

# Lake Havasu City Arizona



Fiscal Year 2020 - 21 Budget



LAKE HAVASU CITY



# Home of the London Bridge



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## INTRODUCTION

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# HOW TO MAKE THE MOST OF THE 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 starts off with the budget message from the City Manager and Administrative Services Director which gives an overview of positive trends and current challenges that the City is facing. It introduces key members in the community including the Mayor, City Council, City Manager, and Department Heads. It goes over the City Council's Vision-Mission-Core Businesses and the Organization's Strategic Plan to achieve community results. It also gives interesting facts about the community including the history of developing Lake Havasu City, an overview of attractions, amenities, services offered, and demographics of the community.

## BUDGET OVERVIEW

This section goes over the budget process including the budget calendar, budget basis of accounting, budgetary laws, and all the fund descriptions.

## FINANCIAL HIGHLIGHTS

This section shows big picture financial data for the City including the ten-year budget history, a four-year all funds financial summary, and projections for year-end available resources and five-year projections for major funds.

## REVENUE SUMMARY

This section includes historical data and future revenue assumptions. It gives detailed information and easy to read charts for major revenue sources.

## EXPENDITURE SUMMARY

This section includes a summary of estimated expenditures by department for FY 19-20 and budgeted for FY 20-21. It gives detailed information regarding the budgeted operating transfers. It also provides history of City debt and outstanding amounts for both bonded and leased debt.

## PERSONNEL BUDGETS

This section provides personnel information including positions budgeted, population to employee ratio, and salary structure.

## DEPARTMENT BUDGETS

This section goes over all the Departments within the City. Each Department has a mission statement, description, performance measures and budget history to give the reader a sense of the services provided by the City.

## CAPITAL BUDGET

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

A schedule of the Capital Improvement Project Five-Year Plan is summarized by program and funding sources, followed by project detail sheets which include a description and justification for each project, associated community result, 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.

## LEGAL DOCUMENTS

This section has the legal documents that were adopted by our City Council as required by Arizona Revised Statutes.

## APPENDIX

The Appendix is comprised of a list of acronyms found throughout the document.

# BUDGET MESSAGE

## **Introduction**

Dear Mayor and City Council Members: We are pleased to present the Budget for Fiscal Year (FY) 20-21. Preparing the budget is our most important task of the year, and for elected officials, adopting the coming year's budget supports the City's core services and communicates and establishes the City's priorities and policy direction for another year.

## **Accomplishments in Fiscal Year 19-20**

With the passing of Proposition 409, the permanent base expenditure limitation adjustment in FY 18-19, the City was able to avoid significant reductions in services and a large reduction in workforce. The increase in the expenditure limitation allowed the City to maintain appropriate levels of staff, which allowed for maintaining all City services without the need for Debt Proceeds.

Other noteworthy accomplishments in FY 19-20 include:

- A fully-funded Capital Improvement Plan (CIP).
- Government Finance Officers Association Distinguished Budget Presentation Award.
- Wi-Fi in the Channel
- Infrastructure Improvements: HAWK light at Acoma and Pima, Stabilization of Havasupai Wash 3, Exploratory Well Drilling and Backup Water Supply, and Island Treatment Plant (ITP) Flow Equalization Basin.

## **Positive Trends for Fiscal Year 20-21**

The economy in Lake Havasu City remains strong. Sales tax revenues were 8.2% higher in FY 19-20 than FY 18-19. The last month of FY 19-20 reflect sales tax revenues 29.3% above the same month of the prior year. City's primary assessed property values increased 6.3% in FY 20-21. New construction accounted for \$15 million of this \$46.9 million assessed valuation increase.

## **Challenges in Fiscal Year 20-21**

### **Limited Growth in Revenues**

With the onset of the COVID-19 pandemic the City has had to estimate a downturn in revenues from City Sales Tax and State Shared revenues. At the same time many of the City's other revenues remain flat or have limited growth from year to year. The Council has committed to not increasing water or sewer rates. This means that the only increase in water and wastewater utility revenue comes from adding new accounts or an increase in consumption. The growth of new accounts is estimated to be about 1% in FY 20-21. A water and wastewater rate study was budgeted in FY 19-20 to evaluate costs and to estimate potential future rate increases needed to maintain the utility systems.

## BUDGET MESSAGE

The Irrigation and Drainage District (IDD) amount of \$268.85 tax per acre has remained the same amount since FY 11-12. It is tied to bonded debt issued in February 1993 and will end when the bonded debt is paid off in FY 22-23. The primary property tax levy amount is increasing by \$315,000 due to an increase in primary assessed property values, holding the tax levy rate, and \$15 million in new construction. This is the 3rd year the Council had committed to holding the levy rate, instead of holding the levy amount which was done for multiple years prior to FY 18-19. Even with the increase, the City still has a little over \$1.8 million in additional revenue capacity available for Council to levy in future years.

### **Employee Pensions and OPEB**

The City's contribution to the Public Safety Personnel Retirement System (PSPRS) and Arizona State Retirement System (ASRS) equals \$8.9 million this next budget year. The City's unfunded PSPRS and ASRS pension and OPEB liability as of the fiscal year 2019 CAFR is approximately \$103.1 million. This pension problem is not unique to Lake Havasu City and will continue to be a challenge for our City and other Arizona cities and towns.

### **Employee Healthcare**

The City through the Northwest Arizona Employee Benefit Trust (NAEBT) has managed the cost of healthcare very effectively since 2012, and is performing better than the healthcare coverage market. Adjustments to benefits and plans have kept the City and the employee's cost of healthcare affordable; but over the last few years the NAEBT was unable to avoid increases. The rates charged to the City increased on average by 9.9% per year over the past 3 years.

### **Balancing the Budget for 20-21**

Excluding grant requests, the City had \$11.3 million or approximately 297 items in supplemental departmental budget requests. Out of the \$11.3 million, 39% of the requests were approved as either immediate funding or for funding at mid-year, should available resources be identified. The remaining 61% were denied to stay within the City's available funding. The budget was balanced based on ongoing revenues being used for ongoing expenditures and one-time revenues or fund balance being used for one-time expenditures. The Departments went through the process of prioritizing their supplemental requests and meeting with the City Manager before decisions were made regarding their requests.

### **Estimated Results for Fiscal Year 19-20**

Overall, year-end estimates for FY 19-20 performed better than budget. During the budget process a year ago, we estimated ending this year with total available resources (also known as fund balance) of \$71 million. Current projections estimate ending available resources of \$92.6 million. These amounts do not include the Budget Stabilization Reserve (BSR) set aside in the General Fund, Wastewater Fund, Irrigation and Drainage Fund, and the HURF Fund. If the BSR remained part of available resources, then we would have an ending estimate of \$111.6 million in ending available resources.



## BUDGET MESSAGE

Much of the result is attributed to Capital Improvement Plan (CIP) projects that were budgeted in FY 19-20 but have been delayed, revised or carried forward to FY 20-21, or later. Of the \$21.3 million budgeted, only \$10.5 million is expected to be expended in FY 19-20. Total annual revenues for FY 19-20 are estimated to be lower than budget by \$8.8 million, this is due to moving CIP projects that were grant funded to future years, and estimating \$3 million less in revenues from sales tax and state shared revenues.

### Adopted FY 20-21 Operating Budget Highlights

Operating Expenditures/Expenses (in millions)				
Total Financial Program	FY 19-20 Adopted Budget	FY 20-21 Adopted Budget	Variance \$	Variance %
Personnel Services	\$ 50.4	\$ 51.3	\$ 0.9	1.8%
Supplies & Services	\$ 37.0	\$ 60.8	\$ 23.8	64.3%
Total Operating Expenditures	\$ 87.4	\$ 112.1	\$ 24.7	28.3%

The Adopted FY 20-21 operating budget for all funds is \$112.1 million, which is a 28.3% increase over the prior year operating budget. The increase in services and supplies include \$18.3 million for potential spending if the City's tax revenues are higher than expected and or the City receives additional grant revenues due to the COVID-19 pandemic. The following are recommended policy decisions and considerations contained in the adopted FY 20-21 operating budget:

- Eligible employees receive an increase to market rates, based on the position analysis done by Baker Tilly.
- 452 full-time positions are authorized, but only 444 are budgeted. 72.1 full-time-equivalents (FTEs) part-time positions are also included in the budget.
- The contributions to the Public Safety Personnel Retirement System (PSPRS) and Arizona State Retirement System (ASRS) are budgeted at the actuarial required rates.
- Addition of \$1.1 million over last year for Capital Outlay however, \$1.5 million of Capital Outlay spending is contingent on grant funding.
- Design plans for reconstructing the Airport Taxiway, needed to accommodate the current fleet mix. This is over 95% grant funded.
- New Flow Equalization Basin for the Island Wastewater Treatment Plant.

## BUDGET MESSAGE

Expenditures/Expenses (in millions)						
Total Financial Program	FY 19-20 Estimated Actuals	% of Total	FY 19-20 Adopted Budget	% of Budget	FY 20-21 Adopted Budget	% of Budget
Personnel Services	\$ 47.3	37%	\$ 50.4	34%	\$ 51.3	31%
Supplies & Services	31.5	25%	37.0	25%	37.3	23%
CIP & Capital Outlay	12.5	10%	24.1	16%	21.4	13%
Debt & Contingency	21.0	17%	22.8	15%	41.1	25%
Depreciation	14.3	11%	14.3	10%	14.4	9%
<b>Total All Funds</b>	<b>\$ 126.6</b>		<b>\$ 148.6</b>		<b>\$ 165.5</b>	

The total expenditure budget for FY 20-21 is \$165.5 million; this is an increase of \$16.9 million or 11.4% over the FY 19-20 Adopted Budget. Unavailable / contingency funds of \$20.9 million are included, \$2.6 million are standard contingency and \$18.3 million has been included in case the City's revenues are higher and or the City receives additional grant funding due to COVID-19, but as always these expenditures are subject to City Council review and approval prior to spending.

### Adopted FY 20-21 Revenue Highlights

City-Wide Revenues (in millions)					
Revenue Source	Estimated FY 19-20	Adopted FY 19-20	Adopted FY 20-21	% Total	
Utility Revenues	\$ 40.5	\$ 41.9	\$ 39.1	30.8%	
Local Taxes	37.3	38.8	33.7	26.5%	
Intergovernmental Revenues	22.9	25.2	21.3	16.8%	
Federal & State Grants	2.3	6.2	7.3	5.7%	
Licenses & Permits	2.5	2.7	2.5	2.0%	
Charges for Service	1.7	1.9	1.9	1.5%	
Investment Earnings & Misc.	2.4	1.6	19.9	15.7%	
Fines & Forfeitures	1.2	1.3	1.4	1.1%	
<b>Total</b>	<b>\$ 110.8</b>	<b>\$ 119.6</b>	<b>\$ 127.1</b>	<b>100.1%</b>	

The overall FY 20-21 revenue projections for all funds are \$7.5 million more than the prior year's budget. The City has projected that most revenues will decrease due to the COVID-19 pandemic. However, we have built in an \$18.3 million dollar increase in case revenues do not decrease as projected and the potential for additional grant funding due to the COVID-19 pandemic.

## BUDGET MESSAGE

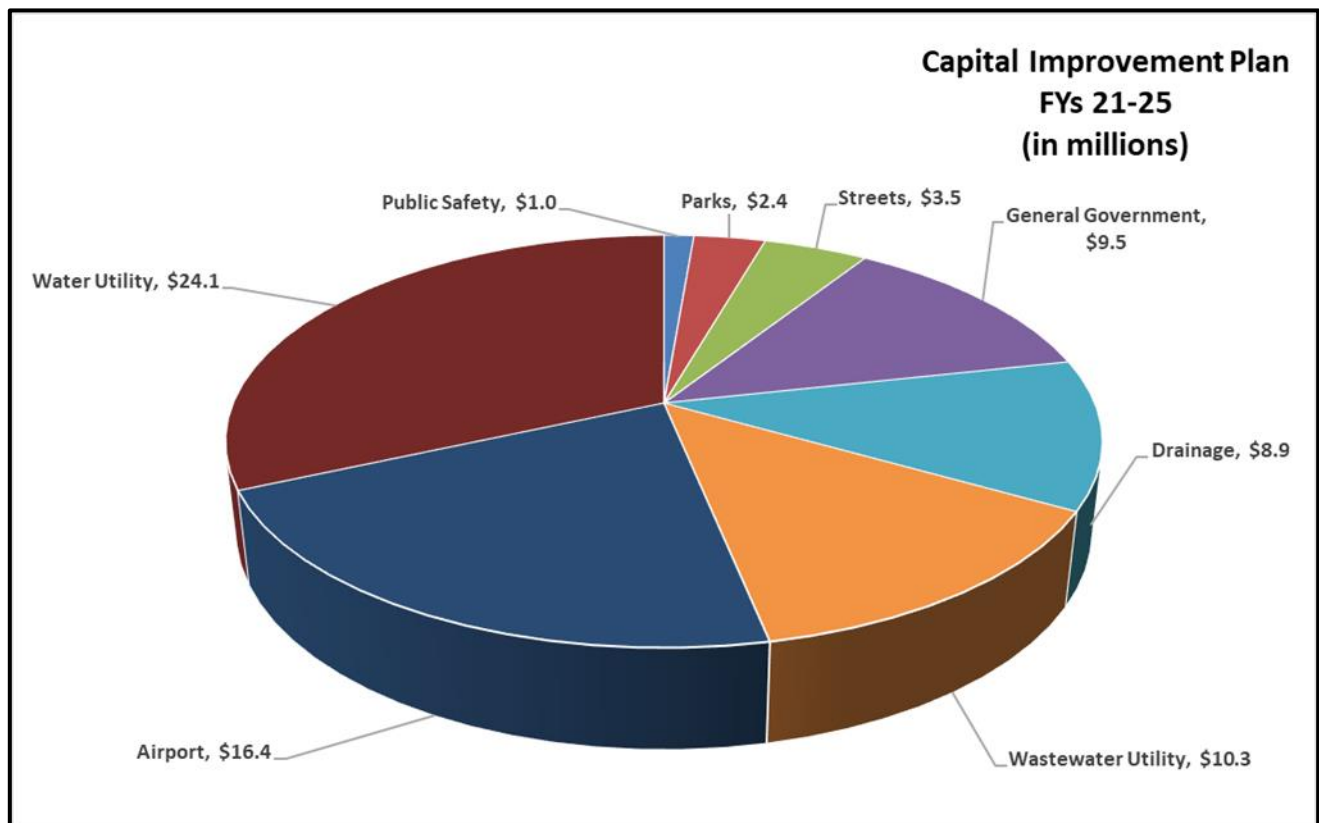
The General Fund is where the City's revenues will potentially have the most fluctuation. There is a projected decrease in City Sales Tax and State Shared revenues of up to 20%. Property taxes are estimated to increase, for new construction and holding the tax levy rate, by about 6.3% over the prior year's levy. Licenses, permits and other user fees are estimated to decrease slightly over the FY 19-20 estimated amount.

Water and Wastewater rates remain unchanged in FY 20-21, so revenues are budgeted close to flat in comparison to the FY 19-20 year-end estimates. Revenues in the Refuse Fund are budgeted to increase by 2.4%, but these additional revenues are offset by the cost of an outside service trash and recycling provider.

### **Capital Improvement Plan (CIP) Highlights**

The 5-Year CIP includes a \$76.1 million investment in our community. The FY 20-21 portion of this budget includes \$18.7 million in capital projects. Notable projects in the total 5-Year CIP: \$2.3 million for upgrading the Aquatic Center HVAC system; \$4.4 million for Fire Station 5 Rebuild (partially funded in FY 24-25); \$6.8 million for a new Municipal Courthouse; \$16 million in airport improvements; \$3.6 million in streets; and \$46.4 million in the City's utilities infrastructure (water, wastewater and storm drainage).

Most of the funding designated in the CIP will come from existing balances (funds accumulated from operating and CIP savings in prior years) or available resources. Starting in FY 19-20, construction sales tax is being dedicated as a funding source for General Government projects.



# BUDGET MESSAGE

## Summary

The budget is an important financial plan for City Council and staff. It provides a roadmap for accomplishing many of the City's goals for the next fiscal year. Yet, like any plan, it must be monitored and adjusted when necessary because as always, the budget is contingent upon available resources and revenue.

We take pride in our community. We also pride ourselves in providing transparency and excellence in our local government. This is only possible through talented, dedicated staff acting under the guidance of a thoughtful and visionary Mayor and City Council. By working together, we create a positive impact on this great community.

Respectfully submitted,

Jess Knudson  
City Manager

Jill Olsen  
Administrative Services Director

Angie Bakken  
Senior Budget Analyst



# CITY COUNCIL



MAYOR CAL SHEEHY



DAVID LANE  
Vice Mayor



JENI COKE  
Council Member



JIM DOLAN  
Council Member



GORDON GROAT  
Council Member

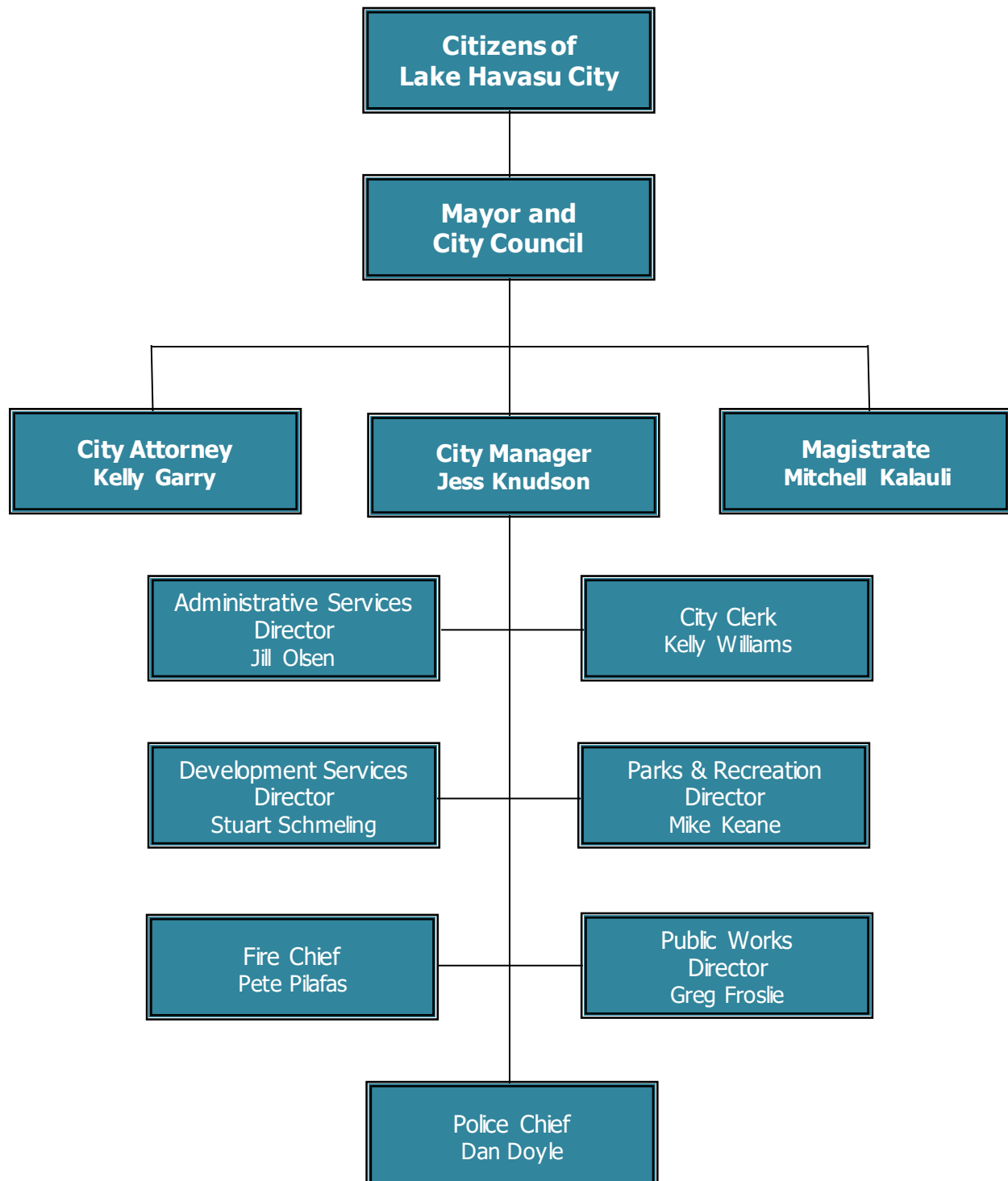


MICHELE LIN  
Council Member



DONNA MCCOY  
Council Member

## ORGANIZATIONAL CHART



# COMMUNITY

## PROFILE

### GOVERNMENT

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.

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.

### HIGHWAY MILES TO MAJOR CITIES

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.

Albuquerque, NM	530
Flagstaff, AZ	200
Las Vegas, NV	150
Los Angeles, CA	320
Phoenix, AZ	200
San Diego, CA	375
San Francisco, CA	600
Tucson, AZ	320

### 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-four lighthouses can be seen on the shores of the lake.



# COMMUNITY

## PROFILE

### 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	Trailer Parks
Horseshoe Pits	Picnic Grounds
Boat & Watercraft Rentals	Dog Parks
Marinas & Launch Ramps	Shooting Range
Boat Repair	Fishing Areas
Model Airplane Field	Skate Park
Boat Tours	Fitness Centers
Motocross Track	Swimming Beaches
Bocce Ball	Hiking & Nature Trails
Motor Raceway	Golf Courses
Campgrounds	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 water slide, a large indoor community center with a 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.

### VOTER REGISTRATION

At the time of incorporation in 1978, Lake Havasu City had 6,053 registered voters. Registered voters currently number 36,991 as of the August 2020 primary election.

### 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 a total of five campuses in Mohave County. The Lake Havasu City campus houses a library and student learning center 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 advanced degrees without leaving the area.

Arizona State University opened a campus in the fall of 2012 and offers a wide variety of Degree Programs including Business, Science and Psychology. 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.



## COMMUNITY PROFILE

### BUSINESS LICENSE

The City's Business License office reports 4,866 active business licenses.

### MEDICAL

Havasu Regional Medical Center is a TJC accredited, licensed 171-bed acute care 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, including open heart and neurosurgery.

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

### LODGING AND RESTAURANTS

Lake Havasu City is home to 20 hotels/motels and over 100 restaurants and bars with a wide variety of food options.

### MAJOR EMPLOYERS

1. Havasu Regional Medical Center
2. Lake Havasu City
3. Lake Havasu School District
4. Sterilite Corporation
5. Shugrues Restaurants
6. Walmart
7. London Bridge Resort
8. Anderson Auto Group
9. Basha's/Food City
10. River Medical

### 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.



## **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 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

## COMMUNITY RESULTS

### SAFE AND SECURE COMMUNITY



Provides services, supplies, and equipment to reduce harm and save lives and property within and around the community

Supports a secure, healthy, and well-maintained community

Provides a visible and approachable public safety presence which supports proactive prevention measures and education

Ensures access to a reliable utility infrastructure that delivers safe, clean water and effectively manages wastewater treatment and flood control to protect the health of the City

Enhances the quality, life and safety of municipal infrastructure and facilities

Supports the enforcement of laws and regulations in a fair, just and timely manner

Prevents crime and supports the prevention of crime

### WELL-PLANNED SUSTAINABLE GROWTH AND DEVELOPMENT



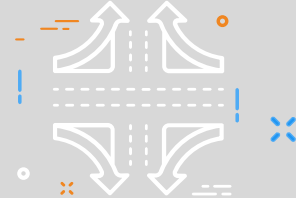
Encourages strategic, sustainable and practical development through good planning and review processes

Engages in long-term comprehensive and land use planning that strengthens partnerships and offers a community-driven vision

Supports reliable and affordable city services

Creates development standards that promote high quality development and proactive infrastructure planning

### RELIABLE INFRASTRUCTURE AND EFFECTIVE MOBILITY



Provides a safe transportation network, enhances traffic flow and offers safe mobility to motorists, cyclists and pedestrians

Proactively maintain reliable infrastructure through Asset Management

Invests, manages, operates, and continually evaluates the effectiveness and efficiencies of its public infrastructure and facilities

## COMMUNITY RESULTS

### CLEAN, SUSTAINABLE ENVIRONMENT AND PRESERVATION OF THE NATURAL RESOURCES



Supports and sustains resource conservation and engages the community on waste reduction, alternative and renewable energy, and energy conservation efforts

Preserves, protects, and conserves natural resources and the environment

Promotes environmental stewardship of the Lower Colorado River in a manner that advances community sustainability goals

Ensures effective regulation and enforcement for a well maintained and healthy environment

### GREAT COMMUNITY TO LIVE, WORK AND PLAY



Supports educational opportunities for life-long learning and workforce development

Offers and supports a variety of recreational programs and activities that promote a healthy and active lifestyle

Develops, maintains and enhances beaches, parks, trails, and open spaces ensuring they are vibrant, attractive and safe

Fosters and attracts sustainable, diverse, and economically sound business that promotes a higher quality of life

Engages the community in events and activities that promote recreation, culture, education and social interaction

### GOOD GOVERNANCE



Attracts, develops, motivates and retains a high quality, engaged, productive and dedicated workforce focused on service excellence

Manages regulatory and policy compliance to minimize and mitigate risk

Ensures fiscal sustainability, promotes continuous improvement and fosters trust and transparency through accountability, efficiency, effectiveness, innovation and creativity

Develops and implements short and long-term solutions that benefit the community through timely, accurate, responsible decision-making processes

Provides timely, accurate and relevant information to stakeholders and promotes civility leadership and cooperation

Provides responsive and accessible leadership, facilitates timely and effective two-way communication and utilizes input from all stakeholders





## BUDGET OVERVIEW

- BUDGET PROCESS OVERVIEW
- BUDGET AND CIP CALENDAR
- BUDGET BASIS AND AMENDMENTS
- FINANCIAL POLICIES
- BUDGETARY LAW
- FUND DESCRIPTION

## **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 ten months prior, with the Capital Improvement Plan and 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 sets 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 Five-Year Capital Improvement Plan (CIP) due to the potential impact on the operating budgets. The capital budget process begins with requests for new CIP projects being submitted by the Departments. They are then prioritized by critical need while maintaining sustainable levels over the next five years as set forth in a five-year forecast developed by the Administrative Services Department. The proposed 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 upcoming 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 the budget work sessions, 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 fiscal year. City Council budget work sessions are held in April and May to discuss and make necessary changes to the preliminary budget.

In June, the City Council adopts the five-year CIP and 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 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 fourteen days following the final budget adoption. Adoption of the property tax levies occurs at the first Council meeting in July, which is on the fourteenth day after adoption of the final budget.

## **BUDGET AND CIP CALENDAR**

### ***Actions and Deadlines***

<b>2019</b>	November	22	Admin Services distributes CIP request form to the Departments (no later than this date)
	December	20	Departments submit all new CIP requests to the Public Works Director with a copy to Admin Services (Sr. Budget Analyst and Director).
<b>2020</b>	January	13-15	Budget entry training provided; Departments receive budget instructions
		16	CIP Working Group meets to discuss CIP requests (hold PM)
		31	Administrative Services completes analysis re: City's ability to fund/support major expenditures
	February	3	CIP report provided by Finance to the Engineers
		6	<b>City Council Retreat w/ Financial Overview</b>
		14	Departments submit operating budget requests, carry forwards, and supplemental requests to Administrative Services
		18-21	Administrative Services reviews budget submittals; confers with Departments as needed
		25	Financial Overview Presentation at Regular Council Meeting
	March	2	City Manager and Department Directors receive first draft of Preliminary Budget
		5-12	Departments review Preliminary Budget with City Manager and Administrative Services (refer to separate schedule for meeting time)
		13-19	Administrative Services makes adjustments discussed in Department budget meetings
		17	Engineering submits CIP project adjustments to Administrative Services
	April	1	Departments carry forward adjustments due to Administrative Services
		23	<b>City Council Budget/CIP Overview Work Session (9:00 a.m.)</b>
	May	19	CIP final carry forward adjustments due to Administrative Services
		21	<b>City Council 2nd Budget/CIP Work Session (9:00 a.m.)</b>
	June	2	City Council receives Proposed Tentative Budget from Clerk's Office
		9	<b>City Council adopts CIP and Tentative Budget</b>
		23	<b>City Council adopts Final Budget</b>
	July	1	Begin new fiscal year
		14	<b>City Council adopts Property Tax Levy</b>



## **BUDGET BASIS AND AMENDMENTS**

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**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. Revenues are recognized when they are both measurable and available. Expenditures, however, are recorded on a full accrual basis because they are always measurable when they are incurred.

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**The Enterprise Funds** (Airport, 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.

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**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). Generally Accepted Accounting Principles are the rules or standards to which accountants abide by when preparing financial statements. Lake Havasu City prepares the annual budget utilizing the GAAP standards.

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**Budget Amendments** as specified in Arizona Revised Statutes 42-17106: the City Council may authorize the transfer of monies between budget items if the monies are available, the transfer is in the public interest and based on a demonstrated need, the transfer does not result in a violation of the limitations prescribed in article I, sections 19 and 20, Constitution of Arizona, and the majority of the members of the governing body vote affirmatively on the transfer at a public meeting. Under City policy, the Administrative Services Director or designee may transfer unencumbered appropriation balances within a Department. These budget transfers are allowed by City policy. All administrative budget transfers are documented by the Administrative Services Department and tracked in the City's financial system.

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## **FINANCIAL POLICIES**

### **I. INTRODUCTION:**

The City has an important responsibility to its citizens to carefully account for public funds, to manage its finances wisely, and to plan for the adequate funding of services desired by the public, including the provision and maintenance of public facilities. The City needs to ensure that it is capable of adequately funding and providing those government services desired by the community taking into account tight budgets, major changes in Federal and State policies toward local government funding, and changes in economic conditions. Ultimately, the City's reputation and success will depend on the public's awareness and acceptability of the management and delivery of these services.

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. The financial goals are broad and fairly timeless statements of the financial position the City seeks to attain:

- A. To deliver quality services in an affordable, efficient, and cost-effective way and to provide full value for each tax dollar.
- B. To maintain an adequate financial base to sustain a sufficient level of municipal services, thereby preserving the quality of life in Lake Havasu City.
- C. To provide essential public facilities and prevent deterioration of the City's public facilities and its capital assets.
- D. To have the ability to withstand local and regional economic fluctuations, to adjust to changes in the service requirements of our community, and to respond to changes in Federal and State priorities and funding as they affect the City's residents.
- E. To protect and enhance the City's credit rating in the financial community and to assure the City's taxpayers that the City government is well managed and financially sound.
- F. To ensure the legal use of all City funds through adherence to the highest accounting and management practices as set by the Government Finance Officers Association (GFOA) standards for financial reporting and budgeting, by the Governmental Accounting Standards Board (GASB) and other professional standards, and by adherence to State Law.

Following these principles will enhance the City's financial health as well as its image and credibility with its citizens, the public in general, bond rating agencies, and investors.

It will also protect the Council's policy-making ability by ensuring that important policy decisions are not controlled by financial problems or emergencies.

To achieve these purposes, it is important to regularly engage in the process of financial planning, including reaffirming and updating these financial policies as Lake Havasu City continues to grow and develop.

Policy changes will be needed as the City continues to grow and become more diverse and complex in the services it provides, as well as the organization under which it operates to provide these services to its citizens.

## **FINANCIAL POLICIES – (Continued)**

### **II. BUDGET ADMINISTRATION AND CONTROLS:**

Budget preparation allows departments the opportunity to reassess goals and objectives and the means for accomplishing them. Budget Administration is an important component of the budget preparation process. Budget Administration is responsible for the planning, compilation, implementation, and monitoring of the City's budget pursuant to Arizona Revised Statutes and City budgetary policy and controls. The financial policies outlined below were created in order to protect the financial health of the City and continue to provide the services that are important to the community.

- A. 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 adopted budget shall be a balanced budget and shall not exceed the expenditure limitation imposed by the Arizona Constitution. A balanced budget is defined as budgeted expenditures that will not exceed estimated revenues plus current available resources. 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 the third Monday in July or as set forth in state law.
- B. The City uses at minimum a five-year long-term financial plan that will incorporate both revenue and expenditure projections for all of the City's major funds. The long-range plan will be updated annually and presented to the City Council during the City budget process.
- C. The City will prepare a budget based on the guidelines established by the GFOA. The proposed budget will contain the following:
  - 1. Revenue estimates by major category and by major fund;
  - 2. Expenditure estimates by fund, department, and major expenditure category;
  - 3. Estimated current available resources by major fund;
  - 4. Debt service by issue detailing principal and interest amounts by fund;
  - 5. Proposed personnel staffing levels;
  - 6. A detailed schedule of capital projects.
- D. The budget will fully appropriate the resources needed for authorized regular staffing. All personnel actions shall be in conformance with applicable federal and state law and all City ordinances and policies.
- E. The Administrative Services Department in consultation with the City Manager shall provide annually a budget preparation schedule outlining the preparation timelines for the proposed budget. Budget packages for the preparation of the budget, including forms and instructions, shall be distributed to City departments in a timely manner for the Department's completion. Department officials shall prepare and return their budget proposals to the Administrative Services Department, as required in the budget preparation schedule.

## **FINANCIAL POLICIES – (Continued)**

- F. The City will strive to use one-time monies or current available resources for one-time costs and capital expenditures and not ongoing current expenditures. If financial circumstances require the use of one-time monies or the Budget Stabilization Reserve (BSR) for current expenditures, the City Manager will present a plan for balancing the structural deficit in the long-term and a plan for replenishing the BSR.
- G. The City's annual budget will include contingency appropriations in each major fund sufficient to provide for unanticipated costs and needs that may arise throughout the fiscal year. Expenditures from these contingency appropriations can only be expended with separate Council action and only if funds are not available in the budget of the department requesting the contingency funding. The amount of contingency budgeted per fiscal year will be based on historical use and adjusted annually to protect against unknown risks and uncertainty.
- H. The budget will be adopted by Council at the fund/department level. Department Directors are required to control expenditures to prevent exceeding their total departmental expenditure budget by category; budgetary transfers will be granted with proper approval level as outlined in the Operating Policies and Procedures (OPP). It is the responsibility of these Department Directors to immediately notify the Administrative Services Department and the City Manager of any exceptional circumstances that could cause a departmental expenditure budget to be exceeded.
- I. Administrative Services will monitor and update projected annual revenues quarterly. If a deficit is projected during any fiscal year, the City will take steps to reduce expenditures or increase revenues. The City may also use contingency appropriations, BSR, or current available resources 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 hiring's, promotions, transfers, and capital equipment purchases. Such action will not be taken arbitrarily or without knowledge and support of the City Council.

### **III. FUND BALANCE AND NET POSITION OBJECTIVES:**

Fund balance (Governmental Funds) and Net Position (used to represent Enterprise Fund Net Resources) are important indicators of the City's financial position. Adequate fund balances and Net Position 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.

A BSR, also known as "Rainy Day Fund", is a good financial practice to provide a budget defense to stabilize a budget that has been impacted by a shortfall in revenues and/or an unanticipated emergency expense. The reserve becomes the revenue source of last resort to avoid a budget deficit. The BSR amount should be based on the volatility of the funds' major revenue sources. High volatility or undiversified revenue sources indicate a need for a higher BSR.

Government Accounting, Auditing, and Financial Reporting (GAAFR) standards provide that Fund Balance is comprised of Non-spendable, Restricted, Committed, Assigned, and Unassigned (most to least restricted). These categories reflect the extent to which fund balance is available for appropriation and the constraints placed on how funds may be spent. Lake Havasu City's General Fund Balance will be maintained to provide the City with sufficient working capital and a comfortable margin of safety to address emergencies and unexpected declines in revenue.

## **FINANCIAL POLICIES – (Continued)**

Lake Havasu City's Irrigation & Drainage District Fund and Wastewater Fund will maintain sufficient Unrestricted Net Position to provide those utilities with sufficient working capital, a comfortable margin to address emergencies, and reserves to provide for capital replacement, as needed.

This policy establishes the amounts the City will strive to maintain.

- A. The City will establish a BSR in the General Fund of twenty-five percent (25%) of the average actual fund revenues for the preceding five fiscal years. By action of the City Council, the BSR will be Committed funds for the purpose of maintaining a "Rainy Day Fund". The BSR may only be used if specific action is taken by the City Council and appropriated Contingency Funds and Unassigned Fund Balance are depleted.

Ongoing funding and, if necessary, replenishment of the BSR will occur under the following circumstances:

- 1. If General Fund revenues increase 0-5% above budgeted revenues for any year, 25% of the increase in revenues will be transferred from Unassigned Fund Balance to the BSR as Committed Fund Balance in the next fiscal year.
- 2. If General Fund revenues increase greater than 5% above budgeted revenues for any year, 50% of the increase in revenues will be transferred from Unassigned Fund Balance to the BSR as Committed Fund Balance in the next fiscal year.
- 3. If General Fund revenues decrease 0-5% from budgeted revenues for any year, then no transfer will be made to or from the BSR in the next fiscal year.
- 4. If General Fund revenues decrease more than 5% from budgeted revenues for any year, then with the approval of the City Council, a transfer will be made from the BSR to the General Fund Unassigned Fund Balance to be included in the Adopted Budget in the next fiscal year.

The balance of the BSR will be capped at 25% of the average actual General Fund revenues for the preceding five fiscal years. If the balance of the BSR reaches 25% of the average actual revenues for the preceding five fiscal years, no transfers from Unassigned Fund Balance to the BSR will occur until the balance of the BSR dips below the 25% cap.

- B. Funds in excess of the BSR cap will be retained in the Unassigned General Fund balance and may be considered to supplement "pay as you go" capital outlay expenditures, or may be used to prepay existing City debt. As a general policy, these funds should not be used to establish or support costs that are recurring in nature.
- C. The City will maintain a "Rainy Day" or Emergency Reserve Fund in the Irrigation and Drainage District Fund and Wastewater Fund of fifteen percent (15%) of the average actual revenues for the preceding five fiscal years. This fund may only be used to cover emergencies and unplanned capital or infrastructure repairs. The funds can only be authorized for spending by action of the City Council. To the extent these reserves are expended, the City will increase its revenues or decrease its expenses to the extent necessary to prevent the continued use of these reserves and to restore the funds for

## **FINANCIAL POLICIES – (Continued)**

future years. Additional funds necessary to restore the fifteen percent (15%) reserve will be provided in at least approximately equal contributions during the three fiscal years following the fiscal year in which the event occurred. The 'Rainy Day' Reserves are in addition to any and all reserves or funds required by bond or financing resolutions.

- D. Interfund loans can be made from one fund to another with approval through Council Action. Loans to Special Revenue Funds for negative cash will not require approval through Council. Factors to be considered when evaluating an interfund loan may include the purpose of the loan, the repayment terms, and the financial condition of the borrowing fund.

### **IV. LONG-TERM FINANCIAL PLANNING:**

Long-term financial planning is a projection of future revenues and expenditures over a period of at least five years. Long-term financial planning is mostly done in order to avoid a financial pitfall due to an imbalance of revenues and expenditures. By doing a long-term financial plan, you are able to see financial challenges far enough in advance so corrective action can be taken before a crisis develops. The long-term financial projections are based on assumptions derived from population, economic indicators, information received from the other governmental entities, anticipated operational needs, scheduled Capital Improvement Plan (CIP) projects, and debt amortization schedules.

- A. The Administrative Services Department will prepare at minimum five-year financial projections for all major funds annually for City Council during the budget process.
- B. If financial projections indicate a deficit in any of the major funds within the next five years, corrective action will be taken to fix the deficit before the adoption of the annual final budget by Council.

### **V. REVENUES AND COLLECTIONS:**

#### **A. Governmental Funds**

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.

- 1. 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.
- 2. 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 by doing the following:
  - i. Establishing new charges and fees as needed and as permitted by law;
  - ii. Pursuing legislative change, when necessary, to permit changes or establishment of user charges and fees;
  - iii. Aggressively collecting all revenues, late penalties and related interest as authorized by the Arizona Revised Statutes.



## **FINANCIAL POLICIES – (Continued)**

3. The City will monitor all taxes to ensure they are equitably administered and collections are timely and accurate. Fees and charges shall be recovered at the listed percentage of reasonable cost necessary to provide the listed services, products, or regulations as specified in the City Code.
4. The City should pursue intergovernmental aid for those programs and activities that address a recognized need and are consistent with the City's long-range objectives. Any decision to pursue intergovernmental aid should include consideration of the following:
  - i. Present and future funding requirements;
  - ii. Cost of administering the funds;
  - iii. Costs associated with special conditions or regulations attached to a grant award.
5. The City will attempt to recover all allowable costs both direct and indirect associated with the administration and implementation of programs funded through intergovernmental aid. In the case of other governmental entities and school districts, Council may determine to recover less than full cost of services provided. In the case of state and federally mandated programs, the City will attempt to obtain full funding for the service from the governmental entity requiring the service be provided.

### **B. Enterprise Funds**

Government enterprises generate revenue to offset the cost of providing certain services including water, wastewater, and airport. User charges are established to offset the cost of providing these services in accordance with the City Code. The accounting systems must be established to separate these revenues and expenses.

1. Separate funds will be established and maintained to properly account for each enterprise operation. Enterprise Funds will not be used to subsidize the operations of other funds, even though operating transfers will be acceptable with proper justification and approval from Council. Interfund charges will be assessed for the administrative support of the enterprise activity.
2. The City will establish rates and fees at levels that fully cover the total direct and indirect costs, including operations, capital outlay, debt service, and bonded debt coverage requirements for water and wastewater services.
3. All existing water and wastewater rates and charges will be reviewed annually to recommend changes in order to maintain a minimum bonded debt coverage of at least 1.2 times. The target debt coverage ratio will be 1.5 times.
4. Non-major Enterprise Funds, such as the Airport, may be subsidized by the General Fund with approval from Council through the budget adoption process.

## **VI. EXPENDITURE CONTROL:**

Expenditure control is an important element of budget execution. The objective of expenditure control is to make sure expenditures have been approved and utilized for the intended purpose. This enables the

## **FINANCIAL POLICIES – (Continued)**

City to maintain a high level of fiscal discipline while implementing planned activities. Management must ensure compliance with the legally adopted budget. In addition, purchases and expenditures must comply with legal requirements, policies, and procedures set forth by the City.

- A. Expenditures will be controlled by the annual budget at the fund/department level. The City Council shall establish 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 City OPPs.
- B. The City will maintain a purchasing system that provides needed materials in a timely manner to avoid interruptions in the delivery of services. All purchases shall be made in accordance with the City's purchasing policies, guidelines and procedures, and state and federal laws. The City will endeavor to obtain supplies, equipment, and services as economically as possible.
- C. Expenditures will be controlled through appropriate internal controls and procedures in processing invoices for payment.
- D. The City shall pay applicable contractor invoices in accordance with the requirements of Arizona Revised Statutes (ARS) §34-221.
- E. The State of Arizona sets a limit on the expenditures of local jurisdictions. The City will comply with these Expenditure Limitations and will submit all required reports in a timely manner.

### **VII. INTERNAL CONTROLS:**

The City has the responsibility to its taxpayers, ratepayers, and constituents to be good stewards of public monies and property. Internal controls are an integral part of the City's financial and business policies and procedures. In efforts to serve the public as city officials or employees, the City established Internal Controls using widely recognized best practices and state and federal directives.

In general, roles in an entity's internal control system can be categorized as follows:

- A. Oversight Body - The oversight body is responsible for overseeing the strategic direction of the entity and obligations related to the accountability of the entity. This includes overseeing management's design, implementation, and operation of an internal control system.
- B. Management - Management is directly responsible for all activities of an entity, including the design, implementation, and operating effectiveness of an entity's internal control system. Managers' responsibilities vary depending on their functions in the organizational structure.
- C. Personnel - Personnel help management design, implement, and operate an internal control system and are responsible for reporting issues noted in the entity's operations, reporting, or compliance objectives.

## **FINANCIAL POLICIES – (Continued)**

Internal control is a part of management's overall responsibility and the five components are discussed in the context of the management of the entity. However, everyone in the entity has a responsibility for internal control.

- A. Control Environment - The foundation for an internal control system. It provides the discipline and structure to help the City achieve its objectives.
  - 1. The oversight body and management demonstrate a commitment to integrity and ethical values.
  - 2. The oversight body oversee the entity's internal control system.
  - 3. Management establishes an organizational structure, assigns responsibility, and delegates authority to achieve the entity's objectives.
  - 4. Management demonstrates a commitment to recruit, develop, and retain competent individuals.
  - 5. Management evaluates performance and holds individual accountable for their internal control responsibilities.
- B. Risk Assessment - Assesses the risks facing the entity as it seeks to achieve its objectives. This assessment provides the basis for developing appropriate risk responses.
  - 1. Management defines objectives clearly to enable the identification of risks and defines risk tolerances.
  - 2. Management identifies, analyzes, and responds to risks related to achieving the defined objectives.
  - 3. Management considers the potential for fraud when identifying, analyzing, and responding to risks.
  - 4. Management identifies, analyzes, and responds to significant changes that could impact the internal control system.
- C. Control Activities - Management establishes actions through policies and procedures to achieve objectives and respond to risks in the internal control system, which includes the entity's information system.
  - 1. Management designs control activities to achieve objectives and respond to risks.
  - 2. Management designs the entity's information system and related control activities to achieve objectives and respond to risks.
  - 3. Management implements control activities through policies.
- D. Information and Communication - The quality information management and personnel communicate and use to support the internal control system.

## **FINANCIAL POLICIES – (Continued)**

1. Management uses quality information to achieve the entity's objectives.
  2. Management internally communicates the necessary quality information to achieve the entity's objectives.
  3. Management externally communicates the necessary quality information to achieve the entity's objectives.
- E. Monitoring - Activities management establishes and operates to assess the quality of performance over time and promptly resolve the findings of audits and other reviews.
1. Management establishes and operates monitoring activities to monitor the internal control system and evaluate the results.
  2. Management remediates identified internal control deficiencies on a timely basis.

### **VIII. ACCOUNTING, AUDITING, AND FINANCIAL REPORTING:**

The purpose of accounting, auditing, and financial reporting is to establish and maintain high standards of accounting practices. It is also important to provide full transparency to the citizens of the community. Internal and external financial reports provide important information to the City's legislative body, management, citizens, investors, and creditors.

- A. The City will comply with generally accepted accounting principles (GAAP) in its accounting and financial reporting, as contained in the following publications:
1. Codification of Governmental Accounting and Financial Reporting Standards, issued by the Governmental Accounting Standard Board (GASB);
  2. Pronouncements of the Financial Accounting Standards Board, (FASB);
  3. Governmental Accounting, Auditing, and Financial Reporting (GAAFR), issued by the Government Finance Officers Association (GFOA) of the United States and Canada;
  4. Municipal Budget and Finance Manual, prepared by the League of Arizona Cities and Towns;
  5. Audits of State and Local Governmental Units, an industry audit guide published by the American Institute of Certified Public Accounts (AICPA);
  6. Government Accounting Standards, issued by the Controller General of the United States;
  7. U.S. Office of Management and Budget (OMB) Circular A-133, issued by the U.S. Office of Management and Budget.

## **FINANCIAL POLICIES – (Continued)**

- B. Monthly financial reports will be made available to the City Manager and all departments summarizing financial activity comparing actual revenues and expenditures with budgeted amounts.
- C. A quarterly report on the status of the major funds' budgets with a CIP status report will be prepared by the Administrative Services Department and presented to the City Council within 60 days of the end of each quarter.
- D. A system of internal accounting controls and procedures will be maintained to provide reasonable assurance of the safeguarding of assets and proper recording of financial transactions of the City and compliance with applicable laws and regulations.
- E. 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 unmodified opinion from its auditors.
- F. The City will prepare a Comprehensive Annual Financial Report (CAFR) in accordance with the principles and guidelines established by the GFOA "Certificate of Achievement for Excellence in Financial Reporting" program. The CAFR will be issued by December 31 of each year for the preceding fiscal year or as required by the Arizona Revised Statutes.
- G. All departments will provide notice of all significant events and financial and related matters to the Administrative Services 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. The Administrative Services Director will notify all Nationally Recognized Municipal Securities Information Repositories of these significant events.
- H. The City's CAFR will include the bond-related on-going disclosure requirements and will fully disclose all significant events and financial and related issues as provided by the departments to the Administrative Services Director. The City will make the CAFR available to the appropriate agencies.

## **BUDGETARY LAWS**

### **ARIZONA REVISED STATUTES**

#### **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, which must include, by fund:
  - (a) Beginning in fiscal year 2013-2014, the estimated number of full-time employees.
  - (b) Beginning in fiscal year 2013-2014, the total estimated personnel compensation, which shall separately include the employee salaries and employee related expenses for retirement costs and health care costs.
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.
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.



## **BUDGETARY LAWS**

### **ARIZONA REVISED STATUTES**

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. Public access to estimates of revenues and expenses; notice of public hearing; access to adopted budget**

A. The governing body of each county, city or town shall publish the estimates of revenues and expenses, or a summary of the estimates of revenues and expenses, and a notice of a public hearing of the governing body to hear taxpayers and make tax levies at designated times and places. The summary shall set forth the total estimated revenues and expenditures by fund type, truth in taxation calculations and primary and secondary property tax levies for all districts. A complete copy of the estimates of revenues and expenses shall be made available at the city, town or county libraries and city, town or county administrative offices and shall be posted in a prominent location on the official website of the city, town or county no later than seven business days after the estimates of revenues and expenses are initially presented before the governing body. A complete copy of the budget finally adopted under section 42-17105 shall be posted in a prominent location on the official websites no later than seven business days after final adoption.

B. Beginning with fiscal year 2011-2012, both the estimates of revenues and expenses initially presented before the governing body and the budget finally adopted under section 42-17105 shall be retained and accessible in a prominent location on the official website of the city, town or county for at least sixty months.

C. The summary of estimates and notice, together with the library addresses and websites where the complete copy of estimates may be found, 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.

D. 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.

## **BUDGETARY LAWS**

### **ARIZONA REVISED STATUTES**

#### **42-17104. Public hearing on expenditures and tax levy**

A. The governing body of each county, city or town shall hold a public hearing 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 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.

## **FUND DESCRIPTIONS**

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The financial operations of the City are organized into funds, each of which are 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.

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### **GOVERNMENTAL FUNDS**

Most City functions are financed through what are called governmental funds. The City has three types of governmental funds: the General Fund, Capital Projects Funds, 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**

Capital Projects Funds are used to account for and report financial resources that are restricted, committed, or assigned to expenditures for capital outlay items including the acquisition or replacement of land, buildings, and equipment for public safety, parks & recreation, and general government.

#### **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 that 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, grants which have been applied for and are pending notification of award, and grants that the City may possibly apply for if the opportunity becomes available.

## **FUND DESCRIPTIONS – (Continued)**

- **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. 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 the lower McCulloch Boulevard.
- **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.
  - **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.
  - **Racketeer Influenced and Corrupt Organizations Act Fund (RICO)** This fund accounts for RICO funds which are generated by law enforcement activities that result in asset forfeiture proceedings. Once forfeited, proceeds are deposited into the County RICO fund and are expended in accordance with state and federal laws and guidelines.

## **FUND DESCRIPTIONS – (Continued)**

### **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.

#### **METROPOLITAN PLANNING ORGANIZATION FUND**

This fund was established to account for funding derived from the area's status as a designated Metropolitan Planning Organization (MPO). The MPO receives Federal funding administered through the Arizona Department of Transportation and has an IGA with the City to provide support services.

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### **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 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 four proprietary funds which are all enterprise funds; there are currently no 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.

**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 sewer expansion.

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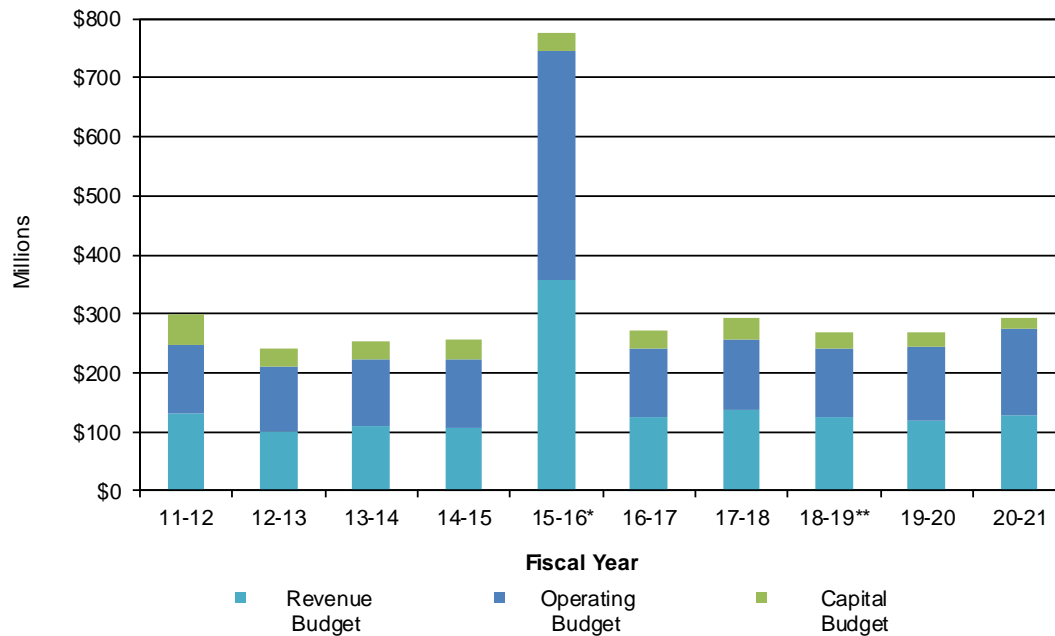


## **FINANCIAL** **PROJECTIONS**

- TEN-YEAR BUDGET HISTORY
- FOUR-YEAR FINANCIAL SUMMARY – ALL FUNDS
- PROJECTED YEAR-END AVAILABLE RESOURCES
- FIVE-YEAR FINANCIAL PROJECTIONS



## TEN-YEAR BUDGET HISTORY – ALL FUNDS



Fiscal Year	Revenue Budget	Operating Budget	Capital Budget	Total Budget
11-12	132,290,269	113,630,922	52,706,698	\$166,337,620
12-13	101,377,971	109,967,311	29,898,370	\$139,865,681
13-14	109,024,482	114,715,640	29,569,291	\$144,284,931
14-15	107,039,375	116,007,817	33,157,470	\$149,165,287
15-16*	356,330,855	388,092,854	30,583,577	\$418,676,431
16-17	125,640,411	114,234,585	30,781,731	\$145,016,316
17-18	137,035,521	119,997,385	35,207,876	\$155,205,261
18-19**	124,216,164	115,571,880	29,013,723	\$144,585,603
19-20	119,595,846	124,487,786	24,123,602	\$148,611,388
20-21	127,109,185	147,626,478	18,676,758	\$166,303,236

\* Fiscal Year 15-16 includes the \$249.6 million Wastewater debt restructuring.

\*\* Depreciation was excluded in Fiscal Year 18-19.

## FOUR-YEAR FINANCIAL SUMMARY

### ALL FUNDS

	Actual FY 17-18	Actual FY 18-19	Estimate FY 19-20	Adopted FY 20-21
<b>Revenues by Fund</b>				
General	\$ 63,890,522	\$ 56,994,401	\$ 52,893,559	\$ 65,996,282
Airport	1,408,097	877,857	1,245,472	1,997,505
CDBG Grant **	259,471	336,324	-	-
Capital Projects	230,199	350,846	126,000	15,400
Grants: Various	517,872	535,928	1,541,962	4,357,002
Highway User Revenue (HURF)	5,106,144	5,621,713	5,171,143	4,498,709
Irrigation and Drainage District	21,052,540	20,367,063	19,316,190	20,088,472
LHC Improvement Districts	72,935	75,827	75,769	76,309
Refuse	6,447,779	7,013,366	6,679,743	7,334,857
Special Programs	418,726	452,374	363,863	691,625
Wastewater Utility	23,086,304	24,800,334	23,392,912	22,053,024
<b>Total Revenues</b>	<b>\$ 122,490,589</b>	<b>\$ 117,426,033</b>	<b>\$ 110,806,613</b>	<b>\$ 127,109,185</b>
<b>Expenditures by Fund</b>				
General	\$ 58,833,788	\$ 56,806,934	\$ 56,510,648	\$ 74,142,395
Airport	2,553,519	1,866,031	2,413,155	3,360,804
CDBG Grant**	259,471	336,323	-	-
Capital Projects	5,565,036	5,807,594	220,000	450,298
Grants: Various	517,872	535,926	720,925	4,357,002
Highway User Revenue (HURF)	4,503,403	7,160,326	4,230,358	7,602,521
Irrigation and Drainage District	20,057,307	15,700,452	20,787,659	26,824,789
LHC Improvement Districts	71,123	73,422	74,794	76,410
Special Programs	357,769	451,902	257,437	542,157
Refuse	5,824,942	6,397,110	6,551,475	7,271,461
Wastewater Utility	33,535,495	32,108,347	35,056,983	41,176,399
	\$ 132,079,725	\$ 127,244,367	\$ 126,823,434	\$ 165,804,236
Non-Cash Depreciation & Adjustments	10,721,954	(13,948,126)	(14,300,000)	(14,382,000)
<b>Total Expenditures</b>	<b>\$ 142,801,679</b>	<b>\$ 113,296,241</b>	<b>\$ 112,523,434</b>	<b>\$ 151,422,236</b>
<b>AVAILABLE RESOURCES</b>	<b>\$ (20,311,090)</b>	<b>\$ 4,129,792</b>	<b>\$ (1,716,821)</b>	<b>\$ (24,313,051)</b>
<b>Operating Transfers In/(Out)</b>				
General	\$ 422,013	\$ 1,500,010	\$ 1,366,000	\$ 175,000
Airport	296,055	45,774	175,000	325,000
Debt Service	-	-	-	-
Highway User Revenue (HURF)	157,244	-	-	-
Irrigation and Drainage District	(2,500,000)	(3,000,000)	(1,500,000)	(500,000)
Refuse	-	-	-	-
Special Programs	(66,323)	(45,784)	(41,000)	-
Vehicle / Equipment Replacement Fund	-	-	-	-
Wastewater Utility	1,691,011	1,500,000	-	-
<b>Total Operating Transfers In/(Out)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>SUBTOTAL</b>	<b>\$ (20,311,090)</b>	<b>\$ 4,129,792</b>	<b>\$ (1,716,821)</b>	<b>\$ (24,313,051)</b>

## FOUR-YEAR FINANCIAL SUMMARY – (Continued)

### ALL FUNDS

	Actual FY 17-18	Actual FY 18-19	Estimate FY 19-20	Adopted FY 20-21
<b>Beginning Balance</b>	<b>\$ 110,162,411</b>	<b>\$ 89,851,321</b>	<b>\$ 93,981,113</b>	<b>\$ 92,264,292</b>
<b>CIP Transfers In/(Out)</b>				
CIP - Airport	-	-	-	-
CIP - Capital Improvement Projects	5,514,079	5,055,296	424,000	450,298
CIP - General	(5,007,064)	(1,995,256)	(220,000)	(450,298)
CIP - Highway User Revenue (HURF)	1,266			
CIP - Irrigation and Drainage District	(633)	(619,600)	(102,000)	
CIP - Refuse	(467,015)	(1,842,000)		
CIP - Wastewater Utility	(40,633)	(598,440)	(102,000)	
<b>Total CIP Transfers In/(Out)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>ENDING AVAILABLE RESOURCES</b>	<b>\$ 89,851,321</b>	<b>\$ 93,981,113</b>	<b>\$ 92,264,292</b>	<b>\$ 67,951,241</b>

\* Available resources exclude Budget Stabilization Reserve (BSR) starting in FY 17-18

\*\* Grants have been combined into one fund starting FY20.

