- Replacement of aging police patrol vehicles
- Continued drainage and roadway improvements
- Replacement of aging water booster stations

Of the total CIP appropriation of \$27,309,910 in Fiscal Year 2013, \$11,840,842 (43% of the CIP budget) was carried over from the prior fiscal year for contract commitments on projects that were previously started and are anticipated to be completed in Fiscal Year 2013.



Fiscal Year	Revenue Budget	Operating Budget	Capital Budget	Total Budget
03-04	102,529,111	63,864,205	59,015,258	\$225,408,574
04-05	159,036,644	75,580,205	98,899,473	\$333,516,322
05-06	177,568,553	91,094,047	103,157,330	\$371,819,930
06-07	153,769,975	111,645,861	138,424,972	\$403,840,808
07-08	185,615,158	126,246,888	132,223,415	\$444,085,461
08-09	202,728,247	125,168,100	114,437,411	\$442,333,758
09-10	249,688,363	113,284,271	156,291,925	\$519,264,559
10-11	180,017,463	113,893,150	96,931,822	\$390,842,435
11-12	132,290,269	113,630,922	52,706,698	\$298,627,889
12-13	101,377,971	109,967,311	29,898,370	\$241,243,652



## **FISCAL SUSTAINABILITY POLICY**

### **Excerpts from Resolution No. 07-2207 and the Policy**

#### **OBJECTIVES**

1. To protect the City Council's policy-making ability by ensuring that important policy decisions are not controlled by financial problems or emergencies.
2. To set forth operational principles which minimize the cost of local government, to the extent consistent with services desired by the public, and which minimize financial risk.
3. To adopt revenue policies which prevent undue or unbalanced reliance on certain revenues, which distribute the costs of municipal services fairly, and which provide adequate funds to operate desired programs.
4. To provide essential public facilities and prevent deterioration of the Lake Havasu City's public facilities and its capital plant.
5. To protect and enhance the Lake Havasu City's credit rating and prevent default on any municipal debts.
6. To insure the legal use of all Lake Havasu City funds through adherence to the highest accounting and management practices as set by the Government Finance Officers Association standards for financial reporting and budgeting, by the Governmental Accounting Standards Board and other professional standards.

This Fiscal Sustainability Policy document is intended to establish guidelines for the City's overall fiscal planning and management. These principles are intended to foster and support the continued financial strength and stability of Lake Havasu City as reflected in its financial goals.

#### **I FISCAL PLANNING**

Fiscal planning refers to the process of identifying resources and allocating those resources among competing purposes. The primary vehicle for this planning is the preparation, monitoring and analysis of the City's budget.

- 1.01 The City Manager shall submit to the City Council a proposed annual budget,

with their recommendations, and shall execute the budget as finally adopted, pursuant to ARS §42.17101 through §42.17105. The City will budget revenues and expenditures on the basis of a fiscal year which begins July 1 and ends on the following June 30. The City Council will adopt the budget no later than June 30.

- 1.02 The City uses a five-year long-range financial forecasting system that will incorporate both revenue and expenditure estimates for all of the City funds. The five-year long-range forecast will be updated annually and presented to the City Council prior to the start of the City budget process.
- 1.04 The operating budget will be based on the principle that current operating expenditures, including debt service, will be funded with current revenues creating a balanced budget. The City will not balance the current budget at the expense of meeting future years' expenditures; for example accruing future years' revenues or rolling over short-term debt to avoid planned debt retirement.
- 1.05 The budget will fully appropriate the resources needed for authorized regular staffing. At no time shall the number of regular full-time employees on the payroll exceed the total number of positions authorized by the City Council. All personnel actions shall be in conformance with applicable federal and state law and all City ordinances and policies.
- 1.07 Performance measurement indicators will be integrated into the budget process as appropriate.
- 1.08 Alternatives for improving the efficiency and effectiveness of the City's programs and the productivity of its employees will be considered during the budget process.
- 1.10 The City's annual budget will include contingency appropriations in each fund





## **FISCAL SUSTAINABILITY POLICY**

### **Excerpts from Resolution No. 07-2207 and the Policy**

sufficient to provide for unanticipated increases in service delivery costs and needs that may arise throughout the fiscal year. Expenditures from these contingency appropriations can only be undertaken with separate Council action and only if funds are not available in the department requesting the contingency funding.

- 1.13 If a deficit is projected during any fiscal year, the City will take steps to reduce expenditures, increase revenues or, if a deficit is caused by an emergency, consider using the General Fund Contingency appropriation, to the extent necessary to ensure a balanced budget at the close of the fiscal year. The City Manager may institute a cessation during the fiscal year on hirings, promotions, transfers, and capital equipment purchases. Such action will not be taken arbitrarily and without knowledge and support of the City Council.

## **II FUND BALANCE**

Fund balance is an important indicator of the City's financial position. Adequate fund balances must be maintained to allow the City to continue providing services to the community in case of economic downturns and/or unexpected emergencies or requirements.

- 2.02 The City will maintain a 'Contingency Fund' reserve in the General Fund of five percent (5%) of the average actual fund revenues for the preceding five fiscal years. In the event these 'Contingency' funds must be used to provide for temporary funding of unforeseen emergency needs, the City shall restore this specific 'Contingency' reserve to the minimum five percent (5%) limit within the next two fiscal years following the fiscal year in which the event occurred.
- 2.03 The City will maintain an additional General Fund reserve upper goal of an additional ten percent (10%) of the

average actual General Fund revenues for the preceding five fiscal years. These funds will not be appropriated except to cover emergencies and unexpected declines in revenue in the following budget year. To the extent these reserves are expended, the City will increase its General Fund revenues or decrease its expenditures to the extent necessary to prevent the continued use of these reserves. Additional funds necessary to restore this additional ten percent (10%) amount will be provided in at least approximately equal contributions during the three fiscal years following the fiscal year in which the event occurred.

- 2.05 The 'Contingency' funds can only be authorized for expenditure by action of the City Council.
- 2.06 The City will maintain a 'Contingency Fund' in the Irrigation and Drainage District Fund, Wastewater Fund and Highway Users' Revenue Fund of five percent (5%) of the average actual revenues for the preceding five fiscal years. This fund may only be used to cover emergencies and unexpected declines in revenue. The funds can only be authorized for expenditure by action of the City Council. To the extent these reserves are expended, the City will increase its revenues or decrease its expenditures to the extent necessary to prevent the continued use of these reserves. Additional funds necessary to restore the five percent (5%) amount will be provided in at least approximately equal contributions during the three fiscal years following the fiscal year in which the event occurred.

## **III EXPENDITURE CONTROL**

Management must ensure compliance with the legally adopted budget.

- 3.01 Expenditures will be controlled by an annual budget at the division level. The City Council shall establish



## **FISCAL SUSTAINABILITY POLICY**

### **Excerpts from Resolution No. 07-2207 and the Policy**

appropriations through the budget process. The Council may transfer these appropriations as necessary through the budget amendment process. Administrative approval and processing of certain budget transfers within departments is governed by OPP 2.07.

- 3.05 The State of Arizona sets a limit on the expenditures of local jurisdictions. The City will comply with these expenditure limitations and will submit an audited expenditure limitation report, audited financial statements, and audited reconciliation report as defined by the Uniform Expenditure Reporting System (ARS §41-1279.07) to the State Auditor General each year.
- 3.06 The City will monitor the expenditure limitation every year and may choose to pursue a periodic adjustment to its expenditure limitation. This adjustment may be every four years through the City submitting an alternative expenditure limitation (Home Rule) option for approval by the voters at a regular City election (Article IX, Section 20, Subsection 9, Arizona State Constitution). The City may choose to pursue other legally permitted adjustments to its expenditure limitation such as through voter approval of a permanent base adjustment (Article IX, Section 20, Subsection 6, Arizona State Constitution).

#### **IV REVENUES AND COLLECTIONS**

All government employees are considered stewards of public funds. In order to provide funding for service delivery, the City must have reliable revenue sources. These diverse revenues must be collected equitably, timely, and efficiently.

- 4.01 The City's goal is a General Fund revenue base balanced between taxes, intergovernmental shared revenues, and other revenue sources such as licenses and permits, user fees, and

other miscellaneous revenues.

- 4.02 The City will maintain a diversified and stable revenue base to shelter it from economic changes or short-term fluctuations in any one revenue source.

#### **VII COMMUNITY INVESTMENT PROGRAM**

The purpose of the Community Investment Program is to systematically plan, schedule, and finance capital projects to ensure cost-effectiveness as well as conformance to established policies and goals.

- 7.01 The City Manager will annually submit a ten-year Community Investment Program for review by the City Council pursuant to the timeline established in the annual budget preparation schedule. Submission of the Community Investment Program shall be consistent with the requirements of ARS §42.17101 through §42.17103.
- 7.04 The City's objective will be to dedicate to the Community Investment Program at least 2% of the annual General Fund revenues allocated to the City's operating budget. This will supplement funding from other sources such as IGAs, bonds, impact fees and grants.
- 7.06 Community Investment projects will not be budgeted, authorized or awarded until the funding sources have been identified to finance the project.
- 7.08 Within 90 days of the completion of a capital project any remaining appropriated funds for the project will be closed off. Excess funds may be used for other project shortfalls with the approval of the City Council. Funds not used will revert to the fund balance of the funding source.
- 7.11 The City will maintain a listing of capital infrastructure. This list will be used to analyze City infrastructure to provide for maintenance and replacement through the City's Community Investment



## **FISCAL SUSTAINABILITY POLICY**

### **Excerpts from Resolution No. 07-2207 and the Policy**

Program and annual operating budget.

#### **IX DEBT MANAGEMENT**

The purpose of this debt management policy is to provide for the preservation and eventual enhancement of the City's bond ratings, the maintenance of adequate debt service reserves, compliance with debt instrument covenants and provisions and required disclosures to investors, underwriters and rating agencies.

- 9.03 The City will maintain debt ratios within the Arizona Constitution limits.
- 9.04 The City will manage the debt program with the assistance of a financial advisor and bond counsel.
- 9.06 The City will not use long-term debt to fund current operations or projects that can be financed from current revenues or resources. The City will first attempt "pay as you go" capital financing for projects less than \$1,000,000.
- 9.08 The City shall comply with all requirements of Arizona Revised Statutes Title 35 and other legal requirements regarding the issuance of bonds and certificates of the City or its debt issuing authorities.
- 9.10 Restructuring, refinancing, and advance bond refunding are used to limit the City's debt service costs and to provide maximum future borrowing flexibility.

#### **X ENTERPRISE FUNDS**

Government enterprises generate revenue to offset the cost of providing certain services including water, wastewater, sanitation, airport, and recreation/aquatic center. User charges are established to offset the cost of providing these services.

- 10.01 Separate funds will be established and maintained to properly account for each enterprise operation....Interfund charges will be assessed for the administrative support of the enterprise activity.

#### **XIII ACCOUNTING, AUDITING, AND FINANCIAL REPORTING**

Accounting, auditing and financial reporting form the informational infrastructure for public finance. Internal and external financial reports provide important information to the City's legislative body, management, citizens, investors and creditors.

- 13.01 The City will comply with generally accepted accounting principles (GAAP) in its accounting and financial reporting.
- 13.02 Monthly financial reports will be issued to the City Manager and all departments summarizing financial activity comparing actual revenues and expenditures with budgeted amounts.
- 13.04 In accordance with State law, a comprehensive financial audit, including an audit of federal grants according to the Single Audit Act of 1984 and the OMB Circular A-133, will be performed annually by an independent public accounting firm, with the objective of expressing an opinion on the City's financial statements. The City will prepare its financial statements in accordance with applicable standards and will account for its operations in a manner consistent with the goal of obtaining an unqualified opinion from its auditors.
- 13.06 All departments will provide notice of all significant events and financial and related matters to the Finance Director for the City's annual disclosures, as required by the SEC Regulation 15-C-2-12, to the municipal markets, financial statements and bond representations. A listing of significant events is included in Appendix A to this document. The Finance Director will notify all Nationally Recognized Municipal Securities Information Repositories of these significant events.

# **BUDGET SUMMARY**

## **Five-Year Financial Projections**

### **Selected Funds**

Airport

General

Capital Projects

Highway User Revenue Fund (HURF)

Irrigation & Drainage District (Water)

Recreation/Aquatic Center

Refuse

Transit

Vehicle/Equipment Replacement

Wastewater Utility





## FINANCIAL PROJECTIONS AIRPORT FUND

Airport Fund Financial Projections	Actual	Budget	Estimate	Projections				
	FY 10-11	FY 11-12	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17
<b>Revenues</b>								
Car Rental Fees	64,210	57,800	59,812	57,800	57,800	57,800	57,800	57,800
Facility Charges	14,178	14,000	13,866	14,000	14,000	14,000	14,000	14,000
FBO Hangar Fees	10,394	10,394	10,394	10,394	10,394	10,394	10,394	10,394
Fuel Flowage Fees	56,963	56,000	58,540	56,000	56,000	56,000	56,000	56,000
Grants	359,772	151,125	223,471	1,331,850	378,300	234,000	63,375	243,750
Hangar Pad Fees	55,124	58,000	57,850	58,000	58,000	58,000	58,000	58,000
Hangar Rental Fees	119,246	117,474	122,816	117,474	117,474	117,474	117,474	117,474
Land/Building Rental Fees	25,523	25,523	25,523	25,523	25,523	25,523	25,778	26,036
Land Lease Fees	65,008	65,600	63,699	65,600	65,600	65,600	65,600	65,600
Landing Fees	8,436	9,200	8,279	9,200	9,200	9,200	9,200	9,200
Lease Proceeds				3,040	2,672	2,230		
Miscellaneous	7,805	7,500	6,129	8,200	8,207	8,214	8,221	8,228
Operating Permit Fees	2,008	2,000	2,813	2,000	2,000	2,000	2,000	2,000
Shade Port Lease Fees	28,560	27,600	29,487	27,600	27,600	27,600	27,600	27,600
Signage/Advertising	828	828	793	828	828	828	828	828
Sub-Lease Fee	313	313	313	313	313	313	313	313
Terminal Space Fee	672	672	672	672	672	672	672	672
Tie Down Fees	42,311	44,000	42,683	44,000	44,000	44,000	44,000	44,000
Transient Tie Downs	3,071	1,600	2,524	1,600	1,600	1,600	1,600	1,600
Quarterly Utilities	4,341	4,700	4,560	4,700	4,700	4,700	4,700	4,700
Vehicle Parking Fees	12,031	12,600	10,673	12,600	12,600	12,600	12,600	12,600
<b>Total Revenues</b>	<b>\$880,794</b>	<b>\$666,929</b>	<b>\$744,897</b>	<b>\$1,851,394</b>	<b>\$897,483</b>	<b>\$752,748</b>	<b>\$580,155</b>	<b>\$760,795</b>
<b>Expenditures</b>								
Personnel	353,880	357,575	358,962	202,269	203,660	204,344	208,247	209,135
Operation & Maintenance (O&M)	179,382	177,065	181,416	123,087	124,094	126,754	128,187	122,534
Capital Outlay				1,633	538	248	35,000	
Community Investment Program	363,308	180,000	230,347	1,489,560	388,000	240,000	65,000	250,000
Contingency		20,000		7,000				
Depreciation	756,490	796,555	726,584	764,202	779,486	795,076	810,977	827,197
Interfund Cost Allocation - Support Svcs	122,436	128,477	128,477	161,837	165,074	165,074	168,375	168,375
Interfund Cost Allocation - Admin				64,442	65,731	65,731	67,045	67,045
Interfund Cost Allocation - Maintenance				115,507	117,817	117,817	120,173	120,173
Landfill Closure Reserve								
Lease Expenses				41,520				
Other Expenses								
	\$1,775,496	\$1,659,672	\$1,625,786	\$2,971,057	\$1,844,400	\$1,715,043	\$1,603,005	\$1,764,460
Non-Cash Depreciation & Adjustments	(756,490)	(796,555)	(726,584)	(764,202)	(779,486)	(795,076)	(810,977)	(827,197)
<b>Total Expenditures</b>	<b>\$1,019,006</b>	<b>\$863,117</b>	<b>\$899,202</b>	<b>\$2,206,855</b>	<b>\$1,064,914</b>	<b>\$919,968</b>	<b>\$792,028</b>	<b>\$937,263</b>
<b>AVAILABLE RESOURCES</b>	<b>(\$138,212)</b>	<b>(\$196,188)</b>	<b>(\$154,305)</b>	<b>(\$355,461)</b>	<b>(\$167,431)</b>	<b>(\$167,220)</b>	<b>(\$211,873)</b>	<b>(\$176,468)</b>
<b>Operating Transfers In/(Out)</b>								
Debt Service Fund								
General Fund - O&M		140,000	140,000	90,000	155,000	165,000	215,000	190,000
General Fund - Lease Purchase				(5,380)	(5,393)	(5,662)	(5,674)	(5,677)
HURF Fund				(5,000)				
<b>Total Operating Transfers In/(Out)</b>		\$140,000	\$140,000	\$79,620	\$149,607	\$159,338	\$209,326	\$184,323
<b>SUBTOTAL</b>	<b>(\$138,212)</b>	<b>(\$56,188)</b>	<b>(\$14,305)</b>	<b>(\$275,841)</b>	<b>(\$17,824)</b>	<b>(\$7,882)</b>	<b>(\$2,547)</b>	<b>\$7,855</b>
<b>Beginning Available Resources</b>	<b>\$209,215</b>	<b>\$45,754</b>	<b>\$78,629</b>	<b>\$71,201</b>	<b>\$14,510</b>	<b>\$6,386</b>	<b>\$4,505</b>	<b>\$3,582</b>
<b>CIP Transfers In/(Out)</b>								
CIP - General Fund		3,875	6,877					
CIP - Other	7,626	25,000		219,150	9,700	6,000	1,625	6,250
<b>Total CIP Transfers In/(Out)</b>	<b>\$7,626</b>	<b>\$28,875</b>	<b>\$6,877</b>	<b>\$219,150</b>	<b>\$9,700</b>	<b>\$6,000</b>	<b>\$1,625</b>	<b>\$6,250</b>
<b>ENDING AVAILABLE RESOURCES</b>	<b>\$78,629</b>	<b>\$18,441</b>	<b>\$71,201</b>	<b>\$14,510</b>	<b>\$6,386</b>	<b>\$4,505</b>	<b>\$3,582</b>	<b>\$17,687</b>



## FINANCIAL PROJECTIONS GENERAL FUND

General Fund Financial Projections	Actual	Budget	Estimate	Projections				
	FY 10-11	FY 11-12	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17
<b>Revenues</b>								
Property Tax Levy	4,125,501	4,096,228	4,179,998	4,258,384	4,343,552	4,430,423	4,519,031	4,609,412
Franchise Fees	1,722,878	1,724,139	1,699,094	1,724,139	1,724,139	1,775,863	1,829,139	1,884,013
City Sales Tax	13,488,290	12,863,801	13,714,062	14,021,543	14,301,974	14,588,013	14,879,774	15,177,369
Tax Credits - Development Agmnts	(683,714)	(680,000)	(622,396)	(693,600)	(707,472)	(721,621)	(736,054)	(750,775)
Other Taxes	187,575	235,000	146,255	237,350	239,724	242,121	244,542	246,987
License & Permits-Other	426,227	436,963	383,923	430,365	438,972	447,752	456,707	465,841
License & Permits - Building	607,093	486,643	650,803	493,241	493,241	503,106	513,168	523,431
State Shared - VLT/Sales Tax	6,703,328	6,576,461	6,689,048	6,972,113	7,111,811	7,254,047	7,399,128	7,547,111
State Shared - Income Tax	5,200,976	4,433,501	4,433,317	5,365,034	5,471,827	5,581,263	5,692,889	5,806,747
IGA	411,078	411,078	418,146	411,078	411,078	419,300	427,686	436,239
Grants & Contributions	132,067	84,796	67,738	17,345	39,391	39,391	39,391	39,391
General Government Revenues	196,786	62,291	94,485	251,386	226,837	256,014	231,547	260,828
Miscellaneous	27,952	54,000	204,694	66,864	42,136	42,979	43,839	44,715
Police Revenues	48,950	17,116	48,345	130,046	77,120	78,663	80,236	81,841
Special Events	9,468	7,500	5,682	7,650	7,803	7,959	8,118	8,281
Fire Revenues	42,924	56,424	30,690	347,625	533,488	538,823	544,211	549,653
Recreation Revenues	633,409	606,106	635,741	619,649	632,042	644,683	657,576	670,728
Fines & Forfeitures	1,283,714	1,285,000	1,229,673	1,297,849	1,310,829	1,323,937	1,337,176	1,350,548
Investment Earnings	125,903	115,000	84,949	65,000	65,500	66,307	66,970	67,639
Rents & Leases	46,494	62,436	61,746	92,436	92,436	92,436	93,360	94,294
Other Financing Sources	85,614		853,586	716,327	718,683	279,332		
<b>Total Revenues</b>	<b>\$34,822,513</b>	<b>\$32,934,483</b>	<b>\$35,009,579</b>	<b>\$36,831,824</b>	<b>\$37,575,260</b>	<b>\$37,890,790</b>	<b>\$38,328,433</b>	<b>\$39,114,293</b>
<b>Expenditures</b>								
<b>Personnel Services:</b>								
Salaries & Wages	19,096,804	17,831,082	17,957,870	19,487,778	19,584,387	19,584,387	19,976,074	19,976,074
Salaries & Wages - Other	371,605	514,973	409,107	615,265	739,769	753,456	767,416	782,764
Overtime	635,173	648,277	523,594	719,523	748,306	763,272	778,538	794,108
Part-Time Wages	822,888	891,905	844,470	935,753	973,172	992,635	1,012,488	1,032,738
Medical / Dental Insurance	3,969,728	4,097,760	4,007,097	4,406,713	4,400,070	4,400,070	4,400,070	4,400,070
Retiree Medical Insurance				486,688	486,688	486,688	486,688	486,688
Other Employee Insurance	420,008	419,363	411,499	506,180	513,690	523,964	534,443	545,132
Payroll Taxes	871,893	869,343	833,962	943,923	957,528	957,528	976,679	976,679
Retirement - ASRS	929,377	979,861	930,898	1,257,756	1,188,277	1,212,042	1,236,283	1,261,009
Retirement - PSPRS	1,893,497	2,104,979	2,088,323	2,628,321	2,765,404	2,848,366	2,905,333	2,963,440
Retirement - Misc	94,254	169,294	156,028	211,807	223,212	235,277	254,080	259,162
<b>Supplies &amp; Services:</b>								
Professional Services	688,754	591,117	425,144	812,797	628,871	641,448	654,277	667,363
Technical Services	415,632	504,740	399,067	650,289	661,260	674,485	687,975	701,734
Utility Services	1,632,987	1,780,221	1,489,228	1,701,584	1,480,221	1,524,628	1,570,366	1,617,477
Cleaning Services	110,291	117,835	115,777	117,615	117,835	117,835	117,835	117,835
Repair & Maintenance Services	513,539	815,336	618,175	1,176,103	698,335	798,335	698,335	798,335
Leases & Rentals Expense	110,108	372,096	135,879	137,474	137,474	137,474	137,474	137,474
Unemployment Compensation Insurance	123,046	145,000	21,436	72,500	72,500	72,500	73,950	75,429
General Insurance & Claims	283,930	398,212	277,305	329,379	329,379	335,967	342,686	349,540
Meeting, Training & Travel	93,685	157,775	137,455	192,515	192,515	196,365	200,293	204,298
Other Purchased Services	265,349	384,436	258,085	336,605	298,560	304,531	310,622	316,834
Operating & Maintenance Supplies	502,909	514,356	689,143	846,456	615,513	555,680	535,136	545,839
Fuel Expense	377,942	459,980	463,968	489,190	495,373	505,280	515,386	525,694
Furniture & Equipment	158,304	96,085	75,641	101,956	58,956	60,135	61,338	62,565
Miscellaneous Supplies	218,896	251,955	244,298	262,220	311,313	317,539	323,890	330,368
Safety Supplies	132,909	231,810	190,827	229,691	250,675	255,689	260,802	266,018
Bad Debt Expense	105,234	25,000	259,342	25,500	25,000	25,000	25,000	25,000
Contractual Services	22,335	98,000	1,712	97,000	68,205	69,569	70,960	72,379
Parks & Recreation Programs	173,628	220,136	203,918	254,260	254,260	254,260	254,260	254,260
Outside Agency Contracts	1,173,223	1,397,707	1,083,779	1,109,072	1,105,972	1,105,972	1,105,972	1,105,972
Outside Agency Grant Funding	200,449	140,998	135,537	136,250	139,898	142,696	145,550	148,461
Development Agreement Interest Pmts	733,347	735,000	727,448	678,000	678,000	678,000	678,000	678,000
Special Event Supplies/ Fireworks				65,000	65,000	65,000	65,000	65,000
<b>Capital:</b>								
Capital Outlay	165,199	89,000	69,919	885,706	908,840	399,369	90,000	90,900
<b>Contingency:</b>								
Contingency	156,803	2,160,140	14,321	750,000	125,000	125,000	125,000	125,000
<b>Capital Leases &amp; Long-Term Bonds/Loans</b>								
Principal & Interest	676,445	502,768	1,356,354	866,934	582,703	821,100	821,432	811,528
<b>Interfund Cost Allocation:</b>								
Interfund Cost Allocations - Support Svcs	(5,366,116)	(4,746,000)	(4,515,285)	(4,506,139)	(4,596,262)	(4,596,262)	(4,688,187)	(4,688,187)
Interfund Cost Allocations - Admin				(697,024)	(710,964)	(710,964)	(725,184)	(725,184)
Interfund Cost Allocations - Maintenance				(268,066)	(273,427)	(273,427)	(278,897)	(278,898)
<b>Total Expenditures</b>	<b>\$32,774,055</b>	<b>\$35,970,540</b>	<b>\$33,041,321</b>	<b>\$39,052,574</b>	<b>\$37,301,507</b>	<b>\$37,360,889</b>	<b>\$37,507,363</b>	<b>\$37,878,898</b>
Non-Cash Depreciation & Adjustments	(49,183)							
<b>AVAILABLE BALANCE</b>	<b>\$2,097,641</b>	<b>(\$3,036,057)</b>	<b>\$1,968,258</b>	<b>(\$2,220,750)</b>	<b>\$273,753</b>	<b>\$529,901</b>	<b>\$821,070</b>	<b>\$1,235,395</b>

(CONTINUED)





# FINANCIAL PROJECTIONS GENERAL FUND

(CONTINUED)

General Fund Financial Projections	Projections							
	Actual FY 10-11	Budget FY 11-12	Estimate FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17
<b>Operating Transfers In/(Out)</b>								
Airport Fund - O&M		(140,000)	(140,000)	(90,000)	(155,000)	(165,000)	(215,000)	(190,000)
Airport Fund - Lease Purchase				5,380				
Community Investment Fund		45,000	303,888	125,514				
Court Enhancement Fund		65,000	15,000	65,000				
Debt Service Fund	(385,000)	(212,000)	(212,000)	(240,000)	(240,000)	(240,000)	(240,000)	(240,000)
Employee Benefit Trust Fund				2,500,000				
HURF Fund - Special Projects	(120,539)	(146,598)	(130,444)	(336,000)	(125,000)	(250,000)	(150,000)	(260,000)
HURF Fund - Lease Purchase				8,770				
Irrigation & Drainage District	1,129	2,045,000	2,045,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
IDD - Lease Purchase				31,898				
Recreation/Aquatic Center - O&M	(545,000)	(800,000)	(800,000)	(1,025,000)	(1,065,000)	(1,075,000)	(1,095,000)	(1,095,000)
Recreation/Aquatic Center - Lease Purch				139,875				
Refuse Fund								
Transit Fund - O&M	(544,100)	(570,000)	(610,000)	(725,000)	(680,000)	(610,000)	(615,000)	(620,000)
Transit Fund - Lease Purchase				817				
Wastewater Utility Fund - GIS		45,000	45,000					
Wastewater Utility Fund - Lease Purch				35,856				
<b>Total Operating Transfers In/(Out)</b>	(1,593,510)	331,402	516,444	2,497,110	(265,000)	(340,000)	(315,000)	(405,000)
<b>SUBTOTAL</b>	<b>\$504,131</b>	<b>(\$2,704,655)</b>	<b>\$2,484,702</b>	<b>\$276,360</b>	<b>\$8,753</b>	<b>\$189,901</b>	<b>\$506,070</b>	<b>\$830,395</b>
<b>Beginning Balance</b>	<b>\$12,028,929</b>	<b>\$10,918,933</b>	<b>\$12,533,060</b>	<b>\$15,010,885</b>	<b>\$13,889,430</b>	<b>\$13,521,308</b>	<b>\$13,711,209</b>	<b>\$13,889,861</b>
<b>CIP Transfers In/(Out)</b>								
CIP - Airport Fund		(3,875)	(6,877)	(1,397,815)	(376,875)		(327,417)	
CIP - Other								
<b>Total CIP Transfers In/(Out)</b>	\$0	(\$3,875)	(\$6,877)	(\$1,397,815)	(\$376,875)	\$0	(\$327,417)	\$0
<b>RESOURCES AVAILABLE BEFORE BSR</b>	<b>\$12,533,060</b>	<b>\$8,210,403</b>	<b>\$15,010,885</b>	<b>\$13,889,430</b>	<b>\$13,521,308</b>	<b>\$13,711,209</b>	<b>\$13,889,861</b>	<b>\$14,720,256</b>
BUDGET STABILIZATION RESERVE (BSR)				(2,500,000)	(2,500,000)	(2,500,000)	(2,500,000)	(2,500,000)
<b>RESOURCES AVAILABLE AFTER BSR</b>	<b>\$12,533,060</b>	<b>\$8,210,403</b>	<b>\$15,010,885</b>	<b>\$11,389,430</b>	<b>\$11,021,308</b>	<b>\$11,211,209</b>	<b>\$11,389,861</b>	<b>\$12,220,256</b>





## FINANCIAL PROJECTIONS CAPITAL PROJECTS FUND

Capital Projects Funds	Actual FY 10-11	Budget FY 11-12	Estimate FY 11-12	Projections				
Financial Projections	FY 10-11	FY 11-12	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17
<b>Revenues</b>								
Capital Lease				125,423	2,400,000	2,700,000		
Contributions & Donations	7,716	500,000		500,000				
Grants	699,708	2,521,790	81,605	875,000		1,978,753	481,000	230,000
Impact Fees	295,355	232,000	(131,475)					
New Debt								5,600,000
Flood Control Funding	2,557,402	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000
Interest & Miscellaneous	177,138	34,000	44,919	255,500	56,610	57,742	58,897	60,075
<b>Total Revenues</b>	<b>\$3,737,319</b>	<b>\$5,787,790</b>	<b>\$2,495,049</b>	<b>\$4,255,923</b>	<b>\$4,956,610</b>	<b>\$7,236,495</b>	<b>\$3,039,897</b>	<b>\$8,390,075</b>
<b>Expenditures</b>								
Personnel								
Operation & Maintenance (O&M)								
Capital Outlay								
Community Investment Program	3,345,613	16,167,509	2,480,563	12,471,466	5,251,875	6,948,359	2,958,417	10,180,000
Contingency								
Debt Service								
Depreciation								
Interfund Cost Allocation				231,190				
Landfill Closure Reserve								
Other Expenses								
Non-Cash Depreciation & Adjustments	\$3,345,613	\$16,167,509	\$2,480,563	\$12,702,656	\$5,251,875	\$6,948,359	\$2,958,417	\$10,180,000
<b>Total Expenditures</b>	<b>\$3,345,613</b>	<b>\$16,167,509</b>	<b>\$2,480,563</b>	<b>\$12,702,656</b>	<b>\$5,251,875</b>	<b>\$6,948,359</b>	<b>\$2,958,417</b>	<b>\$10,180,000</b>
<b>AVAILABLE RESOURCES</b>	<b>\$391,706</b>	<b>(\$10,379,719)</b>	<b>\$14,486</b>	<b>(\$8,446,733)</b>	<b>(\$295,265)</b>	<b>\$288,136</b>	<b>\$81,480</b>	<b>(\$1,789,925)</b>
<b>Operating Transfers In/(Out)</b>								
Flood Control - Washcrew	(600,000)	(550,000)	(550,000)	(250,000)				
General Fund		(303,888)	(303,888)	(125,514)				
<b>Total Operating Transfers In/(Out)</b>	<b>(\$600,000)</b>	<b>(\$853,888)</b>	<b>(\$853,888)</b>	<b>(\$375,514)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>SUBTOTAL</b>	<b>(\$208,294)</b>	<b>(\$11,233,607)</b>	<b>(\$839,402)</b>	<b>(\$8,822,247)</b>	<b>(\$295,265)</b>	<b>\$288,136</b>	<b>\$81,480</b>	<b>(\$1,789,925)</b>
<b>Beginning Available Resources</b>	<b>\$9,470,635</b>	<b>\$8,788,185</b>	<b>\$9,786,223</b>	<b>\$8,947,013</b>	<b>\$2,927,417</b>	<b>\$2,999,327</b>	<b>\$3,407,069</b>	<b>\$3,815,966</b>
<b>CIP Transfers In/(Out)</b>								
CIP - Airport	(7,626)	(25,000)		(219,150)				
CIP - General Fund				1,397,815	(9,700)			
CIP - Highway User Revenue Fund	162,171	125,233		24,178	376,875		327,417	
CIP - Irrigation & Drainage				225,000		119,606		
CIP - Refuse Fund	369,337	750,861	192	1,149,808				
CIP - Wastewater Utility Fund		4,000,000		225,000				
<b>Total CIP Transfers In/(Out)</b>	<b>\$523,882</b>	<b>\$4,851,094</b>	<b>\$192</b>	<b>\$2,802,651</b>	<b>\$367,175</b>	<b>\$119,606</b>	<b>\$327,417</b>	<b>\$0</b>
<b>ENDING AVAILABLE RESOURCES</b>	<b>\$9,786,223</b>	<b>\$2,405,672</b>	<b>\$8,947,013</b>	<b>\$2,927,417</b>	<b>\$2,999,327</b>	<b>\$3,407,069</b>	<b>\$3,815,966</b>	<b>\$2,026,041</b>



## FINANCIAL PROJECTIONS HIGHWAY USERS REVENUE FUND (HURF)

Highway Users Revenue Fund Financial Projections	Actual FY 10-11	Budget FY 11-12	Estimate FY 11-12	Projections				
				FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17
<b>Revenues</b>								
Gasoline Tax	4,403,766	3,793,299	3,672,477	4,158,492	4,158,492	4,158,492	4,158,492	4,158,492
Interest & Miscellaneous	14,711	3,000	19,744	12,000	12,120	12,241	12,364	12,487
Lease Proceeds				10,673	9,384	7,836		
Street Special Services	13,109	6,000	8,235	6,120	6,242	6,367	6,495	6,624
<b>Total Revenues</b>	<b>\$4,431,586</b>	<b>\$3,802,299</b>	<b>\$3,700,456</b>	<b>\$4,187,285</b>	<b>\$4,186,238</b>	<b>\$4,184,936</b>	<b>\$4,177,351</b>	<b>\$4,177,603</b>
<b>Expenditures</b>								
Personnel	2,146,239	2,270,497	2,193,417	2,044,974	2,044,938	2,051,211	2,086,852	2,094,840
Operation & Maintenance (O&M)	1,583,128	1,775,847	1,590,269	1,561,241	1,570,873	1,595,816	1,624,109	1,652,966
Capital Outlay	104,461	80,000	8,750	6,782	1,890	871		
Contingency		263,453		92,000				
Interfund Cost Allocation - Support Svcs	(174,626)	213,400	213,400	205,306	209,412	209,412	213,600	213,600
Interfund Cost Allocation - Admin				129,924	132,522	132,522	135,173	135,173
Landfill Closure Reserve								
Lease Expenses				49,847				
Other Expenses:								
Street Maintenance Program	759,487	1,364,064	1,356,679	1,627,064	1,627,064	1,659,605	1,692,797	1,726,653
<b>Total Expenditures</b>	<b>\$4,418,689</b>	<b>\$5,967,261</b>	<b>\$5,362,515</b>	<b>\$5,717,138</b>	<b>\$5,586,700</b>	<b>\$5,649,438</b>	<b>\$5,752,531</b>	<b>\$5,823,232</b>
<b>AVAILABLE RESOURCES</b>	<b>\$12,897</b>	<b>(\$2,164,962)</b>	<b>(\$1,662,059)</b>	<b>(\$1,529,853)</b>	<b>(\$1,400,462)</b>	<b>(\$1,464,502)</b>	<b>(\$1,575,180)</b>	<b>(\$1,645,629)</b>
<b>Operating Transfers In/(Out)</b>								
General Fund - O&M	120,539	146,598	130,444	336,000	125,000	250,000	150,000	260,000
General Fund - Lease Purchase				(8,770)	(8,788)	(9,157)	(9,174)	(9,178)
Airport Fund				5,000				
Flood Control Funded Washcrew	600,000	550,000	550,000	250,000				
Irrigation & Drainage District Fund				10,000	250,000			
Refuse Fund	27,163							
Transit Fund				5,000				
Wastewater Utility Fund	1,312						200,000	
<b>Total Operating Transfers In/(Out)</b>	<b>\$749,014</b>	<b>\$696,598</b>	<b>\$680,444</b>	<b>\$597,230</b>	<b>\$366,212</b>	<b>\$240,843</b>	<b>\$340,826</b>	<b>\$250,822</b>
<b>SUBTOTAL</b>	<b>\$761,911</b>	<b>(\$1,468,364)</b>	<b>(\$981,615)</b>	<b>(\$932,623)</b>	<b>(\$1,034,250)</b>	<b>(\$1,223,659)</b>	<b>(\$1,234,354)</b>	<b>(\$1,394,807)</b>
<b>Beginning Available Resources</b>	<b>\$2,100,454</b>	<b>\$2,648,919</b>	<b>\$2,700,194</b>	<b>\$1,718,579</b>	<b>\$761,778</b>	<b>(\$272,472)</b>	<b>(\$1,615,736)</b>	<b>(\$2,850,090)</b>
<b>CIP Transfers In/(Out)</b>								
Community Investment Program	(162,171)	(125,233)		(24,178)		(119,606)		
<b>Total CIP Transfers In/(Out)</b>	<b>(\$162,171)</b>	<b>(\$125,233)</b>	<b>\$0</b>	<b>(\$24,178)</b>	<b>\$0</b>	<b>(\$119,606)</b>	<b>\$0</b>	<b>\$0</b>
<b>ENDING AVAILABLE RESOURCES</b>	<b>\$2,700,194</b>	<b>\$1,055,322</b>	<b>\$1,718,579</b>	<b>\$761,778</b>	<b>(\$272,472) *</b>	<b>(\$1,615,736) *</b>	<b>(\$2,850,090) *</b>	<b>(\$4,244,898) *</b>

\* Beginning in FY 13-14, the HURF Fund reflects a negative available resources balance. City management is currently reviewing the activities of this fund and changes will be implemented prior to FY 13-14 that will allow this fund to maintain a healthy balance, while continuing to adequately maintain the roadways.



## FINANCIAL PROJECTIONS IRRIGATION AND DRAINAGE FUND

Irrigation & Drainage Fund Financial Projections	Projections							
	Actual FY 10-11	Budget FY 11-12	Estimate FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17
<b>Revenues</b>								
Debt Service: New	224,896	8,751,000	2,075,616	6,675,384				
Interest & Miscellaneous	67,961	25,000	70,619	100,000	101,000	102,010	103,030	104,060
Grants	2,904,813	71,382	1,441,424	187,681	172,055	172,055	172,055	172,055
Lease Proceeds				24,386	21,440	17,904		
Property Tax Levy	4,460,402	5,684,564	5,774,512	5,684,564	5,684,564	5,684,564	5,684,564	5,684,564
Water Fees: Miscellaneous	645,417	537,500	736,270	629,034	629,034	629,034	630,656	632,295
Water Use Fees/Charges: Current	10,294,511	10,500,000	10,063,422	9,800,000	9,898,000	9,996,980	10,096,950	10,197,919
<b>Total Revenues</b>	<b>\$18,598,000</b>	<b>\$25,569,446</b>	<b>\$20,161,863</b>	<b>\$23,093,324</b>	<b>\$16,506,093</b>	<b>\$16,602,547</b>	<b>\$16,687,255</b>	<b>\$16,790,893</b>
<b>Expenditures</b>								
Personnel	3,257,329	3,552,362	3,361,152	3,300,965	3,315,986	3,325,631	3,378,408	3,391,259
Operation & Maintenance (O&M)	3,464,535	4,033,101	3,609,789	4,069,375	4,067,749	4,154,280	4,198,158	4,242,913
Capital Outlay	84,017	150,000	50,000	132,850	4,318	1,989		
Community Investment Program	4,502,385	12,113,800	2,777,401	10,726,317	3,778,366	4,497,366	578,366	728,000
Contingency		781,704	18,241	275,000				
Depreciation	2,243,199	2,711,736	2,343,122	2,762,444	2,817,693	2,874,047	2,931,528	2,990,158
Interfund Cost Allocation - Support Svcs	1,505,110	1,418,764	1,418,764	1,520,880	1,551,298	1,551,298	1,582,324	1,582,324
Interfund Cost Allocation - Admin				140,700	143,514	143,514	146,384	146,384
Landfill Closure Reserve								
Lease Expenses				45,854				
Other Expenses:								
Debt Service	416,206	624,368	624,369	623,337	617,293	616,236	615,167	614,084
	\$15,472,781	\$25,385,835	\$14,202,838	\$23,597,722	\$16,296,217	\$17,164,361	\$13,430,335	\$13,695,122
Non-Cash Depreciation & Adjustments	(2,243,199)	(2,711,736)	(2,343,122)	(2,762,444)	(2,817,693)	(2,874,047)	(2,931,528)	(2,990,158)
<b>Total Expenditures</b>	<b>\$13,229,582</b>	<b>\$22,674,099</b>	<b>\$11,859,716</b>	<b>\$20,835,278</b>	<b>\$13,478,524</b>	<b>\$14,290,314</b>	<b>\$10,498,807</b>	<b>\$10,704,964</b>
<b>AVAILABLE RESOURCES</b>	<b>\$5,368,418</b>	<b>\$2,895,347</b>	<b>\$8,302,147</b>	<b>\$2,258,046</b>	<b>\$3,027,569</b>	<b>\$2,312,233</b>	<b>\$6,188,448</b>	<b>\$6,085,929</b>
<b>Operating Transfers In/(Out)</b>								
General Fund - O&M	(1,129)	(2,045,000)	(2,045,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)
General Fund - Lease Purchase				(31,898)	(186,035)	(360,439)	(360,488)	(360,499)
Highway User Revenue Fund				(10,000)	(250,000)			
Liability Insurance Fund								
Debt Service Fund								
<b>Total Operating Transfers In/(Out)</b>	<b>(\$1,129)</b>	<b>(\$2,045,000)</b>	<b>(\$2,045,000)</b>	<b>(\$2,041,898)</b>	<b>(\$2,436,035)</b>	<b>(\$2,360,439)</b>	<b>(\$2,360,488)</b>	<b>(\$2,360,499)</b>
<b>SUBTOTAL</b>	<b>\$5,367,289</b>	<b>\$850,347</b>	<b>\$6,257,147</b>	<b>\$216,148</b>	<b>\$591,534</b>	<b>(\$48,206)</b>	<b>\$3,827,960</b>	<b>\$3,725,430</b>
<b>Beginning Available Resources</b>	<b>\$6,477,760</b>	<b>\$4,275,830</b>	<b>\$9,845,049</b>	<b>\$14,102,196</b>	<b>\$14,093,344</b>	<b>\$14,684,878</b>	<b>\$14,636,673</b>	<b>\$18,464,633</b>
<b>CIP Transfers In/(Out)</b>								
CIP - General Fund				(225,000)				
CIP - Irrigation & Drain-Flood Control								
CIP - Other								
CIP - Property Acquisition Fund								
CIP - Wastewater Utility Fund	(2,000,000)	(2,000,000)	(2,000,000)					
<b>Total CIP Transfers In/(Out)</b>	<b>(\$2,000,000)</b>	<b>(\$2,000,000)</b>	<b>(\$2,000,000)</b>	<b>(\$225,000)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>ENDING AVAILABLE RESOURCES</b>	<b>\$9,845,049</b>	<b>\$3,126,177</b>	<b>\$14,102,196</b>	<b>\$14,093,344</b>	<b>\$14,684,878</b>	<b>\$14,636,673</b>	<b>\$18,464,633</b>	<b>\$22,190,063</b>



## FINANCIAL PROJECTIONS RECREATION/AQUATIC CENTER FUND

Recreation/Aquatic Center Fund Financial Projections	Projections							
	Actual FY 10-11	Budget FY 11-12	Estimate FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17
<b>Revenues</b>								
Aquatic Center Fees	240,229	284,915	272,792	279,430	285,019	290,719	296,533	302,464
Community Center Fees	74,667	82,346	78,117	60,900	62,118	63,360	64,628	65,920
Lease Proceeds				5,336	4,692	3,918		
Miscellaneous & Donations	17,413	22,165	24,694	44,495	45,039	45,594	46,160	46,737
<b>Total Revenues</b>	<b>\$332,309</b>	<b>\$389,426</b>	<b>\$375,603</b>	<b>\$390,161</b>	<b>\$396,868</b>	<b>\$403,591</b>	<b>\$407,321</b>	<b>\$415,121</b>
<b>Expenditures</b>								
Personnel	499,254	691,768	664,237	435,192	442,552	443,488	451,594	456,547
Operation & Maintenance (O&M)	319,146	408,283	364,275	465,417	448,567	455,725	460,627	465,627
Capital Outlay				20,866	945	435		
Community Investment Program								
Contingency		10,000		3,500				
Depreciation	195,940	195,941	179,612	300,051	306,052	312,173	318,417	324,785
Interfund Cost Allocation - Support Svcs	65,640	77,869	94,810	103,201	105,265	105,265	107,370	107,370
Interfund Cost Allocation - Admin				163,316	166,582	166,582	169,914	169,914
Interfund Cost Allocation - Maintenance				152,559	155,610	155,610	158,722	158,722
Landfill Closure Reserve								
Lease Expenses								
Other Expenses								
	\$1,079,980	\$1,383,861	\$1,302,934	\$1,644,102	\$1,625,574	\$1,639,279	\$1,666,645	\$1,682,966
Non-Cash Depreciation & Adjustments	(195,940)	(195,941)	(179,612)	(300,051)	(306,052)	(312,173)	(318,417)	(324,785)
<b>Total Expenditures</b>	<b>\$884,040</b>	<b>\$1,187,920</b>	<b>\$1,123,322</b>	<b>\$1,344,051</b>	<b>\$1,319,522</b>	<b>\$1,327,106</b>	<b>\$1,348,228</b>	<b>\$1,358,181</b>
<b>AVAILABLE RESOURCES</b>	<b>(\$551,731)</b>	<b>(\$798,494)</b>	<b>(\$747,719)</b>	<b>(\$953,890)</b>	<b>(\$922,654)</b>	<b>(\$923,514)</b>	<b>(\$940,907)</b>	<b>(\$943,060)</b>
<b>Operating Transfers In/(Out)</b>								
General Fund - O&M	545,000	800,000	800,000	1,025,000	1,065,000	1,075,000	1,095,000	1,095,000
General Fund - Lease Purchase				(139,875)	(140,257)	(148,145)	(148,507)	(148,610)
<b>Total Operating Transfers In/(Out)</b>	<b>545,000</b>	<b>800,000</b>	<b>800,000</b>	<b>885,125</b>	<b>924,743</b>	<b>926,855</b>	<b>946,493</b>	<b>946,390</b>
<b>SUBTOTAL</b>	<b>(\$6,731)</b>	<b>\$1,506</b>	<b>\$52,281</b>	<b>(\$68,765)</b>	<b>\$2,089</b>	<b>\$3,341</b>	<b>\$5,586</b>	<b>\$3,330</b>
<b>Beginning Available Resources</b>	<b>\$38,610</b>	<b>\$17,586</b>	<b>\$31,879</b>	<b>\$84,160</b>	<b>\$15,395</b>	<b>\$17,484</b>	<b>\$20,825</b>	<b>\$26,411</b>
<b>CIP Transfers In/(Out)</b>								
<b>Total CIP Transfers In/(Out)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>ENDING AVAILABLE RESOURCES</b>	<b>\$31,879</b>	<b>\$19,092</b>	<b>\$84,160</b>	<b>\$15,395</b>	<b>\$17,484</b>	<b>\$20,825</b>	<b>\$26,411</b>	<b>\$29,742</b>



## FINANCIAL PROJECTIONS REFUSE FUND

Refuse Enterprise Fund Financial Projections	Projections							
	Actual FY 10-11	Budget FY 11-12	Estimate FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17
<b>Revenues</b>								
Administration Fee (of user charges)	654,335	657,500	797,465	737,500	737,500	737,500	737,500	737,500
Interest & Miscellaneous	194,589	184,000	121,115	136,000	136,400	136,804	137,212	137,624
Landfill Disposal Fees	247,569	260,000	247,346	260,000	260,000	260,000	260,000	260,000
Recycling	120,180	93,000	140,503	93,000	93,000	93,000	93,000	93,000
<b>Total Revenues</b>	\$1,216,673	\$1,194,500	\$1,306,429	\$1,226,500	\$1,226,900	\$1,227,304	\$1,227,712	\$1,228,124
<b>Expenditures</b>								
Personnel								
Operation & Maintenance (O&M)	257,806	108,292	165,026	126,710	121,711	123,491	125,300	127,139
Capital Outlay								
Community Investment Program		30,000		10,500				
Contingency								
Debt Service								
Depreciation	1,175	1,175	1,077	1,175	1,199	1,222	1,247	1,272
Interfund Cost Allocation	827,008	792,889	792,889	785,125	800,828	800,828	816,844	816,844
Landfill Closure Reserve		120,345	120,345	112,544	114,795	117,091	119,433	121,821
Other Expenses:								
Recycling/Waste Disposal Program		35,000	32,844	35,000	35,000	36,050	36,050	36,050
	\$1,085,989	\$1,087,701	\$1,112,181	\$1,071,054	\$1,073,533	\$1,078,682	\$1,098,874	\$1,103,126
Non-Cash Depreciation & Adjustments	(1,175)	(1,175)	(1,077)	(1,175)	(1,199)	(1,222)	(1,247)	(1,272)
<b>Total Expenditures</b>	\$1,084,814	\$1,086,526	\$1,111,104	\$1,069,879	\$1,072,334	\$1,077,460	\$1,097,627	\$1,101,854
<b>AVAILABLE RESOURCES</b>	<b>\$131,859</b>	<b>\$107,974</b>	<b>\$195,325</b>	<b>\$156,621</b>	<b>\$154,566</b>	<b>\$149,844</b>	<b>\$130,085</b>	<b>\$126,270</b>
<b>Operating Transfers In/(Out)</b>								
General Fund								
Highway Users Revenue Fund	(27,163)							
<b>Total Operating Transfers In/(Out)</b>	(\$27,163)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>SUBTOTAL</b>	<b>\$104,696</b>	<b>\$107,974</b>	<b>\$195,325</b>	<b>\$156,621</b>	<b>\$154,566</b>	<b>\$149,844</b>	<b>\$130,085</b>	<b>\$126,270</b>
<b>Beginning Available Resources</b>	<b>\$6,481,376</b>	<b>\$5,700,056</b>	<b>\$6,216,735</b>	<b>\$6,411,868</b>	<b>\$5,418,681</b>	<b>\$5,573,247</b>	<b>\$5,723,091</b>	<b>\$5,853,176</b>
<b>CIP Transfers In/(Out)</b>								
Community Investment Fund	(369,337)	(750,861)	(192)	(1,149,808)				
<b>Total CIP Transfers In/(Out)</b>	(\$369,337)	(\$750,861)	(\$192)	(\$1,149,808)	\$0	\$0	\$0	\$0
<b>ENDING AVAILABLE RESOURCES</b>	<b>\$6,216,735</b>	<b>\$5,057,169</b>	<b>\$6,411,868</b>	<b>\$5,418,681</b>	<b>\$5,573,247</b>	<b>\$5,723,091</b>	<b>\$5,853,176</b>	<b>\$5,979,446</b>



## FINANCIAL PROJECTIONS TRANSIT FUND

Transit Fund Financial Projections	Actual	Budget	Estimate	Projections				
	FY 10-11	FY 11-12	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17
<b>Revenues</b>								
Advertising & Miscellaneous	22,631	14,000	13,675	17,817	17,636	17,368	14,856	15,153
Fares & Other Fees	83,369	77,000	81,735	89,000	90,780	92,596	94,448	96,336
Transit Grant Funding	1,223,605	1,062,788	878,572	1,319,342	1,394,253	1,324,845	1,322,697	1,387,809
<b>Total Revenues</b>	<b>\$1,329,605</b>	<b>\$1,153,788</b>	<b>\$973,982</b>	<b>\$1,426,159</b>	<b>\$1,502,669</b>	<b>\$1,434,808</b>	<b>\$1,432,001</b>	<b>\$1,499,299</b>
<b>Expenditures</b>								
Personnel	1,095,425	1,025,804	1,022,124	1,026,167	1,026,071	1,028,708	1,047,201	1,055,339
Operation & Maintenance (O&M)	361,066	424,502	331,128	486,222	516,160	526,296	536,632	547,173
Capital Outlay	170,048	103,066	44,333	407,750	412,676	259,311	229,000	296,000
Community Investment Program		20,000		7,000				
Contingency								
Depreciation								
Interfund Cost Allocation	221,165	226,198	226,198	221,710	226,144	226,144	230,667	230,667
Landfill Closure Reserve								
Other Expenses								
<b>Total Expenditures</b>	<b>\$1,847,704</b>	<b>\$1,799,570</b>	<b>\$1,623,783</b>	<b>\$2,148,849</b>	<b>\$2,181,051</b>	<b>\$2,040,459</b>	<b>\$2,043,500</b>	<b>\$2,129,179</b>
<b>AVAILABLE BALANCE</b>	<b>(\$518,099)</b>	<b>(\$645,782)</b>	<b>(\$649,801)</b>	<b>(\$722,690)</b>	<b>(\$678,382)</b>	<b>(\$605,651)</b>	<b>(\$611,499)</b>	<b>(\$629,880)</b>
<b>Operating Transfers In/(Out)</b>								
General Fund - O&M	544,100	570,000	610,000	725,000	680,000	610,000	615,000	620,000
General Fund - Lease Purchase				(817)	(817)	(817)	(817)	(817)
Highway Users Revenue Fund				(5,000)				
Lottery Fund								
<b>Total Operating Transfers In/(Out)</b>	<b>\$544,100</b>	<b>\$570,000</b>	<b>\$610,000</b>	<b>\$719,183</b>	<b>\$679,183</b>	<b>\$609,183</b>	<b>\$614,183</b>	<b>\$619,183</b>
<b>SUBTOTAL</b>	<b>\$26,001</b>	<b>(\$75,782)</b>	<b>(\$39,801)</b>	<b>(\$3,507)</b>	<b>\$801</b>	<b>\$3,532</b>	<b>\$2,684</b>	<b>(\$10,697)</b>
<b>Beginning Balance</b>	<b>\$54,923</b>	<b>\$80,915</b>	<b>\$80,924</b>	<b>\$41,123</b>	<b>\$37,616</b>	<b>\$38,417</b>	<b>\$41,949</b>	<b>\$44,633</b>
<b>CIP Transfers In/(Out)</b>								
<b>Total CIP Transfers In/(Out)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>ENDING BALANCE</b>	<b>\$80,924</b>	<b>\$5,133</b>	<b>\$41,123</b>	<b>\$37,616</b>	<b>\$38,417</b>	<b>\$41,949</b>	<b>\$44,633</b>	<b>\$33,935</b>



## FINANCIAL PROJECTIONS VEHICLE/EQUIPMENT REPLACEMENT

Vehicle/Equip Replacement Fund Financial Projections	Actual	Budget	Estimate	Projections				
	FY 10-11	FY 11-12	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17
<b>Revenues</b>								
Equipment Rental								
Interest & Miscellaneous	7,400	6,000	128,590	17,000	17,340	17,687	18,041	18,401
<b>Total Revenues</b>	\$7,400	\$6,000	\$128,590	\$17,000	\$17,340	\$17,687	\$18,041	\$18,401
<b>Expenditures</b>								
Personnel								
Operation & Maintenance (O&M)	138	400	71					
Capital Outlay	471,824	498,000	215,212	395,537	500,000	500,000	500,000	500,000
Community Investment Program								
Contingency		68,000		25,000				
Debt Service								
Depreciation	346,585	437,318	378,797	514,818	540,559	567,587	595,966	625,764
Interfund Cost Allocation		5,855	5,855	5,547				
Landfill Closure Reserve								
Other Expenses								
<b>Total Expenditures</b>	\$818,547	\$1,009,573	\$599,935	\$940,902	\$1,040,559	\$1,067,587	\$1,095,966	\$1,125,764
Non-Cash Depreciation & Adjustments	(346,585)	(437,318)	(378,797)	(514,818)	(540,559)	(567,587)	(595,966)	(625,764)
<b>Total Expenditures</b>	\$471,962	\$572,255	\$221,138	\$426,084	\$500,000	\$500,000	\$500,000	\$500,000
<b>AVAILABLE RESOURCES</b>	<b>(\$464,562)</b>	<b>(\$566,255)</b>	<b>(\$92,548)</b>	<b>(\$409,084)</b>	<b>(\$482,660)</b>	<b>(\$482,313)</b>	<b>(\$481,959)</b>	<b>(\$481,599)</b>
<b>Operating Transfers In/(Out)</b>								
General Fund								
<b>Total Operating Transfers In/(Out)</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>SUBTOTAL</b>	<b>(\$464,562)</b>	<b>(\$566,255)</b>	<b>(\$92,548)</b>	<b>(\$409,084)</b>	<b>(\$482,660)</b>	<b>(\$482,313)</b>	<b>(\$481,959)</b>	<b>(\$481,599)</b>
<b>Beginning Available Resources</b>	<b>\$4,063,518</b>	<b>\$4,041,281</b>	<b>\$3,598,956</b>	<b>\$3,506,408</b>	<b>\$3,097,324</b>	<b>\$2,614,664</b>	<b>\$2,132,351</b>	<b>\$1,650,391</b>
<b>CIP Transfers In/(Out)</b>								
<b>Total CIP Transfers In/(Out)</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>ENDING AVAILABLE RESOURCES</b>	<b>\$3,598,956</b>	<b>\$3,475,026</b>	<b>\$3,506,408</b>	<b>\$3,097,324</b>	<b>\$2,614,664</b>	<b>\$2,132,351</b>	<b>\$1,650,391</b>	<b>\$1,168,793</b>



# FINANCIAL PROJECTIONS WASTEWATER UTILITY FUND

Wastewater Utility Fund Financial Projections	Projections							
	Actual FY 10-11	Budget FY 11-12	Estimate FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17
<b>Revenues</b>								
Debt Service: New	35,866,147	19,680,114	15,861,113	1,214,516				
Developer's Fees	114,114	120,000	100,825	115,000	90,945			
Grants	570,318	80,000	116,734					
Interest & Miscellaneous	273,435	4,235,000	413,329	451,200	456,324	461,511	466,763	472,081
Lease Proceeds				22,123	19,451	16,243		
Misc. Sewer Fees / Connection Fee	10,018,990	4,059,000	1,481,609	339,534	285,058	325,333	331,840	338,476
User Fees / Charges	20,844,875	21,600,000	21,879,724	21,621,600	21,643,222	21,664,865	21,686,530	21,708,216
<b>Total Revenues</b>	<b>\$67,687,879</b>	<b>\$49,774,114</b>	<b>\$39,853,334</b>	<b>\$23,763,973</b>	<b>\$22,495,000</b>	<b>\$22,467,952</b>	<b>\$22,485,133</b>	<b>\$22,518,773</b>
<b>Expenditures</b>								
Personnel	1,995,574	2,089,015	2,021,100	2,043,513	2,057,550	2,062,986	2,097,262	2,103,907
Operation & Maintenance (O&M)	4,721,897	4,396,536	3,975,822	4,712,460	4,518,825	4,618,585	4,675,876	4,734,310
Capital Outlay	144,042	117,500	112,292	322,336	753,917	751,805	750,000	1,300,000
Community Investment Program	34,989,687	22,642,823	7,911,688	2,622,567	200,000	1,437,043	2,836,845	800,000
Contingency		1,013,723	14,321	355,000				
Depreciation	9,359,322	10,833,597	9,806,480	10,914,804	11,133,100	11,355,762	11,582,877	11,814,535
Interfund Cost Allocation - Support Svcs	1,765,810	1,412,427	1,412,427	1,273,177	1,298,641	1,298,641	1,324,613	1,324,613
Interfund Cost Allocation - Admin				198,662	202,635	202,635	206,688	206,688
Landfill Closure Reserve								
Lease Expenses				34,902				
Other Expenses:								
Debt Service	6,939,808	20,046,739	20,004,828	21,343,314	21,203,268	21,282,765	21,379,899	21,469,674
New System O & M		500,000						
	\$59,916,140	\$63,052,360	\$45,258,958	\$43,820,735	\$41,367,936	\$43,010,222	\$44,854,060	\$43,753,727
Non-Cash Depreciation & Adjustments	3,982,031	(10,833,597)	(9,806,480)	(10,914,804)	(11,133,100)	(11,355,762)	(11,582,877)	(11,814,535)
<b>Total Expenditures</b>	<b>\$63,898,171</b>	<b>\$52,218,763</b>	<b>\$35,452,478</b>	<b>\$32,905,931</b>	<b>\$30,234,836</b>	<b>\$31,654,460</b>	<b>\$33,271,183</b>	<b>\$31,939,192</b>
<b>AVAILABLE RESOURCES</b>	<b>\$3,789,708</b>	<b>(\$2,444,649)</b>	<b>\$4,400,856</b>	<b>(\$9,141,958)</b>	<b>(\$7,739,836)</b>	<b>(\$9,186,508)</b>	<b>(\$10,786,050)</b>	<b>(\$9,420,419)</b>
<b>Operating Transfers In/(Out)</b>								
General Fund - O&M		(45,000)	(45,000)					
General Fund - Lease Purchase				(35,856)	(190,004)	(364,661)	(364,720)	(364,737)
Highway Users Revenue Fund	(1,312)						(200,000)	
<b>Total Operating Transfers In/(Out)</b>	<b>(\$1,312)</b>	<b>(\$45,000)</b>	<b>(\$45,000)</b>	<b>(\$35,856)</b>	<b>(\$190,004)</b>	<b>(\$364,661)</b>	<b>(\$564,720)</b>	<b>(\$364,737)</b>
<b>SUBTOTAL</b>	<b>\$3,788,396</b>	<b>(\$2,489,649)</b>	<b>\$4,355,856</b>	<b>(\$9,177,814)</b>	<b>(\$7,929,840)</b>	<b>(\$9,551,169)</b>	<b>(\$11,350,770)</b>	<b>(\$9,785,156)</b>
<b>Beginning Available Resources</b>	<b>\$63,581,660</b>	<b>\$68,797,051</b>	<b>\$69,370,056</b>	<b>\$75,725,912</b>	<b>\$66,323,098</b>	<b>\$58,393,258</b>	<b>\$48,842,089</b>	<b>\$37,491,319</b>
<b>CIP Transfers In/(Out)</b>								
CIP - General Fund								
CIP - Other		(4,000,000)		(225,000)				
CIP - IDD Fund	2,000,000	2,000,000	2,000,000					
<b>Total CIP Transfers In/(Out)</b>	<b>\$2,000,000</b>	<b>(\$2,000,000)</b>	<b>\$2,000,000</b>	<b>(\$225,000)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>ENDING AVAILABLE RESOURCES</b>	<b>\$69,370,056</b>	<b>\$64,307,402</b>	<b>\$75,725,912</b>	<b>\$66,323,098</b>	<b>\$58,393,258</b>	<b>\$48,842,089</b>	<b>\$37,491,319</b>	<b>\$27,706,163</b>





# **REVENUE SUMMARY**



Revenue Summary

Revenue History and Projections

Property Tax Levies and Rates

Assessed Valuation and Property Tax Rate  
Comparisons





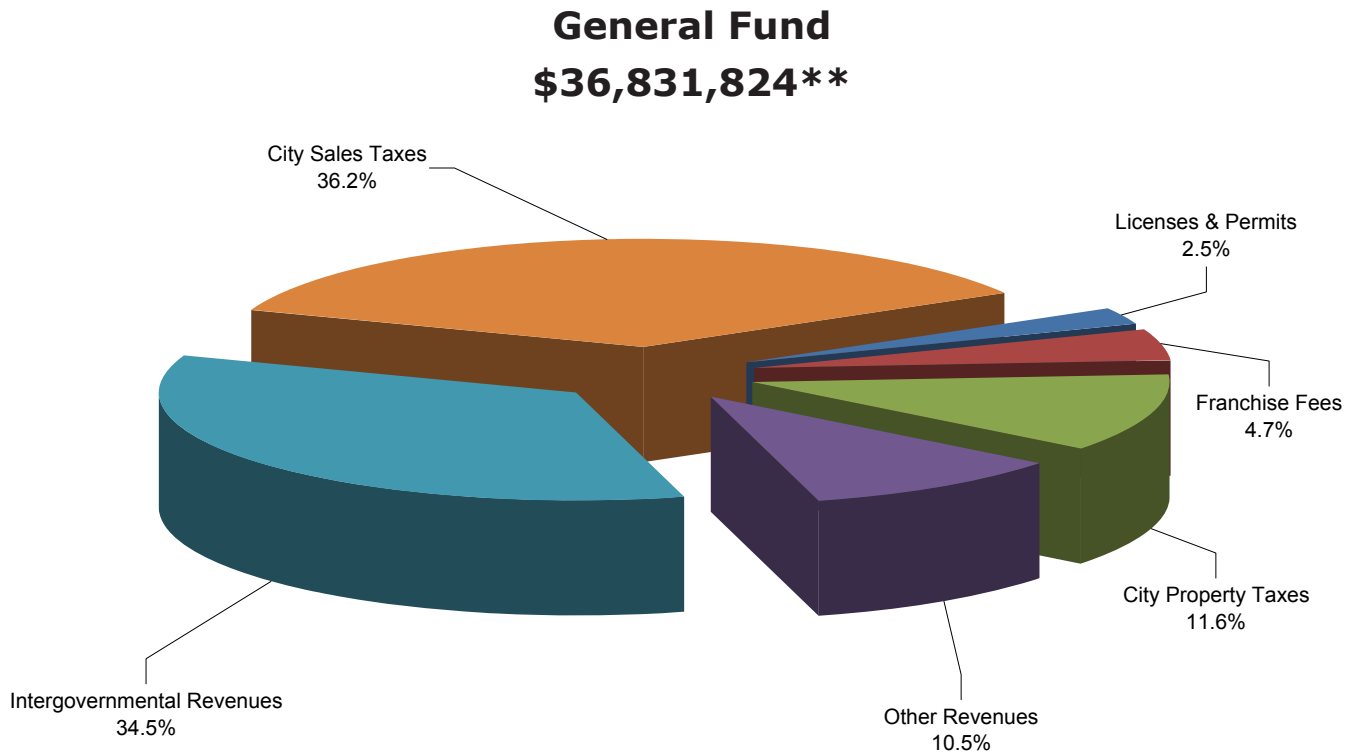
## REVENUE SUMMARY GENERAL FUND

Total revenues projected for Fiscal Year 2013 are \$101.4 million with approximately 36% coming from the General Fund, 50% from Enterprise Funds, 4% from Capital Projects Funds, 10% from Special Revenue Funds, and less than 1% from other miscellaneous funds.

### GENERAL FUND

The General Fund, being the largest, is comprised of revenue sources such as sales and property taxes, intergovernmental revenues, franchise fees, license and permit fees, and other revenues received from fines, charges for services, and investment earnings. Total General Fund revenues for Fiscal Year 2013 are projected at \$36,831,824.

City Sales Taxes . . . . .	\$13,327,943
City Property Taxes . . . . .	4,258,384
Intergovernmental Revenues	12,748,225
Licenses & Permits. . . . .	923,606
Franchise Fees. . . . .	1,724,139
Other Revenues. . . . .	3,849,527
	<u>\$36,831,824</u>



\*\*Projected

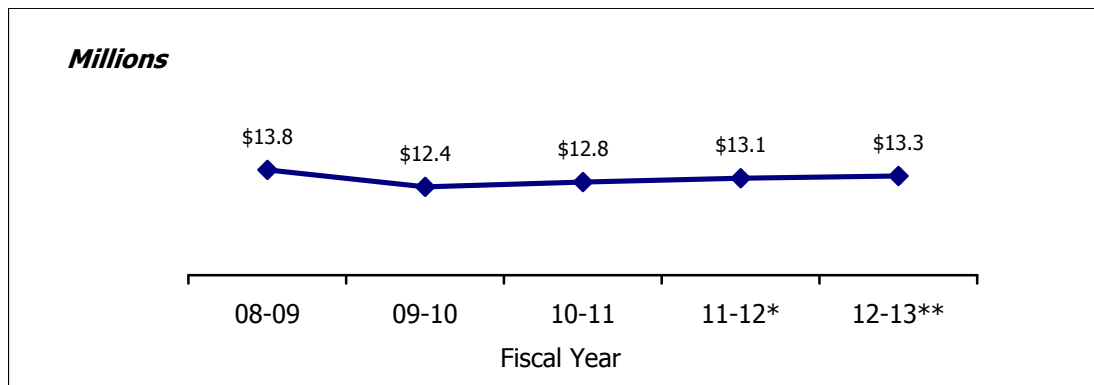


## REVENUE SUMMARY GENERAL FUND

### City Sales Tax Revenues

Lake Havasu City's sales tax originated July 1, 1984, at a rate of 1%. In October 1990, the sales tax rate was increased to 2% when the City reduced the property tax. City sales tax is the largest single revenue source in the General Fund. City sales tax is projected

to be \$13,327,943, or 36%, of total General Fund revenues for Fiscal Year 2013. This projected amount reflects a modest increase over the Fiscal Year 2012 estimate as the City desires to maintain a conservative forecasting approach for this vital revenue source until true economic recovery is realized.



\* Estimated

\*\* Projected





## REVENUE SUMMARY GENERAL FUND

### City Property Tax Revenues

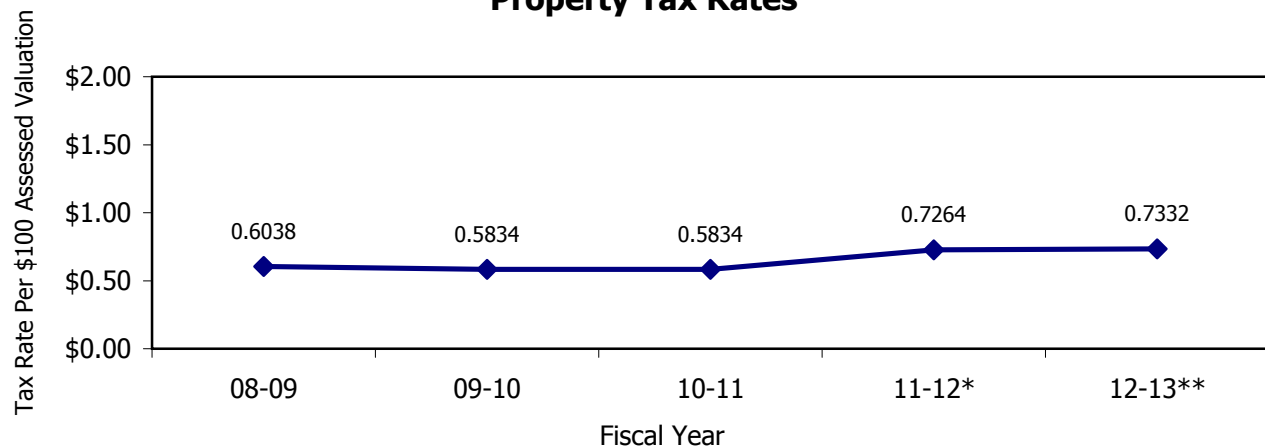
The property tax is levied each year on or before the third Monday in August based on full cash value of the assessed property as determined by the Mohave County Assessor's Office. Beginning in Fiscal Year 2007, state statute stipulates that the maximum levy amount cannot exceed the prior year levy by more than 2%, plus any amounts attributable to new construction.

