

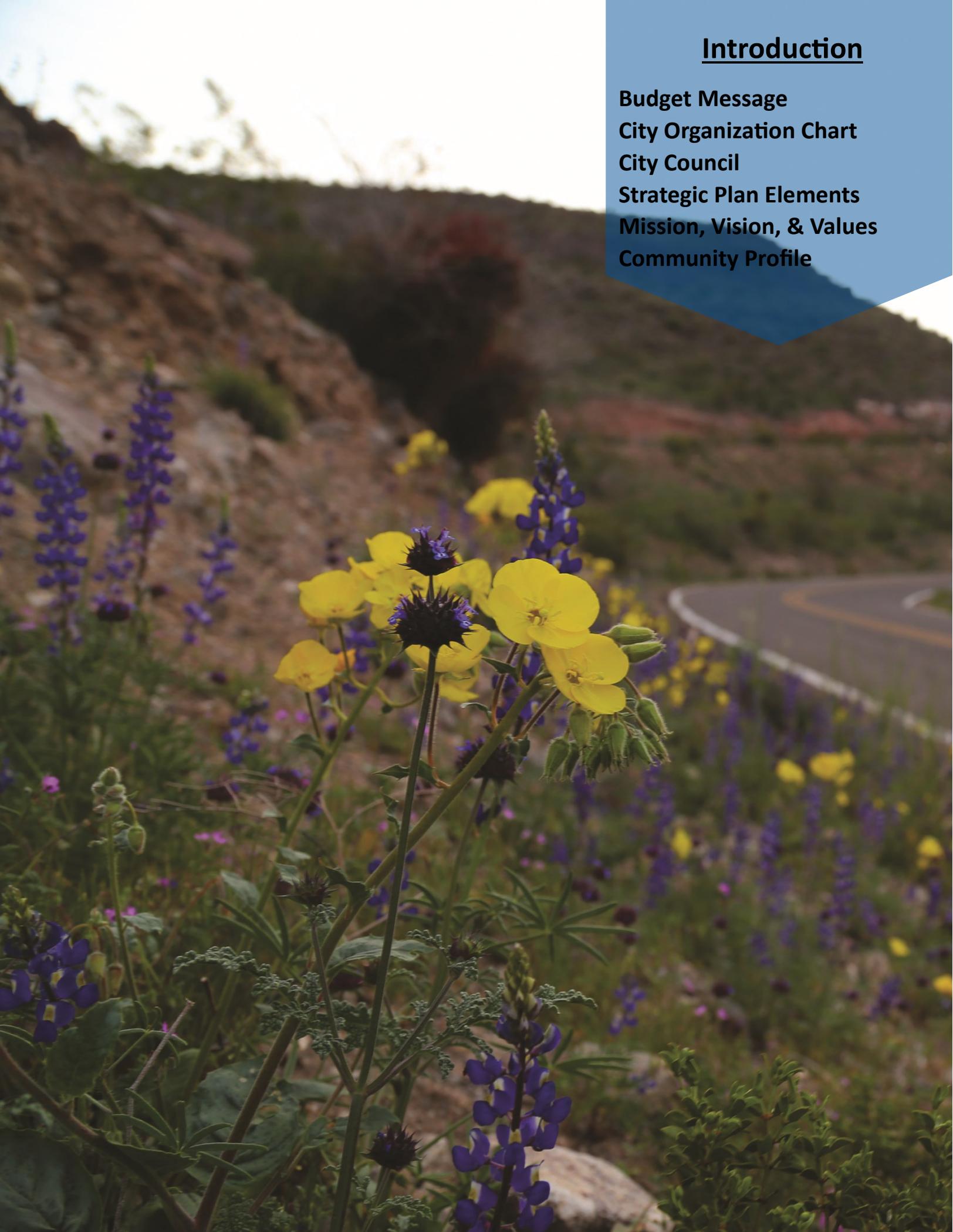
CITY OF KINGMAN, ARIZONA

Fiscal Year 2020-21
Adopted Budget &
5-Year Capital Improvement Plan



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Introduction

Budget Message

City Organization Chart

City Council

Strategic Plan Elements

Mission, Vision, & Values

Community Profile



June 23, 2020

Honorable Mayor and City Council,

The Fiscal Year 2020-21 adopted budget is balanced and allocates resources consistent with the Council's goals identified through a strategic planning session along with the input received from our citizens through the National Citizen Survey. The adopted budget totals \$222.8 million and includes increases towards improvements to city services and livability, economic prosperity, the I-11 corridor, and improvements to city infrastructure.

Budget Format

The budget document is divided into the following sections: Introduction, Financial Overview, Budget Development, Operating Budgets, Capital Improvement Plan, a Glossary, and State Schedules.

Budget Overview

The following guiding principles, sources of information and key issues shaped the Fiscal Year 2020-21 adopted budget:

- Priorities Identified by the City Council and Citizens.
 - Improved City Services and Livability
 - Economic Prosperity
 - City Infrastructure
- Economic Outlook.
- Maintain a Balanced Budget.

Budget Highlights

Following are the highlights for the Fiscal Year 2020-21 adopted budget:

Economic Outlook. The economic outlook, at all levels, for FY2020-21 is expected to be negative, and there is much debate as to the extent of the downturn and length of the recovery. In developing the adopted budget, a decline in local sales tax collections and state shared revenues was projected. Taking into consideration that some local businesses may never open their doors again, a decline in utility revenues and building permits was also projected. In an effort to minimize the use of cash reserves for operations and retain our current workforce, divisions reduced their supplies, services and capital outlay budgets an average of 10.8%.

Budget Highlights (cont.)

- Workforce. With the magnitude of reduction in operating budgets, the adopted budget does not include layoffs, furloughs, or early retirement packages.
- Unfunded Pension Liability. General Fund contingency reserves have been increased by \$1.55 million to \$2.55 million. If the economy experiences a speedier recovery than projected in FY2020-21, a \$1.55 million one-time PSPRS unfunded liability payment can be made.
- Comprehensive Capital Improvement Plan (CIP). Improvements to city services and livability, economic prosperity and improvements to city infrastructure were identified as critical priorities by the City Council and citizens. Although water and wastewater projects have dedicated revenue sources for projects that align with City Council and citizen priorities, the general government, stormwater and airport projects have limited resources and rely primarily on cash reserves, participation, grants and debt proceeds as financing mechanisms. The Fiscal Year 2020-21 CIP includes projects that address the priorities identified. A sampling is listed below:
 - Downtown Streetscape Design. A design concept report and final design for the downtown area to include the design for infrastructure, landscaping, irrigation and aesthetic treatments.
 - Community Branding, Beautification and Signage. Creates and improves streetscapes and landscaping at the interchange entrances and exits and other high traffic areas.
 - Economic Recovery Program. Facilitates economic recovery for local businesses impacted by the COVID-19 pandemic.
 - Eastern Street Improvements. Addresses one way street restrictions and widens Kenwood to 5 lanes. Right-of-way acquisition and design is funded this fiscal year. Construction is funded in FY2022-23.
 - Rancho Santa Fe TI and Parkway. Extending Airway Avenue to Rancho Santa Fe Parkway and constructing the Rancho Santa Fe Parkway TI and connecting roads. Thanks to the efforts of local and statewide supporters and the hard work of Representative Regina Cobb, the State of Arizona will contribute \$20.0 million in funding for this project. Allocation of the remaining project costs of over \$26.0 million are currently in negotiations with the City and landowners.
 - Fire Station 2 Remodel/Training Tower Burn Building. Remodels fire station 2 and constructs a modern training facility to include a training tower and burn building. Design, engineering and construction are funded this fiscal year.
 - Taxiway B Design and Construction. Reconstruction of taxiway bravo at the Kingman Municipal Airport. Design, engineering and construction is funded this fiscal year.
 - Runway 3/21. Reconstruction of runway 3/21 at the Kingman Municipal Airport. Design, engineering and construction is funded this fiscal year.
 - Sacramento Valley Well Siting Study. Study to locate area to drill new well into the Sacramento Valley Basin and determine best method to connect to existing water system.
 - Diagonal Wash Interceptor. Adds 8,200 feet of sewer interceptor along Diagonal Wash and extends sewer to east of the railroad.

Budget Highlights (cont.)

- Comprehensive Capital Improvement Plan (CIP) (cont.).
 - Downtown Sewer Outfall Line. Relocation and realignment of a 1.6 mile downtown sewer outfall line. Design, engineering and construction are funded this fiscal year through cash reserves and debt proceeds.
- Staffing Level Changes. During FY2019-20, the police department eliminated two Police Officers in an effort to address additional compression beyond what was adopted in the FY2019-20 budget. Additionally, a Golf Attendant position was eliminated and replaced with part-time employees. Lastly, there is a recommendation to cease the recycling program until market conditions improve. By doing so, two Equipment Operator B's will be eliminated—one through attrition and one currently vacant that will not be filled.
- Employee Compensation. A new pay plan was adopted in FY2019-20 with the intent of funding annual salary increases for employees. Due to the downturn in the economy, a salary increase is not included.
- Healthcare Costs. The FY2020-21 adopted budget includes a slight increase in health and dental insurance premiums. The increase is being absorbed by the City. In FY2019-20, front loading H.S.A. employer contributions was a feature added to the HDHP plan. This fiscal year's budget also includes this feature. Vision and life insurance rates will remain unchanged.

Acknowledgements

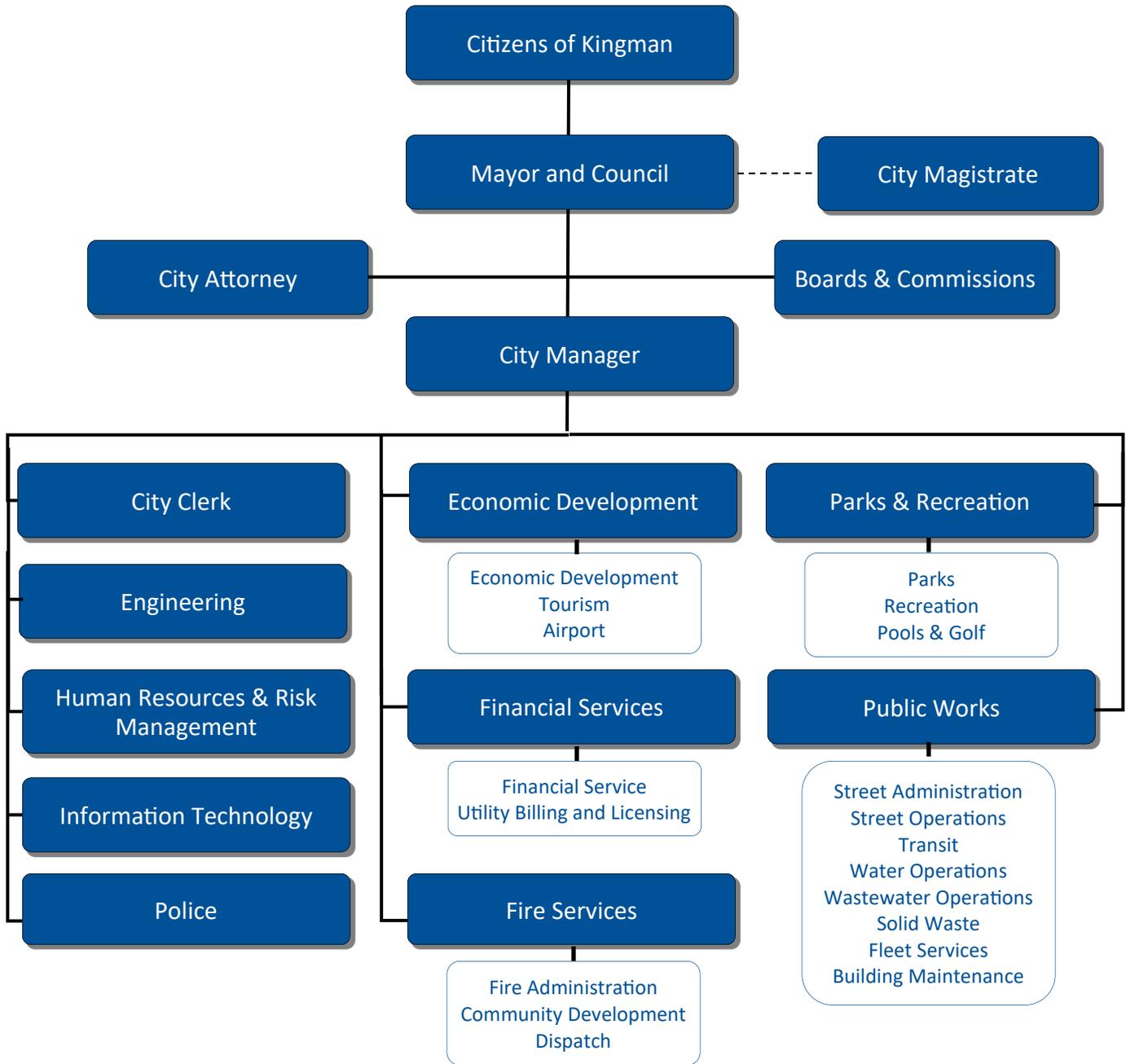
The City Council's guidance and support has been instrumental in the development of the Fiscal Year 2020-21 adopted budget. Special thanks to our Financial Services Director, Tina D. Moline, and Budget and Tax Administrator, Melissa Ellico, our Human Resources Department staff, department directors, and every employee of the City for their tireless work, commitment to the City of Kingman, and cooperation to make this year's budget process a success.

Respectfully,



Ronald W. Foggin
City Manager

City Organization Chart



Mayor and Council



Mayor, Jen Miles



Vice Mayor, Travis Lingenfelter



SueAnn Mello Keener



Deana Nelson



Jamie Scott Stehly



Ken Watkins



David Wayt

Strategic Plan Elements

Improved City Services & Livability

Kingman is and will stay a desirable community to live in. As citizens of Kingman, we will actively promote our pride in Kingman.

Modernization

We shall employ innovative and cutting-edge practices, keeping the City on the forefront of technologies that improve livability and sustainability.

Economic Prosperity

Kingman will attract and retain higher paying jobs, resulting in more retail and growth opportunities, which increases city revenue.

Communication and Teamwork

Working together within the organization and with the community, we will effectively disseminate information and ideas for the betterment of Kingman.

Partnerships

Working TOGETHER with internal and external stakeholders, we are powerful! Together, we are more efficient. Together, we are more effective. Together, we are more transformational. Together, we have better outcomes.

Culture

We will have an expectation of excellence and take pride in our community while developing partnerships with those serve. We will cultivate a thriving work environment through professionalism, accountability, and safety.

Mission, Vision & Values

We serve our residents, businesses, and visitors through innovative leadership, partnership and community focused service providing a safe and quality community that is thriving.

MISSION VISION VALUES

The City of Kingman is a collaborative regional leader providing exceptional services and enhancing quality of life, fostering an atmosphere where citizens and businesses can succeed.

COMMITMENT: We go the extra mile to build partnerships, serve, protect, create, and provide ways for our community to thrive.

INTEGRITY: We conduct our actions in an ethical and honest manner.

PROFESSIONALISM: We are qualified, skilled, and committed to providing the highest possible level of customer service to our residents, customers, and visitors.

RESPECT: We strive to be an inclusive, prospering, and sustainable organization fostering opportunities for current and future generations.

SAFETY: We are committed to the health and wellness of our employees, visitors, and community.

TEAM: Our workplace is made up of amazing individuals who are real, vulnerable, and transparent human beings who speak from the heart, value other's contributions and invest in each other's growth to achieve greatness while having fun along the way.

TRUST: We serve as responsible stewards of the public resources entrusted to us.

Community Profile

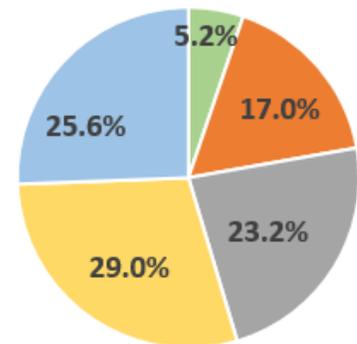
City of Kingman, Arizona

Kingman was settled in 1887. It incorporated into a city on January 21, 1952. Kingman uses a Council-Manager form of government. The City covers 35.3 square miles.



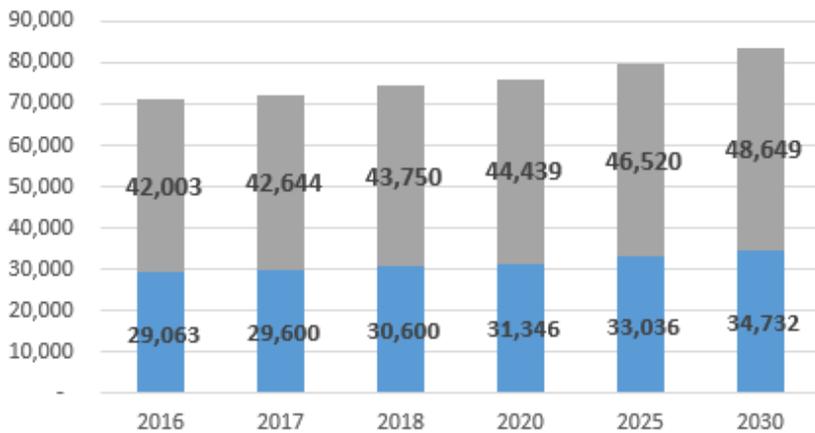
Kingman serves as the County seat of Mohave County. It is located 107 miles south-east of Las Vegas, Nevada. It is 195 miles from the Arizona State Capital, Phoenix. Flagstaff is located 146 miles to the east of Kingman along Interstate 40.

Age Composition



- Under 5 Years
- 5-19 Years
- 20-39 Years
- 40-64 Years
- 65 and Over

Population & Population Projections



- Population & Population Projections Kingman Area (including New Kingman-Butler)
- Population & Population Projections Kingman City Limits



Community Profile (cont.)



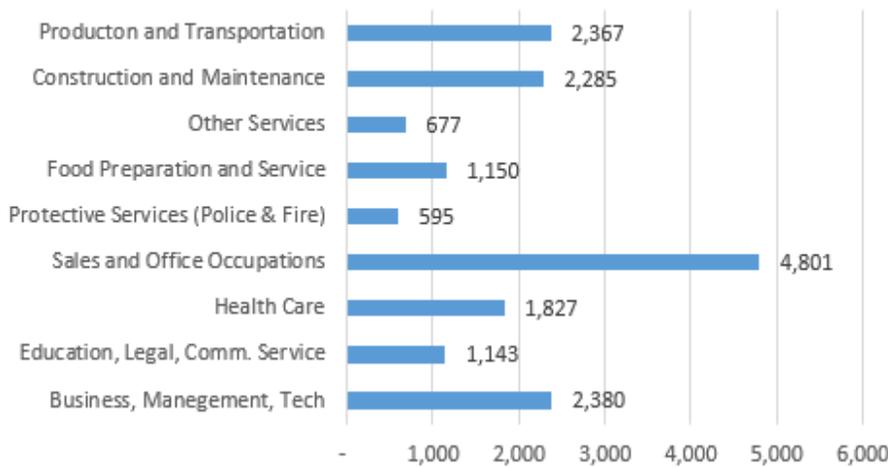
Household Information

The average persons per household is 2.68. The average household income is \$57,150. The average commute time is 16.7 minutes.

Major Employers

- Kingman Regional Medical Center*
- Mohave County*
- Kingman Unified School District*
- American Woodmark*
- Mohave Community College*
- City of Kingman*
- Laron Incorporated*
- Cantex, Inc*

Employment by Occupation



Population Characteristics	
Median Age	43.8 Years
Gender Distribution	48.9% Male
	51.1% Female
Ethnic Distribution	
White	80.9%
African-American	1.5%
Native American	1.2%
Asian/Pacific Islander	2.0%
Hispanic or Latino	14.4%



IMAGE COURTESY OF THE MOHAVE MUSEUM OF HISTORY & ARTS



Financial Overview

Fund Structure

Fund Balances & Cash

Reserves

Personnel Summary

Fund Structure

The governmental environment differs from that of business enterprises; however, the underlying accounting policies share many characteristics with private-sector accounting. The principles for financial accounting and reporting for municipalities is established by the Governmental Accounting Standards Board (GASB). The accounting of sources and uses is separated into various fund types. Each fund is a self balancing accounting entity reporting the assets, liabilities, equity, revenues and expenditures of the fund. Government resources are allocated to and accounted for in individual funds based upon the purposes for which they are to be spent and the means in which spending activities are controlled. The funds are classified as governmental or proprietary with different fund types being found in each of the two classifications.

Governmental Funds

General Fund – This fund is used to account for the daily operations of City of Kingman government, including the Mayor and Council, City Manager, City Attorney, City Clerk, Court, Police and Fire, Finance, Human Resources and Risk Management, Community Development Parks and Recreation, and Economic Development and is funded primarily by local sales tax and state shared revenues. The General Fund is also used to offset revenue deficiencies in the Transit and Powerhouse Funds.

Special Revenue Funds – Special revenue funds account for the proceeds of specific revenues that are legally restricted to expenditure for specific purposes.

Highway User Revenue Fund (HURF) – All street operating expenditures eligible for the state highway revenues are accounted for in this fund. Revenues are derived from fuel taxes, vehicle license tax and other related fees.

Transit Fund – This fund is used to account for the daily operations of the City’s bus system and receives funding from the state through its ADOT 5311 grant.

Powerhouse Fund – The City operates a visitor center whose primary dedicated revenue source is 2% of the bed tax collected. This fund is used to account for the operations of the visitor center known, commonly referred to as the Powerhouse.

Local Bond Improvement District Fund – This fund is used as a funding source and ultimate repayment fund for small improvement districts throughout the city.

Court Special Revenue Funds—These funds account for the expenditure appropriations to cover improvements to court processing and collection and enhancements to security.

Grant Funds – These funds account for the necessary expenditure appropriations to cover grant funded programs and services.

Capital Projects Funds – These funds account for acquisition and/or construction of general governmental capital facilities, systems, equipment, and infrastructure.

Capital Projects – This fund’s primary revenue source is a 2% bed tax collected by the City. Most general government capital projects are paid from this fund.

Fund Structure (cont.)

Dross Site Clean-Up Fund—Clean-up of the airport's Dross site will be paid for through this fund.

I-11 E. Kingman Connection Project Fund – Revenues and expenditure appropriations relating to the Kingman Crossing and Rancho Santa Fe Parkway traffic interchange projects are being accounted for in this fund.

Debt Service Funds - The long-term payment of principal and interest on funds borrowed for general capital purchases is accounted for in these funds. Enterprise related debt is reported in the enterprise funds.

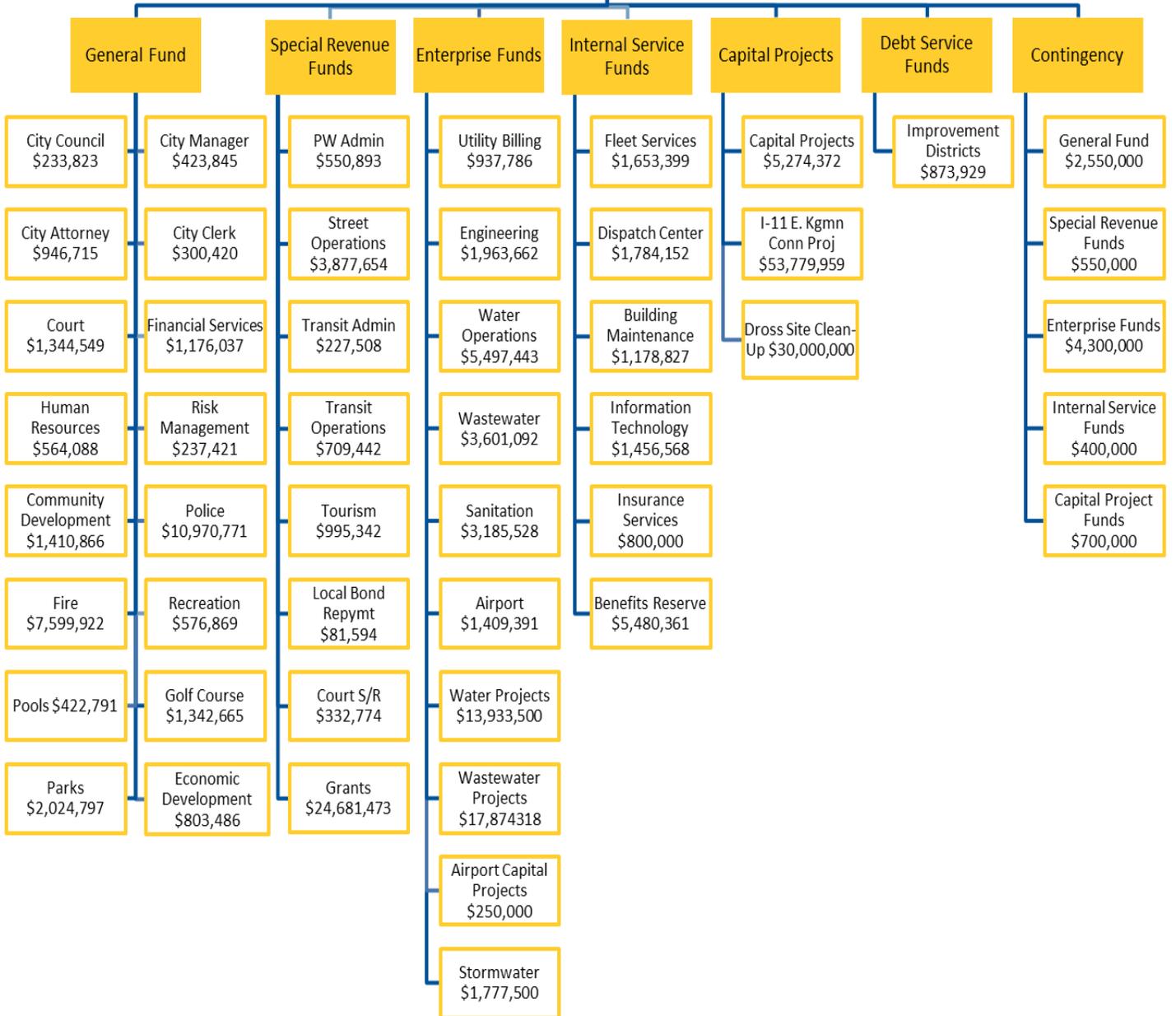
Proprietary Funds

Enterprise Funds – These are funds for which the services provided are operated and financed similarly to a private business, where the cost of providing goods or services to the general public are recovered through user charges. These funds include the Water, Wastewater, Solid Waste, Airport and Stormwater Funds.

Internal Services Funds – Internal service funds are used to account for services provided by one department to other departments on a cost reimbursement basis. The City's internal service funds include Fleet Services, Dispatch Center, Building Maintenance, Information Technology, Insurance Services and the City's self-insurance fund, Benefits Reserve.

Fund Structure (cont.)

FY 2020-21
Budget
\$222,754,251



Fund Balances & Cash Reserves

The City's Fund Balance Policy was formally adopted by the City Council in 2013 and addresses the implications of Governmental Accounting Standards Board ("GASB") Statement No. 54, *Fund Balance Reporting and Governmental Fund Definitions*. The policy ensures the City will maintain adequate fund balances and reserves in order to:

1. Provide sufficient cash flow for daily financial needs;
2. Secure and maintain investment grade bond ratings;
3. Offset significant economic downturns or revenue shortfalls; and,
4. Provide funds for unforeseen expenditures related to emergencies and/or opportunities.

The Fund Balance Policy was developed in accordance with Government Finance Officer's Association's ("GFOA") best practices with recommends maintaining no less than 2 months of operating expenditures and that higher levels may required for organizations whose revenue sources are volatile. With sales tax being one of the most volatile revenue sources and being the primary revenue source for the General Fund, the policy states that the General Fund will maintain a minimum unassigned fund balance in its General Fund ranging from 25 percent to 50 percent of the budgeted expenditures and outgoing transfers. Should the unassigned fund balance of the General Fund exceed the maximum 50 percent range, the City will consider such fund balance surpluses for one time expenditures that are nonrecurring in nature and which will not require additional future expense outlays for maintenance, additional staffing or other recurring expenditures.

The City's Fund Balance Policy also addresses enterprise fund working capital. Similar to the minimum fund balance requirement for the General Fund, enterprise funds will maintain a minimum working capital amount equivalent to 45 to 180 days of operating expenses and outgoing transfers and an amount to fund the following year's capital needs.

Below is a table of the City's historical fund balances for all governmental funds:

	Governmental Funds			
	FY2018-19 Actual Year End	FY2019-20 Estimated Year End	FY2020-21 Projected Year end	Increase/ (Decrease)
Fund Balance				
General Fund	22,518,632	21,183,798	14,553,738	(6,630,060)
HURF	3,264,644	3,304,995	1,972,771	(1,332,224)
Transit	292,655	431,404	310,466	(120,938)
Powerhouse	150,865	100,000	100,000	-
Capital Projects	3,561,305	3,454,944	1,262,376	(2,192,568)
Pavement Preservation	40,371	53,912	-	(53,912)
I-11 E. Kingman Connection Project	6,229,722	6,405,097	308,156	(6,096,941)
Dross Site Clean-Up	-	-	-	-
Flood Control	1,849,632	-	-	-
Other Non-Major Govt Funds	4,063,170	3,539,729	2,068,291	(1,471,438)
Total	41,970,996	38,473,879	20,575,798	(17,898,081)

Fund Balances & Cash Reserves (cont.)

Below is a table of the City's historical fund balances for all proprietary funds:

Proprietary Funds				
	FY2018-19 Actual Year End	FY2019-20 Estimated Year End	FY2020-21 Projected Year end	Increase/ (Decrease)
Water Operating	5,283,068	4,893,215	2,628,801	(2,264,414)
Wastewater	9,252,938	10,096,340	8,867,181	(1,229,159)
Solid Waste	1,413,527	1,359,864	1,144,906	(214,958)
Airport	3,111,749	2,780,168	1,633,631	(1,146,537)
Water Capital Renewal	6,110,037	4,430,260	5,437,908	1,007,648
Water Expansion	7,658,448	5,778,061	1,625,673	(4,152,388)
Colorado River Water Authority	3,710,048	6,266,458	1,610,858	(4,655,600)
Wastewater Capital Renewal	537,316	854,005	317,138	(536,867)
Wastewater Expansion	11,573,931	10,043,172	6,096,726	(3,946,446)
Airport Capital Projects	-	-	-	-
Stormwater Capital Projects	-	1,987,090	533,907	(1,453,183)
Fleet Services	1,648,442	1,278,400	594,454	(683,946)
Fleet Facility Capital Reserve	-	-	44,240	44,240
Dispatch Center	852,708	880,694	269,140	(611,554)
Building Maintenance	727,266	540,999	278,771	(262,228)
Information Technology	520,222	613,611	272,996	(340,615)
Insurance Services	1,324,923	1,133,135	631,075	(502,060)
Employee Benefits Reserve	1,357,649	1,356,871	1,005,651	(351,220)
Total	55,082,272	54,292,343	32,993,056	(21,299,287)

Personnel Summary

Personnel and Employee Compensation

Personnel service comprises 56% of the total operating budget. As it is a significant portion of the budget, employee compensation is highly scrutinized. Prior to FY2019-20, the compensation plan adopted by the City Council in 2005 was based on a step philosophy. Knowing that this compensation plan and philosophy could never be funded, a comprehensive study was performed during FY2017-18 and FY2018-19 to better align the City's existing compensation plan with other competitive labor markets.

Based on the study's results, in FY2019-20 a change to the existing compensation plan structure from steps to open ranges was made. In addition, a separate compensation plan for police sworn and fire uniform personnel was adopted. These plans also eliminated steps and moved to open ranges. By adopting plans with open ranges, it would allow for compensation adjustments that are sustainable.

While employee investment is a City Council priority, a salary increase for employees is not included in FY2020-21 and instead is the City will absorb the FY2020-21 insurance benefit increase of \$82,535. While the magnitude of the downturn that COVID-19 will have on the economy is still unknown, there is no doubt that the City will experience a negative fiscal impact for the remainder of FY2019-20 and during FY2020-21. In an effort to reduce recurring personnel expenditures, several vacant positions will not be filled and will be revisited during the FY2021-22 budget development process.

Staffing Level Changes

The FY2020-21 adopted budget reflects a reduction in staffing level of 5 FTEs. This reduction is not related to the expected downturn in the economy but rather for the following reasons:

1. The police department eliminated two police officer positions during FY2019-20 in an effort to address additional compression adjustments that were not adopted in the FY2019-20 budget.
2. A golf attendant position was eliminated and replaced with part-time employees.
3. A recommendation to eliminate the recycling program until market conditions improve is included in this budget. With this recommendation, two Equipment Operator B positions will be eliminated. One of the positions will be eliminated through attrition, and the other position is currently vacant and will not be filled.

For the remaining 381.50 full-time employees, divisions reduced their supplies, services and capital outlay budgets an average of 9.8% to ensure the current workforce is retained.

Benefit Rates and Costs

The City currently offers two types of health plans to its employees and elected officials, an EPO plan and an HDHP plan. Although health insurance premiums for both plans are increasing in FY2020-21, the increases are much lower than in previous years. The EPO plan is increasing 3.5% to 4.1% (single and family, respectively), and the HDHP plan is increasing 1.4% to 1.8% (single and family, respectively). Dental insurance premiums will increase by 2.6% to 2.7% (single and family, respectively), and vision and life insurance premiums will remain unchanged. As mentioned earlier, the adopted budget absorbs the entire increase of \$82,535, passing none of the increase on to employees. The City shares the costs of health insurance premiums with employees. The City pays anywhere between 76% to 94% of the employee's premiums, depending on the plan and type of coverage elected.

Personnel Summary (cont.)

Benefit Rates and Costs (cont.)

City employees, other than police sworn and fire uniform personnel, are required to participate in the Arizona State Retirement System (ASRS). The contribution rate for both the employer and employee for the ASRS is increasing from 12.11% to 12.22%. This equates to an increase of \$14,779. Police sworn and fire uniform personnel are required to participate in the Public Safety Personnel Retirement System (PSPRS). The employee contribution rates for the PSPRS remain unchanged. However, the employer rates are increasing considerably and equates to an increase of \$369,480. Below is a table summarizing the historical retirement rates for both ASRS and PSPRS employees:

Plan	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21
PSPRS-Fire (Tier 1)	25.48%	26.43%	34.03%	40.96%	44.30%	48.22%	54.27%	58.16%
PSPRS-Fire (Tier 2)	25.48%	26.43%	34.03%	40.96%	48.30%	52.22%	58.27%	62.16%
PSPRS-Fire (Tier 3)					39.13%	47.08%	53.12%	56.25%
PSPRS-Police (Tiers 1 & 2)	26.22%	27.75%	36.32%	37.20%	43.09%	44.08%	48.09%	54.21%
PSPRS-Police (Tier 3)					35.40%	41.59%	45.50%	52.83%
ASRS	11.54%	11.60%	11.47%	11.48%	11.50%	11.80%	12.11%	12.22%

Although the City made a one-time payment of \$3.1M during FY2019-20 to pay down both the police and fire PSPRS unfunded liability, the employer contribution rates will not reflect the payment until FY2021-22 because actuarial reports provide valuations from the previous fiscal year.

Since the PSPRS unfunded liability's amortization period ends in 2036, the City Council adopted a PSPRS pension funding policy, as required by state statute, in June 2019. This policy outlined a target funded ratio of 100% and pay down efforts to attain that target. The unfunded liability for both of these plans total \$31.4 million as of the June 30, 2019 actuarial valuation report, which is an unfunded ratio of 47.7% and a funded ratio of 52.3%.

Due to the COVID-19 pandemic, it is uncertain how negatively the City's economy will be impacted and how quickly it will recover. Since cash reserves may need to be utilized in the long term to provide necessary services, the adopted budget includes an increase in the contingency reserves of \$1.55 million. This additional reserve will be used to pay down the PSPRS unfunded liability if the City's economy recovers at a faster pace than what the adopted budget includes.

Personnel Summary (cont.)

Job Title	FTE	Job Title	FTE	Job Title	FTE
Accountant	1	Deputy City Attorney	1	Parks & Recreation Director	1
Administrative Assistant	9	Deputy City Clerk	1	Parks Superintendent	1
Administrative Assistant II	2	Deputy Police Chief	2	Payroll Specialist	1
Administrative Coordinator	2	Economic Development Director	1	Permit Technician	1
Administrative Secretary	6	Economic Development Manager	2	Planner	1
Administrative Supervisor	2	Electrician I	1	Planning Services Manager	1
Airport General Manager	1	Electrician II	2	Plans Examiner	1
Airport Ops & Maintenance Specialist	2	Engineering Technician	2	Police Chief	1
Airport Ops & Maintenance Supervisor	1	Engineering Technician II	3	Police Officer	41
Assist Public Works Director-Utilities	1	Engineering Technician Supervisor	1	Pool Operator	2
Assist Public Works Dir-Transportation	1	Equipment Mechanic	6	Pre-Treatment Inspector	1
Assist. Court Administrator	1	Equipment Operator A	14	Project Manager	4
Assistant City Engineer	2	Equipment Operator B	24	Public Affairs Coordinator	1
Assistant City Prosecutor	2	Evidence Technician II	2	Public Safety Telecommunicators	11
Assistant Financial Services Director	1	Finance Administrator	1	Public Works Director	1
Assistant Fire Chief	2	Finance Technician	2	Recreation Coordinator	2
Assistant Golf Pro	1	Financial Services Director	1	Recreation Supervisor	1
Assistant Golf Superintendent	1	Fire Captain	12	Risk Management Analyst	1
Assistant Parks Superintendent	1	Fire Chief	1	Senior Accountant	1
Associate Magistrate	0.5	Fire Crew Leader	1	Sergeant	7
Battalion Chief- Administration	2	Fire Engineer	12	Solid Waste Superintendent	1
Battalion Chief- Operations	3	Fire Fighter	18	Street Construction/Maint. Supervisor	1
Blue Stake Coordinator	1	Fire Maintenance Worker	2	Support Services Administrator	1
Budget and Tax Administrator	1	Fleet Maintenance Supervisor	1	Survey Instrument Technician	1
Building & Life Safety Inspector	6	Food and Beverage Coordinator	1	Survey Party Chief	2
Building Maintenance Supervisor	1	GIS Technician I	1	Tourism Services Manager	1
Building Maintenance Technician II	2	GIS Technician II	1	Transit Operator	9
Building Maintenance Worker	4	Golf Professional	1	Transit Superintendent	1
Chemical Applicator	1	Golf Superintendent	1	Utility Billing Manager	1
City Attorney	1	Grants Administrator	1	Utility Billing Specialist	1
City Clerk	1	Groundskeeper	16	Veteran's Court Program Coordinator	1
City Engineer	1	Human Resources Administrator	1	Vice-Mayor	1
City Magistrate	1	Human Resources Analyst	2	Visitor Center Coordinator	1
City Manager	1	Human Resources/Risk Director	1	Wastewater Collections A	3
City Surveyor	1	Information Technology Administrator	1	Wastewater Treatment Ops Supervisor	1
Code Enforcement Officer	4	Information Technology Coordinator	5	Wastewater Treatment Plant Operator II	2
Communication Center Supervisor	4	Information Technology Director	1	Wastewater Treatment Plant Operator III	2
Communications Center Manager	1	Investigations Analyst	1	Wastewater Treatment Plant Operator IV	3
Community Development Manager	1	Irrigation Technician	3	Water Construction/Maint. Supervisor	1
Council Member	5	Judicial Assistant	1	Water Quality Program Manager	1
Court Administrator	1	Lab Analyst	1	Water Service Supervisor	1
Court Clerk	3	Legal Assistant	2	Water Service Worker	4
Courtroom Clerk	1	Lieutenant	3	Water Technician A	3
Crew Leader	6	Maintenance Technician	1	Water Technician B	1
Customer Service Representative	4	Mayor	1	Welder	1
				Total Budgeted FTE	381.5

Budget Development

Budget Process

Budget Overview

Budget Assumptions-Revenues

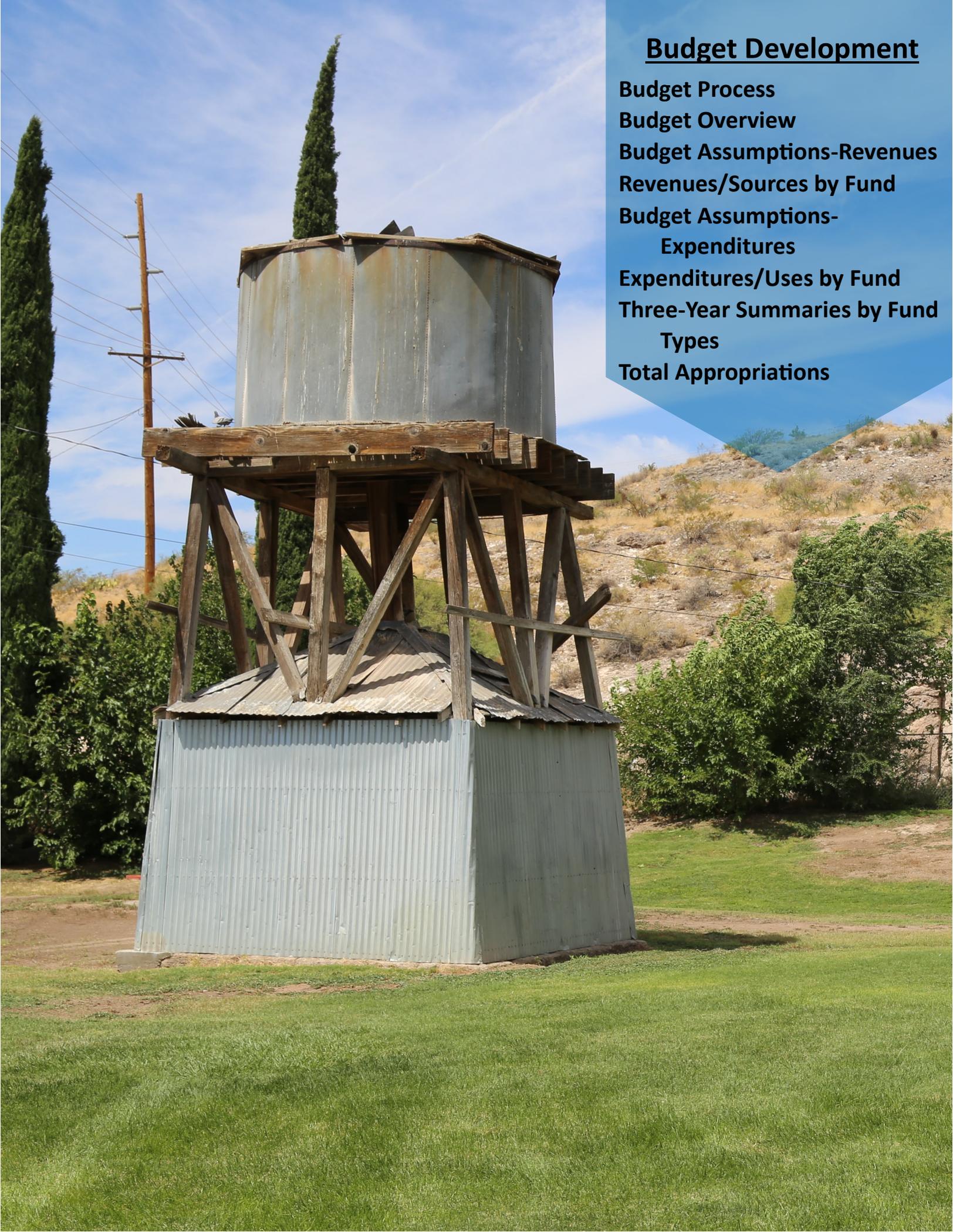
Revenues/Sources by Fund

Budget Assumptions-
Expenditures

Expenditures/Uses by Fund

Three-Year Summaries by Fund
Types

Total Appropriations



Budget Process

The budget is evaluated by the City Manager, Financial Services Director and Budget and Tax Administrator. The City Manager makes recommendations for full funding to the City Council. Following are the major steps in preparation of the budget:

- Council input on priorities through a Council Retreat
- Community input through citizen surveys
- Forecast revenues and fund balances
- Determine amount of supplemental requests that can be funded to ensure a balanced budget
- Present to Council for review, tentative and final adoption

The budget process begins in late November/early December and concludes with the final adoption in late June. Revenue projections and expenditure assumptions begin in December and are revised periodically through late April. Assumptions are developed based on the following:

- Projected revenues for all revenue sources
- ASRS and PSPRS contribution rate increases
- Insurance premium increases and City cost sharing formulas
- Employee compensation increases
- Expanded, eliminated and new programs and/or services

In late March, departments submit their operating budgets for review. The City Manager, Financial Services Director, Budget and Tax Administrator and Human Resources Director meet with each department to discuss priorities and the department's needs to maintain current service levels. If there is sufficient revenue to cover expenses, decisions to fund supplemental budget requests may be made. After consideration of all priorities, requests and estimated revenues and reserves, a recommended budget is presented by the City Manager to the City Council in May for discussion and approval.

Budget Calendar Fiscal Year 2020-21	
11/18/2019	Departments receive CIP worksheets and priority evaluation criteria
12/31/2019	Departments to submit completed CIP worksheets and priority evaluation criteria to Finance.
1/15/2020	YTD Financial Recap and Look Forward Work Session: Council, City Manager, Finance and Individual Departments
1/28/2020	Finance submits CIP worksheets, priority evaluation criteria and challenges/opportunities to City Manager
2/3/2020	Departments receive operating budget materials
2/3-2/6/2020	Department CIP meetings with City Manager and Finance
2/6/2020	Strategic Planning Council Retreat: Council, City Manager, Finance and Individual Departments
3/9/2020	Departments return budget materials to Finance to include program and service priorities
3/23/2020	Finance submits department operating budgets and other materials to City Manager
3/26-4/2/2020	Department work sessions – operating budget and priorities overview with City Manager, Finance and Human Resources
4/30/2020	Preliminary Budget and Capital Improvements Plan delivered to Council
5/6-5/7/2020	Budget and CIP Work Sessions: Council, City Manager, Finance, and Individual Departments
5/18/2020	Last day to make revisions to the Preliminary Budget
6/2/2020	Tentative Budget Adoption
6/23/2020	Final Budget Adoption

Budget Overview

The adopted budget for FY2020-21 totals \$222.8 million, which includes a \$59.4 million operating budget and a \$127.7 million capital budget, and represents a 4.1% increase over the previous fiscal year budget of \$214.1 million. Budgeted capital for FY2020-21 is significant at \$130.4 million and includes construction of the Rancho Santa Fe Parkway traffic interchange, improvements to the water, wastewater and drainage systems, remodel of Fire Station 2 and training facility, CAD software system replacement, street improvements and right-of-way acquisition, airport and airpark improvements, walking and biking trail enhancements, playground equipment, community branding, and beautification and signage, to name a few. Refer to the Capital Improvement Plan (CIP) section of this document for additional information on the FY2020-21 projects. The operating budgets decreased 10.8% from the previous fiscal year. The decrease is related almost in its entirety to the unknown negative fiscal impacts that COVID-19 will have on the City's economy. Departments were instructed to reduce supplies, services and capital outlay to ensure FY2020-21 expenditures would be covered by estimated revenues.

Revenue Source	FY2018-19 Actual	FY2019-20 Adopted	FY2019-20 Estimated	FY2020-21 Adopted	FY2020-21 % of Total
Participation	-	77,530,000	-	66,611,980	36.3%
Intergovernmental	4,455,900	16,614,021	6,122,314	25,338,310	13.8%
Debt Proceeds	-	5,000,000	-	24,833,500	13.5%
Charges for Services	23,207,066	23,711,773	23,467,910	23,255,513	12.7%
Local Sales Tax	22,939,134	20,112,038	19,548,858	18,329,267	10.0%
State Shared Revenues	11,445,823	11,745,730	11,223,157	11,234,607	6.1%
Other	11,312,087	13,915,460	14,629,838	10,727,834	5.8%
Meter Connection Fees	992,870	615,000	1,030,593	772,945	0.4%
Franchise Fees	715,624	713,978	698,711	684,737	0.4%
Licenses and Permits	732,541	690,891	839,039	682,073	0.4%
Development Impact Fees	613,595	454,845	494,385	370,788	0.2%
Fines and Forfeitures	315,107	236,255	301,624	300,526	0.2%
Special Assessments	614,621	237,100	260,607	240,900	0.1%
Interest Income	1,274,754	416,173	877,228	173,899	0.1%
Total Revenues	78,619,122	171,993,264	79,494,264	183,556,879	100.0%

Revenues

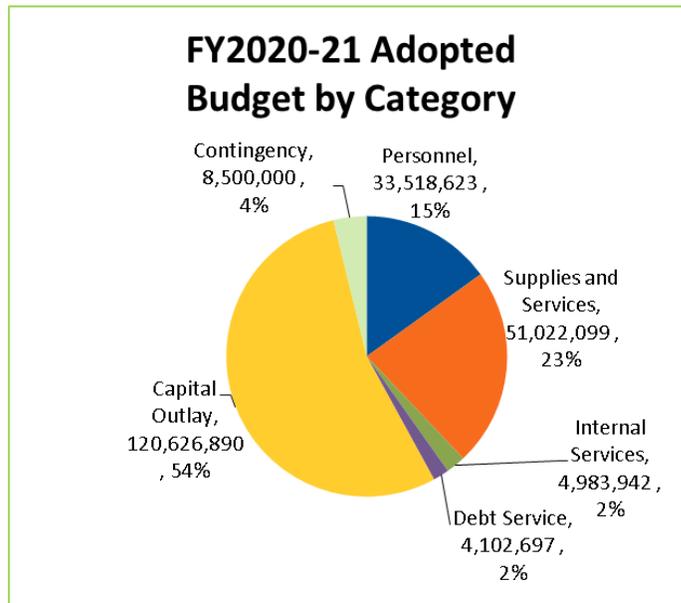
Budgeted revenue for FY2020-21 totals \$183.6 million and represents a 6.7% increase over the previous fiscal year. This is due in large part to anticipated increases in federal and state funded grants.

The City doesn't collect a primary property tax and relies heavily on local sales tax and state shared revenues for the General Fund and HURF. Local sales tax accounts for 10.0% and state shared revenues account for 6.1% of the total estimated revenues. In addition to local sales tax and state shared revenues, the City has various other revenue sources. Charges for water, wastewater, solid waste, airport, and the parks and recreation programs account for 12.7% of the total revenue estimated. Federal and state grant awards of \$24.1 million is included in the estimated revenues for this fiscal year. Other revenues collected include building permits, business licenses and special event permits, franchise fees, fines and forfeitures, development impact fees, and participation from outside sources.

Budget Overview (cont.)

Expenditures

Budgeted expenditures for FY2020-21 total \$222.8 million which represents a 4.1% increase over the prior fiscal year. Design and construction of Rancho Santa Fe Parkway traffic interchange and connecting roads to the airport and industrial park, improvements to various City systems, equipment and technology replacements, water sustainability, and enhanced livability by improving trails, parks and open space areas, and community branding, beautification and signage comprise most of the projects included on the City’s 5-Year Capital Improvement Plan. It’s worth mentioning that the adopted budget includes an expanded façade improvement program to stimulate private investment into the downtown and an economic recovery program to provide assistance to local business owners impacted by the COVID-19 pandemic.



Fund Balance

The FY2020-21 adopted budget includes estimated revenues of \$183.6 million and budgeted expenditures of \$222.8 million. The \$39.2 million difference will come from fund balance, or cash reserves.

FY2020-21 Total Appropriations - Budget by Fund								
	General Fund	HURF	Special Revenue	Capital Projects	Debt Service	Enterprise	Internal Services	Total
Total Revenues	28,750,010	3,502,736	25,061,431	77,005,225	241,400	38,722,522	10,273,555	183,556,879
Transfers In	2,525,446	556,177	1,443,063	3,827,960	685,960	6,186,138	100,000	15,324,744
Total Sources	31,275,456	4,058,913	26,504,494	80,833,185	927,360	44,908,660	10,373,555	198,881,623
Total Expenditures	32,929,065	4,928,547	27,078,133	89,454,331	873,929	54,736,939	12,753,307	222,754,251
Transfers Out	4,976,454	462,589	30,000	71,712	692,730	8,763,627	327,632	15,324,744
Total Uses	37,905,519	5,391,136	27,108,133	89,526,043	1,566,659	63,500,566	13,080,939	238,078,995
Change in Fund Balance	(6,630,060)	(1,332,224)	(603,639)	(8,692,859)	(639,299)	(18,591,904)	(2,707,383)	(39,197,368)

Budget Assumptions—Revenues

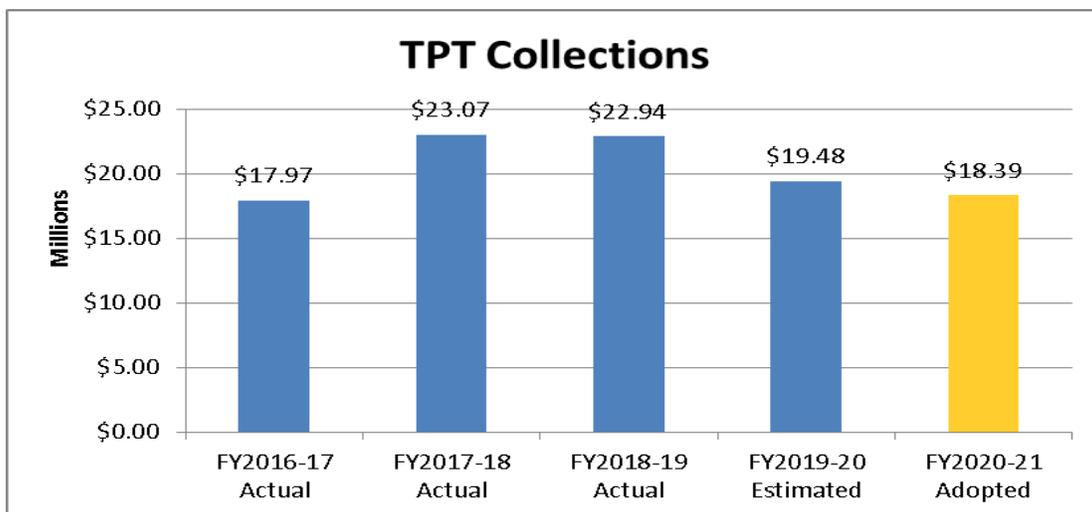
Local Sales Tax

Arizona cities and towns have the authority, per statute, to establish certain taxes for revenue purposes. One of these taxes is transaction privilege tax (“TPT”), or what is commonly referred to as sales tax. Local sales tax is the City of Kingman’s most important revenue source for not only funding the daily operations and maintenance of many citywide programs and services but also for funding general government capital projects.