## FY 20-21 PROJECTED YEAR END AVAILABLE RESOURCES

FUND	Estimated Beginning Available Resources*  7/1/2020	PLUS	LESS	LESS	PLUS	LESS	PLUS (LESS)	FY 20-21 Projected Ending Available Resources*  6/30/2021
		FY 20-21 Estimated Revenues	FY 20-21 Estimated Expenditures	FY 20-21 Community Investment Expenditures	Estimated Operating Transfers		Non-Cash Included in Expenditures & Adjustments	
					To	From		
Governmental Funds								
General	\$ 24,870,436	\$ 65,996,282	\$ 74,142,395	\$ -	\$ 500,000	\$ 775,298		\$ 16,449,025
Capital Projects	2,873,867	15,400	-	450,298	450,298	-	-	2,889,267
Special Revenue Funds								
CDBG Grant	-							-
Grant Funds: Various	821,037	4,357,002	4,357,002	-	-	-	-	821,037
Highway User Revenue (HURF)	3,743,056	4,498,709	6,402,521	1,200,000	-	-	-	639,244
LHC Improvement District 2	13,242	14,584	15,809	-	-	-	-	12,017
LHC Improvement District 4	15,943	61,725	60,601	-	-	-	-	17,067
Special Programs	821,692	691,625	542,157	-	-	-	-	971,160
Proprietary Funds								
Enterprise Funds								
Airport	138,330	1,997,505	1,827,804	1,533,000	325,000	-	1,020,000	120,031
Irrigation & Drainage District	37,729,761	20,088,472	17,475,111	9,349,678	-	500,000	2,862,000	33,355,444
Refuse	948,523	7,334,857	7,271,461	-	-	-	-	1,011,919
Wastewater Utility	20,288,405	22,053,024	35,907,617	5,268,782	-	-	10,500,000	11,665,030
TOTAL ALL FUNDS	\$ 92,264,292	\$ 127,109,185	\$ 148,002,478	\$ 17,801,758	\$ 1,275,298	\$ 1,275,298	\$ 14,382,000	\$ 67,951,241

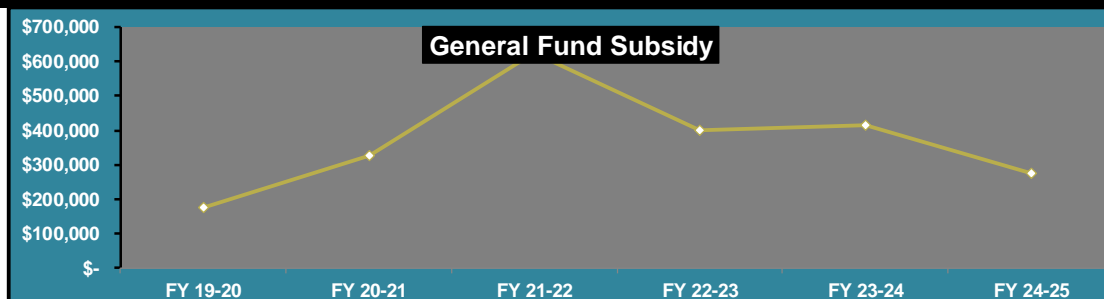
\*Beginning and ending available resources are calculated to remove the reserved portions of the fund and are calculated as follows:

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

# FINANCIAL PROJECTIONS

## AIRPORT FUND

Financial Projections	Projections						
	Adopted FY 19-20	Estimate FY 19-20	Adopted FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25
<b>Revenues</b>							
City Sales Tax - Jet Fuel	\$ 9,000	\$ 22,500	\$ 21,000	\$ 21,500	\$ 22,000	\$ 22,000	\$ 23,000
Grants & Contributions	1,797,000	690,000	1,438,500	7,837,000	3,105,000	3,241,500	-
Airport User Revenue	490,000	493,000	498,000	510,000	520,000	530,000	530,000
Investment Earnings & Miscellaneous	-	2,000	1,000	-	-	-	-
Rents and Leases	38,000	38,000	39,000	40,000	41,000	42,000	42,000
<b>Total Revenues</b>	<b>\$ 2,334,000</b>	<b>\$ 1,245,500</b>	<b>\$ 1,997,500</b>	<b>\$ 8,408,500</b>	<b>\$ 3,688,000</b>	<b>\$ 3,835,500</b>	<b>\$ 595,000</b>
<b>Expenditures</b>							
Personnel	\$ 332,000	\$ 312,000	\$ 343,000	\$ 356,000	\$ 368,000	\$ 380,000	\$ 380,000
Operation & Maintenance (O&M)	209,000	209,500	197,000	219,000	224,000	229,000	229,000
Capital Improvement Plan	1,910,000	690,000	1,533,000	8,223,500	3,250,000	3,393,000	-
Unavailable Budget Appropriation	-	-	27,000	-	-	-	-
Contingency	7,000	-	7,000	7,000	7,000	7,000	7,000
Depreciation	1,000,000	1,000,000	1,020,000	1,040,000	1,061,000	1,082,000	1,082,000
Interfund Cost Allocation - Support Svcs	202,000	202,000	234,000	236,000	238,000	240,000	242,000
	3,660,000	2,413,500	3,361,000	10,081,500	5,148,000	5,331,000	1,940,000
Non-Cash Depreciation & Adjustments	(1,000,000)	(1,003,000)	(1,020,000)	(1,040,000)	(1,061,000)	(1,082,000)	(1,082,000)
<b>Total Expenditures</b>	<b>\$ 2,660,000</b>	<b>\$ 1,410,500</b>	<b>\$ 2,341,000</b>	<b>\$ 9,041,500</b>	<b>\$ 4,087,000</b>	<b>\$ 4,249,000</b>	<b>\$ 858,000</b>
<b>CURRENT YEAR RESOURCES</b>	<b>\$ (326,000)</b>	<b>\$ (165,000)</b>	<b>\$ (343,500)</b>	<b>\$ (633,000)</b>	<b>\$ (399,000)</b>	<b>\$ (413,500)</b>	<b>\$ (263,000)</b>
<b>Operating Transfers In/(Out)</b>							
General Fund	\$ 300,000	\$ 175,000	\$ 325,000	\$ 625,000	\$ 400,000	\$ 415,000	\$ 275,000
<b>Total Operating Transfers In/(Out)</b>	<b>\$ 300,000</b>	<b>\$ 175,000</b>	<b>\$ 325,000</b>	<b>\$ 625,000</b>	<b>\$ 400,000</b>	<b>\$ 415,000</b>	<b>\$ 275,000</b>
<b>SUBTOTAL</b>	<b>\$ (26,000)</b>	<b>\$ 10,000</b>	<b>\$ (18,500)</b>	<b>\$ (8,000)</b>	<b>\$ 1,000</b>	<b>\$ 1,500</b>	<b>\$ 12,000</b>
<b>Beginning Available Resources</b>	<b>\$ 31,013</b>	<b>\$ 31,013</b>	<b>\$ 41,013</b>	<b>\$ 22,513</b>	<b>\$ 14,513</b>	<b>\$ 15,513</b>	<b>\$ 17,013</b>
<b>ENDING AVAILABLE RESOURCES</b>	<b>\$ 5,013</b>	<b>\$ 41,013</b>	<b>\$ 22,513</b>	<b>\$ 14,513</b>	<b>\$ 15,513</b>	<b>\$ 17,013</b>	<b>\$ 29,013</b>

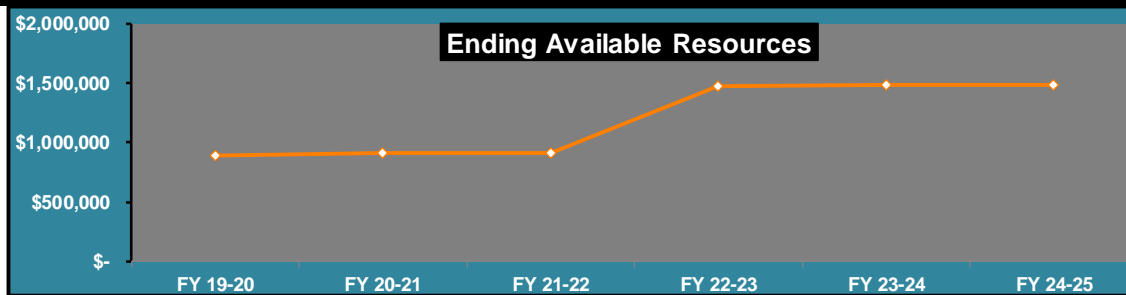


Since the Airport Fund is subsidized by the General Fund, the ending available resource balance is budgeted to be a low amount (under \$50,000).

# FINANCIAL PROJECTIONS

## CAPITAL PROJECTS FUNDS

Financial Projections	Adopted FY 19-20	Estimate FY 19-20	Adopted FY 20-21	Projections			
				FY 21-22	FY 22-23	FY 23-24	FY 24-25
<b>Revenues</b>							
Contributions & Donations	\$ 376,270	\$ 115,000	\$ -	\$ -	\$ -	\$ -	\$ -
Sale of Land	-	-	-	-	550,000	-	-
Interest & Miscellaneous	7,000	11,000	15,400	7,000	7,500	7,500	7,500
<b>Total Revenues</b>	\$ 383,270	\$ 126,000	\$ 15,400	\$ 7,000	\$ 557,500	\$ 7,500	\$ 7,500
<b>Expenditures</b>							
Capital Improvement Plan	1,243,825	220,000	450,298	3,682,500	4,800,000	2,000,000	350,000
<b>Total Expenditures</b>	\$ 1,243,825	\$ 220,000	\$ 450,298	\$ 3,682,500	\$ 4,800,000	\$ 2,000,000	\$ 350,000
<b>CURRENT YEAR RESOURCES</b>	\$ (860,555)	\$ (94,000)	\$ (434,898)	\$ (3,675,500)	\$ (4,242,500)	\$ (1,992,500)	\$ (342,500)
<b>Beginning Available Resources</b>	\$ 564,062	\$ 564,062	\$ 894,062	\$ 909,462	\$ 916,462	\$ 1,473,962	\$ 1,481,462
<b>CIP Transfers In/(Out)</b>							
CIP - General Fund	\$ 2,200,000	\$ 220,000	\$ 450,298	\$ 3,682,500	\$ 4,800,000	\$ 2,000,000	\$ 350,000
CIP - IDD Fund	102,000	102,000	-	-	-	-	-
CIP - Wastewater Utility Fund	102,000	102,000	-	-	-	-	-
CIP - Refuse Fund	-	-	-	-	-	-	-
<b>Total CIP Transfers In/(Out)</b>	\$ 2,404,000	\$ 424,000	\$ 450,298	\$ 3,682,500	\$ 4,800,000	\$ 2,000,000	\$ 350,000
<b>ENDING AVAILABLE RESOURCE</b>	\$ 2,107,507	\$ 894,062	\$ 909,462	\$ 916,462	\$ 1,473,962	\$ 1,481,462	\$ 1,488,962





# FINANCIAL PROJECTIONS

## GENERAL FUND

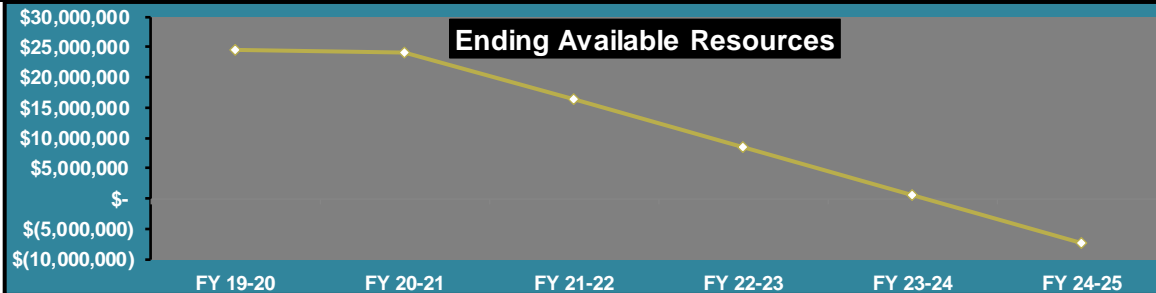
Financial Projections	Projections						
	Adopted FY 19-20	Estimated FY 19-20	Adopted FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25
<b>Revenues</b>							
Property Tax Levy	\$ 5,011,000	\$ 5,011,000	\$ 5,319,500	\$ 5,099,000	\$ 5,252,000	\$ 5,409,500	\$ 5,572,000
Franchise Fees	2,023,000	1,899,500	1,766,000	1,773,500	1,799,000	1,835,000	1,871,500
City Sales Tax	23,306,000	22,262,000	18,645,000	19,204,000	19,972,000	20,771,000	21,810,000
City Sales Tax - Tourism Portion	2,475,000	2,107,000	1,980,000	2,018,000	2,099,000	2,162,000	2,248,000
Other Taxes	229,000	239,000	234,000	239,000	244,000	249,000	254,000
Grants	-	-	18,330,000	-	-	-	-
License & Permits-Other	451,000	428,500	429,000	449,000	468,000	478,000	488,000
License & Permits - Building	2,206,000	2,053,500	2,053,000	2,095,000	2,137,000	2,178,500	2,223,500
State Shared - Auto	3,785,000	3,510,000	2,995,000	3,085,000	3,208,500	3,337,000	3,503,500
State Shared - Sales Tax	5,718,000	5,320,000	4,711,500	4,853,000	5,047,000	5,250,000	5,511,500
State Shared - Income Tax	7,202,000	6,530,000	6,482,000	6,547,000	6,612,000	6,678,000	6,812,000
IGA	535,000	92,500	-	-	-	-	-
Transit Revenue	19,000	14,000	14,000	15,500	16,000	16,000	16,500
Public Safety Revenue	296,000	278,500	301,000	248,000	253,000	258,000	263,000
Recreation Revenue	966,000	820,500	942,000	1,010,500	1,031,000	1,051,500	1,072,500
Fines & Forfeitures	1,244,000	1,155,500	1,194,500	1,236,500	1,245,000	1,255,500	1,280,500
Investment Earnings	193,000	573,500	344,000	787,000	803,000	819,000	835,500
Miscellaneous	264,000	599,000	256,000	233,000	242,500	254,500	267,500
<b>Total Revenues</b>	<b>\$ 55,923,000</b>	<b>\$ 52,894,000</b>	<b>\$ 65,996,500</b>	<b>\$ 48,893,000</b>	<b>\$ 50,429,000</b>	<b>\$ 52,002,500</b>	<b>\$ 54,029,500</b>
<b>Expenditures</b>							
<b>Personnel Services:</b>							
Salaries & Wages	\$ 24,804,000	\$ 23,099,500	\$ 25,372,500	\$ 26,398,000	\$ 27,190,000	\$ 28,006,000	\$ 28,006,000
Overtime	1,498,000	1,792,000	1,545,000	1,589,000	1,637,000	1,686,000	1,686,000
Healthcare Costs	7,071,000	6,263,000	7,150,500	7,796,000	8,147,000	8,514,000	8,514,000
Payroll Taxes	1,198,000	1,114,000	1,224,500	1,270,000	1,308,000	1,347,000	1,347,000
Retirement - ASRS	1,644,000	1,484,500	1,698,000	1,778,000	1,849,000	1,923,000	1,923,000
Retirement - PSPRS	6,061,000	6,058,500	6,394,500	6,677,000	6,811,000	6,947,000	6,947,000
<b>Supplies &amp; Services:</b>							
Utility Services	1,873,000	1,475,000	1,837,000	2,056,000	2,101,000	2,147,000	2,147,000
Operating Services	5,208,000	5,024,000	5,170,500	5,236,000	5,254,000	5,466,000	5,466,000
Insurance & Claims	375,000	458,500	396,500	391,000	400,000	409,000	409,000
Meeting, Training & Travel	229,000	246,000	310,000	239,000	244,000	249,000	249,000
Operating & Maintenance Supplies	2,162,000	2,241,000	2,124,500	2,276,000	2,326,000	2,377,000	2,377,000
Bad Debt Expense	16,000	11,000	17,000	16,000	16,000	16,000	16,000
Outside Agency Contracts	966,000	786,000	937,000	1,015,000	1,040,000	1,066,000	1,066,000
Development Agreements	1,350,000	431,000	437,000	439,000	-	-	-
CVB & PED Payouts	2,461,000	2,107,000	1,980,000	1,949,500	2,008,000	2,068,500	2,130,500
<b>Capital:</b>							
Capital Outlay	946,000	532,000	492,000	1,043,000	1,095,000	1,150,000	1,150,000
<b>Contingency:</b>							
Unavailable Budget Appropriation (Plan B)			20,581,500				
Contingency	500,000	395,000	1,000,000	500,000	500,000	500,000	500,000
<b>Capital Leases &amp; Bonds/Loans</b>							
Principal & interest	7,093,000	7,093,000	754,000	750,000	519,000	144,000	144,000
<b>Interfund Cost Allocation:</b>							
Interfund Cost Allocations - Labor Attrition	(498,000)	-	(501,000)	(529,000)	(545,000)	(561,000)	(561,000)
Interfund Cost Allocations - Support Svcs	(4,597,000)	(4,100,500)	(4,778,500)	(5,700,000)	(5,750,000)	(5,750,000)	(5,750,000)
	60,360,000	56,510,500	74,142,500	55,189,500	56,150,000	57,704,500	57,766,500
Non-Cash Depreciation & Adjustments	(2,755,000)	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 57,605,000</b>	<b>\$ 56,510,500</b>	<b>\$ 74,142,500</b>	<b>\$ 55,189,500</b>	<b>\$ 56,150,000</b>	<b>\$ 57,704,500</b>	<b>\$ 57,766,500</b>

# FINANCIAL PROJECTIONS

## GENERAL FUND

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Financial Projections	Adopted FY 19-20	Estimated FY 19-20	Adopted FY 20-21	Projections			
				FY 21-22	FY 22-23	FY 23-24	FY 24-25
<b>CURRENT YEAR RESOURCES</b>	\$ (1,682,000)	\$ (3,616,500)	\$ (8,146,000)	\$ (6,296,500)	\$ (5,721,000)	\$ (5,702,000)	\$ (3,737,000)
Airport Fund	\$ (300,000)	\$ (175,000)	\$ (325,000)	\$ (625,000)	\$ (400,000)	\$ (415,000)	\$ (275,000)
Court Enhancement Fund	41,000	41,000	-	-	-	-	-
Flood Control	500,000	500,000	500,000	500,000	500,000	500,000	500,000
Irrigation & Drainage District	1,000,000	1,000,000	-	-	-	-	-
<b>Total Operating Transfers In/(Out)</b>	\$ 1,241,000	\$ 1,366,000	\$ 175,000	\$ (125,000)	\$ 100,000	\$ 85,000	\$ 225,000
<b>SUBTOTAL</b>	\$ (441,000)	\$ (2,250,500)	\$ (7,971,000)	\$ (6,421,500)	\$ (5,621,000)	\$ (5,617,000)	\$ (3,512,000)
<b>Beginning Balance</b>	\$ 35,631,525	\$ 35,631,525	\$ 33,161,025	\$ 24,739,525	\$ 14,635,525	\$ 4,214,525	\$ (3,402,475)
<b>CIP Transfers In/(Out)</b>							
CIP - Other	(2,200,000)	(220,000)	(450,500)	(3,682,500)	(4,800,000)	(2,000,000)	(350,000)
<b>Total CIP Transfers In/(Out)</b>	\$ (2,200,000)	\$ (220,000)	\$ (450,500)	\$ (3,682,500)	\$ (4,800,000)	\$ (2,000,000)	\$ (350,000)
<b>RESOURCES AVAILABLE BEFORE BS</b>	\$ 32,990,525	\$ 33,161,025	\$ 24,739,525	\$ 14,635,525	\$ 4,214,525	\$ (3,402,475)	\$ (7,264,475)
<b>BUDGET STABILIZATION RESERVE (BSR)</b>	\$ (8,946,000)	\$ (8,946,000)	\$ (8,290,000)	\$ (6,185,000)	\$ (3,659,000)	\$ -	\$ -
<b>RESOURCES AVAILABLE AFTER BSR</b>	\$ 24,044,525	\$ 24,215,025	\$ 16,449,525	\$ 8,450,525	\$ 555,525	\$ (3,402,475)	\$ (7,264,475)

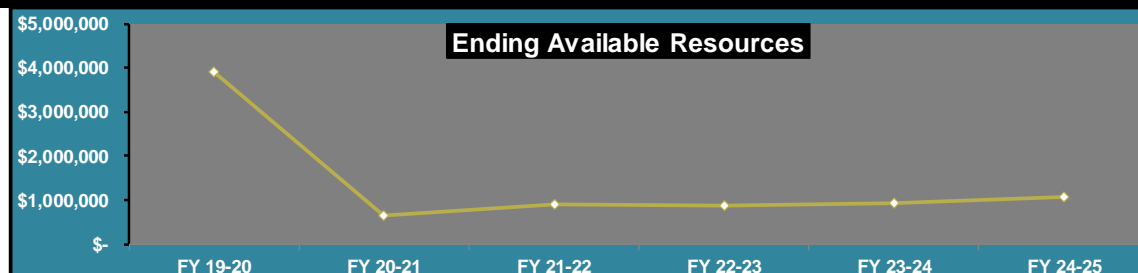


Available resources are expected to decrease due to estimated reduction in revenues due to the COVID-19 pandemic. The appearance of revenue increase is due to an addition of \$18.3 million in revenues for potential grants and/or revenue recovery due to the COVID-19 pandemic. The City must also add the \$18.3 million to expenditures.

# FINANCIAL PROJECTIONS

## HIGHWAY USER REVENUE FUND

Financial Projections	Adopted FY 19-20	Estimate FY 19-20	Adopted FY 20-21	Projections			
				FY 21-22	FY 22-23	FY 23-24	FY 24-25
<b>Revenues</b>							
Gasoline Tax	\$ 5,460,000	\$ 5,100,000	\$ 4,455,000	\$ 4,900,500	\$ 5,145,500	\$ 5,403,000	\$ 5,673,000
Interest & Miscellaneous	89,000	71,000	43,500	45,500	46,500	47,500	48,500
<b>Total Revenues</b>	\$ 5,549,000	\$ 5,171,000	\$ 4,498,500	\$ 4,946,000	\$ 5,192,000	\$ 5,450,500	\$ 5,721,500
<b>Expenditures</b>							
Personnel	\$ 1,465,000	\$ 1,287,500	\$ 1,509,000	\$ 1,570,000	\$ 1,624,000	\$ 1,679,000	\$ 1,729,370
Operation & Maintenance (O&M)	1,163,000	695,500	1,463,000	1,216,000	1,243,000	1,270,000	1,295,400
Capital Outlay	113,000	110,000	875,000	113,000	113,000	113,000	113,000
Capital Improvement Plan	46,000	46,000	-	-	-	-	-
Unavailable Budget Appropriation	-	-	1,559,000	-	-	-	-
Contingency	92,000	-	50,000	50,000	50,000	50,000	50,000
Interfund Cost Allocation - Support Svcs	1,000	1,000	76,500	78,000	79,000	80,000	80,000
Interfund Cost Allocation - Labor Attrition	(18,000)	-	(20,000)	(20,000)	(21,000)	(21,000)	(22,000)
Other Expenses:							
Street Maintenance Program	2,090,000	2,090,000	2,090,000	2,131,800	2,174,500	2,239,500	2,307,000
<b>Total Expenditures</b>	\$ 4,952,000	\$ 4,230,000	\$ 7,602,500	\$ 5,138,800	\$ 5,262,500	\$ 5,410,500	\$ 5,552,770
<b>CURRENT YEAR RESOURCES</b>	\$ 597,000	\$ 941,000	\$ (3,104,000)	\$ (192,800)	\$ (70,500)	\$ 40,000	\$ 168,730
<b>Beginning Available Resources</b>	\$ 3,462,848	\$ 3,462,848	\$ 4,403,848	\$ 1,299,848	\$ 1,107,048	\$ 1,036,548	\$ 1,076,548
<b>AVAILABLE RESOURCES BEFORE BSR</b>	\$ 4,059,848	\$ 4,403,848	\$ 1,299,848	\$ 1,107,048	\$ 1,036,548	\$ 1,076,548	\$ 1,245,278
RESERVE FUND 15%	(519,427)	(509,008)	(660,577)	(194,977)	(166,057)	(155,482)	(161,482)
<b>AVAILABLE RESOURCES AFTER BSR</b>	\$ 3,540,421	\$ 3,894,840	\$ 639,271	\$ 912,071	\$ 870,491	\$ 921,066	\$ 1,083,796

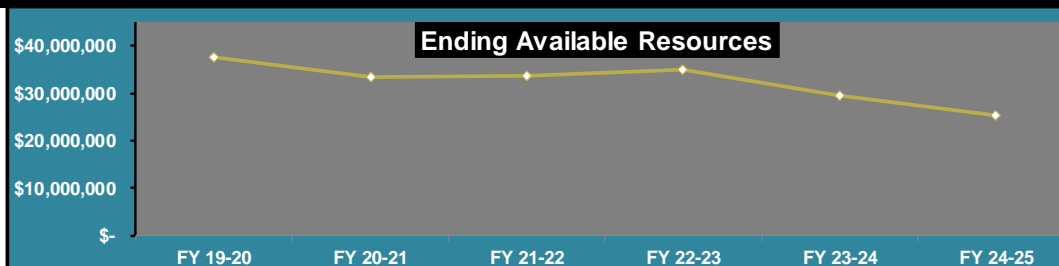


Available Resources are budgeted to decrease in FY 20-21 by \$3m. This includes a \$1.5m streets project, if grant funding is received.

# FINANCIAL PROJECTIONS

## IRRIGATION AND DRAINAGE DISTRICT FUND

Financial Projections	Projections						
	Adopted FY 19-20	Estimate FY 19-20	Adopted FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25
<b>Revenues</b>							
IGA-Flood Control Funding	\$ 2,142,000	\$ 2,142,000	\$ 2,163,000	\$ 2,185,000	\$ 2,207,000	\$ 2,229,000	\$ 2,229,000
Interest & Miscellaneous	448,000	592,500	683,000	717,000	731,500	746,000	761,000
Grants	95,000	65,000	1,500,000	65,000	65,000	65,000	65,000
Property Tax Levy	5,684,000	5,684,500	5,684,000	5,684,000	5,684,000	-	-
Water Use Fees/Charges	10,982,000	10,791,000	10,058,500	10,561,500	10,773,000	10,988,000	11,208,000
<b>Total Revenues</b>	<b>\$ 19,351,000</b>	<b>\$ 19,275,000</b>	<b>\$ 20,088,500</b>	<b>\$ 19,212,500</b>	<b>\$ 19,460,500</b>	<b>\$ 14,028,000</b>	<b>\$ 14,263,000</b>
<b>Expenditures</b>							
Personnel	\$ 3,508,000	\$ 3,065,000	\$ 3,328,500	\$ 3,749,000	\$ 3,875,000	\$ 4,006,000	\$ 4,226,000
Operation & Maintenance (O&M)	4,141,000	3,706,500	4,611,000	4,482,000	4,579,000	4,679,000	4,179,000
Capital Outlay	141,000	96,500	1,853,000	232,000	244,000	257,000	269,000
Capital Improvement Plan	12,611,000	7,850,000	9,349,500	6,728,500	5,046,000	5,874,000	6,120,000
Unavailable Budget Appropriation	-	-	793,000	-	-	-	-
Contingency	500,000	25,000	500,000	500,000	500,000	500,000	500,000
Depreciation	2,800,000	2,800,000	2,862,000	2,925,000	2,989,000	3,055,000	3,108,000
Water Allocation	165,000	165,000	165,000	165,000	165,000	165,000	165,000
Interfund Cost Allocation - Labor Attrition	(45,000)	-	(46,000)	(47,000)	(48,000)	(49,000)	(50,000)
Interfund Cost Allocation - Support Svcs	2,510,000	2,510,000	2,799,000	2,800,000	2,804,000	2,808,000	2,812,000
Other Expenses:							
Debt Service	611,000	569,500	609,500	608,000	607,000	597,000	595,000
	26,942,000	20,787,500	26,824,500	22,142,500	20,761,000	21,892,000	21,924,000
Non-Cash Depreciation & Adjustments	(2,870,000)	(2,870,000)	(2,932,000)	(2,995,000)	(3,059,000)	(3,125,000)	(3,178,000)
<b>Total Expenditures</b>	<b>\$ 24,072,000</b>	<b>\$ 17,917,500</b>	<b>\$ 23,892,500</b>	<b>\$ 19,147,500</b>	<b>\$ 17,702,000</b>	<b>\$ 18,767,000</b>	<b>\$ 18,746,000</b>
<b>CURRENT YEAR RESOURCES</b>	<b>\$ (4,721,000)</b>	<b>\$ 1,357,500</b>	<b>\$ (3,804,000)</b>	<b>\$ 65,000</b>	<b>\$ 1,758,500</b>	<b>\$ (4,739,000)</b>	<b>\$ (4,483,000)</b>
<b>Operating Transfers In/(Out)</b>							
General Fund - Wash Crew	\$ (500,000)	\$ (500,000)	\$ (500,000)	\$ (500,000)	\$ (500,000)	\$ (500,000)	\$ (500,000)
General Fund - Water Treatment Plant	(1,000,000)	(1,000,000)	-	-	-	-	-
General Fund - Parking Lot Rehab	-	-	-	-	-	-	-
Wastewater Fund	-	-	-	-	-	-	-
<b>Total Operating Transfers In/(Out)</b>	<b>\$ (1,500,000)</b>	<b>\$ (1,500,000)</b>	<b>\$ (500,000)</b>	<b>\$ (500,000)</b>	<b>\$ (500,000)</b>	<b>\$ (500,000)</b>	<b>\$ (500,000)</b>
<b>SUBTOTAL</b>	<b>\$ (6,221,000)</b>	<b>\$ (142,500)</b>	<b>\$ (4,304,000)</b>	<b>\$ (435,000)</b>	<b>\$ 1,258,500</b>	<b>\$ (5,239,000)</b>	<b>\$ (4,983,000)</b>
<b>Beginning Available Resources</b>	<b>\$ 44,653,419</b>	<b>\$ 44,653,419</b>	<b>\$ 44,408,919</b>	<b>\$ 40,104,919</b>	<b>\$ 39,669,919</b>	<b>\$ 40,928,419</b>	<b>\$ 35,689,419</b>
<b>CIP Transfers In/(Out)</b>							
Capital Improvement Plan	\$ (102,000)	\$ (102,000)	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total CIP Transfers In/(Out)</b>	<b>\$ (102,000)</b>	<b>\$ (102,000)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>AVAILABLE RESOURCES BEFORE BSR</b>	<b>\$ 38,330,419</b>	<b>\$ 44,408,919</b>	<b>\$ 40,104,919</b>	<b>\$ 39,669,919</b>	<b>\$ 40,928,419</b>	<b>\$ 35,689,419</b>	<b>\$ 30,706,419</b>
<b>RESERVE FUND 15%</b>	<b>(6,698,013)</b>	<b>(6,698,013)</b>	<b>(6,650,287)</b>	<b>(6,012,139)</b>	<b>(5,946,916)</b>	<b>(6,135,634)</b>	<b>(5,349,814)</b>
<b>AVAILABLE RESOURCES AFTER BSR</b>	<b>\$ 31,632,406</b>	<b>\$ 37,710,906</b>	<b>\$ 33,454,632</b>	<b>\$ 33,657,780</b>	<b>\$ 34,981,503</b>	<b>\$ 29,553,785</b>	<b>\$ 25,356,605</b>

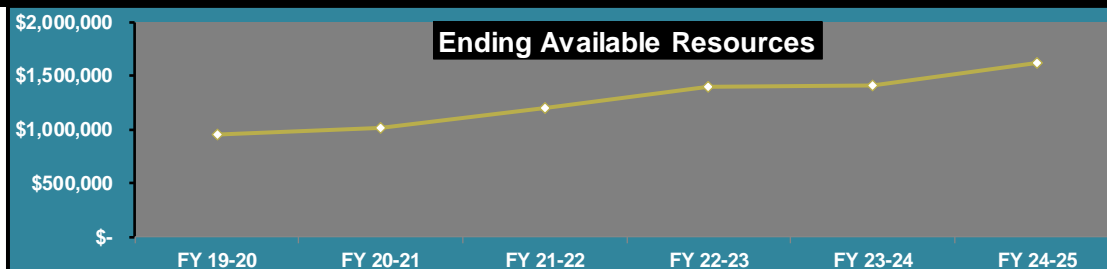


Available Resources are budgeted to decrease in FY 19-20 and FY 20-21 due to the funding of CIP projects.

# FINANCIAL PROJECTIONS

## REFUSE FUND

Financial Projections	Projections						
	Adopted FY 19-20	Estimated FY19-20	Adopted FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25
<b>Revenues</b>							
Administration Fee	\$ 6,282,000	\$ 6,209,000	\$ 6,864,000	\$ 7,066,000	\$ 7,289,000	\$ 7,441,000	\$ 7,439,000
Interest & Miscellaneous	15,000	50,000	48,000	15,000	15,000	15,000	15,000
Landfill Disposal Fees	800,000	420,500	423,000	425,000	427,000	429,000	431,000
<b>Total Revenues</b>	\$ 7,097,000	\$ 6,679,500	\$ 7,335,000	\$ 7,506,000	\$ 7,731,000	\$ 7,885,000	\$ 7,885,000
<b>Expenditures</b>							
Operation & Maintenance (O&M)	\$ 6,320,000	\$ 6,132,500	\$ 6,640,500	\$ 6,685,000	\$ 6,885,000	\$ 7,023,000	\$ 7,023,000
Contingency	100,000	-	100,000	100,000	100,000	100,000	100,000
Interfund Cost Allocation	282,000	282,000	387,000	389,000	392,000	395,000	395,000
Landfill Closure Reserve	141,000	137,000	144,000	147,000	150,000	153,000	153,000
	6,843,000	6,551,500	7,271,500	7,321,000	7,527,000	7,671,000	7,671,000
Non-Cash Depreciation & Adjustments	-	-	-	-	-	-	-
<b>Total Expenditures</b>	\$ 6,843,000	\$ 6,551,500	\$ 7,271,500	\$ 7,321,000	\$ 7,527,000	\$ 7,671,000	\$ 7,671,000
<b>CURRENT YEAR RESOURCES</b>	\$ 254,000	\$ 128,000	\$ 63,500	\$ 185,000	\$ 204,000	\$ 214,000	\$ 214,000
<b>Operating Transfers In/(Out)</b>							
<b>Total Operating Transfers In/(Out)</b>	-	-	-	-	-	-	-
<b>SUBTOTAL</b>	254,000	128,000	63,500	185,000	204,000	214,000	214,000
<b>Beginning Available Resources*</b>	\$ 609,000	\$ 820,255	\$ 948,255	\$ 1,011,755	\$ 1,196,755	\$ 1,196,755	\$ 1,400,755
<b>ENDING AVAILABLE RESOURCES</b>	\$ 863,000	\$ 948,255	\$ 1,011,755	\$ 1,196,755	\$ 1,400,755	\$ 1,410,755	\$ 1,614,755

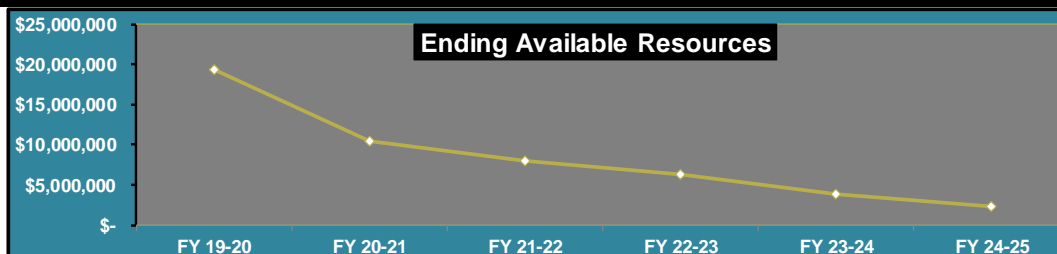


\*Beginning Available Resources excludes the Landfill closure reserve of \$3.3 million

# FINANCIAL PROJECTIONS

## WASTEWATER UTILITY FUND

Financial Projections	Projections						
	Adopted FY 19-20	Estimate FY 19-20	Adopted FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25
<b>Revenues</b>							
Interest & Miscellaneous	\$ 228,000	\$ 365,583	\$ 337,024	\$ 353,875	\$ 364,491	\$ 368,136	\$ 371,818
Misc. Sewer Fees / Connection Fee	755,000	699,742	693,500	728,175	750,020	757,520	765,096
User Fees / Charges	23,025,000	22,327,587	21,022,500	22,494,075	23,168,897	23,400,586	23,634,592
<b>Total Revenues</b>	<b>\$ 24,008,000</b>	<b>\$ 23,392,912</b>	<b>\$ 22,053,024</b>	<b>\$ 23,576,125</b>	<b>\$ 24,283,408</b>	<b>\$ 24,526,242</b>	<b>\$ 24,771,506</b>
<b>Expenditures</b>							
Personnel	\$ 2,817,672	\$ 2,444,379	\$ 2,849,769	\$ 2,936,000	\$ 3,022,000	\$ 3,111,000	\$ 3,211,000
Operation & Maintenance (O&M)	4,758,321	4,602,569	4,365,470	4,980,000	5,088,000	5,199,000	5,299,000
Capital Outlay	1,430,000	1,149,000	1,107,000	1,000,000	1,000,000	1,000,000	1,000,000
Capital Improvement Plan	4,710,250	1,790,000	5,268,782	1,875,000	900,000	1,500,000	775,000
Unavailable Budget Appropriation	-	-	557,606	-	-	-	-
Contingency	1,000,000	25,000	1,000,000	500,000	500,000	500,000	500,000
Depreciation	10,500,000	10,500,000	10,500,000	10,731,000	10,967,000	11,208,000	11,455,000
Interfund Cost Allocation - Labor Attrition	(37,000)	-	(37,500)	(39,000)	(40,000)	(41,000)	(42,000)
Interfund Cost Allocation - Support Svcs	1,754,180	1,652,277	1,972,060	1,975,000	1,978,000	1,981,000	1,984,000
Other Expenses:							
Debt Service	12,893,758	12,893,758	13,593,212	13,500,000	13,490,000	13,480,000	13,470,000
	39,827,181	35,056,983	41,176,399	37,458,000	36,905,000	37,938,000	37,652,000
Non-Cash Depreciation & Adjustments	(9,927,000)	(9,927,000)	(9,927,000)	(10,158,000)	(10,394,000)	(10,635,000)	(10,882,000)
<b>Total Expenditures</b>	<b>\$ 29,900,181</b>	<b>\$ 25,129,983</b>	<b>\$ 31,249,399</b>	<b>\$ 27,300,000</b>	<b>\$ 26,511,000</b>	<b>\$ 27,303,000</b>	<b>\$ 26,770,000</b>
<b>CURRENT YEAR RESOURCES</b>	<b>\$ (5,892,181)</b>	<b>\$ (1,737,071)</b>	<b>\$ (9,196,375)</b>	<b>\$ (3,723,875)</b>	<b>\$ (2,227,592)</b>	<b>\$ (2,776,758)</b>	<b>\$ (1,998,494)</b>
<b>Beginning Available Resources*</b>	<b>\$ 23,320,000</b>	<b>\$ 24,902,704</b>	<b>\$ 23,063,633</b>	<b>\$ 13,867,258</b>	<b>\$ 10,143,383</b>	<b>\$ 7,915,791</b>	<b>\$ 5,139,033</b>
<b>CIP Transfers In/(Out)</b>							
Capital Improvement Plan	(102,000)	(102,000)	-	-	-	-	-
<b>Total CIP Transfers In/(Out)</b>	<b>\$ (102,000)</b>	<b>\$ (102,000)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>AVAILABLE RESOURCES BEFORE BSR</b>	<b>\$ 17,325,819</b>	<b>\$ 23,063,633</b>	<b>\$ 13,867,258</b>	<b>\$ 10,143,383</b>	<b>\$ 7,915,791</b>	<b>\$ 5,139,033</b>	<b>\$ 3,140,539</b>
RESERVE FUND 15%	(3,498,000)	(3,735,406)	(3,450,228)	(2,105,873)	(1,547,291)	(1,213,153)	(796,639)
<b>AVAILABLE RESOURCES AFTER BSR</b>	<b>\$ 13,827,819</b>	<b>\$ 19,328,227</b>	<b>\$ 10,417,030</b>	<b>\$ 8,037,510</b>	<b>\$ 6,368,500</b>	<b>\$ 3,925,880</b>	<b>\$ 2,343,900</b>

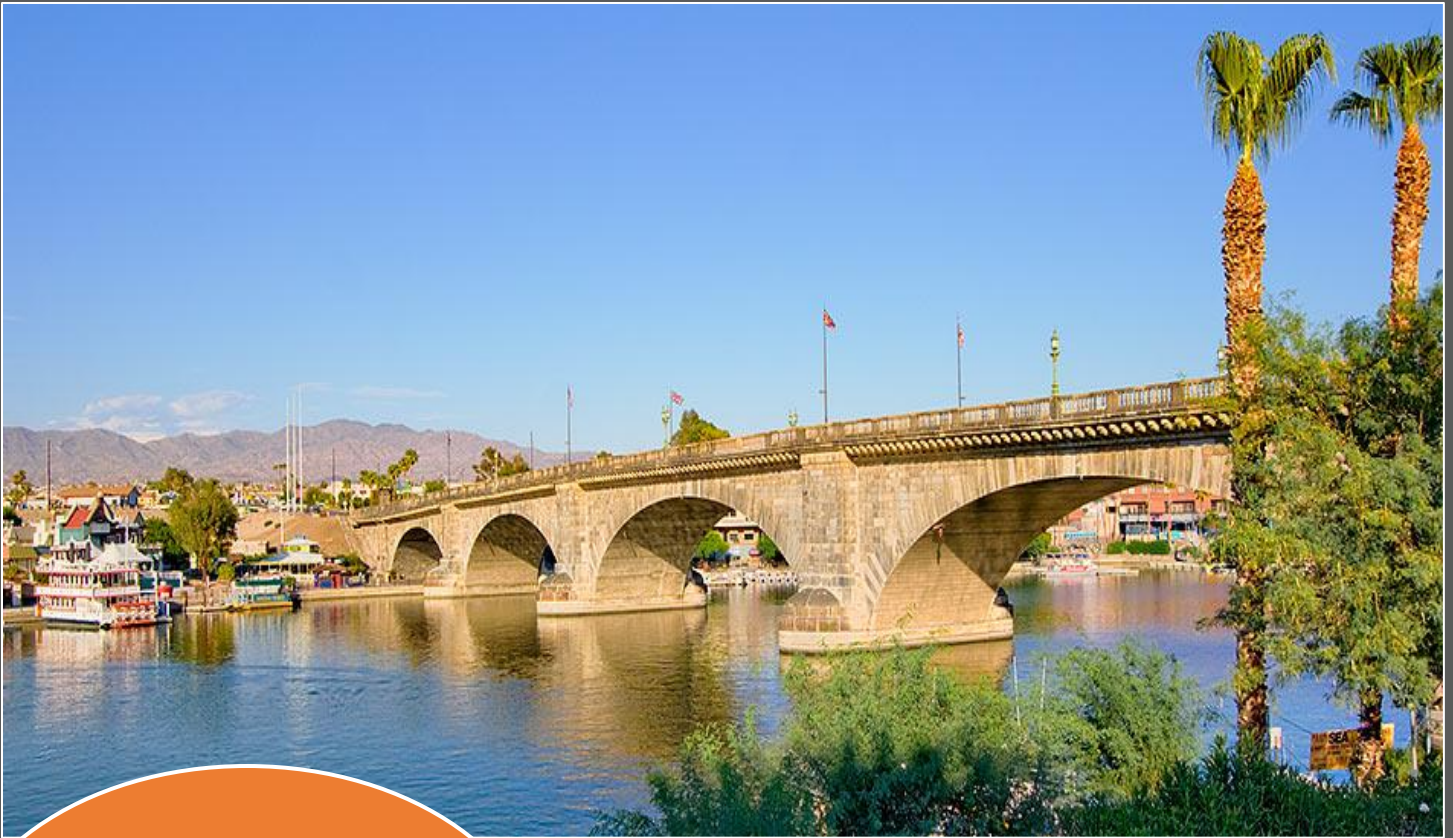


Available Resources are budgeted to decrease in FY 20-21 due to the funding of CIP projects and capital outlay.



LAKE HAVASU CITY





## **REVENUE** **HIGHLIGHTS**

- REVENUE HISTORY & PROJECTIONS
- FUND REVENUE SUMMARY
- PROPERTY TAX LEVIES

## REVENUE HISTORY AND PROJECTIONS

General Fund	Actual	Budget	Estimate	Budget	
	FY 18-19	FY 18-19	FY 19-20	FY 19-20	FY 20-21
<b>TAXES</b>					
Property	\$ 4,617,331	\$ 4,661,841	\$ 4,964,545	\$ 4,964,545	\$ 5,279,553
Personal Property	46,466	35,000	46,431	47,000	40,000
City Sales	24,985,234	21,668,000	22,261,810	23,306,000	18,644,800
Restaurant & Bar / Bed	2,474,542	2,366,000	2,106,900	2,475,000	1,980,000
Fire Insurance Premium Tax	224,772	224,000	238,876	229,000	234,000
<i>Total Taxes</i>	32,348,345	28,954,841	29,618,562	31,021,545	26,178,353
<b>LICENSES &amp; PERMITS</b>	2,523,533	2,644,000	2,482,294	2,657,000	2,482,000
<b>INTERGOVERNMENTAL REVENUES</b>					
Auto Lieu	3,614,782	3,517,000	3,509,953	3,784,738	2,995,201
State Sales	5,478,702	5,334,000	5,319,820	5,717,940	4,711,632
Urban Revenue Sharing	6,589,165	6,598,000	6,530,273	7,201,716	6,481,800
Court IGA with Mohave County	539,938	556,000	92,582	535,000	
ECM Rebate	-	-	-	-	-
<i>Total Intergovernmental Revenues</i>	16,222,587	16,005,000	15,452,628	17,239,394	14,188,633
<b>CHARGES FOR SERVICES</b>					
Fire / Police Department	271,368	315,400	278,633	296,000	300,900
Mobility Services	18,569	15,000	14,044	19,000	14,000
Recreation / Aquatics	1,020,486	984,800	820,533	966,000	942,000
General Government	95,269	28,000	107,500	104,000	107,000
<i>Total Charges for Services</i>	1,405,692	1,343,200	1,220,710	1,385,000	1,363,900
<b>FINES &amp; FORFEITURES</b>	1,379,444	1,196,000	1,155,303	1,244,000	1,194,500
<b>OTHER REVENUES</b>					
Interest	993,642	415,000	573,384	193,000	343,959
Debt Proceeds	-	12,200,000	-	-	-
Franchise Fees	1,920,789	1,898,000	1,899,610	2,023,000	1,766,000
Miscellaneous	200,369	194,250	491,068	160,000	18,478,937
<i>Total Other Revenues</i>	3,114,800	14,707,250	2,964,062	2,376,000	20,588,896
<b>TOTAL GENERAL FUND REVENUES</b>	<b>\$ 56,994,401</b>	<b>\$ 64,850,291</b>	<b>\$ 52,893,559</b>	<b>\$ 55,922,939</b>	<b>\$ 65,996,282</b>
<b>Special Revenue Funds</b>					
<b>HIGHWAY USER REVENUE FUND</b>					
Gasoline Tax	\$ 5,437,405	\$ 4,987,518	\$ 5,100,000	\$ 5,460,306	\$ 4,455,200
Interest & Miscellaneous	184,308	25,000	71,143	89,000	43,509
<i>Total HURF</i>	5,621,713	5,012,518	5,171,143	5,549,306	4,498,709
<b>COURT ENHANCEMENT (COURTS)</b>	61,194	43,700	50,249	48,000	39,765
<b>FILL THE GAP (COURTS)</b>	11,112	12,160	12,240	12,000	10,114
<b>JCEF (COURTS)</b>	22,975	17,725	19,518	21,000	16,626

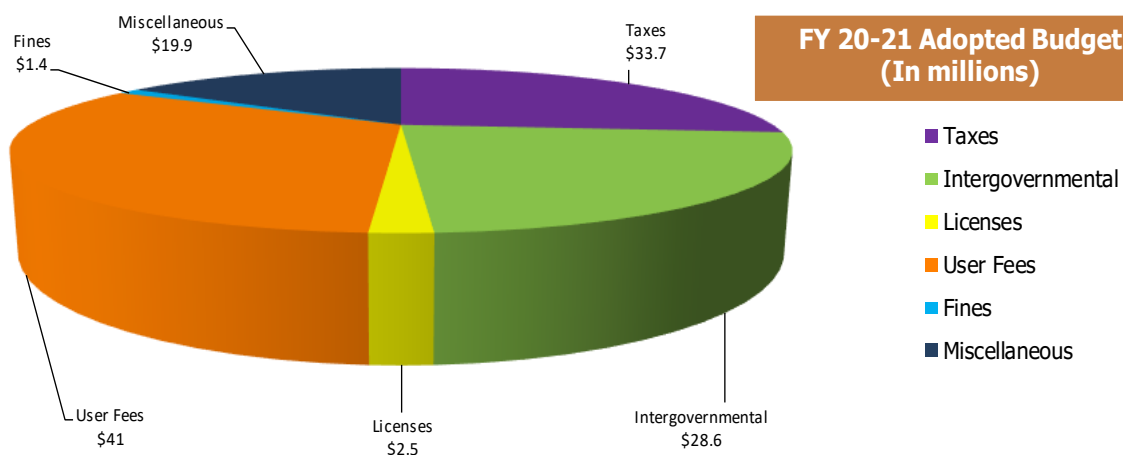
## REVENUE HISTORY AND PROJECTIONS

Special Revenue Funds (cont'd)	Actual	Budget	Estimate	Budget	
	FY 18-19	FY 18-19	FY 19-20	FY 19-20	FY 20-21
RICO	28,472	90,000	35,601	100,000	150,000
WALETA	328,621	619,535	246,255	368,840	475,120
GRANT - ACJC (COURT)	35,125	52,000	-	-	250,000
GRANT - DEA TASK FORCE (PD)	7,284	-	2,550	-	19,000
GRANT - AZ GOHS (PD)	30,022	28,000	35,500	87,000	101,246
GRANT - AZ POST (PD)	396	1,500	1,035	-	-
GRANT - BULLET PROOF VEST (PD)	7,574	15,177	5,313	7,603	42,530
GRANT - STATE LAKE IMPROVEMENT (PD)	-	-	-	-	300,000
GRANT - HSIP (STREETS)	-	135,000	-	875,000	-
GRANT - MAGNET (PD)	231,266	185,000	101,050	292,122	300,000
GRANT - NON-SPECIFIC GRANTS	-	1,143,986	410,152	1,294,511	490,554
GRANT - ADOT (MOBILITY)	-	36,995	-	38,083	-
GRANT - CDBG (ADMIN SVCS)	336,324	809,571	676,500	1,380,760	2,307,778
GRANT - VETERANS TREATMENT COURT	203,964	371,472	289,102	329,251	517,543
GRANT - VOCA (ATTORNEY)	20,297	18,554	20,760	20,812	28,351
<b>TOTAL SPECIAL REVENUE FUNDS</b>	<b>\$ 6,946,339</b>	<b>\$ 8,592,893</b>	<b>\$ 7,076,968</b>	<b>\$ 10,424,288</b>	<b>\$ 9,547,336</b>
<b>Enterprise Funds</b>					
<b>AIRPORT O&amp;M FUND</b>					
User Fees	\$ 504,332	\$ 453,200	\$ 493,085	\$ 490,000	\$ 498,000
Grants - Capital	308,794	275,127	690,000	1,796,973	1,438,484
City Sales Tax	20,545	15,500	22,371	9,000	21,000
Miscellaneous	44,186	39,000	40,016	38,000	40,021
<i>Total Airport O&amp;M Fund</i>	<i>877,857</i>	<i>782,827</i>	<i>1,245,472</i>	<i>2,333,973</i>	<i>1,997,505</i>
<b>IDD FUND (Water)</b>					
Property Taxes	5,693,531	5,684,564	5,684,564	5,684,000	5,684,000
User Fees	10,735,349	10,966,000	10,791,105	11,017,000	10,090,080
Flood Control Funding	2,189,436	2,142,000	2,142,000	2,142,000	2,163,000
Interest & Miscellaneous	1,708,747	685,400	633,521	388,000	651,392
Sale of Other Assets	5,000	20,000	-	25,000	-
Grants - Operating & CIP	35,000	191,500	65,000	95,000	1,500,000
<i>Total IDD Fund (Water)</i>	<i>20,367,063</i>	<i>19,689,464</i>	<i>19,316,190</i>	<i>19,351,000</i>	<i>20,088,472</i>

## REVENUE HISTORY AND PROJECTIONS

Enterprise Funds (cont'd)	Actual FY 18-19	Budget FY 18-19	Estimate FY 19-20	Budget	
				FY 19-20	FY 20-21
REFUSE FUND					
Administration Fees	5,997,532	5,890,000	6,209,243	6,282,000	6,864,000
Landfill Disposal	830,729	780,000	420,500	800,000	423,000
Interest & Miscellaneous	185,105	60,000	50,000	15,000	47,857
<i>Total Refuse Fund</i>	7,013,366	6,730,000	6,679,743	7,097,000	7,334,857
WASTEWATER					
User Fees	22,717,143	21,658,000	21,960,000	22,600,000	20,640,000
Effluent Charges	296,988	551,000	367,587	425,000	382,500
Treatment Capacity Fees	634,885	563,000	696,243	755,000	693,500
Interest & Miscellaneous	1,151,318	431,200	369,082	228,000	337,024
<i>Total Wastewater Utility Fund</i>	24,800,334	23,203,200	23,392,912	24,008,000	22,053,024
<b>TOTAL ENTERPRISE FUNDS REVENUES</b>	<b>\$ 53,058,620</b>	<b>\$ 50,405,491</b>	<b>\$ 50,634,317</b>	<b>\$ 52,789,973</b>	<b>\$ 51,473,858</b>
<b>Other Funds</b>					
LHC Improvement Districts #2 & #4	\$ 75,827	\$ 73,369	\$ 75,769	\$ 75,376	\$ 76,309
<b>TOTAL OTHER FUNDS REVENUES</b>	<b>\$ 75,827</b>	<b>\$ 73,369</b>	<b>\$ 75,769</b>	<b>\$ 75,376</b>	<b>\$ 76,309</b>
<b>Capital Projects Funds</b>					
CIP Fund - General City					
Donations, Interest & Miscellaneous	\$ 350,846	\$ 294,120	\$ 126,000	\$ 383,270	\$ 15,400
<i>Total CIP Fund - General City</i>	350,846	294,120	126,000	383,270	15,400
<b>TOTAL CAPITAL PROJECTS REVENUES</b>	<b>\$ 350,846</b>	<b>\$ 294,120</b>	<b>\$ 126,000</b>	<b>\$ 383,270</b>	<b>\$ 15,400</b>

**Total Revenues**      **\$ 117,426,033**    **\$ 124,216,164**    **\$ 110,806,613**    **\$ 119,595,846**    **\$ 127,109,185**

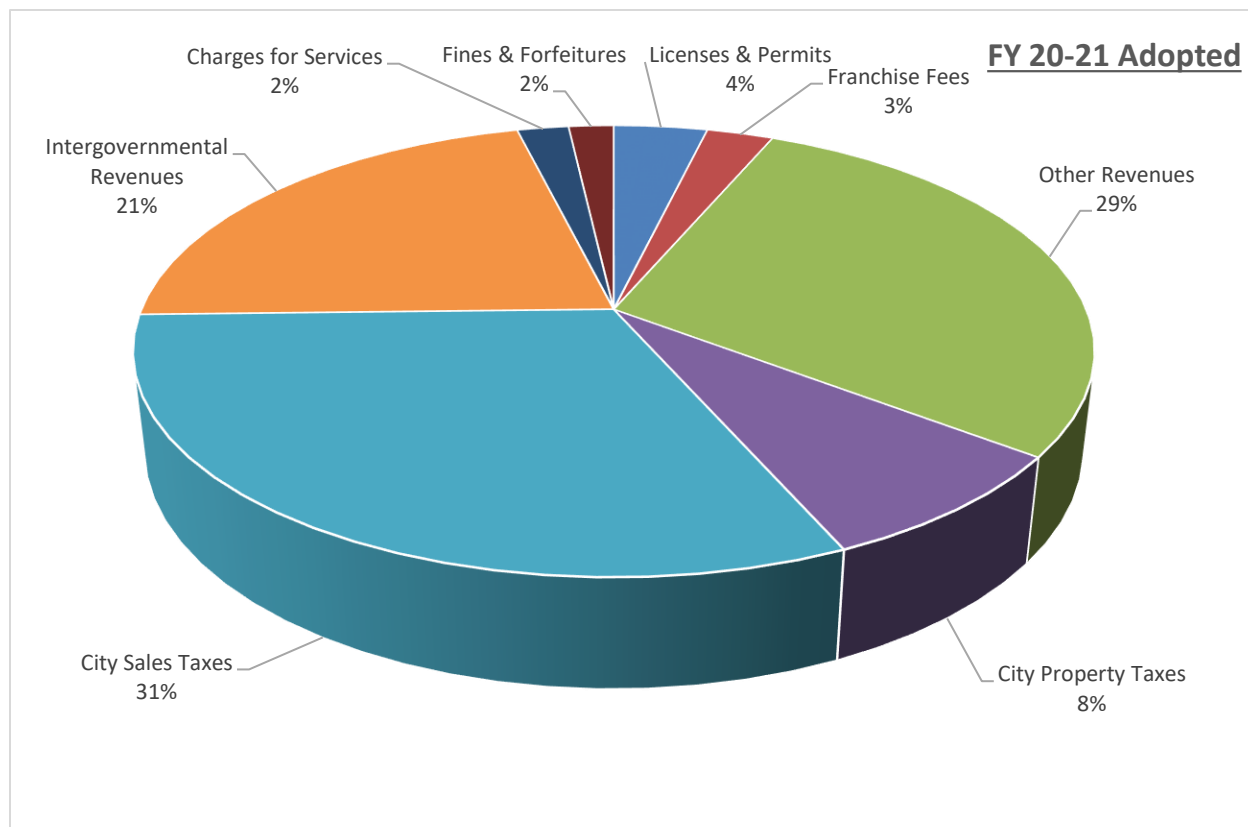


## REVENUE HISTORY

### GENERAL FUND

The General Fund, being the largest, is comprised of revenue sources including sales and property tax, intergovernmental revenues, franchise fees, license and permit fees, and other revenues received from fines, charges for services, and investment earnings. The General Fund revenues for FY 19-20 are projected at \$52.9 million and \$66 million for FY 20-21.

Revenue Source	Estimated FY 19-20	Adopted FY 20-21
City Sales Taxes	\$24,368,710	\$20,624,800
City Property Taxes	5,010,976	5,319,553
Charges for Services	1,220,710	1,363,900
Intergovernmental Revenues	15,452,628	14,188,633
Licenses & Permits	2,482,294	2,482,000
Fines & Forfeitures	1,155,303	1,194,500
Franchise Fees	1,899,610	1,766,000
Other Revenues*	1,303,328	19,056,896
Total	\$52,893,559	\$65,996,282



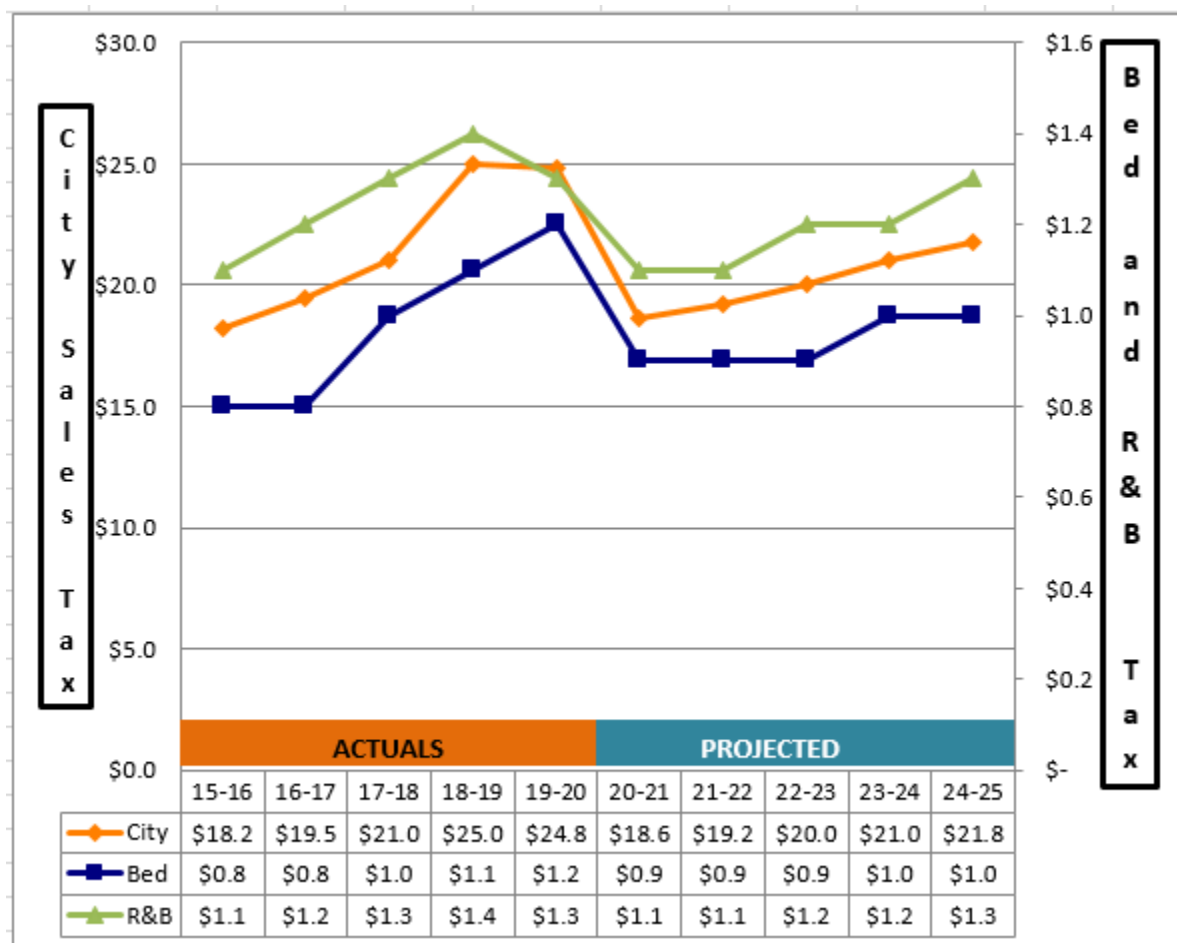
\*The increase in Other Revenues is due to potential grant and federal funding for COVID19 Pandemic.