During Fiscal Year 2012 the assessed valuations dropped nearly 20% from the prior year resulting in a loss of revenue of approximately

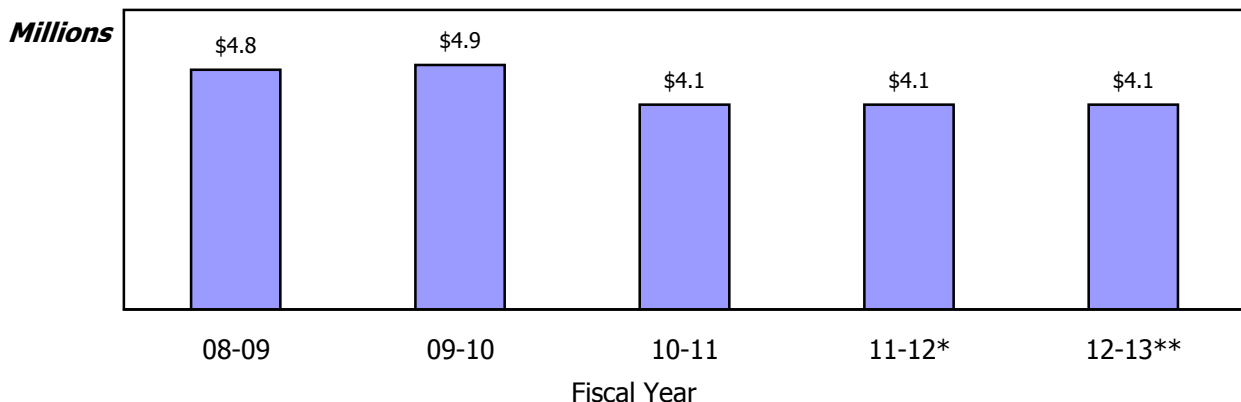
\$800,000. In order to maintain the same revenue as the previous year, the City opted to hold the prior year primary tax levy of \$4.1 million, resulting in a rate of \$0.7264 per \$100 of assessed value. The levy adopted for Fiscal Year 2013 reflects an increase in the tax rate for new construction only. A rate of \$0.7332 per \$100 of assessed value results in a levy amount of approximately \$4.1 million.

Although the City could have levied a higher amount while complying with the state statute, the City desires to provide some tax relief to the citizens and therefore has chosen to levy increases to new construction.

### Property Tax Rates



### Property Tax Revenues



\* Estimated

\*\* Projected



## REVENUE SUMMARY GENERAL FUND

### Intergovernmental Revenues

Intergovernmental revenues make up 35% of the General Fund total revenues. Cities in Arizona are part of a state-shared revenue program which distributes funds to Arizona municipalities from four different state revenue sources: state sales tax, state income tax, vehicle license tax, and highway user revenues. The first three of these are General Fund revenues and must be expended for a public purpose. Highway user revenues are considered special revenue funds and are restricted in use. Each year the state provides the cities with an estimate of the amount of the state-shared revenues they will be receiving, based on the population estimates for that fiscal year. Based on the 2010 Census, the City population decreased from 53,435 to 52,527. This population decline caused a reduction in state shared revenues that are distributed based on a formula that includes the population in the calculations.

The Vehicle License Tax (VLT) is comprised of approximately 20% of the revenues collected for the licensing of motor vehicles. The distribution of this revenue is based on the population in relation to the total incorporated population of the County. This revenue source is projected to remain relatively flat in Fiscal Year 2013, as compared the last three fiscal years, at approximately \$2,600,000.

The current State Sales Tax rate temporarily increased to 6.6% from a previous rate of 5.6%. This increase became effective June 1, 2010 and is due to expire on May 31, 2013.

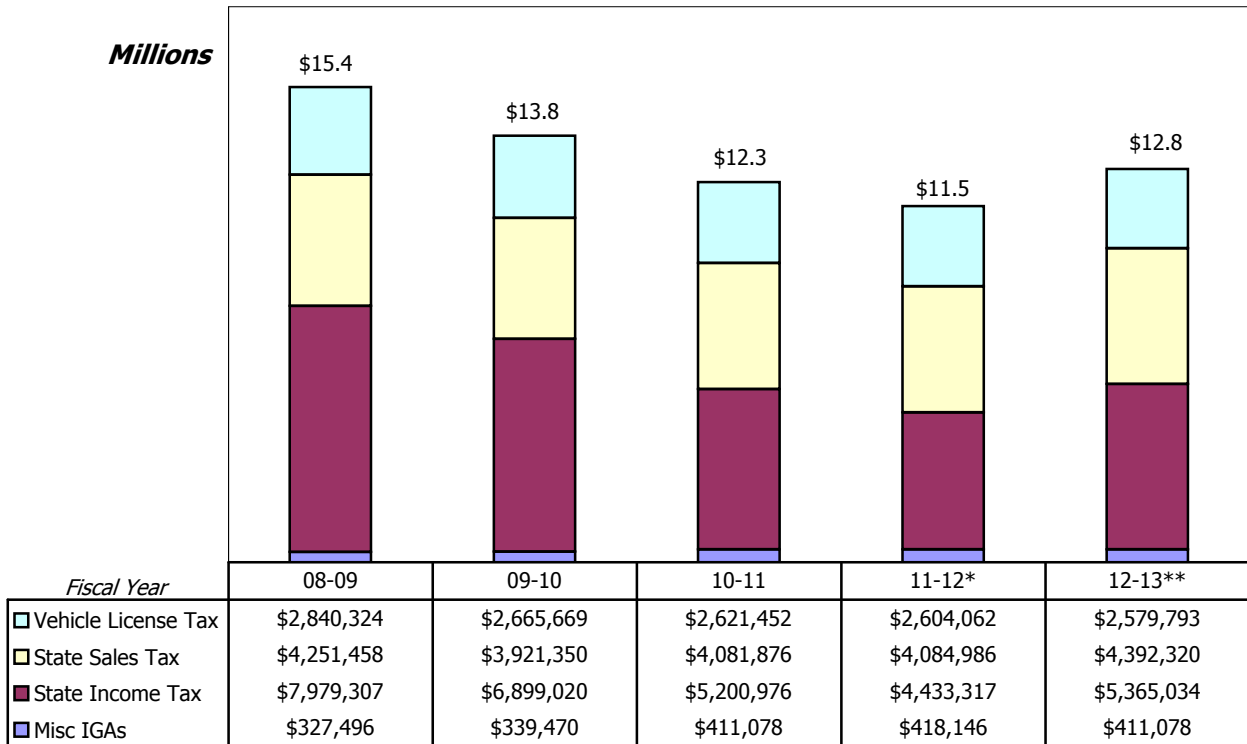
Although a portion of the 5.6% collection total is distributed to cities and towns, the additional 1% remains as revenue to the state. The distribution calculation for the 5.6% is based on the relation of the municipality's population to the total population of all incorporated cities and towns in the state, according to the decennial census. The State Sales Tax has remained flat for the previous two fiscal years, but is anticipated to increase in Fiscal Year 2013 based on data received from the League of Arizona Cities and Towns through the Arizona Department of Revenue.

The State Income Tax, more commonly referred to as Urban Revenue Sharing, was established by a citizen's initiative in 1972 and granted the cities and towns a 15% share of the state income tax collections in exchange for cities and towns agreeing not to charge a local income tax within their jurisdictions. The distribution of this revenue source is calculated using the same method as the State Sales Tax, and is based on income tax collections from two years prior to the fiscal year in which the city or town receives the funds. The State Income Tax is projected at \$5,365,034 for Fiscal Year 2013, which is an increase of approximately \$932,000 or 21% from the Fiscal Year 2012 estimate.

The Miscellaneous Intergovernmental Agreements (IGAs) in this revenue category include an agreement between the City and Mohave County for the City to administer and operate a consolidated Municipal Court and Justice Court. This IGA amounts to 3% of the overall intergovernmental revenues.



## REVENUE SUMMARY GENERAL FUND



\* Estimated

\*\* Projected





## REVENUE SUMMARY GENERAL FUND

### Franchise Fees, License & Permit Revenues

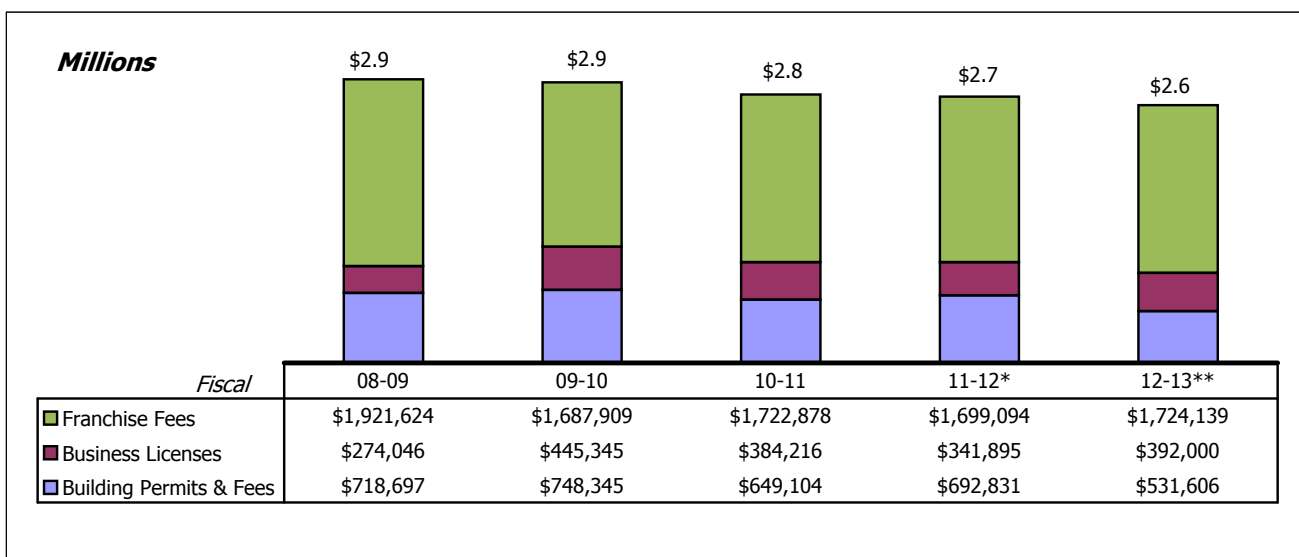
Franchise fees, business licenses, and building related permits and fees are included in this revenue classification.

Franchise fees result from agreements with the utility companies, such as electric, gas, and cable, for their use of the City-owned public rights-of-way. This revenue is based on a percentage of the utility company's gross revenue. Franchise fee revenues are projected to remain flat at approximately \$1,700,000 in Fiscal Year 2013.

Business license fees are primarily used to regulate the types of businesses within the City, and are an annual fee. Liquor license fees are collected when a new request is processed to sell liquor in the City, either through an established business or for a special event and is also included in this category. The fee for a business license is \$100 per new

license issued, and the annual renewal fee is \$76. The last increase in this fee occurred in Fiscal Year 2010. The amount of revenue generated from business and liquor licenses in Fiscal Year 2013 is projected to increase in comparison to Fiscal Year 2012 estimates, by approximately \$50,000 or 14.7%.

Building permits and fees associated with both residential and commercial development continue to remain low. Revenues had declined in this category beginning in Fiscal Year 2007 primarily due to a slowdown in new construction that was experienced nationwide. New single family construction and commercial development continues to be flat, yet Fiscal Year 2013 revenues are projected at an even lower level than the Fiscal Year 2012 estimates in an effort to maintain conservative forecasting in this volatile revenue category until real recovery in the building industry is realized. The combined permits and fees revenue for Fiscal Year 2013 is projected to be approximately \$532,000.



\* Estimated

\*\* Projected



## REVENUE SUMMARY ENTERPRISE FUNDS

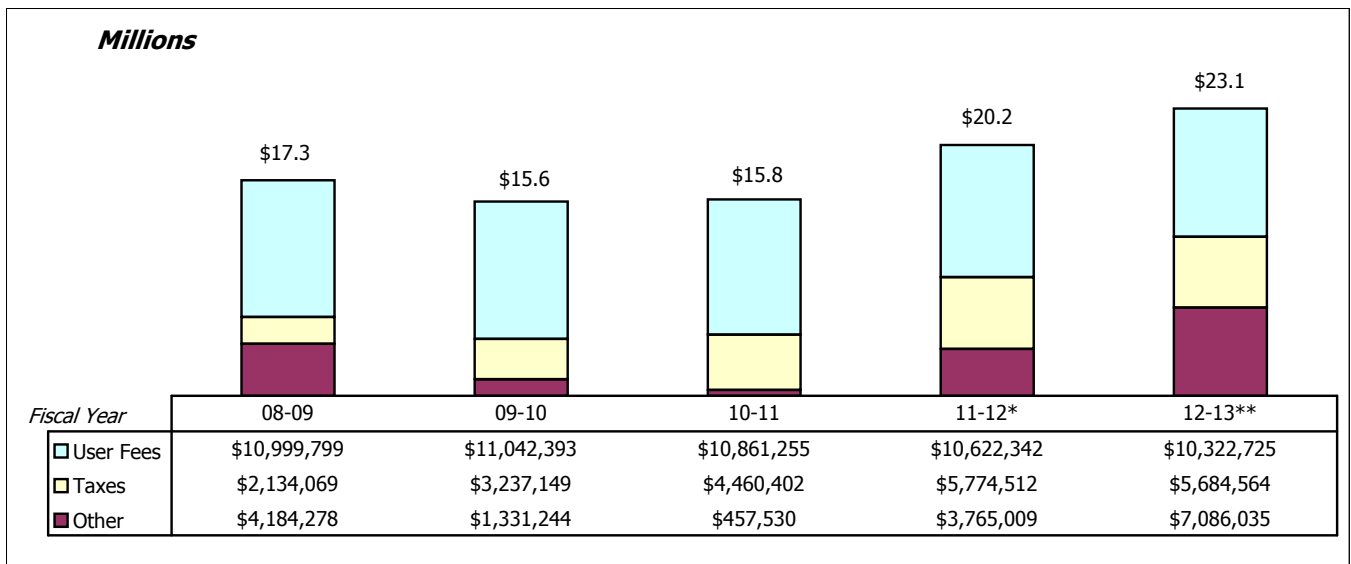
### Irrigation & Drainage District (Water) Revenues

The principal revenue for operating and managing the City's water system is derived from a combination of user fees for water services and the Irrigation and Drainage District property tax.

User fees include water charges and back-flow permit fees, as well as various other meter fees. A rate study was performed in Fiscal Year 2008, which identified the need for a 9% rate increase for the residential customer class. This increase was implemented in Fiscal Year 2009, and after an annual review of the rate model, rate increases are not anticipated until Fiscal Year 2013. Despite an expected rate increase in April 2013, projected user fee revenues of \$10,322,725 reflect a decrease of approximately 2.8% from Fiscal Year 2012 estimates. This is mainly attributed to increased conservation practices by all customer classes.

The property tax levy adopted for the Irrigation and Drainage District in Fiscal Year 2013 maintains the rate that was approved by the City Council in Fiscal Year 2012. The per-acre tax of \$268.86, which is equivalent to the rate that was adopted in Fiscal Year 1997, is expected to realize \$5,684,564 in revenue.

Other revenues are comprised of interest income and state grants that, if received, would provide funding for water meter upgrade materials and educational materials on leak monitoring and conservation programs. Also included in this category are bond proceeds, which are designated for two community investment projects included in the water CIP. The City secured financing for these CIP projects in the amount of \$11.4 million in Fiscal Year 2011. Due to federal assistance, the Water Infrastructure Financing Authority (WIFA) approved approximately \$8.1 million in principal forgiveness. The reduction of debt payment obligations is approximately \$700,000 annually.



\* Estimated

\*\* Projected



## REVENUE SUMMARY ENTERPRISE FUNDS

### Wastewater Utility Revenues

The principal revenue for operating and managing the City's wastewater system is derived from user fees. Sewer user fees for residential and commercial customers include a minimum monthly base charge, plus a rate per 100 cubic feet which is calculated and charged on the basis of water consumption. Residential and commercial customer charges are based on average water consumption for the prior winter months (December through March). All other customers are billed based on actual monthly water usage unless an irrigation meter is installed at the location to separate the amount of water that does not reach the wastewater system. An increase in sewer user fee rates of 12% occurred in Fiscal Year 2010. Using the results from an extensive Wastewater Rate Study, rate increases are not expected to occur again until Fiscal Year 2014. The flattening of rates was accomplished by a combination of reduced debt service commitments from de-obligated borrowing authority and an increase in the City's rate stabilization fund.

The user fee category encompasses both sewer user fees and treatment capacity fees. The treatment capacity fee is charged to all property owners upon connection of their property to the wastewater system. The purpose of the per-connection fee is for the property owner to pay for a portion of the future treatment plant capacity. The City completed the final year of the ten year wastewater expansion program

in Fiscal Year 2012 resulting in nearly 23,500 new sewer customers. User fee revenues are expected to decrease in Fiscal Year 2013 by approximately 6% from Fiscal Year 2012 estimates as a result of the expansion program completion. Fiscal Year 2012 connected 420 new residences to the sewer system, which is a drastic reduction from the approximately 4,600 connections in Fiscal Year 2011. This number is compared to approximately 3,200 new sewer connections in Fiscal Year 2010, and 1,750 in Fiscal Year 2009. Fiscal Year 2011 realized the largest number of connections due to the City electing to accelerate the construction of this project to take advantage of the competitive construction bid environment due to the economic climate.

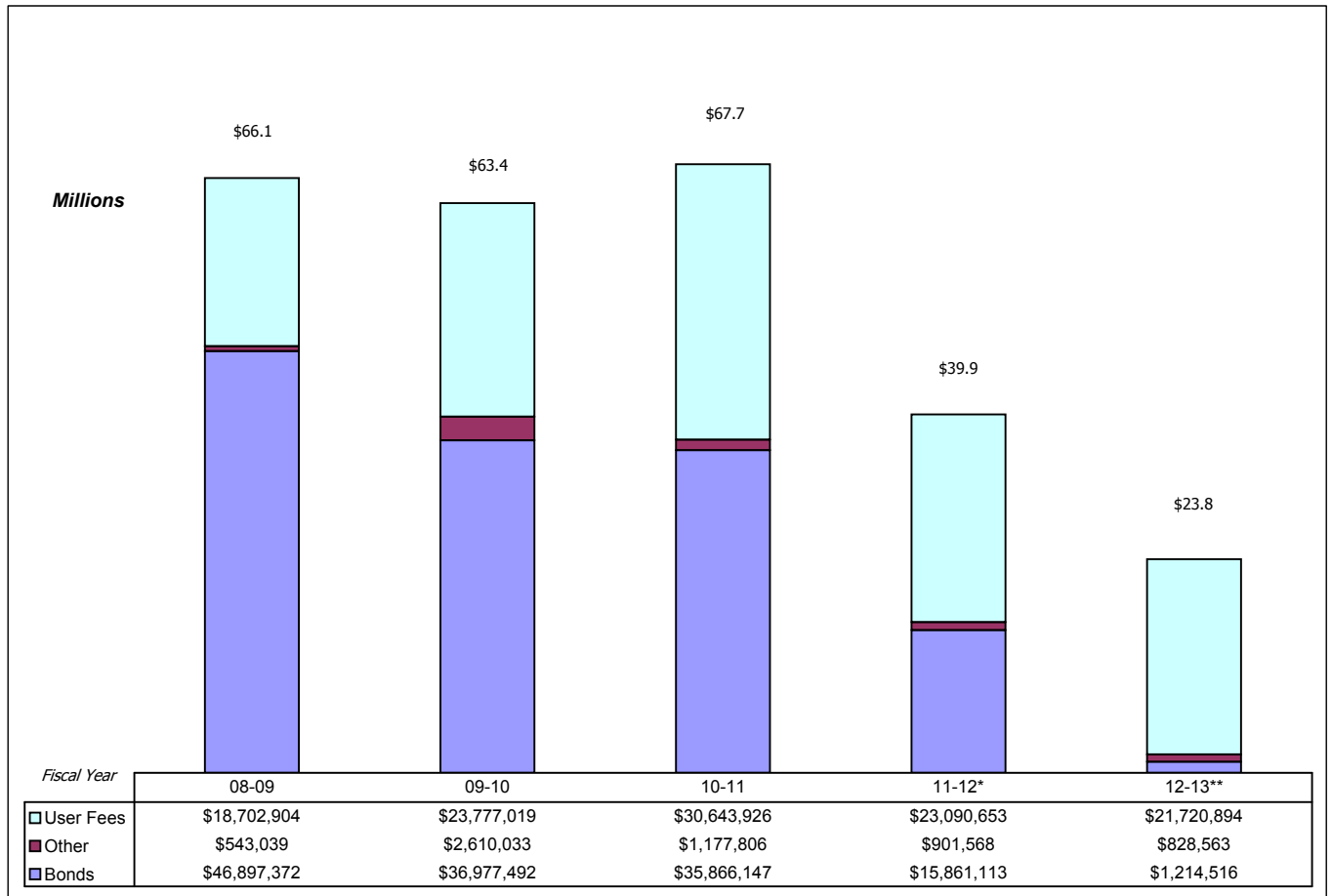
Other revenues account for items such as interest investment earnings, sale of effluent, and developer fee revenue. This category is projected at \$828,563 in Fiscal Year 2013.

Bond revenues are proceeds that are directly related to the scheduled construction projects for the wastewater system expansion program for the fiscal year. These bonds are issued through the Water Infrastructure Financing Authority (WIFA) and include a federal subsidy which results in lower interest rates, thus assisting the citizens in reduced user fees. The expansion project is now complete, and the amount projected in Fiscal Year 2013 will fund the remaining contract payments carried forward from prior fiscal years.



## REVENUE SUMMARY ENTERPRISE FUNDS

### Wastewater Utility Revenues



\* Estimated

\*\* Projected

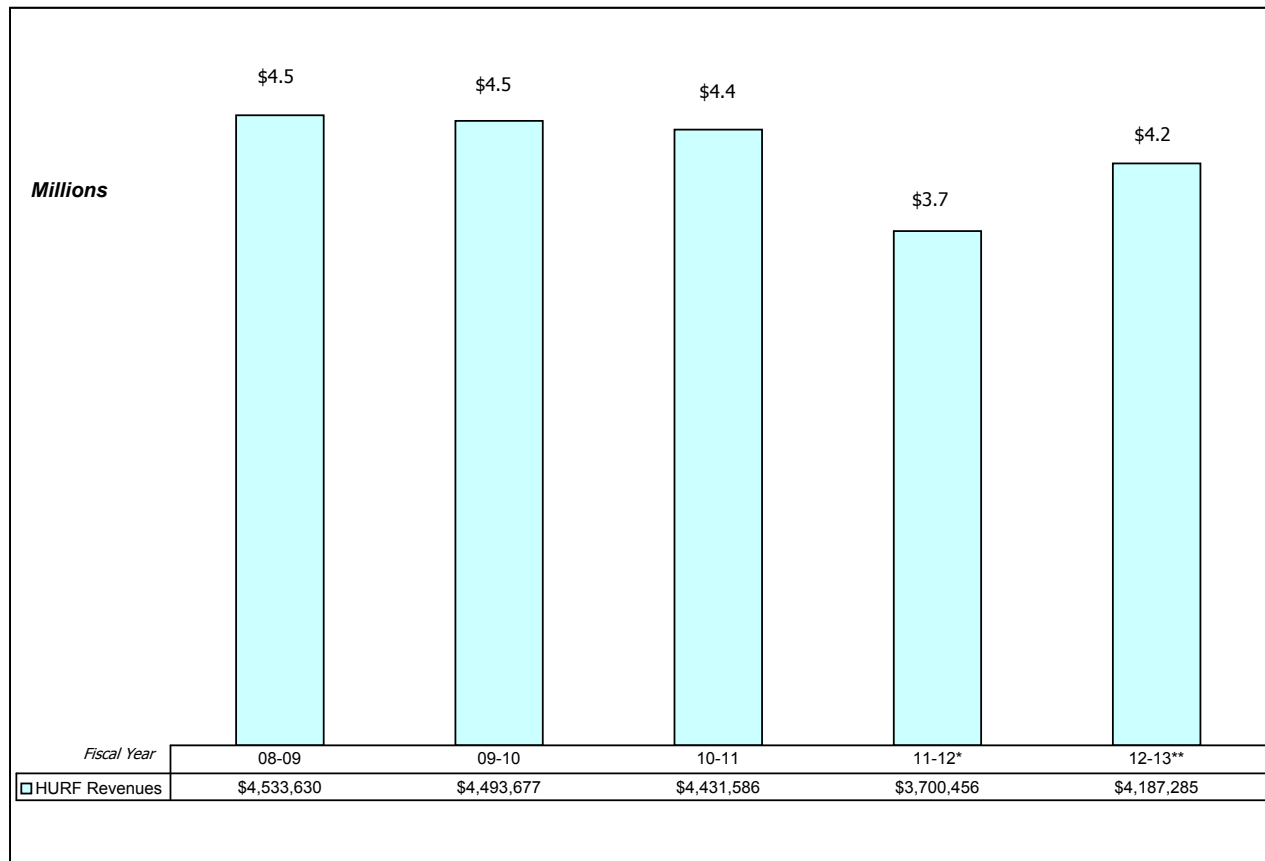


## REVENUE SUMMARY SPECIAL REVENUE FUNDS

### Highway User Revenue Fund (HURF) Revenues

The proceeds from the state-shared motor vehicle tax are distributed by the state to the cities based on a complex formula, using population and the county of origin of gasoline sales. The state has placed a constitutional restriction on the use of these revenues and requires they be used solely for street and highway purposes. Lake Havasu City's Street Section is funded almost entirely with HURF

revenues. During the 2012 State Legislative session, a portion of the HURF funding that was reallocated from cities to assist in funding the Department of Public Safety in Fiscal Year 2012 was returned to the cities and towns. The restoration of this distribution brings the Fiscal Year 2013 budget to within 5% of the actual collections in Fiscal Year 2011. HURF revenues are projected at \$4,187,285 in Fiscal Year 2013, a \$486,829 or 13% increase from Fiscal Year 2012 estimates.



\* Estimated

\*\* Projected

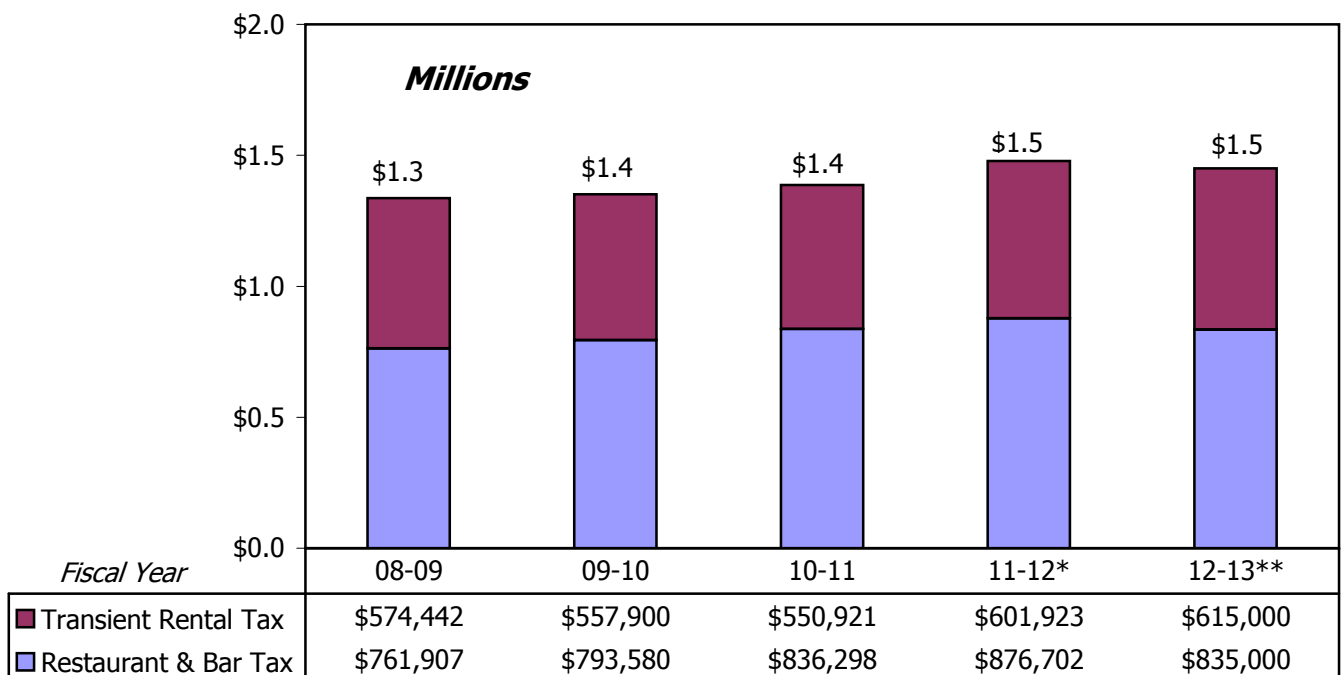


## REVENUE SUMMARY SPECIAL REVENUE FUNDS

### Tourism/Economic Development Fund Revenues

This fund consists of revenues from a 3% tax on transient lodging and a 1% restaurant and bar tax. The City Council mandated that all proceeds be dedicated to the promotion, development, and enhancement of tourism

and economic development. The revenues generated from these two taxes are distributed in a 75 / 25 split between the Lake Havasu Convention and Visitors Bureau and the Partnership for Economic Development, respectively. Fiscal Year 2013 collections are conservatively projected at \$1,450,000.



\* Estimated

\*\* Projected



# REVENUE HISTORY AND PROJECTIONS

General Fund	Actual		Budget	
	FY 09-10	FY 10-11	Adopted FY 11-12	Adopted FY 12-13
<b>TAXES</b>				
Property	\$4,776,822	\$4,036,574	\$4,096,228	\$4,178,384
Personal Property	88,406	88,927		80,000
City Sales	12,411,634	12,804,576	12,183,801	13,327,943
Fire Insurance Premium Tax	215,994	187,575	235,000	237,350
<i>Total Taxes</i>	17,492,856	17,117,652	16,515,029	17,823,677
<b>LICENSES &amp; PERMITS</b>	1,193,690	1,033,320	923,606	923,606
<b>INTERGOVERNMENTAL REVENUES</b>				
Auto Lieu	2,665,669	2,621,452	2,602,457	2,579,793
State Sales	3,921,350	4,081,876	3,974,004	4,392,320
Urban Revenue Sharing	6,899,020	5,200,976	4,433,501	5,365,034
Court IGA with Mohave County	339,470	411,078	411,078	411,078
<i>Total Intergovernmental Revenues</i>	13,825,509	12,315,382	11,421,040	12,748,225
<b>CHARGES FOR SERVICES</b>				
Fire / Police Department	105,870	91,285	73,540	477,671
Parks & Recreation	639,748	677,586	606,106	684,473
General Government	38,246	24,941	37,116	174,708
<i>Total Charges for Services</i>	783,864	793,812	716,762	1,336,852
<b>FINES &amp; FORFEITURES</b>	1,402,627	1,283,714	1,285,000	1,297,849
<b>OTHER REVENUES</b>				
Interest	198,293	125,903	115,000	65,000
Sale of Assets	2,315	28,628		
Capital Lease		56,986		716,327
Franchise Fees	1,687,909	1,722,878	1,724,139	1,724,139
Miscellaneous	278,195	212,171	147,111	178,804
Donations	0	18,406	2,000	1,000
<i>Total Other Revenues</i>	2,166,712	2,164,972	1,988,250	2,685,270
<b>GRANTS</b>				
MAGNET	155,046	107,351		
Other Miscellaneous	33,925	6,310	84,796	16,345
<i>Total Grants</i>	188,971	113,661	84,796	16,345
<b>TOTAL GENERAL FUND REVENUES</b>	<b>\$37,054,229</b>	<b>\$34,822,513</b>	<b>\$32,934,483</b>	<b>\$36,831,824</b>
<b>Special Revenue Funds</b>				
<b>HIGHWAY USER REVENUE FUND</b>				
Gasoline Tax	\$4,465,007	\$4,403,766	\$3,793,299	\$4,158,492
Capital Lease				10,673
Interest & Miscellaneous	28,670	27,820	9,000	18,120
<i>Total HURF</i>	4,493,677	4,431,586	3,802,299	4,187,285
<b>TRANSIT FUND</b>				
Grants	1,133,901	1,223,605	1,062,788	1,319,342
Capital Lease				3,817
Fees & Miscellaneous	103,165	106,000	91,000	103,000
<i>Total Transit Fund</i>	1,237,066	1,329,605	1,153,788	1,426,159
<b>COURT ENHANCEMENT (COURTS)</b>	48,095	42,764	40,000	40,900
<b>FILL THE GAP (COURTS)</b>	11,768	12,027	12,000	12,220
<b>JCEF (COURTS)</b>	24,315	20,889	19,500	19,695
<b>LTAf (LOTTERY) FUND</b>	133,847			
<b>MEMORIAL TREE FUND (P&amp;R)</b>	6,938	8,216	5,000	5,065
<b>PD VEHICLE TOWING 28-3511</b>	12,300	10,950	11,000	11,470
<b>TOURISM / ECONOMIC DEVELOPMENT FUND</b>	1,351,480	1,387,219	1,400,600	1,450,000
<b>WALETA POLICE ACADEMY</b>	115,570	100,916	253,016	257,096
<b>WILDLAND FIREFIGHTING PROGRAM</b>			60,137	60,137



## REVENUE HISTORY AND PROJECTIONS

	Actual		Budget	
	FY 09-10	FY 10-11	Adopted FY 11-12	Adopted FY 12-13
<b>Special Revenue Funds (cont'd)</b>				
GRANT - AZ DEPT OF PUBLIC SAFETY (PD)	60,176	67,226	63,110	77,539
GRANT - AZ GAME & FISH (PD)	141,474	138,426	50,137	
GRANT - AZ POST (PD)	14,347	24,840	23,638	
GRANT - BULLET PROOF VEST (PD)				22,046
GRANT - COPS-SECURE OUR SCHOOLS (PD)		7,565		
GRANT - DEPT OF JUSTICE (PD)	15,963	13,828		
GRANT - HIGHWAY SAFETY (PD)		19,090	29,710	
GRANT - HOMELAND SECURITY (PD/FIRE)	255,920	45,876	500,000	212,576
GRANT - JUSTICE ASSISTANCE GRANT (PD)	69,800			
GRANT - MAGNET (PD)			123,938	127,012
GRANT - NON-SPECIFIC GRANTS			608,664	594,212
GRANT - PUBLIC SAFETY STABILIZATION (PD)		65,000		
GRANT - SAFER GRANT (FIRE)		382,273	528,720	
GRANT - STATE HOME FUND (CSD)	545,934	468,074	1,224,254	1,260,000
GRANT - VICTIMS OF CRIME ACT (ATTORNEY)	15,862	15,862		
<b>TOTAL SPECIAL REVENUE FUNDS</b>	<b>\$8,554,532</b>	<b>\$8,592,232</b>	<b>\$9,909,511</b>	<b>\$9,763,412</b>
<b>Enterprise Funds</b>				
<b>AIRPORT O&amp;M FUND</b>				
User Fees	\$535,438	\$520,638	\$515,804	\$515,804
Grants - CIP	\$34,186	\$359,772	\$151,125	\$1,331,850
Capital Lease				\$3,040
Miscellaneous	<u>590,188</u>	<u>384</u>	<u>0</u>	<u>700</u>
<i>Total Airport O&amp;M Fund</i>	1,159,812	880,794	666,929	1,851,394
<b>IDD FUND (Water)</b>				
Property Taxes - O&M	3,188,141	4,393,219	5,667,276	5,667,939
User Fees	11,042,393	10,861,255	11,007,500	10,322,725
Interest & Miscellaneous	317,041	232,634	126,382	386,265
Bond Proceeds - CIP	1,014,203	224,896	8,751,000	6,675,384
Grants - CIP		\$2,818,813		
Capital Lease				24,386
Property Taxes - Debt Service	<u>49,008</u>	<u>67,183</u>	<u>17,288</u>	<u>16,625</u>
<i>Total IDD Fund (Water)</i>	15,610,786	18,598,000	25,569,446	23,093,324





## REVENUE HISTORY AND PROJECTIONS

	Actual		Budget	
	FY 09-10	FY 10-11	Adopted FY 11-12	Adopted FY 12-13
<b>Enterprise Funds (cont'd)</b>				
RECREATION / AQUATIC CENTER FUND				
Aquatic Center Fees	\$255,350	\$240,229	\$284,915	\$279,430
Community Center Fees	94,462	92,080	104,511	105,395
Capital Lease				5,336
<i>Total Recreation / Aquatic Center Fund</i>	349,812	332,309	389,426	390,161
REFUSE FUND				
Administration Fees	524,903	521,398	525,000	525,000
Landfill Disposal	251,735	247,569	260,000	260,000
Recycling	98,855	120,180	93,000	93,000
Interest & Miscellaneous	<u>346,750</u>	<u>327,526</u>	<u>316,500</u>	<u>348,500</u>
<i>Total Refuse Fund</i>	1,222,243	1,216,673	1,194,500	1,226,500
WASTEWATER				
User Fees	23,777,019	30,643,926	25,419,000	21,720,894
Effluent Charges / Connection Fees	119,281	219,939	240,000	240,240
Interest & Miscellaneous	2,414,968	845,484	315,000	451,200
Developers Fees	75,784	114,114	120,000	115,000
Bond Proceeds - CIP	36,977,492	35,866,147	19,680,114	1,214,516
Capital Lease				22,123
Sale of Assets		(1,731)	<u>4,000,000</u>	
<i>Total Wastewater Utility Fund</i>	63,364,544	67,687,879	49,774,114	23,763,973
<b>TOTAL ENTERPRISE FUNDS REVENUES</b>	<b>\$81,707,197</b>	<b>\$88,715,655</b>	<b>\$77,594,415</b>	<b>\$50,325,352</b>
<b>Other Funds</b>				
POC Firefighters Pension Trust Fund	(\$2,875)	(\$162)	\$0	\$0
Debt Service Fund	69,038	66,310	61,570	500
Employee Benefit Trust Fund	5,733,721	6,385,343	5,916,500	103,000
Vehicle/Equipment Replacement Fund	49,697	7,400	6,000	17,000
LHC Improvement Districts #1, 2, & 4	220,131	76,296	80,000	80,960
<b>TOTAL OTHER FUNDS REVENUES</b>	<b>\$6,069,712</b>	<b>\$6,535,187</b>	<b>\$6,064,070</b>	<b>\$201,460</b>
<b>Capital Projects Funds</b>				
CIP Fund - General City				
Grants	\$972,731	\$699,708	\$2,521,790	\$875,000
Flood Control	2,699,281	2,557,402	2,500,000	2,500,000
Impact Fees	318,232	295,355	232,000	
Bond Proceeds/Capital Leases				125,423
Donations & Miscellaneous	<u>12,389</u>	<u>184,854</u>	<u>534,000</u>	<u>755,500</u>
<i>Total CIP Fund - General City</i>	4,002,633	3,737,319	5,787,790	4,255,923
<b>TOTAL CAPITAL PROJECTS FUNDS REVENUES</b>	<b>\$4,002,633</b>	<b>\$3,737,319</b>	<b>\$5,787,790</b>	<b>\$4,255,923</b>
<b>Total Revenues</b>	<b><u>\$137,388,303</u></b>	<b><u>\$142,402,906</u></b>	<b><u>\$132,290,269</u></b>	<b><u>\$101,377,971</u></b>



## PROPERTY TAX LEVIES AND RATES

<b>GENERAL FUND</b>	<b>PROPERTY TAX LEVY</b>			<b>TAX RATE (per \$100 AV)</b>
	<b>Primary</b>	<b>Secondary</b>	<b>Total</b>	
	<i>Estimated at:</i>			
2012-13	<b>4,134,174</b>		4,134,174	0.7332
2011-12	4,096,228		4,096,228	0.7264
2010-11	4,096,228		4,096,228	0.5834
2009-10	4,910,186		4,910,186	0.5834
2008-09	4,699,922		4,699,922	0.6704
2007-08	4,488,486		4,488,486	0.6704
2006-07	4,166,824		4,166,824	0.7310
2005-06	3,833,252		3,833,252	0.7958
2004-05	3,307,968		3,307,968	0.7958
2003-04	2,955,272		2,955,272	0.7958

<b>IRRIGATION &amp; DRAINAGE DISTRICT</b>	<b>PROPERTY TAX LEVY</b>			<b>TAX RATE (per acre)</b>
	<b>Primary</b>	<b>Secondary</b>	<b>Total</b>	
	<i>Estimated at:</i>			
2012-13	<b>5,667,939</b>	16,625	5,684,564	268.85
2011-12	5,667,276	17,288	5,684,564	268.85
2010-11	4,480,436	17,950	4,498,386	212.75
2009-10	3,296,350	18,600	3,314,950	156.78
2008-09	2,090,576	29,900	2,120,476	100.74
2007-08	2,090,576	29,900	2,120,476	100.74
2006-07	2,043,950	31,200	2,075,150	100.74
2005-06	2,042,650	32,500	2,075,150	100.74
2004-05	2,041,350	33,800	2,075,150	100.74
2003-04	2,040,050	35,100	2,075,150	100.77



## ASSESSED VALUATION AND PROPERTY TAX RATE COMPARISONS

	<u>FY 10-11</u>	<u>FY 11-12</u>	<u>Projected for FY 12-13</u>	<u>% of Change</u>
<b>General Fund</b>				
Primary Assessed Value	702,130,236	563,939,264	563,853,463	-0.02%
Tax Levy	4,096,228	4,096,228	4,134,174	0.93%
Rate Per \$100	0.5834	0.7264	0.7332	0.94%
<b>Irrigation &amp; Drainage District</b>				
Basis for Levy-Estimated Acres	21,144.00	21,144.00	21,144.00	0.00%
Tax Levy	4,498,386	5,684,564	5,684,564	0.00%
Rate Per Acre:				
IDD Equipment, CIP, Depr.	211.90	268.03	268.06	0.01%
Debt Service	0.85	0.82	0.79	-3.84%
Total Rate Per Acre	212.75	268.85	268.85	0.00%
Levy Amount Collected for:				
IDD Equipment, CIP, Depr.	4,480,436	5,667,276	5,667,939	0.01%
Debt Service	17,950	17,288	16,625	-3.84%
Total	4,498,386	5,684,564	5,684,564	0.00%
<b>Improvement Districts</b>				
Dist. #2: Secondary Assessed Value	3,678,159	2,624,656	2,600,494	-0.92%
Tax Levy	10,000	5,000	5,050	1.00%
Tax Rate Per \$100	0.2719	0.1905	0.1942	1.94%
Dist. #4: Secondary Assessed Value	15,229,200	12,305,680	12,900,411	4.83%
Tax Levy	75,000	75,000	75,750	1.00%
Tax Rate Per \$100	0.4925	0.6095	0.5872	-3.66%

#2=London Bridge Plaza; #4=McCulloch Median

# OPERATING BUDGET

## ■ Administrative Services ■

Administration  
Information Technology

**City Attorney**

**City Clerk**

**City Council**

**City Manager**

Administration  
Human Resources/Risk Management

## **Community Services**

Administration  
Aquatics  
Engineering  
Recreation

**Fire**

**Municipal Court**

**Operations**

Administration  
Airport  
Buildings & Grounds  
Street Maintenance  
Transit  
Vehicle Maintenance  
Wastewater  
Water

**Police**





## ADMINISTRATIVE SERVICES DEPARTMENT

### MISSION STATEMENT

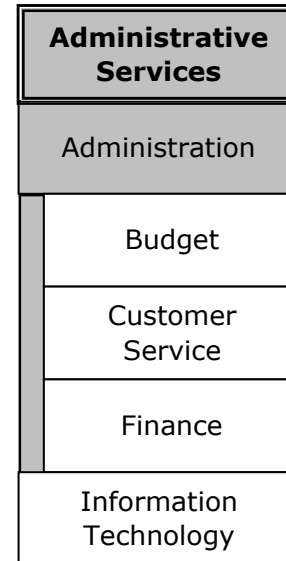
The Administrative Services Department ensures that the City is fiscally responsible in the management and safeguarding of the City's assets by maintaining reasonable internal controls, policies and systems that ensure legal compliance and fiscal stability. Administrative Services provides exceptional customer service to citizens and vendors along with providing responsive support for the operations of City departments. Administrative Services provides timely advice to the City's elected officials and senior management on items affecting the current and future financial affairs of the City.

### DESCRIPTION

Functions of the Administrative Services Department include Administration, Budgeting, Customer Service, Finance, and Information Technology.

The Administration function is responsible for management of all grants applied for and/or awarded Citywide, as well as centralization of City contracts. Other responsibilities include City Hall switchboard services, Citywide mail services and general clerical support including design and production of the annual budget document, annual CAFR, customer brochures and forms, the City's Fees/Charges Operating Policies and Procedures document, the department's records retention processes, and general management functions. The admin-

### ORGANIZATION CHART



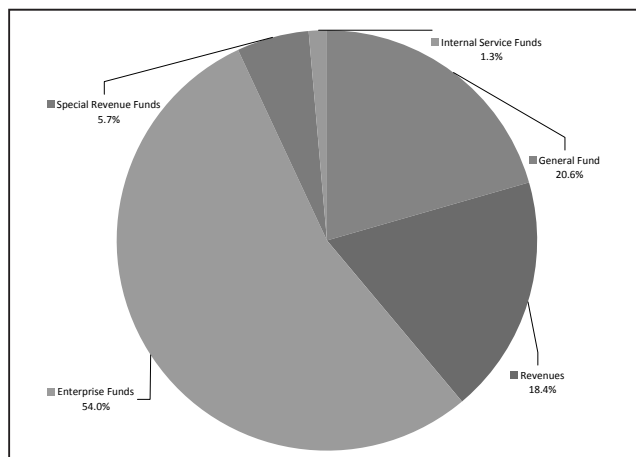
istrative staff also handles Citywide payments of accounts payables and coordination of activities related to City Hall's Safety/Security Committee. Procuring goods and/or services through the use of solicitations to meet the needs of the City and citizens served is also a function of this area.

The Budget function provides revenue analysis and forecasting, rate modeling, expenditure analysis and utility monitoring, and compilation of the annual budget and Community Investment Program.

Customer Service provides billing and payment service to all water, trash, and sewer customers as well as the processing of business licenses and all payments received Citywide. Other responsibilities include billing and collection of amounts due to the City for sewer connection accounts and delinquency notices to customers.

The Finance function provides accounting and financial support to Council, City management, and departments. The services provided include payroll, financial analysis, capital asset tracking, grants accounting, cash and

### FUNDING SOURCE





## ADMINISTRATIVE SERVICES DEPARTMENT

investment management, debt service management, billing for services including collections, annual audit coordination, and training on and administration of the Citywide financial software system. Other responsibilities include tax reporting and collections, review and audit of taxpayers for compliance with the Transient Occupancy Tax codes, and responding to taxpayer questions. The division is responsible for preparing monthly financial reports and other special annual reports, including the Comprehensive Annual Financial Report (CAFR).

### **ACCOMPLISHMENTS 2011-2012**

- Amended the City's Investment Policy to better describe the City's investment strategy and utilize the Government Finance Officer's Association's recommended best practices.
- Revised the Business License section of the City Code, including license renewal on a calendar year basis rather than on an anniversary basis and added language to clarify penalties for operating a business without a valid business license.
- Served on the Executive Team to develop a Ten-Year CIP, Technology, and Maintenance/Equipment Needs program, presented to the City Council for approval.
- Submitted and received permission from the Arizona State Library Archives and Public Records to scan documents listed on their retention schedules that were being created and/or retained in the Administrative Services Department as original documents thus eliminating the need to retain the paper documents.
- Received the Distinguished Budget Presentation Award from the Government Finance Officers Association of the United States and Canada for the FY2011-2012 budget.
- Completed implementation of the annual Forecasting and Trend Analysis Model, which assisted in annual revenue and expenditure trending; and the Monthly Variance Analysis Model, which assisted in monthly revenue and expenditure analysis and year end estimates.
- Coordinated and executed an online auction to liquidate surplus City property, netting approximately \$137,000 in revenues.
- Hosted a Sales Tax Seminar for local taxpayers with educational training provided by representatives from the Arizona Department of Revenue (ADOR).
- Transitioned internal collections of the Transient Occupancy Tax over to ADOR, which began collecting the tax effective February 1, 2012.
- Repealed Local Option MM which removed specific language from the City code making it more consistent with Arizona State code - a cleanup effort encouraged by the Arizona League of Cities and Towns.
- Established a dedicated call center to more readily respond to citizen's account inquiries or requests for assistance.
- Received the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting for the FY 2010/2011 CAFR.
- Obtained an unqualified (clean) audit opinion.
- Managed cash and investments to maximize investment income and to obtain maximum savings with bank fees, including execution of new contract for merchant credit card services.
- Developed new monthly financial report for management.
- Implemented Government Accounting Standards Board (GASB) 54 to comply with the new Fund Balance Reporting Classifications.
- Developed new Cash Handling Policy to improve internal controls at the City's cash receiving facilities.



## ADMINISTRATIVE SERVICES DEPARTMENT

### PERFORMANCE MEASURES

Goals, Objectives, and Measures	Actual FY10-11	Estimated FY11-12	Projected FY12-13
CITY COUNCIL GOAL # I - FINANCIALLY SOUND CITY GOVERNMENT			
➤ <b>Increase electronic transfers as method of payment to vendors</b>			
◇ Provide direct transfer of payments to vendors' bank accounts, reducing cost of checks and postage			
✓ Percent of vendor payments processed through electronic funds transfer	20%	20%	25%
➤ <b>Provide effective information to the City Council, citizens, and the Government Finance Officers Association (GFOA)</b>			
◇ Utilize best practices when preparing a communication device, policy document, financial plan, and operations guide			
✓ Achievement of GFOA Award for Budget Document	Yes	Yes	Yes
✓ Develop and adopt the City's annual budget prior to June 30th of the preceding fiscal year	Yes	Yes	Yes
➤ <b>Provide informative communication to the business community to ensure tax compliance</b>			
◇ Audit local businesses that meet audit criteria			
✓ # of sales tax audits completed	16	16	16
✓ Audit recovery revenue per dollar of audit service expenditure	\$0.69	\$0.80	\$1.00
◇ Ensure tax code is current and all updates are timely			
✓ All tax code changes become effective within 60 days of passage by the Municipal Tax Code Commission	Yes	Yes	Yes
◇ Provide timely remittance of Restaurant & Bar Tax and Transient Occupancy Tax			
✓ Remittance of Restaurant & Bar Tax and Transient Occupancy Tax to CVB/PED by 3rd Friday of each month	100%	100%	100%
➤ <b>Provide professional, efficient, and responsive service to all customers</b>			
◇ Provide prompt customer service			
✓ Initiate process of business license applications within 24 hours of receipt	100%	100%	100%
✓ Process new water applications same day received	100%	100%	100%
◇ Promote use of electronic methods for processing payments			
✓ Increase ratio of customer payments received electronically	26%	29%	32%



**ADMINISTRATIVE SERVICES DEPARTMENT****PERFORMANCE MEASURES (Continued)**

<b>Goals, Objectives, and Measures</b>	<b>Actual FY10-11</b>	<b>Estimated FY11-12</b>	<b>Projected FY12-13</b>
➤ <b>Provide timely responses to citizen's concerns related to the connection billing for the Wastewater System Expansion Program</b>			
◇ Maintain an effective sewer connection billing and collection program			
✓ Percentage of one-time payments for treatment capacity fee paid prior to 30 days past due	97%	98%	N/A
✓ Collect sewer loan payments prior to water shut off (after 60 days delinquent)	96%	97%	97%
➤ <b>Maintain the financial stability and long term financial health of the City</b>			
◇ Provide for timely reporting of financial information to Management and City Council			
✓ Deliver quarterly financial status reports within 30 days of close of quarter	75%	100%	100%
✓ Deliver monthly reports to City departments within five days of close of month	100%	100%	100%
✓ Complete annual financial audit by October 31st	100%	100%	100%
◇ Maintain financial reporting in accordance with Generally Accepted Accounting Principals (GAAP) and standards set by the Governmental Accounting Standards Board (GASB)			
✓ Compliance with GAAP and GASB	Yes	Yes	Yes
◇ Maintain the City's "clean" audit opinion and GFOA Certificate of Achievement for Excellence in Financial Reporting			
✓ Clean audit opinion and GFOA Certificate of Achievement for Excellence in Financial Reporting	Yes	Yes	Yes
➤ <b>Manage the City's cash, debt, and investments according to the City's adopted policies with priorities of legality, safety of principal, liquidity, and yield</b>			
◇ Ensure all investments comply with City investment policy			
✓ % of unrestricted cash actively invested	89%	92%	95%
➤ <b>Increase electronic payroll payments to employees</b>			
◇ Provide direct transfer of payments to employees' bank accounts, reducing processing costs			
✓ Percent of Direct Deposits to employees for payroll	84%	88%	100%

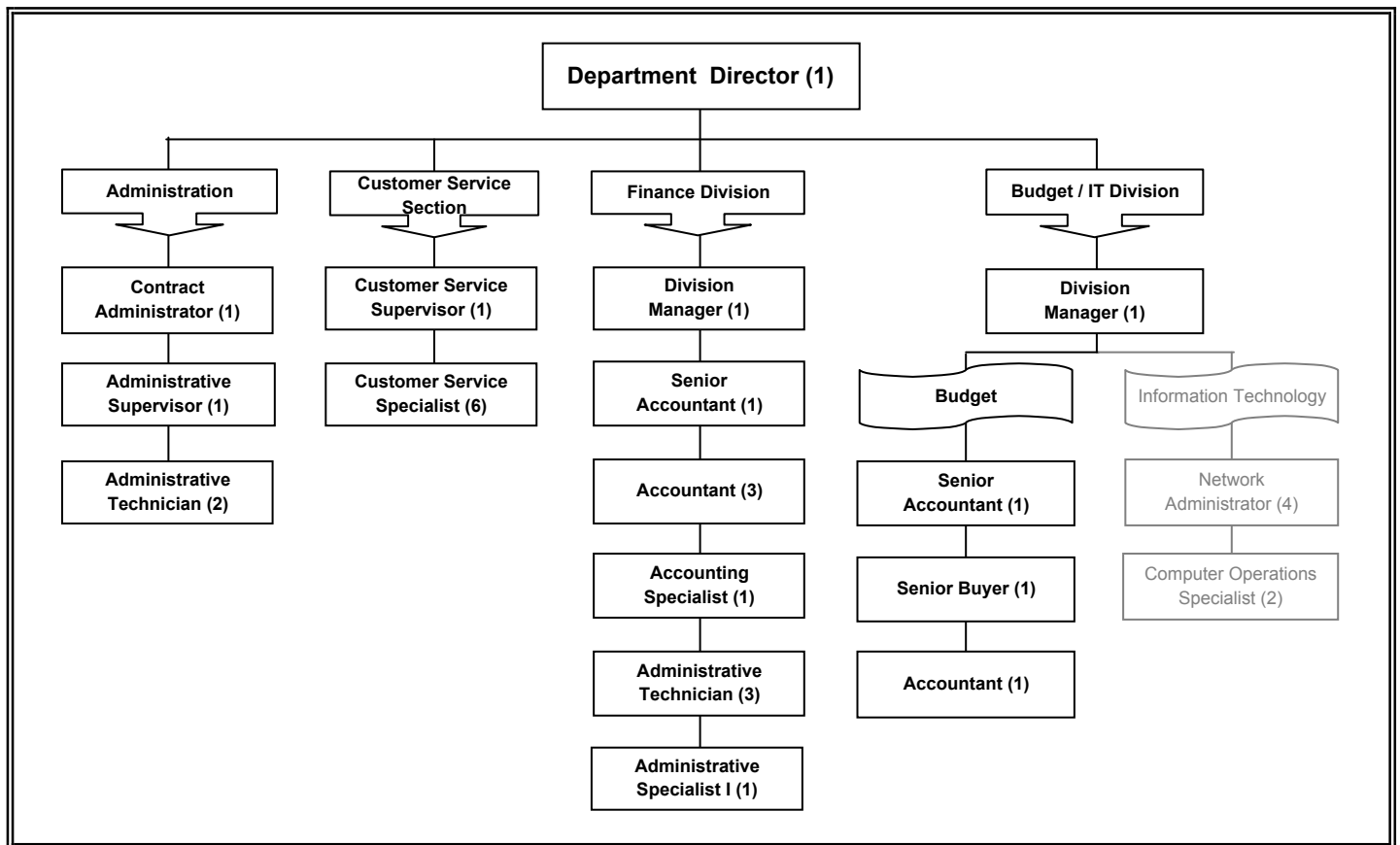


## ADMINISTRATIVE SERVICES DEPARTMENT

Administrative Services Department		Actual			Budget
Authorized Positions		FY 09-10	FY 10-11	FY 11-12	FY 12-13
<b>Administrative Services Department</b>	Department Director	1.0	1.0	1.0	1.0
	Division Manager	2.0	2.0	2.0	2.0
	Senior Accountant	2.0	2.0	2.0	2.0
	Senior Buyer	1.0	1.0	1.0	1.0
	Accountant	3.0	3.0	3.0	4.0
	Contract Administrator				1.0
	Administrative Supervisor	1.0	1.0	1.0	1.0
	Customer Service Supervisor	1.0	1.0	1.0	1.0
	Accounting Specialist	1.0	1.0	1.0	1.0
	Administrative Specialist I	1.0	2.0	2.0	1.0
	Customer Service Specialist	6.0	6.0	5.0	6.0
	Administrative Technician	5.0	6.0	6.0 *	5.0
	<b>TOTAL POSITIONS</b>	24.0	26.0	25.0	26.0

\* 1 position funded for partial year

### POSITION CLASSIFICATION STRUCTURE





## ADMINISTRATIVE SERVICES DEPARTMENT

Administrative Services Department	Actual		Budget	
Expenditures	FY 09-10	FY 10-11	FY 11-12	FY 12-13
<b>Personnel</b>				
Salaries - Full-Time	1,218,819	1,302,667	1,244,708	1,284,758
Salaries - Part-Time	3,671	4,723		
OT, Standby & Shift Differential	610			
Benefits & Taxes	423,043	488,069	476,929	562,173
Other: Retiree Health Savings, PTO Payout	1,000	2,000	5,013	81,898
	\$1,647,143	\$1,797,459	\$1,726,650	\$1,928,829
<b>Operation &amp; Maintenance</b>				
Professional Services	1,610	2,858	51,463	100,347
Utilities	567	749	727	635
Repairs & Maintenance (including cleaning)	1,073	1,085	3,670	1,250
Meetings, Training & Travel	1,567	2,726	3,835	6,495
Supplies	13,617	15,098	15,565	24,545
Outside Contracts				
Other	9,179	10,248	47,041	38,850
	\$27,613	\$32,764	\$122,301	\$172,122
<b>Capital Outlay</b>				11,700 *
<b>Subtotal Expenditures</b>	\$1,674,756	\$1,830,223	\$1,848,951	\$2,112,651
<b>Community Investment Program</b>				
<b>Contingency</b>				
<b>Debt Service</b>				
<b>Depreciation</b>				
<b>Landfill Closure Reserve</b>				
<b>TOTAL EXPENDITURES</b>	\$1,674,756	\$1,830,223	\$1,848,951	\$2,112,651

Capital Outlay Budget	Quantity	Unit Price	Extension	Total
<b>Carry Forward</b>				
N/A			0	0
<b>New</b>				
Time and Attendance System	1	11,700	11,700	11,700
<b>Replacement</b>				
N/A			0	0
<b>*TOTAL CAPITAL OUTLAY</b>				\$11,700



## ADMINISTRATIVE SERVICES DEPARTMENT INFORMATION TECHNOLOGY

### **MISSION**

Provide reliable, secure, and flexible technologies, supported by excellent customer service and leadership in technological innovation.

### **DESCRIPTION**

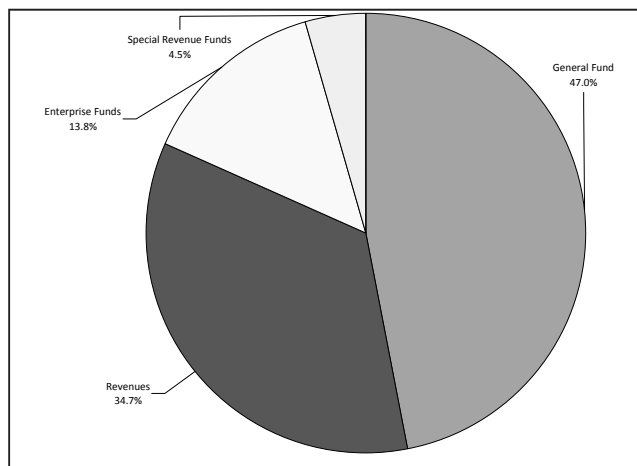
The Information Technology (IT) Division is responsible for application systems for all City departments. This includes enterprise wide systems such as financial, payroll, permitting, asset management, electronic document management and systems for individual departments including police and fire support systems, utility billing, and cashiering systems.

IT provides front line technical support, including troubleshooting and repair of devices and systems as well as providing network services, system backup/restore, telephone infrastructure and ensures compliance with all security requirements and standards by monitoring network and application security.

### **ACCOMPLISHMENTS 2011-2012**

- Successfully installed a new phone system at City Hall Facility and the Police Department without interruption to services.
- Completed the design phase of upgrades to the Citywide wireless communications system's Infrastructure.

### **FUNDING SOURCE**





## ADMINISTRATIVE SERVICES DEPARTMENT INFORMATION TECHNOLOGY

### PERFORMANCE MEASURES

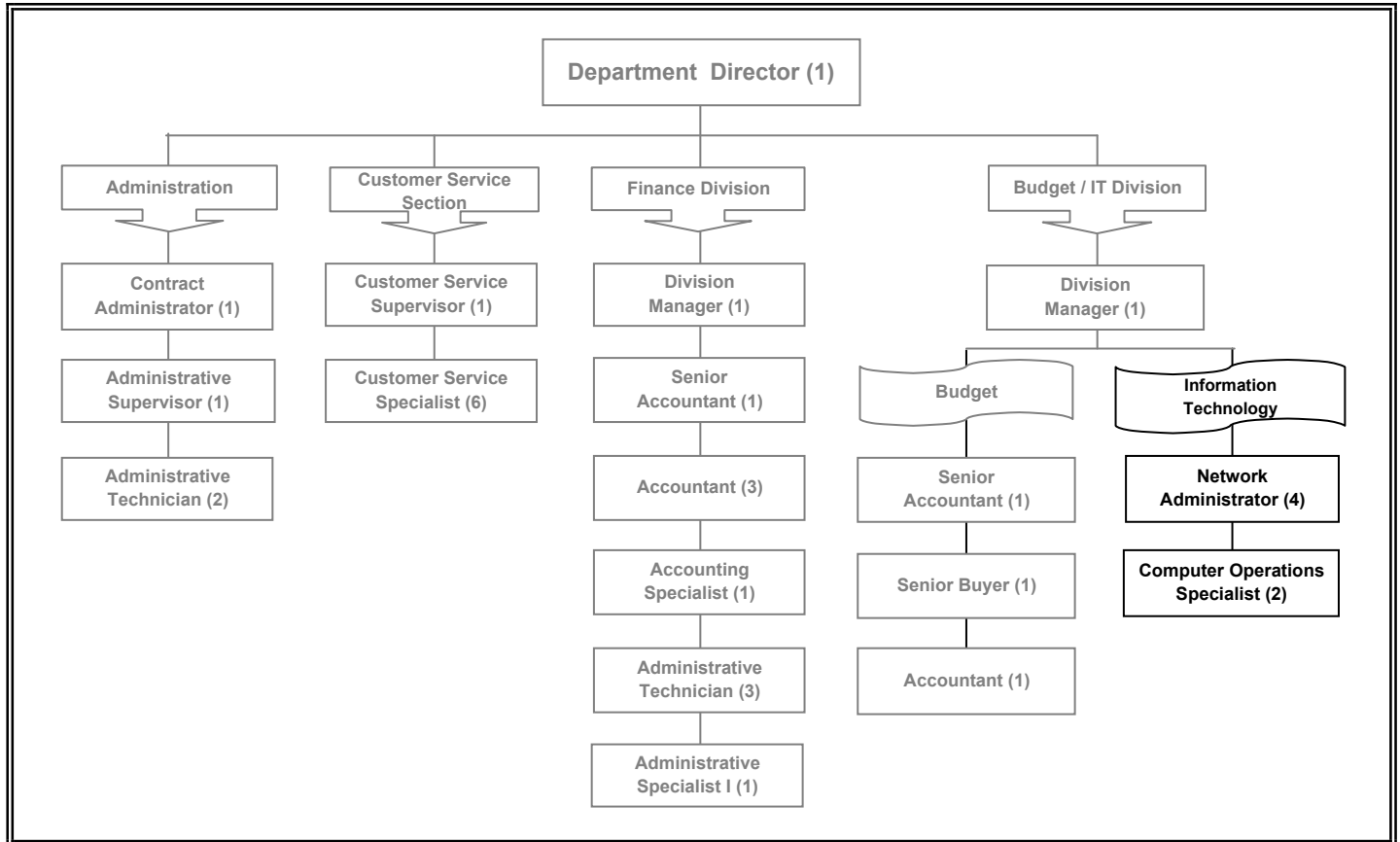
Goals, Objectives, and Measures	Actual FY10-11	Estimated FY11-12	Projected FY12-13
CITY COUNCIL GOAL # I - FINANCIALLY SOUND CITY GOVERNMENT			
CITY COUNCIL GOAL # II - STRONG DIVERSIFIED LOCAL ECONOMY			
CITY COUNCIL GOAL # IV - ENHANCED QUALITY OF LIFE			
CITY COUNCIL GOAL # V - EFFECTIVE UTILITY SYSTEM			
➤ <b>Provide a reliable and secure network for all City departments</b>			
◇ Minimize downtime			
✓ Process monthly updates and patches to minimize security weaknesses	n/a	80%	85%
◇ Prompt and effective service			
✓ % of helpdesk responded to within 48 hours	n/a	80%	92%
➤ <b>Enhance Current Services</b>			
◇ Enhance customer satisfaction by providing quality customer service			
✓ % of employees rating their overall satisfaction with the Information Technology Division as "Excellent" or "Good"	n/a	n/a	80%
✓ % of employees "Satisfied" or "Extremely Satisfied" with the IT staff professionalism and courtesy for closed issues	n/a	n/a	100%
◇ Ensure major systems availability, uptime, and maintenance			
✓ General network connectivity uptime (excluding scheduled downtime)	n/a	93%	98%

Information Technology Division		Actual			Budget
Authorized Positions		FY 09-10	FY 10-11	FY 11-12	FY 12-13
<b>Administrative Services - Information Technology Division</b> (formerly under Development Services Department)	Division Manager	1.0	1.0	1.0	
	Network Administrator	1.0	1.0	1.0	4.0
	GIS Specialist	1.0	1.0	1.0	
	Computer Operations Spec.	4.0	4.0	4.0	2.0
	<b>TOTAL POSITIONS</b>	7.0	7.0	7.0	6.0



## ADMINISTRATIVE SERVICES DEPARTMENT INFORMATION TECHNOLOGY

### POSITION CLASSIFICATION STRUCTURE





## ADMINISTRATIVE SERVICES DEPARTMENT INFORMATION TECHNOLOGY

Information Technology Division	Actual		Budget	
	FY 09-10	FY 10-11	FY 11-12	FY 12-13
<b>Expenditures</b>				
<b>Personnel</b>				
Salaries - Full-Time	396,623	396,950	396,515	330,732
Salaries - Part-Time				
OT, Standby & Shift Differential				
Benefits & Taxes	113,449	119,852	122,970	152,575
Other: Retiree Health Savings, PTO Payout		2,000	3,008	24,216
	\$510,072	\$518,802	\$522,493	\$507,523
<b>Operation &amp; Maintenance</b>				
Professional Services	388,447	374,095	434,575	164,778
Utilities	1,375	1,375	800	2,075
Repairs & Maintenance (including cleaning)	23,391	22,808	25,150	1,600
Vehicle/Equip. Replacement Prog: Lease	9,470			
Meetings, Training & Travel	27	1,243	4,500	4,500
Supplies	9,687	26,112	4,000	227,771
Outside Contracts				
Other	912	351	520	520
	\$433,309	\$425,984	\$469,545	\$401,244
<b>Capital Outlay</b>	1,978			318,844 *
<b>Subtotal Expenditures</b>	\$945,359	\$944,786	\$992,038	\$1,227,611
<b>Community Investment Program</b>				
<b>Contingency</b>				
<b>Debt Service</b>				
<b>Depreciation</b>				
<b>Landfill Closure Reserve</b>				
<b>TOTAL EXPENDITURES</b>	\$945,359	\$944,786	\$992,038	\$1,227,611

Capital Outlay Budget	Quantity	Unit Price	Extension	Total
<b>Carry Forward</b>				
N/A			0	0
<b>New</b>				
Document Management System	1	87,080	87,080	
Mobile Computing	1	87,624	87,624	
Server Virtualization	1	144,140	144,140	
				318,844
<b>Replacement</b>				
N/A			0	0
<b>*TOTAL CAPITAL OUTLAY</b>				\$318,844

# **OPERATING BUDGET**

## **Administrative Services**

Administration  
Information Technology

## **■ City Attorney ■**

## **City Clerk**

## **City Council**

## **City Manager**

Administration  
Human Resources/Risk Management

## **Community Services**

Administration  
Aquatics  
Engineering  
Recreation

## **Fire**

## **Municipal Court**

## **Operations**

Administration  
Airport  
Buildings & Grounds  
Street Maintenance  
Transit  
Vehicle Maintenance  
Wastewater  
Water

## **Police**







## CITY ATTORNEY

### MISSION STATEMENT

Provide sound legal guidance and representation as well as effective prosecution to facilitate the development and implementation of the City Council's vision for the community.

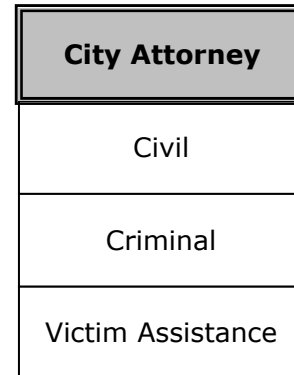
To administer justice in a fair and ethical manner with a focus on providing support to crime victims under Arizona's Victim's Rights laws and to efficiently and aggressively prosecute criminal matters and working side by side with law enforcement in a combined effort to serve the needs of the community.

### DESCRIPTION

The Office of the City Attorney is comprised of three functions.

**Civil.** The Civil function provides legal representation and advice to the Mayor and City Council, City staff, boards, and commissions. The City Attorney is responsible for drafting, reviewing and/or approving as to form all proposed ordinances, agreements and resolutions which may be considered for adoption by the City Council. The City Attorney is also the legal advisor to the City Manager with respect to all administrative matters associated with the duties and responsibilities of the administration or any legal matter pertaining to the affairs of the City. The City

### ORGANIZATION CHART

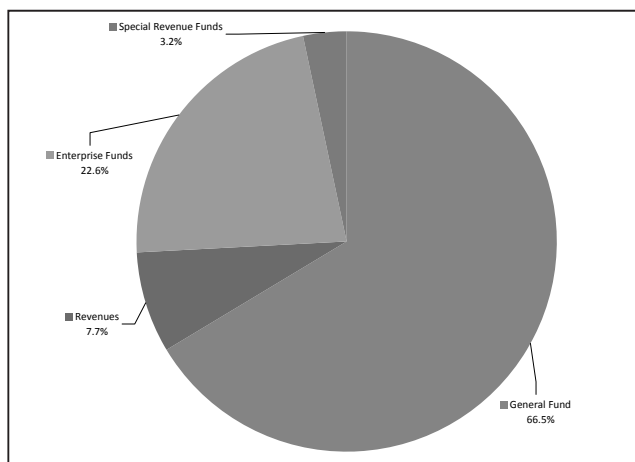


Attorney, in consultation with the City Council, may represent the City in any and all litigations or legal proceedings involving the City.