TPT is collected by the Arizona Department of Revenue who then distributes collections to the applicable Arizona counties, cities and towns. The City of Kingman levies a 2.5% tax, with the exception of restaurants/bars (3.5%), hotels/lodging (6.5%) and commercial/residential leasing (2.0%), on sales collected within the City’s boundaries.

TPT collections are used for various City programs and services. TPT collections taxed at 2.5% or under are used to fund General Fund programs and services. The additional 1.0% restaurant/bar tax is dedicated to streets operations and maintenance as approved by the City Council in 2012. Of the 4.0% additional hotels/lodging tax collected, 2.0% is dedicated to tourism, and 2.0% is dedicated to general government capital projects.

Through February 2020, the local economy was experiencing 8.4% growth in tax collections with a 12.6% increase in the retail sector. Due to new legislation effective October 2019, online marketplace facilitators and remote sellers were required to report and remit taxes on their sales and was the leading contributor as to why the retail sector was outperforming the other sectors. However, the effects that COVID-19 will have on the overall economy during the last quarter of FY2019-20 and into FY2020-21 are expected to be very negative with possibly a long-term recovery similar to the Great Recession. Not knowing at this time how greatly the City’s economy will be impacted, the local sales tax FY2019-20 estimates return the momentum seen in the first 9 months of the fiscal year, and the FY2020-21 overall revenue estimates are 6% lower than in FY2019-20. The City’s residential building growth rates have continued to boom resulting in a 9.9% increase year-to-date. However, it is uncertain if building permits will continue to climb during FY2020-21. Both building permits and construction sales tax are estimated to decline in FY2020-21.

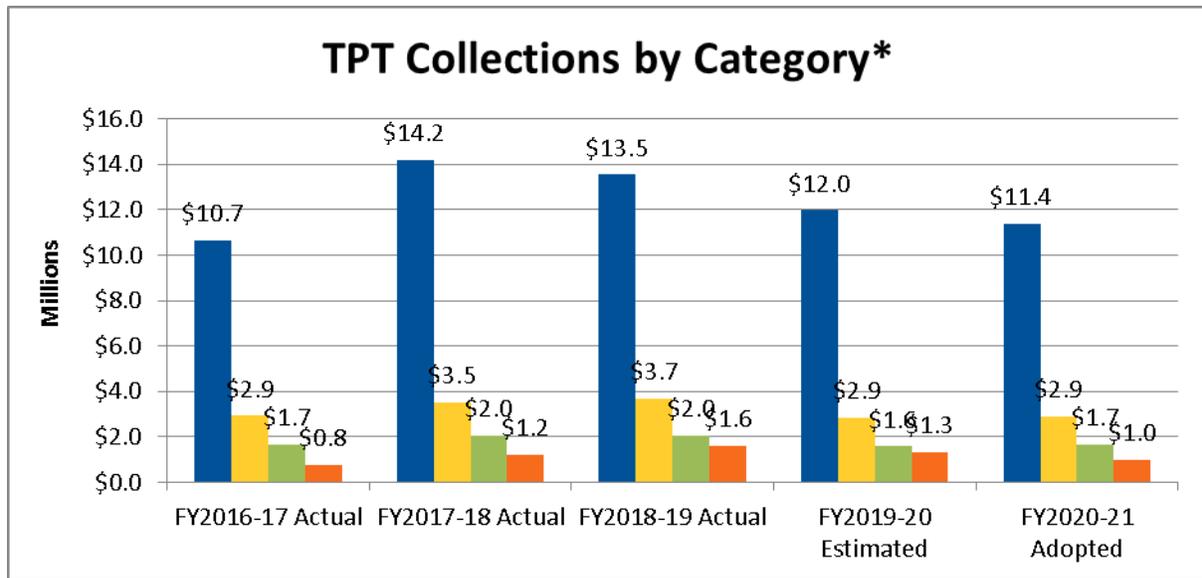


*These figures include the additional 1% sales tax collected during November 1, 2017—December 31, 2018.

Budget Assumptions—Revenues (cont.)

Local Sales Tax (cont.)

Retail sales tax is by far the largest producing category of the City's overall sales tax with restaurants/bars, hotels/lodging and construction ranking 2nd, 3rd and 4th.



*These figures include the additional 1% sales tax collected during November 1, 2017—December 31, 2018.

State Shared Revenues

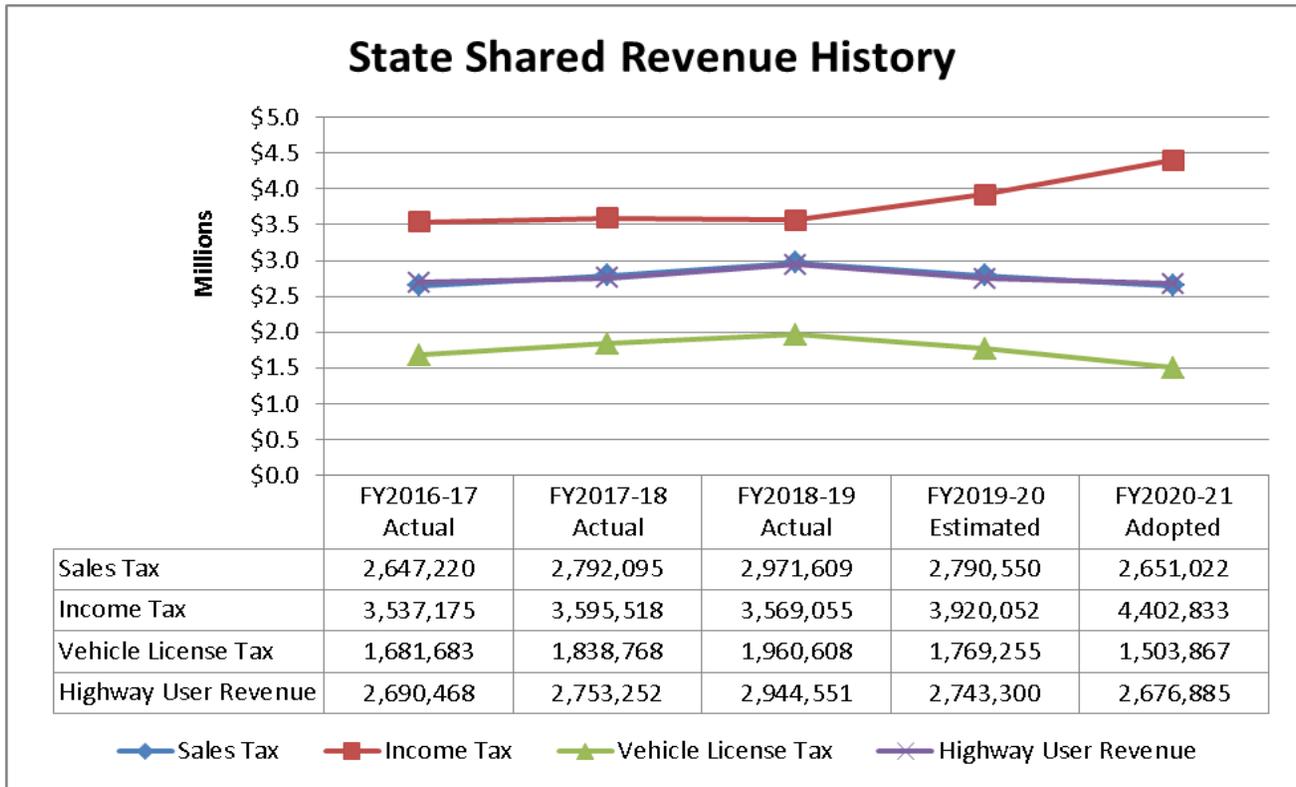
Arizona cities and towns receive a portion of the revenues collected by the State of Arizona. These revenues consist of state sales tax, income tax, vehicle license tax, and highway user revenue. State sales tax and income tax are distributed based on a city's population in relation to the overall state's population. Vehicle license tax is distributed based on a city's population in relation to its county's overall population. Highway user revenue is distributed using a more complex calculation—50% based on a city's population in relation to the overall state population; 50% based on gasoline sales in the county where the city resides and the city's population in relation to county's overall population.

Other than highway user revenues, state shared revenues are collected in the General Fund and are used to fund the daily operations of General Fund programs and services. In accordance with the Arizona Constitution, highway user revenues are collected in the Highway User Revenue Fund and are used solely on street operations and maintenance. During the recession, the City experienced dramatic declines to highway user revenue distributions (22% from the peak in 2007) due to the state sweeping these revenues amongst cities statewide. Although the state has since reinstated a portion of the swept revenues, street maintenance has become a serious problem for many statewide communities, including the City of Kingman.

It is expected that the state shared sales tax, highway user revenue and vehicle license tax distributions in the last quarter of FY2019-20 and through FY2020-21 will decline due to the COVID-19 pandemic. A positive offset to these declines is the income tax distribution which are based on the state's income tax collections filed two years previously. The income tax distribution will increase close to 12% in FY2020-21.

Budget Assumptions—Revenues (cont.)

State Shared Revenues (cont.)



Charges for Services

Charges for Services are fees charged for specific programs and services provided by the City. They include parks, recreation, golf course and swimming pool user fees, utility (water, wastewater and solid waste) user fees, meter connection fees, development impact fees, and transit system fares. With the exception of a few general government user fees, most user fee growth rates are directly correlated to population growth. Meter connection fee and development impact fee growth will increase or decrease based on new residential and commercial development growth within the city limits. The City of Kingman’s population growth estimates for Fiscal Year 2020-21 are 2.9% (*Source: Arizona Office of Economic Opportunity*).

Utility Fees

The City of Kingman provides water and wastewater services to residents and businesses inside and outside city limits as well as solid waste services to residents and businesses inside city limits. Charges for these services are based on customer type and volume.

Utility Customer History				
Utility	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Actual	FY2019-20 YTD
Water	19,289	19,951	20,455	20,591
Wastewater	10,216	10,608	10,842	11,133
Solid Waste	11,822	12,142	12,240	12,498

Budget Assumptions—Revenues (cont.)

Utility Fees (cont.)

Water utility rates have remained unchanged since July 1, 2013, and the rate structure has remained unchanged since before 2000. A comprehensive water rate study began in FY2017-18 and concluded in March 2020. The water rate study focuses on the rate structure for both base and volume rates as well as capital renewal rates which are directly related to the cost of replacing aging infrastructure. However, the rate study results and recommendation will not be taken to the City Council for consideration until at least the summer. Not knowing the impact that the shelter-in-place Executive Order will have on local businesses, any sort of rate increase or restructure at this time is not recommended. The FY2020-21 adopted budget does not include a water rate increase in its projections. Based on existing connection growth rates and water usage revenues and taking into consideration possible business closures and unemployment impacts, a slight decrease is included in the FY2020-21 adopted budget:

Water System				
Revenue	FY2017-18 Actual	FY2018-19 Actual	FY2019-20 Estimate	FY2020-21 Adopted
Base and Volume Rate Revenues	6,668,325	6,497,843	6,978,865	6,658,376
Capital Renewal Fees	892,853	909,629	917,529	903,674
Total User Fees	7,561,178	7,407,472	7,896,394	7,562,051

The wastewater system's rates have remained unchanged since January 1, 2013, but a rate study is included for FY2020-21. At the end of FY2019-20, the system will have \$26.1 million in debt outstanding relating to two treatment plant upgrades constructed in 2009 and 2011. The treatment plants were built to accommodate for significant growth in users, however, until only recently has the system experienced growth in its customer base. In an effort to increase connections, the City Council adopted a loan program whereby property owners could apply for funding from the Wastewater Expansion Fund to cover septic tank abandonment costs, permit fees, and service line installation costs to connect to the system. In FY2019-20, the program connected two users. Based on existing connection growth rates and taking into consideration possible business closures and unemployment impacts, a slight decrease is included in the FY2020-21 adopted budget:

Wastewater System				
Revenue	FY2017-18 Actual	FY2018-19 Actual	FY2019-20 Estimate	FY2020-21 Adopted
Base and Use Revenues	8,730,419	8,854,184	8,798,316	8,421,273
Capital Renewal Fees	122,900	127,802	130,234	127,629
Total User Fees	8,853,319	8,981,986	8,928,550	8,548,903

The solid waste system has been conducting a rate study since FY2018-19. The system's rates have remain unchanged since 2011, and the cost of providing services has increased. The rate study's results and recommendation will be taken to the City Council for consideration in May 2020 and is included in the FY2020-21 adopted budget. The recommendation is for the City to continue to provide both residential and commercial solid waste services but eliminate recycling service. Due to the current recycling market conditions, eliminating the service at this time will save the system approximately \$300,000. Market conditions for recycling service will be evaluated on a periodic basis. In the event

Budget Assumptions—Revenues (cont.)

Utility Fees (cont.)

the market improves, adding the service back into the system would be recommended.

Solid Waste System				
Revenue	FY2017-18 Actual	FY2018-19 Actual	FY2019-20 Estimate	FY2020-21 Adopted
Residential Trash Service	2,614,008	2,834,475	2,693,443	2,706,910
Commercial Trash Service	922,834	797,281	901,901	906,410
Total Trash Service	3,536,842	3,631,756	3,595,344	3,613,320

The City does not currently operate a stormwater division. Although improvements to the City's drainage system are completed each fiscal year, this is only done so through flood control revenues collected and distributed by Mohave County. Drainage is a severe problem in several areas of the city, and the revenues received from the County amounts to an average of \$600,000 per year. A stormwater enterprise fund was created in FY2019-20 as a means to operate, maintain, and dedicate funding for the City's drainage system. A stormwater master drainage plan will be completed by the end of FY2019-20. A stormwater rate study is currently underway and is expected to be completed before the end of FY2020-21. Stormwater rates are not included in the adopted budget.

Development Impact Fees

Development impact fees are assessed on new development for the purpose of financing infrastructure needed to support a growing community. Other than a wastewater development impact fee, the City does not currently collect development impact fees. In order to pay for growth related projects and infrastructure, development impact fees are being considered as a new revenue source, and a fee study is currently underway. Although the fee study is expected to be completed during FY2020-21, the adopted budget doesn't include implementation of them. The results of the impact fee study will be presented to the City Council during FY2020-21.

Revenues/Sources by Fund

Fund	FY2018-19 Actual	FY2019-20 Adopted	FY2019-20 Estimated	FY2020-21 Adopted	FY2020-21 % of Total
General Fund	28,418,296	30,440,066	30,017,493	28,750,011	15.7%
HURF	3,986,673	3,797,060	3,600,980	3,502,736	1.9%
Transit	763,717	775,883	770,126	671,012	0.4%
Powerhouse	304,634	249,912	274,763	237,853	0.1%
Capital Projects	2,178,526	678,775	563,666	821,644	0.4%
Pavement Preservation	1,717,987	-	13,541	-	0.0%
I-11 E. Kingman Connection Project	1,761,553	47,521,265	72,628	46,183,018	25.2%
Dross Site Clean-Up	-	30,000,000	-	30,000,000	16.3%
Flood Control	684,696	5,000	17,170	-	0.0%
Local ID Bond Repayment	2,332	1,262	1,517	671	0.0%
Court Special Revenue	28,142	18,285	21,597	15,528	0.0%
Grants	2,311,847	14,530,348	4,858,880	24,136,367	13.1%
Kingman Crossing TI	1,251	503	689	-	0.0%
Rancho Santa Fe Parkway TI	2,950	1,106	1,624	-	0.0%
Small ID Construction	4,995	1,628	3,135	563	0.0%
Improvement Districts	680,387	237,100	274,237	241,400	0.1%
Municipal Property Corporation (MPC)	216	-	-	-	0.0%
Water Operating	6,794,334	7,094,507	7,319,646	6,960,791	3.8%
Wastewater	9,065,571	9,194,960	8,896,238	8,442,402	4.6%
Solid Waste	3,702,350	3,683,811	3,664,573	3,671,125	2.0%
Airport	2,541,561	2,134,717	1,378,148	1,985,629	1.1%
Water Capital Renewal	1,005,264	942,492	977,580	6,853,820	3.7%
Water Expansion	1,102,466	648,482	1,109,569	781,612	0.4%
Colorado River Water Authority	401,169	1,890,631	2,756,410	9,400	0.0%
Wastewater Capital Renewal	134,357	126,647	135,459	128,910	0.1%
Wastewater Expansion	727,865	5,485,076	605,572	9,385,853	5.1%
Airport Capital Projects	-	-	-	-	0.0%
Stormwater Capital Projects	-	594,000	666,923	552,981	0.3%
Fleet Services	2,018,946	1,998,787	2,011,149	1,099,169	0.6%
Fleet Facility Capital Reserve	-	-	-	44,240	0.0%
Dispatch Center	1,326,810	1,544,372	1,547,743	1,540,800	0.8%
Building Maintenance	554,383	855,404	856,851	996,313	0.5%
Information Technology	1,248,147	1,383,822	1,387,229	1,165,952	0.6%
Insurance Services	686,210	500,255	663,212	397,940	0.2%
Employee Benefits Reserve	4,611,486	5,657,158	5,025,916	5,029,141	2.7%
Subtotal Revenues	78,619,121	171,993,264	79,494,264	183,556,881	100.0%
Interfund Transfers	15,883,814	14,983,076	11,967,362	15,324,744	
Total Revenues/Sources	94,502,935	186,976,340	91,461,626	198,881,625	

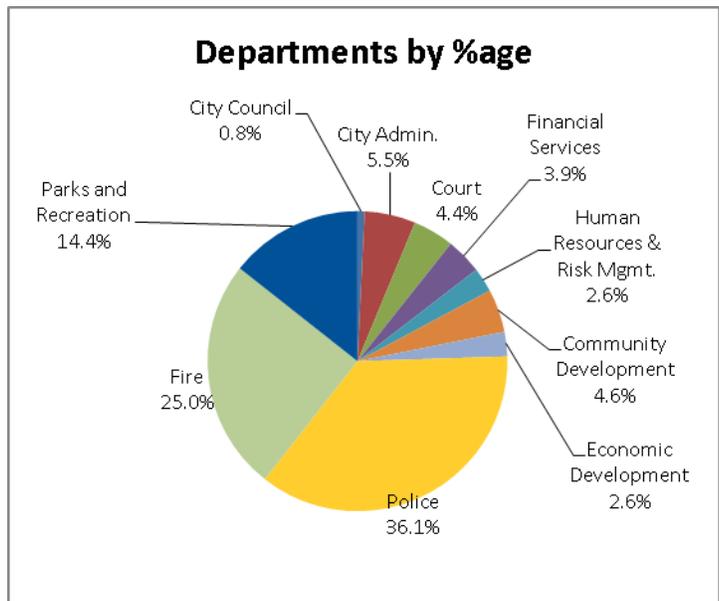
Budget Assumptions—Expenditures

General Fund

The adopted FY2020-21 General Fund expenditures total \$32.9 million, excluding interfund transfers of \$2.5 million. This is a 7.3% decrease from the previous fiscal year due to the FY2020-21 anticipated decline in revenue. To ensure the City maintains a balanced budget, the General Fund divisions’ operating budgets reflect an overall decrease of 12.0%. In FY2019-20, the City made a one-time payment of \$3.1M to PSPRS to pay down both the police and fire PSPRS unfunded liability, and, prior to March 2020, a recommendation to make another one-time payment in FY2020 -21 was going to be made. It is now uncertain how negatively the City’s economy will be impacted by COVID-19 and how quickly it will recover. Since cash reserves may need to be utilized in the long term to provide necessary services, the adopted budget includes an increase in the contingency reserves of \$1.55 million. This additional reserve will be used to pay down the PSPRS unfunded liability if the City’s economy recovers at a faster pace than what the adopted budget includes. Additional measures such as prepaying the recommended and not actual, budgeted PSPRS expenditures on July 1st will help reduce this burden.

General Fund staffing levels remain unchanged, and the insurance benefit and ASRS contribution rate increases are minimal. PSPRS rates will increase personnel expenditures by \$369,480.

General Fund Departments	
Department	FY2020-21 Adopted
City Council	233,823
City Admin.	1,670,980
Court	1,344,549
Financial Services	1,176,037
Human Resources & Risk Mgmt.	801,509
Community Development	1,410,866
Economic Development	803,486
Police	10,970,771
Fire	7,599,922
Parks and Recreation	4,367,122
Total	30,379,065



Historical General Fund Expenditures by Type				
Expenditure Type	FY2018-19 Actual	FY2019-20 Adopted	FY2019-20 Estimated	FY2020-21 Adopted
Personnel Costs	18,228,564	21,126,750	20,098,300	21,464,685
Supplies and Services	4,842,707	9,010,674	7,871,962	5,498,455
Internal Services	3,076,589	3,506,459	3,506,459	3,112,425
Capital Outlay	487,221	893,200	577,500	303,500
Contingency	-	1,000,000	-	2,550,000
Expenditure Total	26,635,081	35,537,083	32,054,221	32,929,065
Inter-fund Transfers	1,727,409	2,839,237	1,278,568	4,976,654
Total Uses	28,362,490	38,376,320	33,332,789	37,905,719

Budget Assumptions—Expenditures (cont.)

General Fund (cont.)

The adopted FY2020-21 General Fund interfund transfers include transfers to the I-11 E. Kingman Connection Project Fund representing a portion of the City's anticipated contribution towards the Rancho Santa Fe Parkway TI project, offsetting retiree expenses in the Employee Benefits Reserve Fund, maintaining fiscal sustainability within the Powerhouse and Transit Funds, and funding Fire Station 2's remodel through the Capital Projects Fund.

Special Revenue Funds

HURF Fund

The adopted FY2020-21 HURF Fund expenditures total \$4,928,547, which is 4.6% decrease from the previous fiscal year. With an estimated decline in FY2020-21 state shared highway user revenue and restaurant/bar sales tax revenue, a reduction in the operating budget was necessary to have less reliance on cash reserves for operations. Pavement preservation is budgeted at \$1.2 million which is solely due to \$650,000 in FY2019-20 pavement preservation carryover.

Divisions Funded: Public Works Administration and Streets Operations

Transit Fund

The adopted FY2020-21 Transit Fund expenditures total \$936,950 which is a \$141,809 or 13.1% decrease from the previous fiscal year. This is largely in part due to a transit study not being completed in FY2019-20. The transit study was budgeted in the Transit Fund in FY2019-20 but will be budgeted in the Grants Fund in FY2020-21.

Divisions Funded: Transit Administration and Transit Operations

Powerhouse Fund

The adopted FY2020-21 Powerhouse Fund expenditures total \$1,045,342, which is a \$56,865 or 5.2% decrease from the previous fiscal year. The decrease is the result in reductions to 1) merchandise resale purchases, and 2) capital outlay with offsetting increases to advertising and marketing efforts. Anticipating tourism activities to be slow to recover from the COVID-19 pandemic, the need for merchandise inventory will be lessened. In FY2019-20, a conference room renovation, vehicle and entry sign were budgeted.

Division Funded: Tourism

Other Special Revenue Funds

Anticipated grant applications and awards increased by \$10.0 million from the previous fiscal year largely in part to the Airport. Most of the Airport's capital project funding is anticipated to be awarded through grants in Fiscal Year 2020-21, and a reserve of over \$2.0 million has been set aside for undesignated public safety grants.

Budget Assumptions—Expenditures (cont.)

Capital Project Funds

The adopted FY2020-21 capital project expenditures increased 2.1% or \$1.8 million from the previous fiscal year. Refer to the 5-Year Capital Improvement Plan portion of this document for details.

Debt Service Funds

The adopted FY2020-21 debt service fund expenditures increased by \$427,664 or 9.6% from the previous fiscal year. The increase assumes a \$410,000 bond redemption of the Kingman Airport Tract/Banks Airport Addition Improvement District bonds maturing on January 1, 2025.

Enterprise Funds

Water Operations Fund

The adopted FY2020-21 Water Operations expenditures decreased by \$208,176 or 2.4% from the previous fiscal year. The decrease is due to a reduction in capital outlay (equipment and vehicles) and fleet internal service allocations. Although two replacement vehicles are included in the water operations division budget, they will be leased over a 5-year term rather than purchased outright.

Divisions Funded: Utility Billing, Engineering and Water Operations

Wastewater Fund

The adopted FY2020-21 Wastewater expenditures decreased by \$198,910 or 5.2% from the previous fiscal year. The decrease is due to a reduction in capital outlay (modular building, equipment and vehicles). Although two replacement vehicles are included, they will be leased over a 5-year term rather than purchased outright.

Division Funded: Wastewater

Solid Waste Fund

The adopted FY2020-21 Solid Waste expenditures decreased by \$410,773 or 11.4% from the previous fiscal year. The decrease is due to 1) a recommendation to eliminate the recycling program until the recycling market conditions improve, and 2) fleet internal service allocations.

Division Funded: Solid Waste

Budget Assumptions—Expenditures (cont.)

Enterprise Funds (cont.)

Airport Fund

The adopted FY2020-21 Airport expenditures decreased by \$1,220,550 or 46.3% over the previous fiscal year. Close to \$550,000 of the decrease is related to the Dross Site assessment and investigation fees. Over \$1.0 million was budgeted for these expenses in FY2019-20; \$518,693 is budgeted in FY2020-21. The remaining decreases are a result of reductions to on-site projects such as remodels, demolition, segmented circle, signage, and chip seal; contract services such as website design; environmental assessment and cleanup of a 16-acre parcel; vehicle; and fleet internal service allocations.

Division Funded: Airport

Internal Service Funds

Fleet Services

The adopted FY2020-21 Fleet Services expenditures decreased by \$50,978 or 3.0% from the previous fiscal year. The decrease is due to a reduction in fleet parts and outside labor to perform vehicle repairs.

Division Funded: Fleet Services

Dispatch Center

The adopted FY2020-21 Dispatch Center expenditures decreased by \$208,796 or 10.5% from the previous fiscal year. The decrease is due to a reduction in capital outlay for completion of the radio console replacement project and removal of the automated dispatch alerting system.

Division Funded: Dispatch Center

Building Maintenance

The adopted FY2020-21 Building Maintenance expenditures increased by \$13,646 or 1.2% over the previous fiscal year. The increase is due to 1) hiring temporary labor to make in-house electrical repairs and upgrades to lighting and perform roofing preventative maintenance, 2) purchasing locksmith equipment and replacement desks, and 3) hiring a consultant to perform building assessments. These increases are offset by decreases to building remodeling projects.

Division Funded: Building Maintenance

Budget Assumptions—Expenditures (cont.)

Internal Service Funds (cont.)

Information Technology

The adopted FY2020-21 Information Technology expenditures increased by \$74,804 or 5.4% from the previous fiscal year. The increase is primarily due to the 1) annual licensing fees and additional training needed for the electronic document management system implemented in FY2019-20, and 2) annual maintenance fee of the CAD software replacement project.

Division Funded: Information Technology

Expenditures/Uses by Fund

Fund	FY2018-19 Actual	FY2019-20 Adopted	FY2019-20 Estimated	FY2020-21 Adopted	FY2020-21 % of Total
General Fund	26,635,081	35,537,084	32,054,219	32,929,065	16.6%
HURF	5,783,960	5,165,534	3,500,244	4,928,547	2.4%
Transit	1,020,881	1,078,759	906,377	936,950	0.5%
Powerhouse	752,582	1,102,207	874,294	1,045,342	0.5%
Capital Projects	709,662	4,026,621	1,635,057	4,824,372	1.9%
Pavement Preservation	-	-	-	-	0.0%
I-11 E. Kingman Connection Project	242,471	53,596,465	212,444	54,279,959	25.0%
Dross Site Clean-Up	-	30,000,000	-	30,000,000	14.0%
Flood Control	411,329	-	-	-	0.0%
Local ID Bond Repayment	-	-	-	81,594	0.0%
Court Special Revenue	28,386	312,138	12,643	332,774	0.1%
Grants	2,356,054	14,660,645	5,136,409	24,681,473	6.8%
Kingman Crossing TI	-	-	-	-	0.0%
Rancho Santa Fe Parkway TI	-	-	-	-	0.0%
Small ID Construction	-	-	-	350,000	0.0%
Improvement Districts	435,530	446,265	435,591	873,929	0.2%
Municipal Property Corporation	511,020	-	-	-	0.0%
Water Operating	6,606,065	9,107,066	7,835,749	8,898,891	4.3%
Wastewater	2,457,740	4,300,002	3,252,847	4,101,092	2.0%
Solid Waste	3,244,896	3,696,301	3,274,187	3,435,528	1.7%
Airport	1,870,607	2,736,660	1,473,015	2,166,110	1.3%
Water Capital Renewal	3,641,348	3,110,000	2,657,357	5,920,000	1.5%
Water Expansion	833,330	3,880,000	2,986,200	4,848,500	1.8%
Colorado River Water Authority	221,864	3,250,000	200,000	4,665,000	1.5%
Wastewater Capital Renewal	242	939,250	318,770	1,913,250	0.4%
Wastewater Expansion	4,088,885	21,866,468	5,365,098	16,561,068	10.2%
Airport Capital Projects	-	-	-	350,000	0.0%
Stormwater Capital Projects	-	1,484,777	404,277	1,877,500	0.7%
Fleet Services	1,300,825	1,754,377	1,501,640	1,753,399	0.8%
Fleet Facility Capital Reserve	-	-	-	-	0.0%
Dispatch Center	1,462,584	2,092,948	1,457,757	1,884,152	1.0%
Building Maintenance	759,925	1,215,181	1,011,597	1,228,827	0.6%
Information Technology	1,171,714	1,431,764	1,293,840	1,506,568	0.7%
Insurance Services	593,339	1,020,300	855,000	900,000	0.5%
Employee Benefits Reserve	4,810,238	6,278,862	5,126,694	5,480,361	2.9%
Subtotal Expenditures	71,950,558	214,089,674	83,781,306	222,754,251	100.0%
Interfund Transfers	15,883,814	14,983,076	11,967,362	15,324,744	
Total Expenditures/Uses	87,834,372	229,072,750	95,748,668	238,078,995	

Three-Year Summaries by Fund Types

General Fund				
Funding Sources	FY2018-19 Actual	FY2019-20 Adopted	FY2019-20 Estimated	FY2020-21 Adopted
Local Sales Tax	16,493,224	18,615,683	18,182,415	17,060,111
State Shared Revenues	8,501,272	8,817,703	8,479,857	8,557,722
Licenses and Permits	732,541	690,891	839,039	682,073
Charges for Services	1,262,434	1,187,433	1,192,153	1,265,547
Franchise Fees	715,624	713,978	698,711	684,737
Fines and Forfeitures	290,711	221,255	282,699	285,526
Interest Income	286,305	118,022	155,048	31,774
Other	136,186	75,100	187,571	182,520
Subtotal Revenues	28,418,297	30,440,065	30,017,493	28,750,010
Interfund Transfers	1,634,468	2,005,393	1,980,461	2,525,446
Total Revenues & Other Financing S	30,052,765	32,445,458	31,997,954	31,275,456

Expenditures/Uses	FY2018-19 Actual	FY2019-20 Adopted	FY2019-20 Estimated	FY2020-21 Adopted
General Government	5,797,225	7,263,036	6,320,405	6,637,764
Public Safety	16,477,278	21,767,219	21,024,086	18,570,693
Parks and Recreation	3,854,326	4,766,358	4,054,750	4,367,122
Economic Development	506,252	740,471	654,978	803,486
Contingency	-	1,000,000	-	2,550,000
Expenditures	26,635,081	35,537,084	32,054,219	32,929,065
Inter-fund Transfers	1,727,409	2,839,237	1,278,568	4,976,454
Total Expenditures & Other Uses	28,362,490	38,376,321	33,332,787	37,905,519

<i>Beginning Fund Balance</i>	<i>20,828,358</i>	<i>19,900,300</i>	<i>22,518,633</i>	<i>21,183,800</i>
<i>Projected Ending Fund Balance</i>	<i>22,518,633</i>	<i>13,969,437</i>	<i>21,183,800</i>	<i>14,553,737</i>

Three-Year Summaries by Fund Types (cont.)

Special Revenue Funds				
Funding Sources	FY2018-19 Actual	FY2019-20 Adopted	FY2019-20 Estimated	FY2020-21 Adopted
State Shared Revenues	2,944,551	2,928,027	2,743,300	2,676,885
Local Sales Tax	931,947	858,589	812,766	820,894
Charges for Services	466,286	385,445	383,403	365,665
Fines and Forfeitures	24,396	15,000	18,925	15,000
Intergovernmental	2,878,180	15,157,421	5,465,598	24,649,620
Interest Income	47,483	15,292	41,846	6,403
Other	54,502	12,975	62,025	29,700
Subtotal Revenues	7,347,345	19,372,749	9,527,863	28,564,167
Interfund Transfers	4,601,172	1,745,580	1,554,135	1,999,240
Total Revenues & Other Financing S	11,948,517	21,118,329	11,081,998	30,563,407

Expenditures/Uses	FY2018-19 Actual	FY2019-20 Adopted	FY2019-20 Estimated	FY2020-21 Adopted
HURF	5,783,960	5,065,534	3,500,244	4,428,547
Transit	1,020,881	1,078,759	906,377	936,950
Powerhouse	752,582	1,052,207	874,294	995,342
Local ID Bond Repayment	-	-	-	81,594
Court Special Revenue	28,386	312,138	12,643	332,774
Grants	2,356,054	14,660,645	5,136,409	24,681,473
Contingency	-	150,000	-	550,000
Expenditures	9,941,863	22,319,283	10,429,967	32,006,680
Inter-fund Transfers	888,250	558,198	569,370	492,589
Total Expenditures & Other Uses	10,830,113	22,877,481	10,999,337	32,499,269

<i>Beginning Fund Balance</i>	<i>3,433,137</i>	<i>3,490,388</i>	<i>4,551,541</i>	<i>4,634,202</i>
<i>Projected Ending Fund Balance</i>	<i>4,551,541</i>	<i>1,731,236</i>	<i>4,634,202</i>	<i>2,698,340</i>

Three-Year Summaries by Fund Types (cont.)

Capital Project Funds				
	FY2018-19	FY2019-20	FY2019-20	FY2020-21
Funding Sources	Actual	Adopted	Estimated	Adopted
Local Sales Tax	5,513,963	637,766	553,677	448,262
Intergovernmental	615,434	-	-	-
Debt Proceeds	-	-	-	9,890,000
Participation	-	77,530,000	-	66,611,980
Interest Income	169,488	40,511	117,576	53,783
Other	3,073	-	1,200	1,200
Subtotal Revenues	6,301,958	78,208,277	672,453	77,005,225
Interfund Transfers	494,196	2,504,506	1,280,222	3,827,960
Total Revenues & Other Financing S	6,796,154	80,712,783	1,952,675	80,833,185

	FY2018-19	FY2019-20	FY2019-20	FY2020-21
Expenditures/Uses	Actual	Adopted	Estimated	Adopted
Capital Projects	709,662	3,826,621	1,635,057	4,624,372
Kingman Crossing TI	-	-	-	-
Rancho Santa Fe Parkway TI	-	-	-	-
Pavement Preservation	-	-	-	-
I-11 E. Kingman Connection Project	242,471	53,596,465	212,444	53,779,959
Dross Site Clean-Up	-	30,000,000	-	30,000,000
Flood Control	411,329	-	-	-
Small ID Construction	-	-	-	350,000
Contingency	-	200,000	-	700,000
Expenditures	1,363,462	87,623,086	1,847,501	89,454,331
Inter-fund Transfers	3,152,257	2,311,970	2,181,994	71,712
Total Expenditures & Other Uses	4,515,719	89,935,056	4,029,495	89,526,043

<i>Beginning Fund Balance</i>	<i>10,085,440</i>	<i>11,811,436</i>	<i>12,365,875</i>	<i>10,289,055</i>
<i>Projected Ending Fund Balance</i>	<i>12,365,875</i>	<i>2,589,163</i>	<i>10,289,055</i>	<i>1,596,197</i>

Three-Year Summaries by Fund Types (cont.)

Debt Service Funds				
	FY2018-19	FY2019-20	FY2019-20	FY2020-21
Funding Sources	Actual	Adopted	Estimated	Adopted
Special Assessments	614,621	237,100	260,607	240,900
Interest Income	15,982	-	13,630	500
Other	-	-	-	-
Subtotal Revenues	630,603	237,100	274,237	241,400
Interfund Transfers	406,106	-	-	685,960
Total Revenues & Other Financing S	1,036,709	237,100	274,237	927,360

	FY2018-19	FY2019-20	FY2019-20	FY2020-21
Expenditures/Uses	Actual	Adopted	Estimated	Adopted
Improvement Districts	435,530	446,265	435,591	873,929
Municipal Property Corporation (MF)	511,020	-	-	-
Contingency	-	-	-	-
Expenditures	946,550	446,265	435,591	873,929
Inter-fund Transfers	6,770	6,770	6,770	692,730
Total Expenditures & Other Uses	953,320	453,035	442,361	1,566,659

<i>Beginning Fund Balance</i>	<i>2,451,560</i>	<i>2,191,894</i>	<i>2,534,949</i>	<i>2,366,825</i>
<i>Projected Ending Fund Balance</i>	<i>2,534,949</i>	<i>1,975,959</i>	<i>2,366,825</i>	<i>1,727,526</i>

Three-Year Summaries by Fund Types (cont.)

Enterprise Funds				
Funding Sources	FY2018-19 Actual	FY2019-20 Adopted	FY2019-20 Estimated	FY2020-21 Adopted
Charges for Services	21,478,346	22,138,895	21,892,354	21,624,301
Intergovernmental	962,286	1,456,600	656,716	688,690
Debt Proceeds	-	5,000,000	-	14,943,500
Meter Connection Fees	992,870	615,000	1,030,593	772,945
Development Investment Fees	613,595	454,845	494,385	370,788
Interest Income	668,520	216,653	495,828	72,734
Other	759,320	1,913,282	2,940,242	249,564
Subtotal Revenues	25,474,937	31,795,275	27,510,118	38,722,522
Interfund Transfers	8,647,872	8,627,597	7,052,544	6,186,138
Total Revenues & Other Financing S	34,122,809	40,422,872	34,562,662	44,908,660

Expenditures/Uses	FY2018-19 Actual	FY2019-20 Adopted	FY2019-20 Estimated	FY2020-21 Adopted
Water Operating	6,606,065	8,607,066	7,835,749	8,398,891
Wastewater	2,457,740	3,800,002	3,252,847	3,601,092
Solid Waste	3,244,896	3,596,301	3,274,187	3,185,528
Airport	1,870,607	2,636,660	1,473,015	1,416,110
Water Capital Renewal	3,641,348	3,010,000	2,657,357	5,420,000
Water Expansion	833,330	3,380,000	2,986,200	4,348,500
Colorado River Water Authority	221,864	2,750,000	200,000	4,165,000
Wastewater Capital Renewal	242	839,250	318,770	1,813,250
Wastewater Expansion	4,088,885	21,766,468	5,365,098	16,061,068
Airport Capital Projects	-	-	-	250,000
Stormwater Capital Projects	-	1,384,777	404,277	1,777,500
Contingency	-	2,600,000	-	4,300,000
Expenditures	22,964,977	54,370,524	27,767,500	54,736,939
Inter-fund Transfers	10,047,128	8,361,861	6,957,590	8,763,627
Total Expenditures & Other Uses	33,012,105	62,732,385	34,725,090	63,500,566

<i>Beginning Fund Balance</i>	<i>47,540,359</i>	<i>45,741,135</i>	<i>48,651,063</i>	<i>48,488,635</i>
<i>Projected Ending Fund Balance</i>	<i>48,651,063</i>	<i>23,431,622</i>	<i>48,488,635</i>	<i>29,896,729</i>

Three-Year Summaries by Fund Types (cont.)

Internal Service Funds				
Funding Sources	FY2018-19 Actual	FY2019-20 Adopted	FY2019-20 Estimated	FY2020-21 Adopted
Interest Income	86,976	25,695	53,300	8,705
Other	10,359,006	11,914,103	11,438,800	10,264,850
Subtotal Revenues	10,445,982	11,939,798	11,492,100	10,273,555
Interfund Transfers	100,000	100,000	100,000	100,000
Total Revenues & Other Financing S	10,545,982	12,039,798	11,592,100	10,373,555

Expenditures/Uses	FY2018-19 Actual	FY2019-20 Adopted	FY2019-20 Estimated	FY2020-21 Adopted
Fleet Services	1,300,825	1,704,377	1,501,640	1,653,399
Fleet Facility Capital Reserve	-	-	-	-
Dispatch Center	1,462,584	1,992,948	1,457,757	1,784,152
Building Maintenance	759,925	1,165,181	1,011,597	1,178,827
Information Technology	1,171,714	1,381,764	1,293,840	1,456,568
Insurance Services	593,339	920,300	855,000	800,000
Employee Benefits Reserve	4,810,238	6,178,862	5,126,694	5,480,361
Contingency	-	450,000	-	400,000
Expenditures	10,098,625	13,793,432	11,246,528	12,753,307
Inter-fund Transfers	62,000	905,040	973,070	327,632
Total Expenditures & Other Uses	10,160,625	14,698,472	12,219,598	13,080,939

<i>Beginning Fund Balance</i>	<i>6,045,853</i>	<i>6,132,745</i>	<i>6,431,210</i>	<i>5,803,712</i>
<i>Projected Ending Fund Balance</i>	<i>6,431,210</i>	<i>3,474,071</i>	<i>5,803,712</i>	<i>3,096,328</i>

Total Appropriations

FY2020-21 Total Appropriations - Budget by Fund				
	General Fund	HURF	Special Revenue	Capital Projects
Sources				
Local Sales Tax	17,060,111	820,894	-	448,262
State Shared Revenues	8,557,722	2,676,885	-	-
Licenses and Permits	682,073	-	-	-
Charges for Services	1,265,547	-	365,665	-
Franchise Fees	684,737	-	-	-
Fines and Forfeitures	285,526	-	15,000	-
Intergovernmental	-	-	24,649,620	-
Special Assessments	-	-	-	-
Debt Proceeds	-	-	-	9,890,000
Participation	-	-	-	66,611,980
Meter Connection Fees	-	-	-	-
DIF's	-	-	-	-
Interest Income	31,774	4,957	1,446	53,783
Other	182,520	-	29,700	1,200
Total Revenues	28,750,010	3,502,736	25,061,431	77,005,225
Transfers In	2,525,446	556,177	1,443,063	3,827,960
Total Sources	31,275,456	4,058,913	26,504,494	80,833,185
Uses				
Personnel	21,464,685	1,483,702	977,768	-
Supplies and Services	5,498,455	2,522,491	25,812,736	400,000
Internal Services	3,112,425	287,354	182,570	-
Debt Service	-	-	-	-
Capital Outlay	303,500	135,000	55,059	88,354,331
Contingency	2,550,000	500,000	50,000	700,000
Total Expenditures	32,929,065	4,928,547	27,078,133	89,454,331
Transfers Out	4,976,454	462,589	30,000	71,712
Total Uses	37,905,519	5,391,136	27,108,133	89,526,043
Change in Fund Balance	(6,630,060)	(1,332,224)	(603,639)	(8,692,859)

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Total Appropriations (cont.)

FY2020-21 Total Appropriations - Budget by Fund				
	Debt Service	Enterprise	Internal Services	Total
Sources				
Local Sales Tax	-	-	-	18,329,267
State Shared Revenues	-	-	-	11,234,607
Licenses and Permits	-	-	-	682,073
Charges for Services	-	21,624,301	-	23,255,513
Franchise Fees	-	-	-	684,737
Fines and Forfeitures	-	-	-	300,526
Intergovernmental	-	688,690	-	25,338,310
Special Assessments	240,900	-	-	240,900
Debt Proceeds	-	14,943,500	-	24,833,500
Participation	-	-	-	66,611,980
Meter Connection Fees	-	772,945	-	772,945
DIF's	-	370,788	-	370,788
Interest Income	500	72,734	8,705	173,899
Other	-	249,564	10,264,850	10,727,834
Total Revenues	241,400	38,722,522	10,273,555	183,556,879
Transfers In	685,960	6,186,138	100,000	15,324,744
Total Sources	927,360	44,908,660	10,373,555	198,881,623
Uses				
Personnel	-	6,849,704	2,742,764	33,518,623
Supplies and Services	-	7,964,818	8,823,599	51,022,099
Internal Services	-	1,083,649	317,944	4,983,942
Debt Service	873,929	3,228,768	-	4,102,697
Capital Outlay	-	31,310,000	469,000	120,626,890
Contingency	-	4,300,000	400,000	8,500,000
Total Expenditures	873,929	54,736,939	12,753,307	222,754,251
Transfers Out	692,730	8,763,627	327,632	15,324,744
Total Uses	1,566,659	63,500,566	13,080,939	238,078,995
Change in Fund Balance	(639,299)	(18,591,904)	(2,707,383)	(39,197,368)



Operating Budgets

City Administration

Court

Economic Development

Engineering

Financial Services

Fire Services

**Human Resources & Risk
Management**

Information Technology

Parks & Recreation

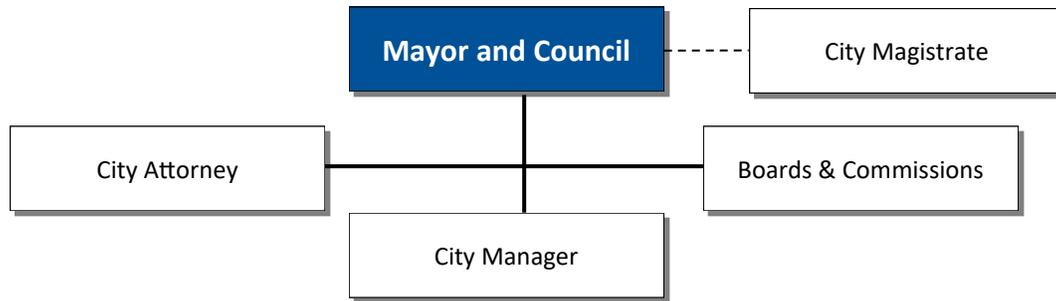
Police

Public Works

City Council

Mission Statement:

The mission of the City of Kingman is to provide a great place to live, work, play and stay.



Major Services and Responsibilities:

- Adopt policies which will advance the City's service levels and expand its economic base
- Ensure that the City is an active participant in regional and state organizations
- Expand the City's presence in community organizations that emphasize partnering to achieve common goals
- Adopt an annual budget which reflects these objectives

Resource Summary:

Authorized Positions							
	FY19 Adopted	FY19 Actual	FY20 Adopted	FY20 Revised	FY20 Estimated	FY21 Adopted	
Mayor	1	1	1	1	1	1	
Vice-Mayor	1	1	1	1	1	1	
Council Member	5	5	5	5	5	5	
Program Total	7	7	7	7	7	7	
Operating Budget Summary							
	FY19 Adopted	FY19 Actual	FY20 Adopted	FY20 Revised	FY20 Estimated	FY21 Adopted	FY20 Estimated Variance to FY20 Budget
Personnel	50,527	50,732	100,728	100,728	64,799	110,980	-36%
Supplies & Services	109,065	92,427	115,315	114,615	93,770	111,615	-19%
City Internal Services	6,563	6,563	8,107	8,107	8,107	11,228	0%
Program Total	\$166,155	\$149,723	\$224,150	\$223,450	\$166,676	\$233,823	-26%

Budget Highlights/Comments:

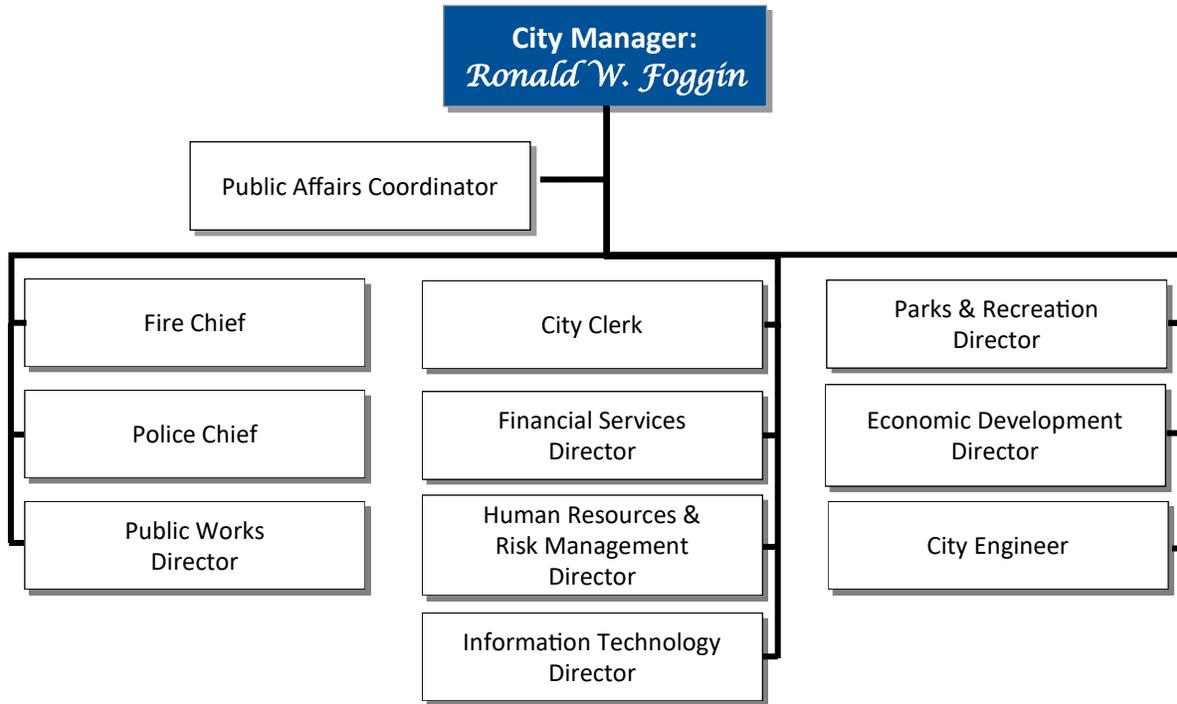
The adopted budget reflects a 4.3% increase:

- ◆ Personnel costs increased 10.2%. The FY2019-20 budget included family health insurance coverage for three Councilmembers. The FY2020-21 adopted budget includes family health insurance coverage for four Councilmembers.
- ◆ Internal services increased due to a revision to the Insurance Services allocation methodology.

City Manager

Mission Statement:

To provide effective leadership and direction in the administration of policies established by the Mayor and City Council and to coordinate and supervise the efficient operation of City departments.



Major Services and Responsibilities:

- Coordinate the development and analysis of policy recommendations presented to the Mayor and City Council
- Implement policies enacted by the Mayor and City Council and manage the overall administrative affairs of the City
- Direct and coordinate activities of all City departments except the City Attorney’s office and Magistrate Court

City of Kingman Strategic Plan			
Council Strategic Plan Element	Economic Prosperity		
City Team Objective	Economic Development		
Department Action	Meet monthly with the Economic Development Team to review and develop actions to accomplish the Economic Development Plan objectives.		
Performance Measure	FY20 Target	FY20 Estimate	FY21 Target
Meet monthly with Economic Development Team	4	4	12
Council Strategic Plan Element	Improve City Services and Livability		
City Team Objective	Improving Livability of the Community		
Department Action	Enhance the community by holding and encouraging community cleanup projects.		
Performance Measure	FY20 Target	FY20 Estimate	FY21 Target
Hold regular community cleanup project with the Senior Leadership Team	3	3	4
Encourage leaders to take on community cleanup activities with their teams	3	3	4

City Manager (cont.)

Division Goals	
FY20 Goals	FY20 Accomplishments
Improve transparency and communication with citizens o Start a Citizen Academy o Continue citizen survey o Increase the number of informational videos on city projects and issues o Implement performance measurements for all department and report on them regularly	o Created the framework of the Kingman Citizen Academy and the Academy is ready to move forward. o Citizen Survey was completed. o Continued offering informational videos and saw a large increase in social media subscribers. o All departments developed performance measurements as well as actions needed to move the Council's and community's priorities forward.
Develop Leadership Team and City Team o Continue leadership book club and quarterly professional development o Provide customer service training for all city employees o Present budget and benefit overview for all city employees o Create a safety culture by promoting safety in the workplace o Start a brownbag lunch program to meet and talk to city employees	o Leadership Team Book Club continued and we were able to implement ideas from the books into organizational leadership practices. o Provided customer service training for all City employees o Expanded the safety program and added required reporting on all workplace accidents. o Worked with the Leadership Team to develop a mission, vision and core values.
Increase community livability o Continue working with property owners and developers on the development of two new traffic interchanges o Work with city team and consultant to develop a new brand and community marketing plan o Help create a parks master plan	o Completed the development agreement with KX Ventures for the Kingman Crossing traffic interchange and started the development agreement with Sunbelt Development for the Rancho Santa Fe traffic interchange. o Worked with the City Council and City Team to complete a new brand for the City. o Started the parks master plan process.
Work with the City Council to develop a long term strategic plan	o Hired Eric Bailey to help the City Council develop a 5 year strategic plan.
FY21 Goals	
Continue the effort to create a safety culture by discussing safety issues regularly as well as continuing to require accident and corrective action reporting.	
Insure the mission, vision and core values are meaningful for all Team Members by supporting the Mission Vision Values Committee in their efforts to market the information to the employees.	
Promote employee wellness program by meeting with employees and developing wellness incentives.	
Hold a Kingman Citizen Academy.	
Continue the Senior Leadership book club.	
Hold a quarterly brownbag lunch with employees.	
Work with Mohave Community College to develop a manufacturing education facility at the industrial park.	
Collaborate with ADOT and Sunbelt Development to get the Rancho Santa Fe traffic interchange started.	
Improve City entrances with monument signs and landscaping.	
Introduce the new city brand by adding the logo to fleet vehicles, website, social media and communications just to name a few.	
Help all departments improve and/or refine performance measurements as well as report the measurements to the Council and community.	
Help departments develop and carryout actions that will accomplish the City Council's 5 year strategic plan.	

City Manager (cont.)

