



TOWN OF  
**QUEEN CREEK**  
ARIZONA

# FY 19-20 Year to Date Financial Report

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Operating Budget to Actual Performance  
Fiscal Year to Date through December 2019

Issued January 30, 2020

## ***Executive Summary***

The Town's budget-to-actual performance through December 2019 showed favorable variances for both revenues and expenses. Actual revenues are performing well with receipts exceeding expectations by \$5.2M, or 17%. This is mostly the result of Construction Sales Tax Revenues continuing to perform well and Community Development, Engineering and Building Permit Revenue performing better than expected due to residential and commercial growth.

Year to date expenses for the fiscal year are less than budget by \$1.3M, or 5%. The variance is driven by a collection of items, such as staffing vacancies, as well as contractual services and capital items being under contract but not yet expended.

Based on the Revised Budget, the Town expected revenues to exceed expenses by \$3.4M at December 31, 2019. However, both revenues and expenses performed better than anticipated resulting in revenues exceeding expenses by \$10.0M, an improvement of \$6.6M. The overall operating results are favorable and the Town's financial performance exceeds expectations and continues to perform well.

## Operating Budget

The Operating Budget includes the Town's activity from the General, Streets (HURF), Emergency Services and Horseshoe Park Equestrian Center Funds. The following schedule is a summary of the FY 19-20 Operating Budget. Revenues are expected to exceed expenses by \$11.2M for the year, with this surplus being transferred out to other funds to cover the non-growth share of debt payments and capital improvements. The ending fund balance is expected to be \$42.1M, of which \$23.9M is reserved for pension funding and \$18.2M is reserved for the Town's 25% reserve policy.

### Summary FY 19-20 Operating Budget

	<u>FY 19-20</u> <u>Total Adopted</u> <u>Budget</u>	<u>FY 19-20</u> <u>Total Revised</u> <u>Budget</u>	<u>FY 19-20</u> <u>Year-to-Date</u> <u>Budget</u>	<u>FY 19-20</u> <u>Year-to-Date</u> <u>Actual</u>
Revenues	\$ 66,383,032	\$ 66,815,497	\$ 30,040,701	\$ 35,256,746
Expenses	54,526,501	55,621,386	26,596,822	25,267,669
Operating Results	\$ 11,856,531	\$ 11,194,111	\$ 3,443,879	\$ 9,989,077
Transfers Out				
Events/Grants Match/Other	\$ 25,000	\$ 25,000	\$ -	\$ -
Debt Service	6,771,846	5,521,846	-	-
CIP	5,004,200	5,004,200	-	-
Transfers Out	\$ (11,801,046)	\$ (10,551,046)	-	-
Net Operating Results	\$ 55,485	\$ 643,065	\$ 3,443,879	\$ 9,989,077
Beginning Fund Balance	\$ 36,865,183	\$ 41,455,204		
Ending Fund Balance	\$ 36,920,668	\$ 42,098,269		
MSCO Unfunded Pension Liability Reserve	\$ 18,750,068	\$ 20,938,343		
ASRS Unfunded Pension Liability Reserve	-	2,989,326		
25% Revenue Reserve	18,170,600	18,170,600		
Available Fund Balance	-	-		
Total Fund Balance	\$ 36,920,668	\$ 42,098,269		

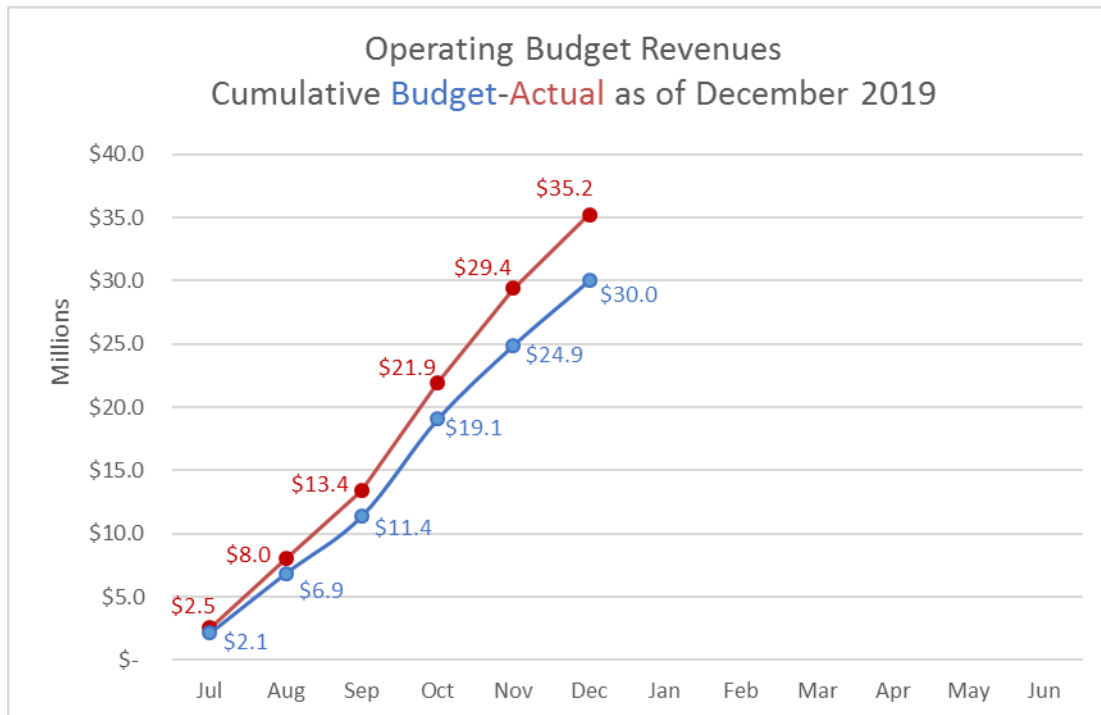
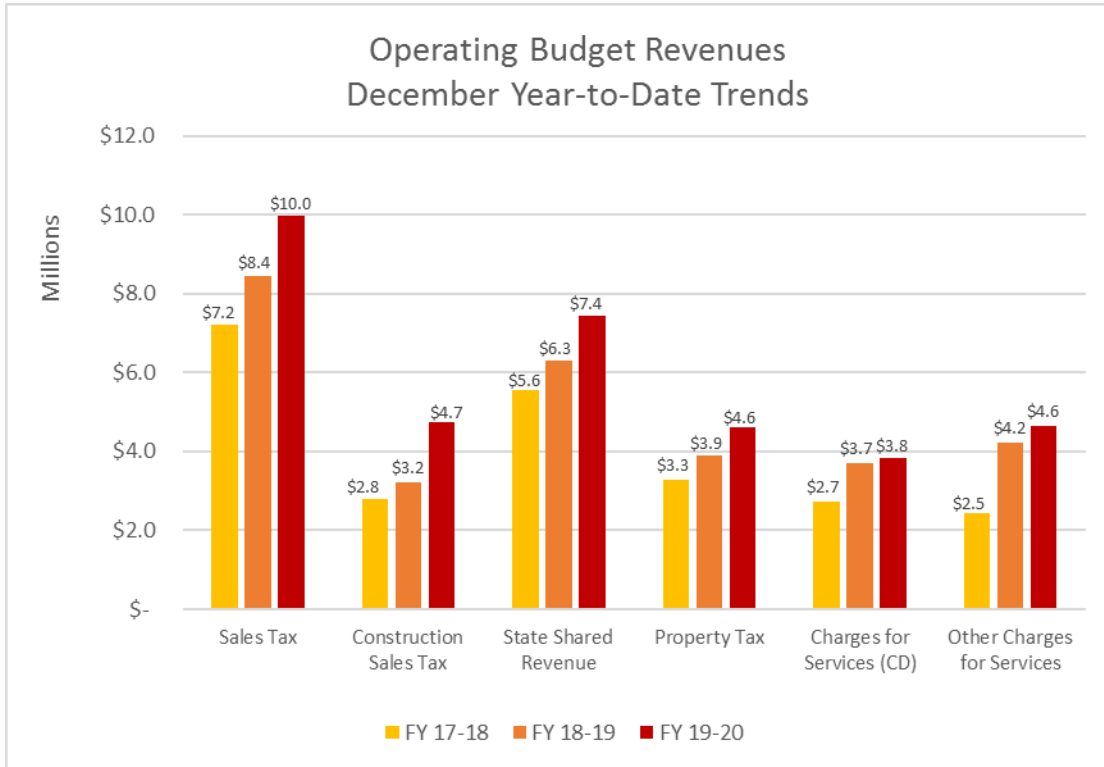
The remainder of this report focuses on revenues and expenses only. It does not include transfers, debt service or infrastructure funding transfers.