**Criminal.** The Criminal function is responsible for the efficient disposition of criminal cases prosecuted in the Municipal Court including revoking probation of convicted defendants, as necessary, and obtaining restitution not only for crime victims but also for the Police Department for the investigation of DUI accidents. The City Prosecutor also provides legal advice to the Police Department, Code Enforcement, Western Arizona Humane Society Animal Control, and the Registrar of Contractors (regarding advertising and contracting without a license cases) as well as reviews cases for screening of potential criminal charges. The City Prosecutor is also responsible for filing and processing asset forfeitures.

**Victim Assistance Program.** The Victim Assistance Program provides direct services to assist misdemeanor crime victims in understanding and participating in the criminal justice system, recovering restitution, and assessing the victim's needs in order to provide agency referral information, as needed. The Victim Advocate interacts with crime victims providing frequent case status, answering questions, assisting with obtaining Orders of Protection, restitution, Victim Compensation Claims and Victim Impact Statements. The Victim Advocate also attends a variety of court hearings either with victims or on their

### FUNDING SOURCE





## CITY ATTORNEY

behalf, and also acts as a liaison between the victims and the City Prosecutor, court, law enforcement, and social service agencies, as needed.

### **ACCOMPLISHMENTS 2011-2012**

- Drafted and/or reviewed and “approved as to form” all agreements, grants, operating policies and procedures, ordinances, resolutions, and correspondence relating to same.
- Continued efforts to limit the City’s exposure to potential claims and liabilities by revising City documents and encouraging proper legal accountability in all areas of municipal activity by all departments and officials.
- Attended a variety of continuing legal education seminars, relating to new developments in municipal law and have proactively encouraged the implementation of policies and procedures intended to protect the City’s legal interest.
- Represented and/or coordinated the representation of the City as a party in legal proceedings including lawsuits filed by or against the City as well as claims filed by or with state and federal administrative agencies.
- Provided legal advice and guidance to the Mayor, City Council, City Manager and City staff during contract negotiations.
- Enhanced file management technology allowing for cross training of staff and improved tracking of files.
- Prosecuted over 1,307 new misdemeanor violations of state laws and/or violations of City Codes per month consisting mostly of DUI and victim’s rights cases.
- Attended over 2,328 hearings, including jury trials, bench trials, trial settings, pre-trial conferences, status hearings, omnibus hearings, probation revocation hearings, restitution hearings, and appeal hearings. Conducted over 276 officer, victim, and witness interviews in preparation for trial and case review.
- Submitted over 3,800 requests for criminal history information to the Department of Public Safety.
- Attended a variety of continuing legal education seminars, relating to new developments in criminal law, ethics, victims’ rights and forfeiture law.
- Initiated the Mohave County Domestic Violence Task Force in order to build a stronger community network in order to assist criminal justice, law enforcement and various other providers in serving domestic violence victims.
- Participated on the Mohave County Victim Compensation Board, reviewing and making determinations on applications submitted.



## CITY ATTORNEY

### PERFORMANCE MEASURES

Goals, Objectives, and Measures	Actual FY10-11	Estimated FY11-12	Projected FY12-13
CITY COUNCIL GOAL # I - FINANCIALLY SOUND CITY GOVERNMENT			
CITY COUNCIL GOAL # II - STRONG DIVERSIFIED LOCAL ECONOMY			
CITY COUNCIL GOAL # III - SAFE AND CLEAN COMMUNITY			
CITY COUNCIL GOAL # IV - ENHANCED QUALITY OF LIFE			
CITY COUNCIL GOAL # V - EFFECTIVE UTILITY SYSTEM			
CITY COUNCIL GOAL # VI - BLUE LAKE, BEAUTIFUL MOUNTAINS			
CITY COUNCIL GOAL # VII - FIRST-CLASS RESORT DEVELOPMENT			
➤ <b>Act as General Counsel for the Mayor and City Council, City Boards, City Committees, City Manager, and City Departments</b>			
◇ Provide legal representation and advice to City Officials and Departments in a timely manner			
✓ Respond to Requests for Legal Services within the requested time frame	842	1,001	1021
✓ Provide legal opinions to City officials and staff within the requested time frame	60	420*	428
✓ Attend meetings including City Council, Boards, Commissions, officials, staff and outside parties	223	321	327
➤ <b>Assure that City operations comply with all federal, state, and local laws</b>			
◇ Review and approve all agreements, ordinances, and resolutions for the City in a timely manner			
✓ Review and approve all ordinances, resolutions, and agreements submitted for approval as to form within requested time frame	229	312	318
✓ Review and approve all policies & procedures including: OPP's, GO's, SOP's and Requests for Records	80	82	84
➤ <b>Provide accurate and knowledgeable legal advice</b>			
◇ Continue legal education to remain informed and gain knowledge of important legal issues			
✓ Trainings, seminars, and conferences attended	16	13	16

\*The significant increase in the number of opinions and meetings provided is due to several factors: 1) the increase in availability of the City Attorney; 2) the ability to better track work/tasks performed; and 3) an improvement in the department's data tracking system.

**CITY ATTORNEY****PERFORMANCE MEASURES (CONT.)**

<b>Goals, Objectives, and Measures</b>	<b>Actual FY10-11</b>	<b>Estimated FY11-12</b>	<b>Projected FY12-13</b>
➤ <b>Administer justice in misdemeanor criminal cases in an efficient, timely, and economically reasonable manner</b>			
◇ Prosecute and adjudicate criminal cases by zealously representing the State in all misdemeanor criminal matters			
✓ Criminal cases received and processed for misdemeanor prosecution	1,307	1,310	1,315
✓ Criminal cases resulting in plea agreements	974	980	990
✓ Probation Revocations filed	26	27	28
◇ Critically review and analyze all criminal cases to determine whether there is a likelihood of conviction			
✓ Jury & bench trials conducted	15	30	33
✓ Percent of defendants found guilty at trial	80%	85%	87%
◇ Review reports for requested charges from LHCPD, Code Enforcement, Registrar of Contractors, Western Arizona Humane Society and the County Attorney's Office and make appropriate and timely charging decisions			
✓ Criminal cases reviewed for charging within 3-5 days of receipt provided all information has been received	399	400	402
✓ Long forms filed with the Court	225	227	230
◇ Recover restitution for the costs of LHCPD investigation of DUI cases			
✓ Total amount of restitution ordered to the LHCPD for costs incurred investigating DUI accidents	\$8,592	\$9,000	\$9,200
◇ Successfully recover forfeiture assets associated with drug arrests by LHCPD			
✓ Total amount of forfeiture assets recovered	\$35,200	\$15,000	\$17,000
◇ Recover fees related to the prosecution of all misdemeanor criminal matters			
✓ Total amount of Prosecution Assessment Recovery Fees (PARF) assessed	\$48,700	\$51,135	\$53,690
➤ <b>Provide accurate and knowledgeable legal advice</b>			
◇ Attend trainings, seminars and conferences in an effort to remain current			
✓ Trainings, seminars and conferences attended	11	11	11

**CITY ATTORNEY****PERFORMANCE MEASURES (CONT.)**

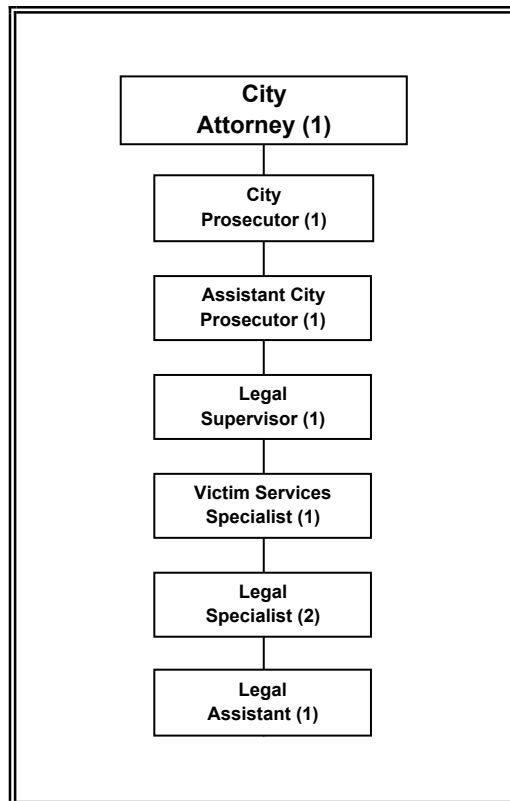
<b>Goals, Objectives, and Measures</b>	<b>Actual FY10-11</b>	<b>Estimated FY11-12</b>	<b>Projected FY12-13</b>
➤ <b>To assist victims in understanding and participating in the criminal justice system, primarily domestic violence victims</b>			
◇ Provide direct services to 75% of domestic violence victims by having an advocate personally assist crime victims through all phases of the criminal justice process and provide appropriate referrals			
✓ Number of all victim cases receiving direct services	388	522	532
✓ Number of domestic violence victims receiving direct services	281	366	373
✓ Number of direct services provided	2,302	3,222	3,286
✓ Percentage of domestic violence victims receiving direct services	83%	85%	86%
✓ Hearings attended by Victim Advocate either with victim, or on behalf of a victim	438	472	481
◇ Monitor program for effectiveness and efficiency			
✓ Percent of victim surveys returned that reported services received helped them exercise their victims' rights during the criminal justice process	97%	98%	98%
✓ Number of volunteer hours provided to Victim Assistance Program	138	140	142
✓ Value of volunteer hours utilized for Victim Assistance Program (\$7.65/hr.)	\$1,014	\$1,071	\$1,086



## CITY ATTORNEY

City Attorney		Actual			Budget
Authorized Positions		FY 09-10	FY 10-11	FY 11-12	FY 12-13
City Attorney	City Attorney	Contract Position	Contract Position	1.0	1.0
	Assistant City Attorney	1.0	1.0	1.0	
	City Prosecutor	1.0	1.0	1.0	1.0
	Assistant City Prosecutor	1.0	1.0	1.0	1.0
	Administrative Supervisor	1.0	1.0		
	Legal Supervisor			1.0	1.0
	Victim Services Specialist			1.0	1.0
	Administrative Specialist I	3.0	3.0		
	Legal Specialist			2.0	2.0
	Administrative Technician	1.0	1.0		
	Legal Assistant			1.0	1.0
	<b>TOTAL POSITIONS</b>	8.0	8.0	9.0	8.0

## POSITION CLASSIFICATION STRUCTURE





## CITY ATTORNEY

City Attorney Expenditures	Actual		Budget	
	FY 09-10	FY 10-11	FY 11-12	FY 12-13
<b>Personnel</b>				
Salaries - Full-Time	443,580	445,026	448,520	491,599
Salaries - Part-Time				
OT, Standby & Shift Differential				
Benefits & Taxes	160,894	167,092	175,123	227,506
Other: Retiree Health Savings,				
Cell Phone Reimbursement	1,000	1,000	5,014	26,910
	\$605,474	\$613,118	\$628,657	\$746,015
<b>Operation &amp; Maintenance</b>				
Professional Services	167,478	150,620	175,495	85,000
Utilities	3,024	3,035	3,048	6,400
Repairs & Maintenance (including cleaning)	491	42	200	1,730
Meetings, Training & Travel	1,965	4,527	5,000	9,900
Supplies	13,115	14,591	13,450	16,000
Outside Contracts				
Other	2,725	2,642	4,950	5,080
	\$188,798	\$175,457	\$202,143	\$124,110
<b>Capital Outlay</b>				*
<b>Subtotal Expenditures</b>	\$794,272	\$788,575	\$830,800	\$870,125
<b>Community Investment Program</b>				
<b>Contingency</b>				
<b>Debt Service</b>				
<b>Depreciation</b>				
<b>Landfill Closure Reserve</b>				
<b>TOTAL EXPENDITURES</b>	794,272	\$788,575	\$830,800	\$870,125

Capital Outlay Budget	Quantity	Unit Price	Extension	Total
<b>Carry Forward</b>				
N/A			0	0
<b>New</b>				
N/A			0	0
<b>Replacement</b>				
N/A			0	0
<b>*TOTAL CAPITAL OUTLAY</b>				\$0





# **OPERATING BUDGET**

## **Administrative Services**

Administration  
Information Technology

## **City Attorney**

## **■ City Clerk ■**

## **City Council**

## **City Manager**

Administration  
Human Resources/Risk Management

## **Community Services**

Administration  
Aquatics  
Engineering  
Recreation

## **Fire**

## **Municipal Court**

## **Operations**

Administration  
Airport  
Buildings & Grounds  
Street Maintenance  
Transit  
Vehicle Maintenance  
Wastewater  
Water

## **Police**





## CITY CLERK

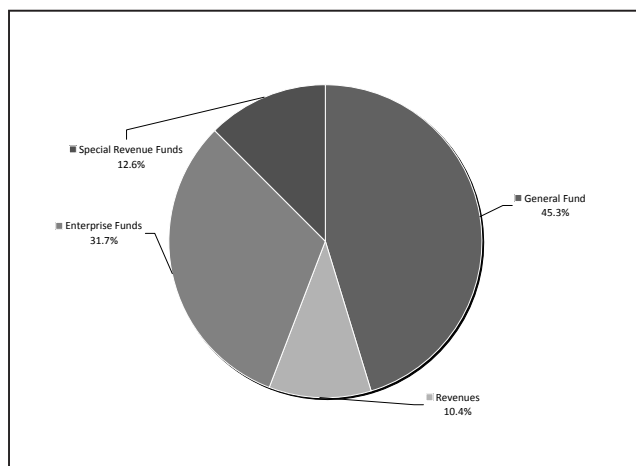
### MISSION STATEMENT

The City Clerk's Office is committed to accurately recording and preserving the actions of the legislative bodies; safeguarding vital, historic and permanent records of the City; providing information and support to the City Council, City staff, and the general public in a timely, courteous and fiscally responsible manner; and administering open and free elections in accordance with statutory requirements.

### DESCRIPTION

The Office of the City Clerk provides administrative and support services to the Mayor and City Council; organizes, disseminates, archives, maintains, stores, and secures all official city records/documents in a systematic and easily accessible manner to preserve and protect the city's history; prepares agendas, posts, publishes, and records all City Council actions; maintains the Lake Havasu City Code; conducts and oversees municipal elections processes; provides support systems for those functions; and performs all functions necessary to issue liquor licenses and special event permits.

### FUNDING SOURCE



### ORGANIZATION CHART



### ACCOMPLISHMENTS 2011-2012

- Provided audio/video live streaming, city council agenda packets, and approved meeting minutes of all City Council Regular Meetings and Work Sessions to the City's website via Granicus software. Published Notice of Meetings, election materials, meetings and events calendar, and summary of council legal actions to the city website.
- Coordinated and conducted the annual Student Government Day and Mock City Council Meeting in conjunction with the London Bridge Woman's Club and the Lake Havasu High School Student Council.
- Initiated process of paperless agenda packets, including all back-up documents, via Granicus software, for the City Council.
- Prepared, posted, and published all public notices and election materials for the Fall 2012 Primary and General Elections.



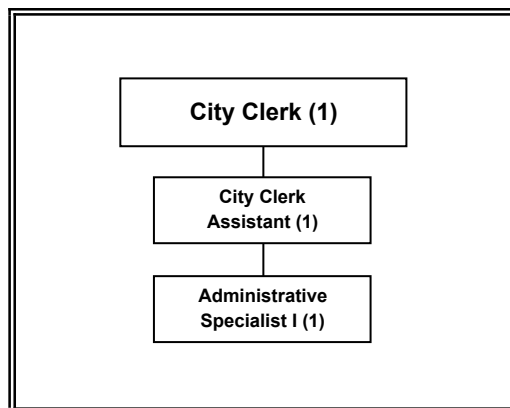
## CITY CLERK

### PERFORMANCE MEASURES

Goals, Objectives, and Measures	Actual FY10-11	Estimated FY11-12	Projected FY12-13
CITY COUNCIL GOAL # I - FINANCIALLY SOUND CITY GOVERNMENT			
CITY COUNCIL GOAL # II - STRONG DIVERSIFIED LOCAL ECONOMY			
CITY COUNCIL GOAL # III - SAFE AND CLEAN COMMUNITY			
CITY COUNCIL GOAL # IV - ENHANCED QUALITY OF LIFE			
CITY COUNCIL GOAL # V - EFFECTIVE UTILITY SYSTEM			
CITY COUNCIL GOAL # VI - BLUE LAKE, BEAUTIFUL MOUNTAINS			
CITY COUNCIL GOAL # VII - FIRST-CLASS RESORT DEVELOPMENT			
<p>➤ <b>Convert to a virtuously paperless agenda packet process for City Council Meetings</b></p> <p>◊ Implement the Granicus iLegislate Program creating paperless agenda packets for City Council Meetings to reduce staff hours and materials, and improve efficiencies in preparing, distributing, and viewing Council agendas and supporting documentation</p> <ul style="list-style-type: none"> <li>✓ Complete Granicus iLegislate Pilot Program</li> <li>✓ Full conversion to paperless agenda packets using the Granicus iLegislate Program by June 2013</li> <li>✓ Reduction of annual staff hours dedicated to the agenda packet process, reallocated to other duties</li> </ul>	n/a	50%	100%
	n/a	n/a	80%
	n/a	n/a	360

City Clerk		Actual			Budget
Authorized Positions		FY 09-10	FY 10-11	FY 11-12	FY 12-13
City Clerk	City Clerk	1.0	1.0	1.0	1.0
	City Clerk Assistant				1.0
	Administrative Supervisor	1.0	1.0	1.0	
	Administrative Specialist I	1.0	1.0	1.0	1.0
	<b>TOTAL POSITIONS</b>	3.0	3.0	3.0	3.0

### POSITION CLASSIFICATION STRUCTURE





## CITY CLERK

City Clerk	Actual		Budget	
	FY 09-10	FY 10-11	FY 11-12	FY 12-13
<b>Expenditures</b>				
<b>Personnel</b>				
Salaries - Full-Time	193,693	197,760	190,892	163,791
Salaries - Part-Time				
OT, Standby & Shift Differential				
Benefits & Taxes	61,095	61,775	67,030	70,972
Other: Retiree Health Savings				6,869
	\$254,788	\$259,535	\$257,922	\$241,632
<b>Operation &amp; Maintenance</b>				
Professional Services	5,527	74,134	7,000	109,569
Utilities				
Repairs & Maintenance (including cleaning)			1,000	1,000
Meetings, Training & Travel	655	573	650	2,200
Supplies	1,272	1,307	2,400	2,200
Outside Contracts				
Other	14,665	12,592	16,030	16,000
	\$22,119	\$88,606	\$27,080	\$130,969
<b>Capital Outlay</b>				*
<b>Subtotal Expenditures</b>	\$276,907	\$348,141	\$285,002	\$372,601
<b>Community Investment Program</b>				
<b>Contingency</b>				
<b>Debt Service</b>				
<b>Depreciation</b>				
<b>Landfill Closure Reserve</b>				
<b>TOTAL EXPENDITURES</b>	\$276,907	\$348,141	\$285,002	\$372,601

Capital Outlay Budget	Quantity	Unit Price	Extension	Total
<b>Carry Forward</b>				
N/A			0	0
<b>New</b>				
N/A			0	0
<b>Replacement</b>				
N/A			0	0
<b>*TOTAL CAPITAL OUTLAY</b>				\$0



# **OPERATING BUDGET**

## **Administrative Services**

Administration  
Information Technology

## **City Attorney**

## **City Clerk**

## **■ City Council ■**

## **City Manager**

Administration  
Human Resources/Risk Management

## **Community Services**

Administration  
Aquatics  
Engineering  
Recreation

## **Fire**

## **Municipal Court**

## **Operations**

Administration  
Airport  
Buildings & Grounds  
Street Maintenance  
Transit  
Vehicle Maintenance  
Wastewater  
Water

## **Police**







## CITY COUNCIL

### MISSION STATEMENT

Set public policy which establishes the direction necessary to meet community needs and assure orderly development of Lake Havasu City.

### DESCRIPTION

The Mayor and six Councilmembers are the elected representatives of Lake Havasu City. The City Council appoints the City Attorney, City Magistrate, and City Manager. The City Council meets at 6:00 p.m. on the second and fourth Tuesday of each month at the Lake Havasu City Policy Facility.

### GOALS & OBJECTIVES 2012-2013

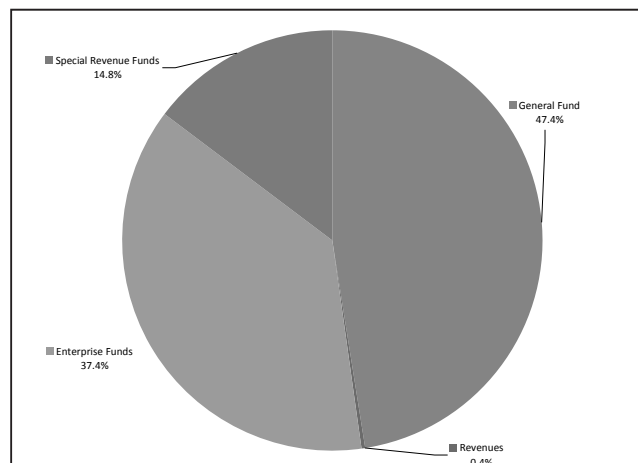
#### I. Financially Sound City Government.

- Adequate level of financial reserves consistent with adopted financial policies.
- Expanded public/private partnerships to increase tax base.

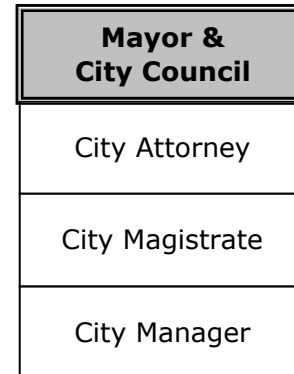
#### II. Strong, Diversified Local Economy.

- Attraction of new businesses, particularly light, clean manufacturing.

### FUNDING SOURCE



### ORGANIZATION CHART



- Qualified and educated workforce.

#### III. Safe and Clean Community.

- Maintain low crime rate.
- Maintain timely response to an emergency.

#### IV. Enhanced Quality of Life.

- Expanded and developed park system.
- Recreational facilities and programs responsive to community needs.

#### V. Effective Utility System.

- Development of wastewater collection and treatment.
- Secure & protect adequate water supply, develop reuse.

#### VI. Blue Lake, Beautiful Mountains.

- Public access to lake along entire shoreline.
- Quality water in lake.

#### VII. First-Class Resort Development.

- Development of Island, major resort.
- More year-round tourism.



## CITY COUNCIL

City Council		Actual			Budget
Authorized Positions		FY 09-10	FY 10-11	FY 11-12	FY 12-13
City Council	Assistant to the Mayor	1.0	1.0		
	<b>TOTAL POSITIONS</b>	1.0	1.0	0.0	0.0

City Council	Actual		Budget	
Expenditures	FY 09-10	FY 10-11	FY 11-12	FY 12-13
<b>Personnel</b>				
Salaries - Full-Time	50,220	48,927	2,697	10,320
Salaries - Part-Time				
OT, Standby & Shift Differential				
Benefits & Taxes	67,986	59,266	36,236	62,591
Other: Council Fees	55,290	55,290	55,442	55,804
	\$173,496	\$163,483	\$94,375	\$128,715
<b>Operation &amp; Maintenance</b>				
Professional Services				5,468
Utilities	1,949	1,789	1,317	1,441
Repairs & Maintenance (including cleaning)	513	5,194	513	6,273
Meetings, Training & Travel	8,050	10,181	15,300	14,000
Supplies	2,513	2,488	2,960	58,470
Outside Contracts			2,000	1,000
Other	29,985	28,640	33,022	30,300
	\$43,010	\$48,292	\$55,112	\$116,952
<b>Capital Outlay</b>				*
<b>Subtotal Expenditures</b>	\$216,506	\$211,775	\$149,487	\$245,667
<b>Community Investment Program</b>				
<b>Contingency</b>				
<b>Debt Service</b>				
<b>Depreciation</b>				
<b>Landfill Closure Reserve</b>				
<b>TOTAL EXPENDITURES</b>	\$216,506	\$211,775	\$149,487	\$245,667

Capital Outlay Budget	Quantity	Unit Price	Extension	Total
<b>Carry Forward</b>				
N/A			0	0
<b>New</b>				
N/A			0	0
<b>Replacement</b>				
N/A			0	0
<b>*TOTAL CAPITAL OUTLAY</b>				\$0

# **OPERATING BUDGET**

## **Administrative Services**

Administration  
Information Technology

## **City Attorney**

## **City Clerk**

## **City Council**

## **■ City Manager ■**

Administration  
Human Resources/Risk Management

## **Community Services**

Administration  
Aquatics  
Engineering  
Recreation

## **Fire**

## **Municipal Court**

## **Operations**

Administration  
Airport  
Buildings & Grounds  
Street Maintenance  
Transit  
Vehicle Maintenance  
Wastewater  
Water

## **Police**





## CITY MANAGER ADMINISTRATION

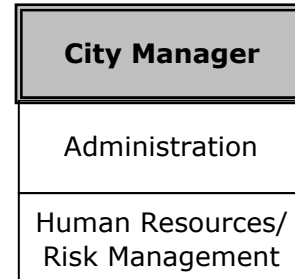
### MISSION STATEMENT

Carry out the policy guidance of the City Council by providing leadership and direction to City departments in meeting council's goals and objectives; addressing the community's needs and assuring orderly development of the City; continually monitoring progress on goals to ensure they are being met and implemented while holding staff accountable for achieving the desired results; working with outside agencies by representation on the boards of directors of the Partnership for Economic Development, Convention & Visitors Bureau, and the Western Arizona Council of Governments; participating in partnering opportunities with the lake Havasu Unified School District and the Havasu foundation for Higher Education and four-year university partners; and ensuring responsive local government services are provided to the residents by employees that are capable, properly trained, and given the proper resources to provide the highest quality of service to the community.

### DESCRIPTION

The City Manager is the chief administrative officer of the City. The City Manager assists the Mayor and City Council in delineating the goals which the City government will pursue and determining the courses of action to

### ORGANIZATION CHART

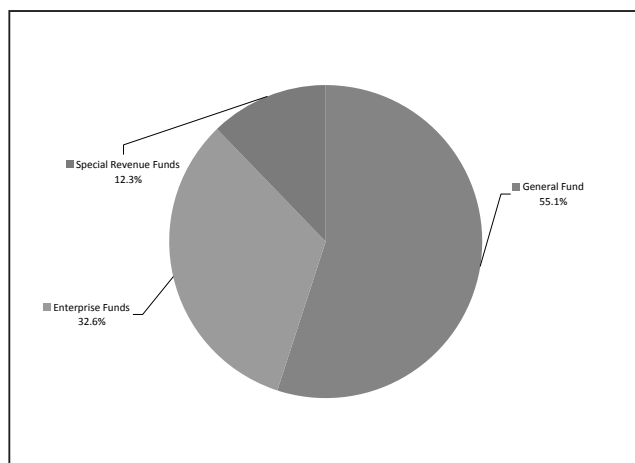


follow in pursuit of those goals. Once courses of action are defined, the City Manager implements the established policies and directions through professional leadership and management practices to ensure that all daily operations are performed effectively, efficiently, economically, equitable, and excellently, and the overall operation of the City government remains fiscally stable and responsive to the community.

### ACCOMPLISHMENTS 2011-2012

- Implemented an organizational restructuring effort to streamline City functions and ensure the most cost-effective delivery of services.
- Collaborated with members of the Tri-City Council to form the Northwest Arizona Employee Benefit Trust which will provide better benefit options at a lower cost to employees.
- Discussing the creation of a Cooperative Management Agreement with the Bureau of Land Management to protect and manage the resources of Lake Havasu.
- Developed a Five-Year Financial Plan.
- Initiated a Sewer Rate Investigation.
- Collaborated with the Convention and Visitor's Bureau on branding the City.
- Developed new strategies for Animal Control/Sheltering.

### FUNDING SOURCE





## CITY MANAGER ADMINISTRATION

### PERFORMANCE MEASURES

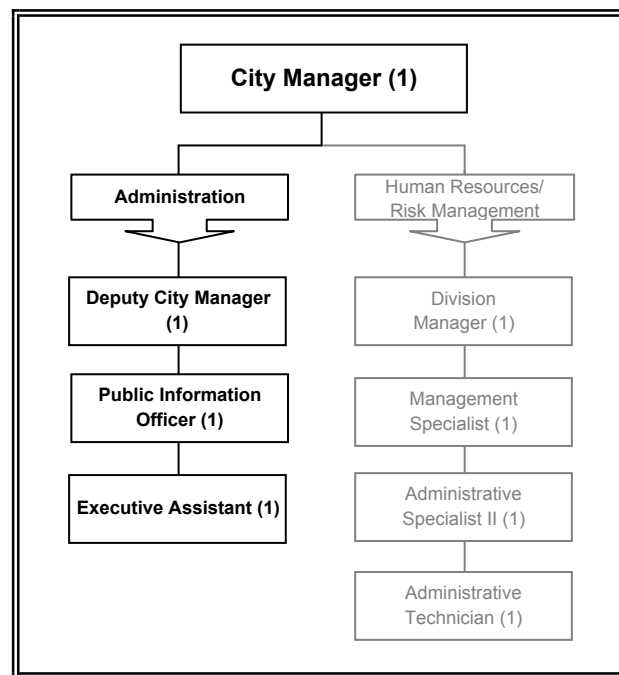
Goals, Objectives, and Measures	Actual FY10-11	Estimated FY11-12	Projected FY12-13
CITY COUNCIL GOAL # I - FINANCIALLY SOUND CITY GOVERNMENT			
CITY COUNCIL GOAL # II - STRONG DIVERSIFIED LOCAL ECONOMY			
CITY COUNCIL GOAL # III - SAFE AND CLEAN COMMUNITY			
CITY COUNCIL GOAL # IV - ENHANCED QUALITY OF LIFE			
CITY COUNCIL GOAL # V - EFFECTIVE UTILITY SYSTEM			
CITY COUNCIL GOAL # VI - BLUE LAKE, BEAUTIFUL MOUNTAINS			
CITY COUNCIL GOAL # VII - FIRST-CLASS RESORT DEVELOPMENT			
➤ <b>Provide relevant information to elected officials</b>			
◇ Ensure efficient operations throughout the organization			
✓ Monthly COMPSTAT Reports completed	12	12	12
◇ Provide public lobbying expenditure reporting to Arizona Secretary of State			
✓ Quarterly lobbyist expenditure reports completed	4	4	4
✓ Annual public lobbyist expenditure reports completed	1	1	1
➤ <b>Provide accurate and timely news and information to citizens, elected officials, and employees</b>			
◇ Coordinate meetings, research and answer Council, staff, and citizen questions			
✓ Establish initial response to City Council calls & inquiries by phone or email within four hours	100%	100%	100%
✓ Provide requested City Council information by phone or email within ten working days	100%	100%	100%
✓ Number of monthly reports distributed to City Council	12	12	12
✓ Establish initial contact with citizens within four hours of their request for information or service by phone or email informing them of disposition of their request	100%	100%	100%



## CITY MANAGER ADMINISTRATION

City Manager		Actual			Budget
Authorized Positions		FY 09-10	FY 10-11	FY 11-12	FY 12-13
<b>City Manager - Administration</b>	City Manager	1.0	1.0	1.0	1.0
	Deputy City Manager				1.0
	ICA Manager	1.0	1.0		
	Public Information Officer				1.0
	Assistant to the City Manager	1.0	1.0	1.0	
	Executive Assistant				1.0
<b>TOTAL POSITIONS</b>		3.0	3.0	2.0	4.0

### POSITION CLASSIFICATION STRUCTURE







## CITY MANAGER ADMINISTRATION

City Manager Administration	Actual		Budget	
Expenditures	FY 09-10	FY 10-11	FY 11-12	FY 12-13
<b>Personnel</b>				
Salaries - Full-Time	374,973	207,210	197,159	356,043
Salaries - Part-Time				
OT, Standby & Shift Differential				
Benefits & Taxes	128,620	83,196	80,460	146,607
Other: Retiree Health Savings			3,413	13,215
	\$503,593	\$290,406	\$281,032	\$515,865
<b>Operation &amp; Maintenance</b>				
Professional Services				
Utilities	747	673	700	1,420
Repairs & Maintenance (including cleaning)	286		500	500
Meetings, Training & Travel	3,363	6,113	6,000	8,500
Supplies	781	6,107	3,000	5,100
Outside Contracts				
Other	1,537	4,256	5,100	5,100
	\$6,714	\$17,149	\$15,300	\$20,620
<b>Capital Outlay</b>	2,785			*
<b>Subtotal Expenditures</b>	\$513,092	\$307,555	\$296,332	\$536,485
<b>Community Investment Program</b>				
<b>Contingency</b>				
<b>Debt Service</b>				
<b>Depreciation</b>				
<b>Landfill Closure Reserve</b>				
<b>TOTAL EXPENDITURES</b>	\$513,092	\$307,555	\$296,332	\$536,485

Capital Outlay Budget	Quantity	Unit Price	Extension	Total
<b>Carry Forward</b>				
N/A			0	0
<b>New</b>				
N/A			0	0
<b>Replacement</b>				
N/A			0	0
<b>*TOTAL CAPITAL OUTLAY</b>				\$0

## CITY MANAGER HUMAN RESOURCES/RISK MANAGEMENT

### MISSION STATEMENT

Attract, select, and retain highly qualified employees in support of providing high quality service and programs to the public through effective and innovative human resources policies and practices. Provide a competitive, cost-effective benefit program focusing on prevention and wellness. Provide a comprehensive, cost-effective safety and loss control program that protects employees, the citizens of Lake Havasu City, and the City's assets and operations.

### DESCRIPTION

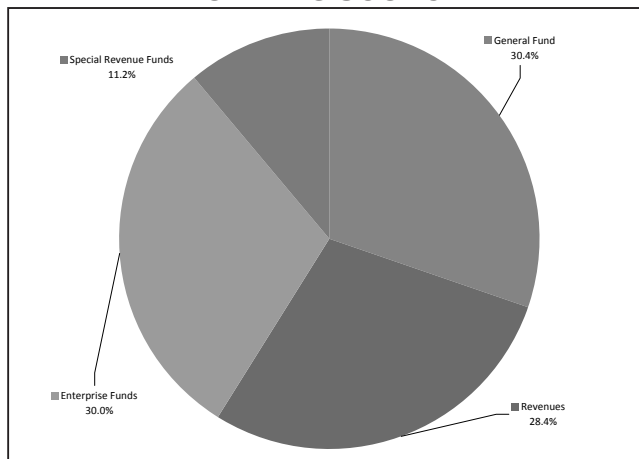
The Human Resources/Risk Management Division is responsible for general human resources administration, classification/compensation administration, recruitment/retention, risk management, and employee benefits. The division directly and indirectly serves all City departments and their respective employees by administering and maintaining:

- Policies and practices consistent with federal, state, and local laws and fair and equitable human resources standards.
- Recruitment activities.
- Performance evaluation processes.
- The City's self-insured benefit trust.
- Liability and workers' compensation insurance including developing programs to protect the City's assets and managing claims and injuries.
- Grievance and discipline procedures.
- Employee development and training.
- Citizen claims and lawsuits.
- Incident reporting to identify trends and track damage to City assets.
- Programs dealing with safety, OSHA regulations, FLSA regulations, etc.

### ACCOMPLISHMENTS 2011-2012

- Successfully negotiated Memorandums of Understanding with applicable labor groups.
- Successfully facilitated a Volunteer Fair.
- Transitioned to online claim reporting for both workers compensation and general liability claims.
- Successfully implemented NEOGov for online recruitment processing including online applications and job interest cards.
- Developed and implemented an Employee Knowledge Center to allow employees easy electronic access to employment related information.

### FUNDING SOURCE





## CITY MANAGER HUMAN RESOURCES/RISK MANAGEMENT

### PERFORMANCE MEASURES

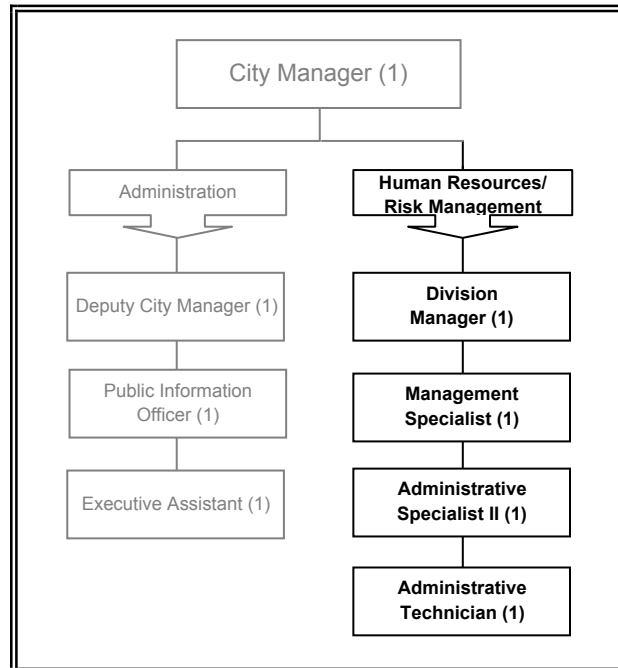
Goals, Objectives, and Measures	Actual FY10-11	Estimated FY11-12	Projected FY12-13
CITY COUNCIL GOAL # I - FINANCIALLY SOUND CITY GOVERNMENT			
CITY COUNCIL GOAL # III - SAFE AND CLEAN COMMUNITY			
➤ <b>Attract, select, and retain highly qualified employees in support of providing high quality service and programs to the public</b>			
◇ Review and improve the recruitment process to ensure diverse pools of qualified applicants			
◇ Pursue technological options to enhance recruitments, such as on-line job interest cards and integrated applicant tracking system			
✓ Number of recruitments	61	55	50
✓ Number of applicants	1,492	1,375	1,250
✓ Average days to fill competitive recruitments	51	53	45
✓ Turnover	6%	8%	7%
➤ <b>Provide a comprehensive, cost effective safety and loss control program that protects employees, the citizens of Lake Havasu City, and the City's assets and operations</b>			
◇ Review and provide active case management for Workers' Compensation and Leave Administration			
✓ Workers' Compensation - Medical Only	36	35	32
✓ Time Lost Claims	10	8	6
➤ <b>Coordinate Citywide training and programs focusing on safety and professional development</b>			
◇ Establish a testing/training center			
◇ Citywide Safety Training and Professional Development Opportunities			
✓ Safety Training	371	350	375
✓ Professional Development	1	2	5



## CITY MANAGER HUMAN RESOURCES/RISK MANAGEMENT

Human Resources/Risk Management Division		Actual			Budget
Authorized Positions		FY 09-10	FY 10-11	FY 11-12	FY 12-13
<b>City Manager - Human Resources/ Risk Management Division</b>	Division Manager	1.0	1.0	1.0	1.0
	Human Resources Supervisor	1.0			
	Management Specialist		1.0	1.0	1.0
	Administrative Specialist II		1.0		1.0
	Administrative Specialist I	4.0	2.0	2.0	
	Administrative Technician	2.0	1.0	1.0	1.0
<b>TOTAL POSITIONS</b>		8.0	6.0	5.0	4.0

### POSITION CLASSIFICATION STRUCTURE





## CITY MANAGER HUMAN RESOURCES/RISK MANAGEMENT

HR/RM Division	Actual		Budget	
Expenditures	FY 09-10	FY 10-11	FY 11-12	FY 12-13
<b>Personnel</b>				
Salaries - Full-Time	348,172	258,739	247,950	215,079
Salaries - Part-Time				
OT, Standby & Shift Differential		208		
Benefits & Taxes	117,163	88,974	97,409	77,174
Other: Retiree Health Savings	1,000	4,244	5,259	17,272
	\$466,335	\$352,165	\$350,618	\$309,525
<b>Operation &amp; Maintenance</b>				
Professional Services	28,212	17,397	24,500	45,323
Utilities	657	639	720	800
Repairs & Maintenance (including cleaning)	195	238	600	1,200
Meetings, Training & Travel	4,165	2,044	5,000	10,500
Supplies	5,307	4,522	17,093	5,600
Outside Contracts				
Other	14,986	9,484	11,480	14,010
	\$53,522	\$34,324	\$59,393	\$77,433
<b>Capital Outlay</b>				*
<b>Subtotal Expenditures</b>	\$519,857	\$386,489	\$410,011	\$386,958
<b>Community Investment Program</b>				
<b>Contingency</b>				
<b>Debt Service</b>				
<b>Depreciation</b>				
<b>Landfill Closure Reserve</b>				
<b>TOTAL EXPENDITURES</b>	\$519,857	\$386,489	\$410,011	\$386,958

Capital Outlay Budget	Quantity	Unit Price	Extension	Total
<b>Carry Forward</b>				
N/A			0	0
<b>New</b>				
N/A			0	0
<b>Replacement</b>				
N/A			0	0
<b>*TOTAL CAPITAL OUTLAY</b>				\$0

# **OPERATING BUDGET**

## **Administrative Services**

Administration  
Information Technology

## **City Attorney**

## **City Clerk**

## **City Council**

## **City Manager**

Administration  
Human Resources/Risk Management

## **■ Community Services ■**

Administration  
Aquatics  
Engineering  
Recreation

## **Fire**

## **Municipal Court**

## **Operations**

Administration  
Airport  
Buildings & Grounds  
Street Maintenance  
Transit  
Vehicle Maintenance  
Wastewater  
Water

## **Police**





## COMMUNITY SERVICES DEPARTMENT ADMINISTRATION

### MISSION STATEMENT

The Community Services Department provides centralized development related services in a single department. Our department is a team of dedicated professionals, who work on behalf of the City of Lake Havasu City to provide the absolute best customer service in aquatic and community recreation, planning, engineering, building, permitting, inspections, housing and code enforcement. Over and above development review, the department is involved in a variety of land use, engineering and housing special projects, which benefit the community.

Our team cares about the people and projects that come into the City of Lake Havasu City. We appreciate every applicant's desire to invest in our community and take very seriously our role to help new and existing businesses to succeed. The Community Services Department strives to discover, communicate, and implement solutions which work for applicants as well as the community.

Community Services is here to provide entitlement and permitting processes that are efficient, predictable, and transparent, with no surprises along the way, and services that are both timely and accurate.

### DESCRIPTION

The Community Services Department is comprised of several professional disciplines as follows:

- Administration
- Aquatics & Recreation
- Building/Inspections
- Code Enforcement
- Engineering
- GIS
- Housing/Grants
- Planning

### ORGANIZATION CHART

Community Services
Administration
Aquatics & Recreation
Building/Inspections
Code Enforcement
Engineering
GIS
Housing/Grants
Planning

The Community Services Department does not use the traditional division of the Department by work group. Instead, Community Services promotes the intermingling of all talents to be used as needed to best accomplish a specific task. This method breaks down the "silos" created in traditional departments, which hampers communications and created duplication of work among our employees. This new method of service delivery provides maximum flexibility in meeting the always changing demands of small and large projects. Attention to our customers is enhanced by having the right expertise on hand to make the best on the spot decision for the customer and the community. No need to seek outside approvals. Community Services always has the right talent at the right time to make the right decision.





## **COMMUNITY SERVICES DEPARTMENT ADMINISTRATION**

### **OBJECTIVES 2012 -2013**

- Master Planning of the North Havasu (Arizona State Lands) property to provide land-use and engineering documents to direct and promote future growth.
- Work with Assessment Program to facilitate the incorporation of the Capital Improvement Program (CIP) with Asset Management. Place more long range engineering and planning emphasis to CIP program.
- Continue to enhance the GIS capacities of the Lake Havasu City organization to allow for cost savings efficiencies and enhanced employees productivity.
- Develop a "Permit Center" to expedite the approval and issuance of development permits. The Permit Center will seek to reduce the time and paperwork necessary to acquire all permits issued by Community Services.
- Participate in and support the Asset Management Program.
- Explore alternative purchase methods for the Body Beach area to allow for the expansion of Rotary Park and to facilitate the construction of the Tinnell Skate Park.
- Re-establish marketing opportunities in promoting all aspects of the department with emphasis on recreation programs.
- Produce additional contract classes and implement additional adult and excursion opportunity for year round and part-time citizens.
- Amend, adopt, and implement the new 2012 International Building Codes in association with Bullhead City, Kingman, and Mohave County to ensure uniform building code requirement throughout the Tri-Cities area.
- Create an informative website and printed documentation to further educate and help contractors, homeowners, and designers understand building codes, building inspections, plan reviews, and submittal processes.



## COMMUNITY SERVICES DEPARTMENT ADMINISTRATION

### PERFORMANCE MEASURES

Goals, Objectives, and Measures	Actual FY10-11	Estimated FY11-12	Projected FY12-13
CITY COUNCIL GOAL # I - FINANCIALLY SOUND CITY GOVERNMENT			
CITY COUNCIL GOAL # III - SAFE AND CLEAN COMMUNITY			
CITY COUNCIL GOAL # IV - ENHANCED QUALITY OF LIFE			
CITY COUNCIL GOAL # VI - BLUE LAKE, BEAUTIFUL MOUNTAINS			
CITY COUNCIL GOAL # VII - FIRST-CLASS RESORT DEVELOPMENT			
<p>➤ <b>Administration - Provide quality service to the customers of the Community Services Department</b></p> <ul style="list-style-type: none"> <li>◇ Ensure staff is providing customers with accurate information and guidance regarding the permitting process <ul style="list-style-type: none"> <li>✓ Respond to customer concerns and Requests For Information within 24 hours of receipt 100% 100% 100%</li> </ul> </li> <li>◇ Ensure that service is provided in a timely manner by continuing to develop better processes and procedures <ul style="list-style-type: none"> <li>✓ Route all building/planning applications within one day of submittal 100% 100% 100%</li> </ul> </li> </ul>			
<p>➤ <b>Building - Streamline permitting process</b></p> <ul style="list-style-type: none"> <li>◇ Perform quality reviews and minimize plan review time <ul style="list-style-type: none"> <li>✓ Residential within 5-7 business days (first review) 100% 100% 100%</li> <li>✓ Commercial first reviews within ten business days (80% within five days) 100% 100% 100%</li> <li>✓ Review of grading, standard detail retaining walls, and first review of established standard plans within three business days 100% 100% 100%</li> </ul> </li> </ul>			
<p>➤ <b>Code Enforcement - Promote and preserve the integrity and safety of the citizens</b></p> <ul style="list-style-type: none"> <li>◇ Streamline response times <ul style="list-style-type: none"> <li>✓ Respond to all complaints within 72 hours 100% 100% 100%</li> <li>✓ Resolve cases within 45 days by voluntary compliance 95% 95% 95%</li> <li>✓ Settle cases, not requiring criminal prosecution by CE staff 95% 95% 95%</li> </ul> </li> </ul>			



## COMMUNITY SERVICES DEPARTMENT ADMINISTRATION

### PERFORMANCE MEASURES (CONT.)

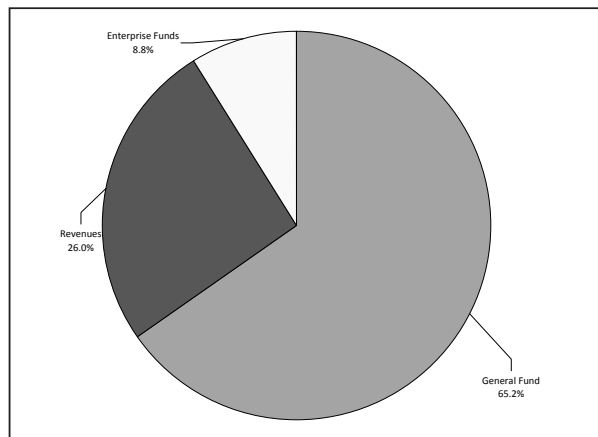
Goals, Objectives, and Measures	Actual FY10-11	Estimated FY11-12	Projected FY12-13
<b>➤ Planning &amp; Zoning - Provide timely and consistent customer service</b>			
◇ Timely processing of planning applications and planning permits			
✓ Route all pre-app submittals seven days prior to pre-app meeting	100%	100%	100%
✓ All pre-app meetings held within one week of submittal	100%	100%	100%
✓ Inspect all requesting commercial projects for issuance of CO within two days of request	100%	100%	100%
✓ Design Review for compliance with approved site plan within two weeks of receipt	100%	100%	100%

#### Community Services Department

##### Authorized Positions

		Actual			Budget
		FY 09-10	FY 10-11	FY 11-12	FY 12-13
<b>Community Services Department</b>  (formerly Development Services Department)  (FY 09/10 includes 3 FTE in former Community Services Department)  (includes admin staff formerly housed in Parks & Recreation and PW-Engineering)	Department Director	2.0	1.0	1.0	1.0
	Division Manager				1.0
	City Planner, Senior	1.0	1.0	1.0	1.0
	City Planner	2.0	1.0	1.0	1.0
	Grants Administrator	1.0	1.0	1.0	
	Administrative Supervisor	1.0	1.0	1.0	1.0
	Building Inspector, Senior	1.0			
	Plans Examiner, Senior	1.0	1.0	1.0	1.0
	Plans Examiner	3.0	1.0	1.0	1.0
	Building Inspector II	2.0	2.0	2.0	2.0
	Building Inspector I	1.0			
	Code Enforcement Lead	1.0	1.0		
	Code Enforcement Officer			1.0	1.0
	Administrative Specialist II				1.0
	Planning Technician	1.0	1.0	1.0	1.0
	Code Enforcement Technician	2.0			
	Administrative Specialist I	1.0	1.0	1.0	2.0
	Customer Service Specialist	4.0	2.0	2.0	2.0
	Administrative Technician	1.0	1.0		3.0
<b>TOTAL POSITIONS</b>		25.0	15.0	14.0	19.0

### FUNDING SOURCE





## COMMUNITY SERVICES DEPARTMENT ADMINISTRATION

Community Services	Actual		Budget	
Expenditures	FY 09-10	FY 10-11	FY 11-12	FY 12-13
<b>Personnel</b>				
Salaries - Full-Time				1,043,863
Salaries - Part-Time				15,041
OT, Standby & Shift Differential				453,655
Benefits & Taxes				62,407
Other: Retiree Health Savings				
	\$0	\$0	\$0	\$1,574,966
<b>Operation &amp; Maintenance</b>				
Professional Services				143,555
Utilities				16,650
Repairs & Maintenance (including cleaning)				5,901
Meetings, Training & Travel				14,700
Supplies				24,770
Outside Contracts				39,222
Other				46,222
	\$0	\$0	\$0	\$291,020
<b>Capital Outlay</b>				*
<b>Subtotal Expenditures</b>	\$0	\$0	\$0	\$1,865,986
<b>Community Investment Program</b>				
<b>Contingency</b>				
<b>Debt Service</b>				
<b>Depreciation</b>				
<b>Landfill Closure Reserve</b>				
<b>TOTAL EXPENDITURES</b>	\$0	\$0	\$0	\$1,865,986

Capital Outlay Budget	Quantity	Unit Price	Extension	Total
<b>Carry Forward</b>				
N/A			0	0
<b>New</b>				
N/A			0	0
<b>Replacement</b>				
N/A			0	0
<b>*TOTAL CAPITAL OUTLAY</b>				\$0



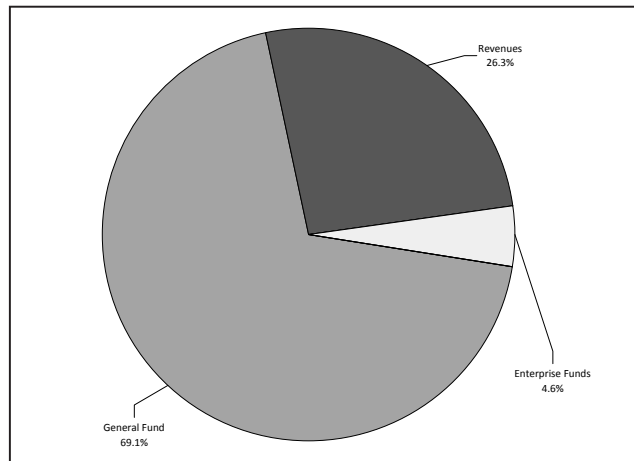
## COMMUNITY SERVICES DEPARTMENT AQUATICS

### PERFORMANCE MEASURES

Goals, Objectives, and Measures	Actual FY10-11	Estimated FY11-12	Projected FY12-13
CITY COUNCIL GOAL # IV - ENHANCED QUALITY OF LIFE			
➤ <b>To provide affordable, quality swim lessons, exercise/lap swim with certified water safety instructors</b>			
✓ Swim lesson attendance	4,179	4,002	4,090
✓ Kinderswim attendance	1,755	1,580	1,750
✓ Exercise/Lap Swim participants	25,449	24,868	24,370
➤ <b>Create a family atmosphere and recreational opportunities in a safe clean environment with trained staff at affordable fees for public open swim, special events, and senior activities</b>			
✓ Total open swim attendance	19,379	18,410	18,041
✓ Special Events/Spring Frenzy participants	3,317	7,150	8,222
➤ <b>Provide a safe and clean facility for high school and organized swim teams</b>			
✓ Swim team hours	534	530	535

Aquatics Division		Actual			Budget
Authorized Positions		FY 09-10	FY 10-11	FY 11-12	FY 12-13
<b>Community Services - Aquatics Division</b> (Aquatic Fund)  (formerly under Parks & Recreation Department)	Aquatics Supervisor			1.0	1.0
	Recreation Supervisor	0.5	0.5		
	Maintenance Lead	1.0	1.0	1.0	
	Aquatics Coordinator	1.0	1.0	1.0	1.0
	Maintenance Technician	1.0	1.0	1.0	
	<b>TOTAL POSITIONS</b>	3.5	3.5	4.0	2.0

### FUNDING SOURCE





## COMMUNITY SERVICES DEPARTMENT AQUATICS

Aquatics Center	Actual		Budget	
	FY 09-10	FY 10-11	FY 11-12	FY 12-13
<b>Expenditures</b>				
<b>Personnel</b>				
Salaries - Full-Time	177,479	177,369	312,528	129,606
Salaries - Part-Time	236,994	214,451	214,158	188,470
OT, Standby & Shift Differential	134			
Benefits & Taxes	100,786	95,271	153,551	99,111
Other: Retiree Health Savings, Comp Absences, OPEB, ASRS 3%				
Payback	5,494	12,164	11,531	18,005
	\$520,887	\$499,255	\$691,768	\$435,192
<b>Operation &amp; Maintenance</b>				
Professional Services	4,587	3,877	3,900	4,543
Utilities	181,280	192,992	209,190	182,650
Repairs & Maintenance (including cleaning)	12,656	9,602	15,908	75,155
Meetings, Training & Travel	610	1,048	2,250	9,850
Supplies	62,321	53,437	73,000	83,638
Interfund Cost Allocation	45,972	65,640	77,869	419,076
Outside Contracts	8,560	7,466	41,000	41,000
Other	46,409	50,726	63,035	68,581
	\$362,395	\$384,788	\$486,152	\$884,493
<b>Capital Outlay</b>				20,866 *
<b>Subtotal Expenditures</b>	\$883,282	\$884,043	\$1,177,920	\$1,340,551
<b>Community Investment Program</b>				
<b>Contingency</b>			10,000	3,500
<b>Debt Service</b>				
<b>Depreciation</b>	195,941	195,940	195,941	300,051
<b>Landfill Closure Reserve</b>				
<b>TOTAL EXPENDITURES</b>	\$1,079,223	\$1,079,983	\$1,383,861	\$1,644,102

Capital Outlay Budget	Quantity	Unit Price	Extension	Total
<b>Carry Forward</b>				
N/A			0	0
<b>New</b>				
Server Virtualization	1	2,866	2,866	2,866
<b>Replacement</b>				
Stranrol System 5	1	18,000	18,000	18,000
<b>*TOTAL CAPITAL OUTLAY</b>				\$20,866



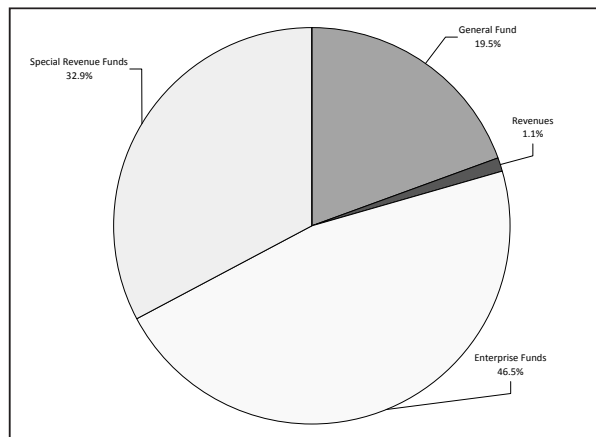
## COMMUNITY SERVICES DEPARTMENT ENGINEERING

### PERFORMANCE MEASURES

Goals, Objectives, and Measures	Actual FY10-11	Estimated FY11-12	Projected FY12-13
CITY COUNCIL GOAL # IV - ENHANCED QUALITY OF LIFE			
CITY COUNCIL GOAL # V - EFFECTIVE UTILITY SYSTEM			
➤ <b>Maintain effective utility systems</b>			
◇ Drainage and Flood Control Work			
✓ Design completed within six months of project identification	100%	100%	100%
✓ Construction projects initiated on scheduled (five-year detailed CIP)	67%	85%	90%
◇ Water Master Plan - Water Projects			
✓ Design completed within six months of project identification	100%	100%	100%
✓ Construction projects initiated on scheduled (five-year detailed CIP)	75%	85%	90%
✓ Design costs within budget	80%	100%	100%

Engineering Division		Actual			Budget
Authorized Positions		FY 09-10	FY 10-11	FY 11-12	FY 12-13
<b>Community Services - Engineering Division</b>  (formerly under Public Works Department: Administration/ Engineering Division	Department Director	1.0	1.0	1.0	
	Assistant Public Works Director	2.0	2.0	1.0	
	Water Resources Coordinator	1.0			
	Public Works Project Manager	3.0	3.0	3.0	
	Management Supervisor	1.0	1.0	1.0	
	Project Manager				3.0
	Contract Administrator	1.0	1.0	1.0	
	Engineering Tech./Coord.	5.0	5.0	3.0	4.0
	Administrative Supervisor	1.0			
	Water Conservation Officer	1.0			
	GIS Specialist				1.0
	Engineering Technician	1.0	1.0	1.0	1.0
	Administrative Specialist I	1.0	1.0	1.0	
	Customer Service Specialist	1.0	1.0	1.0	
	Administrative Technician	3.0	1.0		
<b>TOTAL POSITIONS</b>		22.0	17.0	13.0	9.0

### FUNDING SOURCE





## COMMUNITY SERVICES DEPARTMENT ENGINEERING

Engineering Division	Actual		Budget	
Expenditures	FY 09-10	FY 10-11	FY 11-12	FY 12-13
<b>Personnel</b>				
Salaries - Full-Time				538,907
Salaries - Part-Time				
OT, Standby & Shift Differential				30,985
Benefits & Taxes				240,951
Other: Retiree Health Savings, Cell Phone Reimbursement				33,441
	\$0	\$0	\$0	\$844,284
<b>Operation &amp; Maintenance</b>				
Professional Services				73,116
Utilities				1,759
Repairs & Maintenance (including cleaning)				189,145
Meetings, Training & Travel				5,000
Supplies				27,079
Outside Contracts				
Other				1,192
	\$0	\$0	\$0	\$297,291
<b>Capital Outlay</b>				*
<b>Subtotal Expenditures</b>	\$0	\$0	\$0	\$1,141,575
<b>Community Investment Program</b>				
<b>Contingency</b>				
<b>Debt Service</b>				
<b>Depreciation</b>				
<b>Landfill Closure Reserve</b>				
<b>TOTAL EXPENDITURES</b>	\$0	\$0	\$0	\$1,141,575

Capital Outlay Budget	Quantity	Unit Price	Extension	Total
<b>Carry Forward</b>				
N/A			0	0
<b>New</b>				
N/A			0	0
<b>Replacement</b>				
N/A			0	0
<b>*TOTAL CAPITAL OUTLAY</b>				\$0





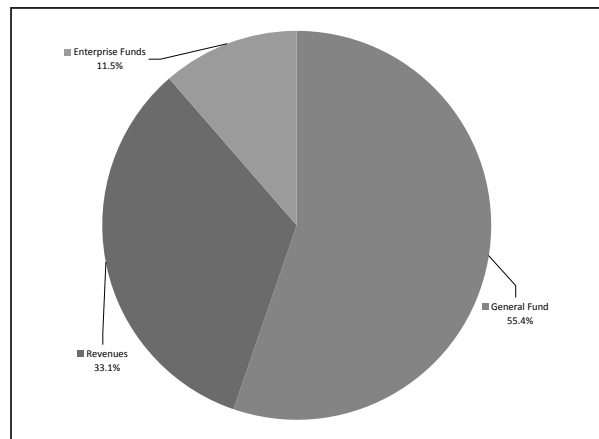
## COMMUNITY SERVICES DEPARTMENT RECREATION

### PERFORMANCE MEASURES

Goals, Objectives, and Measures	Actual FY10-11	Estimated FY11-12	Projected FY12-13
CITY COUNCIL GOAL # IV - ENHANCED QUALITY OF LIFE			
➤ <b>Offer a variety of after school programs</b>			
✓ Average number of staff to ASP participant ratio	1:20	1:20	1:20
✓ Average number of ASP participants per session	368	305	355
✓ Average number of households in ASP per session	290	240	265
✓ Average number of households per session receiving assistance	54	54	75
✓ Number of summer volunteers and hours	29/5,184	32/5,702	35/6,272
✓ Percent of ASP participants per school populations	11%	10%	13%
➤ <b>Provide sports programs offering recreational education and socialization</b>			
✓ Number of volunteers trained on rules and policies	30	35	40
✓ Number of youth sport participants	315	355	356
✓ Number of assisted youth/adult sport teams	26	33	33
✓ Number of volunteer hours	1,514	1,429	1,700

Recreation Division		Actual			Budget
Authorized Positions		FY 09-10	FY 10-11	FY 11-12	FY 12-13
<b>Community Services - Recreation Division</b>  (formerly under Parks & Recreation Department)	Recreation Supervisor	0.5	0.5	1.0	1.0
	Recreation Coordinator	2.0	2.0	2.0	2.0
	Recreation Specialist		1.0	1.0	1.0
	Administrative Technician	1.0	1.0		
	<b>TOTAL POSITIONS</b>	3.5	4.5	4.0	4.0

### FUNDING SOURCE





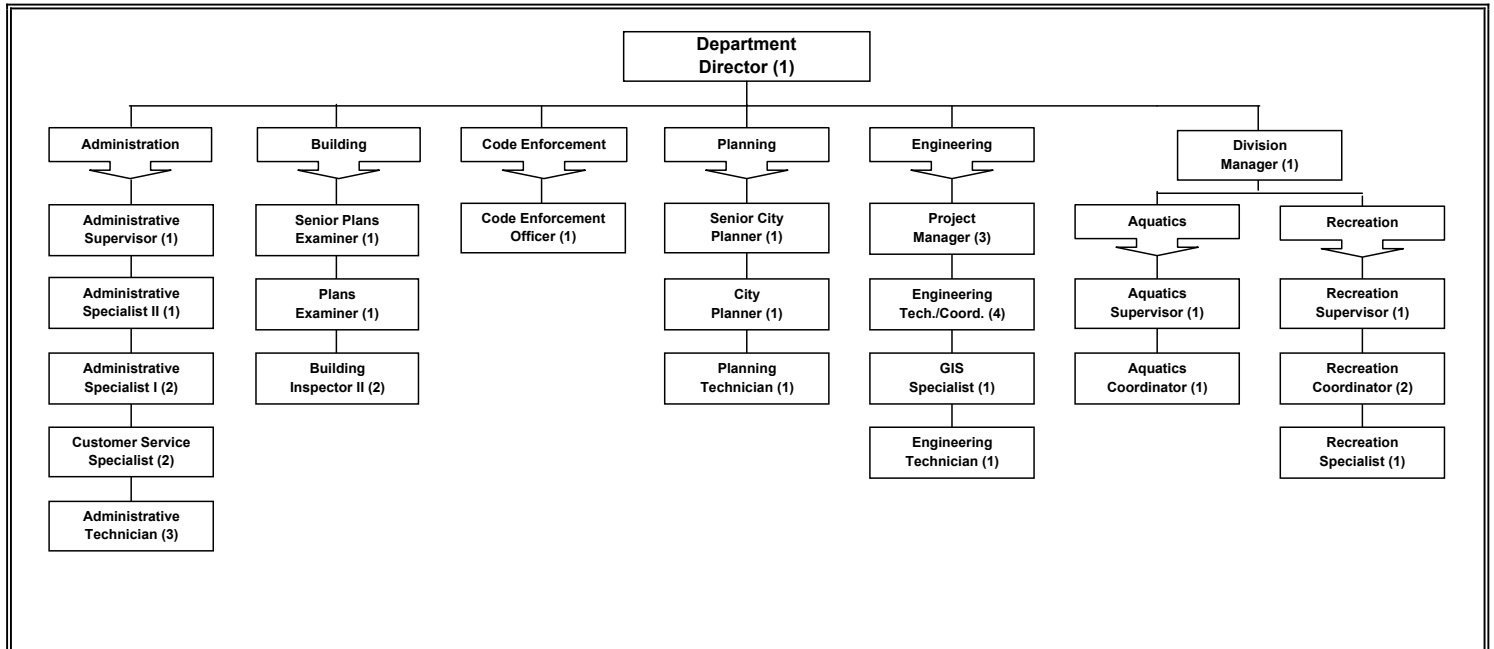
## COMMUNITY SERVICES DEPARTMENT RECREATION

Recreation Division	Actual		Budget	
Expenditures	FY 09-10	FY 10-11	FY 11-12	FY 12-13
<b>Personnel</b>				
Salaries - Full-Time	161,016	169,457	188,820	217,477
Salaries - Part-Time	386,346	369,476	398,854	423,222
OT, Standby & Shift Differential	84	26		
Benefits & Taxes	119,006	123,800	158,280	193,419
Other: Retiree Health Savings	2,000	2,000	2,005	15,497
	\$668,452	\$664,759	\$747,959	\$849,615
<b>Operation &amp; Maintenance</b>				
Professional Services	400	1,722	450	7,479
Utilities	670,490	624,049	684,800	625,430
Repairs & Maintenance (including cleaning)	6,760	5,180	8,019	7,521
Vehicle/Equip. Replacement Prog: Lease	4,151	4,304	2,180	
Meetings, Training & Travel	759	293	680	1,520
Supplies	57,151	77,690	89,075	97,865
Outside Contracts	108,178	173,628	220,136	254,260
Other	8,488	21,453	20,649	31,227
	\$856,377	\$908,319	\$1,025,989	\$1,025,302
<b>Capital Outlay</b>			25,000	25,000 *
<b>Subtotal Expenditures</b>	\$1,524,829	\$1,573,078	\$1,798,948	\$1,899,917
<b>Community Investment Program</b>				
<b>Contingency</b>				
<b>Debt Service</b>				
<b>Depreciation</b>				
<b>Landfill Closure Reserve</b>				
<b>TOTAL EXPENDITURES</b>	\$1,524,829	\$1,573,078	\$1,798,948	\$1,899,917

Capital Outlay Budget	Quantity	Unit Price	Extension	Total
<b>Carry Forward</b>				
N/A			0	0
<b>New</b>				
WebTrac/PayTrac Software	1	25,000	25,000	25,000
<b>Replacement</b>				
N/A			0	0
<b>*TOTAL CAPITAL OUTLAY</b>				\$25,000

## COMMUNITY SERVICES DEPARTMENT

### POSITION CLASSIFICATION STRUCTURE



Aquatic Center - Water Exercise Class

# **OPERATING BUDGET**

## **Administrative Services**

Administration  
Information Technology

## **City Attorney**

## **City Clerk**

## **City Council**

## **City Manager**

Administration  
Human Resources/Risk Management

## **Community Services**

Administration  
Aquatics  
Engineering  
Recreation

## **■ Fire ■**

## **Municipal Court**

## **Operations**

Administration  
Airport  
Buildings & Grounds  
Street Maintenance  
Transit  
Vehicle Maintenance  
Wastewater  
Water

## **Police**





## FIRE

### MISSION STATEMENT

The Lake Havasu City Fire Department will safely protect life, property, and the environment by providing professional, efficient, and cost effective service to those in need.

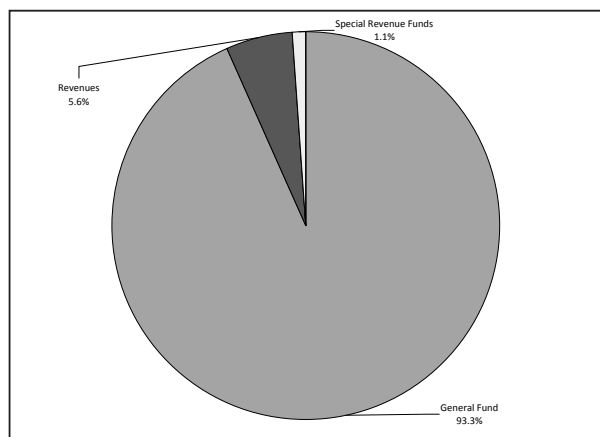
### DESCRIPTION

The Lake Havasu City Fire Department is a full-service, all-hazard fire department providing a wide variety of services to the community.

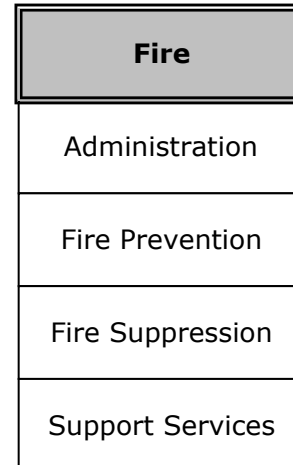
Fire Administration is located in City Hall and provides administrative and clerical support for the entire department. The Fire Chief and Division Chiefs are housed at this location along with the clerical staff. Permitting, requests for information, and reports along with all other clerical duties are handled from this location.

Emergency services responded to emergency requests including fire suppression, emergency medical, hazardous materials and technical rescue, to name a few. Emergency responses for calendar year 2011 were 10,628 with simultaneous calls of 4,237. Services are delivered from six fire stations, and the department has five paramedic engine companies and one paramedic ladder truck. The department is in the process of beginning a public/private partnership with American Medical Response to provide ambulance services.

### FUNDING SOURCE



### ORGANIZATION CHART



Fire investigations, fire inspections, plan reviews and public education classes are coordinated by the Fire Prevention Division. During 2011, over 4,165 fire inspections and 446 plan reviews were conducted with 579 permits issued bringing in \$37,880 in permit revenue. 563 classes were taught by Public Education staff, and as a result, 12,163 students received training while Fire Investigators spent approximately 249 hours investigating 26 fires.

In 2011, there were 15 special events where the Fire Department provided medical and/or fire safety services.

### ACCOMPLISHMENTS 2011-2012

- Saved over \$67,076,556 of the \$68,491,718 worth of property that was threatened by fire and/or hazardous incidents. In doing so, approximately 98% of property values were saved from damage and/or destruction.
- Documented 70 true saves in 2011 with an average response time of only 5:20 minutes on those calls. True saves involve patients that were brought back to life through the efforts of Fire Department paramedics and EMTs. These true saves do not account for patients that suffered from other medical conditions or emergencies.



