

# **Monthly Financial Report**

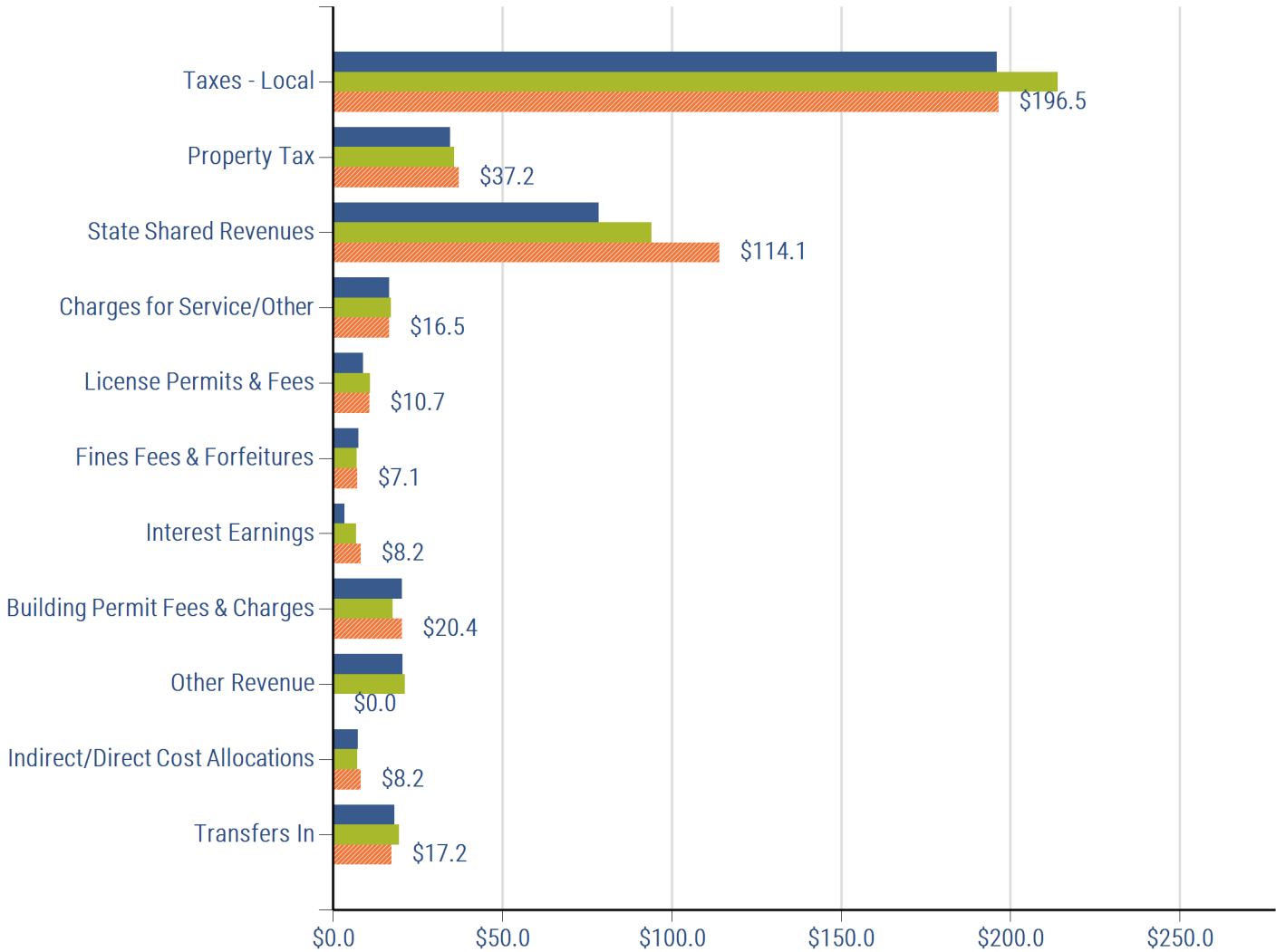
**Fiscal Year to Date as of  
January 31, 2024**

Report to the City Council  
Prepared by the City Treasurer  
March 19, 2024

# Sources

General Fund

## Twelve Months: Fiscal Year

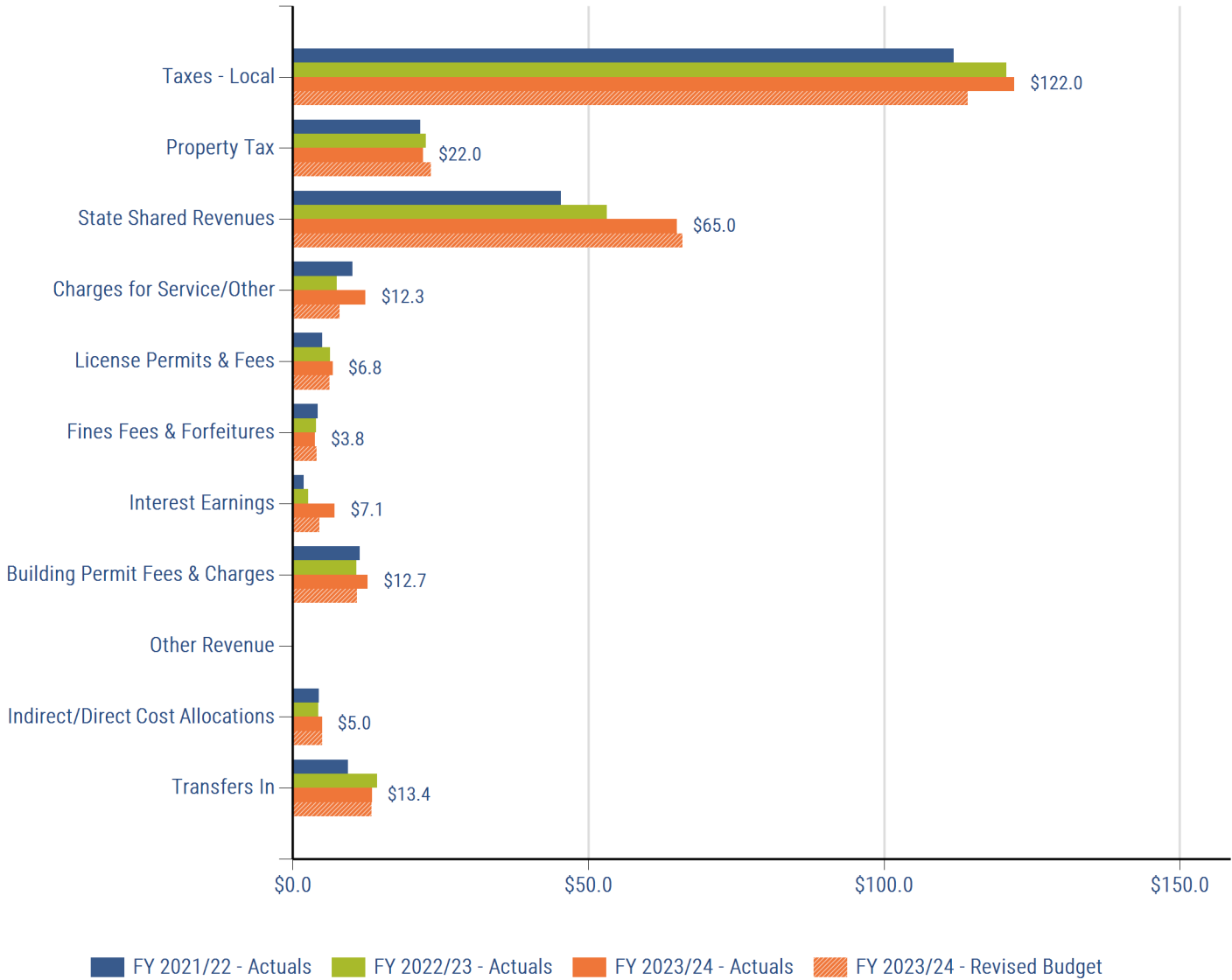


■ FY 2021/22 - Actuals  
 ■ FY 2022/23 - Actuals  
 ▨ FY 2023/24 - Revised Budget