## REVENUE SUMMARY

### CITY SALES TAX

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. In FY 20-21, we are projecting a 20% decrease in revenues. The assumption is there will be a sharp decline in tax revenues followed by a small increase later in the fiscal year due to the COVID19 pandemic.

The City also has an additional 3% transient lodging tax (bed tax) and a 1% restaurant and bar tax (R&B tax). In 1996, 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% to the Lake Havasu Convention and Visitors Bureau and a flat quarterly amount of \$125,000 to the Partnership for Economic Development.



## **REVENUE SUMMARY**

### **CITY PROPERTY TAX**

The property tax is levied each year on or before the third Monday in August based on the assessed property value as determined by the Mohave County Assessor's Office. Starting in FY 15-16, the tax calculation was changed from using full cash property value to limited property value.

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#### **General Fund**

The General Fund property tax levy helps support City services such as Police, Fire, and Parks & Recreation. The levy adopted for the General Fund for FY 20-21 reflects holding the tax rate from the prior year. A rate of \$0.6718 per \$100 of assessed value increases the levy from approximately \$5 million in FY 19-20 to \$5.3 million in FY 20-21. The City had the opportunity to levy a higher amount while complying with the state statute, but opted to only hold the levy rate in an effort to provide tax relief to citizens. Per state statute the maximum levy amount cannot exceed the prior year maximum levy amount by more than 2%, plus any amounts attributable to new construction. The City has accumulated capacity of just under \$1.8 million, should a future Council decide to increase the levy rate to the legally allowable amount.

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#### **Irrigation and Drainage District**

The Irrigation and Drainage District property tax levy is tied to refunding bonds issued in February 1993. The bonds are payable solely from tax assessments on the property owners. This levy pays for the principal and interest payments on the bonds along with partially funding the Irrigation and Drainage District operations, resulting in lower water user charges for citizens. The bonded debt is scheduled to be paid off on July 1, 2022 at which time the levy will end.

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#### **Improvement District #2**

The Improvement District #2 property tax levy is for the London Bridge Plaza and includes electric lights, water service, and landscaping service for the betterment and beautification of the plaza. Only properties within this district are charged this property tax.

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#### **Improvement District #4**

The Improvement District #4 property tax levy is for the Civic Center. It includes electricity, water, and grounds maintenance in the McCulloch Median from Smoketree Avenue to Lake Havasu Avenue. It also includes the maintenance of Wheeler Park. Only properties within this district are charged this property tax.

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## PROPERTY TAX LEVIES AND RATES

GENERAL FUND	PROPERTY TAX LEVY		TAX RATE (per \$100 AV)
	Primary	Secondary	
<b>2020-21 Adopted</b>	<b>5,279,553</b>		
2019-20	4,964,545		0.6718
2018-19	4,661,841		0.6718
2017-18	4,405,892		0.6718
2016-17	4,338,921		0.7000
2015-16	4,282,670		0.7235
2014-15	4,232,725		0.7408
2013-14	4,178,275		0.7381
2012-13	4,134,174		0.7332
2011-12	4,096,228		0.7264
2010-11	4,096,228		0.5834
2009-10	4,910,186		0.5834

IRRIGATION AND DRAINAGE DISTRICT	PROPERTY TAX LEVY		TAX RATE (per acre)
	Primary	Secondary	
<b>2020-21 Adopted</b>	<b>5,673,239</b>	11,325	268.85
2019-20	5,672,576	11,988	268.85
2018-19	5,671,914	12,650	268.85
2017-18	5,671,251	13,313	268.85
2016-17	5,670,589	13,975	268.85
2015-16	5,669,926	14,638	268.85
2014-15	5,669,264	15,300	268.85
2013-14	5,668,601	15,963	268.85
2012-13	5,667,939	16,625	268.85
2011-12	5,667,276	17,288	268.85
2010-11	4,480,436	17,950	212.75
2009-10	3,296,350	18,600	156.78

## ASSESSED VALUATION AND PROPERTY TAX RATE COMPARISONS

		Adopted		% of
		FY 19-20	FY 20-21	Change
<b>General Fund</b>				
	Primary Assessed Value	738,991,584	785,881,634	6.3%
	Tax Levy	4,964,545	5,279,553	6.3%
	Rate Per \$100	0.6718	0.6718	0.0%
<b>Irrigation and Drainage District</b>				
	Basis for Levy-Estimated Acres	21,144.00	21,144.00	0.0%
	Tax Levy	5,684,564	5,684,564	0.0%
	Rate Per Acre:			
	IDD Equipment, CIP, Depr.	268.28	268.31	0.0%
	Debt Service	<u>0.57</u>	<u>0.54</u>	(5.5%)
	Total Rate Per Acre	268.85	268.85	0.0%
	Levy Amount Collected for:			
	IDD Equipment, CIP, Depr.	5,672,576	5,673,239	0.0%
	Debt Service	<u>11,988</u>	<u>11,325</u>	(5.5%)
	Total	5,684,564	5,684,564	0.0%
<b>Improvement Districts</b>				
Dist. #2:	Primary Assessed Value	2,171,099	1,957,840	(9.8%)
	Tax Levy	16,001	14,429	(9.8%)
	Tax Rate Per \$100	0.7370	0.7370	0.0%
Dist. #4:	Primary Assessed Value	11,780,759	12,213,123	3.7%
	Tax Levy	59,375	61,554	3.7%
	Tax Rate Per \$100	0.5040	0.5040	0.0%

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

## REVENUE SUMMARY

### INTERGOVERNMENTAL REVENUES

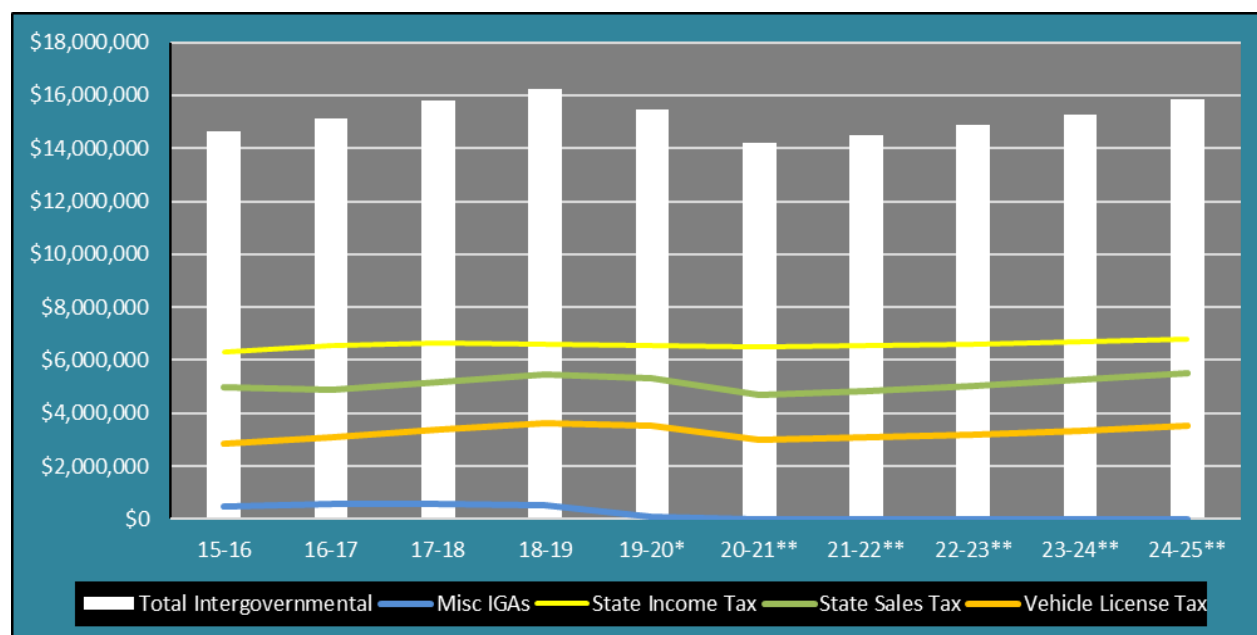
Cities in Arizona are part of a state-shared revenue program which distributes funds to Arizona municipalities from four different state revenue sources: vehicle license tax, state sales tax, state income tax, and highway user revenues. The first three of these are General Fund revenues and must be expended for a public purpose. Highway user revenues are considered special revenue funds and are restricted in use. Each year the state provides cities with an estimate of the amount of state-shared revenues they will be receiving, based on the population estimates for that fiscal year.

The vehicle license tax (VLT) revenues are based on the population in relation to the total incorporated population of the County.

The current state sales tax rate is 5.6% in which Lake Havasu City receives a portion 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.

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 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 Miscellaneous Intergovernmental Agreements (IGAs) category is comprised of an agreement between the City and Mohave County for the City to administer and operate a consolidated Municipal Court and Justice Court. The County reimburses the City for a percentage of the total Court expenditures for the City administering the Justice Court cases. The court were deconsolidated in FY20, so this agreement ended in October of 2019.



\*Estimated

\*\*Projected

## REVENUE SUMMARY

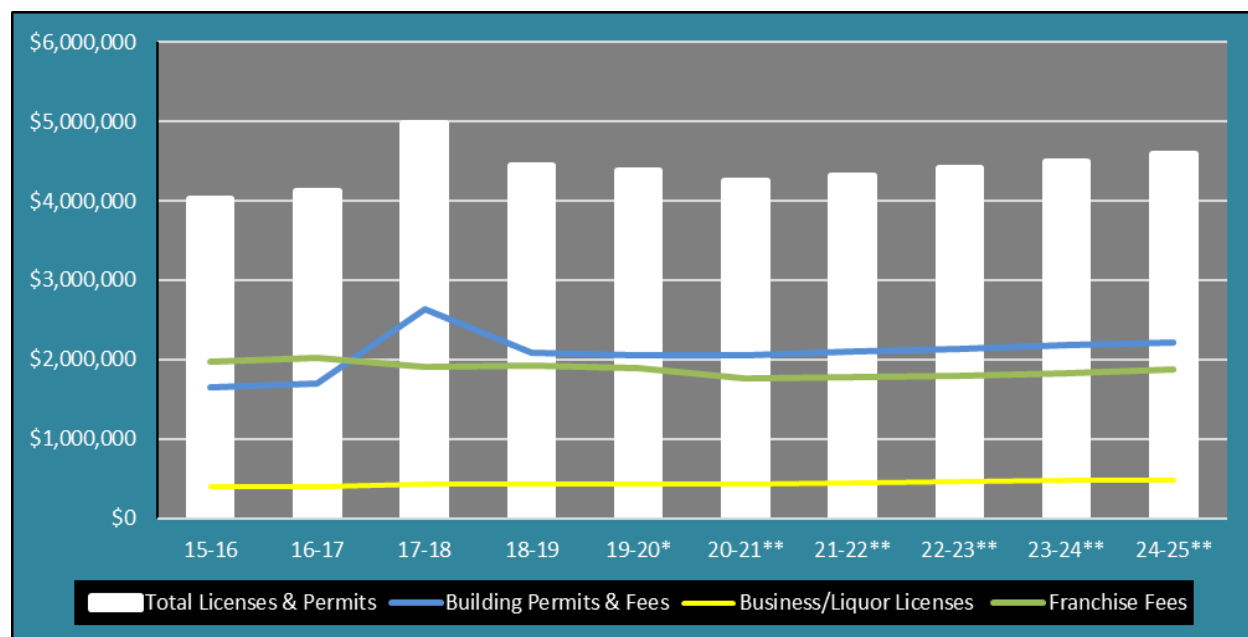
### FRANCHISE FEE, LICENSES, AND PERMITS

Franchise fees, business / liquor licenses, and building related permits and fees are included in this revenue classification. In FY 20-21, they are budgeted to remain flat.

Franchise fees are generated from agreements with utility companies, including electric, gas, and cable, for their use of City-owned public rights-of-way. This revenue is based on a percentage of the utility company's gross revenue.

Business license fees are primarily used to regulate the types of businesses within the City and are an annual fee. The fee for a business license is \$112 per new license issued. The annual renewal fee is \$85. Also included in this category, 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. The fee for a liquor license is \$514 for posting & application fee, plus a \$22 state fingerprinting fee.

Building permits and fees are issued for new construction associated with both residential and commercial development. The permit fees vary depending on the type of permit.



\*Estimated

\*\*Projected

## REVENUE SUMMARY

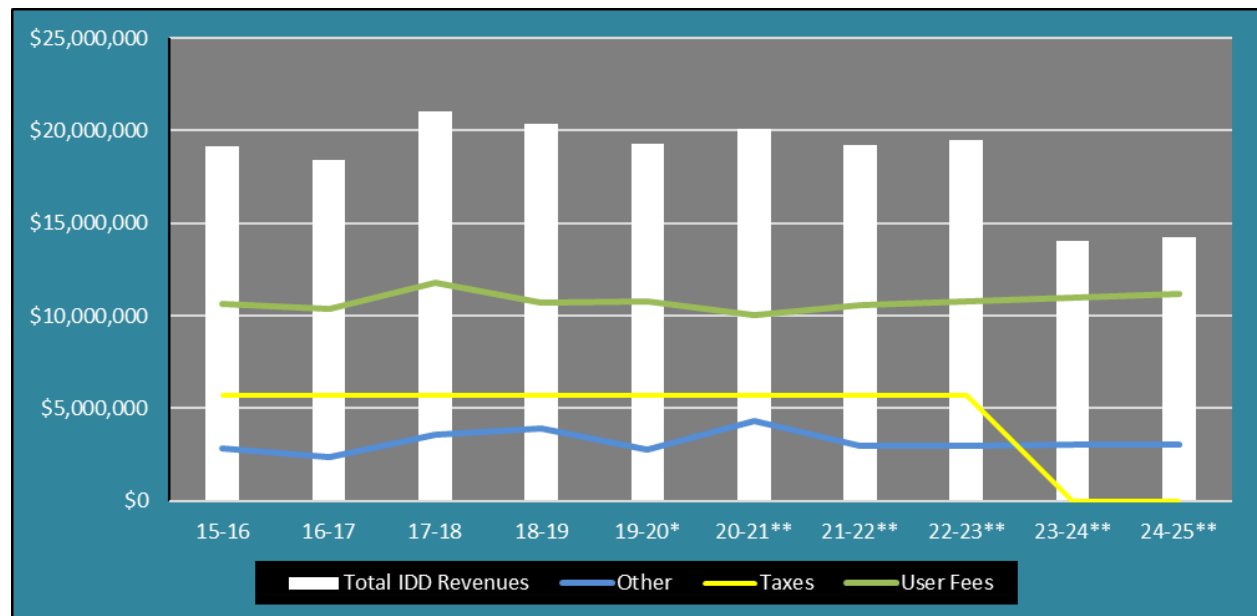
### IRRIGATION AND DRAINAGE DISTRICT

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 backflow permit fees, as well as various other meter related fees. A rate study was performed in FY 07-08, which identified the need for a 9% rate increase for the residential customer class. This increase was implemented in FY 08-09. Another rate study was completed in FY 15-16 in conjunction with the Wastewater debt restructuring, but no immediate increases were anticipated.

The property tax levy adopted for the Irrigation and Drainage District in FY 20-21 maintains the rate that was approved by the City Council in FY 11-12, and continues for the five-year forecast through FY 22-23. 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 annually. This reinstatement of the property tax levy to the Fiscal Year 1997 level assisted with offsetting the need for an increase in the user fees for the foreseeable future. This property tax levy will sunset in FY 22-23 with the last principal payment of the 1993 Bond Series. At that time, rates will most likely have to be increased to make up for the loss in revenues.

A rate study is included in the FY 20-21 budget to determine future rates.



\*Estimated

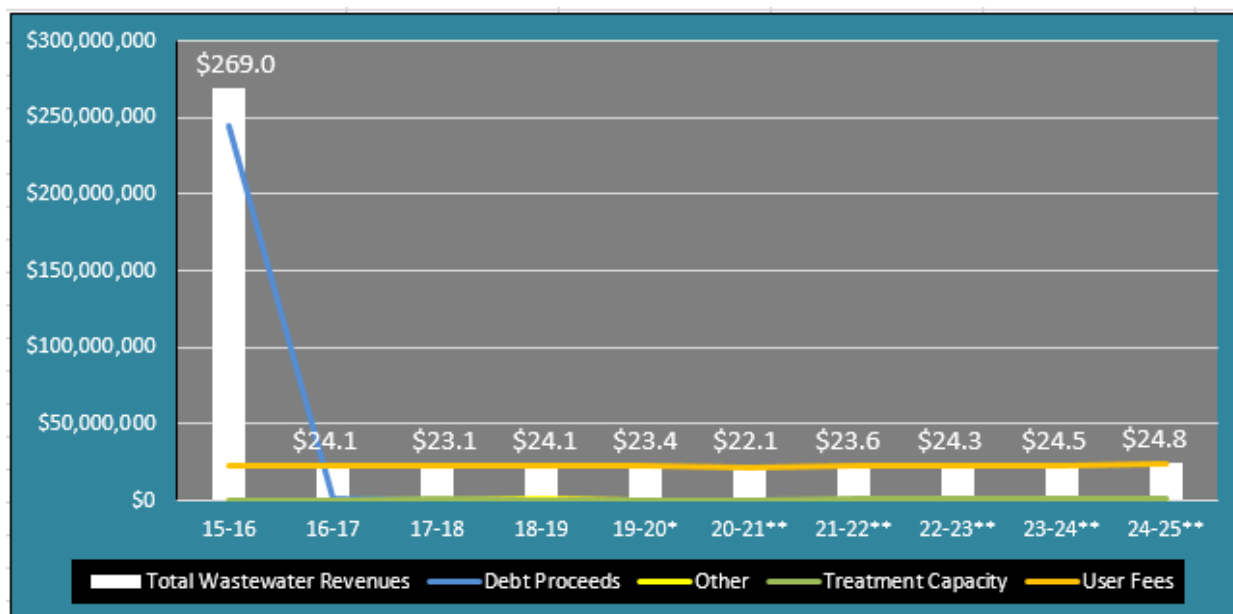
\*\*Projected

## REVENUE SUMMARY

### WASTEWATER UTILITY FUND

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 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 they can measurably separate the quantity of water that does not reach the wastewater system. An increase in sewer user fee rates of 12% occurred in FY 09-10. Using the results from an extensive review of the Wastewater Rate Model, rate increases were deferred for several years. The deferment of rate increases was accomplished by a restructuring of the debt. In FY 20-21, a rate study has been budgeted to help determine future rates.

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 future treatment plant capacity. The City completed the final customer connections of a massive wastewater system expansion program in FY 11-12 resulting in nearly 23,500 new sewer customers. When homeowners were connected to the sewer system, they were given the option to pay the \$2,000 connection fee in full or over a 10-year loan at 4% interest.



\*Estimated

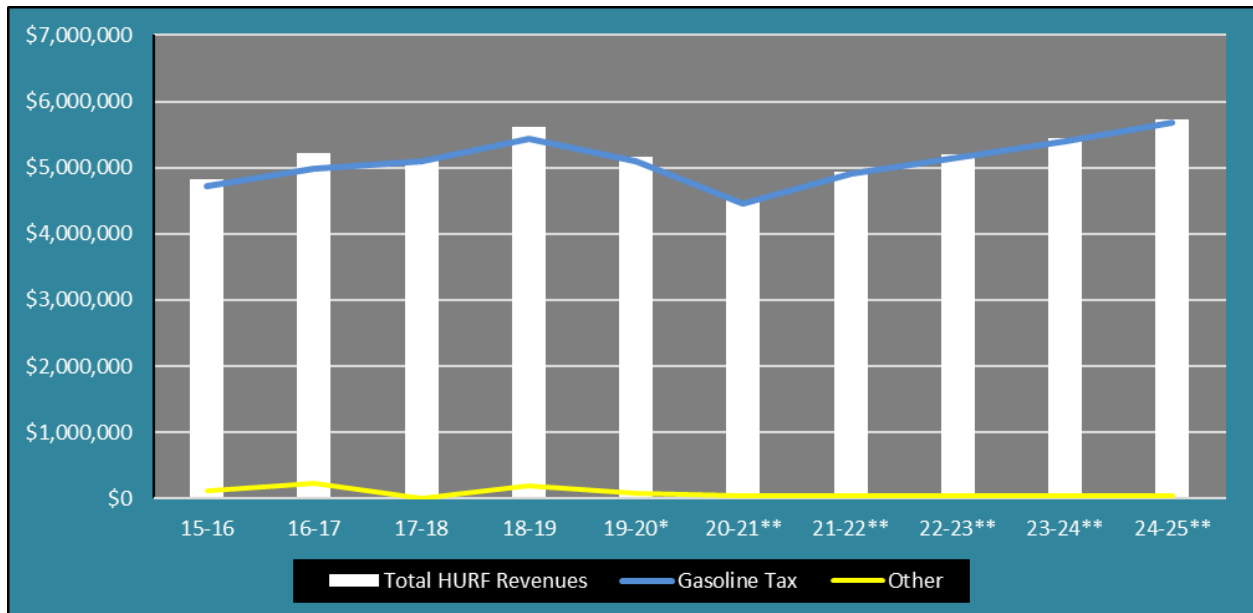
\*\*Projected

NOTE: The large spike in bond proceeds in FY 15-16 is due to debt restructuring.

## REVENUE SUMMARY

### HIGHWAY USER REVENUE FUND (HURF)

The proceeds from the state-shared motor vehicle tax are distributed by the state to cities based on a 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 maintenance and improvements are funded with HURF revenues.



\*Estimated

\*\*Projected





## EXPENDITURE HIGHLIGHTS

- EXPENDITURES BY DEPARTMENT
- OPERATING TRANSFERS
- CAPITAL LEASE SCHEDULE
- DEBT SERVICE SUMMARY
- DEBT SERVICE SCHEDULE
- TOTAL INDEBTEDNESS
- GENERAL OBLIGATION DEBT LIMITATION

# EXPENDITURES BY DEPARTMENT-BY-FUND

## FY 19-20 ESTIMATED

Department	Salaries & Wages	Benefits	Services	Supplies	Other Expenditures	Capital Outlay	CIP	Contingency	Depreciation	Debt Payments	Interfund Cost Allocation	FY 19-20 Estimated Total
<b>General Fund</b>												
Administrative Services	\$ 2,110,086	\$ 915,521	\$ 2,288,637	\$ 302,197	\$ 4,000	\$ 173,700	\$ -	\$ -	\$ -	\$ -	\$ (2,705,863)	\$ 3,088,278
City Attorney	616,417	279,218	80,067	15,100	-	-	-	-	-	-	(102,292)	888,510
City Clerk	197,400	76,244	25,415	2,900	-	-	-	-	-	-	(51,600)	250,359
City Council	94,660	103,206	47,299	5,750	7,100	-	-	-	-	-	(45,122)	212,893
City Manager	206,015	81,573	93,162	4,940	-	-	-	-	-	-	(69,336)	316,354
Community Affairs	77,623	30,795	13,322	2,205	-	-	-	-	-	-	(22,501)	101,444
Human Resources	366,743	137,571	211,480	9,500	25,000	-	-	-	-	-	(185,625)	564,669
Development Services	929,443	412,460	87,800	25,381	-	-	-	-	-	-	(143,622)	1,311,462
Fire	6,621,210	5,235,357	480,842	414,900	825	183,000	-	-	-	3,332,209	-	16,268,343
General Services	-	-	949,456	21,977	2,943,620	-	-	394,940	-	-	36,709	4,346,702
Municipal Court	845,721	318,311	456,560	25,700	34,620	-	-	-	-	-	-	1,680,912
Parks & Recreation	2,535,087	844,433	1,307,233	597,325	84,475	160,000	-	-	-	-	-	5,528,553
Public Works Administration	760,667	307,001	89,022	9,250	50,000	-	-	-	-	-	(131,922)	1,084,018
Havasut Mobility	171,743	61,832	17,381	23,300	3,000	-	-	-	-	-	-	277,256
Maintenance Services:												
Maintenance Services	815,976	482,136	368,241	262,770	-	-	-	-	-	-	(453,944)	1,475,179
Vehicle Maintenance	500,456	218,024	55,750	18,050	-	-	-	-	-	-	(225,399)	566,881
Police	8,042,197	5,416,677	631,808	434,134	611,800	15,536	-	-	-	3,791,623	-	18,943,775
<b>General Fund Total</b>	<b>\$ 24,891,444</b>	<b>\$ 14,920,359</b>	<b>\$ 7,203,475</b>	<b>\$ 2,175,379</b>	<b>\$ 3,764,440</b>	<b>\$ 532,236</b>	<b>\$ -</b>	<b>\$ 394,940</b>	<b>\$ -</b>	<b>\$ 7,123,832</b>	<b>\$ (4,100,517)</b>	<b>\$ 56,905,588</b>
<b>Other Funds</b>												
Grants	\$ 232,731	\$ 152,346	\$ 201,393	\$ 120,058	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ (5,603)	\$ 720,925
Capital Projects	-	-	-	-	-	-	220,000	-	-	-	-	220,000
HURF Funded (Street)	834,064	453,236	2,138,530	646,600	500	110,199	46,246	-	-	-	983	4,230,358
LHC Improvement Districts	-	-	19,804	-	-	-	-	-	-	-	54,990	74,794
RICO	-	-	9,194	26,407	-	-	-	-	-	-	-	35,601
WALETA	-	-	194,585	10,286	1,039	15,926	-	-	-	-	-	221,836
<b>Other Funds Total</b>	<b>\$ 1,066,795</b>	<b>\$ 605,582</b>	<b>\$ 2,563,506</b>	<b>\$ 803,351</b>	<b>\$ 1,539</b>	<b>\$ 146,125</b>	<b>\$ 266,246</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 50,370</b>	<b>\$ 5,503,514</b>
<b>Enterprise Funds</b>												
Airport	\$ 213,931	\$ 97,896	\$ 149,997	\$ 59,243	\$ 400	\$ -	\$ 690,000	\$ -	\$ 1,000,000	\$ -	\$ 201,688	\$ 2,413,155
Refuse	-	-	265,436	-	6,004,380	-	-	-	-	-	281,659	6,551,475
Irrigation & Drainage District (Water)	1,986,176	1,078,730	2,989,731	861,650	20,325	96,500	7,850,000	25,000	2,800,000	569,497	2,510,050	20,787,659
Wastewater Utility	1,611,185	833,194	2,804,823	1,766,806	30,940	1,149,000	1,790,000	25,000	10,500,000	12,893,758	1,652,277	35,056,983
<b>Enterprise Fund Total</b>	<b>\$ 3,811,292</b>	<b>\$ 2,009,820</b>	<b>\$ 6,209,987</b>	<b>\$ 2,687,699</b>	<b>\$ 6,056,045</b>	<b>\$ 1,245,500</b>	<b>\$ 10,330,000</b>	<b>\$ 50,000</b>	<b>\$ 14,300,000</b>	<b>\$ 13,463,255</b>	<b>\$ 4,645,674</b>	<b>\$ 64,809,272</b>
<b>Total All Funds</b>	<b>\$ 29,769,531</b>	<b>\$ 17,535,761</b>	<b>\$ 15,976,968</b>	<b>\$ 5,666,429</b>	<b>\$ 9,822,024</b>	<b>\$ 1,923,861</b>	<b>\$ 10,596,246</b>	<b>\$ 444,940</b>	<b>\$ 14,300,000</b>	<b>\$ 20,587,087</b>	<b>\$ 595,527</b>	<b>\$ 127,218,374</b>

# EXPENDITURES BY DEPARTMENT-BY-FUND

## FY 20-21 BUDGETED

Department	Salaries & Wages	Benefits	Services	Supplies	Other Expenditures	Capital Outlay	CIP	Contingency	Depreciation	Debt Payments	Interfund Cost Allocation	FY 20-21 Estimated Total
<b>General Fund</b>												
Administrative Services	\$ 2,239,619	\$ 1,008,954	\$ 2,734,637	\$ 289,400	\$ 561,850	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (2,934,550)	\$ 3,899,910
City Attorney	665,910	303,105	101,105	15,400	-	-	-	-	-	-	(105,959)	979,561
City Clerk	204,335	80,382	143,889	2,900	-	-	-	-	-	-	(73,358)	358,148
City Council	96,233	105,966	51,398	3,500	9,600	-	-	-	-	-	(45,337)	221,360
City Manager	280,010	120,234	12,554	2,950	66,000	-	-	-	-	-	(71,298)	410,450
Community Affairs	82,790	33,871	15,610	600	3,300	-	-	-	-	-	(23,149)	113,022
Human Resources	328,410	165,754	91,200	4,000	47,500	-	-	-	-	-	(147,752)	489,112
Development Services	1,012,769	461,287	111,618	17,700	114,471	-	-	-	-	-	(89,250)	1,628,595
Fire	6,999,815	5,596,138	495,400	475,125	531,740	-	-	-	-	291,058	-	14,389,276
General Services	(501,000)	-	839,987	23,650	19,433,833	-	-	1,000,000	-	-	117,519	20,913,989
Municipal Court	885,429	349,393	457,939	22,000	35,000	-	-	-	-	-	-	1,749,761
Parks & Recreation	3,010,972	1,118,446	1,718,758	559,569	174,210	150,000	-	-	-	-	-	6,731,955
Public Works Administration	763,080	329,153	82,122	9,250	140,000	-	-	-	-	-	(420,339)	903,266
Havasui Mobility	182,045	68,520	21,876	21,506	2,329,937	-	-	-	-	-	-	2,623,884
Maintenance Services:												
Maintenance Services	1,111,784	597,815	108,426	151,275	-	-	-	-	-	-	(782,961)	1,186,339
Vehicle Maintenance	525,655	242,454	55,750	18,050	-	-	-	-	-	-	(202,258)	639,651
Police	8,528,776	5,885,809	671,691	555,656	957,300	342,123	-	-	-	462,761	-	17,404,116
<b>General Fund Total</b>	<b>\$ 26,416,632</b>	<b>\$ 16,467,281</b>	<b>\$ 7,713,960</b>	<b>\$ 2,172,531</b>	<b>\$ 24,404,741</b>	<b>\$ 492,123</b>	<b>\$ -</b>	<b>\$ 1,000,000</b>	<b>\$ -</b>	<b>\$ 753,819</b>	<b>\$ (4,778,692)</b>	<b>\$ 74,642,395</b>
<b>Other Funds</b>												
Grants	\$ 352,431	\$ 166,928	\$ 628,770	\$ 557,084	\$ 2,233,743	\$ 418,046	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,357,002
Capital Projects	-	-	-	-	-	-	450,298	-	-	-	-	450,298
HURF Funded (Street)	930,152	558,936	2,905,930	646,600	1,559,504	-	875,000	50,000	-	-	76,399	7,602,521
LHC Improvement Districts	-	-	21,085	-	-	-	-	-	-	-	55,325	76,410
RICO	-	-	-	125,000	-	25,000	-	-	-	-	-	150,000
WALETA	-	-	354,107	36,750	1,300	-	-	-	-	-	-	392,157
<b>Other Funds Total</b>	<b>\$ 1,282,583</b>	<b>\$ 725,864</b>	<b>\$ 3,909,892</b>	<b>\$ 1,365,434</b>	<b>\$ 3,794,547</b>	<b>\$ 443,046</b>	<b>\$ 1,325,298</b>	<b>\$ 50,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 131,724</b>	<b>\$ 13,028,388</b>
<b>Enterprise Funds</b>												
Airport	\$ 225,477	\$ 117,532	\$ 137,576	\$ 59,020	\$ 27,189	\$ -	\$ 1,533,000	\$ 7,000	\$ 1,020,000	\$ -	\$ 234,010	\$ 3,360,804
Refuse	-	-	284,500	-	6,500,000	-	-	100,000	-	-	386,961	7,271,461
Irrigation & Drainage District (Water)	2,093,738	1,188,523	3,370,761	1,374,950	823,542	1,853,000	9,349,678	500,000	2,862,000	609,608	2,798,989	26,824,789
Wastewater Utility	1,789,965	1,022,304	2,650,170	1,675,300	597,606	1,107,000	5,268,782	1,000,000	10,500,000	13,593,212	1,972,060	41,176,399
<b>Enterprise Fund Total</b>	<b>\$ 4,109,180</b>	<b>\$ 2,328,359</b>	<b>\$ 6,443,007</b>	<b>\$ 3,109,270</b>	<b>\$ 7,948,337</b>	<b>\$ 2,960,000</b>	<b>\$ 16,151,460</b>	<b>\$ 1,607,000</b>	<b>\$ 14,382,000</b>	<b>\$ 14,202,820</b>	<b>\$ 5,392,020</b>	<b>\$ 78,633,453</b>
<b>Total All Funds</b>	<b>\$ 31,808,395</b>	<b>\$ 19,521,504</b>	<b>\$ 18,066,859</b>	<b>\$ 6,647,235</b>	<b>\$ 36,147,625</b>	<b>\$ 3,895,169</b>	<b>\$ 17,476,758</b>	<b>\$ 2,657,000</b>	<b>\$ 14,382,000</b>	<b>\$ 14,956,639</b>	<b>\$ 745,052</b>	<b>\$ 166,304,236</b>

# OPERATING TRANSFERS

**FY 20-21**

TRANSFERS IN	TRANSFERS OUT					
	General (A)	IDD (B)	IDD Flood (C)	Special Programs (D)	Wastewater Utility (E)	
Airport (1)	325,000					\$ 325,000
CIP (2)	450,500					\$ 450,500
General (3)			500,000	33,750		\$ 533,750
	\$ 775,500	\$ -	\$ 500,000	\$ 33,750	\$ -	\$ 1,309,250

Monthly (Budget)
Actuals
Monthly Trued up @ Yr End

A1: Operating Subsidy  
 A2: Construction Sales Tax to Fund CIP  
 C3: Flood Control - Washcrew  
 D3: Court Special Revenue Fund Transfers

## CAPITAL LEASE SCHEDULE

Description of Borrowing	Date Authorized	Amount	Rate of Issue %	Final Maturity Date	Amount Outstanding As of 6-30-20	FY 20-21		
						Principal	Interest	Total
Capital Lease General Government								
Fire Apparatus Lease	2014	2,550,000	2.59%	7/11/23	967,953	267,727	23,331	291,058
Radio Lease	2015	3,046,010	1.78%	9/25/22	1,134,178	446,586	16,175	462,761
Total General Government Leases		\$ 5,596,010			\$ 2,102,131	\$ 714,313	\$ 39,506	\$ 753,819

**Total Outstanding Leases \$ 2,102,131**

**Total Fiscal Year 20-21 Leases \$ 714,313 \$ 39,506 \$ 753,819**

## **DEBT SERVICES SUMMARY**

### **Irrigation and Drainage District (IDD)**

#### **1993 IDD Refunding Bonds**

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

#### **2007 Senior Drinking Water**

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

#### **2010 Senior Drinking Water**

Received \$11,400,000 in borrowing authority from 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 was forgiven through a federal grant from Arizona Department of Environmental Quality (ADEQ), resulting in a total principal repayment amount of \$3,222,300.

### **Wastewater Utility**

#### **2015 A General Obligation Bonds \$71.2 million**

#### **2015 B Revenue Bonds \$98.3 million**

#### **2015 WIFA Loan A-1 & A-2 \$60.3 million**

On September 15, 2015, the City refinanced the remaining WIFA Wastewater Loans and the Greater Arizona Development Authority (GADA) Bonds totaling \$245.2 million by issuing \$71.2 million in general obligation bonds, \$98.3 million of Wastewater revenue debt and \$60.3 million as a general obligation loan. As a result of the restructuring, the City reduced its average annual debt service requirement for Wastewater by \$4 million and extended the average life from 11.8 years to 18.1 years. The Wastewater debt restructuring alleviates pressure on rate increase for future years.

## DEBT SERVICES SCHEDULE

Description of Issue	Date Authorized	Amount	Rate of Issue %	Final Maturity Date	Amount Outstanding As of 6-30-20	FY 20-21		
						Principal	Interest	Total
Irrigation and Drainage District								
Bond Series	1993	\$ 4,120,000	6.00 - 6.625	7/1/22	\$ 30,000	\$ 10,000	\$ 1,325	\$ 11,325
WIFA Senior	2007	5,700,000	3.504	7/1/27	2,757,393	304,584	85,946	390,530
WIFA Senior	2010	3,222,300	2.775	7/1/30	1,987,247	156,963	50,790	207,753
Total IDD Debt		\$ 13,042,300			\$ 4,774,640	\$ 471,547	\$ 138,061	\$ 609,608
Wastewater Utility								
2015 A GO Bonds	2015	\$ 71,775,000	3.00 - 5.00	7/1/37	\$ 61,350,000	\$ 2,280,000	\$ 2,787,325	\$ 5,067,325
2015 B Revenue Bonds	2015	98,300,000	4.00 - 5.00	7/1/45	98,300,000	-	4,656,850	4,656,850
2015 WIFA Loan A-1 & A-2	2015	60,269,432	2.368	7/1/35	51,190,839	2,668,800	1,149,002	3,817,802
Premium - 2015 A GO Bonds	2015					-	(401,427)	(401,427)
Premium - 2015 B Revenue Bonc	2015					-	(200,932)	(200,932)
Premium - Prior Debt GADA	2006					-	(95,258)	(95,258)
Total Wastewater Utility Debt		\$ 230,344,432			\$ 210,840,839	\$ 4,948,800	\$ 7,895,560	\$ 12,844,360

**Total Outstanding Debt \$ 215,615,479**

**Total FY 20-21 Debt Service \$ 5,420,347 \$ 8,033,621 \$ 13,453,968**



## **TOTAL INDEBTEDNESS**

This table illustrates the total actual indebtedness throughout the life of the debt for all current outstanding debt including leases by fiscal year.

Fiscal Year	GENERAL GOVERNMENT		IDD (WATER)		WASTEWATER		TOTAL	
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2021	714,313	36,040	471,547	138,062	4,948,800	7,895,559	6,134,660	8,069,662
2022	729,271	20,956	486,575	121,876	5,126,997	7,711,115	6,342,844	7,853,948
2023	512,180	6,579	502,098	105,179	5,311,691	7,519,140	6,325,970	7,630,898
2024	143,670	-	508,133	88,616	5,502,917	7,319,346	6,154,719	7,407,963
2025	-	-	524,696	71,508	5,705,711	7,166,696	6,230,406	7,238,204
2026	-	-	541,804	53,835	5,855,110	6,995,729	6,396,914	7,049,564
2027	-	-	559,477	35,579	6,026,153	6,804,804	6,585,630	6,840,384
2028	-	-	577,733	16,722	6,218,877	6,607,357	6,796,610	6,624,079
2029	-	-	195,387	11,300	6,418,324	6,371,147	6,613,712	6,382,447
2030	-	-	200,809	5,727	6,649,534	6,125,382	6,850,344	6,131,110
2031	-	-	206,382	-	6,897,549	5,869,270	7,103,931	5,869,270
2032	-	-	-	-	7,152,411	5,602,517	7,152,411	5,602,517
2033	-	-	-	-	7,419,164	5,324,578	7,419,164	5,324,578
2034	-	-	-	-	7,697,853	5,034,908	7,697,853	5,034,908
2035	-	-	-	-	7,988,524	4,732,958	7,988,524	4,732,958
2036	-	-	-	-	8,291,223	4,418,182	8,291,223	4,418,182
2037	-	-	-	-	8,575,000	3,989,432	8,575,000	3,989,432
2038	-	-	-	-	9,000,000	3,642,240	9,000,000	3,642,240
2039	-	-	-	-	9,445,000	3,571,417	9,445,000	3,571,417
2040	-	-	-	-	9,915,000	3,075,667	9,915,000	3,075,667
2041	-	-	-	-	10,410,000	2,555,167	10,410,000	2,555,167
2042	-	-	-	-	10,935,000	2,008,417	10,935,000	2,008,417
2043	-	-	-	-	11,480,000	1,434,417	11,480,000	1,434,417
2044	-	-	-	-	12,055,000	831,667	12,055,000	831,667
2045	-	-	-	-	12,655,000	325,467	12,655,000	325,467
2046	-	-	-	-	13,160,000	(200,933)	13,160,000	(200,933)
<b>Total</b>	<b>\$ 2,099,434</b>	<b>\$ 63,575</b>	<b>\$4,774,641</b>	<b>\$ 648,404</b>	<b>\$210,840,839</b>	<b>\$122,731,655</b>	<b>\$217,714,914</b>	<b>\$123,443,634</b>

**TOTAL PRINCIPAL AND INTEREST FOR ALL FUNDS**

**\$ 341,158,548**

## STATUTORY GENERAL OBLIGATION DEBT LIMITATION

<b>TAX YEAR 2020 SECONDARY ASSESSED VALUE</b>	<b>\$ 785,881,634</b>
(1) Debt limit 6% of assessed value	\$ 47,152,898
Bonds Outstanding at June 30, 2020	<u>-</u>
Excess available at June 30, 2020	<b>\$ 47,152,898</b>
(2) Debt limit 20% of assessed value	\$ 157,176,327
Bonds Outstanding at June 30, 2020	<u>107,592,039 *</u>
Excess available at June 30, 2020	<b>\$ 49,584,288</b>
Total Bonding Capacity	<b><u>\$ 96,737,186</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.

\* Reflects reduction of July 1, 2020, principal payments.



LAKE HAVASU CITY



## PERSONNEL BUDGETS

- AUTHORIZED FULL-TIME POSITIONS
- AUTHORIZED PART-TIME POSITIONS
- POSITION TO POPULATION RATIO

## SCHEDULE OF AUTHORIZED FULL-TIME POSITIONS BY DEPARTMENT

Department (Fund)	Position Title	FY 18-19		FY 19-20		FY 20-21	
		Authorized	Budgeted	Authorized	Budgeted	Authorized	Budgeted
Administrative Services Department	Department Director	1.0	1.0	1.0	1.0	1.0	1.0
	Division Manager	2.0	2.0	2.0	2.0	2.0	2.0
	Network Administrator, Senior	1.0	1.0	1.0	1.0	1.0	1.0
	Customer Service Supervisor	1.0	1.0	1.0	1.0	1.0	1.0
	Accountant, Senior	1.0	1.0	1.0	1.0	1.0	1.0
	Budget Analyst, Senior	1.0	1.0	1.0	1.0	1.0	1.0
	GIS Administrator	1.0	1.0	1.0	1.0	1.0	1.0
	Management Analyst	1.0	1.0	1.0	1.0	1.0	1.0
	Network Administrator	2.0	2.0	2.0	2.0	2.0	2.0
	Programmer Analyst	1.0	1.0	1.0	1.0	2.0	2.0
	Computer Ops Supervisor	1.0	1.0	1.0	1.0	1.0	1.0
	Accountant	2.0	2.0	2.0	2.0	2.0	2.0
	Grants Administrator	1.0	1.0	1.0	1.0	1.0	1.0
	Management Specialist	1.0	1.0	1.0	1.0	1.0	1.0
	Revenue Specialist	1.0	1.0	1.0	1.0	1.0	1.0
	Computer Ops Spec. I	3.0	3.0	3.0	3.0	3.0	3.0
	Accounting Specialist	2.0	2.0	2.0	2.0	2.0	2.0
	Customer Service Specialist	6.0	6.0	6.0	6.0	6.0	6.0
	Administrative Technician	4.0	3.0	3.0	3.0	3.0	3.0
	Customer Service Technician			1.0	1.0	1.0	1.0
	Procurement Official					1.0	1.0
	Procurement Specialist					1.0	1.0
	<b>TOTAL POSITIONS</b>	<b>33.0</b>	<b>32.0</b>	<b>33.0</b>	<b>33.0</b>	<b>36.0</b>	<b>36.0</b>
City Attorney	City Attorney	1.0	1.0	1.0	1.0	1.0	1.0
	City Prosecutor	1.0	1.0	1.0	1.0	1.0	1.0
	Assistant City Prosecutor	2.0	1.0	1.0	1.0	1.0	1.0
	Legal Supervisor	1.0	1.0				
	Contract Specialist			1.0	1.0	1.0	1.0
	Victim Services Specialist	1.0	1.0	1.0	1.0	1.0	1.0
	Legal Specialist	2.0	2.0	3.0	3.0	3.0	3.0
	Administrative Technician	1.0	1.0	1.0	1.0		
	Legal Technician					1.0	1.0
	Legal Assistant	1.0					
	<b>TOTAL POSITIONS</b>	<b>10.0</b>	<b>8.0</b>	<b>9.0</b>	<b>9.0</b>	<b>9.0</b>	<b>9.0</b>
City Clerk	City Clerk	1.0	1.0	1.0	1.0	1.0	1.0
	City Clerk Assistant	1.0	1.0	1.0	1.0	1.0	1.0
	Administrative Technician	1.0	1.0	1.0	1.0	1.0	1.0
	<b>TOTAL POSITIONS</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>
City Manager - Administration	City Manager	1.0	1.0	1.0	1.0	1.0	1.0
	Assistant to the City Manager			1.0	1.0	1.0	1.0
	Executive Assistant	1.0	1.0	1.0	1.0	1.0	1.0
	<b>TOTAL POSITIONS</b>	<b>2.0</b>	<b>2.0</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>

## SCHEDULE OF AUTHORIZED FULL-TIME POSITIONS BY DEPARTMENT

Department (Fund)	Position Title	FY 18-19		FY 19-20		FY 20-21	
		Authorized	Budgeted	Authorized	Budgeted	Authorized	Budgeted
City Manager - Human Resources/ Risk Management Division	HR/Risk Manager	1.0	1.0	1.0	1.0	1.0	1.0
	HR/RM Supervisor	1.0	1.0	1.0	1.0		
	Administrative Specialist I	2.0	2.0	2.0	2.0	3.0	3.0
	Administrative Technician	2.0	2.0	2.0	2.0	2.0	2.0
	<b>TOTAL POSITIONS</b>	6.0	6.0	6.0	6.0	6.0	6.0
City Manager - Community Affairs Division	Web Services/Media Coord.	1.0	1.0	1.0	1.0	1.0	1.0
	Public Information Officer	1.0					
	<b>TOTAL POSITIONS</b>	2.0	1.0	1.0	1.0	1.0	1.0
Development Services Department	Department Director	1.0	1.0	1.0	1.0	1.0	1.0
	Assistant City Engineer	1.0	1.0	1.0	1.0		
	Division Manager	1.0	1.0	1.0	1.0	1.0	1.0
	Procurement Official	1.0	1.0	1.0	1.0		
	Zoning Administrator	1.0	1.0	1.0	1.0	1.0	1.0
	Project Manager	3.0	3.0	3.0	3.0		
	Capital Asset Administrator	1.0	1.0	1.0	1.0		
	City Planner	1.0	1.0	1.0	1.0	1.0	1.0
	Management Specialist			1.0	1.0	1.0	1.0
	Plans Examiner II	1.0	1.0	1.0	1.0	1.0	1.0
	Plans Examiner I	2.0	2.0	2.0	2.0	2.0	2.0
	Stormwater Specialist	1.0	1.0	1.0	1.0		
	Contract Specialist	1.0	1.0				
	Engineering Tech Coordinator	2.0	2.0	2.0	2.0	1.0	1.0
	Building Inspector II	2.0	2.0	2.0	2.0	2.0	2.0
	Development Specialist	1.0	1.0	1.0	1.0	1.0	1.0
	Administrative Specialist II	1.0	1.0	1.0	1.0		
	Code Enforcement Specialist	1.0	1.0	1.0	1.0	1.0	1.0
	Administrative Specialist I	1.0	1.0	1.0	1.0	1.0	1.0
	Customer Service Specialist	3.0	3.0	3.0	3.0	3.0	3.0
	<b>TOTAL POSITIONS</b>	26.0	26.0	26.0	26.0	17.0	17.0
Fire Department	Fire Chief	1.0	1.0	1.0	1.0	1.0	1.0
	Fire Division Chief	2.0	2.0	2.0	2.0	2.0	2.0
	Battalion Commander	4.0	4.0	4.0	4.0	5.0	5.0
	Fire Captain/Paramedic	11.0	11.0	11.0	11.0	11.0	11.0
	Fire Captain	7.0	7.0	7.0	7.0	6.0	6.0
	Fire Engineer/Paramedic	10.0	10.0	11.0	11.0	12.0	12.0
	Fire Engineer	8.0	8.0	7.0	7.0	6.0	6.0
	Firefighter/Paramedic	17.0	17.0	20.0	20.0	19.0	19.0
	Firefighter	19.0	19.0	16.0	16.0	16.0	16.0
	Fire Prevention Officer	1.0	1.0	1.0	1.0	1.0	1.0
	Management Specialist	2.0	2.0	2.0	2.0	2.0	2.0
	Fire Inspector	1.0	1.0	1.0	1.0	1.0	1.0
	Administrative Specialist I	1.0	1.0	1.0	1.0	1.0	1.0
	Public Education Specialist	1.0	1.0	1.0	1.0	1.0	1.0
	Administrative Technician	1.0	1.0	1.0	1.0	1.0	1.0
	<b>TOTAL POSITIONS</b>	86.0	86.0	86.0	86.0	85.0	85.0



## SCHEDULE OF AUTHORIZED FULL-TIME POSITIONS BY DEPARTMENT

Department (Fund)	Position Title	FY 18-19		FY 19-20		FY 20-21	
		Authorized	Budgeted	Authorized	Budgeted	Authorized	Budgeted
Municipal Court	City Magistrate	1.0	1.0	1.0	1.0	1.0	1.0
	Court Supervisor	1.0	1.0	1.0	1.0	1.0	1.0
	Probation Officer	1.0					
	Court Clerk Lead	2.0	2.0	2.0	2.0		
	Court Clerk IV	1.0	1.0	1.0	1.0		
	Court Clerk III	1.0	1.0	1.0	1.0		
	Court Clerk II	7.0	7.0	7.0	7.0		
	Court Clerk I	5.0	5.0	5.0	5.0		
	Case Management Clerk					4.0	4.0
	Civil Traffic Clerk					1.0	1.0
	Compliance Clerk					1.0	1.0
	Counter Clerk					1.0	1.0
	Courtroom Clerk					1.0	1.0
	Court Operations Lead					1.0	1.0
	Speciality Court Lead					1.0	1.0
	Accounting Specialist					1.0	1.0
	<b>TOTAL POSITIONS</b>	<b>19.0</b>	<b>18.0</b>	<b>18.0</b>	<b>18.0</b>	<b>13.0</b>	<b>13.0</b>
Non-Departmental	City Employee			9.0		8.0	
	<b>TOTAL POSITIONS</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>8.0</b>	<b>0.0</b>
Parks & Recreation Department	Director of Parks and Recreation					1.0	1.0
	Parks & Recreation Manager	1.0	1.0	1.0	1.0		
	Aquatics Supervisor	1.0	1.0	1.0	1.0	1.0	1.0
	Recreation Supervisor	1.0	1.0	1.0	1.0	1.0	1.0
	Events Coordinator	1.0	1.0				
	Field Supervisor			2.0	2.0	3.0	3.0
	Administrative Supervisor	1.0	1.0	1.0	1.0	1.0	1.0
	Maintenance Lead			4.0	4.0	7.0	7.0
	Program Coordinator	3.0	3.0	3.0	3.0	3.0	3.0
	Maintenance Specialist			3.0	3.0	6.0	6.0
	Administrative Specialist I	2.0	2.0	2.0	2.0	2.0	2.0
	Administrative Technician	1.0	1.0	1.0	1.0	1.0	1.0
	Maintenance Technician			8.0	8.0	9.0	9.0
	<b>TOTAL POSITIONS</b>	<b>11.0</b>	<b>11.0</b>	<b>27.0</b>	<b>27.0</b>	<b>35.0</b>	<b>35.0</b>
Police Department	Police Chief	1.0	1.0	1.0	1.0	1.0	1.0
	Police Captain	2.0	2.0	2.0	2.0	2.0	2.0
	Management Specialist	1.0	1.0	1.0	1.0	1.0	1.0
	Communications Supervisor	1.0	1.0	1.0	1.0	1.0	1.0
	Police Lieutenant	4.0	4.0	4.0	4.0	4.0	4.0
	Police Sergeant	11.0	11.0	11.0	11.0	11.0	11.0
	Police Officer, Senior	14.0	14.0	11.0	11.0	11.0	11.0
	Police Officer	51.0	48.0	51.0	51.0	51.0	51.0
	Detention Supervisor	1.0	1.0	1.0	1.0	1.0	1.0
	Records Supervisor	1.0	1.0	1.0	1.0	1.0	1.0
	Public Safety Dispatch Spvr.	2.0	1.0	1.0	1.0	1.0	1.0
	Administrative Specialist II	2.0	2.0	2.0	2.0	2.0	2.0
	Property/Evidence Technician	1.0	1.0	1.0	1.0	1.0	1.0
	Administrative Specialist I	1.0	1.0	1.0	1.0	1.0	1.0
	Public Safety Dispatcher	13.0	13.0	13.0	13.0	13.0	13.0
	Crime Scene Technician	1.0	1.0	1.0	1.0	1.0	1.0
	Animal Control Officer	2.0	2.0	2.0	2.0	2.0	2.0
	Detention Officer	9.0	9.0	9.0	9.0	9.0	9.0
	Administrative Technician	3.0	3.0	3.0	3.0	3.0	3.0
	Police Service Technician	1.0	1.0	1.0	1.0	1.0	1.0
	<b>TOTAL POSITIONS</b>	<b>122.0</b>	<b>118.0</b>	<b>118.0</b>	<b>118.0</b>	<b>118.0</b>	<b>118.0</b>

## SCHEDULE OF AUTHORIZED FULL-TIME POSITIONS BY DEPARTMENT

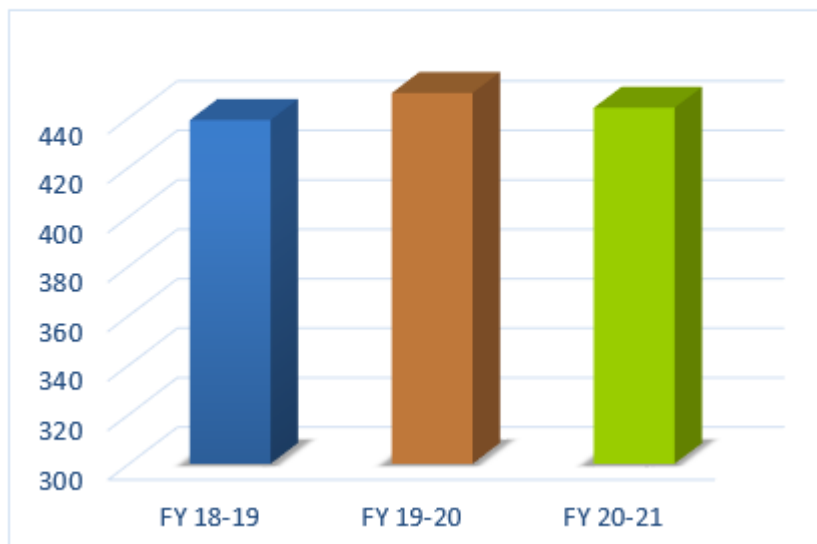
Department (Fund)	Position Title	FY 18-19		FY 19-20		FY 20-21	
		Authorized	Budgeted	Authorized	Budgeted	Authorized	Budgeted
<b>Public Works - Administration</b>	Director of Public Works					1.0	1.0
	Public Works Manager	1.0	1.0	1.0	1.0	1.0	1.0
	Management Specialist	1.0				1.0	1.0
	Capital Asset Coordinator					1.0	1.0
	Administrative Specialist II					1.0	1.0
	<b>TOTAL POSITIONS</b>	2.0	1.0	1.0	1.0	5.0	5.0
<b>Public Works - Engineering</b>	Assistant City Engineer	1.0	1.0	1.0	1.0	1.0	1.0
	Project Manager	3.0	3.0	3.0	3.0	3.0	3.0
	Engineering Tech/Coordinator	1.0	1.0	1.0	1.0	1.0	1.0
	<b>TOTAL POSITIONS</b>	5.0	5.0	5.0	5.0	5.0	5.0
<b>Public Works - Havasu Mobility</b>	Mobility Program Supervisor	1.0	1.0	1.0	1.0	1.0	1.0
	<b>TOTAL POSITIONS</b>	1.0	1.0	1.0	1.0	1.0	1.0
<b>Public Works - Airport Division</b>	Airport Supervisor	1.0	1.0	1.0	1.0	1.0	1.0
	Maintenance Lead	1.0	1.0	1.0	1.0	1.0	1.0
	Administrative Specialist II	1.0	1.0	1.0	1.0	1.0	1.0
	Maintenance Specialist	1.0	1.0	1.0	1.0	1.0	1.0
	<b>TOTAL POSITIONS</b>	4.0	4.0	4.0	4.0	4.0	4.0
<b>Public Works - Maintenance Services Division</b>	Transp. & Maint. Superintendent	1.0	1.0	1.0	1.0	1.0	1.0
	Management Specialist	1.0	1.0	1.0	1.0	1.0	1.0
	Maintenance Supervisor	1.0	1.0	1.0	1.0	1.0	1.0
	Transportation Specialist	3.0	3.0	3.0	3.0	3.0	3.0
	Field Supervisor	5.0	5.0	3.0	3.0	2.0	2.0
	Maintenance Lead	11.0	11.0	7.0	7.0	4.0	4.0
	Administrative Specialist II	1.0	1.0	1.0	1.0		
	Maintenance Specialist	18.0	17.0	14.0	14.0	11.0	11.0
	Maintenance Technician	10.0	10.0	4.0	4.0	3.0	3.0
	Custodian II			1.0	1.0	1.0	1.0
	Custodian I			2.0	2.0	2.0	2.0
	<b>TOTAL POSITIONS</b>	51.0	50.0	38.0	38.0	29.0	29.0
<b>Public Works - Maintenance Services Division: Vehicle Maintenance</b>	Maintenance Supervisor	1.0	1.0	1.0	1.0	1.0	1.0
	Equipment Mechanic II	3.0	3.0	3.0	3.0	3.0	3.0
	Equipment Mechanic I	4.0	4.0	4.0	4.0	4.0	4.0
	Administrative Technician	1.0	1.0	1.0	1.0	1.0	1.0
	<b>TOTAL POSITIONS</b>	9.0	9.0	9.0	9.0	9.0	9.0



## SCHEDULE OF AUTHORIZED FULL-TIME POSITIONS BY DEPARTMENT

Department (Fund)	Position Title	FY 18-19		FY 19-20		FY 20-21	
		Authorized	Budgeted	Authorized	Budgeted	Authorized	Budgeted
Public Works - Wastewater Division	Wastewater Superintendent			1.0	1.0	1.0	1.0
	Chemist	1.0	1.0	1.0	1.0	1.0	1.0
	Scada Supervisor	1.0	1.0	1.0	1.0	1.0	1.0
	Management Specialist	1.0	1.0	1.0	1.0		
	Utility Supervisor	2.0	2.0	2.0	2.0	2.0	2.0
	Field Supervisor	1.0	1.0	1.0	1.0	1.0	1.0
	Utility Lead	4.0	4.0	4.0	4.0	4.0	4.0
	Scada Communication Spec.	1.0	1.0	1.0	1.0	1.0	1.0
	Utility Worker II	7.0	7.0	9.0	9.0	9.0	9.0
	Plant Operator	4.0	4.0	2.0	2.0	2.0	2.0
	Administrative Specialist I	1.0	1.0	1.0	1.0	1.0	1.0
	Laboratory Technician	2.0	2.0	2.0	2.0	2.0	2.0
	Utility Worker I	5.0	5.0	7.0	7.0	7.0	7.0
	<b>TOTAL POSITIONS</b>	<b>30.0</b>	<b>30.0</b>	<b>33.0</b>	<b>33.0</b>	<b>32.0</b>	<b>32.0</b>
Public Works - Water Division	Water Superintendent			1.0	1.0	1.0	1.0
	Water Resources Coordinator	1.0	1.0	1.0	1.0		
	Utility Supervisor	2.0	2.0	2.0	2.0	2.0	2.0
	Field Supervisor	1.0	1.0	1.0	1.0	1.0	1.0
	Utility Lead	3.0	3.0	3.0	3.0	3.0	3.0
	Utility Worker II	12.0	12.0	12.0	11.0	12.0	12.0
	Administrative Specialist II	1.0	1.0	1.0	1.0	1.0	1.0
	Plant Operator	3.0	3.0	3.0	3.0	3.0	3.0
	Water Conservation Specialist	1.0	1.0	1.0	1.0	1.0	1.0
	Utility Mechanic	2.0	2.0	2.0	2.0	2.0	2.0
	Administrative Technician	1.0	1.0	1.0	1.0	1.0	1.0
	Utility Worker I	6.0	6.0	6.0	7.0	6.0	6.0
	<b>TOTAL POSITIONS</b>	<b>33.0</b>	<b>33.0</b>	<b>34.0</b>	<b>34.0</b>	<b>33.0</b>	<b>33.0</b>
<b>TOTAL AUTHORIZED POSITIONS</b>		<b>451.0</b>	<b>439.0</b>	<b>450.0</b>	<b>450.0</b>	<b>452.0</b>	<b>444.0</b>

### Total Number of Budgeted Positions

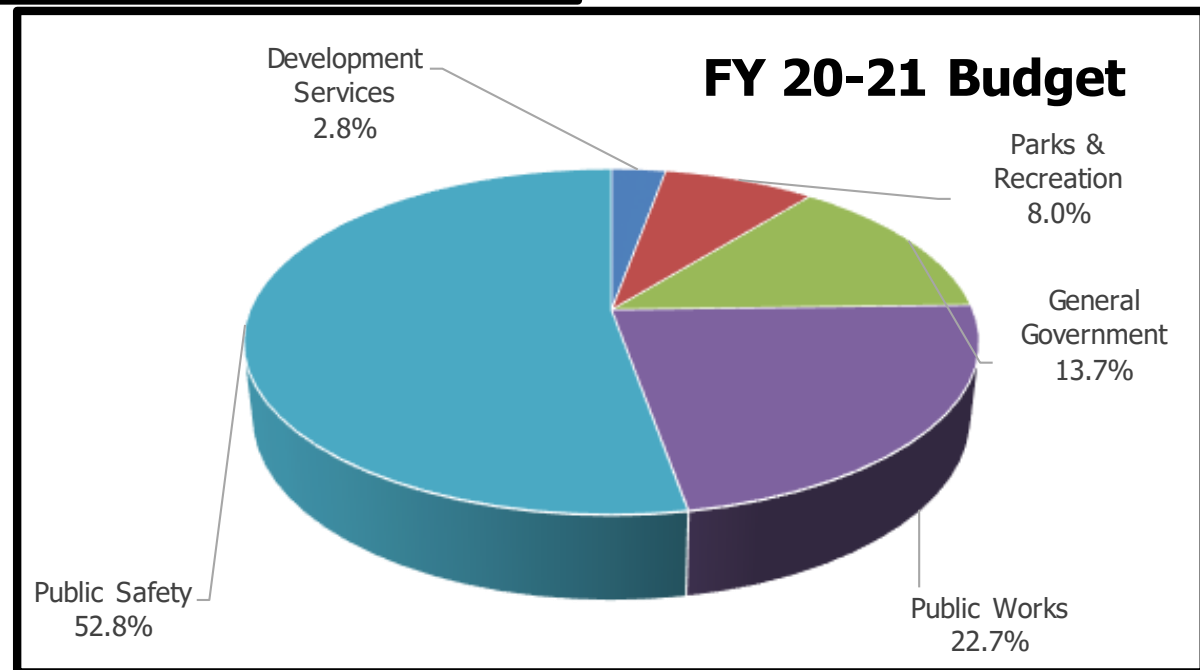
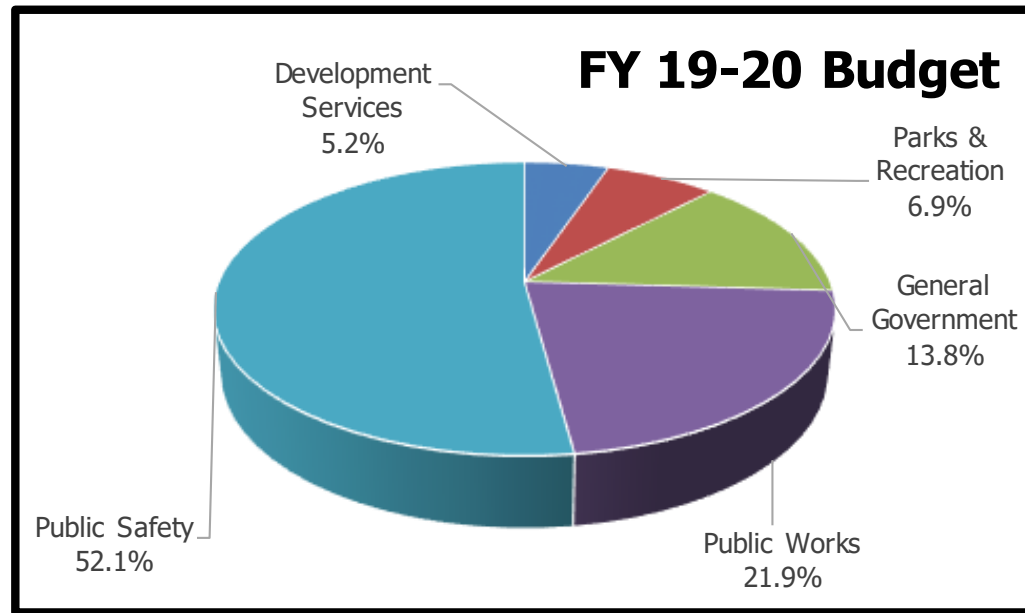


In FY 20-21, six full-time positions were eliminated. Five of these position were from the Courts, due to the deconsolidation of the City and County court system. The Water Resource Coordinator position was also eliminated. Procurement was moved from Development Services to Administrative Services. Administrative Services has added a Programmer Analyst for potential start date of January 2021. The Fire department has eliminated a Firefighter Paramedic and Fire Engineer position and added a Battalion Commander position.