Resource Summary:

Authorized Positions							
	FY19 Adopted	FY19 Actual	FY20 Adopted	FY20 Revised	FY20 Estimated	FY21 Adopted	
City Manager	1	1	1	1	1	1	
Public Affairs Coordinator	1	1	1	1	1	1	
Program Total	2	2	2	2	2	2	
Operating Budget Summary							
	FY19 Adopted	FY19 Actual	FY20 Adopted	FY20 Revised	FY20 Estimated	FY21 Adopted	FY20 Estimated Variance to FY20 Budget
Personnel	275,491	274,847	308,902	308,902	303,408	312,275	-2%
Supplies & Services	66,550	88,751	104,300	104,300	78,615	90,471	-25%
City Internal Services	15,065	15,065	21,852	21,852	21,852	21,099	0%
Program Total	\$357,106	\$378,664	\$435,054	\$435,054	\$403,875	\$423,845	-7%

Budget Highlights/Comments:

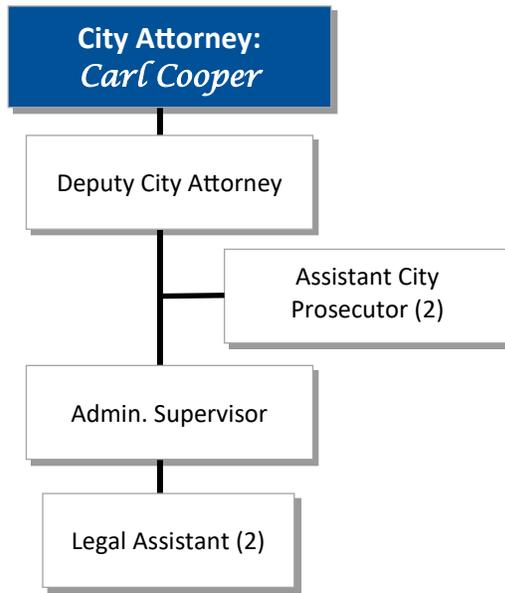
The adopted budget reflects a 2.6% decrease:

- ◆ Personnel costs reflect the reclassification of the Public Affairs Coordinator from a Grade 214 to a Grade 222.
- ◆ Supplies & services decreased due to removal of the National Citizen Survey fee.

City Attorney

Mission Statement:

The City Attorney’s Office is committed to the highest ethical standards of excellence in our duties to the Mayor and Council, the City Manager, other City departments and the citizens of the community. We are committed to conduct ourselves with integrity and accountability. We will provide expedient legal research to our customers, while providing quality customer service. Our duty is to promote justice in our community to ensure that the public’s interests are always met.



Major Services and Responsibilities:

- Advise Mayor, Council, City Manager and City staff
- Draft and review legal documents
- Draft ordinances and resolutions
- Prosecute criminal matters
- Provide victim advocacy
- Oversee outside counsel

City of Kingman Strategic Plan			
Council Strategic Plan Element	Improved City Services and Livability		
City Team Objective	Improving Livability of the Community		
Department Action	Rapid Abatement Action		
Performance Measure	FY20 Target	FY20 Estimate	FY21 Target
Take Action on Abatement Files w/in 5 Days of Receipt	100%	100%	100%
Council Strategic Plan Element	Improved City Services and Livability		
City Team Objective	Improving Livability of the Community		
Department Action	Ensure quick resolution of criminal cases.		
Performance Measure	FY20 Target	FY20 Estimate	FY21 Target
Prosecute Criminal Cases w/in 6 Months of Initial Appearance	80%	74%	80%

City Attorney (cont.)

Division Goals	
FY20 Goals	FY20 Accomplishments
Keeping up with legislative changes	Worked with the City Team with interpretation of new and proposed legislative proposals.
Updating the city code	Worked with several departments to update several major sections in the City Code; specifically Procurement and Business License.
Proactive legal services	Provided legal advice as needed, provided updates in the statutes and court rulings.
FY21 Goals	
Promoting Council's goals, priorities and objectives with effective and efficient legal advice	
Continue updating the City Code	
Provide proactive legal advice and assistance to the Council, City Manager, and Department Heads	

Authorized Positions						
	FY19 Adopted	FY19 Actual	FY20 Adopted	FY20 Revised	FY20 Estimated	FY21 Adopted
City Attorney	1	1	1	1	1	1
Deputy City Attorney	-	-	1	1	1	1
Assistant City Attorney	1	1	-	-	-	-
Prosecutor	1	1	-	-	-	-
Assistant City Prosecutor	-	-	-	-	-	2
Assistant City Prosecutor II	-	-	1	1	1	-
Assistant City Prosecutor I	-	-	1	1	1	-
Administrative Supervisor	1	1	1	1	1	1
Legal Assistant	2	2	2	2	2	2
Program Total	6	6	7	7	7	7

Operating Budget Summary							
	FY19 Adopted	FY19 Actual	FY20 Adopted	FY20 Revised	FY20 Estimated	FY21 Adopted	FY20 Estimated Variance to FY20 Budget
Personnel	580,503	585,600	730,000	730,000	661,948	713,860	-9%
Supplies & Services	199,800	78,357	198,500	198,500	83,396	152,400	-58%
City Internal Services	53,496	53,496	120,177	120,177	120,177	80,455	0%
Program Total	\$833,799	\$717,452	\$1,048,677	\$1,048,677	\$865,521	\$946,715	-17%

Budget Highlights/Comments:

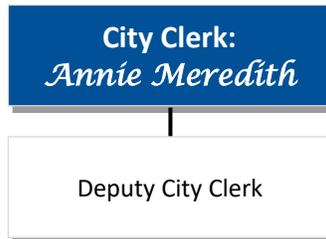
The adopted budget reflects a 9.7% decrease:

- ◆ Personnel costs include the reclassification of the Asst. City Prosecutor I (Grade 218) and Asst. City Prosecutor II (Grade 224) to Assistant City Prosecutor (Grade 222). Due to turnover, health insurance costs and salaries declined.
- ◆ A decrease in outside legal services accounts for a majority of the decrease in supplies & services.
- ◆ Internal services decreased due to a reduction in the Information Technology allocation. An interface for the e-ticket system was budgeted in FY2019-20 but was not needed resulting in a decline in this year's allocation.

City Clerk

Mission Statement:

To record, maintain, and preserve, records of all City business; to provide accurate information in a timely manner to both staff and to the public; and to conduct impartial City elections.



Major Services and Responsibilities:

- Preparation and distribution of City Council Agendas
- Record and transcribe minutes of Council meetings
- Records management
- Municipal Code updates
- Conduct and oversee City elections
- Publication of all legal ads
- Special event processing
- Liquor license processing
- Public records request processing
- Facilitation of bid openings
- Support to City Manager, Mayor and the City Council
- Provide training on agendas, minutes, Open Meeting Law, etc. for commissions and recording secretaries
- Provide information to the public in an efficient and timely manner

City of Kingman Strategic Plan			
Council Strategic Plan Element	Economic Prosperity		
City Team Objective	Economic Development		
Department Action	Maintain thorough and accurate records of City of Kingman current and historic information so that it is easily accessible to perspective business partners.		
Performance Measure	FY20 Target	FY20 Estimate	FY21 Target
Scanning of City Clerk’s office records into the new document management system.	20%	20%	50%
Council Strategic Plan Element	Improved City Services and Livability		
City Team Objective	Improve the Quality of City Services		
Department Action	Increase the accessibility of city maintained public information for the benefit and use of the public.		
Performance Measure	FY20 Target	FY20 Estimate	FY21 Target
Fulfilling public records requests and/or providing a status update to the requestor within 10 business days.	>10 business days	>10 business days	>10 business days
Return meeting minutes to City Council within 30 days or less.	>30 days	>30 days	>30 days

City Clerk (cont.)

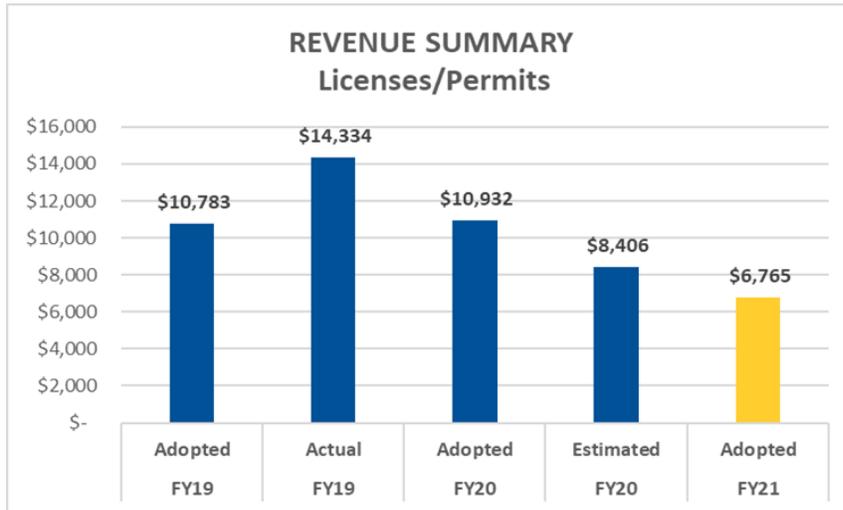
Division Goals	
FY20 Goals	FY20 Accomplishments
Moving to electronic document storage and maintenance that will allow for streamlined processing and workflow as well as increased information flow to the public	The City Clerk's office implemented the electronic document storage and maintenance system during the 3rd quarter of FY20. We have worked diligently to get the system built and records imported so that the second phase of this project can be ready for FY21. Phase II includes expansion of in-house users and opening the public portal to our citizens.
Creating a voter outreach program in line with state statutes to allows us to increase both voter awareness and turnout	We worked on improving several areas of the elections process including streamlining the preparation process
Streamlining processes for boards and commissions as well as their support staff	The City Clerk's office worked with each board/commission to provide updated open meeting law training and helped transition them to a paperless meeting system.
Creating a new training program for board/commission recording secretaries	We created and delivered a comprehensive recording secretary training for all board/commission recording secretaries. This training was well received and proved to be a valuable tool for the participants. The City Clerk's office will continue to provide this training on an annual basis.
FY21 Goals	
Oversee the completion of the special event permit processing revamp and establish a timeline for approvals/denials	
Facilitate records retention training from the AZ Department of Library & Archives for the leadership team and identified department records managers in an effort to identify opportunities for improved records management	
Coordinate a training for special event planners with the Department of Liquor to allow for education and question & answer session on the process, why applications are denied, and what the ideal application/process looks like	

Resource Summary:

Authorized Positions							
	FY19 Adopted	FY19 Actual	FY20 Adopted	FY20 Revised	FY20 Estimated	FY21 Adopted	
City Clerk	1	1	1	1	1	1	
Deputy City Clerk	1	1	1	1	1	1	
Administrative Secretary	1	1	-	-	-	-	
Program Total	3	3	2	2	2	2	
Operating Budget Summary							
	FY19 Adopted	FY19 Actual	FY20 Adopted	FY20 Revised	FY20 Estimated	FY21 Adopted	FY20 Estimated Variance to FY20 Budget
Personnel	219,168	203,426	164,747	164,747	180,591	172,203	10%
Supplies & Services	124,318	109,968	161,937	162,637	112,012	94,722	-31%
City Internal Services	31,623	31,623	33,431	33,431	33,431	33,495	0%
Program Total	\$375,109	\$345,016	\$360,115	\$360,815	\$326,034	\$300,420	-9%

City Clerk (cont.)

Resource Summary (cont.):



Budget Highlights/Comments:

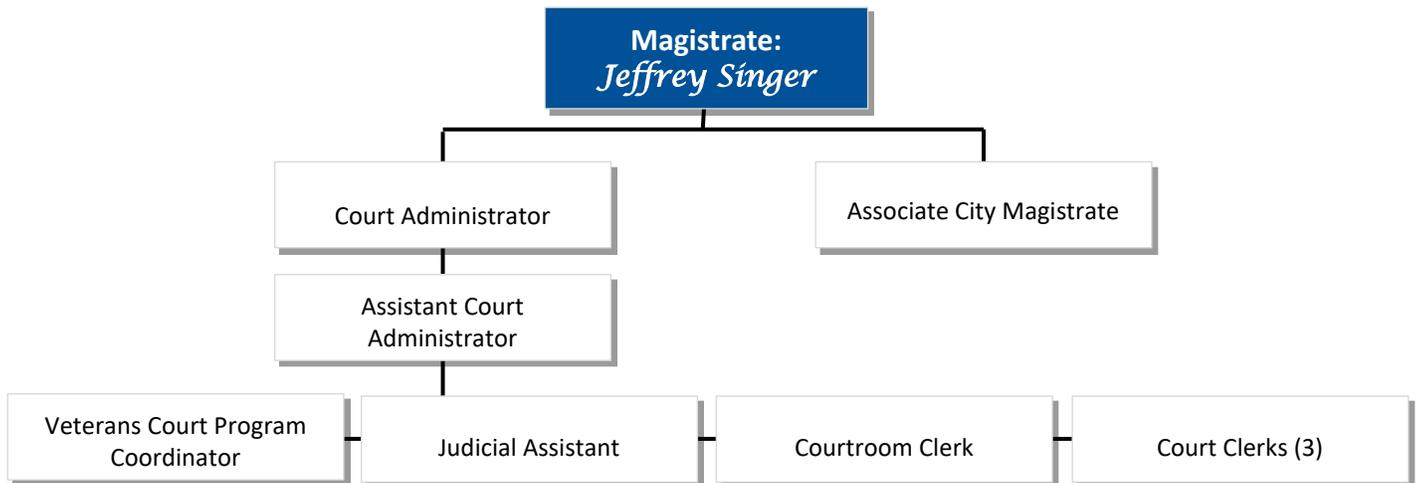
The adopted budget reflects a 16.6% decrease:

- ◆ Personnel costs increased due to staffing turnover mid-fiscal year FY2019-20.
- ◆ Implementation of the document management system was completed in FY2019-20 and was removed from this year’s budget which accounts for the decrease in supplies & services.

Court

Mission Statement:

To search for the truth and administer justice fairly and impartially in accordance with the laws of the State and the laws of the municipality it serves. The Court further has an obligation to protect the rights of the accused and the interests of the public. It must provide the best quality service it can to the public and treat the people it serves professionally and with dignity. The Court must continue to evaluate the needs of the people it serves and be prepared to make changes, where it can, to meet those needs.



Major Services and Responsibilities:

- Process and adjudicate criminal misdemeanor and civil traffic cases
- Conduct juvenile hearings
- Issue protective orders
- Review and approve search warrants
- Operate Veterans Treatment Court
- Collection of legal financial obligations including fines, fees and restitution
- Impose and monitor community restitution hours for the benefit of the community
- Provide law-related education about the judiciary to the public, schools and civic groups
- Act as an information center about court system to increase awareness of court services
- Accommodate the needs of the public in accessing court services

Court (cont.)

City of Kingman Strategic Plan			
Council Strategic Plan Element	Improved City Services and Livability		
City Team Objective	Improving Livability of the Community		
Department Action	Timely Justice		
Performance Measure	FY20 Target	FY20 Estimate	FY21 Target
Pre-Adjudicated cases at the Kingman Municipal Court not in warrant status shall be adjudicated and resolved within six months of filing	90%	92-100%	95-100% (post pandemic)
Council Strategic Plan Element	Economic Prosperity		
City Team Objective	Improving City Infrastructure		
Department Action	Balancing Justice with Fiscal Responsibility		
Performance Measure	FY20 Target	FY20 Estimate	FY21 Target
Utilization of the Court's Fail to Pay Program to help reduce the Court's overall jail costs.	Under \$25K/month	Under \$18K/month	Under \$22K/month
Council Strategic Plan Element	Culture		
City Team Objective	Improve the Quality of City Services		
Department Action	Helping Our Local Veteran Community		
Performance Measure	FY20 Target	FY20 Estimate	FY21 Target
Kingman Veterans Treatment Court will strive to keep the overall recidivism rate of its graduates under 10%	Under 10%	Under 5%	Under 10%

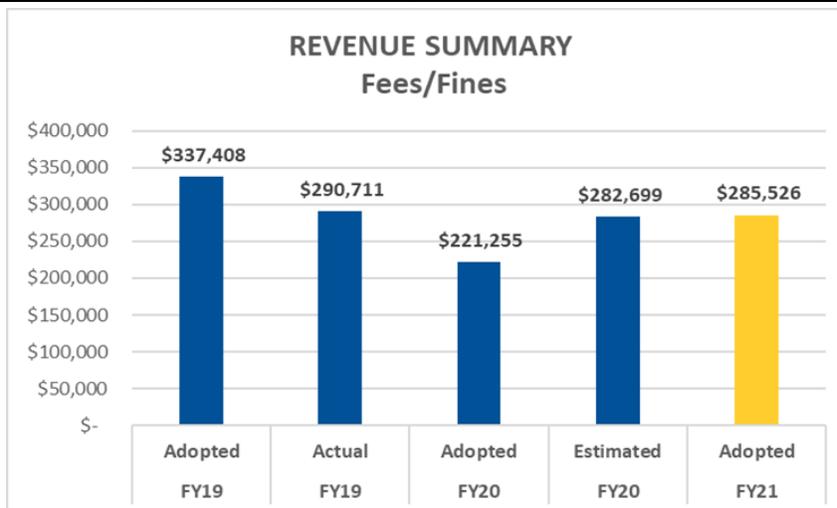
Division Goals	
FY20 Goals	FY20 Accomplishments
Completion of Courthouse beautification project	This was accomplished throughout the year and was finalized with the installation of new flooring at zero cost to the city.
Expansion of Veterans Treatment Court to better serve local veterans	The Veterans Treatment Court continued to expand. We reached our highest number of participants in the program and have recognized 41 graduates to date.
Incorporating the Mayor's challenge to end veterans homelessness into Veterans Treatment Court	This is a continuing project as a part of our Veterans Resource Team and we believe that our efforts – including working with the JAVC – have laid the framework to reducing Veteran homelessness in our community
Treating court clerks as case managers/administrative assistants and adjusting their salary grade similar to other local courts and city positions	During the year we were able to have two court clerk positions changed and elevated to Judicial Assistant and Courtroom Clerk which made us comparable and in line with other local courts.
Utilizing four 10-hour work schedules for court employees while still making the Courthouse available to the public five days a week	Staff has worked the 10-hour work schedules for some time; however, on March 30 the court has moved to a four-day work week from 7 am-6 pm Monday-Thursday.
FY21 Goals	
Have all staff completely trained with the Court's new AJACS software program and have all issues with the new program completely resolved	
Successfully transition from our current SAMHSA Veterans Court Grant that ends in October into either: 1. Utilizing a new grant that Kingman has applied for in conjunction with Lake Havasu; or 2. If a new grant is not awarded, utilize innovative methods for the Kingman Veterans Treatment Court Program to continue to thrive and grow	
Finish the final steps on the Kingman Municipal Courthouse security project including the installation of bulletproof film for the windows in courtroom 2 as well as bulletproof panels for the Judges benches and clerks work areas in both courtrooms (and at no cost to the city)	

Court (cont.)

Resource Summary:

Authorized Positions						
	FY19 Adopted	FY19 Actual	FY20 Adopted	FY20 Revised	FY20 Estimated	FY21 Adopted
City Magistrate	1	1	1	1	1	1
Associate Magistrate	0.5	0.5	0.5	0.5	0.5	0.5
Court Administrator	1	1	1	1	1	1
Assist. Court Administrator	1	1	1	1	1	1
Veteran's Court Program Coordinator	1	1	1	1	1	1
Judicial Assistant	-	-	-	1	1	1
Courtroom Clerk	-	-	-	1	1	1
Court Clerk	5	5	5	3	3	3
Program Total	9.5	9.5	9.5	9.5	9.5	9.5

Operating Budget Summary							
	FY19 Adopted	FY19 Actual	FY20 Adopted	FY20 Revised	FY20 Estimated	FY21 Adopted	FY20 Estimated Variance to FY20 Budget
Personnel	657,243	645,609	661,157	661,157	671,755	662,372	2%
Supplies & Services	797,250	636,128	746,550	746,550	599,413	604,300	-20%
City Internal Services	42,459	42,459	62,901	62,901	62,901	77,877	0%
Program Total	\$1,496,952	\$1,324,195	\$1,470,608	\$1,470,608	\$1,334,069	\$1,344,549	-9%



Budget Highlights/Comments:

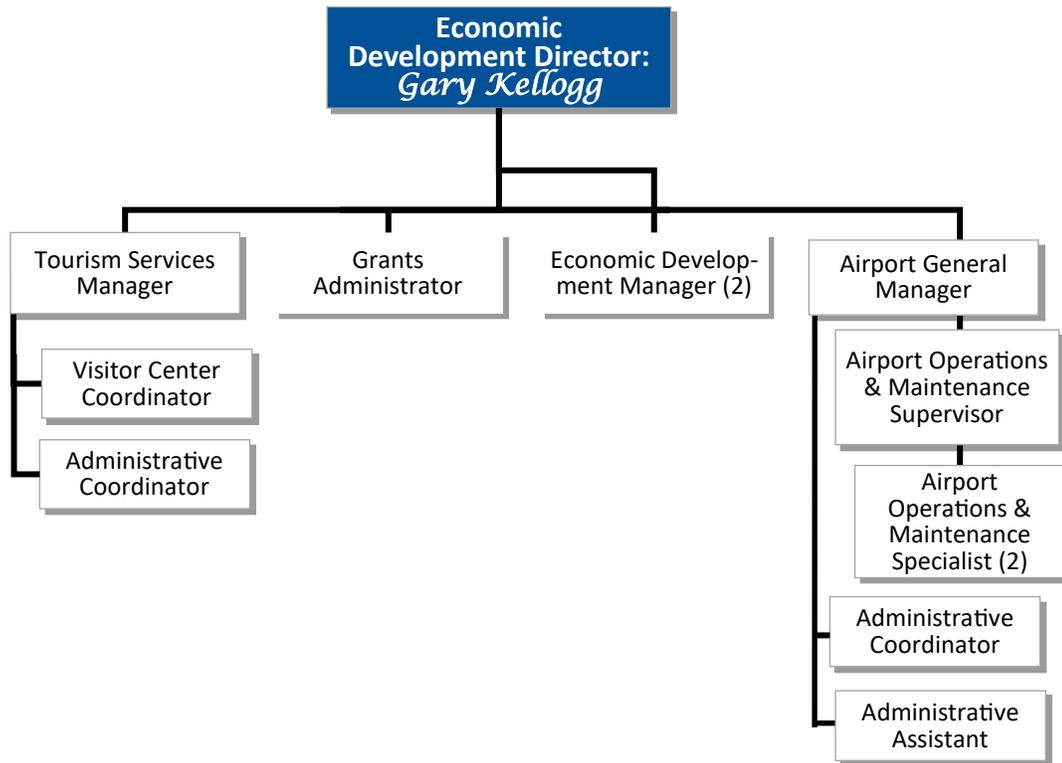
The adopted budget reflects an 8.6% decrease:

- ◆ Use of the Court's Fail to Pay Program has led to a reduction in jail fees and accounts for the majority of the decrease in supplies & services.
- ◆ Internal services increased due to a revision to the Insurance Services allocation methodology and a higher Building Maintenance allocation to maintain fund balance.

Economic Development

Mission Statement:

Work with internal and external partners to foster and encourage best practices in economic development activities. Facilitate an environment that is conducive to growing and attracting businesses resulting in job creation, business retention, an increased tax base, and an improved sustainability and quality of life for the citizens of Kingman.



Major Services and Responsibilities:

- Leads the City's efforts in recruiting businesses and implementing programs to assist local business retention and expansion, acting as the City's lead economic contact and advisor to business and industrial organizations
- Provide counsel and direction for newly formed Economic Development Advisory Commission
- Brands and markets Kingman for business and tourism attraction, small business and entrepreneurial development
- Identifies factors needed to improve existing policies to attract and retain new and expanding businesses and tourists
- Identifies needed workforce and educational services and programs which would support existing local businesses and enhance business recruitment
- Directs economic research activities to determine needs and economic impact of projects
- Designs, creates and maintains marketing strategies, press releases, literature and information for materials to market the community attributes
- Participates in long range planning and recommends long term goals for a unified economic and tourism development program
- Allocates and maximizes City resources to recruit, maintain and expand businesses and industry
- Works with Airport General Manager to establish Kingman Airport as a friendly, well-run asset

Economic Development (cont.)

City of Kingman Strategic Plan			
Council Strategic Plan Element	Economic Prosperity		
City Team Objective	Economic Development		
Department Action	Expand or Attract retail, service, industrial and business opportunities to become state and regionally recognized as a prime industrial & distribution hub for the west coast.		
Performance Measure	FY20 Target	FY20 Estimate	FY21 Target
Visits or contacts with existing business	125	130	150
Provide a form of assistance to an existing business	55	75	75
Visit or contact with new prospective business opportunities	40	75	100
Submit sites to potential prospects	30	45	50
Council Strategic Plan Element	Improved City Services and Livability		
City Team Objective	Economic Development		
Department Action	Expand or attract retail, service, industrial and business opportunities to become state and regionally recognized as a prime industrial & distribution hub for the west coast / locates / expansions		
Performance Measure	FY20 Target	FY20 Estimate	FY21 Target
Retail & industrial companies located or expanded	20	20	20

Division Goals	
FY20 Goals	FY20 Accomplishments
ED website, demographic data and properties search tool website, marketing brochure, and marketing video completed	ED website has been regularly updated and includes a demographic data and properties search tool. Marketing brochure was completed. Marketing video has not been completed, held off while waiting for additional branding information.
ED Plan Strategic Plan completed	The plan was completed and released early 2020. ED staff continues to administer the plan on an ongoing basis.
Industrial Park land sale completed and Park cleanup	Completed 3 land sales. Continued to clean up various items throughout the Park.
Installed several directional signs in the industrial park to aid tenants, visitors and shipping firms	This has been completed.
FY21 Goals	
Continue to implement and support components of the Economic Development Plan and report back on the various success	
Retail-add additional 50,000 sq. ft. of retail and dining options within the City limits	
Industrial Park-continue to move forward with additional land sales / leases and rail agreements within the Kingman Industrial Park. Landscape and repair large business sign coming into the Industrial Park. Complete the construction of Port Way from Finance to Olympic. Conduct business retention and expansion survey at the Industrial Park	
Downtown-provide support and give guidance for the Main Street and Vista, provide outreach and support to existing and future downtown businesses and facilitate successful downtown improvement programs	

Economic Development (cont.)

Resource Summary:

Authorized Positions							
	FY19 Adopted	FY19 Actual	FY20 Adopted	FY20 Revised	FY20 Estimated	FY21 Adopted	
Economic Development Director	1	1	1	1	1	1	
Economic Development Manager	1	1	2	2	2	2	
Main Street/Neighborhood Services Administrator	1	1	-	-	-	-	
Grants Administrator	-	-	1	1	1	1	
Administrative Assistant	1	1	1	-	-	-	
Program Total	4	4	5	4	4	4	
Operating Budget Summary							
	FY19 Adopted	FY19 Actual	FY20 Adopted	FY20 Revised	FY20 Estimated	FY21 Adopted	FY20 Estimated Variance to FY20 Budget
Personnel	387,357	380,469	484,915	462,270	467,657	437,131	-4%
Supplies & Services	267,060	104,932	220,994	220,994	152,759	308,866	-31%
City Internal Services	20,851	20,851	34,562	34,562	34,562	27,489	0%
Capital Outlay	-	-	-	15,000	-	30,000	-
Program Total	\$675,268	\$506,252	\$740,471	\$732,826	\$654,978	\$803,486	-12%

Budget Highlights/Comments:

The adopted budget reflects an 8.5% increase:

- ◆ Personnel costs decreased due to the restructuring of the Planning & Zoning and Building & Life Safety divisions. The Administrative Assistant position transferred to the Community Development division during FY2019-20, reducing Economic Development's FTEs by 1.
- ◆ Supplies & services increased due to 1) rebranding services and materials, 2) increased advertising and marketing to focus on local businesses, 3) addition of a Signs and Murals Program, 4) addition of a Support Local Program, and 2) an expanded Façade Improvement Program.
- ◆ Internal services decreased overall. An increase in the Insurance Services allocation, which was due to a revised allocation methodology, was offset by a decrease in the Building Maintenance allocation which was due to the Economic Development staff being housed at various locations throughout the City.
- ◆ Capital outlay increased due to the purchase of an LED digital message board.

Tourism

Mission Statement:

To expand tourism related activities in the Kingman region in order to enhance the economy and to attract and serve the traveling public along the Interstate 40 corridor, Highway 93 and Historic Route 66.

Major Services and Responsibilities:

- Operate the Kingman Visitor Center to serve the traveling public and assist Powerhouse building tenants
- Promote Kingman to existing and potential travelers with a multichannel marketing approach, including web display, social, content, print, outdoor, etc.
- Participate in the Arizona Office of Tourism (AOT) Marketing Cooperative, Familiarization Tours, and other programs that may become available through AOT
- Provide counsel to the City Council, Tourism Development Commission, and other commissions as may become necessary in the development of short and long range plans and projects
- Collaborate with community and regional partners in tourism promotion efforts

City of Kingman Strategic Plan			
Council Strategic Plan Element	Improved City Services and Livability		
City Team Objective	Improving Livability of the Community		
Department Action	Populate the Community Event Calendar in advance to ensure it is a comprehensive resource for Kingman		
Performance Measure	FY20 Target	FY20 Estimate	FY21 Target
Website visitor sessions at GoKingman.com on a monthly basis	15,000 - 20,000	15,730	13,000 - 18,000
Council Strategic Plan Element	Partnerships		
City Team Objective	Increasing Tourism		
Department Action	Promote a quality visitor experience		
Performance Measure	FY20 Target	FY20 Estimate	FY21 Target
Provide visitor information packets within two	≤ 14 days	4.4 ave. (before COVID)	≤ 14 days
High ratings on our Google Business page and	4.5 - 5.0	4.6 ave.	4.5 - 5.0
Operate a visitor center to serve the traveling public every day	356 days	296	355 days
Council Strategic Plan Element	Economic Prosperity		
City Team Objective	Expanding Revenue Sources		
Department Action	Identify new product to offer travelers at the Visitor Center to increase sales per visitor and value per sale		
Performance Measure	FY20 Target	FY20 Estimate	FY21 Target
Average gift shop sales transaction value	\$15.00	\$17.11 (before COVID)	\$17.00
Average daily gift shop sales per full time employee	\$150 (Q1 & Q4) \$200 (Q2 & Q3)	\$150.08 ave.	\$150 ave.

Tourism (cont.)

Division Goals	
FY20 Goals	FY20 Accomplishments
Sponsor a Local Arizona First Vista intern and work with the Vista to assist Kingman Downtown Main Street	VISTA is on board; we are coordinating with Alliance of Arizona Nonprofits and Kingman Main Street to help her complete the assignment objectives and achieve her goals.
Install Route 66 Drive-Thru Shield and the new entry sign for the Powerhouse	The Powerhouse entry sign is well underway; it should be installed in April, 2020. The Route 66 Drive Thru Shield is in design and we do not anticipate completing that project this year. It has been included in our FY2021 budget request.
Increase gift shop sales by 10% over FY2019	For the first six months (July-Dec) the gift shop sales were 20.2% up over FY2019. Due to the effects of COVID-19 and the closure of the Visitor Center to the public on March 21, the performance of the third quarter (Jan-Mar) was down 23.7%. So far, we are 6.7% ahead for the first nine months. Although we will likely not meet the goal by the end of FY2020 per se, I believe we were trending to surpass it.
FY21 Goals	
Install Route 66 Drive-Thru Shield	
Work with the Kingman Main Street VISTA to help downtown dining and specialty shops recover from the effects of COVID-19 by assisting with on-line profiles (such as Google Business) and connecting them to SBA loans and resources	
We will reach out to no less than 50 tour companies that have visited the Powerhouse in 2019 or 2020 to inform the industry of the newly available motor coach parking in downtown Kingman. If tour group travel returns by January 2021, our goal is to see some use of the parking spaces by June 2021	
As we anticipate a significant drop in traffic and gift shop sales throughout calendar year 2020, rebuilding both traffic and sales will be a major goal in early 2021	

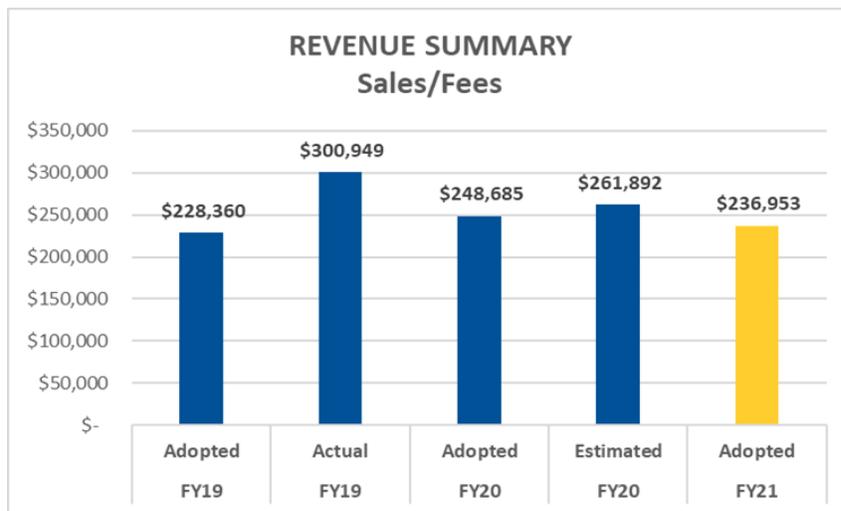
Resource Summary:

	Authorized Positions					
	FY19 Adopted	FY19 Actual	FY20 Adopted	FY20 Revised	FY20 Estimated	FY21 Adopted
Tourism Services Manager	-	-	1	1	1	1
Deputy Director of Tourism	1	1	-	-	-	-
Visitor Center Coordinator	1	1	1	1	1	1
Administrative Coordinator	-	-	-	-	-	1
Administrative Assistant	1	1	1	1	1	-
Program Total	3	3	3	3	3	3

Tourism (cont.)

Resource Summary (cont.):

Operating Budget Summary							
	FY19 Adopted	FY19 Actual	FY20 Adopted	FY20 Revised	FY20 Estimated	FY21 Adopted	FY20 Estimated Variance to FY20 Budget
Personnel	240,307	229,258	300,564	300,564	265,975	314,155	-12%
Supplies & Services	498,533	487,354	557,367	603,367	538,243	478,716	-3%
City Internal Services	35,970	35,970	46,776	46,776	46,776	40,693	0%
Capital Outlay	25,000	-	147,500	147,500	23,300	55,059	-84%
Capital Lease	-	-	-	-	-	6,719	-
Program Total	\$799,810	\$752,582	\$1,052,207	\$1,098,207	\$874,294	\$995,342	-17%



Budget Highlights/Comments:

The adopted budget reflects a 5.4% decrease:

- ◆ Personnel costs include an Administrative Assistant (Grade 206) reclassification to an Administrative Coordinator (Grade 211).
- ◆ Expecting that tourism activities will be slow to recover from the COVID-19 pandemic, the need for merchandise inventory will be lessened which accounts for the decrease in supplies & services. The decrease is offset with increases to advertising and marketing (Facebook, See Source, and Arizona Office of Tourism), adding rebranding services and materials, and \$40,000 in funding to create a Route 66 celebration event.
- ◆ Capital outlay decreased due to the completion of a conference room renovation, replacement of an entry sign and a vehicle replacement purchase.

Airport

Mission Statement:

Operate a professionally managed, high quality municipal airport which serves its users and the community with excellent, friendly service

Major Services and Responsibilities:

- Provide an excellent facility for the National Aviation Transportation System
- Provide an attractive front door to the City of Kingman and facilities for business and tourist visitors
- Provide area business and resident users of the Kingman Airport with ramp and storage facilities at competitive prices
- Provide support for aviation related businesses on the airport
- Promote the recreational and educational aspects of aviation (examples: viewing area with picnic grounds, tune your radio to listen to airport activities, airshows, airport open houses, obstacle course, ACE (FAA Aviation Career Education) camp for kids, winch-launch for gliders, etc.)
- Operate Kingman Airport without using City of Kingman general fund revenues
- Comply with Federal transfer agreement provisions and FAA grant assurances

City of Kingman Strategic Plan			
Council Strategic Plan Element	Economic Prosperity		
City Team Objective	Improving Livability of the Community		
Department Action	Plan, develop, implement projects promote sustainability		
Performance Measure	FY20 Target	FY20 Estimate	FY21 Target
Grants & construction projects achieved, awarded, or in progress	3	5	4
Council Strategic Plan Element	Economic Prosperity		
City Team Objective	Improving Livability of the Community		
Department Action	Provide timely service, improve, provide safe facility		
Performance Measure	FY20 Target	FY20 Estimate	FY21 Target
Acres maintained, mowed, weeds cleared or sprayed	8712 ac	8712 ac	8712 ac
Miles of high voltage electrical system maintained	44 miles	44 miles	44 miles
Council Strategic Plan Element	Economic Prosperity		
City Team Objective	Increasing Tourism		
Department Action	Maintain airport as a gateway & connect to history		
Performance Measure	FY20 Target	FY20 Estimate	FY21 Target
Events on site (airport)	3	3	2
Council Strategic Plan Element	Economic Prosperity		
City Team Objective	Expanding Revenue Sources		
Department Action	Continue & complete possible future revenue sources		
Performance Measure	FY20 Target	FY20 Estimate	FY21 Target
Attract additional stored aircraft	N/A	N/A	25%+

Airport (cont.)

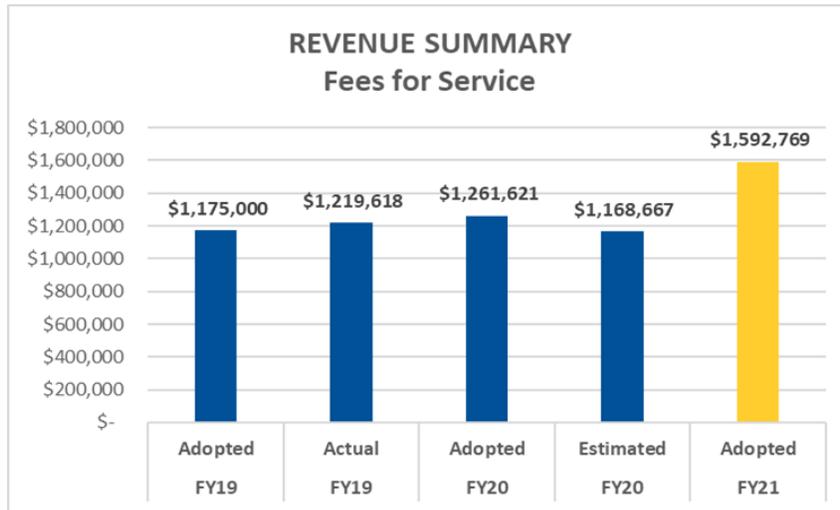
Division Goals	
FY20 Goals	FY20 Accomplishments
Continue long term facility infrastructure improvements	Long term facility infrastructure improvements, creation of grant pipeline and obligation of \$3,055,566 non-city grant funding improvements.
Continue to reach out to partners, businesses, tenants and citizens to establish positive relationships	Successful outreach and positive relationship building with community, reduction in complaints to policy makers, bridge building on airport projects and proactive maintenance/upkeep of infrastructure.
Airport events to showcase the airport to the community	Positive showcasing of facility via successful Air Fest and KAMA
FY21 Goals	
Continue effective competition for additional non-city grant obligations to improve airport to approximate value of \$1,570,620	
Continue effective positive bridge building with stakeholders to improve airport	
A low cost, plan/construct over one mile of taxi lanes to enhance storage of aircraft and enhance airport revenues	

Resource Summary:

Authorized Positions							
	FY19 Adopted	FY19 Actual	FY20 Adopted	FY20 Revised	FY20 Estimated	FY21 Adopted	
Airport General Manager	1	1	1	1	1	1	
Administrative Coordinator	-	-	1	1	1	1	
Airport Operations & Maintenance Supervisor	1	1	1	1	1	1	
Airport Operations & Maintenance Specialist	2	2	2	2	2	2	
Administrative Assistant	1	1	1	1	1	1	
Administrative Secretary	1	1	-	-	-	-	
Program Total	6	6	6	6	6	6	
Operating Budget Summary							
	FY19 Adopted	FY19 Actual	FY20 Adopted	FY20 Revised	FY20 Estimated	FY21 Adopted	FY20 Estimated Variance to FY20 Budget
Personnel	695,558	345,342	411,884	411,884	409,328	410,573	-1%
Supplies & Services	511,950	994,534	1,957,910	1,792,399	804,821	834,915	-59%
City Internal Services	-	-	141,866	141,866	141,866	76,903	0%
Capital Outlay	950,000	530,706	125,000	177,607	117,000	87,000	-6%
Capital Lease	-	-	-	-	-	6,719	-
Program Total	\$2,157,508	\$1,870,582	\$2,636,660	\$2,523,756	\$1,473,015	\$1,416,110	-44%

Airport (cont.)

Resource Summary (cont.):



Budget Highlights/Comments:

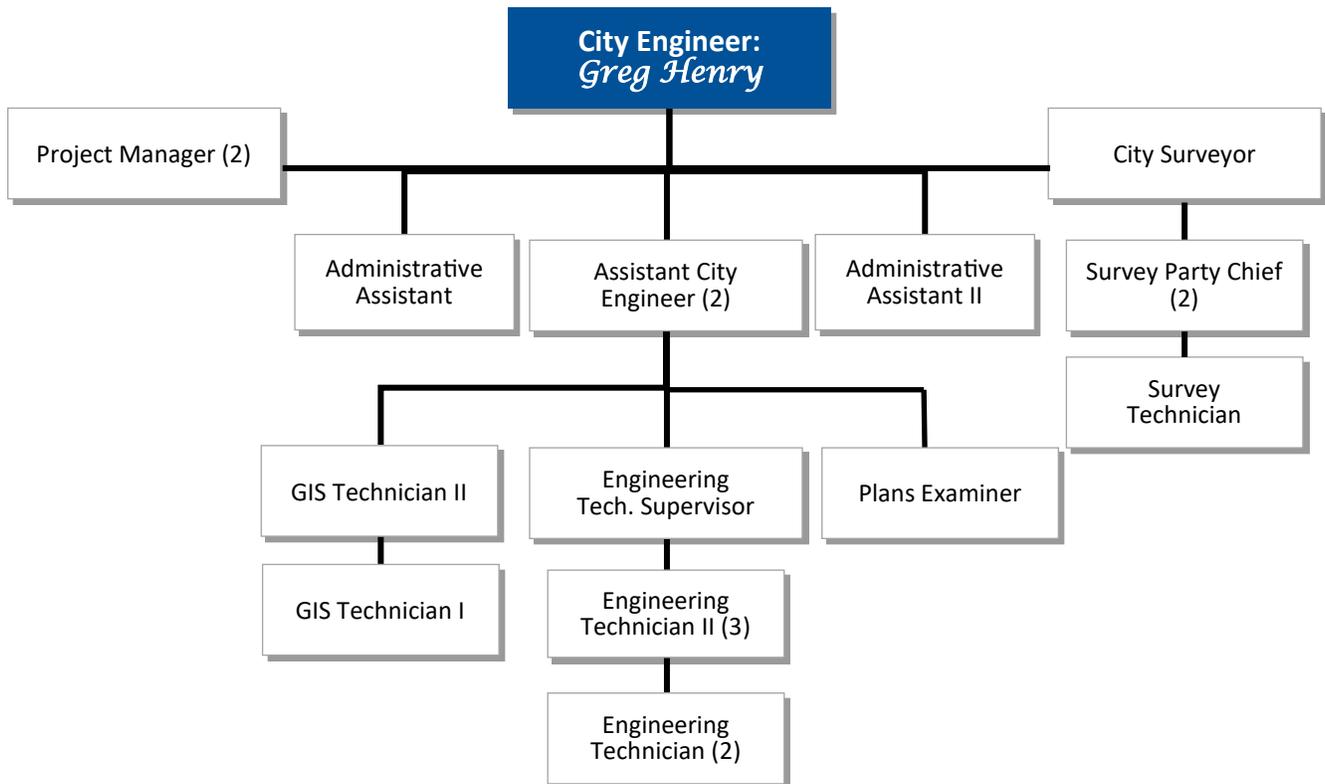
The adopted budget reflects a 46.3% decrease:

- ◆ Supplies & services decreased due to 1) a reduction in the Dross site assessment and investigation fees, 2) completion of several projects, such as signage, website design, and chip seal, and 3) removal of the environmental assessment of a 16-acre parcel clean-up project.
- ◆ Capital outlay decreased due to completion of a terminal remodel, building demolition, and vehicle purchase. The decrease offsets the purchase of a backhoe.

Engineering

Mission Statement:

To ensure public works facilities and improvements and extensions to the City's water and sewer systems are designed and constructed in conformance with applicable City, State and Federal standards and to good engineering and construction practices. To assist the public and other City departments with inquires and information requests in a timely and efficient manner.



Major Services and Responsibilities:

- Prepare engineering designs, construction plans and bidding documents for City construction contracts
- Provide construction administration and management for City construction projects
- Review and approve plans for extensions to the City's water and sewer systems.
- Review and approve plans for private development site grading, street and drainage improvements
- Review and approve drainage plans, plats and improvement plans for new subdivisions
- Inspect the construction of subdivision improvements and public works projects
- Issue and administer permits to work within the public right-of-way
- Maintain records of the City's water and sewer systems and provide information in response to requests from the public

Engineering (cont.)

City of Kingman Strategic Plan			
Council Strategic Plan Element	Improved City Services and Livability		
City Team Objective	Improving Livability of the Community		
Department Action	Review and Update Policies and Procedures		
Performance Measure	FY20 Target	FY20 Estimate	FY21 Target
Respond to public inquiries within 72 hours	100%	100%	100%
Council Strategic Plan Element	Improved City Services and Livability		
City Team Objective	Improving Livability of the Community		
Department Action	Provide tools through GIS to support the streamlining of workflows and data		
Performance Measure	FY20 Target	FY20 Estimate	FY21 Target
Respond to all address error reports within 7 days	100%	100%	100%

Division Goals	
FY20 Goals	FY20 Accomplishments
Water Conservation – projects, policies and ordinances	Through the Water Sustainability Committee, we are actively working on policies and projects which promote water conservation.
I/40 Traffic Interchange projects	We have hired consultants to design the connecting roadways and utilities and assist with acquiring the necessary rights of way. We are working with ADOT on the necessary Intergovernmental Agreement (IGA) for the Rancho Santa Fe Traffic Interchange.
Flood Control projects	We are working through the Master Drainage Plan Update which will identify and prioritize projects for the CIP and Storm Water Rate Study. We obtained a grant for the Eighth Street underpass drainage project and are awaiting construction.
FY21 Goals	
Water Conservation – projects, policies and ordinances	
I/40 Traffic Interchange projects	
Flood Control projects	

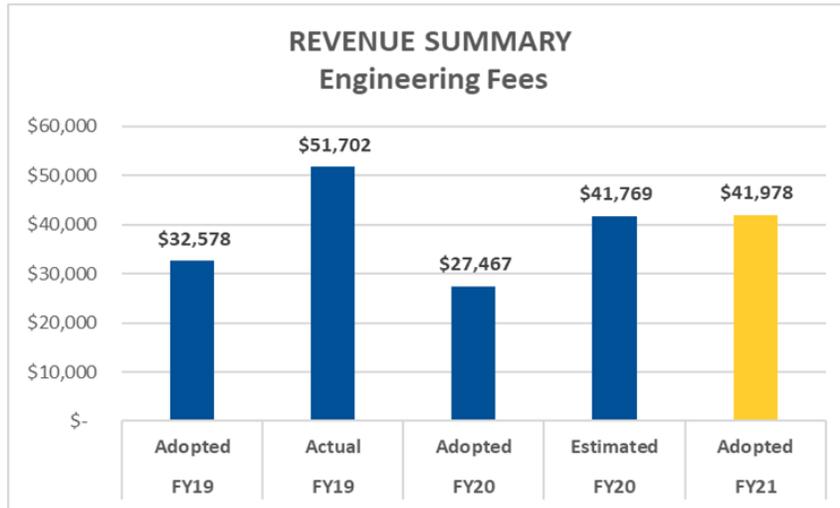
Engineering (cont.)

Resource Summary:

Authorized Positions							
	FY19 Adopted	FY19 Actual	FY20 Adopted	FY20 Revised	FY20 Estimated	FY21 Adopted	
City Engineer	1	1	1	1	1	1	
Assistant City Engineer	3	3	3	3	3	2	
Plans Examiner	-	-	1	1	1	1	
City Surveyor	1	1	1	1	1	1	
Assistant City Surveyor	1	1	-	-	-	-	
Project Manager	1	1	1	1	1	2	
Engineering Technician Supervisor	1	1	1	1	1	1	
Survey Party Chief	1	1	2	2	2	2	
Engineering Technician II	1	1	1	1	1	3	
GIS Technician II	1	1	1	1	1	1	
Administrative Assistant II	1	1	1	1	1	1	
Engineering Technician	4	4	4	4	4	2	
GIS Technician I	1	1	1	1	1	1	
Survey Instrument Technician	1	1	1	1	1	1	
Administrative Assistant	1	1	1	1	1	1	
Program Total	19	19	20	20	20	20	
Operating Budget Summary							
	FY19 Adopted	FY19 Actual	FY20 Adopted	FY20 Revised	FY20 Estimated	FY21 Adopted	FY20 Estimated Variance to FY20 Budget
Personnel	1,662,829	1,552,302	1,663,803	1,663,803	1,631,881	1,595,304	-2%
Supplies & Services	137,750	81,603	183,945	187,173	126,105	171,448	-31%
City Internal Services	135,667	135,667	162,614	162,614	162,614	169,472	0%
Capital Outlay	71,650	44,961	66,500	58,272	18,900	-	-72%
Capital Lease	-	-	-	-	-	27,438	-
Program Total	\$2,007,896	\$1,814,533	\$2,076,862	\$2,071,862	\$1,939,500	\$1,963,662	-7%

Engineering (cont.)

Resource Summary (cont.):



**Engineering is part of the Water Fund, see Water Operations for additional revenue summary information

Budget Highlights/Comments:

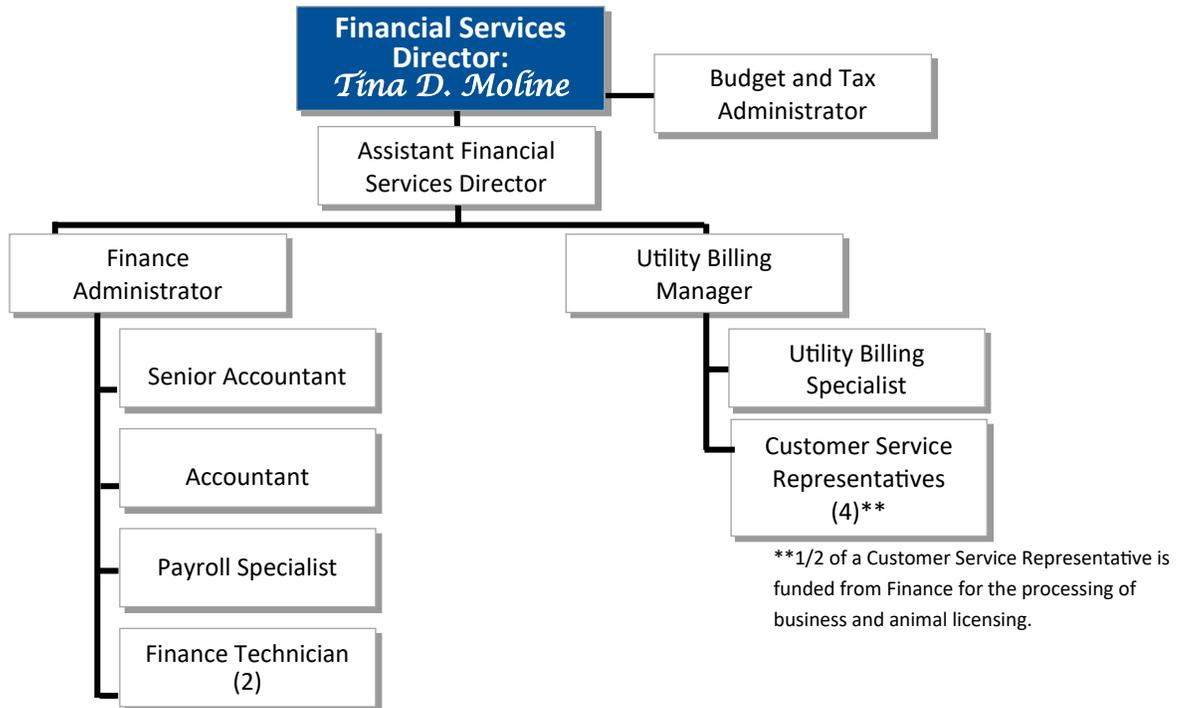
The adopted budget reflects a 5.5% decrease:

- ◆ Personnel costs include a reclassification of two Engineering Technician I positions to Engineering Technician II positions and does not fund a currently vacant Engineering Technician I position for FY2020-21. This position is expected to be needed in FY2021-22.
- ◆ Capital outlay is decreased due to the completion of a vehicle replacement purchase. Instead of purchasing the vehicle outright, a 5-year lease program will be utilized for four replacement vehicles.

Financial Services

Mission Statement:

To maintain the financial integrity of the City through effective fiscal oversight. To provide professional financial management and protect the City's financial integrity through effective and prudent fiscal oversight.



Major Services and Responsibilities:

- Preparation of the City's annual budget
- Monitoring actual vs. budgeted financial performance
- Forecasting and long-term financial planning
- Fiscal impact and rate analyses
- Financial recordkeeping
- Cash and investment management
- Bank and account reconciliations
- Preparation of annual financial report
- Maintenance and control of capital assets database
- Account reconciliation
- Payroll
- Accounts payable and purchasing management
- General billing
- Accounts receivable and cash receipting
- Administration and billing of improvement district properties
- Mohave County Water Authority financial recordkeeping, budget preparation, and annual audit preparation
- Administration of business and animal licensing
- Compliance with government reporting requirements

Financial Services (cont.)

City of Kingman Strategic Plan			
Council Strategic Plan Element	Improved City Services and Livability		
City Team Objective	Expanding Revenue Sources		
Department Action	Safeguard the City's long-term financial health		
Performance Measure	FY20 Target	FY20 Estimate	FY21 Target
Maintain a +/- 5% budget to actual revenue variance	+/- 5%	-1.1%	+/- 5%
Council Strategic Plan Element	Improved City Services and Livability		
City Team Objective	Expanding Revenue Sources		
Department Action	Increase sales tax collections from the existing taxpayer base through taxpayer education and audits		
Performance Measure	FY20 Target	FY20 Estimate	FY21 Target
Identify taxpayers to be referred for audit	4	4	5
Post tax-related educational topics to the website	4	4	4
Council Strategic Plan Element	Modernization		
City Team Objective	Improve the Quality of City Services		
Department Action	Utilize automation to improve efficiencies, reduce operating costs, and increase		
Performance Measure	FY20 Target	FY20 Estimate	FY21 Target
Increase issuance of vendor payments through ACH	15%	3%	15%
Council Strategic Plan Element	Communication and Teamwork		
City Team Objective	Improve the Quality of City Services		
Department Action	Coordinate with internal departments to improve communication and expand		
Performance Measure	FY20 Target	FY20 Estimate	FY21 Target
Conduct onsite/virtual visits with each internal department to answer questions, communicate updates and develop methods to streamline and improve processes	1 visit per department per year	1	1 visit per department per year
Offer internal trainings per year	3	3	4
Council Strategic Plan Element	Improved City Services and Livability		
City Team Objective	Improve the Quality of City Services		
Department Action	Promote transparency and trust by utilizing current technologies to provide access to up-to-date financial information		
Performance Measure	FY20 Target	FY20 Estimate	FY21 Target
Post quarterly TPT collection reports	4	1	4

Financial Services (cont.)

