

Monthly Financial Report

**Fiscal Year to Date as
of June 30, 2021**

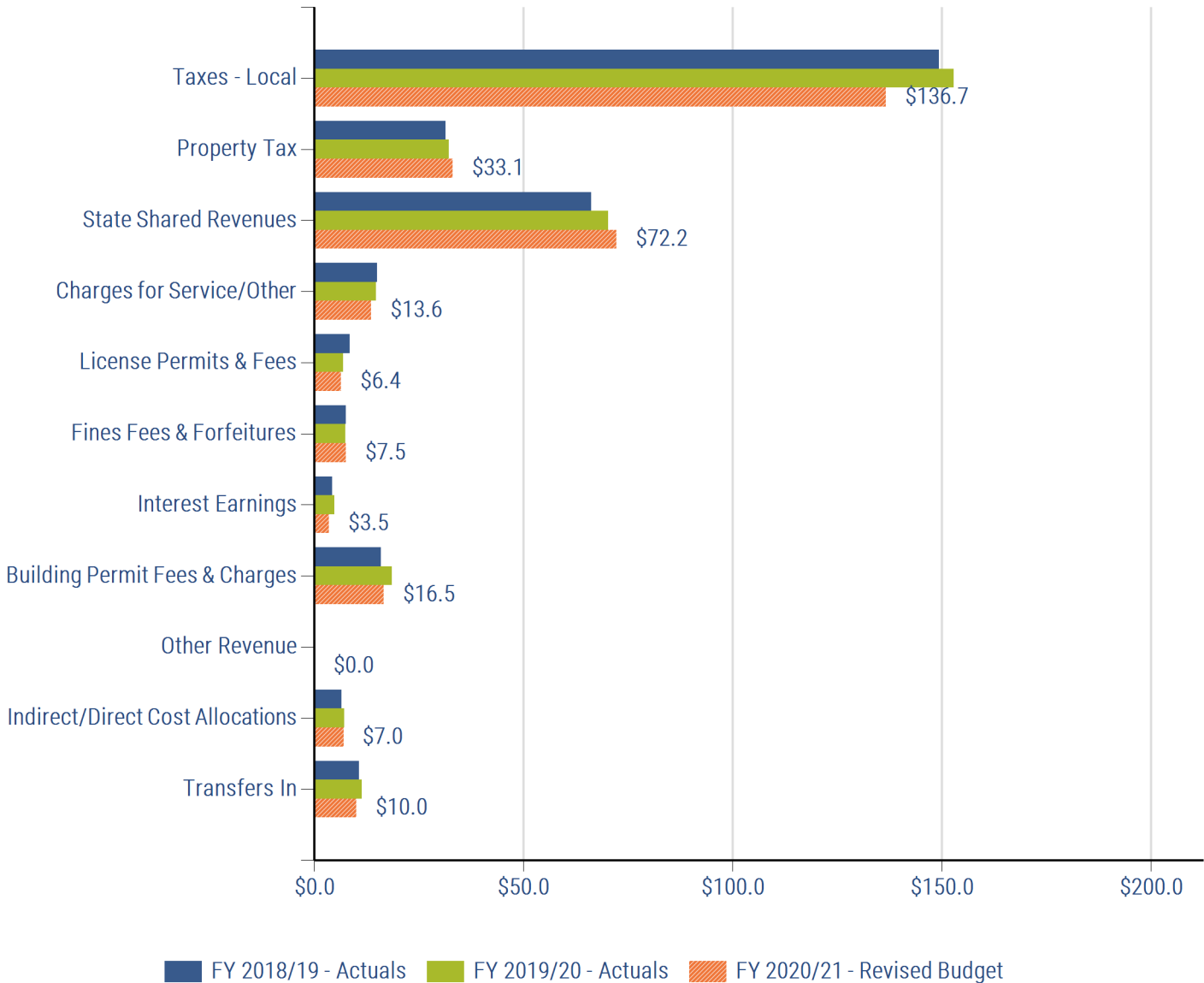
Report to the City Council
Prepared by the City Treasurer
January 11, 2022



Sources

General Fund

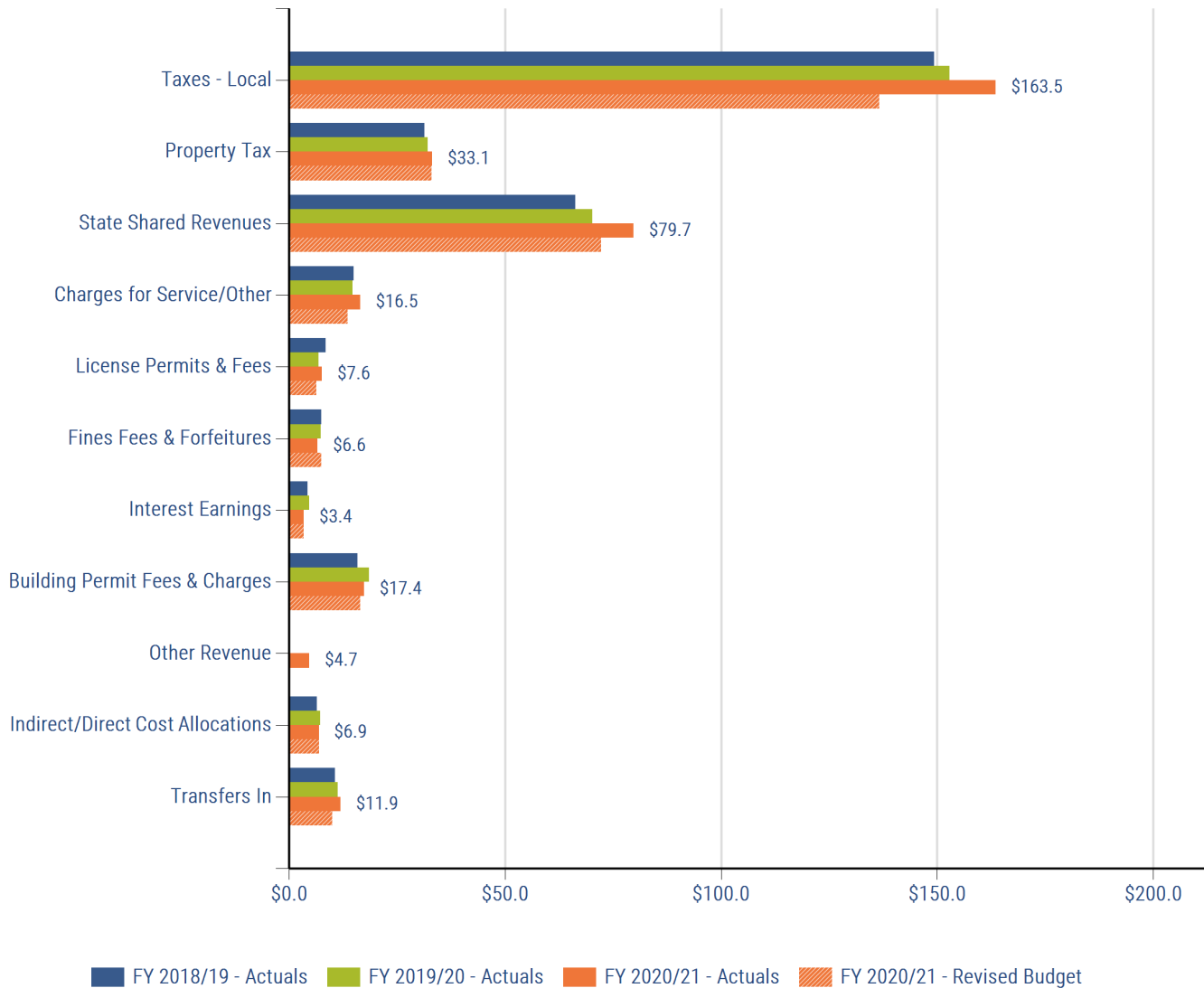
Twelve Months: Fiscal Year



	FY 2018/19 <u>Actuals</u>	FY 2019/20 <u>Actuals</u>	FY 2020/21 <u>Revised Budget</u>
Taxes - Local	\$149.3	\$152.8	\$136.7
Property Tax	31.4	32.2	33.1
State Shared Revenues	66.2	70.2	72.2
Charges for Service/Other	14.9	14.7	13.6
License Permits & Fees	8.5	6.9	6.4
Fines Fees & Forfeitures	7.5	7.3	7.5
Interest Earnings	4.3	4.7	3.5
Building Permit Fees & Charges	15.9	18.5	16.5
Other Revenue	-	-	-
Indirect/Direct Cost Allocations	6.5	7.2	7.0
Transfers In	10.7	11.3	10.0
Total Sources	\$315.2	\$326.0	\$306.4



Sources (Fiscal Year to Date: June 2021)

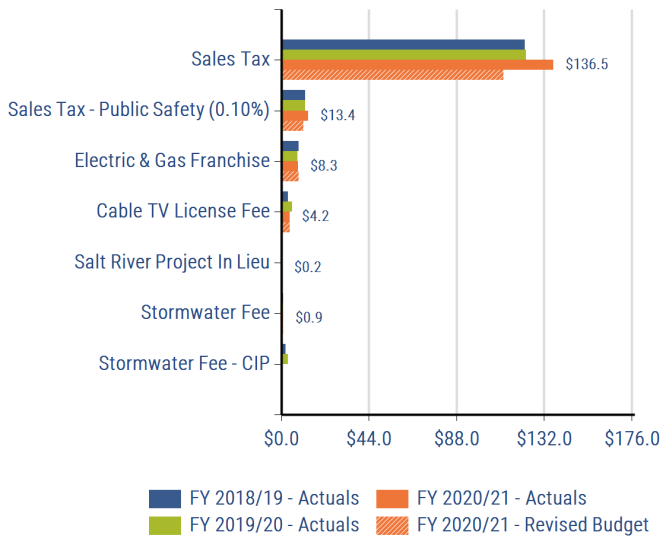


	FY 2018/19 Actuals	FY 2019/20 Actuals	FY 2020/21 Actuals	FY 2020/21 Revised Budget	Actual vs. Budget Favorable / (Unfavorable) Amount	Percent
Taxes - Local	\$149.3	\$152.8	\$163.5	\$136.7	\$26.9	20%
Property Tax	31.4	32.2	33.1	33.1	0.1	0%
State Shared Revenues	66.2	70.2	79.7	72.2	7.5	10%
Charges for Service/Other	14.9	14.7	16.5	13.6	3.0	22%
License Permits & Fees	8.5	6.9	7.6	6.4	1.2	19%
Fines Fees & Forfeitures	7.5	7.3	6.6	7.5	(0.9)	(12%)
Interest Earnings	4.3	4.7	3.4	3.5	(0.1)	(2%)
Building Permit Fees & Charges	15.9	18.5	17.4	16.5	0.9	5%
Other Revenue*	-	-	4.7	-	4.7	n/a
Indirect/Direct Cost Allocations	6.5	7.2	6.9	7.0	-	-
Transfers In	10.7	11.3	11.9	10.0	1.9	19%
Total Sources	\$315.2	\$326.0	\$351.5	\$306.4	\$45.1	15%

*Restated to include \$4.7 million for a required accounting change related to subscription based information technology arrangements. There was an equal expense already reported in the uses section for FY 2020/21. Therefore, the accounting change resulted in a net \$0 impact to the General Fund.



Taxes - Local (Fiscal Year to Date: June 2021)

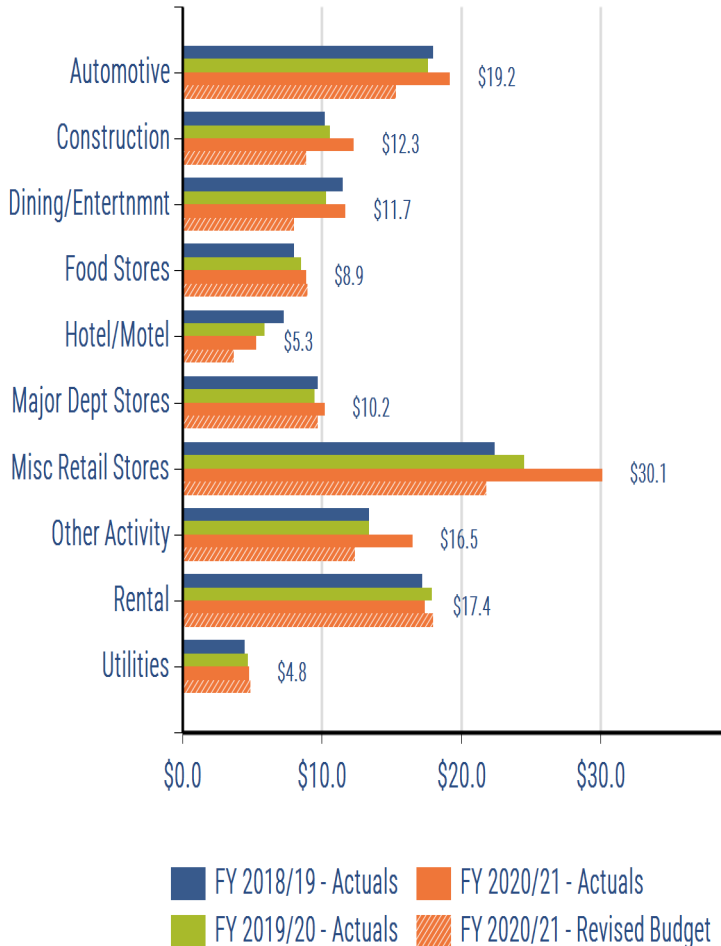


Actual to Revised Budget variance of \$26.9 million or 20%:
 The favorable variance is primarily due to Sales Tax. See detailed Sales Tax information on page 5. Electric & Gas Franchise is unfavorable due to the APS quarterly franchise payment coming in lower than expected largely due to the Tax Cuts and Jobs Act of 2017

	FY 2018/19 Actuals	FY 2019/20 Actuals	FY 2020/21 Actuals	FY 2020/21 Revised Budget	Actual vs. Budget Favorable / (Unfavorable) Amount	Percent
Sales Tax	\$122.2	\$122.9	\$136.5	\$111.7	\$24.9	22%
Sales Tax - Public Safety (0.10%)	12.0	12.1	13.4	11.0	2.4	22%
Electric & Gas Franchise	8.6	8.0	8.3	8.7	(0.4)	(5%)
Cable TV License Fee	3.3	5.4	4.2	4.2	-	-
Salt River Project In Lieu	0.2	0.2	0.2	0.2	-	-
Stormwater Fee	0.9	0.9	0.9	0.9	-	-
Stormwater Fee - CIP	2.2	3.2	-	-	-	-
Taxes - Local Total	\$149.3	\$152.8	\$163.5	\$136.7	\$26.9	20%



Sales Tax (Fiscal Year to Date: June 2021)



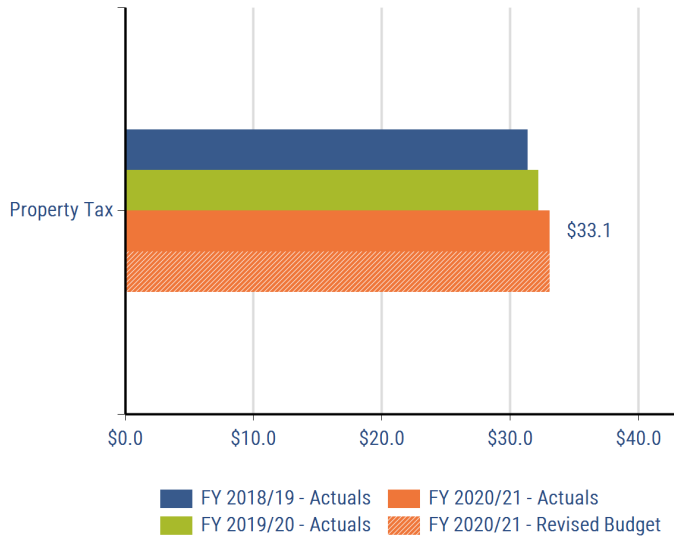
Actual to Revised Budget variance of \$24.9 million or 22%:
 The favorable variance is the result of the following: 1) Automotive – car dealers did better than expected; 2) Construction – unanticipated increases in construction and speculative sale activity; 3) Dining/Entertainment – restaurants did better than anticipated even with their reduced capacity as a result of the COVID-19 pandemic; 4) Hotel/Motel - hotels did better than anticipated despite less people traveling, an increase in bookings with short term vacation rental properties and a new hotel opening; 5) Misc Retail Stores - increased software sales, some stores performed better than expected and additional revenue from online marketplace facilitators and remote sellers and; 6) Other Activity – increase in taxable sales from computer software and hardware wholesalers and manufacturers.

	FY 2018/19 Actuals	FY 2019/20 Actuals	FY 2020/21 Actuals	FY 2020/21 Revised Budget	Actual vs. Budget Favorable / (Unfavorable)	
					Amount	Percent
Automotive	\$18.0	\$17.6	\$19.2	\$15.3	\$3.9	25%
Construction	10.2	10.6	12.3	8.9	3.4	38%
Dining/Entertainment	11.5	10.3	11.7	8.0	3.7	47%
Food Stores	8.0	8.5	8.9	9.0	(0.1)	(1%)
Hotel/Motel	7.3	5.9	5.3	3.7	1.7	46%
Major Dept Stores	9.7	9.5	10.2	9.7	0.6	6%
Misc Retail Stores	22.4	24.5	30.1	21.8	8.3	38%
Other Activity	13.4	13.4	16.5	12.4	4.1	33%
Rental	17.2	17.9	17.4	18.0	(0.6)	(3%)
Utilities	4.5	4.7	4.8	4.9	(0.1)	(3%)
Sales Tax Total	\$122.2	\$122.9	\$136.5	\$111.7	\$24.9	22%



Property Tax (Fiscal Year to Date: June 2021)

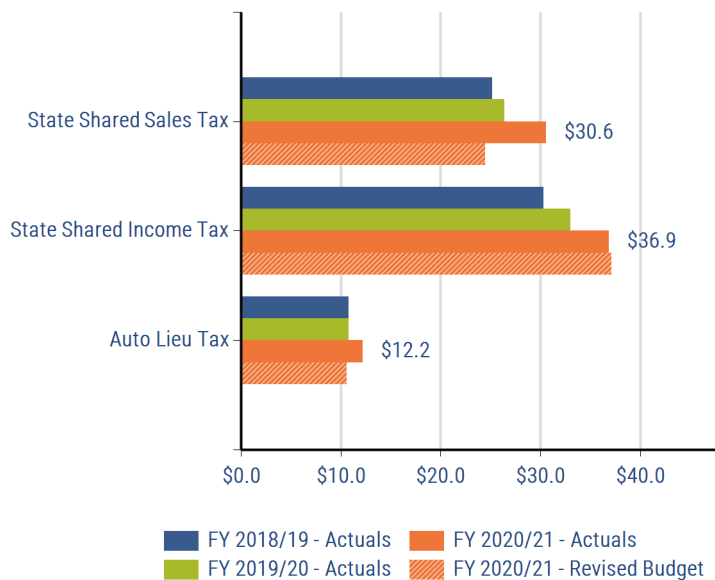
Actual to Revised Budget variance of \$0.1 million or 0%:
No explanation necessary.



	FY 2018/19 Actuals	FY 2019/20 Actuals	FY 2020/21 Actuals	FY 2020/21 Revised Budget	Actual vs. Budget Favorable / (Unfavorable) Amount	Percent
Property Tax	\$31.4	\$32.2	\$33.1	\$33.1	\$0.1	0%
Property Tax Total	\$31.4	\$32.2	\$33.1	\$33.1	\$0.1	0%

State Shared Revenues (Fiscal Year to Date: June 2021)

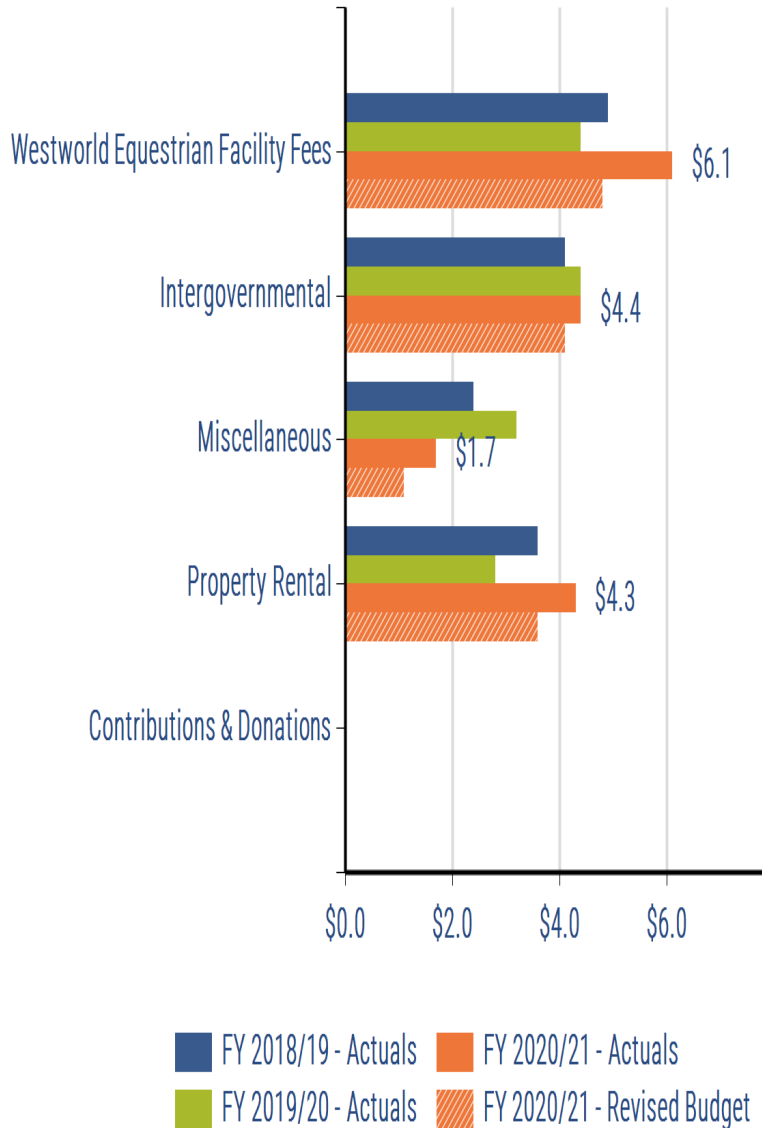
Actual to Revised Budget variance of \$7.5 million or 10%:
State Shared Sales Tax is favorable mainly due to more people venturing out of their houses due to the lifting of mask mandates and to satisfy a pent-up demand for goods and services and Scottsdale continuing to see the effects of the 2019 Wayfair Bill on online sales and higher overall online shopping than in previous years due to the pandemic. Auto Lieu Tax is favorable due to higher than expected vehicle sales as a result of aggressive promotions by auto dealers.