## SCHEDULE OF AUTHORIZED PART-TIME POSITIONS BY DEPARTMENT

Department	Position Title	FY 19-20	FY 20-21
Administrative Services Department	Meter Readers	4.6	4.6
	<b>TOTAL POSITIONS</b>	4.6	4.6
Development Services Department	Engineering Aide	0.8	0.8
	Plan Review Aide	0.5	0.5
	<b>TOTAL POSITIONS</b>	1.3	1.3
Fire Department	Clerical Office Aide	0.6	0.6
	Service Aide	0.6	0.6
	<b>TOTAL POSITIONS</b>	1.2	1.2
Municipal Court	Associate Magistrate	1.0	1.0
	Clerical Office Aide	2.2	1.0
	<b>TOTAL POSITIONS</b>	3.2	2.0
Parks & Recreation Department	Cashier	3.3	3.3
	Exercise Instructor	0.7	0.7
	Laborer	5.4	5.4
	Lifeguard Apprentice	0.4	0.4
	Lifeguard I	3.0	3.0
	Lifeguard II	3.8	3.8
	Lifeguard III	2.2	2.2
	Program Instructor	0.5	0.5
	Recreation Leader I	7.8	7.8
	Recreation Leader II	7.7	7.7
	Recreation Leader III	7.5	7.5
	Recreation Leader IV	1.4	1.4
	Service Aide	0.4	0.4
	<b>TOTAL POSITIONS</b>	44.1	44.1
Police Department	Background Investigator	0.7	0.7
	Clerical Office Aide	3.5	3.5
	Police Project Analyst	0.7	0.7
	Police Service Assistant	3.6	3.6
	<b>TOTAL POSITIONS</b>	8.5	8.5
Public Works - Havasu Mobility	Mobility Prg Driver/Dispatch	4.4	4.4
	<b>TOTAL POSITIONS</b>	4.4	4.4
Public Works - Maintenance Services Division	Laborer	2.9	2.9
	Transportation Aide	0.8	0.8
	<b>TOTAL POSITIONS</b>	3.7	3.7
Public Works - Vehicle Maintenance	Laborer	0.5	0.5
	<b>TOTAL POSITIONS</b>	0.5	0.5
Public Works - Water Division (IDD Fund)	Laborer	1.8	1.8
	<b>TOTAL POSITIONS</b>	1.8	1.8
<b>TOTAL AUTHORIZED FULL-TIME EQUIVALENT (FTE) POSITIONS</b>		<b>73.3</b>	<b>72.1</b>

## PERCENT OF PERSONNEL COSTS



## POSITIONS TO POPULATION RATIO

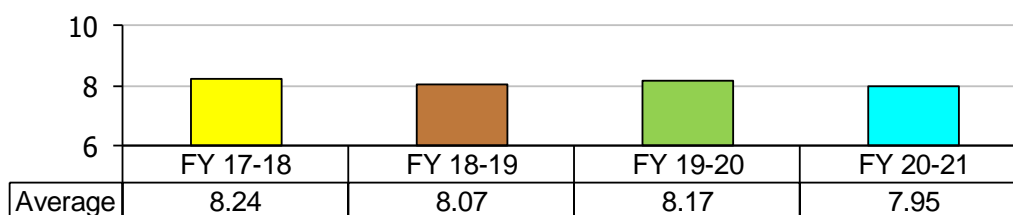
Lake Havasu City	Population Estimates				Percent Change FY 19-20 to FY 20-21
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	
Estimated Population*	53,743	54,411	55,090	55,865	1.41 %
Positions Per 1,000 Population	8.24	8.07	8.17	7.95	-2.70 %

\*Source: League of Arizona Cities and Towns

Program	Positions Per 1,000 Population				Percent Change FY 19-20 to FY 20-21
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	
Development Services	0.50	0.48	0.47	0.30	-0.36
Parks & Recreation	0.22	0.20	0.49	0.63	0.28
General Government	1.30	1.29	1.33	1.27	-0.04
Public Works	2.42	2.35	2.18	2.11	-0.03
Public Safety	3.80	3.75	3.70	3.63	-0.02
Positions Per 1,000 Population	8.24	8.07	8.17	7.95	-2.70 %

Program	Full-Time Budgeted Positions				Percent Change FY 19-20 to FY 20-21
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	
Development Services	27	26	26	17	-34.62
Parks & Recreation	12	11	27	35	29.63
General Government	70	70	73	71	-2.74
Public Works	130	128	120	118	-1.67
Public Safety	204	204	204	203	-0.49
Total Authorized Positions	443	439	450	444	-1.33 %

### Number of Employees Per 1,000 Population





LAKE HAVASU CITY



## DEPARTMENT BUDGETS

- ADMINISTRATIVE SERVICES
- CITY ATTORNEY
- CITY CLERK
- CITY COUNCIL
- CITY MANAGER
- COMMUNITY AFFAIRS
- HUMAN RESOURCES
- DEVELOPMENT SERVICES
- FIRE
- GENERAL GOVERNMENT
- MUNICIPAL COURT
- PARKS & RECREATION
- POLICE
- PUBLIC WORKS
- IMPROVEMENT DISTRICTS
- REFUSE
- GRANTS

## **ADMINISTRATIVE SERVICES DEPARTMENT**

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### **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 policies, systems and internal controls that ensure legal compliance and fiscal stability, as well as providing consistent support to our business partners through the use of technology innovations. Administrative Services provides customer service to citizens and vendors along with providing support for the operations of City departments. Administrative Services provides advice to the City's elected officials and senior management on items affecting the current and future financial affairs of the City and continues the commitment to obtain cost-effective technologies that will increase efficiencies for the City.

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### **DESCRIPTION**

Functions of the Administrative Services Department include Administration, Budgeting, Customer Service, Finance, Procurement, and Information Technology. The Administration function is also responsible for management of grants applied for and/or awarded Citywide. Other responsibilities include City Hall switchboard services, City mail services and general clerical support and management functions.

The Budget function provides revenue and expenditure analyses, forecasting, and compilation of the Annual City Budget, including the Capital Improvement Plan.

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

The Finance function provides accounting and financial support to Council, City management, and departments. The services provided include City payroll, financial analysis, capital asset tracking, grants accounting, cash and investment management, debt service management, billing for services including collections, annual audit coordination, and training on administration of the Citywide financial software system. Other responsibilities include tax reporting and collections, review and audit of taxpayers for compliance with the Model City Tax Code, and response to taxpayer questions. The division is responsible for preparing monthly financial reports, including the Comprehensive Annual Financial Report (CAFR).

The Information Technology (IT) function provides services to include the installation and maintenance of all software and hardware, technical support for all desktops, mobile devices and telephones, as well as the City's network and server environments. This division also enforces IT security and disaster recovery policies.

## ADMINISTRATIVE SERVICES

### ACCOMPLISHMENTS | PERSONNEL

#### ACCOMPLISHMENTS FY19-20

- Continued implementation of the new Enterprise Resource Planning system, which included the systems for financial activities, projects, payroll and human resources.
- Received the Government Finance Officers Association (GFOA) award for Excellence in Financial Reporting for the City's Comprehensive Annual Financial Report for the fiscal year ending June 30, 2019.
- Received the GFOA Distinguished Budget Presentation Award for the City's budget document for fiscal year ending June 30, 2019.
- Accomplished several technology upgrades including the CO monitoring system, virtual servers, Geographic Information System software and a new cloud services backup system.
- Developed an online system for business licensing of special events vendors.

Position Title	FY 18-19	FY 19-20	FY 20-21
Department Director	1	1	1
Division Manager	2	2	2
Network Administrator, Sr.	1	1	1
Customer Svc. Supervisor	1	1	1
Accountant, Sr.	1	1	1
Budget Analyst, Sr.	1	1	1
GIS Administrator	1	1	1
Management Analyst	1	1	1
Network Administrator	2	2	2
Program Analyst	1	1	2
Computer Ops Supervisor	1	1	1
Accountant	2	2	2
Grants Administrator	1	1	1
Management Specialist	1	1	1
Revenue Specialist	1	1	1
Computer Ops Specialist I	3	3	3
Accounting Specialist	2	2	2
Customer Service Specialist	6	6	6
Administrative Technician	3	3	3
Customer Svc. Technician	0	1	1
Procurement Official	0	0	1
Procurement Specialist	0	0	1
Meter Readers	4.3	4.6	4.6
<b>Total Positions</b>	<b>36.3</b>	<b>37.6</b>	<b>40.6</b>



## ADMINISTRATIVE SERVICES

### GOALS AND PERFORMANCE MEASURES

#### Goal: Well-Planned, Sustainable Growth and Development

**Objective:** Encourages strategic, sustainable and practical development through good planning and review processes

Measures	Actual FY 18-19	Estimated FY 19-20	Projected FY 20-21
<b>Provide effective information to City Council, management, and the community</b>			
Develop, adopt, and approve the City's budget prior to June 30th of the preceding fiscal year	Yes	Yes	Yes
Provide monthly Sales Tax reports by the last day of the month or sooner	90%	85%	100%
Issue monthly financial summary report by the end of the month following close of the month's books *	100%	75%	100%

\* (In FY18-19 changed to quarterly reporting)

**Objective:** Supports reliable and affordable City services

Measures	Actual FY 18-19	Estimated FY 19-20	Projected FY 20-21
<b>Protect the City's financial resources</b>			
Number of audit findings, reportable conditions, and/or violation notices	4	4	0
City investments comply with the City's Investment Policy	100%	100%	100%
City investments perform at or above a standard index or similar investment pool	40%	50%	80%

#### Goal: Good Governance

**Objective:** Provides timely, accurate and relevant information to Stakeholders

Measures	Actual FY 18-19	Estimated FY 19-20	Projected FY 20-21
<b>Utilize best practices when preparing a communication device, policy document, financial plan, and operations guide</b>			
Achievement of GFOA Budget Award	N/A	Yes	Yes
Achievement of GFOA CAFR Award	Yes	Yes	Yes
Single Audit Report with no findings (no material weakness)	Yes	Yes	Yes
Expenditure limitation requirement met	Yes	Yes	Yes

## ADMINISTRATIVE SERVICES

### DEPARTMENT BUDGET

Expenditures	Actual	Budget	Estimated	Budget	
	FY 18-19	FY 18-19	FY 19-20	FY 19-20	FY 20-21
<b>Personnel</b>					
Salaries - Full-Time	\$ 1,859,298	\$ 1,904,715	\$ 2,090,248	\$ 2,164,993	\$ 2,233,313
Salaries - Part-Time	2,307	-	6,500	-	-
OT, Standby & Shift Differential	2,325	2,122	12,000	4,927	5,000
Benefits & Taxes	798,328	820,524	897,521	949,646	989,954
Other: Retiree Health Savings, PTO Payout, Cell Phone Reimb., Longevity Pay	27,721	15,724	19,338	19,396	20,306
	2,689,979	2,743,085	3,025,607	3,138,962	3,248,573
<b>Operation &amp; Maintenance</b>					
Professional Services	1,593,218	1,849,004	2,005,787	2,083,090	2,440,236
Utilities	4,946	3,876	4,400	4,560	4,560
Equipment Leases	148,752	168,622	220,633	245,148	200,114
Repairs & Maintenance (including cleaning)	1,653	2,719	5,600	3,194	2,010
Meetings, Training & Travel	12,082	20,240	18,498	59,110	45,140
Supplies	336,111	521,272	302,197	315,319	289,400
Outside Contracts	4,000	4,000	4,000	4,000	4,000
Other	36,913	43,888	33,719	43,727	600,427
	2,137,675	2,613,621	2,594,834	2,758,148	3,585,887
<b>Capital Outlay</b>	-	-	173,700	193,547	-
<b>Subtotal Expenditures</b>	\$ 4,827,654	\$ 5,356,706	\$ 5,794,141	\$ 6,090,657	\$ 6,834,460
Interfund Cost Allocation	(2,337,754)	(2,332,667)	(2,705,863)	(2,698,863)	(2,934,550)
<b>TOTAL EXPENDITURES</b>	\$ 2,489,900	\$ 3,024,039	\$ 3,088,278	\$ 3,391,794	\$ 3,899,910

Budget Variances	
Expenditure Type	Reason for Budget Increase or Decrease
Personnel	Moved Procurement to Administrative Services from Development Services
Professional Services	IT maintenance agreement cost increases
Equipment Leases	Decrease in IT device lease payments
Meetings, Travel and Training	IT computer training was moved from Professional Services to Meetings, Travel, and Training
Other	Includes \$558,000 for Plan B budget planning



## **CITY ATTORNEY**

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### **MISSION STATEMENT**

Provide sound legal guidance and representation, effective prosecution, and support to victims of crime to serve the needs of the community.

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### **DESCRIPTION**

**Civil.** The Civil Division 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 approving as to form all proposed ordinances, agreements, and resolutions 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 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 Division is responsible for the efficient disposition of criminal cases prosecuted in the Municipal Court. This includes 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 and assistance to the Police Department, Code Enforcement, 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 Criminal Division also assists with cases processed through Veteran's Court.

**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 obtaining agency referral information, as needed. The Victim Services Specialist interacts with crime victims by providing frequent case statuses; answering questions; and assisting with obtaining Orders of Protection, restitution, Victim Compensation Claims, and Victim Impact Statements. The Victim Services Specialist also attends a variety of court hearings either with victims or on their behalf, and acts as a liaison between the victims and the City Prosecutor, court, law enforcement, and social service agencies, as needed.

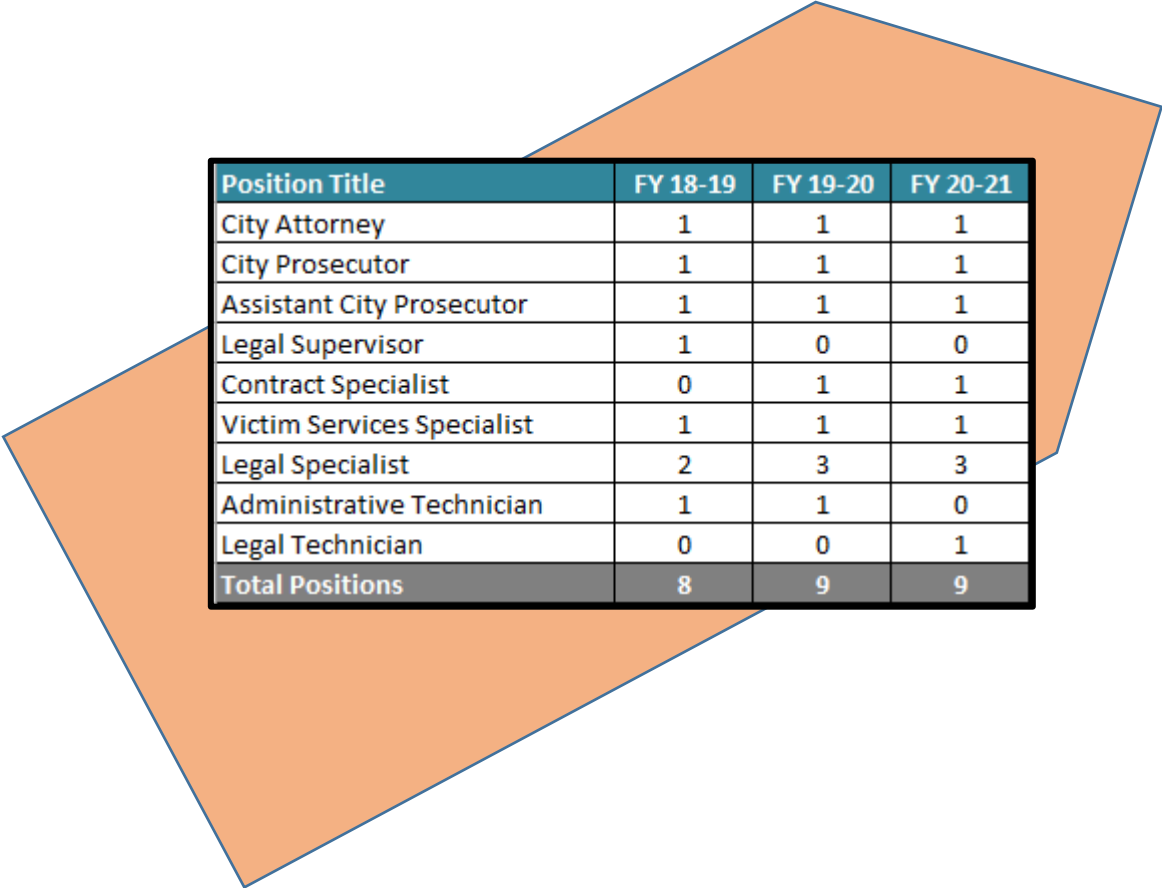
**Contract Management.** The Contract Management Division is responsible for managing agreements for the City, including reviewing and verifying certificates of insurance, coordinating renewal, and monitoring expiration and cancellation of insurance. The Contract Specialist performs special project activities such as preparing complex reports, utilizing and maintaining specialized computer databases and software, conducting surveys, performing research, and preparing documents. The Contract Specialist also assists with researching contract issues and provides recommendation for resolution and helps ensure that agreements are on file with the City Clerk's Office.

## CITY ATTORNEY

### ACCOMPLISHMENTS | PERSONNEL

#### ACCOMPLISHMENTS FY19-20

- 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.
- Continued to assist in the resolution of cases heard in Veterans Court and assisted in organizing and attending Veteran group events.
- Participated on the Mohave County Victim Compensation Board, reviewing and making determinations on applications submitted.
- Took over contract management database and monitoring activities.



Position Title	FY 18-19	FY 19-20	FY 20-21
City Attorney	1	1	1
City Prosecutor	1	1	1
Assistant City Prosecutor	1	1	1
Legal Supervisor	1	0	0
Contract Specialist	0	1	1
Victim Services Specialist	1	1	1
Legal Specialist	2	3	3
Administrative Technician	1	1	0
Legal Technician	0	0	1
<b>Total Positions</b>	<b>8</b>	<b>9</b>	<b>9</b>

## CITY ATTORNEY

### GOALS AND PERFORMANCE MEASURES

#### Goal: Safe and Secure Community

**Objective:** Prevents crime and supports the prevention of crime

Measures	Actual FY 18-19	Estimated FY 19-20	Projected FY 20-21
<b>Prosecute and adjudicate criminal cases by zealously representing the State in all misdemeanor criminal matters</b>			
Criminal cases received and processed	1672	1680	1725
Veterans Court cases received and processed	52	50	55
Jury & bench trials conducted	42	45	48

Measures	Actual FY 18-19	Estimated FY 19-20	Projected FY 20-21
<b>Provide direct services to 75% of victims of crime by having an advocate personally assist crime victims through all phases of the criminal justice process provide appropriate referrals</b>			
Number of victim cases receiving direct services	588	590	590

#### Goal: Good Governance

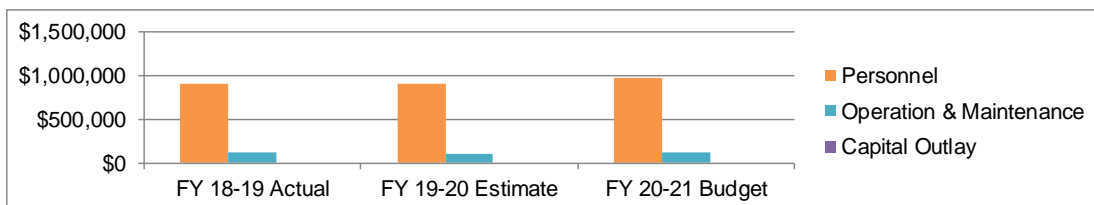
**Objective:** Manages regulatory and policy compliance to minimize and mitigate risk

Measures	Actual FY 18-19	Estimated FY 19-20	Projected FY 20-21
<b>Provides legal representation and advice to City Officials and Departments in a timely manner</b>			
Respond to Requests for Legal Services within the requested time frame	720	740	765

# CITY ATTORNEY

## DEPARTMENT BUDGET

Expenditures	Actual FY 18-19	Budget FY 18-19	Estimated FY 19-20	Budget	
				FY 19-20	FY 20-21
<b>Personnel</b>					
Salaries - Full-Time	\$ 609,912	\$ 614,815	\$ 616,417	\$ 636,417	\$ 665,510
Benefits & Taxes	260,601	248,061	269,218	285,250	296,105
Other: Retiree Health Savings, PTO Payout, Cell Phone Reimb.	28,142	10,362	10,000	10,002	7,400
	898,655	873,238	895,635	931,669	969,015
<b>Operation &amp; Maintenance</b>					
Professional Services	91,227	85,000	65,543	85,000	85,000
Utilities	440	475	477	475	475
Repairs & Maintenance (including cleaning)	1,097	3,380	1,525	2,580	2,580
Meetings, Training & Travel	6,867	8,000	8,000	8,000	8,000
Supplies	10,554	14,700	15,100	15,400	15,400
Other	4,672	5,050	4,522	4,850	5,050
	114,857	116,605	95,167	116,305	116,505
<b>Capital Outlay</b>	-	-	-	-	-
<b>Subtotal Expenditures</b>	\$ 1,013,512	\$ 989,843	\$ 990,802	\$ 1,047,974	\$ 1,085,520
Interfund Cost Allocation	(103,856)	(103,856)	(102,292)	(102,292)	(105,959)
<b>TOTAL EXPENDITURES</b>	\$ 909,656	\$ 885,987	\$ 888,510	\$ 945,682	\$ 979,561



## **CITY CLERK**

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### **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.

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### **DESCRIPTION**

The City Clerk's office 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 notices, publishes, and records all City Council actions; files and maintains ordinances and resolutions adopted by Council; maintains the Lake Havasu City Code; conducts and oversees municipal election processes; provides support systems for those functions; serves as the Public Safety Personnel Retirement System Local Police and Fire Board Secretary, and performs all functions necessary to issue liquor licenses, and other licenses and permits for recommended approval/disapproval to the State.

### **ACCOMPLISHMENTS FY 19-20**

- Received and processed over 6,000 Lake Havasu City Public Records Requests.
- Processed 40 new Liquor License, Permanent/Temporary Extension of Premise, Acquisition/Agent Change, Bingo, and Off-Track Wagering Applications.
- Coordinated, prepared and submitted all City Essential Records Lists to the Arizona State Library Archives and Public Records (ASLAPR).
- Coordinated and conducted the Annual Student Government Day and Mock City Council meeting in conjunction with the London Bridge Women's Club and the Lake Havasu High School Student Council.
- Coordinated the Lake Havasu City "All Access Havasu" orientation/training for 2020 candidates and elected officials.
- Created a centralized location for all meeting documents for City, Board, Committee, and commission agendas, minutes, and summaries on the City's website via Granicus software.

## CITY CLERK

### GOALS AND PERFORMANCE MEASURES

#### Goal: Good Governance

**Objective:** Provides timely accurate and relevant information to Stakeholders

Measures	Actual FY 18-19	Estimated FY 19-20	Projected FY 20-21
<b>Provide courteous, efficient and responsive customer services to the community</b>			
Percentage of Public Record Requests received, processed, completed, and recorded within 10-days of request	94%	90%	95%
Number of records scanned, microfilmed and indexed for permanent archiving in accordance with Arizona State Library Archives and Public Records retention schedules	16,200	18,500	20,000

Measures	Actual FY 18-19	Estimated FY 19-20	Projected FY 20-21
<b>Administer all City Council meetings and related responsibilities effectively while efficiently serving as the citizen's link to local government</b>			
Percentage of Council agendas and supporting documentation distributed to the City Council and the public 4-days prior to the Council meeting	100%	100%	100%
Percentage of minutes posted to the City website within 48-hours of City Council approval	100%	100%	100%
Percentage of City Council synopses completed and posted online within 24-hours of a Council meeting	100%	100%	100%
Percentage of videos posted to the City website within 24-hours of City Council meeting	100%	100%	100%

Measures	Actual FY 18-19	Estimated FY 19-20	Projected FY 20-21
<b>Process all liquor license applications in an efficient and timely manner, and in accordance with Arizona Revised Statutes</b>			
Percentage of liquor license applications brought before the City Council for recommended approval/disapproval within 60-days of initial receipt of application	92%	95%	95%
Percentage of temporary/permanent extension liquor license applications received and processed within 7-days of initial receipt of application	95%	95%	95%

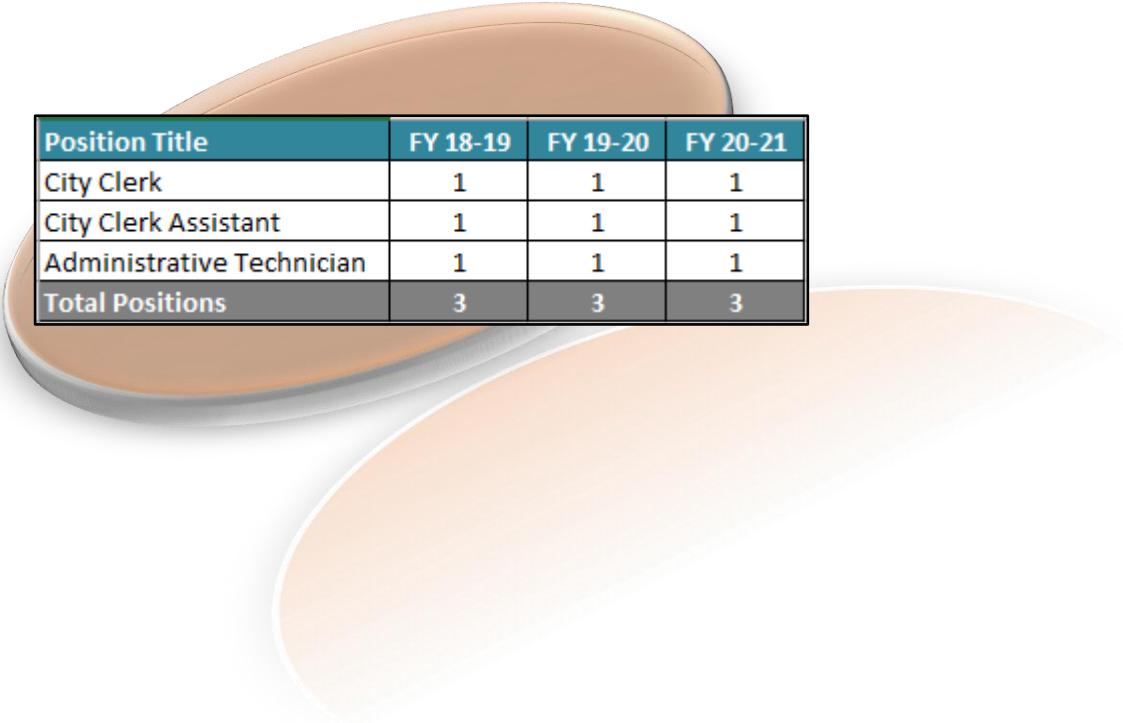


## CITY CLERK

### PERFORMANCE MEASURES | PERSONNEL

**Objective:** Ensures fiscal sustainability, promotes continuous improvement and fosters trust and transparency through accountability, efficiency, effectiveness, innovation, and creativity

Measures	Actual FY 17-18	Estimated FY 18-19	Projected FY 19-20
<b>Convert to a virtuously paperless agenda and minutes management process for City Council meetings and City board, committee, and commission meetings</b>			
Full conversion to paperless agenda packets and minutes for the Parks and Recreation Advisory Board and Airport Advisory Board meeting by July 2018	50%	100%	N/A
Reduction of annual staff hours dedicated to the agenda packet process, reallocated to other duties	60	75	75

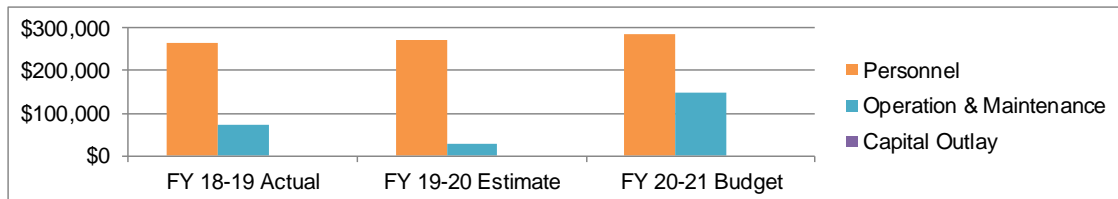


Position Title	FY 18-19	FY 19-20	FY 20-21
City Clerk	1	1	1
City Clerk Assistant	1	1	1
Administrative Technician	1	1	1
<b>Total Positions</b>	<b>3</b>	<b>3</b>	<b>3</b>

# CITY CLERK

## DEPARTMENT BUDGET

Expenditures	Actual FY 18-19	Budget FY 18-19	Estimated FY 19-20	Budget	
				FY 19-20	FY 20-21
<b>Personnel</b>					
Salaries - Full-Time	\$ 192,224	\$ 196,050	\$ 197,400	\$ 197,702	\$ 204,235
Benefits & Taxes	71,064	70,237	74,244	75,521	78,382
Other: Retiree Health Savings, PTO Payout	1,368	2,000	2,000	2,000	2,100
	264,656	268,287	273,644	275,223	284,717
<b>Operation &amp; Maintenance</b>					
Professional Services	63,216	121,150	16,150	16,150	134,124
Repairs & Maintenance (including cleaning)	480	600	600	600	600
Meetings, Training & Travel	2,803	2,100	3,300	3,300	3,800
Supplies	2,620	2,700	2,900	2,900	2,900
Other	4,736	5,365	5,365	5,365	5,365
	73,855	131,915	28,315	28,315	146,789
<b>Capital Outlay</b>	-	-	-	-	-
<b>Subtotal Expenditures</b>	\$ 338,511	\$ 400,202	\$ 301,959	\$ 303,538	\$ 431,506
Interfund Cost Allocation	(68,034)	(68,035)	(51,600)	(51,600)	(73,358)
<b>TOTAL EXPENDITURES</b>	\$ 270,477	\$ 332,167	\$ 250,359	\$ 251,938	\$ 358,148



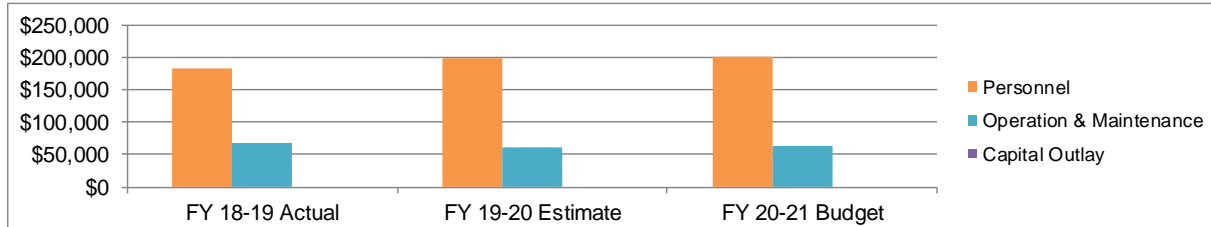
Budget Variances	
Expenditure Type	Reason for Budget Increase or Decrease
Professional Services	Change in election costs every other year



# CITY COUNCIL

## DEPARTMENT BUDGET

Expenditures	Actual	Budget	Estimated	Budget	
	FY 18-19	FY 18-19	FY 19-20	FY 19-20	FY 20-21
<b>Personnel</b>					
Salaries - Full-Time	\$ 32,346	\$ 26,800	\$ 36,410	\$ 36,615	\$ 37,713
Benefits & Taxes	92,155	89,190	103,206	103,206	105,966
Council Fees	58,473	58,520	58,250	58,520	58,520
	182,974	174,510	197,866	198,341	202,199
<b>Operation &amp; Maintenance</b>					
Utilities	973	1,320	-	-	-
Repairs & Maintenance (including cleaning)	3,599	6,164	3,861	3,944	3,500
Meetings, Training & Travel	11,904	15,000	10,000	14,000	14,000
Supplies	12,068	7,500	5,750	6,000	3,500
Other	38,396	46,489	40,538	43,138	43,498
	66,940	76,473	60,149	67,082	64,498
<b>Capital Outlay</b>	-	-	-	-	-
<b>Subtotal Expenditures</b>	\$ 249,914	\$ 250,983	\$ 258,015	\$ 265,423	\$ 266,697
Interfund Cost Allocation	(42,640)	(42,640)	(45,122)	(45,122)	(45,337)
<b>TOTAL EXPENDITURES</b>	\$ 207,274	\$ 208,343	\$ 212,893	\$ 220,301	\$ 221,360



## **CITY MANAGER**

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### **MISSION STATEMENT**

Carry out the policies of the City Council, provide leadership and direction to City departments, and ensure responsive local government services are provided to the residents.

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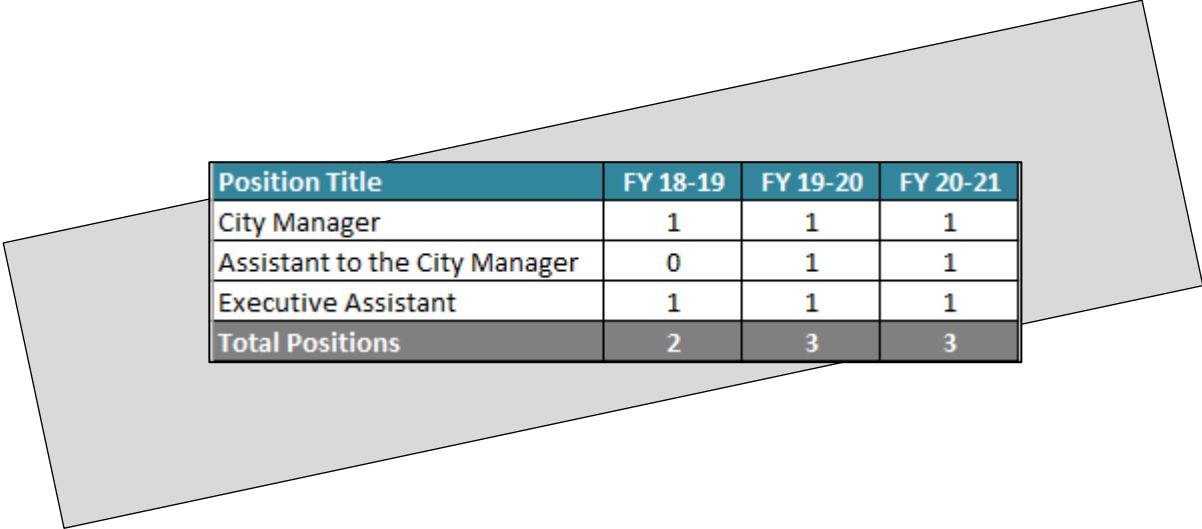
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### **DESCRIPTION**

The City Manager is the Chief Administrative Officer of the City. The City Manager assists the Mayor and City Council in prioritizing the strategic goals of the City. The City Manager ensures that the City's daily operations are performed effectively, efficiently, economically, and equitably, and delivered in a manner that meets the expectations of the City Council and our residents.

### **ACCOMPLISHMENTS FY 19-20**

- Fully Funded CIP
- Effected organizational changes to improve efficiency: Moved Engineering to Public Works, re-named Development Services Department, and moved the Parks Maintenance Division to the Parks and Recreation Department.
- Implemented programs for employee communication and recognition: Chat with the City Manager meetings, a Milestone Breakfast, and an Employee Picnic.
- Implemented Team Culture Development Program through Executive Team.



Position Title	FY 18-19	FY 19-20	FY 20-21
City Manager	1	1	1
Assistant to the City Manager	0	1	1
Executive Assistant	1	1	1
<b>Total Positions</b>	<b>2</b>	<b>3</b>	<b>3</b>

## CITY MANAGER

### GOALS AND PERFORMANCE MEASURES

#### Goal: Great Community to Live, Work and Play

**Objective:** Fosters and attracts sustainable, diverse and economically sound business that promotes a higher quality of life

Measures	Actual FY 18-19	Estimated FY 19-20	Projected FY 20-21
<b>Open communication with key organizations within the community</b>			
Coordinate Monthly Manager Meetings with PED, CVB, LHUSD, Chamber of Commerce, Hospitality, and LH Marine Association.	8	8	8

#### Goal: Good Governance

**Objective:** Provides responsive and accessible leadership, facilitates timely and effective two-way communication and utilizes input from all stakeholders

Measures	Actual FY 18-19	Estimated FY 19-20	Projected FY 20-21
<b>Open communication with the public</b>			
Respond to every citizen call or contact within 24 hours	98%	98%	98%
Monthly Coffee with the Mayor and City Manager Public Meetings	11	11	11

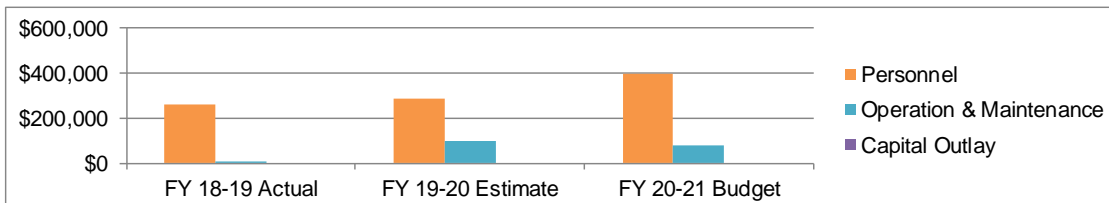
**Objective:** Provides timely, accurate and relevant information to stakeholders

Measures	Actual FY 18-19	Estimated FY 19-20	Projected FY 20-21
<b>Transparency: Provides public with timely and accurate info</b>			
Current Press Releases on City events activities	120	110	120
Bi-Weekly KNTR Speakout Radio Shows	22	15	22

# CITY MANAGER

## DEPARTMENT BUDGET

Expenditures	Actual FY 18-19	Budget FY 18-19	Estimated FY 19-20	Budget	
				FY 19-20	FY 20-21
<b>Personnel</b>					
Salaries - Full-Time	\$ 190,184	\$ 191,727	\$ 205,500	\$ 239,897	\$ 280,010
Benefits & Taxes	72,206	72,266	81,573	113,138	120,234
Other: Retiree Health Savings, PTO Payout, Cell Phone Reimb., Longevity Pay	-	-	515	515	-
	262,390	263,993	287,588	353,550	400,244
<b>Operation &amp; Maintenance</b>					
Professional Services	-	-	85,000	101,000	-
Utilities	627	444	640	640	1,280
Repairs & Maintenance (including cleaning)	1,007	1,084	972	972	1,464
Meetings, Training & Travel	4,785	5,200	3,500	5,500	5,500
Supplies	517	2,650	4,940	4,400	2,950
Other	2,413	2,570	3,050	2,425	70,310
	9,349	11,948	98,102	114,937	81,504
<b>Capital Outlay</b>	-	-	-	-	-
<b>Subtotal Expenditures</b>	\$ 271,739	\$ 275,941	\$ 385,690	\$ 468,487	\$ 481,748
Interfund Cost Allocation	(40,840)	(40,840)	(69,336)	(69,336)	(71,298)
<b>TOTAL EXPENDITURES</b>	\$ 230,899	\$ 235,101	\$ 316,354	\$ 399,151	\$ 410,450



Budget Variances	
Expenditure Type	Reason for Budget Increase or Decrease
Personnel	Added 1 Assistant to the City Manager position
Professional Services	Move Citywide Leadership Development \$50k and citizen survey \$16k to Plan B budget
Other	Includes \$66k for Plan B budget planning



## **COMMUNITY AFFAIRS**

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### **MISSION STATEMENT**

To create and share content that educates and informs the citizens of Lake Havasu City.

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### **DESCRIPTION**

The use of web technology, video, and social media is used to provide fast, up-to-date, and accurate information; to provide the public with easy-to-use online services; and maximize transparency and citizen outreach.

### **ACCOMPLISHMENTS FY 19-20**

- Launched new City Website
- 2307 new social media followers (Facebook, Twitter, Instagram, LinkedIn)
- Launched Nextdoor Account (121,059 impressions in first few months)
- Social media improvement - 43,473 engagements (+150%) 959,568 FB reach (+164%) 145,865 video views
- YouTube improvement - 46,700 impressions (+137%) 9400 views (+154%) (117% increase in subscribers)

Position Title	FY 18-19	FY 19-20	FY 20-21
Web Services/Media Coord.	1	1	1
Total Positions	1	1	1

## COMMUNITY AFFAIRS

### GOALS AND PERFORMANCE MEASURES

#### Goal: Good Governance

**Objective:** Provides responsive and accessible leadership, facilitates timely and effective two-way communication and utilizes input from all stakeholders

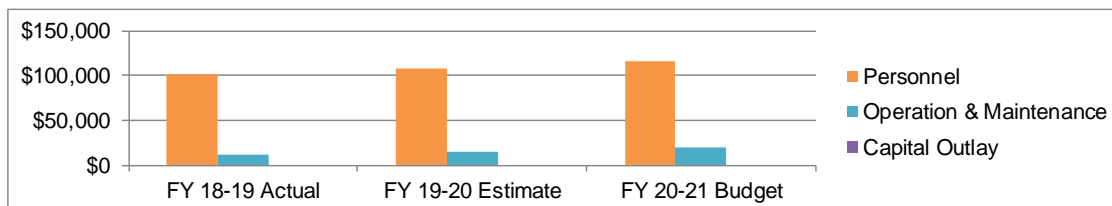
Measures	Actual FY 18-19	Estimated FY 19-20	Projected FY 20-21
<b>Provide excellent customer service</b>			
Emails/Questions/Feedback from Website	25	225	230
Social Media Comments/Replies	2,542	3,000	3,352
Social Media Direct Messages	28	30	35
Havasunow Requests	300	300	310

Measures	Actual FY 18-19	Estimated FY 19-20	Projected FY 20-21
<b>Provide communications for public viewing</b>			
Record city meetings and other Channel 4 content	75	75	77
Social media outreach - Social Media Posts	560	650	705
Social media outreach - Total Engagement (likes, shares, retweets, etc.)	25,216	27,000	29,218
Maintain and expand city website - Website Views	338,091	345,000	355,350
Maintain and expand city website - Website Updates Requests	450	450	475
Total website email subscribers	1,650	2,200	2,365



## COMMUNITY AFFAIRS DEPARTMENT BUDGET

Expenditures	Actual FY 18-19	Budget FY 18-19	Estimated FY 19-20	Budget	
				FY 19-20	FY 20-21
<b>Personnel</b>					
Salaries - Full-Time	\$ 73,412	\$ 73,406	\$ 77,263	\$ 84,328	\$ 82,430
Benefits & Taxes	27,475	27,392	29,795	31,632	32,871
Other: Retiree Health Savings, Cell Phone Reimb., PTO Payout	1,360	1,362	1,360	1,364	1,360
	102,247	102,160	108,418	117,324	116,661
<b>Operation &amp; Maintenance</b>					
Meetings, Training & Travel	1,779	1,500	2,022	1,800	4,300
Supplies	9	400	100	100	100
Other	9,931	10,030	13,405	13,145	15,110
	11,719	11,930	15,527	15,045	19,510
<b>Capital Outlay</b>	-	-	-	-	-
<b>Subtotal Expenditures</b>	\$ 113,966	\$ 114,090	\$ 123,945	\$ 132,369	\$ 136,171
Interfund Cost Allocation	(19,395)	(19,395)	(22,501)	(22,501)	(23,149)
<b>TOTAL EXPENDITURES</b>	\$ 94,571	\$ 94,695	\$ 101,444	\$ 109,868	\$ 113,022



Budget Variances	
Expenditure Type	Reason for Budget Increase or Decrease
Meetings, Travel & Training	TCU Certified Public Communicator Program
Other	Includes \$3,300 for Plan B budget planning



## **HUMAN RESOURCES / RISK MANAGEMENT**

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### **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.

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### **DESCRIPTION**

The Human Resources/Risk Management Division is responsible for general human resources administration, classification/compensation, 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.
- Health Coverage Benefit programs.
- 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 FY 19-20**

- Successfully negotiated renewal of health care benefits with Northwest Arizona Employee Benefit Trust (NAEBT)
- Successfully negotiated Memorandums of Understanding with applicable labor groups.
- Successfully transitioned broker services and risk management services to Arizona Municipal Risk Retention Pool (AMRRP)

## HUMAN RESOURCES / RISK MANAGEMENT

### GOALS AND PERFORMANCE MEASURES | PERSONNEL

#### Goal: Good Governance

**Objective:** Manages regulatory and policy compliance to minimize and mitigate risk

Measures	Actual FY 18-19	Estimated FY 19-20	Projected FY 20-21
Review and provide active case management for Workers' Compensation and Leave Administration			
Workers' Compensation - Medical Only	32	38	36
Time Lost Claims	6	7	6

**Objective:** Attracts, develops, motivates and retains a high quality, engaged, productive and dedicated workforce focused on service excellence

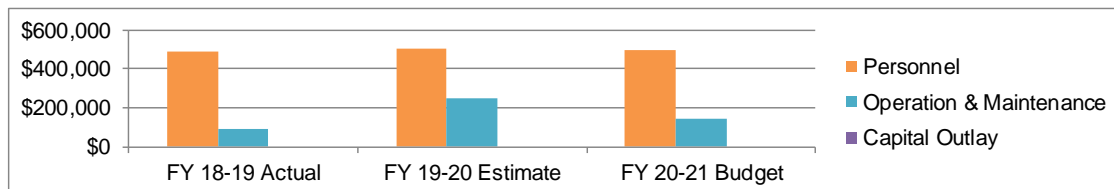
Measures	Actual FY 18-19	Estimated FY 19-20	Projected FY 20-21
Review and improve recruitment process to ensure diverse pools of qualified applicants			
Number of Recruitments	97	101	110
Number of Applicants	2,084	2,231	2,350
Average days to fill competitive recruitments	82	60	60
Turnover	10.24%	10.00%	10.00%

Position Title	FY 18-19	FY 19-20	FY 20-21
HR/Risk Manager	1	1	1
HR/RM Supervisor	1	1	0
Administrative Specialist I	2	2	3
Administrative Technician	2	2	2
<b>Total Positions</b>	<b>6</b>	<b>6</b>	<b>6</b>

# HUMAN RESOURCES / RISK MANAGEMENT

## DEPARTMENT BUDGET

Expenditures	Actual FY 18-19	Budget FY 18-19	Estimated FY 19-20	Budget	
				FY 19-20	FY20-21
<b>Personnel</b>					
Salaries - Full-Time	\$ 349,437	\$ 362,597	\$ 310,300	\$ 377,235	\$ 327,650
Benefits & Taxes	131,931	133,352	136,571	158,350	161,754
Other: Retiree Health Savings, PTO Payout, Cell Phone Reimb., Longevity Pay	6,235	5,124	57,443	10,293	4,760
	487,603	501,073	504,314	545,878	494,164
<b>Operation &amp; Maintenance</b>					
Professional Services	33,264	51,500	159,000	160,000	53,000
Repairs & Maintenance (including cleaning)	929	1,641	980	1,641	1,000
Meetings, Training & Travel	6,761	5,000	5,000	5,000	5,000
Supplies	14,055	16,650	34,500	35,000	29,000
Other	34,121	51,320	46,500	52,580	54,700
	89,130	126,111	245,980	254,221	142,700
<b>Capital Outlay</b>	-	-	-	-	-
<b>Subtotal Expenditures</b>	\$ 576,733	\$ 627,184	\$ 750,294	\$ 800,099	\$ 636,864
Interfund Cost Allocation	(145,507)	(145,506)	(185,625)	(185,625)	(147,752)
<b>TOTAL EXPENDITURES</b>	\$ 431,226	\$ 481,678	\$ 564,669	\$ 614,474	\$ 489,112



Budget Variances	
Expenditure Type	Reason for Budget Increase or Decrease
Personnel	HR Manager retirement/replacement
Professional Services	Position analysis \$100k



## **DEVELOPMENT SERVICES DEPARTMENT**

### **MISSION STATEMENT**

The Development Services Department is committed to providing excellent customer service to those with a desire to invest in our community by developing commercial and residential properties with the common goal of improving our community and growth.

### **DESCRIPTION**

The Development Services Department is comprised of the following divisions, which provides those involved in residential and commercial projects, a central point of contact.

Building (residential and commercial)  
Planning & Zoning  
Code Enforcement

### **ACCOMPLISHMENTS FY 19-20**

- Admin assisted the Havasu Leadership Development Class with another successful mock City Council meeting this year.
- Code Enforcement received 677 new cases and closed 100% of those cases, while working on an average of 55 open, active cases.
- The most notable Planning and Zoning Division items were:
  - Foothills Estates Residential Subdivision Plats
  - Mall PD Rezones
  - Riviera Project Zoning
- The Building Division incorporated the engineering function of development into the processes and procedures related to plan reviews and inspections, as well as cross-trained plans examiners, building inspectors, and the engineering tech coordinator.
- The Building Division performed plan review, building inspections, and/or issued Certificate of Occupancies for the following commercial projects:
  - Absolute Storage
  - Baskin Robins TI
  - Boat House Restaurant
  - Boat Storage of Lake Havasu
  - Filiberto's
  - Habit Burger
  - Luxelocker Storage
  - Runyon Office Building
  - Showplace Storage
  - Smith's Renovation
  - Starbucks

## DEVELOPMENT SERVICES DEPARTMENT

### GOALS AND PERFORMANCE MEASURES

#### Goal: Safe and Secure Community

**Objective:** Supports a secure, healthy, and well-maintained community

Measures	Actual FY 18-19	Estimated FY 19-20	Projected FY 20-21
<b>Code Enforcement - Promote and preserve the integrity and safety of the Community</b>			
Provide prompt response time; respond to all complaints within 72 hours	98%	98%	98%
Resolve cases in a timely manner; resolve cases within 45 days	82%	81%	82%
Obtain voluntary compliance; settle cases without requiring prosecution	99%	99%	99%

#### Goal: Well-Planned, Sustainable Growth and Development

**Objective:** Creates development standards that promote high quality development and proactive infrastructure

Measures	Actual FY 18-19	Estimated FY 19-20	Projected FY 20-21
<b>Provide Timely processing of planning applications and planning permits</b>			
Route all pre-application submittals seven days prior to pre-application meeting	95%	95%	95%
All pre-application meetings held within one week of submittal	99%	99%	99%
Inspect all requesting commercial projects for issuance of Certificate of Occupancy within two days of request	100%	100%	100%
Design review for compliance with approved site plan within two weeks of receipt	95%	100%	100%
Review residential plans within 5-7 business days (first review)	5%	10%	10%
Review commercial plans first reviews within 10 business days	88%	88%	88%
Review of grading, standard detail retaining walls, and first review of established standard plans within 3 business days	75%	75%	75%

**Objective:** Engages in long-term comprehensive and land-use planning that strengthens partnerships and offers a community-driven vision

Measures	Actual FY 18-19	Estimated FY 19-20	Projected FY 20-21
<b>Maintenance and updating the General Plan as necessary</b>			
Number of major general plan amendments processed	0	0	0
* Number of required General Plan updates performed	0	0	0

\*Adopted/Ratified 11/2016 and is performed every 10 yrs.

## DEVELOPMENT SERVICES DEPARTMENT PERSONNEL

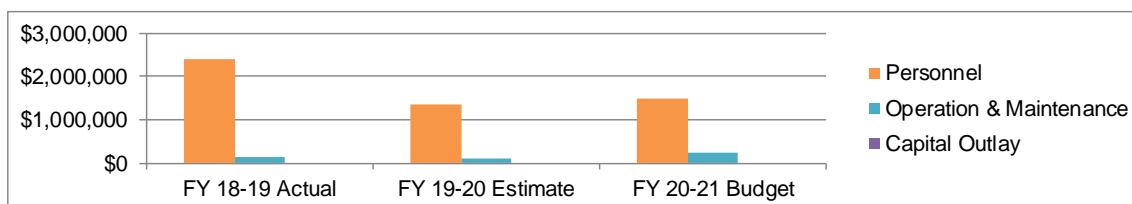
Position Title	FY 18-19	FY 19-20	FY 20-21
Department Director	1	1	1
Assistant City Engineer	1	1	0
Division Manager	1	1	1
Procurement Official	1	1	0
Zoning Administrator	1	1	1
Project Manager	3	3	0
Capital Asset Administrator	1	1	0
City Planner	1	1	1
Management Specialist	0	1	1
Plans Examiner II	1	1	1
Plans Examiner I	2	2	3
Stormwater Specialist	1	1	0
Contract Specialist	1	0	0
Engineering Tech Coordinator	2	2	1
Building Inspector II	2	2	2
Development Specialist	1	1	0
Administrative Specialist II	1	1	0
Code Enforcement Specialist	1	1	1
Administrative Specialist I	1	1	1
Customer Service Specialist	3	3	3
Engineering Aide	0.8	0.8	0.8
Plan Review Aide	0.5	0.5	0.5
<b>Total Positions</b>	<b>27.3</b>	<b>27.3</b>	<b>18.3</b>



## DEVELOPMENT SERVICES DEPARTMENT

### DEPARTMENT BUDGET

Expenditures	Actual FY 18-19	Budget FY 18-19	Estimated FY 19-20	Budget	
				FY 19-20	FY 20-21
<b>Personnel</b>					
Salaries - Full-Time	\$ 1,649,510	\$ 1,707,152	\$ 911,442	\$ 1,143,684	\$ 988,633
Salaries - Part-Time	36,704	42,834	16,102	17,705	18,236
OT, Standby & Shift Differential	5,551	16,401	1,513	16,401	5,000
Benefits & Taxes	695,044	733,677	401,460	524,041	456,287
Other: Retiree Health Savings, PTO Payout, Cell Phone Reimb., Longevity Pay	14,931	8,828	11,386	12,085	5,900
	2,401,740	2,508,892	1,341,903	1,713,916	1,474,056
<b>Operation &amp; Maintenance</b>					
Professional Services	5,815	6,200	9,000	9,200	29,200
Utilities	14,867	14,050	11,950	11,350	12,550
Repairs & Maintenance (including cleaning)	20,441	16,967	8,087	7,987	8,567
Meetings, Training & Travel	35,689	19,995	9,600	10,900	10,200
Supplies	22,886	26,950	25,381	20,750	17,700
Other	49,346	61,147	49,163	49,881	165,572
	149,044	145,309	113,181	110,068	243,789
<b>Capital Outlay</b>	-	35,000	-	-	-
<b>Subtotal Expenditures</b>	\$ 2,550,784	\$ 2,689,201	\$ 1,455,084	\$ 1,823,984	\$ 1,717,845
Interfund Cost Allocation	(682,670)	(670,520)	(143,622)	(143,622)	(89,250)
<b>TOTAL EXPENDITURES</b>	\$ 1,868,114	\$ 2,018,681	\$ 1,311,462	\$ 1,680,362	\$ 1,628,595



Budget Variances	
Expenditure Type	Reason for Budget Increase or Decrease
Personnel	Reorganization / Promotion Department Director, moved Capital Asset Manager
Professional Services	Professional Contract for Commercial Plans Review (Offsetting Revenues)
Other	Includes \$115,000 for Plan B Budget Planning
Intercost Allocation	Moved Engineering to Maintenance Services and Procurement to Administrative Services



## **FIRE DEPARTMENT**

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### **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.

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### **DESCRIPTION**

The Lake Havasu City Fire Department is a full-service department that provides fire, rescue, and emergency medical services. The Department consists of the Fire Administration Division, Suppression Division, Prevention Division, and Support Services Division. The Suppression Division includes both emergency operations and training.

The administrative offices of the Fire Department are primarily located at City Hall and provide a single location for all non-emergency public needs.

Emergency services are delivered from six fire stations located throughout the city. The department staffs one Battalion Commander, five paramedic engine companies, one paramedic truck company, and one community paramedic unit. Each company also provides a specialized response for less frequent incidents, such as lake emergencies, technical rescues, hazardous material incidents, aircraft emergencies, and desert rescues.