**December 2020 Year-to-Date Results**

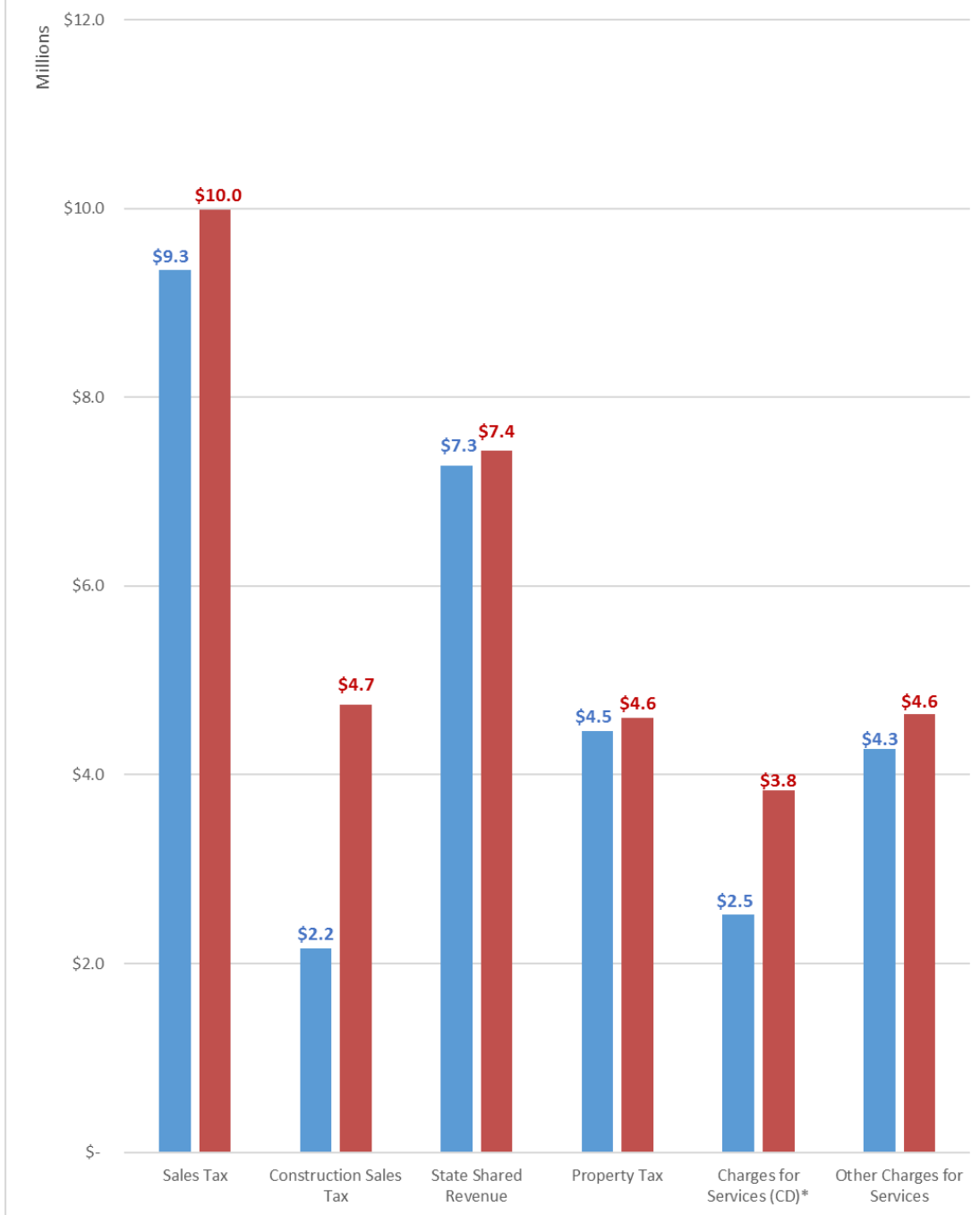
	<u>YTD</u>	<u>YTD</u>	<u>\$ Variance</u>	<u>% Variance</u>
	<u>Budget</u>	<u>Actual</u>	<u>Favorable/(Unfavorable)</u>	
Revenues				
Sales Tax	\$ 9,347,268	\$ 9,988,205	\$ 640,937	7%
Construction Sales Tax	2,161,627	4,744,204	2,582,577	119%
State Shared Revenue	7,280,036	7,432,323	152,287	2%
Property Tax	4,460,270	4,607,227	146,957	3%
Charges for Services (CD)*	2,515,140	3,836,996	1,321,856	53%
Other Charges for Services	4,276,360	4,647,791	371,431	9%
Total Revenues	\$ 30,040,701	\$ 35,256,746	\$ 5,216,045	17%
Expenditures				
Salaries & Benefits	\$ 12,445,171	\$ 12,078,277	\$ 366,894	3%
Supplies & Services	7,758,724	7,431,148	327,576	4%
Maricopa County Sheriff	4,116,885	3,713,041	403,844	10%
Capital Outlay	2,276,041	2,045,202	230,839	10%
Total Expenditures	\$ 26,596,822	\$ 25,267,669	\$ 1,329,152	5%