## FIRE

### ACCOMPLISHMENTS 2011-2012 (CONT.)

- Customer feedback program indicated that, in 2011, 100% of participating citizens are satisfied with the Fire Department's service.

### PERFORMANCE MEASURES

Goals, Objectives, and Measures	Actual FY10-11	Estimated FY11-12	Projected FY12-13
CITY COUNCIL GOAL # III - SAFE AND CLEAN COMMUNITY			
CITY COUNCIL GOAL # IV - ENHANCED QUALITY OF LIFE			
➤ <b>Provide quality emergency services to the citizens and visitors of Lake Havasu City</b>			
◇ Preserve the City's ISO rating of three			
✓ Lake Havasu City's ISO rating	3	3	3
◇ Maintain average response times at five minutes or less 95% of the time on emergency responses within the City limits			
✓ Average response time (min:sec) on emergency responses	5:25	5:45	6:00
◇ Provide advanced life support (paramedic) on 100% of emergency medical responses			
✓ Responses with advanced life support available	99%	99%	99%
◇ Save over 90% of all property that is involved in fire or other hazardous incidents from further loss or damage			
✓ Percent of property values saved	98%	98%	75%
◇ Provide emergency services to the community in a manner that meets the department's customer service values resulting in a 95% or higher satisfaction rating through a customer feedback program			
✓ Citizens satisfied with Fire Department service	100%	100%	100%



## FIRE

### PERFORMANCE MEASURES (CONT.)

Goals, Objectives, and Measures	Actual FY10-11	Estimated FY11-12	Projected FY12-13
<b>➤ Preserve firefighter safety and well-being</b>			
◇ Meet NFPA 1710 and NFPA 1500 staffing recommendations on emergency scenes 90% of the time			
✓ Percentage where four personnel arrive at a fire scene in five minutes or less	33%	25%	25%
<b>➤ Maintain training and certifications as required by authoritative agencies</b>			
◇ Ensure that required training is successfully completed by all companies			
✓ Percent of companies successfully completing required training	100%	100%	100%
◇ Fire Department personnel will meet or exceed state certification requirements for positions requiring those standards 100% of the time			
✓ Percent of personnel meeting state certifications	100%	100%	100%
<b>➤ Reduce the threat of fire and life safety responses by providing fire prevention services and public education</b>			
◇ Provide plan review response within 14 days of submittal at least 100% of the time on commercial projects			
✓ Plan review response within 14 days of submittal on commercial projects	100%	100%	100%
◇ Provide fire safety public education programs to 100% of K-6 grade classes in the public school system			
✓ K-6 grade classes in public school system receiving fire safety classes	100%	100%	100%





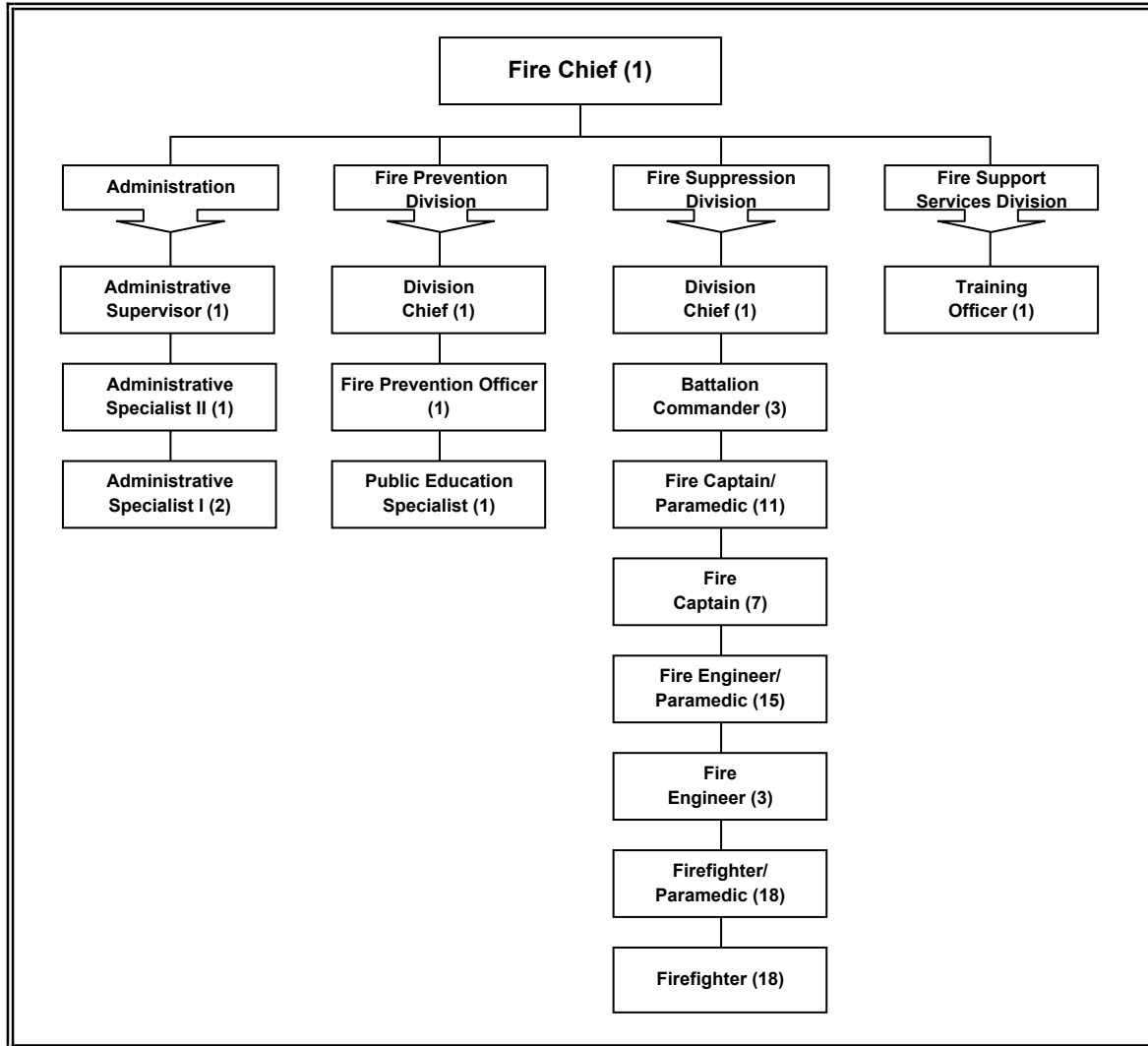
## FIRE

Fire Department		Actual			Budget
Authorized Positions		FY 09-10	FY 10-11	FY 11-12	FY 12-13
<b>Fire Department</b>	Fire Chief	1.0	1.0	1.0	1.0
	Fire Division Chief	2.0	2.0	2.0	2.0
	Fire Training Officer	1.0	1.0	1.0	1.0
	Battalion Commander	3.0	3.0	3.0	3.0
	Fire Captain/Paramedic			9.0	11.0
	Fire Captain	18.0	18.0	9.0	7.0
	Fire Engineer/Paramedic			10.0	15.0
	Fire Engineer	18.0	18.0	8.0	3.0
	Firefighter/Paramedic			12.0	18.0
	Firefighter	33.0	33.0	15.0	18.0
	Firefighter (Grant Funded)		8.0	8.0	
	Fire Inspector	4.0	4.0	3.0	
	Fire Prevention Officer				1.0
	Administrative Supervisor	1.0	1.0	1.0	1.0
	Administrative Specialist II	1.0	1.0	1.0	1.0
	Administrative Specialist I	2.0	2.0	2.0	2.0
	Public Education Specialist	1.0	1.0	1.0	1.0
<b>TOTAL POSITIONS</b>		85.0	93.0	86.0	85.0



# FIRE

## POSITION CLASSIFICATION STRUCTURE





# FIRE

Fire Department	Actual		Budget	
	FY 09-10	FY 10-11	FY 11-12	FY 12-13
<b>Expenditures</b>				
<b>Personnel</b>				
Salaries - Full-Time	5,126,405	5,398,473	4,699,173	5,038,983
Salaries - Part-Time	19,914	23,491	26,505	25,928
OT, Standby & Shift Differential	335,820	280,259	354,171	414,124
Benefits & Taxes	2,177,622	2,508,685	2,678,493	3,329,439
Other: Retiree Health Savings, Cell Phone Reimbursement, PTO Payout	6,000	20,020	39,759	315,446
	\$7,665,761	\$8,230,928	\$7,798,101	\$9,123,920
<b>Operation &amp; Maintenance</b>				
Professional Services	34,139	31,722	43,520	75,858
Utilities	102,434	112,497	132,300	124,200
Repairs & Maintenance (including cleaning)	167,684	199,738	208,262	484,674
Vehicle/Equip. Replacement Prog: Lease	353,729	343,736	322,737	
Meetings, Training & Travel	29,530	31,931	62,150	65,150
Supplies	290,666	499,720	459,950	454,313
Outside Contracts				
Other	67,260	53,184	58,206	37,110
	\$1,045,442	\$1,272,528	\$1,287,125	\$1,241,305
<b>Capital Outlay</b>	5,743	35,604	64,000	410,014 *
<b>Subtotal Expenditures</b>	\$8,716,946	\$9,539,060	\$9,149,226	\$10,775,239
<b>Community Investment Program</b>				
<b>Contingency</b>				
<b>Debt Service</b>				179,810
<b>Depreciation</b>				
<b>Landfill Closure Reserve</b>				
<b>TOTAL EXPENDITURES</b>	\$8,716,946	\$9,539,060	\$9,149,226	\$10,955,049

Capital Outlay Budget	Quantity	Unit Price	Extension	Total
<b>Carry Forward</b>				
N/A			0	0
<b>New</b>				
Electronic Pen Charting	1	125,514	125,514	125,514
<b>Replacement</b>				
Generator for Fire Station #5	1	80,000	80,000	
Mobile and Portable Radios	28	7,304	204,500	284,500
<b>*TOTAL CAPITAL OUTLAY</b>				\$410,014

# **OPERATING BUDGET**

## **Administrative Services**

Administration  
Information Technology

## **City Attorney**

## **City Clerk**

## **City Council**

## **City Manager**

Administration  
Human Resources/Risk Management

## **Community Services**

Administration  
Aquatics  
Engineering  
Recreation

## **Fire**

## **■ Municipal Court ■**

## **Operations**

Administration  
Airport  
Buildings & Grounds  
Street Maintenance  
Transit  
Vehicle Maintenance  
Wastewater  
Water

## **Police**





## MUNICIPAL COURT

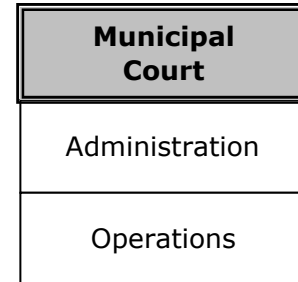
### MISSION STATEMENT

As the judicial branch of government, it is our mission to administer fair and impartial justice. We are committed to providing efficient, accurate and accessible services.

### DESCRIPTION

The Lake Havasu Municipal Court is part of the Consolidated Courts whose venue is Lake Havasu City and the surrounding areas of Mohave County Precinct #3. The court operates as the independent judicial branch of government established by the constitution of the State of Arizona under the direct supervision of the Arizona Supreme Court. The Lake Havasu Municipal Court handles cases that range from minor traffic violations to class one misdemeanors. The Municipal Court, being consolidated with the Justice Court, adjudicates civil matters up to \$10,000.00 and issues orders of protection and orders against harassment, as well as handles felony cases through the preliminary hearing. Also housed in the same building is a division of the Mohave County Superior Court. Our facility has three court rooms and a security officer is on duty to provide protection for civilians as well as court staff.

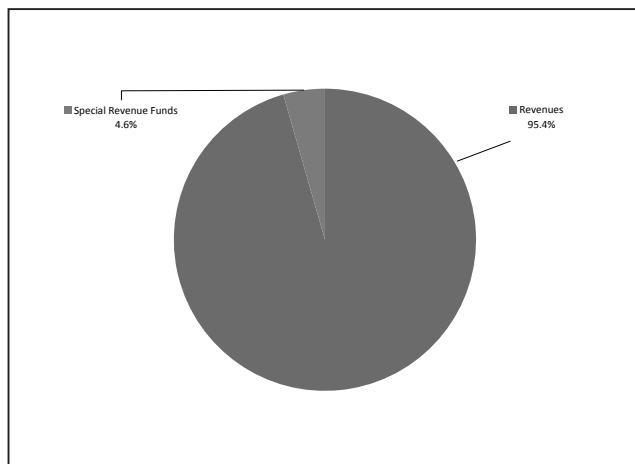
### ORGANIZATION CHART



### ACCOMPLISHMENTS 2011-2012

- Increased court security through remodeling main entrance to the Court and entry to the courthouse by key card specifically assigned to each employee.
- Arranged housing of prisoners through an agreement made with La Paz County ultimately reducing jail cost incurred by litigants and Lake Havasu City.
- Implemented and improved the processing of DUI/OUI cases, now processed under 120 days
- Began housing of male and female prisoners at the Lake Havasu Police Department at the same time.

### FUNDING SOURCE





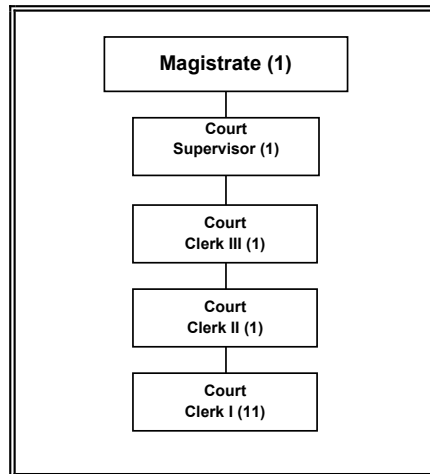
## MUNICIPAL COURT

### PERFORMANCE MEASURES

Goals, Objectives, and Measures	Actual FY10-11	Estimated FY11-12	Projected FY12-13
CITY COUNCIL GOAL # III - SAFE AND CLEAN COMMUNITY			
➤ <b>Plan and implement a separate Drug Court and Domestic Violence Court</b>			
◇ Divert litigants from the judicial system for drug and domestic violence violations in an attempt to rehabilitate the offender			
✓ Number of eligible Drug cases filed (both courts)	N/A	N/A	43
✓ Number of eligible Domestic Violence cases filed (both courts)	N/A	N/A	53

Municipal Court		Actual			Budget
Authorized Positions		FY 09-10	FY 10-11	FY 11-12	FY 12-13
<b>Municipal Court</b>	Magistrate	1.0	1.0	1.0	1.0
	Court Supervisor	1.0	1.0	1.0	1.0
	Court Clerk III	2.0	1.0	1.0	1.0
	Court Clerk II	3.0	2.0	2.0	1.0
	Court Clerk I	9.0	10.0	10.0	11.0
	<b>TOTAL POSITIONS</b>	16.0	15.0	15.0	15.0

### POSITION CLASSIFICATION STRUCTURE





## MUNICIPAL COURT

Municipal Court Expenditures	Actual		Budget	
	FY 09-10	FY 10-11	FY 11-12	FY 12-13
<b>Personnel</b>				
Salaries - Full-Time	637,548	608,914	624,379	614,911
Salaries - Part-Time	78,739	79,344	79,149	72,541
OT, Standby & Shift Differential	1,188	683		4,212
Benefits & Taxes	282,438	281,541	315,609	344,929
Other: Retiree Health Savings	2,000	2,000	6,017	49,085
	\$1,001,913	\$972,482	\$1,025,154	\$1,085,678
<b>Operation &amp; Maintenance</b>				
Professional Services	72,900	91,380	68,000	71,387
Utilities	22,563	20,762	23,000	23,000
Repairs & Maintenance (including cleaning)	7,217	8,522	9,988	10,397
Meetings, Training & Travel	728	448	2,400	4,000
Supplies	15,916	12,453	14,100	15,200
Outside Contracts: Court Automation	31,419	22,335	96,000	96,000
Other	84,578	75,092	119,300	113,150
	\$235,321	\$230,992	\$332,788	\$333,134
<b>Capital Outlay</b>				*
<b>Subtotal Expenditures</b>	\$1,237,234	\$1,203,474	\$1,357,942	\$1,418,812
<b>Community Investment Program</b>				
<b>Contingency</b>				
<b>Debt Service</b>				
<b>Depreciation</b>				
<b>Landfill Closure Reserve</b>				
<b>TOTAL EXPENDITURES</b>	\$1,237,234	\$1,203,474	\$1,357,942	\$1,418,812

Capital Outlay Budget	Quantity	Unit Price	Extension	Total
<b>Carry Forward</b>				
N/A			0	0
<b>New</b>				
N/A			0	0
<b>Replacement</b>				
N/A			0	0
<b>*TOTAL CAPITAL OUTLAY</b>				\$0





# **OPERATING BUDGET**

## **Administrative Services**

Administration  
Information Technology

## **City Attorney**

## **City Clerk**

## **City Council**

## **City Manager**

Administration  
Human Resources/Risk Management

## **Community Services**

Administration  
Aquatics  
Engineering  
Recreation

## **Fire**

## **Municipal Court**

## **■ Operations ■**

Administration  
Airport  
Buildings & Grounds  
Street Maintenance  
Transit  
Vehicle Maintenance  
Wastewater  
Water

## **Police**





## OPERATIONS ADMINISTRATION

### MISSION STATEMENT

Preserve the health, safety, and welfare of the citizens of Lake Havasu City by providing and regulating essential services such as potable drinking water, sanitary sewers, the development and maintenance of open spaces and facilities, flood control, street, highway, public transit, and airport transportation systems.

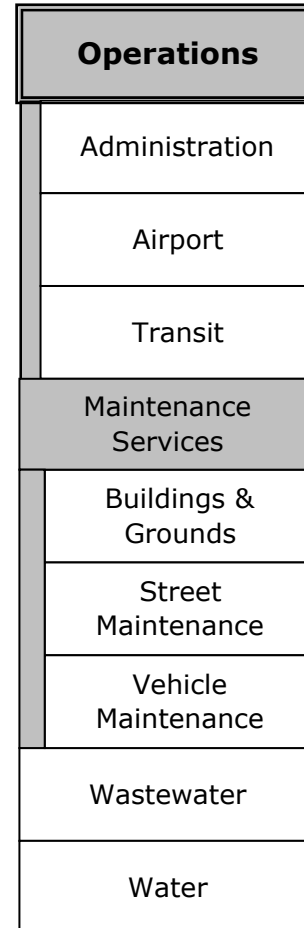
### DESCRIPTION

The Operations Department is comprised of three divisions: Maintenance Services (Streets, Building and Grounds, and Vehicle Maintenance), Wastewater, and Water and three sections Administration, Airport, and Transit. Responsibilities include the administration and implementation of the policies and procedures of the department through the direction of the Operations Director.

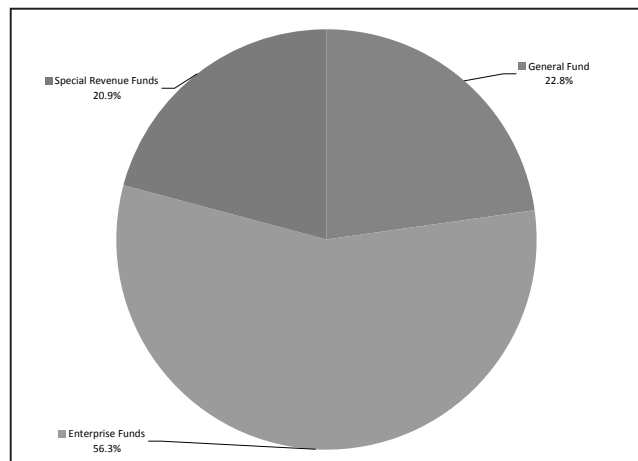
### ACCOMPLISHMENTS 2011-2012

- Successfully transitioned from Public Works to Operations and consolidating former Parks Maintenance with the Maintenance Services Division.
- Reviewed and implemented service consolidation through the Citywide reorganization.

### ORGANIZATION CHART



### FUNDING SOURCE





## OPERATIONS ADMINISTRATION

Operations - Administration		Actual			Budget
Authorized Positions		FY 09-10	FY 10-11	FY 11-12	FY 12-13
<b>Operations - Administration</b>  (includes admin staff formerly housed in Airport and Public Works divisions)	Department Director	1.0	1.0	1.0	1.0
	Accountant	1.0	1.0	1.0	
	Administrative Supervisor				1.0
	Administrative Specialist II	1.0	1.0	1.0	5.0
	Administrative Specialist I				2.0
	Administrative Technician	1.0	1.0	2.0	1.0
<b>TOTAL POSITIONS</b>		4.0	4.0	5.0	10.0

Operations Administration	Actual		Budget	
Expenditures	FY 09-10	FY 10-11	FY 11-12	FY 12-13
<b>Personnel</b>				
Salaries - Full-Time				503,838
Salaries - Part-Time				18,437
OT, Standby & Shift Differential				
Benefits & Taxes				213,338
Other: Retiree Health Savings				29,747
	\$0	\$0	\$0	\$765,360
<b>Operation &amp; Maintenance</b>				
Professional Services				1,750
Utilities				83,821
Repairs & Maintenance (including cleaning)				36,400
Vehicle/Equip. Replacement Prog: Lease				
Meetings, Training & Travel				500
Supplies				27,580
Outside Contracts				
Other				955
	\$0	\$0	\$0	\$151,006
<b>Capital Outlay</b>				*
<b>Subtotal Expenditures</b>	\$0	\$0	\$0	\$916,366
<b>Community Investment Program</b>				
<b>Contingency</b>				
<b>Debt Service</b>				
<b>Depreciation</b>				
<b>Landfill Closure Reserve</b>				
<b>TOTAL EXPENDITURES</b>	\$0	\$0	\$0	\$916,366

Capital Outlay Budget	Quantity	Unit Price	Extension	Total
<b>Carry Forward</b>				
N/A			0	0
<b>New</b>				
N/A			0	0
<b>Replacement</b>				
N/A			0	0
<b>*TOTAL CAPITAL OUTLAY</b>				\$0



## OPERATIONS AIRPORT

### MISSION STATEMENT

Efficiently and effectively maintain safe, attractive, and functional airport facilities and structures for use by the general public, air carriers, air cargo carriers, corporations, tenants, aircraft owners, and various concessionaires.

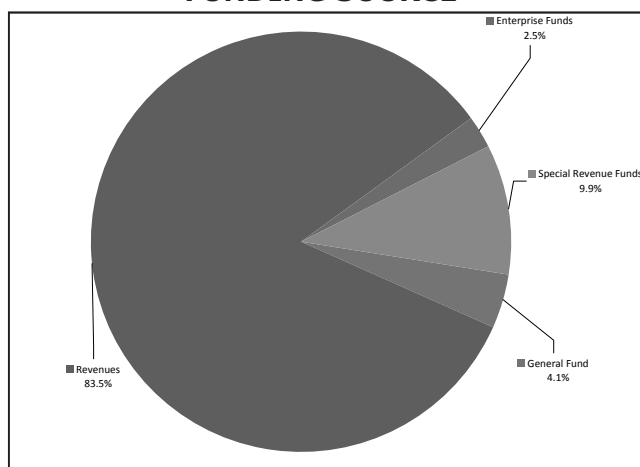
### DESCRIPTION

The Airport Section is responsible for the administration, maintenance, planning, development, public outreach, and monitoring flight operations at a commercial/ general aviation airfield facility with over 161 based aircraft. Two commercial freight carriers, two international rental car agencies, three multi-service fixed base operators, and various specialty fixed based operators are based here. The airport is the primary gateway to the City and is open to the flying public, freight carrier operators, and corporations 24 hours a day, 7 days a week, 365 days a year. The airport requires maintenance and operations at the highest levels of safety, quality, economy, and user friendliness.

### ACCOMPLISHMENTS 2011-2012

- Completed design and construction grants for new airport beacon improvement.
- Submitted FAA grant application for design/ construction of ramp security cameras and construction of airport ramp lighting.
- Obtained commercial use permits with associated requirements for flying club, banner tows and other uses.
- Hosted aeronautical events, 99s National Air Derby, Air Force Academy University Competitive Flying event, and Air Coupe Group Fly-in.
- Attended Arizona Airport Association and FAA conferences, and adjusted airport procedures to meet new guidelines.
- Attended and participated in Technical Advisory Committee for safety enhancements within the City.

### FUNDING SOURCE





## OPERATIONS AIRPORT

### PERFORMANCE MEASURES

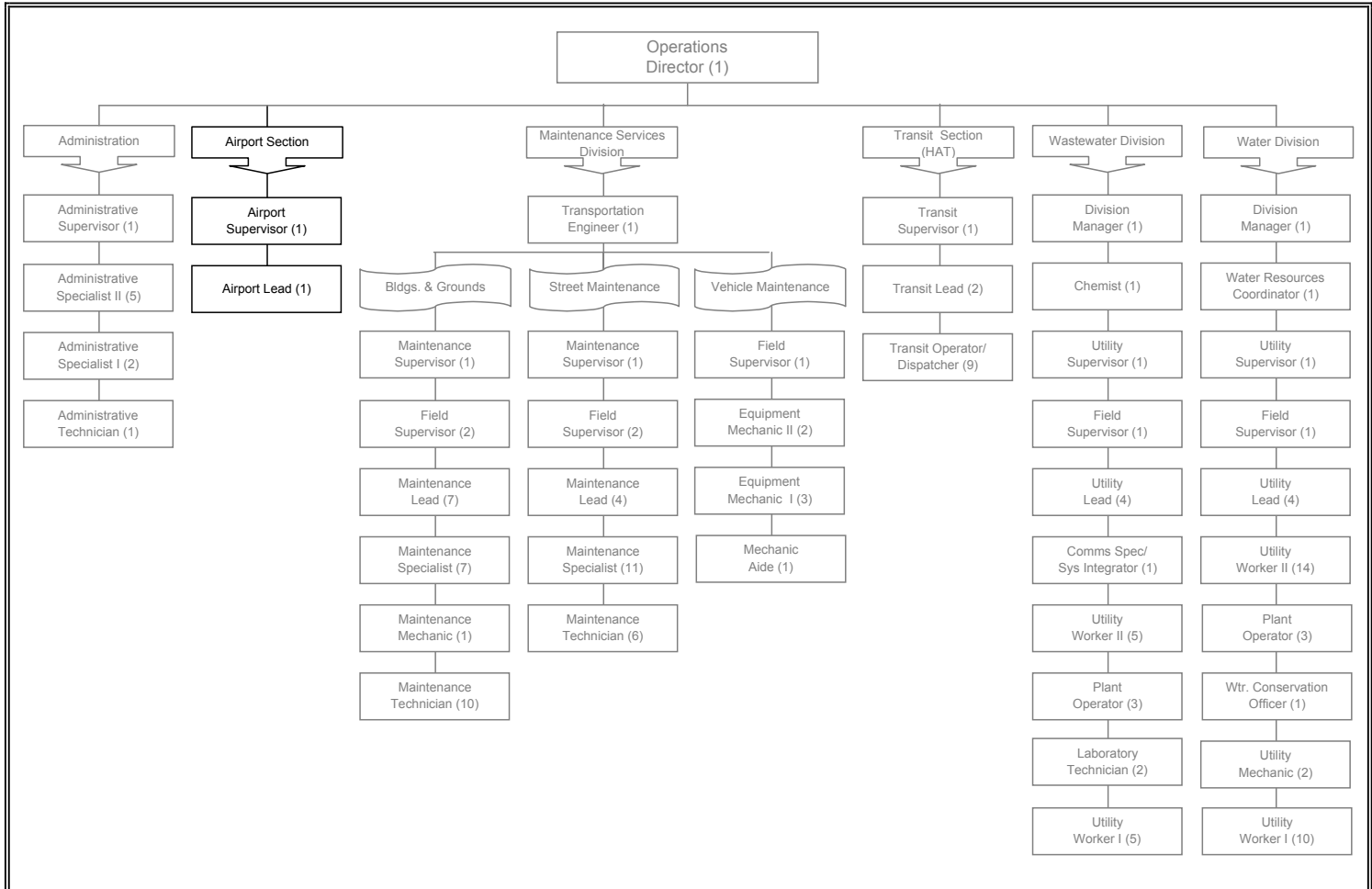
Goals, Objectives, and Measures	Actual FY10-11	Estimated FY11-12	Projected FY12-13
CITY COUNCIL GOAL # II - STRONG DIVERSIFIED LOCAL ECONOMY			
CITY COUNCIL GOAL # IV - ENHANCED QUALITY OF LIFE			
➤ <b>Maintain Safety and Security of Facility</b>			
◇ Ensure safety inspections are completed in a timely manner			
✓ Conduct airfield inspections toward Part 139 standards once daily	100%	100%	100%
✓ Conduct emergency safety repairs within 24 hours	98%	100%	95%
✓ Maintain, replace, construct improvements within three days	75%	85%	75%
◇ Document repairs, rehabilitations, and construction projects			
✓ Corrective action is taken for deficiencies within seven days of notification	85%	90%	80%
➤ <b>Update Airport Operating Regulations</b>			
◇ Ensure airport regulations are timely			
✓ Draft and submit revised regulations for approval	NO	YES	YES
✓ Inform tenants of changes and adjust operations as needed	YES	YES	YES
➤ <b>Develop sound financial plan</b>			
◇ Review and reduce operating costs			
✓ Maximize FAA/ADOT grant opportunities	100%	100%	100%
✓ Identify and bill on-site businesses for services rendered	100%	100%	100%
✓ Shut down non-safety lighting and water to reduce costs	100%	100%	100%

Airport Section		Actual			Budget
Authorized Positions		FY 09-10	FY 10-11	FY 11-12	FY 12-13
<b>Operations - Airport Section</b> (Airport Fund)  (formerly under Public Works Department)	Division Manager	1.0	1.0	1.0	1.0 1.0
	Airport Supervisor				
	Airport Lead				
	Maintenance Lead	1.0	1.0	1.0	
	Administrative Specialist II	1.0		1.0	
	Administrative Specialist I		1.0		
	Maintenance Specialist	1.0	1.0	1.0	
	Maintenance Technician	1.0	1.0	1.0	
<b>TOTAL POSITIONS</b>		5.0	5.0	5.0	2.0



# OPERATIONS AIRPORT

## POSITION CLASSIFICATION STRUCTURE







## OPERATIONS AIRPORT

Airport Section	Actual		Budget	
	FY 09-10	FY 10-11	FY 11-12	FY 12-13
<b>Expenditures</b>				
<b>Personnel</b>				
Salaries - Full-Time	272,842	255,468	257,919	134,049
Salaries - Part-Time				
OT, Standby & Shift Differential		53		
Benefits & Taxes	80,009	92,797	92,135	46,665
Other: Retiree Health Savings, Comp. Absences, OPEB, ASRS 3%				
Payback	4,822	5,563	7,521	21,555
	\$357,673	\$353,881	\$357,575	\$202,269
<b>Operation &amp; Maintenance</b>				
Professional Services	610	1,518	2,212	2,868
Utilities	54,193	56,399	57,600	53,580
Repairs & Maintenance (including cleaning)	20,729	16,488	9,653	15,968
Vehicle/Equip. Replacement Prog: Lease	53,592	55,555	54,228	
Meetings, Training & Travel	79	1,012	1,150	1,300
Supplies	15,422	20,253	26,398	27,685
Interfund Cost Allocation	154,321	122,436	128,477	341,786
Outside Contracts				
Other	35,159	28,159	25,824	21,686
	\$334,105	\$301,820	\$305,542	\$464,873
<b>Capital Outlay</b>				1,633 *
<b>Subtotal Expenditures</b>	\$691,778	\$655,701	\$663,117	\$668,775
<b>Community Investment Program</b>	35,985	363,308	180,000	1,489,560
<b>Contingency</b>			20,000	7,000
<b>Debt Service</b>				41,520
<b>Depreciation</b>	753,133	756,490	796,555	764,202
<b>Landfill Closure Reserve</b>				
<b>TOTAL EXPENDITURES</b>	\$1,480,896	\$1,775,499	\$1,659,672	\$2,971,057

Capital Outlay Budget	Quantity	Unit Price	Extension	Total
<b>Carry Forward</b>				
N/A			0	0
<b>New</b>				
Server Virtualization	1	1,633	1,633	1,633
<b>Replacement</b>				
N/A			0	0
<b>*TOTAL CAPITAL OUTLAY</b>				\$1,633



## OPERATIONS MAINTENANCE SERVICES - BUILDINGS & GROUNDS

### MISSION STATEMENT

To enhance the beauty of our community by maintaining Lake Havasu City facilities and parks in a cost effective manner for present and future generations to admire and enjoy.

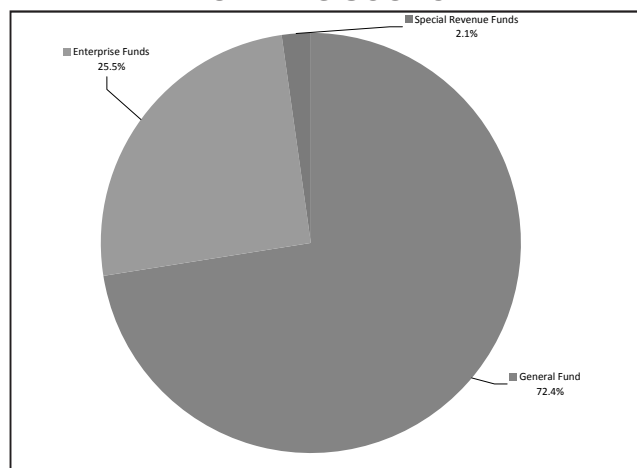
### DESCRIPTION

The Buildings & Grounds Section provides daily maintenance to City owned business facilities, recreational facilities, parks, landscapes and streetscapes; assists the Recreation Division with special events and programs; maintains City owned flags; provides equipment and operations for City sponsored events; places and removes event banners on McCulloch Boulevard; oversees the Commemorative Tree/Bench Program; and maintains athletic fields and school-related facilities as described in the intergovernmental agreement between the City and the Lake Havasu Unified School District.

### ACCOMPLISHMENTS 2011-2012

- Established the Adopt A Park Program
- Partnered with the Unified School District Site Six Landscape Day of Service Project
- Installed new exercise equipment & information signs at Rotary Park
- Installed information signs at Pima Wash
- Expanded SARA Park parking lot
- Assumed maintenance responsibilities along highway from Mesquite to S. Palo Verde
- Installed statue lighting and flag pole at the Wheeler Park monument
- Installed vendor electrical supply at London Bridge Beach
- Partnered with the Boy Scouts of America to install mile markers at Pima Wash, Rotary Park, and channel walkway

### FUNDING SOURCE





## OPERATIONS MAINTENANCE SERVICES - BUILDINGS & GROUNDS

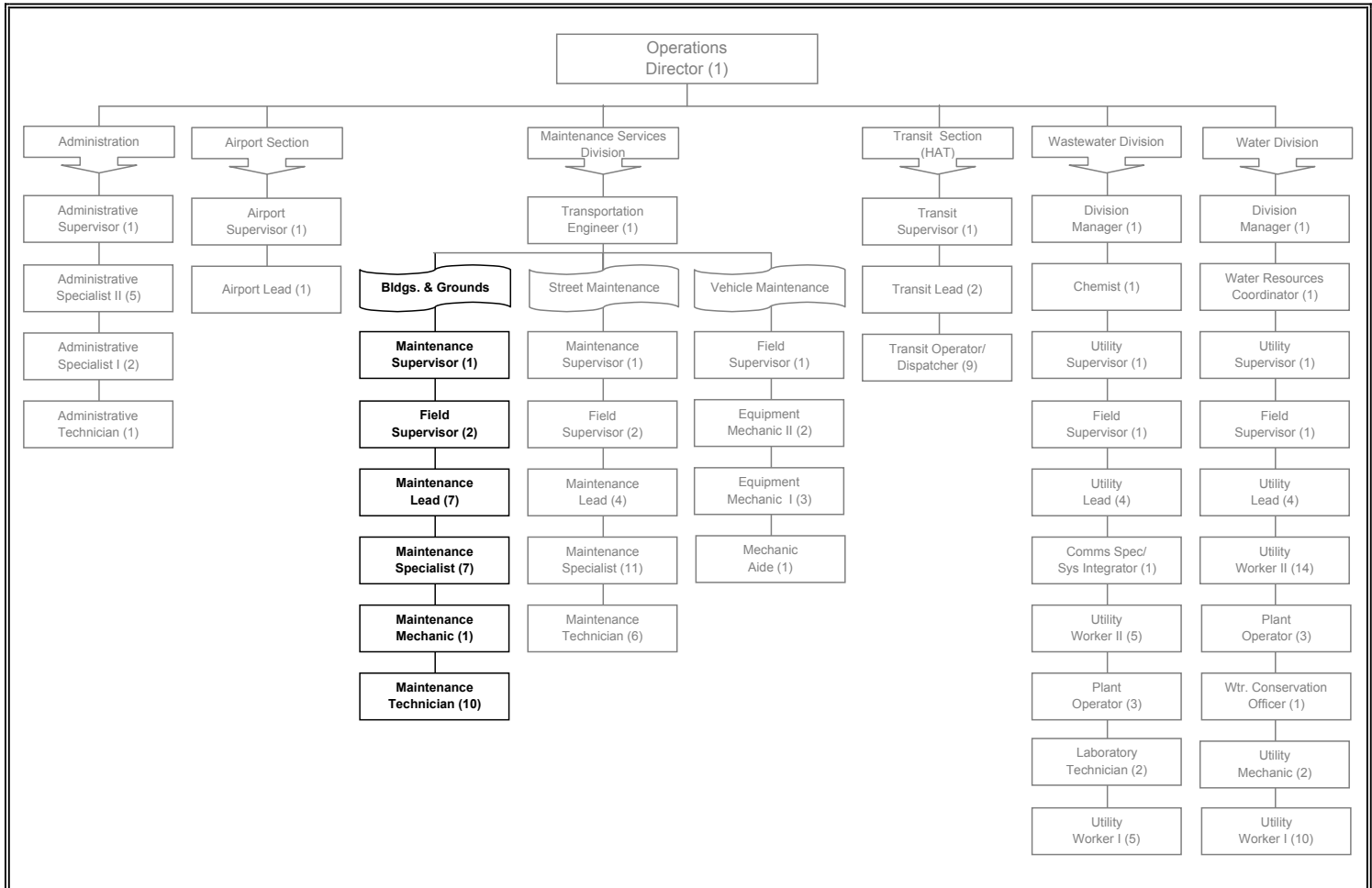
### PERFORMANCE MEASURES

Goals, Objectives, and Measures	Actual FY10-11	Estimated FY11-12	Projected FY12-13
CITY COUNCIL GOAL # III - SAFE AND CLEAN COMMUNITY			
CITY COUNCIL GOAL # IV - ENHANCED QUALITY OF LIFE			
CITY COUNCIL GOAL # V - EFFECTIVE UTILITY SYSTEM			
➤ <b>Maintain and develop irrigation systems to deliver optimum water to each plant type at the lowest cost with maximum resource conservation</b>			
✓ Percent of system on updated Motorola controllers	92%	82%	85%
✓ Record and analyze annual water usage (per 1,000 cubic feet)	10,500	10,450	10,450
✓ Number of irrigation systems to maintain	670	692	697
➤ <b>Provide safe, clean, and aesthetically pleasing parks, right-of-ways, and municipal landscapes for citizens and visitors in Lake Havasu City</b>			
✓ Area of landscape in acres to be sprayed with herbicide	100	103	104
✓ Trees and plants maintained	11,850	11,999	12,040
✓ Acres of turf over seeded	0	0	0
➤ <b>Utilize cost effective procedures in maintaining and repairing park facilities for safe use</b>			
✓ Fields maintained for league play	11	11	11
✓ Man-hours to provide park cleaning services	10,640	11,804	11,222
✓ Number of light fixtures maintained	1,530	1,530	1,630
➤ <b>Provide public benefit through the operational support of events, public programs, and partnerships</b>			
✓ Number of Showmobile uses	21	14	18
✓ Banners displayed on McCulloch Blvd.	91	80	86
✓ Trees added to the Commemorative Tree and Bench Program	59	56	58

Maintenance Services Division - Building & Grounds		Actual			Budget
Authorized Positions		FY 09-10	FY 10-11	FY 11-12	FY 12-13
<b>Operations - Maintenance Services Division: Building &amp; Grounds</b>  (formerly under Parks & Recreation Department: Parks Maintenance Division, also includes maint staff from Airport and Aquatic)	Maintenance Supervisor	1.0	1.0	1.0	1.0
	Engineering Tech./Coord.	1.0	1.0	1.0	
	Field Supervisor	1.0	1.0	1.0	2.0
	Maintenance Lead	6.0	6.0	6.0	7.0
	Administrative Specialist II	1.0	1.0	1.0	
	Maintenance Specialist	8.0	8.0	7.0	7.0
	Maintenance Mechanic	1.0	1.0	1.0	1.0
	Maintenance Technician	9.0	8.0	8.0	10.0
	<b>TOTAL POSITIONS</b>	28.0	27.0	26.0	28.0

**OPERATIONS**  
**MAINTENANCE SERVICES - BUILDINGS & GROUNDS**

## POSITION CLASSIFICATION STRUCTURE





## OPERATIONS MAINTENANCE SERVICES - BUILDINGS & GROUNDS

<b>Building &amp; Grounds</b>	<b>Actual</b>		<b>Budget</b>	
<b>Expenditures</b>	<b>FY 09-10</b>	<b>FY 10-11</b>	<b>FY 11-12</b>	<b>FY 12-13</b>
<b>Personnel</b>				
Salaries - Full-Time				1,236,453
Salaries - Part-Time				141,356
OT, Standby & Shift Differential				21,559
Benefits & Taxes				651,529
Other: Retiree Health Savings				92,153
	\$0	\$0	\$0	\$2,143,050
<b>Operation &amp; Maintenance</b>				
Professional Services				2,406
Utilities				477,365
Repairs & Maintenance (including cleaning)				91,363
Vehicle/Equip. Replacement Prog: Lease				
Meetings, Training & Travel				1,350
Supplies				298,533
Outside Contracts				
Other				14,325
	\$0	\$0	\$0	\$885,342
<b>Capital Outlay</b>				45,148 *
<b>Subtotal Expenditures</b>	\$0	\$0	\$0	\$3,073,540
<b>Community Investment Program</b>				
<b>Contingency</b>				
<b>Debt Service</b>				40,463
<b>Depreciation</b>				
<b>Landfill Closure Reserve</b>				
<b>TOTAL EXPENDITURES</b>	\$0	\$0	\$0	\$3,114,003

<b>Capital Outlay Budget</b>	<b>Quantity</b>	<b>Unit Price</b>	<b>Extension</b>	<b>Total</b>
<b>Carry Forward</b>				
N/A			0	0
<b>New</b>				
N/A			0	0
<b>Replacement</b>				
Copier	1	8,148	8,148	
Irrigation System Upgrade	1	37,000	37,000	
				45,148
<b>*TOTAL CAPITAL OUTLAY</b>				\$45,148



## OPERATIONS

### MAINTENANCE SERVICES - STREET MAINTENANCE

#### MISSION STATEMENT

Our mission is to maintain, construct, and administer safe and effective public right-of-way facilities throughout the City.

#### DESCRIPTION

The Maintenance Services Division also oversees repair and maintenance of the Operations corporate yard including HVAC system services, fire line maintenance and pressure valve replacements, utilities, general repairs to electrical and telephone systems, facility security, and general improvements as needed for maintaining a safe and well maintained public facility.

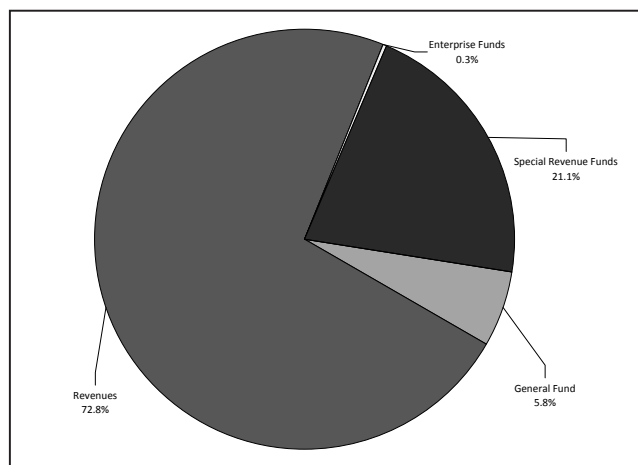
The Street Maintenance Section is responsible for the administration, maintenance, and minor construction of all related activities involving the City's roadways and drainage facilities. Lake Havasu City has over 428 miles of roadways and 71 miles of major washes and drains. The range of work includes street signs, drainage pipes, culverts, right-of-ways, washes, and street striping. This section also handles the signage and traffic control for many special events including marathons, the London Bridge Days parade, and related activities.

The Traffic Operations Section is responsible for conducting traffic studies, operations and maintenance of traffic signals and street lights. This section also performs pavement condition assessments; plans and administers the contracts for pavement repair, rehabilitation, and sealing projects; and oversees the maintenance of the London Bridge.

#### ACCOMPLISHMENTS 2011-2012

- Developed and administered the annual Chip Seal Program for 20 miles of roadway at \$2.15 per square yard, and the Fog Seal Program for 38 miles of roadway at \$0.32 per square yard.
- Performed approximately 200 traffic counts to gather information for traffic studies in support of the asset management program.
- Crackfilled approximately 25 miles of roadway, contributing directly to a safe and effective public right-of-way.
- Developed traffic control plans and secured the permits required for seasonal 2012 public events.
- Conducted the annual rating of 435 miles of roadway and 17 miles of alleys as part of the asset management efforts.
- Completed annual preventive maintenance on all traffic signals.
- Handled three separate storm events of significant impact and maintained the standard for roadway debris removal by maintaining an adequate number of experienced operators.

#### FUNDING SOURCE





## OPERATIONS MAINTENANCE SERVICES - STREET MAINTENANCE

### PERFORMANCE MEASURES

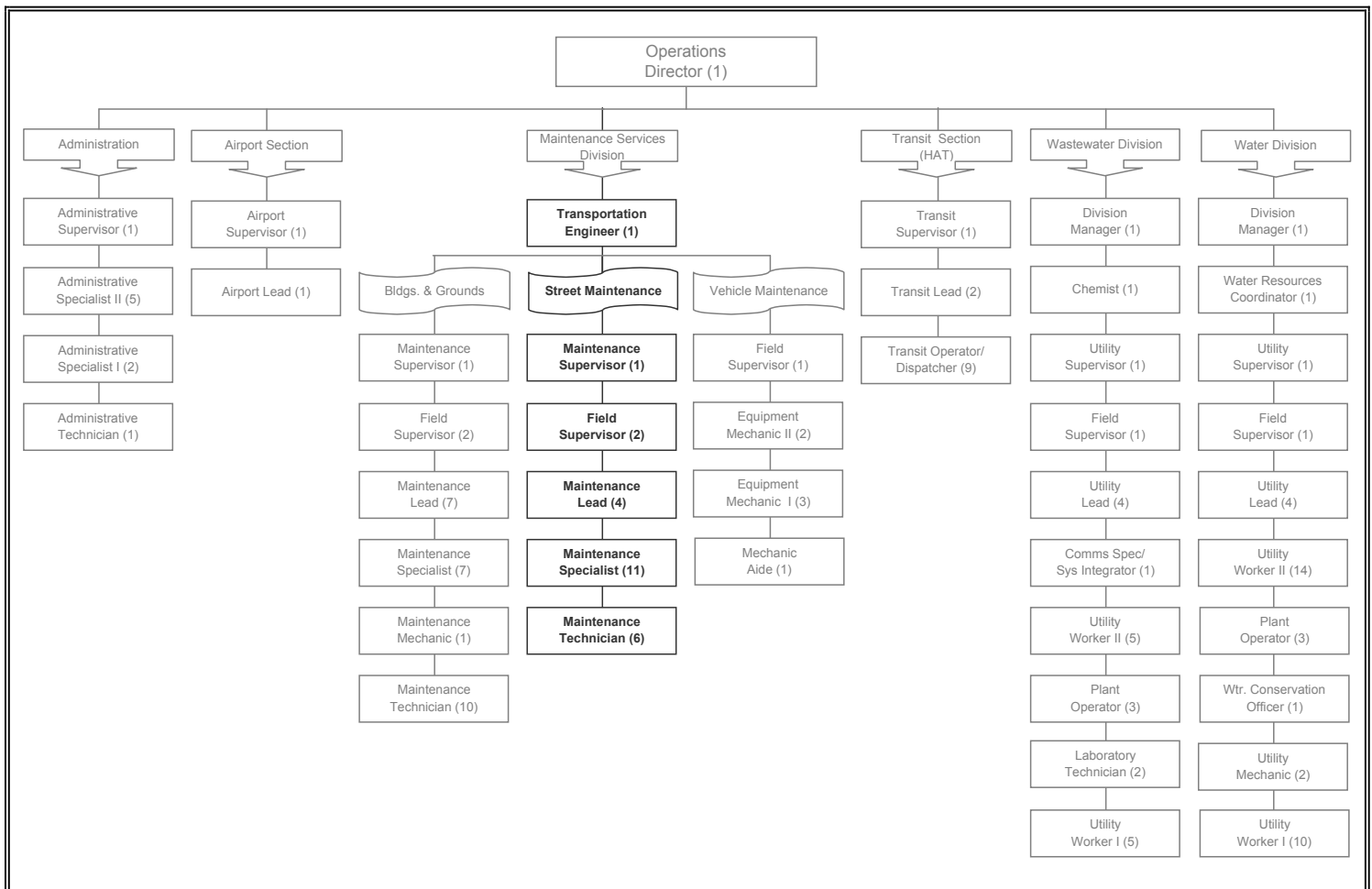
Goals, Objectives, and Measures	Actual FY10-11	Estimated FY11-12	Projected FY12-13
CITY COUNCIL GOAL # I - FINANCIALLY SOUND CITY GOVERNMENT			
CITY COUNCIL GOAL # III - SAFE AND CLEAN COMMUNITY			
<b>➤ Provide quality infrastructure resulting in a safe roadway in an effective and efficient manner</b>			
◇ Maintain Lake Havasu City roadways at a cost less than \$2.50 per square yard for pavement while maintaining a PCI greater than 75 and maintaining other measures at greater than 90%			
✓ Square yard cost of roadway maintenance, including Chip and Slurry programs, pavement maintenance labor for crack filling, patching, and materials for same	\$1.90	\$2.15	\$2.35
✓ Percent of utility patches done within three days of receipt of notice from utility	50%	25%	25%
<b>Note:</b> The decrease in water service line leaks, due largely because of copper lines being installed throughout the sewer expansion areas, has significantly reduced the occurrence of utility patches. In efforts to ensure fiscal responsibility, it is more economical to dispatch patch crews and associated equipment and material when a full day's patch work can be scheduled.			
✓ Percent of roadways affected with storm debris removed within two weeks of event	100%	100%	100%
✓ Percent of lane striping completed annually	60%	75%	75%
<b>Note:</b> Due to economical constraints, only the most critical striping is being performed, rather than the former all inclusive annual program.			
✓ A measure of the traffic signal flow actuated rather than in recall due to loop/video failure	99%	99%	99%
✓ Pavement Condition Index	71	73	71
<b>Note:</b> Due to declining revenues, the pavement program has been reduced.			



## OPERATIONS MAINTENANCE SERVICES - STREET MAINTENANCE

Maintenance Services - Street Maintenance		Actual			Budget
Authorized Positions		FY 09-10	FY 10-11	FY 11-12	FY 12-13
<b>Operations - Maintenance Services Division Street Maintenance</b> (Highway User Revenue Fund [HURF])  (formerly under Public Works Department - Transportation Division: Street Section)	Transportation Engineer	1.0	1.0	1.0	1.0
	Maintenance Supervisor	0.5	1.0	1.0	1.0
	Senior Eng. Tech./Coord.	1.0	1.0	1.0	
	Field Supervisor	2.0	2.0	2.0	2.0
	Maintenance Lead	4.0	4.0	5.0	4.0
	Administrative Supervisor		1.0	1.0	
	Administrative Specialist II		1.0	1.0	
	Maintenance Specialist	13.0	12.0	12.0	11.0
	Engineering Technician	1.0	1.0	1.0	
	Administrative Specialist I	1.0	1.0		
	Maintenance Technician	6.0	6.0	5.0	6.0
	<b>TOTAL POSITIONS</b>	29.5	31.0	30.0	25.0

### POSITION CLASSIFICATION STRUCTURE







## OPERATIONS

### MAINTENANCE SERVICES - STREET MAINTENANCE

Street Maintenance	Actual		Budget	
Expenditures	FY 09-10	FY 10-11	FY 11-12	FY 12-13
<b>Personnel</b>				
Salaries - Full-Time	1,373,778	1,432,557	1,476,081	1,221,352
Salaries - Part-Time	14,449	14,720	16,050	
OT, Standby & Shift Differential	36,081	60,874	72,298	72,298
Benefits & Taxes	577,585	634,904	693,774	655,001
Other: Retiree Health Savings, ASRS 3% Payback	1,000	3,184	12,294	96,323
	\$2,002,893	\$2,146,239	\$2,270,497	\$2,044,974
<b>Operation &amp; Maintenance</b>				
Professional Services	2,803	3,957	7,700	22,759
Utilities	56,557	73,096	88,943	85,943
Repairs & Maintenance (including cleaning)	706,067	870,206	1,525,480	1,771,026
Vehicle/Equip. Replacement Prog: Lease	315,332	358,790	224,816	
Meetings, Training & Travel	2,311	2,561	2,800	2,800
Supplies	742,485	820,743	956,437	944,889
Interfund Cost Allocation	(253,109)	(174,626)	213,400	335,230
Outside Contracts				
Other	216,608	213,262	333,735	360,888
	\$1,789,054	\$2,167,989	\$3,353,311	\$3,523,535
<b>Capital Outlay</b>	19,330	104,461	80,000	6,782 *
<b>Subtotal Expenditures</b>	\$3,811,277	\$4,418,689	\$5,703,808	\$5,575,291
<b>Community Investment Program</b>				
<b>Contingency</b>			263,453	92,000
<b>Debt Service</b>				49,847
<b>Depreciation</b>				
<b>Landfill Closure Reserve</b>				
<b>TOTAL EXPENDITURES</b>	\$3,811,277	\$4,418,689	\$5,967,261	\$5,717,138

Capital Outlay Budget	Quantity	Unit Price	Extension	Total
<b>Carry Forward</b>				
N/A			0	0
<b>New</b>				
Server Virtualization	1	5,732	5,732	
Time and Attendance System	1	1,050	1,050	6,782
<b>Replacement</b>				
N/A			0	0
<b>*TOTAL CAPITAL OUTLAY</b>				\$6,782



## OPERATIONS MAINTENANCE SERVICES - VEHICLE MAINTENANCE

### MISSION STATEMENT

Repair and maintain the City's fleet of vehicles and equipment with safety as the number one priority.

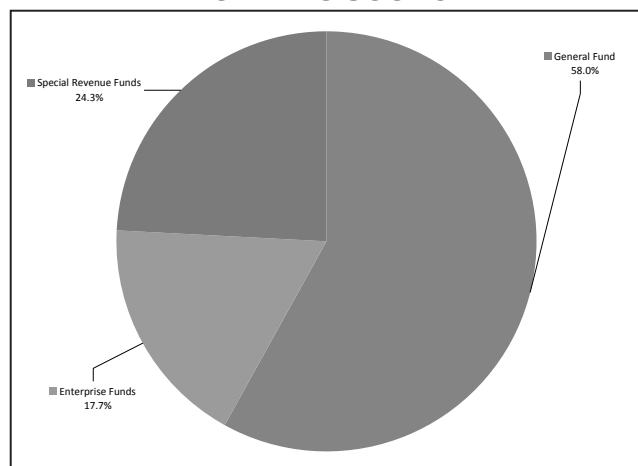
### DESCRIPTION

The Vehicle Maintenance Section is responsible for providing preventive maintenance, emergency repair, and administrative services (including fleet management) for all the City's vehicles and equipment. The fleet continues to include over 540 units ranging from fire trucks and heavy equipment to police cars, boats, all terrain vehicles, mowers, and meter reading vehicles.

### ACCOMPLISHMENTS 2011-2012

- Completed 2,327 work order requests for routine maintenance and emergency repairs in calendar year 2011 as a means of ensuring fiscal responsibility and customer satisfaction.
- Continued improving and refining the parts inventory procedures for efficiency and accountability.
- Improved the work order data entry process in the CMMS database for more accurate accounting of parts and labor.

### **FUNDING SOURCE**





## OPERATIONS MAINTENANCE SERVICES - VEHICLE MAINTENANCE

### PERFORMANCE MEASURES

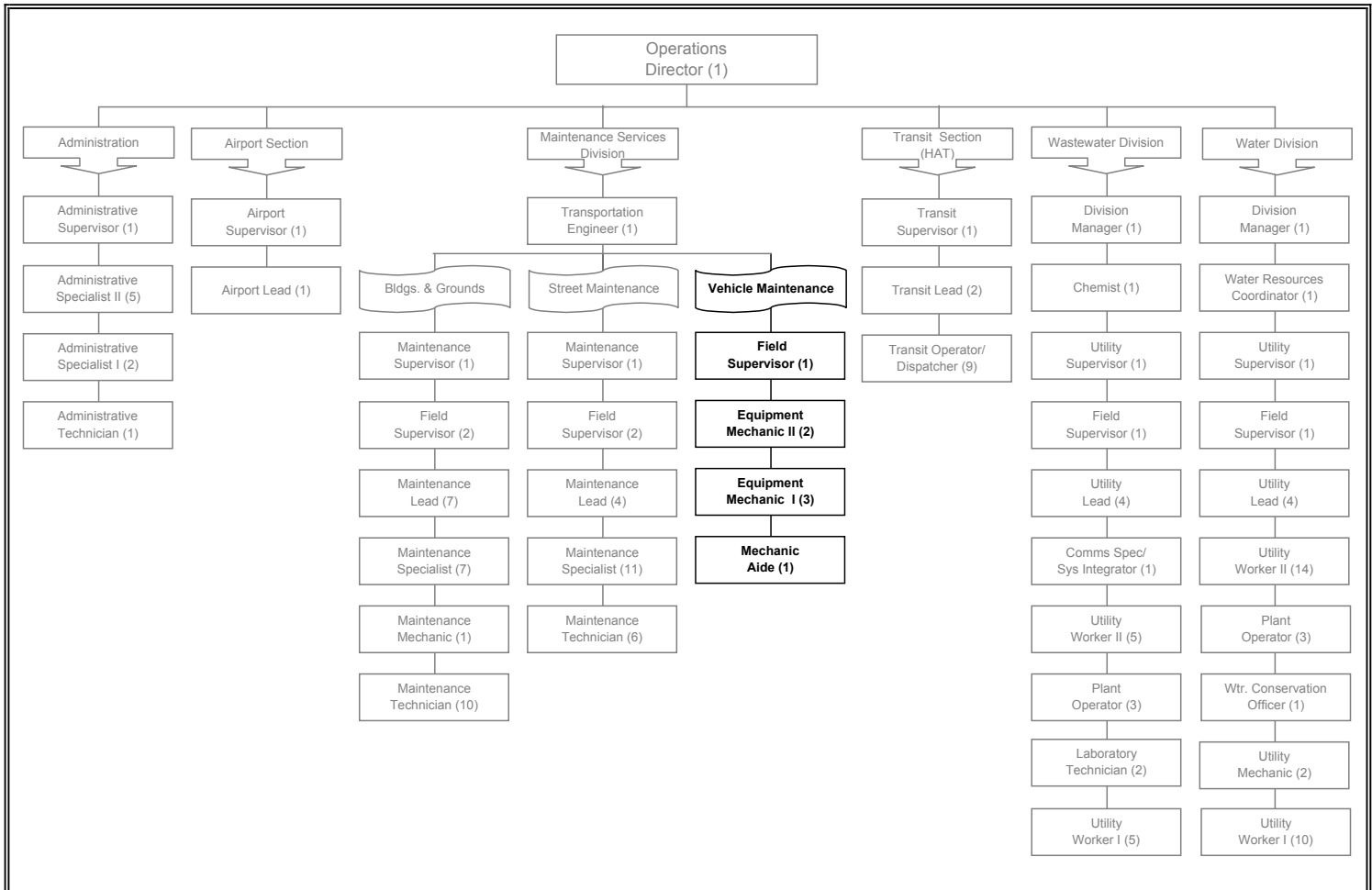
Goals, Objectives, and Measures	Actual FY10-11	Estimated FY11-12	Projected FY12-13
<p>➤ <b>Provide Vehicle Maintenance Services and Fleet Management for Lake Havasu City in the most efficient and effective manner possible</b></p> <p>    ◇ Provide availability at 95% and complete repairs and services 80% of the time</p> <p>        ✓ Repair vehicles within five days of work order being opened</p> <p>        ✓ Preventive maintenance completed on time, within the month due</p> <p>        ✓ Vehicle and equipment available for use</p> <p>        ✓ Preventive maintenance vs. repair</p>	87%	85%	85%
	74%	74%	70%
	98%	97%	97%
	44%	40%	40%
<p><i>Note: Due to reduced staff, aging fleet, and vehicles coming out of warranty, the projected percentages have been reduced.</i></p>			

Maintenance Services Division - Vehicle Maintenance		Actual			Budget
Authorized Positions		FY 09-10	FY 10-11	FY 11-12	FY 12-13
<b>Operations - Maintenance Services Division: Vehicle Maintenance</b>  (formerly under Public Works Department - Transportation Division: Vehicle Maintenance Section)	Maintenance Supervisor	0.5			
	Field Supervisor		1.0	1.0	1.0
	Maintenance Lead	1.0		1.0	
	Equipment Mechanic II	2.0	2.0	2.0	2.0
	Equipment Mechanic I	3.0	3.0	3.0	3.0
	Administrative Specialist I			1.0	
	Mechanic Aide	1.0	1.0	1.0	1.0
	Storekeeper	1.0	1.0		
<b>TOTAL POSITIONS</b>		8.5	8.0	9.0	7.0

## OPERATIONS

### MAINTENANCE SERVICES - VEHICLE MAINTENANCE

## POSITION CLASSIFICATION STRUCTURE





## OPERATIONS MAINTENANCE SERVICES - VEHICLE MAINTENANCE

Vehicle Maintenance	Actual		Budget	
Expenditures	FY 09-10	FY 10-11	FY 11-12	FY 12-13
<b>Personnel</b>				
Salaries - Full-Time	354,293	343,695	377,368	285,055
Salaries - Part-Time				
OT, Standby & Shift Differential	17,509	17,427	18,852	18,852
Benefits & Taxes	160,250	165,355	214,459	186,390
Other: Retiree Health Savings			3,816	21,609
	\$532,052	\$526,477	\$614,495	\$511,906
<b>Operation &amp; Maintenance</b>				
Professional Services			250	4,472
Utilities	14,289	16,985	14,800	14,800
Repairs & Maintenance (including cleaning)	7,152	10,053	13,700	13,700
Vehicle/Equip. Replacement Prog: Lease	20,823	21,597	20,166	
Meetings, Training & Travel	399	132	750	750
Supplies	7,135	15,669	36,500	34,950
Interfund Cost Allocation				54,012
Outside Contracts				
Other	3,946	3,906	4,524	2,950
	\$53,744	\$68,342	\$90,690	\$125,634
<b>Capital Outlay</b>				*
<b>Subtotal Expenditures</b>	\$585,796	\$594,819	\$705,185	\$637,540
<b>Community Investment Program</b>				
<b>Contingency</b>				
<b>Debt Service</b>				19,521
<b>Depreciation</b>				
<b>Landfill Closure Reserve</b>				
<b>TOTAL EXPENDITURES</b>	\$585,796	\$594,819	\$705,185	\$657,061

Capital Outlay Budget	Quantity	Unit Price	Extension	Total
<b>Carry Forward</b>				
N/A			0	0
<b>New</b>				
N/A			0	0
<b>Replacement</b>				
N/A			0	0
<b>*TOTAL CAPITAL OUTLAY</b>				\$0



## OPERATIONS TRANSIT

### MISSION STATEMENT

To provide public transportation to the community in a safe and efficient manner, to aid in the economic development; enhance the quality of life and to ensure the mobility and independence of our citizens.

### DESCRIPTION

Transit operates two transportation programs, Havasu Area Transit and Senior's on the Move.

Havasu Area Transit (HAT) provides public transportation for Lake Havasu City, Desert Hills, Desert Gardens, Horizon Six, the Shops at Lake Havasu, Airport, and SARA Park. HAT is financed through fare revenues, advertising revenues, Lake Havasu City General Fund and Federal Transit Administration Section 5311 funds.

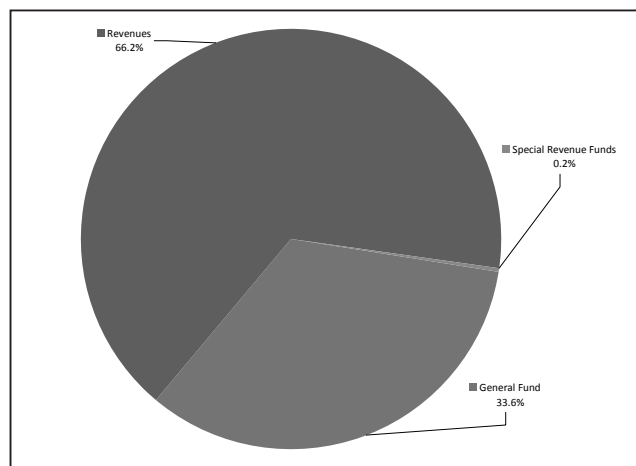
HAT operates a scheduled fixed route bus service for the general public, a scheduled trolley service for the resort areas, uptown district and a curb-to-curb service for persons with disabilities and the elderly.

Seniors on the Move provides transportation to seniors Monday - Friday with trips to the local Senior Center to enjoy a congregate meal with fellow seniors. Additionally, Senior's on the Move provides medical and shopping rides to seniors Monday - Friday. Volunteer drivers are used to operate this program. This program is funded by the General Fund. Vehicle purchases are funded by the Federal Section 5310 Grant at 90%.

### ACCOMPLISHMENTS 2011-2012

- Established trolley service with the free acquisition of four trolleys.
- Reduced labor hours by 3,442 hours (8%). Replaced full-time personnel with part-time through attrition.
- Reduced fleet mileage by 40,450 miles (10%).
- Improved service efficiency through service cuts with minimal ridership loss (-3%).
- Increased Seniors on the Move ridership by 1,000 rides (14%) at no additional cost.
- Provided 1,554 rides to the three day Balloon Festival.
- Operated at 1997 labor and service miles yet provided 47,000 more rides than 1997.
- Acquired 90% grant funding from the Section 5310 grant and 10% donation funding from the Senior Center Board of Directors for the purchase of a new senior program bus.
- Transit Manager elected to the Arizona Transit Association Board of Directors to assist in petitioning state officials for the return of LTAF funding.

### **FUNDING SOURCE**





## OPERATIONS TRANSIT

### PERFORMANCE MEASURES

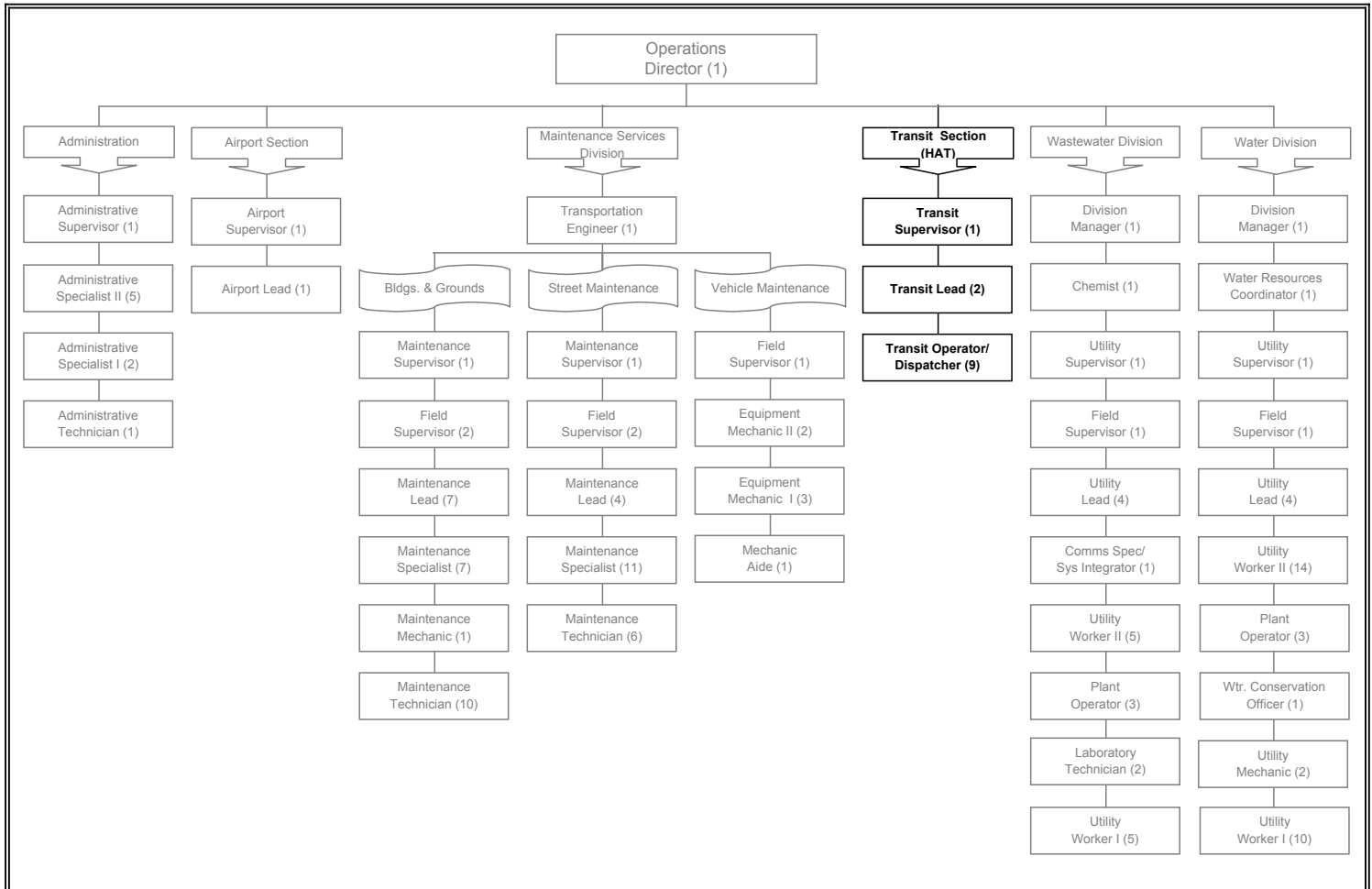
Goals, Objectives, and Measures	Actual FY10-11	Estimated FY11-12	Projected FY12-13
CITY COUNCIL GOAL # I - FINANCIALLY SOUND CITY GOVERNMENT			
CITY COUNCIL GOAL # IV - ENHANCED QUALITY OF LIFE			
➤ <b>Minimize City subsidy for transit service</b>			
✓ Increase fare revenue	\$83,369	\$85,078	\$87,580
✓ Increase advertising revenue	\$13,208	\$13,700	\$14,500
➤ <b>Decreased/stem service costs</b>			
✓ Minimize Section labor hours	43,021	39,000	38,000
✓ Minimize fleet mileage	405,600	365,000	355,000
✓ Increase Seniors on the Move rides	7,310	8,000	8,500
➤ <b>Minimize ridership loss with service cuts</b>			
✓ Ridership	123,999	120,000	122,000
✓ Hold ridership decrease below 4%	1.0%	-3.3%	1.6%
✓ Maintain on-time service above national average of 95%	98%	98%	98%
➤ <b>Operate a safe transit system</b>			
✓ Grant compliant in safety training	100%	100%	100%

Transit Section		Actual			Budget
Authorized Positions		FY 09-10	FY 10-11	FY 11-12	FY 12-13
<b>Operations - Transit Section</b> (Transit Grant Fund) (formerly under Public Works Department)	Division Manager	1.0	1.0	1.0	
	Transit Supervisor	1.0	1.0	1.0	1.0
	Transit Lead	1.0	1.0	1.0	2.0
	Transit Operator/Dispatcher	12.0	12.0	11.0 *	9.0
	<b>TOTAL POSITIONS</b>	15.0	15.0	14.0	12.0

\* 1 position funded for partial year

# OPERATIONS TRANSIT

## POSITION CLASSIFICATION STRUCTURE







## OPERATIONS TRANSIT

Transit Section	Actual		Budget	
	FY 09-10	FY 10-11	FY 11-12	FY 12-13
<b>Expenditures</b>				
<b>Personnel</b>				
Salaries - Full-Time	596,963	577,858	520,516	458,532
Salaries - Part-Time	223,949	220,364	205,563	221,067
OT, Standby & Shift Differential	3,251	3,502	4,011	4,011
Benefits & Taxes	284,673	290,643	286,754	295,360
Other: Retiree Health Savings, Cell Phone Reimbursement, ASRS 3% Payback	2,000	3,059	8,960	47,197
	\$1,110,836	\$1,095,426	\$1,025,804	\$1,026,167
<b>Operation &amp; Maintenance</b>				
Professional Services	1,671	1,864	2,000	4,293
Utilities	8,229	12,131	22,800	18,960
Repairs & Maintenance (including cleaning)	86,473	94,110	113,677	137,492
Meetings, Training & Travel	3,137	2,765	3,300	4,026
Supplies	142,489	222,444	230,650	262,481
Interfund Cost Allocation	170,933	221,165	226,198	221,710
Outside Contracts	9,641	13,317	17,000	18,600
Other	18,198	14,435	35,075	40,370
	\$440,771	\$582,231	\$650,700	\$707,932
<b>Capital Outlay</b>	45,753	170,048	103,066	407,750 *
<b>Subtotal Expenditures</b>	\$1,597,360	\$1,847,705	\$1,779,570	\$2,141,849
<b>Community Investment Program</b>				
<b>Contingency</b>	7,908		20,000	7,000
<b>Debt Service</b>				
<b>Depreciation</b>				
<b>Landfill Closure Reserve</b>				
<b>TOTAL EXPENDITURES</b>	\$1,605,268	\$1,847,705	\$1,799,570	\$2,148,849

Capital Outlay Budget	Quantity	Unit Price	Extension	Total
<b>Carry Forward</b>				
N/A			0	0
<b>New</b>				
Security Camera System Expansion	1	5,700	5,700	
Server Virtualization	1	2,050	2,050	
				7,750
<b>Replacement</b>				
Transit Bus/Radio Replacement	3	133,333	400,000	
				400,000
<b>*TOTAL CAPITAL OUTLAY</b>				\$407,750



## OPERATIONS WASTEWATER

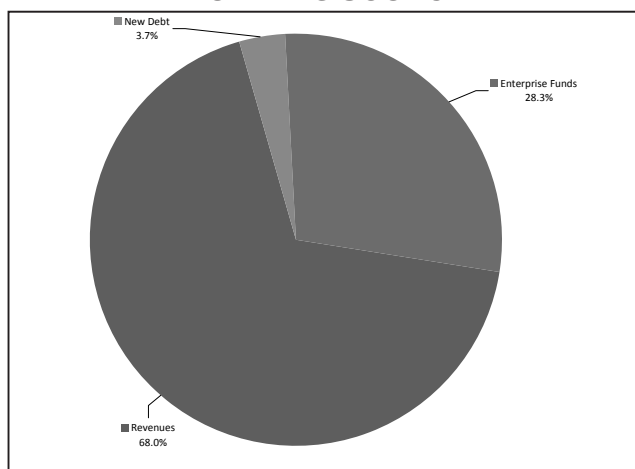
### MISSION STATEMENT

To provide the most cost-effective wastewater collection and treatment service possible for the wastewater generated in Lake Havasu City using industry-accepted performance measures.