	FY 2018/19 Actuals	FY 2019/20 Actuals	FY 2020/21 Actuals	FY 2020/21 Revised Budget	Actual vs. Budget Favorable / (Unfavorable) Amount	Percent
State Shared Sales Tax	\$25.2	\$26.4	\$30.6	\$24.5	\$6.1	25%
State Shared Income Tax	30.3	33.0	36.9	37.1	(0.2)	(1%)
Auto Lieu Tax	10.8	10.8	12.2	10.6	1.7	16%
State Shared Revenues Total	\$66.2	\$70.2	\$79.7	\$72.2	\$7.5	10%



Charges for Service/Other (Fiscal Year to Date: June 2021)

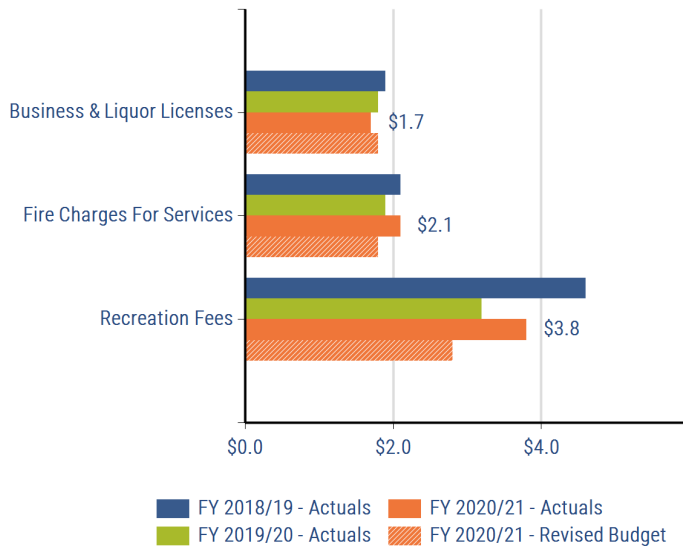


Actual to Revised Budget variance of \$3.0 million or 22%:
 Westworld Equestrian Facility Fees is favorable primarily due to hosting a much larger AZ Fall Championship (equestrian national show) at WestWorld since it absorbed the participants from another state’s event that was canceled, higher than anticipated feed and bedding sales, and to revenue from FY 2019/20 events received in FY 2020/21. Miscellaneous is favorable due to more Joint Terrorism Task Force (JTTF) hours worked and reimbursed than expected and providing security services for the vaccine POD at WestWorld which was reimbursed by the State of Arizona, and reimbursements for Public Safety – Fire from the state and Maricopa County for costs related to assistance the Division provided in response to fires around the state of Arizona. Property Rental is favorable due to greater than expected Cell Phone Tower and Outdoor Dining Lease license revenue, the receipt of the 4th Quarter FY 2019/20 Tournament Player’s Club (TPC) payment in FY 2020/21 and higher than expected revenue sharing due to increased use of the TPC facilities.

	FY 2018/19 Actuals	FY 2019/20 Actuals	FY 2020/21 Actuals	FY 2020/21 Revised Budget	Actual vs. Budget Favorable / (Unfavorable) Amount	Percent
Westworld Equestrian Facility Fees	\$4.9	\$4.4	\$6.1	\$4.8	\$1.3	28%
Intergovernmental	4.1	4.4	4.4	4.1	0.3	7%
Miscellaneous	2.4	3.2	1.7	1.1	0.6	58%
Property Rental	3.6	2.8	4.3	3.6	0.7	20%
Contributions & Donations	-	-	-	-	-	-
Charges for Service/Other Total	\$14.9	\$14.7	\$16.5	\$13.6	\$3.0	22%



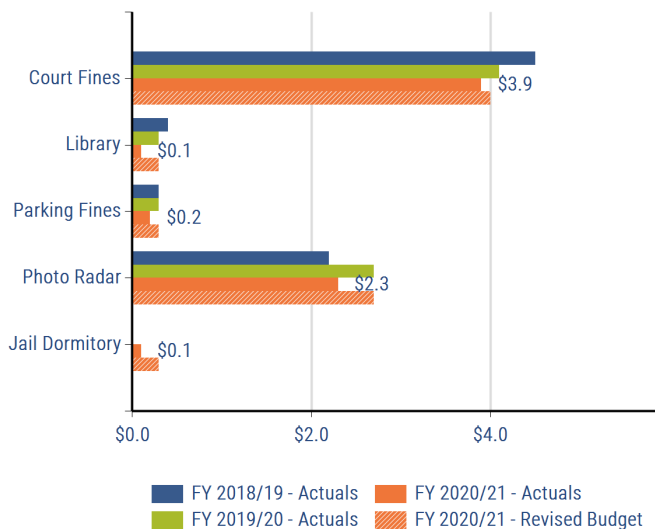
License Permits & Fees (Fiscal Year to Date: June 2021)



Actual to Revised Budget variance of \$1.2 million or 19%: Recreation Fees is favorable due to: 1) the difficulty of accurately predicting how the occupancy status of recreation facilities would be affected by COVID-19; 2) a greater number of lessons offered and pool “drop-in” activity than anticipated at aquatic facilities; and 3) a higher than expected number of summer camp sessions offered including total registrations received for those sessions.

	FY 2018/19 Actuals	FY 2019/20 Actuals	FY 2020/21 Actuals	FY 2020/21 Revised Budget	Actual vs. Budget Favorable / (Unfavorable)	
					Amount	Percent
Business & Liquor Licenses	\$1.9	\$1.8	\$1.7	\$1.8	(\$0.1)	(7%)
Fire Charges For Services	2.1	1.9	2.1	1.8	0.3	18%
Recreation Fees	4.6	3.2	3.8	2.8	1.0	35%
License Permits & Fees Total	\$8.5	\$6.9	\$7.6	\$6.4	\$1.2	19%

Fines Fees & Forfeitures (Fiscal Year to Date: June 2021)



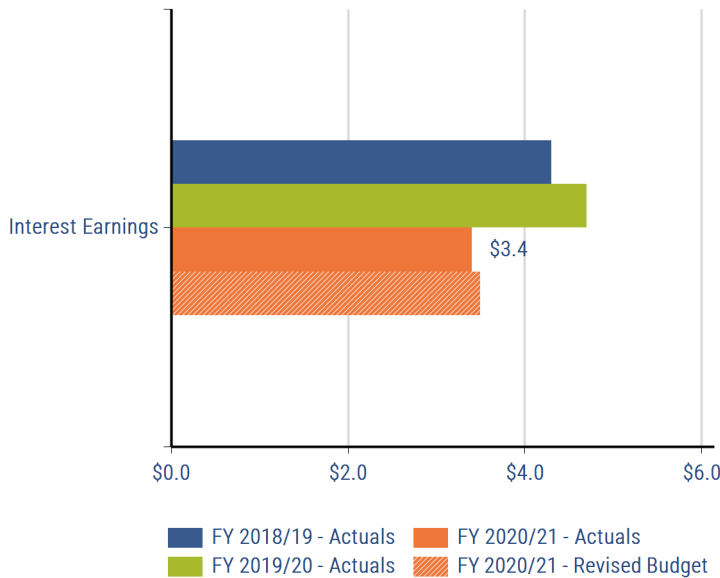
Actual to Revised Budget variance of (\$0.9) million or (12%): Library is unfavorable due to limited operating hours and closures of the city’s libraries. Photo Radar is unfavorable due to less people out on the roads and others delaying or failing to make payments related to fines. Jail Dormitory is unfavorable due to fewer offenders being housed in the jail due to COVID-19 concerns.

	FY 2018/19 Actuals	FY 2019/20 Actuals	FY 2020/21 Actuals	FY 2020/21 Revised Budget	Actual vs. Budget Favorable / (Unfavorable)	
					Amount	Percent
Court Fines	\$4.5	\$4.1	\$3.9	\$4.0	(\$0.1)	(3%)
Library	0.4	0.3	0.1	0.3	(0.2)	(64%)
Parking Fines	0.3	0.3	0.2	0.3	-	-
Photo Radar	2.2	2.7	2.3	2.7	(0.3)	(12%)
Jail Dormitory	-	-	0.1	0.3	(0.3)	(81%)
Fines Fees & Forfeitures Total	\$7.5	\$7.3	\$6.6	\$7.5	(\$0.9)	(12%)



Interest Earnings (Fiscal Year to Date: June 2021)

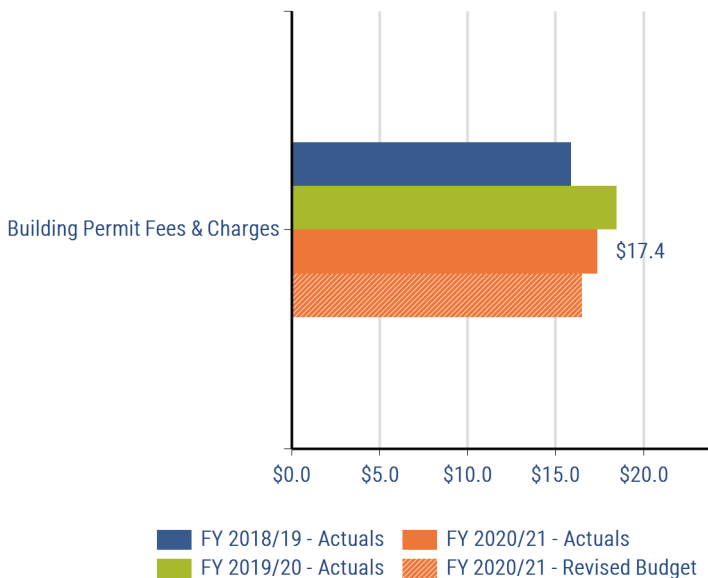
Actual to Revised Budget variance of (\$0.1) million or (2%):
No explanation necessary.



	FY 2018/19 Actuals	FY 2019/20 Actuals	FY 2020/21 Actuals	FY 2020/21 Revised Budget	Actual vs. Budget Favorable / (Unfavorable) Amount	Percent
Interest Earnings	\$4.3	\$4.7	\$3.4	\$3.5	(\$0.1)	(2%)
Interest Earnings Total	\$4.3	\$4.7	\$3.4	\$3.5	(\$0.1)	(2%)

Building Permit Fees & Charges (Fiscal Year to Date: June 2021)

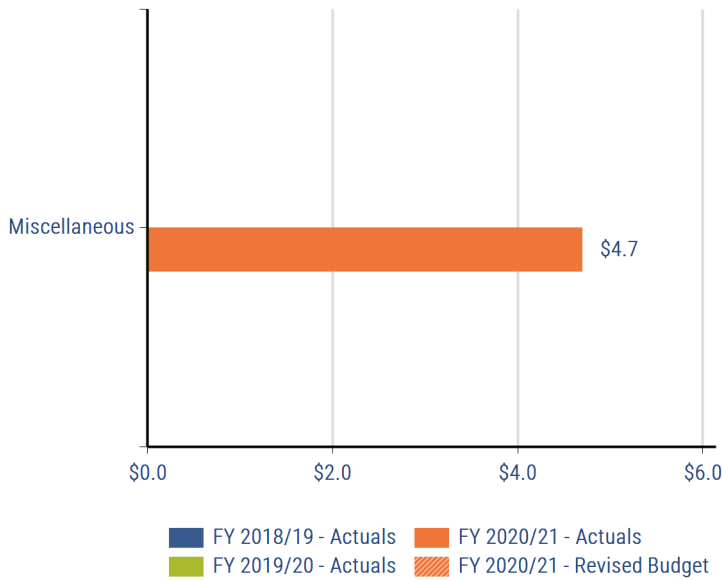
Actual to Revised Budget variance of \$0.9 million or 5%:
Favorable variance is mostly due to higher than anticipated development fee activity. The favorable variance would have been greater but is being partially offset by right-of-way fees and Development Application Fees collections being lower than anticipated.



	FY 2018/19 Actuals	FY 2019/20 Actuals	FY 2020/21 Actuals	FY 2020/21 Revised Budget	Actual vs. Budget Favorable / (Unfavorable) Amount	Percent
Building Permit Fees & Charges	\$15.9	\$18.5	\$17.4	\$16.5	\$0.9	5%
Building Permit Fees & Charges Total	\$15.9	\$18.5	\$17.4	\$16.5	\$0.9	5%



Other Revenue (Fiscal Year to Date: June 2021)



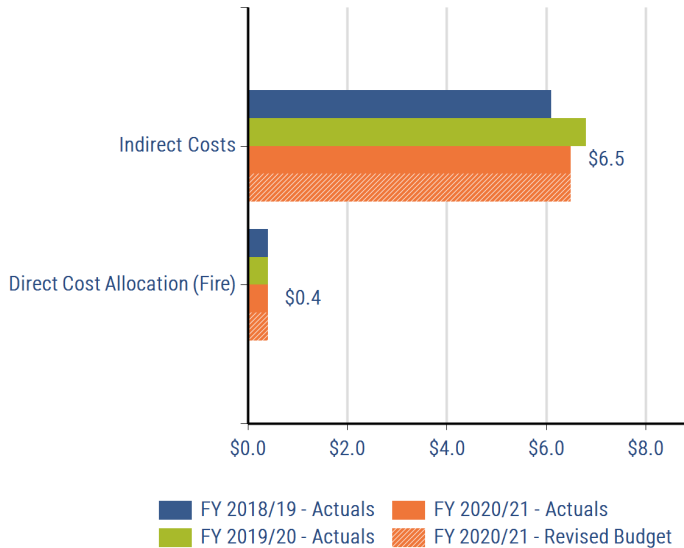
Actual to Revised Budget variance of \$4.7 million or n/a:
 The favorable variance of \$4.7 million is due to a required accounting change related to subscription based information technology arrangements. There was an equal expense already reported in the uses section for FY 2020/21. Therefore, the accounting change resulted in a net \$0 impact to the General Fund.

	<u>FY 2018/19</u> <u>Actuals</u>	<u>FY 2019/20</u> <u>Actuals</u>	<u>FY 2020/21</u> <u>Actuals</u>	<u>FY 2020/21</u> <u>Revised</u> <u>Budget</u>	<u>Actual vs. Budget</u> <u>Favorable / (Unfavorable)</u> <u>Amount</u>	<u>Percent</u>
Miscellaneous	\$ -	\$ -	\$4.7	\$ -	\$4.7	n/a
Other Revenue Total	\$0.0	\$0.0	\$4.7	\$0.0	\$4.7	n/a



Indirect/Direct Cost Allocations (Fiscal Year to Date: June 2021)

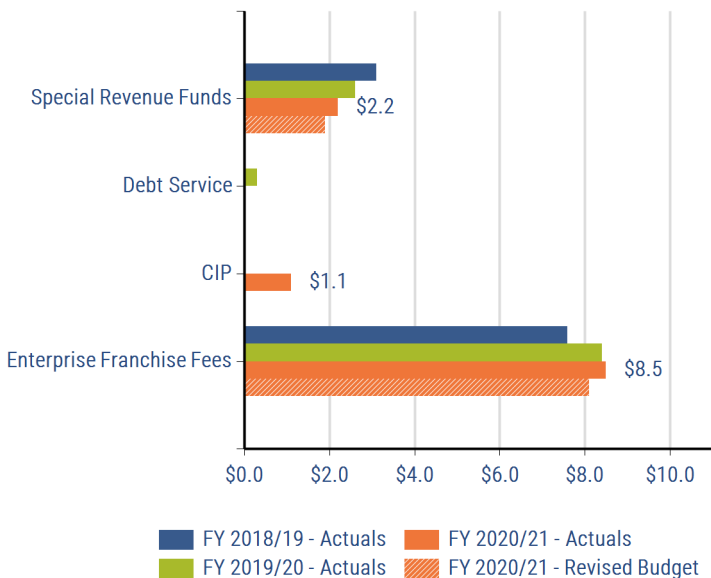
Actual to Revised Budget variance of \$0.0 million or 0%:
No explanation necessary.



	FY 2018/19 Actuals	FY 2019/20 Actuals	FY 2020/21 Actuals	FY 2020/21 Revised Budget	Actual vs. Budget Favorable / (Unfavorable) Amount	Percent
Indirect Costs	\$6.1	\$6.8	\$6.5	\$6.5	\$ -	-
Direct Cost Allocation (Fire)	0.4	0.4	0.4	0.4	(0.1)	(17%)
Indirect/Direct Cost Allocations Total	\$6.5	\$7.2	\$6.9	\$7.0	\$ -	-

Transfers In (Fiscal Year to Date: June 2021)

Actual to Revised Budget variance of \$1.9 million or 19%:
Special Revenue Funds is favorable due to higher than anticipated Tourism Development Funds – bed tax collections, which resulted in more of a transfer to the General Fund per Financial Policy No. 21A. CIP is favorable for a reimbursement from the Debt Service Fund for debt that should have been funded by CIP Stormwater Fees, and a reimbursement for excess permits, fees and Capital Project Expenses incurred by Southwest Gas as per the franchise fee agreement.



	FY 2018/19 Actuals	FY 2019/20 Actuals	FY 2020/21 Actuals	FY 2020/21 Revised Budget	Actual vs. Budget Favorable / (Unfavorable) Amount	Percent
Special Revenue Funds	\$3.1	\$2.6	\$2.2	\$1.9	\$0.3	16%
Debt Service	-	0.3	-	-	-	-
CIP	-	-	1.1	-	1.1	-
Enterprise Franchise Fees	7.6	8.4	8.5	8.1	0.4	5%
Transfers In Total	\$10.7	\$11.3	\$11.9	\$10.0	\$1.9	19%

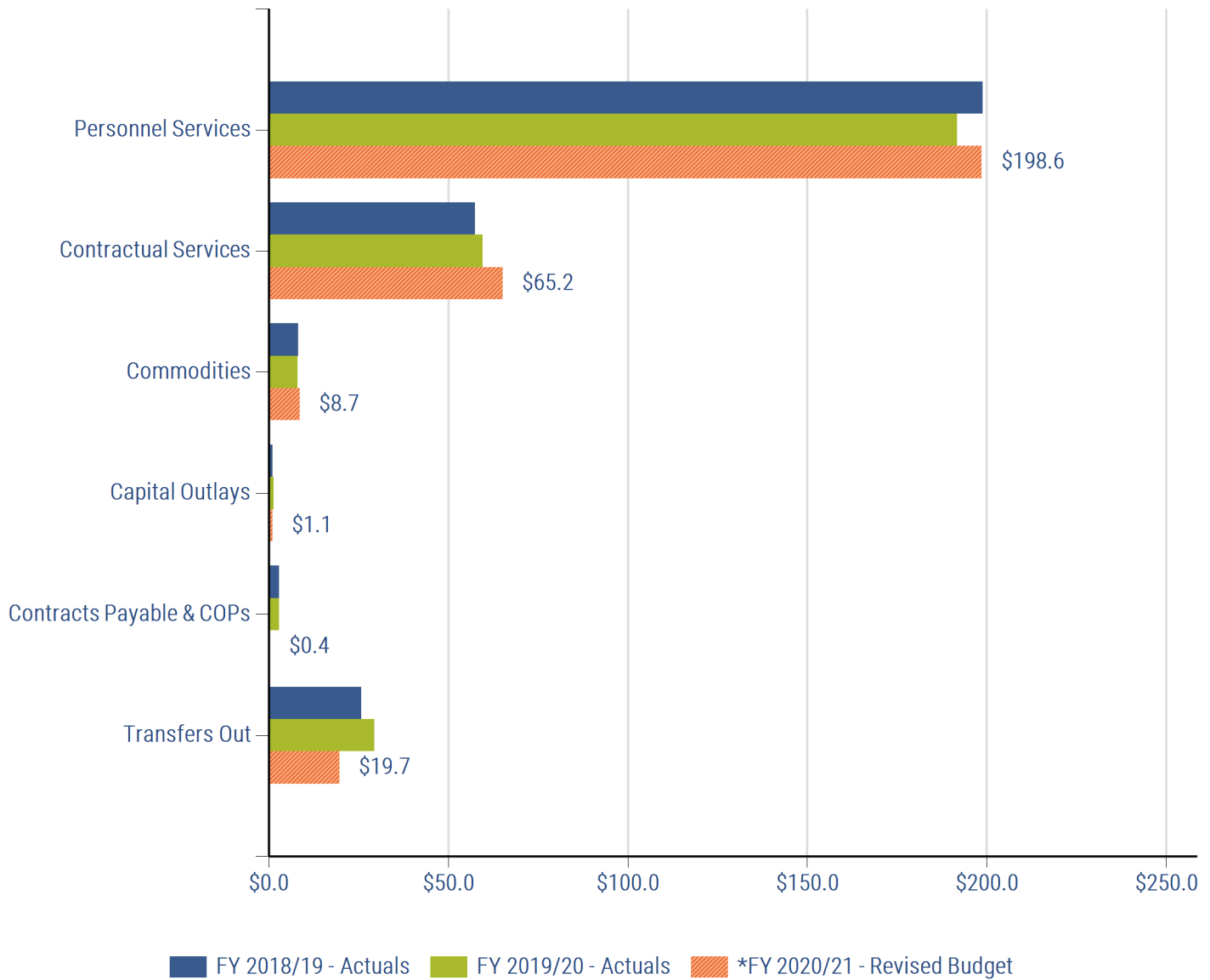
\$ in millions / rounding differences may occur