Division Goals	
FY20 Goals	FY20 Accomplishments
Receive GFOA Certificate of Excellence in Financial Reporting	An application to the GFOA to obtain the Certificate of Excellence in Financial Reporting was made in December 2019, but the list of award recipients has yet to be announced. Due to COVID-19, the awards will not be announced until after fiscal year 2020 has ended.
Provide 3 development opportunities for internal customers by hosting payroll, accounts payable and budget related workshops	1) In an effort to educate employees of changes to the 2020 W-4 process, payroll trainings were held on-site at each division in December. 2) The fiscal year 2021 budgeting process transitioned from a worksheet to an electronic process. Budget training workshops were held in January for the employees impacted by this change. 3) Recognizing that requisitioning and invoicing consumes a significant amount of time for admins and managers, efficiency improvements were shared with the divisions through video conference meetings in April.
Increase the number of ACH vendor payments issued to 15%	By the end of fiscal year 2020, there will be 25+ vendors utilizing ACH as their payment method. These vendors' payments account for 15% of ACH payments issued, but the finance division continues to perform vendor outreach in an effort to increase this number.
Reduce budget to actual variances to below 5%	The General Fund's FY2020 estimated revenues variance is -1.0%.
FY21 Goals	
Develop a financial transparency web page to better communicate the city's financial condition to its citizens and the public	
Review and update internal policies and procedures to ensure management philosophy, municipal code and legislative changes are reflected	
Evaluate revenues and expenditures to ensure cost recovery is being maintained	

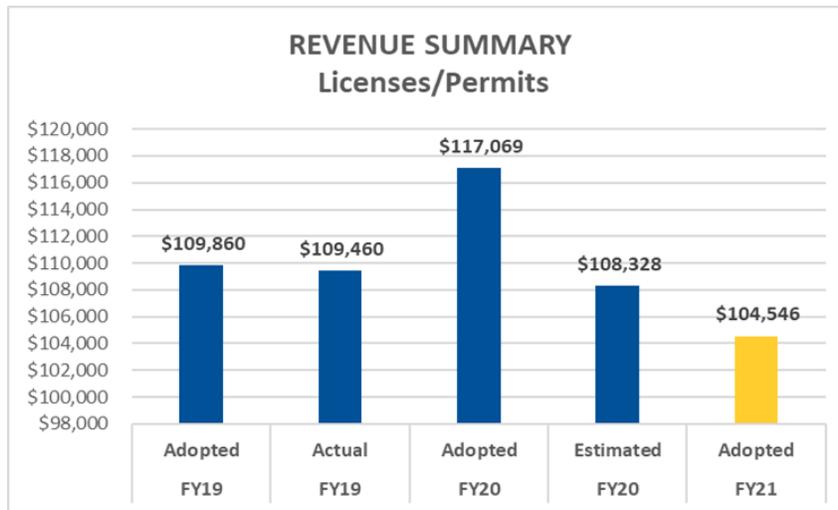
Resource Summary:

	Authorized Positions					
	FY19 Adopted	FY19 Actual	FY20 Adopted	FY20 Revised	FY20 Estimated	FY21 Adopted
Financial Services Director	1	1	1	1	1	1
Assistant Financial Services Director	-	-	1	1	1	1
Budget and Tax Administrator	1	1	1	1	1	1
Finance Administrator	1	1	1	1	1	1
Senior Accountant	1	1	1	1	1	1
Accountant	1	1	1	1	1	1
Payroll Specialist	1	1	1	1	1	1
Finance Technician	2	2	2	2	2	2
Customer Service Representative	-	-	0.5	0.5	0.5	0.5
Program Total	8	8	9.5	9.5	9.5	9.5

Financial Services (cont.)

Resource Summary (cont.):

Operating Budget Summary							
	FY19 Adopted	FY19 Actual	FY20 Adopted	FY20 Revised	FY20 Estimated	FY21 Adopted	FY20 Estimated Variance to FY20 Budget
Personnel	609,306	584,299	762,190	762,190	688,392	781,680	-10%
Supplies & Services	302,992	281,778	279,715	279,715	237,269	268,637	-15%
City Internal Services	99,234	99,234	120,695	120,695	120,695	125,720	0%
Capital Outlay	-	10,000	-	-	-	-	-
Program Total	\$1,011,532	\$975,311	\$1,162,600	\$1,162,600	\$1,046,356	\$1,176,037	-10%



Budget Highlights/Comments:

The adopted budget reflects a 1.2% increase

- ◆ Personnel costs include an increase due to staffing turnover and changes to insurance elections.

Utility Billing and Licensing

Mission Statement:

To ensure accuracy and efficiency in utility billing and licensing processes, to include billing and payment collections, and maintain professional and responsive service to all customers.

Major Services and Responsibilities:

- Manage billing and payment collection for water, wastewater and solid waste accounts and business and animal license customers
- Provide excellent customer service to all customers in a courteous and professional manner
- Process service orders for water, wastewater and solid waste accounts and distribute them to the City's service department for completion
- Administer delinquency account processing
- Answer City switchboard and direct callers to the appropriate City department

City of Kingman Strategic Plan			
Council Strategic Plan Element	Improved City Services and Livability		
City Team Objective	Expanding Revenue Sources		
Department Action	Enhance fiscal stability and resourcefulness by maintaining a high collection rate and being diligent in account maintenance		
Performance Measure	FY20 Target	FY20 Estimate	FY21 Target
Reduce utility receivable write-offs to less than 1% of revenue	>1%	0.95%	>1%
Council Strategic Plan Element	Modernization		
City Team Objective	Improve the Quality of City Services		
Department Action	Utilize automation to improve efficiencies, reduce operating costs, and increase		
Performance Measure	FY20 Target	FY20 Estimate	FY21 Target
Increase number of electronic bills being delivered	5%	5%	7.5%
Increase number of payments being remitted electronically through the IVR and web portal	35%	37%	40%
Council Strategic Plan Element	Improved City Services and Livability		
City Team Objective	Improve the Quality of City Services		
Department Action	Provide professional, excellent and responsive service to customers		
Performance Measure	FY20 Target	FY20 Estimate	FY21 Target
Reduce average hold times	>5 minutes	11 minutes	>5 minutes
Council Strategic Plan Element	Communication and Teamwork		
City Team Objective	Improve the Quality of City Services		
Department Action	Provide employees with tools, training and support in order to transmit infor-		
Performance Measure	FY20 Target	FY20 Estimate	FY21 Target
Reduce average time spent on the phone with customers	>3 minutes	3 minutes, 34 seconds	>3 minutes

Utility Billing and Licensing (cont.)

Division Goals	
FY20 Goals	FY20 Accomplishments
Obtain at least an 80% score on customer satisfaction survey	Surveys collected from July 2019 through March 2020 indicated
Limit incoming call hold times for utility billing and licensing customers to less than 5 minutes	Incoming call hold times average 11 minutes. Dedicating one customer service representative to answer phone calls for several hours per day was a strategy implemented mid-year which will help to reduce the average hold times going forward.
Increase use of web based payments to 10% of customer base	This goal was revised to "Increase use of web based and IVR payments to 35% of total payments received" as it was a better metric. The total number of web based and IVR payments received average 35%.
Increase use of electronic bill delivery to 5% of customer base	This goal was revised to "Increase use of electronic bill delivery to 5% of total bills delivered" as it was a better metric. The total number of bills being delivered electronically are expected to reach 6% by fiscal year-end.
FY21 Goals	
Establish standard operating procedures for the services and responsibilities being performed	
Continue to identify and implement ways to improve customer service to telephone customers	
Increase the use of electronic requests by creating fillable documents for all applications and forms	

Resource Summary:

Authorized Positions							
	FY19 Adopted	FY19 Actual	FY20 Adopted	FY20 Revised	FY20 Estimated	FY21 Adopted	
Utility Billing Manager	1	1	1	1	1	1	
Utility Billing Specialist	1	1	1	1	1	1	
Customer Service Representative	3	3	3.5	3.5	3.5	3.5	
Program Total	5	5	5.5	5.5	5.5	5.5	
Operating Budget Summary							
	FY19 Adopted	FY19 Actual	FY20 Adopted	FY20 Revised	FY20 Estimated	FY21 Adopted	FY20 Estimated Variance to FY20 Budget
Personnel	403,666	349,823	349,732	349,732	325,175	347,295	-7%
Supplies & Services	396,454	385,745	452,000	452,000	445,719	524,672	-1%
City Internal Services	69,715	69,715	66,562	66,562	66,562	65,819	0%
Program Total	\$869,835	\$805,283	\$868,294	\$868,294	\$837,456	\$937,786	-4%

**Utility Billing and Licensing is part of the Water Fund, see Water Operations for revenue summary information

Budget Highlights/Comments:

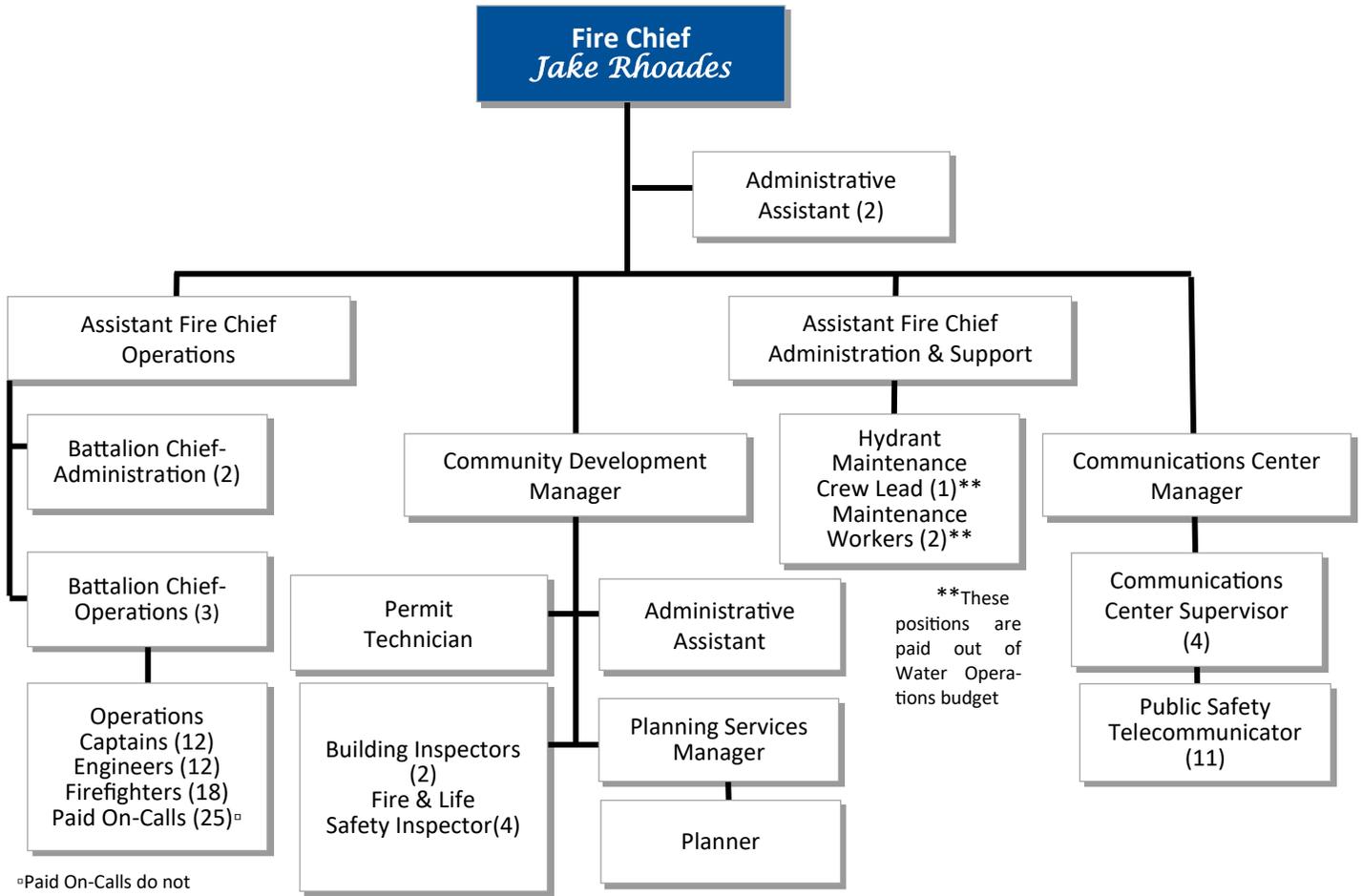
The adopted budget reflects an 8.0% increase:

- ◆ Supplies & services increased due to 1) an anticipated increase in electronic payment utilization which will result in higher merchant card fees, and 2) increased utility bill costs because of possible transition to an AZ based vendor.

Fire Services

Mission Statement:

To enhance the life, property and well-being of our community



ªPaid On-Calls do not appear in the Resource Summary

Major Services and Responsibilities:

- Provide for emergency and non-emergency response as defined within the Standards of Cover
- Provide all hazards emergency and non-emergency response and mitigation
- Ensure organizational efficiency and effectiveness while maintaining elevated return on investment
- Budget planning, purchasing, fiscal responsibility, strategic analysis and planning
- Compliance with Standards and Regulations for Emergency Response and Operations
- Development and implementation of Standard Operating Procedures and department processes
- Disaster response planning, coordination, and response as well as management of emergency operations plan
- Complete and maintain reports and Emergency Response Data Information, and data analysis
- Provide and support community relations and customer service in every aspect of performance

Fire Administration

City of Kingman Strategic Plan			
Council Strategic Plan Element	Improved City Services and Livability		
City Team Objective	Improving Livability of the Community		
Department Action	Provide exceptional emergency response to facilitate high survivability of fire, medical, and other hazardous emergencies		
Performance Measure	FY20 Target	FY20 Estimate	FY21 Target
The department has adopted a turn out time standard (Notification to en-route) of 60 seconds	90	82%	90
The department has adopted a travel time standard (en-route to on-scene of initial arriving unit) of 320 seconds for the arrival of the first company to a fire incident	90	38%	90
The department has adopted a travel time standard for total response (en-route to on-scene of all assigned units) of 620 seconds for the arrival of all assigned fire companies to a fire incident.	90	78%	90
Council Strategic Plan Element	Improved City Services and Livability		
City Team Objective	Improving Livability of the Community		
Department Action	Increase cardiac survivability rates across the community		
Performance Measure	FY20 Target	FY20 Estimate	FY21 Target
The department has adopted a goal of ensuring cardiac survivability rates exceed 50% for patients transported to KRMC within the community	50	10%	50
Conduct monthly Hands Only CPR for all city employees	90	N/A	90
Complete CPR certification courses for at least 50 people monthly	90	N/A	90
The department has adopted a travel time standard (en-route to on-scene of initial arriving unit) of 320 seconds for the arrival of the first company to an EMS incident	90	45%	90
Council Strategic Plan Element	Improved City Services and Livability		
City Team Objective	Improve the Quality of City Services		
Department Action	Improve the quality and efficiency of emergency responses by analyzing metrics to identify gaps in response strategies and implement protocols and programs to reduce the occurrence and severity of the community's identified risks		
Performance Measure	FY20 Target	FY20 Estimate	FY21 Target
Maintain International Accreditation status and the requirements associated with the process of continuous improvement	100%	100%	100%
Complete monthly and annual compliance reports for Center for Public Safety Excellence	100%	100%	100%
Maintain Insurance Service Office Public Protection Classification (ISO) 1 status for community fire protection rating	100%	100%	100%

Fire Administration (cont.)

Division Goals	
FY20 Goals	FY20 Accomplishments
Maintain established benchmarks for turnout and travel times for emergency incidents increasing level of service to community	The department continues to prioritize this in service delivery however travel time continues to fall short of established benchmarks at 41% compliance based on call volume and resource availability.
Implement Squad 3 to increase the level of service and ensure continuity of service to medical emergencies	Squad 3 was implemented in the 4th quarter of FY 20 in response to COVID 19. This unit is not activated full time due to lack of staffing.
Increase the number of designated Fire Officers and Chief Fire Officers with the departments professional officer development program	Two personnel completed the Managing Fire Officer program at the National Fire Academy and two more were accepted into the program.
Increase the cardiac survivability percentage by 25%	Cardiac survivability rates within the Kingman response system including AMR, Kingman Fire and KRMC continues to be a priority in education and response protocols as we continue to fall short of 25% survivability.
Ensure compliance with the department strategic planning goals and objectives documented within the Department Strategic Plan Performance Indicators	The department adheres to the adopted department strategic plan goals and objectives and continues to strive to make progress towards long-term achievement in overcoming budgetary restrictions. Completed first year of Management Services Agreement with Northern Arizona Consolidated Fire District #1 with marked level of improvement in administrative function and service delivery.
FY21 Goals	
Maintain established benchmarks for turnout and travel times for emergency incidents increasing level of service to community	
Increase the cardiac survivability percentage by 25%	
Ensure compliance with the department strategic planning goals and objectives documented within the Department Strategic Plan Performance Indicators	

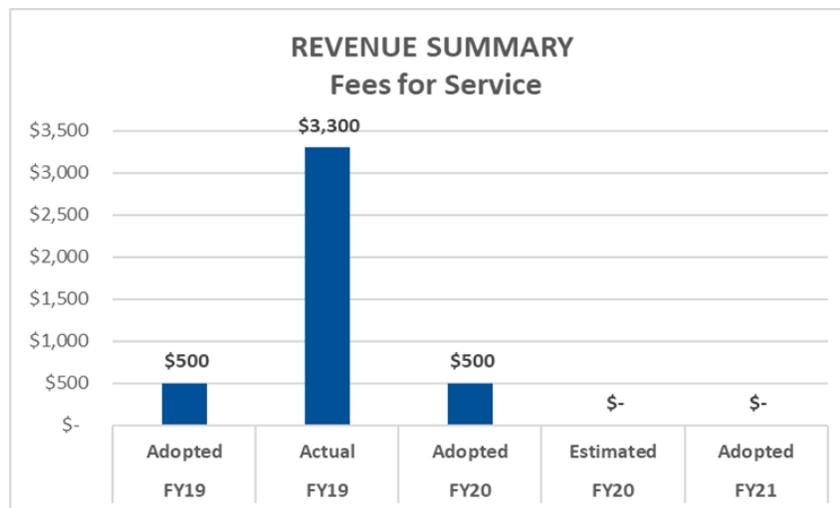
Resource Summary:

	Authorized Positions					
	FY19 Adopted	FY19 Actual	FY20 Adopted	FY20 Revised	FY20 Estimated	FY21 Adopted
Fire Chief	1	1	1	1	1	1
Assistant Fire Chief	1	1	1	2	2	2
Battalion Chief–Operations	3	3	3	3	3	3
Battalion Chief–Administration	2	2	2	2	2	2
Fire Captain	12	12	12	12	12	12
Fire Engineer	12	12	12	12	12	12
Fire Fighter	18	18	18	18	18	18
Administrative Assistant	2	2	2	2	2	2
Program Total	51	51	51	52	52	52

Fire Administration (cont.)

Resource Summary (cont.):

Operating Budget Summary							
	FY19 Adopted	FY19 Actual	FY20 Adopted	FY20 Revised	FY20 Estimated	FY21 Adopted	FY20 Estimated Variance to FY20 Budget
Personnel	5,564,237	5,140,924	5,752,541	5,752,541	5,852,956	6,316,586	2%
Supplies & Services	410,945	484,662	510,870	510,468	475,730	452,530	-7%
City Internal Services	574,433	574,433	638,864	638,864	638,864	610,087	0%
PSPRS Unfunded Liability	-	224,838	1,549,061	1,549,061	1,549,061	-	0%
Capital Outlay	163,000	152,705	236,500	223,388	207,500	122,000	-12%
Capital Lease	-	-	-	-	-	6,719	-
Program Total	\$6,712,615	\$6,577,562	\$8,687,836	\$8,674,322	\$8,724,111	\$7,507,922	0%



Budget Highlights/Comments:

The adopted budget reflects a 13.4% decrease. If a \$775K PSPRS unfunded liability payment is made, the decrease will be 4.7%:

- ◆ Personnel costs increased for several reasons. With the creation of the Community Development division, the Assistant Fire Chief position was transferred to the Fire Administration division. Two firefighter positions that were awarded as part of a SAFER grant in FY2018-19 required a local match of 25% for years 1 and 2, 65% for year 3, and 100% for each year thereafter. FY2020-21 marks year 3. PSPRS rates increased almost 4%, and slight compression adjustments were made.
- ◆ Supplies & services decreased due to reductions in supplies, uniforms, and repair and maintenance to equipment and vehicles.
- ◆ The PSPRS unfunded liability payment in FY2019-20 was \$1.5M. A \$775K payment is currently set aside in contingency reserves, not the operating budget, for FY2020-21.
- ◆ Capital outlay decreased due to the completion of vehicle replacement purchases. The FY2020-21 budget includes one vehicle replacement utilizing a 5-year capital lease program.

Fire Stations

Mission Statement:

To enhance the life, property and well-being of our community.

Major Services and Responsibilities:

- Ensure operation effectiveness of current facilities and identify alternate means of operational facilities to support staff and apparatus
- Maintain fire department facilities and support facilities
- Ensure the safety, welfare, and quality of life for department personnel
- Repair buildings and facilities to maintain functional capacity and support operational necessity
- Perform all custodial duties and maintenance of buildings and support facilities
- Increase longevity of facilities and support facilities
- Develop training facilities to meet established training and professional development program
- Coordinate work schedules for facility maintenance

Division Goals	
FY20 Goals	FY20 Accomplishments
Complete aesthetic remodel of Fire Station 2	The remodel of fire station was approved for FY 20 and project started in 4th quarter with estimated completion in fall 2020.
Construct multi-dimensional training tower / burn building	The construction of the training tower / burn building was approved for FY 20 and project started in 3rd quarter with estimated completion in summer 2020.
Install point of capture diesel exhaust system in all fire stations	This project was completed in all fire stations with the exception of Fire Station 2 which will be completed during the remodel project.
Install station alerting upgrade system throughout all facilities	This project was not completed due to budget restrictions associated.
Complete aesthetic remodel of fire station 1 and fire station 4	These projects were not completed due to budget restrictions
FY21 Goals	
Complete remodel of Fire Station 2	
Complete multi-dimensional training tower / burn building	
Provide increased cancer prevention measures for each facility including storage and zone separation	

Resource Summary:

Operating Budget Summary							
	FY19 Adopted	FY19 Actual	FY20 Adopted	FY20 Revised	FY20 Estimated	FY21 Adopted	FY20 Estimated Variance to FY20 Budget
Supplies & Services	118,800	110,850	120,500	120,500	108,550	92,000	-10%
Program Total	118,800	110,850	120,500	120,500	108,550	92,000	-10%

Budget Highlights/Comments:

The adopted budget reflects a 23.7% decrease:

- ◆ A reduction in minor equipment and equipment repairs and maintenance accounts for the majority of the decrease.

Community Development

In January 2020 the Planning and Zoning and Building and Life Safety Divisions were combined to create the Community Development Division. This budget reflects the combination of these two divisions.

Mission Statement:

To enhance the life, property and well-being of our community.

Major Services and Responsibilities:

- Implement the Kingman General Plan to its goals and objectives within available resources
- Provide counsel and direction to the City Council and related commissions for the development community in the development of short- and long-range plans and projects
- Develop and maintain the most efficient entitlement processes to ensure timely implementation of the planning and development opportunities
- Provide assistance and guidance to our citizens the permit process
- Review construction documents and plans for compliance with City ordinance, building, and fire codes
- Maintain compliance with standards, codes, and regulations for the Community Development Department
- Ensure professional development necessary for long-term succession
- Provide and support community relations and customer service in every aspect of performance
- Coordinate interdepartmental comments during the permit process
- Issue all construction related permits in a manner to facilitate the development and building process
- Provide on-site inspections, enforcement, and alternate means of completion if necessary

City of Kingman Strategic Plan			
Council Strategic Plan Element	Economic Prosperity		
City Team Objective	Economic Development		
Department Action	Conduct inspections of buildings and properties/structures to ensure code compliance, quality, and timely Inspections and investigations		
Performance Measure	FY20 Target	FY20 Estimate	FY21 Target
Complete residential plan reviews within 5 working days	90%	77%	90%
Complete commercial plan reviews within 14 working days	90%	90%	90%
Fire and building inspectors will complete scheduled building inspections the same day	90%	100%	90%
Decrease the number of common building and fire	N/A	N/A	25%
Council Strategic Plan Element	Economic Prosperity		
City Team Objective	Economic Development		
Department Action	Ensure convenient, efficient, and timely permit processing coordinated with other City agencies		
Performance Measure	FY20 Target	FY20 Estimate	FY21 Target
Residential building plan reviews completed with 5 working days of receipt in Trak-it	90%	92%	95%
Commercial building plan reviews completed within 14 working days of receipt in Trak-it	90%	97%	95%
Parcel plat reviews completed within 14 working days of receipt in Trak-it	90%	100%	95%
Complete concurrent plan review for all commer-	90%	N/A	90%

Community Development (cont.)

Division Goals	
FY20 Goals	FY20 Accomplishments
Kingman Zoning Ordinance update. This will be the first comprehensive update of the Kingman Zoning since 1971	The Zoning Ordinance update is approximately 40 % complete and the Administrative Draft has been submitted with adoption of the Zoning Ordinance and Expansion of the Historic Overlay District is scheduled to be complete by December 2020.
Working with Census Bureau on LUCA (Local Update of Census Addresses) in preparation for 2020 Census	The LUCA update is complete and Census 2020 continues with the Census 2020 Liaison with a goal to obtain a higher Census self-response rate than the 65% self-response rate of 2010.
Promotion of downtown development activities to enhance retail growth, and preserve historic buildings and structures	Continue to encourage downtown businesses to participate in the Façade Improvement Program (FIP) and Parklet/ Pedlet Program with elements incorporated into the Zoning Ordinance and proposed expanded Historic Overlay District.
Full implementation of electronic plan review which enhances customer service and limits administrative processing time	This project was not completed due to budget restrictions associated with COVID 19 however will be a high priority in FY 22.
Implement Pulsepoint for notification of cardiac events within	These projects were not completed due to funding restrictions
Complete target hazard and risk analysis for the community	The current Target Hazard Analysis Forms has been implemented and the department is utilizing First Due Software for improvement in FY 21.
Continue to maintain compliance for building and fire inspections as well as implementation of preplanning program for increased personnel safety and awareness	The fire and building inspectors are completing 100% of scheduled building inspections as scheduled.
Ensure customer service while maintain code compliance throughout the city.	Residential plan reviews are being completed in less than 5 days, 70% of the time and commercial plan reviews are being completed with 14 days 88% of the time.
Everyone leaves a raving fan of the Kingman Fire Department Building And Life Safety Department!	Customer satisfaction has increased with flow of operations and effectiveness of processes.
FY21 Goals	
Complete and implement the Zoning Code update in all aspects including city codes supporting adoption	
Adopt and implement the 2018 International Codes	
Complete the implementation and training in the use of the First Due Platform for pre-planning and target hazard analysis	

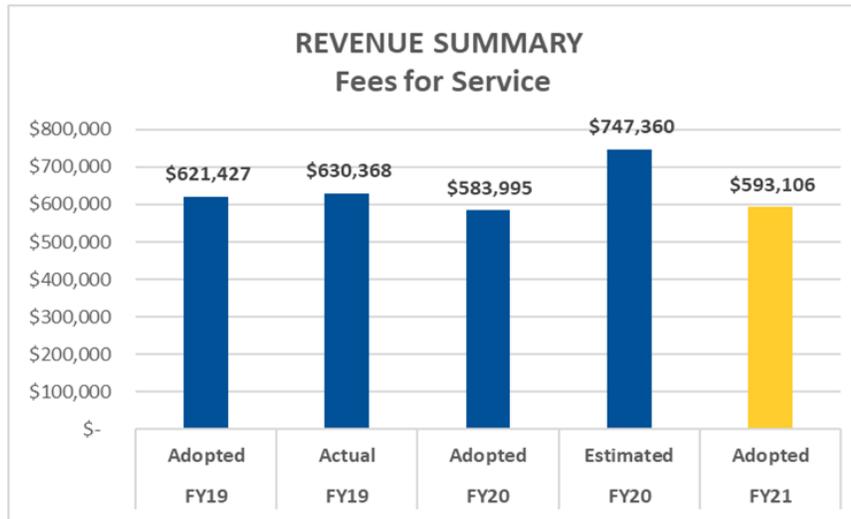
Community Development (cont.)

Resource Summary:

Authorized Positions							
	FY19 Adopted	FY19 Actual	FY20 Adopted	FY20 Revised	FY20 Estimated	FY21 Adopted	
Community Development							
Community Development Manager	-	-	-	1	1	1	
Planning Services Manager	-	-	-	1	1	1	
Planner	-	-	-	1	1	1	
Building & Life Safety Inspector	-	-	-	6	6	6	
Permit Technician	-	-	-	1	1	1	
Administrative Assistant	-	-	-	1	1	1	
Building and Life Safety							
Assistant Fire Chief	1	1	1	-	-	-	
Building Official	1	1	1	-	-	-	
Building Inspector	2	2	2	-	-	-	
Fire & Life Safety Inspector	4	4	4	-	-	-	
Planning and Zoning							
Planning Services Manager	1	1	1	-	-	-	
Permit Technician	1	1	1	-	-	-	
Planner	1	1	1	-	-	-	
Program Total	11	11	11	11	11	11	
Operating Budget Summary							
	FY19 Adopted	FY19 Actual	FY20 Adopted	FY20 Revised	FY20 Estimated	FY21 Adopted	FY20 Estimated Variance to FY20 Budget
Personnel	1,044,294	955,365	1,012,484	1,035,129	892,207	902,225	-12%
Supplies & Services	349,380	131,892	484,325	478,315	344,493	382,446	-29%
City Internal Services	79,009	79,009	97,170	97,170	97,170	112,757	0%
Capital Outlay	-	685	15,000	6,010	6,500	-	-57%
Capital Lease	-	-	-	-	-	13,438	-
Program Total	\$1,472,683	\$1,166,951	\$1,608,979	\$1,616,624	\$1,340,370	\$1,410,866	-17%

Community Development (cont.)

Resource Summary (cont.):



Budget Highlights/Comments:

The adopted budget reflects a 12.3% decrease:

- ◆ Personnel costs reflect an overall decrease. There was an increase due to an Administrative Assistant position being transferred from the Economic Development division as part of the Community Development division's creation. There was a reduction due to the Assistant Fire Chief position being transferred to the Fire Administration division.
- ◆ Supplies & services experienced a decrease due to reduced funding for property abatements, travel/training, furniture, computer equipment and the community training program. A \$20,000 weed abatement program has been added.
- ◆ Internal services increased due to 1) a revision in the Insurance Services allocation methodology, and 2) a higher Building Maintenance allocation from moving the Building and Life Safety employees into the City Complex as well as a higher Building Maintenance allocation to maintain fund balance.
- ◆ Capital outlay is reduced due to a software implementation reaching completion. Two vehicle replacements are included and will utilize a 5-year capital lease program.

Dispatch Center

Mission Statement:

To enhance the life, property and well-being of our community.

Major Services and Responsibilities:

- Provide dispatch and communications service for Kingman Fire Department, Northern Arizona Consolidated Fire District, Golden Valley Fire District, Lake Mohave Ranchos Fire District, Pinion Pine Fire District, and Pine Lake Fire District
- Maintain compliance with intergovernmental agreement between the City of Kingman and agreed parties
- Handle telephone calls requesting emergency 911 and non-emergency public safety assistance for police, fire, and medical services
- Utilizing Medical Priority Dispatch Systems (MPDS) emergency medical protocol with ProQA software
- Provide dispatch service for Kingman Police Department, including patrol, traffic, detectives, evidence, school resource, neighborhood services, and volunteer officers
- Providing after hours emergency services for the City of Kingman Water and Streets Departments.
- Access and disseminate Arizona Criminal Justice Information System (ACJIS) and National Crime Information Center (NCIC) information
- Providing Justice and Municipal courts with warrant entry, control, security, and maintenance
- Providing data warehousing, reporting, and analysis services to all police and fire agencies served

City of Kingman Strategic Plan			
Council Strategic Plan Element	Improved City Services and Livability		
City Team Objective	Improving Livability of the Community		
Department Action	Identify opportunities to improve response outcomes by implementing contemporary dispatch methods allowing effective process and deployment of first responders		
Performance Measure	FY20 Target	FY20 Estimate	FY21 Target
Answer all emergency (911) phone calls within 10 seconds	95%	96%	95%
Achieve an alarm handling time (create to Dispatch) of 90 seconds for all fire and Emergency Medical calls for service	90%	97%	95%
Achieve a dispatch time (create to Dispatch) of 90 seconds for all emergent Police calls for service	90%	55%	90%
Complete ten (10) Quality Assurance (QA) assessments for each Public Safety Telecommunicator (excluding trainees) by the last day of each month.	N/A	N/A	90%

Division Goals	
FY20 Goals	FY20 Accomplishments
Complete Commission on Accreditation for Law Enforcement Agencies (CALEA) for the 911 Communications Center	The CALEA Process includes on-line and site assessment which will be concluded in FY 20 with recommendation in 2nd quarter FY 21 at CALEA Conference in Little Rock, AR.
Maintain established benchmarks for call handling times for emergency incidents increasing level of service to community	The benchmarks have been met as at least 95% of all emergency (911) phone calls are answered within 10 seconds and alarm handling time is under 90 seconds at 91% of the time.
Increase effectiveness of call coding and compliance for increased awareness of response and resource mandates	Quality Assurance assessments and reviews have continued to increase awareness of response and resource mandates resulting in Dispatch Review Committee and Annual Training Plan requirements for all members.

Dispatch Center (cont.)

Division Goals (cont.)	
FY20 Goals	FY20 Accomplishments
Ensure all new employees attend the WALETA Dispatch Academy	All new hires have either attended WALETA Dispatch Academy or are scheduled to attend in July 2020.
Implement station alerting and automated dispatch allowing for decreased call handling and effectiveness of call prioritization	These projects were not completed due to budget restrictions associated with COVID 19.
FY21 Goals	
Complete Commission on Accreditation for Law Enforcement Agencies (CALEA) for the 911 Communications Center	
Maintain established benchmarks for call handling times for emergency incidents increasing level of service to community	
Complete Annual Training Plan goals and objectives established for all members of the 911 Communications Center including professional development requirements of new and promoted members	

Resource Summary:

Authorized Positions							
	FY19 Adopted	FY19 Actual	FY20 Adopted	FY20 Revised	FY20 Estimated	FY21 Adopted	
Communications Center Manager	1	1	1	1	1	1	
Communication Center Supervisor	4	4	4	4	4	4	
Public Safety Telecommunicators	11	11	11	11	11	11	
Program Total	16	16	16	16	16	16	
Operating Budget Summary							
	FY19 Adopted	FY19 Actual	FY20 Adopted	FY20 Revised	FY20 Estimated	FY21 Adopted	FY20 Estimated Variance to FY20 Budget
Personnel	1,090,593	922,139	1,087,017	1,087,017	921,151	1,158,719	-15%
Supplies & Services	134,800	117,173	174,000	180,400	163,050	347,606	-6%
City Internal Services	139,427	139,427	112,056	112,056	112,056	138,827	0%
Capital Outlay	119,500	283,844	619,875	635,475	261,500	139,000	-58%
Program Total	\$1,484,320	\$1,462,583	\$1,992,948	\$2,014,948	\$1,457,757	\$1,784,152	-27%

Budget Highlights/Comments:

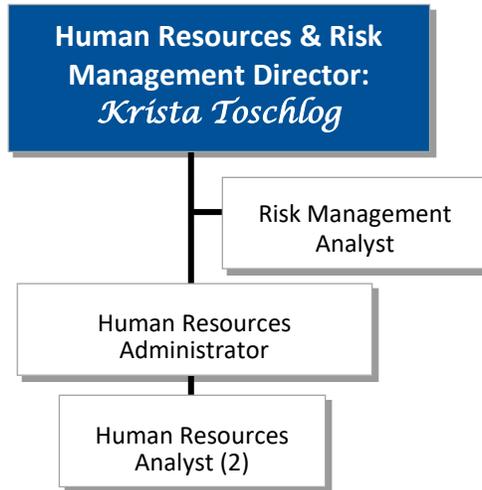
The adopted budget reflects a 10.5% decrease:

- ◆ Personnel costs include an increase to overtime and salary adjustments made during FY2019-20.
- ◆ Supplies & services increased due to uniforms, addition of workstations and console workspaces, CALEA accreditation, and annual support fees for radios and software purchased during FY2019-20.
- ◆ Internal services experienced an increase due to an Insurance Services allocation methodology revision, adding CAD fees to the Information Technology allocation that are related to the Dispatch Center, and a higher Building Maintenance allocation to maintain fund balance.
- ◆ Capital outlay was reduced due to the completion of the radio console replacement project and removal of the automated dispatch alerting system project.

Human Resources & Risk Management

Mission Statement:

To provide excellent customer service to our partners, the public and organizational departments of the City so that we can better serve the citizens of Kingman. The mission of the department is to attract, develop, motivate and retain quality employees; to provide a competitive compensation program and benefit package in a cost efficient manner; to assure compliance with applicable employment laws; to promote safety awareness in the workplace; to assist in the resolution of problems when conflicts arise; and to protect the City’s monetary resources through effective risk management techniques. We take pride in our ability to provide our partners with excellent teamwork and customer service.



Major Services and Responsibilities:

- Recruitment, testing, and selection of employees
- Administration of City’s Classification, Compensation and Benefits Programs, including Wellness, Employee/ Departmental Assistance, Employment Law Counseling
- Oversee employee training and development efforts
- Manage City’s Risk Management Loss Control, Insurance Programs, and Worker’s Compensation Program

City of Kingman Strategic Plan—Human Resources			
Council Strategic Plan Element	Culture		
City Team Objective	Investing in Employees		
Department Action	Attract, retain & develop diverse, quality employees to meet the current & future needs of our organization		
Performance Measure	FY20 Target	FY20 Estimate	FY21 Target
Reduce FY voluntary separations by 1%	<1%	0.67%	<1%
Average time to fill vacancies (from request to fill to end of interview)	<60 days	76 days	<60 days
Yield percentage of candidates remaining after each round of elimination in the hiring process. The purpose reflects the quality of candidates attracted rather than just the number of applications	32%	28%	32%

Human Resources & Risk Management (cont.)

City of Kingman Strategic Plan--Human Resources			
Council Strategic Plan Element	Culture		
City Team Objective	Investing in Employees		
Department Action	Communication of impact/importance of employee efforts in support of the City's Mission, Vision and Values through benchmarks, training, employee celebrations, etc.		
Performance Measure	FY20 Target	FY20 Estimate	FY21 Target
Increase employee job satisfaction	71%	71%	75%
City of Kingman Strategic Plan--Risk Management			
Council Strategic Plan Element	Culture		
City Team Objective	Investing in Employees		
Department Action	Support and promote a safe and healthy workforce		
Performance Measure	FY20 Target	FY20 Estimate	FY21 Target
Worker's Compensation injury incident rate	< 9	9	< 8
Reduce recordable injuries	Reduce by 1	Reduce by 1	< 30

Human Resources Division Goals	
FY20 Goals	FY20 Accomplishments
Deploy new approaches to talent sourcing – shifting strategy from recruiting to marketing	We implemented Glassdoor, NeoGov boosted jobs for difficult to hire positions and have updated our job postings with additional branding and employee focused messaging.
Update employee handbook and safety policies	Policies & procedures formatting was completed. Next phase is updating and adopting revised policies.
Complete employee satisfaction survey	Analysis and formulation of next steps are underway. Will repeat annually.
Complete job classification audit, update job descriptions and review job slotting	Job slotting and additional analysis is required. Job descriptions have been reviewed and updated as recruitments occurred.
FY21 Goals	
Update employee handbook and safety policies	
Complete job classification audit, update job descriptions and review job slotting; implement tool for salary placement	
Leadership training program, including comprehensive transitional leadership (First 90 Days) program	
Risk Management Division Goals	
FY20 Goals	FY20 Accomplishments
Audit and inspect worksites	Safety Committee has conducted 3 site inspections, Public Works, Parks & Pools.
Hazard prevention and control	Implemented and ongoing programs including Bill Warren's approach to Safety Culture presented to supervisors, department heads and Safety Committee in Fall 2019.
Safety and health training programs	Implemented & ongoing: Safe Personnel, Driver Safety.
Meet all required elements to qualify for OSHA's Voluntary Protection Program recognition	Not started.
FY21 Goals	
Deploy comprehensive safety culture program for supervisors/leadership	
Hazard prevention and control	
Complete update of all safety and loss control policies	
Safety and health training programs	

Human Resources & Risk Management (cont.)

Resource Summary:

Authorized Positions							
	FY19 Adopted	FY19 Actual	FY20 Adopted	FY20 Revised	FY20 Estimated	FY21 Adopted	
Human Resources/Risk Mgmt. Director	1	1	1	1	1	1	
Human Resources Administrator	1	1	1	1	1	1	
Human Resources Analyst	2	2	2	2	2	2	
Risk Management Analyst	1	1	1	1	1	1	
Program Total	5	5	5	5	5	5	
Operating Budget Summary							
Human Resources	FY19 Adopted	FY19 Actual	FY20 Adopted	FY20 Revised	FY20 Estimated	FY21 Adopted	FY20 Estimated Variance to FY20 Budget
Personnel	435,262	387,956	442,557	442,557	398,082	380,547	-10%
Supplies & Services	130,387	97,381	177,185	177,185	143,575	127,385	-19%
City Internal Services	104,021	104,021	109,206	109,206	109,206	56,156	0%
Program Total	\$669,670	\$589,359	\$728,948	\$728,948	\$650,863	\$564,088	-11%
Operating Budget Summary							
Risk Management	FY19 Adopted	FY19 Actual	FY20 Adopted	FY20 Revised	FY20 Estimated	FY21 Adopted	FY20 Estimated Variance to FY20 Budget
Personnel	68,025	69,485	71,238	71,238	72,209	90,783	1%
Supplies & Services	95,174	68,772	108,340	108,340	100,105	119,540	-8%
City Internal Services	12,293	12,293	14,327	14,327	14,327	20,379	0%
Capital Outlay	-	-	30,000	30,000	-	-	-
Capital Lease	-	-	-	-	-	6,719	-
Program Total	\$175,492	\$150,550	\$223,905	\$223,905	\$186,641	\$237,421	-17%

Human Resources & Risk Management (cont.)

Budget Highlights/Comments:

The adopted budget for Human Resources reflects a 22.6% decrease:

- ◆ Personnel costs include one part-time employee being transferred to Risk Management to aid in safety initiatives.
- ◆ Supplies & services decreased due to moving the “Government Jobs” platform to Information Technology to be allocated amongst all divisions instead of only Human Resources.
- ◆ Internal services increased due to a revision to the Insurance Services allocation methodology. This decrease offsets the increase in the Information Technology allocation related to the document management system training and support.

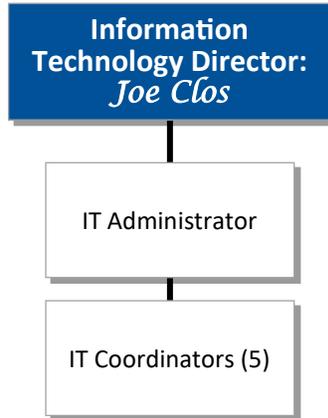
The adopted budget for Risk Management reflects a 6.0% increase:

- ◆ Personnel costs include one part-time employee being transferred from Human Resources to aid in safety initiatives.
- ◆ Internal services increased due to a higher Information Technology allocation because of training and support for the document management system.
- ◆ Capital outlay decreased due to a vehicle replacement purchase. The vehicle will be funded through a 5-year capital lease program.

Information Technology

Mission Statement:

Assist in the delivery of City services by managing and coordinating the use of information technology services across all City departments.



Major Services and Responsibilities:

- Maintain, upgrade and replace phone, computing and networking components as needed
- Support installed software programs as needed
- Configure and support the secure network across the public data network that provides remote wireless access to the City systems for Public Safety, Water Department, Neighborhood Services, etc.
- Support the City’s website
- Coordinate the use of common technologies between City departments

City of Kingman Strategic Plan			
Council Strategic Plan Element	Modernization		
City Team Objective	Improving City Infrastructure		
Department Action	Provide employees with technology tools		
Performance Measure	FY20 Target	FY20 Estimate	FY21 Target
Complete help tickets by the end of each month	90%	86%	90%
Critical systems uptime	99%	99%	99%

Information Technology (cont.)

Division Goals	
FY20 Goals	FY20 Accomplishments
City Complex datacenter – fire suppression system	This project was pushed to FY21.
Network security – internal/external vulnerabilities	This project was completed.
Systems security – intrusion detection systems	This project was completed.
FY21 Goals	
Windows 10 desktop upgrades	
Virtual environment system upgrades	
Network infrastructure upgrades	

Resource Summary:

Authorized Positions							
	FY19 Adopted	FY19 Actual	FY20 Adopted	FY20 Revised	FY20 Estimated	FY21 Adopted	
Information Technology Director	1	1	1	1	1	1	
Information Technology Administrator	1	1	1	1	1	1	
Information Technology Coordinator	5	5	5	5	5	5	
Program Total	7	7	7	7	7	7	
Operating Budget Summary							
	FY19 Adopted	FY19 Actual	FY20 Adopted	FY20 Revised	FY20 Estimated	FY21 Adopted	FY20 Estimated Variance to FY20 Budget
Personnel	563,773	561,580	641,903	641,903	614,904	633,875	-4%
Supplies & Services	546,660	528,882	562,600	562,600	506,675	650,580	-10%
City Internal Services	20,814	20,814	32,261	32,261	32,261	37,113	0%
Capital Outlay	95,000	60,437	145,000	145,000	140,000	135,000	-3%
Program Total	\$1,226,247	\$1,171,714	\$1,381,764	\$1,381,764	\$1,293,840	\$1,456,568	-6%

Budget Highlights/Comments:

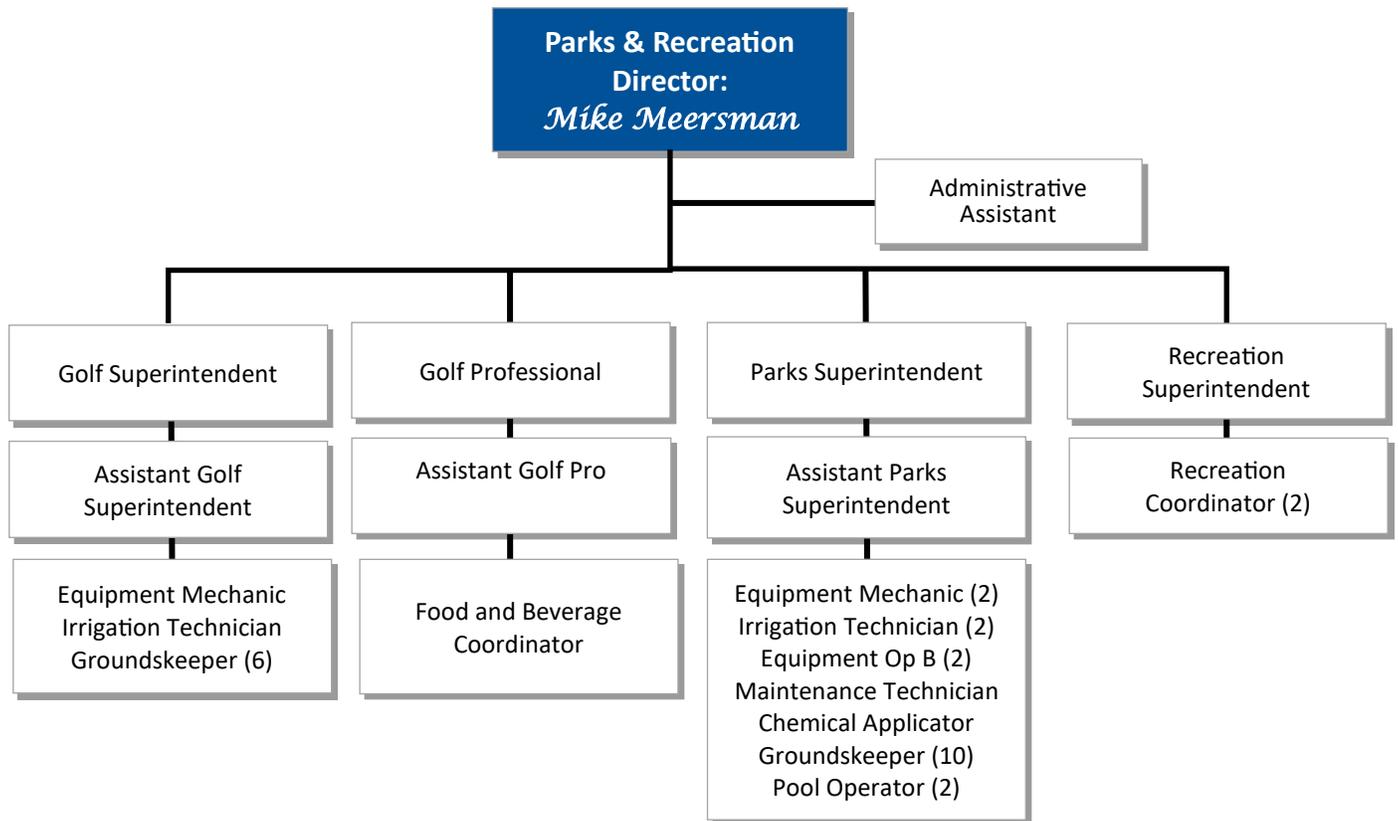
The adopted budget reflects a 5.4% increase:

- ◆ Supplies & services increased due to moving the “Government Jobs” platform from Human Resources to be allocated amongst all divisions, adding annual maintenance for a CAD replacement system, and adding training and annual license fees for the document management system.
- ◆ Internal services increased due to a revision to the Insurance Services allocation methodology.

Parks and Recreation Administration

Mission Statement:

Deliver clean, safe, high quality parks, buildings, facilities, golf and recreation opportunities improving the quality of life to everyone in our community. To build partnerships with volunteers, businesses, City staff and program participants in order to maximize the efficiency and economy of service delivery. To continually meet or exceed community expectations, while providing support and direction to volunteers, civic groups and staff.



Major Services and Responsibilities:

- Provide administrative support to all recreation activities
- Continue to create/change youth programming to improve health and wellness in our community
- Plan, organize, and operate special events for the community
- Continue to explore programming ideas for users with special needs
- Recruit volunteers for all youth sport coaches and events
- Administer City facility reservation requests for all ramadas, fields, courts, and pools
- Provide liaisons for use of City/School facilities per IGA
- Provide liaisons and work with all non-city sport leagues and clubs such as baseball, soccer, youth football & cheer, girls NSA softball, adult KSA softball, men's flag football, tennis, and horseshoes
- Develop and implement program & facility improvements
- Solicit the support of sponsorships and donations to offset the cost of programs and events from local businesses and civic groups

Recreation

Mission Statement:

Provide recreation opportunities improving the health and wellness of our community; including a wide variety of high quality recreation services at reasonable costs for the citizens of Kingman. To build partnerships with volunteers, businesses, City staff and program participants in order to maximize the efficiency and economy of service delivery. To continually meet or exceed community expectations, while providing support and direction to volunteers, civic groups and staff.

City of Kingman Strategic Plan			
Council Strategic Plan Element	Economic Prosperity		
City Team Objective	Expand Revenue Sources		
Department Action	Percent of monthly registration for programs		
Performance Measure	FY20 Target	FY20 Estimate	FY21 Target
Increase participation as tracked and measured through the Rec 1 reservation process as well as through programs not measured by Rec 1.	5%	-3%	2%
Council Strategic Plan Element	Improve City Services and Livability		
City Team Objective	Improve Livability in the Community		
Department Action	Expand recreation hours		
Performance Measure	FY20 Target	FY20 Estimate	FY21 Target
Offer new programs Improving health and wellness in our community	1-2 per season	1 per season	1-2 per season

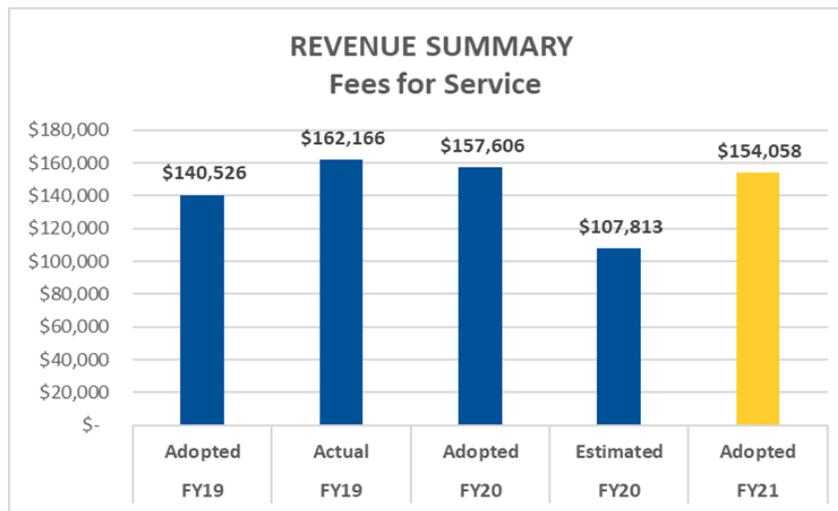
Division Goals	
FY20 Goals	FY20 Accomplishments
Work with Senior Softball to entice them to stay in Kingman verse Mesquite NV; make the process easy, work to provide facilities, and inform them of quality accommodations in Kingman	In March 2019, we hosted the Senior Tournament at Centennial Sports Complex with approx. 50 teams. We also offered them priority booking the following year (2020), but they wanted to return to Mesquite. Tournament management made it clear in private conversation that their intension was to return to Mesquite and used Kingman as leverage to do so.
Increase and acquire new sponsorships for events and youth leagues	In March 2019 we acquired a \$2,180 sponsorship from KRMC to advertise on billboards, In March 2020 we acquired \$4,000 to advertise in 2 facility locations. Additionally, we have secured returning sponsor in addition to a legacy sponsor in our Youth Basketball Program. We've exceeded our sponsorship donations this fiscal year and moved them into PARKS for facility upgrades to create and utilize batting cages. Acquired a \$1,000 sponsorship for the Fence Buster Softball Tournament in June 2019. Acquired Movie Title Sponsors in 2019 with their combined \$900 sponsorship for two movie nights.
Continue to build our Part Time and Seasonal Team in successful operation of the Aquatic Facilities and Recreation programs.	Current PT/Seasonal team members are developing. Assist. Managers for Aquatics are ready for next management level. Aquatic Assist. Managers have worked well with each other and offset each other's weaknesses and or strengths. PT Rec has expanded programs with current team members. Returning team member percentage.
FY21 Goals	
Maintain exiting or create new special events to promote family outings that improve health and wellness	
Continue to promote events and rental opportunities and maintain quality	
Maintain educational opportunities in programs and research the possibility of online development courses	

Recreation Administration (cont.)