### DESCRIPTION

The Wastewater Division is responsible for the collection and treatment of all the sewage generated in the City which is connected to the expanding sewer system. Gravity sewer lines collect the sewage from the homes and drain to the lowest practical areas. More than 50 lift stations are positioned in these low areas to pump the sewage to the three (3) separate wastewater treatment plants. The collected sewage is then treated biologically at the wastewater treatment plants. The water is reused for irrigation and the solids are processed further and then disposed of in the landfill. Service includes a laboratory for testing the performance of the wastewater plant operations and to ensure compliance with the Aquifer Protection Permits for all wastewater facilities.

### FUNDING SOURCE



### ACCOMPLISHMENTS 2011-2012

- The Mulberry WWTP was partially decommissioned to allow for major maintenance activities. One clarifier and one aeration basin were drained and repairs were made to all structural steel components. Sufficient flow was diverted at the Sweetwater Hagen lift station to allow for removing these process units from service. The other half of the system will be similarly drained and repaired or restored in the following fiscal year.
- The North Regional WWTP overhead crane project was completed. This allows for the proper removal of individual membrane cassettes and performing the appropriate maintenance. The Wastewater Division has programmed the replacement of each membrane train beginning in FY12-13. Since there are three separate trains, the replacement will take place over three consecutive years. This money is programmed in the asset management plan for the Division.
- Calcium Nitrate has been used in Lake Havasu City for nearly 20 years for helping to control odors at sewer lift stations. The material has been available only through a sole source provider until this fiscal year. The Wastewater Division bid this chemical out and was successful in a small savings to the City. The use of this new product using Calcium Nitrate has proved successful in controlling the vast majority of odors in the serial pumping system to the North Regional WWTP. While there will likely be price increases in the future, the competitive bidding will likely continue to result in some future savings.
- The new effluent pumping station for the EAGLE Golf complex will be near completion by fiscal year-end. This pump station will replace the existing facilities previously owned and operated by EAGLE Golf. The new pump station will supply effluent water to the golf courses via the newly constructed effluent line and allow total abandonment of the old lines used for the past several decades.



## OPERATIONS WASTEWATER

### ACCOMPLISHMENTS 2011-2012 (CONT.)

- Three additional monitoring wells and one recovery well were constructed at the North Regional WWTP. The monitoring wells will enable us to better understand the hydrogeology of the area and characterize the storage capacity of the aquifer. The recovery well will assist us in quantifying the amount of effluent that can be recovered and marketed for irrigation. This will have the long-term benefit of reducing the dependency on potable water for non-potable uses.
- The Port Drive lift station piping and electrical panels were rehabilitated. This is one of the older existing stations. The discharge piping was replaced and the electrical panels were completely reconditioned.
- The Fremont lift station was decommissioned and abandoned. This pump station was disconnected and the sewers were routed to the new Sweetwater gravity line along SR95. This will result in a savings of approximately \$5,000 per year.
- The old Mulberry WWTP generator that was decommissioned in 2004 was removed and relocated to the Island WWTP headworks facility. The cost of replacing this generator with a used unit was approximately \$66,000. The Wastewater Division utilized the existing abandoned generator at Mulberry and relocated it for a cost of \$14,561.24 saving the ratepayers in excess of \$50,000.

### PERFORMANCE MEASURES

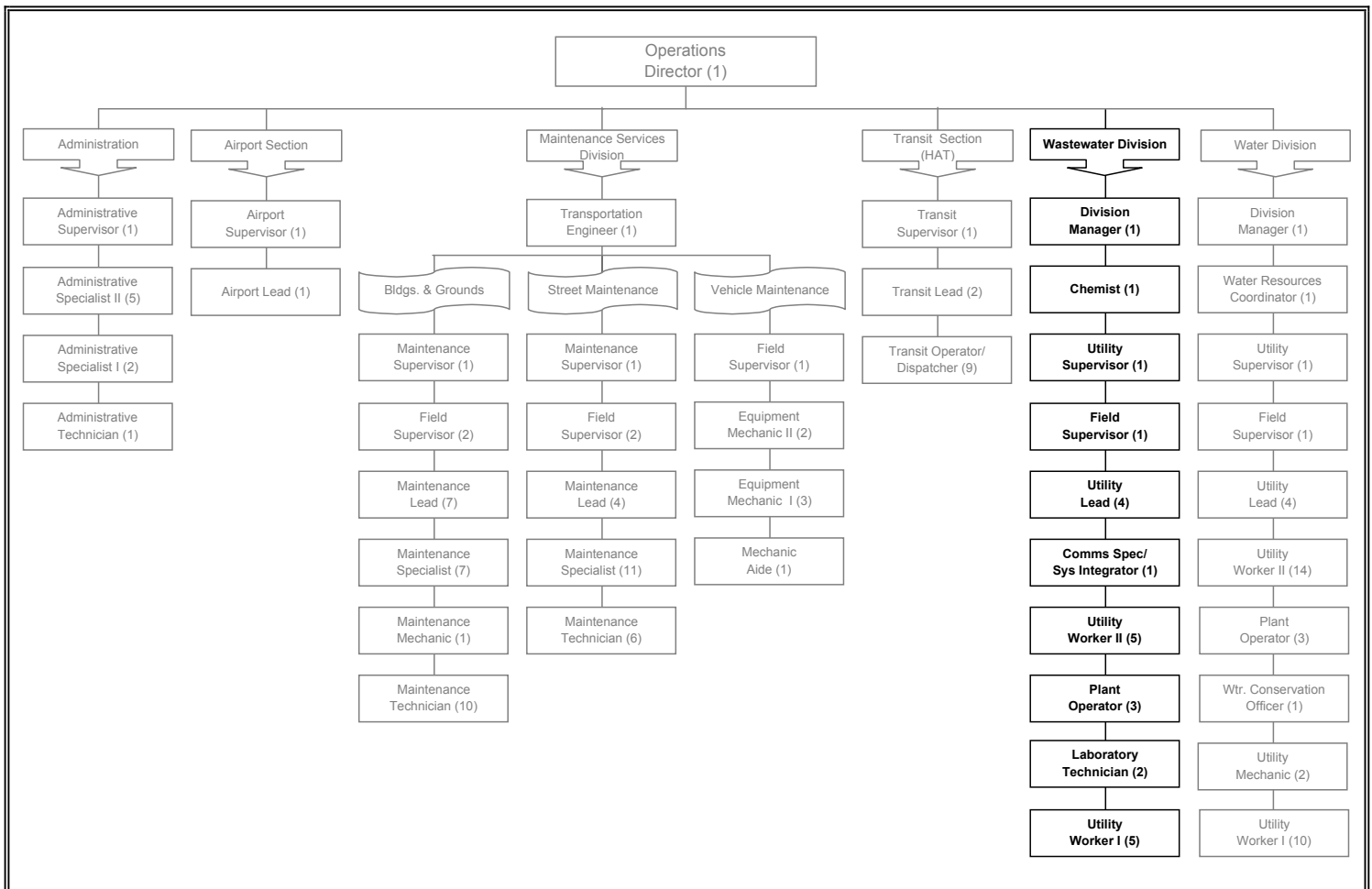
Goals, Objectives, and Measures	Actual FY10-11	Estimated FY11-12	Projected FY12-13
CITY COUNCIL GOAL # V - EFFECTIVE UTILITY SYSTEM			
➤ <b>Minimize wastewater treatment cost while maintaining effectiveness and efficiency</b>			
◇ Reduce operating costs each year as measured by cost per 1,000 gallons of treated sewage, cost per active account, and cost per mile of sewer			
✓ Expenditure	\$5,568,992	\$5,682,748	\$6,933,331
✓ Total treated flow, MG	1,283	1,370	1,376
✓ Cost per 1,000 gallons	\$4.34	\$4.15	\$5.04
✓ Active accounts	25,721	25,771	25,821
✓ Cost per active account	\$216.52	\$220.51	\$268.52
✓ Miles of sewer	353	353	353
✓ Cost per mile of sewer	\$15,776	\$16,098	\$19,641



## OPERATIONS WASTEWATER

Wastewater Division		Actual			Budget
Authorized Positions		FY 09-10	FY 10-11	FY 11-12	FY 12-13
<b>Operations - Wastewater Division</b> (Wastewater Fund)  (formerly under Public Works Department)	Division Manager	1.0	1.0	1.0	1.0
	Chemist	1.0	1.0	1.0	1.0
	Utility Supervisor	2.0	2.0	1.0	1.0
	Engineering Tech./Coord.	1.0	1.0	1.0	
	Field Supervisor	2.0	2.0	2.0	2.0
	Utility Lead	3.0	3.0	3.0	3.0
	Comms Spec/Sys Integrator	1.0	1.0	1.0	1.0
	Utility Worker II	5.0	5.0	6.0	6.0
	Plant Operator	3.0	3.0	3.0	3.0
	Administrative Specialist II	1.0	1.0	1.0	
	Laboratory Technician	2.0	2.0	2.0	2.0
	Utility Worker I	4.0	4.0	4.0	4.0
	<b>TOTAL POSITIONS</b>	26.0	26.0	26.0	24.0

### POSITION CLASSIFICATION STRUCTURE





## OPERATIONS WASTEWATER

Wastewater Division	Actual		Budget	
	FY 09-10	FY 10-11	FY 11-12	FY 12-13
<b>Expenditures</b>				
<b>Personnel</b>				
Salaries - Full-Time	1,370,362	1,318,300	1,322,908	1,221,029
Salaries - Part-Time	17,054	17,337	18,438	
OT, Standby & Shift Differential	45,594	55,011	51,141	41,664
Benefits & Taxes	525,333	542,843	600,183	647,594
Other: Retiree Health Savings, Comp. Absences, OPEB, Cell Phone Reimbursement, ASRS 3% Payback	102,773	62,084	96,345	133,226
	\$2,061,116	\$1,995,575	\$2,089,015	\$2,043,513
<b>Operation &amp; Maintenance</b>				
Professional Services	188,236	199,486	189,554	400,753
Utilities	1,041,602	1,355,865	1,566,160	1,577,000
Repairs & Maintenance (including cleaning)	213,003	388,509	388,326	657,049
Vehicle/Equip. Replacement Prog: Lease	105,969	90,411	76,285	
Meetings, Training & Travel	4,786	6,723	8,000	9,500
Supplies	1,389,721	2,420,379	1,759,490	1,684,892
Interfund Cost Allocation	2,327,163	1,765,810	1,412,427	1,471,839
Outside Contracts				
Other	312,150	260,524	408,721	383,266
New System O & M			500,000	
	\$5,582,630	\$6,487,707	\$6,308,963	\$6,184,299
<b>Capital Outlay</b>	48,237	144,042	117,500	322,336 *
<b>Subtotal Expenditures</b>	\$7,691,983	\$8,627,324	\$8,515,478	\$8,550,148
<b>Community Investment Program</b>	40,147,514	34,989,687	22,642,823	2,622,567
<b>Contingency</b>			1,013,723	355,000
<b>Debt Service</b>	5,690,095	6,939,808	20,046,739	21,378,216
<b>Depreciation</b>	8,164,262	9,359,322	10,833,597	10,914,804
<b>Landfill Closure Reserve</b>				
<b>TOTAL EXPENDITURES</b>	\$61,693,854	\$59,916,141	\$63,052,360	\$43,820,735

Capital Outlay Budget	Quantity	Unit Price	Extension	Total
<b>Carry Forward</b>				
N/A			0	0
<b>New</b>				
44HP Pump/Controls	1	40,000	40,000	
Selectron Customer Service Voice Utility	1	59,409	59,409	
Server Virtualization	1	11,881	11,881	
Time and Attendance System	1	900	900	
				112,190
<b>Replacement</b>				
Bleach Tank	1	10,000	10,000	
Chemical Tank Relocation	1	15,000	15,000	
Copier	1	7,500	7,500	
Digester Decant Pump	1	7,800	7,800	
Headworks Loading Conveyor	1	25,000	25,000	
Headworks Water Softner	1	6,000	6,000	
RAS Screw Pump & Motor, Gear Box	1	68,846	68,846	
Sedimentation Basin Collector Ring	1	7,500	7,500	
Slide Splitter Gate	1	15,000	15,000	
Truck Crane for Vehicle #4290	1	7,500	7,500	
Wetwell Discharge Pipe Work & Coating	1	40,000	40,000	
				210,146
<b>*TOTAL CAPITAL OUTLAY</b>				\$322,336



## OPERATIONS WATER

### MISSION STATEMENT

Provide clean, safe water in ample supplies while complying with federal and state drinking water standards.

### DESCRIPTION

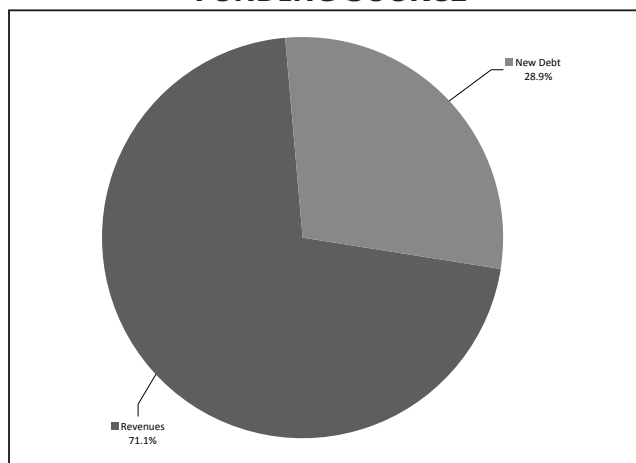
The Water Division provides potable water to the City's residents; operates and maintains the water treatment plant and all existing wells, pump stations, storage reservoirs, transmissions, and distribution lines; and provides and installs service connections and meters to every residence and business in the City.

### ACCOMPLISHMENTS 2011-2012

#### **Water Distribution**

- Installed 127 new service meters averaging 10.5 meters per month; repaired or replaced 219 water service lines due to leaks averaging 18.25 service line leaks per month and repaired 42 water main breaks averaging 3.5 per month.
- Replaced 62 main line water valves; turned or exercised approximately 519 main line valves, repaired or replaced 63 fire hydrants and performed preventative maintenance on 9 fire hydrants throughout the water distribution system.

#### **FUNDING SOURCE**



- As part of the Water Division strategic plan to lower unaccounted for water and to capture lost revenues, the division has made water meter replacement a top priority. Over the last twelve months 28 large commercial meters were downsized for water registration accuracy and 600 residential meters 20 years or older were replaced. Total water accountability derived from billing data is conservatively estimated at approximately 25 million gallons annually.
- Distribution crews took 771 bacteriological samples throughout the distribution system, replaced 185 stopped water meters, upgraded 743 water services, completed 194 asphalt permits and checked, cleaned (vactored out) 12,669 meter boxes to enhance meter reading efficiency and accuracy.

#### **Meter Reading/Customer Service/Cross Connection Control**

- Read a total of 364,087 meters in 2011 averaging 30,343 meters read monthly while the Water Divisions two Customer Service Representatives responded to 7,666 work orders and 1,848 calls for service averaging 793 customer responses per month. Cross connection control (back flow device and monitoring) mailed 4,198 device test notices averaging 350 per month, approved 42 new device permits throughout the year and completed 57 on site cross connection control device inspections.

#### **Water Production**

- As part of the Water Divisions strategic plan energy reduction for electricity and fuel cost has been a top priority, in FY 09-10 an estimated annual savings of approx. \$500,000 was achieved due to system procedural and operation changes including placing all facilities on interruptible power electric rates, manipulating water tank levels, changing pump sequencing, and computer program changes to eliminate simultaneous motor and pump operations. In FY 11-12 Production and Treatment Plant staff continued to review op-

## OPERATIONS WATER

### **ACCOMPLISHMENTS 2011-2012 (CONT.)**

erations and energy use with a goal of reducing energy use and cost, an additional 15-20% through FY 12-13.

- Performed 2,651 hours of motor, pump, and electrical component maintenance; 1,680 hours of daily facility rounds; 1,908 hours of miscellaneous booster station and well maintenance; 113 hours of SCADA computer maintenance; 516.5 hours of London Bridge maintenance; 839.5 hours of water tank maintenance and repairs; and 251.5 hours of welding, cutting, and metal fabrication work.

### **Water Treatment**

- Produced just over 3.8 billion gallons of drinking water, removed through water treatment and transported 252,580 pounds of manganese sludge to the land-fill, completed 940 water related samples for various compliance and non-compliance related testing, completed 332 filter backwashes, received and used 21 tons of

Chlorine Gas for water disinfection, and used approximately 8,000 gallons of Ferric Chloride used in the removal of arsenic during the treatment process.

### **Water Resources and Conservation**

- Established an IGA with Bureau of Land Management for a study of storm water. Received a grant from the Watershed Management Group for establishing green infrastructure demonstration projects to redirect and mitigate storm water runoff.
- Helped to establish Heart of Havasu Park, a water conservation turf removal/xeriscaping project located by the Police Station.
- Received a Bureau of Reclamation grant for water conservation activities, including a rebate program and establishing a citizen volunteer group to help with various water conservation activities such as developing a website and producing a home water check brochure for extended absences.



Water Main Replacement





## OPERATIONS WATER

### PERFORMANCE MEASURES

Goals, Objectives, and Measures	Actual FY10-11	Estimated FY11-12	Projected FY12-13
CITY COUNCIL GOAL # V - EFFECTIVE UTILITY SYSTEM			
➤ <b>Prompt repairs of minor service line breaks</b>			
◇ Respond to broken service lines within ten days			
✓ Percent of repairs made within ten days (219 leaks were recorded for a 12 month period averaging 18 per month, of the 219 leaks, 47 were emergency leaks that directly impacted scheduled repairs)	93%	94%	100%
<b>Note:</b> Scheduled service line repairs often are delayed due to the number of emergency service and main line breaks.			
➤ <b>Urgent response - service and main lines</b>			
◇ Respond to broken emergency service lines & water main breaks			
✓ Percent of emergencies handled within 2 hours	100%	100%	100%
<b>Note:</b> Emergency dispatch personnel are able to contact Water Division crews 24 hours per day, 7 days per week, by way of a three-tier cell phone and pager system.			
➤ <b>Prompt service installations - new water meters</b>			
◇ Install new water meters within 14 days of application			
✓ Percent of meters installed within 14 days (127 new meter were installed in a 12 month period, averaging 10.6 per month, of 127 meters installed, 115 were installed within 10 days)	76%	91%	100%
<b>Note:</b> Scheduled meter installations often are delayed due to the number of emergency service and main line breaks.			
➤ <b>Comply with all federal and state regulations for water quality</b>			
◇ Take required samples within regulated timeframes			
✓ Percent of samples taken within time frame	100%	100%	100%
◇ Zero bacteriological compliance violations			
✓ Number of compliance violations	0	0	0
◇ Comply with parameters for maximum arsenic			
✓ Percent of parameters met	100%	100%	100%
◇ Meet goal of total removal of manganese			
✓ Amount of manganese removed	100%	100%	100%

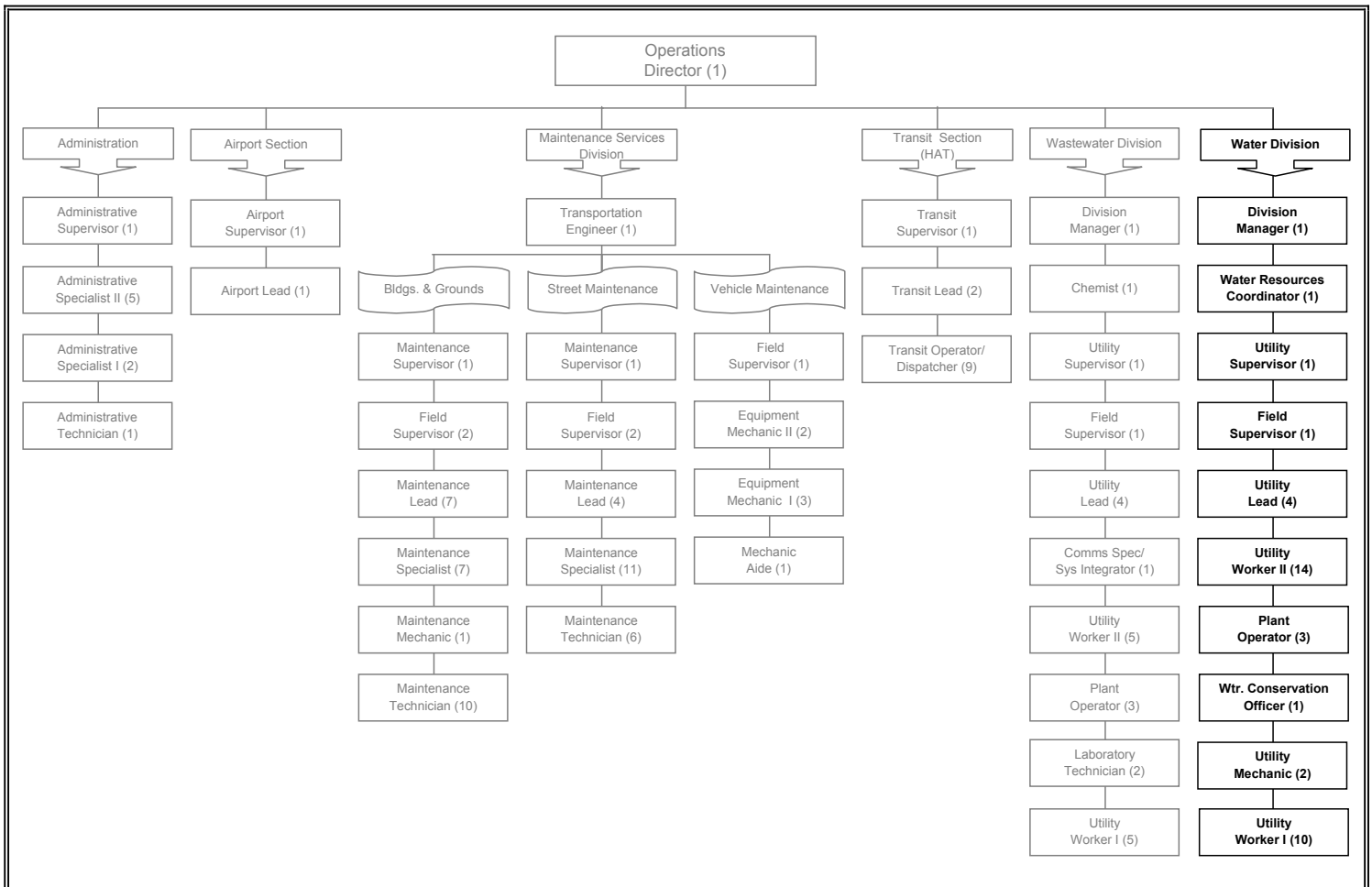




## OPERATIONS WATER

Water Division		Actual			Budget
Authorized Positions		FY 09-10	FY 10-11	FY 11-12	FY 12-13
<b>Operations - Water Division</b> (Irrigation & Drainage District Fund)  (formerly under Public Works Department)	Division Manager	1.0	1.0	1.0	1.0
	Water Resources Coordinator		1.0	1.0	1.0
	Utility Supervisor	2.0	2.0	1.0	1.0
	Engineering Tech./Coord.	1.0	1.0	1.0	
	Field Supervisor	2.0	2.0	3.0	1.0
	Utility Lead	6.0	6.0	6.0	4.0
	Utility Worker II	10.0	10.0	10.0	14.0
	Plant Operator	3.0	3.0	3.0	3.0
	Administrative Specialist I	1.0	1.0	1.0	
	Water Conservation Officer		1.0	1.0	1.0
	Utility Mechanic	2.0	2.0	2.0	2.0
	Administrative Technician		2.0	2.0	
	Utility Worker I	11.0	11.0	10.0	10.0
	<b>TOTAL POSITIONS</b>	39.0	43.0	42.0	38.0

### POSITION CLASSIFICATION STRUCTURE





## OPERATIONS WATER

Water Division	Actual		Budget	
	FY 09-10	FY 10-11	FY 11-12	FY 12-13
<b>Expenditures</b>				
<b>Personnel</b>				
Salaries - Full-Time	1,877,290	1,998,213	2,066,728	1,750,217
Salaries - Part-Time	125,874	132,378	155,744	155,744
OT, Standby & Shift Differential	157,299	168,446	184,505	180,494
Benefits & Taxes	765,185	857,698	983,244	952,660
Other: Retiree Health Savings, Comp Absences, OPEB, ASRS 3% Payback	130,773	100,593	162,141	261,850
	\$3,056,421	\$3,257,328	\$3,552,362	\$3,300,965
<b>Operation &amp; Maintenance</b>				
Professional Services	153,261	132,743	126,329	171,611
Utilities	1,446,053	1,565,610	1,875,866	1,629,500
Repairs & Maintenance (including cleaning)	237,689	330,298	386,629	474,488
Vehicle/Equip. Replacement Prog: Lease	185,574	136,948	114,595	
Meetings, Training & Travel	9,461	7,909	15,700	15,700
Supplies	765,762	768,940	912,748	974,764
Interfund Cost Allocation	1,810,622	1,505,110	1,418,764	1,661,580
Outside Contracts	6,188	5,924	6,200	6,200
Other	420,659	516,163	595,034	797,112
	\$5,035,269	\$4,969,645	\$5,451,865	\$5,730,955
<b>Capital Outlay</b>	12,100	84,017	150,000	132,850 *
<b>Subtotal Expenditures</b>	\$8,103,790	\$8,310,990	\$9,154,227	\$9,164,770
<b>Community Investment Program</b>	2,705,000	4,502,384	12,113,800	10,726,317
<b>Contingency</b>			781,704	275,000
<b>Debt Service</b>	389,756	416,206	624,368	669,191
<b>Depreciation</b>	2,143,686	2,243,199	2,711,736	2,762,444
<b>Landfill Closure Reserve</b>				
<b>TOTAL EXPENDITURES</b>	\$13,342,232	\$15,472,779	\$25,385,835	\$23,597,722

Capital Outlay Budget	Quantity	Unit Price	Extension	Total
<b>Carry Forward</b>				
N/A			0	0
<b>New</b>				
Selectron Customer Service Voice Utility	1	69,741	69,741	
Server Virtualization	1	13,097	13,097	
Time and Attendance System	1	1,350	1,350	
				84,188
<b>Replacement</b>				
FC-300 Itron Meter Readers	9	5,407	48,662	48,662
<b>*TOTAL CAPITAL OUTLAY</b>				\$132,850



# **OPERATING BUDGET**

## **Administrative Services**

Administration  
Information Technology

## **City Attorney**

## **City Clerk**

## **City Council**

## **City Manager**

Administration  
Human Resources/Risk Management

## **Community Services**

Administration  
Aquatics  
Engineering  
Recreation

## **Fire**

## **Municipal Court**

## **Operations**

Administration  
Airport  
Buildings & Grounds  
Street Maintenance  
Transit  
Vehicle Maintenance  
Wastewater  
Water

## **■ Police ■**





## POLICE

### MISSION STATEMENT

Ensure a safe and secure community with the vision to be recognized as a leader in the law enforcement profession.

### DESCRIPTION

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. Community policing is the responsibility of every Police Department employee. Included are Neighborhood Watch Programs, Senior Citizen

### ORGANIZATION CHART

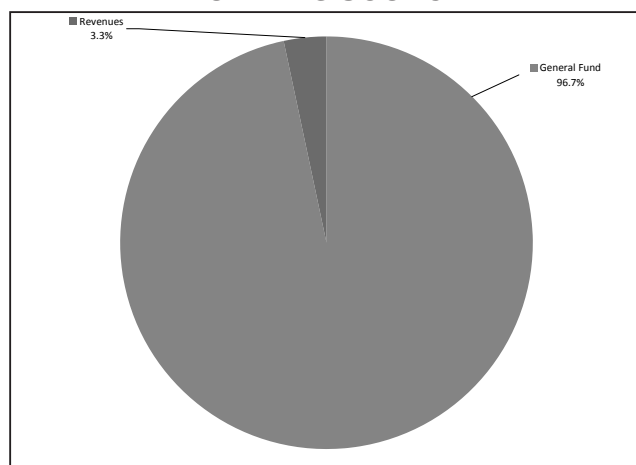


Crime Prevention Programs, Youth Programs, Citizens Police Academy, Sexual Offender Web Site notifications, and Volunteer Programs.

### ACCOMPLISHMENTS 2011 - 2012

- The department supports the Western Arizona Law Enforcement Training Academy (WALETA). The tenth class graduated on May 11, 2012. The WALETA academy has trained 15 officers for our department. In all there have been 88 officers from 20 different agencies to graduate from WALETA.
- The department expanded the use of TASER AXON on-officer video camera systems following a pilot testing phase. The systems capture investigative and enforcement activities from the officer's perspective. This enhances the evidentiary information brought to the criminal justice system, improves accountability and effectively counters false complaints. The video equipment was purchased using U.S. Department of Justice grants and funding from The Arizona Peace Officer Standards and Training Board.

### FUNDING SOURCE





## POLICE

### **ACCOMPLISHMENTS 2011-2012 (CONT.)**

- Maintained a Crime Mapping program allowing citizens to receive daily criminal activity reports and mapping of crime locations free of charge at [www.lhcpd.com](http://www.lhcpd.com).
- The department hosts a web based emergency alert and community notification system called NIXLE. Citizens can sign up to receive e-mail or text message alerts or advisories issued by the department.
- The department hosted the fourth annual Havasu Night Out with two nights of activities. Approximately 22 neighborhood blocks participated in the event with approximately 450 neighbors attending.
- The Explorers attended the Chandler Tactical Competition in January. The department will be hosting the 5th Annual Explorer Academy in July 2012.
- In March 2012 the DARE Officers of the Lake Havasu City Police Department completed the 25th year of the Drug Abuse Resistance Education curriculum taught to local 5th grade students. There were approximately 475 graduates taught in 19 different classrooms.
- Tracked and monitored registered sex offenders living in the City along with sponsoring a sex offender web page at [www.lhcpd.com](http://www.lhcpd.com).
- Expanded the use of the jail/holding facility to allow for an increase in the amount of work release prisoners allowing more citizens to maintain local employment while completing a jail sentence.
- Enhanced the Silent Witness program with the addition of TipSoft. TipSoft will allow for on-line tips, text message tips, voice messaging and direct phone-in tips while still keeping the witness anonymous.



## POLICE

### PERFORMANCE MEASURES

Goals, Objectives, and Measures	Actual FY10-11	Estimated FY11-12	Projected FY12-13
CITY COUNCIL GOAL # III - SAFE AND CLEAN COMMUNITY			
➤ <b>Maintain acceptable response times to Priority I calls</b>			
◇ Monitor the Computer Aided Dispatch response time data			
✓ Priority I, average response time (min:sec)	5:40	5:50	5:38
➤ <b>Market continued growth and improvements for the Neighborhood Watch and Crime Mapping programs</b>			
◇ Community programs and announcements			
✓ Number of Neighborhood Groups	85	92	96
✓ Number of members	1,400	1,500	1,600
◇ Launch of the Crime Mapping program			
✓ Number of visits to the site	1,400	3,200	3,800
➤ <b>Provide safe streets with traffic enforcement as a means to reduce traffic accidents</b>			
◇ Traffic information			
✓ Accident ratio per 1,000 population	20.83	19.50	18.75
➤ <b>Maintain constant vigilance towards the apprehension of serious criminal offenders</b>			
◇ Support the exchange of intelligence information, proper crime scene investigations, sound detective practices			
✓ Part I crimes clearance percentage	34.2%	36.6%	38.0%
➤ <b>Market continued growth and improvements in the field of technology when related to efficiency and information sharing</b>			
✓ Number of on-line reports submitted	150	30	100
✓ Number of subscribers on Nixle	500	600	650
✓ Percentage of citations filed electronically	40.0%	50.0%	55.0%
✓ TipSoft online Silent Witness reports	N/A	N/A	125





## POLICE

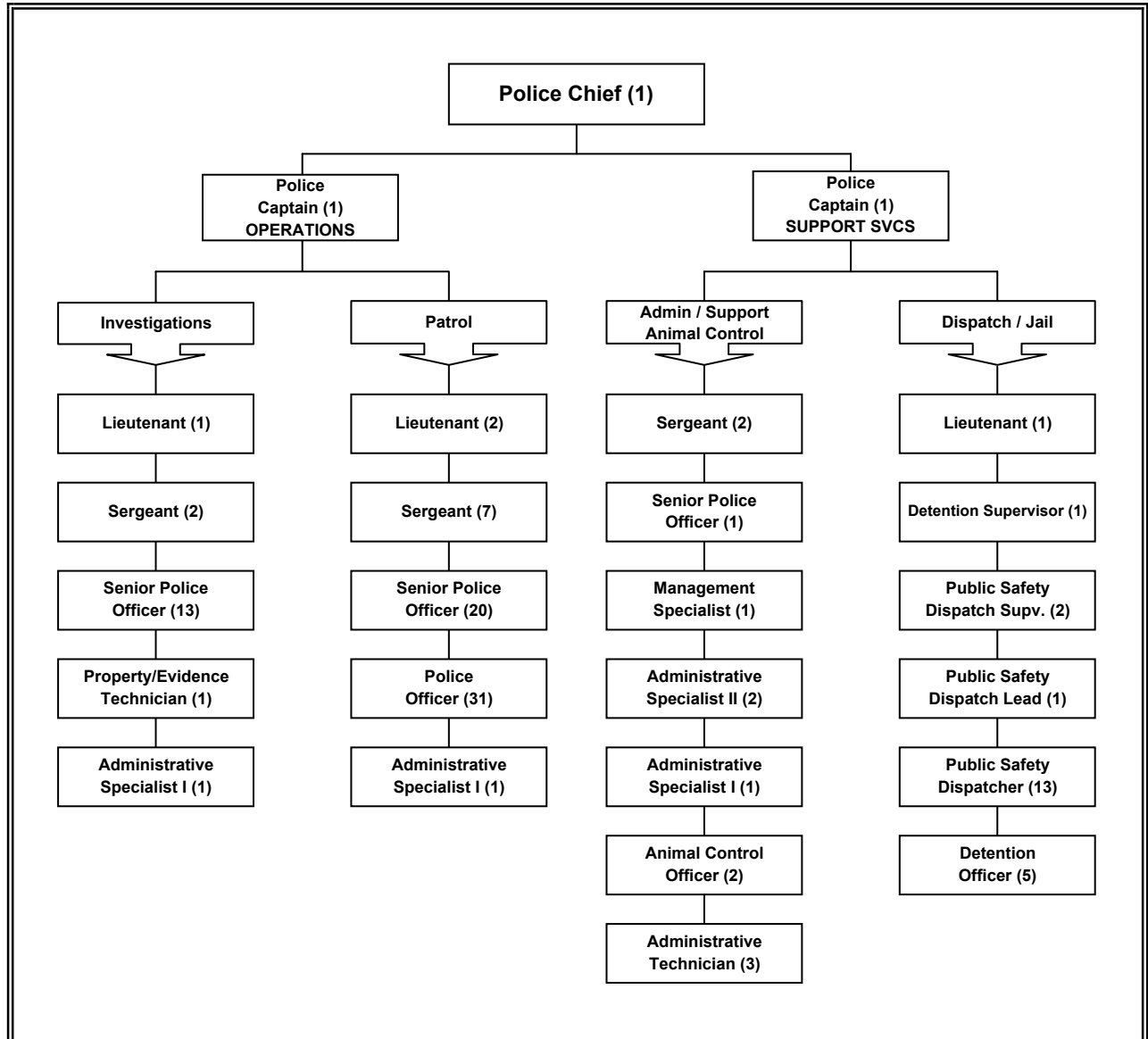
Police Department		Actual			Budget
Authorized Positions		FY 09-10	FY 10-11	FY 11-12	FY 12-13
<b>Police Department</b>	Police Chief	1.0	1.0	1.0	1.0
	Police Captain	2.0	2.0	2.0	2.0
	Network Administrator	1.0	1.0	1.0	
	Management Specialist	1.0	1.0	1.0	1.0
	Police Lieutenant	4.0	4.0	4.0	4.0
	Police Sergeant	11.0	11.0	11.0	11.0
	Police Officer, Senior	44.0	44.0	36.0	34.0
	Police Officer	29.0	29.0	30.0	31.0
	Detention Supervisor	1.0	1.0	1.0	1.0
	Public Safety Dispatch Suprv.	2.0	2.0	2.0	2.0
	Public Safety Dispatch Lead	1.0	1.0	1.0	1.0
	Administrative Specialist II	2.0	2.0	2.0	2.0
	Property/Evidence Technician				1.0
	Administrative Specialist I	3.0	3.0	3.0	3.0
	Public Safety Dispatcher	13.0	13.0	13.0	13.0
	Detention Officer Lead	2.0	2.0		
	Animal Control Officer				2.0
	Detention Officer	3.0	3.0	5.0	5.0
	Administrative Technician	3.0	3.0	3.0	3.0
	<b>TOTAL POSITIONS</b>	123.0	123.0	116.0	117.0





# POLICE

## POSITION CLASSIFICATION STRUCTURE





## POLICE ALL FUNCTIONS

Police Department - All Functions		Actual		Budget	
Expenditures		FY 09-10	FY 10-11	FY 11-12	FY 12-13
<b>Personnel</b>					
Salaries - Full-Time		4,741,066	4,692,189	6,206,150	6,133,575
Salaries - Part-Time		211,055	232,367	262,478	254,269
OT, Standby & Shift Differential		2,496,466	2,287,449	343,435	414,179
Benefits & Taxes		2,798,223	2,965,410	3,207,288	3,672,600
Other: Retiree Health Savings, Cell Phone Reimbursement, PTO Payout		7,000	34,130	56,502	388,939
		\$10,253,810	\$10,211,545	\$10,075,853	\$10,863,562
<b>Operation &amp; Maintenance</b>					
Professional Services		15,425	25,695	31,800	245,956
Utilities		192,082	233,487	241,614	225,248
Repairs & Maintenance (including cleaning)		238,134	229,436	265,998	325,446
Vehicle/Equip. Replacement Prog: Lease		142,696	50,278	28,536	
Meetings, Training & Travel		20,173	26,947	42,910	43,450
Supplies		331,461	387,305	493,730	575,487
Outside Contracts					1,069,850
Other		31,678	15,710	16,320	15,227
		\$971,649	\$968,858	\$1,120,908	\$2,500,664
<b>Capital Outlay</b>		31,044	29,960		75,000 *
<b>Subtotal Expenditures</b>		\$11,256,503	\$11,210,363	\$11,196,761	\$13,439,226
<b>Community Investment Program</b>					
<b>Contingency</b>					
<b>Debt Service</b>					
<b>Depreciation</b>					
<b>Landfill Closure Reserve</b>					
<b>TOTAL EXPENDITURES</b>		\$11,256,503	\$11,210,363	\$11,196,761	\$13,439,226

Capital Outlay Budget	Quantity	Unit Price	Extension	Total
<b>Carry Forward</b>				
N/A			0	0
<b>New</b>				
Animal Control Vehicle	1	20,000	20,000	
DIMS Digital Imaging Hardware & Software	1	18,000	18,000	
Single Solution Bandwidth	1	37,000	37,000	
				75,000
<b>Replacement</b>				
N/A			0	0
<b>*TOTAL CAPITAL OUTLAY</b>				\$75,000



## **OTHER OPERATING BUDGETS**

Debt Service Fund

General Services

Improvement District Funds

Lake Havasu City Employee Benefit Trust Fund

Miscellaneous Grant Funds

Refuse Fund

Tourism/Economic Development Fund

Vehicle/Equipment Replacement Fund





## DEBT SERVICE FUND

### **MISSION STATEMENT**

Provide and maintain capital to fund obligations of various bonds issued throughout the years.

### **DESCRIPTION**

The Debt Service Fund is used to provide the debt service requirements for two obligations, the 2001 McCulloch Boulevard Streetscape Improvement Project, and the 2008 GADA Revenue Bonds.

The 2001 obligations were issued to provide \$891,000 for streetscape improvements on McCulloch Boulevard in the City's prime commercial downtown area (e.g., new curbs, sidewalks, street lighting). The funding for the 2001 obligations comes from collections of special assessments on properties located within the boundaries of the district of all lots, pieces, and parcels with front footage along McCulloch Boulevard from Smoketree Avenue to Acoma Boulevard. This obligation was paid in full in Fiscal Year 2011-2012.

The 2008 obligations were issued to provide \$2,615,000 to purchase a perpetual easement from the Arizona State Land Department for a second bridge to the Island. The funding for the debt service payments comes from the 2% City sales tax.

### **ACCOMPLISHMENTS 2011-2012**

- Collected 100% of the Improvement District No. 7 assessments.

### **OBJECTIVES 2012-2013**

- Continue to provide adequate capital to pay debt service for governmental fund projects that require financing.

Debt Service Fund	Actual		Budget	
	FY 09-10	FY 10-11	FY 11-12	FY 12-13
Expenditures				
Principal & Interest	\$280,351	\$308,188	\$299,947	\$237,346

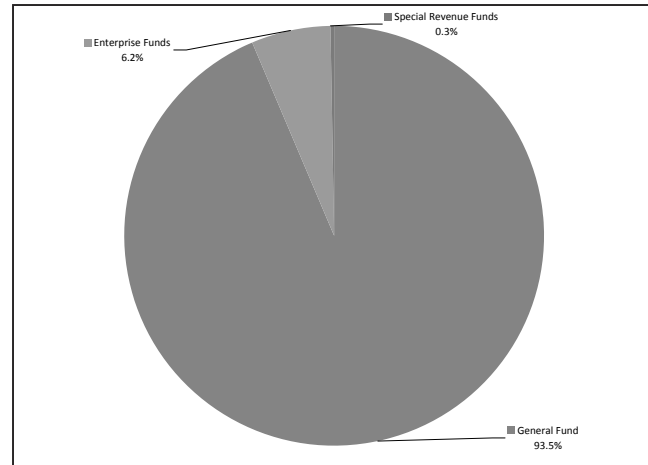


## GENERAL SERVICES GENERAL GOVERNMENT

### DESCRIPTION

This cost center is responsible for citywide functions such as maintenance and utilities for City Hall, general liability insurance, social service programs, development agreement commitments and the General Fund Contingency.

### FUNDING SOURCE



General Government	Actual		Budget	
Expenditures	FY 09-10	FY 10-11	FY 11-12	FY 12-13
<b>Personnel</b>				
Salaries - Full-Time				
Salaries - Part-Time				
OT, Standby & Shift Differential				
Benefits & Taxes				
Other: ASRS 3% Payback				59,262
	\$0	\$0	\$0	\$59,262
<b>Operation &amp; Maintenance</b>				
Professional Services	188,863	327,199	203,304	326,622
Utilities	85,596	89,263	97,740	96,540
Repairs & Maintenance (including cleaning)	49,615	43,809	106,860	115,618
Vehicle/Equip. Replacement Prog: Lease	4,487	5,908	2,992	
Meetings, Training & Travel		21		
Supplies	37,429	135,954	65,665	59,550
Fireworks				25,000
Special Events				40,000
Interfund Cost Allocation	(5,439,661)	(5,366,115)	(4,746,000)	(5,525,241)
Outside Contracts	573,751	733,347	735,000	678,000
Other	662,058	540,289	926,598	501,740
	(\$3,837,862)	(\$3,490,325)	(\$2,607,841)	(\$3,682,171)
<b>Capital Outlay</b>				
<b>Subtotal Expenditures</b>	(\$3,837,862)	(\$3,490,325)	(\$2,607,841)	(\$3,622,909)
<b>Community Investment Program</b>		56,986		
<b>Contingency</b>	87,264	156,803	2,160,140	750,000
<b>Debt Service</b>				627,140
<b>Depreciation</b>				
<b>Landfill Closure Reserve</b>				
<b>TOTAL EXPENDITURES</b>	(\$3,750,598)	(\$3,276,536)	(\$447,701)	(\$2,245,769)



## GENERAL SERVICES OUTSIDE CONTRACTS/GRANT FUNDING

Outside Contracts/Grant Funding	Actual		Budget	
Expenditures	FY 09-10	FY 10-11	FY 11-12	FY 12-13
<b>Personnel</b>				
Salaries - Full-Time				
Salaries - Part-Time				
OT, Standby & Shift Differential				
Benefits & Taxes				
Other: Retiree Health Savings				
	\$0	\$0	\$0	\$0
<b>Operation &amp; Maintenance</b>				
Professional Services				
Utilities				
Repairs & Maintenance (including cleaning)				
Vehicle/Equip. Replacement Prog: Lease				
Vehicle/Equip. Replacement Prog: Rent				
Meetings, Training & Travel				
Supplies				
Outside Contracts:				
Animal Control (WAHS)	461,307	463,423	457,705	Moved to Police
HAVEN Family Resource Center	65,000	61,750	61,750	Moved to Police
Jail Fees	446,519	608,829	839,030	Moved to Police
Mohave County Housing Authority	39,222	39,222	39,222	Moved to CSD
Other: Community Center Rentals	18,678	2,307	5,000	2,000
Other: Grant Funding*	302,106	200,449	140,998	136,250
	\$1,332,831	\$1,375,979	\$1,543,705	\$138,250
<b>Capital Outlay</b>				
<b>Subtotal Expenditures</b>	\$1,332,831	\$1,375,979	\$1,543,705	\$138,250
<b>Community Investment Program</b>				
<b>Contingency</b>				
<b>Debt Service</b>				
<b>Depreciation</b>				
<b>Interfund Debits/(Credits)</b>				
<b>Landfill Closure Reserve</b>				
<b>TOTAL EXPENDITURES</b>	\$1,332,831	\$1,375,979	\$1,543,705	\$138,250

\*Detail provided on next page





## GENERAL SERVICES OUTSIDE CONTRACTS/GRANT FUNDING

Grant Funding Expenditures	Actual		Budget	
	FY 09-10	FY 10-11	FY 11-12	FY 12-13
Allied Arts Council of Lake Havasu City, Inc.	2,500			
Convention & Visitors Bureau - Special Projects				
COYOTE Program				
Friends of the Library	4,000	1,500		
Havasu for Youth	52,000	27,000	21,600	25,000
Keep Havasu Beautiful	4,250			
Lake Havasu Senior Center, Inc.	13,500			
LHC Main Street Association	64,000	51,200	22,500	
Senior Programs	20,000			
Social Services Interagency Council	140,000	119,623	95,698	110,000
Special Olympics Arizona	1,856	1,126	1,200	1,250
<b>TOTAL GRANT FUNDING</b>	<b>\$302,106</b>	<b>\$200,449</b>	<b>\$140,998</b>	<b>\$136,250</b>

### OUTSIDE AGENCY GRANT FUNDING

#### **Havasu For Youth, \$25,000**

Assist with expenses relating to administration, advocacy, and community support via prevention programming, education programming, and youth enrichment programming.

#### **Lake Havasu City Special Olympics, \$1,250**

Assist to provide transportation for persons with developmental disabilities who wish to participate in Special Olympics events.

#### **Social Services Interagency Council of Lake Havasu City, Inc. \$110,000**

Assistance for operating expenses relating to domestic violence, respite/caregiver, youth services, and healthy families programs.



## IMPROVEMENT DISTRICT FUNDS

### MISSION STATEMENT

Oversee the operation, maintenance, repair, and improvements within the boundaries of the districts.

### DESCRIPTION

#1 Golf Course. Operate approximately 315 gas lights in the golf course area tracts. This district was dissolved as of April 13, 2010.

#2 London Bridge Plaza. Maintain and operate the parking lot, electric lights, water service, and landscaping at the plaza; construct capital improvements for betterment and beautification of the plaza.

#4 McCulloch Median. Maintain Wheeler Park and the median landscaping on McCulloch Boulevard from Smoketree to Lake Havasu Avenues, together with seven gas lights on Civic Center Boulevard; provide water and electric service.

### ACCOMPLISHMENTS 2011-2012

- Monitored monthly water consumption for London Bridge Plaza.
- Performed inventory and coordinated repair of gas lamps for District #4.

### OBJECTIVES 2012-2013

- Continue to monitor the operations of each district.
- Continue to perform annual inventory of gas lights (in applicable improvement districts).
- Continue to act as liaison between the districts and the gas and electric company to resolve disputes.

### **LHC Improvement Districts**

<b>Expenditures</b>	<b>Actual</b>		<b>Budget</b>	
	<b>FY 09-10</b>	<b>FY 10-11</b>	<b>FY 11-12</b>	<b>FY 12-13</b>
#1 Golf Course	129,369	26,848		
#2 London Bridge Plaza	13,171	14,095	7,802	14,781
#4 McCulloch Median	54,655	76,252	73,159	71,819
<b>TOTAL EXPENDITURES</b>	<b>\$197,195</b>	<b>\$117,195</b>	<b>\$80,961</b>	<b>\$86,600</b>



## LAKE HAVASU CITY EMPLOYEE BENEFIT TRUST FUND (LHCEBT)

### MISSION STATEMENT

Provide a competitive, affordable benefits program for Lake Havasu City employees and their dependents, focusing on prevention and wellness, in order to attract and retain a quality workforce.

### DESCRIPTION

The Lake Havasu City Employee Benefit Trust (LHCEBT) is a partially self-insured insurance program that provides benefits including medical, dental, and wellness to eligible employees and their dependents.

### ACCOMPLISHMENTS 2011-2012

- Successfully negotiated a contract for Short Term Disability benefits and awarded said contract to Mutual of Omaha effective July 1, 2012.
- Elected to join the newly formed Northwest Arizona Employee Benefit Trust (NAEBT) effective July 1, 2012.

### **PERFORMANCE MEASURES**

<b>Goals, Objectives, and Measures</b>	<b>Actual FY10-11</b>	<b>Estimated FY11-12</b>	<b>Projected FY12-13</b>
CITY COUNCIL GOAL #IV - ENHANCED QUALITY OF LIFE			
➤ <b>Evaluate the effectiveness of wellness programs to ensure it meets the needs of the Trust to quantify wellness efforts and improve quality of life for participants</b>			
✓ Total lives covered	1,185	1,200	1,215
✓ Wellness programs offered	15	9	10
➤ <b>Identify ways to increase total participation in the Wellness Program through continued education</b>			
✓ Wellness participation	16%	15%	20%

<b>LHC Employee Benefit Trust</b>	<b>Actual</b>		<b>Budget</b>	
	<b>FY 09-10</b>	<b>FY 10-11</b>	<b>FY 11-12</b>	<b>FY 12-13</b>
Employee Benefit Trust	\$6,135,311	\$6,096,916	\$7,206,570	\$1,754,003



## MISCELLANEOUS GRANT FUNDS

### COMMUNITY SERVICES DEPARTMENT

#### **HOME Funds, \$660,000.**

HOME Funds is a federally funded program that is project specific. This is the only grant that mixes both federal and state dollars. The state funds are used for administration and the federal funds are for the actual costs of the project. These funds are for major housing rehabilitation.

#### **State Special Projects, \$600,000.**

These are state-wide de-obligated CDBG funds that are placed in one fund that is opened annually to entities for competitive grants. These funds can be used for anything that CDBG funds can be used for.

### FIRE DEPARTMENT

#### **Department of Homeland Security, \$382,576.**

- Purchase of handheld radios \$21,000.
- Purchase of handheld and mobile radios \$50,000.
- Purchase of a portable air station \$120,000 (requires matching funds in the amount of \$30,000).
- Purchase of SCBA airpicks \$191,576 (requires matching funds in the amount of \$47,894).

### POLICE DEPARTMENT

#### **AZ Department of Public Safety, \$77,539.**

- 75% of salary and benefits for Gang & Immigration Intelligence Team Enforcement Mission (GIITEM) Task Force officer \$77,539.

#### **AZ Game and Fish, \$150,000.**

- Funding for overtime and boat expenses \$150,000.

#### **AZPOST, \$38,212.**

- Funding for training expenses \$38,212.

#### **Bullet Proof Vest Program \$22,046.**

- Reimbursement of 50% of the cost to purchase bullet proof vests (requires matching funds in the amount of \$22,046) \$22,046.

#### **Department of Homeland Security, \$56,000.**

- Funding for Disruptor EOD (Explosive Ordinance Disposal) Bomb related disruptor device \$6,000.
- Purchase of a Recon Scout Robot \$20,000.
- Funding for FLIR (Forward Looking Infra-Red) for SWAT/Patrol \$30,000.

#### **Governor's Office of Highway Safety, \$30,000.**

- Funding for various traffic safety programs such as Click It or Ticket and DUI equipment and enforcement \$30,000.

#### **Justice Assistance Grant, \$50,000.**

- Funding to improve or enhance programs related to law enforcement, prevention and education, planning, evaluation, and technology \$50,000.

#### **MAGNET, \$127,012.**

- 100% of salary, benefits, and overtime associated with the assignment of one police officer to the Mohave Area General Narcotics Enforcement Team (MAGNET) Task Force \$127,012.

#### **State Lake Improvement, \$100,000.**

- Funding to purchase boating and associated equipment \$100,000.

## REFUSE FUND

### **MISSION STATEMENT**

Provide the most economical, safe, efficient, and satisfactory solid waste disposal possible.

### **DESCRIPTION**

Lake Havasu City has contracted with Allied Waste Services to provide the citizens with refuse collection service and landfill disposal operations. Lake Havasu City provides street sweeping and hazardous waste disposal.

### **ACCOMPLISHMENTS 2011-2012**

- Performed the billing and collection of all single family residential accounts and non-binned multi-family residential units while Allied Waste Services billed and collected directly from the commercial and multi-family residential units with bins.
- Provided weekly curbside refuse and recycling.

### **OBJECTIVES 2012-2013**

- Continue to monitor landfill contract, landfill development, and waste compaction to provide maximum landfill capacity and life.
- Continue to take appropriate action to comply with all federal regulations relating to landfill operations.





## REFUSE FUND

Refuse Fund	Actual		Budget	
Expenditures	FY 09-10	FY 10-11	FY 11-12	FY 12-13
<b>Personnel</b>				
Salaries - Full-Time				
Salaries - Part-Time				
OT, Standby & Shift Differential				
Benefits & Taxes				
Other: Retiree Health Savings				
	\$0	\$0	\$0	\$0
<b>Operation &amp; Maintenance</b>				
Professional Services	71,132	66,267	66,756	82,511
Utilities	28,165	27,464	35,000	35,000
Repairs & Maintenance (including cleaning)	20,804			
Meetings, Training & Travel				
Supplies				
Interfund Cost Allocation	711,251	827,008	792,889	785,125
Outside Contracts				
Other	59,189	44,955	41,536	44,199
	\$890,541	\$965,694	\$936,181	\$946,835
<b>Capital Outlay</b>				*
<b>Subtotal Expenditures</b>	\$890,541	\$965,694	\$936,181	\$946,835
<b>Community Investment Program</b>				
<b>Contingency</b>			30,000	10,500
<b>Debt Service</b>	77,395			
<b>Depreciation</b>	74,049	1,175	1,175	1,175
<b>Landfill Closure Reserve</b>	116,786	119,119	120,345	112,544
<b>TOTAL EXPENDITURES</b>	\$1,158,771	\$1,085,988	\$1,087,701	\$1,071,054

Capital Outlay Budget	Quantity	Unit Price	Extension	Total
<b>Carry Forward</b>				
N/A			0	0
<b>New</b>				
N/A			0	0
<b>Replacement</b>				
N/A			0	0
<b>*TOTAL CAPITAL OUTLAY</b>				\$0



## TOURISM/ ECONOMIC DEVELOPMENT FUND

### MISSION STATEMENT

Improve the economic well-being of the community through tourism promotion and development.

### DESCRIPTION

A Transient Occupancy Tax ("bed tax") is a special excise tax imposed on hotel and motel room rentals for temporary rentals (30 days or less). Lake Havasu City's bed tax is currently 3%. The restaurant and bar sales tax was increased from 2% to 3% with the additional 1% for this fund. Revenues from both sources are dedicated to increasing tourism and promoting economic development in the City.

The Lake Havasu City Convention and Visitors Bureau (CVB) receives 75% of the funds and is responsible for the enhancement and promotion of tourism. Its function is to develop a campaign of information, advertising, promotion, exhibition, and publicity relating to the tourism business, including the recreational, scenic, and historical attractions of the City and disseminating such information to the public through various state, national, and international media. A portion of the funds are used to support certain special events held in the City. The CVB also has the goal of enhancing the quality of life of Lake Havasu City residents with a healthy economy and with special events.

The Partnership for Economic Development (PED) receives the remaining 25% of the funds and is responsible for expanding the economic base of the community through the attraction of new business investment and expansion and retention opportunities for existing businesses to make them more competitive. The PED has developed a strategic action plan to diversify the City's economic base, strengthen the competitiveness of business real estate and development site resources, amplify local business retention and expansion efforts, strengthen the competitiveness of resident's skills to assume higher paying and career-oriented jobs, and improve public awareness about economic development.

### ACCOMPLISHMENTS 2011-2012



#### **Convention & Visitors Bureau**

- The Lake Havasu City CVB earned accreditation from Destination Marketing Association International (DMAI), one of only 135 CVBs in the world, reflecting official recognition for excellence and effectiveness as the City's official marketing agency.
- Launched a new website at [www.golakehasasu.com](http://www.golakehasasu.com) that quickly became one of the top destination websites in the state with 50,000+ unique users, 3+ minute average user sessions, and 250,000+ page views per month. The website provides detailed information in an interactive, database-driven format, including Google maps, photographs, videos and unique summary charts, in categories including lodgings (42 pages), restaurants (131 pages), events (450 pages), hiking (17 pages), watercraft rentals, and deals. A mobile device website version was also created to focus on lodgings, dining, deals and events.
- Coordinated an intensive research and public engagement effort, to develop a brand position for Lake Havasu City, the first in its history. A comprehensive [www.brandlakehasasucity.com](http://www.brandlakehasasucity.com) website was launched, more than 130 select individuals were interviewed, a Community Branding Workshop was held, and a survey was emailed to 11,385 residents to solicit feedback and input.
- Wrote, designed and published the 2012 Lake Havasu City Visitors Guide, a 40-page rack brochure providing detailed overview of the area. 200,000 copies were distributed through more than 2,000 locations in five states, including Phoenix, Las Vegas, Palm Springs and Yuma, and



## TOURISM/ ECONOMIC DEVELOPMENT FUND

### **ACCOMPLISHMENTS 2011-2012 (CONT.)**

along the Colorado River and I-40.

- With a staff of 24 local volunteers, the Lake Havasu Visitor Center exceeded previous attendance records with 101,592 visitors during 2011, a 20% increase over the prior year and a 33% increase versus two years ago. The London Bridge Walking Tour, a 45-minute program created in November 2011, was enjoyed by more than 250 people.
- Lake Havasu City, AZ Facebook fans ([www.facebook.com/lakehasucityarizona](http://www.facebook.com/lakehasucityarizona)) jumped to 30,000, a 43% increase from the prior year.
- The CVB identified and recruited six new events for the City, generating a minimum estimated number of 1,750 new room nights in the City. The new events include:
  - ☐ AquaPalooza – September 2011 – 100 estimated room nights
  - ☐ Chili Cookoff, November 2012 – 100 room nights
  - ☐ Havasu Street Drags, November 2012 – 1,000 estimated room nights
  - ☐ HITS Triathlon – November 2012 – 200 estimated room nights
  - ☐ Extreme BMX – November 2012 – 100 estimated room nights
  - ☐ Camaro Club (5 states) – Jan 2013 – 250 estimated room nights
- Converted email program from monthly blasts using acquired mailing lists, to a schedule of 3-4 monthly emails to subscribers who sign up on [www.golakehasu.com](http://www.golakehasu.com) in eight categories (boating, fishing, etc.). Subscribers now exceed 10,000 people. Emails are opened by 30% of recipients, and 15% click-thru to the CVB website, a 400% increase.
- Researched, designed and printed 35,000

copies of the 2012/13 Lake Havasu City Dining Guide, distributed through 65 racks in hotels and attractions within a 1.5 hour radius.

- Mailed out more than 4,000 information packages in response to email and telephone requests, a 122% increase over the previous year.
- Secured nationally syndicated radio program, Car & Driver, to broadcast live from the Relics & Rods Run to the Sun classic car show for a second year in a row.



PARTNERSHIP FOR ECONOMIC DEVELOPMENT

### **Partnership for Economic Development**

- Business Park –
 

The Agave Business Park helped fund the new worldwide headquarters of Creative Tents. The process included finding property through local real estate representatives and then the PED paid an engineering firm to do an analysis of the property. The analysis was to include the length of time to mitigate the property and preliminary site work to bring the site to build ready status.
- Business Recruitment –
 

The PED continuously works to attract and recruit businesses from the southern California market. Staff attended the LA Boat show and networked with current Lake Havasu visitors and potential visitors to the area. Two prospects resulted from the LA Boat show. The first is an established marina conglomerate based





## **TOURISM/ ECONOMIC DEVELOPMENT FUND**

### **ACCOMPLISHMENTS 2011-2012 (CONT.)**

in southern California that is interested in the possibility of creating a new marina in Lake Havasu. The second prospect is a financial services consultant business that is interested in possibly relocating to Lake Havasu.

The PED started initial correspondence with ASU College of Information Technology on a project to investigate the technology developed by a local practitioner. This project is now in the review stage for acceptance into the program. The PED will financially co-sponsor the project for the local business.

The PED assisted Hobby Lobby and Ross with their informational needs on the City and they both have now opened new stores in the area.

- **Four Year University –**

The PED supports education and has pledged \$200,000 toward the creation of an ASU campus here in Lake Havasu. In total the PED has donated \$300,000 to the foundation for higher education to assist in bringing a four year university to the City.

- **Cost of Living Report -**

On a quarterly basis the PED compiles consumer spending information on grocery, housing, transportation, healthcare and miscellaneous goods and services.

- **Community Involvement –**

The PED is actively involved with the following community businesses and organizations: Chamber of Commerce, Convention & Visitors Bureau, Marine Association, Colorado River Building Industry Association, Lake Havasu Unified School District, K-12 Foundation, Havasu Foundation for Higher Education, Havasu Regional Medical Center Advisory Council, Arizona Rural Development Council, WAVE, JTED, and the LHC Public Works Advisory Board.

### **OBJECTIVES 2012-2013**

- Provide 75% of the total collections from transient occupancy tax and the additional 1% restaurant and bar tax to the Lake Havasu City Convention and Visitors Bureau for the promotion, development, and enhancement of the tourism industry.
- Provide 25% of the total collections from transient occupancy tax and the additional 1% restaurant and bar tax to the Lake Havasu Partnership for Economic Development to promote business recruitment, expansion, and retention.



## TOURISM/ ECONOMIC DEVELOPMENT FUND

Tourism/Economic Development Expenditures	Actual		Budget	
	FY 09-10	FY 10-11	FY 11-12	FY 12-13
Lake Havasu City Convention and Visitors Bureau	1,017,560 *	1,042,077 *	1,050,000 *	1,087,500 *
Partnership for Economic Development	339,187 *	347,396 *	350,000 *	362,500 *
Contingency			100,000	35,000
<b>TOTAL EXPENDITURES</b>	<b>1,356,747</b>	<b>1,389,473</b>	<b>1,500,000</b>	<b>1,485,000</b>

*\*Distribution of funds based on actual revenues received on a 75%/25% split.*



Balloon Festival



## VEHICLE/EQUIPMENT REPLACEMENT FUND

### **MISSION STATEMENT**

Provide for an orderly system of funding, procuring, and replacement of vehicles Citywide.

### **DESCRIPTION**

The Lake Havasu City Vehicle/Equipment Replacement Fund is used to accumulate capital to provide funds for the systematic replacement of the City's fleet. Rents were previously, but are not currently being charged to the City departments for use of vehicles and equipment. The purchase of new vehicles and equipment is based on a predetermined life cycle derived from accepted industry methods

and standards. The fleet condition is evaluated annually in preparation for the budget cycle. The Vehicle Maintenance Section utilizes its Fleet Manager to evaluate Citywide needs and prepares the annual replacement report. This will be evaluated as a part of the Citywide Asset Management Program.

### **ACCOMPLISHMENTS 2011-2012**

- Procured units that were identified to be of critical need to the City using Vehicle Replacement funding.





## VEHICLE/EQUIPMENT REPLACEMENT FUND

Vehicle / Equipment Replacement Fund	Actual		Budget	
	FY 09-10	FY 10-11	FY 11-12	FY 12-13
<b>Expenditures</b>				
<b>Personnel</b>				
Salaries - Full-Time				
Salaries - Part-Time				
OT, Standby & Shift Differential				
Benefits & Taxes				
Other: Retiree Health Savings				
	\$0	\$0	\$0	\$0
<b>Operation &amp; Maintenance</b>				
Professional Services	20	67		
Utilities				
Repairs & Maintenance (including cleaning)				
Meetings, Training & Travel				
Supplies				
Interfund Cost Allocation			5,855	5,547
Outside Contracts				
Other: Advertising		71	400	
	\$20	\$138	\$6,255	\$5,547
<b>Capital Outlay</b>	471,222	471,824	498,000	395,537 *
<b>Subtotal Expenditures</b>	\$471,242	\$471,962	\$504,255	\$401,084
<b>Community Investment Program</b>				
<b>Contingency</b>			68,000	25,000
<b>Debt Service</b>				
<b>Depreciation</b>	256,393	346,585	437,318	514,818
<b>Landfill Closure Reserve</b>				
<b>TOTAL EXPENDITURES</b>	\$727,635	\$818,547	\$1,009,573	\$940,902

Capital Outlay Budget	Quantity	Unit Price	Extension	Total
<b>Carry Forward</b>				
N/A			0	0
<b>New</b>				
N/A			0	0
<b>Replacement</b>				
Patrol Vehicles (including outfitting) (Police)		374,880	374,880	
Truck (Wastewater)	1	20,657	20,657	
				395,537
<b>*TOTAL CAPITAL OUTLAY</b>				\$395,537



# **CAPITAL BUDGET**



The Capital Budget  
Total Capital Budget  
Capital Outlay Summary  
Community Investment Program  
Ten-Year CIP - Project Detail Sheets





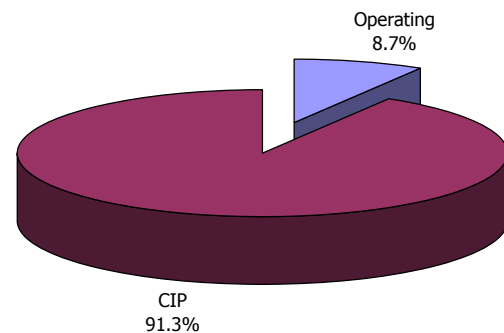
## THE CAPITAL BUDGET

The capital budget for Lake Havasu City Fiscal Year 2013 totals \$29,898,370. This total represents \$27,309,910 for the Community Investment Program (CIP) and \$2,588,460 for capital outlay (items that have a value greater than \$5,000 and a useful life of more than one year).

### THE RELATIONSHIP BETWEEN OPERATING AND CAPITAL BUDGETS

The Community Investment Program (CIP) is a ten-year plan identifying capital projects to be funded during the planning period. The CIP identifies each proposed capital project to be undertaken, the year in which it will be started or acquired, the amount expected to be expended on the project each year, the proposed method of funding these expenditures, and any anticipated operating and maintenance impacts. The Fiscal Year 2013 CIP budget represents the first year of the Ten-Year Community Investment Program.

Lake Havasu City prepares a capital budget separate from the operating budget, however, the two budgets have a direct relationship. The operating and maintenance costs of a CIP project approved for the ensuing fiscal year must be absorbed in the operating budget. Operating costs include personnel services, professional services, maintenance costs, supplies, and operating capital items. These ongoing costs are adjusted annually to cover inflation or improving services or cutbacks when necessary. Revenues for the operating budget are generally derived from recurring taxes, intergovernmental sources, and fees.