The Fire Prevention Division manages plan reviews, fire inspections, fire investigations, and public education classes.

The city is also fortunate to benefit from a little known resource that provides thousands of volunteer hours each year. The Lake Havasu City Community Emergency Response Team (CERT) is an all-volunteer organization whose members receive training to prepare them to assist in the event of a disaster. These unsung heroes also provide assistance to the Fire Department at large emergencies and aid the Police Department during SWAT incidents. As a community service, CERT provides first aid stations for various special events throughout the year and manages the residential Lock Box (Knox) program.

# FIRE DEPARTMENT

## ACCOMPLISHMENTS

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### ACCOPLISHEMTNS FY19-20

**Fire Suppression Division (Operations).** The fire department placed the new AR1 Unit into service. The 2-person Adaptive Response Unit provides community medicine follow-up services, responds to low acuity medical responses, and is capable of patient transport in accordance with medical control protocols.

The Aircraft Rescue Firefighting (ARFF) Unit has been returned to full service. The ARFF unit provides specialized aircraft firefighting and rescue services at Lake Havasu City Municipal Airport supporting general aviation and military air operations.

All captain were certified in the Blue Card Incident Command Program as a Hazard Zone Incident Commander for Type IV and V incidents. All of our Battalion Commanders are certified as Blue Card Train-the-Trainers to teach and certify our own members.

**Fire Suppression Division (Operations).** Training and exercises with the Police Department and CERT in responding to an Active Shooter/Violent incident. The Fire Department received two grants: one from Homeland Security for basic PPE and a donation from Havasu Regional Medical Center for additional ballistic PPE. Lake Havasu CERT also purchased specialized medical equipment to be utilized for an active shooter type incident.

**Fire Prevention Division.** The prevention staff provides permitting, plan review, inspection, and follow-up for new construction and certain existing public occupancies. Lake Havasu City has a progressive fire sprinkler ordinance that requires fire suppression in the vast majority of new construction, to include many single-family homes. In 2019, Fire Prevention issued 890 permits and conducted 2,699 inspections, up drastically from the prior year. Fire Prevention staff also provides public safety education throughout the community. In 2019, the Public Education Specialist conducted 474 classes reaching over 10,153 local adults and students.

**Administration and Support Services Divisions.** The administrative and support services staff provide the administrative support necessary to track and maintain a dynamic department budget. The coordinated efforts of the four divisions allowed the department to operate within budget on a very narrow margin.



## FIRE DEPARTMENT

### GOALS AND PERFORMANCE MEASURES

Note: Calendar year stats are used to consistently align with annual state and federal reporting.

#### Goal: Safe and Secure Community

**Objective:** Provide services, supplies, and equipment to reduce harm, and save lives and property within and around the community

Measures	Actual FY 18-19	Estimated FY 19-20	Projected FY 20-21
Provide quality emergency services to the citizens and visitors of Lake Havasu City			
Property Protection Classification (ISO Rate)	3	2	2
Average response time (min:sec)	6:03	6:06	6:06

**Objective:** Support a secure, healthy, and well-maintained community

Measures	Actual FY 18-19	Estimated FY 19-20	Projected FY 20-21
Provide basic and advanced patient care			
Number of paramedics employed by Lake Havasu City	39	40	42
ARV (community paramedic) responses	943	965	831
Lives improved by Medic intervention	385	403	389

**Objective:** Provide a visible and approachable public safety presence, which supports proactive prevention measures and education

Measures	Actual FY 18-19	Estimated FY 19-20	Projected FY 20-21
Community interaction			
Public education classes	348	382	474
Public education students	7,535	8,573	10,153

Measures	Actual FY 18-19	Estimated FY 19-20	Projected FY 20-21
Improve the physical appearance and uniform look of personnel			
Improvements to work and duty uniforms	0%	30%	80%

## FIRE DEPARTMENT

### GOALS AND PERFORMANCE MEASURES | PERSONNEL

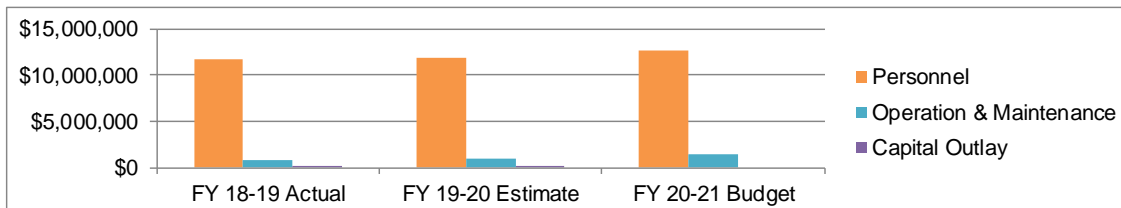
Measures	Actual FY 18-19	Estimated FY 19-20	Projected FY 20-21
<b>Reduce the threat of fire by providing fire prevention services</b>			
Permits issued	509	910	805
Plan reviews	346	403	325
Fire Inspections	2,007	2,339	2,699

Position Title	FY 18-19	FY 19-20	FY 20-21
Fire Chief	1	1	1
Fire Division Chief	2	2	2
Battalion Commander	4	4	5
Fire Captain/Paramedic	11	11	11
Fire Captain	7	7	6
Fire Engineer/Paramedic	10	11	12
Fire Engineer	8	7	6
Firefighter/Paramedic	17	20	19
Firefighter	19	16	16
Fire Prevention Officer	1	1	1
Management Specialist	2	2	2
Fire Inspector	1	1	1
Administrative Specialist I	1	1	1
Public Education Specialist	1	1	1
Administrative Technician	1	1	1
Clerical Office Aide	0.6	0.6	0.6
Service Aide	0.6	0.6	0.6
<b>Total Positions</b>	<b>87.2</b>	<b>87.2</b>	<b>86.2</b>

# FIRE DEPARTMENT

## DEPARTMENT BUDGET

Expenditures	Actual FY 18-19	Budget FY 18-19	Estimated FY 19-20	Budget	
				FY 19-20	FY 20-21
<b>Personnel</b>					
Salaries - Full-Time	\$ 5,194,449	\$ 5,533,950	\$ 5,478,886	\$ 5,622,348	\$ 5,789,669
Salaries - Part-Time	14,720	29,019	15,077	30,552	31,262
OT, Holiday, Standby & Shift Differential	1,136,164	1,053,008	1,118,512	1,139,101	1,173,273
Benefits & Taxes	5,199,166	5,370,496	5,181,357	5,307,563	5,555,138
Other: Retiree Health Savings, PTO Payout, Cell Phone Reimb..					
Longevity Pay	111,436	86,940	62,735	58,624	46,611
	11,655,935	12,073,413	11,856,567	12,158,188	12,595,953
<b>Operation &amp; Maintenance</b>					
Professional Services	33,655	35,600	32,650	35,600	38,200
Utilities	106,182	113,500	109,000	115,000	90,000
Repairs & Maintenance (including cleaning)	214,427	251,500	254,500	236,200	264,200
Meetings, Training & Travel	11,846	7,000	41,042	47,000	47,000
Supplies	358,276	379,700	415,725	474,800	476,125
Other	40,551	53,930	43,650	56,000	586,740
	764,937	841,230	896,567	964,600	1,502,265
<b>Capital Outlay</b>	25,900	-	183,000	183,000	-
<b>Subtotal Expenditures</b>	\$ 12,446,772	\$ 12,914,643	\$ 12,936,134	\$ 13,305,788	\$ 14,098,218
<b>Debt Service</b>	3,377,025	6,391,435	3,332,209	3,332,209	291,058
<b>TOTAL EXPENDITURES</b>	\$ 15,823,797	\$ 19,306,078	\$ 16,268,343	\$ 16,637,997	\$ 14,389,276



Budget Variances	
Expenditure Type	Reason for Budget Increase or Decrease
Other	Includes \$530k for Plan B budget planning
Debt Service	Final PSPRS Debt payment made in FY19-20



# GENERAL GOVERNMENT

## NON-DEPARTMENTAL BUDGET

Expenditures	Actual FY 18-19	Budget FY 18-19	Estimated FY 19-20	Budget	
				FY 19-20	FY 20-21
<b>Operation &amp; Maintenance</b>					
Labor Attrition	\$ -	\$ (483,000)	\$ -	\$ (498,000)	\$ (501,000)
Professional Services	85,286	63,650	123,683	142,165	73,265
Utilities	83,014	81,200	81,166	89,200	89,200
Repairs & Maintenance (including cleaning)	36,381	39,550	24,158	42,070	15,570
Vehicle/Equip. Replacement Prog: Lease	15,065	15,065	15,065	15,065	15,065
Insurance & Claims	383,855	366,000	458,460	375,000	396,555
Supplies	25,330	18,750	32,977	33,650	40,150
Outside Grants	2,500	2,500	-	-	-
Other	222,576	240,826	246,924	245,662	16,750,665
Developer Agreements	1,019,363	1,200,000	430,780	1,349,574	437,000
CVB/PED Payments	2,438,028	2,353,192	2,106,900	2,460,719	1,980,000
Interfund Cost Allocation	(77,194)	(425,564)	36,709	36,709	117,519
	4,234,204	3,472,169	3,556,822	4,291,814	19,413,989
<b>Capital Outlay</b>	125,232	-	-	-	-
<b>Subtotal Expenditures</b>	\$ 4,359,436	\$ 3,472,169	\$ 3,556,822	\$ 4,291,814	\$ 19,413,989
<b>Contingency</b>	54,788	500,000	394,940	500,000	1,000,000
<b>Debt Service</b>	1,442,068	4,270,716		-	-
<b>TOTAL EXPENDITURES</b>	\$ 5,856,292	\$ 8,242,885	\$ 3,951,762	\$ 4,791,814	\$ 20,413,989

Budget Variances	
Expenditure Type	Reason for Budget Increase or Decrease
Repair & Maintenance; Supplies	Cleaning services moved in-house (decrease repair & maint. and increase supplies)
Insurance & Claim	Increase in claims paid
Developer Agreements	Decrease of \$900k for 1 agreement ending
Other	Includes \$16.5M for Plan B budget planning (AZCares and other Grant Funding)
Debt Service	No remaining debt under General Government; GADA Land Acquisition was paid-off in FY 18-19 and budgeted in FY 18-19 was placeholder debt in case expenditure limitation increase measure did not pass



## **MUNICIPAL COURT**

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### **MISSION STATEMENT**

As the judicial branch of government, our mission is to administer fair and impartial justice. The Municipal Court is committed to providing efficient, accurate, and accessible services.

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### **DESCRIPTION**

The Lake Havasu City Municipal 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 for Lake Havasu City.

The Lake Havasu City Municipal Court deconsolidated from the Consolidated Courts in September 2019. The Municipal Court is co-located with the Lake Havasu City Justice Court and Mohave County Superior Court. The Lake Havasu City Municipal Court handles cases that range from minor traffic violations to class one misdemeanors.

The Court provides two specialty Courts: Youth Court and Veterans Treatment Court. The Youth and Veterans Treatment Courts have made significant and measurable differences in their participants' lives by assisting with treatment and peer support programs that promote sobriety, recovery, and stability. The Youth and Veterans Treatment Court has been proven to reduce recidivism among its participants, which has benefited the Lake Havasu City community and the criminal justice system.

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### **ACCOMPLISHMENTS FY 19-20**

- Deconsolidation from the Lake Havasu City Consolidated Courts
  - Process began April 2019 - Effective September 2019
  - Separation of new court processes, financials, and personnel
  - Implementation of new court policies and procedures
  - Separating active criminal cases, traffic tickets, criminal cases with warrant status, payment contracts, and closed cases (This is an on-going manual process)
- Court/City Community Restitution Program - The Lake Havasu City Youth Court and Veterans Treatment Court continued its partnership with Lake Havasu City Parks and Recreation to provide community restitution projects for those in the justice system. The participants in both Courts and the City staff work together on projects that are not on the regular cleanup rotation for the city. Projects performed include cleaning up the community parks, beaches and various other tasks that assist with the beautification of our city.



## MUNICIPAL COURT ACCOMPLISHMENTS | PERSONNEL

### ACCOMPLISHMENTS CONT'D FY19-20

- Lake Havasu City Youth Court
  - Admitted – 45 Juveniles
  - Successfully Completed – 16 Juveniles
  - Coordinating with Superior Court to better serve Juveniles in Both Youth Court, Juvenile Drug Court and Probation
  - Referring Juveniles to Arizona@work to receive assistance in employment skills and job placement. Arizona@work is also assisting with GED referrals when a high school diploma is no longer an option
- Lake Havasu City Veterans Treatment Court
  - Admitted – 45 Veterans
  - Successfully Completed – 49 Veterans
  - 5.8% recidivism rate
  - Successfully operating Year 2 of the SAMHSA grant with Kingman Municipal Court serving 75 Veterans
  - Coordinating services with the VA, Vet Center and Southwest Behavioral Health Services to address all treatment and social service needs

Position Title	FY 18-19	FY 19-20	FY 20-21
Magistrate	1	1	1
Court Supervisor	1	1	1
Probation Officer	0	0	0
Court Clerk Lead	2	2	1
Court Clerk IV	1	1	
Court Clerk III	1	1	
Court Clerk II	7	7	
Court Clerk I	5	5	
Case Management Clerk			4
Civil Traffic Clerk			1
Counter Clerk			2
Courtroom Clerk			1
Speciality Court Lead			1
Accounting Specialist			1
Associate Magistrate	1	1	1
Clerical Office Aide	2.2	2.2	1
<b>Total Positions</b>	<b>21.2</b>	<b>21.2</b>	<b>15</b>



## MUNICIPAL COURT

### GOALS AND PERFORMANCE MEASURES

#### Goal: Safe and Secure Community

**Objective:** Supports the enforcement of laws and regulations in a fair, just and timely manner

Measures	Actual FY 18-19	Estimated FY 19-20	Projected FY 20-21
Continue to execute cases in a timely manner as required to use resources effectively in delivering desired outcomes			
Total Number of Open Court Cases	27,793	32,578	36,578
Total number of Closed Court cases	6,259	4,280	4,450
Average arraignment processing time w/in 60 days	90%	90%	90%

**Objective:** Supports a secure, healthy and well-maintained community

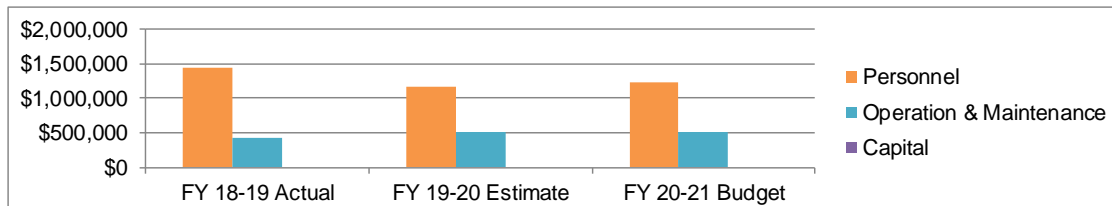
Measures	Actual FY 18-19	Estimated FY 19-20	Projected FY 20-21
Provide better customer service to all litigants entering the courthouse			
Number of payments made by mail or counter	15,892	18,844	22,612
Number of payments made online	11,508	8,056	9,001
Percentage of new hires receiving on-boarding training within 30 days of hire date	100%	100%	100%

**Objective:** Prevents crime and supports the prevention of crime

Measures	Actual FY 18-19	Estimated FY 19-20	Projected FY 20-21
Offers programs to help prevent future criminal acts			
Number of Veterans Court cases	90	105	110
Number of Youth Court cases	80	90	95

# MUNICIPAL COURT DEPARTMENT BUDGET

Expenditures	Actual FY 18-19	Budget FY 18-19	Estimated FY 19-20	Budget	
				FY 19-20	FY 20-21
<b>Personnel</b>					
Salaries - Full-Time	\$ 874,599	\$ 902,514	\$ 705,467	\$ 921,295	\$ 726,150
Salaries - Part-Time	125,992	124,285	105,952	161,544	135,750
OT, Standby & Shift Differential	18,300	12,439	33,084	16,209	21,840
Benefits & Taxes	399,035	408,557	304,311	445,902	343,393
Other: Retiree Health Savings, PTO Payout, Cell Phone Reimb., Longevity Pay	25,151	11,449	15,218	15,792	7,689
	1,443,077	1,459,244	1,164,032	1,560,742	1,234,822
<b>Operation &amp; Maintenance</b>					
Professional Services	210,886	211,500	274,400	274,400	274,400
Utilities	21,046	23,000	23,000	23,000	18,400
Repairs & Maintenance (including cleaning)	6,696	8,450	8,650	8,650	8,700
Meetings, Training & Travel	10,692	12,800	22,300	22,300	21,900
Supplies	17,874	23,200	25,700	25,700	22,000
Outside Contracts	39,053	33,100	34,620	34,620	35,000
Other	124,459	125,510	128,210	128,210	134,539
	430,706	437,560	516,880	516,880	514,939
<b>Capital Outlay</b>	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	<b>\$ 1,873,783</b>	<b>\$ 1,896,804</b>	<b>\$ 1,680,912</b>	<b>\$ 2,077,622</b>	<b>\$ 1,749,761</b>



Budget Variances	
Expenditure Type	Reason for Budget Increase or Decrease
Personnel	Deconsolidate Courts (previously consolidated with Mohave County Courts)



## **PARKS & RECREATION DEPARTMENT**

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### **MISSION STATEMENT**

To enrich the quality of life for Lake Havasu City residents and visitors by providing a variety of high quality programs, facilities and parks that promote health and wellness, learning, and fun for all ages, cultures, and abilities.

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### **DESCRIPTION**

The Parks and Recreation Department is made up of three divisions: Aquatics, Parks and Recreation. The Parks and Recreation Department offices are located inside the Aquatic/Community Center. This is where you can register for offered activities and programs, reserve park Ramada's and facility meeting rooms, as well as apply for special events through the special event application process.

The Aquatic side of the Aquatic/Community Center features an indoor wave and lap pool, a whirl pool, a therapy pool, an outdoor splash pad, slide and fun shore features. The Aquatic division is responsible for overseeing the pools, slide and splash pad which are used regularly during open swim, lap swim, exercise classes and swim lessons in addition to summer youth activities like the junior lifeguard program and summer swim league. The Community Center houses a variety of rooms both large and small, which are available for use in a multitude of ways. Room offerings range from a full commercial kitchen, four meeting rooms, to a gym capable of seating 1,000 people.

The Recreation division oversees a variety of activities and programs which include the after school program, seasonal camps, sports, and events with schools, clubs and outside organizations as well as several community events throughout the year.

Our Parks division maintains 15 parks throughout the city each with family-friendly amenities. These amenities include play structures, water features, outdoor pickle ball and bocce ball courts, and horseshoe pits. Three of the parks have reservable Ramada's. Throughout these parks, 15 lit multi-use fields are used by both adult and youth leagues for baseball, football, soccer and softball. The Patrick Tinnell Memorial Sports complex is a 40,000 square foot lakefront multi-use skate park located in Rotary Community Park. The Site Six launch ramp, located on the island, is the only free public launch ramp within Lake Havasu City. It offers courtesy docks as well as a popular fishing pier and fish cleaning station. The Parks division maintains three dog parks located at Avalon Park, London Bridge Beach, and S.A.R.A. Park. These dog parks allow owners and dogs to socialize while enjoying the outdoors.

## PARKS & RECREATION

### ACCOMPLISHMENTS | PERSONNEL

#### ACCOMPLISHMENTS FY19-20

- Recipients of Tree City USA award for the 17<sup>th</sup> consecutive year.
- Partnered with the Lake Havasu Disk Golf Association to create a second disc golf course in the City.
- Teamed up with the Public Works Department to create the City's newest facility and home to our Parks Division.
- Combined the Parks Maintenance staff with the Recreation, Aquatic and Administration Staff.

Position Title	FY 18-19	FY 19-20	FY 20-21
Director of Parks and Recreation	0	0	1
Parks & Recreation Manager	1	1	0
Aquatics Supervisor	1	1	1
Recreation Supervisor	1	1	1
Events Coordinator	1	0	0
Field Supervisor	0	2	3
Administrative Supervisor	1	1	1
Maintenance Lead	0	4	7
Program Coordinator	3	3	3
Maintenance Specialist	0	3	6
Administrative Specialist I	2	2	2
Administrative Technician	1	1	1
Maintenance Technician	0	8	9
Cashier	3.3	3.3	3.3
Exercise Instructor	0.7	0.7	0.7
Laborer	0	5.4	5.4
Lifeguard Apprentice	0.4	0.4	0.4
Lifeguard I	3	3	3
Lifeguard II	3.8	3.8	3.8
Lifeguard III	2.2	2.2	2.2
Program Instructor	0.5	0.5	0.5
Recreation Leader I	7.8	7.8	7.8
Recreation Leader II	7.7	7.7	7.7
Recreation Leader III	7.5	7.5	7.5
Recreation Leader IV	1.4	1.4	1.4
Service Aide	0.4	0.4	0.4
<b>Total Positions</b>	<b>49.7</b>	<b>71.1</b>	<b>79.1</b>

## PARKS & RECREATION

### GOALS AND PERFORMANCE MEASURES

#### Goal: Great Community to Live, Work and Play

**Objective:** Offers and supports a variety of recreational programs and activities that promote a healthy and active lifestyle

Measures	Actual FY 18-19	Estimated FY 19-20	Projected FY 20-21
<b>Offer a variety of exercise and enrichment programs for all ages</b>			
Number of Community Center rentals	1,537	1,550	1,550
Number of special activity participants	230	100	100
Number of sport program registered participants	2,198	2,333	2,300
Number of open gym session participants	3,983	4,300	4,000
Number of exercise class participants	20,138	20,000	20,000
Number of lap swim session participants	4,950	5,000	5,000
Number of open swim session participants	16,945	17,500	17,500
Number of swim lesson participants	6,136	6,240	6,240
Hours of private pool rental	650	600	600

**Objective:** Engages the community in events and activities that promote recreation, culture, education and social interaction

Measures	Actual FY 18-19	Estimated FY 19-20	Projected FY 20-21
<b>Provide special events that give families, residents, and visitors an opportunity to participate in a variety of activities</b>			
Number of special events conducted	4	4	4
Number of special events assisted	3	3	3

**Objective:** Supports educational opportunities for life-long learning and workforce development

Measures	Actual FY 18-19	Estimated FY 19-20	Projected FY 20-21
<b>Offer affordable after school program (ASP) and summer camp child care to help working parents</b>			
Average after school program daily attendance	376	255	300
Average number of households in ASP	450	300	450
Average number of households per session receiving assistance	110	100	150
Average summer camp daily attendance	374	374	373

## PARKS & RECREATION

### GOALS AND PERFORMANCE MEASURES

#### Goal: Safe and Secure Community

**Objective:** Enhances the quality, life and safety of municipal infrastructure and facilities

Measures	Actual FY 18-19	Estimated FY 19-20	Projected FY 20-21
Utilize cost effective procedures in maintaining and repairing the facilities for safe use			
Annual cost per acre Parks Maintenance Measured. (951 Acres Not including ROW Landscape)	\$3,319	\$3,420	\$3,579

**Objective:** Supports a secure, healthy and well-maintained community

Measures	Actual FY 18-19	Estimated FY 19-20	Projected FY 20-21
Provide safe, clean, and aesthetically pleasing parks, rights-of-way, and municipal landscapes for citizens and visitors in Lake Havasu City			
Monthly playground inspections are 100% completed; and grade B or better.	90%	90%	90%
Monthly sports field inspections are 75% completed and grade C or better.	90%	90%	90%

#### Goal: Reliable Infrastructure and Effective Mobility

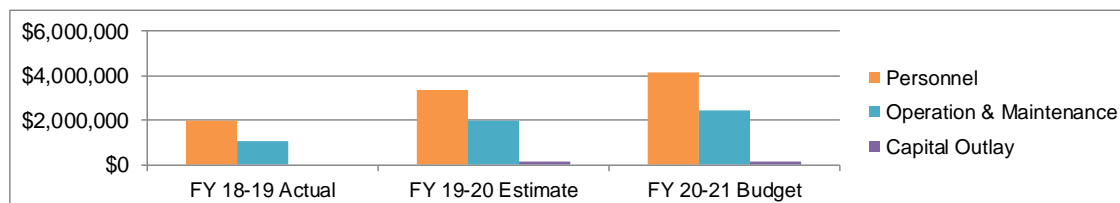
**Objective:** Proactively provides reliable infrastructure through a systematic approach to repair and maintain the existing assets and the well-planned construction of new assets

Measures	Actual FY 18-19	Estimated FY 19-20	Projected FY 20-21
Asset Management Plans in place for 75% of facilities.			
	45%	55%	65%

## PARKS & RECREATION DEPARTMENT BUDGET

Expenditures	Actual FY 18-19	Budget FY 18-19	Estimated FY 19-20	Budget	
				FY 19-20	FY 20-21
<b>Personnel</b>					
Salaries - Full-Time	\$ 688,402	\$ 715,974	\$ 1,410,291	\$ 1,433,189	\$ 1,829,292
Salaries - Part-Time	838,091	880,401	1,077,817	1,111,271	1,143,345
OT, Standby & Shift Differential	1,842	-	31,369	10,409	20,739
Benefits & Taxes	432,452	467,264	828,433	939,377	1,101,943
Other: Retiree Health Savings, PTO Payout, Cell Phone Reimb., Longevity Pay	21,439	8,248	31,610	29,573	34,099
	1,982,226	2,071,887	3,379,520	3,523,819	4,129,418
<b>Operation &amp; Maintenance</b>					
Professional Services	7,224	5,950	7,650	5,650	5,650
Utilities	664,181	716,780	871,005	744,510	1,370,260
Repairs & Maintenance (including cleaning)	95,699	126,000	363,459	227,855	272,545
Meetings, Training & Travel	5,930	6,260	11,347	10,647	13,150
Supplies	220,145	225,170	600,555	409,503	563,169
Programs	43,626	62,810	81,245	89,195	84,610
Other	24,055	39,785	53,772	42,022	143,153
	1,060,860	1,182,755	1,989,033	1,529,382	2,452,537
<b>Capital Outlay</b>	-	10,000	160,000	160,000	150,000
<b>Subtotal Expenditures</b>	\$ 3,043,086	\$ 3,264,642	\$ 5,528,553	\$ 5,213,201	\$ 6,731,955
<b>TOTAL EXPENDITURES</b>	\$ 3,043,086	\$ 3,264,642	\$ 5,528,553	\$ 5,213,201	\$ 6,731,955

Capital Outlay Budget	Quantity	Unit Price	Total FY 20-21
<b>Improvement</b>			
Building Improvements	1	\$ 150,000	\$ 150,000
<b>TOTAL CAPITAL OUTLAY</b>			\$ 150,000



Budget Variances	
Expenditure Type	Reason for Budget Increase or Decrease
Personnel	Moved Parks personnel from Maintenance Service
Utilities	Moved Parks telephone, electricity, and hydrant meters from Maintenance Service
Supplies	Moved Parks supplies from Maintenance Service
Other	Includes \$86k for Plan B budget planning

## **POLICE DEPARTMENT**

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### **MISSION STATEMENT**

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

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### **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 Crime Prevention Programs, Youth Programs, Citizens Police Academy, Sexual Offender Website Notifications, and Volunteer Programs.





## POLICE DEPARTMENT

### ACCOMPLISHMENTS

#### Accomplishments FY 19-20

- The Lake Havasu City Police Department obtained its initial accreditation award from the Arizona Association of Chiefs of Police (AACOP) for successfully complying with established standards of the Arizona Law Enforcement Accreditation Program (ALEAP). The agency achieved this significant professional achievement after beginning the program on September 11, 2018. Accreditation is a progressive and time-proven method of assisting law enforcement agencies in measuring and improving their overall performance by subscribing to an established set of standards and best practices in law enforcement for the State of Arizona. Accreditation acknowledges the implementation of policies and procedures that are conceptually sound and operationally effective. LHCPD was successful in demonstrating that we met the standards established by the ALEAP and were awarded accreditation for a period of four years.
- With the assistance of community donations, the Police Department was able to procure “Rocky”, a Springer Spaniel Narcotics Detection K-9. Rocky is assigned to the Street Crimes Unit and began to prove he is an asset to the community by keeping drugs off the street within his first week on duty.
- The Criminal Investigations Unit enhanced the Sex Offender Compliance Program by implementing a new team comprised of a number of police officers and detectives. The new team members were provided with specialized training to conduct monthly tracking of local sex offenders registered in our community as well as conducting community notifications when appropriate. Lake Havasu City currently has 78 convicted sex offenders, 35 of which are community notifiable. All offenders are monitored continually and, depending on their risk level, are subject to further compliance stipulations or requirements.
- The Special Investigations Unit conducted a heroin investigation resulting in the seizure of a large quantity of methamphetamine, heroin, and a loaded pistol. Information was obtained about the source supplier located out of our jurisdiction. Working collectively with the HITDA task force, 342 grams of heroin, 50 pounds of methamphetamines, 2,187 fentanyl pills, vials of anabolic steroids, and various handguns and rifles were seized and kept out of our community.
- The department hosted the annual Shop with a Cop event this year. This is an event where 16 kids were selected from the school system and each were paired with a police officer for a shopping spree. The money for the event was donated by the Citizens Police Academy Alumni Association and several private donations.



## POLICE DEPARTMENT PERSONNEL

Position Title	FY 18-19	FY 19-20	FY 20-21
Police Chief	1	1	1
Police Captain	2	2	2
Management Specialist	1	1	1
Communications Supervisor	1	1	1
Police Lieutenant	4	4	4
Police Sergeant	11	11	11
Police Officer, Senior	14	11	11
Police Officer	51	51	51
Detention Supervisor	1	1	1
Records Supervisor	1	1	1
Public Safety Dispatch Spvr.	2	1	1
Administrative Specialist II	2	2	2
Property/Evidence Technician	1	1	1
Administrative Specialist I	1	1	1
Public Safety Dispatcher	13	13	13
Crime Scene Technician	1	1	1
Animal Control Officer	2	2	2
Detention Officer	9	9	9
Administrative Technician	3	3	3
Police Service Technician	1	1	1
Background Investigator	0.7	0.7	0.7
Clerical Office Aide	3.5	3.5	3.5
Police Project Analyst	0.7	0.7	0.7
Police Service Assistant	3.6	3.6	3.6
<b>Total Positions</b>	<b>130.5</b>	<b>126.5</b>	<b>126.5</b>



## POLICE DEPARTMENT

### GOALS AND PERFORMANCE MEASURES

#### Goal: Safe and Secure Community

**Objective:** Provides services, supplies and equipment to reduce harm and save lives and property within and around the community

Measures	Actual FY 18-19	Estimated FY 19-20	Projected FY 20-21
<b>Monitor the computer aided dispatch response time data for Priority 1 (Emergency) calls</b>			
Average time call received until dispatched (min:sec)	2:04	2:15	2:05
Average time officer dispatched until on scene (min:sec)	5:09	5:26	5:25

Measures	Actual FY 18-19	Estimated FY 19-20	Projected FY 20-21
<b>Perform background investigations on peddlers requesting to sell door-to door and vendors requesting to conduct business at recreation events within the community</b>			
Number of Peddler Permit and vendor background investigations conducted	57	61	65

**Objective:** Supports a secure, healthy and well-maintained community

Measures	Actual FY 18-19	Estimated FY 19-20	Projected FY 20-21
<b>Market continued growth and improvements for the Neighborhood Watch Program</b>			
Number of neighborhood groups	80	88	93
Number of members	637	707	757

Measures	Actual FY 18-19	Estimated FY 19-20	Projected FY 20-21
<b>Provide animal control services, ensuring animal health and protection of the citizens by reducing the number of animals impounded by increasing licensing of pets</b>			
Number of calls for service	2,636	2,800	2,850
Number of animal licenses issued or renewed	4,680	4,300	5,000
Number of animals impounded	313	340	325
Number of animals returned to owner, not requiring impound	276	200	250

## POLICE DEPARTMENT

### GOALS AND PERFORMANCE MEASURES

#### Goal: Safe and Secure Community (Continued)

**Objective:** Prevents crime and supports the prevention of crime

Measures	Actual FY 18-19	Estimated FY 19-20	Projected FY 20-21
<b>Maintain constant vigilance towards the apprehension of serious criminal offenders; reduce crime by supporting the exchange of intelligence information, proper crime scene investigations, and sound investigative practices</b>			
Number of Part I offenses reported*	839	763	786
Number of Part I offenses cleared	306	225	236
Percent of Part I reported offenses cleared**	36%	29%	30%

\*Excludes Unfounded and Cleared Exceptional

\*\*Cases reported and cleared may cross fiscal years

**Objective:** Supports the enforcement of laws and regulations in a fair, just and timely manner

Measures	Actual FY 18-19	Estimated FY 19-20	Projected FY 20-21
<b>Provide safe streets with traffic enforcement as a means to reduce traffic accidents</b>			
Accident ratio per 1,000 population	19.4	19.3	18.6
Total Accidents Reported	1,067	1,061	1,114
Traffic Enforcement Activity - Number of Traffic Stops	10,547	8,198	9,100
Total hours dedicated to traffic enforcement	3,870	3,909	3,948

**Objective:** Provides a visible and approachable public safety presence which supports proactive prevention measures and education

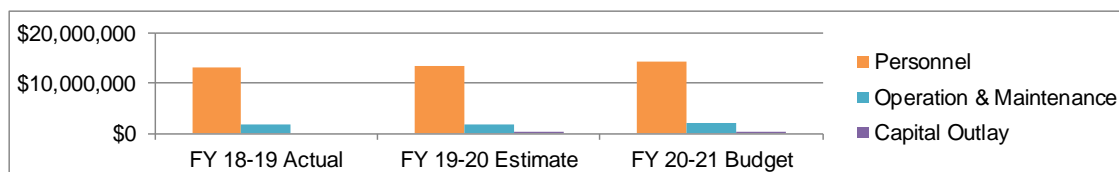
Measures	Actual FY 18-19	Estimated FY 19-20	Projected FY 20-21
<b>Continually educate the community through various means including Community Oriented Policing</b>			
Number of 5th, 7th and 9th grade students provided NOVA Program Instruction (Nurturing, Opportunities, Values, Accountability)	1,431	1,431	1,450
Number of downloads for the Police Mobile App (launched November 2016)	786	790	800

# POLICE DEPARTMENT

## DEPARTMENT BUDGET

Expenditures	Actual	Budget	Estimated	Budget	
	FY 18-19	FY 18-19	FY 19-20	FY 19-20	FY 20-21
<b>Personnel</b>					
Salaries - Full-Time	\$ 4,850,270	\$ 6,835,308	\$ 4,307,628	\$ 6,982,405	\$ 7,186,476
Salaries - Part-Time	168,386	246,480	218,105	250,749	258,271
OT, Holiday, Standby & Shift Differential	2,623,876	1,016,190	3,012,929	1,051,312	1,078,077
Benefits & Taxes	5,298,063	5,835,716	5,352,677	5,602,760	5,834,809
Other: Retiree Health Savings, PTO Payout, Cell Phone Reimb., Longevity Pay	182,000	104,314	567,535	66,490	56,952
	13,122,595	14,038,008	13,458,874	13,953,716	14,414,585
<b>Operation &amp; Maintenance</b>					
Professional Services	60,685	39,140	60,412	69,210	67,675
Utilities	152,031	169,846	157,200	165,836	158,216
Repairs & Maintenance (including cleaning)	245,477	253,114	274,084	278,663	282,917
Meetings, Training & Travel	70,414	83,970	93,305	105,055	105,380
Supplies	419,264	394,350	436,934	465,461	558,456
Outside Contracts	805,038	623,274	609,000	784,000	709,000
Other	64,158	65,077	46,807	66,803	303,003
	1,817,067	1,628,771	1,677,742	1,935,028	2,184,647
<b>Capital Outlay</b>	-	25,000	15,536	349,000	342,123
<b>Subtotal Expenditures</b>	\$ 14,939,662	\$ 15,691,779	\$ 15,152,152	\$ 16,237,744	\$ 16,941,355
<b>Debt Service</b>	3,809,527	7,075,138	3,791,623	3,761,035	462,761
<b>TOTAL EXPENDITURES</b>	\$ 18,749,189	\$ 22,766,917	\$ 18,943,775	\$ 19,998,779	\$ 17,404,116

Capital Outlay Budget	Quantity	Unit Price	Total FY 20-21
<b>New</b>			
No New Capital Outlay Approved FY20-21	\$ -	\$ -	\$ -
<b>Replacement</b>			
Patrol Vehicles	5	57,825	289,123
Motors	2	26,500	53,000
<b>TOTAL CAPITAL OUTLAY</b>			\$ 342,123



Budget Variances	
Expenditure Type	Reason for Budget Increase or Decrease
Supplies	Increase in fuel and public safety supplies
Debt Services	Final PSPRS Debt payment in FY20
Other	Includes \$246k for Plan B budget planning

## **PUBLIC WORKS ADMINISTRATION**

### **MISSION STATEMENT**

To coordinate and manage the effort to preserve and improve the quality of life, health, welfare and safety of the citizens of Lake Havasu City through the efforts of the Public Works Department Divisions and Areas (Water, Wastewater, Airport, Engineering, Mobility, Maintenance Services (Parks, Facilities, Vehicles and Equipment and Streets Maintenance)).

### **DESCRIPTION**

Public Works Administration oversees the Department which is comprised of four divisions: Engineering, Maintenance Services (Streets, Building and Grounds, and Vehicle Maintenance), Wastewater, Water and three sections: Administration, Airport, and Havasu Mobility.

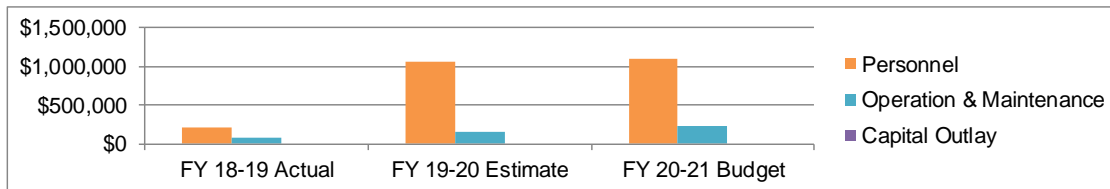
### **ACCOMPLISHMENTS FY 19-20**

- Entry of all Water Division assets in to Lucity.
- Reorganization of Public Works administrative staff.
- Centralized procurement of Public Works purchases and contracts.
- Development of knowledge transfer from retirees.
- Professional utilities work force assessment completed.



## PUBLIC WORKS ADMINISTRATION

Expenditures	Actual	Budget	Estimated	Budget	
	FY 18-19	FY 18-19	FY 19-20	FY 19-20	FY 20-21
<b>Personnel</b>					
Salaries - Full-Time	\$ 138,072	\$ 136,947	\$ 757,714	\$ 746,648	\$ 762,000
Benefits & Taxes	75,554	83,648	307,001	315,777	326,153
Other: Cell Phone Reimb., Longevity Pay	360	362	644	1,008	4,080
	213,986	220,957	1,065,359	1,063,433	1,092,233
<b>Operation &amp; Maintenance</b>					
Professional Services	-	-	10,000	10,000	-
Utilities	56,938	60,920	62,922	62,922	62,922
Repairs & Maintenance (including cleaning)	18,843	29,530	13,400	13,500	14,400
Meetings, Training & Travel	1,051	1,000	800	800	3,900
Supplies	9,256	8,750	8,250	8,250	9,250
Outside Contracts	-	50,000	50,000	50,000	100,000
Other	51	900	900	900	40,900
	86,139	151,100	146,272	146,372	231,372
<b>Capital Outlay</b>	-	-	-	-	-
<b>Subtotal Expenditures</b>	\$ 300,125	\$ 372,057	\$ 1,211,631	\$ 1,209,805	\$ 1,323,605
Interfund Cost Allocation	(299,846)	(349,846)	(334,991)	(334,991)	(420,339)
<b>TOTAL EXPENDITURES</b>	\$ 279	\$ 22,211	\$ 876,640	\$ 874,814	\$ 903,266



Budget Variances	
Expenditure Type	Reason for Budget Increase or Decrease
Personnel	Added Public Works Director, moved the Assets Manager, Admin. Specialist, and Maint. Superintendent from Maintenance to PW Admin.
Outside Contracts	FY18-19 was not paid until the beginning of FY19-20, this pushes the payments forward
Other	Includes \$40,000 for Plan B budget planning

Position Title	FY 18-19	FY 19-20	FY 20-21
Director of Public Works	0	0	1
Public Works Manager	1	1	1
Management Specialist	0	0	1
Capital Asset Coordinator	0	0	1
Administrative Specialist II	0	0	1
<b>Total Positions</b>	<b>1</b>	<b>1</b>	<b>5</b>

## **PUBLIC WORKS**

### **AIRPORT**

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#### **MISSION STATEMENT**

Our mission is to provide safe and efficient aviation facilities for the citizens, businesses, and visitors of Lake Havasu City. To facilitate regional economic development by providing a modern and efficiently operated aviation facility. To consider all available funding sources to aid in making the airport as self-sustaining as possible. To maintain and develop the airport in an environmentally sound manner, as a vital part of the local, state, and national economy.

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#### **DESCRIPTION**

The Airport Division is responsible for customer-friendly administration, maintenance, planning, development, public outreach, and monitoring flight operations at a medium-sized commercial/ general aviation airfield facility. Two commercial freight carriers, one international rental car agency, two multi-service fixed-base operators, and various specialty fixed-based operators are based here. The airport is a 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.

#### **ACCOMPLISHMENTS FY 19-20**

- Completed and adopted the new Airport Master Plan.
- Re-purposed the Terminal Apron to a Military Apron.
- Re-modeled the Terminal TSA room to a very nice Military Lounge.
- Fog sealed Taxiway B.
- Crack Sealed Taxiway A and Taxiway C.
- Acquired several State and Federal Grants for rehabilitations of Airport infrastructures.
- Re-striped markings on Aprons, Taxiway A, Taxiway B, Taxiway C, and Taxilanes.
- Installed a Radio Recorder on the CTAF.
- Replaced Gate 5.



## PUBLIC WORKS AIRPORT

### GOALS AND PERFORMANCE MEASURES

#### Goal: Reliable Infrastructure and Effective Mobility

**Objective:** Provides a safe transportation network, enhances traffic flow and offers safe mobility to aeronautical users and general public

Measures	Actual FY 18-19	Estimated FY 19-20	Projected FY 20-21
<b>Maintain safety and security of facility</b>			
Conduct daily airfield inspections toward Part 139 standards	261	261	261
Conduct emergency safety repairs within 24-48 hours	20	20-30	20-30
Take corrective action for deficiencies within 14 days of notification	20	24	24

#### Goal: Well-Planned, Sustainable Growth and Development

**Objective:** Invests, manages, operates, and continually evaluates the effectiveness and efficiencies of its public infrastructure and facilities

Measures	Actual FY 18-19	Estimated FY 19-20	Projected FY -20-21
<b>Hosts Aero use events at the Airport</b>			
Number of events	4	7	5

Measures	Actual FY 18-19	Estimated FY 19-20	Projected FY 20-21
<b>Provides customer service to Fixed Based Operator's (FBO's) and private individuals</b>			
Number of FBO's	2	2	2

Measures	Actual FY 18-19	Estimated FY 19-20	Projected FY 20-21
<b>Meets with FAA/ADOT to develop CIP plan and maximize grant opportunities</b>			
Number of meetings	1	1	1
Number of scheduled CIP projects	2	2	4

## PUBLIC WORKS AIRPORT

### GOALS AND PERFORMANCE MEASURES

#### Goal: Good Governance

**Objective:** Ensures fiscal sustainability, promotes continuous improvement and fosters trust and transparency through accountability, efficiency, effectiveness, innovation and

Measures	Actual FY 18-19	Estimated FY 19-20	Projected FY 20-21
<b>Seek Grant Funding opportunities</b>			
Apply for build/design improvement Grants	3	4	5

**Objective:** Manages regulatory and policy compliance to minimize and mitigate risk

Measures	Actual FY 18-19	Estimated FY 19-20	Projected FY 20-21
<b>Ensure Hangar Policy enforcement</b>			
Apply Hangar policy and inspections	121	121	121

Position Title	FY 18-19	FY 19-20	FY 20-21
Airport Supervisor	1	1	1
Maintenance Lead	1	1	1
Administrative Specialist II	1	1	1
Maintenance Specialist	1	1	1
<b>Total Positions</b>	<b>4</b>	<b>4</b>	<b>4</b>

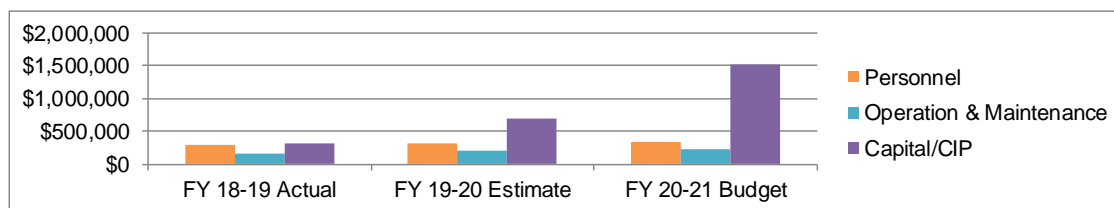


## PUBLIC WORKS AIRPORT DEPARTMENT BUDGET

Expenditures	Actual	Budget	Estimated	Budget	
	FY 18-19	FY18-19	FY 19-20	FY 19-20	FY 20-21
<b>Personnel</b>					
Salaries - Full-Time	\$ 179,716	\$ 246,776	\$ 211,349	\$ 218,618	\$ 225,177
OT, Standby & Shift Differential	4,347	-	2,582	-	-
Benefits & Taxes	81,566	99,515	90,868	106,718	110,532
Non-Cash Accrued Benefits	11,762	-	5,028	5,028	5,000
Other: Retiree Health Savings, PTO Payout, Cell Phone Reimb.	15,442	4,008	2,000	2,000	2,300
	292,833	350,299	311,827	332,364	343,009
<b>Operation &amp; Maintenance</b>					
Professional Services	29,178	30,200	30,200	30,200	30,481
Utilities	50,143	55,535	51,172	51,172	49,735
Repairs & Maintenance (including cleaning)	19,990	16,029	33,532	33,532	21,745
Insurance & Claims	22,250	20,000	24,000	24,000	25,400
Meetings, Training & Travel	1,322	3,900	6,123	6,123	5,100
Supplies	29,682	28,552	59,643	59,643	59,420
Other	3,894	6,470	4,970	4,970	31,904
	156,459	160,686	209,640	209,640	223,785
<b>Capital Outlay</b>	-	-	-	-	-
<b>Subtotal Expenditures</b>	\$ 449,292	\$ 510,985	\$ 521,467	\$ 542,004	\$ 566,794
<b>Capital Improvement Plan</b>	322,643	288,000	690,000	1,910,000	1,533,000
<b>Contingency</b>	-	7,000	-	7,000	7,000
<b>Depreciation*</b>	959,974	-	1,000,000	1,000,000	1,020,000
<b>Interfund Cost Allocation</b>	134,123	134,123	201,688	201,688	234,010
<b>TOTAL EXPENDITURES</b>	\$ 1,866,032	\$ 940,108	\$ 2,413,155	\$ 3,660,692	\$ 3,360,804

\* Depreciation was removed from budget in FY 18-19, since it is a non-cash transaction and not required to be budgeted.

Due to budget to actual comparison reporting issues depreciation was added back into the budget in FY 19-20.



Budget Variances	
Expenditure Type	Reason for Budget Increase or Decrease
Repairs & Maintenance	Gate replacement / move near hangar 24 in FY19-20
Other	Includes \$27k for Plan B budget planning

## **PUBLIC WORKS**

### **HAVASU MOBILITY**

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#### **MISSION STATEMENT**

To provide safe and efficient public transportation to Lake Havasu City's residents and visitors, with an emphasis on seniors, veterans and persons with disabilities within our community, thereby improving their quality of life through mobility and independence.

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#### **DESCRIPTION**

Havasu Mobility is a transportation service provided by the City to transport the elderly, military veterans, and persons with disabilities within our community. Persons who are over the age of 60, military veterans, or those who are disabled qualify for our service by completing an application and providing proof of age, proof of military service, or a Doctor's verification of disability. Reservations should be made at least the day before travel is needed or up to two weeks in advance for curbside service. Same day appointments may be made if there is room in the schedule. Trip purpose can be medical/dental/therapy appointments, work related trips, trips to the pharmacy, grocery stores, county offices or to the Senior Center for the noon meal. Our demand response service operates Monday thru Friday from 8:00 a.m. to 5:00 p.m. and only within the City limits.

#### **ACCOMPLISHMENTS FY 19-20**

- Annual AZTA/ADOT 2019 Excellence Awards, Havasu Mobility received the award for Outstanding Para-Transit & Special Needs Transportation Program of the Year for the state.
- Havasu Mobility became the first agency in the WACOG region to successfully coordinate vehicle usage between two agencies.
- The coordination plan that was written by Havasu Mobility was used by ADOT as an outline for statewide training on how to be successful at coordinating with other 5310 and 5311 agencies.
- Havasu Mobility leadership was selected by ADOT to host and sit on the review board for 5310 ADOT grant applications. The review board makes recommendations for 5310 grant awards for select agencies throughout the state.
- Along with the Metropolitan Planning Organization, Havasu Mobility leadership assisted with the facilitation and completion of the Transit Study which was completed in late 2019.

## PUBLIC WORKS HAVASU MOBILITY

### GOALS AND PERFORMANCE MEASURES

#### Goal: Reliable Infrastructure and Effective Mobility

**Objective:** Provides a safe transportation network, enhances traffic flow and offers safe mobility to motorists, cyclists and pedestrians

Measures	Actual FY 18-19	Estimated FY 19-20	Projected FY 20-21
<b>Provide a safe, reliable public transportation service to our community</b>			
Number of trips provided	12,904	13,291	13,689
Number of riders	7,091	7,303	7,522
Fleet Miles driven	70,172	72,277	74,445
Defensive Driver Training-Certification ADOT	8	8	4
PASS ADA-Certification ADOT	20	20	20
Service Time Average (Maintain on-time service above the National Average of 95%)	100%	100%	100%

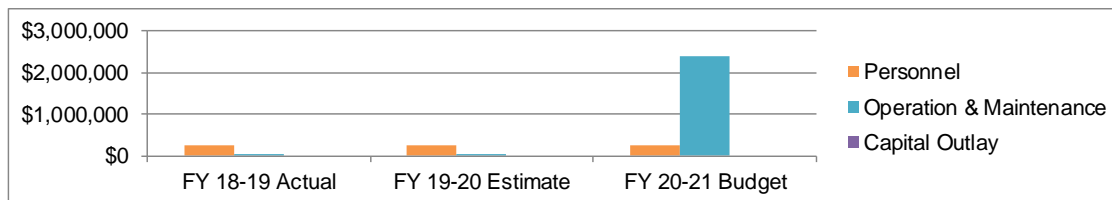
Defensive Driver and P.A.S.S. Training-Certification- These numbers include LHC employees as well as local Western Arizona Council of Governments (WACOG) agencies. We are a certified training location for ADOT for our neighboring transit and mobility agencies.

Position Title	FY 18-19	FY 19-20	FY 20-21
Mobility Program Supervisor	1	1	1
Mobility Prg Driver/Dispatch	4.4	4.4	4.4
<b>Total Positions</b>	<b>5.4</b>	<b>5.4</b>	<b>5.4</b>

# PUBLIC WORKS HAVASU MOBILITY

## DEPARTMENT BUDGET

Expenditures	Actual	Budget	Estimated	Budget	
	FY 18-19	FY 18-19	FY 19-20	FY 19-20	FY 20-21
<b>Personnel</b>					
Salaries - Full-Time	\$ 48,454	\$ 48,451	\$ 53,990	\$ 50,495	\$ 55,609
Salaries - Part-Time	127,559	125,729	117,603	126,076	126,076
Benefits & Taxes	68,591	56,535	61,832	64,927	67,520
Other: PTO Payout, Cell Phone Reimb.	1,268	362	150	364	1,360
	245,872	231,077	233,575	241,862	250,565
<b>Operation &amp; Maintenance</b>					
Utilities	6,109	9,146	6,831	9,146	8,676
Repairs & Maintenance (including cleaning)	5,558	7,550	6,550	6,550	3,500
Meetings, Training & Travel	2,503	2,500	2,500	5,000	8,000
Supplies	25,468	24,900	26,300	23,400	21,506
Other	1,615	1,050	1,500	1,050	2,331,637
	41,253	45,146	43,681	45,146	2,373,319
<b>Capital Outlay</b>	-	-	-	-	-
<b>TOTAL EXPENDITURES</b>	\$ 287,125	\$ 276,223	\$ 277,256	\$ 287,008	\$ 2,623,884



Budget Variances	
Expenditure Type	Reason for Budget Increase or Decrease
Other	Includes \$2.3M for Plan B budget planning (offsetting revenues from AZCARES Act)



## **PUBLIC WORKS**

### **FACILITIES MAINTENANCE**

#### **MISSION STATEMENT**

To enhance our community by managing our assets safely with long term stewardship in mind, we will improve their appeal and provide future generations with the necessary infrastructure to enjoy our community.

#### **DESCRIPTION**

Facility Maintenance provides daily maintenance for all of the city buildings. This includes Recreational buildings, City Hall, Police Department, Fire Stations, Operations buildings, other City buildings, and non-HURF related special projects and events.

#### **ACCOMPLISHMENTS FY 19-20**

Facility Maintenance:

- Airport Terminal Military Lounge Remodel
- City Manager's Office Remodel
- City Hall IT Offices Conference Room Remodel
- City Hall HR Office Remodel & Relocation
- Fire Station 1 Garage Extension & BC Shower Remodel

Position Title	FY 18-19	FY 19-20	FY 20-21
Transp. & Maint. Superintendent	1	1	1
Management Specialist	1	1	1
Maintenance Supervisor	1	1	1
Transportation Specialist	3	3	3
Field Supervisor	5	3	2
Maintenance Lead	11	7	4
Administrative Specialist II	1	1	0
Maintenance Specialist	17	14	11
Maintenance Technician	10	4	3
Custodian II	0	1	1
Custodian I	0	2	2
Laborer	9.8	2.9	2.9
Transportation Aide	0.8	0.8	0.8
<b>Total Positions</b>	<b>60.6</b>	<b>41.7</b>	<b>32.7</b>

## PUBLIC WORKS FACILITIES MAINTENANCE

### GOALS AND PERFORMANCE MEASURES

#### Goal: Safe and Secure Community

**Objective:** Enhances the quality, life and safety of municipal infrastructure and facilities

Measures	Actual FY 18-19	Estimated FY 19-20	Projected FY 20-21
<b>Utilize cost effective procedures in maintaining and repairing the facilities for safe use</b>			
Annual cost per square foot of facility maintenance measured. (275,556 Sq Ft Facilities)	\$3.65	\$3.70	\$3.75
Category A Facility work orders completed within 1 day	75%	75%	75%
Category B Facility work orders completed within 5 working days (95%).	85%	85%	85%

#### Goal: Reliable Infrastructure and Effective Mobility

**Objective:** Proactively provides reliable infrastructure through a systematic approach to repair and maintain the existing assets and the well-planned construction of new assets

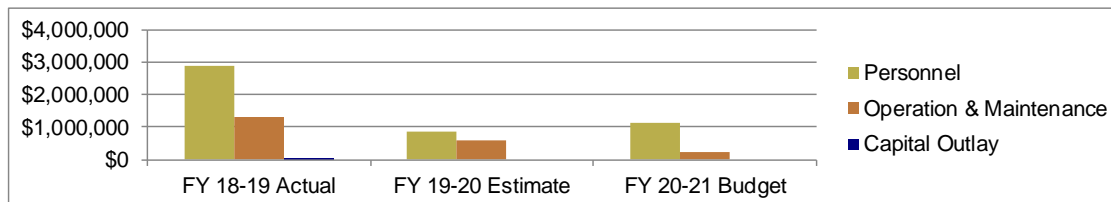
Measures	Actual FY 18-19	Estimated FY 19-20	Projected FY 20-21
Asset Management Plans in place for 75% of facilities.	50%	50%	60%





## PUBLIC WORKS FACILITIES MAINTENANCE DEPARTMENT BUDGETS

Expenditures	Actual FY 18-19	Budget FY 18-19	Estimated FY 19-20	Budget	
				FY 19-20	FY 20-21
<b>Personnel</b>					
Salaries - Full-Time	\$ 1,661,850	\$ 1,763,009	\$ 432,400	\$ 483,971	\$ 672,866
Salaries - Part-Time	208,727	258,167	30,409	40,451	-
OT, Standby & Shift Differential	60,915	52,176	35,680	31,455	34,887
Benefits & Taxes	907,982	956,292	334,880	360,668	406,275
Other: Retiree Health Savings, PTO Payout, Cell Phone Reimb., Longevity Pay	26,189	19,044	10,779	9,604	2,160
	2,865,663	3,048,688	844,148	926,149	1,116,188
<b>Operation &amp; Maintenance</b>					
Professional Services	-	-	-	10,000	-
Utilities	506,626	651,100	129,600	127,739	3,850
Repairs & Maintenance (including cleaning)	274,689	255,500	212,175	205,204	74,425
Meetings, Training & Travel	825	3,850	-	2,503	0
Supplies	483,330	391,900	255,795	303,347	60,550
Other	28,678	33,000	5,000	20,566	94,750
	1,294,148	1,335,350	602,570	669,359	233,575
<b>Capital Outlay</b>	46,103	131,000	-	60,000	-
<b>Subtotal Expenditures</b>	\$ 4,205,914	\$ 4,515,038	\$ 1,446,718	\$ 1,655,508	\$ 1,349,763
Interfund Cost Allocation	(112,469)	(65,003)	(51,400)	(51,400)	(199,976)
<b>TOTAL EXPENDITURES</b>	<b>\$ 4,093,445</b>	<b>\$ 4,450,035</b>	<b>\$ 1,395,318</b>	<b>\$ 1,604,108</b>	<b>\$ 1,149,787</b>



Budget Variances	
Expenditure Type	Reason for Budget Increase or Decrease
Personnel	Move Engineering from Development Services to Public Works. Move Park Maintenance to Parks & Recreation
Supplies	Moved Parks utilities and supplies to Parks & Recreation
Other	Includes \$85k for Plan B budget planning

## **PUBLIC WORKS**

### **STREETS – HURF FUNDED**

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#### **MISSION STATEMENT**

To maintain, construct, and administer safe and effective Highway User Revenue Fund (HURF) eligible public right-of-way facilities (Streets), throughout the City.

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#### **DESCRIPTION**

The Maintenance Services Division – HURF Funded, is responsible for the administration, maintenance, and minor construction of all related activities involving the City's roadways and HURF eligible facilities. Lake Havasu City has 435 miles of roadways, including signs, traffic signals and striping. This section also handles the signage and traffic control for many special events including marathons and the London Bridge Days parade and related activities, is responsible for conducting traffic studies, operations and maintenance of traffic signals and street lights, performs pavement condition assessments, and plans and administers the contracts for pavement repair, rehabilitation, and sealing projects.