	FY 2021/22 <u>Actuals</u>	FY 2022/23 <u>Actuals</u>	FY 2023/24 <u>Revised Budget</u>
Taxes - Local	\$195.9	\$214.1	\$196.5
Property Tax	34.6	35.8	37.2
State Shared Revenues	78.5	94.0	114.1
Charges for Service/Other	16.6	17.0	16.5
License Permits & Fees	8.8	10.8	10.7
Fines Fees & Forfeitures	7.5	7.0	7.1
Interest Earnings	3.3	6.9	8.2
Building Permit Fees & Charges	20.3	17.6	20.4
Other Revenue	20.5	21.2	-
Indirect/Direct Cost Allocations	7.2	7.2	8.2
Transfers In	18.2	19.4	17.2
<b>Total Sources</b>	<b>\$411.3</b>	<b>\$450.9</b>	<b>\$436.1</b>

Note: \$ in million / rounding differences and blank may occur.

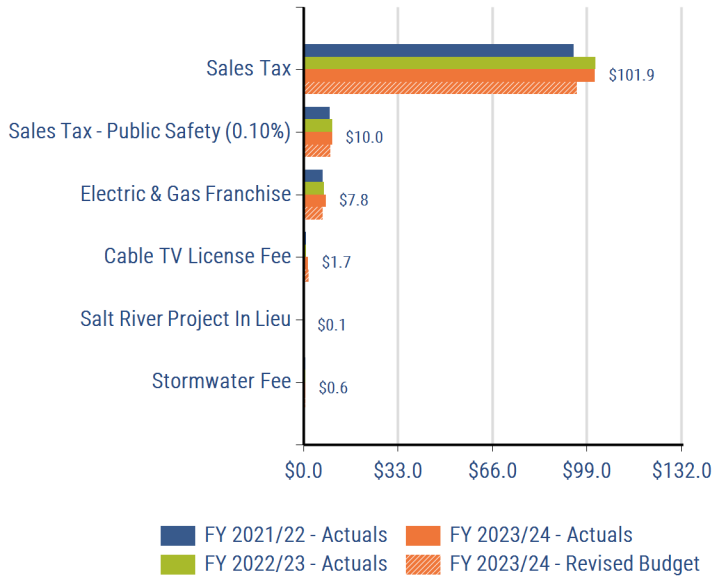
Sources (Fiscal Year to Date: January 2024)



	FY 2021/22 Actuals	FY 2022/23 Actuals	FY 2023/24 Actuals	FY 2023/24 Revised Budget	Actual vs. Budget Favorable / (Unfavorable) Amount	Percent
Taxes - Local	\$111.8	\$120.7	\$122.0	\$114.2	\$7.8	7%
Property Tax	21.6	22.5	22.0	23.4	( 1.4)	(6%)
State Shared Revenues	45.4	53.1	65.0	66.0	( 1.0)	(1%)
Charges for Service/Other	10.1	7.4	12.3	8.0	4.3	54%
License Permits & Fees	5.1	6.3	6.8	6.2	0.6	9%
Fines Fees & Forfeitures	4.3	4.0	3.8	4.1	( 0.3)	(7%)
Interest Earnings	1.9	2.6	7.1	4.5	2.6	57%
Building Permit Fees & Charges	11.4	10.8	12.7	10.9	1.7	16%
Other Revenue	-	-	-	-	-	-
Indirect/Direct Cost Allocations	4.4	4.4	5.0	5.0	-	-
Transfers In	9.4	14.3	13.4	13.4	-	-
<b>Total Sources</b>	<b>\$225.3</b>	<b>\$246.2</b>	<b>\$270.0</b>	<b>\$255.6</b>	<b>\$14.4</b>	<b>6%</b>

Note: \$ in million / rounding differences and blank may occur.

Taxes - Local (Fiscal Year to Date: January 2024)

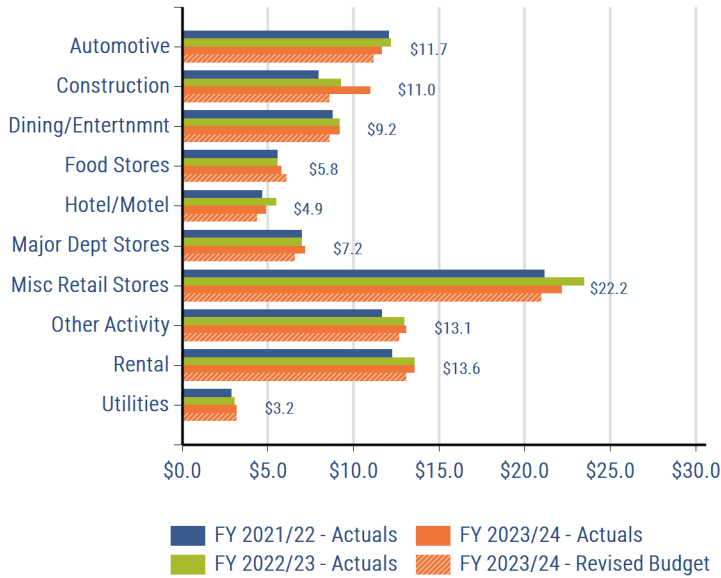


**Actual to Revised Budget variance of \$7.8 million or 7%:**  
 The favorable variance is primarily due to Sales Tax and Electric & Gas Franchise. See detailed Sales Tax information on page 4. The favorable variance for Electric & Gas Franchise continues due to higher than expected revenue generated from APS Franchise fees resulting from higher electric usage.

	FY 2021/22 Actuals	FY 2022/23 Actuals	FY 2023/24 Actuals	FY 2023/24 Revised Budget	Actual vs. Budget Favorable / (Unfavorable) Amount	Percent
Sales Tax	\$94.4	\$102.1	\$101.9	\$95.5	\$6.4	7%
Sales Tax - Public Safety (0.10%)	9.3	10.0	10.0	9.4	0.6	7%
Electric & Gas Franchise	6.7	7.1	7.8	6.8	1.0	14%
Cable TV License Fee	0.9	0.9	1.7	1.8	(0.1)	(8%)
Salt River Project In Lieu	0.1	0.1	0.1	0.1	-	-
Stormwater Fee	0.6	0.6	0.6	0.6	-	-
<b>Taxes - Local Total</b>	<b>\$111.8</b>	<b>\$120.7</b>	<b>\$122.0</b>	<b>\$114.2</b>	<b>\$7.8</b>	<b>7%</b>

Note: \$ in million / rounding differences and blank may occur.

Sales Tax (Fiscal Year to Date: January 2024)

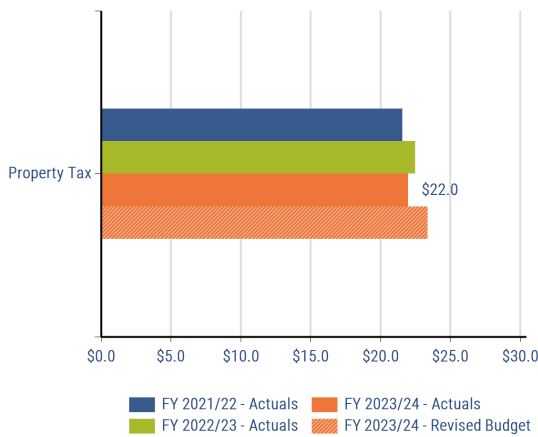


**Actual to Revised Budget variance of \$6.4 million or 7%:**  
 The favorable variance is primarily due to 1) Construction - increases from some new projects, increased residential/commercial construction, and one-time audit payments; 2) Dining/Entertainment - restaurants doing better than anticipated and inflation; 3) Hotel/Motel - some increases from hotels payments for delinquent tax periods, and new hotel opening almost a year ago; 4) Major Department Stores - timing difference of when taxpayers reported last year versus this year; 5) Misc. Retail Stores - in part due to retail stores doing better than anticipated, one-time audit payments, and inflation.