Resource Summary:

Authorized Positions						
	FY19 Adopted	FY19 Actual	FY20 Adopted	FY20 Revised	FY20 Estimated	FY21 Adopted
Recreation Supervisor	1	1	1	1	1	1
Recreation Coordinator	2	2	2	2	2	2
Program Total	3	3	3	3	3	3

Operating Budget Summary							
	FY19 Adopted	FY19 Actual	FY20 Adopted	FY20 Revised	FY20 Estimated	FY21 Adopted	FY20 Estimated Variance to FY20 Budget
Personnel	389,108	347,754	375,560	375,560	338,865	359,487	-10%
Supplies & Services	210,700	161,652	210,220	210,220	152,141	210,147	-28%
City Internal Services	5,654	5,654	6,382	6,382	6,382	7,235	0%
Capital Outlay	-	-	40,000	40,000	-	-	-
Program Total	\$605,462	\$515,061	\$632,162	\$632,162	\$497,388	\$576,869	-21%



Budget Highlights/Comments:

The adopted budget reflects an 8.7% decrease:

- ◆ Personnel costs include a reduction to part-time/temporary salaries to align better with historical spending trends.
- ◆ Capital outlay decreased due to a digital sign budgeted in FY2019-20. The purchase of this sign was frozen and is not being carried over into this fiscal year.

Pools

Mission Statement:

Provide a safe, sanitary and affordable swimming facility for the purpose of offering the public a recreational and competitive aquatic experience. Pool events bring many visitors to our city who fill motels, spend substantial money in restaurants and with local businesses.

Major Services and Responsibilities:

- American Red Cross swim lessons for ages 6 months & up
- Recreational swim team training for youth
- Recreational swim; afternoons and evenings
- Lap swim; mornings, afternoons, and evenings on weekdays
- Water Fitness classes for teens & adults
- American Red Cross lifeguard training/certification classes;
- Rental of pool for private pool parties/events
- Practice and competition facility for community swim teams
- Provide quality/competent staff (aquatic aides, lifeguards, WSI'S, management)

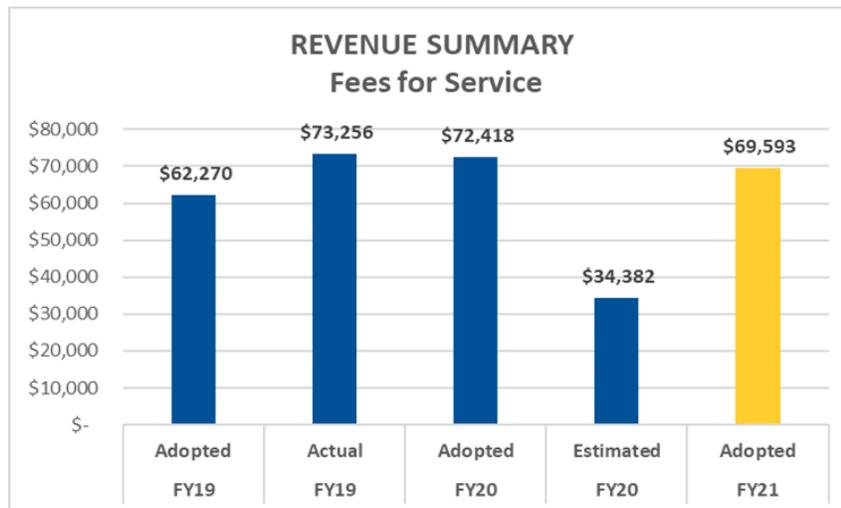
Division Goals	
FY20 Goals	FY20 Accomplishments
Certify 28 lifeguards & 5 water safety instructors	Unable to meet goal due to COVID-19 shut down and unable to teach courses. (this goal would normally be met post budget preparation in April & May).
Continue to provide swimming lessons with certified instructors for 500+ participants & two junior lifeguard classes with anticipation of 16 in each class	Summer 2019 consisted of two junior lifeguards classes with 16 total participants. We had 763 swim lesson participants in Summer 2019. Please note there is an overlap of FY19 & FY20. Numbers cannot be differentiated between fiscal years.
Continue to train current staff and retain them for a minimum of 3 yrs.	We currently have 21 returning Lifeguards with 3+ years; 9 Water Safety Instructors with 3+ years; 5 Aquatic Aides with 3+ years; 1 Assistant Manager with 3+ years. These employees hold more than one of these positions for a total of 24 returning employees.
FY21 Goals	
Maintain and continue swim lesson at Centennial in the mornings and at Grandview in the evenings	
Offer certified classes for new employees and maintain certifications for returning employees	
Create family special events in pool facilities and discount days to increase participation	

Council Strategic Plan Element	Culture		
City Team Objective	Investing in Employees		
Department Action	Retain aquatic employees for 3 years minimum		
Performance Measure	FY20 Target	FY20 Estimate	FY21 Target
Increase incentives for them to return each season. This will increase the safety due to having staff with returning knowledge and experienced training.	50%	55%	50%
Council Strategic Plan Element	Communication and Teamwork		
City Team Objective	Increase the opportunities for Recreation and Wellness		
Department Action	Expand aquatic hours		
Performance Measure	FY20 Target	FY20 Estimate	FY21 Target
Offer new programs & increase swim lessons	2 per season	2 per season	2 per season

Pools (cont.)

Resource Summary:

Authorized Positions							
	FY19 Adopted	FY19 Actual	FY20 Adopted	FY20 Revised	FY20 Estimated	FY21 Adopted	
Pool Operator	2	2	2	2	2	2	
Program Total	2	2	2	2	2	2	
Operating Budget Summary							
	FY19 Adopted	FY19 Actual	FY20 Adopted	FY20 Revised	FY20 Estimated	FY21 Adopted	FY20 Estimated Variance to FY20 Budget
Personnel	279,367	226,661	275,327	275,327	224,970	234,982	-18%
Supplies & Services	194,950	124,331	183,900	183,900	152,381	170,263	-17%
City Internal Services	5,654	5,654	6,382	6,382	6,382	7,546	0%
Capital Outlay	-	5,678	-	-	-	10,000	-
Program Total	\$479,971	\$362,324	\$465,609	\$465,609	\$383,733	\$422,791	-18%



Budget Highlights/Comments:

The adopted budget reflects a 9.2% decrease:

- ◆ Personnel costs include a reduction in part-time/temporary salaries to align better with historical spending trends.
- ◆ Capital outlay increased due to the purchase of replacement pool steps and vacuums.

Golf Course

Mission Statement:

To provide a great golf experience for the citizens and visitors to the Kingman community and host events that bring golfers to our city.

Major Services and Responsibilities:

- Maintain quality turf, greens, bunkers and all buildings at the golf course
- To work effectively with pro-shop team on scheduling
- Effectively manage all irrigation programs to conserve water
- To train and develop our team to make their work enjoyable and rewarding
- To provide a safe environment for our team members and customers
- Work effectively with the PARG Commission
- Improve quality turf conditions, providing a great golf experience
- Keep all motorized equipment running
- Continue safety and training programs

City of Kingman Strategic Plan			
Council Strategic Plan Element	Economic Prosperity		
City Team Objective	Expanding Revenue Sources		
Department Action	Increasing use/rounds at the golf course		
Performance Measure	FY20 Target	FY20 Estimate	FY21 Target
Increasing use/rounds at the golf course	10%	15%	10%
Council Strategic Plan Element	Workplace Integrity		
City Team Objective	Economic Development		
Department Action	Document and track maintenance repair orders		
Performance Measure	FY20 Target	FY20 Estimate	FY21 Target
Keep daily records of maintenance repair orders	100%	100%	100%

Golf Course

Division Goals	
FY20 Goals	FY20 Accomplishments
Increasing golf rounds played and pro shop and grill revenues	FY20 YTD, we are up 22% in rounds and 12% in revenue. F&B revenue is flat (up \$300) but this is largely due to the March change in F&B operations due to COVID-19 with no on-site dining allowed.
Continue to applying different strategic practices to help keep our turf from suffering to much of a loss this year	The implementation of increased cultural practices by adding additional equipment to our fleet and the ability to apply needed chemicals during the Summers heat and humidity has allowed us to keep up on our turf conditions. We were able to get through
Continue to balance expenditures on the golf course and get as close to breaking even as possible	Revenue is up and expenditures are down with the ultimate goal of becoming self-sustaining however, this remains an ongoing objective.
Improvement projects; leveling additional tees, expanding concrete cart path extensions, re-building several bunkers	The maintenance crew was able to level the Gold Tee Complex on hole #14 and completely rebuild the Silver Tee Complex on hole #18. Concrete cart path extensions have been added to the right side of hole #1, and we were able to get two small bunkers on the left side of hole #7 rebuilt & combined in to one large bunker.
FY21 Goals	
Keeping up on the maintenance of the golf course in pristine conditions	
Continuation of course improvement projects; Leveling tees, enlarging #1 Green rebuilding green surround bunkers, edging all bunkers, and cart path extensions to consistently keep our course up to date	
While becoming self-sustaining remains the ultimate goal for the golf course operation, implementing new programs and events to attract more play, increase revenue, through the use of social media and event development i.e. additional league play, the Mohave County Amateur Championship, etc.	

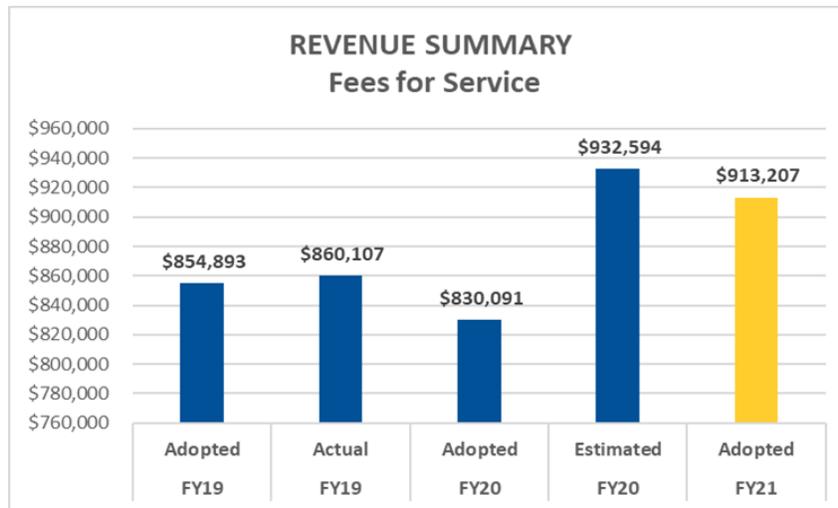
Resource Summary:

	Authorized Positions					
	FY19 Adopted	FY19 Actual	FY20 Adopted	FY20 Revised	FY20 Estimated	FY21 Adopted
Golf Superintendent	-	-	1	1	1	1
Golf Professional	-	-	1	1	1	1
Assistant Golf Superintendent	1	1	-	-	-	1
Crew Leader	1	1	1	1	1	-
Equipment Mechanic	1	1	1	1	1	1
Assistant Golf Pro	-	-	1	1	1	1
Irrigation Technician	1	1	1	1	1	1
Groundskeeper	6	6	6	6	6	6
Food and Beverage Coordinator	-	-	1	1	1	1
Golf Attendant	-	-	1	1	1	-
Program Total	10	10	14	14	14	13

Golf Course (cont.)

Resource Summary (cont.):

Operating Budget Summary							
	FY19 Adopted	FY19 Actual	FY20 Adopted	FY20 Revised	FY20 Estimated	FY21 Adopted	FY20 Estimated Variance to FY20 Budget
Personnel	606,612	549,348	832,493	832,493	766,486	772,323	-8%
Supplies & Services	721,630	543,513	553,000	553,000	469,395	490,225	-15%
City Internal Services	15,642	15,642	16,875	16,875	16,875	26,117	0%
Capital Outlay	48,000	43,220	80,000	80,000	9,500	54,000	-88%
Program Total	\$1,391,884	\$1,151,724	\$1,482,368	\$1,482,368	\$1,262,256	\$1,342,665	-15%



Budget Highlights/Comments:

The adopted budget reflects a 9.4% decrease:

- ◆ Personnel costs include the reclassification of the Crew Leader (Grade 211) position to an Assistant Golf Superintendent (Grade 213) position. Additionally, a currently vacant Groundskeeper position will not be funded for FY2020-21. This position is expected to be needed in FY2021-22.
- ◆ Supplies & services decreased. Merchandise inventory sales are expected to decrease due to the clubhouse’s renovation which reduces the retail square footage. Fertilizer has been reduced to better align with the historical spending trend. Furniture, computers and other small equipment items are reduced.
- ◆ Internal services increased due to a revision to the Insurance Services allocation methodology.

Parks

Mission Statement:

Deliver clean, safe, high quality parks, buildings, facilities, playgrounds, ball fields, trails, to provide recreation opportunities improving the quality of life to everyone in our community. We strive to maintain parks that provide a great economic impact with events that bring many visitors to our city who fill motels, spend substantial money in restaurants and with our local businesses. Park facilities add value to all properties in our city.

Major Services and Responsibilities:

- Design, construct, install and repair equipment and facilities, putting safety first
- Effectively manage all irrigation programs to conserve water
- Construct, repair and maintain all park facilities using carpentry, mechanical, plumbing, electrical, welding and landscape skills
- Perform landscaping, brush and tree removal at all City facilities
- Groom, mow and maintain top quality, safe athletic fields
- Perform custodial duties at all City facilities
- Coordinate maintenance schedules with other division and community groups

City of Kingman Strategic Plan			
Council Strategic Plan Element	Improved City Services and Livability		
City Team Objective	Improving Livability of the Community		
Department Action	Document and track maintenance repair orders		
Performance Measure	FY20 Target	FY20 Estimate	FY21 Target
Keep daily records of maintenance repair orders	100%	100%	100%
Council Strategic Plan Element	Improved City Services and Livability		
City Team Objective	Improving Livability of the Community		
Department Action	Complete highest priority maintenance repair orders within 30 days		
Performance Measure	FY20 Target	FY20 Estimate	FY21 Target
Complete highest priority maintenance repair orders within 30 days	100%	100%	100%
Council Strategic Plan Element	Improved City Services and Livability		
City Team Objective	Improving Livability of the Community		
Department Action	Inspect all buildings for safety issues		
Performance Measure	FY20 Target	FY20 Estimate	FY21 Target
Perform safety inspections 1/month	100%	100%	100%
Council Strategic Plan Element	Improved City Services and Livability		
City Team Objective	Improving Livability of the Community		
Department Action	Inspect all playgrounds for safety issues		
Performance Measure	FY20 Target	FY20 Estimate	FY21 Target
Perform safety inspections 1/week	100%	100%	100%

Parks (cont.)

Division Goals	
FY20 Goals	FY20 Accomplishments
Fire Fighters Park; removal of old playground and installation of new Kompan playground	Removal of old playground and installation of new Kompan playground. Grand opening summer 2019.
Continued improvement to all sports play Turf areas	Roller made in-house along with a new to parks seed blend. During soccer season fields are rolled once per week.
White Cliffs trail Construction and Forte Beale Loop trail and area improvements	Old bridge at White Cliffs Wagon Wheels removed and new bridge constructed.
Concrete replacement Centennial park 4-plex	Ongoing. 80% complete.
FY21 Goals	
Complete batting cages at Centennial with pitching machines	
2 total Certified Playground Safety Inspectors CPSI trained	
Turf reduction return to desert landscape Fire Station 2	

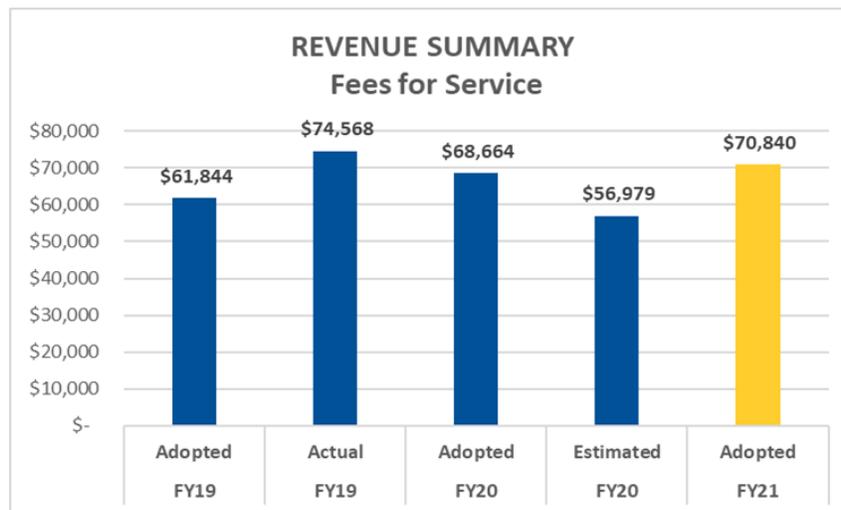
Resource Summary:

Authorized Positions						
	FY19 Adopted	FY19 Actual	FY20 Adopted	FY20 Revised	FY20 Estimated	FY21 Adopted
Parks & Recreation Director	1	1	1	1	1	1
Parks Superintendent	1	1	1	1	1	1
Assistant Parks Superintendent	-	-	-	-	-	1
Crew Leader	1	1	1	1	1	-
Equipment Mechanic	2	2	2	2	2	2
Administrative Assistant	1	1	1	1	1	1
Irrigation Technician	2	2	2	2	2	2
Equipment Operator B	-	-	-	-	-	2
Maintenance Technician	-	-	-	-	-	1
Chemical Applicator	1	1	1	1	1	1
Groundskeeper	13	13	13	13	13	10
Park Ranger	0.75	0.75	-	-	-	-
Program Total	22.75	22.75	22	22	22	22

Parks (cont.)

Resource Summary (cont.):

Operating Budget Summary							
	FY19 Adopted	FY19 Actual	FY20 Adopted	FY20 Revised	FY20 Estimated	FY21 Adopted	FY20 Estimated Variance to FY20 Budget
Personnel	1,410,532	1,179,187	1,279,996	1,279,996	1,215,929	1,281,645	-5%
Supplies & Services	630,650	490,424	664,350	664,350	556,271	605,633	-16%
City Internal Services	79,175	79,175	81,173	81,173	81,173	50,019	0%
Capital Outlay	186,000	76,432	160,700	160,700	58,000	87,500	-64%
Program Total	\$2,306,357	\$1,825,217	\$2,186,219	\$2,186,219	\$1,911,373	\$2,024,797	-13%



Budget Highlights/Comments:

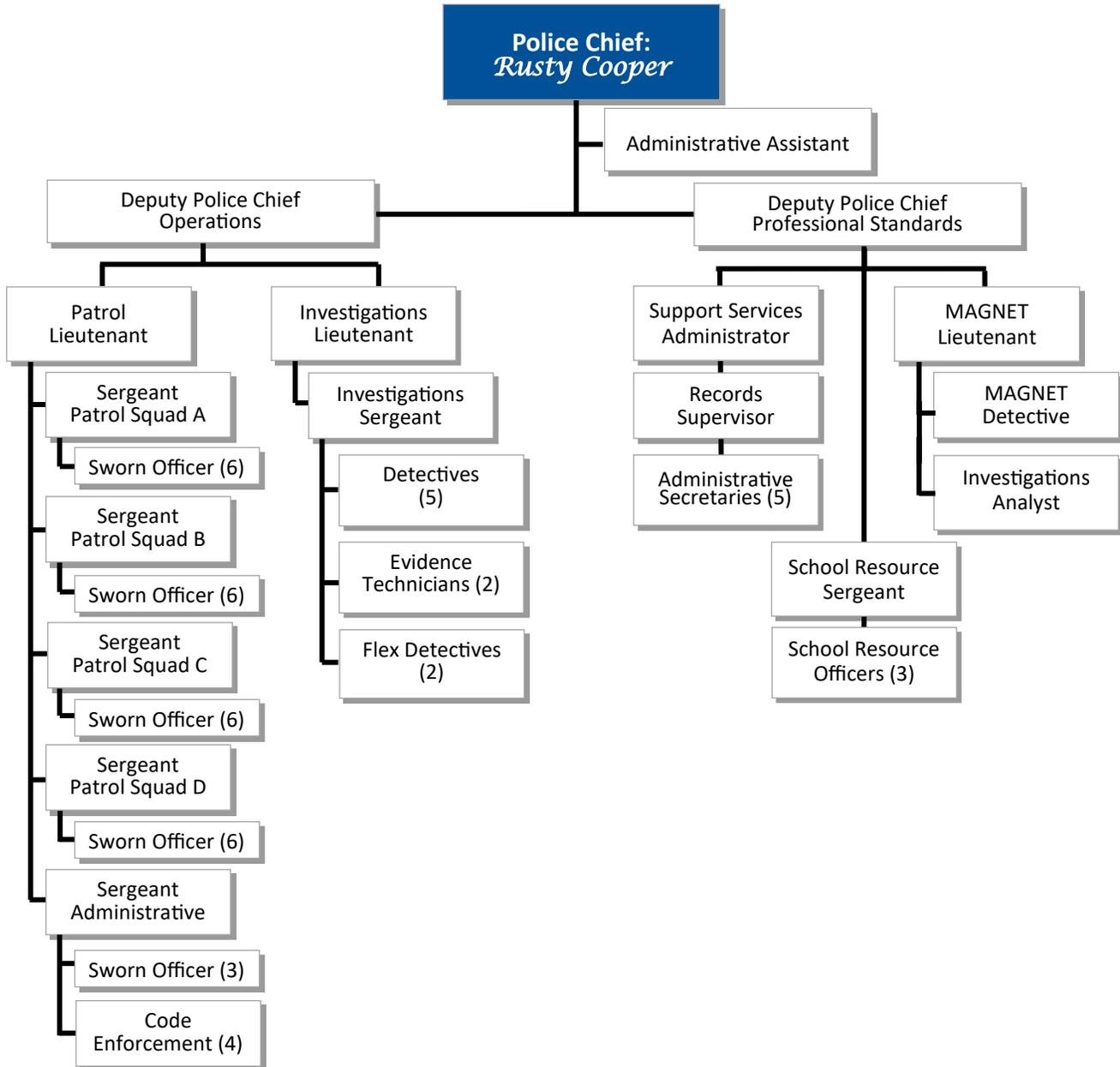
The adopted budget reflects a 7.4% decrease:

- ◆ Personnel costs include the reclassification of 1) a Crew Leader position (Grade 211) to an Assistant Parks Superintendent position (Grade 213), 2) two Groundskeeper positions (Grade 202) to Equipment Operator B positions (Grade 206), and 3) one Groundskeeper position (Grade 202) to a Parks Maintenance Technician position (Grade 206). Additionally, a currently vacant Groundskeeper position will not be funded for FY2020-21. This position is expected to be needed in FY2021-22.
- ◆ Supplies & services decreased due to the completion of an open space master plan in FY2019-20.
- ◆ Internal services decreased due to a revision to the Insurance Services allocation methodology.
- ◆ Capital outlay decreased due to two vehicles being replaced in FY2019-20. These vehicles were purchased outright. No vehicle replacements are needed this fiscal year.

Police

Mission Statement:

To create a safer community by reducing crime, ensuring the safety of our residents and visitors, and building trust in partnership with the public .



Major Services and Responsibilities:

- Provide 24 hour response to all criminal complaints and calls for service while meeting or exceeding national response times
- Investigate all criminal complaints, traffic violations, accidents and code enforcement violations
- Maintain records of all complaints, investigations, accidents and calls for service
- Community relations/customer service while focusing on customer satisfaction

Police (cont.)

Council Strategic Plan Element	Improved City Services and Livability		
City Team Objective	Improve the Quality of City Services		
Department Action	Successful clearance of cases assigned for further investigation		
Performance Measure	FY20 Target	FY20 Estimate	FY21 Target
The Department has adopted a 75% successful clearance rate for assigned criminal investigations	>75%	83%	>75%
Council Strategic Plan Element	Culture		
City Team Objective	Improve the Quality of City Services		
Department Action	Provide quality customer service		
Performance Measure	FY20 Target	FY20 Estimate	FY21 Target
Overall customer satisfaction in calls for service	>75%	98%	>80%
Council Strategic Plan Element	Improved City Services and Livability		
City Team Objective	Improving Livability of the Community		
Department Action	Establish new and improve existing community relationships through proactive partnerships with the community		
Performance Measure	FY20 Target	FY20 Estimate	FY21 Target
The Department will facilitate and expand Neighborhood Watch programs to include implementation of a virtual block watch	2	2	2
Conduct community-awareness and outreach programs	60	90	60

Division Goals	
FY20 Goals	FY20 Accomplishments
Completion of "self-assessment" phase for ALEAP with intentions of achieving accreditation late 2019 or early 2020	Completed
Implementation of the new CAPERS records management system in conjunction with meeting the FBI mandate to convert to the National Incident Based Reporting System (NIBRS)	Incomplete due to system compatibility issues.
Implementation of a Mohave County Opioid Overdose Fatality Review Team	In progress, Health Department has been re-tasked due to COVID-19.
Implement and complete the lobby's security upgrade capital improvement project	In progress, but postponed due to travel restrictions related to COVID-19.
FY21 Goals	
Successful completion of 1st abbreviated inspection for ALEAP	
Implementation of new Records Management System transitioning from CAPERS	
Development of a comprehensive internal physical fitness and mental health wellness program	
Creation of a supervisory development/mentoring program	

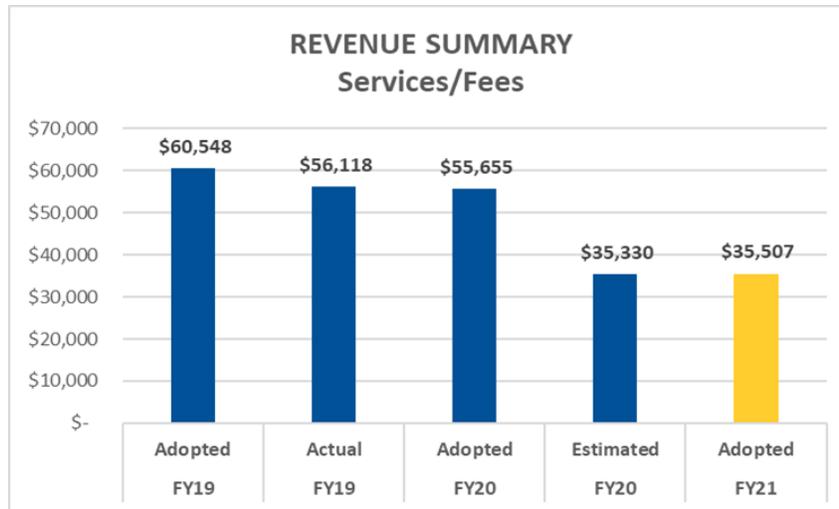
Police (cont.)

Resource Summary:

Authorized Positions							
	FY19 Adopted	FY19 Actual	FY20 Adopted	FY20 Revised	FY20 Estimated	FY21 Adopted	
Police Chief	1	1	1	1	1	1	
Deputy Police Chief	2	2	2	2	2	2	
Lieutenant	3	3	3	3	3	3	
Support Services Administrator	1	1	1	1	1	1	
Sergeant	7	7	7	7	7	7	
Police Officer	46	46	43	41	41	41	
Administrative Supervisor	1	1	1	1	1	1	
Evidence Technician II	2	2	2	2	2	2	
Investigations Analyst	-	-	-	-	-	1	
Code Enforcement Officer	4	4	4	4	4	4	
Administrative Assistant	2	2	2	2	2	1	
Administrative Secretary	5	5	5	5	5	5	
Program Total	74	74	71	69	69	69	
Operating Budget Summary							
	FY19 Adopted	FY19 Actual	FY20 Adopted	FY20 Revised	FY20 Estimated	FY21 Adopted	FY20 Estimated Variance to FY20 Budget
Personnel	7,671,388	6,646,903	7,871,917	7,871,917	7,298,046	7,935,606	-7%
Supplies & Services	835,250	720,214	1,072,550	1,077,400	914,963	1,067,486	-18%
City Internal Services	1,931,417	1,931,417	2,134,355	2,134,355	2,134,355	1,844,766	0%
PSPRS Unfunded Liability	-	291,831	1,549,061	1,549,061	1,549,061	-	0%
Capital Outlay	242,000	198,501	331,000	326,150	296,000	-	-11%
Capital Lease	-	-	-	-	-	122,913	-
Program Total	\$10,680,055	\$9,788,865	\$12,958,883	\$12,958,883	\$12,192,425	\$10,970,771	-6%

Police (cont.)

Resource Summary (cont.):



Budget Highlights/Comments:

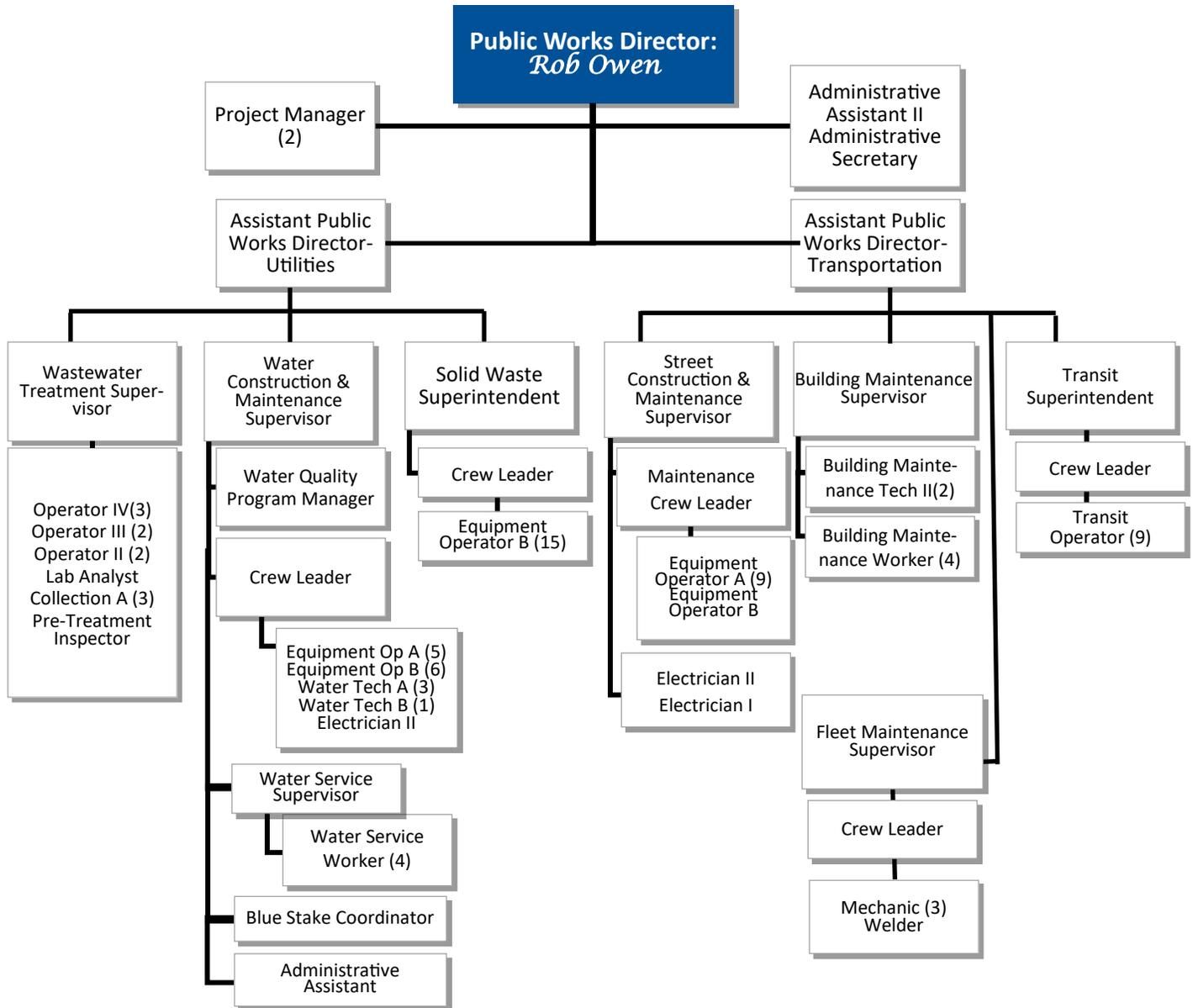
The adopted budget reflects a 15.3% decrease. If the \$775K PSPRS unfunded liability payment is made, the decrease will be 9.7%:

- ◆ Personnel costs include the reclassification of an Administrative Assistant position (Grade 206) to an Intelligence Analyst position (Grade 211). This position is funded through the MAGNET program. PSPRS rates increased just over 6%.
- ◆ Internal services decreased due to a revision to the Insurance Services and Fleet Services allocation methodologies which offsets a higher Building Maintenance allocation to maintain fund balance.
- ◆ During FY2019-20, a one-time PSPRS unfunded liability payment was made. A \$775K payment is currently set aside in contingency reserves, not the operating budget, for FY2020-21.
- ◆ Capital outlay decreased due to the vehicle capital lease program put into place during FY2019-20. The department will replace four patrol vehicles this fiscal year but will utilize a 5-year capital lease program instead of purchasing the vehicles outright.

Public Works Administration

Mission Statement:

To provide for the safe and efficient public services to the community, support for City of Kingman departments, and the best customer service possible.



Major Services and Responsibilities:

- Coordinates and manages service delivery of all divisions of Public Works including Water, Wastewater, Streets, Solid Waste, Transit, Fleet & Building Maintenance

Public Works Administration (cont.)

Division Goals	
FY20 Goals	FY20 Accomplishments
Coordinate professional development activities with all divisions	This is an ongoing effort.
Continue APWA self-assessment and accreditation program	This is an ongoing effort.
Utilize safety meetings, incident/accident meetings and the general Safety Committee to promote a safety culture	This is an ongoing effort.
FY21 Goals	
Coordinate professional development activities with all divisions	
Continue APWA self-assessment and accreditation program	
Utilize safety meetings, incident/accident meetings and the general Safety Committee to promote a safety culture	

Resource Summary:

Authorized Positions							
	FY19 Adopted	FY19 Actual	FY20 Adopted	FY20 Revised	FY20 Estimated	FY21 Adopted	
Public Works Director	1	1	1	1	1	1	
Project Manager	1	1	2	2	2	2	
Administrative Assistant II	-	-	1	1	1	1	
Administrative Assistant	2	2	-	-	-	-	
Administrative Secretary	-	-	1	1	1	1	
Program Total	4	4	5	5	5	5	
Operating Budget Summary							
	FY19 Adopted	FY19 Actual	FY20 Adopted	FY20 Revised	FY20 Estimated	FY21 Adopted	FY20 Estimated Variance to FY20 Budget
Personnel	340,719	278,353	438,303	438,303	405,796	442,036	-7%
Supplies & Services	76,600	55,957	82,800	82,800	72,189	77,150	-13%
City Internal Services	22,410	22,410	28,604	28,604	28,604	31,707	0%
Program Total	\$439,729	\$356,720	\$549,707	\$549,707	\$506,589	\$550,893	-8%

Budget Highlights/Comments:

The adopted budget reflects no significant change.

Streets Operations

Mission Statement:

To provide for the safe and efficient movement of traffic by providing a well maintained streets, sidewalks, and lighting system and provide the best customer service possible.

Major Services and Responsibilities:

- Maintain a safe and visually appealing transportation network for residents and visitors including 434 lane miles of asphalt, 19.5 miles of dirt roads, 900 street lights, and 24 traffic signals
- Pavement repair and preservation
- Street light operation and maintenance
- Weed abatement and cleanup
- Grading of dirt roads, shoulders, drainage facilities and alleys
- Traffic signals operation and maintenance
- Traffic signs and markings
- Street sweeping
- Drainage maintenance and repairs

City of Kingman Strategic Plan			
Council Strategic Plan Element	Improved City Services and Livability		
City Team Objective	Improving City Infrastructure		
Department Action	Decrease dollars needed for rehabilitation and reconstruction		
Performance Measure	FY20 Target	FY20 Estimate	FY21 Target
Increase network average pavement condition index	1	0%	1
Council Strategic Plan Element	Modernization		
City Team Objective	Improving City Infrastructure		
Department Action	Decrease lighting energy use		
Performance Measure	FY20 Target	FY20 Estimate	FY21 Target
Replace high energy use street light fixtures	20%	25%	20%
Council Strategic Plan Element	Improved City Services and Livability		
City Team Objective	Improving City Infrastructure		
Department Action	Improved City signage		
Performance Measure	FY20 Target	FY20 Estimate	FY21 Target
Inventory regulatory and warning signage	100%	100%	N/A

Division Goals	
FY20 Goals	FY20 Accomplishments
Pavement preservation	Preservation funds held to shore up predicted shortfalls in HURF
Update traffic counts system-wide	Complete
Implement sign inventory asset management system	Project is underway with completion estimated in May
Traffic signal upgrades	Budgeted upgrades were completed/ongoing
Lighting LED conversions	Replacements were delivered and installation is currently underway. Estimated completion in June.
FY21 Goals	
Utilize available preservation funds to complete crack seal and chip seal project	
Replacement of deficient signage as identified in FY20 sign inventory project (may take multiple phases)	
Traffic signal upgrades	
Lighting LED conversions	

Streets Operations (cont.)

Resource Summary:

Authorized Positions							
	FY19 Adopted	FY19 Actual	FY20 Adopted	FY20 Revised	FY20 Estimated	FY21 Adopted	
Assistant Public Works Director Transportation	-	-	1	1	1	1	
Superintendent	1	1	-	-	-	-	
Street Construction & Maintenance Supervisor	-	-	1	1	1	1	
Crew Leader	1	1	1	1	1	1	
Electrician II	-	-	1	1	1	1	
Electrician I	1	1	1	1	1	1	
Equipment Operator A	8	9	9	9	9	9	
Equipment Operator B	1	1	1	1	1	1	
Program Total	12	13	15	15	15	15	
Operating Budget Summary							
	FY19 Adopted	FY19 Actual	FY20 Adopted	FY20 Revised	FY20 Estimated	FY21 Adopted	FY20 Estimated Variance to FY20 Budget
Personnel	992,269	861,393	1,142,702	1,142,702	981,508	1,041,666	-14%
Supplies & Services	5,353,138	1,035,704	1,916,100	1,916,100	1,170,122	2,384,982	-39%
City Internal Services	480,764	480,764	487,025	487,025	487,025	255,647	0%
Capital Outlay	954,562	3,049,379	970,000	970,000	355,000	135,000	-63%
Capital Lease	-	-	-	-	-	60,359	-
Program Total	\$7,780,733	\$5,427,240	\$4,515,827	\$4,515,827	\$2,993,655	\$3,877,654	-34%

Budget Highlights/Comments:

The adopted budget reflects a 14.1% decrease:

- ◆ Personnel costs include a currently vacant Equipment Operator A position not being funded for FY2020-21. The position is expected to be needed in FY2021-22.
- ◆ Supplies & services increased mostly due to the carryover of \$650,000 in pavement preservation from FY2019-20. Decreases that offset the increase to pavement preservation are in 1) maintenance items such as markings and sidewalks, and 2) fuel and electricity to better align with historical spending trends.
- ◆ Internal services decreased due to a revision to the Insurance Services allocation methodology and a reduction in the Fleet Services allocation.
- ◆ Capital outlay decreased due to the elimination of pavement preservation classed as capital. Also, traffic signal detection camera spending is reduced. There is one vehicle replacement included which will utilize a 5-year capital lease program.

Transit

Mission Statement:

To provide public transportation services which meet the needs of residents and visitors for safe mobility within the community.

Major Services and Responsibilities:

- Provide safe, friendly, courteous service on Kingman Area Regional Transit (KART)
- Respond to citizens' concerns by finding a resolution in a timely manner
- Purchase equipment and provide for its longevity with proper and consistent maintenance
- Review service as necessary to keep up with the growing needs of our citizens
- Ensure that service is maintained in an efficient and cost effective manner, affordable to the City

City of Kingman Strategic Plan			
Council Strategic Plan Element	Economic Prosperity		
City Team Objective	Expanding Revenue Sources		
Department Action	Decrease General Fund contributions for KART operation		
Performance Measure	FY20 Target	FY20 Estimate	FY21 Target
Sale of advertising	10%	3%	10%
Increase ridership (from same month in prior year)	10%	15%	10%
Council Strategic Plan Element	Culture		
City Team Objective	Investing in Employees		
Department Action	Support and promote a safe and healthy workforce		
Performance Measure	FY20 Target	FY20 Estimate	FY21 Target
Maintain a goal of zero accidents and onboard passenger injuries	0	2	0

Division Goals	
FY20 Goals	FY20 Accomplishments
Increase advertising revenue	FY19 had \$0.00 advertising revenue. FY20 is currently at \$7,050.
Transit plan complete	RFP Proposals are due 4/8/2020. Plan will be complete no later than 9/30/2021.
Continue active public outreach program	Participated in Walk Away from Drugs, Trunk or Treat, Parade of Lights, job fair and several health fairs.
Evaluate ridership activity and popular destinations to seek partnerships with local businesses	Not yet complete
Incorporate all newly obtained training modules into our ongoing employee training program	Eight new training modules have been incorporated into our training program.
FY21 Goals	
Increase advertising revenue	
Transit plan complete	
Continue active public outreach program	
Evaluate ridership activity and popular destinations to seek partnerships with local businesses	
Incorporate all newly obtained training modules into our ongoing employee training program	

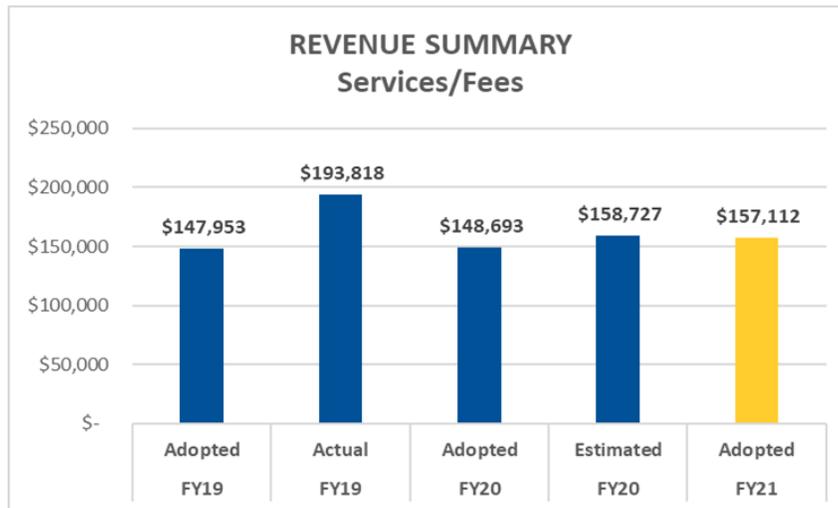
Transit (cont.)

Resource Summary:

Authorized Positions							
	FY19 Adopted	FY19 Actual	FY20 Adopted	FY20 Revised	FY20 Estimated	FY21 Adopted	
Transit Superintendent	1	1	1	1	1	1	
Crew Leader	1	1	1	1	1	1	
Transit Operator	9	9	9	9	9	9	
Program Total	11	11	11	11	11	11	
Transit Administration Operating Budget Summary							
Transit Administration	FY19 Adopted	FY19 Actual	FY20 Adopted	FY20 Revised	FY20 Estimated	FY21 Adopted	FY20 Estimated Variance to FY20 Budget
Personnel	150,442	152,228	149,193	149,193	150,562	149,752	1%
Supplies & Services	44,500	34,361	184,400	184,400	26,450	38,350	-86%
City Internal Services	19,455	19,455	24,255	24,255	24,255	39,406	0%
Program Total	\$214,397	\$206,045	\$357,848	\$357,848	\$201,267	\$227,508	-44%
Transit Operations Operating Budget Summary							
Transit Operations	FY19 Adopted	FY19 Actual	FY20 Adopted	FY20 Revised	FY20 Estimated	FY21 Adopted	FY20 Estimated Variance to FY20 Budget
Personnel	542,180	515,467	526,481	526,481	523,985	513,861	0%
Supplies & Services	81,200	87,912	90,500	90,500	104,696	93,110	16%
City Internal Services	73,413	73,413	70,931	70,931	70,931	102,471	0%
Capital Outlay	168,714	138,045	33,000	33,000	5,498	-	-83%
Program Total	\$865,507	\$814,836	\$720,912	\$720,912	\$705,110	\$709,442	-2%

Transit (cont.)

Resource Summary (cont.):



Budget Highlights/Comments:

The Transit Administration adopted budget reflects a 36.4% decrease:

- ◆ Supplies & services decreased. A transit study of \$150,000 was included in the FY2019-20 budget but was not completed. Since the transit study is a grant funded project, it is included in the Grants Fund for FY2020-21.
- ◆ Internal services increased due to a revision to the Insurance Services and Fleet Services allocation methodologies.

The Transit Operations adopted budget reflects a 1.6% decrease:

- ◆ Personnel costs are reduced due to turnover.
- ◆ Internal services increased due to a revision to the Fleet Services allocation methodology.
- ◆ Capital outlay decreased due to the postponement of a new bus until FY2021-22.

Water Operations

Mission Statement:

The mission of the City of Kingman Water Department is to: 1) Provide the residences, businesses, and industries of Kingman with an adequate and continuous supply of quality potable water as economically as possible; and 2) To continue the highest level of customer service possible by educating not only our employees but our customers as well .

Major Services and Responsibilities:

- Provide a safe and dependable water supply for the City of Kingman’s water service area
- Provide excellent customer service to the citizens of Kingman
- Upgrade and replace equipment at existing well sites, booster stations and related facilities
- Ensuring the water supply is in compliance with state and federal water quality standards
- Promote and teach water conservation to those within our community
- Maintain an up-to-date emergency response plan, emergency operations plan and vulnerability assessment program
- Administer the City of Kingman’s backflow prevention program and utility marking services through the Arizona 811 program

City of Kingman Strategic Plan			
Council Strategic Plan Element	Improved City Services and Livability		
City Team Objective	Improve the Quality of City Services		
Department Action	Meet or Exceed Water Quality Regulations Based on Sample Testing		
Performance Measure	FY20 Target	FY20 Estimate	FY21 Target
Achieve & maintain 100% state & federal compliance/regulatory sample compliance.	100%	100%	100%
Council Strategic Plan Element	Modernization		
City Team Objective	Improving Livability of the Community		
Department Action	Utilize Sacramento Basin Aquifer to Diversify Water Production		
Performance Measure	FY20 Target	FY20 Estimate	FY21 Target
Increase potable water production from well sites located within the Sacramento Basin aquifer.	25%	5%	25%

Division Goals	
FY20 Goals	FY20 Accomplishments
Water conservation and drought management plan	Hazen & Sawyer are 40% complete on the creation of the plan.
Water line replacement construction	Castle Rock and 5L replacements were complete. Patsy, Thompson, Marilyn, Mallard and Gordon are continuing.
Main tank #1 rehabilitation	This project has changed from rehab to construction of a new tank and will continue in FY21.
City well #10 construction	Plans and design are 100% complete, construction will continue in FY21.
Water loss audit	This project has been scheduled to take place in FY21.
FY21 Goals	
Water conservation and drought management plan	
Water line replacement construction	
Main tank #1 rehabilitation and construction	
City well #10 construction	
Water loss audit	

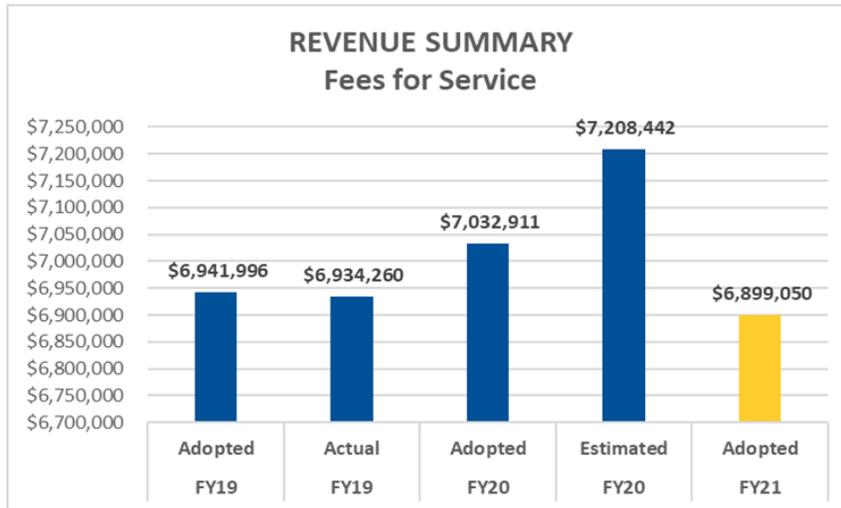
Water Operations (cont.)

Resource Summary:

Authorized Positions							
	FY19 Adopted	FY19 Actual	FY20 Adopted	FY20 Revised	FY20 Estimated	FY21 Adopted	
Water Superintendent	1	1	-	-	-	-	
Water Construction & Maintenance Supervisor	1	1	1	1	1	1	
Water Service Supervisor	-	-	1	1	1	1	
Administrative Supervisor	1	1	-	-	-	-	
Electrician II	1	1	1	1	1	1	
Water Quality Program Manager	1	1	1	1	1	1	
Crew Leader	-	-	1	1	1	1	
Fire Crew Leader	1	1	1	1	1	1	
Blue Stake Coordinator	1	1	1	1	1	1	
Equipment Op A	5	5	5	5	5	5	
Water Tech A	3	3	3	3	3	3	
Water Tech B	1	1	1	1	1	1	
Administrative Assistant	1	1	1	1	1	1	
Equipment Op B	6	6	6	6	6	6	
Water Service Worker	4	4	4	4	4	4	
Fire Maintenance Worker	2	2	2	2	2	2	
Program Total	29	29	29	29	29	29	
Operating Budget Summary							
	FY19 Adopted	FY19 Actual	FY20 Adopted	FY20 Revised	FY20 Estimated	FY21 Adopted	FY20 Estimated Variance to FY20 Budget
Personnel	2,071,657	1,719,004	2,042,209	2,042,209	1,792,612	2,075,915	-12%
Supplies & Services	2,179,450	1,858,197	2,686,000	2,686,000	2,537,479	2,775,868	-6%
City Internal Services	371,342	371,342	398,701	398,701	398,701	250,251	0%
Capital Outlay	475,000	37,705	535,000	535,000	330,000	300,000	-38%
Capital Lease	-	-	-	-	-	95,409	-
Program Total	\$5,097,449	\$3,986,248	\$5,661,910	\$5,661,910	\$5,058,792	\$5,497,443	-11%

Water Operations (cont.)

Resource Summary (cont.):



Budget Highlights/Comments:

The adopted budget reflects a 2.9% decrease:

- ◆ Internal services increased due to a revision to the Insurance Services and Fleet Services allocation methodologies and a higher Building Maintenance allocation to maintain fund balance.
- ◆ Capital outlay decreased. A trailer mounted hydro-vac excavation unit is being purchased which is less expensive than the hydro-vac truck purchased in FY2019-20. Additionally, two vehicle replacements are included and will utilize a 5-year capital lease program.

Wastewater Operations

Mission Statement:

To provide the safest, most effective and economical methods for wastewater collection, treatment, and control for residential, commercial, and industrial users. To provide responsive customer service, which includes providing appropriate and timely public information. To encourage and administer continuous training and education for wastewater operators and technicians. To work in cooperation with other city departments, state, county and federal agencies.

Major Services and Responsibilities:

- Utilize changing technology to enhance the way we treat wastewater
- Provide treated effluent that's cleaner & viable to recharge & reclamation
- Provide a renewable, sustainable, treatment resource to facilitate groundwater aquifer recharge & reclaimed alternatives for industrial processes
- Wastewater is committed to maintaining conveyance & treatment industry standards to enhance our response to customer's needs, & explore alternative delivery methods to maintain consumer confidence
- Meet growing needs with system expansion to accommodate customer connections

City of Kingman Strategic Plan			
Council Strategic Plan Element	Improved City Services and Livability		
City Team Objective	Improving City Infrastructure		
Department Action	Hydro-Vac/CCTV the collections system annually		
Performance Measure	FY20 Target	FY20 Estimate	FY21 Target
Hydro-Vac & CCTV 10% of the 210 miles of collections system to meet capacity management operations & maintenance standards.	0.1	40%	0.1
Council Strategic Plan Element	Modernization		
City Team Objective	Improving Livability of the Community		
Department Action	Increase pre-treatment outreach, education & inspections		
Performance Measure	FY20 Target	FY20 Estimate	FY21 Target
Increase educational pre-treatment outreach from	50%	200%	100%

Division Goals	
FY20 Goals	FY20 Accomplishments
Hilltop injection well completion	Well has been drilled, outfitting of components to rollover to
Downtown outfall line realignment design and construction	60% plans complete, completion of plans, & partial construction
Stormwater infiltration and inflow mitigation	Proposals are in for cure in place re-liners, however construction will rollover to 2021.
Treatment plant equipment upgrades	Completed upgrade to hilltop velocity enhancer, grit equipment upgrade & downtown MBR replacement in 2021.
Treatment plant software upgrades	Purchased hardware, software upgrade in 2021.
FY21 Goals	
Hilltop injection well completion	
Downtown outfall line realignment design and construction	
Stormwater infiltration and inflow mitigation	
Treatment plant equipment upgrades	
Treatment plant software upgrades	

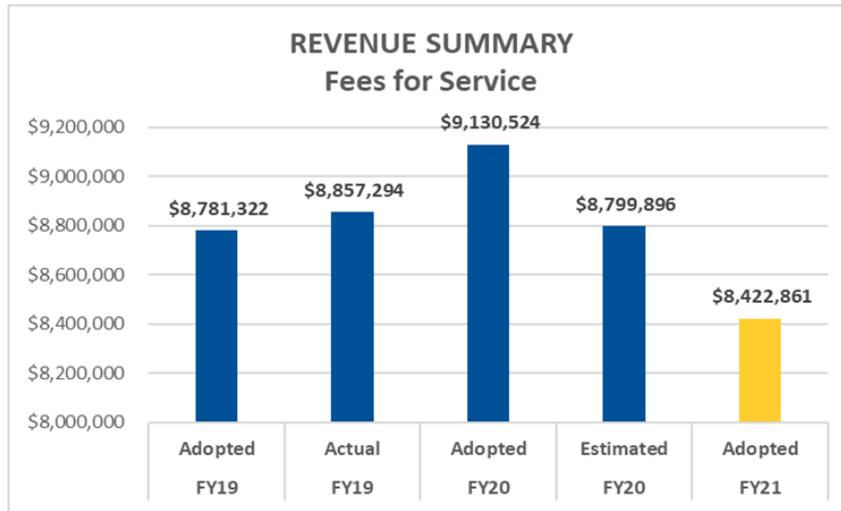
Wastewater Operations (cont.)