\*Consists of Community Development Charges for Services including permits, planning and engineering fees

## Revenue Analysis



**Operating Revenue FYTD December: +\$5.2M (+17%)**  
**\$30.0M FY19-20 Budget to \$35.2M FY19-20 Actual**



Overall, actual revenues show a 17% favorable variance compared to the revised budget. The variances of the Revenue Categories are as follows:

### **Sales Tax**

Sales tax revenue has a favorable variance of \$0.6M or 7% year-to-date and is related to increased receipts in communications, as well as strong performance in retail activity. Please refer to the Sales Tax Report (Appendix 1) for additional information on this revenue.

### **Construction Sales Tax**

Construction Sales Tax Revenue has a favorable variance of \$2.6M or 119% and is related to ongoing residential and commercial construction activity performing much better than anticipated due to continued growth. Please refer to the Sales Tax Report (Appendix 1) for additional information on this revenue.

### **State Shared Revenue**

State Shared Revenue is on target with the budget year-to-date with a favorable variance of \$0.2M or 2%.

### **Property Tax**

Property tax revenue is on target with the budget year-to-date with a favorable variance of \$0.1M or 3%. The main influx of property tax revenue occurs in October and November, and again in April and May.

### **Charges for Services (CD)**

Charges for Services (CD) accounts for planning, engineering and building permit revenues. Revenue is favorable by \$1.3M or 53%, as presented in the following schedule:

#### **December 2019 YTD Community Development Detailed Revenues**

	<u>Budget</u>	<u>Actual</u>	<u>\$ Variance</u>	<u>% Variance</u>
Charges for Services (CD)				
Planning Revenue	\$ 120,630	\$ 127,680	\$ 7,050	6%
Engineering Revenue	185,530	551,630	366,100	197%
Building Permit Revenue	<u>2,208,980</u>	<u>3,157,687</u>	<u>948,707</u>	<u>43%</u>
Total Charges for Services (CD)	\$ 2,515,140	\$ 3,836,996	\$ 1,321,856	53%

Planning revenues are mostly the result of residential development planning permits. Engineering revenues are currently coming from six new subdivisions that are in the engineering phase of development. These subdivisions, along with other residential engineering projects, account for \$450K, or 82% of the engineering revenue received year-to-date. Finally, the large variance in Building Permit revenues is mainly the result of residential (single-family) permitting, which accounts for \$2.8M or 89% of total building permit revenues year-to-date. Through December 31, 2019, the Town has issued 826 new single-family home permits.