The Community Investment Program Budget, as distinguished from the Operating Budget, is a financial plan for the expenditure of monies which add to, support, or improve the physical infrastructure, capital assets, or productive capacity of City services. These programs are generally long-term in nature (over one year) and can be financed on a long-term basis. The CIP budget can experience major fluctuations from year to year due to the timing of completion of the various projects. Revenues for capital improvements are generally derived from bonds, grants, and current revenues.





## THE CAPITAL BUDGET

### THE CAPITAL BUDGET PROCESS

The capital budget process began with a review of the previous CIP plan, in which completion and cost estimates for the current year's projects were updated. Requests for new CIP projects and capital items were submitted to produce reports. Project requests were distributed to a Review Team comprised of six representatives selected from various departments. Presentations were made to the Review Team for each project or capital need requested. The Review Team scored each item based on the following criteria, using a 1 through 10 point system:

- Avoidance of Future Capital Expenditures
- Annual Net Operations and Maintenance Costs
- Annual Net O&M Costs can be Absorbed into their Operating Budget
- Quality of Life
- Community and Citizen Benefit
- Perception of Need
- Infrastructure
- Feasibility of Implementation
- Implication of Deferring the Project
- Project is Required by State or Federal Mandate, or Current Agreement
- Project will Generate Additional Revenue or Significant Savings
- Project has a Dedicated Funding Source (i.e. Grant or Secured Loan)
- Demonstrates Importance of Gaining or Retaining Industry and Jobs, and Promotes Economic Development

The results were then forwarded to the Ex-

ecutive Team, comprised of the City Manager, Deputy City Manager, Administrative Services Director, and one Councilmember. A funding level was established and projects that scored low or had extremely high costs were removed from the list. Projects that scored high but funds were unavailable were identified and grouped into a category seeking alternate funding sources, such as a dedicated sales tax or public/private partnership. These items were presented as discussion items during the first City Council work session. The unfunded projects were removed until a funding source could be identified.

Multiple City Council work sessions were held and adjustments were made as needed. The Ten-Year CIP Program was adopted prior to adoption of the final budget.

CIP projects are categorized by program (see table on next page). Each CIP project is linked to a City Council Goal and includes a description and justification, cost estimate, funding source(s), and operating and maintenance impact, if applicable. All projects included in the ten-year plan are reviewed and updated on an annual basis. The summary reports on the following pages focus on the first five of the ten-year plan. The project detail pages also focus on the first five years and include the second five years as a combined total.



## THE CAPITAL BUDGET

### CITY COUNCIL GOALS

- #1 - Financially Sound City Government
- #2 - Strong, Diversified Local Economy
- #3 - Safe and Clean Community
- #4 - Enhanced Quality of Life
- #5 - Effective Utility System
- #6 - Blue Lake, Beautiful Mountains
- #7 - First-Class Resort Development

Program	Sub-Program
Community Services	Community Services - Administration Recreation Recreation/Aquatic
General Government	Administrative Services Information Technology Non-Departmental Vehicle/Equipment Replacement
Operations	Airport Buildings & Grounds Streets Transit Wastewater Water
Public Safety	Fire Police

### Priority Ratings of Projects

Priority 1	Essential (Start within 1 year)	Required to complete or make fully usable a major public improvement; Remedy a condition dangerous to health, welfare, and public safety.
Priority 2	Necessary (Start 1-3 years)	Vital to the development or redevelopment of a desirable industrial, commercial, or residential district.
Priority 3	Desirable (Start 3-5 years)	Projects that would benefit the community; Considered proper for a progressive community competing with other cities.
Priority 4	Deferrable (Start 5-10 years)	Projects that are desired by not absolutely required by the community.



## TOTAL CAPITAL BUDGET BY PROGRAM

Capital Budget by Program	Capital Budgets		Total FY 2012-13
	Operating	CIP	
<b>Community Services</b> Community Services Administration (4 projects) Recreation Recreation/Aquatic	  25,000 20,866	  1,597,308	   1,643,174
<b>General Government</b> Administrative Services Information Technology Non-Departmental (3 projects) Vehicle / Equipment Replacement	  11,700 318,844  395,537	   1,368,263	    2,094,344
<b>Operations</b> Airport CIP (4 projects) Airport Buildings & Grounds Streets CIP (14 projects) Streets Transit CIP (1 project) Transit Wastewater CIP (9 projects) Wastewater Water CIP (14 projects) Water	  1,633 45,148  6,782  407,750  322,336  132,850	  1,489,560  9,250,323  33,572  2,622,567  10,726,317	         25,038,838
<b>Public Safety</b> Fire Police (1 project) Police	  560,014  340,000	  222,000	   1,122,014
<b>TOTAL FISCAL YEAR 2012-13 CAPITAL PROGRAM</b>	<b>\$2,588,460</b>	<b>\$27,309,910</b>	<b>\$29,898,370</b>



## CAPITAL OUTLAY SUMMARY

Capital Outlay Budget By Fund				Budget FY 12-13
<b>GENERAL FUND</b>				
<b>Administrative Services</b>				
Time and Attendance System	New	1	11,700	<u>11,700</u> 11,700
<b>Buildings &amp; Grounds</b>				
Copier	Replacement	1	8,148	8,148
Irrigation System Upgrade	Replacement	1	37,000	<u>37,000</u> 45,148
<b>Fire</b>				
Electronic Pen Charting	New	1	125,514	125,514
Generator for Fire Station #5	Replacement	1	80,000	80,000
Mobile and Portable Radios	Replacement	28	7,304	<u>204,500</u> 410,014
<b>Information Technology</b>				
Document Management System	New	1	87,080	87,080
Mobile Computing	New	1	87,624	87,624
Server Virtualization	New	1	144,140	<u>144,140</u> 318,844
<b>Police</b>				
Animal Control Vehicle	New	1	20,000	20,000
DIMS Digital Imaging Hardware & Software	New	1	18,000	18,000
Single Solution Bandwidth	New	1	37,000	<u>37,000</u> 75,000
<b>Recreation</b>				
WebTrac/PayTrac Software	New	1	25,000	<u>25,000</u> 25,000
<b>TOTAL GENERAL FUND</b>				<b>\$885,706</b>
<b>OTHER FUNDS</b>				
<b>Airport Fund</b>				
Server Virtualization	New	1	1,633	<u>1,633</u> 1,633
<b>Irrigation &amp; Drainage District Fund (Water Division)</b>				
FC-300 Itron Meter Readers	Replacement	9	5,407	48,662
Selectron Customer Service Voice Utility	New	1	69,741	69,741
Server Virtualization	New	1	13,097	13,097
Time and Attendance System	New	1	1,350	<u>1,350</u> 132,850
<b>Highway User Revenue Fund</b>				
Server Virtualization	New	1	5,732	5,732
Time and Attendance System	New	1	1,050	<u>1,050</u> 6,782
<b>Recreation/Aquatic Fund</b>				
Server Virtualization	New	1	2,866	2,866
Strantril System 5	Replacement	1	18,000	<u>18,000</u> 20,866
<b>Transit Fund</b>				
Security Camera System Expansion	New	1	5,700	5,700
Server Virtualization	New	1	2,050	2,050
Transit Bus/Radio Replacement	Replacement	3	133,333	<u>400,000</u> 407,750



## CAPITAL OUTLAY SUMMARY

Capital Outlay Budget By Fund				Status	Qty	Unit Cost	Budget FY 12-13
<b>OTHER FUNDS (con't)</b>							
<b>Vehicle/Equipment Replacement Fund</b>							
Patrol Vehicles - includes outfitting (PD)				Replacement		374,880	374,880
Truck (Wastewater)				Replacement	1	20,657	<u>20,657</u>
							395,537
<b>WALETA Police Academy</b>							
Modular Building				New	1	65,000	<u>65,000</u>
							65,000
<b>Wastewater Utility Fund</b>							
44HP Pump/Controls				New	1	40,000	40,000
Bleach Tank				Replacement	1	10,000	10,000
Chemical Tank Relocation				Replacement	1	15,000	15,000
Copier				Replacement	1	7,500	7,500
Digester Decant Pump				Replacement	1	7,800	7,800
Headworks Loading Conveyor				Replacement	1	25,000	25,000
Headworks Water Softner				Replacement	1	6,000	6,000
RAS Screw Pump & Motor, Gear Box				Replacement	1	68,846	68,846
Sedimentation Basin Collector Ring				Replacement	1	7,500	7,500
Selectron Customer Service Voice Utility				New	1	59,409	59,409
Server Virtualization				New	1	11,881	11,881
Slide Splitter Gate				Replacement	1	15,000	15,000
Time and Attendance System				New	1	900	900
Truck Crane for Vehicle #4290				Replacement	1	7,500	7,500
Wetwell Discharge Pipe Work & Coating				Replacement	1	40,000	<u>40,000</u>
							322,336
<b>TOTAL OTHER FUNDS</b>							<b>\$1,352,754</b>
<b>GRANT FUNDS</b>							
<b>Homeland Security Grant</b>							
Forward Looking Infra-Red (FLIR) (PD)				New	1	30,000	30,000
Portable Air Station (FD)				New	1	150,000	150,000
Recon Scout Robot (PD)				New	1	20,000	<u>20,000</u>
							200,000
<b>Justice Assistance Grant</b>							
Law Enforcement Improvements (PD)				New	2	25,000	<u>50,000</u>
							50,000
<b>State Lake Improvement Grant</b>							
Boating and Associated Equipment (PD)				New	1	100,000	<u>100,000</u>
							100,000
<b>TOTAL GRANT FUNDS</b>							<b>\$350,000</b>
<b>TOTAL FISCAL YEAR 2012-13 CAPITAL OUTLAY PROGRAM</b>							<b>\$2,588,460</b>

**COMMUNITY INVESTMENT PROGRAM****PROGRAMS AND SOURCES SUMMARY**

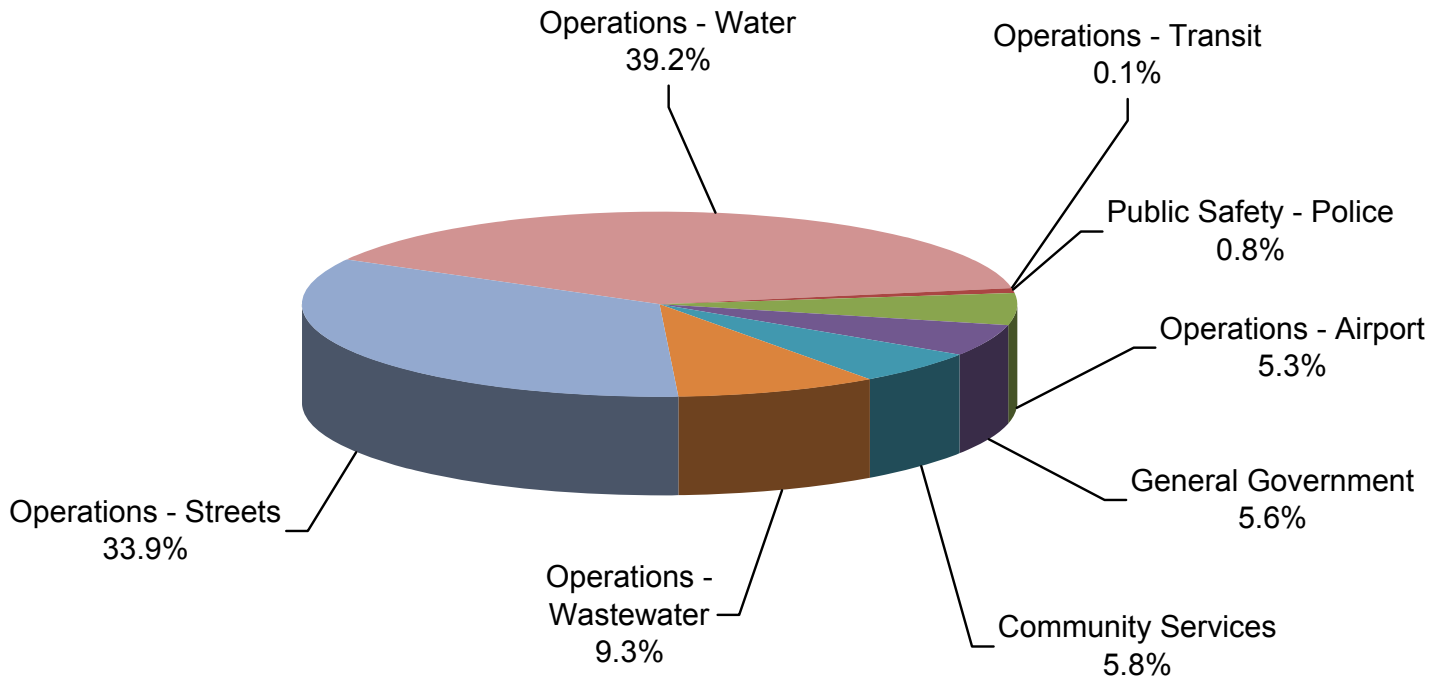
<b>Program</b>	<b>'12/'13</b>	<b>'13/'14</b>	<b>'14/'15</b>	<b>'15/'16</b>	<b>'16/'17</b>	<b>Total</b>
Community Services	1,597,308	50,000			7,800,000	9,447,308
General Government	1,525,423	2,400,000	2,700,000			6,625,423
Operations	23,965,179	6,793,241	10,422,768	6,438,628	3,928,000	51,547,816
Public Safety	222,000	375,000			230,000	827,000
<b>TOTAL</b>	<b>27,309,910</b>	<b>9,618,241</b>	<b>13,122,768</b>	<b>6,438,628</b>	<b>11,958,000</b>	<b>68,447,547</b>

<b>Source</b>	<b>'12/'13</b>	<b>'13/'14</b>	<b>'14/'15</b>	<b>'15/'16</b>	<b>'16/'17</b>	<b>Total</b>
Airport Fund	28,560					28,560
CIP Fund	219,150	384,700	6,000	1,625	6,250	617,725
Community Donations	500,000					500,000
Debt Service: Other	6,675,384				5,600,000	12,275,384
Debt Service: Wastewater	1,214,516					1,214,516
Flood Control Funding	7,257,684	2,100,000	2,150,000	2,150,000	2,150,000	15,807,684
General Fund	1,397,815	376,875		327,417		2,102,107
Grant: ADOT 2.5%	13,150	9,700	6,000	1,625	6,250	36,725
Grant: ADOT 5311	31,222					31,222
Grant: ADOT 90.0%	819,000					819,000
Grant: FAA 95.0%	499,700	368,600	228,000	61,750	237,500	1,395,550
Grant: SLIF					230,000	230,000
Grant: WACOG	875,000		1,978,753	481,000		3,334,753
HURF	24,178		119,606			143,784
Impact Fees - Parks	197,500					197,500
Impact Fees - Police	222,000					222,000
Impact Fees - Transportation	148,486					148,486
Irrigation & Drainage District	4,275,933	3,778,366	4,497,366	578,366	728,000	13,858,031
Lease Proceeds	125,423	2,400,000	2,700,000			5,225,423
Property Acquisition Fund					2,200,000	2,200,000
Refuse Fund	1,149,808					1,149,808
Transit Fund	2,350					2,350
Wastewater Utility Fund	1,633,051	200,000	1,437,043	2,836,845	800,000	6,906,939
<b>TOTAL</b>	<b>27,309,910</b>	<b>9,618,241</b>	<b>13,122,768</b>	<b>6,438,628</b>	<b>11,958,000</b>	<b>68,447,547</b>

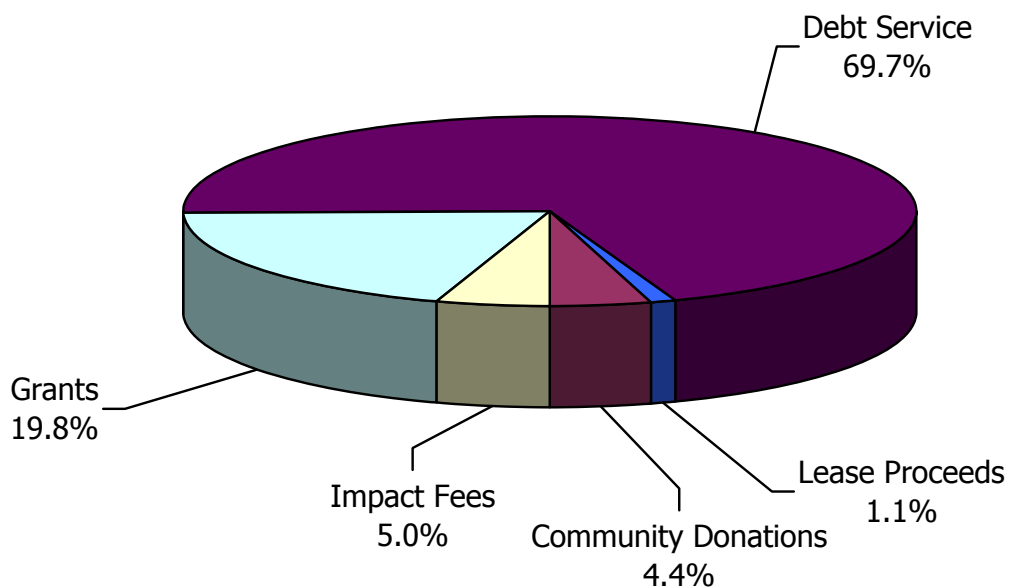


## COMMUNITY INVESTMENT PROGRAM FISCAL YEAR 12-13

**Total Program  
\$27,309,910**



## Source of Funds





## COMMUNITY INVESTMENT PROGRAM PROJECTS & FUNDING SOURCES BY PROGRAM

### COMMUNITY SERVICES

Program	Project#	Priority	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Total
<b>Community Services</b>								
Mesquite Avenue Parking Structure	DS1020	3	199,808					199,808
Body Beach	PR1060	3					7,800,000	7,800,000
Rotary Community Park Expansion	PR1190	4	197,500					197,500
Havasus 280 Infrastructure Master Plan	PR2070	2	100,000	50,000				150,000
Tinnell Skate Park	PR3020	1	1,100,000					1,100,000
<b>Community Services Total</b>			<b>1,597,308</b>	<b>50,000</b>			<b>7,800,000</b>	<b>9,447,308</b>

<i>Community Donations</i>			500,000					500,000
<i>Debt Service: Other</i>							5,600,000	5,600,000
<i>General Fund</i>			100,000	50,000				150,000
<i>Impact Fees - Parks</i>			197,500					197,500
<i>Property Acquisition Fund</i>							2,200,000	2,200,000
<i>Refuse Fund</i>			799,808					799,808
<b>Community Services Total</b>			<b>1,597,308</b>	<b>50,000</b>			<b>7,800,000</b>	<b>9,447,308</b>

### GENERAL GOVERNMENT

Program	Project#	Priority	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Total
<b>Community Services</b>								
Mesquite Avenue Parking Structure	DS1020	3	199,808					199,808
Body Beach	PR1060	3					7,800,000	7,800,000
Rotary Community Park Expansion	PR1190	4	197,500					197,500
Havasus 280 Infrastructure Master Plan	PR2070	2	100,000	50,000				150,000
Tinnell Skate Park	PR3020	1	1,100,000					1,100,000
<b>Community Services Total</b>			<b>1,597,308</b>	<b>50,000</b>			<b>7,800,000</b>	<b>9,447,308</b>

<i>Community Donations</i>			500,000					500,000
<i>Debt Service: Other</i>							5,600,000	5,600,000
<i>General Fund</i>			100,000	50,000				150,000
<i>Impact Fees - Parks</i>			197,500					197,500
<i>Property Acquisition Fund</i>							2,200,000	2,200,000
<i>Refuse Fund</i>			799,808					799,808
<b>Community Services Total</b>			<b>1,597,308</b>	<b>50,000</b>			<b>7,800,000</b>	<b>9,447,308</b>





## COMMUNITY INVESTMENT PROGRAM PROJECTS & FUNDING SOURCES BY PROGRAM

### OPERATIONS

Program	Project#	Priority	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Total
<b>Operations</b>								
Airport Signage, Electric, & Pavement Improvements	AP1300	2		70,000	40,000			110,000
Airport Electrical Vault, Apron Lighting, & Cameras	AP1470	2	526,000	300,000				826,000
Non-Aero Land Assessment	AP1490	1	25,000					25,000
Airport Pavement Preservation	AP1530	1	910,000					910,000
Corporate Aircraft Parking & Ramp Improvements	AP1540	2		18,000	200,000			218,000
Helicopter Take-Off, Landing, and Parking Area	AP1550	3				15,000	200,000	215,000
Airfield Hazard Markings	AP1560	3					50,000	50,000
Replace Obstruction Lights	AP1570	3				50,000		50,000
Engineering Oversight	SS2330	2	47,863					47,863
SCADA Controls for Effluent Reuse	SS2390	1	200,000				800,000	1,000,000
Vadose Injection Wells & Assoc Monitoring Wells	SS2610	2	343,126					343,126
Mulberry Effluent Basin Expansion	SS2630	2			1,334,432			1,334,432
Mockingbird Area Sewer Expansion	SS2690	1	487,351					487,351
Trotwood Area Sewer Expansion	SS2700	1	404,302					404,302
Vadose Injection/Recovery Wells	SS2720	3			102,611	2,836,845		2,939,456
Sewer Valve Retrofits	SS2730	1	275,000					275,000
Eagle Golf Course Effluent Pump Station	SS2780	1	722,045					722,045
Effluent Reuse & Disposal Connections	SS2860	1	50,000	200,000				250,000
London Bridge Maintenance	ST2620	1	635,000	326,875				961,875
Traffic Signals	ST2630	2	300,000			300,000		600,000
Roadway Drainage Improvements	ST2790	3	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
2012 Lake Havasu Ave Box Culvert Improvements	ST2820	2	900,000					900,000
PARA Corridor Project	ST2860	2	424,178		2,098,359			2,522,537
Widen Lake Havasu Avenue	ST2890	2	448,486					448,486
Drainage Improvements Program	ST2930	1	2,742,487	100,000	150,000	150,000	150,000	3,292,487
Pima Wash Culvert	ST3040	2	315,197					315,197
Wash Bank Stabilization Program	ST3070	2	500,000	500,000	500,000	500,000	500,000	2,500,000
Drainage Improvements Engineering Services	ST3110	1	600,000	500,000	500,000	500,000	500,000	2,600,000
North Havasu Area Drainage Improvements	ST3120	2	100,000					100,000
Mockingbird Wash Bank Stabilization	ST3140	1	1,000,000					1,000,000
Residential Drainage Program	ST3150	1	100,000					100,000
Intersection Improvements - S Palo Verde/Kiowa	ST3160	2	184,975			508,417		693,392
Transit Parking Lot	TR1030	2	33,572					33,572



# COMMUNITY INVESTMENT PROGRAM PROJECTS & FUNDING SOURCES BY PROGRAM

## OPERATIONS (CONTINUED)

Program	Project#	Priority	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Total
WWSE - Water Service Line Replacement	WT2080	1	482,980					482,980
Water Main Replacements	WT3080	1	2,449,151	500,000		250,000		3,199,151
Water Tank Rehabilitation & Maintenance Program	WT5090	1		200,000	100,000	200,000	100,000	600,000
Refurbish and Re-equip Existing Wells	WT6010	1	400,000		350,000		350,000	1,100,000
Well Expansion Program	WT6020	2	744,044					744,044
Water Treatment Plant Capacity Increase Evaluation	WT6040	2		250,000				250,000
North Water System Improvements	WT6050	1			400,000			400,000
Booster Station 1B Replacement	WT6060	2	300,000		2,819,000			3,119,000
Booster Station 4 Replacement & Additional Storage	WT7040	2	2,490,409					2,490,409
Booster Station 5A Replacement & Add'l Storage	WT7050	2	2,489,924					2,489,924
Water Treatment Plant Improvements	WT7160	2	500,000		200,000		200,000	900,000
Water System Improvements Engineering Services	WT7200	1	290,723					290,723
Recharge/Recovery System	WT7290	3			500,000			500,000
Mohave County Water Authority Water Allocation	WT7300	1	78,000	78,000	78,000	78,000	78,000	390,000
City Hall Well Conversion	WT7320	3	40,000					40,000
Firming Agreement Subcontract No. 2	WT7330	1	50,366	50,366	50,366	50,366		201,464
Booster Station 6 & 6A	WT7350	2	375,000	2,700,000				3,075,000
<b>Operations Total</b>			<b>23,965,179</b>	<b>6,793,241</b>	<b>10,422,768</b>	<b>6,438,628</b>	<b>3,928,000</b>	<b>51,547,816</b>

<b>CIP Fund</b>	129,150	9,700	6,000	1,625	6,250	152,725
<b>Debt Service: Other</b>	6,675,384					6,675,384
<b>Debt Service: Wastewater</b>	1,214,516					1,214,516
<b>Flood Control Funding</b>	7,257,684	2,100,000	2,150,000	2,150,000	2,150,000	15,807,684
<b>General Fund</b>	944,975	326,875		327,417		1,599,267
<b>Grant: ADOT 2.5%</b>	13,150	9,700	6,000	1,625	6,250	36,725
<b>Grant: ADOT 5311</b>	31,222					31,222
<b>Grant: ADOT 90.0%</b>	819,000					819,000
<b>Grant: FAA 95.0%</b>	499,700	368,600	228,000	61,750	237,500	1,395,550
<b>Grant: WACOG</b>	875,000		1,978,753	481,000		3,334,753
<b>HURF</b>	24,178		119,606			143,784
<b>Impact Fees - Transportation</b>	148,486					148,486
<b>Irrigation &amp; Drainage District</b>	4,015,213	3,778,366	4,497,366	578,366	728,000	13,597,311
<b>Transit Fund</b>	2,350					2,350
<b>Wastewater Utility Fund</b>	1,315,171	200,000	1,437,043	2,836,845	800,000	6,589,059
<b>Operations Total</b>	<b>23,965,179</b>	<b>6,793,241</b>	<b>10,422,768</b>	<b>6,438,628</b>	<b>3,928,000</b>	<b>51,547,816</b>



## COMMUNITY INVESTMENT PROGRAM PROJECTS & FUNDING SOURCES BY PROGRAM

### PUBLIC SAFETY

Program	Project#	Priority	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Total
<b>Public Safety</b>								
Public Restrooms & Public Safety/Info Centers	FD1040	3					230,000	230,000
Remodel Fire Station #3	FD1090	2		125,000				125,000
Remodel Fire Station 4	FD2020	2		250,000				250,000
Police Dispatch Expansion	PD1010	1	222,000					222,000
<b>Public Safety Total</b>			<b>222,000</b>	<b>375,000</b>			<b>230,000</b>	<b>827,000</b>
<b>CIP Fund</b>								
				375,000				375,000
<b>Grant: SLIF</b>							230,000	230,000
<b>Impact Fees - Police</b>				222,000				222,000
<b>Public Safety Total</b>			<b>222,000</b>	<b>375,000</b>			<b>230,000</b>	<b>827,000</b>

# CAPITAL BUDGET

## Ten-Year CIP - Project Detail Sheets

### ■ Community Services ■

Community Services - Administration

General Government

Non-Departmental

Operations

Airport

Streets

Transit

Wastewater

Water

Public Safety

Fire

Police





## FY 2013-22 COMMUNITY INVESTMENT PROJECT COMMUNITY SERVICES / COMMUNITY SERVICES ADMINISTRATION

### Community Investment Program

'12/'13 *thru* '16/'17

### Lake Havasu City, Arizona

<b>Project #</b>	<b>DS1020</b>
<b>Project Name</b>	<b>Mesquite Avenue Parking Structure</b>

<b>Type</b>	Community Services	<b>Department</b>	Community Services
<b>Useful Life</b>	40 Years	<b>Contact</b>	Community Services Director
<b>Category</b>	Administration	<b>Priority</b>	3 Desirable (Start 3-5 yrs)
<b>Council Goal</b>	#4-Enhanced Quality of Life		
<b>Project Status</b>	New Project		



#### Description

Two level parking structure to be constructed on City owned parcels located at 2140/2160 Mesquite Ave. The amount in FY 13 is for grading/prep work and master plan design to the property.

#### Justification

Implements General Plan goals and policies for the redevelopment of the Uptown McCulloch area and implements suggestions from the R/UDAT update. The uptown area, via the new UMS District will redevelop to include mixed uses. The long term goal is to substantially reduce parking on McCulloch Blvd. The creation of a public parking structure will allow public parking on McCulloch to exist in a manner that will not detract from the mixed use/pedestrian atmosphere that is envisioned.

Expenditures	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
351-1840 Construction		199,808						199,808
<b>Total</b>		<b>199,808</b>						<b>199,808</b>

Funding Sources	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
Refuse Fund		199,808						199,808
<b>Total</b>		<b>199,808</b>						<b>199,808</b>

#### Budget Impact/Other



# FY 2013-22 COMMUNITY INVESTMENT PROJECT

## COMMUNITY SERVICES / COMMUNITY SERVICES ADMINISTRATION

### Community Investment Program

'12/'13 *thru* '16/'17

Lake Havasu City, Arizona

**Project #** PR1060**Project Name** Body Beach

**Type** Community Services      **Department** Community Services  
**Useful Life** n/a      **Contact** Community Services Director  
**Category** Parks - Comm/Regional Parks      **Priority** 3 Desirable (Start 3-5 yrs)  
**Council Goal** #6-Blue Lake, Beautiful Mount  
**Project Status** Ongoing Project



#### Description

Acquire 16.6 acres adjacent to the southern-most portion of Rotary Community Park. Although the purchase is for 16.6 acres, there is only approximately 9 acres of buildable land. The estimated cost is \$600,000 per acre for the portion that can be built upon.

#### Justification

Ensure public shoreline access to residents and visitors and serve as an extension of Rotary Community Park. Amenities proposed in the adopted master plan will enhance the value of Rotary Park to the public. The parking area proposed in the master plan will provide the community maximum flexibility in accommodating larger events in Rotary Park. This purchase conforms to the recommendations of the Shoreline Access Committee, which listed this as the number one priority in the purchase of shoreline access.

Expenditures	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
351-1840 Land & Right-of-Way						7,800,000		7,800,000
354-1840 Design	63,704							63,704
<b>Total</b>	<b>63,704</b>					<b>7,800,000</b>		<b>7,863,704</b>

Funding Sources	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
Debt Service: Other						5,600,000		5,600,000
Property Acquisition Fund	63,704					2,200,000		2,263,704
<b>Total</b>	<b>63,704</b>					<b>7,800,000</b>		<b>7,863,704</b>

#### Budget Impact/Other

The debt service payment of \$465,153 beginning in 2018 reflect borrowing \$5,600,000 for a term of 20 years at 5.5% interest.

Budget Items	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
Debt Service							2,325,765	2,325,765
<b>Total</b>							<b>2,325,765</b>	<b>2,325,765</b>



## FY 2013-22 COMMUNITY INVESTMENT PROJECT COMMUNITY SERVICES / COMMUNITY SERVICES ADMINISTRATION

### Community Investment Program

'12/'13 *thru* '16/'17

### Lake Havasu City, Arizona

<b>Project #</b>	PR1190		
<b>Project Name</b>	Rotary Community Park Expansion		
<b>Type</b>	Community Services	<b>Department</b>	Community Services
<b>Useful Life</b>	40 Years	<b>Contact</b>	Community Services Director
<b>Category</b>	Parks - Comm/Regional Parks	<b>Priority</b>	4 Deferrable (Start 5-10 yrs)
<b>Council Goal</b>	#4-Enhanced Quality of Life		
<b>Project Status</b>	Revised Project		



#### Description

This project would expand the boundaries of Rotary Community Park south to the area known as Body Beach and provide additional facilities and amenities for public use. Rotary Community Park additions would include a restroom facility, parking lot, ramadas, picnic tables, benches, turf area, trail system and new access to the park from the south.

#### Justification

Ensure public shoreline access to residents and visitors and serve as an extension of Rotary Community Park to the south. Amenities would enhance that area, extend the walking path at Rotary Park, and provide additional picnic facilities and special event area. Conforms with Lake Havasu City General Plan and Rotary Community Park Expansion Master Plan.

Expenditures	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
351-1840 Design		18,000						18,000
351-1840 Construction		179,500						179,500
<b>Total</b>		<b>197,500</b>						<b>197,500</b>

Funding Sources	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
Impact Fees - Parks		197,500						197,500
<b>Total</b>		<b>197,500</b>						<b>197,500</b>

#### Budget Impact/Other





## FY 2013-22 COMMUNITY INVESTMENT PROJECT COMMUNITY SERVICES / COMMUNITY SERVICES ADMINISTRATION

### Community Investment Program

'12/'13 *thru* '16/'17

### Lake Havasu City, Arizona

**Project #** PR2070  
**Project Name** Havasu 280 Infrastructure Master Plan

**Type** Community Services      **Department** Community Services  
**Useful Life** 10 Years      **Contact** Community Services Director  
**Category** Parks - Community Facilities      **Priority** 2 Necessary (Start 1-3 yrs)  
**Council Goal** #4-Enhanced Quality of Life  
**Project Status** Ongoing Project



#### Description

This project will consist of a comprehensive master planning effort that includes hydraulic modeling of our water and sewer system's to ensure our current infrastructure can support the recreational uses we are proposing with the Havasu 280 project including; a golf course and driving range, a conference and performing arts center and other park related uses. The project will also include an analysis of the transpiration aspect to ensure compliance with all of ADOT's standards and appropriate traffic circulation. The 280 acre site will be analyzed from a ACOE perspective, and address any jurisdictional delineation issues. This effort will identify any inadequacies in our existing infrastructure and provide recommendations for upgrades to the systems and the sites as a whole to provide for a fully developable 280 acres.

#### Justification

Once the studies and the master planning is complete and the necessary projects are identified, the City can move forward with various CIP projects to meet the stipulations of the management plan the City has entered into with the BLM.

Expenditures	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
351-1840 Design	35,970	100,000	50,000					185,970
<b>Total</b>	<b>35,970</b>	<b>100,000</b>	<b>50,000</b>					<b>185,970</b>

Funding Sources	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
CIP Fund	2,125							2,125
General Fund	33,845	100,000	50,000					183,845
<b>Total</b>	<b>35,970</b>	<b>100,000</b>	<b>50,000</b>					<b>185,970</b>

#### Budget Impact/Other



# FY 2013-22 COMMUNITY INVESTMENT PROJECT COMMUNITY SERVICES / COMMUNITY SERVICES ADMINISTRATION

## Community Investment Program

'12/'13 *thru* '16/'17

## Lake Havasu City, Arizona

<b>Project #</b>	<b>PR3020</b>
<b>Project Name</b>	<b>Tinnell Skate Park</b>

<b>Type</b>	Community Services	<b>Department</b>	Community Services
<b>Useful Life</b>	40 Years	<b>Contact</b>	Community Services Director
<b>Category</b>	Parks - Community Facilities	<b>Priority</b>	1 Essential (Start 1 yr)
<b>Council Goal</b>	#4-Enhanced Quality of Life		
<b>Project Status</b>	Ongoing Project		



### Description

This project includes a partnership with a nonprofit group to construct a skate park.

### Justification

This project is to be built to recognize Lake Havasu City's first fallen soldier in Iraq, replacing the skate park in Rotary Community Park. Conforms with Lake Havasu City General Plan and Rotary Community Park Expansion Master Plan.

Expenditures	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
351-1840 Construction		1,100,000						1,100,000
<b>Total</b>		<b>1,100,000</b>						<b>1,100,000</b>

Funding Sources	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
Community Donations		500,000						500,000
Refuse Fund		600,000						600,000
<b>Total</b>		<b>1,100,000</b>						<b>1,100,000</b>

### Budget Impact/Other

Operating costs represent staff, utilities, and supplies for maintenance of skate park area.

Budget Items	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
Personnel			9,396	9,396	9,396	9,396	46,980	84,564
Supplies & Services			2,500	2,500	2,500	2,500	12,500	22,500
Utilities			2,500	2,500	2,500	2,500	12,500	22,500
<b>Total</b>			<b>14,396</b>	<b>14,396</b>	<b>14,396</b>	<b>14,396</b>	<b>71,980</b>	<b>129,564</b>



# CAPITAL BUDGET

## Ten-Year CIP - Project Detail Sheets

Community Services

Community Services - Administration

■ General Government ■

Non-Departmental

Operations

Airport

Streets

Transit

Wastewater

Water

Public Safety

Fire

Police





## FY 2013-22 COMMUNITY INVESTMENT PROJECT GENERAL GOVERNMENT / NON-DEPARTMENTAL

### Community Investment Program

'12/'13 *thru* '16/'17

### Lake Havasu City, Arizona

**Project #** ND1000  
**Project Name** City Owned Fiber Optic Infrastructure

**Type** Non-Departmental  
**Useful Life** 10 Years  
**Category** Operational Facilities  
**Council Goal** #1-Financially Sound City Gov't  
**Project Status** New Project

**Department** General Government  
**Contact** Community Services Director  
**Priority** 2 Necessary (Start 1-3 yrs)



#### Description

As technology continues to advance, the City has been planning for future technology needs, which will require the use of fiber optics to maximize efficiencies. This project will require a major investment in infrastructure through systematic and planned phases of work, which will minimize the fiscal impact and increase staff output to the citizens we serve. This fiber optics ring will consist of two (2) loops, City and Airport Loops. The City Loop is in all facilities closest to City Hall, while the Airport Loop ties in all the farther out laying area facilities, including the Airport.

#### Justification

If the City were to outsource all of its communication needs, the costs would exceed \$1 million dollars annually. During the initial research phase, outside agencies were contacted and have confirmed that most would be unable to provide all services that the City would require moving into the future. Based on the cost of outsourcing all communication needs and the limitations of receiving the services desired, the City needs would best be met through constructing and maintaining its own fiber optics ring.

Expenditures	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
351-1840 Design		125,423						125,423
351-1840 Construction			2,400,000	2,700,000				5,100,000
<b>Total</b>		<b>125,423</b>	<b>2,400,000</b>	<b>2,700,000</b>				<b>5,225,423</b>

Funding Sources	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
Lease Proceeds		125,423	2,400,000	2,700,000				5,225,423
<b>Total</b>		<b>125,423</b>	<b>2,400,000</b>	<b>2,700,000</b>				<b>5,225,423</b>

#### Budget Impact/Other

Annual maintenance costs are not included. Waiting on final report to get accurate amounts. Direct Savings would be for the elimination of the frame relay circuit from City Hall to the Airport and Courts. Annually those savings total \$21,600. An additional \$5,000 savings would be realized due to the elimination of the as needed maintenance to the current wireless systems. An additional \$5,000 to \$15,000 annual savings could be realized through the consolidation of phone lines as the phone systems at the remote locations are replaced.

Budget Items	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
Utilities							-133,000	-133,000
<b>Total</b>							<b>-133,000</b>	<b>-133,000</b>



## FY 2013-22 COMMUNITY INVESTMENT PROJECT GENERAL GOVERNMENT / NON-DEPARTMENTAL

### Community Investment Program

'12/'13 *thru* '16/'17

### Lake Havasu City, Arizona

**Project #** ND1020**Project Name** Citywide Network Infrastructure Upgrade**Type** Non-Departmental**Department** General Government**Useful Life** 10 Years**Contact** Administrative Services Director**Category** Administration**Priority** 1 Essential (Start 1 yr)**Council Goal** #1-Financially Sound City Gov't**Project Status** New Project

#### Description

Replace and upgrade the City's current remote network infrastructure connecting remote facilities to City Hall. This project involves engaging a technology solutions firm to evaluate, recommend, and implement a solution that improves the reliability and enhance data communications across remote locations using private network.

#### Justification

The existing wide area network (WAN) connections to remote facilities are unreliable and limit the capabilities of these facilities. The demand for increased bandwidth in order to provide services such as GIS, cloud based applications and data within our network is substandard or not available. This causes unnecessary redundancy to provide data to these facilities.

Expenditures	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
521-4110 Construction		35,720						35,720
351-1840 Construction		242,840						242,840
551-5410 Construction		28,560						28,560
531-4210 Construction		92,880						92,880
<b>Total</b>		<b>400,000</b>						<b>400,000</b>

Funding Sources	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
Airport Fund		28,560						28,560
CIP Fund		90,000						90,000
General Fund		152,840						152,840
Irrigation & Drainage District		35,720						35,720
Wastewater Utility Fund		92,880						92,880
<b>Total</b>		<b>400,000</b>						<b>400,000</b>

#### Budget Impact/Other

# CAPITAL BUDGET

## Ten-Year CIP - Project Detail Sheets

Community Services

Community Services - Administration

General Government

Non-Departmental

### ■ Operations ■

Airport

Streets

Transit

Wastewater

Water

Public Safety

Fire

Police







## FY 2013-22 COMMUNITY INVESTMENT PROJECT OPERATIONS / AIRPORT

### Community Investment Program

'12/'13 *thru* '16/'17

### Lake Havasu City, Arizona

**Project #** AP1300  
**Project Name** Airport Signage, Electric, & Pavement Improvements

**Type** Airport  
**Useful Life** 10 Years  
**Category** Airport  
**Council Goal** #3-Safe and Clean Community  
**Project Status** Ongoing Project

**Department** Operations  
**Contact** Operations Director  
**Priority** 2 Necessary (Start 1-3 yrs)



#### Description

This project includes utility improvements (fire hydrant protection), construction of the North Ramp connector taxiway, and edge replacement of taxiway "A". All of these items were designed in 2010.

#### Justification

The fire hydrant by the large shade port is a safety issue related to taxing aircraft. The taxiway edge near taxiway "A" is failing and must be replaced to support heavier aircraft. To enhance utility of the North Ramp an additional taxiway connector is required. These projects are supported by the Airport Master Plan. These projects will benefit the City and increase the quality of life.

Expenditures	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
551-5410 Design	45,420							45,420
551-5410 Construction	760,221		70,000	40,000				870,221
<b>Total</b>	<b>805,641</b>		<b>70,000</b>	<b>40,000</b>				<b>915,641</b>

Funding Sources	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
CIP Fund	7,626		1,750	1,000				10,376
General Fund	12,361							12,361
Grant: ADOT 2.5%	20,146		1,750	1,000				22,896
Grant: FAA 95.0%	765,508		66,500	38,000				870,008
<b>Total</b>	<b>805,641</b>		<b>70,000</b>	<b>40,000</b>				<b>915,641</b>

#### Budget Impact/Other

Operating costs will consist of occasional sweeping of paved areas, one hour a year at \$155 an hour. Once every five (5) years, the hydrant will be painted at \$300, and flushed once every three (3) years at about \$24 each flush.

Budget Items	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
Supplies & Services			155	179	155	455	1,123	2,067
<b>Total</b>			<b>155</b>	<b>179</b>	<b>155</b>	<b>455</b>	<b>1,123</b>	<b>2,067</b>



## FY 2013-22 COMMUNITY INVESTMENT PROJECT OPERATIONS / AIRPORT

### Community Investment Program

'12/'13 *thru* '16/'17

### Lake Havasu City, Arizona

**Project #** AP1470  
**Project Name** Airport Electrical Vault, Apron Lighting, & Cameras

**Type** Airport      **Department** Operations  
**Useful Life** 10 Years      **Contact** Operations Director  
**Category** Airport      **Priority** 2 Necessary (Start 1-3 yrs)  
**Council Goal** #3-Safe and Clean Community  
**Project Status** Ongoing Project



#### Description

Design/construction of a new airport electrical vault, apron lighting, and security cameras.

#### Justification

This project will enhance safety and is supported by the Airport Master Plan and the FAA Report. The electrical vault supports all of the electrical equipment at the airport.

Expenditures	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
551-5410 Design	84,097	40,000						124,097
551-5410 Construction	120,750	486,000	300,000					906,750
<b>Total</b>	<b>204,847</b>	<b>526,000</b>	<b>300,000</b>					<b>1,030,847</b>

Funding Sources	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
CIP Fund		13,150	7,500					20,650
General Fund	12,433							12,433
Grant: ADOT 2.5%	4,934	13,150	7,500					25,584
Grant: FAA 95.0%	187,480	499,700	285,000					972,180
<b>Total</b>	<b>204,847</b>	<b>526,000</b>	<b>300,000</b>					<b>1,030,847</b>

#### Budget Impact/Other

Operating costs beyond annual electrical usage at the airport should be minimal.



## FY 2013-22 COMMUNITY INVESTMENT PROJECT OPERATIONS / AIRPORT

### Community Investment Program

'12/'13 *thru* '16/'17

### Lake Havasu City, Arizona

**Project #** AP1490**Project Name** Non-Aero Land Assessment

**Type** Airport  
**Useful Life** 10 Years  
**Category** Airport  
**Council Goal** #2-Diversified Local Economy  
**Project Status** Ongoing Project

**Department** Operations  
**Contact** Operations Director  
**Priority** 1 Essential (Start 1 yr)



#### Description

Assessment and planning for the possible removal of the 17 acre site from Airport Use Only designation to allow for Non-Aero Land Use to provide revenue enhancements to the airport. Congressional action and BLM approvals of selected airport properties for non-aero uses will be required.

#### Justification

By moving forward with this project, we will be able to diversify and expand airport revenue base to meet City goal of less/no subsidies of airport enterprise fund and increase continued economic development at the northern portion of the City. This project will benefit the City and region and is supported by the Airport Master Plan.

Expenditures	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
551-5410 Design		12,500						12,500
551-5410 Carry Forward		12,500						12,500
<b>Total</b>		<b>25,000</b>						<b>25,000</b>

Funding Sources	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
CIP Fund		25,000						25,000
<b>Total</b>		<b>25,000</b>						<b>25,000</b>

#### Budget Impact/Other

There is no operating impact beyond the Airport Manager's involvement in the project. There will be some involvement of local elected officials, City Manager and Public Works Director at the beginning of the project. No additional staff or service should be required.



## FY 2013-22 COMMUNITY INVESTMENT PROJECT OPERATIONS / AIRPORT

### Community Investment Program

'12/'13 *thru* '16/'17

### Lake Havasu City, Arizona

**Project #** AP1530  
**Project Name** Airport Pavement Preservation

**Type** Airport      **Department** Operations  
**Useful Life** 40 Years      **Contact** Operations Director  
**Category** Airport      **Priority** 1 Essential (Start 1 yr)  
**Council Goal** #3-Safe and Clean Community  
**Project Status** New Project



#### Description

Arizona State Department of Transportation has allocated \$910,000 for a one-inch overlay for Runway 14/32 at the airport in FY 12-13. This project will lengthen the life of approximately 287,00 sq. ft. of airport pavement. In FY 17-18 taxiways and aprons will receive a seal coat to lengthen the lifespan of these paved areas.

#### Justification

The last major pavement preservation project at the airport was over ten years ago. Given the harsh environment here as documented by the ADOT pavement study conducted in 2006 and 2010, our airport pavement is rapidly aging. To protect the airport pavement and enhance the life span beyond 20 years, pavement preservation is required. In part, due to this project, additional aero users will be attracted to our airport - a benefit to the City. These projects are supported by the Airport Master Plan.

Expenditures	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
551-5410 Design							32,000	32,000
551-5410 Construction		910,000					368,000	1,278,000
<b>Total</b>		<b>910,000</b>					<b>400,000</b>	<b>1,310,000</b>

Funding Sources	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
CIP Fund		91,000					10,000	101,000
Grant: ADOT 2.5%							10,000	10,000
Grant: ADOT 90.0%		819,000						819,000
Grant: FAA 95.0%							380,000	380,000
<b>Total</b>		<b>910,000</b>					<b>400,000</b>	<b>1,310,000</b>

#### Budget Impact/Other

Operating costs consist of sweeping about four (4) times a year by one of the existing maintenance technician or specialist for nine (9) years after completion. Year ten, about \$200 to \$1,000 of crack sealing supplies may be required.

Budget Items	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
Supplies & Services							1,000	1,000
<b>Total</b>							<b>1,000</b>	<b>1,000</b>



## FY 2013-22 COMMUNITY INVESTMENT PROJECT OPERATIONS / AIRPORT

### Community Investment Program

'12/'13 *thru* '16/'17

### Lake Havasu City, Arizona

**Project #** AP1540**Project Name** Corporate Aircraft Parking & Ramp Improvements

<b>Type</b>	Airport	<b>Department</b>	Operations
<b>Useful Life</b>	40 Years	<b>Contact</b>	Operations Director
<b>Category</b>	Airport	<b>Priority</b>	2 Necessary (Start 1-3 yrs)
<b>Council Goal</b>	#3-Safe and Clean Community		
<b>Project Status</b>	Ongoing Project		



#### Description

Design/construction portion of central ramp for cargo aircraft parking to enhance utility of ramp and airport. Design scheduled for 2014 and construction for 2015.

#### Justification

The airport is accommodating larger and heavier aircraft types on a more regular basis. Although the central ramp was built to accommodate aircraft up to approximately 100,000 pounds, no major overlays (strengthening) has occurred in twenty (20) years. The ramp where the large aircraft park, requires to be strengthen in order to handle heavier aircraft. This project is supported by the Airport Master Plan, FAA-ADOT ACIP project list, and will enhance safety, benefit the City, region, and increase the quality of life.

Expenditures	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
551-5410 Design			18,000					18,000
551-5410 Construction				200,000				200,000
<b>Total</b>			<b>18,000</b>	<b>200,000</b>				<b>218,000</b>

Funding Sources	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
CIP Fund			450	5,000				5,450
Grant: ADOT 2.5%			450	5,000				5,450
Grant: FAA 95.0%			17,100	190,000				207,100
<b>Total</b>			<b>18,000</b>	<b>200,000</b>				<b>218,000</b>

#### Budget Impact/Other

Operating costs should be minimal for nine (9) years. At year ten (10), some crack sealing will be done by airport maintenance staff. At year eight (8), airport maintenance staff will repaint tie-down markings on this area of pavement, at approximately \$400.

Budget Items	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
Personnel							250	250
Supplies & Services							150	150
<b>Total</b>							<b>400</b>	<b>400</b>



## FY 2013-22 COMMUNITY INVESTMENT PROJECT OPERATIONS / AIRPORT

### Community Investment Program

'12/'13 *thru* '16/'17

### Lake Havasu City, Arizona

**Project #** AP1550  
**Project Name** Helicopter Take-Off, Landing, and Parking Area

**Type** Airport      **Department** Operations  
**Useful Life** 40 Years      **Contact** Operations Director  
**Category** Airport      **Priority** 3 Desirable (Start 3-5 yrs)  
**Council Goal** #3-Safe and Clean Community  
**Project Status** Ongoing Project



#### Description

Establishment of industry standard helicopter landing, parking, take-off area, which meets FAA standards and project study.

#### Justification

Since the construction of this airport, there has not been a defined helicopter landing, take-off, or parking area on the airport. Paved areas where repeated helicopter parking has occurred have had pavement life span shortened. To enhance safety and establish a standard for this airport, a defined standard helicopter parking area needs to be built on this ramp. This project is supported by the Airport Master Plan, FAA-ADOY ACIP project list, and will enhance safety, benefit the City, region, and increase the quality of life.

Expenditures	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
551-5410 Design					15,000	16,000		31,000
551-5410 Construction						184,000		184,000
<b>Total</b>					<b>15,000</b>	<b>200,000</b>		<b>215,000</b>

Funding Sources	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
CIP Fund					375	5,000		5,375
Grant: ADOT 2.5%					375	5,000		5,375
Grant: FAA 95.0%					14,250	190,000		204,250
<b>Total</b>					<b>15,000</b>	<b>200,000</b>		<b>215,000</b>

#### Budget Impact/Other

Operational costs should be minimal for eight (8) years. On year nine (9), helicopter markings will be repainted by airport maintenance staff with an estimated cost of \$400.

Budget Items	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
Personnel							250	250
Supplies & Services							150	150
<b>Total</b>							<b>400</b>	<b>400</b>



## FY 2013-22 COMMUNITY INVESTMENT PROJECT OPERATIONS / AIRPORT

### Community Investment Program

'12/'13 *thru* '16/'17

### Lake Havasu City, Arizona

<b>Project #</b>	<b>AP1560</b>
<b>Project Name</b>	<b>Airfield Hazard Markings</b>

<b>Type</b>	Airport	<b>Department</b>	Operations
<b>Useful Life</b>	10 Years	<b>Contact</b>	Operations Director
<b>Category</b>	Airport	<b>Priority</b>	3 Desirable (Start 3-5 yrs)
<b>Council Goal</b>	#3-Safe and Clean Community		
<b>Project Status</b>	Ongoing Project		



#### Description

This project is for design/construction of green hazard airfield markings. In 2010, the initial green hazard airfield markings were placed in between taxiway "A" and North Ramp and have performed well.

#### Justification

Given the airport's large area of pavement, some users have taxied their aircraft into areas where they have been damaged. These markings reduce those opportunities. These markings enhanced the safety of our airport. This project is supported by the ADOT-FAA-ACIP project list and the airport Master Plan. This project will benefit the City and increase the quality of life.

Expenditures	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
551-5410 Design						4,000		4,000
551-5410 Construction						46,000		46,000
<b>Total</b>						<b>50,000</b>		<b>50,000</b>

Funding Sources	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
CIP Fund						1,250		1,250
Grant: ADOT 2.5%						1,250		1,250
Grant: FAA 95.0%						47,500		47,500
<b>Total</b>						<b>50,000</b>		<b>50,000</b>

#### Budget Impact/Other

Operating costs should be minimal from the beginning of the improvement to year eight (8). For years nine (9) and ten (10), \$1,000 worth of paint will be applied to the outer edges of the green hazard painted areas, by airport maintenance staff. This will be done each year until the markings are freshened up or until FAA allows another grant to repaint these markings.

Budget Items	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
Personnel							1,400	1,400
Supplies & Services							600	600
<b>Total</b>							<b>2,000</b>	<b>2,000</b>





## FY 2013-22 COMMUNITY INVESTMENT PROJECT OPERATIONS / AIRPORT

### Community Investment Program

'12/'13 *thru* '16/'17

### Lake Havasu City, Arizona

**Project #** AP1570  
**Project Name** Replace Obstruction Lights

**Type** Airport      **Department** Operations  
**Useful Life** 10 Years      **Contact** Operations Director  
**Category** Airport      **Priority** 3 Desirable (Start 3-5 yrs)  
**Council Goal** #3-Safe and Clean Community  
**Project Status** Ongoing Project



#### Description

Design and replacement of existing mountain and WAPA safety obstruction lights for airport.

#### Justification

In 2009, 2010, 2011, all the airport safety obstruction lights failed due to outdated technology and remote locations. Given these improvements were funded and placed during the construction of the airport, they are FAA-ADOT eligible for grant funding. These obstruction lights are required for the safe operations of the airport. This project is supported by the Airport Master Plan and FAA-ADOT's ACIP project list. This project will enhance safety, benefit the City, region, and increase the quality of life.

Expenditures	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
551-5410 Design					4,000			4,000
551-5410 Construction					46,000			46,000
<b>Total</b>					<b>50,000</b>			<b>50,000</b>

Funding Sources	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
CIP Fund					1,250			1,250
Grant: ADOT 2.5%					1,250			1,250
Grant: FAA 95.0%					47,500			47,500
<b>Total</b>					<b>50,000</b>			<b>50,000</b>

#### Budget Impact/Other

Operation costs, beyond utility costs, should be minimal for the first eight (8) years after project is built. Light batteries may require replacement at eight (8) years. LED lamps will not. Airport maintenance staff will accomplish any repairs.



## FY 2013-22 COMMUNITY INVESTMENT PROJECT OPERATIONS / STREETS

### Community Investment Program

'12/'13 *thru* '16/'17

### Lake Havasu City, Arizona

**Project #** ST2620  
**Project Name** London Bridge Maintenance

**Type** Streets      **Department** Operations  
**Useful Life** 40 Years      **Contact** Operations Director  
**Category** Streets      **Priority** 1 Essential (Start 1 yr)  
**Council Goal** #3-Safe and Clean Community  
**Project Status** Ongoing Project



#### Description

Repair activities for the London Bridge as identified in the March 2011 "London Bridge Evaluation & Stabilization Report" completed by HDR. Repairs include under-deck epoxy injection of cracks, repair of spalled concrete, safety and access improvements/repairs, bridge bearing repairs, Pier D repairs, as well as soffit repair of the eastern arch of the London Bridge due to fire damage. Work will be prioritized based on the Biannual Bridge Inspection Report and Study with ADOT.

#### Justification

Fulfills City Council goal.

Expenditures	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
351-1840 Design	149,449	127,000	65,375					341,824
351-1840 Construction	338,221	508,000	261,500					1,107,721
<b>Total</b>	<b>487,670</b>	<b>635,000</b>	<b>326,875</b>					<b>1,449,545</b>

Funding Sources	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
General Fund	80,004	635,000	326,875					1,041,879
HURF	407,666							407,666
<b>Total</b>	<b>487,670</b>	<b>635,000</b>	<b>326,875</b>					<b>1,449,545</b>

#### Budget Impact/Other

Costs from March 25, 2011, report including Mainland Access and 25% design and construction administration estimates.



## FY 2013-22 COMMUNITY INVESTMENT PROJECT OPERATIONS / STREETS

### Community Investment Program

'12/'13 *thru* '16/'17

### Lake Havasu City, Arizona

**Project #** ST2630

**Project Name** Traffic Signals

**Type** Streets

**Department** Operations

**Useful Life** 10 Years

**Contact** Operations Director

**Category** Traffic Signals

**Priority** 2 Necessary (Start 1-3 yrs)

**Council Goal** #3-Safe and Clean Community

**Project Status** Ongoing Project



#### Description

Install warranted traffic signals and minor intersection improvements at major roadway intersections throughout the community. Currently, the intersection of Acoma at Smoketree meets warrant. The intersection of Maricopa at Oro Grande (South Bashas) is near meeting warrants. The intersection of Kiowa at Lake Havasu Avenue meets warrants but requires significant intersection improvements which will be done as a roadway project.

#### Justification

Traffic volumes on major arterials will continue to grow and multi-way stops will not provide the level of service expected by the community. To maintain and improve the traffic flow, warranted traffic signals will need to be installed at locations currently controlled by stop signs.

Expenditures	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
351-1840 Design	80,000	50,000			50,000		100,000	280,000
351-1840 Construction	69,366	250,000			250,000		500,000	1,069,366
<b>Total</b>	<b>149,366</b>	<b>300,000</b>			<b>300,000</b>		<b>600,000</b>	<b>1,349,366</b>

Funding Sources	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
General Fund		300,000			300,000		600,000	1,200,000
HURF	124,229							124,229
Impact Fees - Transportation	25,137							25,137
<b>Total</b>	<b>149,366</b>	<b>300,000</b>			<b>300,000</b>		<b>600,000</b>	<b>1,349,366</b>

#### Budget Impact/Other

Due to significant reductions in HURF funding, construction of new projects as well as some rehabilitation will have to be funded through General Fund, IDD Tax, or other resources.



## FY 2013-22 COMMUNITY INVESTMENT PROJECT OPERATIONS / STREETS

### Community Investment Program

'12/'13 *thru* '16/'17

### Lake Havasu City, Arizona

**Project #** ST2790  
**Project Name** Roadway Drainage Improvements

**Type** Streets  
**Useful Life** 40 Years  
**Category** Drainage  
**Council Goal** #3-Safe and Clean Community  
**Project Status** Ongoing Project

**Department** Operations  
**Contact** Operations Director  
**Priority** 3 Desirable (Start 3-5 yrs)



#### Description

Widen and curb residential roadways. Continue the residential widening work for drainage that was put on hold in 2000 due to resource limitations.

#### Justification

The City has 428 miles of roadways; only 140 miles are currently widened. Approximately 75 miles of roadway suffer severe storm damage with normal or heavy rainfall. Storm cleanup requires the City to shift from routine maintenance to cleanup. Residential widening improves drainage, reduces storm damage and effort required for cleanup, provides a finished look to the roadway, creates opportunity for future sidewalk installation, and provides area for parking, walking, and bicycling. Conforms with Lake Havasu City General Plan, Small Area Transportation Study Update 2005.

Expenditures	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
351-1840 Construction		1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000	10,000,000
<b>Total</b>		<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>5,000,000</b>	<b>10,000,000</b>

Funding Sources	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
Flood Control Funding		1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000	10,000,000
<b>Total</b>		<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>5,000,000</b>	<b>10,000,000</b>

#### Budget Impact/Other

Widening and curbing roadways reduces storm cleanup but increases the square yardage of pavement requiring maintenance. The determination to widen roadways is a quality of life determination for the community.



## FY 2013-22 COMMUNITY INVESTMENT PROJECT OPERATIONS / STREETS

### Community Investment Program

'12/'13 *thru* '16/'17

Lake Havasu City, Arizona

**Project #** ST2820  
**Project Name** 2012 Lake Havasu Ave Box Culvert Improvements

**Type** Streets      **Department** Operations  
**Useful Life** 40 Years      **Contact** Operations Director  
**Category** Drainage      **Priority** 2 Necessary (Start 1-3 yrs)  
**Council Goal** #3-Safe and Clean Community  
**Project Status** Ongoing Project



#### Description

This culvert is located on Lake Havasu Ave just south of the Kiowa Blvd & Lake Havasu Ave intersection. This structure will allow for an all weather crossing at this location and eliminate major erosion issues in the area. This project was formerly titled Kiowa Drain.

#### Justification

Provide weather crossing for vehicles and enhance pedestrian safety. Fulfills City Council goals.

Expenditures	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
351-1840 Construction		900,000						900,000
<b>Total</b>		<b>900,000</b>						<b>900,000</b>

Funding Sources	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
Flood Control Funding		900,000						900,000
<b>Total</b>		<b>900,000</b>						<b>900,000</b>

#### Budget Impact/Other



## FY 2013-22 COMMUNITY INVESTMENT PROJECT OPERATIONS / STREETS

### Community Investment Program

'12/'13 *thru* '16/'17

### Lake Havasu City, Arizona

**Project #** ST2860  
**Project Name** PARA Corridor Project

**Type** Streets  
**Useful Life** 40 Years  
**Category** Streets  
**Council Goal** #3-Safe and Clean Community  
**Project Status** New Project

**Department** Operations  
**Contact** Operations Director  
**Priority** 2 Necessary (Start 1-3 yrs)



#### Description

This project will consist of improvements to the area from Lake Havasu Avenue to Acoma Boulevard, and Mesquite Avenue to Swanson Avenue, as determined by the Planning Assistance for Rural Areas (PARA) Study. Due to ADOT funding difficulties, projects that were originally planned as HURF Exchange which allowed for City staff design, construction and construction administration now follow the Federal STP process and require ADOT administration and bidding. This adds significantly to the cost of design and construction administration.

#### Justification

Traffic volumes have increased on Swanson Avenue in excess of 10,000 ADT in 2006. Traffic volumes are anticipated to be in excess of 12,000 ADT. Traffic signals may be necessary at Swanson and Smoketree, as well as Swanson and Acoma, especially with the ASU Campus opening in the Fall of 2012.

Expenditures	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
351-1840 Design		424,178						424,178
351-1840 Construction				2,098,359				2,098,359
<b>Total</b>		<b>424,178</b>		<b>2,098,359</b>				<b>2,522,537</b>

Funding Sources	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
Grant: WACOG		400,000		1,978,753				2,378,753
HURF		24,178		119,606				143,784
<b>Total</b>		<b>424,178</b>		<b>2,098,359</b>				<b>2,522,537</b>

#### Budget Impact/Other

Budget Items	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
Personnel			2,000	2,000	2,000	2,000	10,000	18,000
<b>Total</b>			<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	<b>10,000</b>	<b>18,000</b>



## FY 2013-22 COMMUNITY INVESTMENT PROJECT OPERATIONS / STREETS

### Community Investment Program

'12/'13 *thru* '16/'17

### Lake Havasu City, Arizona

**Project #** ST2890  
**Project Name** Widen Lake Havasu Avenue

**Type** Streets      **Department** Operations  
**Useful Life** 40 Years      **Contact** Operations Director  
**Category** Streets      **Priority** 2 Necessary (Start 1-3 yrs)  
**Council Goal** #3-Safe and Clean Community  
**Project Status** Ongoing Project



#### Description

Widen Lake Havasu Avenue at Palo Verde Boulevard South to near Industrial Boulevard from four lanes to a five-lane section with a continuous left-turn lane. This will require the removal and replacement of the sidewalks on both sides to widen the roadway approximately five feet on each side. This project will utilize WACOG STP funds.

#### Justification

A significant number of accidents have occurred at these intersections (Papago, Sabino, and Bahama) as well as at the driveways. The 2005 SATS report indicates that at build-out, the roadway will have an ADT of approximately 22,000 vehicles per day, requiring a five-lane section. Conforms with Lake Havasu City General Plan, Small Area Transportation Study 2005.

Expenditures	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
351-1840 Design	4,552							4,552
351-1840 Construction	119,225	448,486						567,711
<b>Total</b>	<b>123,777</b>	<b>448,486</b>						<b>572,263</b>

Funding Sources	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
Grant: WACOG		300,000						300,000
HURF	109,072							109,072
Impact Fees - Transportation	14,705	148,486						163,191
<b>Total</b>	<b>123,777</b>	<b>448,486</b>						<b>572,263</b>

#### Budget Impact/Other



## FY 2013-22 COMMUNITY INVESTMENT PROJECT OPERATIONS / STREETS

### Community Investment Program

'12/'13 *thru* '16/'17

### Lake Havasu City, Arizona

**Project #** ST2930**Project Name** Drainage Improvements Program**Type** Streets**Department** Operations**Useful Life** 40 Years**Contact** Operations Director**Category** Drainage**Priority** 1 Essential (Start 1 yr)**Council Goal** #3-Safe and Clean Community**Project Status** Ongoing Project

#### Description

Construct drainage improvements (wash crossings, drop structures, etc.) in washes and drains in conjunction with projects identified in the Drainage Master Plan. This includes any funding for design services as necessary as dictated by staff workloads.

#### Justification

Conforms with Lake Havasu City General Plan and the 2008 Drainage Master Plan.

Expenditures	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
351-1840 Design	2,635							2,635
351-1840 Construction	405,783	207,065	100,000	150,000	150,000	150,000	750,000	1,912,848
351-1840 Carry Forward		2,535,422						2,535,422
<b>Total</b>	<b>408,418</b>	<b>2,742,487</b>	<b>100,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>750,000</b>	<b>4,450,905</b>

Funding Sources	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
Flood Control Funding	408,418	2,742,487	100,000	150,000	150,000	150,000	750,000	4,450,905
<b>Total</b>	<b>408,418</b>	<b>2,742,487</b>	<b>100,000</b>	<b>150,000</b>	<b>150,000</b>	<b>150,000</b>	<b>750,000</b>	<b>4,450,905</b>

#### Budget Impact/Other





## FY 2013-22 COMMUNITY INVESTMENT PROJECT OPERATIONS / STREETS

### Community Investment Program

'12/'13 *thru* '16/'17

### Lake Havasu City, Arizona

**Project #** ST3040**Project Name** Pima Wash Culvert

**Type** Streets  
**Useful Life** 40 Years  
**Category** Drainage  
**Council Goal** #3-Safe and Clean Community  
**Project Status** Ongoing Project

**Department** Operations  
**Contact** Operations Director  
**Priority** 2 Necessary (Start 1-3 yrs)

**Description**

Construct a culvert located on McCulloch Blvd just east of Tempest Lane. This structure will allow for an all-weather crossing of the Pima Wash at this location for emergency response vehicles and other personnel needing to reach the EOC in major rain events. This includes any funding for design services as necessary as dictated by staff workloads.

**Justification**

Fulfills City Council goal and provide weather crossing for vehicles and enhance pedestrian safety.

Expenditures	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
351-1840 Construction		315,197						315,197
<b>Total</b>		315,197						315,197

Funding Sources	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
Flood Control Funding		315,197						315,197
<b>Total</b>		315,197						315,197

**Budget Impact/Other**



## FY 2013-22 COMMUNITY INVESTMENT PROJECT OPERATIONS / STREETS

### Community Investment Program

'12/'13 *thru* '16/'17

### Lake Havasu City, Arizona

<b>Project #</b>	<b>ST3070</b>
<b>Project Name</b>	<b>Wash Bank Stabilization Program</b>

<b>Type</b>	Streets	<b>Department</b>	Operations
<b>Useful Life</b>	40 Years	<b>Contact</b>	Operations Director
<b>Category</b>	Drainage	<b>Priority</b>	2 Necessary (Start 1-3 yrs)
<b>Council Goal</b>	#3-Safe and Clean Community		
<b>Project Status</b>	Ongoing Project		



#### Description

This project is for the stabilization of wash banks to protect against heavy rains and erosion, thus reducing the amount of wash maintenance necessary. This includes any funding for design services as necessary as dictated by staff workloads.

#### Justification

Conforms with Lake Havasu City General Plan and the 2008 Drainage Master Plan.

Expenditures	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
351-1840 Construction		500,000	500,000	500,000	500,000	500,000	2,500,000	5,000,000
<b>Total</b>		<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>2,500,000</b>	<b>5,000,000</b>

Funding Sources	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
Flood Control Funding		500,000	500,000	500,000	500,000	500,000	2,500,000	5,000,000
<b>Total</b>		<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>2,500,000</b>	<b>5,000,000</b>

#### Budget Impact/Other



## FY 2013-22 COMMUNITY INVESTMENT PROJECT OPERATIONS / STREETS

### Community Investment Program

'12/'13 *thru* '16/'17

### Lake Havasu City, Arizona

<b>Project #</b>	<b>ST3110</b>
<b>Project Name</b>	<b>Drainage Improvements Engineering Services</b>
<b>Type</b>	Streets
<b>Useful Life</b>	40 Years
<b>Category</b>	Drainage
<b>Council Goal</b>	#3-Safe and Clean Community
<b>Project Status</b>	Ongoing Project
<b>Department</b>	Operations
<b>Contact</b>	Operations Director
<b>Priority</b>	1 Essential (Start 1 yr)



#### Description

This project is for the design of the drainage improvements identified in the IGA with Mohave County.

#### Justification

Conforms with Lake Havasu City General Plan and the 2008 Drainage Master Plan.

Expenditures	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
351-1840 Design	539,364	500,000	500,000	500,000	500,000	500,000	2,500,000	5,539,364
351-1840 Carry Forward		100,000						100,000
<b>Total</b>	<b>539,364</b>	<b>600,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>2,500,000</b>	<b>5,639,364</b>

Funding Sources	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
Flood Control Funding	539,364	600,000	500,000	500,000	500,000	500,000	2,500,000	5,639,364
<b>Total</b>	<b>539,364</b>	<b>600,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>2,500,000</b>	<b>5,639,364</b>

#### Budget Impact/Other



## FY 2013-22 COMMUNITY INVESTMENT PROJECT OPERATIONS / STREETS

### Community Investment Program

'12/'13 *thru* '16/'17

### Lake Havasu City, Arizona

**Project #** ST3120**Project Name** North Havasu Area Drainage Improvements

**Type** Streets  
**Useful Life** 40 Years  
**Category** Drainage  
**Council Goal** #3-Safe and Clean Community  
**Project Status** Ongoing Project

**Department** Operations  
**Contact** Operations Director  
**Priority** 2 Necessary (Start 1-3 yrs)



#### Description

A continuation of analysis of drainage patterns for the North Havasu Area including possible further development of the Air Industrial Park. This project is to determine the Army Corps of Engineers jurisdictional waters and permitting requirements for development of the site. This phase of the project will focus on the North Havasu Area.

#### Justification

Conforms with Lake Havasu City General Plan and the 2008 Drainage Master Plan.

Expenditures	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
351-1840 Design	147,301							147,301
351-1840 Carry Forward		100,000						100,000
<b>Total</b>	<b>147,301</b>	<b>100,000</b>						<b>247,301</b>

Funding Sources	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
Flood Control Funding	147,301	100,000						247,301
<b>Total</b>	<b>147,301</b>	<b>100,000</b>						<b>247,301</b>

#### Budget Impact/Other



## FY 2013-22 COMMUNITY INVESTMENT PROJECT OPERATIONS / STREETS

### Community Investment Program

'12/'13 *thru* '16/'17

### Lake Havasu City, Arizona

**Project #** ST3140  
**Project Name** Mockingbird Wash Bank Stabilization

**Type** Streets  
**Useful Life** 10 Years  
**Category** Drainage  
**Council Goal** #3-Safe and Clean Community  
**Project Status** New Project  
**Department** Operations  
**Contact** Operations Director  
**Priority** 1 Essential (Start 1 yr)



#### Description

The proposed project is to improve the upstream and downstream bank erosion at Sunny Ridge Drive that has occurred on this segment of the Mockingbird Wash.