#### **ACCOMPLISHMENTS FY 19-20**

##### Streets:

- Over 3000 Gallons of Paint for Striping City Streets
- Downtown Christmas Decorations & Electrical Upgrades
- 150 Asphalt Patches
- 12 Wash Improvements
- 3 Storm Cleanups
- Two City Wide Street Sweeping Performed



## **PUBLIC WORKS STREETS – HURF FUNDED**

### **GOALS AND PERFORMANCE MEASURES**

#### **Goal: Reliable Infrastructure and Effective Mobility**

**Objective:** Proactively provides reliable infrastructure through a systematic approach to repair and maintain the existing assets and the well-planned construction of new assets

Measures	Actual FY 18-19	Estimated FY 19-20	Projected FY 20-21
<b>Maintain Lake Havasu City roadways at a cost of less than \$1.00 per square yard for pavement while maintaining a Pavement Condition Index (PCI) greater than 75 and maintaining other measures at a greater than 90%</b>			
Square yard cost of roadway maintenance, including Chip Seal, pavement maintenance labor for crack filing, patching, and materials for same	\$2.15	\$2.25	\$2.35
Percent of utility patches done within three days of receipt of notice from utility	30%	30%	30%
Percent of roadways cleared of large storm debris within two weeks of event	100%	100%	100%
Percent of lane striping completed annually	70%	70%	70%
A measure of the traffic signal flow actuated rather than in recall due to loop/video failure	99%	99%	99%
Pavement Condition Index 75 or greater	80	50	55

**Objective:** Invests, manages, operates and continually evaluates the effectiveness and efficiencies of its public infrastructure and facilities

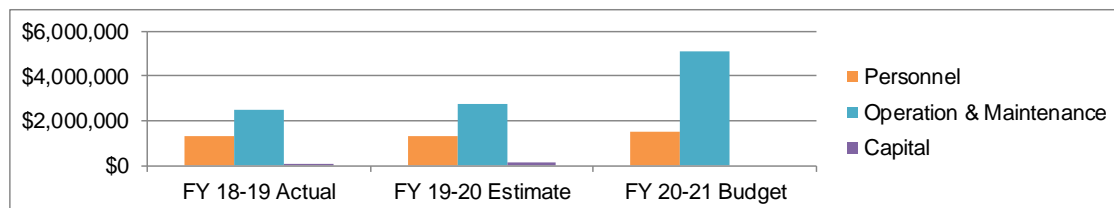
Measures	Actual FY 18-19	Estimated FY 19-20	Projected FY 20-21
Asset Management Plan Implementation and Maintenance	30%	40%	50%



## PUBLIC WORKS STREETS – HURF FUNDED

### DEPARTMENT BUDGET

Expenditures	Actual	Budget	Estimated	Budget	
	FY 18-19	FY 18-19	FY 19-20	FY 19-20	FY 20-21
<b>Personnel</b>					
Salaries - Full-Time	\$ 762,786	\$ 786,176	\$ 729,133	\$ 818,420	\$ 842,972
Labor Attrition	-	(17,000)	-	(18,000)	(20,000)
Salaries - Part-Time	56,942	52,074	39,123	52,214	52,214
OT, Standby & Shift Differential	32,171	54,866	41,676	54,866	54,866
Benefits & Taxes	455,552	482,385	449,236	534,659	552,936
Other: Retiree Health Savings, PTO Payout, Cell Phone Reimb., Longevity Pay	12,194	4,581	28,132	5,567	6,100
	1,319,645	1,363,082	1,287,300	1,447,726	1,489,088
<b>Operation &amp; Maintenance</b>					
Utilities	63,533	74,800	74,800	74,800	74,800
Repairs & Maintenance (including cleaning)	1,697,535	2,097,680	1,975,680	2,275,680	2,575,680
Insurance & Claims	195,911	250,000	57,600	225,000	225,000
Meetings, Training & Travel	1,428	3,500	3,500	3,500	3,500
Supplies	509,941	671,600	647,100	647,100	647,125
Other	26,216	28,950	26,950	26,950	1,585,929
	2,494,564	3,126,530	2,785,630	3,253,030	5,112,034
<b>Capital Outlay</b>	55,492	222,000	110,199	113,000	-
<b>Subtotal Expenditures</b>	\$ 3,869,701	\$ 4,711,612	\$ 4,183,129	\$ 4,813,756	\$ 6,601,122
<b>Capital Improvement Plan</b>	3,275,689	3,201,235	46,246	46,000	875,000
<b>Contingency</b>	-	92,000	-	92,000	50,000
<b>Interfund Cost Allocation</b>	14,938	32,791	983	983	76,399
<b>TOTAL EXPENDITURES</b>	\$ 7,160,328	\$ 8,037,638	\$ 4,230,358	\$ 4,952,739	\$ 7,602,521



Budget Variances	
Expenditure Type	Reason for Budget Increase or Decrease
Other	Includes \$1.5M for Plan B budget planning (\$1.2M Capital Project for McCulloch repave)

## **PUBLIC WORKS**

### **VEHICLE MAINTENANCE**

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#### **MISSION STATEMENT**

Manage, maintain and repair the City's fleet of vehicles and equipment in a safe, efficient, and effective manner, while meeting the needs of the departments in fulfilling their core missions.

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#### **DESCRIPTION**

The Vehicle Maintenance Section is responsible for purchasing and disposal, providing preventative maintenance, emergency repairs, and administrative services (including Fleet Management) for all of the City's vehicles and equipment.

#### **ACCOMPLISHMENTS FY 19-20**

- Technicians anticipate completing 1700 work orders with 80% completed within 5 days
- Ordered 9 replacement vehicles and equipment
- Auctioning 20 surplus vehicles and equipment
- Two Technicians completed 2 weeks training on Pierce Fire Trucks
- Completed annual vehicle lifts, bucket trucks and crane certifications

Position Title	FY 18-19	FY 19-20	FY 20-21
Maintenance Supervisor	1	1	1
Equipment Mechanic II	3	3	3
Equipment Mechanic I	4	4	4
Administrative Technician	1	1	1
Laborer	0.5	0.5	0.5
<b>Total Positions</b>	<b>9.5</b>	<b>9.5</b>	<b>9.5</b>

## PUBLIC WORKS VEHICLE MAINTENANCE GOALS AND PERFORMANCE MEASURES

### Goal: Reliable Infrastructure and Effective Mobility

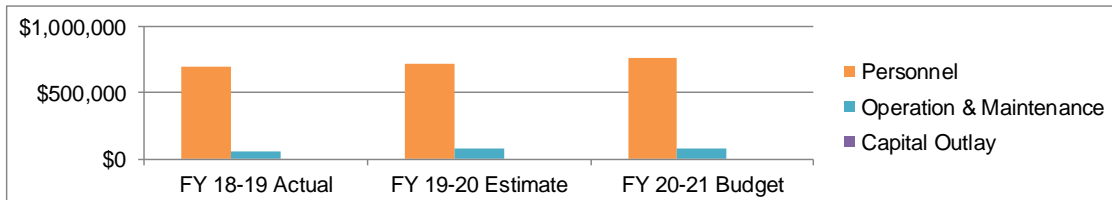
**Objective:** Proactively provides reliable infrastructure through a systematic approach to repair and maintain the existing assets and the well-planned construction of new assets

Measures	Actual FY 18-19	Estimated FY 19-20	Projected FY 20-21
<b>Provide vehicle maintenance service and fleet management for Lake Havasu City in the most efficient and effective manner possible</b>			
Repair vehicles within five days of work order being opened	80%	80%	80%
Preventative maintenance completed on time, within one month due	75%	76%	76%
Vehicle and equipment items available for use (%)	97%	97%	97%
Preventative maintenance versus repair	35%	35%	35%
Asset Management Implementation and Maintenance	80%	85%	85%



## PUBLIC WORKS VEHICLE MAINTENANCE DEPARTMENT BUDGET

Expenditures	Actual FY 18-19	Budget FY 18-19	Estimated FY 19-20	Budget	
				FY 19-20	FY 20-21
<b>Personnel</b>					
Salaries - Full-Time	\$ 453,539	\$ 468,370	\$ 473,689	\$ 475,946	\$ 490,224
Salaries - Part-Time	8,278	14,785	6,137	14,830	14,830
OT, Standby & Shift Differential	19,430	20,501	20,501	20,501	20,501
Benefits & Taxes	220,137	242,125	214,024	230,998	237,454
Other: Retiree Health Savings, PTO Payout, Cell Phone Reimb., Longevity Pay	2,800	2,300	4,129	4,151	5,100
	704,184	748,081	718,480	746,426	768,109
<b>Operation &amp; Maintenance</b>					
Utilities	9,506	16,400	13,900	13,900	13,900
Repairs & Maintenance (including cleaning)	19,982	12,700	19,000	18,200	19,000
Meetings, Training & Travel	1,715	5,000	10,000	10,000	10,000
Supplies	8,535	26,050	18,050	18,050	18,050
Other	11,217	3,850	12,850	12,850	12,850
	50,955	64,000	73,800	73,000	73,800
<b>Capital Outlay</b>	-	-	-	-	-
<b>Subtotal Expenditures</b>	\$ 755,139	\$ 812,081	\$ 792,280	\$ 819,426	\$ 841,909
Interfund Cost Allocation	(217,789)	(217,789)	(225,399)	(225,399)	(202,258)
<b>TOTAL EXPENDITURES</b>	\$ 537,350	\$ 594,292	\$ 566,881	\$ 594,027	\$ 639,651





## **PUBLIC WORKS**

### **WATER**

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#### **MISSION STATEMENT**

Provide clean, safe water in ample supply while complying with Federal and State drinking water standards in an efficient, effective and sustainable manner.

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#### **DESCRIPTION**

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

#### **ACCOMPLISHMENTS FY19-20**

1. GPS Locating Program
2. Horizontal Collector Well Diving Inspection
3. Well #18 Pump Rehabilitation
4. PLC Upgrades at Water Treatment Plant
5. Tank cleaning and inspection of Chlorine Contact Basin and Clearwell at Water Treatment Plant





## PUBLIC WORKS – WATER

### GOALS AND PERFORMANCE MEASURES

#### Goal: Safe and Secure Community

**Objective:** Ensures access to a reliable utility infrastructure that delivers safe, clean water and effectively manages wastewater treatment and flood control to protect the health of the

Measures	Actual FY 18-19	Estimated FY 19-20	Projected FY 20-21
<b>Comply with all federal and state regulations for water quality</b>			
Percentage of samples taken within regulated timeframe	100%	99%	100%
Number of bacteriological compliance violations	1	0	0
Percentage of compliance with maximum arsenic parameters	100%	100%	100%
Percentage of manganese and iron removed	100%	100%	100%

**Objective:** Supports a secure, healthy and well-maintained community

Measures	Actual FY 18-19	Estimated FY 19-20	Projected FY 20-21
<b>Provide clean water to the community</b>			
Billions of gallons of Treated Drinking Water annually	4,380	4,000	4,200
Percentage of water service reinstated after water main or service line failures within <u>7</u> hours of notification	100%	100%	100%

#### Goal: Reliable Infrastructure and Effective Mobility

**Objective:** Proactively provides reliable infrastructure through a systematic approach to repair and maintain the existing assets and the well-planned construction of new assets

Measures	Actual FY 18-19	Estimated FY 19-20	Projected FY 20-21
<b>Maintain and repair existing assets within a reasonable time-frame</b>			
Percentage of broken service line repairs made within <u>7</u> working days: <i><b>Explanation:</b> In FY17-18, <u>169</u> leaks were recorded over a 12 month period, averaging <u>14.08</u> per month. Of the overall total, <u>23</u> were emergency leaks (which directly impact scheduled repairs).</i>	100%	100%	100%
Percentage of emergency service line and water main breaks responded to within <u>2</u> hours: <i><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 system.</i>	100%	100%	100%

## PUBLIC WORKS – WATER

### GOALS AND PERFORMANCE MEASURES

**Objective:** Invests, manages, operates and continually evaluates the effectiveness and efficiencies of its public infrastructure and facilities

Measures	Actual FY 18-19	Estimated FY 19-20	Projected FY 20-21
<b>Prompt service installation - new water meters</b>			
Number of work orders completed on average by Water Distribution Crew, Customer Service, and Bluestake Locator			
Water Distribution	2,000	3,700	4,000
Customer Service	13,125	13,000	12,950
Bluestake Locator	5,951	5,951	6,000

### **Goal: Clean, Sustainable Environment and Preservation of the Natural Resources**

**Objective:** Supports and sustains resource conservation and engages the community on waste reduction, alternative and renewable energy and energy conservation efforts

Measures	Actual FY 18-19	Estimated FY 19-20	Projected FY 20-21
<b>Provide a reward for community efforts taken to reduce water demand</b>			
Number of certificate of recognition awards distributed	3	3	3

Measures	Actual FY 18-19	Estimated FY 19-20	Projected FY 20-21
<b>Ensures a robust water portfolio through efficient water consumption</b>			
Evaluate high water users, and conduct water audits to reduce their annual consumption ( <i>Number of water audits conducted</i> )	45	45	45
Perform free water-pressure checks for the community ( <i>Number of pressure checks conducted</i> )	40	40	40
Rainwater harvesting systems on select buildings in the City to capture both rainwater and water used by evaporative coolers to reuse for landscaping ( <i>Water captured in gallons</i> )	500,000	500,000	500,000
Use of reclaimed water for outdoor irrigation ( <i>Percentage of reclaimed water directed to landscaping</i> )	50%	60%	50%
Ensure the proper disposal of waste water (ie. pool water) ( <i>Percentage of waste water disposed properly</i> )	50%	40%	40%
Injection of reclaimed water to groundwater storage to increase groundwater supply, offset our usage, and to have another source of water to rely on ( <i>Amount percolated in acre feet</i> )	350	400	350

## PUBLIC WORKS – WATER

### GOALS AND PERFORMANCE MEASURES | PERSONNEL

Measures	Actual FY 18-19	Estimated FY 19-20	Projected FY 20-21
<b>Preserves, protects and conserves natural resources and the environment</b>			
"Beautify Lake Havasu" program implemented to restore native vegetation that reduces water consumption for landscaping, provides aesthetically pleasing landscape in the city, and provides natural habitat for native wildlife and ecosystem preservation ( <i>Volunteer hours spent on project</i> )	12	20	25
Monitoring for nitrates in groundwater ( <i>Number of Samples</i> )	5	4	0
Monitoring water quality from Wasterwater percolation ponds to the Horizontal Collector Well	4	0	0

**Objective:** Promotes environmental stewardship of the Lower Colorado River in a manner that advances community sustainability goals

Measures	Actual FY 18-19	Estimated FY 19-20	Projected FY 20-21
<b>Support the Clean Colorado River Sustainability Coalition and their main mission to protect water quality on the Lower Colorado River</b>			
Lake Havasu City Staff Time Dedicated	240 hrs	160 hrs	150 hrs

Position Title	FY 18-19	FY 19-20	FY 20-21
Water Superintendent	0	1	1
Water Resources Coordinator	1	1	0
Utility Supervisor	2	2	2
Field Supervisor	1	1	1
Utility Lead	3	3	3
Utility Worker II	12	12	12
Administrative Specialist II	1	1	1
Plant Operator	3	3	3
Water Conservation Specialist	1	1	1
Utility Mechanic	2	2	2
Administrative Technician	1	1	1
Utility Worker I	6	6	6
Laborer	1.8	1.8	1.8
<b>Total Positions</b>	<b>34.8</b>	<b>35.8</b>	<b>34.8</b>

## PUBLIC WORKS – WATER

### DEPARTMENT BUDGET

Expenditures	Actual	Budget	Estimated	Budget	
	FY 18-19	FY 18-19	FY 19-20	FY 19-20	FY 20-21
<b>Personnel</b>					
Salaries - Full-Time	\$ 1,628,546	\$ 1,767,897	\$ 1,634,157	\$ 1,895,504	\$ 1,808,329
Labor Attrition	-	(44,000)	-	(45,000)	(46,000)
Salaries - Part-Time	128,444	175,028	130,667	179,409	179,409
OT, Standby & Shift Differential	222,741	222,103	218,410	224,900	150,000
Benefits & Taxes	915,881	973,713	989,240	1,116,237	1,104,027
Non-Cash Accrued Benefits	8,432	66,472	70,385	70,385	72,496
Other: Retiree Health Savings, PTO Payout, Cell Phone Reimb., Longevity Pay	26,095	12,754	22,047	21,422	14,000
	2,930,139	3,173,967	3,064,906	3,462,857	3,282,261
<b>Operation &amp; Maintenance</b>					
Professional Services	78,589	237,500	217,900	422,900	173,400
Utilities	1,492,654	1,632,950	1,629,450	1,629,450	1,829,450
Repairs & Maintenance (including cleaning)	600,816	551,500	442,150	462,150	791,650
Insurance & Claims	198,497	250,000	226,050	226,050	244,800
Meetings, Training & Travel	18,069	17,000	33,900	33,900	16,900
Supplies	836,195	842,878	876,475	1,049,850	1,399,950
Outside Contracts	4,636	5,500	5,500	5,500	5,500
Other	256,216	629,252	440,281	461,781	1,107,603
	3,485,672	4,166,580	3,871,706	4,291,581	5,569,253
<b>Capital Outlay</b>	251,123	357,000	96,500	141,000	1,853,000
<b>Subtotal Expenditures</b>	\$ 6,666,934	\$ 7,697,547	\$ 7,033,112	\$ 7,895,438	\$ 10,704,514
<b>Capital Improvement Plan</b>	3,481,495	10,538,278	7,850,000	12,625,909	9,349,678
<b>Contingency</b>	14,153	620,000	25,000	500,000	500,000
<b>Debt Service</b>	611,877	611,877	569,497	610,751	609,608
<b>Depreciation*</b>	2,692,514	-	2,800,000	2,800,000	2,862,000
<b>Interfund Cost Allocation</b>	2,233,479	2,219,510	2,510,050	2,510,050	2,798,989
<b>TOTAL EXPENDITURES</b>	\$ 15,700,452	\$ 21,687,212	\$ 20,787,659	\$ 26,942,148	\$ 26,824,789

\* Depreciation was removed from budget in FY 18-19, since it is a non-cash transaction and not required to be budgeted. Due to budget to actual comparison reporting issues depreciation was added back into the budget in FY 19-20.

Capital Outlay Budget	Quantity	Unit Price	Total FY 20-21
<b>New</b>			
Pickup Truck	1	\$ 30,000	\$ 30,000
Station 2A Telemetry Antenna	1	60,000	60,000
Steel structure for offices and warehouse	1	50,000	50,000
<b>Replacement</b>			
Pump at Booster Station 1A	1	10,000	10,000
Perimeter Fences and Walls at Booster Station 3A, 3C, 4A	1	150,000	150,000
Excavation of Transmission Main Valve and Shoring at McCulloch and HWY 95 overpass	1	18,000	18,000
10 Inch Surge Anticipator Valve	1	20,000	20,000
Solids Pump VS-P25 at WTP	1	15,000	15,000
Water Meters (only if grant is received)	1	1,500,000	1,500,000
<b>TOTAL CAPITAL OUTLAY</b>			\$ 1,853,000

Budget Variances	
Expenditure Type	Reason for Budget Increase or Decrease
Professional Services	Decrease (Water rate study \$75k FY20)
Utilities	Increase \$200k in electric
Supplies	Increase \$83k in machinery and equipment, and \$40k in water production supplies
Capital Outlay	Includes \$1.5M for water meter replacement (City will only expense this if a grant is received)
Other	Includes \$793k for Plan B budget planning

## **PUBLIC WORKS**

### **WASTEWATER**

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#### **MISSION STATEMENT**

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

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#### **DESCRIPTION**

The Wastewater Division is responsible for the collection and treatment of all of the sewage generated in the City, which is connected to the 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. 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.

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#### **ACCOMPLISHMENTS FY 19-20**

- Design, Removal, and Installation of North Regional Influent Screens under proposed budget.
- North Point Lift Station force main line flush and Station re-design. Increased Horse power and station reliability.
- Improved efficiency of line cleaning and lift station maintenance. Odor complaints have reduced 75% to 80% annually.
- Design, Removal, and Installation of the Island Treatment Plant Influent Screens auger and compactor.
- 15,000 feet of sewer treated with root control.

## PUBLIC WORKS – WASTEWATER PERSONNEL

Position Title	FY 18-19	FY 19-20	FY 20-21
Wastewater Superintendent	0	1	1
Chemist	1	1	1
Scada Supervisor	1	1	1
Management Specialist	1	1	0
Utility Supervisor	2	2	2
Field Supervisor	1	1	1
Utility Lead	4	4	4
Scada Communication Spec.	1	1	1
Utility Worker II	7	9	9
Plant Operator	4	2	2
Administrative Specialist I	1	1	1
Laboratory Technician	2	2	2
Utility Worker I	5	7	7
Total Positions	30	33	32



## PUBLIC WORKS – WASTEWATER

### GOALS AND PERFORMANCE MEASURES

#### Goal: Safe and Secure Community

**Objective:** Ensures access to a reliable utility infrastructure that delivers safe, clean water and effectively manages wastewater treatment and flood control to protect the health of the City

Measures	Actual FY 18-19	Estimated FY 19-20	Projected FY 20-21
<b>Provide good customer service</b>			
Response to customer service requests (Odor-Roach-Backup)	100%	100%	100%
New Service installations completed	100%	100%	100%

#### Goal: Reliable Infrastructure and Effective Mobility

**Objective:** Proactively provides reliable infrastructure through a systematic approach to repair and maintain the existing assets and the well-planned construction of new assets

Measures	Actual FY 18-19	Estimated FY 19-20	Projected FY 20-21
<b>Maintain and repair existing assets</b>			
Review of asset replacements and schedules	100%	100%	100%

**Objective:** Invests, manages, operates and continually evaluates the effectiveness and efficiencies of its public infrastructure and facilities

Measures	Actual FY 18-19	Estimated FY 19-20	Projected FY 20-21
<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</b>			
Expenditure	\$8,569,735	\$9,435,450	\$9,909,513
Total treated flow, MG	1,450	1,465	1,465
Cost per 1,000 gallons	\$5.91	\$6.44	\$6.76
Active accounts	27,886	28,115	28,217
Cost per active account	\$307.31	\$335.60	\$351.18
Miles of sewer	353	353	353
Cost per mile of sewer	\$24,277	\$26,729	\$28,072

#### Goal: Clean, Sustainable Environment and Preservation of the Natural Resources

**Objective:** Ensures effective regulation and enforcement for a well-maintained and healthy environment

Measures	Actual FY 18-19	Estimated FY 19-20	Projected FY 20-21
<b>Receive laboratory certification</b>			
Arizona Department of Health Services (ADHS) for Laboratory Proficiency Standards Certification	100%	100%	100%

# **PUBLIC WORKS – WASTEWATER** **DEPARTMENT BUDGET**

Expenditures	Actual	Budget	Estimated	Budget	
	FY 18-19	FY 18-19	FY 19-20	FY 19-20	FY 20-21
<b>Personnel</b>					
Salaries - Full-Time	\$ 1,461,961	\$ 1,583,713	\$ 1,475,816	\$ 1,725,363	\$ 1,745,565
Labor Attrition	-	(33,000)	-	(37,000)	(37,500)
OT, Standby & Shift Differential	88,237	75,433	130,999	90,451	81,000
Benefits & Taxes	744,961	797,422	731,727	898,630	926,867
Non-Cash Accrued Benefits	7,936	73,794	85,467	85,467	85,437
Other: Retiree Health Savings, PTO Payout, Cell Phone Reimb., Longevity Pay	18,234	12,971	20,370	17,761	10,900
	2,321,329	2,510,333	2,444,379	2,780,672	2,812,269
<b>Operation &amp; Maintenance</b>					
Professional Services	65,457	69,500	82,500	120,300	120,300
Utilities	1,278,314	1,428,600	1,387,400	1,412,400	1,412,400
Repairs & Maintenance (including cleaning)	728,683	716,960	957,800	1,026,765	690,140
Insurance & Claims	181,584	210,000	210,873	210,900	230,600
Meetings, Training & Travel	16,671	20,900	20,300	20,300	20,300
Supplies	1,254,027	1,421,537	1,797,746	1,819,906	1,715,300
Other	144,664	217,980	145,950	147,750	734,036
	3,669,400	4,085,477	4,602,569	4,758,321	4,923,076
<b>Capital Outlay</b>	1,638,895	1,288,520	1,149,000	1,430,000	1,107,000
<b>Subtotal Expenditures</b>	\$ 7,629,624	\$ 7,884,330	\$ 8,195,948	\$ 8,968,993	\$ 8,842,345
<b>Capital Improvement Plan</b>	1,236,848	3,675,000	1,790,000	4,710,250	5,268,782
<b>Contingency</b>	113,546	520,000	25,000	1,000,000	1,000,000
<b>Debt Service</b>	11,374,816	12,898,937	12,893,758	12,893,758	13,593,212
<b>Depreciation*</b>	10,295,638	-	10,500,000	10,500,000	10,500,000
<b>Interfund Cost Allocation</b>	1,457,875	1,456,725	1,652,277	1,754,180	1,972,060
<b>TOTAL EXPENDITURES</b>	\$ 32,108,347	\$ 26,434,992	\$ 35,056,983	\$ 39,827,181	\$ 41,176,399

\* Depreciation was removed from budget in FY 18-19, since it is a non-cash transaction and not required to be budgeted.  
Due to budget to actual comparison reporting issues depreciation was added back into the budget in FY 19-20.

Capital Outlay Budget	Quantity	Unit Price	Total FY 20-21
<b>New</b>			
Pickup Truck	1	\$ 30,000	\$ 30,000
<b>Replacement</b>			
Shoring Replacement	1	20,000	20,000
CF ITP belt Press Rehab and Control Panel	1	155,000	155,000
NRP Screens, Compactor, Trough, & Piping	1	312,000	312,000
NRP Coarse Screens Washpactor	1	70,000	70,000
NRP Membrane Replacement	1	520,000	520,000
<b>TOTAL CAPITAL OUTLAY</b>			\$ 1,107,000

Budget Variances	
Expenditure Type	Reason for Budget Increase or Decrease
Professional Services	Wastewater rate study \$50k
Repairs & Maintenance	Decreased after one-time purchases in FY20
Capital Outlay	Decreased after one-time purchases in FY20
Other	Includes \$535k for Plan B budget planning



## MISCELLANEOUS BUDGETS

### IMPROVEMENT DISTRICTS | REFUSE

#### IMPROVEMENT DISTRICTS

Expenditures	Actual	Budget	Estimate	Budget	
	FY 18-19	FY 18-19	FY 19-20	FY 19-20	FY 20-21
#2 London Bridge Plaza	\$ 15,023	\$ 16,066	\$ 15,214	\$ 15,621	\$ 15,809
#4 McCulloch Median	58,399	56,226	59,580	60,454	60,601
<b>TOTAL EXPENDITURES</b>	<b>\$ 73,422</b>	<b>\$ 72,292</b>	<b>\$ 74,794</b>	<b>\$ 76,075</b>	<b>\$ 76,410</b>

#### REFUSE ENTERPRISE FUND

Expenditures	Actual	Budget	Estimate	Budget	
	FY 18-19	FY 18-19	FY 19-20	FY 19-20	FY 20-21
<b>Operation &amp; Maintenance</b>					
Professional Services	\$ 50,331	\$ 54,000	\$ 55,866	\$ 60,800	\$ 60,800
Utilities	11,133	-	18,400	-	19,000
Interfund Cost Allocation	256,966	256,966	281,659	281,659	386,961
Outside Contracts	5,883,336	5,875,000	6,004,380	6,200,000	6,500,000
Other	59,039	55,896	54,199	59,500	60,700
	6,260,805	6,241,862	6,414,504	6,601,959	7,027,461
<b>Subtotal Expenditures</b>	<b>\$ 6,260,805</b>	<b>\$ 6,241,862</b>	<b>\$ 6,414,504</b>	<b>\$ 6,601,959</b>	<b>\$ 7,027,461</b>
<b>Contingency</b>	-	100,000	-	100,000	100,000
<b>Depreciation</b>	-	0	-	-	-
<b>Landfill Closure Reserve</b>	136,305	136,000	136,971	141,000	144,000
<b>TOTAL EXPENDITURES</b>	<b>\$ 6,397,110</b>	<b>\$ 6,477,862</b>	<b>\$ 6,551,475</b>	<b>\$ 6,842,959</b>	<b>\$ 7,271,461</b>

#### Budget Variances

Expenditure Type	Reason for Budget Increase or Decrease
Outside Contracts	Refuse service outside contract increase due to rate and growth



## **FY 20-21 GENERAL GOVERNMENT MISCELLANEOUS GRANT FUNDS**

### **ADMINISTRATIVE SERVICES DEPARTMENT**

#### **CDBG Funds- \$800,000**

The CDBG program is funded by HUD and is distributed through the AZ Department of Housing. These funds are used for the administration and actual costs of CDBG eligible activities, including substantial housing rehabilitation.

#### **State Special Projects- \$1,000,000**

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

#### **AZCARES- \$6,413,669**

CARES Act funding for Public Safety salaries and benefits.

#### **Non-Specific City-Wide Grants- \$300,000**

Funding for future grant opportunities that may arise during the fiscal year.

### **CITY ATTORNEY'S OFFICE**

#### **VOCA Grant- \$28,351**

Funding to support a percentage of the Victim Services Specialist position that provides services to victims of misdemeanor crimes.

### **COURT**

#### **SAMHSA Grant- \$400,000**

Funding to expand substance abuse treatment capacity in adult treatment drug courts and enhance substance use disorder treatment services in existing courts, including recovery support services, screening, assessment, case management, and program coordination to defendants/offenders.

#### **JCRF Grant- \$250,000**

The JCRF grant is funded by the Arizona Supreme Court. The mission of the JCRF is to encourage the design, development and successful implementation of community-based and statewide strategies for reducing juvenile crime in Arizona.

### **FIRE DEPARTMENT**

#### **FEMA Grant- \$418,654**

Funding for breathing apparatus equipment.

## **FY 20-21 GENERAL GOVERNMENT MISCELLANEOUS GRANT FUNDS**

### **POLICE DEPARTMENT**

#### **AZ Governor's Office of Highway Safety- \$92,846**

Funding for DUI and traffic enforcement program equipment and overtime.

#### **SLIF- \$300,000**

Funding to replace current police boats.

#### **Bullet Proof Vests- \$37,950**

Funding to reimburse city 50% of the cost of compliant armored vests.

#### **DEA Task Force Grant- \$19,000**

Program-funded state and local task force to address drug trafficking in Arizona.

#### **MAGNET- \$300,000**

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.

### **PUBLIC WORKS**

#### **ADOT Grant- \$470,516**

Funding for the Taxiway and Marker Lights at the Airport and included in the Capital Improvement Plan.

#### **FAA Grant- \$967,968**

Funding for Airport Taxiway included in Capital Improvement Plan.

#### **FTA Grant- \$2,329,937**

CARES Act funding for transit operations and capital purchases.

#### **BOR Grant- \$1,500,000**

Funding from the Bureau of Reclamation for Installation of SCADA and/or piping for new source water infrastructure.

**\*Grants included in the list above are awarded grants, applied for grants, and grants that the City may possibly apply for if the opportunity becomes available.**



## CAPITAL BUDGETS

- RELATIONSHIP BETWEEN CAPITAL & OPERATING
- CAPITAL OUTLAY SUMMARY
- CAPITAL BUDGET PROCESS
- CAPITAL BUDGET CATEGORIES
- CAPITAL IMPROVEMENT PLAN (CIP) SUMMARY
- CIP DETAIL

## **RELATIONSHIP BETWEEN CAPITAL AND OPERATING**

The capital budget for Lake Havasu City FY 20-21 totals \$22.6 million. This total represents \$18.7 million for the Capital Improvement Plan and \$3.9 million for capital outlay. The Five-Year Capital Improvement Plan totals \$79.10 million.

The Relationship between Capital and Operating Budgets:

The Capital Budget includes the Capital Improvement Plan (CIP) and capital outlay. The CIP is a blueprint for planning the City's capital expenditures. It is a comprehensive five-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 FY 20-21 CIP budget represents the first year of the Five-Year Capital Improvement Plan.

A capital project is defined as a physical improvement or any major non-recurring expenditure (over \$50,000), which results in a permanent addition to the City's assets or infrastructure with a useful life of five years or more. CIP projects are new or expanded physical facilities, large-scale rehabilitation or replacement of existing facilities. CIP projects may also include the acquisition of land, or cost of engineering or architectural studies and services relative to a public improvement. Capital outlay includes items that have a value greater than \$10,000 and a useful life of more than one year. Examples of capital outlay items include motor vehicles, boats, machinery, equipment, and small building improvements. The classification of items as a CIP versus capital outlay, or operational maintenance, can be determined by the following criteria: cost, frequency, engineering and construction requirements or a combination of any of the criteria.

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, operational services, maintenance supplies, and debt service payments. These ongoing costs are adjusted annually to cover inflation, improve services or institute reductions when necessary. Revenues for the operating budget are generally derived from recurring taxes, intergovernmental sources, and fees.

The Capital Improvement Plan 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 taxes, user fees, grants, and current available resources. Starting in Fiscal Year 19-20, construction sales tax (\$2.2 million per year) is being dedicated as the funding source going forward for General Government Projects.

## CAPITAL OUTLAY SUMMARY

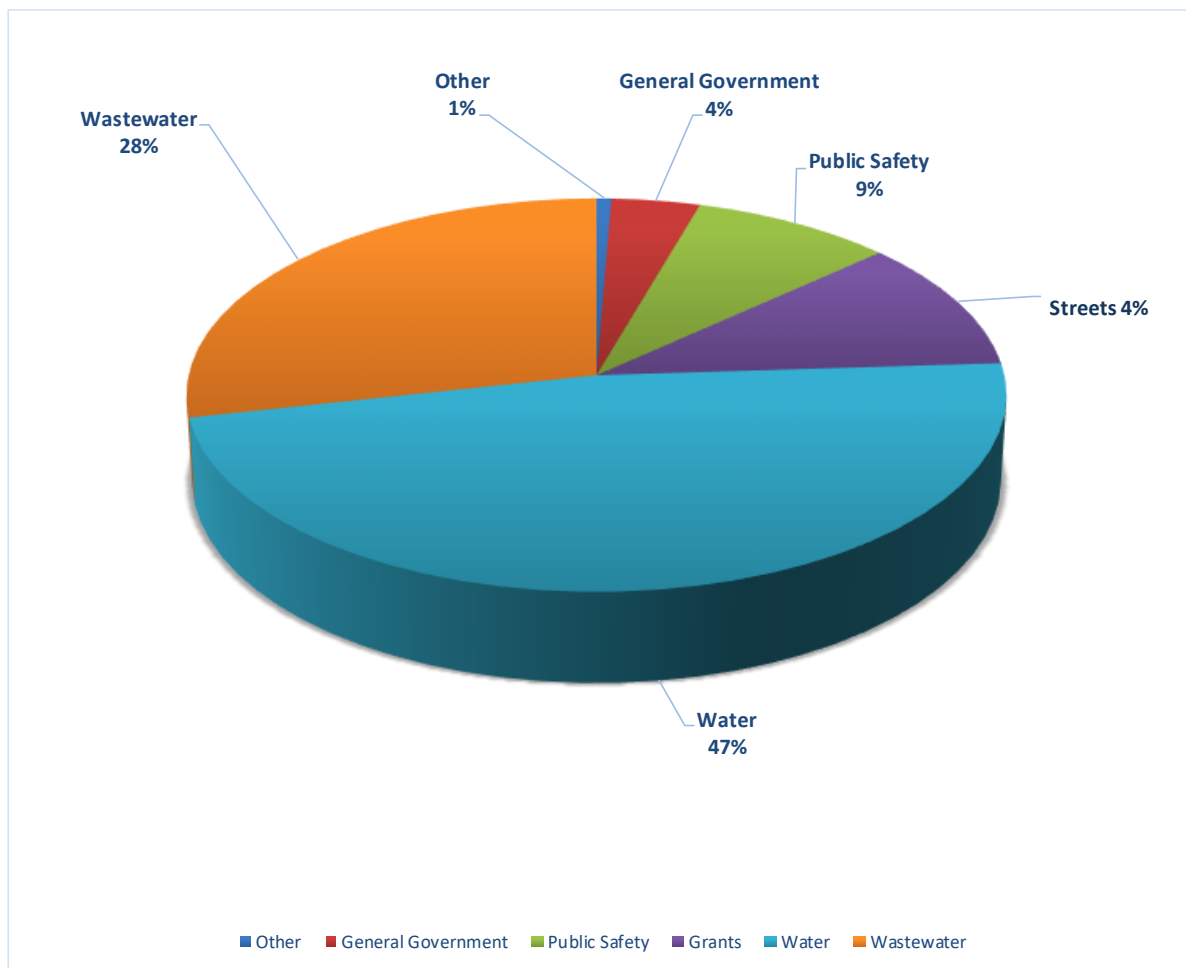
Capital Outlay Budget By Fund	Status	Qty	Unit Cost	Adopted FY 20-21
<b>GENERAL FUND</b>				
<b>Parks &amp; Recreation</b>				
Building Improvements	Improvements	1	150,000	150,000
				150,000
<b>Police</b>				
Patrol Vehicles	Replacement	5	57,825	289,123
Motors	Replacement	2	26,500	53,000
				342,123
<b>TOTAL GENERAL FUND</b>				<b>\$ 492,123</b>
<b>OTHER FUNDS</b>				
<b>Irrigation &amp; Drainage District Fund (Water Division)</b>				
Pickup Truck	New	1	30,000	30,000
Station 2A Telemetry Antenna	New	1	60,000	60,000
Steal structure for offices and warehouse	New	1	50,000	50,000
Pump at Booster Station 1A	Replacement	1	10,000	10,000
Perimeter fences and walls at Booster Station 3A, 3C, 4A	Replacement	1	150,000	150,000
Excavation of transmission main valve and shoring at McCulloch and HWY 95 overpass	Replacement	1	18,000	18,000
10 inch Surge Anticipator valve	Replacement	1	20,000	20,000
Solids pump VS-P25 at WTP	Replacement	1	15,000	15,000
Water meters (only if grant is received)	Replacement	1	1,500,000	1,500,000
				1,853,000
<b>Grants</b>				
Patrol Vehicles	Replacement	2	36,423	72,846
Police Boat	Replacement	1	300,000	300,000
Case Management System and Laptops for Youth Court	New	1	16,500	16,500
Case Management System, other Computer equipment for Veterans Court	New	1	28,700	28,700
				418,046
<b>RICO</b>				
Polaris Ranger	New	1	25,000	25,000



## CAPITAL OUTLAY SUMMARY

Capital Outlay Budget By Fund	Status	Qty	Unit Cost	Adopted FY 20-21
<b>OTHER FUNDS (cont'd)</b>				
<b>Wastewater Utility Fund</b>				
Pickup Truck	New	1	30,000	30,000
Shoring Replacement	Replacement	1	20,000	20,000
ITP Belt Press Rehab & Control Panel	Replacement	1	155,000	155,000
NRP Screens, Compactor, Trough, & Piping	Replacement	1	312,000	312,000
NRP Coarse Screens Washpactor	Replacement	1	70,000	70,000
NRP Membrane Replacement	Replacement	1	520,000	520,000
				<u>1,107,000</u>
<b>TOTAL OTHER FUNDS</b>				<b>\$ 3,403,046</b>

<b>TOTAL CAPITAL OUTLAY</b>	<b>\$ 3,895,169</b>
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## CAPITAL IMPROVEMENT PLAN BUDGET

### BUDGET PROCESS

The Capital Improvement Plan budget process began with the Departments submitting new project proposals to Administrative Services and the Public Works Department. All new projects submitted plus old projects that have not started are then reviewed by the CIP working group and ranked based on the following criteria categories:

- Legal Mandate
- Public Health and Safety
- Age of Existing Asset
- Level of Maintenance of Existing Asset
- Operating Budget Impact: Cost/Benefit
- Conformity of City Goals and Plans
- Economic Impact
- Recreational, Cultural or Aesthetic Value
- Percent of Population Benefiting
- Conformity to Department Goals and Plans
- Community Support
- Environmental Impact
- Project Cost
- Funding
- Project Readiness

After projects were ranked, a review of the previous Capital Improvement Plan (CIP) was also completed, in which completion and cost estimates for the current year's projects were updated. The capital project requests were then reviewed by the Administrative Services Department and the City Manager based on available funding. The Five-Year CIP was then developed to fit within sustainable levels over the next five years as set forth in a five-year forecast based on project rankings.

The proposed Five-Year CIP was presented to the City Council for review and discussion. The Five-Year CIP was adopted by Council prior to adoption of the final budget.

CIP projects are categorized by Category or Division (see table on next page). Each CIP project is linked to a City Council Community Result and includes a description and justification, cost estimate, funding source(s), and operating and maintenance impact, if applicable. All projects included in the Five-Year CIP are reviewed and updated on an annual basis.





## CAPITAL BUDGET CATEGORIES



Category	Division
General Government	Non-Departmental
Parks & Recreation	Parks
Public Safety	Fire Police
Public Works	Airport Drainage Parks Streets Wastewater Water

Priority Ratings of Projects		
Priority 1	Essential (Start within 1 year)	Critical situation to remedy or prevent a major health/safety hazard; material or equipment has already failed; required to comply with court order or law
Priority 2	Necessary (Start 1-3 years)	Project conforms to Master plans; essential to remedy or prevents major health/safety hazard; essential to avoid a predicated material failure in the immediate future; grants at greater than 80%; project significantly improves service delivery to the community
Priority 3	Desirable (Start 3-5 years)	Deferral of project would increase significant level of hazard; necessary maintenance or replacement, deferral will result in increased cost; project conforms with a written established departmental/agency plan/policy; project is an annual program necessary to avoid predicated failure

## FY 2021-25 CAPITAL IMPROVEMENT PLAN PROJECTS AND FUNDING SOURCE SUMMARY

Project Number	Project Description	Prior	20-21	21-22	22-23	23-24	24-25	FY 21-25 CIP Total	With Prior CIP Total
<b>Airport</b>									
AP1	Airfield Hazard Markings	\$ -	\$ -	\$ -	\$ -	\$ 143,000	\$ -	\$ 143,000	\$ 143,000
AP2	Obstructions, Light/Mark/Remove (Safety Area)	-	243,000	207,000	-	-	-	450,000	450,000
AP1810	Rehabilitate & Reconstruct Taxiway	30,000	470,000	-	-	-	-	470,000	500,000
AP3	Replace Runway 32 PAPI	-	-	345,000	-	-	-	345,000	345,000
AP4	Runway Strengthening & Overlay	-	-	125,000	3,250,000	3,250,000	-	6,625,000	6,625,000
AP1820	Taxiway Alpha Pavement	265,788	820,000	7,546,528	-	-	-	8,366,528	8,632,316
<b>Total Airport</b>		<b>295,788</b>	<b>1,533,000</b>	<b>8,223,528</b>	<b>3,250,000</b>	<b>3,393,000</b>	<b>-</b>	<b>16,399,528</b>	<b>16,695,316</b>
<b>Drainage</b>									
DR1020	Avalon Drain 2	149,045	-	1,725,000	-	-	-	1,725,000	1,874,045
DR1050	Daytona Wash 4	-	-	-	160,000	1,840,000	-	2,000,000	2,000,000
DR1030	Havasupai Wash 3	182,597	2,875,000	-	-	-	-	2,875,000	3,057,597
DR1040	Havasupai Wash 6	-	-	-	-	185,000	2,130,000	2,315,000	2,315,000
DR1070	Low Impact Development Master Plan	-	62,500	-	-	-	-	62,500	62,500
<b>Total Drainage</b>		<b>331,642</b>	<b>2,937,500</b>	<b>1,725,000</b>	<b>160,000</b>	<b>2,025,000</b>	<b>2,130,000</b>	<b>8,977,500</b>	<b>9,309,142</b>
<b>General Government</b>									
FA1040	Downtown Catalyst	-	-	2,000,000	-	-	-	2,000,000	2,000,000
FA2	New Municipal Courthouse	-	-	700,000	4,800,000	2,000,000	-	7,500,000	7,500,000
<b>Total General Government</b>		<b>-</b>	<b>-</b>	<b>2,700,000</b>	<b>4,800,000</b>	<b>2,000,000</b>	<b>-</b>	<b>9,500,000</b>	<b>9,500,000</b>
<b>Parks</b>									
FA1	Aquatic Center HVAC	-	180,000	2,070,000	-	-	-	2,250,000	2,250,000
PK1140	Dick Samp Park Improvements	485,750	228,000	-	-	-	-	228,000	713,750
<b>Total Parks</b>		<b>485,750</b>	<b>408,000</b>	<b>2,070,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,478,000</b>	<b>2,963,750</b>
<b>Public Safety</b>									
FA4	Fire Station 5 Rebuild	-	-	-	-	-	350,000	350,000	350,000
PD1060	Police Fuel Facility	-	20,000	212,500	-	-	-	232,500	232,500
PD1070	Police Facility Assessment	-	22,298	-	-	-	-	22,298	22,298
PD1080	Police Indoor Range Rehab	-	-	250,000	-	-	-	250,000	250,000
<b>Total Public Safety</b>		<b>-</b>	<b>42,298</b>	<b>462,500</b>	<b>-</b>	<b>-</b>	<b>350,000</b>	<b>854,798</b>	<b>854,798</b>
<b>Streets</b>									
ST3280	McCulloch Blvd. Pavement Rehab (Plan B)	-	1,200,000	-	-	-	-	1,200,000	1,200,000
ST3300	MPO-Traffic Signal	-	550,000	1,450,000	-	-	-	2,000,000	2,000,000
ST3290	MPO-Hawk Light	135,000	325,000	-	-	-	-	325,000	460,000
<b>Total Streets</b>		<b>135,000</b>	<b>2,075,000</b>	<b>1,450,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,525,000</b>	<b>3,660,000</b>

## FY 2021-25 CAPITAL IMPROVEMENT PLAN PROJECTS AND FUNDING SOURCE SUMMARY

Project Number	Project Description	Prior	20-21	21-22	22-23	23-24	24-25	FY 21-25 CIP Total	With Prior CIP Total
<b>Wastewater</b>									
SS3030	8" Ductile Iron Force Main Replacement	163,772	150,000	1,725,000	-	-	-	1,875,000	2,038,772
SS6	Chip Drive Lift Station Upgrades	-	-	-	-	-	550,000	550,000	550,000
SS3	ITP Effluent Pond Liners	-	-	-	-	1,500,000	-	1,500,000	1,500,000
SS3050	Influent Pump Station Surge Improvements	24,000	276,000	-	-	-	-	276,000	300,000
SS2720	Island Treatment Plant (ITP) Flow Equalization Basin (I	285,000	3,000,000	-	-	-	-	3,000,000	3,285,000
SS3060	MTP Odor Control Replacement	-	-	-	500,000	-	-	500,000	500,000
SS4	Mulberry Treatment Plant (MTP) Aeration Basin MCC	-	-	150,000	-	-	-	150,000	150,000
SS3010	Mulberry WWTP Tertiary Capacity Increase	335,000	985,000	-	-	-	-	985,000	1,320,000
SS2	South Intake Influent Screen	-	-	-	-	-	225,000	225,000	225,000
SS1	Vadose Well No. 4 Replacement	-	-	-	400,000	-	-	400,000	400,000
SS5	Wastewater Master Plan	-	500,000	-	-	-	-	500,000	500,000
SS2970	Water Conservation & Reuse Improvements	100,000	357,782	-	-	-	-	357,782	457,782
<b>Total Wastewater</b>		<b>907,772</b>	<b>5,268,782</b>	<b>1,875,000</b>	<b>900,000</b>	<b>1,500,000</b>	<b>775,000</b>	<b>10,318,782</b>	<b>11,226,554</b>
<b>Water</b>									
WT7530	Exploratory Well Drilling & Backup Water Supply	731,925	3,828,910	359,865	-	-	-	4,188,775	4,920,700
WT2	2022 Water Main Replacement Project	-	-	128,500	1,406,500	-	-	1,535,000	1,535,000
WT3	2023 Water Main Replacement Project	-	-	-	128,500	1,406,500	-	1,535,000	1,535,000
WT5	Booster Station 5A Upgrades	-	-	155,000	620,000	-	-	775,000	775,000
WT6	Booster Station 3C Improvements	-	-	-	775,000	-	-	775,000	775,000
WT7	Booster Station 4 Improvements	-	-	-	620,000	-	-	620,000	620,000
WT8	Tank C-3-20 Improvements	-	-	-	-	660,000	3,990,000	4,650,000	4,650,000
WT9	Tank N-2A-07 Improvements	6,000	111,634	3,450,000	-	-	-	3,561,634	3,567,634
WT10	Tank N-4A-11 Improvements	6,000	1,261,634	-	-	-	-	1,261,634	1,267,634
WT11	Tank 4C Improvements	-	-	-	806,000	-	-	806,000	806,000
WT12	Water Treatment Plant Improvements	-	-	-	-	1,782,500	-	1,782,500	1,782,500
WT13	Tank C-2-18 Replacement & Upsize	-	60,000	690,000	-	-	-	750,000	750,000
WT14	Tank C-3-19 Replacement & Upsize	-	-	60,000	690,000	-	-	750,000	750,000
WT17	Tank S-1C-24 Replacement	-	1,150,000	-	-	-	-	1,150,000	1,150,000
<b>Total Water</b>		<b>743,925</b>	<b>6,412,178</b>	<b>4,843,365</b>	<b>5,046,000</b>	<b>3,849,000</b>	<b>3,990,000</b>	<b>24,140,543</b>	<b>24,884,468</b>
<b>Total Capital Improvement Plan</b>		<b>\$ 2,899,877</b>	<b>\$ 18,676,758</b>	<b>\$ 23,349,393</b>	<b>\$ 14,156,000</b>	<b>\$ 12,767,000</b>	<b>\$ 7,245,000</b>	<b>\$ 76,194,151</b>	<b>\$ 79,094,028</b>

# **FY 2021-25 CAPITAL IMPROVEMENT PLAN PROJECTS AND FUNDING SOURCE SUMMARY**

Project Number	Project Description	Prior	20-21	21-22	22-23	23-24	24-25	FY 21-25 CIP Total	With Prior CIP Total
<b>Funding</b>									
Airport Fund		\$ 14,881	\$ 94,516	\$ 386,670	\$ 145,275	\$ 151,667	\$ -	778,128	793,009
Community Donations		100,000	-	-	-	-	-	-	100,000
Flood Control Funding		331,642	2,937,500	1,725,000	160,000	2,025,000	2,130,000	8,977,500	9,309,142
General Fund		385,750	450,298	3,682,500	4,800,000	2,000,000	350,000	11,282,798	11,668,548
Grant: ADOT 4.47%		11,881	47,516	352,171	145,275	151,667	-	696,629	708,509
Grant: ADOT 90.0%		27,000	423,000	310,500	-	-	-	733,500	760,500
Grant: FAA 91.06%		242,027	967,968	7,174,187	2,959,450	3,089,666	-	14,191,271	14,433,298
Grant: HSIP		135,000	875,000	1,450,000	-	-	-	2,325,000	2,460,000
HURF		-	1,200,000	-	-	-	-	1,200,000	1,200,000
IDD Fund		743,925	6,412,178	4,843,365	5,046,000	3,849,000	3,990,000	24,140,543	24,884,468
ABC Funding		-	-	1,000,000	-	-	-	1,000,000	1,000,000
Sale of City Property		-	-	550,000	-	-	-	550,000	550,000
Wastewater Fund		907,772	5,268,782	1,875,000	900,000	1,500,000	775,000	10,318,782	11,226,554
<b>Total Funding</b>		<b>\$ 2,899,877</b>	<b>\$ 18,676,758</b>	<b>\$ 23,349,393</b>	<b>\$ 14,156,000</b>	<b>\$ 12,767,000</b>	<b>\$ 7,245,000</b>	<b>\$ 76,194,151</b>	<b>\$ 79,094,028</b>

# FY 2021-25 CAPITAL IMPROVEMENT PLAN

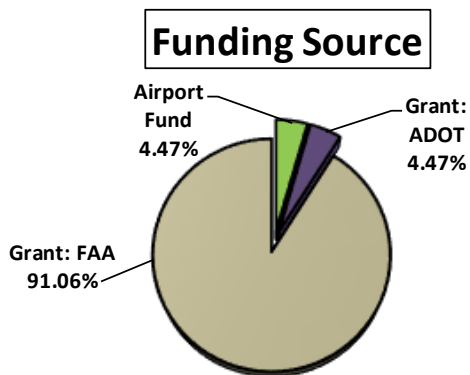
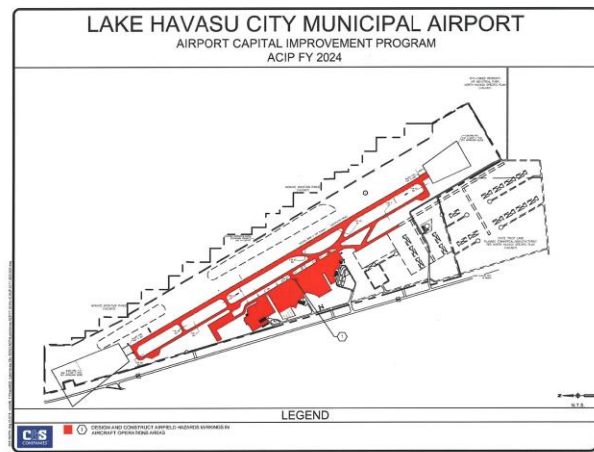
## AIRPORT

### Airfield Hazard Markings

Expenses	Prior	20-21	21-22	22-23	23-24	24-25	Total
Design	\$ -	\$ -	\$ -	\$ -	\$ 11,440	\$ -	\$ 11,440
Construction	-	-	-	-	114,400	-	114,400
Construction Mgmt	-	-	-	-	17,160	-	17,160
Total Expenses	\$ -	\$ -	\$ -	\$ -	\$ 143,000	\$ -	\$ 143,000

Funding Source	Prior	20-21	21-22	22-23	23-24	24-25	Total
Airport Fund	\$ -	\$ -	\$ -	\$ -	\$ 6,392	\$ -	\$ 6,392
Grant: ADOT 4.47%	-	-	-	-	6,392	-	6,392
Grant: FAA 91.06%	-	-	-	-	130,216	-	130,216
Total Funding	\$ -	\$ -	\$ -	\$ -	\$ 143,000	\$ -	\$ 143,000

Project # AP1	Operating Budget Impact/Other:
<b>\$143,000</b>	FAA and ADOT grant funding will be leveraged (95.53%) to design and construct this improvement. No operating impact is anticipated.
Total Project Cost	
Project Status	No Change
Priority	Desirable (3 to 5 years)
Community Result 1	3 Reliable Infrastructure
Community Result 2	2 Sustainable Growth
Community Result 3	N/A
Managing Division	Engineering
Project Description & Justification	
Design and construct airfield hazard markings in aircraft operations areas to comply with FAA Runway Safety Action Team (RSAT) recommendations as documented in Hill Runway Safety Action Plan. Paved shoulder areas need to be marked in accordance with current Advisory Circulars to meet safety standards.	



Start Project  
October 2023

Estimated  
Completion  
Time: 1 Year

Estimated  
Completion  
October 2024


# FY 2021-25 CAPITAL IMPROVEMENT PLAN

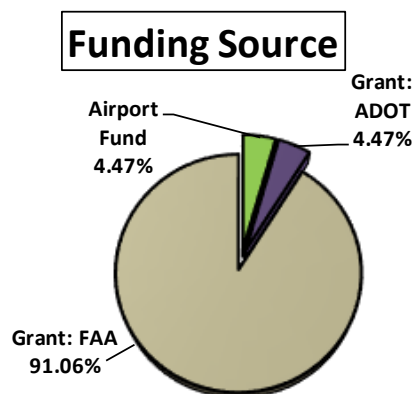
## AIRPORT

### Obstructions, Light/Mark/Remove (Safety Area)

Expenses	Prior	20-21	21-22	22-23	23-24	24-25	Total
Design	\$ -	\$ 36,000	\$ -	\$ -	\$ -	\$ -	\$ 36,000
Construction	-	180,000	180,000	-	-	-	360,000
Construction Mgmt	-	27,000	27,000	-	-	-	54,000
Total Expenses	\$ -	\$ 243,000	\$ 207,000	\$ -	\$ -	\$ -	\$ 450,000

Funding Source	Prior	20-21	21-22	22-23	23-24	24-25	Total
Airport Fund	\$ -	\$ 10,862	\$ 9,253	\$ -	\$ -	\$ -	\$ 20,115
Grant: ADOT 4.47%	-	10,862	9,253	-	-	-	20,115
Grant: FAA 91.06%	-	221,276	188,494	-	-	-	409,770
Total Funding	\$ -	\$ 243,000	\$ 207,000	\$ -	\$ -	\$ -	\$ 450,000

Project # AP2		Operating Budget Impact/Other:	
<b>\$450,000</b>		FAA and ADOT grant funding will be leveraged (95.53%) to design and construct this improvement. No operating impact is anticipated.	
Total Project Cost			
Project Status	Revised Cost/Scope		
Priority	Necessary (1 to 3 years)		
Community Result 1	3 Reliable Infrastructure		
Community Result 2	2 Sustainable Growth		
Community Result 3	N/A		
Managing Division	Engineering		
Project Description & Justification			
Design and construct, remove existing hydrants, and replace with flush mounted hydrants (6 hydrants adjacent to taxiway bravo) to eliminate safety hazard and taxiway obstruction.			



Start Project  
July 2020

Estimated  
Completion  
Time: 1.5  
Year

Estimated  
Completion  
December  
2021

# FY 2021-25 CAPITAL IMPROVEMENT PLAN

## AIRPORT

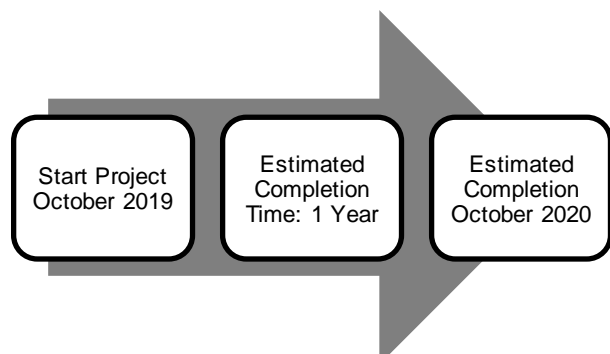
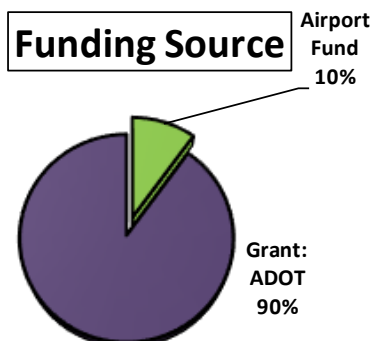
### Rehabilitate & Reconstruct Taxiway

Expenses	Prior	20-21	21-22	22-23	23-24	24-25	Total
Design	\$ 30,000	\$ -		\$ -	\$ -	\$ -	\$ 30,000
Carry Forward	-	470,000	-	-	-	-	470,000
Total Expenses	\$ 30,000	\$ 470,000	\$ -	\$ -	\$ -	\$ -	\$ 500,000

Funding Source	Prior	20-21	21-22	22-23	23-24	24-25	Total
Airport Fund	\$ 3,000	\$ 47,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000
Grant: ADOT 90.0%	27,000	423,000	-	-	-	-	450,000
Total Funding	\$ 30,000	\$ 470,000	\$ -	\$ -	\$ -	\$ -	\$ 500,000

Operating Impact	Prior	20-21	21-22	22-23	23-24	24-25	Total
Supplies & Services	\$ -	\$ -	\$ (5,000)	\$ (5,000)	\$ (5,000)	\$ (5,000)	\$ (20,000)
Total Operating Impact	\$ -	\$ -	\$ (5,000)	\$ (5,000)	\$ (5,000)	\$ (5,000)	\$ (20,000)

Project # AP1810	Operating Budget Impact/Other:
<b>\$500,000</b>	ADOT grant funding will be leveraged (90%) to design and construct this improvement. A slight reduction in annual operating costs is anticipated.
<b>Total Project Cost</b>	
Project Status	No Change
Priority	Essential (Within 1 year)
Community Result 1	3 Reliable Infrastructure
Community Result 2	2 Sustainable Growth
Community Result 3	N/A
Managing Division	Engineering
<b>Project Description &amp; Justification</b>	
Design, construct and remove/replace soil cement on North Field (28,000 SQ YD). Soil cement is failing, creating foreign object debris and causing a safety hazard.	

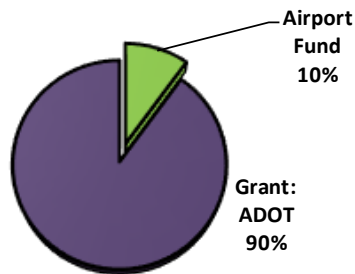




## AIRPORT

Expenses	Prior	20-21	21-22	22-23	23-24	24-25	Total
Design	\$ -	\$ -	\$ 28,000	\$ -	\$ -	\$ -	\$ 28,000
Construction	-	-	275,500	-	-	-	275,500
Construction Mgmt	-	-	41,500	-	-	-	41,500
Total Expenses	\$ -	\$ -	\$ 345,000	\$ -	\$ -	\$ -	\$ 345,000

Project # AP3		Operating Budget Impact/Other:
<b>\$345,000</b>		ADOT grant funding will be leveraged (90%) to design and construct this improvement. No operating impact is anticipated.
Total Project Cost		
Project Status	Revised Cost	
Priority	Desirable (3 to 5 years)	
Community Result 1	3 Reliable Infrastructure	
Community Result 2	2 Sustainable Growth	
Community Result 3	N/A	
Managing Division	Engineering	
Project Description & Justification		
Design and reconstruct replacement of runway 32 Precision Approach Path Indicators (PAPI) & Runway End Identifier Lights (REIL). PAPI's & REIL's have reached end of design life, are failing and must be replaced.		