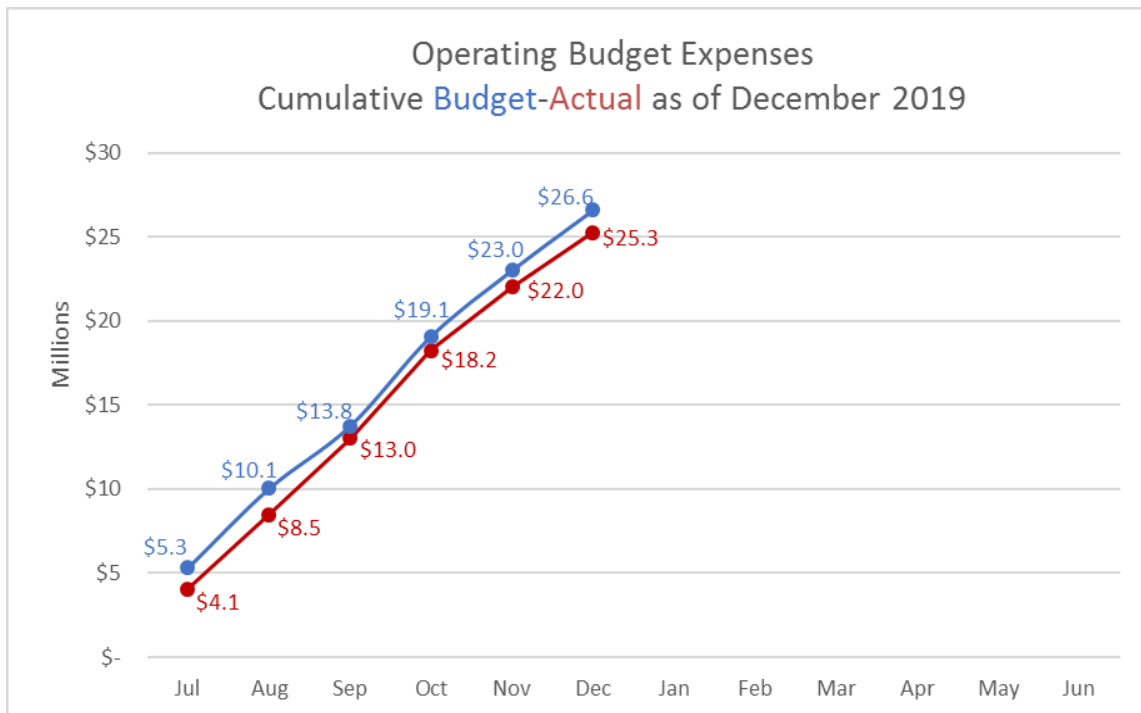
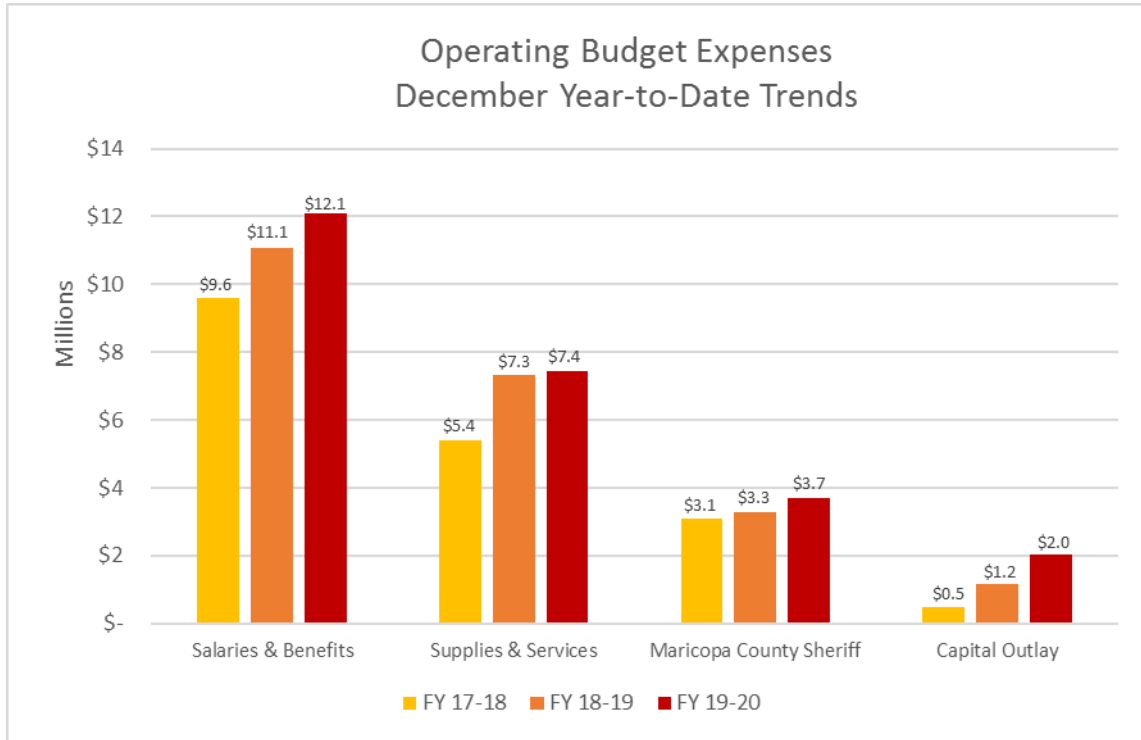
### **Other Charges for Services**

Other Charges for Services is comprised of a number of different sources and has a favorable variance of \$0.4M or 9% year-to-date. With the nature of this revenue being a large number of smaller accounts, variances can fluctuate from period to period. The largest revenue group in this category is Utility ROI and Utility Franchise Fees from the Town's Water and Sewer utility operations, which together account for

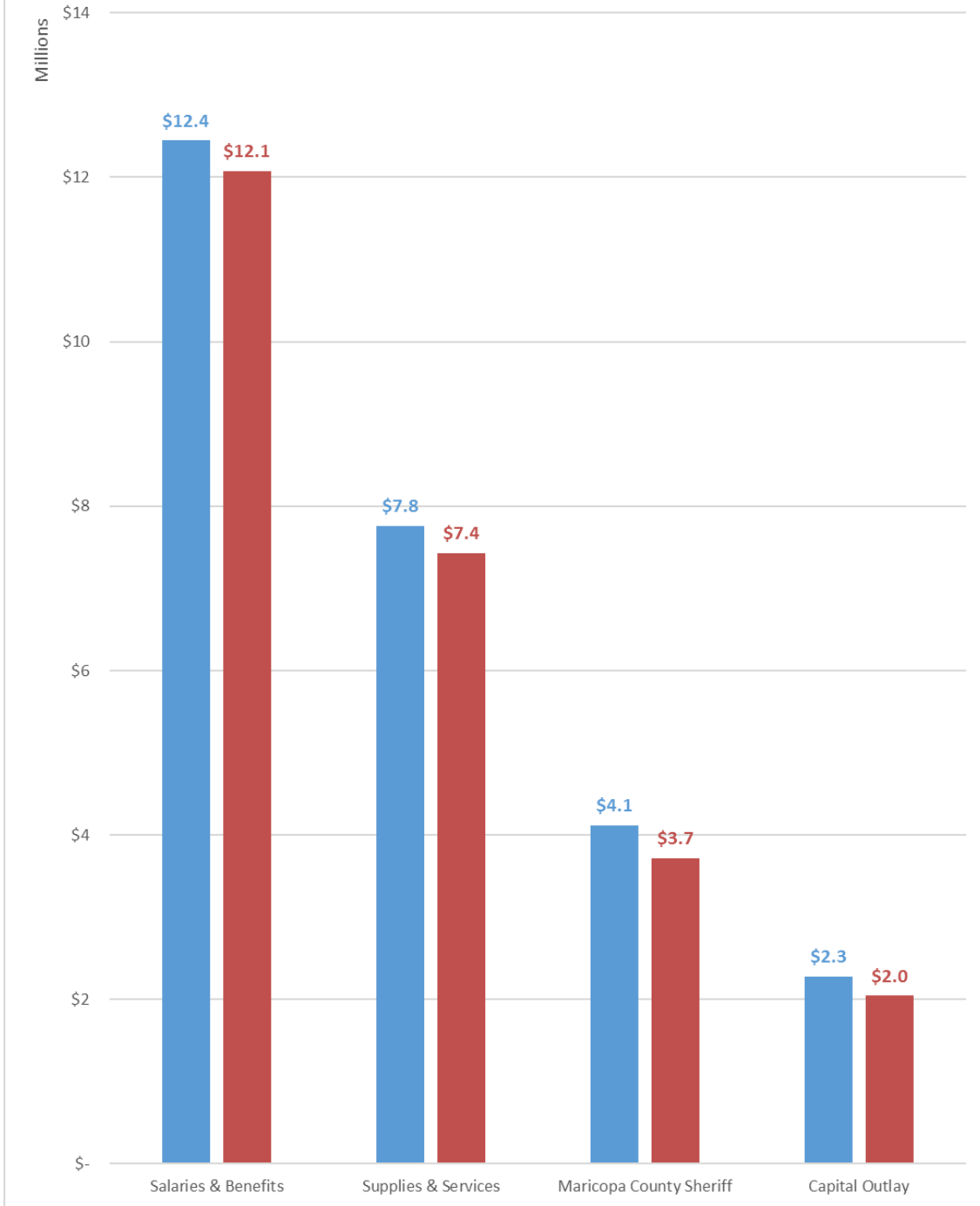
\$1.6M or 35% of the year-to-date revenue. Departmental Support Revenue accounts for another \$0.9M or 18% of the year-to-date revenue in this category. Investment income makes up another \$253k or 5% of the year-to-date revenue.