	FY 2021/22 Actuals	FY 2022/23 Actuals	FY 2023/24 Actuals	FY 2023/24 Revised Budget	Actual vs. Budget Favorable / (Unfavorable) Amount	Percent
Automotive	\$12.1	\$12.2	\$11.7	\$11.2	\$0.5	5%
Construction	8.0	9.3	11.0	8.6	2.5	29%
Dining/Entertainment	8.8	9.2	9.2	8.6	0.6	7%
Food Stores	5.6	5.6	5.8	6.1	( 0.3)	(6%)
Hotel/Motel	4.7	5.5	4.9	4.4	0.5	11%
Major Dept Stores	7.0	7.0	7.2	6.6	0.6	9%
Misc Retail Stores	21.2	23.5	22.2	21.0	1.2	6%
Other Activity	11.7	13.0	13.1	12.7	0.4	3%
Rental	12.3	13.6	13.6	13.1	0.4	3%
Utilities	2.9	3.1	3.2	3.2	0.1	2%
<b>Sales Tax Total</b>	<b>\$94.4</b>	<b>\$102.1</b>	<b>\$101.9</b>	<b>\$95.5</b>	<b>\$6.4</b>	<b>7%</b>

Note: \$ in million / rounding differences and blank may occur.

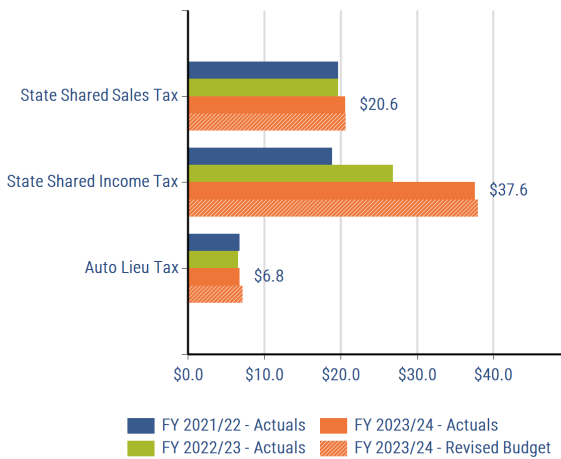
Property Tax (Fiscal Year to Date: January 2024)



Actual to Revised Budget variance of (\$1.4) million or (6%):  
 The unfavorable variance is due to distribution timing.  
 The budget is based on the county's average three-year collection period and may vary year over year.

	FY 2021/22 Actuals	FY 2022/23 Actuals	FY 2023/24 Actuals	FY 2023/24 Revised Budget	Actual vs. Budget Favorable / (Unfavorable) Amount	Percent
Property Tax	\$21.6	\$22.5	\$22.0	\$23.4	(\$1.4)	(6%)
Property Tax Total	\$21.6	\$22.5	\$22.0	\$23.4	(\$1.4)	(6%)

State Shared Revenues (Fiscal Year to Date: January 2024)

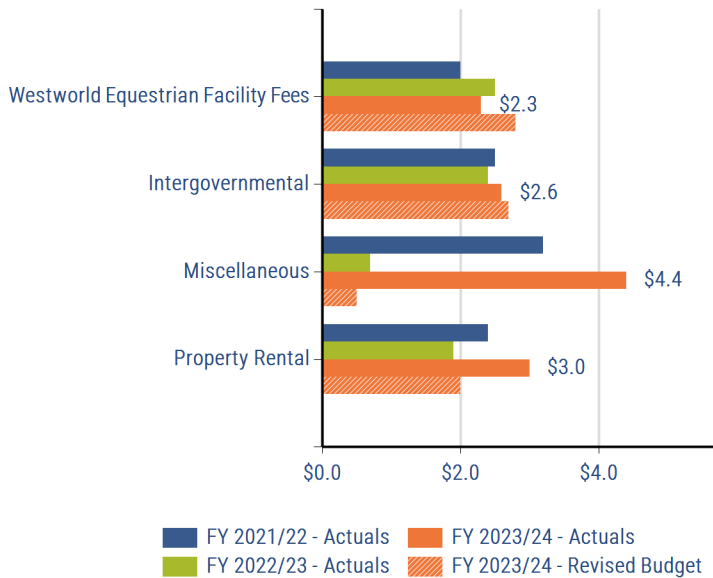


Actual to Revised Budget variance of (\$1.0) million or (1%):  
 The unfavorable variance is primarily due to State Shared Income Tax and Auto Lieu Tax - the actual payments being lower than budgeted, resulting from revised population counts.

	FY 2021/22 Actuals	FY 2022/23 Actuals	FY 2023/24 Actuals	FY 2023/24 Revised Budget	Actual vs. Budget Favorable / (Unfavorable) Amount	Percent
State Shared Sales Tax	\$19.7	\$19.7	\$20.6	\$20.7	(\$0.1)	(1%)
State Shared Income Tax	18.9	26.9	37.6	38.0	( 0.4)	(1%)
Auto Lieu Tax	6.8	6.6	6.8	7.2	( 0.4)	(6%)
State Shared Revenues Total	\$45.4	\$53.1	\$65.0	\$66.0	(\$1.0)	(1%)

Note: \$ in million / rounding differences and blank may occur.

Charges for Service/Other (Fiscal Year to Date: January 2024)

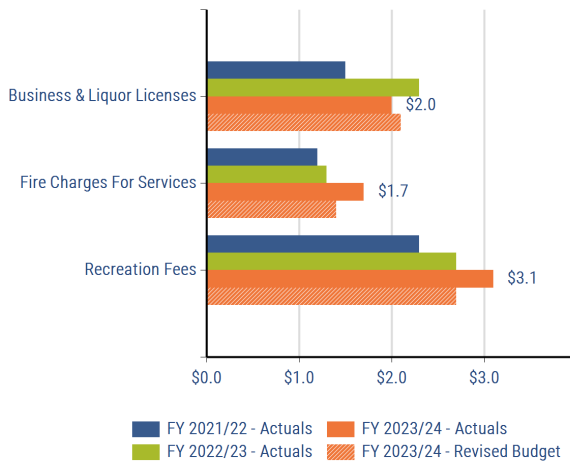


**Actual to Revised Budget variance of \$4.3 million or 54%:**  
 The favorable variance is due to: 1) Miscellaneous - one-time development fee and higher than expected revenue from public safety services; and 2) Property Rental - timing of receiving payments from contract leases. The favorable variance would be greater but being offset by unfavorable variance from Westworld Equestrian Facility Fees - due to timing of receiving payments from vendors, the variance should be clear in the future.

	FY 2021/22 Actuals	FY 2022/23 Actuals	FY 2023/24 Actuals	FY 2023/24 Revised Budget	Actual vs. Budget Favorable / (Unfavorable) Amount	Percent
Westworld Equestrian Facility Fees	\$2.0	\$2.5	\$2.3	\$2.8	(\$0.5)	(19%)
Intergovernmental	2.5	2.4	2.6	2.7	( 0.1)	(3%)
Miscellaneous	3.2	0.7	4.4	0.5	3.9	>100%
Property Rental	2.4	1.9	3.0	2.0	1.0	50%
<b>Charges for Service/Other Total</b>	<b>\$10.1</b>	<b>\$7.4</b>	<b>\$12.3</b>	<b>\$8.0</b>	<b>\$4.3</b>	<b>54%</b>

Note: \$ in million / rounding differences and blank may occur.