## FY 2021-25 CAPITAL IMPROVEMENT PLAN

### AIRPORT

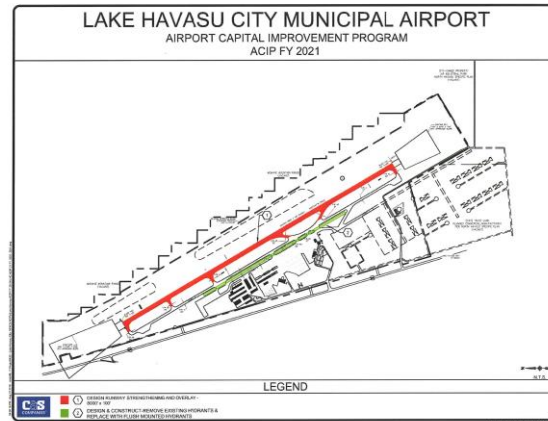
#### Runway Strengthening & Overlay

Expenses	Prior	20-21	21-22	22-23	23-24	24-25	Total
Design	\$ -	\$ -	\$ 125,000	\$ -	\$ -	\$ -	\$ 125,000
Construction	-	-	-	2,762,500	2,762,500	-	5,525,000
Construction Mgmt	-	-	-	487,500	487,500	-	975,000
Total Expenses	\$ -	\$ -	\$ 125,000	\$ 3,250,000	\$ 3,250,000	\$ -	\$ 6,625,000

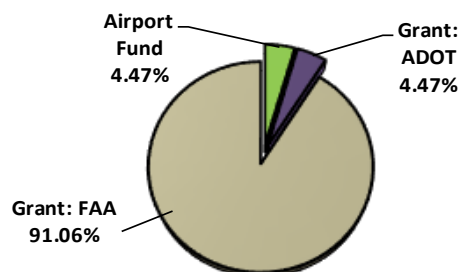
Funding Source	Prior	20-21	21-22	22-23	23-24	24-25	Total
Airport Fund	\$ -	\$ -	\$ 5,588	\$ 145,275	\$ 145,275	\$ -	\$ 296,138
Grant: ADOT 4.47%	-	-	5,588	145,275	145,275	-	296,138
Grant: FAA 91.06%	-	-	113,825	2,959,450	2,959,450	-	6,032,725
Total Funding	\$ -	\$ -	\$ 125,000	\$ 3,250,000	\$ 3,250,000	\$ -	\$ 6,625,000

Operating Impact	Prior	20-21	21-22	22-23	23-24	24-25	Total
Supplies & Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (25,000)	\$ (25,000)
Total Operating Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (25,000)	\$ (25,000)

Project # AP4	Operating Budget Impact/Other:
<b>\$6,625,000</b>	FAA and ADOT grant funding will be leveraged (95.53%) to design and construct this improvement. A slight reduction in annual operating costs is anticipated.
Total Project Cost	
Project Status	Revised Cost
Priority	Necessary (1 to 3 years)
Community Result 1	3 Reliable Infrastructure
Community Result 2	2 Sustainable Growth
Community Result 3	N/A
Managing Division	Engineering
Project Description & Justification	
Design and construct runway strengthening and overlay (8,000 Ft x 100 Ft) to accommodate current fleet mix and extend the life of pavement (PCI = 63). Also, to design and construct replacement Distance-To-Go Signage. Distance-To-Go Signage is severely faded and beyond usable service life.	



#### Funding Source



Start Project  
July 2021

Estimated  
Completion  
Time: 3 Years

Estimated  
Completion  
June 2024

# FY 2021-25 CAPITAL IMPROVEMENT PLAN

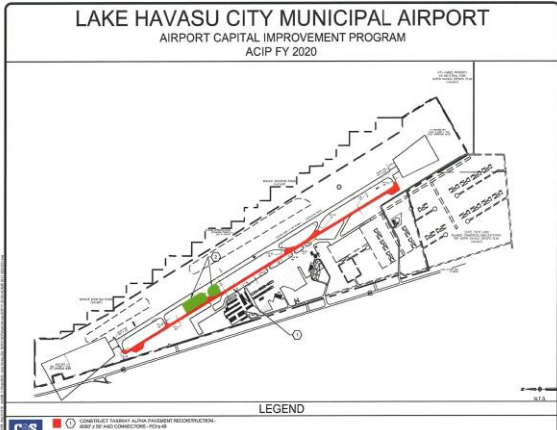
## AIRPORT

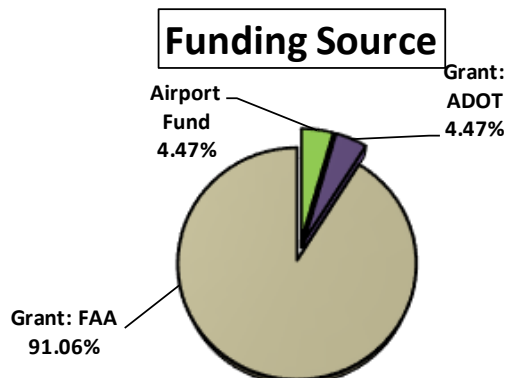
### Taxiway Alpha Pavement

Expenses	Prior	20-21	21-22	22-23	23-24	24-25	Total
Design	\$ 265,788	\$ 130,000	\$ -	\$ -	\$ -	\$ -	\$ 395,788
Construction	-	600,000	7,210,328	-	-	-	7,810,328
Construction Mgmt	-	90,000	336,200	-	-	-	426,200
Total Expenses	\$ 265,788	\$ 820,000	\$ 7,546,528	\$ -	\$ -	\$ -	\$ 8,632,316

Funding Source	Prior	20-21	21-22	22-23	23-24	24-25	Total
Airport Fund	\$ 11,881	\$ 36,654	\$ 337,330	\$ -	\$ -	\$ -	\$ 385,865
Grant: ADOT 4.47%	11,881	36,654	337,330	-	-	-	385,865
Grant: FAA 91.06%	242,027	746,692	6,871,868	-	-	-	7,860,587
Total Funding	\$ 265,788	\$ 820,000	\$ 7,546,528	\$ -	\$ -	\$ -	\$ 8,632,316

Operating Impact	Prior	20-21	21-22	22-23	23-24	24-25	Total
Supplies & Services	\$ -	\$ -	\$ -	\$ (10,000)	\$ (10,000)	\$ (10,000)	\$ (30,000)
Total Operating Impact	\$ -	\$ -	\$ -	\$ (10,000)	\$ (10,000)	\$ (10,000)	\$ (30,000)

Project # AP1820		Operating Budget Impact/Other:	
\$8,632,316		FAA and ADOT grant funding will be leveraged (95.53%) to design and construct this improvement. A slight reduction in annual operating costs is anticipated.	
Total Project Cost			
Project Status	Revised Cost		
Priority	Essential (Within 1 year)		
Community Result 1	3 Reliable Infrastructure		
Community Result 2	2 Sustainable Growth		
Community Result 3	N/A		
Managing Division	Engineering	<div><div>LAKE HAVASU CITY MUNICIPAL AIRPORT</div><div>AIRPORT CAPITAL IMPROVEMENT PROGRAM</div><div>ACIP FY 2020</div><div></div></div>	
Project Description & Justification			
Design and construct Taxiway Alpha Pavement (8,000 Ft x 50 Ft and associated connectors) PCI = 49. Reconstruction is needed to accommodate current fleet mix.			



Start Project  
July 2019

Estimated  
Completion  
Time: 3 Years

Estimated  
Completion  
June 2022

# FY 2021-25 CAPITAL IMPROVEMENT PLAN


## DRAINAGE

### Avalon Drain 2

Expenses	Prior	20-21	21-22	22-23	23-24	24-25	Total
Design	\$ 149,045	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 149,045
Construction	-	-	1,500,000	-	-	-	1,500,000
Construction Mgmt	-	-	225,000	-	-	-	225,000
Total Expenses	\$ 149,045	\$ -	\$ 1,725,000	\$ -	\$ -	\$ -	\$ 1,874,045

Funding Source	Prior	20-21	21-22	22-23	23-24	24-25	Total
Flood Control Funding	\$ 149,045	\$ -	\$ 1,725,000	\$ -	\$ -	\$ -	\$ 1,874,045
Total Funding	\$ 149,045	\$ -	\$ 1,725,000	\$ -	\$ -	\$ -	\$ 1,874,045

Operating Impact	Prior	20-21	21-22	22-23	23-24	24-25	Total
Personnel	\$ -	\$ -	\$ -	\$ (850)	\$ (875)	\$ (900)	\$ (2,625)
Supplies & Services	-	-	-	(1,750)	(1,775)	(1,800)	(5,325)
Total Operating Impact	\$ -	\$ -	\$ -	\$ (2,600)	\$ (2,650)	\$ (2,700)	\$ (7,950)

Project # DR1020		Operating Budget Impact/Other:	
\$1,874,045		Maintenance of the new improvements will be required; however, it is anticipated that the overall maintenance will be reduced. There will be a reduction in staff time, along with the use of heavy equipment and fuel.	
Total Project Cost			
Project Status	Revised Operating Impact		
Priority	Essential (Within 1 year)		
Community Result 1	1 Safe Community		
Community Result 2	3 Reliable Infrastructure		
Community Result 3	N/A		
Managing Division	Engineering		
Project Description & Justification			
This project will provide for wash stabilization along Avalon Drain between Avalon Ave and Angler Dr. An Engineering and Analysis report was completed by Dibble Engineering in 2014 to assess the most critical locations within the City's wash system in need of repair. A five-year implementation plan was identified based on annual funding. Ultimately, the functionality and safety of the wash system will be improved. A reduction in wash maintenance and street clean-up, after storms as a result of the improvements to the wash/drainage system, is expected.			

### Funding Source



Flood  
Control  
Funding  
100%

Start Project  
July 2019

Estimated  
Completion  
Time: 3 Years

Estimated  
Completion  
June 2022

# FY 2021-25 CAPITAL IMPROVEMENT PLAN


## DRAINAGE

### Daytona Wash 4

Expenses	Prior	20-21	21-22	22-23	23-24	24-25	Total
Design	\$ -	\$ -	\$ -	\$ 160,000	\$ -	\$ -	\$ 160,000
Construction	-	-	-	-	1,600,000	-	1,600,000
Construction Mgmt	-	-	-	-	240,000	-	240,000
Total Expenses	\$ -	\$ -	\$ -	\$ 160,000	\$ 1,840,000	\$ -	\$ 2,000,000

Funding Source	Prior	20-21	21-22	22-23	23-24	24-25	Total
Flood Control Funding	\$ -	\$ -	\$ -	\$ 160,000	\$ 1,840,000	\$ -	\$ 2,000,000
Total Funding	\$ -	\$ -	\$ -	\$ 160,000	\$ 1,840,000	\$ -	\$ 2,000,000

Operating Impact	Prior	20-21	21-22	22-23	23-24	24-25	Total
Personnel	\$ -	\$ -	\$ -	\$ -	\$ (875)	\$ (875)	\$ (1,750)
Supplies & Services	-	-	-	-	(1,775)	(1,775)	(3,550)
Total Operating Impact	\$ -	\$ -	\$ -	\$ -	\$ (2,650)	\$ (2,650)	\$ (5,300)

Project # DR1050		Operating Budget Impact/Other:	
\$2,000,000		Maintenance of the new improvements will be required; however, it is anticipated that the overall maintenance will be reduced. There will be a reduction in staff time, along with the use of heavy equipment and fuel.	
Total Project Cost			
Project Status	Revised Schedule		
Priority	Desirable (3 to 5 years)		
Community Result 1	1 Safe Community		
Community Result 2	3 Reliable Infrastructure		
Community Result 3	N/A		
Managing Division	Engineering		
Project Description & Justification			
This project will provide for wash stabilization along Daytona Wash between Snead Dr and Oak Dr. An Engineering and Analysis report was completed by Dibble Engineering in 2014 to assess the most critical locations within the City's wash system in need of repair. A five-year implementation plan was identified based on annual funding. Ultimately, the functionality and safety of the wash system will be improved. A reduction in wash maintenance and street clean-up, after storms as a result of the improvements to the wash/drainage system, is expected.			

### Funding Source



Flood  
Control  
Funding  
100%

Start Project  
July 2022

Estimated  
Completion  
Time: 2 Years

Estimated  
Completion  
June 2024

# FY 2021-25 CAPITAL IMPROVEMENT PLAN


## DRAINAGE

### Havasupai Wash 3

Expenses	Prior	20-21	21-22	22-23	23-24	24-25	Total
Design	\$ 182,597	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 182,597
Carry Forward	-	2,875,000	-	-	-	-	2,875,000
Total Expenses	\$ 182,597	\$ 2,875,000	\$ -	\$ -	\$ -	\$ -	\$ 3,057,597

Funding Source	Prior	20-21	21-22	22-23	23-24	24-25	Total
Flood Control Funding	\$ 182,597	\$ 2,875,000	\$ -	\$ -	\$ -	\$ -	\$ 3,057,597
Total Funding	\$ 182,597	\$ 2,875,000	\$ -	\$ -	\$ -	\$ -	\$ 3,057,597

Operating Impact	Prior	20-21	21-22	22-23	23-24	24-25	Total
Personnel	\$ (1,700)	\$ (800)	\$ (825)	\$ (850)	\$ (875)	\$ (900)	\$ (5,950)
Supplies & Services	(3,300)	(1,700)	(1,725)	(1,750)	(1,775)	(1,800)	(12,050)
Total Operating Impact	\$ (5,000)	\$ (2,500)	\$ (2,550)	\$ (2,600)	\$ (2,650)	\$ (2,700)	\$ (18,000)

Project # DR1030		Operating Budget Impact/Other:	
\$3,057,597		Maintenance of the new improvements will be required; however, it is anticipated that the overall maintenance will be reduced. There will be a reduction in staff time, along with the use of heavy equipment and fuel.	
Total Project Cost			
Project Status	Revised Cost/Schedule		
Priority	Essential (Within 1 year)		
Community Result 1	1 Safe Community		
Community Result 2	3 Reliable Infrastructure		
Community Result 3	N/A		
Managing Division	Engineering		
Project Description & Justification			
This project will provide for wash stabilization along Havasupai Wash between SR95 and Aviation Dr. An Engineering and Analysis report was completed by Dibble Engineering in 2014 to assess the most critical locations within the City's wash system in need of repair. A five-year implementation plan was identified based on annual funding. Ultimately, the functionality and safety of the wash system will be improved. A reduction in wash maintenance and street clean-up, after storms as a result of the improvements to the wash/drainage system, is expected.			

### Funding Source



Flood  
Control  
Funding  
100%

Start Project  
July 2018

Estimated  
Completion  
Time: 3 Years

Estimated  
Completion  
June 2021



# FY 2021-25 CAPITAL IMPROVEMENT PLAN


## DRAINAGE

### Havasupai Wash 6

Expenses	Prior	20-21	21-22	22-23	23-24	24-25	Total
Design	\$ -	\$ -	\$ -	\$ -	\$ 185,000	\$ -	\$ 185,000
Construction	-	-	-	-	-	1,850,000	1,850,000
Construction Mgmt	-	-	-	-	-	280,000	280,000
Total Expenses	\$ -	\$ -	\$ -	\$ -	\$ 185,000	\$ 2,130,000	\$ 2,315,000

Funding Source	Prior	20-21	21-22	22-23	23-24	24-25	Total
Flood Control Funding	\$ -	\$ -	\$ -	\$ -	\$ 185,000	\$ 2,130,000	\$ 2,315,000
Total Funding	\$ -	\$ -	\$ -	\$ -	\$ 185,000	\$ 2,130,000	\$ 2,315,000

Operating Impact	Prior	20-21	21-22	22-23	23-24	24-25	Total
Personnel	\$ -	\$ -	\$ -	\$ -	\$ (875)	\$ (900)	\$ (1,775)
Supplies & Services	-	-	-	-	(1,775)	(1,800)	(3,575)
Total Operating Impact	\$ -	\$ -	\$ -	\$ -	\$ (2,650)	\$ (2,700)	\$ (5,350)

Project # DR1040		Operating Budget Impact/Other:	
<b>\$2,315,000</b>		Maintenance of the new improvements will be required; however, it is anticipated that the overall maintenance will be reduced. There will be a reduction in staff time, along with the use of heavy equipment and fuel.	
Total Project Cost			
Project Status	Revised Schedule		
Priority	Necessary (1 to 3 years)		
Community Result 1	1 Safe Community		
Community Result 2	3 Reliable Infrastructure		
Community Result 3	N/A		
Managing Division	Engineering		
Project Description & Justification			
This project will provide for wash stabilization along Havasupai Wash between Sandwood Dr and Avalon Drain. An Engineering and Analysis report was completed by Dibble Engineering in 2014 to assess the most critical locations within the City's wash system in need of repair. A five-year implementation plan was identified based on annual funding. Ultimately, the functionality and safety of the wash system will be improved. A reduction in wash maintenance and street clean-up, after storms as a result of the improvements to the wash/drainage system, is expected.			

### Funding Source



Flood  
Control  
Funding  
100%

Start Project  
July 2023

Estimated  
Completion  
Time: 2 Years

Estimated  
Completion  
June 2025

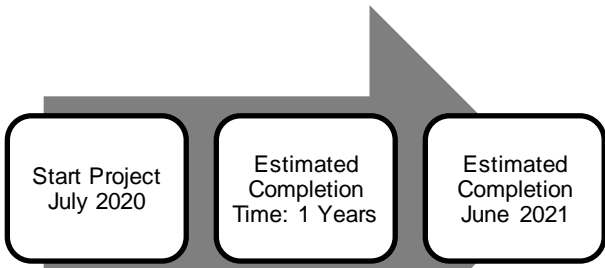
# FY 2021-25 CAPITAL IMPROVEMENT PLAN

## DRAINAGE

### Low Impact Development Master Plan

Expenses	Prior	20-21	21-22	22-23	23-24	24-25	Total
Design	\$ -	\$ 62,500	\$ -	\$ -	\$ -	\$ -	\$ 62,500
Construction	-	-	-	-	-	-	-
Construction Mgmt	-	-	-	-	-	-	-
Total Expenses	\$ -	\$ 62,500	\$ -	\$ -	\$ -	\$ -	\$ 62,500

Funding Source	Prior	20-21	21-22	22-23	23-24	24-25	Total
Flood Control Funding	\$ -	\$ 62,500	\$ -	\$ -	\$ -	\$ -	\$ 62,500
Total Funding	\$ -	\$ 62,500	\$ -	\$ -	\$ -	\$ -	\$ 62,500

Project # DR1060		Operating Budget Impact/Other:	
\$62,500		One-time expenditure	
Total Project Cost			
Project Status	New		
Priority	Desirable (3 to 5 years)		
Community Result 1	4 Clean Environment		
Community Result 2	3 Reliable Infrastructure		
Community Result 3	5 Great Community to Live		
Managing Division	Engineering		
Project Description & Justification			
Building upon the previous work completed by Mohave County and Lake Havasu City under previous Risk MAP projects, the LID Master Plan will be developed to identify flood reduction opportunities and measurable flood reduction, water conservation, and water quality benefits through an effective LID program.			

### Funding Source



Flood  
Control  
Funding  
100%

# FY 2021-25 CAPITAL IMPROVEMENT PLAN

## GENERAL GOVERNMENT

### Downtown Catalyst

Expenses	Prior	20-21	21-22	22-23	23-24	24-25	Total
Construction	-	-	2,000,000	-	-	-	2,000,000
Total Expenses	\$ -	\$ -	\$ 2,000,000	\$ -	\$ -	\$ -	\$ 2,000,000

Funding Source	Prior	20-21	21-22	22-23	23-24	24-25	Total
ABC Funding			\$ 1,000,000		\$ -		\$ 1,000,000
General Fund	-	-	450,000	-	-	-	\$ 450,000
Sale of City Property	-	-	550,000	-	-	-	\$ 550,000
Total Funding	\$ -	\$ -	\$ 2,000,000	\$ -	\$ -	\$ -	\$ 2,000,000

Project # FA1040		Operating Budget Impact/Other:	
<b>\$2,000,000</b>		Operational impacts have not been evaluated and will be dependent on the commitment of partner agencies.	
Total Project Cost			
Project Status	Revised Schedule		
Priority	Necessary (1 to 3 years)		
Community Result 1	5 Great Community to Live		
Community Result 2	N/A		
Community Result 3	N/A		
Managing Division	Engineering		
Project Description & Justification			
This project includes the City's piece of contributing towards the downtown catalyst as part of the Vision 20/20 Plan developed by the Community. The downtown catalyst will focus on the creation of a vibrant central business district. The City's budget includes design work for the downtown catalyst for costs such as site work, amenities, a bridge and event center.			

Start Project  
July 2021

Estimated Completion  
Time: 1 Years

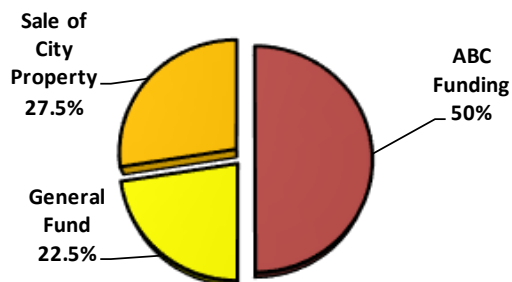
Estimated Completion  
June 2022

Start Project  
July 2021

Estimated  
Completion  
Time: 1 Years

Estimated  
Completion  
June 2022

### Funding Source






# FY 2021-25 CAPITAL IMPROVEMENT PLAN

## GENERAL GOVERNMENT

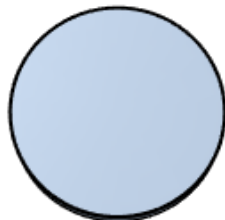
### New Municipal Courthouse

Expenses	Prior	20-21	21-22	22-23	23-24	24-25	Total
Design	\$ -	\$ -	\$ 700,000	\$ -	\$ -	\$ -	\$ 700,000
Construction Mgmt	-	-	-	500,000	-	-	500,000
Construction	-	-	-	4,300,000	2,000,000	-	6,300,000
Total Expenses	\$ -	\$ -	\$ 700,000	\$ 4,800,000	\$ 2,000,000	\$ -	\$ 7,500,000

Funding Source	Prior	20-21	21-22	22-23	23-24	24-25	Total
General Fund	\$ -	\$ -	\$ 700,000	\$ 4,800,000	\$ 2,000,000	\$ -	\$ 7,500,000
Total Funding	\$ -	\$ -	\$ 700,000	\$ 4,800,000	\$ 2,000,000	\$ -	\$ 7,500,000

Project # FA2		Operating Budget Impact/Other:
\$7,500,000		Exact operating impact is unknown at this point. Due to the de-consolidation General Fund revenues will be reduced by approximately \$535k (County's IGA reimbursement payment). Court personnel, services, and supplies will be reduced with no longer handling the justice court cases. IT personnel, services, and supplies will increase with the transition of taking over the Court IT maintenance from the County.
Total Project Cost		
Project Status	Revised Cost/Schedule	
Priority	Desirable (3 to 5 years)	
Community Result 1	2 Sustainable Growth	
Community Result 2	6 Good Governance	
Community Result 3	N/A	
Managing Division	Engineering	
Project Description & Justification		
To build a new municipal courthouse. The City currently has an IGA with the County and uses their building for a consolidated courthouse. The building is very old and running short on space. This new building would give the City the ability to grow, but would most likely require that the Courts de-consolidate.		

### Funding Source



General Fund  
100%

Start Project  
July 2021

Estimated  
Completion  
Time: 3 Year

Estimated  
Completion  
June 2024

# FY 2021-25 CAPITAL IMPROVEMENT PLAN

## PARKS

### Aquatic Center HVAC

Expenses	Prior	20-21	21-22	22-23	23-24	24-25	Total
Design	\$ -	\$ 180,000	\$ -	\$ -	\$ -	\$ -	\$ 180,000
Construction	-	-	1,800,000	-	-	-	1,800,000
Construction Mgmt	-	-	270,000	-	-	-	270,000
Total Expenses	\$ -	\$ 180,000	\$ 2,070,000	\$ -	\$ -	\$ -	\$ 2,250,000

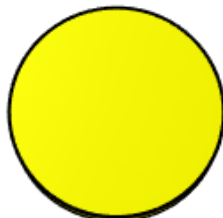
Funding Source	Prior	20-21	21-22	22-23	23-24	24-25	Total
General Fund	\$ -	\$ 180,000	\$ 2,070,000	\$ -	\$ -	\$ -	\$ 2,250,000
Total Funding	\$ -	\$ 180,000	\$ 2,070,000	\$ -	\$ -	\$ -	\$ 2,250,000

Operating Impact	Prior	20-21	21-22	22-23	23-24	24-25	Total
Utilities	-	-	-	23,500	24,000	24,500	72,000
Total Operating Impact	\$ -	\$ -	\$ -	\$ 23,500	\$ 24,000	\$ 24,500	\$ 72,000

Project # FA1	Operating Budget Impact/Other:
<b>\$2,250,000</b>	Project will increase electricity by approximately 25%.
Total Project Cost	
Project Status	New
Priority	Necessary (1 to 3 years)
Community Result 1	3 Reliable Infrastructure
Community Result 2	5 Great Community to Live
Community Result 3	N/A
Managing Division	Engineering
Project Description & Justification	
A complete evaluation of the HVAC systems for the Aquatic Center was performed in FY 17/18. Based on the recommendations from the evaluation, dehumidification units will be installed, replacement of HVAC in locker rooms, installing new exhaust units in chemical and mechanical rooms, and new controls for all units. Upgrading these systems will decrease the humidity and temperature in the Aquatic Center and increase user comfort.	



### Funding Source



General  
Fund 100%

Start Project  
July 2020

Estimated  
Completion  
Time: 2 Years

Estimated  
Completion  
June 2022

# FY 2021-25 CAPITAL IMPROVEMENT PLAN

## PARKS

### Dick Samp Park Improvements

Expenses	Prior	20-21	21-22	22-23	23-24	24-25	Total
Carry Forward		\$ 228,000					\$ 228,000
Design	\$ 57,100	\$ -		\$ -	\$ -	\$ -	\$ 57,100
Construction	371,000	-		-	-	-	371,000
Construction Mgmt	57,650	-	-	-	-	-	57,650
Total Expenses	\$ 485,750	\$ 228,000	\$ -	\$ -	\$ -	\$ -	\$ 713,750

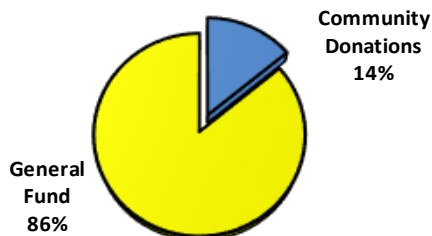
Funding Source	Prior	20-21	21-22	22-23	23-24	24-25	Total
Community Donations	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000
General Fund	385,750	228,000	-	-	-	-	613,750
Total Funding	\$ 485,750	\$ 228,000	\$ -	\$ -	\$ -	\$ -	\$ 713,750

Operating Impact	Prior	20-21	21-22	22-23	23-24	24-25	Total
Personnel	\$ -	\$ 4,600	\$ 4,650	\$ 4,700	\$ 4,750	\$ 4,800	\$ 23,500
Supplies & Services	-	5,100	5,150	5,200	5,250	5,300	26,000
Utilities	-	1,040	1,060	1,080	1,100	1,120	5,400
Total Operating Impact	\$ -	\$ 10,740	\$ 10,860	\$ 10,980	\$ 11,100	\$ 11,220	\$ 54,900

Project # PK1140	Operating Budget Impact/Other:
<b>\$713,750</b>	Minimal amount of additional personnel, services, and supplies is anticipated. There will be an increase to the electric cost due to the additional lighting.
Total Project Cost	
Project Status	New
Priority	Necessary (1 to 3 years)
Community Result 1	5 Great Community to Live
Community Result 2	N/A
Community Result 3	N/A
Managing Division	Engineering
Project Description & Justification	
A Pickleball facility at Dick Samp Park was planned to include 16 courts to be built in phases. Four Pickleball Courts were built at Dick Samp Park in 2016. Demand has risen for the next set of additional courts to be built. With adding additional amenities to Dick Samp Park, the parking will need to be improved as the lot becomes full during activities taking place at the park, plus some additional lighting will be needed.	



### Funding Source



Start Project  
July 2019

Estimated  
Completion  
Time: 2 Year

Estimated  
Completion  
June 2021



# FY 2021-25 CAPITAL IMPROVEMENT PLAN

## PUBLIC SAFETY

### Fire Station 5 Rebuild

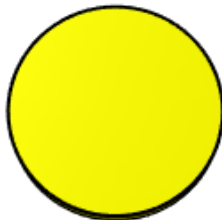
Expenses	Prior	20-21	21-22	22-23	23-24	24-25	Total
Design	\$ -	\$ -	\$ -	\$ -		\$ 350,000	\$ 350,000
Total Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 350,000	\$ 350,000

Funding Source	Prior	20-21	21-22	22-23	23-24	24-25	Total
General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 350,000	\$ 350,000
Total Funding	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 350,000	\$ 350,000

Project # FA4		Operating Budget Impact/Other:
<b>\$4,375,000</b>		The operational impact is limited to utility costs, which could possibly be reduced.
Total Project Cost		
Project Status	Revised Cost	
Priority	Desirable (3 to 5 years)	
Community Result 1	1 Safe Community	
Community Result 2	3 Reliable Infrastructure	
Community Result 3	N/A	
Project Manager	Engineering	
Project Description & Justification		
Demolish and rebuild a new station to replace the existing station on Lake Havasu Ave on the existing site. The current station is aging and limited. Rebuilding the station would allow easier apparatus access and additional apparatus storage. The incorporation of solar in this project is also preferred. Total estimated cost of project is slightly under \$4.4 million budgeted over two years (FY 24-25 and FY 25-26).		

### Funding Source

General  
Fund  
100%



Start Project  
July 2024

Estimated  
Completion  
Time: 2 Years

Estimated  
Completion  
June 2026


# FY 2021-25 CAPITAL IMPROVEMENT PLAN

## PUBLIC SAFETY

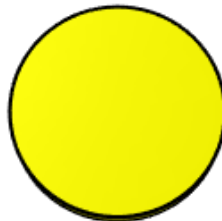
### Police Fuel Facility

Expenses	Prior	20-21	21-22	22-23	23-24	24-25	Total
Design	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ -	20,000
Construction	-	-	190,000	-	-	-	190,000
Construction Mgmt	-	-	22,500	-	-	-	22,500
Total Expenses	\$ -	\$ 20,000	\$ 212,500	\$ -	\$ -	\$ -	232,500

Funding Source	Prior	20-21	21-22	22-23	23-24	24-25	Total
General Fund	\$ -	\$ 20,000	\$ 212,500	\$ -	\$ -	\$ -	232,500
Total Funding	\$ -	\$ 20,000	\$ 212,500	\$ -	\$ -	\$ -	232,500

Project # PD1060		Operating Budget Impact/Other:	
<b>\$232,500</b>		No operating impact anticipated.	
Total Project Cost			
Project Status	No Change		
Priority	Necessary (1 to 3 years)		
Community Result 1	3 Reliable Infrastructure		
Community Result 2	1 Safe Community		
Community Result 3	N/A		
Project Manager	Engineering		
Project Description & Justification			
Due to rising insurance costs and increased potential of future leaking, a new above ground facility is needed. This project would evaluate the existing underground storage tank for in place abandonment or removal and subsequent installation of a 12,000 gallon above ground tank with a fuel management system.			

### Funding Source



General  
Fund  
100%

Start Project  
July 2020

Estimated  
Completion  
Time: 2 Years

Estimated  
Completion  
June 2022



# FY 2021-25 CAPITAL IMPROVEMENT PLAN


## PUBLIC SAFETY

### Police Facility Assessment

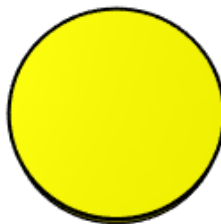
Expenses	Prior	20-21	21-22	22-23	23-24	24-25	Total
Design	\$ -	\$ 22,298	\$ -	\$ -	\$ -	\$ -	22,298
Total Expenses	\$ -	\$ 22,298	\$ -	\$ -	\$ -	\$ -	22,298

Funding Source	Prior	20-21	21-22	22-23	23-24	24-25	Total
General Fund	\$ -	\$ 22,298	\$ -	\$ -	\$ -	\$ -	22,298
Total Funding	\$ -	\$ 22,298	\$ -	\$ -	\$ -	\$ -	22,298

Project # PD1070		Operating Budget Impact/Other:	
<b>\$22,298</b>		No operating impact to complete the assessment.	
Total Project Cost			
Project Status	New		
Priority	Necessary (1 to 3 years)		
Community Result 1	3 Reliable Infrastructure		
Community Result 2	N/A		
Community Result 3	N/A		
Project Manager	Police		
Project Description & Justification			
<p>The Police facility, which was constructed in 1994, is showing signs of age and improvements in various areas, such as plumbing, electrical, roof, and HVAC systems are anticipated in the near future. This project would fund an assessment of the entire facility to identify critical areas to assist in the preparation of a repair/replacement plan for future CIP projects, with the goal of mitigating emergency infrastructure failures.</p>			

### Funding Source



General  
Fund  
100%

Start Project  
July 2020

Estimated  
Completion  
Time: 2  
Months

Estimated  
Completion  
September  
2020

# FY 2021-25 CAPITAL IMPROVEMENT PLAN

## PUBLIC SAFETY

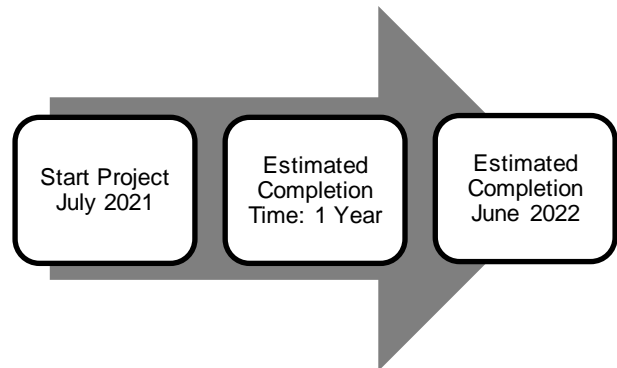
### Police Indoor Range Rehab

Expenses	Prior	20-21	21-22	22-23	23-24	24-25	Total
Design	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Construction	-	-	250,000	-	-	-	250,000
Construction Mgmt	-	-	-	-	-	-	-
Total Expenses	\$ -	\$ -	\$ 250,000	\$ -	\$ -	\$ -	250,000

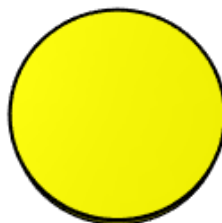
Funding Source	Prior	20-21	21-22	22-23	23-24	24-25	Total
General Fund	\$ -	\$ -	\$ 250,000	\$ -	\$ -	\$ -	250,000
Total Funding	\$ -	\$ -	\$ 250,000	\$ -	\$ -	\$ -	250,000

Operating Impact	Prior	20-21	21-22	22-23	23-24	24-25	Total
Utilities	-	-	-	500	500	500	1,500
Total Operating Impact	\$ -	\$ -	\$ -	\$ 500	\$ 500	\$ 500	1,500

Project # PD1080	Operating Budget Impact/Other:
<b>\$250,000</b>	A nominal increase in utility costs is expected once the indoor range is operational.
<b>Total Project Cost</b>	
Project Status	New
Priority	Necessary (1 to 3 years)
Community Result 1	3 Reliable Infrastructure
Community Result 2	N/A
Community Result 3	N/A
Project Manager	Police
<b>Project Description &amp; Justification</b>	
The indoor range at the Police Department is non-functional due to a failure in the HVAC/ventilation and filtration system. This system is required to ensure users are not exposed to airborne lead levels exceeding acceptable limits. Additionally, the electronic system is in need of an upgrade to accommodate the power needs of range ventilation and regain the functionality of the target-carrier mechanisms.	



### Funding Source



General  
Fund  
100%

## FY 2021-25 CAPITAL IMPROVEMENT PLAN


### STREETS

#### McCulloch Blvd. Pavement Rehab (Plan B)

Expenses	Prior	20-21	21-22	22-23	23-24	24-25	Total
Construction	-	1,200,000	-	-	-	-	1,200,000
Total Expenses	\$ -	\$ 1,200,000	\$ -	\$ -	\$ -	\$ -	\$ 1,200,000

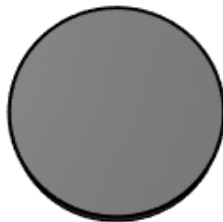
Funding Source	Prior	20-21	21-22	22-23	23-24	24-25	Total
HURF	\$ -	\$ 1,200,000	\$ -	\$ -	\$ -	\$ -	\$ 1,200,000
Total Funding	\$ -	\$ 1,200,000	\$ -	\$ -	\$ -	\$ -	\$ 1,200,000

Operating Impact	Prior	20-21	21-22	22-23	23-24	24-25	Total
Supplies & Services	\$ -	\$ -	\$ -	\$ 10,000	\$ 10,000	\$ -	\$ 20,000
Personnel	-	-	-	-	-	-	-
Total Operating Impact	\$ -	\$ -	\$ -	\$ 10,000	\$ 10,000	\$ -	\$ 20,000

Project # ST3280		Operating Budget Impact/Other:	
\$1,200,000		<p>After the project is completed, routine maintenance (\$0.50 per square yard per year) will not be necessary for several years. The 2nd or 3rd year, restriping and fog sealing will be required. Maintenance savings will continue for several more years until crack filling is required. After the roadway is rehabilitated, the traveling public will have new, smooth roadway to traverse.</p> 	
Total Project Cost			
Project Status	Revised Cost/Scope		
Priority	Essential (Within 1 year)		
Community Result 1	1 Safe Community		
Community Result 2	3 Reliable Infrastructure		
Community Result 3	5 Great Community to Live		
Managing Division	Engineering		
Project Description & Justification			
This project will mill the existing pavement and repave McCulloch Blvd from Smoketree to Acoma. This stretch of road was last paved in 1997 and has reached the end of its useful life. This pavement can no longer be maintained with normal maintenance activities and still maintain the rideability expectations of the traveling public. The PCI is 43 on a scale of 0 to 100, with 100 being new.			

#### Funding Source

HURF  
100%



Start Project  
January 2021

Estimated  
Completion  
Time: 3  
Months

Estimated  
Completion  
March 2021



# FY 2021-25 CAPITAL IMPROVEMENT PLAN

## STREETS

### MPO-Traffic Signal

Expenses	Prior	20-21	21-22	22-23	23-24	24-25	Total
Carry Forward	\$ -	\$ 550,000	\$ -	\$ -	\$ -	\$ -	\$ 550,000
Construction	-	-	1,450,000	-	-	-	1,450,000
Total Expenses	\$ -	\$ 550,000	\$ 1,450,000	\$ -	\$ -	\$ -	\$ 2,000,000

Funding Source	Prior	20-21	21-22	22-23	23-24	24-25	Total
Grant: HSIP	\$ -	\$ 550,000	\$ 1,450,000	\$ -	\$ -	\$ -	\$ 2,000,000
Total Funding	\$ -	\$ 550,000	\$ 1,450,000	\$ -	\$ -	\$ -	\$ 2,000,000

Operating Impact	Prior	20-21	21-22	22-23	23-24	24-25	Total
Supplies & Services	\$ -	\$ -	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 20,000
Total Operating Impact	\$ -	\$ -	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 20,000

Project # ST3300	Operating Budget Impact/Other:
<b>\$2,000,000</b>	The operating impact Includes routine maintenance and repair.
Total Project Cost	
Project Status	New
Priority	Necessary (1 to 3 years)
Community Result 1	1 Safe Community
Community Result 2	5 Great Community to Live
Community Result 3	N/A
Project Manager	Engineering
Project Description & Justification	
As per the Safety Plan, this project addresses safety concerns through the installation of a traffic signal at Swanson Ave at Acoma Blvd. Other traffic calming devices will be considered such as speed feedback signs, Rapid Flashing Beacons, back plate borders and ADA Improvements. ADOT Highway Safety Improvement Program (HSIP) funding/the City would be the grant applicant and the LHMPPO will assist.	

### U.S. TRAFFIC CALMING MANUAL



Reid Ewing and Steven J. Brown

### Funding Source

Grant:  
HSIP  
100%



Start Project  
October 2020

Estimated  
Completion  
Time: 2 Years

Estimated  
Completion  
October 2022

# FY 2021-25 CAPITAL IMPROVEMENT PLAN

## STREETS

### MPO-Hawk Light

Expenses	Prior	20-21	21-22	22-23	23-24	24-25	Total
Carry Forward	\$ -	\$ 325,000	\$ -	\$ -	\$ -	\$ -	\$ 325,000
Design	135,000	-	-	-	-	-	135,000
Total Expenses	\$ 135,000	\$ 325,000	\$ -	\$ -	\$ -	\$ -	\$ 460,000

Funding Source	Prior	20-21	21-22	22-23	23-24	24-25	Total
Grant: HSIP	\$ 135,000	\$ 325,000	\$ -	\$ -	\$ -	\$ -	\$ 460,000
Total Funding	\$ 135,000	\$ 325,000	\$ -	\$ -	\$ -	\$ -	\$ 460,000

Operating Impact	Prior	20-21	21-22	22-23	23-24	24-25	Total
Supplies & Services	\$ -	\$ -	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 20,000
Total Operating Impact	\$ -	\$ -	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 20,000

Project # ST3290	Operating Budget Impact/Other:
<b>\$460,000</b>	Annual maintenance costs of approximately \$5,000.
<b>Total Project Cost</b>	
Project Status	Revised Cost/Scope
Priority	Necessary (1 to 3 years)
Community Result 1	1 Safe Community
Community Result 2	5 Great Community to Live
Community Result 3	N/A
Project Manager	Engineering
<b>Project Description &amp; Justification</b>	
A pedestrian crossing location has been identified in the Strategic Transportation Safety Plan (STSP) by the Lake Havasu Metropolitan Organization (LHMPO). High Intensity Actuated Crosswalk Beacon (HAWK) is proposed. ADOT Highway Safety Improvement (HSIP) funding/the City would be the grant applicant and the LHMPO would assist. The location of the crosswalk will be at Acoma/Pima Dr N.	



### Funding Source

Grant:  
HSIP  
100%



Start Project  
October 2018

Estimated  
Completion  
Time: 2 Years

Estimated  
Completion  
October 2020

# FY 2021-25 CAPITAL IMPROVEMENT PLAN

## WASTEWATER

### 8" Ductile Iron Force Main Replacement

Expenses	Prior	20-21	21-22	22-23	23-24	24-25	Total
Design	163,772	150,000	-	-	-	-	313,772
Construction	-	-	1,725,000	-	-	-	1,725,000
Construction Mgmt	-	-	-	-	-	-	-
Total Expenses	\$ 163,772	\$ 150,000	\$ 1,725,000	\$ -	\$ -	\$ -	\$ 2,038,772

Funding Source	Prior	20-21	21-22	22-23	23-24	24-25	Total
Wastewater Fund	\$ 163,772	\$ 150,000	\$ 1,725,000	\$ -	\$ -	\$ -	\$ 2,038,772
Total Funding	\$ 163,772	\$ 150,000	\$ 1,725,000	\$ -	\$ -	\$ -	\$ 2,038,772

Operating Impact	Prior	20-21	21-22	22-23	23-24	24-25	Total
Personnel	\$ -	\$ -	\$ (25,000)	\$ (25,000)	\$ (25,000)	\$ (25,000)	\$ (100,000)
Supplies & Services	-	-	(25,000)	(25,000)	(25,000)	(25,000)	(100,000)
Total Operating Impact	\$ -	\$ -	\$ (50,000)	\$ (50,000)	\$ (50,000)	\$ (50,000)	\$ (200,000)

Project # SS3030	Operating Budget Impact/Other:
<b>\$2,038,772</b>	Would reduce the failure in the system and allow labor hours to be used on other maintenance operations.
Total Project Cost	
Project Status	Revised Schedule
Priority	Essential (Within 1 year)
Community Result 1	3 Reliable Infrastructure
Community Result 2	4 Clean Environment
Community Result 3	N/A
Managing Division	Engineering
Project Description & Justification	
Hydraulic analysis of the forcemains and lift stations will be evaluated prior to replacing this 8" force main. 2.7 miles of 8" Ductile Iron pipe need to be replaced due to severe degradation from hydrogen sulfide. Various sections have been repaired in emergency situations over the last year. Engineering analysis will provide staff with necessary data and costs to justify the replacement of the 8" line in kind with new PVC or pursue different alternatives which may also include upgrades to some of the existing lift stations that share this force main.	



### Funding Source



Wastewater  
Fund  
100%

Start Project  
June 2019

Estimated  
Completion  
Time: 3 Year

Estimated  
Completion  
June 2022

# FY 2021-25 CAPITAL IMPROVEMENT PLAN

## WASTEWATER

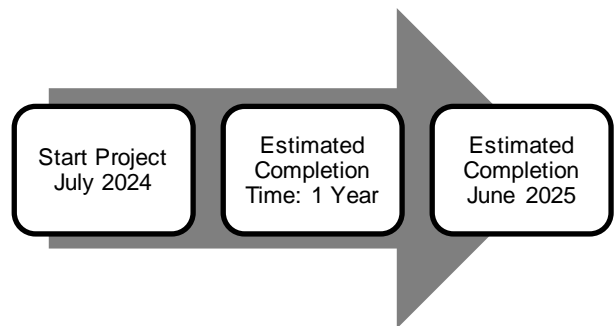
### Chip Drive Lift Station Upgrades

Expenses	Prior	20-21	21-22	22-23	23-24	24-25	Total
Design	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000	\$ 50,000
Construction	-	-	-	-	-	500,000	500,000
Total Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 550,000	\$ 550,000

Funding Source	Prior	20-21	21-22	22-23	23-24	24-25	Total
Wastewater Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 550,000	\$ 550,000
Total Funding	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 550,000	\$ 550,000

Operating Impact	Prior	20-21	21-22	22-23	23-24	24-25	Total
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Supplies & Services	-	-	-	-	-	-	-
Total Operating Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Project # SS6	Operating Budget Impact/Other:
<b>\$550,000</b>	No direct impact from Master Plan.
<b>Total Project Cost</b>	
Project Status	New
Priority	Necessary (1 to 3 years)
Community Result 1	3 Reliable Infrastructure
Community Result 2	4 Clean Environment
Community Result 3	N/A
Managing Division	Engineering
<b>Project Description &amp; Justification</b>	
This lift station has been experiencing numerous maintenance issues. This project will provide for an evaluation and recommendation related to new electrical system upgrades and potentially expanding and relocating the wet well.	



### Funding Source



Wastewater Fund 100%


## FY 2021-25 CAPITAL IMPROVEMENT PLAN

### WASTEWATER

#### ITP Effluent Pond Liners

Expenses	Prior	20-21	21-22	22-23	23-24	24-25	Total
Design	\$ -	\$ -	\$ -	\$ -	\$ 120,000	\$ -	\$ 120,000
Construction	-	-	-	-	1,200,000	-	1,200,000
Construction Mgmt	-	-	-	-	180,000	-	180,000
Total Expenses	\$ -	\$ -	\$ -	\$ -	\$ 1,500,000	\$ -	\$ 1,500,000

Funding Source	Prior	20-21	21-22	22-23	23-24	24-25	Total
Wastewater Fund	\$ -	\$ -	\$ -	\$ -	\$ 1,500,000	\$ -	\$ 1,500,000
Total Funding	\$ -	\$ -	\$ -	\$ -	\$ 1,500,000	\$ -	\$ 1,500,000

Project # SS3		Operating Budget Impact/Other:	
<b>\$1,500,000</b>		No change to operational impact anticipated.	
Total Project Cost			
Project Status	Revised Schedule		
Priority	Desirable (3 to 5 years)		
Community Result 1	3 Reliable Infrastructure		
Community Result 2	4 Clean Environment		
Community Result 3	N/A		
Managing Division	Engineering		
Project Description & Justification			
<p>The Island Treatment Plant (ITP) has two Effluent ponds that supply reuse water to customers on the Island. With growing concerns of water shortages these ponds will be a necessity to provide reuse water consistently. Currently only one is lined, the other has some percolation similar to the two percolation ponds. Screens should be increased in size on both.</p>			

#### Funding Source



Wastewater  
Fund 100%

Start Project  
July 2023

Estimated  
Completion  
Time: 1 Year

Estimated  
Completion  
June 2024




# FY 2021-25 CAPITAL IMPROVEMENT PLAN

## WASTEWATER

### Influent Pump Station Surge Improvements

Expenses	Prior	20-21	21-22	22-23	23-24	24-25	Total
Design	\$ 24,000	\$ -	\$ -	\$ -	\$ -	\$ -	24,000
Construction	-	276,000	-	-	-	-	276,000
Construction Mgmt	-	-	-	-	-	-	-
Total Expenses	\$ 24,000	\$ 276,000	\$ -	\$ -	\$ -	\$ -	300,000

Funding Source	Prior	20-21	21-22	22-23	23-24	24-25	Total
Wastewater Fund	\$ 24,000	\$ 276,000	\$ -	\$ -	\$ -	\$ -	300,000
Total Funding	\$ 24,000	\$ 276,000	\$ -	\$ -	\$ -	\$ -	300,000

Project # SS3050		Operating Budget Impact/Other:	
\$300,000		These improvements will protect the multi-million dollar investment and the sole lift station providing wastewater flow to the North Regional WWTP. Over \$100,000 was spent in 2018 for the most recent emergency repair. 3 total repairs have been made to date over the last 10 years, related to system surges.	
Total Project Cost			
Project Status	No Change		
Priority	Essential (Within 1 year)		
Community Result 1	3 Reliable Infrastructure		
Community Result 2	N/A		
Community Result 3	N/A		
Project Manager	Engineering		
Project Description & Justification			
The IPS has had 3 major failures since it was constructed 12 years ago. Due to these failures a surge analysis was performed on the lift station in 2016 and three possible solutions were considered and evaluated. The recommendation and most cost effective scenario is to install a 600-cubic foot air chamber (surge tank) within the lift station site including a hydraulic connection to the Lift Station discharge header.			



### Funding Source



Wastewater  
Fund  
100%

Start Project  
July 2019

Estimated  
Completion  
Time: 2 Years

Estimated  
Completion  
June 2021

# FY 2021-25 CAPITAL IMPROVEMENT PLAN


## WASTEWATER

### Island Treatment Plant (ITP) Flow Equalization Basin (FEB)

Expenses	Prior	20-21	21-22	22-23	23-24	24-25	Total
Design	\$ 285,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 285,000
Construction	-	3,000,000	-	-	-	-	3,000,000
Construction Mgmt	-	-	-	-	-	-	-
Total Expenses	\$ 285,000	\$ 3,000,000	\$ -	\$ -	\$ -	\$ -	\$ 3,285,000

Funding Source	Prior	20-21	21-22	22-23	23-24	24-25	Total
Wastewater Fund	\$ 285,000	\$ 3,000,000	\$ -	\$ -	\$ -	\$ -	\$ 3,285,000
Total Funding	\$ 285,000	\$ 3,000,000	\$ -	\$ -	\$ -	\$ -	\$ 3,285,000

Operating Impact	Prior	20-21	21-22	22-23	23-24	24-25	Total
Personnel	\$ -	\$ -	\$ (15,000)	\$ (15,000)	\$ (15,000)	\$ (15,000)	\$ (60,000)
Supplies & Services	-	-	(23,000)	(23,000)	(23,000)	(23,000)	(92,000)
Total Operating Impact	\$ -	\$ -	\$ (38,000)	\$ (38,000)	\$ (38,000)	\$ (38,000)	\$ (152,000)

Project # SS2720		Operating Budget Impact/Other:	
<b>\$3,285,000</b>		Utilize funds from Project originally NRWTP Effluent Storage & Distribution for this immediate needs project. The project was a placeholder from the WWSE Program, which is not needed.	
Total Project Cost			
Project Status	No Change		
Priority	Necessary (1 to 3 years)		
Community Result 1	3 Reliable Infrastructure		
Community Result 2	N/A		
Community Result 3	N/A		
Managing Division	Engineering		
Project Description & Justification			
This project is intended to provide a new flow equalization basin for the Island WWTP. The basin will include a new concrete basin, cover, new influent piping with isolation valves, and pumps, as required.			

### Funding Source



Wastewater  
Fund 100%

Start Project  
July 2019

Estimated  
Completion  
Time: 2 Years

Estimated  
Completion  
June 2021

# FY 2021-25 CAPITAL IMPROVEMENT PLAN

## WASTEWATER

### MTP Odor Control Replacement

Expenses	Prior	20-21	21-22	22-23	23-24	24-25	Total
Design	\$ -	\$ -	\$ -	\$ 40,000	\$ -	\$ -	\$ 40,000
Construction	-	-	-	400,000	-	-	400,000
Construction Mgmt	-	-	-	60,000	-	-	60,000
Total Expenses	\$ -	\$ -	\$ -	\$ 500,000	\$ -	\$ -	\$ 500,000

Funding Source	Prior	20-21	21-22	22-23	23-24	24-25	Total
Wastewater Fund	\$ -	\$ -	\$ -	\$ 500,000	\$ -	\$ -	\$ 500,000
Total Funding	\$ -	\$ -	\$ -	\$ 500,000	\$ -	\$ -	\$ 500,000

Operating Impact	Prior	20-21	21-22	22-23	23-24	24-25	Total
Personnel	\$ -	\$ -	\$ -	\$ -	\$ (12,500)	\$ (12,500)	\$ (25,000)
Supplies & Services	-	-	-	-	(12,500)	(12,500)	(25,000)
Total Operating Impact	\$ -	\$ -	\$ -	\$ -	\$ (25,000)	\$ (25,000)	\$ (50,000)

Project # SS3060	Operating Budget Impact/Other:
<b>\$500,000</b>	There will be some operating cost savings, but the amount will depend on the type of bio-filter style chosen.
Total Project Cost	
Project Status	Revised Schedule
Priority	Desirable (3 to 5 years)
Community Result 1	3 Reliable Infrastructure
Community Result 2	4 Clean Environment
Community Result 3	N/A
Managing Division	Engineering
Project Description & Justification	
Currently the Odor Control (O/C) was installed in 2005 and is operating effectively. However, there are needed repairs in excess of \$15K and no guarantee that these repairs will extend the life of the unit more than 2 years. This O/C is integral to the Treatment Plants location in a residential area.	



### Funding Source



Wastewater  
Fund 100%

Start Project  
July 2022

Estimated  
Completion  
Time: 1 Year

Estimated  
Completion  
June 2023



## FY 2021-25 CAPITAL IMPROVEMENT PLAN

### WASTEWATER

#### Mulberry Treatment Plant (MTP) Aeration Basin MCC

Expenses	Prior	20-21	21-22	22-23	23-24	24-25	Total
Construction	\$ -	\$ -	\$ 150,000	\$ -	\$ -	\$ -	\$ 150,000
Total Expenses	\$ -	\$ -	\$ 150,000	\$ -	\$ -	\$ -	\$ 150,000

Funding Source	Prior	20-21	21-22	22-23	23-24	24-25	Total
Wastewater Fund	\$ -	\$ -	\$ 150,000	\$ -	\$ -	\$ -	\$ 150,000
Total Funding	\$ -	\$ -	\$ 150,000	\$ -	\$ -	\$ -	\$ 150,000

Project # SS4		Operating Budget Impact/Other:	
<b>\$150,000</b>		Possible minor savings in electrical cost to new style of electrical equipment.	
Total Project Cost			
Project Status	No Change		
Priority	Desirable (3 to 5 years)		
Community Result 1	3 Reliable Infrastructure		
Community Result 2	4 Clean Environment		
Community Result 3	N/A		
Managing Division	Engineering		
Project Description & Justification			
The current Motor Control Center (MCC) is out dated (purchased in 1991), difficult to obtain replacement parts, and not ARC Flash compliant. This MCC provides power for both aeration and clarification basins bridges (4), 3 tube RAS pumps, 4 Motor Operated Valves (MOV), samplers, dissolved oxygen sensors, and lighting for one of the most integral process areas of the Treatment Plant.			

Start Project  
July 2021

Estimated  
Completion  
Time: 1 Year

Estimated  
Completion  
June 2022

#### Funding Source



Wastewater  
Fund 100%

# FY 2021-25 CAPITAL IMPROVEMENT PLAN

## WASTEWATER

### Mulberry WWTP Tertiary Capacity Increase

Expenses	Prior	20-21	21-22	22-23	23-24	24-25	Total
Carry Forward	\$ -	\$ 285,000	\$ -	\$ -	\$ -	\$ -	\$ 285,000
Design	70,000	-	-	-	-	-	70,000
Construction	265,000	700,000	-	-	-	-	965,000
Total Expenses	\$ 335,000	\$ 985,000	\$ -	\$ -	\$ -	\$ -	\$ 1,320,000

Funding Source	Prior	20-21	21-22	22-23	23-24	24-25	Total
Wastewater Fund	\$ 335,000	\$ 985,000	\$ -	\$ -	\$ -	\$ -	\$ 1,320,000
Total Funding	\$ 335,000	\$ 985,000	\$ -	\$ -	\$ -	\$ -	\$ 1,320,000

Project # SS3010	Operating Budget Impact/Other:
<b>\$1,320,000</b>	No operational impact anticipated.
<b>Total Project Cost</b>	
Project Status	Revised Schedule
Priority	Necessary (1 to 3 years)
Community Result 1	3 Reliable Infrastructure
Community Result 2	4 Clean Environment
Community Result 3	N/A
Managing Division	Engineering
<b>Project Description &amp; Justification</b>	
<p>The focus of this project is to provide for the design and construction of a new tertiary filter at the Mulberry Wastewater Treatment Plant. This project will replace the existing tertiary filter which is described as a fuzzy filter with the preferred new technology of a rotating disk filter. The Design/Build method has been used for a similar project in the past and is the recommended procurement method of this project as well. The Wastewater Treatment Plants capacity is 2.2 MGD as designed and approved by ADEQ. Limiting factors with the tertiary filter has reduced the potential of the plant to 1.75 MGD. Replacement of the existing filter with a new rotating disc filter technology will bring the plant capacity back to approved and operational limits.</p>	



### Funding Source



Wastewater  
Fund  
100%

Start Project  
October 2020

Estimated  
Completion  
Time: 1 Year

Estimated  
Completion  
October 2021

## FY 2021-25 CAPITAL IMPROVEMENT PLAN

### WASTEWATER

#### South Intake Influent Screen

Expenses	Prior	20-21	21-22	22-23	23-24	24-25	Total
Design	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25,000	\$ 25,000
Construction	-	-	-	-	-	200,000	200,000
Total Expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 225,000	\$ 225,000

Funding Source	Prior	20-21	21-22	22-23	23-24	24-25	Total
Wastewater Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 225,000	\$ 225,000
Total Funding	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 225,000	\$ 225,000

Operating Impact	Prior	20-21	21-22	22-23	23-24	24-25	Total
Supplies & Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (25,000)	\$ (25,000)
Total Operating Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (25,000)	\$ (25,000)

Project # SS2	Operating Budget Impact/Other:
<b>\$225,000</b>	Only an annual inspection and possible cleaning would be needed after initial construction cost.
Total Project Cost	
Project Status	Revised Schedule
Priority	Desirable (3 to 5 years)
Community Result 1	3 Reliable Infrastructure
Community Result 2	4 Clean Environment
Community Result 3	N/A
Managing Division	Engineering
Project Description & Justification	
The last time the submerged South Intake influent screen structure was inspected was in 2006, at that time the screen previously installed had disintegrated. In FY 16-17, two new pumps were added to the south intake and the third was rebuilt. In order to protect the investment of the new pumps from quagga mussels, fish, and other organics, a new influent screen should be installed.	



#### Funding Source



Wastewater  
Fund 100%

Start Project  
July 2024

Estimated  
Completion  
Time: 1 Year

Estimated  
Completion  
June 2025

# FY 2021-25 CAPITAL IMPROVEMENT PLAN

## WASTEWATER

### Vadose Well No. 4 Replacement

Expenses	Prior	20-21	21-22	22-23	23-24	24-25	Total
Design	\$ -	\$ -	\$ -	\$ 32,000	\$ -	\$ -	\$ 32,000
Construction	-	-	-	320,000	-	-	320,000
Construction Mgmt	-	-	-	48,000	-	-	48,000
Total Expenses	\$ -	\$ -	\$ -	\$ 400,000	\$ -	\$ -	\$ 400,000

Funding Source	Prior	20-21	21-22	22-23	23-24	24-25	Total
Wastewater Fund	\$ -	\$ -	\$ -	\$ 400,000	\$ -	\$ -	\$ 400,000
Total Funding	\$ -	\$ -	\$ -	\$ 400,000	\$ -	\$ -	\$ 400,000

Operating Impact	Prior	20-21	21-22	22-23	23-24	24-25	Total
Personnel	\$ -	\$ -	\$ -	\$ -	\$ (5,000)	\$ (5,000)	\$ (10,000)
Supplies & Services	-	-	-	-	(5,000)	(5,000)	(10,000)
Total Operating Impact	\$ -	\$ -	\$ -	\$ -	\$ (10,000)	\$ (10,000)	\$ (20,000)

Project # SS1	Operating Budget Impact/Other:
<b>\$400,000</b>	Replacing existing well and associated cost would carry from the existing well to the new well. There will be minimal operations and maintenance savings.
<b>Total Project Cost</b>	
Project Status	No Change
Priority	Desirable (3 to 5 years)
Community Result 1	3 Reliable Infrastructure
Community Result 2	4 Clean Environment
Community Result 3	N/A
Managing Division	Engineering
<b>Project Description &amp; Justification</b>	
Originally constructed in 2007, Vadose wells were designed for a useful life of 5-7 years. This well had lost all of its capacity in FY 14/15. We did a rehabilitation of the well in FY 17/18 to extend its life. The well has started to degrade after a vast improvement after rehab. The rehab contractor recommended replacement within 4 years of rehab.	