Resource Summary:

Authorized Positions							
	FY19 Adopted	FY19 Actual	FY20 Adopted	FY20 Revised	FY20 Estimated	FY21 Adopted	
Assistant Public Works Director-Utilities	-	-	1	1	1	1	
Wastewater Superintendent	1	1	-	-	-	-	
Wastewater Treatment Operations Supervisor	-	-	1	1	1	1	
Wastewater Treatment Plant Operator IV	3	3	3	3	3	3	
Wastewater Treatment Plant Operator III	2	2	2	2	2	2	
Crew Leader	-	-	1	1	1	1	
Lab Analyst	1	1	1	1	1	1	
Pre-Treatment Inspector	1	1	1	1	1	1	
Wastewater Treatment Plant Operator II	2	2	2	2	2	2	
Wastewater Collections A	3	3	3	3	3	3	
Program Total	13	13	15	15	15	15	
Operating Budget Summary							
	FY19 Adopted	FY19 Actual	FY20 Adopted	FY20 Revised	FY20 Estimated	FY21 Adopted	FY20 Estimated Variance to FY20 Budget
Personnel	1,246,564	1,067,067	1,356,195	1,356,195	1,120,590	1,358,588	-17%
Supplies & Services	1,451,000	1,026,616	1,655,200	1,655,200	1,543,650	1,739,235	-7%
City Internal Services	105,341	105,341	113,607	113,607	113,607	107,747	0%
Capital Outlay	461,500	258,717	675,000	675,000	475,000	350,000	-30%
Capital Lease	-	-	-	-	-	45,522	-
Program Total	\$3,264,405	\$2,457,741	\$3,800,002	\$3,800,002	\$3,252,847	\$3,601,092	-14%

Wastewater Operations (cont.)

Resource Summary (cont.):



Budget Highlights/Comments:

The adopted budget reflects a 5.2% decrease:

- ◆ Internal services increased due to a higher Building Maintenance allocation to maintain fund balance.
- ◆ Capital outlay decreased due to 1) the carryover of a dump truck budgeted in FY2019-20, and 2) two vehicle replacements that will utilize a 5-year capital lease program instead of being purchased outright.

Solid Waste

Mission Statement:

To provide the best possible service to the City of Kingman solid waste residents, and keep the City as clean as possible with the effective use of equipment and manpower. To work in conjunction with other City departments, state, and county agencies.

Major Services and Responsibilities:

- Rotate fleet with newer trucks to reduce cost of repairs
- Provide our employees with all the PPE to keep them safe, to continue to offer safety education training
- Make purchases within our set budget for that year
- Continue to work with the Arizona prison inmate program
- Continue to monitor the unstable commodities market for recycling program feasibility

City of Kingman Strategic Plan			
Council Strategic Plan Element	Culture		
City Team Objective	Investing in Employees		
Department Action	Support and promote a safe and healthy workforce.		
Performance Measure	FY20 Target	FY20 Estimate	FY21 Target
Decrease workplace injuries to under 8/year	>8/year	3	>7/year
Conduct and attend a monthly safety and professional development training	12/year	12	12/year
Council Strategic Plan Element	Improved City Services & Livability		
City Team Objective	Improving Livability of the Community		
Department Action	Identify opportunities to decrease Solid Waste costs while providing quality service.		
Performance Measure	FY20 Target	FY20 Estimate	FY21 Target
Decrease fuel consumption	10%	14%	10%

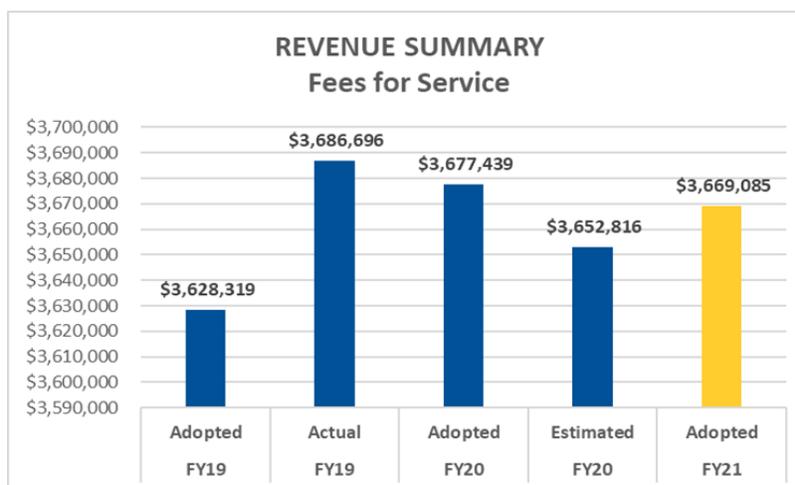
Division Goals	
FY20 Goals	FY20 Accomplishments
Implement rate study recommendations	The rate study is ongoing.
EZ Recycling continue, current or modified program	We modified this program to use local vendors and were able to reduce the contamination rate to less than ten percent. This resulted in getting better prices for an overall savings from prior years.
Expand inmate labor program	Public Works still has not been able to expand this program.
Continue active public outreach program	Public outreach program is a continual effort by the Solid Waste Division.
FY21 Goals	
Implement public works inmate program	
Continue public outreach	
Re-organize routing to better assist our customers and costs	

Solid Waste (cont.)

Resource Summary:

Authorized Positions						
	FY19 Adopted	FY19 Actual	FY20 Adopted	FY20 Revised	FY20 Estimated	FY21 Adopted
Solid Waste Superintendent	1	1	1	1	1	1
Crew Leader	1	1	1	1	1	1
Equipment Operator B	16	16	17	17	17	15
Program Total	18	18	19	19	19	17

Operating Budget Summary							
	FY19 Adopted	FY19 Actual	FY20 Adopted	FY20 Revised	FY20 Estimated	FY21 Adopted	FY20 Estimated Variance to FY20 Budget
Personnel	1,215,980	1,176,829	1,282,224	1,282,224	1,172,810	1,062,029	-9%
Supplies & Services	1,414,200	1,270,766	1,544,500	1,544,500	1,341,800	1,434,042	-13%
City Internal Services	763,059	763,059	749,577	749,577	749,577	413,457	0%
Capital Outlay	20,000	34,242	20,000	20,000	10,000	72,000	-50%
Capital Lease	-	-	-	-	-	204,000	-
Program Total	\$3,413,239	\$3,244,896	\$3,596,301	\$3,596,301	\$3,274,187	\$3,185,528	-9%



Budget Highlights/Comments:

The adopted budget reflects an 11.4% decrease:

- ◆ Personnel costs include the reduction to personnel due to a recommendation to eliminate the recycling program until market conditions improve. Two Equipment Operator B positions will be eliminated—one through attrition and one currently vacant that will not be filled.
- ◆ Supplies & services decreased primarily due to eliminating costs related to the recycling program.
- ◆ Internal services decreased due to revision to the Fleet Services allocation methodology.
- ◆ Capital outlay increased due to the replacement of a skid steer loader. With the recommendation to eliminate the recycling program, a vehicle replacement program is being put into place. Three solid waste trucks will be purchased utilizing a 7-year capital lease program.

Fleet Services

Mission Statement:

To provide accurate and efficient maintenance and repair of vehicles for Engineering, Water, Sewer, Streets, Facilities and Grounds, Solid Waste, Inspection, Regional Transit, and Public Safety vehicles including Police & Fire.

Major Services and Responsibilities:

- Maintain, repair and refurbish City vehicles, trucks, heavy, and small equipment
- Preventive maintenance and repair of heavy equipment during snow, ice and other emergencies
- Maintain inventory of parts and fluids for normal and emergency repairs to vehicles
- Provide for scheduled and non-scheduled repairs to City vehicles
- Provide for annual State inspections on vehicles
- Maintain and monitor the fuel systems for usage by City vehicles

City of Kingman Strategic Plan			
Council Strategic Plan Element	Improve City Services and Livability		
City Team Objective	Improve the Quality of City Services		
Department Action	Decrease cost of repairs and maintenance		
Performance Measure	FY20 Target	FY20 Estimate	FY21 Target
Decrease dollars spent on outside repair	10%	8%	N/A
Council Strategic Plan Element	Modernization		
City Team Objective	Improve the Quality of City Services		
Department Action	Improve fleet availability		
Performance Measure	FY20 Target	FY20 Estimate	FY21 Target
Decrease average downtime for repair/maintenance	10%	8%	N/A
Improve repair/preventative maintenance ratio	10%	7%	N/A
Council Strategic Plan Element	Modernization		
City Team Objective	Improve the Quality of City Services		
Department Action	Decrease Fleet Downtime and outside repairs		
Performance Measure	FY20 Target	FY20 Estimate	FY21 Target
Replace 10% of rolling assets annually	N/A	N/A	10%
Provide 80 hours of safety/professional develop-	N/A	N/A	80 Hrs

Division Goals	
FY20 Goals	FY20 Accomplishments
Fuel station complete	Fuel island completion estimated for June.
Fleet management software update	Upgrade was completed. Additional training was postponed due to COVID-19.
Fleet management benchmarking	Funds transferred to fuel island project.
FY21 Goals	
Develop fleet replacement program	
Develop fleet SOP and policy manual	
Fleet management benchmarking	

Fleet Services (cont.)

Resource Summary:

Authorized Positions							
	FY19 Adopted	FY19 Actual	FY20 Adopted	FY20 Revised	FY20 Estimated	FY21 Adopted	
Fleet Superintendent	1	1	-	-	-	-	
Fleet Maintenance Supervisor	-	-	1	1	1	1	
Crew Leader	1	1	1	1	1	1	
Equipment Mechanic	3	3	3	3	3	3	
Welder	1	1	1	1	1	1	
Administrative Assistant	1	1	1	1	1	1	
Program Total	7	7	7	7	7	7	
Operating Budget Summary							
	FY19 Adopted	FY19 Actual	FY20 Adopted	FY20 Revised	FY20 Estimated	FY21 Adopted	FY20 Estimated Variance to FY20 Budget
Personnel	507,832	456,844	505,571	505,571	391,084	493,400	-23%
Supplies & Services	904,100	687,025	1,046,500	1,019,470	1,004,250	946,277	-4%
City Internal Services	68,600	68,600	99,306	99,306	99,306	113,722	0%
Capital Outlay	111,000	88,356	53,000	7,000	7,000	100,000	-87%
Program Total	\$1,591,532	\$1,300,825	\$1,704,377	\$1,631,347	\$1,501,640	\$1,653,399	-12%

Budget Highlights/Comments:

The adopted budget reflects a 3.0% decrease:

- ◆ Personnel costs include a reduction due to turnover.
- ◆ Supplies & services decreased due to technical labor, fleet parts and tires being reduced to better align with historical spending trends.
- ◆ Internal services increased due to a revision to the Insurance Services allocation methodology and a higher Building Maintenance allocation to maintain fund balance.
- ◆ Capital outlay increased. The garage bay doors and column lifts will be replaced.

Building Maintenance

Mission Statement:

Provide and maintain safe and clean city buildings, equipment and other facilities for the safety and quality of life to the community.

Major Services and Responsibilities:

- Provide outstanding customer service by maintaining and cleaning city facilities
- Identify and repair any safety related issues as soon as possible
- Safety related issues are considered our top priority
- Remodeling and maintenance projects such as painting, rebuilding or reconfiguring the city's buildings to promote more efficient work spaces, reduction of utility costs, and to perform maintenance tasks on a regular basis in an attempt to avoid major repairs in the future
- Responsible for the water and sewer systems, between the meter and the sewer main, at all city buildings
- Building Maintenance Workers are primarily responsible for cleaning; however, they are also responsible for monitoring and maintaining the designated records storage area at the 911 Dispatch Center/City Attorney's Office and delivering paper goods to various departments.
- Helping to maintain the grounds at Engineering, the 911 Dispatch Center/City Attorney's Office, the Powerhouse, KFD, KPD and all of Public Works

City of Kingman Strategic Plan			
Council Strategic Plan Element	Improved City Services and Livability		
City Team Objective	Improve the Quality of City Services		
Department Action	Address building safety concerns		
Performance Measure	FY20 Target	FY20 Estimate	FY21 Target
Address high priority work orders within 48 hours	95%	92%	95%
Council Strategic Plan Element	Improved City Services and Livability		
City Team Objective	Improve the Quality of City Services		
Department Action	Reduce the lifecycle costs of City buildings		
Performance Measure	FY20 Target	FY20 Estimate	FY21 Target
Improve repair/preventative maintenance ratio	10%	5%	10%
Increase hours worked for deep cleaning	25%	30%	25%
Council Strategic Plan Element	Modernization		
City Team Objective	Improve the Quality of City Services		
Department Action	Decrease energy use in City buildings		
Performance Measure	FY20 Target	FY20 Estimate	FY21 Target
Upgrade high use fixtures in buildings	N/A	N/A	20%
Upgrade high age/high energy use HVAC units	N/A	N/A	15%
Council Strategic Plan Element	Culture		
City Team Objective	Investing in Employees		
Department Action	Improve training for building maintenance workers		
Performance Measure	FY20 Target	FY20 Estimate	FY21 Target
Provide 40 hours of safety/professional development training annually	N/A	N/A	40

Building Maintenance (cont.)

Division Goals	
FY20 Goals	FY20 Accomplishments
Roofing projects	Small repairs and building assessments completed. Additional repairs to be budgeted next fiscal year.
Public Works conference room	Feasibility/space needs assessment underway.
HVAC upgrades	Some projects completed. Additional projects will be budgeted in successive fiscal years for asset management.
Continuing remodeling projects	Powerhouse, Courthouse and City Manager office completed.
FY21 Goals	
Roofing projects	
Public Works conference room	
HVAC upgrades	
Develop building maintenance SOP and policy manual	

Resource Summary:

Authorized Positions							
	FY19 Adopted	FY19 Actual	FY20 Adopted	FY20 Revised	FY20 Estimated	FY21 Adopted	
Building Maintenance Supervisor	-	-	1	1	1	1	
Building Maintenance Technician II	-	-	-	-	-	2	
Building Maintenance Technician	2	2	2	2	2	-	
Building Maintenance Worker	4	4	4	4	4	4	
Program Total	6	6	7	7	7	7	
Operating Budget Summary							
	FY19 Adopted	FY19 Actual	FY20 Adopted	FY20 Revised	FY20 Estimated	FY21 Adopted	FY20 Estimated Variance to FY20 Budget
Personnel	354,053	353,007	435,849	435,849	367,348	456,770	-16%
Supplies & Services	418,550	307,865	476,950	476,950	429,367	572,100	-22%
City Internal Services	11,335	11,335	12,382	12,382	12,382	28,282	0%
Capital Outlay	255,000	87,717	242,500	242,500	202,500	95,000	-16%
Capital Lease	-	-	-	-	-	26,675	-
Program Total	\$1,038,938	\$759,925	\$1,167,681	\$1,167,681	\$1,011,597	\$1,178,827	-19%

Budget Highlights/Comments:

The adopted budget reflects a 5.1% decrease:

- Personnel costs include the reclassification of two Building Maintenance Technician (Grade 209) to Building Maintenance Technician II (Grade 211) positions.
- Supplies & services increased to 1) purchase software system for building maintenance tracking, 2) hire contractors to perform repairs that cannot be completed in-house, 3) purchase locksmith equipment for cost savings in the future, and 4) purchase equipment to keep buildings safe.
- Capital outlay decreased due to a reduction in building remodel projects.

Capital Improvement

Projects

Capital Project Summary

Capital Project Worksheets

Facilities/Equipment/Systems

Parks & Recreation

Public Safety

Streets

Airport

Solid Waste

Stormwater

Wastewater

Water

Future Project List



Five-Year CIP Summary

With citizen input, the City of Kingman will plan for sustainable infrastructure improvements that strengthen economic viability and livability, providing fiscal stewardship of public funds and balancing construction with the ability to effectively maintain and operate our current assets in a cost-effective and safe manner.

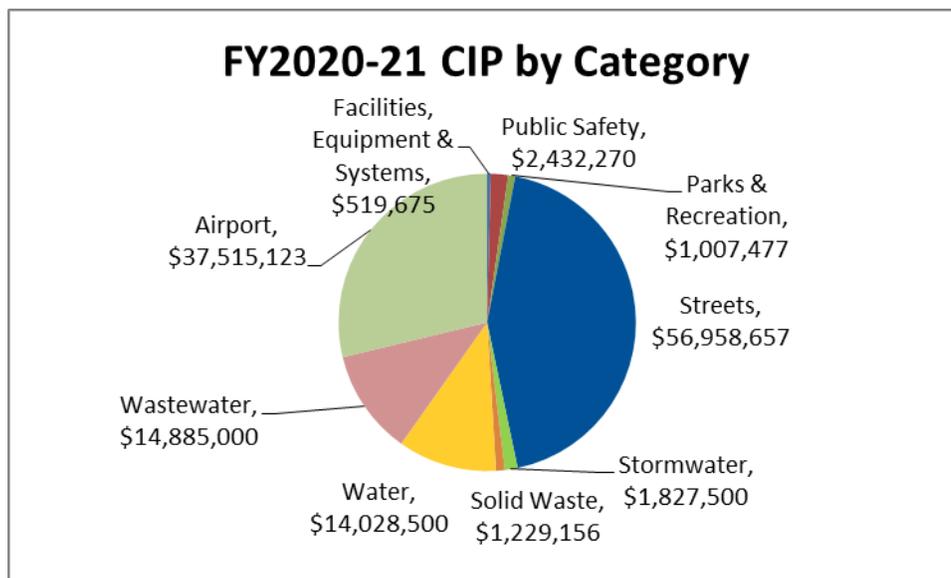
The capital budget process determines which major projects will be financed and constructed. Capital projects are those with high monetary value (typically more than \$50,000) that add to the capital assets or infrastructure of the City. These projects are long-term in nature (more than one year) and are generally paid for with cash reserves or financed on a long-term basis.

Funding for capital projects is appropriated annually. However, due to the fact that these projects are rarely completed within the fiscal year, carry-forwards are budgeted to cover purchase orders that remain open at the end of the fiscal year and for projects that were not expended or encumbered by fiscal year end.

During the annual budget cycle, the City of Kingman prepares a five-year capital improvement plan (CIP) budget. The CIP shown in this budget document provides estimates for the fiscal years ranging from FY2020-21 through FY2024-25.

The FY2020-21 CIP is balanced including the use of revenues, cash reserves, transfers, grants, and debt proceeds. Future year projects are funded based on the current fiscal year's resources and projections. If the anticipated resources or projections change, funding for future projects will need to re-evaluated.

The City of Kingman's CIP for FY2020-21 amounts to \$130,403,358 with the FY2020-21 through FY2024-25 CIP totaling \$191,548,284.



A summary of the five-year CIP follows. Projects that are funded utilizing grants, participation or RICO monies, either in entirety or partially, are highlighted in **gray**. Details of the capital projects included in the FY2020-21 through FY2024-25 CIP are presented after the summary. The detailed section identifies 1) grant funding in **Red** font, 2) participation funding in **Blue** font, and 3) RICO funding in **Green** font.

Five Year Capital Improvement Plan

PROJECT DESCRIPTION	FY21	FY22	FY23	FY24	FY25	TOTAL
FACILITIES/EQUIPMENT/SYSTEMS						
Branding, Beautification and Signage	200,000	125,000	100,000	100,000	100,000	625,000
Development Impact Fee Study	54,675					54,675
KART Buses		171,667	175,100	178,601	182,173	707,541
Transit Plan	150,000					150,000
Zoning Ordinance Update	115,000					115,000
TOTAL FACILITIES/EQUIPMENT/SYSTEMS	519,675	296,667	275,100	278,601	282,173	1,652,216
PARKS & RECREATION PROJECTS						
Ice Rink	350,000					350,000
Multipurpose Gym/Community Center			440,000	9,060,000		9,500,000
Pickle Ball Courts	75,000		75,000			150,000
Playground Equipment	150,000	150,000	150,000	150,000	150,000	750,000
Sunbelt Sports Park	321,677	128,323				450,000
Trail Development and Enhancement	50,000	50,000	50,000	50,000	50,000	250,000
White Cliffs Trail	60,800					60,800
TOTAL PARKS & RECREATION	\$ 1,007,477	\$ 328,323	\$ 715,000	\$ 9,260,000	\$ 200,000	\$ 11,510,800
PUBLIC SAFETY						
Police						
MAGNET Building Repairs	100,000					100,000
KPD Training Room/EOC Retrofit	150,000					150,000
Fire						
Fire Station #2 Remodel/Training Tower & Bum Building	1,621,758					1,621,758
Fire Station Diesel Exhaust Systems	10,890					10,890
Dispatch						
Computer Aided Dispatch (CAD) Replacement	549,622					549,622
TOTAL PUBLIC SAFETY	\$ 2,432,270	\$ -	\$ -	\$ -	\$ -	\$ 2,432,270
STREET PROJECTS						
I-11 Airway Ave - Prospector Street to Rancho Pky	4,699,959					4,699,959
I-11 East Kingman Connection Project	400,000					400,000
I-11 Kingman Crossing Blvd--Southern to I40	6,890,000					6,890,000
I-11 Rancho Santa Fe Parkway TI	41,790,000					41,790,000
ADA Improvements	250,000	475,000	150,000	800,000	150,000	1,825,000
Downtown Infrastructure Design	435,000					435,000
Eastern Street Improvements - Airway to Calumet	255,750	170,750	3,308,474			3,734,974
Fripps Ranch Lighting Power	150,000					150,000
HSIP Six Road Safety Project	210,000	234,000				444,000
HSIP Stockton Hill Rd Safety Corridor	427,948					427,948
I-40 Traffic Interchange Landscaping	250,000	250,000	150,000	150,000	150,000	950,000
Pavement Preservation	1,200,000	550,000	561,000	572,220	583,664	3,466,884
Transportation Masterplan		200,000				200,000
TOTAL STREET IMPROVEMENTS	\$ 56,958,657	\$ 1,879,750	\$ 4,169,474	\$ 1,522,220	\$ 883,664	\$ 65,413,765
AIRPORT						
3 Industrial Park Roads	425,000	225,000				650,000
Airport Airside Drainage Study	200,000					200,000
Airport Master Plan	4,140					4,140
Backhoe	70,000					70,000
Dross Site Cleanup	30,000,000					30,000,000
Dross Site Overlay			2,300,000			2,300,000
Industrial Park Drainage & Rate Study			250,000			250,000
Land Release & Master Plan	250,000	175,000				425,000
Runway 3/21 Reconstruction	3,816,963					3,816,963
Security Fence Relocation	69,000					69,000
Security Gates Upgrade					1,250,000	1,250,000
Taxilane Foxtrot Reconstruct Design					125,000	125,000
Taxiway B Design & Construction	2,680,020					2,680,020
Transient Apron Reconstruction		2,250,000				2,250,000
TOTAL AIRPORT	\$ 37,515,123	\$ 2,650,000	\$ 2,550,000	\$ -	\$ 1,375,000	\$ 44,090,123

Five Year Capital Improvement Plan (cont.)

PROJECT DESCRIPTION	FY21	FY22	FY23	FY24	FY25	TOTAL
SOLID WASTE						
Skid Steer Loader	62,000					62,000
Solid Waste Truck Replacement	1,167,156	1,342,227	1,342,227	492,150	492,150	4,835,910
TOTAL SOLID WASTE	\$ 1,229,156	\$ 1,342,227	\$ 1,342,227	\$ 492,150	\$ 492,150	\$ 4,897,910
STORMWATER						
Airway Avenue Drainage Improvements	1,000,000	750,000				1,750,000
Beverly Avenue	200,000					200,000
Bull Mountain Interim Channel Improvements	375,000					375,000
Drainage Maintenance & Erosion Protection	100,000	100,000	100,000	100,000	100,000	500,000
Eighth Street Underpass Drainage	50,000					50,000
Land Acquisition-Drainage	50,000	50,000	50,000	50,000	50,000	250,000
Stormwater Rate Study	52,500					52,500
Western Ave-Beverly to Sycamore			97,000	853,600		950,600
TOTAL STORMWATER	\$ 1,827,500	\$ 900,000	\$ 247,000	\$ 1,003,600	\$ 150,000	\$ 4,128,100
WASTEWATER						
Aerial Photography	33,500				36,850	70,350
Chestnut Sewer Line Relocation Phase II	105,800					105,800
Chloride St. Sewer Line Replacement	182,700					182,700
Diagonal Wash Interceptor	4,600,000					4,600,000
Downtown Plant Membrane Cartridge Replacement	650,000					650,000
Downtown Sewer Outfall Line Relocation	5,500,000	8,700,000				14,200,000
Dump Truck	165,000					165,000
Goldroad Avenue Sewer Replacement	100,000	100,000				200,000
Hilltop Plant Grit Removal Upgrade	80,000	500,000				580,000
Jagerson Ave Sewer Line Project	763,000					763,000
Reclaimed Water Injection	1,000,000					1,000,000
Sewer Extension Capital Projects	700,000	700,000	700,000	700,000	700,000	3,500,000
Sewer GIS Mapping	30,000					30,000
System Repair & Replacement	900,000	650,000	650,000	650,000	650,000	3,500,000
Wastewater Rate Study	75,000					75,000
TOTAL WASTEWATER	\$ 14,885,000	\$ 10,650,000	\$ 1,350,000	\$ 1,350,000	\$ 1,386,850	\$ 29,621,850
WATER						
Aerial Photography	33,500				36,850	70,350
Airway Avenue Water Extension	175,000					175,000
Automated Meter Reading	300,000	300,000	300,000	300,000	300,000	1,500,000
City Well 10 Pump & Motor	2,750,000					2,750,000
Distribution Lines	3,000,000	350,000	350,000	350,000	350,000	4,400,000
Dry Well Installation	300,000	300,000	300,000	300,000		1,200,000
Hydro-Excavation Trailer	200,000					200,000
Main Tanks Transmission Line Phase II	3,860,000					3,860,000
Northridge Storage Tank	250,000			3,690,900		3,940,900
Pressure Reducing Valves	75,000	75,000	75,000	75,000	75,000	375,000
Pumping Equipment	200,000	100,000	100,000	100,000	100,000	600,000
Purple Pipe Distribution System	50,000	50,000	50,000	50,000		200,000
Reclaimed Water Recharge	350,000					350,000
Risk, Resiliency Assessment & Emergency Plan	40,000					40,000
Sacramento Valley Well Siting Study	375,000					375,000
Santa Rosa Transmission Line	285,000	3,420,000				3,705,000
SCADA Panel and Software Upgrade	125,000	125,000	125,000	125,000	125,000	625,000
Source Water Protection Plan	150,000					150,000
Storage Tank Restoration	900,000	300,000	50,000	300,000		1,550,000
Surge Tanks	230,000					230,000
USGS Aquifer Monitoring Program	100,000	100,000	100,000	100,000	100,000	500,000
Utility Power Service	125,000					125,000
Walleck Ranch Distribution Improvements		64,000	361,000			425,000
Water Conservation Plan	50,000					50,000
Water GIS Mapping	30,000					30,000
Water Line Leak Detection	75,000	75,000	75,000	75,000	75,000	375,000
TOTAL WATER	\$ 14,028,500	\$ 5,259,000	\$ 1,886,000	\$ 5,465,900	\$ 1,161,850	\$ 27,801,250
TOTAL ALL PROJECTS	\$ 130,403,358	\$ 23,305,967	\$ 12,534,801	\$ 19,372,471	\$ 5,931,687	\$ 191,548,284

Facilities/Equipment/Systems Projects

PROJECT TITLE: Branding, Beautification and Signage

PROJECT DESCRIPTION: Create and improve streetscapes and landscaping in key focus areas throughout the City utilizing community branding. Strategically place monument signs at city entrance and exit points. Beautification at the I-11/US-93 intersection (once built). Including a banner program for high traffic areas.

PROJECT JUSTIFICATION: To create a positive aesthetic that attracts and welcomes visitors and improves the quality of life for residents. The Chamber of Commerce is contributing \$17,000 to this project.



Budgeted Project Costs	2021	Future	Total	Post Project Annual Operating Expenses
Land & Right-of-Way Acquisition	-	-	-	Personnel -
Design & Engineering	25,000	-	25,000	Utilities and Maintenance Costs -
Construction/Maintenance	-	-	-	
Equipment & Furnishings	-	-	-	
Other	175,000	425,000	600,000	
TOTAL	\$ 200,000	\$ 425,000	\$ 625,000	TOTAL \$ -
Funding Sources				Post Project Annual Operating Revenue
Capital Projects Fund	183,000	425,000	608,000	Revenues -
Participation	17,000	-	17,000	
TOTAL	\$ 200,000	\$ 425,000	\$ 625,000	TOTAL \$ -

PROJECT TITLE: Development Impact Fee Study

PROJECT DESCRIPTION: Study to include an infrastructure improvement plan, the calculation of base impact fees, and the methodology of obtaining credits against the calculated development impact fees for city streets, public safety, parks, wastewater and storm-water

PROJECT JUSTIFICATION: Study for the purpose of calculating possible development impact fees, which are fees imposed on new development to be used for public facilities



Budgeted Project Costs	2021	Future	Total	Post Project Annual Operating Expenses
Land & Right-of-Way Acquisition	-	-	-	Personnel -
Design & Engineering	54,675	-	54,675	Utilities and Maintenance Costs -
Construction/Maintenance	-	-	-	
Equipment & Furnishings	-	-	-	
Other	-	-	-	
TOTAL	\$ 54,675	\$ -	\$ 54,675	TOTAL \$ -
Funding Sources				Post Project Annual Operating Revenue
Capital Projects Fund	54,675	-	54,675	Revenues -
	-	-	-	
TOTAL	\$ 54,675	\$ -	\$ 54,675	TOTAL \$ -

Facilities/Equipment/Systems Projects (cont.)

PROJECT TITLE: KART Buses

PROJECT DESCRIPTION: Annual transit vehicle replacement

PROJECT JUSTIFICATION: Vehicle replacement is necessary as existing service vehicles reach the end of their useful life. Replacement is more cost effective than extensive and frequent repairs..

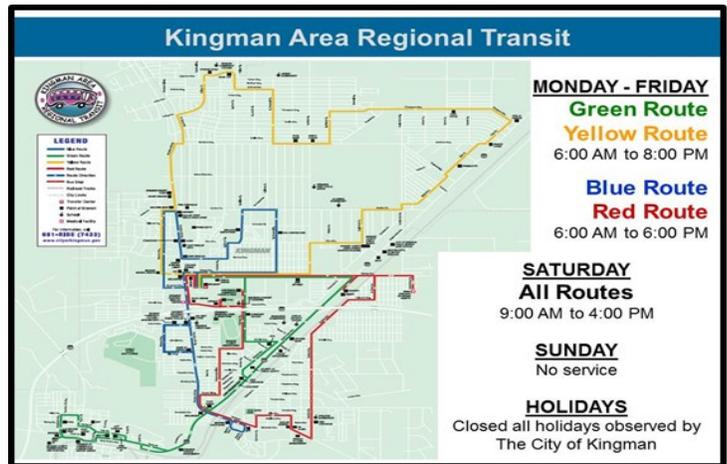


Budgeted Project Costs	2021	Future	Total	Post Project Annual Operating Expenses	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	-	-	-	Utilities and Maintenance Costs	-
Construction/Maintenance	-	-	-		
Equipment & Furnishings	-	707,541	707,541		
Other	-	-	-		
TOTAL	\$ -	\$ 707,541	\$ 707,541	TOTAL	\$ -
Funding Sources				Post Project Annual Operating Revenue	
Grant	-	566,033	566,033	Revenues	-
Transit Fund	-	141,508	141,508		
TOTAL	\$ -	\$ 707,541	\$ 707,541	TOTAL	\$ -

PROJECT TITLE: Transit Plan

PROJECT DESCRIPTION: Short and long range Transit Plan

PROJECT JUSTIFICATION: While KART's service is included in the COK General Plan, KART's last 5-year plan was completed in 2009. This item was funded in FY2019-20 but will not be completed by the end of FY2019-20.



Budgeted Project Costs	2021	Future	Total	Post Project Annual Operating Expenses	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	-	-	-	Utilities and Maintenance Costs	-
Construction/Maintenance	-	-	-		
Equipment & Furnishings	-	-	-		
Other	150,000	-	150,000		
TOTAL	\$ 150,000	\$ -	\$ 150,000	TOTAL	\$ -
Funding Sources				Post Project Annual Operating Revenue	
Grant	120,000	-	120,000	Revenues	-
Operating Fund	30,000	-	30,000		
TOTAL	\$ 150,000	\$ -	\$ 150,000	TOTAL	\$ -

Facilities/Equipment/Systems Projects (cont.)

PROJECT TITLE: Zoning Ordinance Update

PROJECT DESCRIPTION: Update of the Kingman zoning ordinance prepared by selected planning consultant firm.

PROJECT JUSTIFICATION: The current zoning ordinance was adopted in 1971. It has been amended numerous times over the years, however, a complete update is needed as much of the ordinance is not responsive to current development trends. Estimated time frame for project completion is two years.



<u>Budgeted Project Costs</u>	<u>2021</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	115,000	-	115,000	Utilities and Maintenance Costs	-
Construction/Maintenance	-	-	-		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 115,000	\$ -	\$ 115,000	TOTAL	\$ -
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
General Fund	115,000	-	115,000	Revenues	-
TOTAL	\$ 115,000	\$ -	\$ 115,000	TOTAL	\$ -

Parks & Recreation Projects

PROJECT TITLE: Ice Rink

PROJECT DESCRIPTION: Construction of an ice skating rink. The total cost includes lighting. Construction costs vary with local wage rates and the extent to which the contractors availability.

PROJECT JUSTIFICATION: The demand for an ice rink is increasing from people in our area and is a great form of exercise for the people in our community. The park plan identifies the need for this type of facility within the community. Council direction is to improve quality of life in our community.



<u>Budgeted Project Costs</u>	<u>2021</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	15,000
Design & Engineering	50,000	-	50,000	Utilities and Maintenance Costs	18,000
Construction/Maintenance	300,000	-	300,000		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 350,000	\$ -	\$ 350,000	TOTAL	\$ 33,000
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Participation	350,000	-	350,000	Revenues	-
TOTAL	\$ 350,000	\$ -	\$ 350,000	TOTAL	\$ -

PROJECT TITLE: Multipurpose Gym/Community Center

PROJECT DESCRIPTION: Design and construction of a new multi-purpose gymnasium and community center.

PROJECT JUSTIFICATION: To meet the demand for indoor recreational sports leagues, classes and meeting facilities. Working with the public schools to get enough gym time for our leagues and programs is a challenge. Council direction is to improve quality of life in our community.



<u>Budgeted Project Costs</u>	<u>2021</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	300,000
Design & Engineering	-	440,000	440,000	Utilities and Maintenance Costs	200,000
Construction/Maintenance	-	9,060,000	9,060,000		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ -	\$ 9,500,000	\$ 9,500,000	TOTAL	\$ 500,000
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
General Obligation Bonds	-	9,500,000	9,500,000	Revenues	-
TOTAL	\$ -	\$ 9,500,000	\$ 9,500,000	TOTAL	\$ -

Parks & Recreation Projects (cont.)

PROJECT TITLE: Pickle Ball Courts

PROJECT DESCRIPTION: The demand for pickle ball is increasing in our area and is a great form of exercise for the people in our community. The Park Plan identifies the need for this type of facility within the community. Council direction is to improve quality of life in our community.

PROJECT JUSTIFICATION: The Park Plan identifies many area within the community in need of developed park space.



<u>Budgeted Project Costs</u>	<u>2021</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	5,000
Design & Engineering	-	-	-	Utilities and Maintenance Costs	5,000
Construction/Maintenance	75,000	75,000	150,000		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 75,000	\$ 75,000	\$ 150,000	TOTAL	\$ 10,000
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Capital Projects Fund	75,000	75,000	150,000	Revenues	1,000
TOTAL	\$ 75,000	\$ 75,000	\$ 150,000	TOTAL	\$ 1,000

PROJECT TITLE: Playground Equipment

PROJECT DESCRIPTION: Playground shade structures at Walleck Ranch Park and South Side Park. Playground equipment upgrades with Kompan Equipment which has been used in other parks.

PROJECT JUSTIFICATION: Many of our playgrounds are very old, out dated and have safety concerns. There is more modern, fun playground equipment available. Council direction is to improve quality of life in our community.



<u>Budgeted Project Costs</u>	<u>2021</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	-	-	-	Utilities and Maintenance Costs	-
Construction/Maintenance	150,000	600,000	750,000		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 150,000	\$ 600,000	\$ 750,000	TOTAL	\$ -
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Capital Projects Fund	150,000	600,000	750,000	Revenues	-
TOTAL	\$ 150,000	\$ 600,000	\$ 750,000	TOTAL	\$ -

Parks & Recreation Projects (cont.)

PROJECT TITLE: Sunbelt Sports Park

PROJECT DESCRIPTION: This park will provide additional soccer, softball, and baseball fields, picnic area, walking path, ADA playground, dog park, splash pad and exercise area.

PROJECT JUSTIFICATION: To meet the increasing demand for athletic fields by local sports leagues. Current facilities are diminishing due to heavy use. This project will be done in phases The PROST plan sets level of service standards for athletic fields

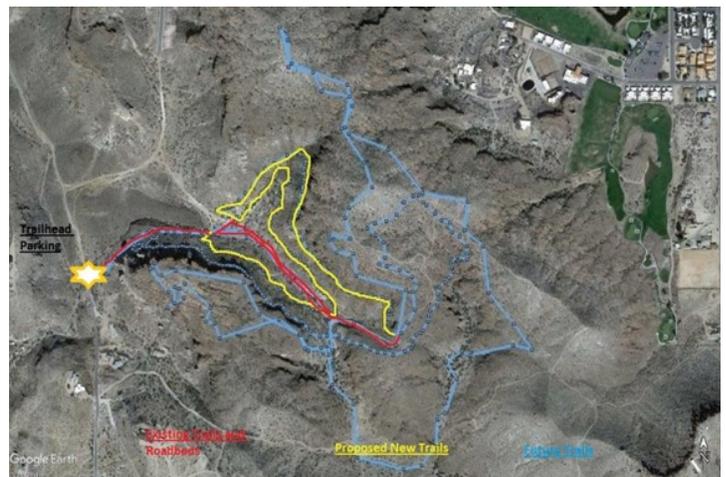


<u>Budgeted Project Costs</u>	<u>2021</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	100,000
Design & Engineering	321,677	128,323	450,000	Utilities and Maintenance Costs	300,000
Construction/Maintenance	-	-	-		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 321,677	\$ 128,323	\$ 450,000	TOTAL	\$ 400,000
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Impact Fees	321,677	-	321,677	Revenues	-
General Fund	-	128,323	128,323		
TOTAL	\$ 321,677	\$ 128,323	\$ 450,000	TOTAL	\$ -

PROJECT TITLE: Trail Development and Enhancement

PROJECT DESCRIPTION: Trails will be constructed to link areas of our city together. Existing trail system will be enhanced. Targeted trail options are: utility easement trails, Fort Beal Lower, White Cliffs Upper Trail

PROJECT JUSTIFICATION: Council direction is to improve quality of life in our community. This trail project is a big part of improving the quality of life and is vital to the economic development in our community. We will be applying for a grant with the Arizona State Parks and Trails.



<u>Budgeted Project Costs</u>	<u>2021</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	40,000
Design & Engineering	-	-	-	Utilities and Maintenance Costs	70,000
Construction/Maintenance	50,000	200,000	250,000		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 50,000	\$ 200,000	\$ 250,000	TOTAL	\$ 110,000
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Capital Projects Fund	50,000	200,000	250,000	Revenues	-
TOTAL	\$ 50,000	\$ 200,000	\$ 250,000	TOTAL	\$ -

Parks & Recreation Projects (cont.)

PROJECT TITLE: White Cliffs Trail

PROJECT DESCRIPTION: White Cliffs Trail construction. We were approved for a \$14,000 grant, the grant amount has been increased to \$43,000 by Arizona State Parks and Trails. The grant is awaiting approval from Arizona Department of Transportation.

PROJECT JUSTIFICATION: Council direction is to improve quality of life in our community. This trail project is a big part of improving the quality of life and is vital to the economic development in our community.



Budgeted Project Costs	2021	Future	Total	Post Project Annual Operating Expenses	
Land & Right-of-Way Acquisition	-	-	-	Personnel	40,000
Design & Engineering	-	-	-	Utilities and Maintenance Costs	20,000
Construction/Maintenance	60,800	-	60,800		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 60,800	\$ -	\$ 60,800	TOTAL	\$ 60,000
Funding Sources				Post Project Annual Operating Revenue	
Grant	43,000		43,000	Revenues	-
Capital Project Fund	17,800		17,800		
TOTAL	\$ 60,800	\$ -	\$ 60,800	TOTAL	\$ -

Public Safety Projects

PROJECT TITLE: MAGNET Building Repairs

PROJECT DESCRIPTION: Removal of exterior beams, windows, sidewalk and new stucco.

PROJECT JUSTIFICATION: Facility experiences significant leaks due to failing architectural features and past construction. Project will correct existing leaks and correct drainage issues contributing to them.



<u>Budgeted Project Costs</u>	<u>2021</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	-	-	-	Utilities and Maintenance Costs	-
Construction/Maintenance	100,000	-	100,000		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 100,000	\$ -	\$ 100,000	TOTAL	\$ -
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
RICO funds	100,000	-	100,000	Revenues	-
TOTAL	\$ 100,000	\$ -	\$ 100,000	TOTAL	\$ -

PROJECT TITLE: KPD Training Room/EOC Retrofit

PROJECT DESCRIPTION: KPD training room contains used and outdated technology, furniture and appearance. The goal is to replace exiting furniture, televisions, screens, computers and other items with long-lasting, ergonomic and technologically current fixtures.

PROJECT JUSTIFICATION: KPD will host NU SPSC in October 2020. EOC equipment and processes are outdated and need refreshing/updating. The training room is used by many internal and external customers within the community.



<u>Budgeted Project Costs</u>	<u>2021</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	-	-	-	Utilities and Maintenance Costs	-
Construction/Maintenance	50,000	-	50,000		
Equipment & Furnishings	100,000	-	100,000		
Other	-	-	-		
TOTAL	\$ 150,000	\$ -	\$ 150,000	TOTAL	\$ -
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Capital Projects Fund	150,000	-	150,000	Revenues	-
TOTAL	\$ 150,000	\$ -	\$ 150,000	TOTAL	\$ -

Public Safety Projects (cont.)

PROJECT TITLE: Fire Station #2 Remodel / Training Tower & Burn Building

PROJECT DESCRIPTION: Remodel of fire station #2 as an alternative to the replacement of the current fire station as well as a modern training facility including training tower/burn building. Two phases adding 2,196 square foot and 1,220 square foot respectively.

PROJECT JUSTIFICATION: The total cost of a modern training facility including a 4-story fire training tower, a 2-story residential unit and a 1-story annex which mirrors the hazards of current and future area structures .



<u>Budgeted Project Costs</u>	<u>2021</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>
Land & Right-of-Way Acquisition	-	-	-	Personnel -
Design & Engineering	-	-	-	Utilities and Maintenance Costs -
Construction/Maintenance	1,521,758	-	1,521,758	
Equipment & Furnishings	100,000	-	100,000	
Other	-	-	-	
TOTAL	\$ 1,621,758	\$ -	\$ 1,621,758	TOTAL \$ -
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>
General Fund	1,621,758	-	1,621,758	Revenues -
TOTAL	\$ 1,621,758	\$ -	\$ 1,621,758	TOTAL \$ -

PROJECT TITLE: Fire Station Diesel Exhaust Systems

PROJECT DESCRIPTION: Replacement of the diesel exhaust removal system is a safety priority for the department and its members as the World Health Organization has identified diesel exhaust as a group 1-known carcinogen and advises action to prevent known exposures. Carryover phase from FY2019-20.

PROJECT JUSTIFICATION: Each fire station is currently equipped with inadequate diesel exhaust systems that do not meet the health and safety needs.



<u>Budgeted Project Costs</u>	<u>2021</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>
Land & Right-of-Way Acquisition	-	-	-	Personnel -
Design & Engineering	-	-	-	Utilities and Maintenance Costs -
Construction/Maintenance	10,890	-	10,890	
Equipment & Furnishings	-	-	-	
Other	-	-	-	
TOTAL	\$ 10,890	\$ -	\$ 10,890	TOTAL \$ -
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>
Capital Projects Fund	10,890	-	10,890	Revenues -
TOTAL	\$ 10,890	\$ -	\$ 10,890	TOTAL \$ -

Public Safety Projects (cont.)

PROJECT TITLE: Computer Aided Dispatch (CAD) Replacement

PROJECT DESCRIPTION: Replacement of the CAD and all necessary interfaces to include software, services, and hardware for the 911 Communications Center, Police Department, and Fire Department

PROJECT JUSTIFICATION: The current computer aided dispatch was purchased and implemented in 2019. The current vendor is deficient in all aspects and has caused exponential loss of functionality in all departments; increasing loss of critical function including dispatching, mobile functions, and recordkeeping.



<u>Budgeted Project Costs</u>	<u>2021</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	-	-	-	Utilities and Maintenance Costs	40,000
Construction/Maintenance	-	-	-		
Equipment & Furnishings	549,622	-	549,622		
Other	-	-	-		
TOTAL	\$ 549,622	\$ -	\$ 549,622	TOTAL	\$ 40,000
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Capital Projects Fund	343,420	-	343,420	Revenues	-
Dispatch Center Fund	206,202	-	206,202		
TOTAL	\$ 549,622	\$ -	\$ 549,622	TOTAL	\$ -

Streets Projects

PROJECT TITLE: I-11 Airway Avenue-Prospector Street to Rancho Parkway

PROJECT DESCRIPTION: This project will extend Airway Avenue from east of Prospector Street to Rancho Santa Fe Parkway, providing connection to the proposed traffic interchange and access to the east Kingman area.

PROJECT JUSTIFICATION: A connection to the Rancho Santa Fe Parkway Traffic Interchange is required by the Change of Access (COA) Report.



Budgeted Project Costs	2021	Future	Total	Post Project Annual Operating Expenses
Land & Right-of-Way Acquisition	-	-	-	Personnel -
Design & Engineering	199,959	-	199,959	Utilities and Maintenance Costs -
Construction/Maintenance	4,500,000	-	4,500,000	
Equipment & Furnishings	-	-	-	
Other	-	-	-	
TOTAL	\$ 4,699,959	\$ -	\$ 4,699,959	TOTAL \$ -
Funding Sources				Post Project Annual Operating Revenue
Participation	2,349,980	-	2,349,980	Revenues -
Debt Proceeds	2,349,980	-	2,349,980	
TOTAL	\$ 4,699,960	\$ -	\$ 4,699,960	TOTAL \$ -

PROJECT TITLE: I-11 East Kingman Connection Project

PROJECT DESCRIPTION: Program Manager to assist with the design and management of the construction of two interchanges on I-40, the construction of connecting roadways at Airway Avenue, Santa Rosa Boulevard, and extending Kingman Crossing Boulevard north and south of I-40.

PROJECT JUSTIFICATION: This project will provide access to the interstate, connecting roads, and will provide better traffic circulation and public response times to the east Kingman area.



Budgeted Project Costs	2021	Future	Total	Post Project Annual Operating Expenses
Land & Right-of-Way Acquisition	-	-	-	Personnel -
Design & Engineering	400,000	-	400,000	Utilities and Maintenance Costs -
Construction/Maintenance	-	-	-	
Equipment & Furnishings	-	-	-	
Other	-	-	-	
TOTAL	\$ 400,000	\$ -	\$ 400,000	TOTAL \$ -
Funding Sources				Post Project Annual Operating Revenue
I-11 Project Fund	400,000	-	400,000	Revenues -
TOTAL	\$ 400,000	\$ -	\$ 400,000	TOTAL \$ -

Streets Projects (cont.)

PROJECT TITLE: I-11 Kingman Crossing Blvd—Southern to I-40

PROJECT DESCRIPTION: This project will design and construct the segment of Kingman Crossing Boulevard from Interstate 40 to Southern Avenue. The construction estimate is for a two lane roadway with center median between Airfield and Louise Avenue. Roundabouts are included at Louise and Southern Avenue.

PROJECT JUSTIFICATION: This road will be constructed in conjunction with the Kingman Crossing Traffic Interchange. A development agreement will provide for \$3 million in funding for this project.



<u>Budgeted Project Costs</u>	<u>2021</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	40,000	-	40,000	Utilities and Maintenance Costs	21,400
Construction/Maintenance	6,850,000	-	6,850,000		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 6,890,000	\$ -	\$ 6,890,000	TOTAL	\$ 21,400
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Participation	3,000,000	-	3,000,000	Revenues	-
Debt Proceeds	3,890,000	-	3,890,000		
TOTAL	\$ 6,890,000	\$ -	\$ 6,890,000	TOTAL	\$ -

PROJECT TITLE: I-11 Rancho Santa Fe TI

PROJECT DESCRIPTION: The project consists of the interchange and connecting roadway south to Louise Avenue and north to Industrial Boulevard. A Joint Project Agreement with ADOT will be required for project administration and any ADOT funding participation.

PROJECT JUSTIFICATION: Provide access to I-40, facilitate traffic flows from the north and south, provide connections to Airway Avenue and Santa Rosa Drive, better access to the Kingman Airport, and improved public safety response.



<u>Budgeted Project Costs</u>	<u>2021</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	1,450,000	-	1,450,000	Personnel	-
Design & Engineering	340,000	-	340,000	Utilities and Maintenance Costs	30,000
Construction/Maintenance	40,000,000	-	40,000,000		
TOTAL	\$41,790,000	\$ -	\$41,790,000	TOTAL	\$ 30,000
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Participation	30,895,000	-	30,895,000	Revenues	-
I-11 Project Fund	5,244,980	-	5,244,980		
Debt Proceeds	3,650,020	-	3,650,020		
General Fund	2,000,000	-	2,000,000		
TOTAL	\$41,790,000	\$ -	\$41,790,000	TOTAL	\$ -

Streets Projects (cont.)

PROJECT TITLE: ADA Improvements

PROJECT DESCRIPTION: This project would replace and upgrade sidewalks and ADA facilities throughout town, including curb ramps and driveways. Odd years to be funded by CDBG grants and the even years to be funded from HURF. Project will include inventory of existing ADA facilities.

PROJECT JUSTIFICATION: ADA upgrades are required by the Department of Justice when certain roadway alterations are made due to pavement preservation.



Budgeted Project Costs	2021	Future	Total	Post Project Annual Operating Expenses	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	25,000	50,000	75,000	Utilities and Maintenance Costs	-
Construction/Maintenance	225,000	1,525,000	1,750,000		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 250,000	\$ 1,575,000	\$ 1,825,000	TOTAL	\$ -
Funding Sources				Post Project Annual Operating Revenue	
Highway User Revenue Fund	75,000	225,000	300,000	Revenues	-
Grant	250,000	1,275,000	1,525,000		
TOTAL	\$ 325,000	\$ 1,500,000	\$ 1,825,000	TOTAL	\$ -

PROJECT TITLE: Downtown Infrastructure Design

PROJECT DESCRIPTION: Design Concept Report (DCR) and final design for Beale Street from 1st to 5th Streets. Including engineering analysis of curb, ramp, crosswalk, paving, markings, signage, street lighting retrofit, signal removals, storm drain and other infrastructure needs. Amenities such as landscaping, irrigation, street furniture, and aesthetic treatments.

PROJECT JUSTIFICATION: Improving ADA access, ease and safety for walking to promote longer stays, more exposure for merchants, and a better image of the city.



Budgeted Project Costs	2021	Future	Total	Post Project Annual Operating Expenses	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	435,000	-	435,000	Utilities and Maintenance Costs	-
Construction/Maintenance	-	-	-		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 435,000	\$ -	\$ 435,000	TOTAL	\$ -
Funding Sources				Post Project Annual Operating Revenue	
Capital Projects Fund	435,000	-	435,000	Revenues	-
TOTAL	\$ 435,000	\$ -	\$ 435,000	TOTAL	\$ -

Streets Projects (cont.)

PROJECT TITLE: Eastern Street Improvements-Airway to Calumet

PROJECT DESCRIPTION: Costs include widening Eastern to 3 lanes from Pasadena to Kenwood, and widen Kenwood to 5 lanes. This project will construct a new entrance to Airway Avenue eliminating the need for one way streets at Diamond and Yavapai.

PROJECT JUSTIFICATION: Addresses one way street restrictions and neighborhood impacts of current access. The City has been awarded state funding through the HURF Exchange program for FY22.



<u>Budgeted Project Costs</u>	<u>2021</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	170,750	170,750	341,500	Personnel	-
Design & Engineering	85,000	-	85,000	Utilities and Maintenance Costs	24,000
Construction/Maintenance	-	330,847	330,847		
Equipment & Furnishings	-	-	-		
Other	-	2,977,627	2,977,627		
TOTAL	\$ 255,750	\$ 3,479,224	\$ 3,734,974	TOTAL	\$ 24,000
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Grant		2,977,627	2,977,627	Revenues	-
Capital Projects Fund	255,750	501,597	757,347		
TOTAL	\$ 255,750	\$ 3,479,224	\$ 3,734,974	TOTAL	\$ -

PROJECT TITLE: Fripps Ranch Lighting Power

PROJECT DESCRIPTION: Installation of new power source, lighting controller and conductors for existing lighting in Fripps Ranch sub-division.

PROJECT JUSTIFICATION: Fripps Ranch sub-division power sources were not installed per National Electrical Code or Unisource Energy Standards. There is no disconnect means or power meter. Unisource will disconnect the power for the lighting if not upgraded.