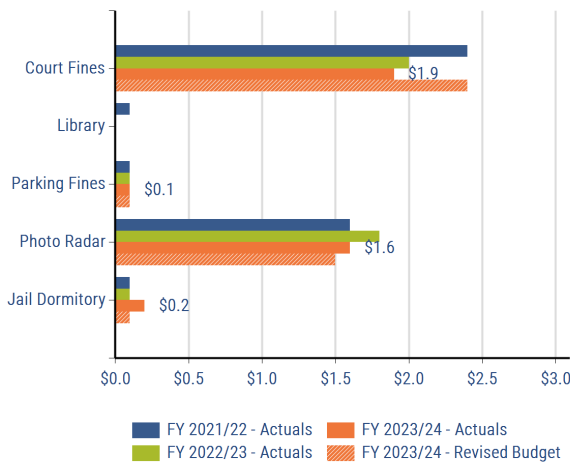
License Permits & Fees (Fiscal Year to Date: January 2024)



**Actual to Revised Budget variance of \$0.6 million or 9%:**  
 The favorable variance is due to: 1) Fire Charges for Services - timing of receiving payment from the County, and ambulance services call volume higher than expected; and 2) Recreation Fees - higher than expected activities in community facilities and enrollments in summer sessions.

	FY 2021/22 Actuals	FY 2022/23 Actuals	FY 2023/24 Actuals	FY 2023/24 Revised Budget	Actual vs. Budget Favorable / (Unfavorable) Amount	Percent
Business & Liquor Licenses	\$1.5	\$2.3	\$2.0	\$2.1	\$ -	-
Fire Charges For Services	1.2	1.3	1.7	1.4	0.2	17%
Recreation Fees	2.3	2.7	3.1	2.7	0.4	13%
<b>License Permits &amp; Fees Total</b>	<b>\$5.1</b>	<b>\$6.3</b>	<b>\$6.8</b>	<b>\$6.2</b>	<b>\$0.6</b>	<b>9%</b>

Fines Fees & Forfeitures (Fiscal Year to Date: January 2024)



**Actual to Revised Budget variance of (\$0.3) million or (7%):** The unfavorable variance is due to Court Fines - lower number of criminal fillings and non-photo enforcement fillings.

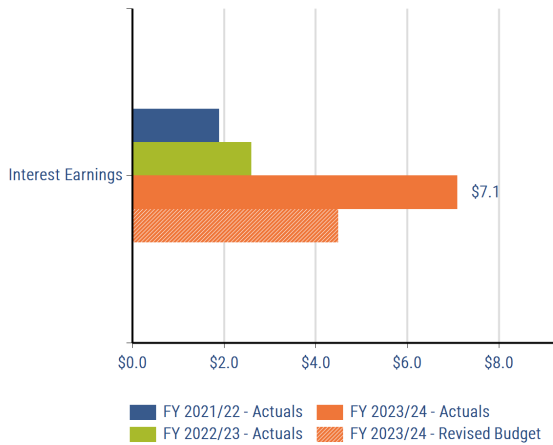
	FY 2021/22 Actuals	FY 2022/23 Actuals	FY 2023/24 Actuals	FY 2023/24 Revised Budget	Actual vs. Budget Favorable / (Unfavorable) Amount	Percent
Court Fines	\$2.4	\$2.0	\$1.9	\$2.4	(\$0.5)	(21%)
Library	0.1	-	-	-	-	-
Parking Fines	0.1	0.1	0.1	0.1	-	-
Photo Radar	1.6	1.8	1.6	1.5	0.1	8%
Jail Dormitory	0.1	0.1	0.2	0.1	0.1	152%
<b>Fines Fees &amp; Forfeitures Total</b>	<b>\$4.3</b>	<b>\$4.0</b>	<b>\$3.8</b>	<b>\$4.1</b>	<b>(\$0.3)</b>	<b>(7%)</b>

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**Interest Earnings (Fiscal Year to Date: January 2024)**

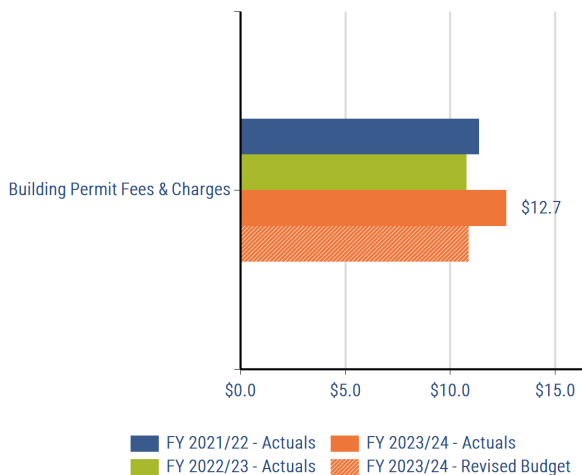
**Actual to Revised Budget variance of \$2.6 million or 57%:**  
The favorable in Interest Earnings is due to higher than expected rate of return.



	<u>FY 2021/22</u> <u>Actuals</u>	<u>FY 2022/23</u> <u>Actuals</u>	<u>FY 2023/24</u> <u>Actuals</u>	<u>FY 2023/24</u> <u>Revised Budget</u>	<u>Actual vs. Budget</u> <u>Favorable / (Unfavorable)</u> <u>Amount</u>	<u>Percent</u>
Interest Earnings	\$1.9	\$2.6	\$7.1	\$4.5	\$2.6	57%
Interest Earnings Total	\$1.9	\$2.6	\$7.1	\$4.5	\$2.6	57%

**Building Permit Fees & Charges (Fiscal Year to Date: January 2024)**

**Actual to Revised Budget variance of \$1.7 million or 16%:**  
The favorable variance is due to higher than expected plan review fees.

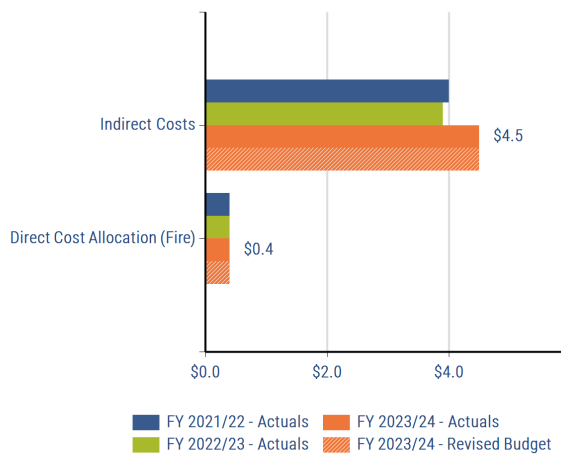


	<u>FY 2021/22</u> <u>Actuals</u>	<u>FY 2022/23</u> <u>Actuals</u>	<u>FY 2023/24</u> <u>Actuals</u>	<u>FY 2023/24</u> <u>Revised Budget</u>	<u>Actual vs. Budget</u> <u>Favorable / (Unfavorable)</u> <u>Amount</u>	<u>Percent</u>
Building Permit Fees & Charges	\$11.4	\$10.8	\$12.7	\$10.9	\$1.7	16%
Building Permit Fees & Charges Total	\$11.4	\$10.8	\$12.7	\$10.9	\$1.7	16%

Note: \$ in million / rounding differences and blank may occur.