## Expense Analysis



**Operating Expense FYTD December: +\$1.3M (+5%)  
 \$26.6M FY19-20 Budget to \$25.3M FY19-20 Actual**



The year to date expenditures for fiscal year 2020 reflect a favorable variance of \$1.3M or 5%.

### **Salaries and Benefits**

Salaries and Benefits expenses through December are \$0.4M or 3% below budget. This variance is due to the lead time required to fill vacancies and new positions. The FY2019-20 budget included six new positions, one of which was still vacant at the end of December.

### **Supplies and Services**

Supplies and Services expenses are under budget by \$0.3M or 4% through December. Year-to-date unfavorable budget variances in credit card fees, fleet maintenance, and liability insurance are being offset by savings in legal services, building and grounds maintenance, and streetlight electricity and maintenance costs.

### **Maricopa County Sheriff**

Maricopa County Sheriff costs reflect a favorable variance by \$0.4M or 10% to date. This is a result of MCSO personnel vacancies for which the Town is now receiving credit on a regular basis.

### **Capital Outlay**

Capital Outlay reflects a favorable variance of \$0.2M or 10% to date. The budgets in this category are for one-time purchases related to major equipment and special projects. A majority of the variance (\$147K) is related to a replacement dump truck that is on order, but has not yet been received.



TOWN OF  
**QUEEN CREEK**  
ARIZONA

# FY 19-20 Year to Date Sales Tax Report

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FY 19-20 Business Activity through November 2019\*

Issued January 2020

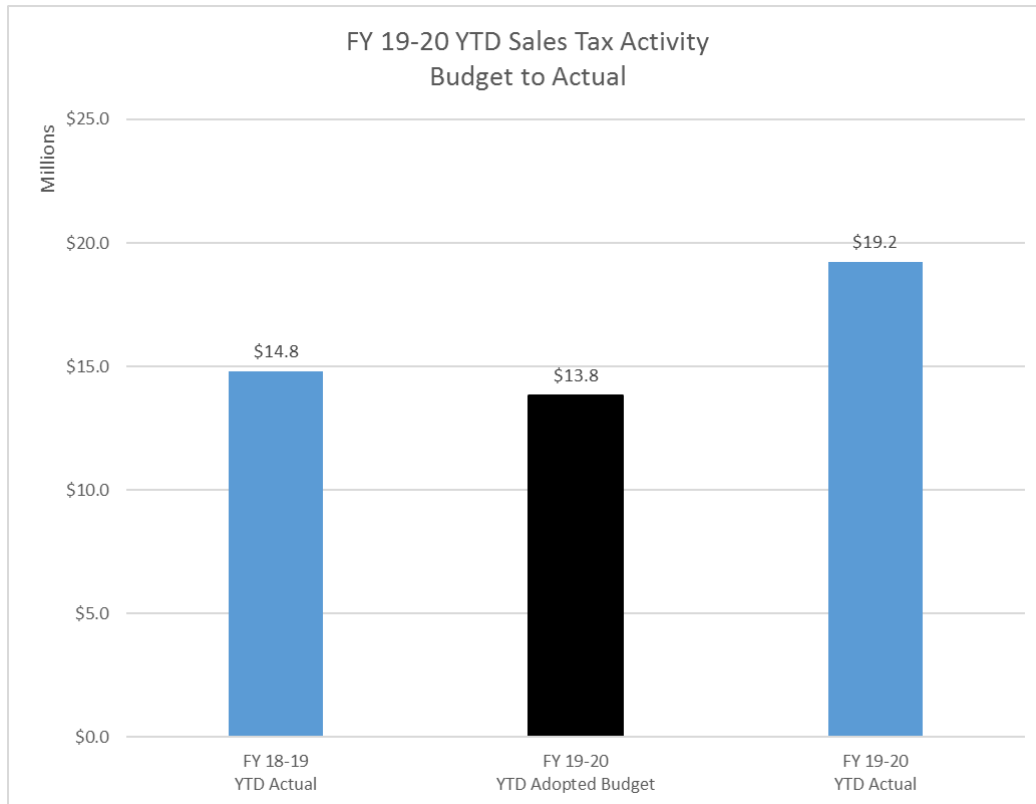
This report contains information regarding the actual revenue collections from the Town's 2.0% sales tax reflected in the General Fund, 0.25% dedicated EMS sales tax, 0.25% Town Center dedicated sales tax and the 2.0% Construction Contracting sales tax dedicated to infrastructure improvements.

\*Sales tax activity revenue generated in November is received by the Town in December and included with the December Financial Report.

## YEAR-TO-DATE FY 19-20 SALES TAX ACTIVITY

### OVERALL PERFORMANCE SUMMARY:

The November 2019 sales tax revenue year-to-date total of \$19.2M exceeds the adopted budget by 39%, or \$5.4M. Relative to the same period in FY 18-19, FY 19-20 actuals are 30%, or \$4.4M higher than the previous year.