Uses

General Fund

Twelve Months: Fiscal Year

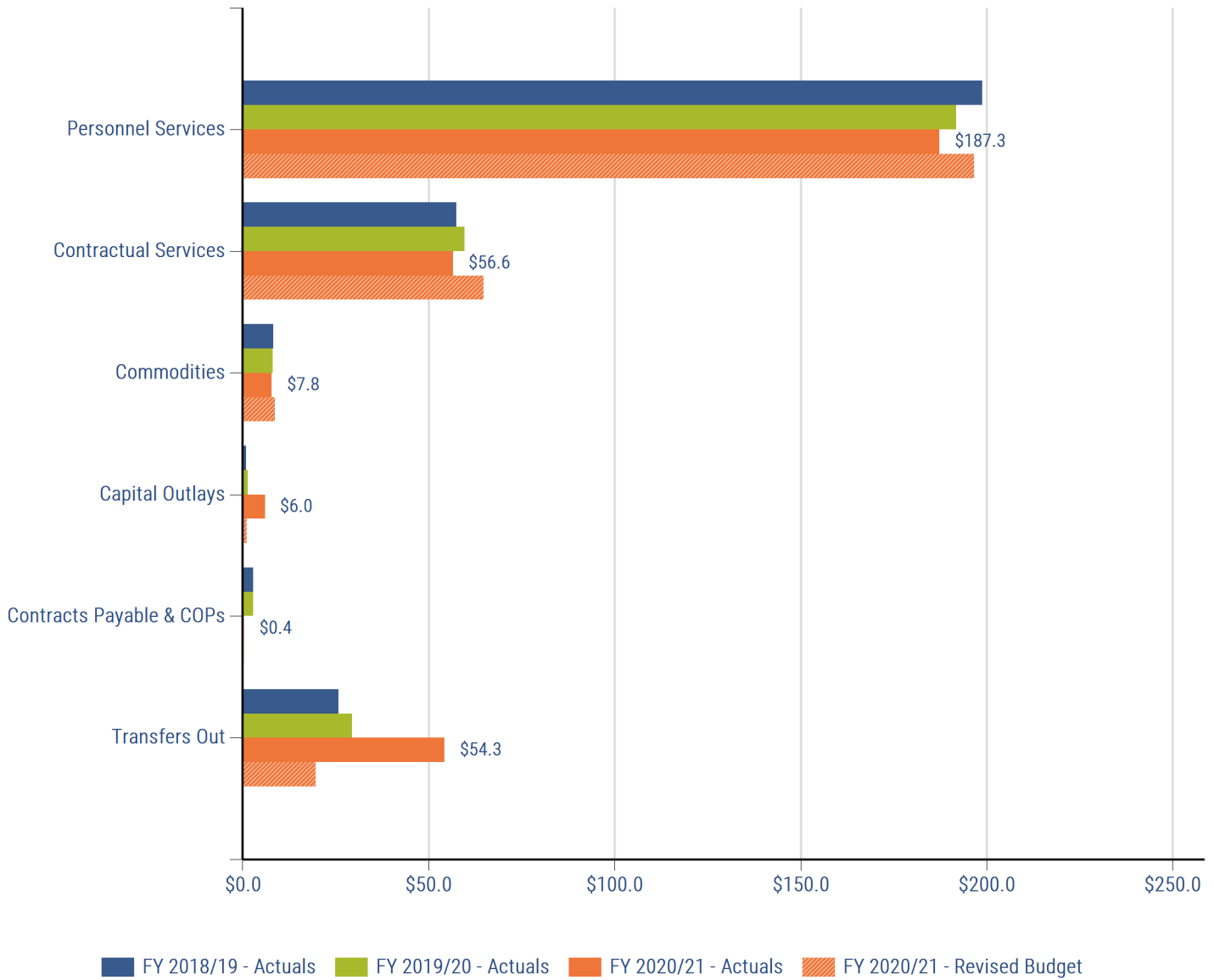


	FY 2018/19 <u>Actuals</u>	FY 2019/20 <u>Actuals</u>	FY 2020/21 <u>Revised Budget</u>
Personnel Services	\$198.9	\$191.8	\$198.6
Contractual Services	57.4	59.6	65.2
Commodities	8.3	8.1	8.7
Capital Outlays	1.0	1.5	1.1
Contracts Payable & COPs	2.9	2.9	0.4
Transfers Out	25.8	29.4	19.7
Total Uses	\$294.3	\$293.2	\$293.7

*Includes budgeted vacancy savings net of Leave Accrual Payouts, Utilities, Fleet Maintenance and Fuel costs.



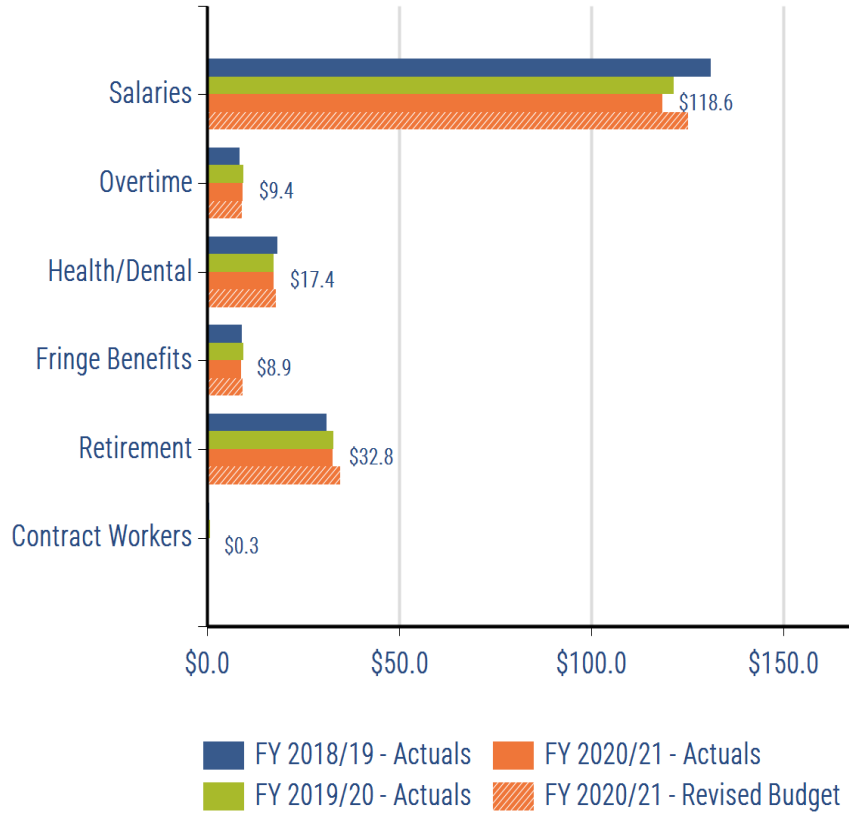
Uses (Fiscal Year to Date: June 2021)



	FY 2018/19 Actuals	FY 2019/20 Actuals	FY 2020/21 Actuals	FY 2020/21 Revised Budget	Actual vs. Budget Favorable / (Unfavorable) Amount	Percent
Personnel Services	\$198.9	\$191.8	\$187.3	\$196.7	\$9.4	5%
Contractual Services	57.4	59.6	56.6	64.8	8.2	13%
Commodities	8.3	8.1	7.8	8.7	0.9	10%
Capital Outlays	1.0	1.5	6.0	1.1	(4.9)	nm
Contracts Payable & COPs	2.9	2.9	0.4	0.4	-	-
Transfers Out	25.8	29.4	54.3	19.7	(34.6)	nm
Total Uses	\$294.3	\$293.2	\$312.5	\$291.4	(\$21.1)	(7%)



Personnel Services (Fiscal Year to Date: June 2021)



	FY 2018/19 Actuals	FY 2019/20 Actuals	FY 2020/21 Actuals	FY 2020/21 Revised Budget	Actual vs. Budget Favorable / (Unfavorable) Amount	Percent
Salaries	\$131.1	\$121.5	\$118.6	\$125.2	\$6.6	5%
Overtime	8.5	9.6	9.4	9.1	(0.3)	(4%)
Health/Dental	18.3	17.4	17.4	18.0	0.5	3%
Fringe Benefits	9.2	9.6	8.9	9.4	0.5	6%
Retirement	31.2	33.0	32.8	34.8	2.1	6%
Contract Workers	0.7	0.8	0.3	0.2	(0.1)	(50%)
Personnel Services Total	\$198.9	\$191.8	\$187.3	\$196.7	\$9.4	5%

Actual to Revised Budget variance of \$9.4 million or 5%: Salaries is favorable due to rank promotions with replacement employees coming in at a lower rate than the person who was promoted, vacant part time and pipeline positions, charging staff time to the Scottsdale AZCares Fund for COVID-related expenses as well as less than estimated use of other compensations such as specialty and translator pay for Public Safety – Fire. The favorable variance would have been greater but is being partially offset by the use of emergency sick leave due to the COVID-19 pandemic and higher than expected medical and vacation payouts. Retirement is favorable due to overall Public Safety Personnel Retirement System (PSPRS) and Arizona State Retirement System (ASRS) expenses being lower than estimated as a result of employees coming in at a lower rate than the person who was promoted or retired.



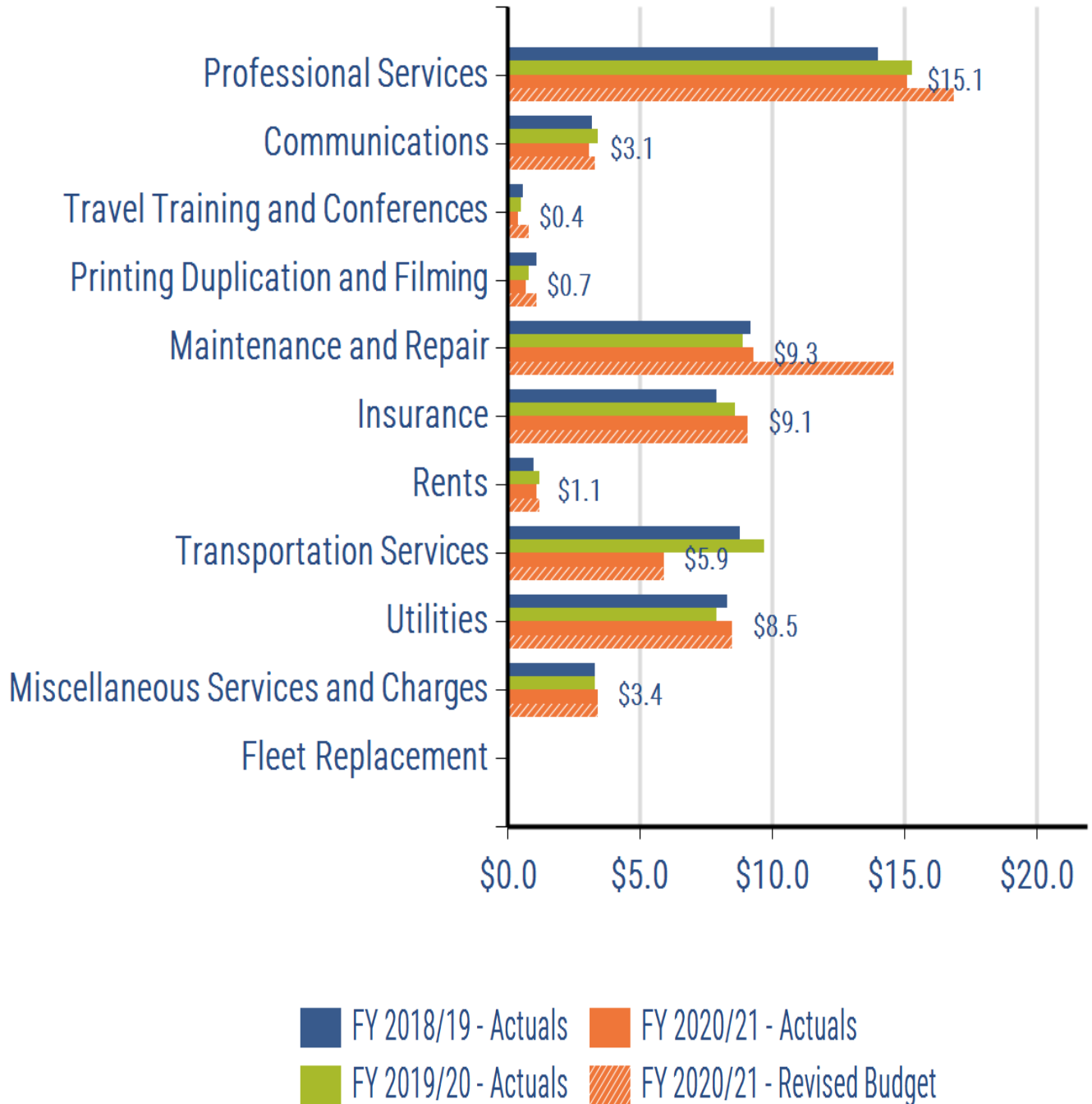
Personnel Services Citywide Adjustments

	FY 2020/21 Adopted Budget	FY 2020/21 Year-To-Date	
		Saved/(Used)	Remaining
Vacancy Savings	(4.0)	5.8	-
Medical Leave Payouts	1.2	(1.2)	-
Vacation Leave Payouts	0.7	(0.7)	-
PSPRS DROP Savings	-	0.2	-
Personnel Services Citywide Adjustments Total	(\$2.1)	\$4.1	-

Total Saved/(Used) YTD of \$4.1 million: The city achieved \$5.8 million in vacancy savings and \$0.2 million in PSPRS DROP savings offset by (\$1.9) million in vacation and medical leave payouts.



Contractual Services (Fiscal Year to Date: June 2021)





	FY 2018/19 Actuals	FY 2019/20 Actuals	FY 2020/21 Actuals	FY 2020/21 Revised Budget	Actual vs. Budget Favorable / (Unfavorable) Amount	Percent
Professional Services	\$14.0	\$15.3	\$15.1	\$16.9	\$1.7	10%
Communications	3.2	3.4	3.1	3.3	0.2	5%
Travel Training and Conferences	0.6	0.5	0.4	0.8	0.4	51%
Printing Duplication and Filming	1.1	0.8	0.7	1.1	0.3	33%
Maintenance and Repair	9.2	8.9	9.3	14.6	5.3	36%
Insurance	7.9	8.6	9.1	9.1	-	-
Rents	1.0	1.2	1.1	1.2	0.1	10%
Transportation Services	8.8	9.7	5.9	5.9	-	-
Utilities	8.3	7.9	8.5	8.5	-	-
Miscellaneous Services and Charges	3.3	3.3	3.4	3.4	0.1	2%
Fleet Replacement	-	-	-	-	-	-
Contractual Services Total	\$57.4	\$59.6	\$56.6	\$64.8	\$8.2	13%

Actual to Revised Budget variance of \$8.2 million or 13%: Professional Services is favorable primarily due to fewer offenders arrested and sent to Maricopa County Jail in an attempt to mitigate the spread of COVID-19, fewer successful dispositions from Photo Enforcement, the reclassification of expenses related to two fire stations and the Scottsdale Stadium from Contractual Services to Capital Outlays, and a mid-year vendor change in the downtown custodial contract. Travel Training and Conferences is favorable due to the virtualization or cancellation of conferences and trainings due to the COVID-19 pandemic. The favorable variance would have been greater but is being partially offset by the costs of tuition for required trainings – Technical Rescue Training, HAZMAT and ROHVA (off road vehicles) and tuition for academy recruits in Public Safety – Fire. Maintenance and Repair is favorable mainly due to an accounting methodology change. The expenditure portion for an adjustment was recorded in Capital Outlays, therefore creating a favorable variance in Contractual Services and an unfavorable variance in Capital Outlays. It is also due to: 1) the scaling down of projects in the Public Works Division due to material backorders, scheduling concerns and COVID project prioritization; 2) lower building maintenance costs due to scaled down events resulting in less usage and thus lower maintenance and custodial costs at locations such as the Tony Nelssen Equestrian Center (TNEC); and 3) savings on software and technology maintenance. The favorable variance would have been greater but is being partially offset by unexpected maintenance costs for Public Safety – Fire equipment, the timing of tree pruning and court resurfacing projects, and software purchases to assist with potential civil unrest situations.

Contractual Services Citywide Adjustments

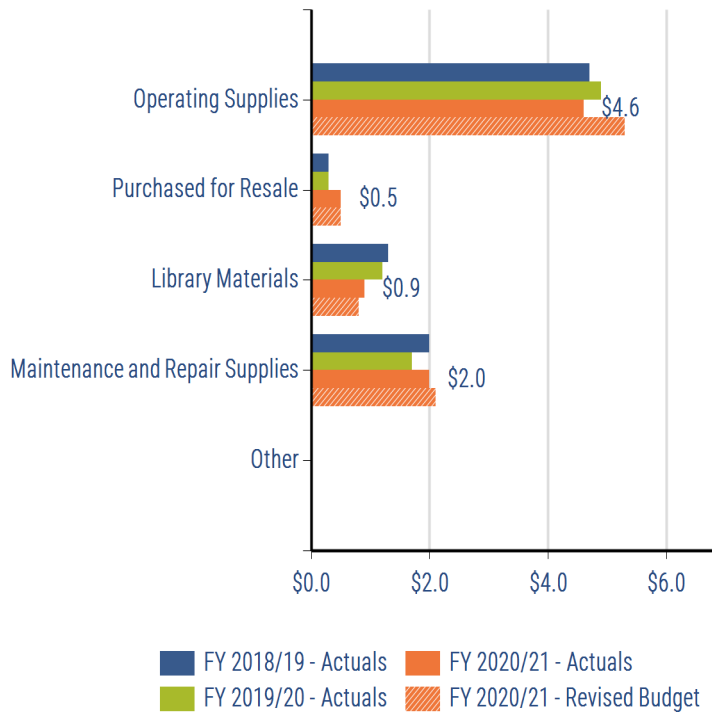
	FY 2020/21 Adopted Budget	FY 2020/21 Year-To-Date	
		Used	Remaining
Fleet Replacement	\$1.7	(\$1.7)	\$ -
Fuel and Maint and Repair	4.5	(4.2)	0.3
Utilities	8.6	(8.5)	0.1
Contractual Services Citywide Adjustments Total	\$14.8	(\$14.4)	\$0.4

Total Saved/(Used) YTD of (\$14.4) million: Fleet Replacement, Fuel and Maint and Repair, and Utilities are budgeted on a citywide, non-divisional level, which is a tool used by the Budget Department to more accurately track how expenses are occurring by each Division. Utilities ended the year close to the budgeted amount. Fuel ended favorably due to lower than anticipated prices. Maintenance and Repair ended unfavorably due to increased sublet repairs, higher than expected vehicle accidents and a larger than expected number of repairs to Solid Waste and Public Safety- Police vehicles.



Commodities (Fiscal Year to Date: June 2021)

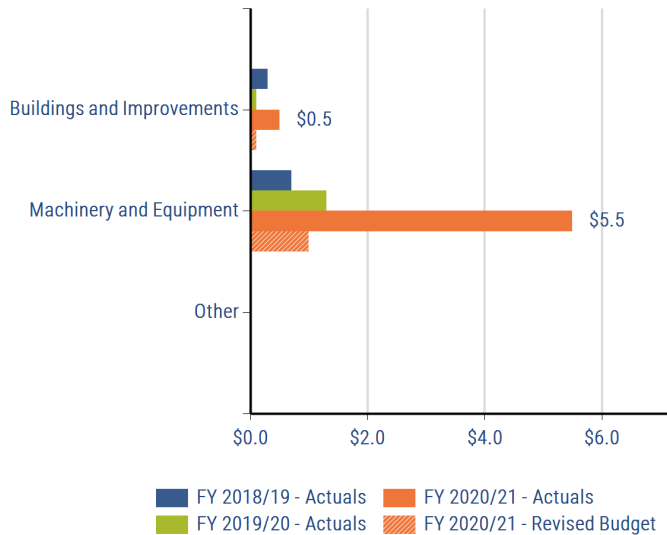
Actual to Revised Budget variance of \$0.9 million or 10%:
 Operating Supplies is favorable primarily due to savings in agriculture and horticulture supplies; a decreased need to purchase office, education, recreation, and other operating supplies; and the purchase of ammunition not received prior to fiscal year end.



	<u>FY 2018/19 Actuals</u>	<u>FY 2019/20 Actuals</u>	<u>FY 2020/21 Actuals</u>	<u>FY 2020/21 Revised Budget</u>	<u>Actual vs. Budget Favorable / (Unfavorable)</u>	
					<u>Amount</u>	<u>Percent</u>
Operating Supplies	\$4.7	\$4.9	\$4.6	\$5.3	\$0.7	14%
Purchased for Resale	0.3	0.3	0.5	0.5	-	-
Library Materials	1.3	1.2	0.9	0.8	-	-
Maintenance and Repair Supplies	2.0	1.7	2.0	2.1	0.2	8%
Other	-	-	-	-	-	-
Commodities Total	\$8.3	\$8.1	\$7.8	\$8.7	\$0.9	10%



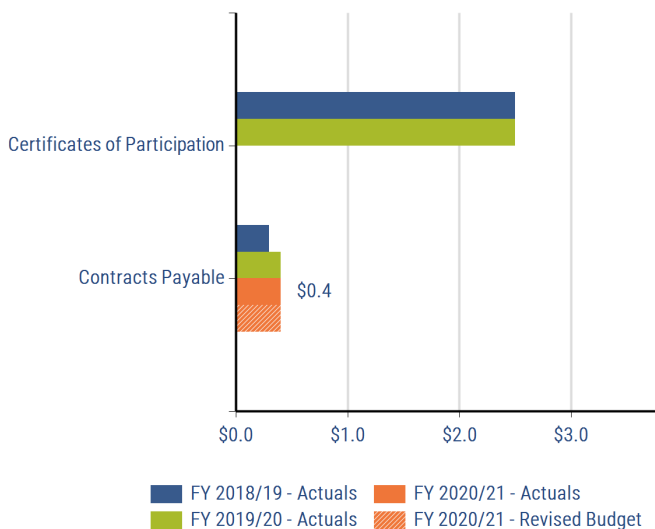
Capital Outlays (Fiscal Year to Date: June 2021)



Actual to Revised Budget variance of (\$4.9) million or 0%: Buildings and Improvements is unfavorable due to the reclassification of expenses related to two fire stations and the Scottsdale Stadium from Contractual Services to Capital Outlays. Machinery and Equipment is unfavorable due to an accounting methodology change. The expenditure portion for an adjustment was recorded in Capital Outlays, therefore creating a favorable variance in Contractual Services and an unfavorable variance in Capital Outlays. The unfavorable variance would have been greater but is being partially offset by leased vehicle expenses coming in lower than expected due to fewer vehicles being leased.