Indirect/Direct Cost Allocations (Fiscal Year to Date: January 2024)

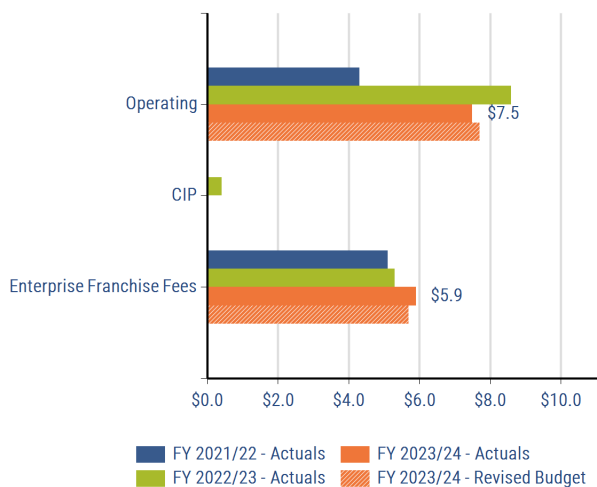
Actual to Revised Budget variance of \$0.0 million or 0%: Indirect/Direct Cost Allocations are within budget.



	FY 2021/22 Actuals	FY 2022/23 Actuals	FY 2023/24 Actuals	FY 2023/24 Revised Budget	Actual vs. Budget Favorable / (Unfavorable) Amount	Percent
Indirect Costs	\$4.0	\$3.9	\$4.5	\$4.5	\$ -	-
Direct Cost Allocation (Fire)	0.4	0.4	0.4	0.4	-	-
<b>Indirect/Direct Cost Allocations Total</b>	<b>\$4.4</b>	<b>\$4.4</b>	<b>\$5.0</b>	<b>\$5.0</b>	<b>\$ -</b>	<b>-</b>

Transfers In (Fiscal Year to Date: January 2024)

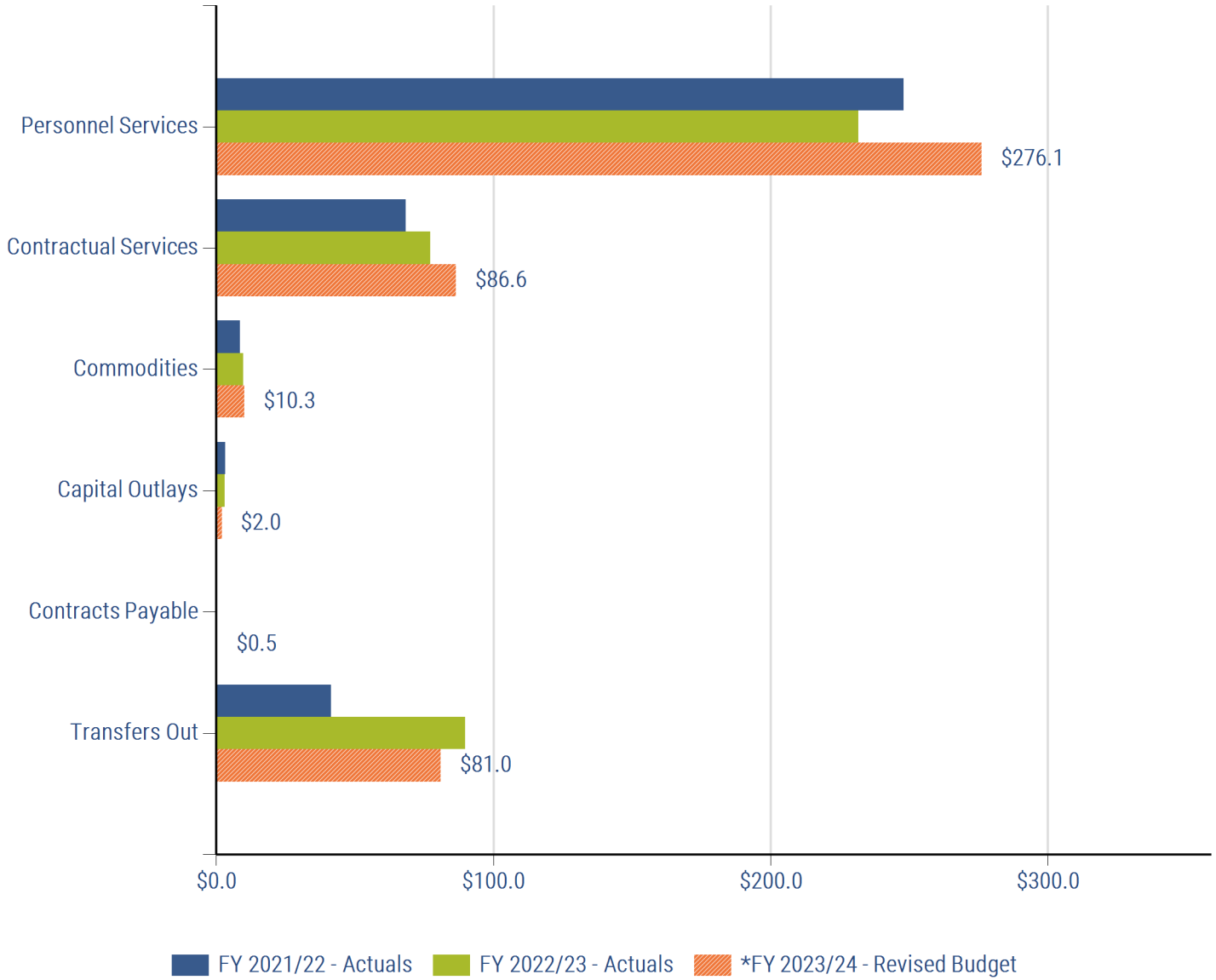
Actual to Revised Budget variance of \$0.0 million or 0%: The Transfers In is overall within budget. The unfavorable variance in Operating Transfers In is due to a timing difference.



	FY 2021/22 Actuals	FY 2022/23 Actuals	FY 2023/24 Actuals	FY 2023/24 Revised Budget	Actual vs. Budget Favorable / (Unfavorable) Amount	Percent
Operating	\$4.3	\$8.6	\$7.5	\$7.7	(\$0.2)	(3%)
CIP	-	0.4	-	-	-	-
Enterprise Franchise Fees	5.1	5.3	5.9	5.7	0.2	4%
<b>Transfers In Total</b>	<b>\$9.4</b>	<b>\$14.3</b>	<b>\$13.4</b>	<b>\$13.4</b>	<b>\$ -</b>	<b>-</b>