Sales Category	FY 18-19 YTD Actual	FY 19-20 YTD Adopted Budget	FY 19-20 YTD Actual	FY 19-20 YTD Adopted Budget-To-Actual		FY 18-19 YTD Actual to FY 19-20 YTD Actual	
				\$ Variance	% Variance	\$ Increase	% Increase
Construction	\$ 6,060,725	\$ 4,083,087	\$ 8,961,318	\$ 4,878,231	119%	\$ 2,900,593	48%
Retail Trade	\$ 5,397,818	6,002,484	6,462,427	459,943	8%	1,064,609	20%
Communications & Utilities	\$ 826,968	778,928	984,755	205,827	26%	157,787	19%
Restaurant & Bar	\$ 1,219,193	1,491,522	1,426,151	(65,371)	(4%)	206,958	17%
Real Estate, Rental & Leasing	\$ 753,448	807,337	796,343	(10,994)	(1%)	42,895	6%
All Others**	\$ 551,078	645,450	599,779	(45,671)	(7%)	48,701	9%
<b>Totals</b>	<b>\$ 14,809,231</b>	<b>\$ 13,808,808</b>	<b>\$ 19,230,774</b>	<b>\$ 5,421,966</b>	<b>39%</b>	<b>\$ 4,421,543</b>	<b>30%</b>

\*\*All Others includes transportation, wholesale trade, finance and insurance, services, arts and entertainment, and other categories.

Note: Reporting categories are based on Arizona Department of Revenue Business Code classifications.

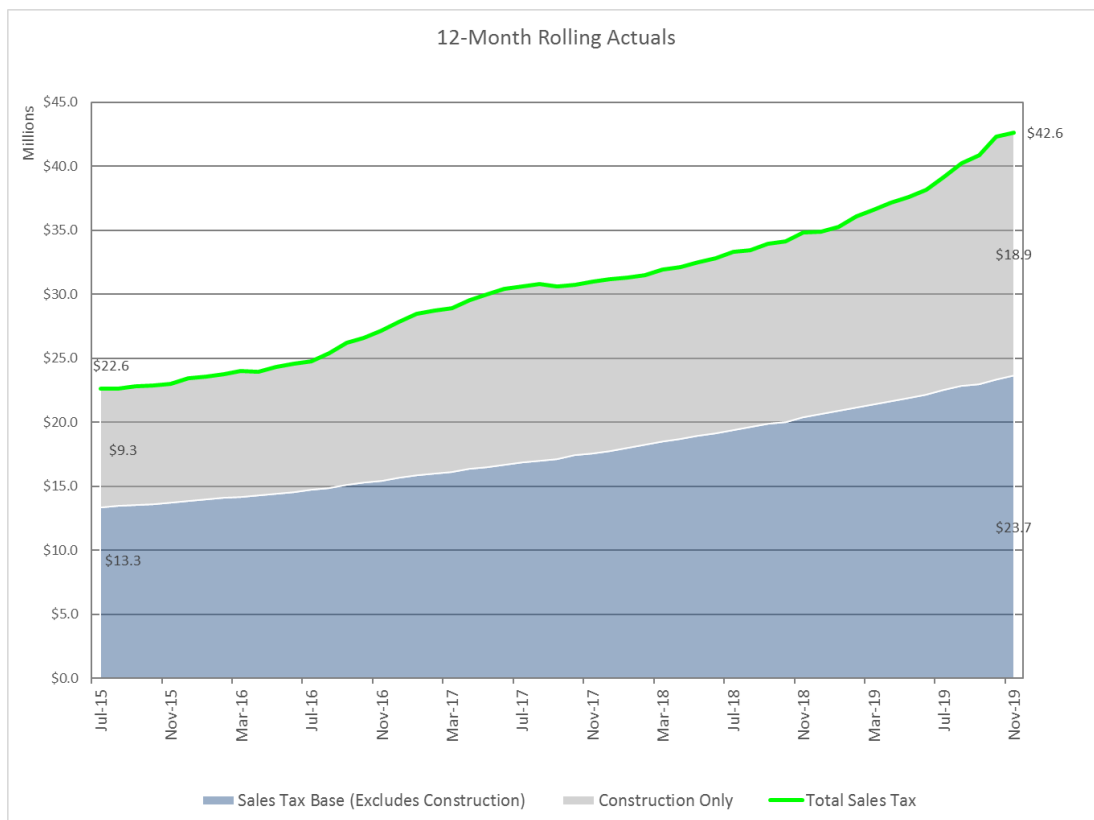
## ANALYSIS

The positive budget-to-actual sales tax revenue variance stems largely from strong performance in construction contracting (119% above budget). A year-by-year trend analysis for the Construction category is located in the attachment to this report.

Town of Queen Creek sales tax collections are also positively impacted by the high incomes of Town households. Per the 2017 American Communities Supplemental Survey data provided by the US Census, Queen Creek’s median household income is \$96,802, which is among the highest in the region for full-service cities and towns. Additionally, taxable spending from an estimated 100K+ population from Eastmark master-planned community (Mesa) and unincorporated San Tan Valley has a significant impact on the Town’s sales tax revenues. A recent study from Elliott Pollack & Company estimates that as of FY 17-18, about 38% of sales tax collections in the retail category and about 47% in the restaurant and bar category are from non-Queen Creek resident spending in the Town.

## HISTORICAL 12 MONTH ROLLING PERIODS

The following section contains a 12-month rolling historical actuals chart for the sales tax base (everything except construction) and separately for construction contracting sales tax revenues. Together, these categories comprise the total monthly revenue collections for sales tax. This chart is useful to identify the overall data trends since 2015. Of particular note is the continued growth of the sales tax base over time, which signifies that the Town’s commercial sectors have continued to grow, diversify, and mature since 2015.



## YEAR-TO-DATE ANALYSIS BY CATEGORY

### CONSTRUCTION CONTRACTING:

Construction sales tax is collected on all construction activity; commercial, new residential and major residential remodels. It also includes landscaping, painting, flooring installation, siding, roofing, concrete, plumbing, heating, framing, drywall, infrastructure, masonry, finish carpentry, etc. Speculative construction activity (developing land for sale as a building site) is also included in this category.