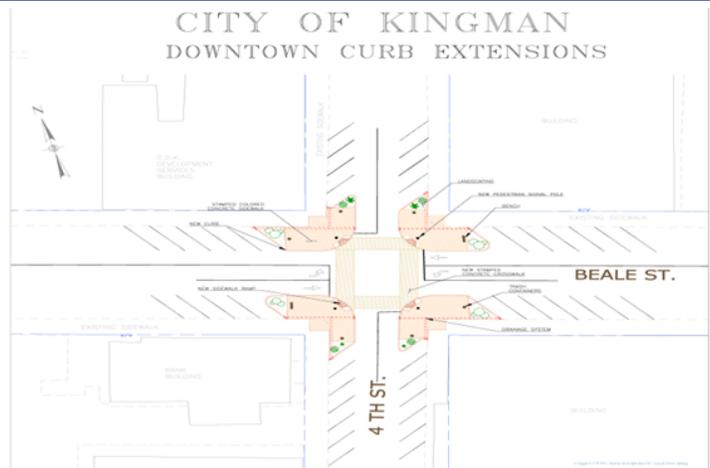
<u>Budgeted Project Costs</u>	<u>2021</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	500
Design & Engineering	-	-	-	Utilities and Maintenance Costs	1,200
Construction/Maintenance	150,000	-	150,000		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 150,000	\$ -	\$ 150,000	TOTAL	\$ 1,700
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Capital Projects Fund	150,000	-	150,000	Revenues	-
TOTAL	\$ 150,000	\$ -	\$ 150,000	TOTAL	\$ -

Streets Projects (cont.)

PROJECT TITLE: HSIP-Six Road Safety Project

PROJECT DESCRIPTION: Proposed safety improvements: Install traffic calming features (curb bulbouts) and speed feedback signs on Beale Street from Grandview to 10th Street; Install speed feedback signs on: •Stockton Hill Rd •Hualapai Mountain Road •Airway Ave •Gordon Dr •Beverly Ave.

PROJECT JUSTIFICATION: Areas identified through the local network crash data screening process. During the study years (2011-2015) these areas experienced 2 fatal and 10 incapacitating injury crashes. 94.3% HSIP 5.7% local match.



Budgeted Project Costs	2021	Future	Total	Post Project Annual Operating Expenses
Land & Right-of-Way Acquisition	-	-	-	Personnel -
Design & Engineering	210,000	-	210,000	Utilities and Maintenance Costs -
Construction/Maintenance	-	234,000	234,000	
Equipment & Furnishings	-	-	-	
Other	-	-	-	
TOTAL	\$ 210,000	\$ 234,000	\$ 444,000	TOTAL \$ -
Funding Sources				Post Project Annual Operating Revenue
Grant	198,030	220,662	418,692	Revenues -
Highway User Revenue Fund	11,970	13,338	25,308	
TOTAL	\$ 210,000	\$ 234,000	\$ 444,000	TOTAL \$ -

PROJECT TITLE: HSIP-Stockton Hill Rd Safety Corridor

PROJECT DESCRIPTION: Safety improvements on Stockton Hill Road from Detroit Avenue to Airway Avenue: Install high visibility crosswalks at the hospital entrance, automated speed feedback signs, and median modifications at Sycamore, Airway, and hospital entrance to improve left turn negative offsets.

PROJECT JUSTIFICATION: Areas identified through the local network crash data screening process. During the study years (2011-2015) these areas experienced 2 fatal and 8 incapacitating injury crashes. 94.3% HSIP 5.7% local match (accounted for in FY20).



Budgeted Project Costs	2021	Future	Total	Post Project Annual Operating Expenses
Land & Right-of-Way Acquisition	-	-	-	Personnel -
Design & Engineering	-	-	-	Utilities and Maintenance Costs -
Construction/Maintenance	427,948	-	427,948	
Equipment & Furnishings	-	-	-	
Other	-	-	-	
TOTAL	\$ 427,948	\$ -	\$ 427,948	TOTAL \$ -
Funding Sources				Post Project Annual Operating Revenue
Grant	427,948	-	427,948	Revenues -
TOTAL	\$ 427,948	\$ -	\$ 427,948	TOTAL \$ -

Streets Projects (cont.)

PROJECT TITLE: I-40 Traffic Interchange Landscaping

PROJECT DESCRIPTION: The traffic interchanges are ADOT right of way but are no longer maintained. The size of the interchanges are very large, current funding amount will only cover smaller improvement project at a single TI. Projects will be spread over multiple years.

PROJECT JUSTIFICATION: Multiple requests have been made for improvements to both City and ADOT. ADOT indicated they would provide some decomposed granite a year ago but still does not have an estimated timeframe for the materials.



Budgeted Project Costs	2021	Future	Total	Post Project Annual Operating Expenses	
Land & Right-of-Way Acquisition	-	-	-	Personnel	5,000
Design & Engineering	-	-	-	Utilities and Maintenance Costs	15,000
Construction/Maintenance	250,000	700,000	950,000		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 250,000	\$ 700,000	\$ 950,000	TOTAL	\$ 20,000
Funding Sources				Post Project Annual Operating Revenue	
Capital Projects Fund	250,000	700,000	950,000	Revenues	-
TOTAL	\$ 250,000	\$ 700,000	\$ 950,000	TOTAL	\$ -

PROJECT TITLE: Pavement Preservation

PROJECT DESCRIPTION: This project includes milling, overlays, crack sealing, chip seal, asphalt recycling, mineral bond treatments, micro-surfacing, full depth reconstruction, and other pavement preservations techniques to maintain the city's 434 lane miles of asphalt pavement within the city limits.

PROJECT JUSTIFICATION: Improvement and management of 434 centerline lane miles of roadway.



Budgeted Project Costs	2021	Future	Total	Post Project Annual Operating Expenses	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	-	-	-	Utilities and Maintenance Costs	-
Construction/Maintenance	1,200,000	2,266,884	3,466,884		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 1,200,000	\$ 2,266,884	\$ 3,466,884	TOTAL	\$ -
Funding Sources				Post Project Annual Operating Revenue	
Highway User Revenue Fund	1,200,000	2,266,884	3,466,884	Revenues	-
TOTAL	\$ 1,200,000	\$ 2,266,884	\$ 3,466,884	TOTAL	\$ -

Streets Projects (cont.)

PROJECT TITLE: Transportation Masterplan

PROJECT DESCRIPTION: Creation of a transportation masterplan that will work in conjunction with the utilities and drainage masterplans to guide development.

PROJECT JUSTIFICATION: Kingman's arterial/collector network includes multiple pass-through roadways that would typically function as a residential. A master plan will help guide development and prevent these types of issues as the City grows and guide improvements of existing transportation infrastructure.

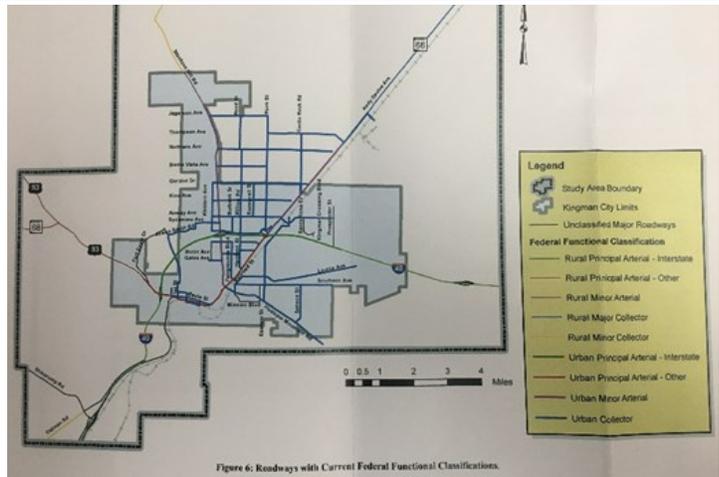


Figure 6: Roadways with Current Federal Functional Classifications.

Budgeted Project Costs	2021	Future	Total	Post Project Annual Operating Expenses	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	-	200,000	200,000	Utilities and Maintenance Costs	-
Construction/Maintenance	-	-	-		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ -	\$ 200,000	\$ 200,000	TOTAL	\$ -
Funding Sources				Post Project Annual Operating Revenue	
Capital Projects Fund	-	200,000	200,000	Revenues	-
TOTAL	\$ -	\$ 200,000	\$ 200,000	TOTAL	\$ -

Airport Projects

PROJECT TITLE: 3 Industrial Park Roads

PROJECT DESCRIPTION: Three portions of roadway accessing current business and future business potential in need of paving. Once paved the roads will be placed into the Mohave County Road Maintenance. Partially funded through an ADOT Grant.

PROJECT JUSTIFICATION: The City needs to continue to improve park conditions in an effort to attract business. Roads and infrastructure is a determining factor for businesses choosing to locate or grow at the Industrial Park.



<u>Budgeted Project Costs</u>	<u>2021</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	-	-	-	Utilities and Maintenance Costs	-
Construction/Maintenance	425,000	225,000	650,000		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 425,000	\$ 225,000	\$ 650,000	TOTAL	\$ -
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Airport Fund	150,000	12,000	162,000	Revenues	-
Grant	275,000	202,500	477,500		
Participation		10,500	10,500		
TOTAL	\$ 425,000	\$ 225,000	\$ 650,000	TOTAL	\$ -

PROJECT TITLE: Airport Airside Drainage Study

PROJECT DESCRIPTION: This proposal includes the costs of a study and base design of the 1942 drainage system for the air side of the airport. The project will be funded 90 percent by ADOT and 10 percent locally.

PROJECT JUSTIFICATION: The existing drainage system is 74 years old. Portions of it have had buildings constructed over it. The system has not been mapped since 1943. Although some vaults have been explored much of the system has not been documented. This effort will outline any improvements required.



<u>Budgeted Project Costs</u>	<u>2021</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	200,000	-	200,000	Utilities and Maintenance Costs	-
Construction/Maintenance	-	-	-		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 200,000	\$ -	\$ 200,000	TOTAL	\$ -
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Grant	180,000	-	180,000	Revenues	-
Airport Fund (Land Sales)	20,000	-	20,000		
TOTAL	200,000	\$ -	\$ 200,000	TOTAL	\$ -

Airport Projects (cont.)

PROJECT TITLE: Backhoe

PROJECT DESCRIPTION: This proposal includes a new backhoe to replace the undersized and worn-out Kubota mini lawn tractor. Given the larger projects at the airport property, need to be efficient given current staff levels, maintain safety, and be cost effective, this backhoe will enhance task completion and productivity.

PROJECT JUSTIFICATION: Given the focus on growth of the airport this new backhoe will replace a worn-out lawn tractor and position the airport to enhance safety and timely project completion at the airport.



Budgeted Project Costs	2021	Future	Total	Post Project Annual Operating Expenses	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	-	-	-	Utilities and Maintenance Costs	-
Construction/Maintenance	-	-	-		
Equipment & Furnishings	70,000	-	70,000		
Other	-	-	-		
TOTAL	\$ 70,000	\$ -	\$ 70,000	TOTAL	\$ -
Funding Sources				Post Project Annual Operating Revenue	
Airport Fund	70,000	-	70,000	Revenues	-
TOTAL	\$ 70,000	\$ -	\$ 70,000	TOTAL	\$ -

PROJECT TITLE: Dross Site Cleanup

PROJECT DESCRIPTION: This proposal includes the removal of contaminants, design, construction management and construction of Dross Site apron pavement. This part of the project is anticipated to be 100% funded by the Department of Justice.

PROJECT JUSTIFICATION: The City began litigation against the US Gov't. in 2013 to remove soil contaminants located at the Kingman Municipal Airport. These contaminants are hazardous waste left behind from US Gov't. activity following WWII.



Budgeted Project Costs	2021	Future	Total	Post Project Annual Operating Expenses	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	4,200,000	-	4,200,000	Utilities and Maintenance Costs	-
Construction/Maintenance	25,800,000	-	25,800,000		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 30,000,000	\$ -	\$ 30,000,000	TOTAL	\$ -
Funding Sources				Post Project Annual Operating Revenue	
Participation	30,000,000	-	30,000,000	Revenues	-
TOTAL	\$ 30,000,000	\$ -	\$ 30,000,000	TOTAL	\$ -

Airport Projects (cont.)

PROJECT TITLE: Dross Site Overlay

PROJECT DESCRIPTION: The costs of design, construction management and construction of the Dross site apron overlay of pavement. This project would be funded 91.06% FAA, 4.47% ADOT and 4.47% local

PROJECT JUSTIFICATION: Site remediation indicates the necessity for apron reconstruction to serve community businesses, citizens and national air transportation network. This apron reconstruction will enhance opportunities to attract new aviation businesses to locate and invest in the community.



Budgeted Project Costs	2021	Future	Total	Post Project Annual Operating Expenses	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	-	280,000	280,000	Utilities and Maintenance Costs	-
Construction/Maintenance	-	2,020,000	2,020,000		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ -	\$ 2,300,000	\$ 2,300,000	TOTAL	\$ -
Funding Sources				Post Project Annual Operating Revenue	
Grant		2,197,190	2,197,190	Revenues	-
Airport Fund (Land Sales)		102,810	102,810		
TOTAL	\$ -	\$ 2,300,000	\$ 2,300,000	TOTAL	\$ -

PROJECT TITLE: Industrial Park Drainage & Rate Study

PROJECT DESCRIPTION: This proposal includes the costs of a study of and the design of an adequate drainage system and rate study for drainage improvement. This project will be funded locally.

PROJECT JUSTIFICATION: The existing drainage system is 74 years old. As airport uses have changed there has been little planning or upgrades and there are significant drainage issues during rains. This study will be a foundation to upgrade the park drain system.



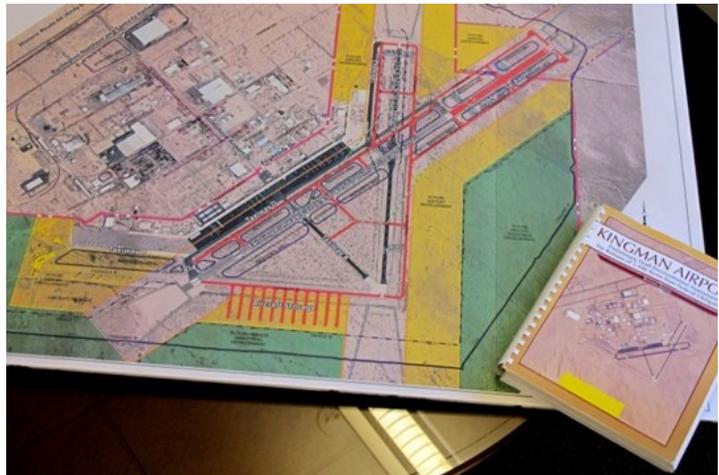
Budgeted Project Costs	2021	Future	Total	Post Project Annual Operating Expenses	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	-	250,000	250,000	Utilities and Maintenance Costs	-
Construction/Maintenance	-	-	-		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ -	\$ 250,000	\$ 250,000	TOTAL	\$ -
Funding Sources				Post Project Annual Operating Revenue	
Airport Fund	-	250,000	250,000	Revenues	-
TOTAL	\$ -	\$ 250,000	\$ 250,000	TOTAL	\$ -

Airport Projects (cont.)

PROJECT TITLE: Land Release and Master Plan

PROJECT DESCRIPTION: Costs for conducting agency scoping, preparation/revision of preliminary draft environmental assessment for FAA review. FAA review of the PDEA and State Historic Preservation Office consultation (phase two) of this project and creation of master plan for land planning.

PROJECT JUSTIFICATION: Movement toward obtaining FAA concurrence for release of 1,800 acres of airport property for sale/lease from aviation purposes. This will allow growth and development opportunities.



Budgeted Project Costs	2021	Future	Total	Post Project Annual Operating Expenses	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	250,000	175,000	425,000	Utilities and Maintenance Costs	-
Construction/Maintenance	-	-	-		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 250,000	\$ 175,000	\$ 425,000	TOTAL	\$ -
Funding Sources				Post Project Annual Operating Revenue	
Airport Fund	250,000	175,000	425,000	Revenues	-
TOTAL	\$ 250,000	\$ 175,000	\$ 425,000	TOTAL	\$ -

PROJECT TITLE: Runway 3/21 Reconstruction

PROJECT DESCRIPTION: Design, milling, overlay, construction management, construction of runway 3/21. This project would be funded 91.06% FAA, 4.47% ADOT and 4.47% local.

PROJECT JUSTIFICATION: Anticipated airport growth, council priorities and ADOT pavement condition values indicate the need for runway reconstruction to serve community businesses, citizens and national air transportation network and enhance opportunities to attract new businesses to locate and invest in the community.



Budgeted Project Costs	2021	Future	Total	Post Project Annual Operating Expenses	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	125,756	-	125,756	Utilities and Maintenance Costs	\$110,000
Construction/Maintenance	3,691,207	-	3,691,207	12 years	
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 3,816,963	\$ -	\$ 3,816,963	TOTAL	\$ 110,000
Funding Sources				Post Project Annual Operating Revenue	
Grant	3,646,345	-	3,646,345	Revenues	-
Airport Fund (Land Sales)	170,618	-	170,618		
TOTAL	\$ 3,816,963	\$ -	\$ 3,816,963	TOTAL	\$ -

Airport Projects (cont.)

PROJECT TITLE: Security Fence Relocation

PROJECT DESCRIPTION: The cost of design, construction, relocation of airfield security fencing (6,353 linear feet) utilizing airport CARE ACT funding of \$69,000.

PROJECT JUSTIFICATION: Expanding airfield use area on aeronautical zoned land to accommodate additional aircraft storage parking to enhance airport enterprise fund revenue stream.



<u>Budgeted Project Costs</u>	<u>2021</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	-	-	-	Utilities and Maintenance Costs	-
Construction/Maintenance	69,000	-	69,000		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 69,000	\$ -	\$ 69,000	TOTAL	\$ -
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Grant	69,000	-	69,000	Revenues	est \$33,000 Mo
TOTAL	\$ 69,000	\$ -	\$ 69,000	TOTAL	Est \$396,000

PROJECT TITLE: Security Gates Upgrade

PROJECT DESCRIPTION: The costs of design, construction, replacement, addition of gates, installation of updated access system for the airfield security fencing at the airport. The funding would be 91.06% FAA, 04.47% ADOT and 04.47% local share.

PROJECT JUSTIFICATION: Airport security upgrade to serve community businesses, citizens and the national air transportation network. This project will enhance opportunities to attract business to locate here and invest in our community.



<u>Budgeted Project Costs</u>	<u>2021</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	-	175,000	175,000	Utilities and Maintenance Costs	-
Construction/Maintenance	-	1,075,000	1,075,000		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ -	\$ 1,250,000	\$ 1,250,000	TOTAL	\$ -
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Grant	-	1,194,125	1,194,125	Revenues	-
Airport Fund (Land Sales)	-	55,875	55,875		
TOTAL	\$ -	\$ 1,250,000	\$ 1,250,000	TOTAL	\$ -

Airport Projects (cont.)

PROJECT TITLE: Taxilane Foxtrot Reconstruct Design

PROJECT DESCRIPTION: Costs of design for the reconstruction of taxiway foxtrot. The project would be funded 91.06% FAA, 4.47% ADOT, and 4.47% local share.

PROJECT JUSTIFICATION: Anticipated airport growth, council priorities and ADOT documented pavement condition values indicate the necessity for a taxilane reconstruction to serve businesses, citizens and national air transportation, enhancing opportunities to attract new businesses to locate and invest here.



Budgeted Project Costs	2021	Future	Total	Post Project Annual Operating Expenses	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	-	17,500	17,500	Utilities and Maintenance Costs	-
Construction/Maintenance	-	107,500	107,500		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ -	\$ 125,000	\$ 125,000	TOTAL	\$ -
Funding Sources				Post Project Annual Operating Revenue	
Grant		119,412	119,412	Revenues	-
Airport Fund (Land Sales)		5,588	5,588		
TOTAL	\$ -	\$ 125,000	\$ 125,000	TOTAL	\$ -

PROJECT TITLE: Taxiway B Design & Construction

PROJECT DESCRIPTION: Costs of design and reconstruction of taxiway bravo. This design project would be 90% reimbursable through ADOT. The construction portion of the project would be funded 100% FAA.

PROJECT JUSTIFICATION: Reconstruction of taxiway bravo to serve community businesses, citizens and the national air transportation network. The reconstruction of taxiway bravo will enhance opportunities to attract new aviation and non-aviation businesses to locate and invest in the community.



Budgeted Project Costs	2021	Future	Total	Post Project Annual Operating Expenses	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	200,000	-	200,000	Utilities and Maintenance Costs	5,000
Construction/Maintenance	2,480,020	-	2,480,020		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 2,680,020	\$ -	\$ 2,680,020	TOTAL	\$ 5,000
Funding Sources				Post Project Annual Operating Revenue	
Grant	2,670,020		2,670,020	Revenues	-
Airport Fund (Land Sales)	10,000		10,000		
TOTAL	\$ 2,680,020	\$ -	\$ 2,680,020	TOTAL	\$ -

Airport Projects (cont.)

PROJECT TITLE: Transient Apron Reconstruction

PROJECT DESCRIPTION: The costs of design, milling, overlay, construction management and construction of the transient airport apron. This project would be 91.06% FAA, 4.47% ADOT and 4.47% local funded.

PROJECT JUSTIFICATION: Pavement condition values indicate the necessity for the reconstruction of the transient airport apron to serve community businesses, citizens and the national air transportation network. This project will enhance opportunities to attract new aviation and non-aviation businesses to locate and invest in the community.



<u>Budgeted Project Costs</u>	<u>2021</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	-	562,500	562,500	Utilities and Maintenance Costs	\$5,000
Construction/Maintenance	-	1,687,500	1,687,500		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ -	\$ 2,250,000	\$ 2,250,000	TOTAL	\$ 5,000
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Grant		2,149,425	2,149,425	Revenues	-
Airport Fund (Land Sales)		100,575	100,575		
TOTAL	\$ -	\$ 2,250,000	\$ 2,250,000	TOTAL	\$ -

Solid Waste Projects

PROJECT TITLE: Skid Steer Loader

PROJECT DESCRIPTION: Purchase of skid steer loader for the Solid Waste division. The loader will be primarily used in the bulky waste program.

PROJECT JUSTIFICATION: The current loader has been down for three months. It has been determined to be too costly to repair. Replacement would be more cost efficient.



<u>Budgeted Project Costs</u>	<u>2021</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	-	-	-	Utilities and Maintenance Costs	-
Construction/Maintenance	-	-	-		
Equipment & Furnishings	62,000	-	62,000		
Other	-	-	-		
TOTAL	\$ 62,000	\$ -	\$ 62,000	TOTAL	\$ -
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Solid Waste Fund	62,000	-	62,000	Revenues	-
TOTAL	\$ 62,000	\$ -	\$ 62,000	TOTAL	\$ -

PROJECT TITLE: Solid Waste Truck Replacement

PROJECT DESCRIPTION: 3 Refuse Trucks in 2021, 3 Refuse Trucks in 2022, 3 Refuse Trucks in 2023, 1- Refuse Truck in 2024,1 Refuse Truck in 2025.

PROJECT JUSTIFICATION: Fleet rotation based on a ten year replacement schedule. Fleet rotation reduces downtime and overall maintenance costs. Fleet replacement will be funded through a 7 year capital lease program, FY21 capital lease estimated at \$204,000.



<u>Budgeted Project Costs</u>	<u>2021</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	-	-	-	Utilities and Maintenance Costs	-
Construction/Maintenance	-	-	-		
Equipment & Furnishings	1,167,156	3,668,754	4,835,910		
Other	-	-	-		
TOTAL	\$ 1,167,156	\$ 3,668,754	\$ 4,835,910	TOTAL	\$ -
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Solid Waste Fund	1,167,156	3,668,754	4,835,910	Revenues	-
TOTAL	\$ 1,167,156	\$ 3,668,754	\$ 4,835,910	TOTAL	\$ -

Stormwater Projects

PROJECT TITLE: Airway Avenue Drainage Improvements

PROJECT DESCRIPTION: This project will improve Airway Ave east of Prospector St and improve the existing drainage channels from Diamond Joe Road north to the school. An infiltration/detention basin south of Airway is proposed as part of the design.

PROJECT JUSTIFICATION: Storm runoff has significant impacts to the White Cliffs School and surrounding properties during rain events. This will improve the drainage channels north and south of Airway and provide a suitable drainage structure under the road.



<u>Budgeted Project Costs</u>	<u>2021</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	-	-	-	Utilities and Maintenance Costs	20,000
Construction/Maintenance	1,000,000	750,000	1,750,000		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 1,000,000	\$ 750,000	\$ 1,750,000	TOTAL	\$ 20,000
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Stormwater Fund	-	-	-	Revenues	-
TOTAL	\$ -	\$ -	\$ -	TOTAL	\$ -

PROJECT TITLE: Beverly Avenue

PROJECT DESCRIPTION: This project is located on Beverly Avenue from Western Avenue to the In-Out Burger. This segment serves as a collector road and is missing curb and gutter on the south side. This is the design and land acquisition phase of the project.

PROJECT JUSTIFICATION: This segment of Beverly Avenue receives a substantial amount of drainage. Constructing curbs and new pavement will better facilitate traffic and drainage flows in the region.



<u>Budgeted Project Costs</u>	<u>2021</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	50,000	-	50,000	Personnel	-
Design & Engineering	150,000	-	150,000	Utilities and Maintenance Costs	3,582
Construction/Maintenance	-	-	-		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 200,000	\$ -	\$ 200,000	TOTAL	\$ 3,582
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Stormwater Fund	200,000	-	200,000	Revenues	-
TOTAL	\$ 200,000	\$ -	\$ 200,000	TOTAL	\$ -

Stormwater Projects (cont.)

PROJECT TITLE: Bull Mountain Interim Channel Improvements

PROJECT DESCRIPTION: Construction of an earthen channel with rip-rap erosion protection in the same alignment as the proposed concrete Bull Mountain Channel from the box culverts at SHR and northward approx. 800 feet to where the existing right-of-way terminates.

PROJECT JUSTIFICATION: This project would greatly reduce the runoff that will be carried in SHR, address intersection closures and drainage issues of most of the adjacent properties.



Budgeted Project Costs	2021	Future	Total	Post Project Annual Operating Expenses	
Land & Right-of-Way Acquisition	25,000	-	25,000	Personnel	
Design & Engineering	150,000	-	150,000	Utilities and Maintenance Costs	500
Construction/Maintenance	200,000	-	200,000		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 375,000	\$ -	\$ 375,000	TOTAL	\$ 500
Funding Sources				Post Project Annual Operating Revenue	
Stormwater Fund	375,000	-	375,000	Revenues	-
TOTAL	\$ 375,000	\$ -	\$ 375,000	TOTAL	\$ -

PROJECT TITLE: Drainage Maintenance and Erosion Protection

PROJECT DESCRIPTION: This project will install curbs, asphalt, concrete, grouted riprap or shotcrete in various locations of streets and drainage channels that have had continuing problems with erosion and maintenance.

PROJECT JUSTIFICATION: This project will aid in protecting property from flooding, reducing erosion and ongoing maintenance of streets and drainage channels.



Budgeted Project Costs	2021	Future	Total	Post Project Annual Operating Expenses	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	-	-	-	Utilities and Maintenance Costs	-
Construction/Maintenance	100,000	400,000	500,000		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 100,000	\$ 400,000	\$ 500,000	TOTAL	\$ -
Funding Sources				Post Project Annual Operating Revenue	
Stormwater Fund	100,000	400,000	500,000	Revenues	-
TOTAL	\$ 100,000	\$ 400,000	\$ 500,000	TOTAL	\$ -

Stormwater Projects (cont.)

PROJECT TITLE: Eighth Street Underpass Drainage

PROJECT DESCRIPTION: This project will reconstruct the Eighth Street railroad underpass with a detention pond and pump station to reduce flooding in the vicinity.

PROJECT JUSTIFICATION: The project will reduce flooding and roadway maintenance while providing better public safety access to the south-side area.



Budgeted Project Costs	2021	Future	Total	Post Project Annual Operating Expenses	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	-	-	-	Utilities and Maintenance Costs	1,000
Construction/Maintenance	50,000	-	50,000		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 50,000	\$ -	\$ 50,000	TOTAL	\$ 1,000
Funding Sources				Post Project Annual Operating Revenue	
Stormwater Fund	50,000	-	50,000	Revenues	-
TOTAL	\$ 50,000	\$ -	\$ 50,000	TOTAL	\$ -

PROJECT TITLE: Land Acquisition-Drainage

PROJECT DESCRIPTION: Purchase of land located in natural drainage areas. This ongoing capital program will allow the City to identify and acquire lands for drainage purposes.

PROJECT JUSTIFICATION: Land acquisition in conjunction with future drainage projects which are identified in the Kingman area master drainage plan.



Budgeted Project Costs	2021	Future	Total	Post Project Annual Operating Expenses	
Land & Right-of-Way Acquisition	50,000	200,000	250,000	Personnel	-
Design & Engineering	-	-	-	Utilities and Maintenance Costs	-
Construction/Maintenance	-	-	-		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 50,000	\$ 200,000	\$ 250,000	TOTAL	\$ -
Funding Sources				Post Project Annual Operating Revenue	
Stormwater Fund	50,000	200,000	250,000	Revenues	-
TOTAL	\$ 50,000	\$ 200,000	\$ 250,000	TOTAL	\$ -

Stormwater Projects (cont.)

PROJECT TITLE: Stormwater Rate Study

PROJECT DESCRIPTION: This project will provide a stormwater rate study for use in assessing fees to fund stormwater capital projects.

PROJECT JUSTIFICATION: The City typically receives approximately \$600,000 of tax levied by Mohave County as an allotment of funding for stormwater projects. The City's stormwater capital project list is several million dollars. The rate study will determine the rates necessary fund the yearly unfunded projects.



<u>Budgeted Project Costs</u>	<u>2021</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	52,500	-	52,500	Utilities and Maintenance Costs	-
Construction/Maintenance	-	-	-		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 52,500	\$ -	\$ 52,500	TOTAL	\$ -
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Stormwater Fund	52,500	-	52,500	Revenues	TBD
TOTAL	\$ 52,500	\$ -	\$ 52,500	TOTAL	\$ -

PROJECT TITLE: Western Avenue-Beverly to Sycamore

PROJECT DESCRIPTION: This project is located on Western Ave from Beverly Ave to Sycamore Ave. Western Ave serves as a collector road and has piece-meal curb and gutter in the area. Constructing new curbs and pavement will better facilitate traffic and drainage flows in the region.

PROJECT JUSTIFICATION: The Western Avenue pavement has experienced failures in recent years. It also receives a substantial amount of drainage. A storm drain is needed between Beverly and Sycamore.



<u>Budgeted Project Costs</u>	<u>2021</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	-	97,000	97,000	Utilities and Maintenance Costs	4,669
Construction/Maintenance	-	853,600	853,600		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ -	\$ 950,600	\$ 950,600	TOTAL	\$ 4,669
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Stormwater Fund	-	950,600	950,600	Revenues	-
TOTAL	\$ -	\$ 950,600	\$ 950,600	TOTAL	\$ -

Wastewater Projects

PROJECT TITLE: Aerial Photography

PROJECT DESCRIPTION: Update existing aerial photo used in the City's GIS system. It is proposed that this \$67,000 project (FY21) be funded half from each water and sewer funds.

PROJECT JUSTIFICATION: Updated imagery will assist in the maintenance and upkeep of the GIS system and can be used to assist with different types of analysis.



<u>Budgeted Project Costs</u>	<u>2021</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	33,500	36,850	70,350	Utilities and Maintenance Costs	-
Construction/Maintenance	-	-	-		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 33,500	\$ 36,850	\$ 70,350	TOTAL	\$ -
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
WW Expansion Fund	33,500	36,850	70,350	Revenues	-
TOTAL	\$ 33,500	\$ 36,850	\$ 70,350	TOTAL	\$ -

PROJECT TITLE: Chestnut Sewer Line Relocation Phase II

PROJECT DESCRIPTION: Replacement of an existing sewer main that is located within private property and installation of a new main in Chestnut Street and 3rd Street.

PROJECT JUSTIFICATION: This project will remove a city main from private property that goes directly below existing homes and provide service to an additional home.



<u>Budgeted Project Costs</u>	<u>2021</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	-	-	-	Utilities and Maintenance Costs	249
Construction/Maintenance	105,800	-	105,800		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 105,800	\$ -	\$ 105,800	TOTAL	\$ 249
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
WW Expansion Fund	105,800	-	105,800	Revenues	360
TOTAL	\$ 105,800	\$ -	\$ 105,800	TOTAL	\$ 360

Wastewater Projects (cont.)

PROJECT TITLE: Chloride Street Sewer Line Replacement

PROJECT DESCRIPTION: Replacement of old/damaged existing vitrified clay pipe (VCP) sewer line on Chloride Street between Crozier Avenue & Kingman Avenue.

PROJECT JUSTIFICATION: Replacement of old/damaged vitrified clay pipe (VCP) sewer line prevents sewer failure and aids in preventing infiltration.



<u>Budgeted Project Costs</u>	<u>2021</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	-	-	-	Utilities and Maintenance Costs	498
Construction/Maintenance	182,700	-	182,700		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 182,700	\$ -	\$ 182,700	TOTAL	\$ 498
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
WW Capital Renewal Fund	182,700	-	182,700	Revenues	-
TOTAL	\$ 182,700	\$ -	\$ 182,700	TOTAL	\$ -

PROJECT TITLE: Diagonal Wash Interceptor

PROJECT DESCRIPTION: 8,200 feet of new 24" sewer interceptor along Diagonal Wash. This reflects a portion of the overall project and will extend sewer to just east of the BNSF mainline.

PROJECT JUSTIFICATION: This project is identified in Sewer Master Plan Study, (project #8), & will increase system capacity & future serviceability to north Kingman as well as the east side of town.



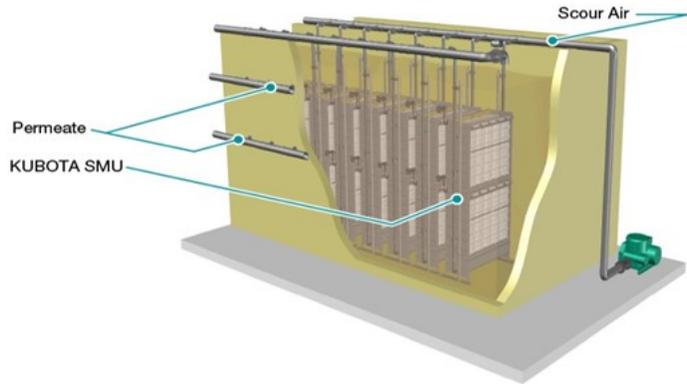
<u>Budgeted Project Costs</u>	<u>2021</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	100,000	-	100,000	Utilities and Maintenance Costs	8,051
Construction/Maintenance	4,500,000	-	4,500,000		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 4,600,000	\$ -	\$ 4,600,000	TOTAL	\$ 8,051
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
WW Expansion Fund	4,600,000	-	4,600,000	Revenues	-
TOTAL	\$ 4,600,000	\$ -	\$ 4,600,000	TOTAL	\$ -

Wastewater Projects (cont.)

PROJECT TITLE: Downtown Plant Membrane Cartridge Replacement

PROJECT DESCRIPTION: Remove & replace existing membrane bioreactor filtration system.

PROJECT JUSTIFICATION: Per the operations and maintenance manual the current Ovivo MBR filtration is reaching its end of life. This will replace critical components associated with treatment & filtration.



Budgeted Project Costs	2021	Future	Total	Post Project Annual Operating Expenses	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	-	-	-	Utilities and Maintenance Costs	-
Construction/Maintenance	-	-	-		
Equipment & Furnishings	650,000	-	650,000		
Other	-	-	-		
TOTAL	\$ 650,000	\$ -	\$ 650,000	TOTAL	\$ -
Funding Sources				Post Project Annual Operating Revenue	
WW Capital Renewal Fund	650,000	-	650,000	Revenues	-
TOTAL	\$ 650,000	\$ -	\$ 650,000	TOTAL	\$ -

PROJECT TITLE: Downtown Sewer Outfall Line Relocation

PROJECT DESCRIPTION: Engineering and construction of recommended relocation and realignment projects of the 1.6 mile downtown sewer outfall line.

PROJECT JUSTIFICATION: The current line is exposed, above grade, and located in washes. Access to man-holes is limited, overflows would be within waters of the US, and it doesn't meet current Aquifer Protection Permit general permit standards. Potentially significant fines, remediation costs and liability from sewer overflow. Debt to paid from WW funds.



Budgeted Project Costs	2021	Future	Total	Post Project Annual Operating Expenses	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	500,000	-	500,000	Utilities and Maintenance Costs	7,000
Construction/Maintenance	5,000,000	8,700,000	13,700,000		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 5,500,000	\$ 8,700,000	\$ 14,200,000	TOTAL	\$ 7,000
Funding Sources				Post Project Annual Operating Revenue	
Debt Proceeds	5,500,000	3,500,000	9,000,000	Revenues	-
WW Expansion Fund		5,200,000	5,200,000		
TOTAL	\$ 5,500,000	\$ 8,700,000	\$ 14,200,000	TOTAL	\$ -

Wastewater Projects

PROJECT TITLE: Dump Truck

PROJECT DESCRIPTION: Purchase of a 10 yard dump truck for biosolids, compost, & collections infrastructure maintenance & operations at our Hilltop & Downtown Wastewater Treatment Facilities.

PROJECT JUSTIFICATION: Wastewater operations transports & composts nearly 400 metric tons of biosolids annually. We are currently using a dump truck pulled from the auction line several years ago. This truck is beyond its useful life, & has become maintenance intensive.



Budgeted Project Costs	2021	Future	Total	Post Project Annual Operating Expenses	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	-	-	-	Utilities and Maintenance Costs	-
Construction/Maintenance	-	-	-		
Equipment & Furnishings	165,000	-	165,000		
Other	-	-	-		
TOTAL	\$ 165,000	\$ -	\$ 165,000	TOTAL	\$ -
Funding Sources				Post Project Annual Operating Revenue	
WW Operations Fund	165,000	-	165,000	Revenues	-
TOTAL	\$ 165,000	\$ -	\$ 165,000	TOTAL	\$ -

PROJECT TITLE: Goldroad Avenue Sewer Replacement

PROJECT DESCRIPTION: Replacement of an existing 6" sewer main that is located within private property and installation of a new main in 3rd Street.

PROJECT JUSTIFICATION: This project will remove a City main from private property and reduce maintenance frequency.



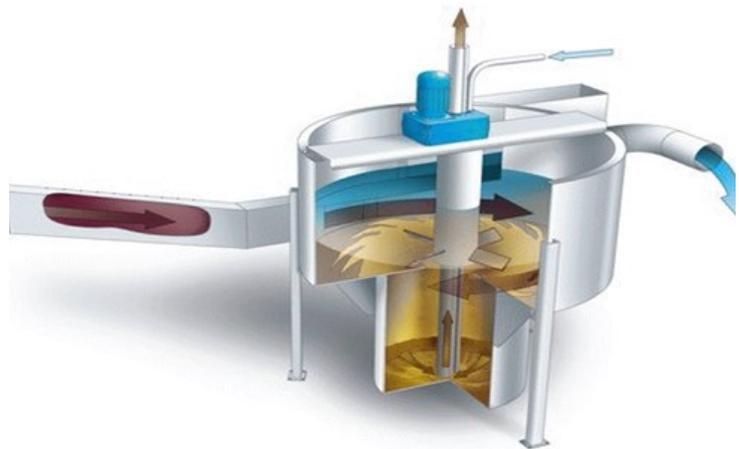
Budgeted Project Costs	2021	Future	Total	Post Project Annual Operating Expenses	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	-	-	-	Utilities and Maintenance Costs	600
Construction/Maintenance	100,000	100,000	200,000		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 100,000	\$ 100,000	\$ 200,000	TOTAL	\$ 600
Funding Sources				Post Project Annual Operating Revenue	
WW Expansion Fund	100,000	100,000	200,000	Revenues	-
TOTAL	\$ 100,000	\$ 100,000	\$ 200,000	TOTAL	\$ -

Wastewater Projects (cont.)

PROJECT TITLE: Hilltop Plant Grit Removal Upgrade

PROJECT DESCRIPTION: Construct grit removal system prior to influent wet well.

PROJECT JUSTIFICATION: By constructing a grit removal system prior to the influent wet well this will significantly increase the life of our five (5) influent pumps which currently experience increased wear as a direct result of grit entering the wet well.



Budgeted Project Costs	2021	Future	Total	Post Project Annual Operating Expenses	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	80,000	-	80,000	Utilities and Maintenance Costs	-
Construction/Maintenance	-	500,000	500,000		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 80,000	\$ 500,000	\$ 580,000	TOTAL	\$ -
Funding Sources				Post Project Annual Operating Revenue	
WW Capital Renewal Fund	80,000	500,000	580,000	Revenues	-
TOTAL	\$ 80,000	\$ 500,000	\$ 580,000	TOTAL	\$ -

PROJECT TITLE: Jagerson Ave. Sewer Line Project

PROJECT DESCRIPTION: This project will upsize the existing substandard crossing of the Mohave Channel with a new sewer line. In addition, it will provide additional capacity for additional upstream development.

PROJECT JUSTIFICATION: The existing sewer crossing of Mohave Wash doesn't not meet current standards and is in potential danger of being washed out.



Budgeted Project Costs	2021	Future	Total	Post Project Annual Operating Expenses	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	-	-	-	Utilities and Maintenance Costs	2,000
Construction/Maintenance	763,000	-	763,000		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 763,000	\$ -	\$ 763,000	TOTAL	\$ 2,000
Funding Sources				Post Project Annual Operating Revenue	
WW Expansion Fund	763,000	-	763,000	Revenues	1,000
TOTAL	\$ 763,000	\$ -	\$ 763,000	TOTAL	\$ 1,000

Wastewater Projects (cont.)

PROJECT TITLE: Reclaimed Water Injection

PROJECT DESCRIPTION: Effective re-use of reclaimed water to recharge groundwater.

PROJECT JUSTIFICATION: This project will facilitate water conservation and reuse, will aid in aquifer recharge and water sustainability.



Budgeted Project Costs	2021	Future	Total	Post Project Annual Operating Expenses	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	-	-	-	Utilities and Maintenance Costs	-
Construction/Maintenance	1,000,000	-	1,000,000		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 1,000,000	\$ -	\$ 1,000,000	TOTAL	\$ -
Funding Sources				Post Project Annual Operating Revenue	
WW Expansion Fund	1,000,000	-	1,000,000	Revenues	-
TOTAL	\$ 1,000,000	\$ -	\$ 1,000,000	TOTAL	\$ -

PROJECT TITLE: Sewer Extension Capital Projects

PROJECT DESCRIPTION: This ongoing Capital Program would extend sewer lines to various areas depending on the greatest needs. It is expected that areas with the greatest amount of septic failures would be the highest priority.

PROJECT JUSTIFICATION: Extending sewer mains into developed areas with existing septic systems should be a high priority.



Construction/Maintenance	2021	Future	Total	Post Project Annual Operating Expenses	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	-	-	-	Utilities and Maintenance Costs	10,000
Construction/Maintenance	700,000	2,800,000	3,500,000		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 700,000	\$ 2,800,000	\$ 3,500,000	TOTAL	\$ 10,000
Funding Sources				Post Project Annual Operating Revenue	
WW Expansion Fund	650,000	2,600,000	3,250,000	Revenues	5,000
TOTAL	\$ 650,000	\$ 2,600,000	\$ 3,250,000	TOTAL	\$ 5,000

Wastewater Projects (cont.)

PROJECT TITLE: Sewer GIS Mapping

PROJECT DESCRIPTION: This project will convert the City's water and sewer maps into an intelligent, searchable GIS system and develop applications to view, collect and analyze system information.

PROJECT JUSTIFICATION: The City is required by ARS §40-360 to keep permanent records of all underground water and sewer installations. GIS is the modern means to store and maintain data for utility systems..



Budgeted Project Costs	2021	Future	Total	Post Project Annual Operating Expenses	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	30,000	-	30,000	Utilities and Maintenance Costs	-
Construction/Maintenance	-	-	-		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 30,000	\$ -	\$ 30,000	TOTAL	\$ -
Funding Sources				Post Project Annual Operating Revenue	
WW Expansion Fund	30,000	-	30,000	Revenues	-
TOTAL	\$ 30,000	\$ -	\$ 30,000	TOTAL	\$ -

PROJECT TITLE: System Repair and Replacement

PROJECT DESCRIPTION: Deteriorated line replacement/repair to reduce liability, line leakage and infiltration.

PROJECT JUSTIFICATION: Necessary repair of leaking sewer lines, regulatory compliance of the collection system, and reduce stormwater infiltration into collections system and maintain treatment plant operations



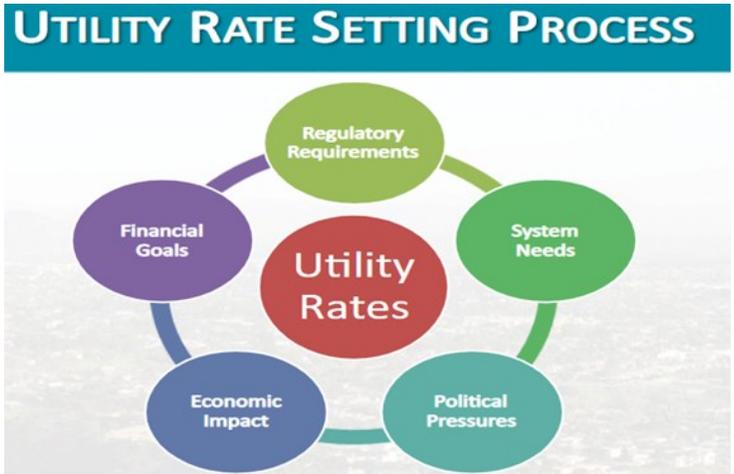
Budgeted Project Costs	2021	Future	Total	Post Project Annual Operating Expenses	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	-	-	-	Utilities and Maintenance Costs	-
Construction/Maintenance	900,000	2,600,000	3,500,000		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 900,000	\$ 2,600,000	\$ 3,500,000	TOTAL	\$ -
Funding Sources				Post Project Annual Operating Revenue	
WW Capital Renewal Fund	900,000	2,600,000	3,500,000	Revenues	-
TOTAL	\$ 900,000	\$ 2,600,000	\$ 3,500,000	TOTAL	\$ -

Wastewater Projects (cont.)

PROJECT TITLE: Wastewater Rate Study

PROJECT DESCRIPTION: Request of a study of Wastewater Rates to determine adequate funding for operations and capital needs.

PROJECT JUSTIFICATION: The last wastewater rate study results were effective July of 2013. It is important to determine adequate funding at a regular interval.



Budgeted Project Costs	2021	Future	Total	Post Project Annual Operating Expenses	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	-	-	-	Utilities and Maintenance Costs	-
Construction/Maintenance	-	-	-		
Equipment & Furnishings	-	-	-		
Other	75,000	-	75,000		
TOTAL	\$ 75,000	\$ -	\$ 75,000	TOTAL	\$ -
Funding Sources				Post Project Annual Operating Revenue	
WW Operating Fund	75,000	-	75,000	Revenues	-
TOTAL	\$ 75,000	\$ -	\$ 75,000	TOTAL	\$ -

Water Projects

PROJECT TITLE: Aerial Photography

PROJECT DESCRIPTION: Update existing aerial photo used in the City's GIS system. It is proposed that this \$67,000 (FY21) project be funded half from each water and sewer funds.

PROJECT JUSTIFICATION: Updated imagery will assist in the maintenance and upkeep of the GIS system and can be used to assist with different types of analysis.



<u>Budgeted Project Costs</u>	<u>2021</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	33,500	36,850	70,350	Utilities and Maintenance Costs	-
Construction/Maintenance	-	-	-		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 33,500	\$ 36,850	\$ 70,350	TOTAL	\$ -
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Wtr Expansion Fund	33,500	36,850	70,350	Revenues	-
TOTAL	\$ 33,500	\$ 36,850	\$ 70,350	TOTAL	\$ -

PROJECT TITLE: Airway Avenue Water Extension

PROJECT DESCRIPTION: This project will extend a water line in Airway Avenue to serve Sunbelt Park and surrounding areas.

PROJECT JUSTIFICATION: The new park will require water for irrigation of turf and other facilities.



<u>Budgeted Project Costs</u>	<u>2021</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	-	-	-	Utilities and Maintenance Costs	-
Construction/Maintenance	175,000	-	175,000		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 175,000	\$ -	\$ 175,000	TOTAL	\$ -
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Wtr Expansion Fund	175,000	-	175,000	Revenues	-
TOTAL	\$ 175,000	\$ -	\$ 175,000	TOTAL	\$ -

Water Projects

PROJECT TITLE: Automated Meter Reading

PROJECT DESCRIPTION: Water meter replacement program. Meter testing and calibration program used to prioritize the replacement of source and customer meters, and transition to automated meter reading.

PROJECT JUSTIFICATION: This project will aid in water conservation and customer service. Automated meter reading also has more accurate reading with the potential of revenue increase.



Budgeted Project Costs	2021	Future	Total	Post Project Annual Operating Expenses	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	-	-	-	Utilities and Maintenance Costs	-
Construction/Maintenance	-	-	-		
Equipment & Furnishings	300,000	1,200,000	1,500,000		
Other	-	-	-		
TOTAL	\$ 300,000	\$ 1,200,000	\$ 1,500,000	TOTAL	\$ -
Funding Sources				Post Project Annual Operating Revenue	
Wtr Capital Renewal Fund	300,000	1,200,000	1,500,000	Revenues	-
TOTAL	\$ 300,000	\$ 1,200,000	\$ 1,500,000	TOTAL	\$ -

PROJECT TITLE: City Well 10 Pump & Motor

PROJECT DESCRIPTION: A 600hp motor and 1,900gpm pump for City Well 10, east side water distribution, includes waterline to east-bench, transmission main and backup power.

PROJECT JUSTIFICATION: This project will provide for east bench water demand resiliency and water supply capacity for growth areas as identified in the Water Master Plan.



Budgeted Project Costs	2021	Future	Total	Post Project Annual Operating Expenses	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	-	-	-	Utilities and Maintenance Costs	180,000
Construction/Maintenance	2,750,000	-	2,750,000		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 2,750,000	\$ -	\$ 2,750,000	TOTAL	\$ 180,000
Funding Sources				Post Project Annual Operating Revenue	
Colorado River Water Fund	2,750,000	-	2,750,000	Revenues	-
TOTAL	\$ 2,750,000	\$ -	\$ 2,750,000	TOTAL	\$ -

Water Projects (cont.)

PROJECT TITLE: Distribution Lines

PROJECT DESCRIPTION: On-going waterline replacement/upgrade throughout service boundaries. Projects will consist of water lines which are "undersized", use outdated materials (steel and class 160 PVC) or don't meet fire flow requirements.

PROJECT JUSTIFICATION: Fire flow protection, water conservation, leak reduction, overtime expense reduction. Leak repair is major department expense and water loss reduces water revenues.

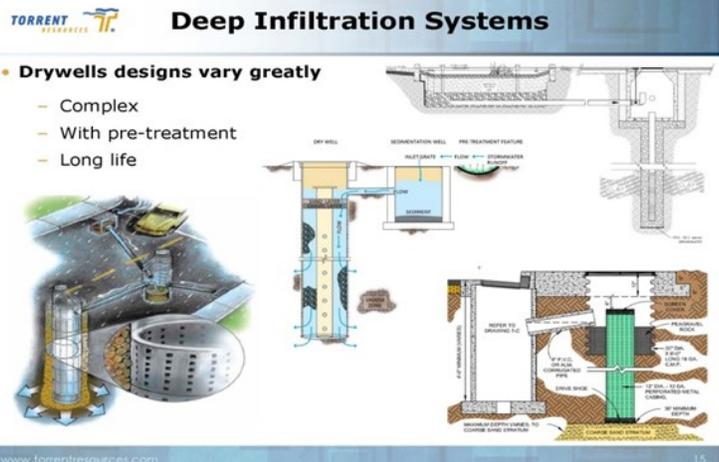


Budgeted Project Costs	2021	Future	Total	Post Project Annual Operating Expenses	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	-	-	-	Utilities and Maintenance Costs	\$0.66 per linear foot
Construction/Maintenance	3,000,000	1,400,000	4,400,000		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 3,000,000	\$ 1,400,000	\$ 4,400,000	TOTAL	\$ -
Funding Sources				Post Project Annual Operating Revenue	
Debt Proceeds	3,000,000	1,400,000	4,400,000	Revenues	-
TOTAL	\$ 3,000,000	\$ 1,400,000	\$ 4,400,000	TOTAL	\$ -

PROJECT TITLE: Dry Well Installation

PROJECT DESCRIPTION: This ongoing capital project will install drywells at various locations throughout the City.

PROJECT JUSTIFICATION: The basic concept is to replenish groundwater by creating the facilities for infiltration of storm runoff.



Budgeted Project Costs	2021	Future	Total	Post Project Annual Operating Expenses	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	50,000	150,000	200,000	Utilities and Maintenance Costs	5,000
Construction/Maintenance	250,000	750,000	1,000,000		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 300,000	\$ 900,000	\$ 1,200,000	TOTAL	\$ 5,000
Funding Sources				Post Project Annual Operating Revenue	
Colorado River Water Fund	300,000	900,000	1,200,000	Revenues	-
TOTAL	\$ 300,000	\$ 900,000	\$ 1,200,000	TOTAL	\$ -

Water Projects (cont.)

PROJECT TITLE: Hydro-Excavation Trailer

PROJECT DESCRIPTION: Purchase of a new hydro-excavation trailer for Water Operations.

PROJECT JUSTIFICATION: The addition of a trailer mounted hydro-excavation unit to water ops operations fleet will facilitate greater access to areas with limited access for conventional excavation equipment, increasing operator safety, and ensure vital infrastructure integrity.



<u>Budgeted Project Costs</u>	<u>2021</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	-	-	-	Utilities and Maintenance Costs	500
Construction/Maintenance	-	-	-		
Equipment & Furnishings	200,000	-	200,000		
Other	-	-	-		
TOTAL	\$ 200,000	\$ -	\$ 200,000	TOTAL	\$ 500
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Water Operations Fund	200,000	-	200,000	Revenues	-
TOTAL	\$ 200,000	\$ -	\$ 200,000	TOTAL	\$ -

PROJECT TITLE: Main Tanks Transmission Line Phase II

PROJECT DESCRIPTION: 2+ miles of a 24" ductile iron transmission main from Stockton Hill Road and Khan Drive to the Main Tanks farm. Direct transmission from Castle Rock booster station to the Main Tanks farm.

PROJECT JUSTIFICATION: Having a separate transmission line from the distribution system regulates pressures and reduces leaks. This project will generate savings from leak reduction.



<u>Budgeted Project Costs</u>	<u>2021</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	60,000	-	60,000	Utilities and Maintenance Costs	7,798
Construction/Maintenance	3,800,000	-	3,800,000		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 3,860,000	\$ -	\$ 3,860,000	TOTAL	\$ 7,798
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Wtr Expansion Fund	3,860,000	-	3,860,000	Revenues	-
TOTAL	\$ 3,860,000	\$ -	\$ 3,860,000	TOTAL	\$ -

Water Projects (cont.)

PROJECT TITLE: Northridge Storage Tank

PROJECT DESCRIPTION: Construct new water storage tank per City of Kingman Master Plan Project 5.7.3 Project #3

PROJECT JUSTIFICATION: This project would provide flow to the Foothills zone and have enough source and storage to deliver flow to future development with adequate pressures.