	FY 2018/19	FY 2019/20	FY 2020/21	FY 2020/21	Actual vs. Budget	
	Actuals	Actuals	Actuals	Revised Budget	Favorable / (Unfavorable) Amount	Percent
Buildings and Improvements	\$0.3	\$0.1	\$0.5	\$0.1	(\$0.3)	nm
Machinery and Equipment	0.7	1.3	5.5	1.0	(4.6)	nm
Other	-	-	-	-	-	-
Capital Outlays Total	\$1.0	\$1.5	\$6.0	\$1.1	(\$4.9)	nm

Contracts Payable & COPs (Fiscal Year to Date: June 2021)

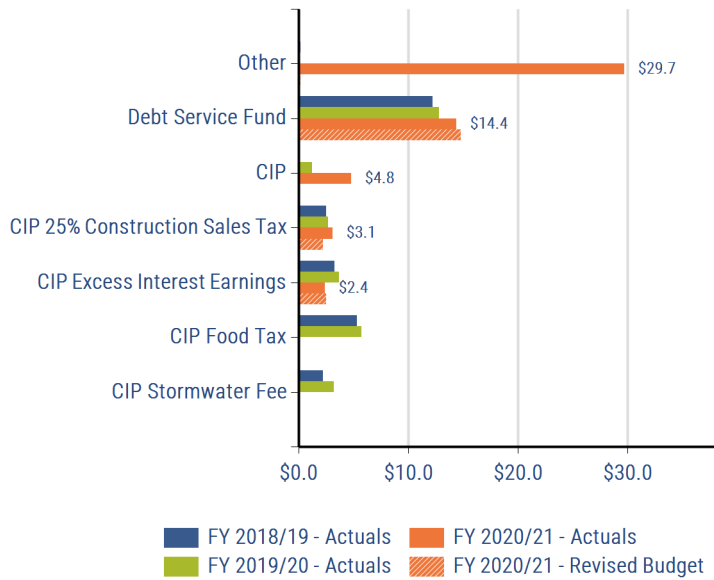


Actual to Revised Budget variance of \$0.0 million or 0%: No explanation necessary.

	FY 2018/19	FY 2019/20	FY 2020/21	FY 2020/21	Actual vs. Budget	
	Actuals	Actuals	Actuals	Revised Budget	Favorable / (Unfavorable) Amount	Percent
Certificates of Participation	\$2.5	\$2.5	\$ -	\$ -	\$ -	-
Contracts Payable	\$0.3	\$0.4	\$0.4	\$0.4	\$ -	-
Contracts Payable & COPs Total	\$2.9	\$2.9	\$0.4	\$0.4	\$ -	-



Transfers Out (Fiscal Year to Date: June 2021)

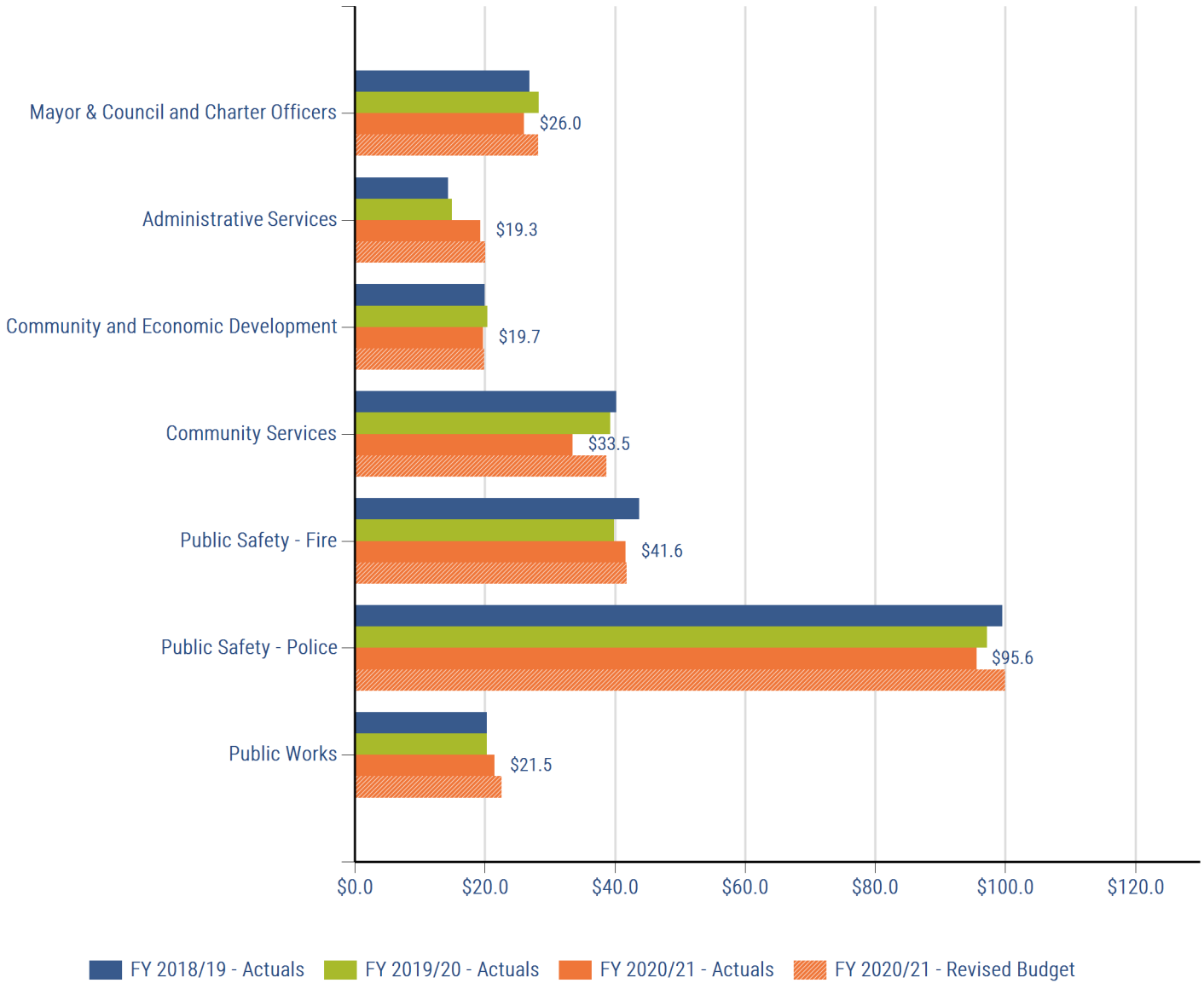


Actual to Revised Budget variance of (\$34.6) million or 0%: Other is unfavorable primarily due to the transfer of Scottsdale AZCares funding from the General Fund to the Special Programs Fund per City Council Resolution No. 11870. The unfavorable variance was partially offset by a smaller than expected subsidy transferred from the General Fund for healthcare costs for sworn Public Safety disabled retirees. CIP is unfavorable due to a transfer for the purchase of land from the Arizona State Land Department for the WestWorld Main Access and Master Plan project approved by City Council at the December 1st 2020 meeting. CIP 25% Construction Sales Tax is unfavorable due to higher-than-expected sales tax revenue, and thus more was transferred to the CIP.

	FY 2018/19 Actuals	FY 2019/20 Actuals	FY 2020/21 Actuals	FY 2020/21 Revised Budget	Actual vs. Budget Favorable / (Unfavorable)	
					Amount	Percent
Other	\$0.2	\$0.1	\$29.7	\$0.2	(\$29.5)	nm
Debt Service Fund	12.2	12.8	14.4	14.8	0.4	3%
CIP	0.1	1.2	4.8	-	(4.8)	n/a
CIP 25% Construction Sales Tax	2.5	2.7	3.1	2.2	(0.9)	(38%)
CIP Excess Interest Earnings	3.3	3.7	2.4	2.5	0.1	2%
CIP Food Tax	5.3	5.7	-	-	-	-
CIP Stormwater Fee	2.2	3.2	-	-	-	-
Transfers Out Total	\$25.8	\$29.4	\$54.3	\$19.7	(\$34.6)	nm



Division Expenditures (Fiscal Year to Date: June 2021)



	FY 2018/19	FY 2019/20	FY 2020/21	FY 2020/21	Actual vs. Budget	
	Actuals	Actuals	Actuals	Revised Budget	Favorable / (Unfavorable) Amount	Percent
Mayor & Council and Charter Officers	\$26.8	\$28.3	\$26.0	\$28.2	\$2.2	8%
Administrative Services	14.4	14.9	19.3	20.1	0.8	4%
Community and Economic Development	20.0	20.4	19.7	19.9	0.2	1%
Community Services	40.2	39.3	33.5	38.7	5.2	13%
Public Safety - Fire	43.7	39.9	41.6	41.8	0.2	1%
Public Safety - Police	99.5	97.2	95.6	100.0	4.4	4%
Public Works	20.3	20.3	21.5	22.6	1.1	5%
Total	\$264.9	\$260.3	\$257.3	\$271.3	\$14.0	5%



Actual to Revised Budget variance of \$14.0 million or 5%

Mayor & Council and Charter Officers is favorable due to: 1) charging staff time to Scottsdale AZCares funding for COVID-19 related expenses; 2) vacant positions; 3) new staff starting at lower salaries than previous staff; 4) savings related to Expert Witness Services; 5) savings for Overnight Training and Business travel due to the restrictions of the COVID-19 pandemic; 6) fewer charges billed to Risk Management for Risk-related litigation; 6) lower-than-expected banking services charges and less postage, shipping, printing and graphic costs in the City Treasurer Division; 7) fewer consultant and other professional services needs than expected in the City Manager Division; 8) higher than expected legal services credited to the Risk Management Fund from the City Attorney Division; 9) lower postage and shipping costs and printing and graphics needs related to the election in the City Clerk Division; 10) events being canceled as a result of COVID-19; 11) lower than expected maintenance costs for Purchasing Department equipment; and 12) the City Manager Division not electing to bring on a contract worker to fill the Executive Assistant (and instead using the budget to offset the cost of a permanent hire) to the City Manager or Design Studio front desk positions.

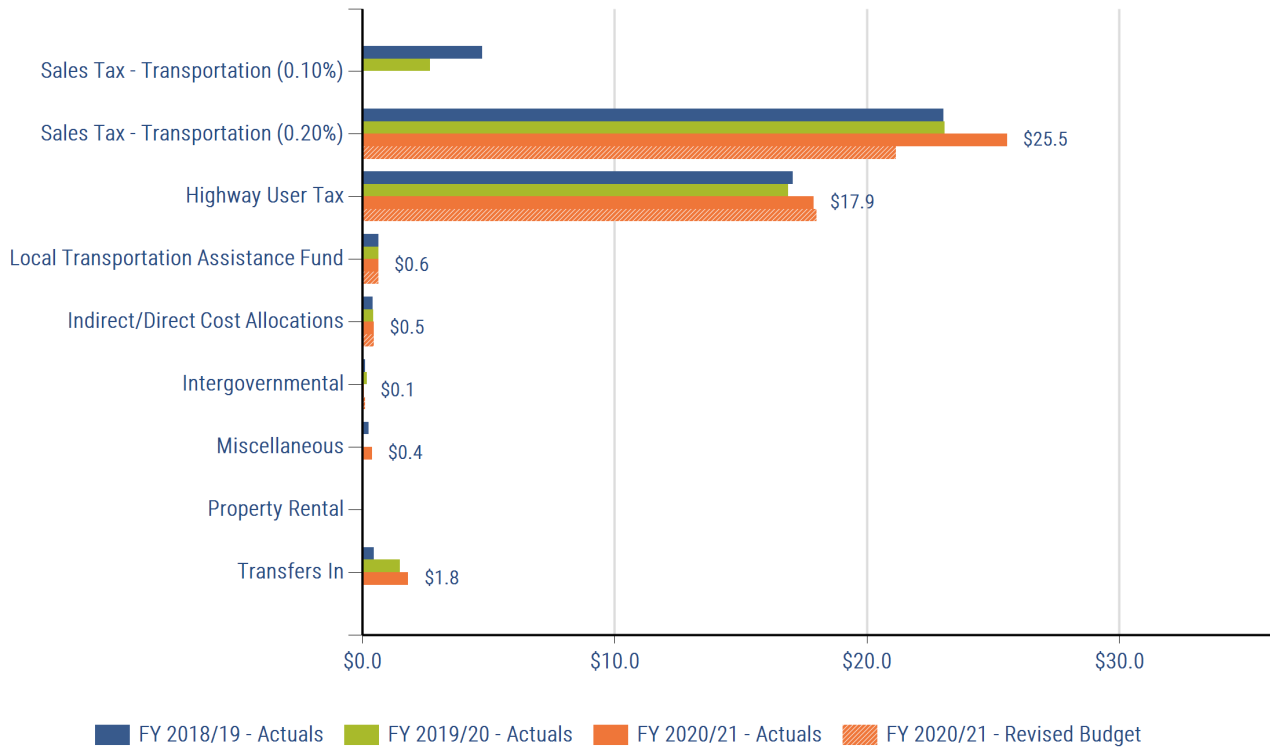
Community Services is showing a favorable variance due to: 1) charging full and part-time staff time to Scottsdale AZCares funding for COVID-19 related expenses; 2) hiring new full-time and part-time staff at lower starting salaries than the employees they are replacing; 3) lower part-time hours due to the depressed job market; 4) savings in Leisure Education and Adult Sports as a result of lower operating costs due to facility closures and program cancellations related to the COVID-19 pandemic; 5) lower printing and graphic costs related to less promotional material being sent out due to the COVID-19 pandemic; 6) savings in the purchase of agriculture and horticulture supplies; and 7) a decreased need to purchase office, education, recreation, and other operating supplies.

Public Safety – Police is favorable due to: 1) rank promotions with replacement employees coming in at a lower rate than the person who was promoted; 2) vacant pipeline positions; 3) lower Jail Services contract costs as a result of fewer offenders being arrested and sent to Maricopa County Jail in an attempt to mitigate the spread of COVID-19; 4) overall Public Safety Personnel Retirement System (PSPRS) expenses being lower than estimated as a result of employees coming in at a lower rate than the person who was promoted or retired; 5) lower monthly contract fees for Photo Enforcement; 6) process service scaled back to reduce the Spread of COVID-19; 7) undercover leased vehicles costing less than previously leased vehicles; 8) trainings and conferences either being canceled or virtualized; 9) less special events, requiring a smaller police presence; and 10) the purchase of ammunition not received prior to fiscal year end.

Public Works is favorable primarily due to: 1) a delay in starting/completing some projects due to the prioritization of COVID related projects; 2) scaled down events resulting in less usage and thus lower maintenance and custodial costs at locations such as the Tony Nelssen Equestrian Center (TNEC); 3) a mid-year vendor change in the downtown custodial contract; 4) charging staff time to Scottsdale AZCares funding for COVID-19 related expenses; 5) new positions coming in at lower rates than their predecessors; 6) many city buildings not being fully open or staffed over the fiscal year due to COVID-19 reducing the demand for repairs at the buildings and venues and; 7) backordered parts and shipping delays.



Sources (Fiscal Year to Date: June 2021)

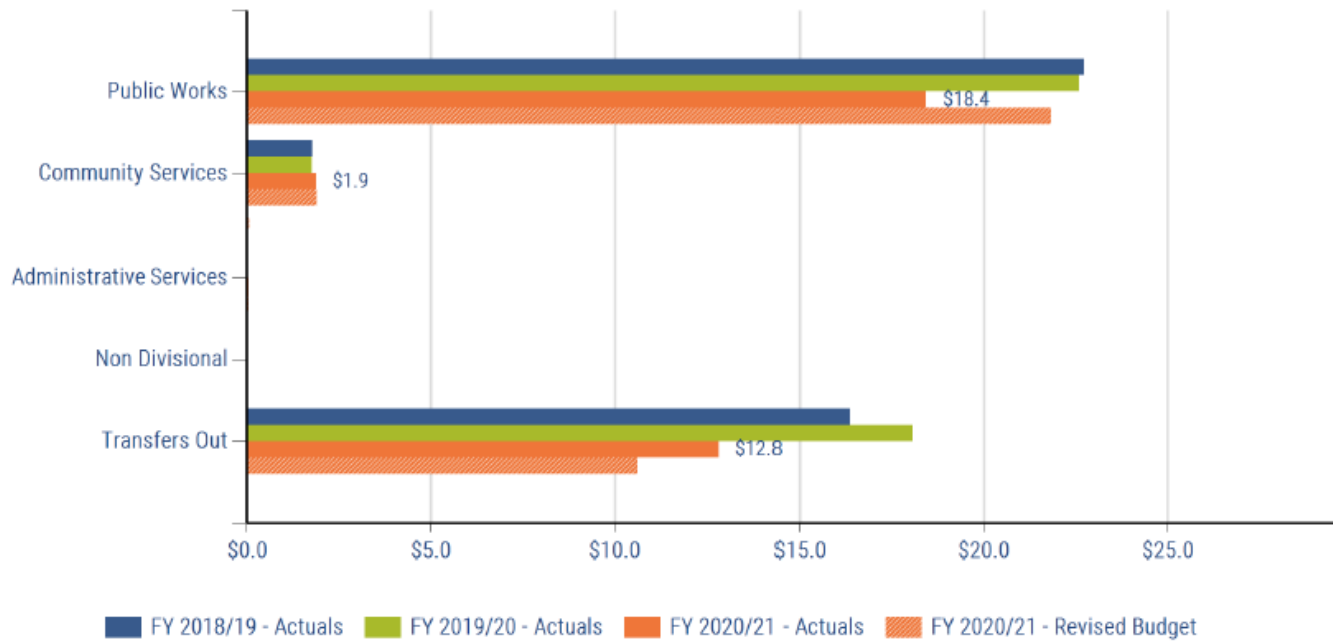


	FY 2018/19 Actuals	FY 2019/20 Actuals	FY 2020/21 Actuals	FY 2020/21 Revised Budget	Actual vs. Budget Favorable / (Unfavorable) Amount	Budget (Unfavorable) Percent
Sales Tax - Transportation (0.10%)	\$4.8	\$2.7	\$ -	\$ -	\$ -	-
Sales Tax - Transportation (0.20%)	\$23.0	\$23.1	\$25.5	\$21.2	\$4.4	21%
Highway User Tax	17.1	16.9	17.9	18.0	(0.1)	(1%)
Local Transportation Assistance Fund	0.6	0.6	0.6	0.7	-	-
Indirect/Direct Cost Allocations	0.4	0.4	0.5	0.5	-	-
Intergovernmental	0.1	0.2	0.1	0.1	-	-
Miscellaneous	0.3	-	0.4	-	0.4	nm
Property Rental	-	-	-	-	-	-
Transfers In	0.5	1.5	1.8	-	1.8	n/a
Total Sources	\$46.8	\$45.4	\$46.8	\$40.4	\$6.4	16%

Actual to Revised Budget variance of \$6.4 million or 16%: Beginning in October 2019, Sales Tax – Transportation (0.10%) is recorded directly in the Capital Improvement Plan (CIP) revenue versus a Transfer Out to CIP. The favorable variance in Sales Tax - Transportation (0.20%) is the result of better than expected revenue from hotel/motel, automotive sales performance, construction activity, major dept stores, retail, and restaurants operating at better-than-expected levels in their reduced activity. The favorable variance in Miscellaneous is the result of a Regional Public Transportation Authority (RPTA) Alternative Transportation (RideChoice) refund to the City of Scottsdale. The refund was primarily due to lower passenger demand than planned. The favorable variance in Transfers In is the result of an Arizona State Land Department reimbursement related to the roadway segment of the Hayden Road / Union Hills Drive to Arizona State Route 101 project. These funds will be used towards reimbursement to Axon for public infrastructure costs once all performance requirements are met.



Uses (Fiscal Year to Date: June 2021)

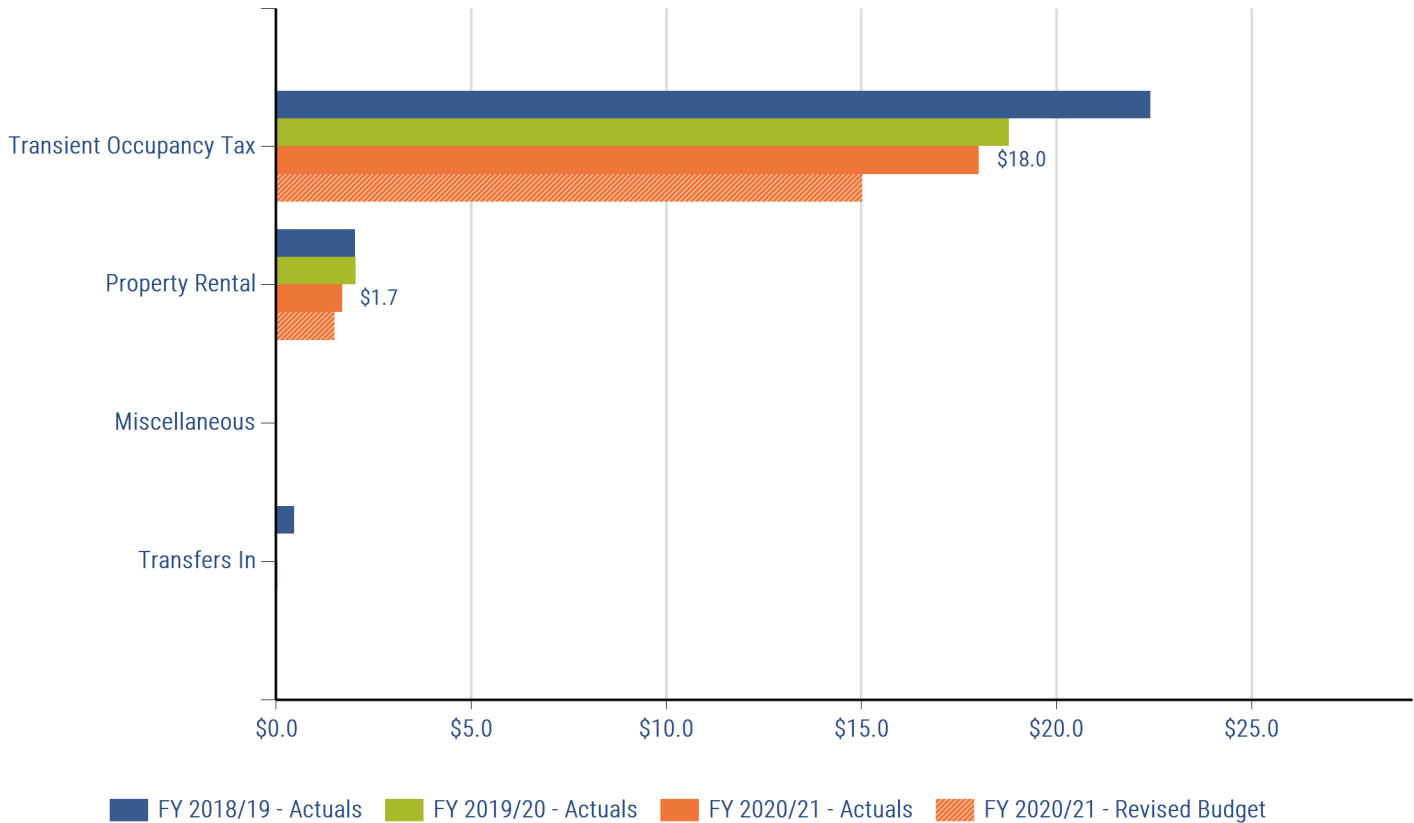


	FY 2017/18 Actuals	FY 2018/19 Actuals	FY 2019/20 Actuals	FY 2019/20 Revised Budget	Actual vs. Budget Favorable / (Unfavorable) Amount	Percent
Public Works	\$22.7	\$22.6	\$18.4	\$21.8	\$3.4	16%
Community Services	1.8	1.8	1.9	1.9	-	-
City Treasurer	0.1	0.1	0.1	0.1	-	-
Non Divisional	-	-	-	-	-	-
Transfers Out	16.4	18.1	12.8	11.5	(1.3)	(11%)
Total Uses	\$40.9	\$42.5	\$33.2	\$35.3	\$2.1	6%

Actual to Revised Budget variance of \$1.2 million or 4%: The favorable variance in Public Works is primarily the result of the Old Town trolley route not being in operation, a reduction in neighborhood trolley schedules, and CARES funding covering authorized trolley related direct expenses (contracts, fuel, M&R, insurance). It is also due to lower participation in the taxi voucher program due to COVID-19 than anticipated, a quieter than normal monsoon season and few winter storms resulting in less storm clean-up and savings in the Street Overlay program. Finally it is due to savings in Roadway Markings due to vendor unavailability and the cancellation of in-person educational activities for Bike Month and other transportation related events. The unfavorable variance in Transfers Out is due to the city bringing in higher-than-expected Transportation (0.20%) sales tax revenue, and thus more being transferred to the CIP.