**November 2019 Actuals: \$1.5M**

**FY 19-20 YTD Actuals: \$9.0M**

**FY 19-20 YTD Budget to Actual Variance of \$4.9M or 119%**

**FY 19-20 YTD Actual to FY 18-19 YTD Actual Increase of \$2.9M or 48%**

FY 19-20 collections exceed the FY 19-20 budget and the prior fiscal year actuals through November activity. Performance in construction contracting ties mostly to new home sales and in particular, the large-scale homebuilders. Known major homebuilders accounted for the majority of construction contracting sales tax revenues for the month of November. Sales tax paid by homebuilders ties to the sale of a new home, which is dependent on permit completions. The following schedule displays new single-family home (NSF) permits issued and home completions over a rolling 12-month period for the current fiscal year against the previous fiscal year according to Queen Creek’s Development Services Department:

12-Month Rolling NSF Home Permits	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Total	Mo. Avg.
FY 18-19 TOQC NSF Permits Issued	55	79	70	92	108	100	181	167	148	70	97	71	1,238	103
FY 19-20 TOQC NSF Permits Issued	113	84	107	92	126	136	114	158	124	138	142	117	1,451	121
12-Month Rolling NSF Home Completions	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Total	Mo. Avg.
FY 18-19 TOQC NSF Completions	69	48	56	63	72	84	83	92	88	74	79	103	911	76
FY 19-20 TOQC NSF Completions	82	84	92	122	106	131	136	135	129	151	128	108	1,404	117

The Town utilizes RL Brown Housing Reports, an independent source of housing market information, to track monthly home sales, which are an indicator of construction sales tax receipts for the month. RL Brown’s data indicates that Queen Creek had 108 new home sales close in the month of November with an average sales price of \$408K for these homes. The table on the following page shows the monthly closings by builder, average sale price and estimated gross revenue for the month of November.

Appendix 1: Queen Creek Monthly Sales Tax Report

BUILDER	# CLOSINGS	AVG. SALE PRICE	EST. GROSS REVENUE
WILLIAM LYON HOMES	36	\$ 354,143	\$ 12,749,165
FULTON HOMES	20	412,395	8,247,898
RICHMOND AMERICAN	13	397,103	5,162,342
LENNAR HOMES	11	444,670	4,891,370
SHEA HOMES	9	421,994	3,797,947
TOLL BROTHERS	7	487,503	3,412,519
TAYLOR MORRISON	4	413,961	1,655,843
CRESLEIGH HOMES	3	347,427	1,042,281
ELLIOTT HOMES	2	649,611	1,299,221
MISC CUSTOM	1	665,000	665,000
ROSEWOOD HOMES	1	538,870	538,870
VIP HOMES	1	644,559	644,559
<b>GRAND TOTAL</b>	<b>108</b>	<b>\$ 408,398</b>	<b>\$ 44,107,015</b>

**RETAIL TRADE:**

Retail trade includes large department stores, auto dealers, grocery stores, supercenters, automotive repairs, discount stores, home furnishings, drug stores, jewelry and other vendors typically selling merchandise in small quantities to the public.

**November 2019 Actuals: \$1.5M**

**FY 19-20 YTD Actuals: \$6.5M**

**FY 19-20 YTD Budget to Actual Variance of \$460K or 8%**

**FY 19-20 YTD Actual to FY 18-19 YTD Actual Increase of \$1.1M or 20%**

FY 19-20 YTD collections in the retail category exceeded the FY 19-20 budget and prior year actual collections. Compared to the previous fiscal year, new businesses continue to open, but more influentially, retail anchors in the major retail centers in the Town are performing well. The higher-dollar entities drive revenue in this class. In November, the top 20 payers of 1,971 total payers in the retail category delivered 70% of the revenue. The top 10 payers in the category account for 58% of the total.

**COMMUNICATIONS/UTILITIES:**

This category includes businesses that provide telecommunications (internet, telephone, cellular service, cable/satellite television, etc.) and electricity, gas, or water services.

**November 2019 Actuals: \$115K**

**FY 19-20 YTD Actuals: \$985K**

**FY 19-20 YTD Budget to Actual Variance of \$205K or 26%**

**FY 19-20 YTD Actual to FY 18-19 YTD Actual Increase of \$160K or 19%**

Year-to-date collections in the communications/utilities category were above the adopted FY 19-20 budget and prior year collections due to higher-than-average temperatures and a less-active monsoon season through September. This caused higher energy consumption levels and a resulting increase in collections relating to utilities.



## **RESTAURANTS & BARS:**

This industry is comprised of establishments serving customers by preparing meals, snacks, and beverages for immediate consumption.

**November 2019 Actuals: \$290K**

**FY 19-20 YTD Actuals: \$1.4K**

**FY 19-20 YTD Budget to Actual Variance of \$(65K) or (4%)**

**FY 19-20 YTD Actual to FY 18-19 YTD Actual Increase of \$210K or 17%**

This category is slightly below the current year budget, but exceeding previous year actual collections. Performance in this category is tied to several new establishments opening in Queen Creek, continued solid performance from major vendors, and population growth.

## **RENTAL, REAL ESTATE & LEASES:**

This category consists of entities engaged in renting or leasing tangible and intangible assets as well as other establishments providing related services.

**November 2019 Actuals: \$155K**

**FY 19-20 YTD Actuals: \$800K**

**FY 19-20 YTD Budget to Actual Variance of \$(11K) or (1%)**

**FY 19-20 YTD Actual to FY 18-19 YTD Actual Increase of \$45K or 6%**

Collections for this category are in line with the budget and higher than prior year levels.

## **ALL OTHER CATEGORIES:**

The categories included here are transportation, manufacturing, wholesale trade, finance and insurance, services, and arts and entertainment. Use tax is also included in this category.

**November 2019 Actuals: \$130K**

**FY 19-20 YTD Actuals: \$600K**

**FY 19-20 YTD Budget to Actual Variance of \$(46K) or (7%)**

**FY 19-20 YTD Actual to FY 18-19 YTD Actual Increase of \$50K or 9%**

This category is slightly below the current year budget and above the previous year actual collections.

## ATTACHMENT 1:

### SALES TAX BACKGROUND INFORMATION:

The Town of Queen Creek’s sales tax is the largest revenue source for Town operations. The Town of Queen Creek’s Transaction Privilege Tax (TPT) program is administered by the State of Arizona’s Department of Revenue (AZDOR). AZDOR issues TPT licenses to businesses, updates license data, provides support, collects tax dollars due, performs audits, and distributes the tax revenue to the Town.