Budgeted Project Costs	2021	Future	Total	Post Project Annual Operating Expenses	
Land & Right-of-Way Acquisition	250,000	-	250,000	Personnel	-
Design & Engineering	-	-	-	Utilities and Maintenance Costs	-
Construction/Maintenance	-	3,690,900	3,690,900		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 250,000	\$ 3,690,900	\$ 3,940,900	TOTAL	\$ -
Funding Sources				Post Project Annual Operating Revenue	
Wtr Expansion Fund	250,000	3,690,900	3,940,900	Revenues	-
TOTAL	\$ 250,000	\$ 3,690,900	\$ 3,940,900	TOTAL	\$ -

PROJECT TITLE: Pressure Reducing Valves

PROJECT DESCRIPTION: Rehabilitation of Pressure Reducing Valves to meet safety and industry standards. Targeted valves are 6th Street between Topeka and Park, Florence between Western and LaSalle, Burbank and Airway.

PROJECT JUSTIFICATION: Address pressure issues in system which lead to leaks, address safety issues related to confined space entry for maintenance. This is a Water System Master Plan item.



Budgeted Project Costs	2021	Future	Total	Post Project Annual Operating Expenses	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	-	-	-	Utilities and Maintenance Costs	-
Construction/Maintenance	-	-	-		
Equipment & Furnishings	75,000	300,000	375,000		
Other	-	-	-		
TOTAL	\$ 75,000	\$ 300,000	\$ 375,000	TOTAL	\$ -
Funding Sources				Post Project Annual Operating Revenue	
Wtr Capital Renewal Fund	75,000	300,000	375,000	Revenues	-
TOTAL	\$ 75,000	\$ 300,000	\$ 375,000	TOTAL	\$ -

Water Projects (cont.)

PROJECT TITLE: Pumping Equipment

PROJECT DESCRIPTION: Replacement of aging pumps, motors, generators, natural gas engines, and electrical equipment.

PROJECT JUSTIFICATION: Project will increase energy efficiency and reliability, and lower maintenance. Replacing well site electric services and controller cabinets, rehab pump and column pipe, and replace motors as needed.



<u>Budgeted Project Costs</u>	<u>2021</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	-	-	-	Utilities and Maintenance Costs	-
Construction/Maintenance	-	-	-		
Equipment & Furnishings	200,000	400,000	600,000		
Other	-	-	-		
TOTAL	\$ 200,000	\$ 400,000	\$ 600,000	TOTAL	\$ -
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Wtr Capital Renewal Fund	200,000	400,000	600,000	Revenues	-
TOTAL	\$ 200,000	\$ 400,000	\$ 600,000	TOTAL	\$ -

PROJECT TITLE: Purple Pipe Distribution System

PROJECT DESCRIPTION: Design and construction of reclaimed water distribution system to irrigate downtown parks.

PROJECT JUSTIFICATION: The use of reclaim water for irrigation saves drinking water for future potable use.



<u>Budgeted Project Costs</u>	<u>2021</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	50,000	-	50,000	Utilities and Maintenance Costs	-
Construction/Maintenance	-	150,000	150,000		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 50,000	\$ 150,000	\$ 200,000	TOTAL	\$ -
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Colorado River Water Fund	50,000	150,000	200,000	Revenues	-
TOTAL	\$ 50,000	\$ 150,000	\$ 200,000	TOTAL	\$ -

Water Projects (cont.)

PROJECT TITLE: Reclaimed Water Recharge

PROJECT DESCRIPTION: This phase of the project will include drilling test holes and a study to locate optimal locations for future reclaimed water recharge wells.

PROJECT JUSTIFICATION: This project will facilitate water conservation, reuse, aid in aquifer recharge, and water sustainability.

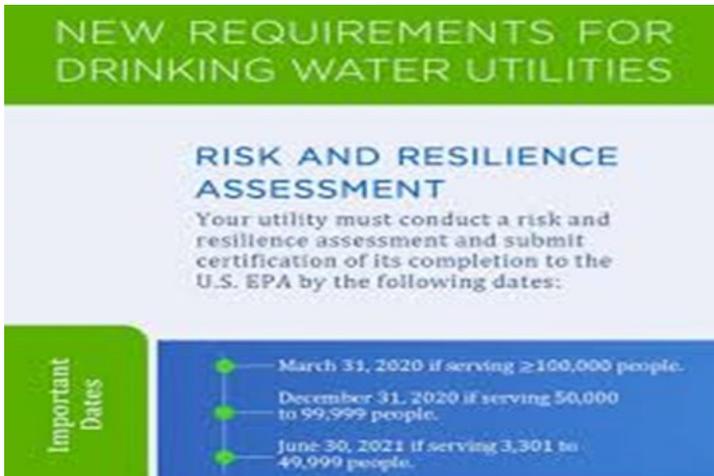


<u>Budgeted Project Costs</u>	<u>2021</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	350,000	-	350,000	Utilities and Maintenance Costs	-
Construction/Maintenance	-	-	-		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 350,000	\$ -	\$ 350,000	TOTAL	\$ -
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Colorado River Water Fund	350,000	-	350,000	Revenues	-
TOTAL	\$ 350,000	\$ -	\$ 350,000	TOTAL	\$ -

PROJECT TITLE: Risk, Resiliency Assessment and Emergency Plan

PROJECT DESCRIPTION: Complete the Risk and Resilient Assessment of the complete water system, then develop an emergency response plan to mitigate findings of the assessment.

PROJECT JUSTIFICATION: A Risk and Resiliency plan is required by the EPA, Clean Drinking Water Act of 2018. Total project of \$90,000 began in FY20.



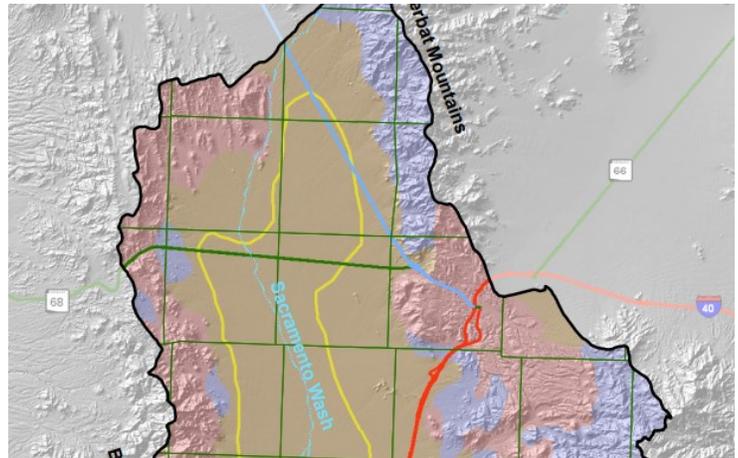
<u>Budgeted Project Costs</u>	<u>2021</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	40,000	-	40,000	Utilities and Maintenance Costs	-
Construction/Maintenance	-	-	-		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 40,000	\$ -	\$ 40,000	TOTAL	\$ -
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Colorado River Water Fund	40,000	-	40,000	Revenues	-
TOTAL	\$ 40,000	\$ -	\$ 40,000	TOTAL	\$ -

Water Projects (cont.)

PROJECT TITLE: Sacramento Valley Well Siting Study

PROJECT DESCRIPTION: Drill test holes in Sacramento Valley Basin for new well location and perform a study to locate best area to drill a new well in the Sacramento Valley Basin. Determine the best method to connect the new well to our existing water system.

PROJECT JUSTIFICATION: Find best area for a new well in Sacramento Valley Basin to diversify out water supply acquisition.



Budgeted Project Costs	2021	Future	Total	Post Project Annual Operating Expenses	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	375,000	-	375,000	Utilities and Maintenance Costs	-
Construction/Maintenance	-	-	-		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 375,000	\$ -	\$ 375,000	TOTAL	\$ -
Funding Sources				Post Project Annual Operating Revenue	
Colorado River Water Fund	375,000	-	375,000	Revenues	-
TOTAL	\$ 375,000	\$ -	\$ 375,000	TOTAL	\$ -

PROJECT TITLE: Santa Rosa Transmission Line

PROJECT DESCRIPTION: 2.5+ miles of transmission main from Washington Street to Santa Rosa Dr. This project will help feed water from the main tank zone to the hospital area, will create a clear zone separation between the Main Tank zone and the Rattlesnake zone, and will also replace a portion of an existing 12" main.

PROJECT JUSTIFICATION: Adjust pressure zones per the recommendations in the Water Master Plan, eliminate pressure reducing valves and optimize pumping.



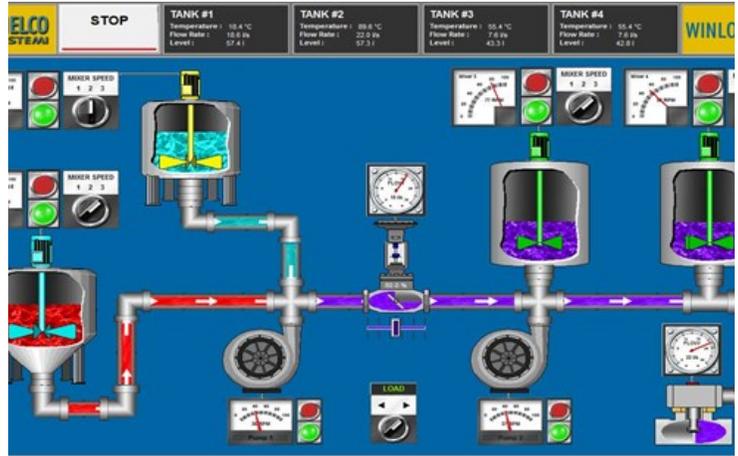
Budgeted Project Costs	2021	Future	Total	Post Project Annual Operating Expenses	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	285,000	-	285,000	Utilities and Maintenance Costs	8,712
Construction/Maintenance	-	3,420,000	3,420,000		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 285,000	\$ 3,420,000	\$ 3,705,000	TOTAL	\$ 8,712
Funding Sources				Post Project Annual Operating Revenue	
Debt Proceeds	199,500	2,394,000	2,593,500	Revenues	-
Wtr Expansion Fund	85,500	1,026,000	1,111,500		
TOTAL	\$ 285,000	\$ 3,420,000	\$ 3,705,000	TOTAL	\$ -

Water Projects (cont.)

PROJECT TITLE: SCADA Panel and Software Upgrade

PROJECT DESCRIPTION: Upgrade current outdated and antiquated SCADA hardware and software located at well sites, booster sites, and tank sites.

PROJECT JUSTIFICATION: System upgrades will replace outdated hardware, provide consistency, increase diversity across 1Water SCADA platforms, and ensure system operational efficiency



<u>Budgeted Project Costs</u>	<u>2021</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>
Land & Right-of-Way Acquisition	-	-	-	Personnel -
Design & Engineering	-	-	-	Utilities and Maintenance Costs -
Construction/Maintenance	125,000	500,000	625,000	
Equipment & Furnishings	-	-	-	
Other	-	-	-	
TOTAL	\$ 125,000	\$ 500,000	\$ 625,000	TOTAL \$ -
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>
Wtr Capital Renewal Fund	125,000	500,000	625,000	Revenues -
TOTAL	\$ 125,000	\$ 500,000	\$ 625,000	TOTAL \$ -

PROJECT TITLE: Source Water Protection Plan

PROJECT DESCRIPTION: Conduct a study to determine best and most effective ways to protect our source water.

PROJECT JUSTIFICATION: Water is a precious resource and needs to be protected for the future of our community.



<u>Budgeted Project Costs</u>	<u>2021</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>
Land & Right-of-Way Acquisition	-	-	-	Personnel -
Design & Engineering	150,000	-	150,000	Utilities and Maintenance Costs -
Construction/Maintenance	-	-	-	
Equipment & Furnishings	-	-	-	
Other	-	-	-	
TOTAL	\$ 150,000	\$ -	\$ 150,000	TOTAL \$ -
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>
Colorado River Water Fund	150,000	-	150,000	Revenues -
TOTAL	\$ 150,000	\$ -	\$ 150,000	TOTAL \$ -

Water Projects (cont.)

PROJECT TITLE: Storage Tank Restoration

PROJECT DESCRIPTION: Water Storage Tank rehabilitation program. Beale Springs, Foothills, and Castle Rock tanks have been rehabilitated. Design and construction of Main Tank #1 rehabilitation, and city wide cathode protection inspections and upgrades.

PROJECT JUSTIFICATION: Rehabilitation of water storage tanks aid in regulatory compliance of our water system quality.



Budgeted Project Costs	2021	Future	Total	Post Project Annual Operating Expenses	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	-	-	-	Utilities and Maintenance Costs	-
Construction/Maintenance	900,000	650,000	1,550,000		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 900,000	\$ 650,000	\$ 1,550,000	TOTAL	\$ -
Funding Sources				Post Project Annual Operating Revenue	
Wtr Capital Renewal Fund	900,000	650,000	1,550,000	Revenues	-
TOTAL	\$ 900,000	\$ 650,000	\$ 1,550,000	TOTAL	\$ -

PROJECT TITLE: Surge Tanks

PROJECT DESCRIPTION: Design and Installation of surge tanks to protect booster pumps from water hammer damage.

PROJECT JUSTIFICATION: Surge tanks aid in alleviation of pressure fluctuations and hammer on the system leading to leaks and breaks.



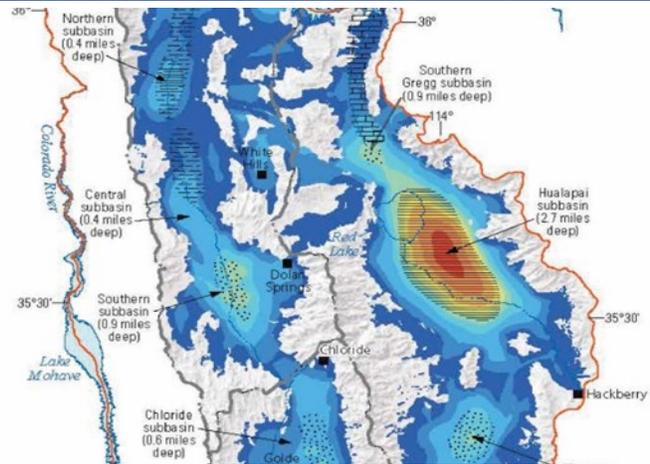
Budgeted Project Costs	2021	Future	Total	Post Project Annual Operating Expenses	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	-	-	-	Utilities and Maintenance Costs	750
Construction/Maintenance	230,000	-	230,000		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 230,000	\$ -	\$ 230,000	TOTAL	\$ 750
Funding Sources				Post Project Annual Operating Revenue	
Wtr Capital Renewal Fund	230,000	-	230,000	Revenues	-
TOTAL	\$ 230,000	\$ -	\$ 230,000	TOTAL	\$ -

Water Projects (cont.)

PROJECT TITLE: USGS Aquifer Monitoring Program

PROJECT DESCRIPTION: Participation with Mohave County based on the USGS assessment of impacts on groundwater withdrawals to aquifer conditions in the Hualapai Valley. IGA with county is approved. Funding in FY21 is for the remainder of the study and future years is for implementation of identified projects.

PROJECT JUSTIFICATION: Development of a current conditions and future impact plan for remediation activities to benefit the aquifer.



<u>Budgeted Project Costs</u>	<u>2021</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	-	-	-	Utilities and Maintenance Costs	-
Construction/Maintenance	100,000	400,000	500,000		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 100,000	\$ 400,000	\$ 500,000	TOTAL	\$ -
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Colorado River Water Fund	100,000	400,000	500,000	Revenues	-
TOTAL	\$ 100,000	\$ 400,000	\$ 500,000	TOTAL	\$ -

PROJECT TITLE: Utility Power Service

PROJECT DESCRIPTION: Utility power to tank sites served only by a small solar/wind generation system, promoting better integration and communication of our Supervisory Control & Data Acquisition system. The current system provides a small amount of power for logistics operations and is subject to frequent outages.

PROJECT JUSTIFICATION: Power will ensure we have reliable control of distribution equipment to improve uninterrupted service at the central hub for water distribution on the east side of town.



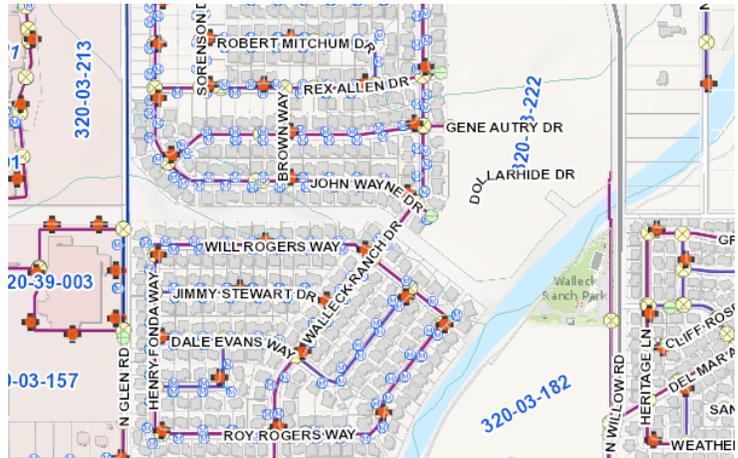
<u>Budgeted Project Costs</u>	<u>2021</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	-	-	-	Utilities and Maintenance Costs	-
Construction/Maintenance	125,000	-	125,000		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 125,000	\$ -	\$ 125,000	TOTAL	\$ -
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Wtr Capital Renewal Fund	125,000	-	125,000	Revenues	-
TOTAL	\$ 125,000	\$ -	\$ 125,000	TOTAL	\$ -

Water Projects (cont.)

PROJECT TITLE: Walleck Ranch Distribution Improvements

PROJECT DESCRIPTION: Design and construction of 1,515 feet of 12-inch water line, and addition of a pressure reducing valve in the Walleck Ranch area.

PROJECT JUSTIFICATION: This project was a recommendation of the Water Master Plan Update to ensure stable water pressures and provide service redundancy in the Walleck Ranch area.



<u>Budgeted Project Costs</u>	<u>2021</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	-	64,000	64,000	Utilities and Maintenance Costs	1,000
Construction/Maintenance	-	361,000	361,000		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ -	\$ 425,000	\$ 425,000	TOTAL	\$ 1,000
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Wtr Capital Renewal Fund	-	425,000	425,000	Revenues	-
TOTAL	\$ -	\$ 425,000	\$ 425,000	TOTAL	\$ -

PROJECT TITLE: Water Conservation Plan

PROJECT DESCRIPTION: Update the Water Conservation and Drought Management Plan for the City of Kingman. This plan will identify and evaluate water conservation measures, establish an implementation strategy and set conservation goals. The plan would also develop drought contingency plans and identify and prioritize aquifer re-charge projects.

PROJECT JUSTIFICATION: Plan recommendations would be necessary to compete for grant funding opportunities and was a recommendation of the Water Loss Audit.



<u>Budgeted Project Costs</u>	<u>2021</u>	<u>Future</u>	<u>Total</u>	<u>Post Project Annual Operating Expenses</u>	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	50,000	-	50,000	Utilities and Maintenance Costs	-
Construction/Maintenance	-	-	-		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 50,000	\$ -	\$ 50,000	TOTAL	\$ -
<u>Funding Sources</u>				<u>Post Project Annual Operating Revenue</u>	
Colorado River Water Fund	50,000	-	50,000	Revenues	-
TOTAL	\$ 50,000	\$ -	\$ 50,000	TOTAL	\$ -

Water Projects (cont.)

PROJECT TITLE: Water GIS Mapping

PROJECT DESCRIPTION: This project will convert the City's water and sewer maps into an intelligent, searchable GIS system and develop applications to view, collect and analyze system information as identified in the GIS needs assessment.

PROJECT JUSTIFICATION: The City is required by ARS §40-360 to keep permanent records of all underground water and sewer installations. GIS is the modern means to store and maintain data for utility systems.



Budgeted Project Costs	2021	Future	Total	Post Project Annual Operating Expenses	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	30,000	-	30,000	Utilities and Maintenance Costs	-
Construction/Maintenance	-	-	-		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 30,000	\$ -	\$ 30,000	TOTAL	\$ -
Funding Sources				Post Project Annual Operating Revenue	
Wtr Expansion Fund	30,000	-	30,000	Revenues	-
TOTAL	\$ 30,000	\$ -	\$ 30,000	TOTAL	\$ -

PROJECT TITLE: Water Line Leak Detection

PROJECT DESCRIPTION: This project would partner with a contractor who specializes in leak detection to assist in identifying areas & infrastructure prone to leaks.

PROJECT JUSTIFICATION: Water is a precious resource and needs to be protected. Proactive detection of unseen water line leaks will reduce and mitigate water loss.



Budgeted Project Costs	2021	Future	Total	Post Project Annual Operating Expenses	
Land & Right-of-Way Acquisition	-	-	-	Personnel	-
Design & Engineering	-	-	-	Utilities and Maintenance Costs	-
Construction/Maintenance	75,000	300,000	375,000		
Equipment & Furnishings	-	-	-		
Other	-	-	-		
TOTAL	\$ 75,000	\$ 300,000	\$ 375,000	TOTAL	\$ -
Funding Sources				Post Project Annual Operating Revenue	
Wtr Capital Renewal Fund	75,000	300,000	375,000	Revenues	-
TOTAL	\$ 75,000	\$ 300,000	\$ 375,000	TOTAL	\$ -

Future Projects Summary

PROJECT DESCRIPTION	Dollar Amount	PROJECT DESCRIPTION	Dollar Amount
FACILITIES/EQUIPMENT/SYSTEMS		AIRPORT	
Community Development		Airport Rental Shade Ports	250,000
Permit/License Software Replacement	84,000	Environmental Clean up 16 acres	250,000
Facilities		TOTAL AIRPORT	\$ 500,000
Facilities Condition Assessment	100,000	STORMWATER	
Public Works Conference Room Design	175,000	Beverly Ave	1,111,000
Fleet		Bull Mountain Drainage Channel (Full Improvements)	2,995,000
Bulk Fluid System	60,000	Coronado Drainage Improvements	212,000
TOTAL FACILITIES/EQUIPMENT/SYSTEMS	\$ 419,000	Fairgrounds Storm Drain	2,410,000
PARKS & RECREATION PROJECTS		Hillcrest Drainage Improvements	450,000
Centennial Fields Light Replacement	906,000	Hualapai Foothills (Omaha/Southern)	399,049
Lewis Kingman Park Restroom	210,000	Irving Street Drainage	275,000
Locomotive Park Restrooms	220,000	Lillie at Van Buren Drainage	51,000
Park Site Acquisition	600,000	Longview Wash	255,000
Parks and Rec General Renovation	1,102,320	Metwell Drainage Improvements	155,000
Sunbelt Sports Park	6,300,000	Railroad Drainage channel	9,000,000
TOTAL PARKS & RECREATION	\$ 9,338,320	Rutherford Drainage	305,000
PUBLIC SAFETY		Shane Drive	255,000
Fire		Southern Ave. Storm Drain	580,000
Fire Engine Replacement	700,000	Southern Vista Subdivision and Steamboat Dr.	500,000
Fire Station #1 Remodel	250,000	Sycamore Storm Drain	250,000
Fire Station #3 Addition/Remodel	141,000	TOTAL STORMWATER	\$ 19,203,049
Fire Station #4 Remodel	98,000	WASTEWATER	
Fire Station #5	5,850,000	Andy Devine Sewer	735,000
Fire Station Alert System	80,000	Beverly-Berk Sewer	782,140
Quint (Combo Aerial/Engine) Apparatus	1,100,000	Broadway / Market Street	685,000
Rescue Apparatus Replacement	800,000	Jagerson Sewer Parallel PH2	1,966,297
SCBA Compressor	95,000	Marlene/Van Buren Parallel	856,000
Self Contained Breathing Apparatus	450,000	North Skylark Sewer	632,500
Type 6 Wildland Apparatus Addition	350,000	Pasadena Sewer	189,750
Dispatch		Sage Street Interceptor	4,725,000
Automated Dispatch Alerting System	201,750	South Kingman Sewer (PH2 & 3)	1,150,000
Priority Dispatch Emergency Fire Software	80,000	Tucker St. Realignment	126,500
TOTAL PUBLIC SAFETY	\$ 10,195,750	Valentine Ave. Sewer Line Extension	189,750
STREET PROJECTS		Washington Eastern Parallel	3,612,374
Andy Devine Rockfall Mitigation	1,600,000	TOTAL WASTEWATER	\$ 15,650,311
Eastern Street Improvements - Calumet to Pasadena	7,201,525	WATER	
Left Turn Signal Upgrades	1,000,000	Castlerock Building	275,000
Lighting Cabinet Upgrades	400,000	TOTAL WATER	\$ 275,000
North Glen Road	3,500,000	TOTAL ALL FUTURE PROJECTS	
Pavement Preservation	25,533,116	\$ 104,566,071	
Santa Rosa Blvd-Wagon Wheel Dr to Rancho Parkway	1,200,000		
Southern Ave-Eastern to Seneca	6,350,000		
Stockton Hill Road Design Concept	650,000		
Street Sweeper	300,000		
Traffic Signal Cabinet Upgrades	1,250,000		
TOTAL STREET IMPROVEMENTS	\$ 48,984,641		



Glossary

ACCRUAL BASIS. Accounting basis which records the effect of transactions in the period in which they were earned or liability incurred, rather than the period the cash is received or paid.

ANNUAL BUDGET. A budget that applies to a single fiscal year (July 1st through June 30th).

APPROPRIATION. A legal authorization granted by the City Council to incur expenditures and obligations for a specific period.

ASSESSED VALUATION. A valuation upon real estate as a basis for levying taxes.

ASSET. Anything having a commercial or exchange value.

BASIS OF ACCOUNTING. A term used to refer to when revenues, expenditures, transfers and their related assets and liabilities are recognized and reported within the financial statements. See the Fund Structure for more information.

CAPITAL IMPROVEMENTS PLAN. Also referred to as CIP. A separate budgetary process that occurs to appropriate funds for projects that are capital in nature and generally financed by long-term debt.

CAPITAL ASSETS. Long-lived tangible assets obtained as a result of capital outlay or other event such as a donation. Examples include land, buildings, improvements and equipment.

CAPITAL OUTLAY. Expenditures resulting in the addition or acquisition of assets to the City, generally in excess of \$5,000 with a service life of greater than one year.

CONSTANT DOLLARS. Dollars adjusted for inflation using a specified year as the base year in order to ascertain actual purchasing power over a period of time.

DEBT. An obligation of the City resulting from borrowing money in the form of bonds or capital leases. Can also refer to unpaid purchases of goods and services.

DEBT LIMIT. The maximum amount of debt legally permitted.

DEBT SERVICE. The payment of principal and interest on outstanding debt.

DEFERRED REVENUE. Amounts for which asset recognition has been met, but for which revenue recognition has not been met. For example, under the modified accrual basis of accounting, amounts that are measurable, but not available (not collected within 60 days after fiscal year end).

DEFICIT. Relating to financial position (1) excess of liabilities of a fund over its assets. Relating to operations (2) the excess of actual expenditures over actual revenues during a fiscal year.

DEFICIT SPENDING. Excess of expenditures over revenue. The net loss lowers fund balance.

DEPRECIATION. The apportionment of the cost of a capital asset expensed over the number of years of its estimated useful life.

ENCUMBRANCES. Commitments related to unperformed contracts for goods or services. Used in budgetary control, they represent the estimated amount of expenditures to result when unperformed contracts are completed.

Glossary (cont.)

ENTERPRISE FUND. A fund established to account for activities operated in a manner similar to the private sector and supported primarily by user fees. Such funds include Water, Wastewater, Solid waste, Airport, Stormwater and Internal Service Funds. Internal Service Funds are similar in nature to enterprise funds, with the City as the main customer.

ESTIMATED REVENUES. The budgetary estimates of revenue to be received.

EXPENDITURES. The measurement of net decreases in financial resources within governmental funds. This includes current operating expenses, debt service and capital outlays.

FISCAL YEAR. A 12 month period to which the annual operating budget applies and at the end of which the City determines its financial position and results of operations.

FLSA. Fair Labor Standards Act is a federal statute of the United States that establishes standards and definitions for a variety of employment related rules.

FUND. A fiscal and accounting entity with a self balancing set of accounts for recording results of operations and reflecting related assets and liabilities.

FUND BALANCE. The accumulated equity balance in a governmental fund resulting from operations over the years. This is the difference between fund assets and fund liabilities.

GASB. Governmental Accounting Standards Board is the source of generally accepted accounting principles (GAAP) used by State and Local governments in the United States.

GENERAL FUND. A fund used to account for basic governmental services supported generally by taxes. Accounts for all financial resources not required to be accounted for in another fund.

GENERALLY ACCEPTED ACCOUNTING PRINCIPLES (GAAP). Uniform minimum standards and guidelines for financial accounting and reporting. The primary authoritative body on the application of GAAP to local governments is the Governmental Accounting Standards Board (GASB).

INTERNAL SERVICE FUND. A fund used to account for the services provided by one department to other departments on a cost reimbursement basis.

LIABILITIES. Claims arising from present obligations to transfer assets or provide services in the future resulting from past transactions or events.

MODIFIED ACCRUAL BASIS. Accounting basis under which revenues are recognized when they become measurable and available. Expenditures are recognized when the fund liability is incurred, except for long-term debt interest, which is recognized when due.

NOMINAL DOLLARS. Dollars *unadjusted* for inflation.

PROPRIETARY FUND TYPE. The classification used to account for a government's ongoing activities that are similar to those found in the private sector and whose operations are financed primarily by user fees.

RETAINED EARNINGS. The accumulated equity balance in an enterprise or internal service fund resulting from operations over the years.

RIF. Reduction in force.

SPECIAL REVENUE FUND. A fund used to account for the proceeds of specific revenues that are legally restricted to expenditure for specific purposes.

Glossary (cont.)

TAX LEVY. An annual amount of secondary taxes imposed by the City on property owners in support of payment of General Obligation bonds when voter approved. (City of Kingman does *NOT* have a primary property tax levy and currently has no outstanding G.O. bonds).

TAX RATE. The rate per \$1,000 of assessed valuation of property used to calculate the tax assessment of a parcel of property. The rate is derived by dividing the amount to be raised in taxes by the total assessed value of the City divided by 1000.

USE OF FUND BALANCE. Term used for budgetary purposes to reflect the amount budgeted expenditures (appropriations) exceed estimated revenues. This budgeted net loss is financed by use of a fund balance available from previous fiscal years. For accounting purposes, this is not considered revenue.

WIFA. Water Infrastructure Financing Authority is an independent agency of the state of Arizona and is authorized to finance the construction, rehabilitation and/or improvement of drinking water, wastewater, wastewater reclamation, and other water quality facilities/projects. Generally, WIFA offers borrowers below market interest rates on loans. As a "bond bank," WIFA is able to issue water quality bonds on behalf of communities for basic water infrastructure. Through active portfolio and financial management, WIFA provides significant savings due to lower interest rates and no closing costs. WIFA is able to lower a borrower's interest costs to between 70 and 95% of WIFA's tax-exempt cost of borrowing. WIFA's principal tools for providing low interest financial assistance include the Clean Water Revolving Fund for publicly held wastewater treatment projects and the Drinking Water Revolving Fund for both publicly and privately held drinking water systems.



STATE EXPENDITURE FORMS

Schedule A

CITY OF KINGMAN
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	35,523,570	22,600,815	446,265	87,696,116	0	54,102,506	13,720,402	214,089,674
2020	Actual Expenditures/Expenses**	E 2	32,054,219	10,429,967	435,591	1,847,501	0	27,767,500	11,246,528	83,781,306
2021	Fund Balance/Net Position at July 1***	3	21,183,798	4,634,202	2,366,824	10,289,055	0	48,488,633	5,803,710	92,766,222
2021	Primary Property Tax Levy	B 4	0	0						0
2021	Secondary Property Tax Levy	B 5	0	0						0
2021	Estimated Revenues Other than Property Taxes	C 6	28,750,012	28,564,167	241,400	67,115,225	0	23,779,023	10,273,555	158,723,382
2021	Other Financing Sources	D 7	0	0	0	9,890,000	0	14,943,500	0	24,833,500
2021	Other Financing (Uses)	D 8	0	0	0	0	0	0	0	0
2021	Interfund Transfers In	D 9	2,525,446	1,999,240	685,960	3,827,960	0	6,186,138	100,000	15,324,744
2021	Interfund Transfers (Out)	D 10	4,976,454	492,589	692,730	71,712	0	8,763,627	327,632	15,324,744
2021	Reduction for Amounts Not Available:	11								
LESS:	Amounts for Future Debt Retirement:									0
	Future Capital Projects									0
	Maintained Fund Balance for Financial Stability									0
										0
2021	Total Financial Resources Available	12	47,482,802	34,705,020	2,601,454	91,050,528	0	84,633,667	15,849,633	276,323,104
2021	Budgeted Expenditures/Expenses	E 13	32,929,065	32,006,680	873,929	89,454,331	0	54,736,939	12,753,307	222,754,251

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
1	\$ 214,089,674	\$ 222,754,251
2		
3	214,089,674	222,754,251
4	167,154,854	173,021,076
5	\$ 46,934,820	\$ 49,733,175
6	\$ 47,740,531	\$ 50,008,149

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).

STATE EXPENDITURE FORMS

Schedule C

CITY OF KINGMAN Revenues Other Than Property Taxes Fiscal Year 2021

SOURCE OF REVENUES	ESTIMATED REVENUES 2020	ACTUAL REVENUES* 2020	ESTIMATED REVENUES 2021
GENERAL FUND			
Local taxes			
Transaction Privilege Tax	\$ 17,977,917	\$ 17,696,275	\$ 16,551,310
Room Tax	637,766	486,140	508,801
Licenses and permits			
Utility Franchise Tax	713,978	698,710	684,737
Business Licenses	106,897	98,554	92,405
Building Permits	583,995	740,485	589,668
Intergovernmental			
State Transaction Privilege Tax	2,966,856	2,790,550	2,651,022
State Revenue Sharing	3,900,847	3,920,052	4,402,833
Charges for services			
Golf Course Fees	830,091	932,594	913,207
Parks & Recreation Fees	301,187	199,174	294,491
General Government	131,255	247,956	240,369
Fines and forfeits			
Magistrate Court	221,255	282,699	285,526
Interest on investments			
Interest Earnings	118,022	155,048	31,776
In-lieu property taxes			
Auto Lieu Tax	1,950,000	1,769,255	1,503,867
Total General Fund	\$ 30,440,066	\$ 30,017,492	\$ 28,750,012
SPECIAL REVENUE FUNDS			
HURF State Fuel Tax	\$ 2,928,027	\$ 2,743,300	\$ 2,676,885
Restaurant & Bar Tax	858,589	812,766	820,894
Miscellaneous	10,444	44,914	4,957
	\$ 3,797,060	\$ 3,600,980	\$ 3,502,736
Transit System Fund	\$ 775,883	\$ 770,126	\$ 671,012
Court Special Revenue Funds	18,285	21,597	15,528
Grants Fund	14,530,348	4,858,880	24,136,367
Powerhouse Fund	249,912	274,763	237,853
Improvement District Repayment Fund	1,262	1,517	671
	\$ 15,575,690	\$ 5,926,883	\$ 25,061,431
Total Special Revenue Funds	\$ 19,372,750	\$ 9,527,863	\$ 28,564,167

* 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.

STATE EXPENDITURE FORMS

Schedule C (cont.)

CITY OF KINGMAN Revenues Other Than Property Taxes Fiscal Year 2021

SOURCE OF REVENUES	ESTIMATED REVENUES 2020	ACTUAL REVENUES* 2020	ESTIMATED REVENUES 2021
DEBT SERVICE FUNDS			
Improvement District Debt Service	\$ 237,100	\$ 274,237	\$ 241,400
	\$ 237,100	\$ 274,237	\$ 241,400
Total Debt Service Funds	\$ 237,100	\$ 274,237	\$ 241,400
CAPITAL PROJECTS FUNDS			
Small Impr Dist Const	\$ 1,628	\$ 3,135	\$ 563
Capital Projects	678,775	563,666	821,644
Pavement Preservation		13,541	
Kingman Crossing	503	689	
Rancho Santa Fe	1,106	1,624	
I-11 East Kingman Connection	47,521,265	72,628	36,293,018
Dross Site Clean-Up	30,000,000		30,000,000
Flood Control	5,000	17,170	
	\$ 78,208,277	\$ 672,453	\$ 67,115,225
Total Capital Projects Funds	\$ 78,208,277	\$ 672,453	\$ 67,115,225
ENTERPRISE FUNDS			
Water Operating	\$ 7,094,507	\$ 7,319,646	\$ 6,960,791
Water Capital Renewal	942,492	977,580	910,320
Water Expansion	648,432	1,109,569	781,612
Colorado River Water	1,890,631	2,756,410	9,400
	\$ 10,576,062	\$ 12,163,205	\$ 8,662,123
Wastewater Operating	\$ 9,194,960	\$ 8,896,238	\$ 8,442,402
Wastewater Capital Renewal	126,647	135,459	128,910
Wastewater Expansion	5,485,076	605,572	385,853
	\$ 14,806,683	\$ 9,637,269	\$ 8,957,165
Solid Waste	\$ 3,683,811	\$ 3,664,573	\$ 3,671,125
	\$ 3,683,811	\$ 3,664,573	\$ 3,671,125
Airport	\$ 2,134,717	\$ 1,378,148	\$ 1,935,629
	\$ 2,134,717	\$ 1,378,148	\$ 1,935,629
Stormwater	\$ 594,000	\$ 666,923	\$ 552,981
	\$ 594,000	\$ 666,923	\$ 552,981
Total Enterprise Funds	\$ 31,795,273	\$ 27,510,118	\$ 23,779,023

* 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.

STATE EXPENDITURE FORMS

Schedule C (cont.)

CITY OF KINGMAN Revenues Other Than Property Taxes Fiscal Year 2021

SOURCE OF REVENUES	ESTIMATED REVENUES 2020	ACTUAL REVENUES* 2020	ESTIMATED REVENUES 2021
INTERNAL SERVICE FUNDS			
Dispatch Center	\$ 1,544,372	\$ 1,547,743	\$ 1,540,800
Fleet Services	1,998,787	2,011,149	1,099,169
Fleet Facility Capital Reserve			44,240
Building Maintenance	855,404	856,851	996,313
Insurance Services	500,255	663,212	397,940
Information Technology	1,383,822	1,387,229	1,165,952
Benefits Reserve	5,657,158	5,025,916	5,029,141
	\$ 11,939,798	\$ 11,492,100	\$ 10,273,555
Total Internal Service Funds	\$ 11,939,798	\$ 11,492,100	\$ 10,273,555
TOTAL ALL FUNDS	\$ 171,993,264	\$ 79,494,263	\$ 158,723,382

* 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.

STATE EXPENDITURE FORMS

Schedule D

CITY OF KINGMAN Other Financing Sources/(Uses) and Interfund Transfers Fiscal Year 2021

FUND	OTHER FINANCING 2021		INTERFUND TRANSFERS 2021	
	SOURCES	(USES)	IN	(OUT)
GENERAL FUND				
	\$	\$	\$ 2,525,446	\$ 4,976,454
Total General Fund	\$	\$	\$ 2,525,446	\$ 4,976,454
SPECIAL REVENUE FUNDS				
Highway User's Rev Fund	\$	\$	\$ 556,177	\$ 462,589
Transit System Fund			175,000	30,000
Grants			460,574	
Powerhouse			807,489	
Total Special Revenue Funds	\$	\$	\$ 1,999,240	\$ 492,589
DEBT SERVICE FUNDS				
Improvement Dist Debt	\$	\$	\$ 685,960	\$ 692,730
Total Debt Service Funds	\$	\$	\$ 685,960	\$ 692,730
CAPITAL PROJECTS FUNDS				
Capital Projects	\$	\$	\$ 1,827,960	\$ 17,800
Pavement Preservation				53,912
I-11 East Kingman Connection	9,890,000		2,000,000	
Total Capital Projects Funds	\$ 9,890,000	\$	\$ 3,827,960	\$ 71,712
ENTERPRISE FUNDS				
Water Operating	\$	\$	\$ 1,182,924	\$ 1,509,238
Water Capital Renewal	5,943,500		85,500	11,672
Water Expansion				85,500
Wastewater Operating			88,946	5,659,415
Wastewater Capital Renewal			1,250,000	2,527
Wastewater Expansion	9,000,000		3,228,768	
Solid Waste				450,555
Airport				916,056
Airport Projects			350,000	
Stormwater				128,664
Total Enterprise Funds	\$ 14,943,500	\$	\$ 6,186,138	\$ 8,763,627
INTERNAL SERVICE FUNDS				
Dispatch Center	\$	\$	\$	\$ 268,202
Fleet Services				29,715
Building Maintenance				29,715
Benefits Reserve			100,000	
Total Internal Service Funds	\$	\$	\$ 100,000	\$ 327,632
TOTAL ALL FUNDS	\$ 24,833,500	\$	\$ 15,324,744	\$ 15,324,744

STATE EXPENDITURE FORMS

Schedule E

CITY OF KINGMAN
Expenditures/Expenses by Fund
Fiscal Year 2021

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED	ACTUAL EXPENDITURES/ EXPENSES*	BUDGETED EXPENDITURES/ EXPENSES
	2020	2020	2020	2021
GENERAL FUND				
Office of the Mayor/Council	\$ 224,150	\$ (700)	\$ 166,676	\$ 233,823
City Attorney	1,048,677		865,521	946,715
Magistrate	1,470,608		1,334,069	1,344,549
City Manager	435,054		403,875	423,845
Economic Development	740,471	(7,645)	654,978	803,486
City Clerk	360,115	700	326,034	300,420
Human Resources	728,948		650,863	564,088
Risk Management	223,905		186,641	237,421
Police	12,958,883		12,192,425	10,970,771
Fire	8,687,836	(13,514)	8,723,111	7,507,922
Fire Stations	120,500		108,550	92,000
Community Development		976,276	697,683	1,410,866
Building & Life Safety	1,189,732	(733,811)	489,092	
Finance	1,162,600		1,046,356	1,176,037
Planning & Zoning	419,247	(234,820)	153,595	
Parks	2,186,219		1,911,373	2,024,797
Recreation	632,162		497,388	576,869
Pools	465,609		383,733	422,791
Golf	1,482,368		1,262,256	1,342,665
Contingency	1,000,000			2,550,000
Total General Fund	\$ 35,537,084	\$ (13,514)	\$ 32,054,219	\$ 32,929,065
SPECIAL REVENUE FUNDS				
Highway User's Rev Fund	\$ 5,165,534		\$ 3,500,244	\$ 4,928,547
Transit System Fund	1,078,759		906,377	936,950
Court Special Revenue Fund	312,138		12,643	332,774
Powerhouse Fund	1,102,207		874,294	1,045,342
Improvement District Repayment Fund				81,594
Grants	14,660,645	281,532	5,136,409	24,681,473
Total Special Revenue Funds	\$ 22,319,283	\$ 281,532	\$ 10,429,967	\$ 32,006,680
DEBT SERVICE FUNDS				
Improvement District Debt	446,265		435,591	873,929
Total Debt Service Funds	\$ 446,265	\$	\$ 435,591	\$ 873,929
CAPITAL PROJECTS FUNDS				
Capital Projects Fund	4,026,621	73,030	1,635,057	4,824,372
Small Improvement District				350,000
I-11 East Kingman Connection	53,596,465		212,444	54,279,959
Dross Site Clean-Up	30,000,000			30,000,000
Total Capital Projects Funds	\$ 87,623,086	\$ 73,030	\$ 1,847,501	\$ 89,454,331
ENTERPRISE FUNDS				
Water Operating	\$ 9,107,066	\$ (9,000)	\$ 7,835,749	\$ 8,898,891
Water Capital Renewal	3,110,000		2,657,357	5,920,000
Water Expansion	3,880,000	(3,756)	2,986,200	4,848,500
Colorado River Water	3,250,000		200,000	4,665,000
Wastewater Operating	4,300,002		3,252,847	4,101,092
Wastewater Capital Renewal	939,250		318,770	1,913,250
Wastewater Expansion	21,866,468		5,365,098	16,561,068
Solid Waste	3,696,301		3,274,187	3,435,528
Airport	2,736,660	(112,904)	1,473,015	2,166,110
Airport Capital Projects				350,000
Stormwater	1,484,777	(142,358)	404,277	1,877,500
Total Enterprise Funds	\$ 54,370,524	\$ (268,018)	\$ 27,767,500	\$ 54,736,939
INTERNAL SERVICE FUNDS				
Dispatch Center	\$ 2,092,948	\$	1,457,757	1,884,152
Fleet Services	1,754,377	(73,030)	1,501,640	1,753,399
Building Maintenance	1,215,181		1,011,597	1,228,827
Insurance Services	1,020,300		855,000	900,000
Information Technology	1,431,764		1,293,840	1,506,568
Benefits Reserve	6,278,862		5,126,694	5,480,361
Total Internal Service Funds	\$ 13,793,432	\$ (73,030)	\$ 11,246,528	\$ 12,753,307
TOTAL ALL FUNDS	\$ 214,089,674	\$	\$ 83,781,306	\$ 222,754,251

* 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.

STATE EXPENDITURE FORMS

Schedule F
CITY OF KINGMAN
Expenditures/Expenses by Department
Fiscal Year 2021

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2020	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2020	ACTUAL EXPENDITURES/ EXPENSES* 2020	BUDGETED EXPENDITURES/ EXPENSES 2021
Office of the Mayor and Council				
General Fund	\$ 224,150	\$ (700)	\$ 166,676	\$ 233,823
Department Total	\$ 224,150	\$ (700)	\$ 166,676	\$ 233,823
City Attorney				
General Fund	\$ 1,048,677	\$	\$ 865,521	\$ 946,715
Grants/Victim's Rights	7,000	\$	7,010	7,010
Department Total	\$ 1,055,677	\$	\$ 872,531	\$ 953,725
Magistrate				
General Fund	\$ 1,470,608	\$	\$ 1,334,069	\$ 1,344,549
Court Special Revenue Funds	312,138	\$	12,643	332,774
Department Total	\$ 1,782,746	\$	\$ 1,346,712	\$ 1,677,323
City Manager				
General Fund	\$ 435,054	\$	\$ 403,875	\$ 423,845
Department Total	\$ 435,054	\$	\$ 403,875	\$ 423,845
Economic Development				
General Fund	\$	\$	\$	\$
Economic Development	740,471	(7,645)	654,978	803,486
Planning and Zoning	419,247	(234,820)	153,595	
Grants				
Airport	2,710,000	112,904	455,861	6,971,104
Powerhouse Fund	1,102,207	\$	874,294	1,045,342
Airport Fund	2,736,660	(112,904)	1,473,015	2,166,110
Airport Capital Projects	\$	\$	\$	350,000
Department Total	\$ 7,708,585	\$ (242,465)	\$ 3,611,743	\$ 11,336,042
City Clerk				
General Fund	\$ 360,115	\$ 700	\$ 326,034	\$ 300,420
Department Total	\$ 360,115	\$ 700	\$ 326,034	\$ 300,420
Human Resources				
General Fund	\$ 728,948	\$	\$ 650,863	\$ 564,088
Insurance Services	1,020,300	\$	855,000	900,000
Benefits Reserve	\$ 6,278,862	\$	\$ 5,126,694	\$ 5,480,361
Department Total	\$ 8,028,110	\$	\$ 6,632,557	\$ 6,944,449
Risk Management				
General Fund	\$ 223,905	\$	\$ 186,641	\$ 237,421
Department Total	\$ 223,905	\$	\$ 186,641	\$ 237,421
Police				
General Fund	\$ 12,958,883	\$	\$ 12,192,425	\$ 10,970,771
Grants	\$ 5,443,714	\$	\$ 3,084,268	\$ 9,844,465
Department Total	\$ 18,402,597	\$	\$ 15,276,693	\$ 20,815,236

STATE EXPENDITURE FORMS

Schedule F (cont.)

CITY OF KINGMAN
Expenditures/Expenses by Department
Fiscal Year 2021

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2020	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2020	ACTUAL EXPENDITURES/ EXPENSES* 2020	BUDGETED EXPENDITURES/ EXPENSES 2021
Fire				
General Fund	\$	\$	\$	\$
Fire	8,687,836	(13,514)	8,723,111	7,507,922
Fire Stations	120,500		108,550	92,000
Community Development		976,276	697,683	1,410,866
Building and Life Safety	1,189,732	(733,811)	489,092	
Dispatch Center	2,092,948		1,457,757	1,884,152
Grants	1,780,161	13,514	268,266	943,000
Department Total	\$ 13,871,177	\$ 242,465	\$ 11,744,459	\$ 11,837,940
Finance				
General Fund	\$ 1,162,600	\$	\$ 1,046,356	\$ 1,176,037
Water Operating	\$ 868,294	\$	\$ 837,456	\$ 937,786
Department Total	\$ 2,030,894	\$	\$ 1,883,812	\$ 2,113,823
Parks and Recreation				
General Fund	\$	\$	\$	\$
Parks	2,186,219		1,911,373	2,024,797
Recreation	632,162		497,388	576,869
Pools	465,609		383,733	422,791
Golf	1,482,368		1,262,256	1,342,665
Department Total	\$ 4,766,358	\$	\$ 4,054,750	\$ 4,367,122
Engineering				
Water Operating	\$ 2,076,862	\$ (9,000)	\$ 1,939,500	\$ 1,963,662
Department Total	\$ 2,076,862	\$ (9,000)	\$ 1,939,500	\$ 1,963,662
Information Technology				
Information Technology	\$ 1,431,764	\$	\$ 1,293,840	\$ 1,506,568
Grants/Misc	\$	\$	\$ 2,239	\$ 6,533
Department Total	\$ 1,431,764	\$	\$ 1,296,079	\$ 1,513,101
Contingency Reserve				
General Fund	\$ 1,000,000	\$	\$	\$ 2,550,000
Department Total	\$ 1,000,000	\$	\$	\$ 2,550,000

STATE EXPENDITURE FORMS

Schedule F (cont.)

CITY OF KINGMAN
Expenditures/Expenses by Department
Fiscal Year 2021

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2020	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2020	ACTUAL EXPENDITURES/ EXPENSES* 2020	BUDGETED EXPENDITURES/ EXPENSES 2021
Public Works				
Highway User's Rev Fund	\$ 5,165,534	\$	\$ 3,500,244	\$ 4,928,547
Transit System Fund	\$ 1,078,759	\$	\$ 906,377	\$ 936,950
Grants/Misc	\$ 4,719,770	\$ 155,114	\$ 1,318,766	\$ 6,909,361
Water Operating	\$ 6,161,910	\$	\$ 5,058,792	\$ 5,997,443
Water Capital Renewal	\$ 3,110,000	\$	\$ 2,657,357	\$ 5,920,000
Water Expansion	\$ 3,880,000	\$ (3,756)	\$ 2,986,200	\$ 4,848,500
Colorado River Water Fund	\$ 3,250,000	\$	\$ 200,000	\$ 4,665,000
Wastewater Operating	\$ 4,300,002	\$	\$ 3,252,847	\$ 4,101,092
Wastewater Capital Renewal	\$ 939,250	\$	\$ 318,770	\$ 1,913,250
Wastewater Expansion	\$ 21,866,468	\$	\$ 5,365,098	\$ 16,561,068
Solid Waste	\$ 3,696,301	\$	\$ 3,274,187	\$ 3,435,528
Fleet Services	\$ 1,754,377	\$ (73,030)	\$ 1,501,640	\$ 1,753,399
Building Maintenance	\$ 1,215,181	\$	\$ 1,011,597	\$ 1,228,827
Stormwater	\$ 1,484,777	\$ (142,358)	\$ 404,277	\$ 1,877,500
Department Total	\$ 62,622,329	\$ (64,030)	\$ 31,756,152	\$ 65,076,465
Debt Service				
Improvement District Debt	\$ 446,265	\$	\$ 435,591	\$ 873,929
Department Total	\$ 446,265	\$	\$ 435,591	\$ 873,929
Capital Projects				
Capital Projects	\$ 4,026,621	\$ 73,030	\$ 1,635,057	\$ 4,824,372
Small Improvement District				350,000
Improvement Dist Repmt				81,594
I-11 East Kingman Connection	\$ 53,596,465	\$	\$ 212,444	\$ 54,279,959
Dross Site Clean-Up	30,000,000			30,000,000
Department Total	\$ 87,623,086	\$ 73,030	\$ 1,847,501	\$ 89,535,925
Total All Funds	\$ 214,089,674	\$	\$ 83,781,306	\$ 222,754,251

* 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.

STATE EXPENDITURE FORMS

Schedule G

CITY OF KINGMAN
Full-Time Employees and Personnel Compensation
Fiscal Year 2021

FUND	Full-Time Equivalent (FTE)	Employee Salaries and Hourly Costs	Retirement Costs	Healthcare Costs	Other Benefit Costs	Total Estimated Personnel Compensation
	2021	2021	2021	2021	2021	2021
GENERAL FUND	233	\$ 12,958,436	\$ 4,771,217	\$ 2,548,634	\$ 1,186,398	\$ 21,464,685
SPECIAL REVENUE FUNDS						
Highway User's Rev Fund	20	\$ 1,009,358	\$ 123,343	\$ 216,722	\$ 134,279	\$ 1,483,702
Transit System Fund	11	461,704	56,420	85,597	59,892	663,613
Powerhouse	3	244,565	19,840	30,342	19,408	314,155
Total Special Revenue Funds	34	\$ 1,715,627	\$ 199,603	\$ 332,661	\$ 213,579	\$ 2,461,470
ENTERPRISE FUNDS						
Water Operating	55	\$ 2,761,769	\$ 335,957	\$ 628,830	\$ 291,958	\$ 4,018,514
Wastewater Operating	15	936,737	114,467	189,555	117,829	1,358,588
Solid Waste	17	703,498	85,963	170,350	102,218	1,062,029
Airport	6	300,419	36,711	46,062	27,381	410,573
Total Enterprise Funds	78	\$ 3,765,686	\$ 458,631	\$ 845,242	\$ 421,557	\$ 6,849,704
INTERNAL SERVICE FUND						
Dispatch Center	16	\$ 830,801	\$ 101,527	\$ 160,454	\$ 65,937	\$ 1,158,719
Fleet Services	7	327,908	40,070	90,939	34,483	493,400
Building Maintenance	7	296,570	33,797	90,939	35,464	456,770
Information Technology	7	455,657	55,680	86,377	36,161	633,875
Total Internal Service Fund	37	\$ 1,910,936	\$ 231,074	\$ 428,709	\$ 172,045	\$ 2,742,764
TOTAL ALL FUNDS	382	\$ 20,350,685	\$ 5,660,525	\$ 4,155,246	\$ 1,993,579	\$ 33,518,623