Sources (Fiscal Year to Date: June 2021)

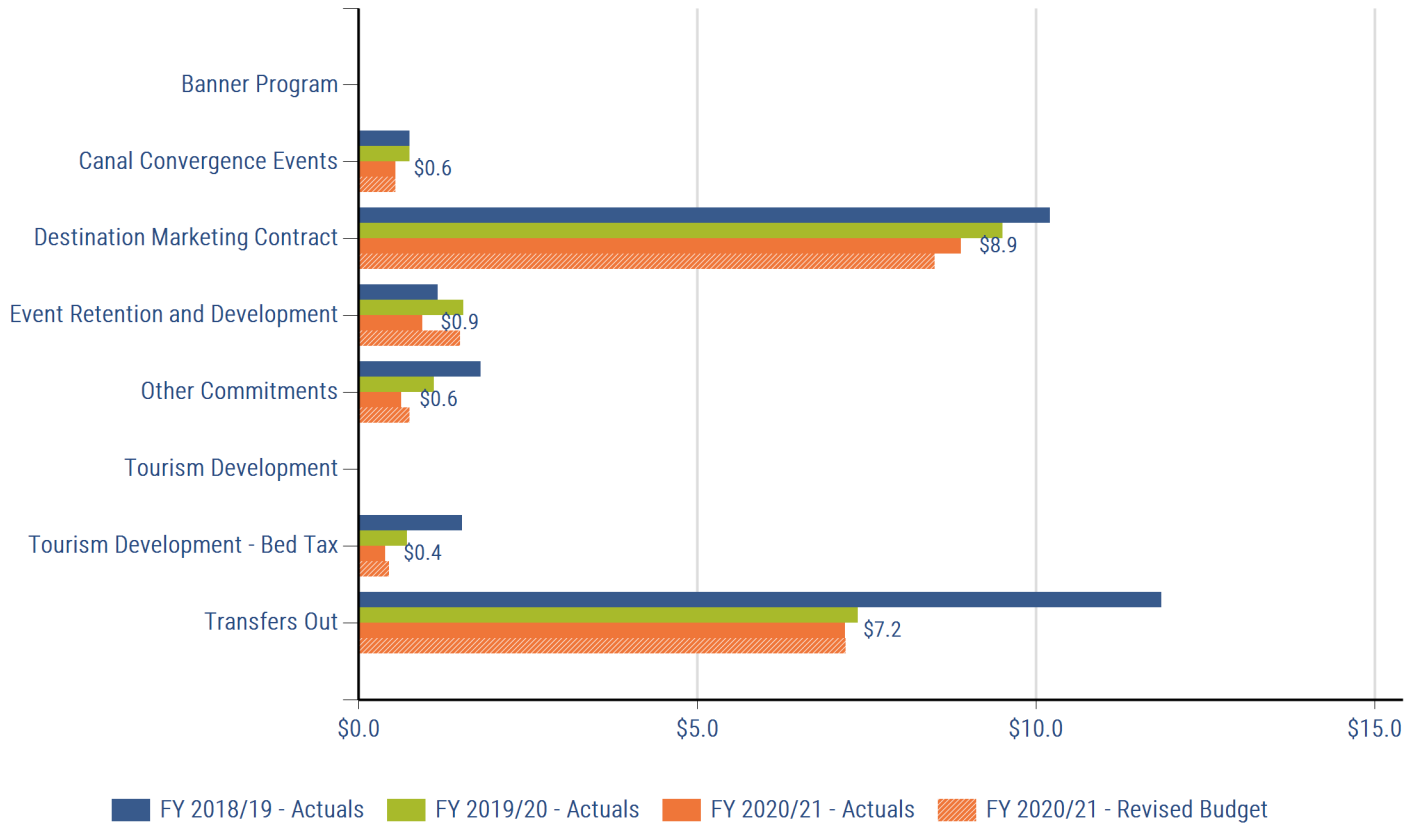


	FY 2018/19 Actuals	FY 2019/20 Actuals	FY 2020/21 Actuals	FY 2020/21 Revised Budget	Actual vs. Budget Favorable / (Unfavorable) Amount	Budget Percent
Transient Occupancy Tax	\$22.4	\$18.8	\$18.0	\$15.0	\$3.0	20%
Property Rental	2.0	2.0	1.7	1.5	0.2	13%
Miscellaneous	-	-	-	-	-	-
Transfers In	0.5	-	-	-	-	-
Total Sources	\$24.9	\$20.8	\$19.8	\$16.5	\$3.2	20%

Actual to Revised Budget variance of \$3.2 million or 20%: Favorable variance in Transient Occupancy Tax is due to higher than anticipated Transient Occupancy Tax (Bed Tax) collections mostly driven by non-hotel collections (i.e. on-line lodging, hotel alternatives) and the upward trend in the average daily rate. The Favorable variance in Property Rental is also due to higher than anticipated tourist activity.



Uses (Fiscal Year to Date: June 2021)

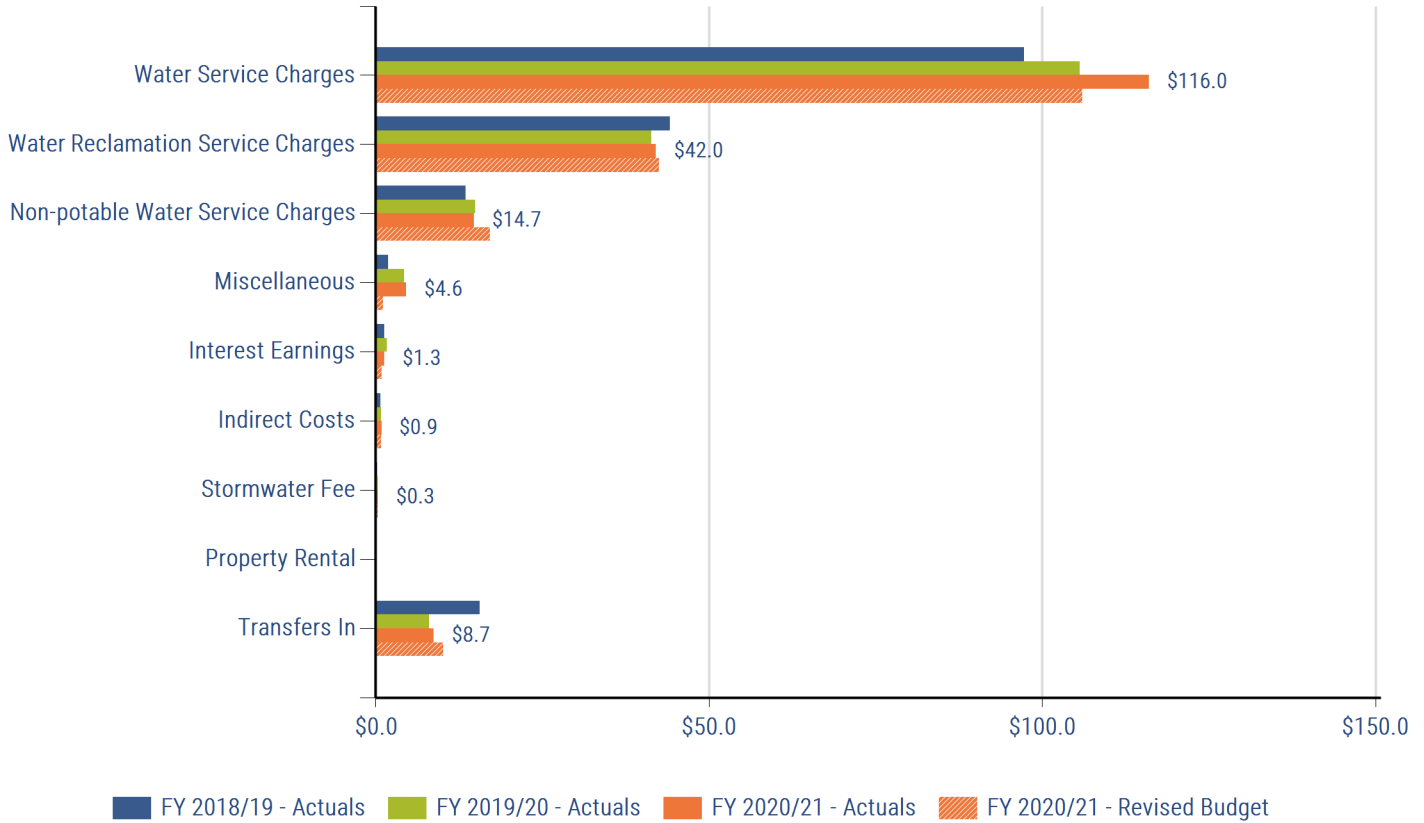


	FY 2018/19 Actuals	FY 2019/20 Actuals	FY 2020/21 Actuals	FY 2020/21 Revised Budget	Actual vs. Budget Favorable / (Unfavorable) Amount	Budget Percent
Banner Program	\$ -	\$ -	\$ -	\$ -	\$ -	-
Canal Convergence Events	0.8	0.8	0.6	0.6	-	-
Destination Marketing Contract	10.2	9.5	8.9	8.5	(0.4)	(5%)
Event Retention and Development	1.2	1.5	0.9	1.5	0.6	37%
Other Commitments	1.8	1.1	0.6	0.8	0.1	16%
Tourism Development	-	-	-	-	-	-
Tourism Development - Bed Tax	1.5	0.7	0.4	0.4	0.1	12%
Transfers Out	11.9	7.4	7.2	7.2	-	-
Total Uses	\$27.3	\$21.0	\$18.6	\$19.0	\$0.3	2%

Actual to Revised Budget variance of \$0.3 million or 2%: The unfavorable variance in Destination Marketing Contract is due to the true-up payment, per agreement, related to the higher than anticipated Bed Tax collections in the year. The favorable variance in Event Retention and Development is due in part to the unpredictability of timing of reimbursement requests from event producers, and also to events being postponed or canceled in response to the pandemic. The favorable variance in Other Commitments is due to most advertising expenses for Old Town being covered by Scottsdale AZCares funding.



Sources (Fiscal Year to Date: June 2021)



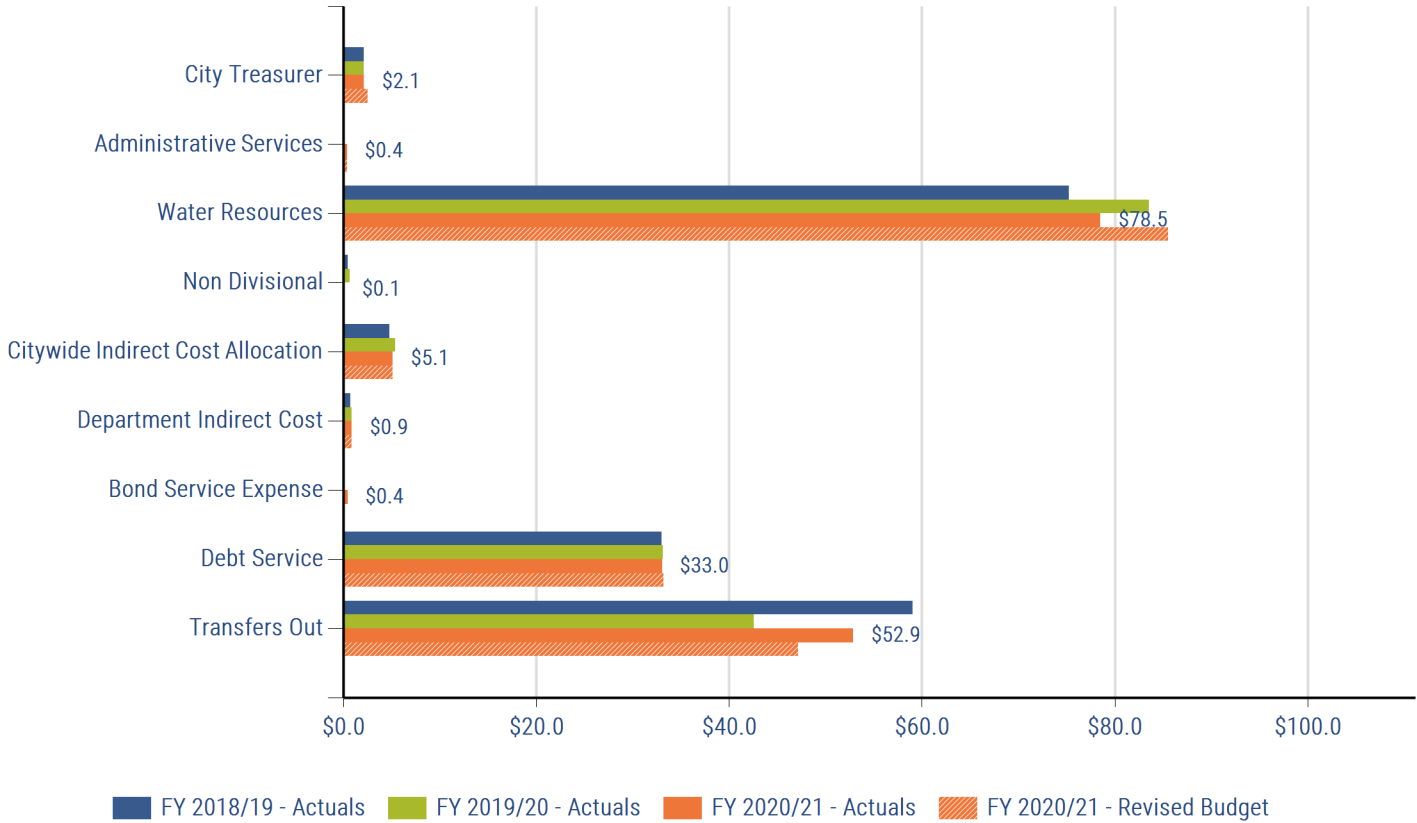
	FY 2018/19 Actuals	FY 2019/20 Actuals	FY 2020/21 Actuals	FY 2020/21 Revised Budget	Actual vs. Budget Favorable / (Unfavorable) Amount	Percent
Water Service Charges	\$97.3	\$105.6	\$116.0	\$106.1	\$9.9	9%
Water Reclamation Service Charges	44.2	41.4	42.0	42.5	(0.5)	(1%)
Non-potable Water Service Charges	13.5	14.9	14.7	17.1	(2.4)	(14%)
Miscellaneous	1.9	4.2	4.6	1.1	3.5	nm
Interest Earnings	1.3	1.6	1.3	0.9	0.4	40%
Indirect Costs	0.7	0.8	0.9	0.9	-	-
Stormwater Fee	0.2	0.3	0.3	0.3	-	-
Property Rental	-	-	-	-	-	-
Transfers In	15.6	8.1	8.7	10.1	(1.4)	(14%)
Total Sources	\$174.6	\$177.0	\$188.6	\$179.0	\$9.6	5%



Actual to Revised Budget variance of \$9.6 million or 5%: Water Service Charges is showing a favorable variance primarily due to an increase in water sales as a result of record temperatures and little to no monsoon activity (In calendar year 2020). Precipitation is down substantially over the prior three-year average. Non-potable Water Service Charges is unfavorable due to unanticipated contract settlements paid to golf courses, lower Advanced Water Treatment (AWT) Reverse Osmosis (R/O) deliveries when compared to the historical trend, an incorrect budget need estimate from the receiving golf courses for Irrigation Water Distribution System (IWDS) deliveries, and a decreased annual obligation notice due to greater effluent deliveries. Miscellaneous is favorable primarily due to the settlement of a class action lawsuit relating to claims of anti-trust activity against manufacturers and sellers of aluminum sulfate. It is also due to an increase in participation agreements based on development and the reimbursement of expenditures related to the rehabilitation of the Ground Water Treatment Facility. Interest Earnings is favorable due to yields coming in above what was budgeted due to higher than anticipated interest rates in the fixed income market. Transfers In is unfavorable due to a refunding bond effort which eliminated the need for the budgeted Water and Sewer Revenue Bonds and Debt Service Municipal Bond Corporation (MPC) Bonds transfers to occur.



Uses (Fiscal Year to Date: June 2021)



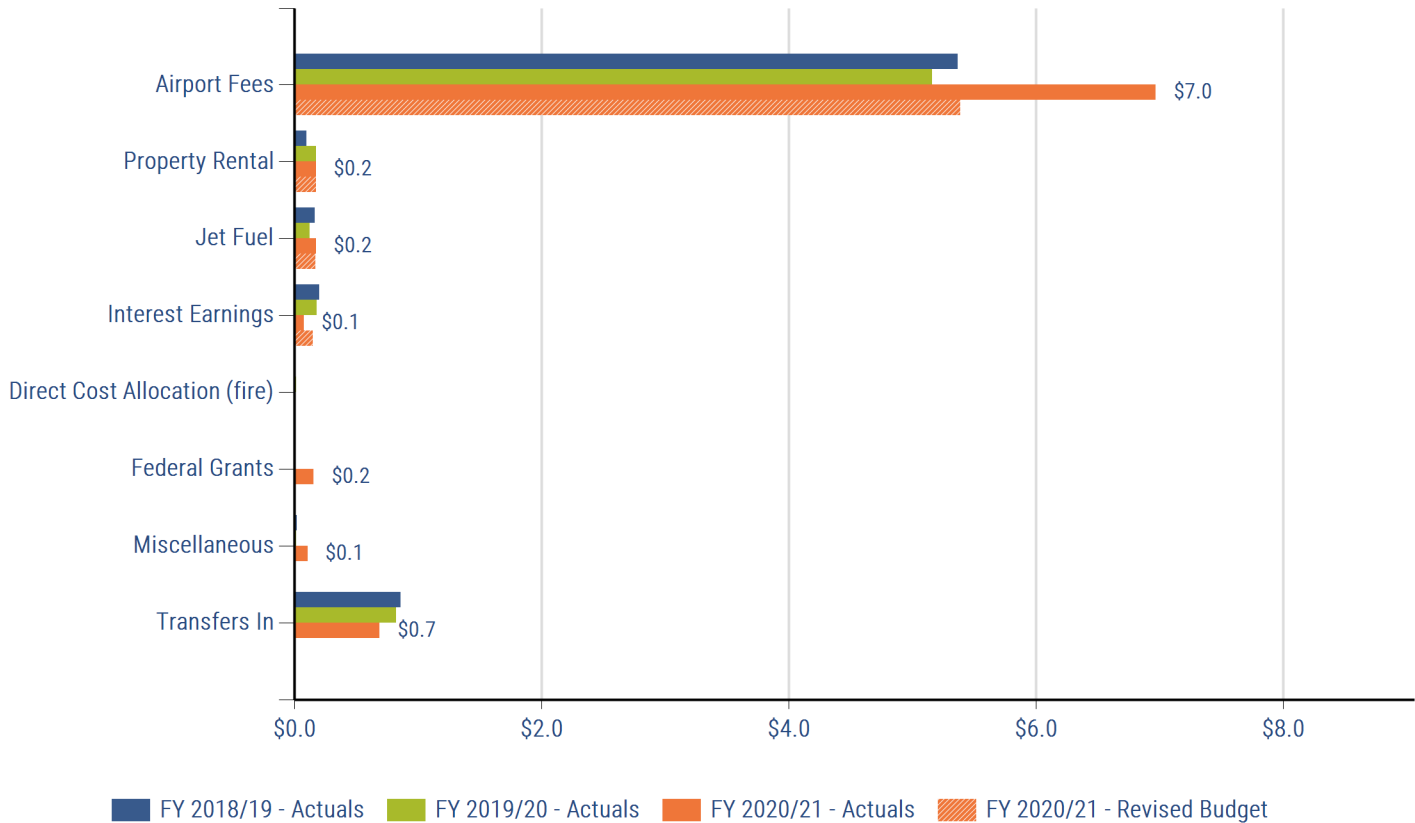
	FY 2018/19 Actuals	FY 2019/20 Actuals	FY 2020/21 Actuals	FY 2020/21 Revised Budget	Actual vs. Budget Favorable / (Unfavorable) Amount	Percent
City Treasurer	\$2.1	\$2.1	\$2.1	\$2.5	\$0.4	17%
Administrative Services	-	-	0.4	0.4	-	-
Water Resources	75.3	83.6	78.5	85.5	7.0	8%
Non Divisional	0.5	0.7	0.1	-	(0.1)	n/a
Citywide Indirect Cost Allocation	4.8	5.4	5.1	5.1	-	-
Department Indirect Cost	0.7	0.8	0.9	0.9	-	-
Bond Service Expense	-	-	0.4	-	(0.4)	n/a
Debt Service	33.0	33.2	33.0	33.2	0.2	0%
Transfers Out	59.1	42.5	52.9	47.1	(5.8)	(12%)
Total Uses	\$175.4	\$168.3	\$173.4	\$174.7	\$1.3	1%



Actual to Revised Budget variance of \$1.3 million or 1%: City Treasurer is favorable primarily due to delays/timing of software maintenance and licensing expenses, and lower than expected postage and shipping costs. The favorable variance in Water Resources is primarily due to lower-than-expected electrical utility needs, and lower-than-expected purchased water costs due to the inability to accurately predict the 2020 CAP Rate Reconciliation. It is also due to promotions/retirements with replacement employees coming in at a lower rate than the person who they replaced; a less than expected need for water and sewer maintenance, machinery, electrical contract labor and materials; lower than expected overtime costs due primarily to constant staffing needs being maintained; and a lower than expected need to purchase electrical and mechanical parts for water and sewer equipment. Bond Service Expense is unfavorable due to unexpected expenses incurred for the issuance of refunding bonds. Transfers Out is unfavorable due to higher revenue collected in the Water & Water Reclamation Fund than anticipated, which consequently affects the transfers to the General Fund. The increase is a result of greater water deliveries compared to the three-year running average.