#### Justification

Fulfills City Council goals and provides weather crossing for vehicles and enhanced pedestrian safety.

Expenditures	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
351-1840 Construction		1,000,000						1,000,000
<b>Total</b>		<b>1,000,000</b>						<b>1,000,000</b>

Funding Sources	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
Flood Control Funding		1,000,000						1,000,000
<b>Total</b>		<b>1,000,000</b>						<b>1,000,000</b>

#### Budget Impact/Other



## FY 2013-22 COMMUNITY INVESTMENT PROJECT OPERATIONS / STREETS

### Community Investment Program

'12/'13 *thru* '16/'17

### Lake Havasu City, Arizona

**Project #** ST3150  
**Project Name** Residential Drainage Program

**Type** Streets  
**Useful Life** 10 Years  
**Category** Drainage  
**Council Goal** #3-Safe and Clean Community  
**Project Status** New Project

**Department** Operations  
**Contact** Operations Director  
**Priority** 1 Essential (Start 1 yr)



#### Description

The proposed program is being set up to analyze and construct solutions to small neighborhood drainage issues that result in routine maintenance and damage to private property.

#### Justification

To provide citizen safety and reduce the amount of cleanup required after a storm event.

Expenditures	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
351-1840 Construction		100,000						100,000
<b>Total</b>		<b>100,000</b>						<b>100,000</b>

Funding Sources	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
Flood Control Funding		100,000						100,000
<b>Total</b>		<b>100,000</b>						<b>100,000</b>

#### Budget Impact/Other



## FY 2013-22 COMMUNITY INVESTMENT PROJECT OPERATIONS / STREETS

### Community Investment Program

'12/'13 *thru* '16/'17

### Lake Havasu City, Arizona

**Project #** ST3160  
**Project Name** Intersection Improvements - S Palo Verde/Kiowa

**Type** Streets  
**Useful Life** 20 Years  
**Category** Traffic Signals  
**Council Goal** #3-Safe and Clean Community  
**Project Status** New Project

**Department** Operations  
**Contact** Operations Director  
**Priority** 2 Necessary (Start 1-3 yrs)



#### Description

Through the design process alternative layouts/designs will be analyzed as well as the installation of a standard signalized intersection for the proposed location (i.e. roundabout) at S Palo Verde and Kiowa. Construction of the intersection improvement will follow in Fiscal Year 2016. This project will include but not limited to design and demolition of existing improvements, sidewalk, curb & gutter, drainage improvements, and installation of proposed improvements. This project will utilize WACOG HSIP Funds.

#### Justification

This project was identified in the 2005 Small Area Transportation Plan. The intersection also is consistent with Lake Havasu City's continuing intersection improvements (signalization) as it is less than one mile from the recently signalized Acoma and S Palo Verde.

Expenditures	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
351-1840 Design		184,975						184,975
351-1840 Construction					508,417			508,417
<b>Total</b>		<b>184,975</b>			<b>508,417</b>			<b>693,392</b>

Funding Sources	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
General Fund		9,975			27,417			37,392
Grant: WACOG		175,000			481,000			656,000
<b>Total</b>		<b>184,975</b>			<b>508,417</b>			<b>693,392</b>

#### Budget Impact/Other

Due to significant reductions in JURF funding, new projects are being designed and constructed with other WACOG funding sources as reimbursement projects. The City's portion of these projects (5.7%) will need to utilize General Funds but this amount is a significant savings compared to self-funding and will be of great benefit to the citizens of Lake Havasu City.



## FY 2013-22 COMMUNITY INVESTMENT PROJECT OPERATIONS / TRANSIT

### Community Investment Program

'12/'13 *thru* '16/'17

### Lake Havasu City, Arizona

**Project #** TR1030  
**Project Name** Transit Parking Lot

**Type** Transit  
**Useful Life** 40 Years  
**Category** Operational Facilities  
**Council Goal** #1-Finacially Sound City Gov't  
**Project Status** Revised Project

**Department** Operations  
**Contact** Operations Director  
**Priority** 2 Necessary (Start 1-3 yrs)



#### Description

Finish parking area in front of the Transit administration building to include installing a 3 foot retaining wall and grading/paving 4 parking spaces.

#### Justification

Grant funding must be spent within 18 months from date of award.

Expenditures	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
351-1840 Construction	19,428							19,428
351-1840 Carry Forward		33,572						33,572
<b>Total</b>	<b>19,428</b>	<b>33,572</b>						<b>53,000</b>

Funding Sources	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
Grant: ADOT 5311	19,428	31,222						50,650
Transit Fund		2,350						2,350
<b>Total</b>	<b>19,428</b>	<b>33,572</b>						<b>53,000</b>

#### Budget Impact/Other

General Fund Subsidy for local match requirement.





## FY 2013-22 COMMUNITY INVESTMENT PROJECT OPERATIONS / WASTEWATER

### Community Investment Program

'12/'13 *thru* '16/'17

### Lake Havasu City, Arizona

**Project #** SS2330  
**Project Name** Engineering Oversight

**Type** Wastewater  
**Useful Life** n/a  
**Category** Administration  
**Council Goal** #5-Effective Utility System  
**Project Status** Ongoing Project

**Department** Operations  
**Contact** Operations Director  
**Priority** 2 Necessary (Start 1-3 yrs)



#### Description

Provide consulting engineering services related to the newly completed wastewater system, including analysis and recommendations for treated effluent management and disposal. Project also includes review of previous oversight activities and technical memorandums and recommendations to develop projects for implementation.

#### Justification

As a part of a program with such far reaching environmental, operational, and fiscal effects, the City Council and City Manager determined that it was appropriate to ensure that best practices and procedures were being utilized by the City staff and the consultant administrator for the WWSE program.

Expenditures	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
532-4210 Design	45,698							45,698
532-4210 Program Manageme	178,724							178,724
532-4210 Carry Forward		47,863						47,863
<b>Total</b>	<b>224,422</b>	<b>47,863</b>						<b>272,285</b>

Funding Sources	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
Debt Service: Wastewater	224,422	47,863						272,285
<b>Total</b>	<b>224,422</b>	<b>47,863</b>						<b>272,285</b>

#### Budget Impact/Other



## FY 2013-22 COMMUNITY INVESTMENT PROJECT OPERATIONS / WASTEWATER

### Community Investment Program

'12/'13 *thru* '16/'17

Lake Havasu City, Arizona

**Project #** SS2390**Project Name** SCADA Controls for Effluent Reuse

<b>Type</b>	Wastewater	<b>Department</b>	Operations
<b>Useful Life</b>	20 Years	<b>Contact</b>	Operations Director
<b>Category</b>	Wastewater	<b>Priority</b>	1 Essential (Start 1 yr)
<b>Council Goal</b>	#5-Effective Utility System		
<b>Project Status</b>	Revised Project		

**Description**

Implementation of a SCADA system for control of effluent/reuse.

**Justification**

Conforms with Lake Havasu City General Plan, Wastewater Master Plan.

Expenditures	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
532-4210 Design	33,994							33,994
532-4210 Construction	7,833							7,833
531-4210 Design		200,000						200,000
531-4210 Construction						800,000		800,000
532-4210 Construction Admini	2,438							2,438
<b>Total</b>	<b>44,265</b>	<b>200,000</b>				<b>800,000</b>		<b>1,044,265</b>

Funding Sources	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
Debt Service: Wastewater	44,265							44,265
Wastewater Utility Fund		200,000				800,000		1,000,000
<b>Total</b>	<b>44,265</b>	<b>200,000</b>				<b>800,000</b>		<b>1,044,265</b>

**Budget Impact/Other**



## FY 2013-22 COMMUNITY INVESTMENT PROJECT OPERATIONS / WASTEWATER

### Community Investment Program

'12/'13 *thru* '16/'17

### Lake Havasu City, Arizona

**Project #** SS2610  
**Project Name** Vadose Injection Wells & Assoc Monitoring Wells

<b>Type</b>	Wastewater	<b>Department</b>	Operations
<b>Useful Life</b>	40 Years	<b>Contact</b>	Operations Director
<b>Category</b>	Wastewater	<b>Priority</b>	2 Necessary (Start 1-3 yrs)
<b>Council Goal</b>	#5-Effective Utility System		
<b>Project Status</b>	Ongoing Project		



#### Description

Installation of Vadose Injection Wells at the North Regional Wastewater Treatment Plant (NRWWTP) to provide the necessary capacity for effluent storage. The need for additional capacity is due to the continuing efforts to maximize the City's water consumption efficiency by converting potable water landscape irrigation to effluent irrigation.

#### Justification

This project concurs with the recharge and recovery efforts to store treated effluent underground by injection to be treated and utilized in the future as a potable water source.

Expenditures	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
531-4210 Design	1,105							1,105
531-4210 Construction	378,166							378,166
531-4210 Carry Forward		343,126						343,126
<b>Total</b>	<b>379,271</b>	<b>343,126</b>						<b>722,397</b>

Funding Sources	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
Wastewater Utility Fund	379,271	343,126						722,397
<b>Total</b>	<b>379,271</b>	<b>343,126</b>						<b>722,397</b>

#### Budget Impact/Other



## FY 2013-22 COMMUNITY INVESTMENT PROJECT OPERATIONS / WASTEWATER

### Community Investment Program

'12/'13 *thru* '16/'17

### Lake Havasu City, Arizona

**Project #** SS2630

**Project Name** Mulberry Effluent Basin Expansion

<b>Type</b>	Wastewater	<b>Department</b>	Operations
<b>Useful Life</b>	40 Years	<b>Contact</b>	Operations Director
<b>Category</b>	Wastewater	<b>Priority</b>	2 Necessary (Start 1-3 yrs)
<b>Council Goal</b>	#5-Effective Utility System		
<b>Project Status</b>	Ongoing Project		



#### Description

Expand the current basin to allow for the Reuse Pump Station to pull sufficient effluent from the MWWTP to supply the reuse force main without draining the basin, for irrigation and injection purposes.

#### Justification

Conforms with Lake Havasu City General Plan, Wastewater Master Plan.

Expenditures	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
531-4210 Design				104,778				104,778
531-4210 Construction				1,229,654				1,229,654
<b>Total</b>				<b>1,334,432</b>				<b>1,334,432</b>

Funding Sources	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
Wastewater Utility Fund				1,334,432				1,334,432
<b>Total</b>				<b>1,334,432</b>				<b>1,334,432</b>

#### Budget Impact/Other



## FY 2013-22 COMMUNITY INVESTMENT PROJECT OPERATIONS / WASTEWATER

### Community Investment Program

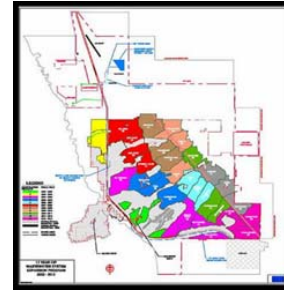
'12/'13 *thru* '16/'17

### Lake Havasu City, Arizona

**Project #** SS2690  
**Project Name** Mockingbird Area Sewer Expansion

**Type** Wastewater  
**Useful Life** 40 Years  
**Category** Wastewater  
**Council Goal**  
**Project Status**

**Department** Operations  
**Contact** Operations Director  
**Priority** 1 Essential (Start 1 yr)



#### Description

Includes the installation of main line sewer, and sewer service line that will abandon existing septic tanks, add manholes, and repave asphalt streets.

#### Justification

Conforms with Lake Havasu City General Plan, Wastewater Master Plan.

Expenditures	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
532-4210 Design	1,552,133							1,552,133
532-4210 Construction	9,301,709							9,301,709
532-4210 Carry Forward		487,351						487,351
532-4210 Construction Admini	1,608,291							1,608,291
<b>Total</b>	<b>12,462,133</b>	<b>487,351</b>						<b>12,949,484</b>

Funding Sources	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
Debt Service: Wastewater	12,462,133	487,351						12,949,484
<b>Total</b>	<b>12,462,133</b>	<b>487,351</b>						<b>12,949,484</b>

#### Budget Impact/Other



## FY 2013-22 COMMUNITY INVESTMENT PROJECT OPERATIONS / WASTEWATER

### Community Investment Program

'12/'13 *thru* '16/'17

### Lake Havasu City, Arizona

**Project #** SS2700**Project Name** Trotwood Area Sewer Expansion**Type** Wastewater**Useful Life** 40 Years**Category** Wastewater**Council Goal****Project Status****Department** Operations**Contact** Operations Director**Priority** 1 Essential (Start 1 yr)**Description**

Includes the installation of main line sewer, and sewer service line that will abandon existing septic tanks, add manholes and repave asphalt streets.

**Justification**

Conforms with Lake Havasu City General Plan, Wastewater Master Plan.

Expenditures	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
532-4210 Design	1,624,213							1,624,213
532-4210 Construction	9,576,907							9,576,907
532-4210 Carry Forward		404,302						404,302
532-4210 Construction Adminis	1,400,543							1,400,543
<b>Total</b>	<b>12,601,663</b>	<b>404,302</b>						<b>13,005,965</b>

Funding Sources	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
Debt Service: Wastewater	12,601,663	404,302						13,005,965
<b>Total</b>	<b>12,601,663</b>	<b>404,302</b>						<b>13,005,965</b>

**Budget Impact/Other**



## FY 2013-22 COMMUNITY INVESTMENT PROJECT OPERATIONS / WASTEWATER

### Community Investment Program

'12/'13 *thru* '16/'17

### Lake Havasu City, Arizona

**Project #** SS2720**Project Name** Vadose Injection/Recovery Wells

<b>Type</b>	Wastewater	<b>Department</b>	Operations
<b>Useful Life</b>	40 Years	<b>Contact</b>	Operations Director
<b>Category</b>	Wastewater	<b>Priority</b>	3 Desirable (Start 3-5 yrs)
<b>Council Goal</b>	#5-Effective Utility System		
<b>Project Status</b>	Ongoing Project		



#### Description

Installation of Vadose Injection/Recovery Wells at the North Regional Wastewater Treatment Plant (NRWWTP) to provide the necessary capacity for effluent disposal.

#### Justification

This project concurs with the recharge and recovery efforts to store treated effluent underground by injection to be treated and utilized in the future as a potable water source. Conforms with the Lake Havasu City General Plan and Wastewater Master Plan.

Expenditures	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
531-4210 Design				102,611				102,611
531-4210 Construction					2,836,845			2,836,845
<b>Total</b>				<b>102,611</b>	<b>2,836,845</b>			<b>2,939,456</b>

Funding Sources	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
Wastewater Utility Fund				102,611	2,836,845			2,939,456
<b>Total</b>				<b>102,611</b>	<b>2,836,845</b>			<b>2,939,456</b>

#### Budget Impact/Other



## FY 2013-22 COMMUNITY INVESTMENT PROJECT OPERATIONS / WASTEWATER

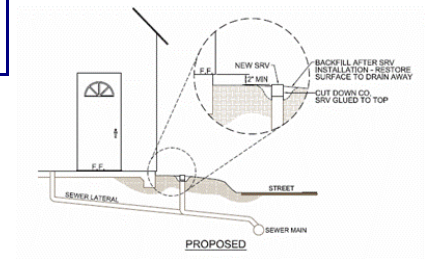
### Community Investment Program

'12/'13 *thru* '16/'17

### Lake Havasu City, Arizona

<b>Project #</b>	<b>SS2730</b>
<b>Project Name</b>	<b>Sewer Valve Retrofits</b>

<b>Type</b>	Wastewater	<b>Department</b>	Operations
<b>Useful Life</b>	40 Years	<b>Contact</b>	Operations Director
<b>Category</b>	Wastewater	<b>Priority</b>	1 Essential (Start 1 yr)
<b>Council Goal</b>			
<b>Project Status</b>			



#### Description

Install sewer relief valves as required per the Uniform Plumbing Code.

#### Justification

Conforms with Lake Havasu City General Plan, Wastewater Master Plan.

Expenditures	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
532-4210 Design	169,610							169,610
532-4210 Construction	796,297							796,297
532-4210 Carry Forward		275,000						275,000
<b>Total</b>	<b>965,907</b>	<b>275,000</b>						<b>1,240,907</b>

Funding Sources	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
Debt Service: Wastewater	965,907	275,000						1,240,907
<b>Total</b>	<b>965,907</b>	<b>275,000</b>						<b>1,240,907</b>

#### Budget Impact/Other





## FY 2013-22 COMMUNITY INVESTMENT PROJECT OPERATIONS / WASTEWATER

### Community Investment Program

'12/'13 *thru* '16/'17

### Lake Havasu City, Arizona

**Project #** SS2780**Project Name** Eagle Golf Course Effluent Pump Station**Type** Wastewater**Department** Operations**Useful Life** 40 Years**Contact** Operations Director**Category** Wastewater**Priority** 1 Essential (Start 1 yr)**Council Goal** #5-Effective Utility System**Project Status** Revised Project

#### Description

This project was originally intended to evaluate the existing pump and to determine necessary improvements. After the initial evaluation it was determined that a much more detailed design and construction of a new pump station was necessary.

#### Justification

Conforms with Lake Havasu City General Plan and Wastewater Master Plan.

Expenditures	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
531-4210 Design	70,793							70,793
531-4210 Construction	146,930	639,767						786,697
531-4210 Carry Forward		82,278						82,278
<b>Total</b>	<b>217,723</b>	<b>722,045</b>						<b>939,768</b>

Funding Sources	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
Wastewater Utility Fund	217,723	722,045						939,768
<b>Total</b>	<b>217,723</b>	<b>722,045</b>						<b>939,768</b>

#### Budget Impact/Other



## FY 2013-22 COMMUNITY INVESTMENT PROJECT OPERATIONS / WASTEWATER

### Community Investment Program

'12/'13 *thru* '16/'17

### Lake Havasu City, Arizona

**Project #** SS2860  
**Project Name** Effluent Reuse & Disposal Connections

**Type** Wastewater  
**Useful Life** 40 Years  
**Category** Wastewater  
**Council Goal** #5-Effective Utility System  
**Project Status** Revised Project

**Department** Operations  
**Contact** Operations Director  
**Priority** 1 Essential (Start 1 yr)



#### Description

Conversion of irrigation systems throughout the city from potable water to treated effluent. Projects will be identified and prioritized by need and the availability of effluent.

#### Justification

Water conservation efforts conforms with the Lake Havasu City General Plan and Wastewater Master Plan.

Expenditures	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
531-4210 Design		50,000						50,000
531-4210 Construction			200,000					200,000
<b>Total</b>		<b>50,000</b>	<b>200,000</b>					<b>250,000</b>

Funding Sources	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
Wastewater Utility Fund		50,000	200,000					250,000
<b>Total</b>		<b>50,000</b>	<b>200,000</b>					<b>250,000</b>

#### Budget Impact/Other



## FY 2013-22 COMMUNITY INVESTMENT PROJECT OPERATIONS / WATER

### Community Investment Program

'12/'13 *thru* '16/'17

### Lake Havasu City, Arizona

**Project #** WT2080

**Project Name** WWSE - Water Service Line Replacement

**Type** Water

**Department** Operations

**Useful Life** 40 Years

**Contact** Operations Director

**Category** Water

**Priority** 1 Essential (Start 1 yr)

**Council Goal**

**Project Status**



#### Description

Replace approximately 3,500 failing plastic water service lines with copper.

#### Justification

Coincide installation with new sewer or sewer expansion work.

Conforms with Lake Havasu City General Plan, Water Master Plan.

Expenditures	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
521-4110 Construction	8,884,714							8,884,714
521-4110 Carry Forward		482,980						482,980
<b>Total</b>	<b>8,884,714</b>	<b>482,980</b>						<b>9,367,694</b>

Funding Sources	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
Debt Service: Other	4,896,910	482,980						5,379,890
Irrigation & Drainage District	3,987,804							3,987,804
<b>Total</b>	<b>8,884,714</b>	<b>482,980</b>						<b>9,367,694</b>

#### Budget Impact/Other



## FY 2013-22 COMMUNITY INVESTMENT PROJECT OPERATIONS / WATER

### Community Investment Program

'12/'13 *thru* '16/'17

### Lake Havasu City, Arizona

**Project #** WT3080  
**Project Name** Water Main Replacements

**Type** Water  
**Useful Life** 40 Years  
**Category** Water  
**Council Goal** #5-Effective Utility System  
**Project Status** Ongoing Project

**Department** Operations  
**Contact** Operations Director  
**Priority** 1 Essential (Start 1 yr)



#### Description

Replace water mains in various areas throughout the water distribution system as necessary. Approximately \$4,500,000 in replacement requirements have been identified at this time.

#### Justification

Conforms with Lake Havasu City General Plan.

Expenditures	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
521-4110 Construction	2,460,137	1,527,803	500,000		250,000		1,250,000	5,987,940
521-4110 Carry Forward		921,348						921,348
<b>Total</b>	<b>2,460,137</b>	<b>2,449,151</b>	<b>500,000</b>		<b>250,000</b>		<b>1,250,000</b>	<b>6,909,288</b>

Funding Sources	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
Debt Service: Other	850,245	921,348					1,250,000	3,021,593
Irrigation & Drainage District	1,609,892	1,527,803	500,000		250,000			3,887,695
<b>Total</b>	<b>2,460,137</b>	<b>2,449,151</b>	<b>500,000</b>		<b>250,000</b>		<b>1,250,000</b>	<b>6,909,288</b>

#### Budget Impact/Other



## FY 2013-22 COMMUNITY INVESTMENT PROJECT OPERATIONS / WATER

### Community Investment Program

'12/'13 *thru* '16/'17

### Lake Havasu City, Arizona

**Project #** WT5090  
**Project Name** Water Tank Rehabilitation & Maintenance Program

**Type** Water  
**Useful Life** 40 Years  
**Category** Water  
**Council Goal** #5-Effective Utility System  
**Project Status** Revised Project

**Department** Operations  
**Contact** Operations Director  
**Priority** 1 Essential (Start 1 yr)



#### Description

Rehabilitate the City's current storage reservoirs on a rotating basis when each reservoir's coating system reaches its life expectancy (12-15 years). Repairs include cleaning, sandblasting, and painting the structures inside and out. Complete structural repairs and upgrades (ladders, safety devices, etc.).

#### Justification

The water tank coating system has passed its life cycle of 12-15 years. The tanks were built in the early 1960s through the early 1980s. Starting in 2000/2001 and ending in 2009, 23 of the City's 25 water tanks were rehabilitated and found to have little, if any, of the original coating left to protect the tanks from corrosion. At this time, two tanks require rehabilitation, 5A (part of the pump station project) and the Airport Tank (2000).

Expenditures	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
521-4110 Construction			200,000	100,000	200,000	100,000	800,000	1,400,000
<b>Total</b>			200,000	100,000	200,000	100,000	800,000	1,400,000

Funding Sources	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
Irrigation & Drainage District			200,000	100,000	200,000	100,000	800,000	1,400,000
<b>Total</b>			200,000	100,000	200,000	100,000	800,000	1,400,000

#### Budget Impact/Other



## FY 2013-22 COMMUNITY INVESTMENT PROJECT OPERATIONS / WATER

### Community Investment Program

'12/'13 *thru* '16/'17

### Lake Havasu City, Arizona

**Project #** WT6010  
**Project Name** Refurbish and Re-equip Existing Wells

**Type** Water      **Department** Operations  
**Useful Life** 40 Years      **Contact** Operations Director  
**Category** Water      **Priority** 1 Essential (Start 1 yr)  
**Council Goal** #5-Effective Utility System  
**Project Status** Revised Project



#### Description

To perform an evaluation of drawdown and capacity testing and development of indicators for proper maintenance for the purpose of rehabilitation work. Currently one well is out of service and a determination of action is necessary on it. If another collector well site is determined to be feasible and appropriate, this item will be deleted and the new collector well will become the backup for the water system.

#### Justification

Conforms with the 2007 Water Master Plan Update.

Expenditures	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
521-4110 Construction		400,000		350,000		350,000	1,750,000	2,850,000
<b>Total</b>		<b>400,000</b>		<b>350,000</b>		<b>350,000</b>	<b>1,750,000</b>	<b>2,850,000</b>

Funding Sources	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
Irrigation & Drainage District		400,000		350,000		350,000	1,750,000	2,850,000
<b>Total</b>		<b>400,000</b>		<b>350,000</b>		<b>350,000</b>	<b>1,750,000</b>	<b>2,850,000</b>

#### Budget Impact/Other



## FY 2013-22 COMMUNITY INVESTMENT PROJECT OPERATIONS / WATER

### Community Investment Program

'12/'13 *thru* '16/'17

### Lake Havasu City, Arizona

**Project #** WT6020**Project Name** Well Expansion Program**Type** Water**Department** Operations**Useful Life** 10 Years**Contact** Operations Director**Category** Water**Priority** 2 Necessary (Start 1-3 yrs)**Council Goal** #5-Effective Utility System**Project Status** Revised Project**Description**

This project explores the possibility of an additional water source for the existing Lake Havasu City water system by performing well drilling investigations to verify and identify an optimal site for a second Horizontal Collector Well with the possibility of constructing a second water treatment plant in lieu of expanding the existing treatment plant.

**Justification**

Conforms with the 2007 Water Master Plan Update.

Expenditures	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
521-4110 Design	72,842							72,842
521-4110 Construction	624							624
521-4110 Carry Forward		744,044						744,044
<b>Total</b>	<b>73,466</b>	<b>744,044</b>						<b>817,510</b>

Funding Sources	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
Irrigation & Drainage District	73,466	744,044						817,510
<b>Total</b>	<b>73,466</b>	<b>744,044</b>						<b>817,510</b>

**Budget Impact/Other**



## FY 2013-22 COMMUNITY INVESTMENT PROJECT OPERATIONS / WATER

### Community Investment Program

'12/'13 *thru* '16/'17

### Lake Havasu City, Arizona

**Project #** WT6040  
**Project Name** Water Treatment Plant Capacity Increase Evaluation

**Type** Water  
**Useful Life** 40 Years  
**Category** Water  
**Council Goal** #5-Effective Utility System  
**Project Status** Ongoing Project

**Department** Operations  
**Contact** Operations Director  
**Priority** 2 Necessary (Start 1-3 yrs)



#### Description

This project will include an in-depth engineering cost analysis related to the future growth potential of the Water Treatment Plant.

#### Justification

Conforms with the 2007 Water Master Plan Update.

Expenditures	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
521-4110 Design			250,000					250,000
<b>Total</b>			250,000					250,000

Funding Sources	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
Irrigation & Drainage District			250,000					250,000
<b>Total</b>			250,000					250,000

#### Budget Impact/Other





## FY 2013-22 COMMUNITY INVESTMENT PROJECT OPERATIONS / WATER

### Community Investment Program

'12/'13 *thru* '16/'17

Lake Havasu City, Arizona

**Project #** WT6050  
**Project Name** North Water System Improvements

**Type** Water  
**Useful Life** 40 Years  
**Category** Water  
**Council Goal**  
**Project Status**

**Department** Operations  
**Contact** Operations Director  
**Priority** 1 Essential (Start 1 yr)



#### Description

To expand the City's water system to accommodate future build out, including the Air Industrial Park. This includes new booster pump stations, water storage, and new water mains.

#### Justification

Conforms with the 2007 Water Master Plan Update.

Expenditures	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
521-4110 Construction				400,000				400,000
<b>Total</b>				<b>400,000</b>				<b>400,000</b>

Funding Sources	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
Irrigation & Drainage District				400,000				400,000
<b>Total</b>				<b>400,000</b>				<b>400,000</b>

#### Budget Impact/Other



## FY 2013-22 COMMUNITY INVESTMENT PROJECT OPERATIONS / WATER

### Community Investment Program

'12/'13 *thru* '16/'17

### Lake Havasu City, Arizona

<b>Project #</b>	<b>WT6060</b>
<b>Project Name</b>	<b>Booster Station 1B Replacement</b>

<b>Type</b>	Water	<b>Department</b>	Operations
<b>Useful Life</b>	40 Years	<b>Contact</b>	Operations Director
<b>Category</b>	Water	<b>Priority</b>	2 Necessary (Start 1-3 yrs)
<b>Council Goal</b>	#5-Effective Utility System		
<b>Project Status</b>	Ongoing Project		



#### Description

Replacement of Booster Station 1B, a 30-plus year-old booster station that is under capacity.

#### Justification

Conforms with the 2007 Water Master Plan Update.

Expenditures	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
521-4110 Design		300,000						300,000
521-4110 Construction				2,819,000				2,819,000
<b>Total</b>		<b>300,000</b>		<b>2,819,000</b>				<b>3,119,000</b>

Funding Sources	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
Irrigation & Drainage District		300,000		2,819,000				3,119,000
<b>Total</b>		<b>300,000</b>		<b>2,819,000</b>				<b>3,119,000</b>

#### Budget Impact/Other



## FY 2013-22 COMMUNITY INVESTMENT PROJECT OPERATIONS / WATER

### Community Investment Program

'12/'13 *thru* '16/'17

### Lake Havasu City, Arizona

**Project #** WT7040  
**Project Name** Booster Station 4 Replacement & Additional Storage

**Type** Water  
**Useful Life** 40 Years  
**Category** Water  
**Council Goal** #5-Effective Utility System  
**Project Status** Ongoing Project  
**Department** Operations  
**Contact** Operations Director  
**Priority** 2 Necessary (Start 1-3 yrs)



#### Description

Replacement of Booster Station 4 and an increase in storage capacity.

#### Justification

Conforms with the 2007 Water Master Plan Update.

Expenditures	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
521-4110 Design	9,591							9,591
521-4110 Carry Forward		2,490,409						2,490,409
<b>Total</b>	<b>9,591</b>	<b>2,490,409</b>						<b>2,500,000</b>

Funding Sources	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
Debt Service: Other	9,591	2,490,409						2,500,000
<b>Total</b>	<b>9,591</b>	<b>2,490,409</b>						<b>2,500,000</b>

#### Budget Impact/Other



## FY 2013-22 COMMUNITY INVESTMENT PROJECT OPERATIONS / WATER

### Community Investment Program

'12/'13 *thru* '16/'17

### Lake Havasu City, Arizona

**Project #** WT7050**Project Name** Booster Station 5A Replacement & Add'l Storage

<b>Type</b>	Water	<b>Department</b>	Operations
<b>Useful Life</b>	40 Years	<b>Contact</b>	Operations Director
<b>Category</b>	Water	<b>Priority</b>	2 Necessary (Start 1-3 yrs)
<b>Council Goal</b>	#5-Effective Utility System		
<b>Project Status</b>	Ongoing Project		



#### Description

Replacement of Booster Station 5A and an increase in storage capacity.

#### Justification

Conforms with the 2007 Water Master Plan Update.

Expenditures	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
521-4110 Design	10,076							10,076
521-4110 Carry Forward		2,489,924						2,489,924
<b>Total</b>	<b>10,076</b>	<b>2,489,924</b>						<b>2,500,000</b>

Funding Sources	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
Debt Service: Other	10,076	2,489,924						2,500,000
<b>Total</b>	<b>10,076</b>	<b>2,489,924</b>						<b>2,500,000</b>

#### Budget Impact/Other



## FY 2013-22 COMMUNITY INVESTMENT PROJECT OPERATIONS / WATER

### Community Investment Program

'12/'13 *thru* '16/'17

### Lake Havasu City, Arizona

**Project #** WT7160  
**Project Name** Water Treatment Plant Improvements

**Type** Water **Department** Operations  
**Useful Life** 10 Years **Contact** Operations Director  
**Category** Water **Priority** 2 Necessary (Start 1-3 yrs)  
**Council Goal** #5-Effective Utility System  
**Project Status** Ongoing Project



#### Description

FY2013 project includes perimeter wall and security measures. FY2014 project is for installation of valves at the contact basin. The remainder of this project will be to complete miscellaneous improvement such as filter covers, other valve installation, etc.

#### Justification

This project will ensure that the Water Treatment Plant continues to operate efficiently.

Expenditures	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
521-4110 Design	56,041							56,041
521-4110 Construction	542,890	500,000		200,000		200,000	1,000,000	2,442,890
<b>Total</b>	<b>598,931</b>	<b>500,000</b>		<b>200,000</b>		<b>200,000</b>	<b>1,000,000</b>	<b>2,498,931</b>

Funding Sources	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
Irrigation & Drainage District	598,931	500,000		200,000		200,000	1,000,000	2,498,931
<b>Total</b>	<b>598,931</b>	<b>500,000</b>		<b>200,000</b>		<b>200,000</b>	<b>1,000,000</b>	<b>2,498,931</b>

#### Budget Impact/Other



## FY 2013-22 COMMUNITY INVESTMENT PROJECT OPERATIONS / WATER

### Community Investment Program

'12/'13 *thru* '16/'17

### Lake Havasu City, Arizona

**Project #** WT7200  
**Project Name** Water System Improvements Engineering Services

**Type** Water  
**Useful Life** 10 Years  
**Category** Water  
**Council Goal** #5-Effective Utility System  
**Project Status** Ongoing Project

**Department** Operations  
**Contact** Operations Director  
**Priority** 1 Essential (Start 1 yr)



#### Description

This project is for consulting services to evaluate the existing water systems well as the water model, and make recommendations for improvements. This project will also include any necessary design for pump station replacements and other necessary water improvements throughout the city.

#### Justification

Conforms with the 2007 Water Master Plan Update.

Expenditures	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
521-4110 Design	508,328							508,328
521-4110 Carry Forward		290,723						290,723
<b>Total</b>	<b>508,328</b>	<b>290,723</b>						<b>799,051</b>

Funding Sources	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
Debt Service: Other	405,859	290,723						696,582
Irrigation & Drainage District	102,469							102,469
<b>Total</b>	<b>508,328</b>	<b>290,723</b>						<b>799,051</b>

#### Budget Impact/Other



## FY 2013-22 COMMUNITY INVESTMENT PROJECT OPERATIONS / WATER

### Community Investment Program

'12/'13 *thru* '16/'17

### Lake Havasu City, Arizona

**Project #** WT7290  
**Project Name** Recharge/Recovery System

**Type** Water  
**Useful Life** 40 Years  
**Category** Water  
**Council Goal** #5-Effective Utility System  
**Project Status** Revised Project

**Department** Operations  
**Contact** Operations Director  
**Priority** 3 Desirable (Start 3-5 yrs)



#### Description

The Recharge/Recovery Program consists of the design and construction of monitoring and recovery wells to extract injected effluent for beneficial purposes and to continuously track water resource and water quality conditions.

#### Justification

This program is part of Lake Havasu City's effort to increase the consumption efficiency of its contracted Colorado River entitlement and to make the City more self sufficient under declared Colorado River Shortages.

Expenditures	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
521-4110 Construction				500,000				500,000
<b>Total</b>				<b>500,000</b>				<b>500,000</b>

Funding Sources	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
Irrigation & Drainage District				500,000				500,000
<b>Total</b>				<b>500,000</b>				<b>500,000</b>

#### Budget Impact/Other



## FY 2013-22 COMMUNITY INVESTMENT PROJECT OPERATIONS / WATER

### Community Investment Program

'12/'13 *thru* '16/'17

### Lake Havasu City, Arizona

**Project #** WT7300  
**Project Name** Mohave County Water Authority Water Allocation

**Type** Water  
**Useful Life** n/a  
**Category** Water  
**Council Goal** #3-Safe and Clean Community  
**Project Status** Ongoing Project

**Department** Operations  
**Contact** Operations Director  
**Priority** 1 Essential (Start 1 yr)



#### Description

This project is for the purchase of 1,000 acre feet of Kingman Allocation (Mohave County Water Authority) at a cost of \$1,000 per acre foot, plus annual holding fee of \$3,000, with terms to 2024.

#### Justification

Ensure adequate water supply during shortages.

Expenditures	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
521-4110 Land & Right-of-Way	328,000	78,000	78,000	78,000	78,000	78,000	390,000	1,108,000
<b>Total</b>	<b>328,000</b>	<b>78,000</b>	<b>78,000</b>	<b>78,000</b>	<b>78,000</b>	<b>78,000</b>	<b>390,000</b>	<b>1,108,000</b>

Funding Sources	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
Irrigation & Drainage District	328,000	78,000	78,000	78,000	78,000	78,000	390,000	1,108,000
<b>Total</b>	<b>328,000</b>	<b>78,000</b>	<b>78,000</b>	<b>78,000</b>	<b>78,000</b>	<b>78,000</b>	<b>390,000</b>	<b>1,108,000</b>

#### Budget Impact/Other





## FY 2013-22 COMMUNITY INVESTMENT PROJECT OPERATIONS / WATER

### Community Investment Program

'12/'13 *thru* '16/'17

### Lake Havasu City, Arizona

**Project #** WT7320  
**Project Name** City Hall Well Conversion

**Type** Water  
**Useful Life** 20 Years  
**Category** Water  
**Council Goal** #5-Effective Utility System  
**Project Status** Revised Project

**Department** Operations  
**Contact** Operations Director  
**Priority** 3 Desirable (Start 3-5 yrs)



#### Description

The City Hall well is currently a monitoring well and will be converted to a small-scale irrigation well and connected to the City Hall/Police Facility irrigation system.

#### Justification

The conversion will save an estimated 7 acre-feet of water a year and a 10-year and 20-year payback on the capital expenditures results in a water cost of between \$286 and \$571 per acre feet, excluding pumping costs. The cost of potable water is currently at \$800 per acre foot (including pumping costs). The well will serve as a long range test facility for the viability of small scale recovery of non-BOR controlled Colorado River Allocation.

Expenditures	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
521-4110 Construction		40,000						40,000
<b>Total</b>		<b>40,000</b>						<b>40,000</b>

Funding Sources	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
Irrigation & Drainage District		40,000						40,000
<b>Total</b>		<b>40,000</b>						<b>40,000</b>

#### Budget Impact/Other



## FY 2013-22 COMMUNITY INVESTMENT PROJECT OPERATIONS / WATER

### Community Investment Program

'12/'13 *thru* '16/'17

### Lake Havasu City, Arizona

**Project #** WT7330**Project Name** Firming Agreement Subcontract No. 2

<b>Type</b>	Water	<b>Department</b>	Operations
<b>Useful Life</b>	40 Years	<b>Contact</b>	Operations Director
<b>Category</b>	Water	<b>Priority</b>	1 Essential (Start 1 yr)
<b>Council Goal</b>	#3-Safe and Clean Community		
<b>Project Status</b>	Ongoing Project		

**Description**

Since the last firming agreement in 2005, the City has acquired another 3,139 ac-ft of 4th priority water and now has the opportunity to firm these supplies as well. The amount of credits required to firm this supply is 11,992 ac-ft and the total prepayment is \$239,840 plus an annual 5% administrative fee.

**Justification**

Firming would allow the City access to approximately 113,000 ac-ft of water stored underground in AWBA facilities during declared Colorado River water shortages.

Expenditures	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
521-4110 Land & Right-of-Way	50,366	50,366	50,366	50,366	50,366			251,830
<b>Total</b>	<b>50,366</b>	<b>50,366</b>	<b>50,366</b>	<b>50,366</b>	<b>50,366</b>			<b>251,830</b>

Funding Sources	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
Irrigation & Drainage District	50,366	50,366	50,366	50,366	50,366			251,830
<b>Total</b>	<b>50,366</b>	<b>50,366</b>	<b>50,366</b>	<b>50,366</b>	<b>50,366</b>			<b>251,830</b>

**Budget Impact/Other**



## FY 2013-22 COMMUNITY INVESTMENT PROJECT OPERATIONS / WATER

### Community Investment Program

'12/'13 *thru* '16/'17

### Lake Havasu City, Arizona

**Project #** WT7350**Project Name** Booster Station 6 & 6A

**Type** Water  
**Useful Life** 40 Years  
**Category** Water  
**Council Goal** #5-Effective Utility System  
**Project Status** New Project

**Department** Operations  
**Contact** Operations Director  
**Priority** 2 Necessary (Start 1-3 yrs)



#### Description

Design and construction of Water Booster Station Improvements at Sites 6 & 6A will include the development of the sites and construction of tanks and all other equipment necessary to provide an operational pump station. Construction includes, but is not limited to, valves, flow meters, distribution mains, transmission mains, connections security system, SCADA, electrical, instrumentation, and all other appurtenances required.

#### Justification

These improvements will eliminate two closed water systems (pneumatic systems) currently operating the Water Systems and meet the goals of 2007 Water Master Plan Update for service reliability, system redundancy, and lowering O&M and construction costs at Stations 4 and 5A.

Expenditures	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
521-4110 Land & Right-of-Way		75,000						75,000
521-4110 Design		300,000						300,000
521-4110 Construction			2,700,000					2,700,000
<b>Total</b>		<b>375,000</b>	<b>2,700,000</b>					<b>3,075,000</b>

Funding Sources	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
Irrigation & Drainage District		375,000	2,700,000					3,075,000
<b>Total</b>		<b>375,000</b>	<b>2,700,000</b>					<b>3,075,000</b>

#### Budget Impact/Other

# CAPITAL BUDGET

## Ten-Year CIP - Project Detail Sheets

Community Services

Community Services - Administration

General Government

Non-Departmental

Operations

Airport

Streets

Transit

Wastewater

Water

■ Public Safety ■

Fire

Police





## FY 2013-22 COMMUNITY INVESTMENT PROJECT PUBLIC SAFETY / FIRE

### Community Investment Program

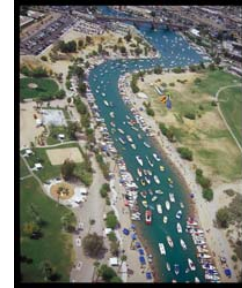
'12/'13 *thru* '16/'17

### Lake Havasu City, Arizona

**Project #** FD1040  
**Project Name** Public Restrooms & Public Safety/Info Centers

**Type** Fire  
**Useful Life** 40 Years  
**Category** Public Safety  
**Council Goal** #3-Safe and Clean Community  
**Project Status** New Project

**Department** Public Safety  
**Contact** Fire Chief  
**Priority** 3 Desirable (Start 3-5 yrs)



#### Description

Build one structure that provides public restrooms, public safety information and support services (Police and Fire) along both sides of the Bridgewater Cannel During peak weekends and hours.

#### Justification

This project will support the safety and well being of citizens and visitors alike along the Bridgewater Cannel during peak periods of time when overcrowding exists. The project includes public restrooms for the east side of the channel along with a structure for public safety information, first aid services, a base for carbon monoxide monitoring, employee restrooms, a base for law enforcement operations and a booking station on both sides of the channel. The facilities will be staffed on weekends with existing personnel.

Expenditures	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
351-1840 Design	10,000							10,000
351-1840 Construction	20,583					230,000		250,583
<b>Total</b>	<b>30,583</b>					<b>230,000</b>		<b>260,583</b>

Funding Sources	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
Grant: SLIF	30,583					230,000		260,583
<b>Total</b>	<b>30,583</b>					<b>230,000</b>		<b>260,583</b>

#### Budget Impact/Other

Operating costs consist of utilities, upkeep and maintenance of the facilities, and the use of one employee from the Parks Maintenance Division. The Parks Department would need to require an existing Parks Maintenance employee to maintain the public restrooms along with the other restrooms around the Bridgewater Channel and associated parks.

Budget Items	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
Personnel						6,800	36,105	42,905
Utilities						4,000	21,880	25,880
<b>Total</b>						<b>10,800</b>	<b>57,985</b>	<b>68,785</b>



## FY 2013-22 COMMUNITY INVESTMENT PROJECT PUBLIC SAFETY / FIRE

### Community Investment Program

'12/'13 *thru* '16/'17

### Lake Havasu City, Arizona

**Project #** FD1090  
**Project Name** Remodel Fire Station #3

**Type** Fire  
**Useful Life** 40 Years  
**Category** Public Safety  
**Council Goal** #3-Safe and Clean Community  
**Project Status** New Project

**Department** Public Safety  
**Contact** Fire Chief  
**Priority** 2 Necessary (Start 1-3 yrs)



#### Description

With the possibility of River Medical Ambulance working through a public-private partnership and adding an ambulance in Fire Station #3, remodeling of the station will need to take place to accommodate the additional vehicle and personnel.

#### Justification

The public/private partnership between the City and the ambulance service, if proven to be successful, would be enhanced by adding an additional ambulance to the City and locating it in the appropriate response area such as within Fire Station #3. To facilitate this action, the remodeling of Station 3 would need to take place.

Expenditures	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
351-1840 Construction			125,000					125,000
<b>Total</b>			125,000					125,000

Funding Sources	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
CIP Fund			125,000					125,000
<b>Total</b>			125,000					125,000

#### Budget Impact/Other

Only the cost to remodel the station would impact the budget, however, a positive revenue source would be created which would outweigh the costs for the remodel.

Budget Items	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
Supplies & Services			-150,000	-150,000	-150,000	-150,000	-750,000	-1,350,000
<b>Total</b>			-150,000	-150,000	-150,000	-150,000	-750,000	-1,350,000



## FY 2013-22 COMMUNITY INVESTMENT PROJECT PUBLIC SAFETY / FIRE

### Community Investment Program

'12/'13 *thru* '16/'17

### Lake Havasu City, Arizona

**Project #** FD2020**Project Name** Remodel Fire Station 4

<b>Type</b>	Fire	<b>Department</b>	Public Safety
<b>Useful Life</b>	40 Years	<b>Contact</b>	Fire Chief
<b>Category</b>	Public Safety	<b>Priority</b>	2 Necessary (Start 1-3 yrs)
<b>Council Goal</b>	#3-Safe and Clean Community		
<b>Project Status</b>	New Project		



#### Description

With the possibility of River Medical Ambulance working through a public-private partnership and adding an ambulance in Fire Station #4, remodeling of the station will need to take place to accommodate the additional vehicle and personnel.

#### Justification

The public/private partnership between the City and the ambulance service, if proven to be successful, would be enhanced by adding an additional ambulance to the City and locating it in the appropriate response area such as with Fire Station #4. To facilitate this action, the remodeling of Station #4 would need to take place.

Expenditures	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
351-1840 Construction			250,000					250,000
<b>Total</b>			250,000					250,000

Funding Sources	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
CIP Fund			250,000					250,000
<b>Total</b>			250,000					250,000

#### Budget Impact/Other

Only the cost to remodel the station would impact the budget, however, a positive revenue source would be created which would outweigh the costs for the remodel.

Budget Items	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
Supplies & Services			-150,000	-150,000	-150,000	-150,000	-750,000	-1,350,000
<b>Total</b>			-150,000	-150,000	-150,000	-150,000	-750,000	-1,350,000





## FY 2013-22 COMMUNITY INVESTMENT PROJECT PUBLIC SAFETY / POLICE

### Community Investment Program

'12/'13 *thru* '16/'17

### Lake Havasu City, Arizona

**Project #** PD1010  
**Project Name** Police Dispatch Expansion

**Type** Police **Department** Public Safety  
**Useful Life** 40 Years **Contact** Police Chief  
**Category** Public Safety **Priority** 1 Essential (Start 1 yr)  
**Council Goal** #3-Safe and Clean Community  
**Project Status** Revised Project



#### Description

The Police Department Dispatch Center will receive a remodel and rebuild of the current location allowing for a more productive workplace and enhanced supervision. The new design will focus on core functions of a dispatch center. The increase in capacity will be supported by a restructuring of the emergency power and web based systems. The actual working space will be increased.

#### Justification

The current configuration of dispatcher consoles and supporting equipment is not conducive to a productive work environment. The activity and work load has grown beyond the current design structure for an efficient center. The rebuild will relocate walls and adjoining rooms allowing for significant space between call taker and dispatcher. One important change will be a Dispatch Supervisor console with a view access to all the dispatch stations. The remodel will combine core duties with efficient design and build. The current electrical emergency back up systems are not adequate to support the estimated 95 pieces of hardware requiring electricity. A new emergency power supply will be incorporate in the remodel.

Expenditures	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
351-1840 Design	3,500	12,000						15,500
351-1840 Construction		210,000						210,000
<b>Total</b>	<b>3,500</b>	<b>222,000</b>						<b>225,500</b>

Funding Sources	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
Impact Fees - Police	3,500	222,000						225,500
<b>Total</b>	<b>3,500</b>	<b>222,000</b>						<b>225,500</b>

#### Budget Impact/Other

This project will be funded with available Impact fees. There will not be an increase in the operational or maintenance budgets. With the removal of excess equipment a savings in utilities could reach \$500 per year.

Budget Items	Prior	'12/'13	'13/'14	'14/'15	'15/'16	'16/'17	Future	Total
Utilities		-500	-500	-500	-500	-500	-2,500	-5,000
<b>Total</b>		<b>-500</b>	<b>-500</b>	<b>-500</b>	<b>-500</b>	<b>-500</b>	<b>-2,500</b>	<b>-5,000</b>

# **PERSONNEL SCHEDULES**

Personnel Costs

Positions Per Capita Trends

Staffing Levels

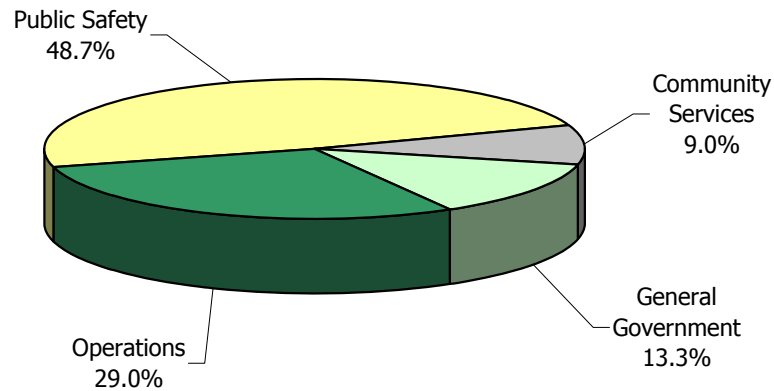
Schedule of Authorized Positions

Salary Structure





## PERSONNEL COSTS



Program	Personnel Costs	Percent of Total
	FY 12-13	
<b>Community Services</b>		
Administration & Engineering	\$2,477,019	6.0
Aquatics	435,192	1.0
Recreation	849,615	2.0
<b>General Government</b>		
Administrative Services	1,928,829	4.6
Administrative Services - Info Tech	507,523	1.2
City Attorney	746,015	1.8
City Council & City Clerk	370,347	0.9
City Manager - Administration	515,865	1.2
City Manager - HR/Risk Mgmt.	319,984	0.8
General Services	59,262	0.1
Municipal Court	1,085,678	2.6
<b>Operations</b>	12,038,204	29.0
<b>Public Safety</b>		
Fire	9,174,057	22.1
Police	11,068,113	26.6
<b>Total Personnel Costs</b>	<b>\$41,575,703</b>	<b>100 %</b>



## POSITIONS PER CAPITA TRENDS

Lake Havasu City	Population Estimates				Percent Change
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	
Estimated Population*	55,502	53,435	52,527	52,406	-0.23 %
Positions Per 1,000 Population	8.77	9.06	8.72	8.55	-1.96 %

\*Source: FY 09-10 and FY 10-11 - Arizona Department of Economic Security; FY 11-12 - 2010 US Census  
(Restated in FY 11-12 from Administrative Services Department housing units estimates to DES/Census estimates)

Program	Positions Per 1,000 Population				Percent Change
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	
Community Services	0.41	0.00 **	0.00	0.65 **	100.00
Development Services	0.52	0.41 **	0.40	0.00 **	-100.00
General Government	1.14	1.16	1.12	1.26	12.12
Operations	0.00	0.00	0.00	2.79 ***	100.00
Parks & Recreation	0.70	0.73	0.74	0.00 **	-100.00
Public Safety	3.75	4.04	3.81	3.85	1.23
Public Works	2.25	2.71 **	2.65	0.00 **	-100.00
<b>Total Authorized Positions</b>	<b>8.77</b>	<b>9.06</b>	<b>8.72</b>	<b>8.55</b>	<b>-1.96 %</b>

\*\*Organizational restructuring caused changes in various program groups in FY 10-11 and FY 12-13

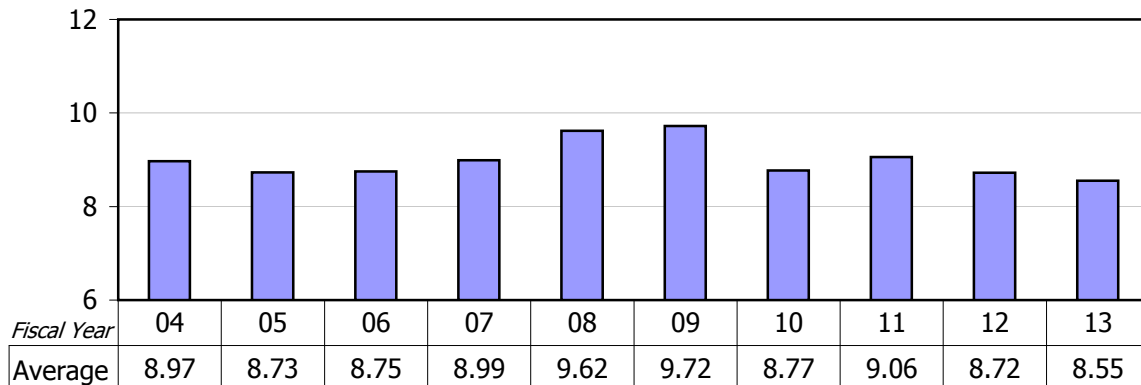
Program	Authorized Positions				Percent Change
	FY 09-10	FY 10-11	FY 11-12	FY 12-13	
Community Services	23	0 ***	0	34 ***	100.00
Development Services	29	22 ***	21	0 ***	-100.00
General Government	63	62	59	66	11.86
Operations	0	0	0	146 ***	100.00
Parks & Recreation	39	39	39	0 ***	-100.00
Public Safety	208	216	200	202	1.00
Public Works	125	145 ***	139	0 ***	-100.00
<b>Total Authorized Positions</b>	<b>487</b>	<b>484</b>	<b>458</b>	<b>448</b>	<b>-2.18 %</b>

\*\*\* Organizational restructuring occurred in FY 10-11 and FY 12-13



## STAFFING LEVELS

### Number of Employees Per 1,000 Population



In Fiscal Year 2010, the declining local economic conditions necessitated a reduction in authorized positions. Through a combination of attrition and reduction in force measures, a total of 52 full-time positions were eliminated, bringing the ratio of employees per 1,000 residents to 8.77, the lowest ratio since 1998. In order to minimize further reductions, the remaining employees received a 5% salary reduction.

In Fiscal Year 2012, City management completed a comprehensive review of citywide functions, resulting in significant reorganization and realignment of duties. The increase

in efficiencies that is expected to be realized from these changes resulted in a total number of authorized positions of 448 in Fiscal Year 2013. This is a reduction of 10 vacant positions from the previous fiscal year. The ratio of employees per 1,000 residents is 8.55.

The Schedule of Authorized Positions represented on the following pages reflects the job classifications that were identified as a part of the most recent Classification and Compensation Study that was implemented in Fiscal Year 2008.



## SCHEDULE OF AUTHORIZED POSITIONS BY DEPARTMENT

Department (Fund)		Actual			Budget
		FY 09-10	FY 10-11	FY 11-12	FY 12-13
<b>Administrative Services Department</b>	Department Director	1.0	1.0	1.0	1.0
	Division Manager	2.0	2.0	2.0	2.0
	Senior Accountant	2.0	2.0	2.0	2.0
	Senior Buyer	1.0	1.0	1.0	1.0
	Accountant	3.0	3.0	3.0	4.0
	Contract Administrator				1.0
	Administrative Supervisor	1.0	1.0	1.0	1.0
	Customer Service Supervisor	1.0	1.0	1.0	1.0
	Accounting Specialist	1.0	1.0	1.0	1.0
	Administrative Specialist I	1.0	2.0	2.0	1.0
	Customer Service Specialist	6.0	6.0	5.0	6.0
	Administrative Technician	5.0	6.0	6.0 *	5.0
	<b>TOTAL POSITIONS</b>	24.0	26.0	25.0	26.0
<b>Administrative Services - Information Technology Division</b> (formerly under Development Services Department)	Division Manager	1.0	1.0	1.0	
	Network Administrator	1.0	1.0	1.0	4.0
	GIS Specialist	1.0	1.0	1.0	
	Computer Operations Spec.	4.0	4.0	4.0	2.0
	<b>TOTAL POSITIONS</b>	7.0	7.0	7.0	6.0
<b>City Attorney</b>	City Attorney	Contract Position	Contract Position	1.0	1.0
	Assistant City Attorney	1.0	1.0	1.0	
	City Prosecutor	1.0	1.0	1.0	1.0
	Assistant City Prosecutor	1.0	1.0	1.0	1.0
	Administrative Supervisor	1.0	1.0		
	Legal Supervisor			1.0	1.0
	Victim Services Specialist			1.0	1.0
	Administrative Specialist I	3.0	3.0		
	Legal Specialist			2.0	2.0
	Administrative Technician	1.0	1.0		
	Legal Assistant			1.0	1.0
	<b>TOTAL POSITIONS</b>	8.0	8.0	9.0	8.0
<b>City Clerk</b>	City Clerk	1.0	1.0	1.0	1.0
	City Clerk Assistant				1.0
	Administrative Supervisor	1.0	1.0	1.0	
	Administrative Specialist I	1.0	1.0	1.0	1.0
	<b>TOTAL POSITIONS</b>	3.0	3.0	3.0	3.0
<b>City Council</b>	Assistant to the Mayor	1.0	1.0		
	<b>TOTAL POSITIONS</b>	1.0	1.0	0.0	0.0



## SCHEDULE OF AUTHORIZED POSITIONS BY DEPARTMENT

Department (Fund)		Actual			Budget
		FY 09-10	FY 10-11	FY 11-12	FY 12-13
<b>City Manager - Administration</b>	City Manager	1.0	1.0	1.0	1.0
	Deputy City Manager				1.0
	ICA Manager	1.0	1.0		
	Public Information Officer				1.0
	Assistant to the City Manager	1.0	1.0	1.0	
	Executive Assistant				1.0
	<b>TOTAL POSITIONS</b>	3.0	3.0	2.0	4.0
<b>City Manager - Human Resources/ Risk Management Division</b>	Division Manager	1.0	1.0	1.0	1.0
	Human Resources Supervisor	1.0			
	Management Specialist		1.0	1.0	1.0
	Administrative Specialist II		1.0		1.0
	Administrative Specialist I	4.0	2.0	2.0	
	Administrative Technician	2.0	1.0	1.0	1.0
	<b>TOTAL POSITIONS</b>	8.0	6.0	5.0	4.0
<b>Community Services Department</b>  (formerly Development Services Department)  (FY 09/10 includes 3 FTE in former Community Services Department)  (includes admin staff formerly housed in Parks & Recreation and PW-Engineering)	Department Director	2.0	1.0	1.0	1.0
	Division Manager				1.0
	City Planner, Senior	1.0	1.0	1.0	1.0
	City Planner	2.0	1.0	1.0	1.0
	Grants Administrator	1.0	1.0	1.0	
	Administrative Supervisor	1.0	1.0	1.0	1.0
	Building Inspector, Senior	1.0			
	Plans Examiner, Senior	1.0	1.0	1.0	1.0
	Plans Examiner	3.0	1.0	1.0	1.0
	Building Inspector II	2.0	2.0	2.0	2.0
	Building Inspector I	1.0			
	Code Enforcement Lead	1.0	1.0		
	Code Enforcement Officer			1.0	1.0
	Administrative Specialist II				1.0
	Planning Technician	1.0	1.0	1.0	1.0
	Code Enforcement Technician	2.0			
	Administrative Specialist I	1.0	1.0	1.0	2.0
	Customer Service Specialist	4.0	2.0	2.0	2.0
	Administrative Technician	1.0	1.0		3.0
	<b>TOTAL POSITIONS</b>	25.0	15.0	14.0	19.0





## SCHEDULE OF AUTHORIZED POSITIONS BY DEPARTMENT

Department (Fund)		Actual			Budget
		FY 09-10	FY 10-11	FY 11-12	FY 12-13
<b>Community Services - Aquatics Division</b> (Aquatic Fund)  (formerly under Parks & Recreation Department)	Aquatics Supervisor			1.0	1.0
	Recreation Supervisor	0.5	0.5		
	Maintenance Lead	1.0	1.0	1.0	
	Aquatics Coordinator	1.0	1.0	1.0	1.0
	Maintenance Technician	1.0	1.0	1.0	
	<b>TOTAL POSITIONS</b>	3.5	3.5	4.0	2.0
<b>Community Services - Engineering Division</b>  (formerly under Public Works Department: Administration/ Engineering Division)	Department Director	1.0	1.0	1.0	
	Assistant Public Works Director	2.0	2.0	1.0	
	Water Resources Coordinator	1.0			
	Public Works Project Manager	3.0	3.0	3.0	
	Management Supervisor	1.0	1.0	1.0	
	Project Manager				3.0
	Contract Administrator	1.0	1.0	1.0	
	Engineering Tech./Coord.	5.0	5.0	3.0	4.0
	Administrative Supervisor	1.0			
	Water Conservation Officer	1.0			
	GIS Specialist				1.0
	Engineering Technician	1.0	1.0	1.0	1.0
	Administrative Specialist I	1.0	1.0	1.0	
	Customer Service Specialist	1.0	1.0	1.0	
	Administrative Technician	3.0	1.0		
	<b>TOTAL POSITIONS</b>	22.0	17.0	13.0	9.0
<b>Community Services - Recreation Division</b>  (formerly under Parks & Recreation Department)	Recreation Supervisor	0.5	0.5	1.0	1.0
	Recreation Coordinator	2.0	2.0	2.0	2.0
	Recreation Specialist		1.0	1.0	1.0
	Administrative Technician	1.0	1.0		
	<b>TOTAL POSITIONS</b>	3.5	4.5	4.0	4.0
<b>Fire Department</b>	Fire Chief	1.0	1.0	1.0	1.0
	Fire Division Chief	2.0	2.0	2.0	2.0
	Fire Training Officer	1.0	1.0	1.0	1.0
	Battalion Commander	3.0	3.0	3.0	3.0
	Fire Captain/Paramedic			9.0	11.0
	Fire Captain	18.0	18.0	9.0	7.0
	Fire Engineer/Paramedic			10.0	15.0
	Fire Engineer	18.0	18.0	8.0	3.0
	Firefighter/Paramedic			12.0	18.0
	Firefighter	33.0	33.0	15.0	18.0
	Firefighter (Grant Funded)		8.0	8.0	
	Fire Inspector	4.0	4.0	3.0	
	Fire Prevention Officer				1.0
	Administrative Supervisor	1.0	1.0	1.0	1.0
	Administrative Specialist II	1.0	1.0	1.0	1.0
	Administrative Specialist I	2.0	2.0	2.0	2.0
	Public Education Specialist	1.0	1.0	1.0	1.0
	<b>TOTAL POSITIONS</b>	85.0	93.0	86.0	85.0



## SCHEDULE OF AUTHORIZED POSITIONS BY DEPARTMENT

Department (Fund)		Actual			Budget
		FY 09-10	FY 10-11	FY 11-12	FY 12-13
<b>Municipal Court</b>	Magistrate	1.0	1.0	1.0	1.0
	Court Supervisor	1.0	1.0	1.0	1.0
	Court Clerk III	2.0	1.0	1.0	1.0
	Court Clerk II	3.0	2.0	2.0	1.0
	Court Clerk I	9.0	10.0	10.0	11.0
	<b>TOTAL POSITIONS</b>	16.0	15.0	15.0	15.0
<b>Police Department</b>	Police Chief	1.0	1.0	1.0	1.0
	Police Captain	2.0	2.0	2.0	2.0
	Network Administrator	1.0	1.0	1.0	
	Management Specialist	1.0	1.0	1.0	1.0
	Police Lieutenant	4.0	4.0	4.0	4.0
	Police Sergeant	11.0	11.0	11.0	11.0
	Police Officer, Senior	44.0	44.0	36.0	34.0
	Police Officer	29.0	29.0	30.0	31.0
	Detention Supervisor	1.0	1.0	1.0	1.0
	Public Safety Dispatch Suprv.	2.0	2.0	2.0	2.0
	Public Safety Dispatch Lead	1.0	1.0	1.0	1.0
	Administrative Specialist II	2.0	2.0	2.0	2.0
	Property/Evidence Technician				1.0
	Administrative Specialist I	3.0	3.0	3.0	3.0
	Public Safety Dispatcher	13.0	13.0	13.0	13.0
	Detention Officer Lead	2.0	2.0		
	Animal Control Officer				2.0
	Detention Officer	3.0	3.0	5.0	5.0
	Administrative Technician	3.0	3.0	3.0	3.0
	<b>TOTAL POSITIONS</b>	123.0	123.0	116.0	117.0
<b>Operations - Administration</b>  (includes admin staff formerly housed in Airport and Public Works divisions)	Department Director	1.0	1.0	1.0	1.0
	Accountant	1.0	1.0	1.0	
	Administrative Supervisor				1.0
	Administrative Specialist II	1.0	1.0	1.0	5.0
	Administrative Specialist I				2.0
	Administrative Technician	1.0	1.0	2.0	1.0
	<b>TOTAL POSITIONS</b>	4.0	4.0	5.0	10.0



## SCHEDULE OF AUTHORIZED POSITIONS BY DEPARTMENT

Department (Fund)		Actual			Budget
		FY 09-10	FY 10-11	FY 11-12	FY 12-13
<b>Operations - Airport Section</b> (Airport Fund)  (formerly under Public Works Department)	Division Manager	1.0	1.0	1.0	
	Airport Supervisor				1.0
	Airport Lead				1.0
	Maintenance Lead	1.0	1.0	1.0	
	Administrative Specialist II	1.0		1.0	
	Administrative Specialist I		1.0		
	Maintenance Specialist	1.0	1.0	1.0	
	Maintenance Technician	1.0	1.0	1.0	
<b>TOTAL POSITIONS</b>		5.0	5.0	5.0	2.0
<b>Operations - Maintenance Services Division: Building &amp; Grounds</b>  (formerly under Parks & Recreation Department: Parks Maintenance Division, also includes maint staff from Airport and Aquatic)	Maintenance Supervisor	1.0	1.0	1.0	1.0
	Engineering Tech./Coord.	1.0	1.0	1.0	
	Field Supervisor	1.0	1.0	1.0	2.0
	Maintenance Lead	6.0	6.0	6.0	7.0
	Administrative Specialist II	1.0	1.0	1.0	
	Maintenance Specialist	8.0	8.0	7.0	7.0
	Maintenance Mechanic	1.0	1.0	1.0	1.0
	Maintenance Technician	9.0	8.0	8.0	10.0
	<b>TOTAL POSITIONS</b>	28.0	27.0	26.0	28.0
<b>Operations - Maintenance Services Division Street Maintenance</b> (Highway User Revenue Fund [HURF])  (formerly under Public Works Department - Transportation Division: Street Section)	Transportation Engineer	1.0	1.0	1.0	1.0
	Maintenance Supervisor	0.5	1.0	1.0	1.0
	Senior Eng. Tech./Coord.	1.0	1.0	1.0	
	Field Supervisor	2.0	2.0	2.0	2.0
	Maintenance Lead	4.0	4.0	5.0	4.0
	Administrative Supervisor		1.0	1.0	
	Administrative Specialist II		1.0	1.0	
	Maintenance Specialist	13.0	12.0	12.0	11.0
	Engineering Technician	1.0	1.0	1.0	
	Administrative Specialist I	1.0	1.0		
	Maintenance Technician	6.0	6.0	5.0	6.0
	<b>TOTAL POSITIONS</b>	29.5	31.0	30.0	25.0
<b>Operations - Maintenance Services Division: Vehicle Maintenance</b>  (formerly under Public Works Department - Transportation Division: Vehicle Maintenance Section)	Maintenance Supervisor	0.5			
	Field Supervisor		1.0	1.0	1.0
	Maintenance Lead	1.0		1.0	
	Equipment Mechanic II	2.0	2.0	2.0	2.0
	Equipment Mechanic I	3.0	3.0	3.0	3.0
	Administrative Specialist I			1.0	
	Mechanic Aide	1.0	1.0	1.0	1.0
	Storekeeper	1.0	1.0		
	<b>TOTAL POSITIONS</b>	8.5	8.0	9.0	7.0
<b>Operations - Transit Section</b> (Transit Grant Fund) (formerly under Public Works Department)	Division Manager	1.0	1.0	1.0	
	Transit Supervisor	1.0	1.0	1.0	1.0
	Transit Lead	1.0	1.0	1.0	2.0
	Transit Operator/Dispatcher	12.0	12.0	11.0 *	9.0
	<b>TOTAL POSITIONS</b>	15.0	15.0	14.0	12.0



## SCHEDULE OF AUTHORIZED POSITIONS BY DEPARTMENT

Department (Fund)		Actual			Budget
		FY 09-10	FY 10-11	FY 11-12	FY 12-13
<b>Operations - Wastewater Division</b> (Wastewater Fund)  (formerly under Public Works Department)	Division Manager	1.0	1.0	1.0	1.0
	Chemist	1.0	1.0	1.0	1.0
	Utility Supervisor	2.0	2.0	1.0	1.0
	Engineering Tech./Coord.	1.0	1.0	1.0	
	Field Supervisor	2.0	2.0	2.0	1.0
	Utility Lead	3.0	3.0	3.0	4.0
	Comms Spec/Sys Integrator	1.0	1.0	1.0	1.0
	Utility Worker II	5.0	5.0	6.0	5.0
	Plant Operator	3.0	3.0	3.0	3.0
	Administrative Specialist II	1.0	1.0	1.0	
	Laboratory Technician	2.0	2.0	2.0	2.0
	Utility Worker I	4.0	4.0	4.0	5.0
	<b>TOTAL POSITIONS</b>	26.0	26.0	26.0	24.0
<b>Operations - Water Division</b> (Irrigation & Drainage District Fund)  (formerly under Public Works Department)	Division Manager	1.0	1.0	1.0	1.0
	Water Resources Coordinator		1.0	1.0	1.0
	Utility Supervisor	2.0	2.0	1.0	1.0
	Engineering Tech./Coord.	1.0	1.0	1.0	
	Field Supervisor	2.0	2.0	3.0	1.0
	Utility Lead	6.0	6.0	6.0	4.0
	Utility Worker II	10.0	10.0	10.0	14.0
	Plant Operator	3.0	3.0	3.0	3.0
	Administrative Specialist I	1.0	1.0	1.0	
	Water Conservation Officer		1.0	1.0	1.0
	Utility Mechanic	2.0	2.0	2.0	2.0
	Administrative Technician		2.0	2.0	
	Utility Worker I	11.0	11.0	10.0	10.0
	<b>TOTAL POSITIONS</b>	39.0	43.0	42.0	38.0
<b>TOTAL AUTHORIZED POSITIONS</b>		<b>487.0</b>	<b>484.0</b>	<b>460.0</b>	<b>448.0</b>