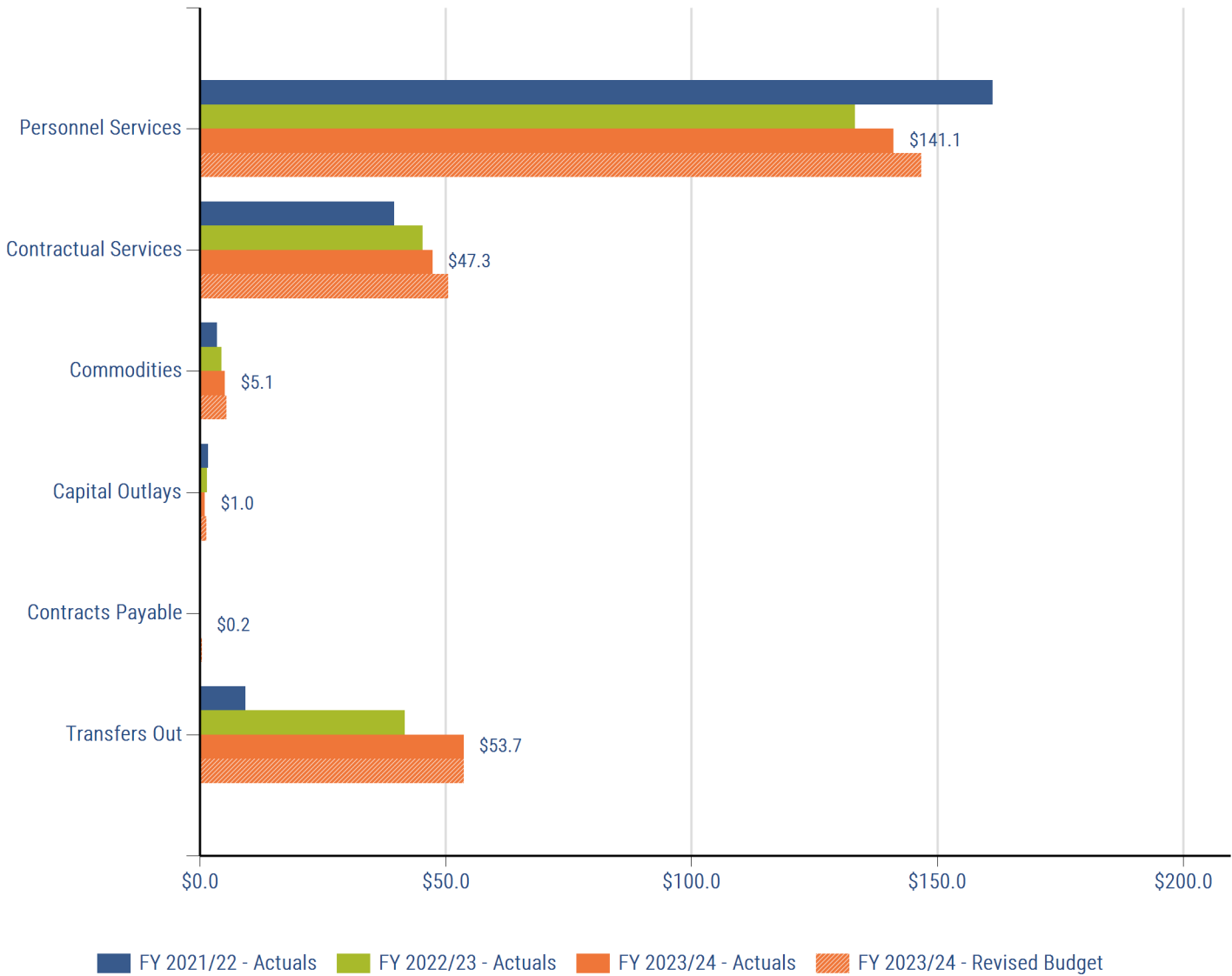
Note: \$ in million / rounding differences and blank may occur.

### Twelve Months: Fiscal Year



	FY 2021/22 <u>Actuals</u>	FY 2022/23 <u>Actuals</u>	*FY 2023/24 <u>Revised Budget</u>
Personnel Services	\$247.9	\$231.7	\$276.1
Contractual Services	68.4	77.3	86.6
Commodities	8.7	9.9	10.3
Capital Outlays	3.4	3.2	2.0
Contracts Payable	0.4	0.4	0.5
Transfers Out	41.4	89.9	81.0
<b>Total Uses</b>	<b>\$370.2</b>	<b>\$412.3</b>	<b>\$456.4</b>

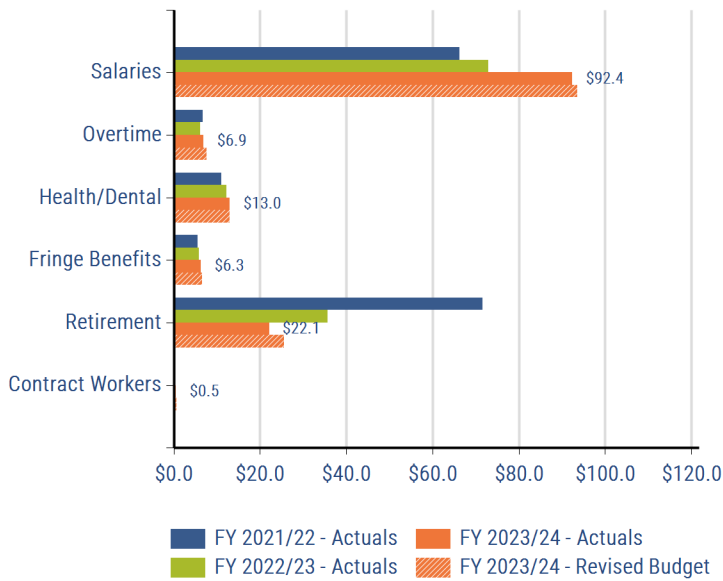
Uses (Fiscal Year to Date: January 2024)



	FY 2021/22 Actuals	FY 2022/23 Actuals	FY 2023/24 Actuals	FY 2023/24 Revised Budget	Actual vs. Budget Favorable / (Unfavorable) Amount	Percent
Personnel Services	\$161.3	\$133.3	\$141.1	\$146.8	\$5.7	4%
Contractual Services	39.6	45.3	47.3	50.5	3.2	6%
Commodities	3.5	4.4	5.1	5.5	0.4	7%
Capital Outlays	1.7	1.5	1.0	1.3	0.3	24%
Contracts Payable	0.2	-	0.2	0.5	0.2	52%
Transfers Out	9.3	41.8	53.7	53.7	-	-
<b>Total Uses</b>	<b>\$215.5</b>	<b>\$226.2</b>	<b>\$248.5</b>	<b>\$258.3</b>	<b>\$9.8</b>	<b>4%</b>

Note: \$ in million / rounding differences and blank may occur.

Personnel Services (Fiscal Year to Date: January 2024)

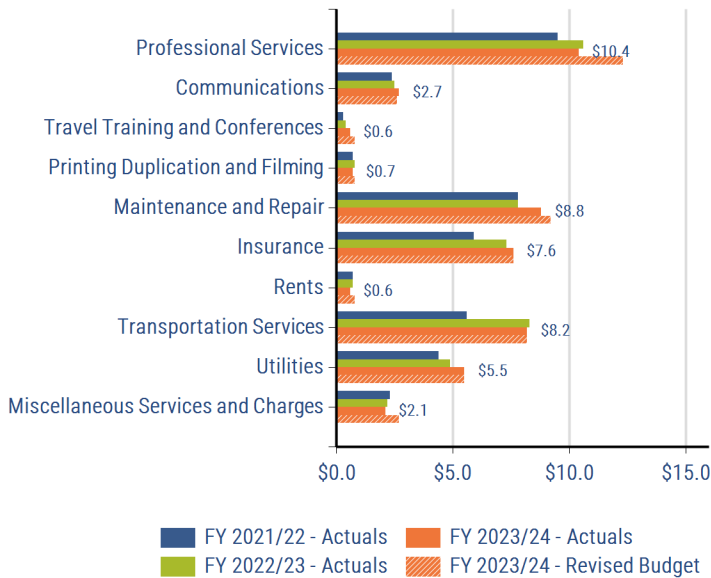


**Actual to Revised Budget variance of \$5.7 million or 4%:**  
 The favorable variance is due to 1) Salaries - vacancy savings and newer staff hired at a lower rate than the employee who retired or left; 2) Overtime - budget timing and positive impact by public safety redeployment model; and 3) Retirement - newer public safety staff coming in at a lower ranking than the employee they replaced.

	FY 2021/22 Actuals	FY 2022/23 Actuals	FY 2023/24 Actuals	FY 2023/24 Revised Budget	Actual vs. Budget Favorable / (Unfavorable) Amount	Percent
Salaries	\$66.3	\$72.9	\$92.4	\$93.6	\$1.2	1%
Overtime	6.7	6.2	6.9	7.6	0.7	9%
Health/Dental	11.0	12.2	13.0	13.0	-	-
Fringe Benefits	5.6	5.9	6.3	6.6	0.3	5%
Retirement	71.6	35.6	22.1	25.5	3.4	13%
Contract Workers	0.1	0.4	0.5	0.6	0.1	19%
<b>Personnel Services Total</b>	<b>\$161.3</b>	<b>\$133.3</b>	<b>\$141.1</b>	<b>\$146.8</b>	<b>\$5.7</b>	<b>4%</b>

Note: \$ in million / rounding differences and blank may occur.