Sources (Fiscal Year to Date: June 2021)

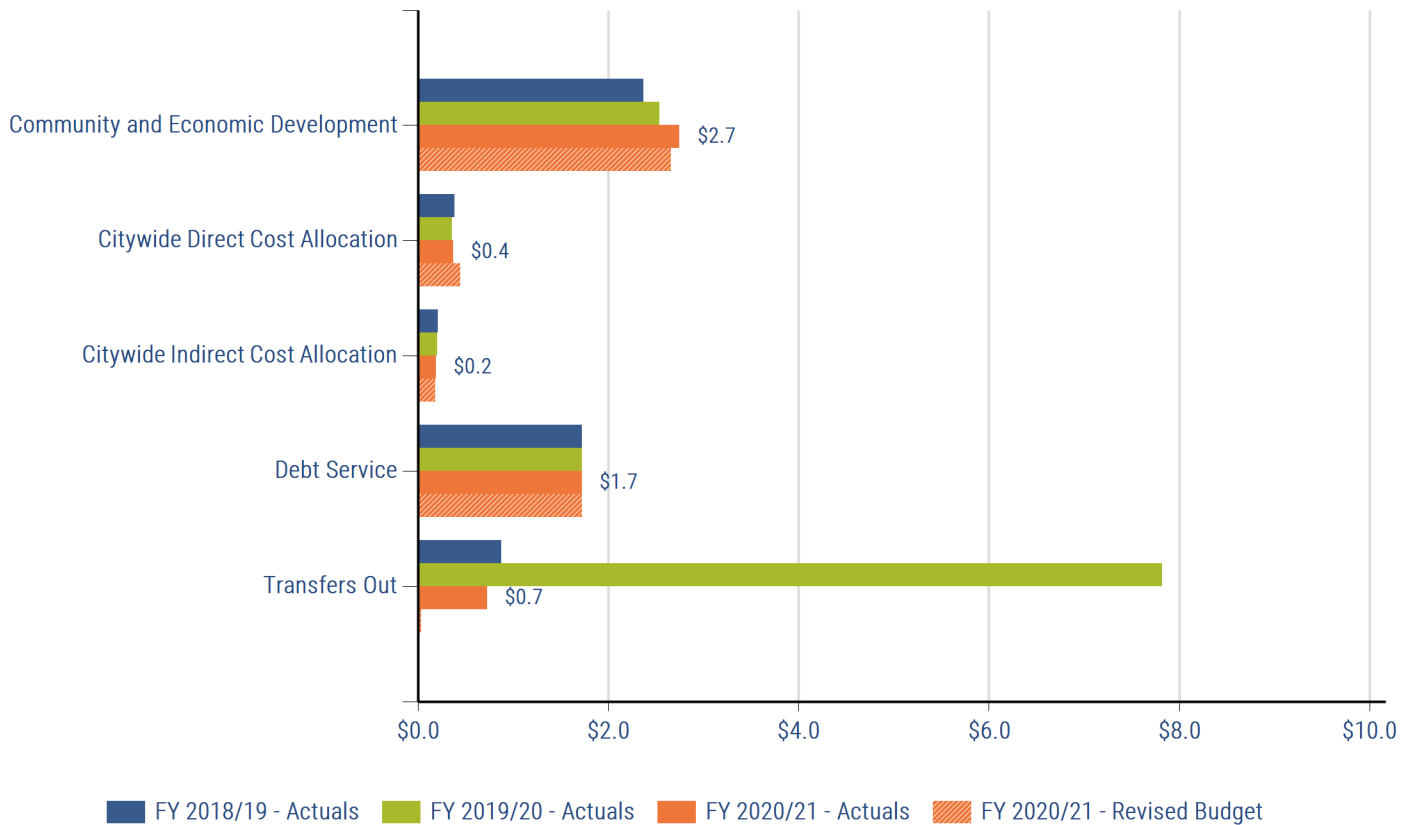


	FY 2018/19 Actuals	FY 2019/20 Actuals	FY 2020/21 Actuals	FY 2020/21 Revised Budget	Actual vs. Budget Favorable / (Unfavorable) Amount	Percent
Airport Fees	\$5.4	\$5.2	\$7.0	\$5.4	\$1.6	29%
Property Rental	0.1	0.2	0.2	0.2	-	-
Jet Fuel	0.2	0.1	0.2	0.2	-	-
Interest Earnings	0.2	0.2	0.1	0.2	(0.1)	(49%)
Direct Cost Allocation (fire)	-	-	-	-	-	-
Federal Grants	-	-	0.2	-	0.2	n/a
Miscellaneous	-	-	0.1	-	0.1	n/a
Transfers In	0.9	0.8	0.7	-	0.7	n/a
Total Sources	\$6.7	\$6.5	\$8.4	\$5.9	\$2.5	42%

Actual to Revised Budget variance of \$2.5 million or 42%: The favorable variance in Airport Fees is mainly due to higher than anticipated activity, especially in Customs, which trended about 20 percent higher than previous years. The favorable variance in Federal Grants is due to receiving an economic relief grant from the Federal Aviation Administration, which was used to pay debt service. The favorable variance in Transfers In is due to an inter-fund transfer to pay debt service that had not been budgeted. A corresponding variance is found under Transfers Out.



Uses (Fiscal Year to Date: June 2021)

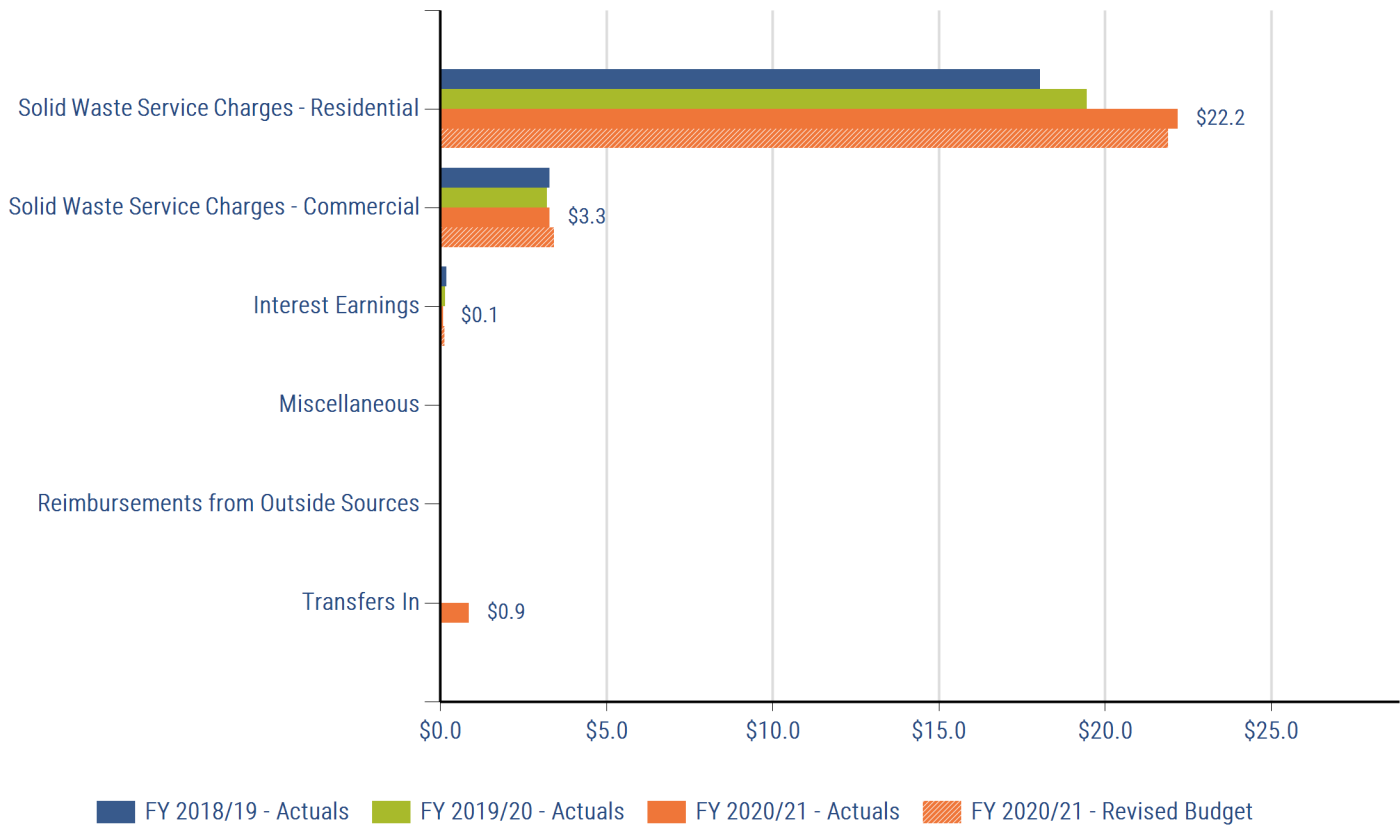


	FY 2018/19 Actuals	FY 2019/20 Actuals	FY 2020/21 Actuals	FY 2020/21 Revised Budget	Actual vs. Budget Favorable / (Unfavorable) Amount	Percent
Community and Economic Development	\$2.4	\$2.5	\$2.7	\$2.7	(\$0.1)	(3%)
Citywide Direct Cost Allocation	0.4	0.4	0.4	0.4	0.1	17%
Citywide Indirect Cost Allocation	0.2	0.2	0.2	0.2	-	-
Debt Service	1.7	1.7	1.7	1.7	-	-
Transfers Out	0.9	7.8	0.7	-	(0.7)	nm
Total Uses	\$5.6	\$12.6	\$5.8	\$5.0	(\$0.7)	(14%)

Actual to Revised Budget variance of (\$0.7) million or (14%): The favorable variance in Citywide Direct Cost Allocation is due lower than anticipated costs associated with the direct cost of fire service at the airport. The unfavorable variance in Transfers Out is due to an inter-fund transfer to pay debt service that had not been budgeted. A corresponding variance is found under Transfers In.



Sources (Fiscal Year to Date: June 2021)

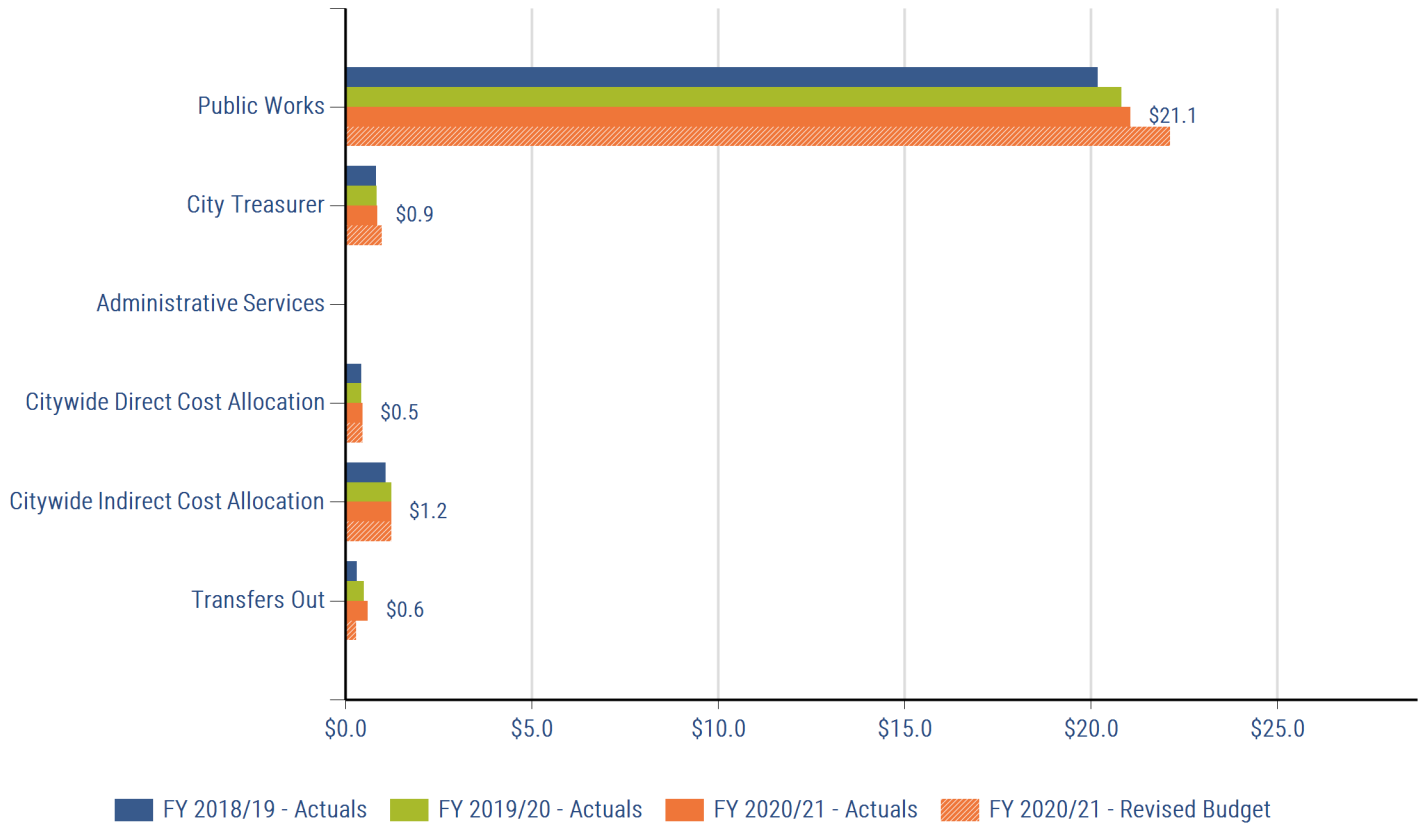


	FY 2018/19 Actuals	FY 2019/20 Actuals	FY 2020/21 Actuals	FY 2020/21 Revised Budget	Actual vs. Budget Favorable / (Unfavorable) Amount	Budget Percent
Solid Waste Service Charges - Residential	\$18.0	\$19.4	\$22.2	\$21.9	\$0.3	1%
Solid Waste Service Charges - Commercial	3.3	3.2	3.3	3.4	(0.1)	(4%)
Interest Earnings	0.2	0.1	0.1	0.1	-	-
Miscellaneous	-	-	-	-	-	-
Reimbursements from Outside Sources	-	-	-	-	-	-
Transfers In	-	-	0.9	-	0.9	-
Total Sources	\$21.5	\$22.8	\$26.5	\$25.4	\$1.0	4%

Actual to Revised Budget variance of \$1.0 million or 4%: The favorable variance in Transfers In is related to savings transferred from the Capital Improvement Plan (CIP) for to the closure of the Additional Compressed Natural Gas (CNG) Station capital project.



Uses (Fiscal Year to Date: June 2021)

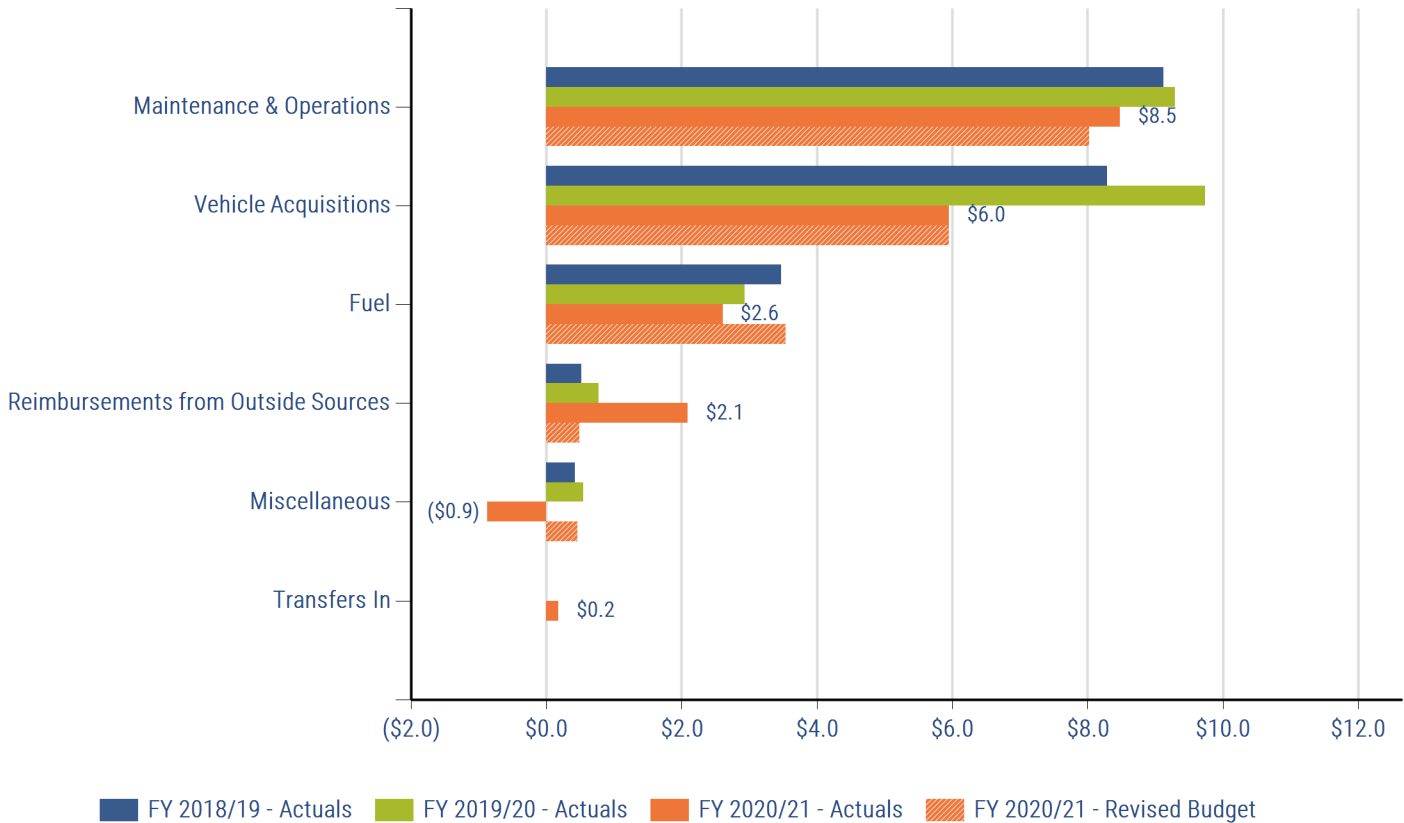


	FY 2018/19 Actuals	FY 2019/20 Actuals	FY 2020/21 Actuals	FY 2020/21 Revised Budget	Actual vs. Budget Favorable / (Unfavorable) Amount	Percent
Public Works	\$20.2	\$20.8	\$21.1	\$22.1	\$1.1	5%
City Treasurer	0.8	0.8	0.9	1.0	0.1	11%
Administrative Services	-	-	-	-	-	-
Citywide Direct Cost Allocation	0.4	0.4	0.5	0.5	-	-
Citywide Indirect Cost Allocation	1.1	1.2	1.2	1.2	-	-
Transfers Out	0.3	0.5	0.6	0.3	(0.3)	nm
Total Uses	\$22.8	\$23.8	\$24.2	\$25.1	\$0.9	3%

Actual to Revised Budget variance of \$0.9 million or 3%: The favorable variance in Public Works is due to the lower than expected Recycling Processing Fees as a result of less material being diverted to the recycling facility. This is due to the contracted vendor not having the capacity to process all the recyclables collected from residents. Offsetting the favorable variance is a higher Landfill Contract due to more material being sent to the landfill as well as an increase in residential trash tonnage due to the COVID stay-at-home order. The unfavorable variance in Transfers Out is due to cash transfers to support Solid Waste capital projects. Projects include Solid Waste Upgrades and Improvements Program, Transfer Station Enhancements, and Alley Conversion.