\* 1 position funded for partial year



## SALARY STRUCTURE

	STEP	1	2	3	4	5	6	7	8	9	10
<b>611</b>											
Mechanic Aide	Hrly	\$12.60	\$13.07	\$13.58	\$14.09	\$14.62	\$15.18	\$15.76	\$16.36	\$16.98	\$17.63
	B-Wkly	\$1,008.00	\$1,045.60	\$1,086.40	\$1,127.20	\$1,169.60	\$1,214.40	\$1,260.80	\$1,308.80	\$1,358.40	\$1,410.40
	<b>Annual</b>	<b>\$26,208</b>	<b>\$27,186</b>	<b>\$28,246</b>	<b>\$29,307</b>	<b>\$30,410</b>	<b>\$31,574</b>	<b>\$32,781</b>	<b>\$34,029</b>	<b>\$35,318</b>	<b>\$36,670</b>
<b>615</b>											
Administrative Tech.	Hrly	\$15.31	\$15.89	\$16.50	\$17.13	\$17.77	\$18.45	\$19.15	\$19.88	\$20.63	\$21.51
Court Clerk I	B-Wkly	\$1,224.80	\$1,271.20	\$1,320.00	\$1,370.40	\$1,421.60	\$1,476.00	\$1,532.00	\$1,590.40	\$1,650.40	\$1,720.80
Legal Assistant	<b>Annual</b>	<b>\$31,845</b>	<b>\$33,051</b>	<b>\$34,320</b>	<b>\$35,630</b>	<b>\$36,962</b>	<b>\$38,376</b>	<b>\$39,832</b>	<b>\$41,350</b>	<b>\$42,910</b>	<b>\$44,741</b>
Maintenance Tech.											
Recreation Specialist											
Transit Op/Dispatch											
<b>616</b>											
Animal Control Officer	Hrly	\$16.15	\$16.77	\$17.40	\$18.07	\$18.75	\$19.47	\$20.21	\$20.98	\$21.77	\$22.62
Court Clerk II	B-Wkly	\$1,292.00	\$1,341.60	\$1,392.00	\$1,445.60	\$1,500.00	\$1,557.60	\$1,616.80	\$1,678.40	\$1,741.60	\$1,809.60
Detention Officer	<b>Annual</b>	<b>\$33,592</b>	<b>\$34,882</b>	<b>\$36,192</b>	<b>\$37,586</b>	<b>\$39,000</b>	<b>\$40,498</b>	<b>\$42,037</b>	<b>\$43,638</b>	<b>\$45,282</b>	<b>\$47,050</b>
Transit Lead											
Utility Worker I											
<b>617</b>											
Admin Specialist I	Hrly	\$17.04	\$17.69	\$18.36	\$19.06	\$19.79	\$20.54	\$21.32	\$22.13	\$22.97	\$23.86
Customer Svc Spec	B-Wkly	\$1,363.20	\$1,415.20	\$1,468.80	\$1,524.80	\$1,583.20	\$1,643.20	\$1,705.60	\$1,770.40	\$1,837.60	\$1,908.80
Laboratory Tech	<b>Annual</b>	<b>\$35,443</b>	<b>\$36,795</b>	<b>\$38,189</b>	<b>\$39,645</b>	<b>\$41,163</b>	<b>\$42,723</b>	<b>\$44,346</b>	<b>\$46,030</b>	<b>\$47,778</b>	<b>\$49,629</b>
Legal Specialist											
Maintenance Mechanic											
Utility Mechanic											
<b>618</b>											
Accounting Specialist	Hrly	\$17.98	\$18.67	\$19.37	\$20.11	\$20.87	\$21.67	\$22.49	\$23.34	\$24.23	\$25.18
Aquatics Coordinator	B-Wkly	\$1,438.40	\$1,493.60	\$1,549.60	\$1,608.80	\$1,669.60	\$1,733.60	\$1,799.20	\$1,867.20	\$1,938.40	\$2,014.40
Engineering Tech	<b>Annual</b>	<b>\$37,398</b>	<b>\$38,834</b>	<b>\$40,290</b>	<b>\$41,829</b>	<b>\$43,410</b>	<b>\$45,074</b>	<b>\$46,779</b>	<b>\$48,547</b>	<b>\$50,398</b>	<b>\$52,374</b>
Equipment Mechanic I											
Maintenance Spec											
Planning Technican											
Public Ed Spec											
Public Safety Dispatcher											
Recreation Coordinator											
Water Conservation Ofcr											
<b>619</b>											
Admin Specialist II	Hrly	\$18.97	\$19.69	\$20.43	\$21.21	\$22.02	\$22.86	\$23.73	\$24.62	\$25.56	\$26.55
City Clerk Assistant	B-Wkly	\$1,517.60	\$1,575.20	\$1,634.40	\$1,696.80	\$1,761.60	\$1,828.80	\$1,898.40	\$1,969.60	\$2,044.80	\$2,124.00
Comm/SCADA Spec	<b>Annual</b>	<b>\$39,458</b>	<b>\$40,955</b>	<b>\$42,494</b>	<b>\$44,117</b>	<b>\$45,802</b>	<b>\$47,549</b>	<b>\$49,358</b>	<b>\$51,210</b>	<b>\$53,165</b>	<b>\$55,224</b>
Computer Ops Spec											
Counter Plans Ex											
Court Clerk III											
GIS Specialist											
Plant Operator											
Property/Evidence Tech											
Utility Worker II											
<b>620</b>											
Admin Supervisor	Hrly	\$20.02	\$20.78	\$21.57	\$22.38	\$23.23	\$24.11	\$25.03	\$25.98	\$26.97	\$28.02
Airport Lead	B-Wkly	\$1,601.60	\$1,662.40	\$1,725.60	\$1,790.40	\$1,858.40	\$1,928.80	\$2,002.40	\$2,078.40	\$2,157.60	\$2,241.60
Building Inspector I	<b>Annual</b>	<b>\$41,642</b>	<b>\$43,222</b>	<b>\$44,866</b>	<b>\$46,550</b>	<b>\$48,318</b>	<b>\$50,149</b>	<b>\$52,062</b>	<b>\$54,038</b>	<b>\$56,098</b>	<b>\$58,282</b>
Code Enforce Officer											
Equipment Mechanic II											
Maintenance Lead											
Pub Safety Dispatch Lead											
Transit Supervisor											
Utility Lead											
Victim Services Specialist											



## SALARY STRUCTURE

	STEP	1	2	3	4	5	6	7	8	9	10
<b>621</b>											
Building Inspector II	Hrly	\$21.11	\$21.92	\$22.75	\$23.62	\$24.51	\$25.44	\$26.41	\$27.41	\$28.45	\$29.55
Customer Service Sup	B-Wkly	\$1,688.80	\$1,753.60	\$1,820.00	\$1,889.60	\$1,960.80	\$2,035.20	\$2,112.80	\$2,192.80	\$2,276.00	\$2,364.00
Detention Ofcr Sup	<b>Annual</b>	<b>\$43,909</b>	<b>\$45,594</b>	<b>\$47,320</b>	<b>\$49,130</b>	<b>\$50,981</b>	<b>\$52,915</b>	<b>\$54,933</b>	<b>\$57,013</b>	<b>\$59,176</b>	<b>\$61,464</b>
Field Supervisor											
Plans Examiner											
Pub Safety Dispatch Sup											
<b>622</b>											
Eng Tech/Coordinator	Hrly	\$22.28	\$23.12	\$24.00	\$24.91	\$25.86	\$26.84	\$27.86	\$28.92	\$30.02	\$31.19
Fire Prevention Officer	B-Wkly	\$1,782.40	\$1,849.60	\$1,920.00	\$1,992.80	\$2,068.80	\$2,147.20	\$2,228.80	\$2,313.60	\$2,401.60	\$2,495.20
Bldg. Inspector, Senior	<b>Annual</b>	<b>\$46,342</b>	<b>\$48,090</b>	<b>\$49,920</b>	<b>\$51,813</b>	<b>\$53,789</b>	<b>\$55,827</b>	<b>\$57,949</b>	<b>\$60,154</b>	<b>\$62,442</b>	<b>\$64,875</b>
Plans Examiner, Senior											
<b>623</b>											
Court Supervisor	Hrly	\$23.50	\$24.40	\$25.32	\$26.28	\$27.28	\$28.32	\$29.39	\$30.51	\$31.67	\$32.90
Maintenance Sup	B-Wkly	\$1,880.00	\$1,952.00	\$2,025.60	\$2,102.40	\$2,182.40	\$2,265.60	\$2,351.20	\$2,440.80	\$2,533.60	\$2,632.00
Eng Tech/Coord, Senior	<b>Annual</b>	<b>\$48,880</b>	<b>\$50,752</b>	<b>\$52,666</b>	<b>\$54,662</b>	<b>\$56,742</b>	<b>\$58,906</b>	<b>\$61,131</b>	<b>\$63,461</b>	<b>\$65,874</b>	<b>\$68,432</b>
Utility Supervisor											
<b>916</b>											
Executive Assistant	Hrly	\$21.50	\$22.49	\$23.52	\$24.60	\$25.74	\$26.91	\$28.15	\$29.45	\$30.80	\$32.24
Management Spec	B-Wkly	\$1,720.00	\$1,799.20	\$1,881.60	\$1,968.00	\$2,059.20	\$2,152.80	\$2,252.00	\$2,356.00	\$2,464.00	\$2,579.20
	<b>Annual</b>	<b>\$44,720</b>	<b>\$46,779</b>	<b>\$48,922</b>	<b>\$51,168</b>	<b>\$53,539</b>	<b>\$55,973</b>	<b>\$58,552</b>	<b>\$61,256</b>	<b>\$64,064</b>	<b>\$67,059</b>
<b>917</b>											
Accountant	Hrly	\$22.90	\$23.94	\$25.04	\$26.20	\$27.41	\$28.66	\$29.98	\$31.36	\$32.80	\$34.33
Contract Administrator	B-Wkly	\$1,832.00	\$1,915.20	\$2,003.20	\$2,096.00	\$2,192.80	\$2,292.80	\$2,398.40	\$2,508.80	\$2,624.00	\$2,746.40
	<b>Annual</b>	<b>\$47,632</b>	<b>\$49,795</b>	<b>\$52,083</b>	<b>\$54,496</b>	<b>\$57,013</b>	<b>\$59,613</b>	<b>\$62,358</b>	<b>\$65,229</b>	<b>\$68,224</b>	<b>\$71,406</b>
<b>918</b>											
Legal Supervisor	Hrly	\$24.61	\$25.75	\$26.92	\$28.17	\$29.46	\$30.82	\$32.23	\$33.72	\$35.26	\$36.92
	B-Wkly	\$1,968.80	\$2,060.00	\$2,153.60	\$2,253.60	\$2,356.80	\$2,465.60	\$2,578.40	\$2,697.60	\$2,820.80	\$2,953.60
	<b>Annual</b>	<b>\$51,189</b>	<b>\$53,560</b>	<b>\$55,994</b>	<b>\$58,594</b>	<b>\$61,277</b>	<b>\$64,106</b>	<b>\$67,038</b>	<b>\$70,138</b>	<b>\$73,341</b>	<b>\$76,794</b>
<b>919</b>											
Asst City Prosecutor	Hrly	\$26.70	\$27.93	\$29.21	\$30.56	\$31.96	\$33.43	\$34.97	\$36.58	\$38.27	\$40.05
Chemist	B-Wkly	\$2,136.00	\$2,234.40	\$2,336.80	\$2,444.80	\$2,556.80	\$2,674.40	\$2,797.60	\$2,926.40	\$3,061.60	\$3,204.00
City Planner	<b>Annual</b>	<b>\$55,536</b>	<b>\$58,094</b>	<b>\$60,757</b>	<b>\$63,565</b>	<b>\$66,477</b>	<b>\$69,534</b>	<b>\$72,738</b>	<b>\$76,086</b>	<b>\$79,602</b>	<b>\$83,304</b>
Network Administrator											
Buyer, Senior											
Accountant, Senior											
<b>920</b>											
Airport Supervisor	Hrly	\$29.24	\$30.58	\$31.99	\$33.46	\$35.00	\$36.61	\$38.29	\$40.05	\$41.90	\$43.85
Aquatic Supervisor	B-Wkly	\$2,339.20	\$2,446.40	\$2,559.20	\$2,676.80	\$2,800.00	\$2,928.80	\$3,063.20	\$3,204.00	\$3,352.00	\$3,508.00
Recreation Supervisor	<b>Annual</b>	<b>\$60,819</b>	<b>\$63,606</b>	<b>\$66,539</b>	<b>\$69,597</b>	<b>\$72,800</b>	<b>\$76,149</b>	<b>\$79,643</b>	<b>\$83,304</b>	<b>\$87,152</b>	<b>\$91,208</b>
<b>921</b>											
City Prosecutor	Hrly	\$32.16	\$33.64	\$35.19	\$36.80	\$38.50	\$40.27	\$42.12	\$44.06	\$46.08	\$48.24
Fire Training Officer	B-Wkly	\$2,572.80	\$2,691.20	\$2,815.20	\$2,944.00	\$3,080.00	\$3,221.60	\$3,369.60	\$3,524.80	\$3,686.40	\$3,859.20
Project Manager	<b>Annual</b>	<b>\$66,893</b>	<b>\$69,971</b>	<b>\$73,195</b>	<b>\$76,544</b>	<b>\$80,080</b>	<b>\$83,762</b>	<b>\$87,610</b>	<b>\$91,645</b>	<b>\$95,846</b>	<b>\$100,339</b>
Planner, Senior											
<b>922</b>											
Asst City Engineer	Hrly	\$35.70	\$37.34	\$39.05	\$40.85	\$42.73	\$44.70	\$46.76	\$48.91	\$51.16	\$53.55
City Clerk	B-Wkly	\$2,856.00	\$2,987.20	\$3,124.00	\$3,268.00	\$3,418.40	\$3,576.00	\$3,740.80	\$3,912.80	\$4,092.80	\$4,284.00
Division Manager	<b>Annual</b>	<b>\$74,256</b>	<b>\$77,667</b>	<b>\$81,224</b>	<b>\$84,968</b>	<b>\$88,878</b>	<b>\$92,976</b>	<b>\$97,261</b>	<b>\$101,733</b>	<b>\$106,413</b>	<b>\$111,384</b>
Fire Division Chief											
Police Captain											
Transportation Engineer											
Water Resources Coordinator											



## SALARY STRUCTURE

	STEP	1	2	3	4	5	6	7	8	9	10
<b>925</b>											
Department Directors	Hrly	\$48.72	\$50.96	\$53.30	\$55.75	\$58.31	\$61.00	\$63.80	\$66.74	\$69.81	\$73.02
	B-Wkly	\$3,897.60	\$4,076.80	\$4,264.00	\$4,460.00	\$4,664.80	\$4,880.00	\$5,104.00	\$5,339.20	\$5,584.80	\$5,841.60
	Annual	\$101,338	\$105,997	\$110,864	\$115,960	\$121,285	\$126,880	\$132,704	\$138,819	\$145,205	\$151,882
<b>926</b>											
Deputy City Manager	Hrly	\$53.30	\$55.75	\$58.31	\$61.00	\$63.80	\$66.74	\$69.81	\$73.02	\$76.31	\$79.74
	B-Wkly	\$4,264.00	\$4,460.00	\$4,664.80	\$4,880.00	\$5,104.00	\$5,339.20	\$5,584.80	\$5,841.60	\$6,104.80	\$6,379.20
	Annual	\$110,864	\$115,960	\$121,285	\$126,880	\$132,704	\$138,819	\$145,205	\$151,882	\$158,725	\$165,859
<b>P11</b>											
Police Officer	Hrly	\$20.31	\$21.05	\$21.81	\$22.61	\$23.44	\$24.29	\$25.18	\$26.10	\$27.06	\$28.03
	Bi-Wkly	\$1,624.80	\$1,684.00	\$1,744.80	\$1,808.80	\$1,875.20	\$1,943.20	\$2,014.40	\$2,088.00	\$2,164.80	\$2,242.40
	Annual	\$42,245	\$43,784	\$45,365	\$47,029	\$48,755	\$50,523	\$52,374	\$54,288	\$56,285	\$58,302
<b>P22</b>											
Police Officer, Senior	Hrly	\$22.33	\$23.15	\$24.00	\$24.87	\$25.78	\$26.72	\$27.70	\$28.71	\$29.75	\$30.83
	Bi-Wkly	\$1,786.40	\$1,852.00	\$1,920.00	\$1,989.60	\$2,062.40	\$2,137.60	\$2,216.00	\$2,296.80	\$2,380.00	\$2,466.40
	Annual	\$46,446	\$48,152	\$49,920	\$51,730	\$53,622	\$55,578	\$57,616	\$59,717	\$61,880	\$64,126
<b>P33</b>											
Police Sergeant	Hrly	\$28.27	\$29.31	\$30.37	\$31.48	\$32.63	\$33.82	\$35.06	\$36.34	\$37.67	\$39.02
	Bi-Wkly	\$2,261.60	\$2,344.80	\$2,429.60	\$2,518.40	\$2,610.40	\$2,705.60	\$2,804.80	\$2,907.20	\$3,013.60	\$3,121.60
	Annual	\$58,802	\$60,965	\$63,170	\$65,478	\$67,870	\$70,346	\$72,925	\$75,587	\$78,354	\$81,162
<b>P44</b>											
Police Lieutenant	Hrly	\$33.51	\$34.72	\$36.00	\$37.31	\$38.67	\$40.08	\$41.54	\$43.06	\$44.63	\$46.24
	Bi-Wkly	\$2,680.80	\$2,777.60	\$2,880.00	\$2,984.80	\$3,093.60	\$3,206.40	\$3,323.20	\$3,444.80	\$3,570.40	\$3,699.20
	Annual	\$69,701	\$72,218	\$74,880	\$77,605	\$80,434	\$83,366	\$86,403	\$89,565	\$92,830	\$96,179
<b>FIRE SHIFT ASSIGNMENT</b>											
<b>F11</b>											
Firefighter	Hrly	\$13.59	\$14.12	\$14.56	\$15.21	\$15.79	\$16.39	\$17.01	\$17.65	\$18.33	\$19.04
	Bi-Wkly	\$1,530.44	\$1,590.13	\$1,639.68	\$1,712.88	\$1,778.20	\$1,845.77	\$1,915.59	\$1,987.66	\$2,064.24	\$2,144.20
	Annual	\$39,792	\$41,343	\$42,632	\$44,535	\$46,233	\$47,990	\$49,805	\$51,679	\$53,670	\$55,749
<b>F12</b>											
Firefighter/Paramedic	Hrly	\$15.37	\$15.90	\$16.34	\$16.99	\$17.57	\$18.17	\$18.79	\$19.43	\$20.11	\$20.82
	Bi-Wkly	\$1,730.90	\$1,790.58	\$1,840.14	\$1,913.34	\$1,978.65	\$2,046.22	\$2,116.04	\$2,188.12	\$2,264.70	\$2,344.65
	Annual	\$45,003	\$46,555	\$47,844	\$49,747	\$51,445	\$53,202	\$55,017	\$56,891	\$58,882	\$60,961
<b>F22</b>											
Fire Engineer	Hrly	\$16.79	\$17.42	\$18.09	\$18.77	\$19.48	\$20.23	\$21.00	\$21.79	\$22.62	\$23.50
	Bi-Wkly	\$1,890.81	\$1,961.76	\$2,037.21	\$2,113.79	\$2,193.75	\$2,278.21	\$2,364.92	\$2,453.89	\$2,547.36	\$2,646.46
	Annual	\$49,161	\$51,006	\$52,968	\$54,959	\$57,037	\$59,233	\$61,488	\$63,801	\$66,231	\$68,808
<b>F23</b>											
Engineer/Paramedic	Hrly	\$18.57	\$19.20	\$19.87	\$20.55	\$21.26	\$22.01	\$22.78	\$23.57	\$24.40	\$25.28
	Bi-Wkly	\$2,091.27	\$2,162.22	\$2,237.67	\$2,314.25	\$2,394.20	\$2,478.66	\$2,565.38	\$2,654.34	\$2,747.82	\$2,846.92
	Annual	\$54,373	\$56,218	\$58,179	\$60,170	\$62,249	\$64,445	\$66,700	\$69,013	\$71,443	\$74,020
<b>F33</b>											
Fire Captain	Hrly	\$20.62	\$21.39	\$22.21	\$23.06	\$23.93	\$24.84	\$25.78	\$26.76	\$27.78	\$28.86
	Bi-Wkly	\$2,322.13	\$2,408.84	\$2,501.19	\$2,596.91	\$2,694.89	\$2,797.37	\$2,903.22	\$3,013.59	\$3,128.46	\$3,250.08
	Annual	\$60,375	\$62,630	\$65,031	\$67,520	\$70,067	\$72,732	\$75,484	\$78,353	\$81,340	\$84,502
<b>F34</b>											
Captain/Paramedic	Hrly	\$22.40	\$23.17	\$23.99	\$24.84	\$25.71	\$26.62	\$27.56	\$28.54	\$29.56	\$30.64
	Bi-Wkly	\$2,522.58	\$2,609.30	\$2,701.64	\$2,797.37	\$2,895.34	\$2,997.82	\$3,103.68	\$3,214.04	\$3,328.91	\$3,450.54
	Annual	\$65,587	\$67,842	\$70,243	\$72,732	\$75,279	\$77,943	\$80,696	\$83,565	\$86,552	\$89,714
<b>F44</b>											
Battalion Commander	Hrly	\$24.42	\$25.34	\$26.31	\$27.30	\$28.34	\$29.41	\$30.53	\$31.69	\$32.90	\$34.17
	Bi-Wkly	\$2,750.07	\$2,853.67	\$2,962.91	\$3,074.40	\$3,191.52	\$3,312.02	\$3,438.15	\$3,568.78	\$3,705.05	\$3,848.07
	Annual	\$71,502	\$74,196	\$77,036	\$79,934	\$82,980	\$86,112	\$89,392	\$92,788	\$96,331	\$100,050

# **LEGAL DOCUMENTS**

Official Budget forms

State of Arizona

Budgetary Law

Arizona Revised Statutes







## **OFFICIAL BUDGET FORMS**

### **LAKE HAVASU CITY FISCAL YEAR 2012-13**

**DEVELOPED BY**

**STATE OF ARIZONA  
OFFICE OF THE AUDITOR GENERAL**



## BUDGET RESOLUTION

### RESOLUTION NO. 12-2645

#### **A RESOLUTION OF THE MAYOR AND CITY COUNCIL OF LAKE HAVASU CITY, MOHAVE COUNTY, ARIZONA, ADOPTING THE BUDGET FOR FISCAL YEAR 2012-13**

**WHEREAS**, in accordance with the provisions of Title 42, Sections 17101, 17102, 17103, 17104, and 17105, Arizona Revised Statutes, City Council did, on the 12th day of June, 2012, make an estimate of the different amounts required to meet the public expenditures/expenses for the ensuing year, also an estimate of revenues from sources other than direct taxation, and the amount to be raised by taxation upon real and personal property of the city of Lake Havasu City, and

**WHEREAS**, in accordance with said sections of said title, and following due public notice, the Council will meet on June 26, 2012, at Lake Havasu City's Police Facility Meeting Room, 2360 McCulloch Blvd. N., Lake Havasu City, Arizona, at which meeting any taxpayer will be privileged to appear and be heard in favor of or against any of the proposed expenditures/expenses or tax levies, and

**WHEREAS**, it appears that publication has been duly made as required by law, of said estimates together with a notice that the City Council would meet on July 10, 2012, at Lake Havasu City's Police Facility Meeting Room, 2360 McCulloch Blvd. N., Lake Havasu City, Arizona, for the purpose of hearing taxpayers and making tax levies as set forth in said estimates, and

**WHEREAS**, it appears that the sums to be raised by taxation, as specified therein, do not in the aggregate amount exceed that amount as computed in Title 42, Section 17051(A), Arizona Revised Statutes, and

**NOW, THEREFORE, BE IT RESOLVED** by the Mayor and City Council of Lake Havasu City, Arizona, that the said estimates of revenues and expenditures/expenses shown on the accompanying schedules as now increased, reduced or changed by and the same are hereby adopted as the budget of the city of Lake Havasu City, Arizona, for the Fiscal Year 2012-13 in the amount of \$139,865,681.

**PASSED AND ADOPTED** by the Mayor and City Council of Lake Havasu City, Arizona, this 26th day of June 2012.

ATTEST:  
Kelly Williams, Acting City Clerk

APPROVED:  
Mark S. Nexsen, Mayor

APPROVED AS TO FORM:  
Kelly Garry, City Attorney

REVIEWED BY:  
Charlie Cassens, City Manager



**CITY OF LAKE HAVASU CITY, AZ**  
**Summary Schedule of Estimated Revenues and Expenditures/Expenses**  
**Fiscal Year 2013**

FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES* 2012	ACTUAL EXPENDITURES/ EXPENSES ** 2012	FUND BALANCE/ NET ASSETS*** July 1, 2012**	PROPERTY TAX REVENUES 2013 Primary: \$ 4,178,384 Secondary: \$ 9,844,372	ESTIMATED REVENUES OTHER THAN PROPERTY TAXES 2013 \$ 32,653,440	OTHER FINANCING 2013		INTERFUND TRANSFERS 2013		TOTAL FINANCIAL RESOURCES AVAILABLE 2013	BUDGETED EXPENDITURES/ EXPENSES 2013
						SOURCES 2013	<USES>	IN	<OUT>		
1. General Fund	\$ 36,465,740	\$ 32,796,321	\$ 15,010,885	\$ 4,178,384	\$ 32,653,440	\$	\$	\$ 4,913,110	\$ 3,813,815	\$ 52,942,004	\$ 39,052,574
2. Special Revenue Funds	12,942,286	10,171,183	2,437,290		9,844,372			1,331,000	103,765	13,508,897	12,073,530
3. Debt Service Funds Available	299,947	299,947	165,736		500			240,000		406,236	237,346
4. Less: Amounts for Future Debt Retirement											
5. Total Debt Service Funds	299,947	299,947	165,736		500			240,000		406,236	237,346
6. Capital Projects Funds	15,694,956	2,480,563	8,947,013		4,255,923			3,021,801	594,864	15,630,073	12,702,656
7. Permanent Funds											
8. Enterprise Funds Available	92,718,548	63,442,797	96,395,337		50,325,352			1,334,150	3,827,817	144,227,022	73,104,670
9. Less: Amounts for Future Debt Retirement											
10. Total Enterprise Funds	92,718,548	63,442,797	96,395,337		50,325,352			1,334,150	3,827,817	144,227,022	73,104,670
11. Internal Service Funds	8,216,143	6,262,881	9,770,691		120,000				2,500,000	7,390,691	2,694,905
12. TOTAL ALL FUNDS	\$ 166,337,620	\$ 115,453,692	\$ 132,726,952	\$ 4,178,384	\$ 97,199,587	\$	\$	\$ 10,840,061	\$ 10,840,061	\$ 234,104,923	\$ 139,865,681

## EXPENDITURE LIMITATION COMPARISON

1. Budgeted expenditures/expenses
2. Add/subtract: estimated net reconciling items
3. Budgeted expenditures/expenses adjusted for reconciling items
4. Less: estimated exclusions
5. Amount subject to the expenditure limitation
6. EEC or voter-approved alternative expenditure limitation

	2012	2013
	\$ 166,337,620	\$ 139,865,681
	(26,325,438)	(25,949,304)
	140,012,182	113,916,377
	88,631,295	61,404,102
	\$ 51,380,887	\$ 52,512,275
	\$ 52,085,163	\$ 53,277,776

☐ The city/town does not levy property taxes and does not have special assessment districts for which property taxes are levied. Therefore, Schedule B has been omitted.

\* Includes Expenditure/Expense Adjustments Approved in current year from Schedule E.

\*\* Includes actual amounts as of the date the proposed budget was prepared, adjusted for estimated activity for the remainder of the fiscal year.

\*\*\* Amounts in this column represent Fund Balance/Net Asset amounts except for amounts not in spendable form (e.g., prepaids and inventories) or legally or contractually required to be maintained intact (e.g., principal of a permanent fund).



**CITY OF LAKE HAVASU CITY, AZ**  
**Summary of Tax Levy and Tax Rate Information**  
**Fiscal Year 2013**

	<u>2012</u>	<u>2013</u>
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A)	\$ 5,245,199	\$ 5,399,461
2. Amount received from primary property taxation in the <b>current year</b> in excess of the sum of that year's maximum allowable primary property tax levy. A.R.S. §42-17102(A)(18)	\$	
3. Property tax levy amounts		
A. Primary property taxes	\$ 4,096,455	\$ 4,178,384 **
B. Secondary property taxes		
C. Total property tax levy amounts	\$ 4,096,455	\$ 4,178,384
4. Property taxes collected*		
A. Primary property taxes		
(1) <b>Current</b> year's levy	\$ 4,096,445	
(2) Prior years' levies		
(3) Total primary property taxes	\$ 4,096,445	
B. Secondary property taxes		
(1) <b>Current</b> year's levy	\$	
(2) Prior years' levies		
(3) Total secondary property taxes	\$	
C. Total property taxes collected	\$ 4,096,445	
5. Property tax rates		
A. City/Town tax rate		
(1) Primary property tax rate	0.7264	0.7410 **
(2) Secondary property tax rate		
(3) Total city/town tax rate	0.7264	0.7410
B. Special assessment district tax rates		
Secondary property tax rates - As of the date the proposed budget was prepared, the city/town was operating <u>2</u> special assessment districts for which secondary property taxes are levied. For information pertaining to these special assessment districts and their tax rates, please contact the city/town.		
Lake Havasu City Improvement Districts O&M #2 & #4:		
#2	\$	5,050
#4		75,750
Total	\$	80,800

\* Includes actual property taxes collected as of the date the proposed budget was prepared, plus estimated property tax collections for the remainder of the fiscal year.

**\*\*ACTUAL PRIMARY PROPERTY TAX RATE ADOPTED BY CITY COUNCIL ON 7-10-12 WAS \$0.7332, RESULTING IN A PRIMARY PROPERTY TAX LEVY AMOUNT OF \$4,134,174 FOR FISCAL YEAR 2013**



**CITY OF LAKE HAVASU CITY, AZ**  
**Summary by Fund Type of Revenues Other Than Property Taxes**  
**Fiscal Year 2013**

<b>SOURCE OF REVENUES</b>	<b>ESTIMATED REVENUES 2012</b>	<b>ACTUAL REVENUES* 2012</b>	<b>ESTIMATED REVENUES 2013</b>
<b>GENERAL FUND</b>			
<b>Local taxes</b>			
City Sales Tax	\$ 12,183,801	\$ 13,091,666	\$ 13,327,943
Personal Property Tax		83,770	80,000
<b>Licenses and permits</b>			
	923,606	1,034,726	923,606
<b>Intergovernmental</b>			
Auto Lieu	2,602,457	2,604,062	2,579,793
State Sales Tax	3,974,004	4,084,986	4,392,320
Urban Revenue Sharing	4,433,501	4,433,317	5,365,034
<b>Charges for services</b>			
	749,437	979,853	1,233,330
<b>Fines and forfeits</b>			
	1,285,000	1,231,665	1,297,849
<b>Interest on investments</b>			
	115,000	84,949	65,000
<b>In-lieu property taxes</b>			
<b>Contributions</b>			
Voluntary contributions	2,000	24,687	1,000
<b>Miscellaneous</b>			
Miscellaneous & Sale of Assets	287,000	1,037,633	1,006,717
Grants, IGAs, Reimbursements	2,282,449	2,222,037	2,380,848
<b>Total General Fund</b>	<b>\$ 28,838,255</b>	<b>\$ 30,913,351</b>	<b>\$ 32,653,440</b>

\* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.

**CITY OF LAKE HAVASU CITY, AZ**  
**Summary by Fund Type of Revenues Other Than Property Taxes**  
**Fiscal Year 2013**

SOURCE OF REVENUES	ESTIMATED REVENUES 2012	ACTUAL REVENUES* 2012	ESTIMATED REVENUES 2013
<b>SPECIAL REVENUE FUNDS</b>			
<b>Highway User Revenue Fund</b>			
Gasoline Tax	\$ 3,793,299	\$ 3,672,477	\$ 4,158,492
Interest & Miscellaneous	9,000	27,979	28,793
<b>Total Highway User Revenue Fund</b>	<b>\$ 3,802,299</b>	<b>\$ 3,700,456</b>	<b>\$ 4,187,285</b>
Tourism / Economic Development Fund	\$ 1,400,600	\$ 1,478,625	\$ 1,450,000
Transit Fund	1,153,788	973,982	1,426,159
Grant Funds	3,152,171	1,552,624	2,293,385
	\$ 5,706,559	\$ 4,005,231	\$ 5,169,544
Improvement Districts #2 & #4	\$ 80,000	\$ 88,007	\$ 80,960
	\$ 80,000	\$ 88,007	\$ 80,960
Wildland Firefighting Program	\$ 60,137	\$	\$ 60,137
	\$ 60,137	\$	\$ 60,137
Parks & Recreation Memorial Tree Trust	\$ 5,000	\$ 4,000	\$ 5,065
Court Enhancement Fund	40,000	40,463	40,900
Fill the Gap	12,000	11,787	12,220
JCEF	19,500	19,760	19,695
PD Vehicle Towing Fund 28-3511	11,000	12,666	11,470
WALETA Academy	253,016	112,738	257,096
	\$ 340,516	\$ 201,414	\$ 346,446
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
<b>Total Special Revenue Funds</b>	<b>\$ 9,989,511</b>	<b>\$ 7,995,108</b>	<b>\$ 9,844,372</b>

\* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.

**CITY OF LAKE HAVASU CITY, AZ**  
**Summary by Fund Type of Revenues Other Than Property Taxes**  
**Fiscal Year 2013**

SOURCE OF REVENUES	ESTIMATED REVENUES 2012	ACTUAL REVENUES* 2012	ESTIMATED REVENUES 2013
DEBT SERVICE FUNDS			
Debt Service Fund	\$ 61,570	\$ 65,862	\$ 500
	\$ 61,570	\$ 65,862	\$ 500
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
Total Debt Service Funds	\$ 61,570	\$ 65,862	\$ 500
CAPITAL PROJECTS FUNDS			
Community Investment Program Fund	\$ 5,551,790	\$ 2,614,933	\$ 4,242,423
Property Acquisition Fund	4,000	11,591	10,000
CIP Impact Fees Fund	232,000	(131,475)	3,500
	\$ 5,787,790	\$ 2,495,049	\$ 4,255,923
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
Total Capital Projects Funds	\$ 5,787,790	\$ 2,495,049	\$ 4,255,923

\* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.



**CITY OF LAKE HAVASU CITY, AZ**  
**Summary by Fund Type of Revenues Other Than Property Taxes**  
**Fiscal Year 2013**

SOURCE OF REVENUES	ESTIMATED REVENUES 2012	ACTUAL REVENUES* 2012	ESTIMATED REVENUES 2013
<b>PERMANENT FUNDS</b>			
	\$ _____	\$ _____	\$ _____
	_____	_____	_____
	_____	_____	_____
	\$ _____	\$ _____	\$ _____
	_____	_____	_____
	\$ _____	\$ _____	\$ _____
	_____	_____	_____
	_____	_____	_____
	\$ _____	\$ _____	\$ _____
	_____	_____	_____
	_____	_____	_____
	\$ _____	\$ _____	\$ _____
	_____	_____	_____
	\$ _____	\$ _____	\$ _____
	_____	_____	_____
	_____	_____	_____
	\$ _____	\$ _____	\$ _____
Total Permanent Funds	\$ _____	\$ _____	\$ _____
<b>ENTERPRISE FUNDS</b>			
Airport Fund	\$       666,929	\$       744,897	\$     1,851,394
Irrigation & Drainage District Fund	25,569,446	20,161,863	23,093,324
Recreation / Aquatic Fund	389,426	375,603	390,161
Refuse Fund	1,194,500	1,306,429	1,226,500
	\$   27,820,301	\$   22,588,792	\$   26,561,379
	_____	_____	_____
Wastewater Utility Fund	\$    49,774,114	\$    39,853,334	\$    23,763,973
	_____	_____	_____
	_____	_____	_____
	\$    49,774,114	\$    39,853,334	\$    23,763,973
	_____	_____	_____
	\$ _____	\$ _____	\$ _____
	_____	_____	_____
	_____	_____	_____
	\$ _____	\$ _____	\$ _____
	_____	_____	_____
	_____	_____	_____
	\$ _____	\$ _____	\$ _____
Total Enterprise Funds	\$     77,594,415	\$     62,442,126	\$     50,325,352

\* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.



**CITY OF LAKE HAVASU CITY, AZ**  
**Summary by Fund Type of Revenues Other Than Property Taxes**  
**Fiscal Year 2013**

<b>SOURCE OF REVENUES</b>	<b>ESTIMATED REVENUES 2012</b>	<b>ACTUAL REVENUES* 2012</b>	<b>ESTIMATED REVENUES 2013</b>
<b>INTERNAL SERVICE FUNDS</b>			
Employee Benefit Trust Fund	\$ 5,916,500	\$ 6,490,980	\$ 103,000
Vehicle / Equipment Replacement Fund	6,000	128,590	17,000
	\$ 5,922,500	\$ 6,619,570	\$ 120,000
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
<b>Total Internal Service Funds</b>	\$ 5,922,500	\$ 6,619,570	\$ 120,000
<b>TOTAL ALL FUNDS</b>	\$ 128,194,041	\$ 110,531,066	\$ 97,199,587

\* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.



**CITY OF LAKE HAVASU CITY, AZ**  
**Summary by Fund Type of Other Financing Sources/<Uses> and Interfund Transfers**  
**Fiscal Year 2013**

FUND	OTHER FINANCING 2013		INTERFUND TRANSFERS 2013	
	SOURCES	<USES>	IN	<OUT>
<b>GENERAL FUND</b>				
	\$	\$	\$ 4,913,110	\$ 3,813,815
<b>Total General Fund</b>	\$	\$	\$ 4,913,110	\$ 3,813,815
<b>SPECIAL REVENUE FUNDS</b>				
Court Enhancement Fund	\$	\$	\$	\$ 65,000
Highway User Revenue Fund			606,000	32,948
Transit Fund			725,000	5,817
<b>Total Special Revenue Funds</b>	\$	\$	\$ 1,331,000	\$ 103,765
<b>DEBT SERVICE FUNDS</b>				
Debt Service Fund	\$	\$	\$ 240,000	\$
<b>Total Debt Service Funds</b>	\$	\$	\$ 240,000	\$
<b>CAPITAL PROJECTS FUNDS</b>				
Community Investment Program Fund	\$	\$	\$ 3,021,801	\$ 594,664
<b>Total Capital Projects Funds</b>	\$	\$	\$ 3,021,801	\$ 594,664
<b>PERMANENT FUNDS</b>				
	\$	\$	\$	\$
<b>Total Permanent Funds</b>	\$	\$	\$	\$
<b>ENTERPRISE FUNDS</b>				
Airport Fund	\$	\$	\$ 309,150	\$ 10,380
Irrigation & Drainage District Fund				2,266,898
Recreation / Aquatic Fund			1,025,000	139,875
Refuse Fund				1,149,808
Wastewater Utility Fund				260,856
<b>Total Enterprise Funds</b>	\$	\$	\$ 1,334,150	\$ 3,827,817
<b>INTERNAL SERVICE FUNDS</b>				
Employee Benefit Trust	\$	\$	\$	\$ 2,500,000
<b>Total Internal Service Funds</b>	\$	\$	\$	\$ 2,500,000
<b>TOTAL ALL FUNDS</b>	\$	\$	\$ 10,840,061	\$ 10,840,061



**CITY OF LAKE HAVASU CITY, AZ**  
**Summary by Department of Expenditures/Expenses Within Each Fund Type**  
**Fiscal Year 2013**

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2012	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2012	ACTUAL EXPENDITURES/ EXPENSES* 2012	BUDGETED EXPENDITURES/ EXPENSES 2013
<b>GENERAL FUND</b>				
Administrative Services	\$ 1,848,951	\$ 22,476	\$ 1,842,211	\$ 2,112,651
Attorney	830,800	7,679	744,786	870,125
Building & Grounds	**		**	3,114,003
Council	149,487	20,082	163,473	245,667
Clerk	285,002		274,285	372,601
Community Services Administration	**		**	1,865,986
Contingency	2,160,140		14,321	750,000
Court	1,357,942	6,622	1,202,374	1,418,812
Development Services	1,234,594	28,426	1,131,068	**
Engineering	**		**	1,141,575
Fire	9,149,226	38,685	9,040,454	10,955,049
Human Resources	410,011	15,459	395,830	386,958
Information Technology	992,038	(158,563)	833,475	1,227,611
Intercost Allocation	(4,746,000)	187,740	(4,551,425)	(5,525,241)
Manager	296,332		294,663	536,485
Non-Departmental	3,681,864	9,857	3,602,233	2,667,722
Operations Administration	**		**	916,366
Parks & Recreation	4,878,541	6,633	4,594,590	**
Police	11,196,761	238,329	11,197,844	13,439,226
Public Works-Admin & Engineering	1,539,666	13,096	1,325,045	**
Recreation	**		**	1,899,917
Vehicle Maintenance	705,185	58,679	691,094	657,061
<b>Total General Fund</b>	<b>\$ 35,970,540</b>	<b>\$ 495,200</b>	<b>\$ 32,796,321</b>	<b>\$ 39,052,574</b>
<b>SPECIAL REVENUE FUNDS</b>				
Grant Funds - Attorney	\$ 9,710	\$	\$	\$
Grant Funds - Community Services	1,224,254		468,029	1,260,000
Grant Funds - Fire	528,720		496,469	382,576
Grant Funds - Police	1,389,487		588,126	650,809
Highway User Revenue Fund	5,967,261	19,597	5,362,515	5,717,138
Improvement Districts #2 & #4	80,961	7,000	85,623	86,600
JCEF	25,723		23,130	
Parks & Rec Memorial Tree Fund	10,000		2,500	10,000
PD Vehicle Towing Fund 28-3511	6,325	1,000	6,325	15,325
Tourism / Economic Development	1,500,000		1,401,945	1,485,000
Transit Fund	1,799,570	59,525	1,623,783	2,148,849
WALETA Police Academy	253,016		112,738	257,096
Wildland Firefighting Program	60,137			60,137
<b>Total Special Revenue Funds</b>	<b>\$ 12,855,164</b>	<b>\$ 87,122</b>	<b>\$ 10,171,183</b>	<b>\$ 12,073,530</b>
<b>DEBT SERVICE FUNDS</b>				
Debt Service Fund	\$ 299,947	\$	\$ 299,947	\$ 237,346
<b>Total Debt Service Funds</b>	<b>\$ 299,947</b>	<b>\$</b>	<b>\$ 299,947</b>	<b>\$ 237,346</b>
<b>CAPITAL PROJECTS FUNDS</b>				
Community Investment Program	\$ 16,426,397	\$ (731,441)	\$ 2,480,563	\$ 12,702,656
<b>Total Capital Projects Funds</b>	<b>\$ 16,426,397</b>	<b>\$ (731,441)</b>	<b>\$ 2,480,563</b>	<b>\$ 12,702,656</b>
<b>PERMANENT FUNDS</b>				
<b>Total Permanent Funds</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
<b>ENTERPRISE FUNDS</b>				
Airport Fund	\$ 1,659,672	\$ 54,982	\$ 1,625,786	\$ 2,971,057
Irrigation & Drainage District Fund	25,385,835	18,019	14,202,838	23,597,722
Recreation / Aquatic Fund	1,383,861	(3,062)	1,302,934	1,644,102
Refuse Fund	1,087,701	67,707	1,052,281	1,071,054
Wastewater Utility Fund	63,052,360	11,473	45,258,958	43,820,735
<b>Total Enterprise Funds</b>	<b>\$ 92,569,429</b>	<b>\$ 149,119</b>	<b>\$ 63,442,797</b>	<b>\$ 73,104,670</b>
<b>INTERNAL SERVICE FUNDS</b>				
Employee Benefit Trust Fund	\$ 7,206,570	\$	\$ 5,662,946	\$ 1,754,003
Vehicle / Equip Replacement Fund	1,009,573		599,935	940,902
<b>Total Internal Service Funds</b>	<b>\$ 8,216,143</b>	<b>\$</b>	<b>\$ 6,262,881</b>	<b>\$ 2,694,905</b>
<b>TOTAL ALL FUNDS</b>	<b>\$ 166,337,620</b>	<b>\$ -</b>	<b>\$ 115,453,692</b>	<b>\$ 139,865,681</b>

\* Includes actual expenditures/expenses recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated expenditures/expenses for the remainder of the fiscal year.

**\*\*NOTE:** Department reorganization occurred in Fiscal Year 2013. Please contact Lake Havasu City for detailed information.



**CITY OF LAKE HAVASU CITY, AZ**  
**Summary by Department of Expenditures/Expenses**  
**Fiscal Year 2013**

<b>DEPARTMENT/FUND</b>	<b>ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2012</b>	<b>EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2012</b>	<b>ACTUAL EXPENDITURES/ EXPENSES * 2012</b>	<b>BUDGETED EXPENDITURES/ EXPENSES 2013</b>
<b>Attorney</b>				
General Fund	\$ 830,800	\$ 7,679	\$ 744,786	\$ 870,125
Miscellaneous Grants	9,710			
<b>Department Total</b>	<b>\$ 840,510</b>	<b>\$ 7,679</b>	<b>\$ 744,786</b>	<b>\$ 870,125</b>
<b>Building &amp; Grounds</b>				
General Fund	\$ **	\$	\$ **	\$ 3,114,003
P&R Memorial Tree Trust Fund	**		**	10,000
<b>Department Total</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$ 3,124,003</b>
<b>Community Services Administration</b>				
General Fund	\$ **	\$	\$ **	\$ 1,865,986
Miscellaneous Grants	**		**	1,260,000
<b>Department Total</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$ 3,125,986</b>
<b>Court</b>				
General Fund	\$ 1,357,942	\$ 6,622	\$ 1,202,374	\$ 1,418,812
JCEF	25,723		23,130	
<b>Department Total</b>	<b>\$ 1,383,665</b>	<b>\$ 6,622</b>	<b>\$ 1,225,504</b>	<b>\$ 1,418,812</b>
<b>Development Services</b>				
General Fund	\$ 1,234,594	\$ 28,426	\$ 1,131,068	\$ **
Miscellaneous Grants	1,224,254		468,029	**
<b>Department Total</b>	<b>\$ 2,458,848</b>	<b>\$ 28,426</b>	<b>\$ 1,599,097</b>	<b>\$</b>
<b>Fire</b>				
General Fund	\$ 9,149,226	\$ 38,685	\$ 9,040,454	\$ 10,955,049
Wildland Firefighting Program	60,137			60,137
Miscellaneous Grants	528,720		496,469	382,576
<b>Department Total</b>	<b>\$ 9,738,083</b>	<b>\$ 38,685</b>	<b>\$ 9,536,923</b>	<b>\$ 11,397,762</b>
<b>Parks &amp; Recreation</b>				
General Fund	\$ 4,878,541	\$ 6,633	\$ 4,594,590	\$ **
Memorial Tree Trust Fund	10,000		2,500	**
<b>Department Total</b>	<b>\$ 4,888,541</b>	<b>\$ 6,633</b>	<b>\$ 4,597,090</b>	<b>\$</b>
<b>Police</b>				
General Fund	\$ 11,196,761	\$ 238,329	\$ 11,197,844	\$ 13,439,226
PD Vehicle Towing 28-3511	6,325	1,000	6,325	15,325
WALETA Police Academy	253,016		112,738	257,096
Miscellaneous Grants	1,389,487		588,126	650,809
<b>Department Total</b>	<b>\$ 12,845,589</b>	<b>\$ 239,329</b>	<b>\$ 11,905,033</b>	<b>\$ 14,362,456</b>

\* Includes actual expenditures/expenses recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated expenditures/expenses for the remainder of the fiscal year.

\*\*NOTE: Department reorganization occurred in Fiscal Year 2013. Please contact Lake Havasu City for detailed information



**BUDGETARY LAW**  
**Title 42 - Taxation**  
**Chapter 17 - Levy**

Excerpt from Arizona Revised Statutes  
[www.azleg.state.az.us](http://www.azleg.state.az.us)

**Chapter 17 - Levy**

**Article 3 - Local Government Budgeting Process**

42-17101 - Annual county and municipal financial statement and estimate of expenses

42-17102 - Contents of estimate of expenses

42-17103 - Publication of estimates of expenses and notice of public hearing and special meeting

42-17104 - Hearing and special meeting on expenditures and tax levy

42-17105 - Adoption of budget

42-17106 - Expenditures limited to budgeted purposes; transfer of monies

**42-17101. Annual county and municipal financial statement and estimate of expenses**

On or before the third Monday in July each year the governing body of each county and incorporated city or town shall prepare:

1. A full and complete statement of the political subdivision's financial affairs for the preceding fiscal year.
2. An estimate of the different amounts that will be required to meet the political subdivision's public expense for the current fiscal year entered in the minutes of the governing body and containing the items prescribed by section 42-17102.
3. A summary schedule of estimated expenditures and revenues that shall be:
  - (a) Entered in the minutes of the governing body.
  - (b) Prepared according to forms supplied by the auditor general.

**42-17102. Contents of estimate of expenses**

- A. The annual estimate of expenses of each county, city and town shall include:
  1. An estimate of the amount of money required for each item of expenditure necessary for county, city or town purposes.
  2. The amounts necessary to pay the interest and principal of outstanding bonds.
  3. The items and amounts of each special levy provided by law.

4. An amount for unanticipated contingencies or emergencies.
5. A statement of the receipts for the preceding fiscal year from sources other than direct property taxes.
6. The amounts that are estimated to be received during the current fiscal year from sources other than direct property taxes and voluntary contributions.
7. The amounts that were actually levied and the amounts that were actually collected for county, city or town purposes on the primary and secondary property tax rolls of the preceding fiscal year.
8. The amounts that were collected through primary property taxes and secondary property taxes levied for the years before the preceding fiscal year.
9. The amount that is proposed to be raised by direct property taxation for the current fiscal year for the general fund, bonds, special assessments and district levies.
10. The separate amounts to be raised by primary property tax levies and by secondary property tax levies for the current fiscal year.
11. The amount of voluntary contributions estimated to be received pursuant to section 48-242, based on the information transmitted to the governing body by the department of revenue.



**BUDGETARY LAW**  
**Title 42 - Taxation**  
**Chapter 17 - Levy**

Excerpt from Arizona Revised Statutes  
[www.azleg.state.az.us](http://www.azleg.state.az.us)

12. The maximum amount that can be raised by primary property tax levies by the county, city or town pursuant to article 2 of this chapter for the current fiscal year.
  13. The amount that the county, city or town proposes to raise by secondary property tax levies and the additional amounts, if any, that the county, city or town will levy pursuant to the authority given to the governing body by the voters at an election called pursuant to article 5 of this chapter.
  14. The property tax rate for county, city or town purposes for the preceding fiscal year for the primary property tax and the secondary property tax.
  15. The estimated property tax rate for county, city or town purposes for the current fiscal year for the primary property tax and the secondary property tax.
  16. The expenditure limitation for the preceding fiscal year and the total amount that was proposed to be spent for the preceding fiscal year.
  17. The total expenditure limitation for the current fiscal year.
  18. The amount of monies received from primary property taxation in the preceding fiscal year in excess of the maximum allowable amount as computed pursuant to article 2 of this chapter.
- B. The estimate shall be fully itemized according to forms supplied by the auditor general showing under separate headings:
1. The amounts that are estimated as required for each department, public office or official.
  2. A complete disclosure and statement of the contemplated expenditures for the current fiscal year, showing the amount proposed to be spent from

each fund and the total amount of proposed public expense.

- C. The total of amounts proposed in the estimates to be spent shall not exceed the expenditure limitation established for the county, city or town.

**42-17103. Publication of estimates of expenses and notice of public hearing and special meeting**

- A. The governing body of each county, city or town shall publish the estimates of expenses, or a summary of the estimate of expenses and a notice of a public hearing and special meeting of the governing body to hear taxpayers and make tax levies at designated times and places. The summary shall set forth sources and uses of funds, and include consolidated revenues and expenditures by category, department and fund, truth in taxation calculations, and primary and secondary property tax levies. A complete copy of the estimate of expenses shall be made available at the city, town or county libraries, and city, town or county administrative offices.
- B. The estimates and notice shall be published once a week for at least two consecutive weeks after the estimates are tentatively adopted in the official newspaper of the county, city or town, if there is one, and, if not, in a newspaper of general circulation in the county, city or town.
- C. If a truth in taxation notice and hearing is required under section 42-17107, the governing body may combine the notice under this section with the truth in taxation notice.

**42-17104. Hearing and special meeting on expenditures and tax levy**

- A. The governing body of each county, city or town shall hold a public hearing and special meeting on or before the fourteenth day before the day on which it levies taxes as stated in the notice under section 42-17103. Any taxpayer may appear and be



**BUDGETARY LAW**  
**Title 42 - Taxation**  
**Chapter 17 - Levy**

Excerpt from Arizona Revised Statutes  
[www.azleg.state.az.us](http://www.azleg.state.az.us)

heard in favor of or against any proposed expenditure or tax levy.

- B. If a truth in taxation notice and hearing is required under section 42-17107, the governing body may combine the hearing under this section with the truth in taxation hearing.

**42-17105. Adoption of budget**

- A. After the hearing on estimates under section 42-17104 is concluded, the governing body shall convene in a special meeting and finally determine and adopt estimates of proposed expenditures for the purposes stated in the published proposal.
- B. The adopted estimates constitute the budget of the county, city or town for the current fiscal year.
- C. The total amounts that are proposed to be spent in the budget shall not exceed the total of amounts that were proposed for expenditure in the published estimates.

**42-17106. Expenditures limited to budgeted purposes; transfer of monies**

- A. Except as provided in subsection B, a county, city or town shall not:
1. Spend money for a purpose that is not included in its budget.
  2. Spend money or incur or create a debt, obligation or liability in a fiscal year in excess of the amount stated for each purpose in the finally adopted budget for that year, except as provided by law, regardless of whether the county, city or town has received at any time, or has on hand, monies or revenue in excess of the amount required to meet expenditures, debts, obligations and liabilities that are incurred under the budget.
- B. A governing body may transfer monies between budget items if all of the following apply:

1. The monies are available.
2. The transfer is in the public interest and based on a demonstrated need.
3. The transfer does not result in a violation of the limitations prescribed in article IX, sections 19 and 20, Constitution of Arizona.
4. A majority of the members of the governing body votes affirmatively on the transfer at a public meeting.





# **APPENDIX**

Acronyms

Glossary of Terms

Index





## ACRONYMS

ADA	Americans with Disabilities Act
ADEQ	Arizona Department of Environmental Quality
ADOR	Arizona Department of Revenue
ADOT	Arizona Department of Transportation
ADT	Average Daily Traffic
AOT	Arizona Office of Tourism
APP	Aquifer Protection Permit
APWA	American Public Works Association
ARS	Arizona Revised Statutes
ARRA	American Recovery and Reinvestment Act of 2009
ASP	After School Program
ASRS	Arizona State Retirement System
ASU	Arizona State University
AV	Assessed Valuation
AZPOST	Arizona Peace Officer Standards and Training
BFP	Belt Filter Press
BLM	Bureau of Land Management
BMX	Bicycle Moto Cross
BNI	Building News Industry
BOR	Bureau of Reclamation
CAFR	Comprehensive Annual Financial Report
CAP	Civil Air Patrol
CDBG	Community Development Block Grant
CE	Code Enforcement
CF	Carry Forward
CIP	Community Investment Program
CMMS	Computerized Mechanical Maintenance system
COMPSTAT	COMParative STATistics
CO	Certificate of Occupancy
COYOTE	COalition YOUTH TEAm
CSD	Community Services Department
CVB	Convention & Visitor Bureau
DARE	Drug Abuse Resistance Education
DES	Department of Economic Security
DMAI	Destination Marketing Association International
DPS	Department of Public Safety
DSD	Development Services Department



## ACRONYMS

DUI	Driving Under the Influence
EBT	Employee Benefit Trust
ECM	Energy Conservation Measures
EMTs	Emergency Medical Technicians
EOC	Emergency Operations Center
EOD	Explosive Ordinance Disposal
EPA	Environmental Protection Agency
ESP	Event Sponsorship Program
FAA	Federal Aviation Administration
FARE	Fines, Fees, and Restitution Enforcement
FBO	Fixed Based Operation
FLIR	Forward Looking Infra-Red
FLSA	Fair Labor Standards Act
FTA	Federal Transit Authority
FTE	Full Time Equivalence
FY	Fiscal Year
GAAP	Generally Accepted Accounting Principles
GADA	Greater Arizona Development Authority
GASB	Governmental Accounting Standards Board
GFOA	Government Finance Officers Association
GIS	Geographical Information Systems
GIITEM	Gang & Immigration Intelligence Team Enforcement Mission
HAT	Havasut Area Transit
HR	Human Resources
HR/RM	Human Resources/Risk Management
HTE	SunGard Public Sector (formerly Harward Technical Enterprise, Inc.)
HUD	U.S. Department of Housing and Urban Development
HURF	Highway User Revenue Fund
HVAC	Heating Ventilating and Air Conditioning
HWY	Highway
ICA	Intergovernmental/Communications Affairs
IDD	Irrigation & Drainage District
IGA	Intergovernmental Agreement
IP	Internet Protocol
ISO	Insurance Service Organization
JCEF	Judicial Collection Enhancement Fund
JTED	Joint Technology Education District



## ACRONYMS

LB	London Bridge
LHC	Lake Havasu City
LHCEBT	Lake Havasu City Employee Benefit Trust
LHCPD	Lake Havasu City Police Department
LOS	Level of Service
LTAF	Local Transportation Assistance Fund (Lottery)
MAGNET	Mohave Area Group Narcotics Enforcement Team
MCC	Mohave Community College
MCFCDD	Mohave County Flood Control District
MG	Million Gallons
MGD	Million Gallons per Day
MPC	Municipal Property Corporation
MTP	Mulberry Treatment Plant
MWWTP	Mulberry Wastewater Treatment Plant
NAEBT	Northwest Arizona Employee Benefit Trust
NFPA	National Fire Protection Association
NRP	North Regional Plant
NRWWTP	North Regional Wastewater Treatment Plant
O&M	Operation & Maintenance
OMB	Office of Management and Budget
OPEB	Other Post Employee Benefits
OPP	Operating Policies & Procedures
OSHA	Occupational Safety & Health Administration
OT	Overtime
OUI	Operating Under the Influence
PBT	Portable Breath Test
P&I	Principal and Interest
P&R	Parks & Recreation
PARF	Prosecution Assessment Recovery Fees
PCI	Pavement Condition Index
PD	Police Department
PED	Partnership for Economic Development
POC	Paid-On-Call
PSPRS	Public Safety Personnel Retirement System
PW	Public Works
R&B	Restaurant & Bar
R&PP	Recreation & Public Purposes Patent



## ACRONYMS

RA	Residential Agricultural
RAS	Return Activated Sludge
RFP	Request For Proposal
R/UDAT	Regional Urban Design Assistance Team
RSAT	Runway Safety Action Team
RTA	Ron Turley Associates, Inc. (Software)
SaaS	Software as a Service
SAFER	Staffing for Adequate Fire and Emergency Response
SARA	Special Activities Recreational Area
SATS	Small Area Transportation Study
SCBA	Self-Contained Breathing Apparatus
SCADA	Supervisory Control and Data Acquisition
SEC	Securities and Exchange Commission
SLIF	State Lake Improvement Fund
SR	State Route
SSP	State Special Projects
SY	Square Yard
TAC	Technical Advisory Committee
TB	Terabyte
TCU	Transportation Communications Utilities
TEA	Transportation Equity Act
TIP	Traffic Improvement Program
TP	Treatment Plant
UMS	Uptown McCulloch Main Street District
UV	Ultra Violet
VLT	Vehicle License Tax
VZ	Vadose Zone
WACOG	Western Arizona Council of Governments
WAHS	Western Arizona Humane Society
WALEA	Western Arizona Law Enforcement Association
WALETA	Western Arizona Law Enforcement Training Academy
WAPA	Western Area Power Administration
WAVE	Western Arizona Vocational Education
WIFA	Water Infrastructure Financing Authority
WWSE	Wastewater System Expansion
WWTP	Wastewater Treatment Plant



## GLOSSARY OF TERMS

The Lake Havasu City Annual Budget is structured to be understandable and meaningful to both the general public and the organization. This glossary is provided to assist those unfamiliar with budgeting terms and a few terms specific to the Lake Havasu City financial planning process.

**Accrual Basis Accounting.** The most commonly used accounting method, which reports income when earned and expenses when incurred, as opposed to cash basis accounting, which reports income when received and expenses when paid.

**Actual vs. Budgeted.** Difference between what was projected (budgeted) in revenues or expenditures at the beginning of the fiscal year and the actual receipts or expenses which are incurred by the end of the fiscal year.

**Adoption.** Formal action by the City Council which sets the spending limits for the fiscal year.

**Appropriation.** An authorization made by the City Council which permits the city to incur obligations to make expenditures for specific purposes.

**Assessed Valuation.** A value that is established for real and personal property by the County Assessor and the State as a basis for levying taxes.

**Asset.** A resource owned or held by a government which has monetary value.

**Balanced Budget.** A prepared budget in which the revenues are sufficient to cover the expenditures.

**Bond.** A written promise to pay a sum of money on a specific date at a specified interest rate. Bonds are primarily used to finance capital projects.

**Bond Refinancing.** The payoff and re-issuance of bonds to obtain better interest rates and/or bond conditions.

**Budget.** A financial plan for a specified period of time that matches planned revenues

and expenditures to municipal services. Lake Havasu City prepares a budget each fiscal year.

**Budget Calendar.** The schedule of key dates or milestones which the city follows in the preparation, adoption, and administration of the budget.

**Budget Document.** This document is the budget document. It is used to present a comprehensive financial program to the citizens of Lake Havasu City, the City Council, and other interested parties.

**Budget Message.** The opening section of the budget which provides the City Council and the public with a general summary of the most important aspects of the budget, changes from the current and previous fiscal years, and recommendations regarding the financial policy for the coming period.

**Budgetary Control.** The control or management of a governmental unit or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of authorized appropriations and available revenues.

**Capital Budget.** The capital budget consists of the Ten-Year Community Investment Program and the capital outlay needs for the current fiscal year.

**Community Investment Program (CIP).** The CIP is a comprehensive ten year plan of capital projects which identifies priorities as to need, method of financing, and project costs and revenues. The program is a guide for identifying current and future fiscal year requirements and becomes the basis for determining the annual capital budget. This capital plan for the ensuing year must be formally adopted during the budget process.





## GLOSSARY OF TERMS

**Capital Outlay.** Expenditures which result in the acquisition of or addition to fixed assets. These numbers reflect all appropriations for items that have a value of \$5,000 or more, have a useful life of more than one year and add to the capital assets of the city.

**Certificates of Participation.** A lease/purchase funding mechanism utilized for the purchase of capital items and to finance capital improvement projects.

**Community Development Block Grant.** A source of grant funding for a variety of community projects (e.g., Safehouse construction, housing rehabilitation, etc.).

**Contingency.** A budgetary reserve set aside for emergency or unanticipated expenditures and/or revenue shortfalls.

**Cost Center.** An organizational budget/operating unit within a city department (e.g., Engineering is a cost center within the Public Works Department).

**Debt Service.** The cost of paying principal and interest on borrowed money according to a predetermined payment schedule.

**Debt Service Fund.** A fund established to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

**Debt Service Fund Requirements.** The amounts of revenue which must be provided for a Debt Service Fund so that all principal and interest payments can be made in full on schedule.

**Deficit.** An excess of expenditures over revenues.

**Department.** The basic organizational unit of government which is functionally unique in its delivery of services.

**Depreciation.** Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence. Depreciation is budgeted in most enterprise funds to set aside funding for replacement of capital assets.

**Development-Related Fees.** Those fees and charges generated by building, development and growth in a community. Included are building and street permits, development review fees, and zoning, platting, and subdivision fees.

**Division.** A group of homogeneous cost centers within a department (e.g., Administration/Engineering, Airport, Transit, Transportation, Wastewater, and Water are all divisions within the Public Works Department).

**Employee (or Fringe) Benefits.** Contributions made by a government to meet commitments or obligations for employee benefits. Included are the government's share of costs for Social Security and the various pension and insurance plans.

**Encumbrance.** The legal commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for a specified future expenditure.

**Estimated Revenue.** The amount of projected revenue to be collected during the fiscal year.

**Expenditure Limitation.** The Arizona State Legislature imposed a constitutional amendment which limits the annual expenditures of all municipalities. The limit is set by the Economic Estimates Commission based on population growth and inflation.

**Expenditure/Expense.** The outflow of funds paid for an asset obtained or goods and services acquired.



## GLOSSARY OF TERMS

**Fiduciary Funds.** Funds used to account for assets held by the City in a trustee capacity or as an agent for individuals, private organizations, or others. Details about Fiduciary Funds can be found in the Introduction section of this document.

**Financial Policy.** A government's policies with respect to revenues, spending, and debt management as these relate to government services, programs and capital investment. Financial policy provides an agreed-upon set of principles for the planning and programming of government budgets and their funding.

**Fiscal Year.** A 12-month period designated as the operating year for accounting and budgeting purposes in an organization. Lake Havasu City has specified July 1 through June 30 as its fiscal year.

**Fixed Assets.** Assets of long-term character that are intended to continue to be held or used, such as land, buildings, machinery, furniture, and other equipment.

**Franchise Fee.** A fee (or tax) on utility companies such as gas and cable companies for their use of city rights-of-way, based on a percentage of their gross receipts.

**Fund.** A set of interrelated accounts to record revenues and expenditures associated with a specific purpose. Fund structure consists of Governmental Funds, Fiduciary Funds, and Proprietary Funds. Detail about these funds can be found in the Fund Descriptions explanation in the Introduction section of this document.

**Fund Balance.** The difference between revenues and expenditures. The beginning fund balance represents the residual funds brought forward from the previous year (ending balance).

**General Government Revenue.** The revenues of a government other than those derived from and retained in an Enterprise Fund or Special Revenue Fund.

**General Obligation Bond.** This type of bond is backed by the full faith, credit and taxing power of the municipality; bonds that finance a variety of public projects such as streets, buildings, and improvements. The repayment of these bonds is usually made from secondary property taxes, and these bonds are backed by the "full faith and credit" of the issuing government.

**Generally Accepted Accounting Principles (GAAP).** GAAP are the uniform minimum standards and guidelines to financial accounting and reporting. They govern the form and content of the basic financial statements of an entity. GAAP encompasses the conventions, rules, and procedures necessary to define the accepted accounting practices at a particular time. They include both broad guidelines of general application and detailed practices and procedures. GAAP provide a standard by which to measure financial presentations.

**Goal.** A statement of broad direction, purpose, or intent. The end toward which effort is directed.

**Governmental Funds.** Funds that finance all City functions, with the exception of the activities in Fiduciary Funds or Proprietary Funds. Details about Governmental Funds can be found in the Introduction section of this document.

**Grant.** A contribution by a government or other organization to support a particular function. Grants may be classified as either operational or capital, depending upon the grantee.

**Highway User Revenue Fund.** The Special Revenue Fund that accounts for transportation related revenue and expenditures associated to the construction or maintenance of city streets. This revenue source consists of state taxes collected on gasoline and a number of other additional transportation related fees. These funds must be used for street and highway purposes.



## GLOSSARY OF TERMS

**IDD Per Acre Property Tax.** Considered a special assessment; levied on all improved and unimproved property on a per acre basis rather than on the assessed value basis. Residential lots of a half-acre size or less are taxed at half-acre rate; any lot one acre or less but larger than a half-acre is charged the full acre rate.

**Improvement District.** An area that is established to receive specific capital improvements or services deemed to benefit primarily those properties within its boundaries.

**Infrastructure.** The physical assets of a government (e.g., streets, water, sewer, public buildings, and parks).

**Interfund Debit/Credit.** An accounting method of charging other funds for goods and services provided by General Fund departments. For example, Enterprise Funds are charged (debited) for services provided by administrative departments of the General Fund and the General Fund is reimbursed (credited).

**Interfund Transfers.** The movement of monies between funds of the same governmental entity.

**Intergovernmental Revenue.** Money received from federal, state, and other local government sources in the form of shared revenues and payments in lieu of taxes.

**Lease-Purchase Agreement.** A contractual agreement by which capital outlay may be purchased by making annual lease payments.

**Levy.** To impose taxes for the support of government activities.

**Line-Item Budget.** A budget that lists each expenditure category (salary, materials, telephone service, travel, etc.) separately,

along with the dollar amount budgeted for each specified category.

**Long-Term Debt.** Debt with a maturity of more than one year after the date of issuance.

**Maturity Date.** The date by which long-term debt will be paid off.

**Municipal Property Corporation.** A nonprofit corporation with the main purpose of providing a financing alternative by issuing bonds to fund the cost of acquiring, constructing, reconstructing, and improving various municipal properties and buildings suitable for use by and for leasing to the City. MPC bonds do not require voter approval and are not considered debt to the municipality.

**Objective.** A broad, yet measurable, statement of the actual service(s) which a City program is trying to accomplish.

**Operating Budget.** The portion of the budget that pertains to daily operations that provide basic governmental services. The operating budget contains appropriations for such expenditures as personnel, supplies, maintenance costs, travel and fuel.

**Operating Revenue.** Funds that the government receives as income, exclusive of other financing sources such as bond proceeds. In governmental fund types, this includes such items as tax payments, fees from specific services, receipts from other governments, fines, forfeitures, grants, shared revenues, and interest income. Proprietary Fund revenues are directly related to the primary activities of the fund (e.g., user charges).

**Ordinance.** A public injunction or regulation enacted by formal Council action, requiring more legal formality than a resolution.

**Outside Contracts.** Intergovernmental agreements and/or contracts for services with private consultants or service firms.



## GLOSSARY OF TERMS

**Pay-As-You-Go Financing.** A method of paying for capital projects that relies on current tax, fees and charges, and grant revenues rather than on debt.

**Per Capita.** Per unit of population.

**Performance Measures.** Specific quantitative and qualitative measures of work performed as an objective of the department.

**Personnel Services.** Expenditures for salaries, wages, and fringe benefits of a government's employees.

**Policy.** A plan, course of action or guiding principle, designed to set parameters for decisions and actions.

**Program.** A group of related activities performed by one or more organizational units for the purpose of accomplishing a function for which the City is responsible. They include General Government, Community/Development Services, Parks and Recreation, Public Safety, and Public Works.

**Property Tax.** A levy upon the assessed valuation of the property within the city. In Arizona the property tax system is divided into a primary and secondary rate.

**Proprietary Funds.** Funds used to account for the City's activities that are similar to those found in the private sector. Activity in these funds is financed primarily by fees charged to the users of the service. Details about Proprietary Funds can be found in the Introduction section of this document.

**Primary Rate.** The primary property tax levy is limited to a certain amount, yet can be imposed for all purposes.

**Refunding Bonds.** A system by which a bond issue is redeemed by a new bond issue under conditions generally more favorable to the issuer.

**Reserve.** An account used to indicate that a portion of a fund's assets are legally restricted for a specific purpose and is, therefore, not available for general appropriation.

**Resolution.** A special or temporary order of a legislative body; an order of a legislative body requiring less legal formality than an ordinance or statute.

**Resources.** Total amounts available for appropriation including estimated revenues, fund transfers, and beginning balances.

**Revenue.** Funds that the government receives as income. This includes such items as tax payments, fees from specific services, receipts from other governments, fines, forfeitures, grants, shared revenues, and interest income.

**Secondary Rate.** This tax levy is an unlimited levy which may only be used to retire the principal and interest or redemption charges on bonded indebtedness.

**Short-Term Debt.** Debt with a maturity of one year or less.

**State Lake Improvement Fund (SLIF).** A state fund that provides grant funding for improvement of water related recreation facilities.

**Statute.** An enactment by a legislature and expressed in a formal document.

**Tax Levy.** The resultant product when the tax rate per one hundred dollars is multiplied by the tax base.

**Taxes.** Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of the people.

**Transfers In/Out.** Amounts transferred from one fund to another to assist in financing the services for the recipient fund (same as Interfund Transfers).



## GLOSSARY OF TERMS

**Unencumbered Balance.** The amount of an appropriation that is neither expended nor encumbered. It is essentially the amount of money still available for future purposes.

**User Charges.** The payment of a fee for direct receipt of a public service by the party benefiting from the service.

**Unreserved Fund Balance.** The portion of a fund's balance that is not restricted for a specific purpose and is available for general appropriation.

**Western Arizona Council of Governments (WACOG).** A council of governments representing western Arizona, headed by an executive board that assists member agencies and determines the distribution of Community Development Block Grant allocations.



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