Contractual Services (Fiscal Year to Date: January 2024)

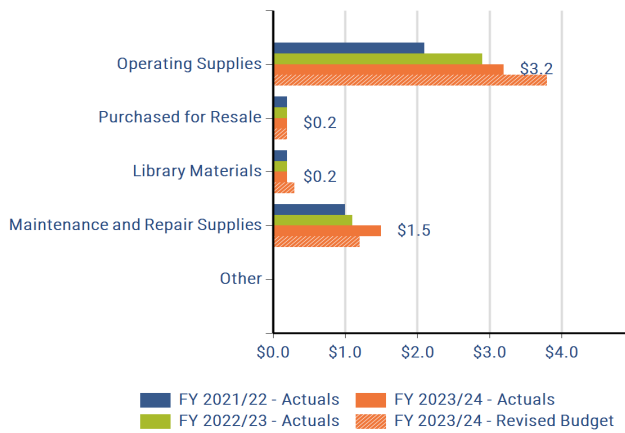


**Actual to Revised Budget variance of \$3.2 million or 6%:**  
 The favorable variance is due to: 1) Professional Services - timing of expense for hiring consultants and timing of payment for service contracts; 2) Maintenance and Repair - timing of payments for ERP implementation, and savings from the e-citation software, the savings is likely to be utilized by offsetting costs to replace the e-citation and other software upgrades in the future; and 3) Miscellaneous Services and Changes - timing of public education outreach platform implementation and timing in receiving quarterly invoices for dispatch services.

	FY 2021/22 Actuals	FY 2022/23 Actuals	FY 2023/24 Actuals	FY 2023/24 Revised Budget	Actual vs. Budget Favorable / (Unfavorable) Amount	Percent
Professional Services	\$9.5	\$10.6	\$10.4	\$12.3	\$1.9	15%
Communications	2.4	2.5	2.7	2.6	( 0.1)	(5%)
Travel Training and Conferences	0.3	0.4	0.6	0.8	0.2	26%
Printing Duplication and Filming	0.7	0.8	0.7	0.8	0.1	12%
Maintenance and Repair	7.8	7.8	8.8	9.2	0.4	5%
Insurance	5.9	7.3	7.6	7.6	-	-
Rents	0.7	0.7	0.6	0.8	0.2	25%
Transportation Services	5.6	8.3	8.2	8.2	-	-
Utilities	4.4	4.9	5.5	5.5	-	-
Miscellaneous Services and Charges	2.3	2.2	2.1	2.7	0.5	20%
<b>Contractual Services Total</b>	<b>\$39.6</b>	<b>\$45.3</b>	<b>\$47.3</b>	<b>\$50.5</b>	<b>\$3.2</b>	<b>6%</b>

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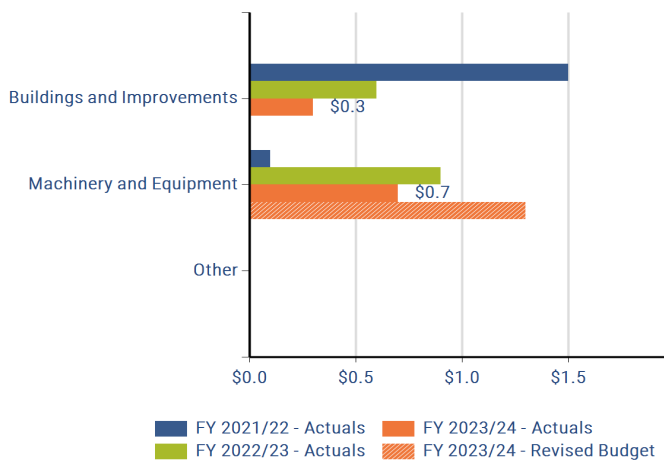
Commodities (Fiscal Year to Date: January 2024)



**Actual to Revised Budget variance of \$0.4 million or 7%:**  
 The favorable variance is due to Operation Supplies - timing in purchase furniture and equipment citywide, and lower amount of ammunition and weapons purchased as one of the training facilities is under construction. The unfavorable variance in Maintenance and Repair Supplies is primarily due to increase demand for installation of additional bottle fillers at various locations, and timing in received water conservation controllers prior than budgeted.

	FY 2021/22 Actuals	FY 2022/23 Actuals	FY 2023/24 Actuals	FY 2023/24 Revised Budget	Actual vs. Budget Favorable / (Unfavorable) Amount	Percent
Operating Supplies	\$2.1	\$2.9	\$3.2	\$3.8	\$0.6	16%
Purchased for Resale	0.2	0.2	0.2	0.2	-	-
Library Materials	0.2	0.2	0.2	0.3	0.1	29%
Maintenance and Repair Supplies	1.0	1.1	1.5	1.2	(0.3)	(23%)
Other	-	-	-	-	-	-
<b>Commodities Total</b>	<b>\$3.5</b>	<b>\$4.4</b>	<b>\$5.1</b>	<b>\$5.5</b>	<b>\$0.4</b>	<b>7%</b>

Capital Outlays (Fiscal Year to Date: January 2024)



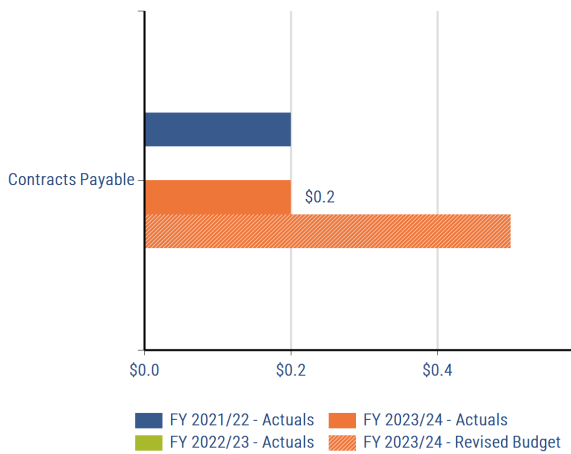
**Actual to Revised Budget variance of \$0.3 million or 24%:**  
 The favorable variance is due to Machinery and Equipment - delay in purchasing motor vehicles for code enforcement inspectors and police officers. The unfavorable variance in Buildings and Improvements is due to the unanticipated building improvements cost to accommodate training staff.

	FY 2021/22 Actuals	FY 2022/23 Actuals	FY 2023/24 Actuals	FY 2023/24 Revised Budget	Actual vs. Budget Favorable / (Unfavorable) Amount	Percent
Buildings and Improvements	\$1.5	\$0.6	\$0.3	\$ -	(\$0.3)	-
Machinery and Equipment	0.1	0.9	0.7	1.3	0.6	45%
Other	-	-	-	-	-	-
<b>Capital Outlays Total</b>	<b>\$1.7</b>	<b>\$1.5</b>	<b>\$1.0</b>	<b>\$1.3</b>	<b>\$0.3</b>	<b>24%</b>

Note: \$ in million / rounding differences and blank may occur.