Sources (Fiscal Year to Date: June 2021)

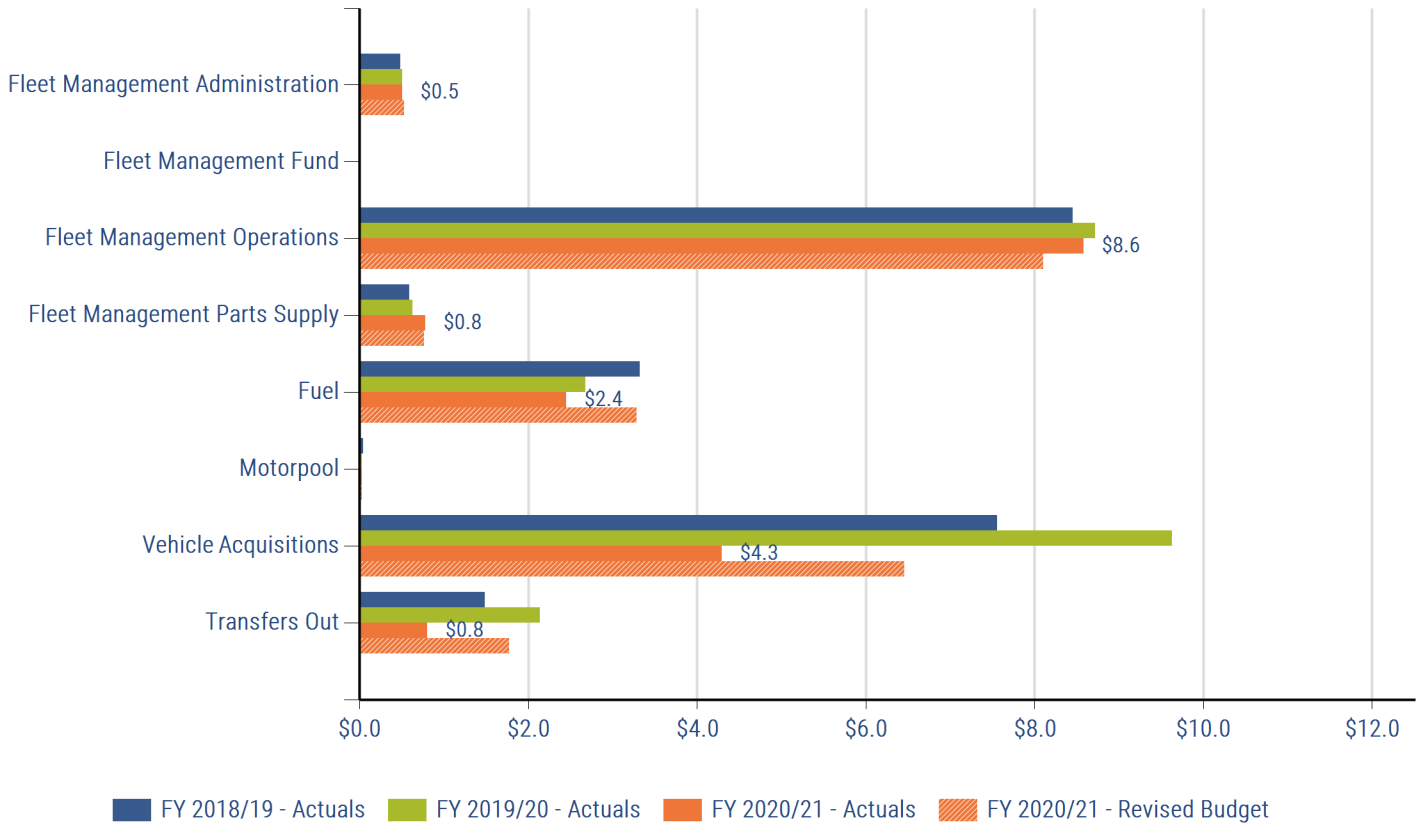


	FY 2018/19 Actuals	FY 2019/20 Actuals	FY 2020/21 Actuals	FY 2020/21 Revised Budget	Actual vs. Budget Favorable / (Unfavorable) Amount	Percent
Maintenance & Operations	\$9.1	\$9.3	\$8.5	\$8.0	\$0.5	6%
Vehicle Acquisitions	8.3	9.7	6.0	6.0	-	-
Fuel	3.5	2.9	2.6	3.5	(0.9)	(26%)
Reimbursements from Outside Sources	0.5	0.8	2.1	0.5	1.6	nm
Miscellaneous	0.4	0.5	(0.9)	0.5	(1.3)	nm
Transfers In	-	-	0.2	-	0.2	-
Total Sources	\$21.8	\$23.3	\$18.4	\$18.5	\$ -	-

Actual to Revised Budget variance of \$0.0 million or 0%: The favorable variance in Maintenance & Operations is primarily due to higher than expected subcontracting of Solid Waste vehicle repairs to outside companies and more tire repairs needed than anticipated. In addition, there are more maintenance costs related to the existing fleet as new vehicle acquisitions were deferred. The unfavorable variance in Fuel is due to lower fuel expenses charged to divisions. The favorable variance in Reimbursements from Outside Sources is due to insurance recoveries for fire damage to several vehicles. The unfavorable variance in Miscellaneous is due to the fire damage loss of the Solid Waste trucks as mentioned above. The favorable variance in Transfers In is related to savings transferred from Capital Improvement Plan (CIP) for the closure of the Additional Compressed Natural Gas (CNG) Station capital project.



Uses (Fiscal Year to Date: June 2021)

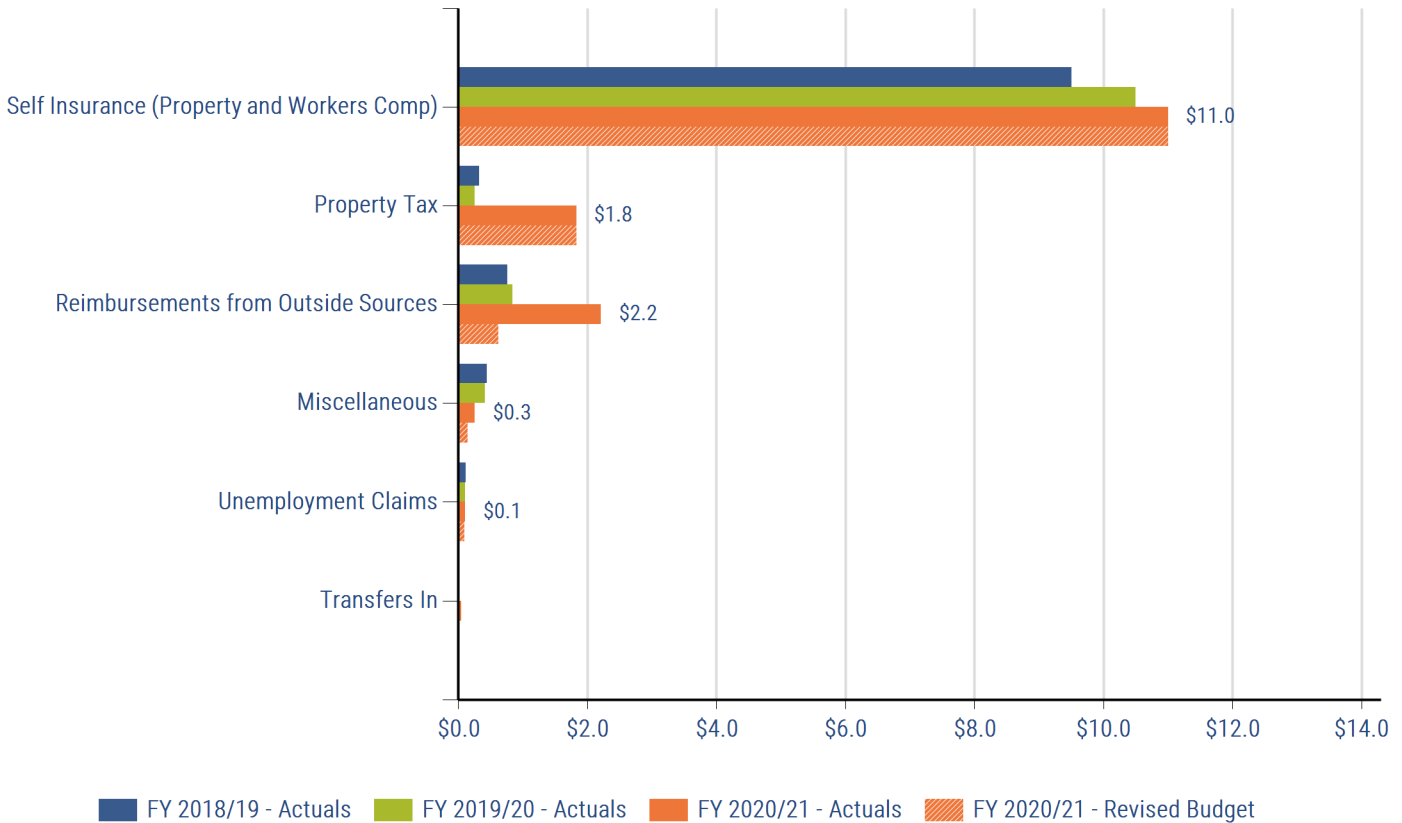


	FY 2018/19 Actuals	FY 2019/20 Actuals	FY 2020/21 Actuals	FY 2020/21 Revised Budget	Actual vs. Budget Favorable / (Unfavorable) Amount	Percent
Fleet Management Administration	\$0.5	\$0.5	\$0.5	\$0.5	\$ -	-
Fleet Management Fund	-	-	-	-	-	-
Fleet Management Operations	8.5	8.7	8.6	8.1	(0.5)	(6%)
Fleet Management Parts Supply	0.6	0.6	0.8	0.8	-	-
Fuel	3.3	2.7	2.4	3.3	0.8	25%
Motorpool	-	-	-	-	-	-
Vehicle Acquisitions	7.6	9.6	4.3	6.5	2.2	33%
Transfers Out	1.5	2.1	0.8	1.8	1.0	55%
Total Uses	\$21.9	\$24.3	\$17.5	\$20.9	\$3.5	17%

Actual to Revised Budget variance of \$3.5 million or 17%: The unfavorable variance in Fleet Management Operations is due to the increased cost for parts required for repairs for vehicles and subcontracted repairs. Public Safety – Police and Solid Waste are the major contributors to these necessary repairs. The favorable variance in Fuel is due to lower than projected fuel costs. The favorable variance in Vehicle Acquisitions is due to delays in the delivery of vehicles and equipment. The favorable variance in Transfers Out is due to two CIP transfers not moving forward due to the projects closing early: the Fleet South Corp Yard CNG compliance and the Fleet Fuel Site Upgrades CIP projects.



Sources (Fiscal Year to Date: June 2021)

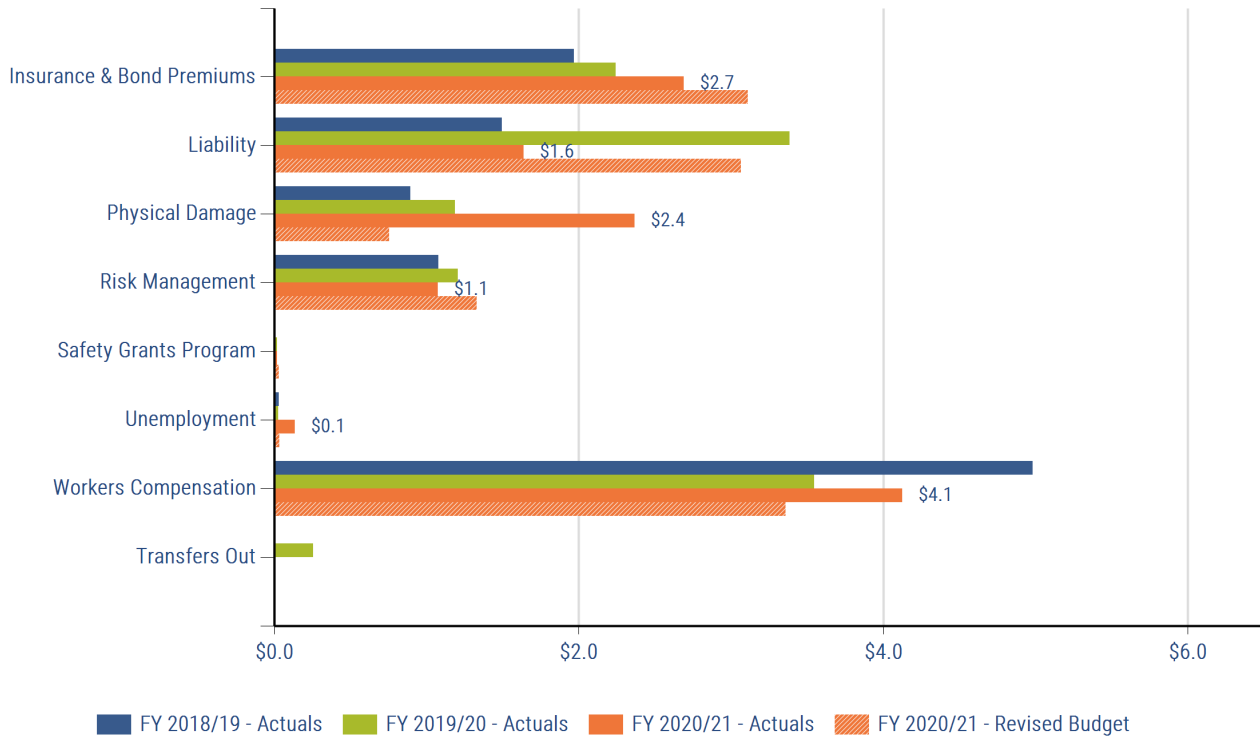


	FY 2018/19 Actuals	FY 2019/20 Actuals	FY 2020/21 Actuals	FY 2020/21 Revised Budget	Actual vs. Budget Favorable / (Unfavorable) Amount	Budget Percent
Self Insurance (Property and Workers Comp)	\$9.5	\$10.5	\$11.0	\$11.0	\$ -	-
Property Tax	0.3	0.3	1.8	1.8	-	-
Reimbursements from Outside Sources	0.8	0.8	2.2	0.6	1.6	nm
Miscellaneous	0.4	0.4	0.3	0.2	0.1	70%
Unemployment Claims	0.1	0.1	0.1	0.1	-	-
Transfers In	-	-	-	-	-	-
Total Sources	\$11.1	\$12.1	\$15.4	\$13.7	\$1.7	13%

Actual to Revised Budget variance of \$1.7 million or 13%: The favorable variance in Reimbursements from Outside Sources is due to payments received from an excess insurance carrier following a catastrophic property loss and reimbursements received on aging workers compensation claims from excess carriers. The favorable variance in Miscellaneous is due to higher than expected recoveries from third parties. This positive variance would have been greater, but is being offset by a decrease in miscellaneous revenue due to a reduction in the number of events requiring a police presence and an associated reduction in fees related to general liability/workers compensation for hiring these off duty officers.



Uses (Fiscal Year to Date: June 2021)

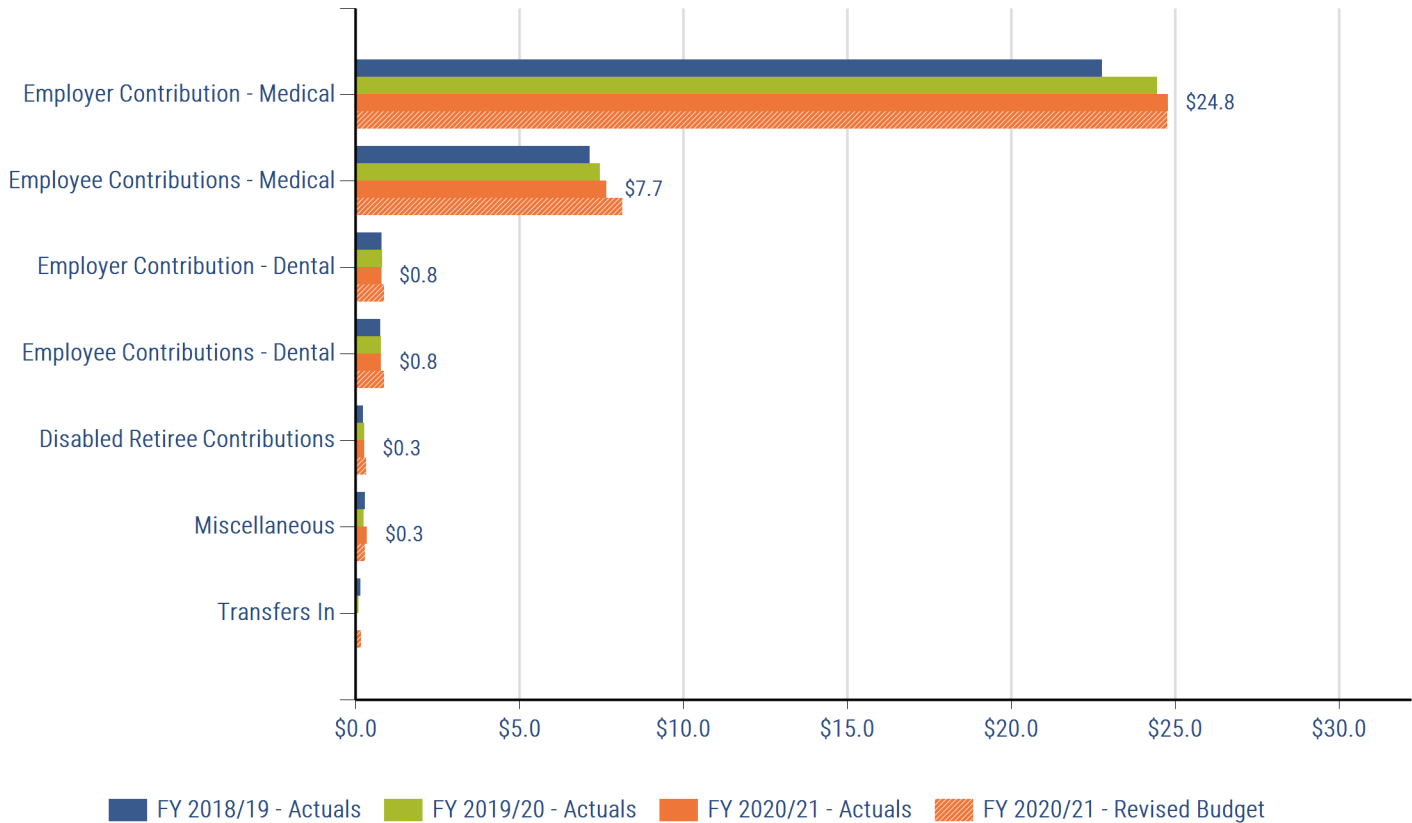


	FY 2018/19 Actuals	FY 2019/20 Actuals	FY 2020/21 Actuals	FY 2020/21 Revised Budget	Actual vs. Budget Favorable / (Unfavorable) Amount	Percent
Insurance & Bond Premiums	\$2.0	\$2.2	\$2.7	\$3.1	\$0.4	13%
Liability	1.5	3.4	1.6	3.1	1.4	46%
Physical Damage	0.9	1.2	2.4	0.8	(1.6)	nm
Risk Management	1.1	1.2	1.1	1.3	0.3	19%
Safety Grants Program	-	-	-	-	-	-
Unemployment	-	-	0.1	-	(0.1)	nm
Workers Compensation	5.0	3.5	4.1	3.4	(0.8)	(23%)
Transfers Out	-	0.3	-	-	-	-
Total Uses	\$10.5	\$11.9	\$12.1	\$11.7	(\$0.4)	(3%)

Actual to Revised Budget variance of (\$0.4) million or (3%): The favorable variance in Insurance & Bond Premiums is due to the timing of procurement and increasing costs related to insurance premiums on behalf of the city's property and casualty insurance programs. The favorable variance in Liability is due to the unpredictable nature of these expenses. The unfavorable variance in Physical Damage is due to the unpredictable nature of these expenses, a catastrophic property loss due to a solid waste vehicle fire and several severe weather events. The favorable variance in Risk Management is due to savings related to personnel and other professional services expenses, fewer trainings than anticipated, lower printing/graphics costs than anticipated and timing of invoices. The unfavorable variance in Unemployment is due to higher than anticipated unemployment expenses stemming from fewer employees as a result of the COVID-19 Pandemic. The unfavorable variance in Workers Compensation is due to expenses related to a catastrophic employee claim and the rising cost of medical procedures.



Sources (Fiscal Year to Date: June 2021)

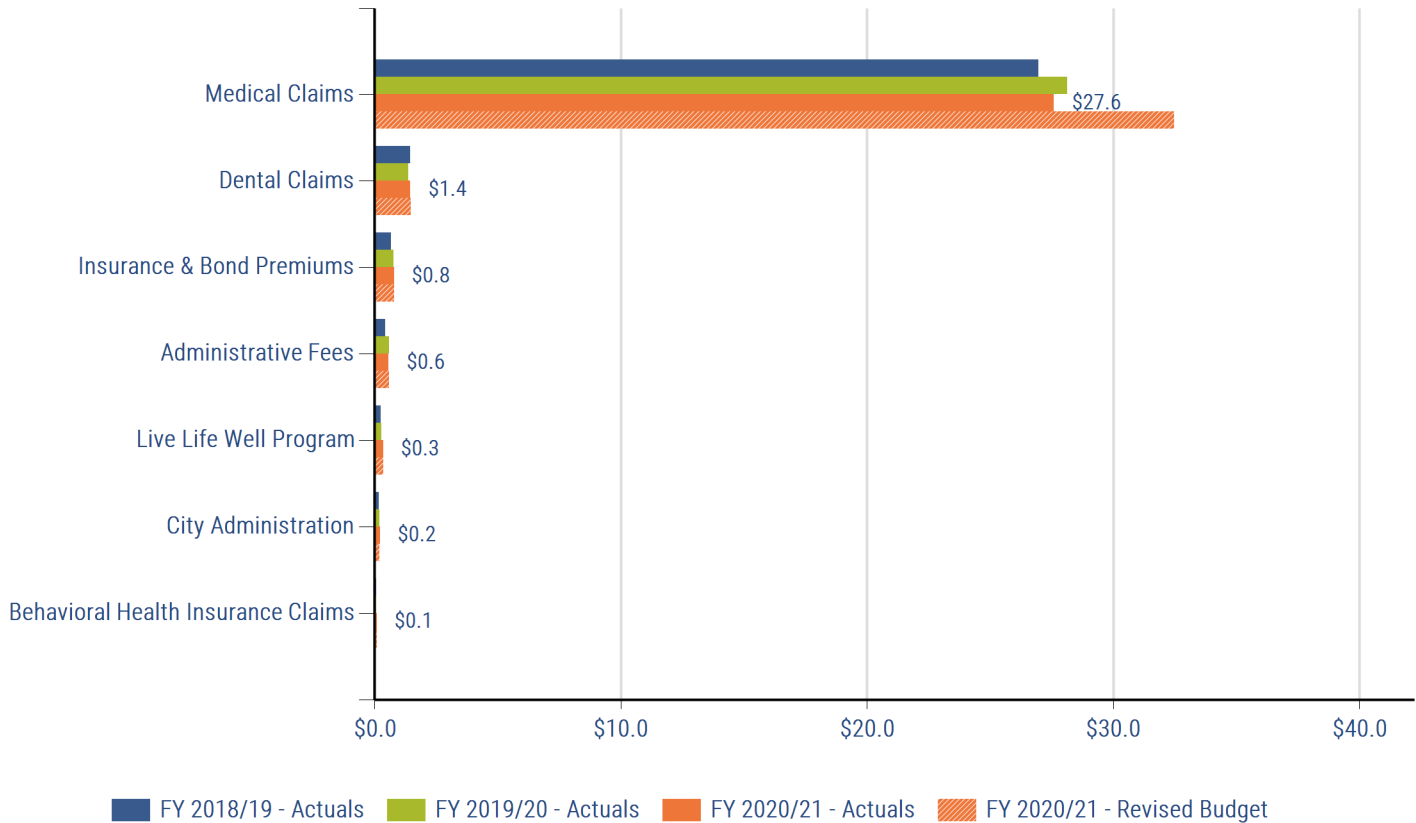


	FY 2018/19 Actuals	FY 2019/20 Actuals	FY 2020/21 Actuals	FY 2020/21 Revised Budget	Actual vs. Budget Favorable / (Unfavorable) Amount	Percent
Employer Contribution - Medical	\$22.8	\$24.5	\$24.8	\$24.8	\$ -	-
Employee Contributions - Medical	7.1	7.5	7.7	8.1	(0.5)	(6%)
Employer Contribution - Dental	0.8	0.8	0.8	0.9	(0.1)	(9%)
Employee Contributions - Dental	0.8	0.8	0.8	0.9	(0.1)	(10%)
Disabled Retiree Contributions	0.2	0.3	0.3	0.3	-	-
Miscellaneous	0.3	0.2	0.3	0.3	0.1	19%
Transfers In	0.1	0.1	-	0.2	(0.1)	(76%)
Total Sources	\$32.1	\$34.1	\$34.7	\$35.4	(\$0.8)	(2%)

Actual to Revised Budget variance of (\$0.8) million or (2%): The unfavorable variance in Employee Contributions - Medical, Employer Contributions - Dental, and Employee Contributions - Dental are due to employee turnover and plan selection, which occurs after the budget is prepared. The favorable variance in Miscellaneous is due to a reimbursement for breast feeding pods installed in numerous city buildings. The unfavorable variance in Transfers In is due to a smaller than expected subsidy transferred from the General Fund for healthcare costs for sworn Public Safety disabled retirees.