### Funding Source



Wastewater  
Fund 100%

Start Project  
July 2022

Estimated  
Completion  
Time: 1 Year

Estimated  
June 2023

# FY 2021-25 CAPITAL IMPROVEMENT PLAN

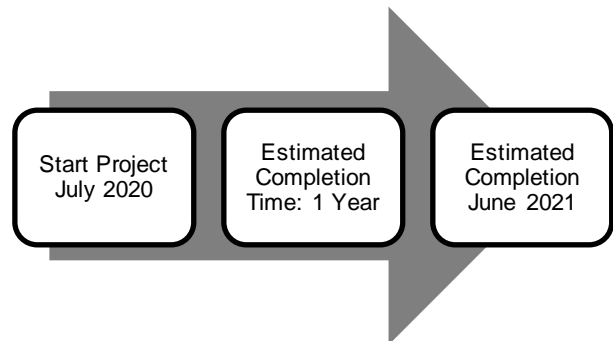
## WASTEWATER

### Wastewater Master Plan

Expenses	Prior	20-21	21-22	22-23	23-24	24-25	Total
Professional Services	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ -	500,000
Total Expenses	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ -	500,000

Funding Source	Prior	20-21	21-22	22-23	23-24	24-25	Total
Wastewater Fund	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ -	500,000
Total Funding	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ -	500,000

Project # SS5		Operating Budget Impact/Other:	
<b>\$500,000</b>		No direct impact from the Master Plan.	
Total Project Cost			
Project Status	No Change		
Priority	Necessary (1 to 3 years)		
Community Result 1	3 Reliable Infrastructure		
Community Result 2	4 Clean Environment		
Community Result 3	N/A		
Project Manager	Engineering		
Project Description & Justification			
The current Master Plan was completed in 2009 and received an oversight update in 2014. This task will develop a new comprehensive Wastewater Master Plan to serve the City for the next 10 years. The Master Plan will include updated projections based on the General Plan and system evaluations. Capacity needs and improvements from both a treatment and collection perspective. Mass balance and disposal of reclaimed water will also be incorporated into the overall plan. A prioritized 10 year capital improvement program will be developed based on future growth and development.			



### Funding Source



Wastewater  
Fund  
100%


# FY 2021-25 CAPITAL IMPROVEMENT PLAN

## WASTEWATER

### Water Conservation & Reuse Improvements

Expenses	Prior	20-21	21-22	22-23	23-24	24-25	Total
Carry Forward	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Design	-	-	-	-	-	-	-
Construction	100,000	357,782	-	-	-	-	457,782
Construction Mgmt	-	-	-	-	-	-	-
Total Expenses	\$ 100,000	\$ 357,782	\$ -	\$ -	\$ -	\$ -	457,782

Funding Source	Prior	20-21	21-22	22-23	23-24	24-25	Total
Wastewater Fund	\$ 100,000	\$ 357,782	\$ -	\$ -	\$ -	\$ -	457,782
Total Funding	\$ 100,000	\$ 357,782	\$ -	\$ -	\$ -	\$ -	457,782

Project # SS2970		Operating Budget Impact/Other:
\$457,782		The ultimate goal is to reduce the domestic water allocation demands, and when possible, replace the demands with reclaimed water. Exact operational impacts are unknown at this time and may very easily be a wash; however, any savings realized from pumping and treating domestic water for irrigation use will be transferred to wastewater on the effluent system side.
Total Project Cost		
Project Status	Revised Scope/Schedule	
Priority	Essential (Within 1 year)	
Community Result 1	3 Reliable Infrastructure	
Community Result 2	N/A	
Community Result 3	N/A	
Project Manager	Engineering	
Project Description & Justification		
After detailed evaluation of the complicated hydraulics of the existing effluent system and operations. This project will make the final reclaimed water upgrades and installations necessary to provide reclaimed water to our City Parks. These locations include London Bridge Beach, Rotary, Cypress and Jack Hardy parks, along with the ASU campus. This project conforms with the Lake Havasu City General Plan, the Wastewater Plan, and Reclaimed Water Management Study.		

### Funding Source



Wastewater  
Fund  
100%

Start Project  
January 2015

Estimated  
Completion  
Time: 6.5  
Years

Estimated  
Completion  
June 2021



# FY 2021-25 CAPITAL IMPROVEMENT PLAN

## WATER

### Exploratory Well Drilling & Backup Water Supply

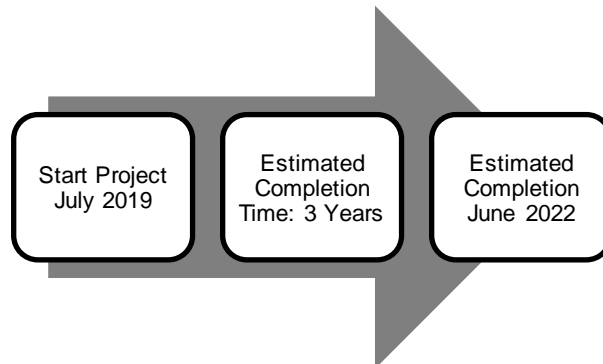
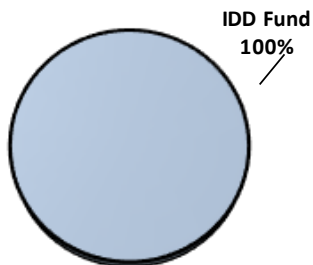
Expenses	Prior	20-21	21-22	22-23	23-24	24-25	Total
Design	\$ 731,925	\$ 437,910	\$ -	\$ -	\$ -	\$ -	\$ 1,169,835
Construction	-	2,800,000	294,000	-	-	-	3,094,000
Construction Mgmt	-	591,000	65,865	-	-	-	656,865
Total Expenses	\$ 731,925	\$ 3,828,910	\$ 359,865	\$ -	\$ -	\$ -	\$ 4,920,700

Funding Source	Prior	20-21	21-22	22-23	23-24	24-25	Total
IDD Fund	\$ 731,925	\$ 3,828,910	\$ 359,865	\$ -	\$ -	\$ -	\$ 4,920,700
Total Funding	\$ 731,925	\$ 3,828,910	\$ 359,865	\$ -	\$ -	\$ -	\$ 4,920,700

Project # WT7530	
<b>\$4,920,700</b>	
Total Project Cost	
Project Status	No Change
Priority	Essential (Within 1 year)
Community Result 1	3 Reliable Infrastructure
Community Result 2	4 Clean Environment
Community Result 3	N/A
Managing Division	Engineering
Project Description & Justification	
The existing North Wells (10, 11, 12, 13, 14, 15, 18) have lost approximately 70% of their combined original capacity over the years and are able to produce approximately 6.9 mgd. This reduction is due in part to the age, poor physical condition of these wells, along with the level of turbidity which pushes the limits of the WTP Filters. This project will provide for a total of 4 new production wells and associated pipeline over the next 7 years in conjunction with the second Ranney Well.	



### Funding Source





# FY 2021-25 CAPITAL IMPROVEMENT PLAN

## WATER

### 2022 Water Main Replacement Project

Expenses	Prior	20-21	21-22	22-23	23-24	24-25	Total
Design	\$ -	\$ -	\$ 128,500	\$ -	\$ -	\$ -	\$ 128,500
Construction	-	-	-	1,213,750	-	-	1,213,750
Construction Mgmt	-	-	-	192,750	-	-	192,750
Total Expenses	\$ -	\$ -	\$ 128,500	\$ 1,406,500	\$ -	\$ -	\$ 1,535,000

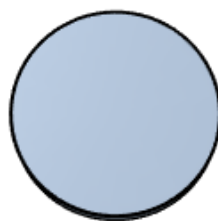
Funding Source	Prior	20-21	21-22	22-23	23-24	24-25	Total
IDD Fund	\$ -	\$ -	\$ 128,500	\$ 1,406,500	\$ -	\$ -	\$ 1,535,000
Total Funding	\$ -	\$ -	\$ 128,500	\$ 1,406,500	\$ -	\$ -	\$ 1,535,000

Operating Impact	Prior	20-21	21-22	22-23	23-24	24-25	Total
Supplies & Services	\$ -	\$ -	\$ -	\$ -	\$ (50,000)	\$ (50,000)	\$ (100,000)
Total Operating Impact	\$ -	\$ -	\$ -	\$ -	\$ (50,000)	\$ (50,000)	\$ (100,000)

Project # WT2	Operating Budget Impact/Other:
<b>\$1,535,000</b>	A reduction in operations and maintenance costs is anticipated due to the reduction in repair work to the existing mains.
<b>Total Project Cost</b>	
Project Status	No Change
Priority	Desirable (3 to 5 years)
Community Result 1	3 Reliable Infrastructure
Community Result 2	4 Clean Environment
Community Result 3	N/A
Managing Division	Engineering
<b>Project Description &amp; Justification</b>	
Project consists of water main replacements in areas of main breaks and where aged/poor material pipes need replacement. An annual review process is utilized and the specific location(s), size(s), length(s) is identified during the early design phase. This project conforms with the Lake Havasu City master plan.	



### Funding Source



IDD Fund  
100%

Start Project  
July 2021

Estimated  
Completion  
Time: 2 Years

Estimated  
Completion  
June 2023

# FY 2021-25 CAPITAL IMPROVEMENT PLAN

## WATER

### 2023 Water Main Replacement Project

Expenses	Prior	20-21	21-22	22-23	23-24	24-25	Total
Design	\$ -	\$ -	\$ -	\$ 128,500	\$ -	\$ -	\$ 128,500
Construction	-	-	-	-	1,213,750	-	1,213,750
Construction Mgmt	-	-	-	-	192,750	-	192,750
Total Expenses	\$ -	\$ -	\$ -	\$ 128,500	\$ 1,406,500	\$ -	\$ 1,535,000

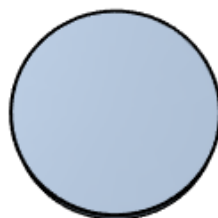
Funding Source	Prior	20-21	21-22	22-23	23-24	24-25	Total
IDD Fund	\$ -	\$ -	\$ -	\$ 128,500	\$ 1,406,500	\$ -	\$ 1,535,000
Total Funding	\$ -	\$ -	\$ -	\$ 128,500	\$ 1,406,500	\$ -	\$ 1,535,000

Operating Impact	Prior	20-21	21-22	22-23	23-24	24-25	Total
Supplies & Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (50,000)	\$ (50,000)
Total Operating Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (50,000)	\$ (50,000)

Project # WT3	Operating Budget Impact/Other:
<b>\$1,535,000</b>	A reduction in operations and maintenance costs is anticipated due to the reduction in repair work to the existing mains.
Total Project Cost	
Project Status	No Change
Priority	Desirable (3 to 5 years)
Community Result 1	3 Reliable Infrastructure
Community Result 2	4 Clean Environment
Community Result 3	N/A
Managing Division	Engineering
Project Description & Justification	
Project consists of water main replacements in areas of main breaks and where aged/poor material pipes need replacement. An annual review process is utilized and the specific location(s), size(s), length(s) is identified during the early design phase. This project conforms with the Lake Havasu City master plan.	



### Funding Source



IDD Fund  
100%

Start Project  
July 2022

Estimated  
Completion  
Time: 2 Years

Estimated  
Completion  
June 2024

# FY 2021-25 CAPITAL IMPROVEMENT PLAN

## WATER

### Booster Station 5A Upgrades

Expenses	Prior	20-21	21-22	22-23	23-24	24-25	Total
Design	\$ -	\$ -	\$ 110,000	\$ -	\$ -	\$ -	\$ 110,000
Construction	-	-	34,000	466,000	-	-	500,000
Construction Mgmt	-	-	11,000	154,000	-	-	165,000
Total Expenses	\$ -	\$ -	\$ 155,000	\$ 620,000	\$ -	\$ -	\$ 775,000

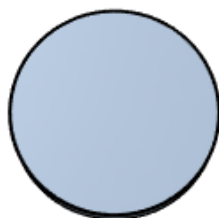
Funding Source	Prior	20-21	21-22	22-23	23-24	24-25	Total
IDD Fund	\$ -	\$ -	\$ 155,000	\$ 620,000	\$ -	\$ -	\$ 775,000
Total Funding	\$ -	\$ -	\$ 155,000	\$ 620,000	\$ -	\$ -	\$ 775,000

Operating Impact	Prior	20-21	21-22	22-23	23-24	24-25	Total
Supplies & Services	-	-	-	-	(25,000)	(25,000)	(50,000)
Total Operating Impact	\$ -	\$ -	\$ -	\$ -	\$ (25,000)	\$ (25,000)	\$ (50,000)

Project # WT5	Operating Budget Impact/Other:
<b>\$775,000</b>	It is anticipated that improvements to these sites will reduce current operations and maintenance costs.
Total Project Cost	
Project Status	No Change
Priority	Necessary (1 to 3 years)
Community Result 1	3 Reliable Infrastructure
Community Result 2	4 Clean Environment
Community Result 3	N/A
Managing Division	Engineering
Project Description & Justification	
Water booster station upgrades will be made to station 5A based on recommendations from an overall system analysis of the booster sites performed in FY 15-16. These upgrades meet the goals of the 2019 Water Master Plan Update for the enhancement of service reliability, system redundancy, and lowering of operations and maintenance.	



### Funding Source



IDD Fund  
100%

Start Project  
July 2021

Estimated  
Completion  
Time: 2 Years

Estimated  
Completion  
June 2023

# FY 2021-25 CAPITAL IMPROVEMENT PLAN

## WATER

### Booster Station 3C Improvements

Expenses	Prior	20-21	21-22	22-23	23-24	24-25	Total
Design	\$ -	\$ -	\$ -	\$ 110,000	\$ -	\$ -	\$ 110,000
Construction	-	-	-	500,000	-	-	500,000
Construction Mgmt	-	-	-	165,000	-	-	165,000
Total Expenses	\$ -	\$ -	\$ -	\$ 775,000	\$ -	\$ -	\$ 775,000

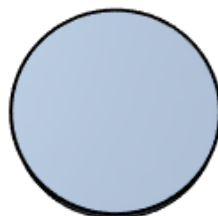
Funding Source	Prior	20-21	21-22	22-23	23-24	24-25	Total
IDD Fund	\$ -	\$ -	\$ -	\$ 775,000	\$ -	\$ -	\$ 775,000
Total Funding	\$ -	\$ -	\$ -	\$ 775,000	\$ -	\$ -	\$ 775,000

Operating Impact	Prior	20-21	21-22	22-23	23-24	24-25	Total
Supplies & Services	-	-	-	-	(25,000)	(25,000)	(50,000)
Total Operating Impact	\$ -	\$ -	\$ -	\$ -	\$ (25,000)	\$ (25,000)	\$ (50,000)

Project # WT6	Operating Budget Impact/Other:
<b>\$775,000</b>	It is anticipated that improvements to these sites will reduce current operations and maintenance costs.
Total Project Cost	
Project Status	New
Priority	Necessary (1 to 3 years)
Community Result 1	3 Reliable Infrastructure
Community Result 2	4 Clean Environment
Community Result 3	N/A
Managing Division	Engineering
Project Description & Justification	
Water booster station improvements will be made to station 3C based on recommendations from an overall system analysis of the booster sites performed in FY 15-16. These improvements meet the goals of the 2019 Water Master Plan Update for the enhancement of service reliability, system redundancy, and lowering of operations and maintenance.	



### Funding Source



IDD Fund  
100%

Start Project  
July 2021

Estimated  
Completion  
Time: 1 Year

Estimated  
Completion  
June 2022



# FY 2021-25 CAPITAL IMPROVEMENT PLAN

## WATER

### Booster Station 4 Improvements

Expenses	Prior	20-21	21-22	22-23	23-24	24-25	Total
Design	\$ -	\$ -	\$ -	\$ 88,000	\$ -	\$ -	\$ 88,000
Construction	-	-	-	400,000	-	-	400,000
Construction Mgmt	-	-	-	132,000	-	-	132,000
Total Expenses	\$ -	\$ -	\$ -	\$ 620,000	\$ -	\$ -	\$ 620,000

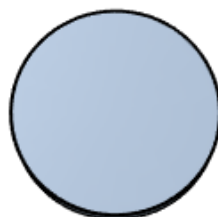
Funding Source	Prior	20-21	21-22	22-23	23-24	24-25	Total
IDD Fund	\$ -	\$ -	\$ -	\$ 620,000	\$ -	\$ -	\$ 620,000
Total Funding	\$ -	\$ -	\$ -	\$ 620,000	\$ -	\$ -	\$ 620,000

Operating Impact	Prior	20-21	21-22	22-23	23-24	24-25	Total
Supplies & Services	-	-	-	-	(25,000)	(25,000)	(50,000)
Total Operating Impact	\$ -	\$ -	\$ -	\$ -	\$ (25,000)	\$ (25,000)	\$ (50,000)

Project # WT7	Operating Budget Impact/Other:
<b>\$620,000</b>	It is anticipated that improvements to these sites will reduce current operations and maintenance costs.
Total Project Cost	
Project Status	No Change
Priority	Desirable (3 to 5 years)
Community Result 1	3 Reliable Infrastructure
Community Result 2	4 Clean Environment
Community Result 3	N/A
Managing Division	Engineering
Project Description & Justification	
Water booster station improvements will be made to station 4 based on recommendations from an overall system analysis of the booster sites performed in FY 15-16. These improvements meet the goals of the 2019 Water Master Plan Update for the enhancement of service reliability, system redundancy, and lowering of operations and maintenance.	



### Funding Source



IDD Fund  
100%

Start Project  
July 2022

Estimated  
Completion  
Time: 1 Year

Estimated  
Completion  
June 2023

# FY 2021-25 CAPITAL IMPROVEMENT PLAN

## WATER

### Tank C-3-20 Improvements

Expenses	Prior	20-21	21-22	22-23	23-24	24-25	Total
Design	\$ -	\$ -	\$ -	\$ -	\$ 660,000	\$ -	\$ 660,000
Construction	-	-	-	-	-	3,000,000	3,000,000
Construction Mgmt	-	-	-	-	-	990,000	990,000
Total Expenses	\$ -	\$ -	\$ -	\$ -	\$ 660,000	\$ 3,990,000	\$ 4,650,000

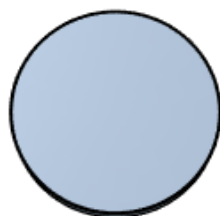
Funding Source	Prior	20-21	21-22	22-23	23-24	24-25	Total
IDD Fund	\$ -	\$ -	\$ -	\$ -	\$ 660,000	\$ 3,990,000	\$ 4,650,000
Total Funding	\$ -	\$ -	\$ -	\$ -	\$ 660,000	\$ 3,990,000	\$ 4,650,000

Operating Impact	Prior	20-21	21-22	22-23	23-24	24-25	Total
Supplies & Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (25,000)	\$ (25,000)
Total Operating Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (25,000)	\$ (25,000)

Project # WT8	Operating Budget Impact/Other:
<b>\$4,650,000</b>	It is anticipated that improvements to these sites will reduce current operations and maintenance costs.
Total Project Cost	
Project Status	New
Priority	Desirable (3 to 5 years)
Community Result 1	3 Reliable Infrastructure
Community Result 2	4 Clean Environment
Community Result 3	N/A
Managing Division	Engineering
Project Description & Justification	
Water tank improvements will be made to tank C-3-20 based on recommendations from an overall system analysis of the tanks performed in FY 15-16. These improvements meet the goals of the 2019 Water Master Plan Update for the enhancement of service reliability, system redundancy, and lowering of operations and maintenance.	



### Funding Source



IDD Fund  
100%

Start Project  
July 2023

Estimated  
Completion  
Time: 2 Years

Estimated  
Completion  
June 2025

# FY 2021-25 CAPITAL IMPROVEMENT PLAN

## WATER

### Tank N-2A-07 Improvements

Expenses	Prior	20-21	21-22	22-23	23-24	24-25	Total
Design	\$ 6,000	\$ 111,634	\$ -	\$ -	\$ -	\$ -	\$ 117,634
Construction	-	-	3,000,000	-	-	-	3,000,000
Construction Mgmt	-	-	450,000	-	-	-	450,000
Total Expenses	\$ 6,000	\$ 111,634	\$ 3,450,000	\$ -	\$ -	\$ -	\$ 3,567,634

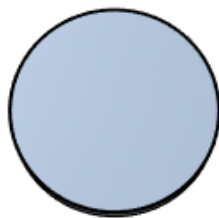
Funding Source	Prior	20-21	21-22	22-23	23-24	24-25	Total
IDD Fund	\$ 6,000	\$ 111,634	\$ 3,450,000	\$ -	\$ -	\$ -	\$ 3,567,634
Total Funding	\$ 6,000	\$ 111,634	\$ 3,450,000	\$ -	\$ -	\$ -	\$ 3,567,634

Operating Impact	Prior	20-21	21-22	22-23	23-24	24-25	Total
Supplies & Services	\$ -	\$ -	\$ -	\$ (25,000)	\$ (25,000)	\$ (25,000)	\$ (75,000)
Total Operating Impact	\$ -	\$ -	\$ -	\$ (25,000)	\$ (25,000)	\$ (25,000)	\$ (75,000)

Project # WT9	Operating Budget Impact/Other:
<b>\$3,567,634</b>	It is anticipated that improvements to these sites will reduce current operations and maintenance costs.
Total Project Cost	
Project Status	Revised Schedule
Priority	Necessary (1 to 3 years)
Community Result 1	3 Reliable Infrastructure
Community Result 2	4 Clean Environment
Community Result 3	N/A
Managing Division	Engineering
Project Description & Justification	
Water tank improvements will be made to tank N-2A-07 based on recommendations from an overall system analysis of the tanks performed in FY 15-16. These improvements meet the goals of the 2019 Water Master Plan Update for the enhancement of service reliability, system redundancy, and lowering of operations and maintenance.	



### Funding Source



IDD Fund  
100%

Start Project  
July 2020

Estimated  
Completion  
Time: 2 Year

Estimated  
Completion  
June 2022



# FY 2021-25 CAPITAL IMPROVEMENT PLAN

## WATER

### Tank N-4A-11 Improvements

Expenses	Prior	20-21	21-22	22-23	23-24	24-25	Total
Design	\$ 6,000	\$ 111,634	\$ -	\$ -	\$ -	\$ -	\$ 117,634
Construction	-	1,000,000	-	-	-	-	1,000,000
Construction Mgmt	-	150,000	-	-	-	-	150,000
Total Expenses	\$ 6,000	\$ 1,261,634	\$ -	\$ -	\$ -	\$ -	\$ 1,267,634

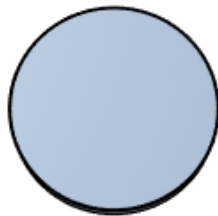
Funding Source	Prior	20-21	21-22	22-23	23-24	24-25	Total
IDD Fund	\$ 6,000	\$ 1,261,634	\$ -	\$ -	\$ -	\$ -	\$ 1,267,634
Total Funding	\$ 6,000	\$ 1,261,634	\$ -	\$ -	\$ -	\$ -	\$ 1,267,634

Operating Impact	Prior	20-21	21-22	22-23	23-24	24-25	Total
Supplies & Services	\$ -	\$ -	\$ (25,000)	\$ (25,000)	\$ (25,000)	\$ (25,000)	\$ (100,000)
Total Operating Impact	\$ -	\$ -	\$ (25,000)	\$ (25,000)	\$ (25,000)	\$ (25,000)	\$ (100,000)

Project # WT10	Operating Budget Impact/Other:
<b>\$1,267,634</b>	It is anticipated that improvements to these sites will reduce current operations and maintenance costs.
Total Project Cost	
Project Status	No Change
Priority	Necessary (1 to 3 years)
Community Result 1	3 Reliable Infrastructure
Community Result 2	4 Clean Environment
Community Result 3	N/A
Managing Division	Engineering
Project Description & Justification	
Water tank improvements will be made to tank N-4A-11 based on recommendations from an overall system analysis of the tanks performed in FY 15-16. These improvements meet the goals of the 2019 Water Master Plan Update for the enhancement of service reliability, system redundancy, and lowering of operations and maintenance.	



### Funding Source



IDD Fund  
100%

Start Project  
July 2020

Estimated  
Completion  
Time: 1 Year

Estimated  
Completion  
June 2021

# FY 2021-25 CAPITAL IMPROVEMENT PLAN


## WATER

### Tank 4C Improvements

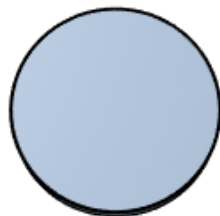
Expenses	Prior	20-21	21-22	22-23	23-24	24-25	Total
Design	\$ -	\$ -	\$ -	\$ 114,400	\$ -	\$ -	\$ 114,400
Construction	-	-	-	520,000	-	-	520,000
Construction Mgmt	-	-	-	171,600	-	-	171,600
Total Expenses	\$ -	\$ -	\$ -	\$ 806,000	\$ -	\$ -	\$ 806,000

Funding Source	Prior	20-21	21-22	22-23	23-24	24-25	Total
IDD Fund	\$ -	\$ -	\$ -	\$ 806,000	\$ -	\$ -	\$ 806,000
Total Funding	\$ -	\$ -	\$ -	\$ 806,000	\$ -	\$ -	\$ 806,000

Operating Impact	Prior	20-21	21-22	22-23	23-24	24-25	Total
Supplies & Services	\$ -	\$ -	\$ -	\$ -	\$ (25,000)	\$ (25,000)	\$ (50,000)
Total Operating Impact	\$ -	\$ -	\$ -	\$ -	\$ (25,000)	\$ (25,000)	\$ (50,000)

Project # WT11		Operating Budget Impact/Other:	
\$806,000		It is anticipated that improvements to these sites will reduce current operations and maintenance costs.	
Total Project Cost			
Project Status	New		
Priority	Necessary (1 to 3 years)		
Community Result 1	3 Reliable Infrastructure		
Community Result 2	4 Clean Environment		
Community Result 3	N/A		
Managing Division	Engineering		
Project Description & Justification			
Water tank improvements will be made to tank 4C based on recommendations from an overall system analysis of the tanks performed in FY 15-16. These improvements meet the goals of the 2019 Water Master Plan Update for the enhancement of service reliability, system redundancy, and lowering of operations and maintenance.			

### Funding Source



IDD Fund  
100%

Start Project  
July 2022

Estimated  
Completion  
Time: 1 Year

Estimated  
Completion  
June 2023

# FY 2021-25 CAPITAL IMPROVEMENT PLAN

## WATER

### Water Treatment Plant Improvements

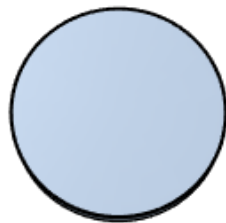
Expenses	Prior	20-21	21-22	22-23	23-24	24-25	Total
Design	\$ -	\$ -	\$ -	\$ -	\$ 253,000	\$ -	\$ 253,000
Construction	-	-	-	-	1,150,000	-	1,150,000
Construction Mgmt	-	-	-	-	379,500	-	379,500
Total Expenses	\$ -	\$ -	\$ -	\$ -	\$ 1,782,500	\$ -	\$ 1,782,500

Funding Source	Prior	20-21	21-22	22-23	23-24	24-25	Total
IDD Fund	\$ -	\$ -	\$ -	\$ -	\$ 1,782,500	\$ -	\$ 1,782,500
Total Funding	\$ -	\$ -	\$ -	\$ -	\$ 1,782,500	\$ -	\$ 1,782,500

Project # WT12		Project Description & Justification
\$1,782,500		<p>There are three main treatment plant improvements identified in the Water Master Plan that are in need of upgrades. The first is to construct enclosures over certain treatment components of the water treatment plant. These components are the Biological Filters and Cascade Aerator. Dust from the nearby concrete plant covers the exposed pipes within the aeration facility and likely is also blown into the open water. A more permanent structure would prevent dust from the neighboring facility entering the treatment process. The second improvement is to install a flow meter on the 18-inch bypass pipe within the plant footprint. This will provide more accurate flow meter data, during times of isolation or repairs. The third improvement is related to the chlorine disinfection system. The Water Master Plan also recommends that the City evaluate ways to minimize handling of the one-ton chlorine cylinders, replacement of existing shade structure with a new chlorine building and switch from gaseous chlorine to liquid sodium hypochlorite. These are related to safety as well.</p>
Total Project Cost		
Project Status	Revised Schedule	
Priority	Desirable (3 to 5 years)	
Community Result 1	3 Reliable Infrastructure	
Community Result 2	4 Clean Environment	
Community Result 3	N/A	
Managing Division	Engineering	



### Funding Source



IDD Fund  
100%

Start Project  
July 2023

Estimated  
Completion  
Time: 1 Year

Estimated  
Completion  
June 2024

# FY 2021-25 CAPITAL IMPROVEMENT PLAN

## WATER

### Tank C-2-18 Replacement & Upsize

Expenses	Prior	20-21	21-22	22-23	23-24	24-25	Total
Design	\$ -	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ 60,000
Construction	-	-	600,000	-	-	-	600,000
Construction Mgmt	-	-	90,000	-	-	-	90,000
Total Expenses	\$ -	\$ 60,000	\$ 690,000	\$ -	\$ -	\$ -	\$ 750,000

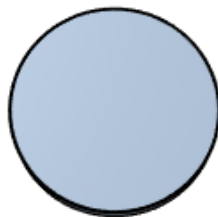
Funding Source	Prior	20-21	21-22	22-23	23-24	24-25	Total
IDD Fund	\$ -	\$ 60,000	\$ 690,000	\$ -	\$ -	\$ -	\$ 750,000
Total Funding	\$ -	\$ 60,000	\$ 690,000	\$ -	\$ -	\$ -	\$ 750,000

Operating Impact	Prior	20-21	21-22	22-23	23-24	24-25	Total
Supplies & Services	\$ -	\$ -	\$ -	\$ (25,000)	\$ (25,000)	\$ (25,000)	\$ (75,000)
Total Operating Impact	\$ -	\$ -	\$ -	\$ (25,000)	\$ (25,000)	\$ (25,000)	\$ (75,000)

Project # WT13	Operating Budget Impact/Other:
<b>\$750,000</b>	It is anticipated that improvements to these sites will reduce current operations and maintenance costs.
Total Project Cost	
Project Status	New
Priority	Necessary (1 to 3 years)
Community Result 1	3 Reliable Infrastructure
Community Result 2	4 Clean Environment
Community Result 3	N/A
Managing Division	Engineering
Project Description & Justification	
This project will replace existing tank C-2-18, a 0.25 MG water tank built in 1965, with a new tank increased to the size 0.5 MG water tank. This project is required due to the poor condition of the existing tank and the need to replace it to increase capacity for operational enhancement.	



### Funding Source



IDD Fund  
100%

Start Project  
July 2020

Estimated  
Completion  
Time: 2 Years

Estimated  
Completion  
June 2022

# FY 2021-25 CAPITAL IMPROVEMENT PLAN

## WATER

### Tank C-3-19 Replacement & Upsize

Expenses	Prior	20-21	21-22	22-23	23-24	24-25	Total
Design	-	-	60,000	-	-	-	60,000
Construction	-	-	-	600,000	-	-	600,000
Construction Mgmt	-	-	-	90,000	-	-	90,000
Total Expenses	\$ -	\$ -	\$ 60,000	\$ 690,000	\$ -	\$ -	\$ 750,000

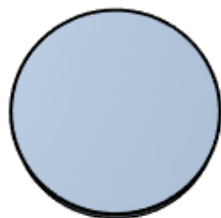
Funding Source	Prior	20-21	21-22	22-23	23-24	24-25	Total
IDD Fund	\$ -	\$ -	\$ 60,000	\$ 690,000	\$ -	\$ -	\$ 750,000
Total Funding	\$ -	\$ -	\$ 60,000	\$ 690,000	\$ -	\$ -	\$ 750,000

Operating Impact	Prior	20-21	21-22	22-23	23-24	24-25	Total
Supplies & Services	\$ -	\$ -	\$ -	\$ -	\$ (25,000)	\$ (25,000)	\$ (50,000)
Total Operating Impact	\$ -	\$ -	\$ -	\$ -	\$ (25,000)	\$ (25,000)	\$ (50,000)

Project # WT14	Operating Budget Impact/Other:
<b>\$750,000</b>	It is anticipated that improvements to these sites will reduce current operations and maintenance costs.
<b>Total Project Cost</b>	
Project Status	New
Priority	Essential (Within 1 year)
Community Result 1	3 Reliable Infrastructure
Community Result 2	4 Clean Environment
Community Result 3	N/A
Managing Division	Engineering
<b>Project Description &amp; Justification</b>	
This project will replace existing tank C-3-19, 0.25 MG water tank built in 1965 , with a new tank increased to the size 0.5 MG water tank. This project is required due to the poor condition of the existing tank and the need to replace it to increase capacity for operational enhancement.	



### Funding Source



IDD Fund  
100%

Start Project  
July 2021

Estimated  
Completion  
Time: 2 Years

Estimated  
Completion  
June 2023


# FY 2021-25 CAPITAL IMPROVEMENT PLAN

## WATER

### Tank S-1C-24 Replacement

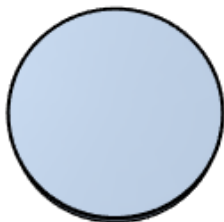
Expenses	Prior	20-21	21-22	22-23	23-24	24-25	Total
Design	-	-	-	-	-	-	-
Construction	-	1,000,000	-	-	-	-	1,000,000
Construction Mgmt	-	150,000	-	-	-	-	150,000
Total Expenses	\$ -	\$ 1,150,000	\$ -	\$ -	\$ -	\$ -	\$ 1,150,000

Funding Source	Prior	20-21	21-22	22-23	23-24	24-25	Total
IDD Fund	\$ -	\$ 1,150,000	\$ -	\$ -	\$ -	\$ -	\$ 1,150,000
Total Funding	\$ -	\$ 1,150,000	\$ -	\$ -	\$ -	\$ -	\$ 1,150,000

Project #WT17		Operating Budget Impact/Other:	
\$1,150,000		It is anticipated that improvements to these sites will reduce current operating and maintenance costs.	
Total Project Cost			
Project Status	New		
Priority	Necessary (1 to 3 years)		
Community Result 1	3 Reliable Infrastructure		
Community Result 2	4 Clean Environment		
Community Result 3	N/A		
Project Manager	Engineering	Project Description & Justification	
Project Description & Justification			
This project will replace existing tank S-1C-24, a 1.0 MG water tank built in 1980, with a new tank of same size. This project is required due to the poor condition of the existing tank discovered during its rehabilitation. It is needed to be replaced to maintain service reliability, system redundancy and lowering of operating and maintenance costs.			

### Funding Source

IDD Fund  
100%



Start Project  
July 2020

Estimated  
Completion  
Time: 1 Year

Estimated  
Completion  
June 2021





LAKE HAVASU CITY





**LEGAL**  
**DOCUMENTS**

➤ OFFICIAL BUDGET FORMS

**OFFICIAL BUDGET FORMS**

**Lake Havasu City**

**Fiscal Year 2021**

**Lake Havasu City**  
**Summary Schedule of Estimated Revenues and Expenditures/Expenses**  
**Fiscal Year 2021**

Fiscal Year	S c h		FUNDS								
			General Fund	Special Revenue Fund	Debt Service Fund	Capital Projects Fund	Permanent Fund	Enterprise Funds Available	Internal Service Funds	Total All Funds	
2020	Adopted/Adjusted Budgeted Expenditures/Expenses*	E	1	60,367,601	9,824,828	0	1,243,825	0	77,175,134	0	148,611,388
2020	Actual Expenditures/Expenses**	E	2	56,905,588	5,283,514	0	220,000	0	64,809,272	0	127,218,374
2021	Fund Balance/Net Position at July 1***		3	32,943,992	4,991,122		894,062		68,328,309		107,157,485
2021	Primary Property Tax Levy	B	4	5,279,553					5,673,006		10,952,559
2021	Secondary Property Tax Levy	B	5		76,309				10,994		87,303
2021	Estimated Revenues Other than Property Taxes	C	6	60,716,729	9,547,662		15,400		45,789,858		116,069,649
2021	Other Financing Sources	D	7	0	0	0	0	0	0	0	0
2021	Other Financing (Uses)	D	8	0	0	0	0	0	0	0	0
2021	Interfund Transfers In	D	9	500,000	0	0	450,298	0	300,000	0	1,250,298
2021	Interfund Transfers (Out)	D	10	775,298	33,750	0	0	0	500,000	0	1,309,048
2021	Reduction for Amounts Not Available:		11								
LESS:	Amounts for Future Debt Retirement:										0
	Future Capital Projects										0
	Maintained Fund Balance for Financial Stability			8,260,888					10,690,947		18,951,835
											0
											0
2021	Total Financial Resources Available		12	90,404,088	14,581,343	0	1,359,760	0	108,911,220	0	215,256,411
2021	Budgeted Expenditures/Expenses	E	13	74,641,395	12,578,090	0	450,298	0	78,633,453	0	166,303,236

**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 expenditure limitation

2020	2021
\$ 148,611,388	\$ 166,303,236
(39,948,235)	(39,530,158)
108,663,153	126,773,078
33,381,791	33,885,072
\$ 75,281,362	\$ 92,888,006
\$ 128,018,739	\$ 133,018,796

☐ 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 the 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 on this line represent Fund Balance/Net Position 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).

**Lake Havasu City**  
**Tax Levy and Tax Rate Information**  
**Fiscal Year 2021**

	<u>2020</u>	<u>2021</u>
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A)	\$ <u>6,811,285</u>	\$ <u>6,947,511</u>
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	\$ <u>4,964,545</u>	\$ <u>5,279,553</u>
B. Secondary property taxes		
C. Total property tax levy amounts	\$ <u>4,964,545</u>	\$ <u>5,279,553</u>
4. Property taxes collected*		
A. Primary property taxes		
(1) <b>Current</b> year's levy	\$ <u>4,964,545</u>	
(2) Prior years' levies		
(3) Total primary property taxes	\$ <u>4,964,545</u>	
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	\$ <u>4,964,545</u>	
5. Property tax rates		
A. City/Town tax rate		
(1) Primary property tax rate	<u>0.6718</u>	<u>0.6718</u>
(2) Secondary property tax rate		
(3) Total city/town tax rate	<u>0.6718</u>	<u>0.6718</u>
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>3</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.		

\* 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.

**Lake Havasu City  
Revenues Other Than Property Taxes  
Fiscal Year 2021**

SOURCE OF REVENUES	ESTIMATED REVENUES 2020	ACTUAL REVENUES* 2020	ESTIMATED REVENUES 2021
<b>GENERAL FUND</b>			
<b>Local taxes</b>			
City Sales Tax	\$ 25,781,000	\$ 24,368,710	\$ 20,624,800
Personal Property Tax	47,000	46,431	40,000
<b>Licenses and permits</b>			
Licenses and Permits	2,657,000	2,482,294	2,482,000
<b>Intergovernmental</b>			
Auto Lieu	3,784,738	3,509,953	2,995,201
State Sales Tax	5,717,940	5,319,820	4,711,632
Urban Revenue Sharing	7,201,716	6,530,273	6,481,800
<b>Charges for services</b>			
Charges for services	1,375,000	1,225,928	1,367,900
<b>Fines and forfeits</b>			
Fines and Forfeits	1,244,000	1,155,303	1,194,500
<b>Interest on investments</b>			
Investment Earnings	193,000	573,384	343,959
<b>Contributions</b>			
Voluntary contributions	10,000	1,020	
<b>Miscellaneous</b>			
Miscellaneous	389,000	723,696	379,000
Grants, IGA's, and Reimbursements	2,558,000	1,992,202	20,095,937
<b>Total General Fund</b>	<b>\$ 50,958,394</b>	<b>\$ 47,929,014</b>	<b>\$ 60,716,729</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.

**Lake Havasu City**  
**Revenues Other Than Property Taxes**  
**Fiscal Year 2021**

SOURCE OF REVENUES	ESTIMATED REVENUES 2020	ACTUAL REVENUES* 2020	ESTIMATED REVENUES 2021
<b>SPECIAL REVENUE FUNDS</b>			
Grant Fund	\$ 4,325,142	\$ 1,541,962	\$ 4,357,002
Highway User Revenue Fund	5,549,306	5,171,143	4,498,709
Improvement Districts #2 & #4		333	326
Court Enhancement Fund	48,000	50,249	39,765
	\$ 9,922,448	\$ 6,763,687	\$ 8,895,802
Fill the Gap Fund	\$ 12,000	\$ 12,240	\$ 10,114
JCEF Fund	21,000	19,518	16,626
RICO Fund	100,000	35,601	150,000
WALETA Fund	368,840	246,255	475,120
	\$ 501,840	\$ 313,614	\$ 651,860
<b>Total Special Revenue Funds</b>	\$ 10,424,288	\$ 7,077,301	\$ 9,547,662
<b>CAPITAL PROJECTS FUNDS</b>			
Capital Projects Funds	\$ 383,270	\$ 126,000	\$ 15,400
	\$ 383,270	\$ 126,000	\$ 15,400
<b>Total Capital Projects Funds</b>	\$ 383,270	\$ 126,000	\$ 15,400
<b>ENTERPRISE FUNDS</b>			
Airport Fund	\$ 2,333,973	\$ 1,245,472	\$ 1,997,505
Irrigation & Drainage District Fund	13,666,436	13,631,626	14,404,472
Refuse Fund	7,097,000	6,679,743	7,334,857
Wastewater Fund	24,008,000	23,392,912	22,053,024
	\$ 47,105,409	\$ 44,949,753	\$ 45,789,858
<b>Total Enterprise Funds</b>	\$ 47,105,409	\$ 44,949,753	\$ 45,789,858
<b>TOTAL ALL FUNDS</b>	\$ 108,871,361	\$ 100,082,068	\$ 116,069,649

\* 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.

**Lake Havasu City**  
**Other Financing Sources/(Uses) and Interfund Transfers**  
**Fiscal Year 2021**

<b>FUND</b>	<b>OTHER FINANCING 2021</b>		<b>INTERFUND TRANSFERS 2021</b>	
	<b>SOURCES</b>	<b>(USES)</b>	<b>IN</b>	<b>(OUT)</b>
<b>GENERAL FUND</b>				
General Fund	\$	\$	\$ 500,000	\$ 775,298
<b>Total General Fund</b>	\$	\$	\$ 500,000	\$ 775,298
<b>SPECIAL REVENUE FUNDS</b>				
Court Enhancement Fund	\$	\$	\$	\$ 33,750
<b>Total Special Revenue Funds</b>	\$	\$	\$	\$ 33,750
<b>CAPITAL PROJECTS FUNDS</b>				
Capital Project Funds	\$	\$	\$ 450,298	\$
<b>Total Capital Projects Funds</b>	\$	\$	\$ 450,298	\$
<b>ENTERPRISE FUNDS</b>				
Airport Fund	\$	\$	\$ 300,000	\$
Irrigation and Drainage District Fund	\$	\$	\$	\$ 500,000
<b>Total Enterprise Funds</b>	\$	\$	\$ 300,000	\$ 500,000
<b>TOTAL ALL FUNDS</b>	\$	\$	\$ 1,250,298	\$ 1,309,048



**Lake Havasu City  
Expenditures/Expenses by Fund  
Fiscal Year 2021**

	ADOPTED BUDGETED EXPENDITURES/ EXPENSES	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED	ACTUAL EXPENDITURES/ EXPENSES*	BUDGETED EXPENDITURES/ EXPENSES
FUND/DEPARTMENT	2020	2020	2020	2021
<b>GENERAL FUND</b>				
<b>General Government</b>				
Administrative Services	\$ 3,287,859	\$ 1,892	\$ 3,088,278	\$ 3,899,910
City Attorney	945,682		888,510	979,561
City Clerk	251,938		250,359	358,148
City Council	220,301		212,893	221,360
City Manager - Admin.	399,151		316,354	410,450
City Manager - Comm Affairs	109,868		101,444	113,022
City Manager - HR/Risk Mgt.	614,474		564,669	489,112
Non-Departmental	4,789,814	21,200	3,951,762	20,413,989
<b>Total General Government</b>	<b>10,619,087</b>		<b>9,374,269</b>	<b>26,885,552</b>
<b>Community Enhancement</b>				
Development Services	1,827,517	(1,100)	1,311,462	1,628,595
Parks & Recreation	5,209,816	945,874	5,887,553	6,731,955
Public Works	3,986,969	(942,052)	3,044,334	5,353,140
<b>Total Community Enhancement</b>	<b>11,024,302</b>		<b>10,243,349</b>	<b>13,713,690</b>
<b>Court</b>	<b>2,077,622</b>		<b>1,680,912</b>	<b>1,749,761</b>
<b>Public Safety</b>				
Fire	16,637,997		16,268,343	14,389,276
Police	19,998,779	(18,000)	18,943,775	17,404,116
<b>Total Public Safety</b>	<b>36,636,776</b>		<b>35,212,118</b>	<b>31,793,392</b>
<b>General Fund Labor Attrition</b>	<b>(498,000)</b>			<b>(501,000)</b>
<b>Contingency</b>	<b>500,000</b>		<b>394,940</b>	<b>1,000,000</b>
<b>Total General Fund</b>	<b>\$ 60,359,787</b>	<b>\$ 7,814</b>	<b>\$ 56,905,588</b>	<b>\$ 74,641,395</b>
<b>SPECIAL REVENUE FUNDS</b>				
<b>Highway User Revenue Fund</b>				
Operations, Maintenance, Capital	\$ 4,878,985	\$ (3,200)	\$ 4,230,358	\$ 7,552,521
Contingency	92,000			50,000
<b>Total Highway User Revenue Fund</b>	<b>4,970,985</b>		<b>4,230,358</b>	<b>7,602,521</b>
Improvement District #2 & #4	76,075		74,794	76,410
Miscellaneous Grant Fund	4,325,142		720,925	4,357,002
RICO Fund	100,000		35,601	150,000
WALETA Police Academy	355,826		221,836	392,157
<b>Total Special Revenue Funds</b>	<b>\$ 9,828,028</b>	<b>\$ (3,200)</b>	<b>\$ 5,283,514</b>	<b>\$ 12,578,090</b>
<b>CAPITAL PROJECTS FUNDS</b>				
Capital Projects Funds	\$ 1,243,825		\$ 220,000	\$ 450,298
<b>Total Capital Projects Funds</b>	<b>\$ 1,243,825</b>		<b>\$ 220,000</b>	<b>\$ 450,298</b>
<b>ENTERPRISE FUNDS</b>				
<b>Airport Fund</b>				
Operations, Maintenance, Capital	\$ 3,653,692		\$ 2,413,155	\$ 3,353,804
Contingency	7,000			7,000
<b>Total Airport Fund</b>	<b>3,660,692</b>		<b>2,413,155</b>	<b>3,360,804</b>
<b>Irrigation and Drainage Fund</b>				
Operations, Maintenance, Capital	26,442,148	(4,614)	20,762,659	26,324,789
Contingency	500,000		25,000	500,000
<b>Total Irrigation and Drainage Fund</b>	<b>26,942,148</b>		<b>20,787,659</b>	<b>26,824,789</b>
<b>Refuse Fund</b>				
Operations, Maintenance, Capital	6,742,959		6,551,475	7,171,461
Contingency	100,000			100,000
<b>Total Refuse Fund</b>	<b>6,842,959</b>		<b>6,551,475</b>	<b>7,271,461</b>
<b>Wastewater Fund</b>				
Operations, Maintenance, Capital	38,733,949		35,031,983	40,176,399
Contingency	1,000,000		25,000	1,000,000
<b>Total Wastewater Fund</b>	<b>39,733,949</b>		<b>35,056,983</b>	<b>41,176,399</b>
<b>Total Enterprise Funds</b>	<b>\$ 77,179,748</b>	<b>\$ (4,614)</b>	<b>\$ 64,809,272</b>	<b>\$ 78,633,453</b>
<b>TOTAL ALL FUNDS</b>	<b>\$ 148,611,388</b>		<b>\$ 127,218,374</b>	<b>\$ 166,303,236</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.

**Lake Havasu City  
Expenditures/Expenses by Department  
Fiscal Year 2021**

	ADOPTED BUDGETED EXPENDITURES/ EXPENSES	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED	ACTUAL EXPENDITURES/ EXPENSES*	BUDGETED EXPENDITURES/ EXPENSES
DEPARTMENT/FUND	2020	2020	2020	2021
Administrative Services:				
General Fund	\$ 3,287,859	\$ 1,892	\$ 3,088,278	\$ 3,899,910
Department Total	\$ 3,287,859	\$ 1,892	\$ 3,088,278	\$ 3,899,910
City Attorney:				
General Fund	\$ 945,682		888,510	979,561
RICO Fund	\$ 23,042			20,000
Department Total	\$ 968,724		888,510	999,561
City Clerk:				
General Fund	\$ 251,938		250,359	358,148
Department Total	\$ 251,938		\$ 250,359	\$ 358,148
City Council:				
General Fund	\$ 220,301		\$ 212,893	\$ 221,360
Department Total	\$ 220,301		\$ 212,893	\$ 221,360
City Manager:				
General Fund	1,123,493		982,467	1,012,584
Department Total	1,123,493		982,467	1,012,584
Development Services:				
Capital Projects Funds	1,243,825		220,000	450,298
General Fund	1,827,517	(1,100)	1,311,462	1,628,595
Department Total	3,071,342	(1,100)	1,531,462	2,078,893
Parks and Recreation:				
General Fund	5,209,816	945,874	5,887,553	6,731,955
Department Total	5,209,816	945,874	5,887,553	6,731,955
Court:				
General Fund	2,077,622		1,680,912	1,749,761
Department Total	2,077,622		1,680,912	1,749,761
Fire:				
General Fund	16,637,997		16,268,343	14,389,276
Department Total	16,637,997		16,268,343	14,389,276
Non-Departmental:				
General Fund	4,789,814	21,200	3,951,762	20,413,989
General Fund Labor Attrition	(498,000)			(501,000)
Miscellaneous Grant Fund	4,325,142		720,925	4,357,002
Department Total	8,616,956	21,200	4,672,687	24,269,991
Public Works:				
General Fund	3,986,969	(942,052)	3,044,334	5,353,140
Airport	3,653,692		2,413,155	3,353,804
Highway User Revenue Fund	4,878,985	(3,200)	4,230,358	7,552,521
Improvement Districts #2 & #4	76,075		74,794	76,410
Irrigation and Drainage District	26,442,148	(4,614)	20,762,659	26,324,789
Refuse Fund	6,742,959		6,551,475	7,171,461
Wastewater Utility Fund	38,733,949		35,031,983	40,176,399
Department Total	\$ 84,514,777	\$ (949,866)	\$ 72,108,758	\$ 90,008,524
Police:				
General Fund	\$ 19,998,779	\$ (18,000)	\$ 18,943,775	\$ 17,404,116
RICO Fund	76,958		35,601	130,000
WALETA Academy	355,826		221,836	392,157
Department Total	20,431,563	(18,000)	19,201,212	17,926,273
Contingencies:				
Airport	7,000			7,000
General Fund	500,000		394,940	1,000,000
Highway User Revenue Fund	92,000			50,000
Irrigation and Drainage District	500,000		25,000	500,000
Refuse Fund	100,000			100,000
Wastewater Utility Fund	1,000,000		25,000	1,000,000
Department Total	\$ 2,199,000	\$	\$ 444,940	\$ 2,657,000

\* 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.

**Lake Havasu City**  
**Full-Time Employees and Personnel Compensation**  
**Fiscal Year 2021**

	Full-Time Equivalent (FTE)	Employee Salaries and Hourly Costs	Retirement Costs	Healthcare Costs	Other Benefit Costs	Total Estimated Personnel Compensation
<b>FUND</b>	<b>2021</b>	<b>2021</b>	<b>2021</b>	<b>2021</b>	<b>2021</b>	<b>2021</b>
<b>GENERAL FUND</b>	428.7	\$ 26,917,632	\$ 8,254,945	\$ 5,213,890	\$ 2,998,446	\$ 43,384,913
<b>SPECIAL REVENUE FUNDS</b>						
Highway User Revenue Fund	13.8	\$ 950,152	\$ 123,682	\$ 203,292	\$ 231,962	\$ 1,509,088
Miscellaneous Grant Funds	2.8	352,431	109,781	35,501	21,646	519,359
<b>Total Special Revenue Funds</b>	16.6	\$ 1,302,583	\$ 233,463	\$ 238,793	\$ 253,608	\$ 2,028,447
<b>ENTERPRISE FUNDS</b>						
Airport Fund	4.0	\$ 225,477	\$ 29,799	\$ 50,585	\$ 37,148	\$ 343,009
Irrigation and Drainage District	34.8	2,139,738	292,440	487,213	408,870	3,328,261
Wastewater Utility Fund	32.0	1,827,465	245,357	441,599	335,348	2,849,769
<b>Total Enterprise Funds</b>	70.8	\$ 4,192,680	\$ 567,596	\$ 979,397	\$ 781,366	\$ 6,521,039
<b>TOTAL ALL FUNDS</b>	516.1	\$ 32,412,895	\$ 9,056,004	\$ 6,432,080	\$ 4,033,420	\$ 51,934,399



## APPENDIX

- ACRONYMS
- GLOSSARY OF TERMS

## **ACRONYMS**

ACR	Alternate Contribution Rate
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
AFG	Assistance to Firefighters Grant
AICPA	American Institute of Certified Public Accounts
AIU	Access Integrity Unit
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
ASLAPR	Arizona State Library Archives and Public Records
ASP	After School Program
ASRS	Arizona State Retirement System
ASU	Arizona State University
AV	Assessed Valuation
AZPOST	Arizona Peace Officers Standards and Training
BFP	Belt Filter Press
BNI	Building News Industry
BOR	Bureau of Reclamation
BSR	Budget Stabilization Reserve
CAFR	Comprehensive Annual Financial Report
CAP	Civil Air Patrol
CDBG	Community Development Block Grant
CDC	Center for Disease Control
CE	Code Enforcement
CERT	Community Emergency Response Team
CF	Carry Forward
CIP	Capital Improvement Plan
CMMS	Computerized Mechanical Maintenance System
CO	Certificate of Occupancy
COMPSTAT	COMParative STATistics
COYOTE	COalition Youth Team
CSD	Community Services Department
CVB	Convention & Visitors Bureau
DARE	Drug Abuse Resistance Education
DEA	Drug Enforcement Administration
DES	Department of Economic Security

## **ACRONYMS**

DPS	Department of Public Safety
DUI	Driving Under the Influence
EMS	Emergency Medical Service
EMTs	Emergency Medical Technicians
EOC	Emergency Operations Center
EOD	Explosive Ordinance Disposal
EPA	Environmental Protection Agency
ERP	Enterprise Resource Planning
ESD	Essential Services District
ESP	Event Sponsorship Program
FAA	Federal Aviation Administration
FARE	Fines, Fees, and Restitution Enforcement
FASB	Financial Accounting Standards Board
FBO	Fixed Based Operation
FHWA	Federal Highway Administration
FLIR	Forward Looking Infra-Red
FLSA	Fair Labor Standards Act
FOD	Foreign Object Debris
FTA	Federal Transit Administration
FTE	Full Time Equivalents
FY	Fiscal Year
GAAP	Generally Accepted Accounting Principles
GADA	Greater Arizona Development Authority
GAFFR	Government Accounting, Auditing, and Financial Reporting
GASB	Government Accounting Standards Board
GFOA	Government Finance Officers Association
GIS	Geographical Information Systems
GIITEM	Gang & Immigration Intelligence Team Enforcement Mission
GO	General Obligation
HAWK	High Intensity Actuated Crosswalk Beacon
HR	Human Resources
HR/RM	Human Resources/Risk Management
HSIP	Highway Safety Improvement Program
HTE	ERP System (Superion, LLC purchased Sungard in 2017)
HUD	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

## **ACRONYMS**

INF	Influent
IP	Internet Protocol
IPS	Influent Pump Station
ISO	Insurance Service Organization
IT	Information Technology
ITP	Island Treatment Plant
JCEF	Judicial Collection Enhancement Fund
JTED	Joint Technology Education District
L/S	Lift Station
LB	London Bridge
LHC	Lake Havasu City
LHCPD	Lake Havasu City Police Department
LHMPO	Lake Havasu Metropolitan Planning Organization
LHUSD	Lake Havasu Unified School District
LOS	Level of Service
L RTP	Long Range Transportation Plan
LTAF	Local Transportation Assistance Fund (LTAF)
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
MOV	Motor Operated Values
MPC	Municipal Property Corporation
MPO	Metropolitan Planning Organization
MSD	Maintenance Service Division
MTP	Mulberry Treatment Plant
MWWTP	Mulberry Wastewater Treatment Plant
NAEBT	Northwest Arizona Employee Benefit Trust
NCHIP	National Criminal History Improvement Program
NFPA	National Fire Protection Association
NOVA	Nurturing, Opportunity, Values, Accountability
NRP	North Regional Plant
NRPA	National Recreation and Park Association
NRWWTP	North Regional Wastewater Treatment Plant
O&M	Operation & Maintenance
OC	Odor Control
OMB	Office of Management and Budget
OPEB	Other Post Employee Benefits
OPP	Operating Policies & Procedures
OSHA	Occupational Safety & Health Administration



## **ACRONYMS**

OT	Overtime
OUI	Operating Under the Influence
P&I	Principal and Interest
P&R	Parks and Recreation
PAPI	Precision Approach Path Indicator
PARA	Planning Assistance for Rural Area
PARF	Prosecution Assessment Recovery Fees
PBB	Priority Based Budgeting
PBT	Portable Breath Test
PCI	Pavement Condition Index
PD	Police Department
PED	Partnership for Economic Development
PIP	Public Involvement Plan
POC	Paid-On-Call
PRV	Pressure Reducing Valves
PSPRS	Public Safety Personnel Retirement System
PVC	Polyvinyl Chloride
PW	Public Works
R&B	Restaurant and Bar
R&PP	Recreation and Public Purpose Patent
R/UDAT	Regional Urban Design Assistance Team
RA	Residential Agricultural
RAS	Return Activated Sludge
REIL	Runway End Identifier Lights
RFP	Request for Proposal
RICO	Racketeer Influenced and Corrupt Organizations
ROW	Right of Way
RSAT	Runway Safety Action Team
SAFER	Staffing for Adequate Fire and Emergency Response
SAMHSA	Substance Abuse and Mental Health Services Administration
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
STSP	Strategic Transportation Safety Plan
SWAT	Special Weapons and Tactics
SY	Square Yard

## **ACRONYMS**

TAC	Technical Advisory Committee
TB	Terabyte
TCU	Transportation Communications Utilities
TEA	Transportation Equity Act
TIP	Transportation Improvement Program
TJC	The Joint Commission
TP	Treatment Plant
TraCS	Traffic and Criminal Software
UMS	Uptown McCulloch Main Street District
UPWP	Unified Planning Work Program
UV	Ultra Violet
VLТ	Vehicle License Tax
VSS	Victim Services Specialist
VTC	Veterans Treatment Court
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
WTP	Water Treatment Plant
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 common 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.

**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.

**Balanced Budget.** A prepared budget in which revenues plus available resources are sufficient to cover 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 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 year.

**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 resources.

**Capital Budget.** The capital budget consists of the Five-Year Capital Improvement Plan (CIP) and the capital outlay needs for the current fiscal year.

## **GLOSSARY OF TERMS**

**Capital Improvement Plan (CIP).** The CIP is a comprehensive five-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.

**Capital Outlay.** Expenditures which result in the acquisition of or adoption to fixed assets. These numbers reflect all appropriations for items that have a value of \$10,000 or more, have a useful life of more than one year and add to the capital assets of the city.

**Contingency.** A budgetary reserve set aside for emergency or unanticipated expenditures and/or revenue shortfalls.

**Debt Service.** The cost of paying principal and interest on borrowed money according to a predetermined payment schedule.

**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.

**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 goods and services acquired.

**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.

**Franchise Fees.** A fee (or tax) on utility companies such as gas and cable companies for their use of city right-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 can be found in the Fund Descriptions explanations in the Budget Overview section of this document.

## **GLOSSARY OF TERMS**

**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.

**Grant.** A contribution by a government of other organization to support a particular function. Grants may be classified as either operational or capital, depending upon the grantee.

**Infrastructure.** The physical assets of a government (e.g., streets, water, sewer, public buildings, and parks).

**Interfund Cost Allocation.** 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 is reimbursed (credited).

**Intergovernmental Revenue.** Money received from federal, state, and other local government sources in the form of shared revenues and payments in lieu of taxes.

**Levy.** To impose taxes for the support of government activities.

**Long-Term Debt.** Debt with maturity of more than one year after the date of issuance.

**Maturity Date.** The date by which long-term debt will be paid off.

**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 Transfers.** The movement of monies between funds of the same governmental entity.

**Performance Measures.** Specific quantitative and qualitative measures of work performed as an objective of the department.

**Short-Term Debt.** Debt with a maturity of one year or less.

**Unavailable Budget Appropriation.** Budgeted but deferred expenditures and potential grant funding that cannot be expensed without City Manager approval.

**User Charges.** The payment of a fee for direct receipt of a public service by the party benefiting from the services.