**Contracts Payable (Fiscal Year to Date: January 2024)**

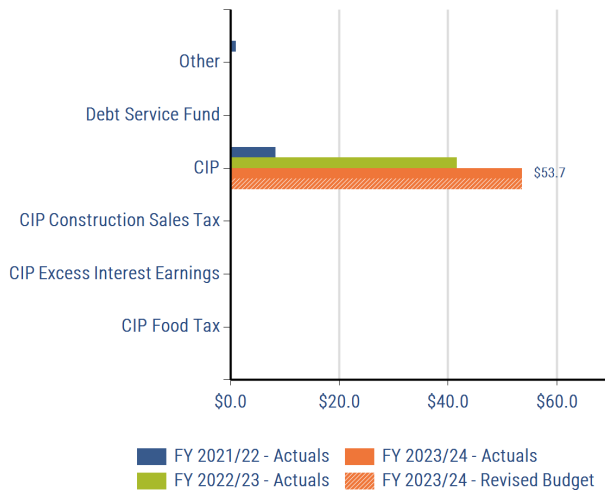
Actual to Revised Budget variance of \$0.2 million or 52%:  
The favorable variance is due to timing in payments for city's contractual agreements.



	FY 2021/22 Actuals	FY 2022/23 Actuals	FY 2023/24 Actuals	FY 2023/24 Revised Budget	Actual vs. Budget Favorable / (Unfavorable) Amount	Percent
Contracts Payable	\$0.2	\$ -	\$0.2	\$0.5	\$0.2	52%
<b>Contracts Payable Total</b>	<b>\$0.2</b>	<b>\$0.0</b>	<b>\$0.2</b>	<b>\$0.5</b>	<b>\$0.2</b>	<b>52%</b>

**Transfers Out (Fiscal Year to Date: January 2024)**

Actual to Revised Budget variance of \$0.0 million or 0%:  
Transfers Out has no variance.

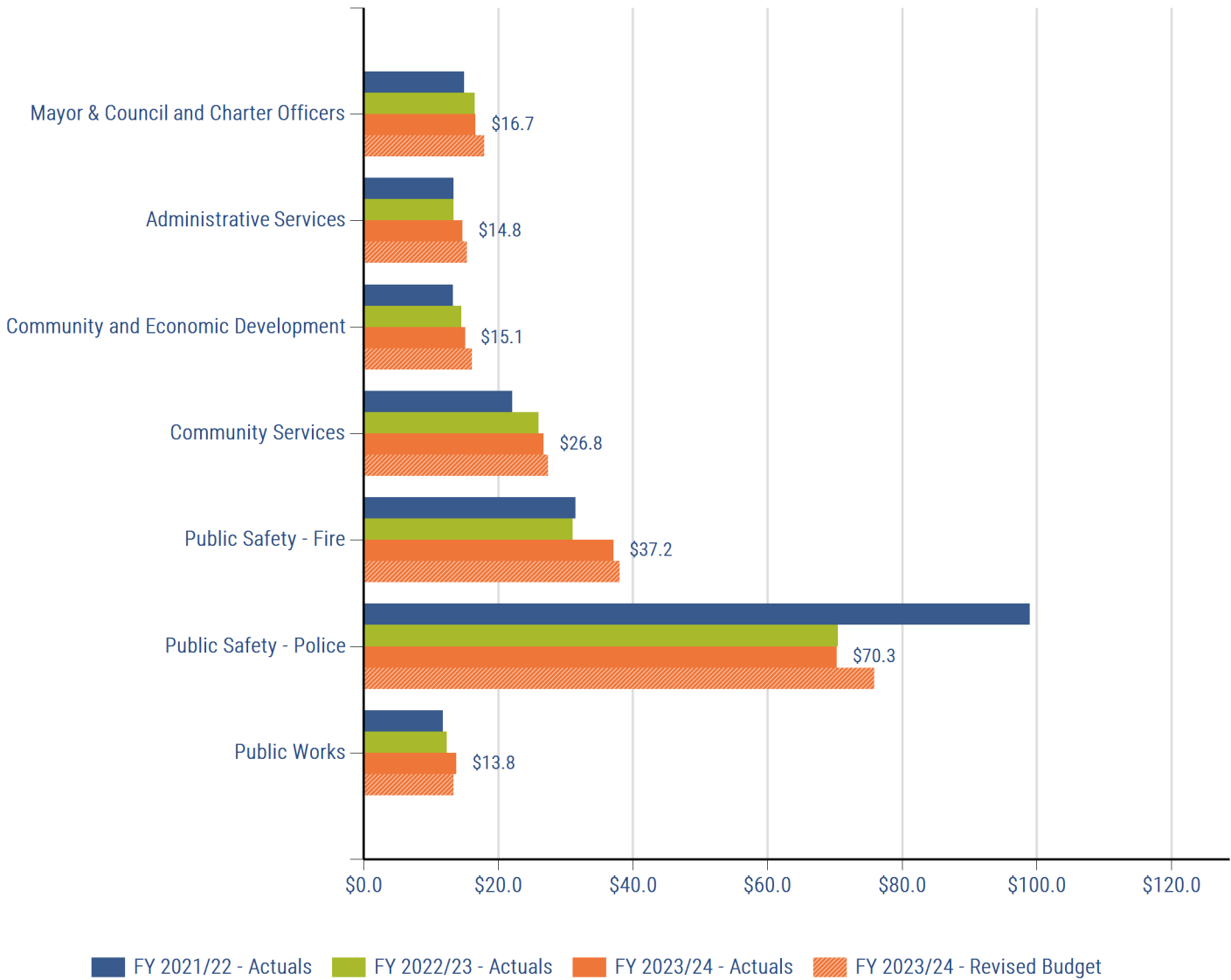


	FY 2021/22 Actuals	FY 2022/23 Actuals	FY 2023/24 Actuals	FY 2023/24 Revised Budget	Actual vs. Budget Favorable / (Unfavorable) Amount	Percent
Other	\$1.0	\$ -	\$ -	\$ -	\$ -	-
Debt Service Fund	-	-	-	-	-	-
CIP	8.3	41.7	53.7	53.7	-	-
CIP Construction Sales Tax	-	-	-	-	-	-
CIP Excess Interest Earnings	-	-	-	-	-	-
CIP Food Tax	-	-	-	-	-	-
<b>Transfers Out Total</b>	<b>\$9.3</b>	<b>\$41.8</b>	<b>\$53.7</b>	<b>\$53.7</b>	<b>\$ -</b>	<b>-</b>

Note: \$ in million / rounding differences and blank may occur.



Division Expenditures (Fiscal Year to Date: January 2024)



	FY 2021/22 Actuals	FY 2022/23 Actuals	FY 2023/24 Actuals	FY 2023/24 Revised Budget	Actual vs. Budget Favorable / (Unfavorable) Amount	Percent
Mayor & Council and Charter Officers	\$15.0	\$16.6	\$16.7	\$18.0	\$1.3	7%
Administrative Services	13.3	13.4	14.8	15.4	0.6	4%
Community and Economic Development	13.3	14.5	15.1	16.1	1.0	6%
Community Services	22.1	26.0	26.8	27.4	0.6	2%
Public Safety - Fire	31.5	31.1	37.2	38.1	0.9	2%
Public Safety - Police	99.0	70.5	70.3	75.9	5.6	7%
Public Works	11.8	12.3	13.8	13.4	(0.4)	(3%)
<b>Total</b>	<b>\$206.0</b>	<b>\$184.5</b>	<b>\$194.6</b>	<b>\$204.2</b>	<b>\$9.6</b>	<b>5%</b>

Note: \$ in million / rounding differences and blank may occur.

**Actual to Revised Budget variance of \$9.6 million or 5%:**

The favorable variance is primarily due to:

**Mayor&CouncilandCharterOfficers**- vacancy savings and timing of expenses for the ERP implementation and a public education outreach platform implementation.

**Administrative Services**- timing in hiring contract worker to implement ADA transition plan and timing in hiring professional services for other city initiatives.

**Community and Economic Development**- delay in hiring consultants for study services and purchasing motor vehicles for code enforcement inspectors.

**PublicSafety-Fire**-newer staff hired at a lower hourly rate and timing in receiving quarterly invoices for the dispatch services.

**PublicSafety-Police**-newer staff hired at a lower hourly rate and less retirement expenditures.