Uses (Fiscal Year to Date: June 2021)



	FY 2018/19 Actuals	FY 2019/20 Actuals	FY 2020/21 Actuals	FY 2020/21 Revised Budget	Actual vs. Budget Favorable / (Unfavorable) Amount	Budget Percent
Medical Claims	\$27.0	\$28.1	\$27.6	\$32.5	\$4.9	15%
Dental Claims	1.4	1.4	1.4	1.5	-	-
Insurance & Bond Premiums	0.7	0.8	0.8	0.8	-	-
Administrative Fees	0.4	0.6	0.6	0.6	-	-
Live Life Well Program	0.2	0.3	0.3	0.3	-	-
City Administration	0.2	0.2	0.2	0.2	-	-
Behavioral Health Insurance Claims	0.1	0.1	0.1	0.1	-	-
Total Uses	\$30.0	\$31.4	\$31.0	\$36.0	\$4.9	14%

Actual to Revised Budget variance of \$4.9 million or 14%: The favorable variance in Medical Claims is due to lower primary care office visits than anticipated and to the difficulty in predicting the timing of claims.



WestWorld Statement of Operations

June 2021 / 12 Months YTD

	FY 2016/17 YTD Actual	FY 2017/18 YTD Actual	FY 2018/19 YTD Actual	FY 2019/20 YTD Actual	FY 2020/21 YTD Actual	FY 2020/21 Approved YTD Budget	Actual vs. Budget Favorable / (Unfavorable)	
							Amount	Percent
Operating Revenue								
Rental Facilities	\$2,604,680	\$2,542,842	\$2,329,364	\$2,261,538	\$3,069,064	\$2,448,611	\$620,453	25%
RV Rental	297,593	355,601	375,447	365,834	496,017	400,898	95,119	24%
Feed/Bedding Sales	463,286	523,261	557,581	524,759	919,338	550,000	369,338	67%
Labor Fees	352,088	404,957	394,745	377,019	473,148	424,328	48,820	12%
Concession Fees	392,106	472,875	717,558	362,494	2,942	2,000	942	47%
Parking	88,280	108,994	90,583	78,846	135,227	175,000	(39,773)	(23%)
Other Income	155,990	130,453	134,511	169,289	129,019	346,690	(217,671)	(63%)
Equidome Project Use Fee	360,000	360,000	360,000	360,000	360,000	360,000	-	-
Operating Transfer In ^(a)	-	100,000	100,000	100,000	100,000	100,000	-	-
Operating Revenue	\$4,714,023	\$4,998,983	\$5,059,788	\$4,599,778	\$5,684,755	\$4,807,527	\$877,228	18%
Operating Expenses								
Personnel Services								
Wages/Salaries/Benefits	\$1,954,437	\$1,934,800	\$2,005,230	\$2,024,104	\$1,903,738	\$2,216,808	\$313,070	14%
Overtime	36,574	31,817	33,067	52,024	43,649	45,148	1,499	3%
Contractual Services								
Contractual Workers	114,025	139,522	133,369	115,819	157,624	-	(157,624)	n/a
Telephone	28,381	34,182	36,989	41,817	13,169	16,498	3,329	20%
Utilities	1,247,702	1,354,976	1,271,518	1,103,652	1,208,499	1,208,499	0	(0%)
Maintenance & Equipment Rental & Fleet	724,550	710,237	723,231	741,565	529,423	568,198	38,775	7%
License and Permits	158,548	160,727	142,826	250,941	220,259	221,649	1,390	1%
Property, Liability & Workers' Comp	62,401	76,025	69,772	75,948	110,087	110,087	-	-
Advertising/Marketing Contract	194,294	327,544	365,148	340,907	194,981	195,000	19	0%
Other	343,819	308,750	261,188	285,712	211,735	224,387	12,652	6%
Commodities and Capital Outlays								
Agriculture & Horticulture & Other Supply	137,506	114,194	163,735	78,949	122,494	163,545	41,051	25%
Maintenance & Repairs Supply, Equipment	125,083	83,417	144,340	117,840	138,694	182,774	44,080	24%
Inventory Purchased for Resale	273,513	259,279	326,497	321,449	488,953	485,410	(3,543)	(1%)
Construction - Other	-	21,126	20,483	26,314	11,679	15,000	3,321	22%
Other Expenses	76,182	39,036	36,372	32,657	34,270	44,295	10,025	23%
BOR Admin								
BOR Admin/WestWorld	155,133	162,889	171,034	179,586	188,565	188,565	0	0%
Allocated Expenses^(b)								
COS Indirect Costs	370,385	430,425	378,803	398,702	371,073	371,073	-	-
Operating Expenses	\$6,002,533	\$6,188,946	\$6,283,602	\$6,187,986	\$5,948,893	\$6,256,936	\$308,043	5%
Operating Income	(\$1,288,511)	(\$1,189,963)	(\$1,223,814)	(\$1,588,208)	(\$264,138)	(\$1,449,409)	\$1,185,271	nm
Debt Service (Less contributions)								
Debt Service - (52 & 17 acres)	\$2,304,207	\$2,314,216	\$2,334,637	\$2,317,059	\$2,331,449	\$2,331,449	-	-
Debt Service - TNEC (\$41.935M)	1,506,875	1,479,375	1,461,375	1,455,876	1,457,125	1,457,125	-	-
Debt Service - TNEC Tourism Funded	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	-	-
Bed Tax Contributions - TNEC	(1,200,000)	(1,200,000)	(1,200,000)	(1,200,000)	(1,200,000)	(1,200,000)	-	-
Net Debt Service	\$3,811,082	\$3,793,591	\$3,796,012	\$3,772,935	\$3,788,574	\$3,788,574	-	-
Operating Income After Debt Service	(\$5,099,593)	(\$4,983,554)	(\$5,019,826)	(\$5,361,143)	(\$4,052,712)	(\$5,237,983)	\$1,185,271	nm

^(a) Beginning in FY 2017/18 a transfer from the Tourism Development Fund will cover a portion of the marketing contract since tourism benefits from WestWorld's activity.

^(b) Allocated Expenses are not budgeted for in nor expensed to WestWorld General Fund operations, but are captured to provide truer costs of operations. This report does not include Facilities Maintenance expenses.

\$ in millions / rounding differences may occur



Privilege (Sales) & Use Tax Collections For June 2021 (For Business Activity in May 2021)

This report contains information regarding the “actual” revenue collections from the 1.0 percent Privilege and Use Tax reflected in the General Fund, 0.2 percent dedicated Transportation Privilege Tax, 0.1 percent additional dedicated to Transportation Privilege and Use Taxes, 0.2 percent dedicated Preserve Privilege and Use Taxes, 0.15 percent additional dedicated Preserve Privilege and Use Taxes, and 0.1 percent dedicated Public Safety Privilege and Use Taxes, including adjustments for related license revenues, late collections and audits. While the report includes the actual year-to-date tax collections for the funds previously noted, only the General Fund portion (1.0 percent) of the tax is unrestricted and available for general government purposes.

The fiscal year to date Privilege and Use Tax (1.0 percent General Purpose) collections increased 22 percent compared to the Budget, and increased 9 percent compared to the same period a year ago.

Rounding differences may occur

Privilege (Sales) & Use Tax by Category and Fund

Fiscal Year-to-Date: June 2021						
	2018/19 Actual	2019/20 Actual	2020/21 Actual	2020/21 Budget	Actual vs. Budget	
					Favorable/(Unfavorable) Amount	Percent
1.00% General Purpose						
Automotive	\$18.0	\$17.6	\$19.2	\$15.3	\$3.9	25%
Construction	10.2	10.6	12.3	8.9	3.4	38%
Dining/ Entertainment	11.5	10.3	11.7	8.0	3.7	47%
Food Stores	8.0	8.5	8.9	9.0	(0.1)	-1%
Hotel/Motel	7.3	5.9	5.3	3.7	1.7	46%
Major Dept. Stores	9.7	9.5	10.2	9.7	0.6	6%
Misc. Retail Stores	22.4	24.5	30.1	21.8	8.3	38%
Other Activity	13.4	13.4	16.5	12.4	4.1	33%
Rentals	17.2	17.9	17.4	18.0	(0.6)	-3%
Utilities	4.5	4.7	4.8	4.9	(0.1)	-3%
Subtotal	\$122.2	\$122.9	\$136.5	\$111.7	\$24.9	22%
0.10% Public Safety	\$12.0	\$12.1	\$13.4	\$11.0	\$2.4	22%
0.20% Transportation 1990	23.0	23.1	25.5	21.2	4.4	21%
0.10% Transportation 2019	n/a	11.9	13.5	11.0	2.5	23%
0.20% McDowell Preserve 1995	23.9	24.2	26.8	21.9	4.9	22%
0.15% McDowell Preserve 2004	18.0	18.1	20.1	16.5	3.7	22%
Total	\$203.8	\$212.4	\$232.0	\$193.1	\$42.8	22%
% Change vs. Prior Year	7%	4%	9%	-9%		

Rounding differences may occur.

Automotive Sales Taxes

The automotive category includes automobile dealers, motorcycle dealers, automotive repair shops, tire shops, car washes, and car leasing companies.

Actual to Revised Budget variance of \$3.9 million or 25%: The variance is due in part to some car dealers performing better than expected.

Construction Sales Taxes

The construction tax is collected on all construction activity; commercial and residential; new and re-model. It also includes landscaping, painting, flooring installation, siding, roofing, concrete, plumbing, heating, electrical, framing, drywall, infrastructure, masonry, finish carpentry, etc.

Actual to Revised Budget variance of \$3.4 million or 38%: This is due in part to an increase in construction activity and speculative sale activity.

Dining/Entertainment Sales Taxes

The restaurant category includes restaurants, bars, cafeterias, mobile food vendors, and caterers.

Actual to Revised Budget variance of \$3.7 million or 47%: This is due in part to restaurants doing better than anticipated.

Food Stores Sales Taxes

This category includes grocery stores, candy stores, meat markets and convenience stores.

Actual to Revised Budget variance of (\$0.1) million or (1%): Normal business fluctuations.

Hotel/Motel Sales Taxes

This category includes lodging space rental on a short-term basis and other activities provided at the hotel/motel.

Actual to Revised Budget variance of \$1.7 million or 46%: This is due in part to hotels doing better than anticipated and an increase in bookings with short term vacation rental properties. This is also due in part to a new hotel opening.

Major Department Stores Sales Taxes

This category includes large department stores, warehouse clubs, supercenters, and discount department stores.

Actual to Revised Budget variance of \$0.6 million or 6%: This is due in part to stores doing better than anticipated.

Miscellaneous Retail Stores Sales Taxes

This category includes small clothing stores, art galleries, luggage stores, home furnishing stores, jewelry stores, drug stores, hobby stores, household appliance stores, sporting goods stores, florists, computer stores, hardware stores, online shopping, and pet supply stores.

Actual to Revised Budget variance of \$8.3 million or 38%: This is due in part to increased software sales, additional revenue from online marketplace facilitators and remote sellers, and some stores performing better than expected. The additional stimulus payments most likely affected this category.

Other Activity Sales Taxes

This category includes movie theatres, golf courses, gyms, bowling centers, amusement arcades, interior designers, publishers, banks, doctors, lawyers, accountants, beauty salons, barber shops, personal goods repair shops, photographers, advertising, wholesalers, and manufacturers. This also includes license fees, penalties, and interest.

Actual to Revised Budget variance of \$4.1 million or 33%: The variance is due in part to an increase in taxable sales from computer software/hardware wholesalers/manufacturers. Additionally, golf courses are showing an increase in sales compared to last year.

Rental Sales Taxes

The rental category includes rentals of commercial and residential real property and personal property rentals, (such as rentals of formal wear, DVD's, home health equipment, recreational goods, electronics, appliances, etc.)

Actual to Revised Budget variance of (\$0.6) million or (3%): This is due in part to a lower amount of rents being collected by commercial and residential properties due to the COVID-10 pandemic. Additionally, personal property rentals are showing a decrease compared to a year ago. A large personal property refund was completed. Also, there were a few one-time taxable speculative sales of apartment complexes last year.

Utilities Sales Taxes

This category includes businesses that provide telecommunication (landlines and cellular), electricity, gas, or water services.

Actual to Revised Budget variance of (\$0.1) million or (3%): The variance is due in part to decreases in the telecommunications sector.



To ensure legal compliance and financial management for the various restricted revenues and expenditures, the city's accounting and budget structure is segregated into various funds. This approach is unique to the government sector. Fund accounting segregates functions and activities into separate self-balancing funds that are created and maintained for specific purposes.

A **fund** is a grouping of related accounts that is used to maintain control over resources that have been segregated for specific activities or objectives. The city, like other state and local governments, uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements.

The General Fund is the city's chief operating fund and is used to account for all financial resources, except those that are legally required to be accounted for in another fund.

GENERAL FUND SOURCES

Taxes - Local - Encompasses a series of local taxes. The largest component of this source includes a 1.10 percent sales tax, of which 0.10 percent is dedicated to public safety. The remaining 1.0 percent of the sales tax is available to fund basic municipal services such as police, fire, libraries, and parks. Sales tax receipts received in the current month are based on prior month activity. This general-purpose sales tax is the city's single largest revenue source. The sales tax category results can be found earlier in the report. Other revenue sources that make up this category include electric and gas franchise fees and cable TV license fees, which are revenues from utility and cable providers for their permitted use of the city's rights-of-way; a stormwater quality charge, which is a fee to help pay a portion of the city's stormwater management program and the Salt River Project (SRP) in lieu tax.

Property Taxes - Property taxes are comprised only of the "Primary" property taxes levied on the assessed value of all property within the city to help pay for basic operations of the city. Secondary property taxes are not included in the General Fund as they must be used solely for General Obligation bond debt service payments. Increases in revenue from year to year reflect new property additions to the tax roll and Council actions to increase total revenue as legally allowed.

State Shared Revenues - These revenues are derived from state shared sales taxes, income taxes, and vehicle license taxes (auto lieu). On a per capita basis, state sales taxes generated in Scottsdale tend to be higher than most other cities/towns due to higher wealth, consumer spending habits, and larger amounts of visitor/tourist spending. As directed by statute, the State distributes the shared portion of State sales taxes back to local governments based on population, not by the amount of sales taxes collected within the local jurisdiction.

Charges for Services/Other - Charges for Services include miscellaneous charges that do not fall into any other category such as property rentals, cell tower leases and stadium usage fees.

License Permits & Fees - These charges include those for fees and licenses associated with specific services and programs offered by the city.

Fines Fees & Forfeitures - These are charges penalizing individuals for violating a law or policy of the city or paying for services and facilities designed to support this punishment, such as the Court, Library and Public Safety - Police.

Interest Earnings - Revenues generated through the use of various investment vehicles on General Fund cash balances throughout the year.

Building Permit Fees & Charges - These charges include the licensing of business activity and the associated fees relating to the licensure and regulation of specific activities.

Indirect/Direct Cost Allocations - Indirect cost allocations charged to the Enterprise Funds for specific central administrative functions which benefit the Enterprise operations (e.g. Information Technology, Payroll and Human Resources). Direct cost allocations represent Aviation Fund charges for the direct cost of fire service at the airport performed by General Fund personnel.

Transfers In - Transfers in reflects funds received from the Enterprise Funds (Franchise Fees), Special Programs Fund (30 Day Tow) and Tourism Development Fund (comply with financial policy #21A).



GENERAL FUND USES

Personnel Services includes the salaries and wages plus the city's contribution for fringe benefits such as retirement, social security, health, and workers' compensation insurance. It is reduced by vacancy savings, but increased for medical and vacation leave accrual payouts that are made at the time of separation from the city. Personnel Services also include pay-for-performance and compensation adjustments.

Contractual Services includes expenditures for services performed by firms, individuals, or other city divisions.

Commodities includes supplies, repair and replacement parts, small tools, and maintenance and repairs.

Capital Outlays includes the purchase of land, the purchase or construction of buildings, structures, and facilities, plus machinery and equipment. It includes expenditures that result in the acquisition or addition of a fixed asset or increases the capacity, efficiency, span of life, or economy of operating an existing fixed asset. For an item to qualify as capital outlay the expenditure must meet all of the following requirements: (1) have an estimated useful life of more than two years; (2) have a unit cost higher than \$10,000; and (3) be betterment or improvement.

Contracts Payable & COPs includes contractual obligations related to development agreements (funded by sales tax rebates) which vary based on the actual sales tax collections and certificates of participation which are a funding mechanism similar to bonds utilized for the purchase of capital items.

Transfers Out represents the authorized transfer of cash to other funds and/or capital projects.

OTHER FUNDS

Transportation Fund is considered a Special Revenue Fund, which is used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes. The Transportation Fund receives and expends the city's allocation of the Arizona Highway User Revenue Tax (HURF) as well as other transportation related revenues. The amount of HURF available to each city is allocated based on population. These monies must be used for street construction, reconstruction, maintenance, or transit. The State of Arizona requires the city to establish and maintain an accounting for Highway User Revenue Funds. The fund also accounts for the 1989 voter approved Transportation Privilege (Sales) Tax of 0.20 percent which is dedicated to funding transportation improvements and operations. Fifty percent of the Sales Tax - Transportation (0.20%) is transferred to the Capital Improvement Plan (CIP) for transportation related capital improvement projects, while 100 percent of the Sales Tax - Transportation (0.10%) is collected and reported in the CIP.

Tourism Development Fund is a Special Revenue Fund to account for the sources and uses related to tourism. Revenues consist of transient lodging tax (bed tax) and lease rental earnings from the Fairmont Scottsdale Princess Resort. Bed Tax is the largest portion of this fund and is derived from lodging room charges for stays of 29 days or less in hotels or short-term rentals.

Enterprise Funds are used to account for operations, which are financed and operated similarly to private businesses, where the intent is that the service is self-sufficient, with all costs including debt service supported predominantly by user charges. The city maintains three Enterprise Funds to account for Water & Water Reclamation, Aviation, and Solid Waste activities.

Water & Water Reclamation Funds

This fund accounts for the transactions related to the city's water and water reclamation business activities, including operating revenue, expenditures and debt service payments.

- Water Service Charges are monthly water billings which consist of a base charge according to meter size and a variable charge for the amount of water consumed.
- Water Reclamation Service Charges are monthly charges based on the volume and strength of the sewage discharge.
- Non-Potable Water Fees include the sale of surface water, reverse osmosis and effluent treated to irrigation standards. These different water types are delivered to 22 Reclaimed Water Distribution System golf courses, 3 Irrigation Water Distribution System golf courses, the Gainey Ranch Golf Club, the WestWorld golf course and the Inlet/Silverado golf course.
- Miscellaneous Revenue includes rental income, miscellaneous reimbursements and other minor fees.



Aviation Fund

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- Bwjbujo!Gfft!bsf!di!bshft!gps!b!wbsjufz!pg!t!fswjdf!t!qspwje!fe!up!bjsqpsu!dvtupn!fst!jodnvejoh!Mboejoh!Gfft!-!Bjsqpsu!Bjsqbsl!Gvf!Gfft!-!Usbotjfo!Qbs!joh!Gfft!-!Gjyfe!Ufobou!Sfout!-!Qfsdfoubhf!Gfft!gps!Bfspobvujdbm!Cvtjof!t!Qfnsnjut!-!Dvtupn!Gfft!boe!njtdfmmbofpvt!pui!fs!di!bshft/
- Qsjwnfhf!boe!Vtf!Uby.Kfu!Gvf!bsf!di!bshft!fbofe!gspn!kfu!gvf!t!bmf!t!cz!Gjyfe!Cbtfe!Pqfsbupst!jo!bddpsebodf!xju!i!uif!Tdpuutebmf!Sfwjfe!Dpef!-!Bsjdmf!JW!-!Tfdujpo!533/

Solid Waste Fund

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Internal Service Funds bsf!vtfe!up!bddpvout!gps!uif!gjobodjoh!po!b!dptu.sfjncvstfn!fou!cbtjt!pg!dpn!n!pejuff!t!ps!t!fswjdf!t!qspwje!fe!cz!pof!qspshbn!gps!uif!cfogju!pg!pui!fs!qspshbn!t!xju!jo!uif!djuz!Uif!sfqpsu!jodnvef!t!uisff!Joufsobm!Tfswjdf!Gvoet!up!bddpvout!gps!Gmfu!Sjt!l!-!boe!Cfofgjut!bdujwujft!/

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Risk Management Fund

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Healthcare Self Insurance Fund

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