### SALES TAX RATE DETAILS

The Town of Queen Creek has the following sales tax rates:

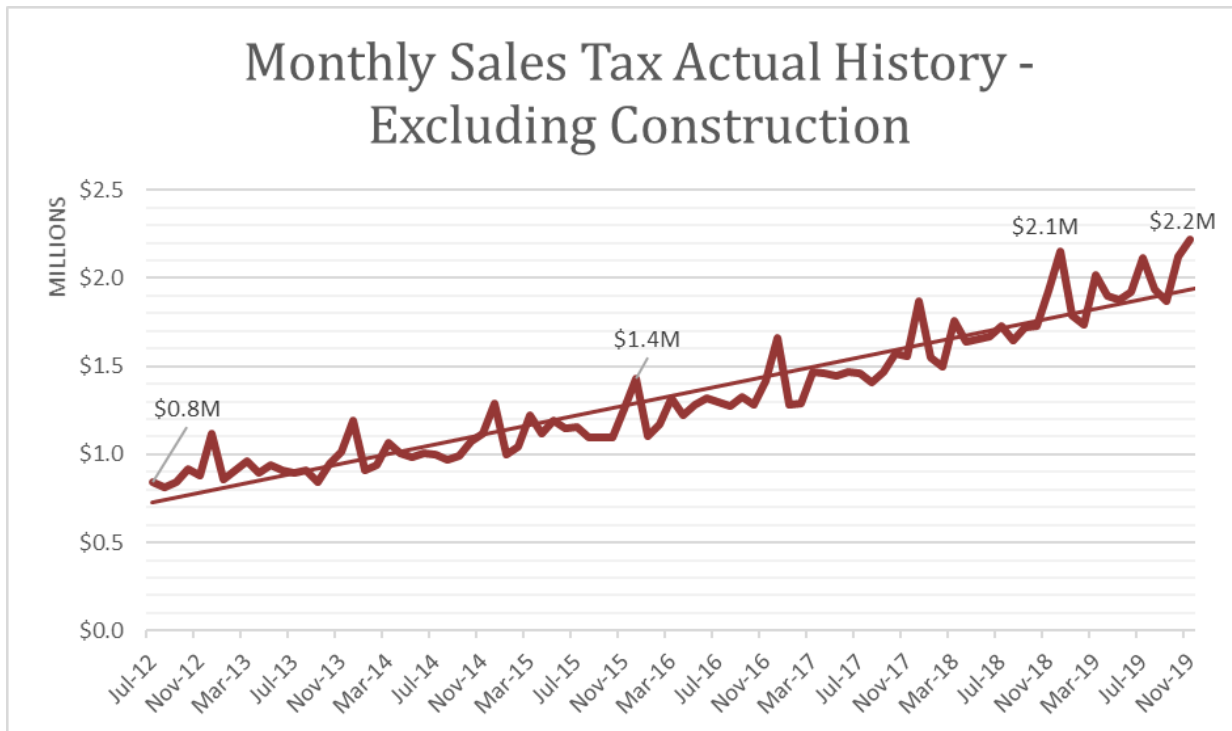
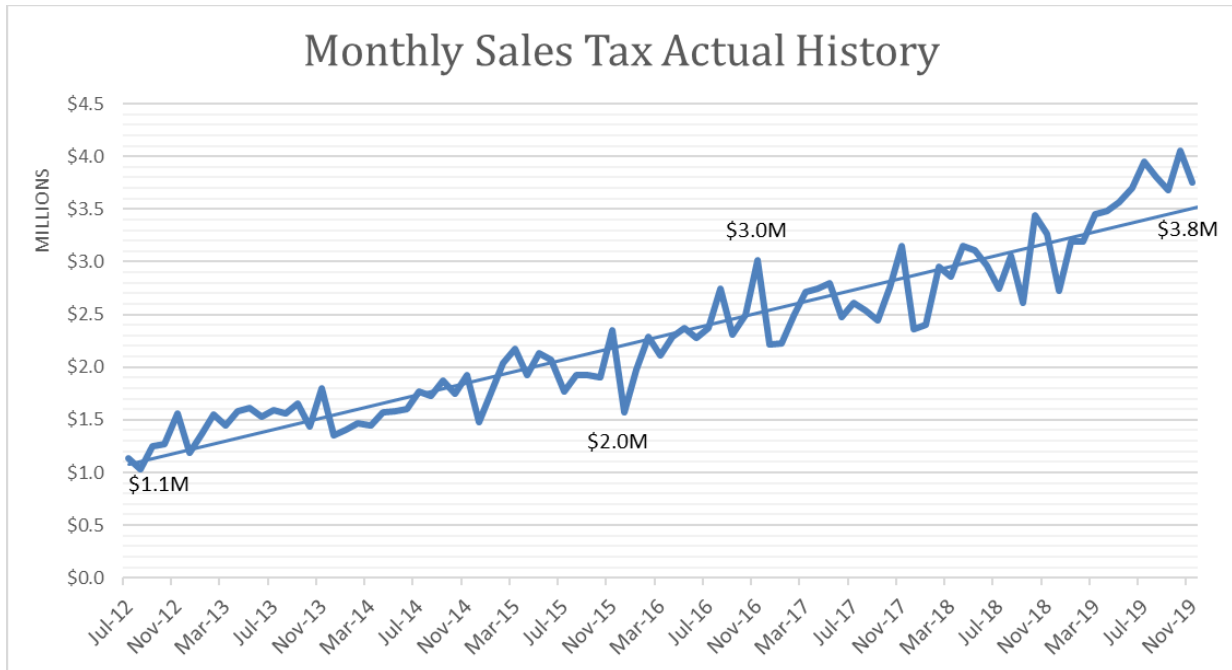
- 2.0% tax rate charged on all taxable activities within Town limits
  - Dedicated to the General Fund for general purpose government operations
- 0.25% tax rate charged on all taxable activities within Town limits
  - Dedicated to the Emergency Services (EMS) Fund to fund law enforcement and fire and medical services
- 0.25% special district rate – an additional tax rate charged on certain taxable activities occurring within certain major retail developments in Town Center: Queen Creek Marketplace, Cornerstone, and QC District
  - Dedicated to the Town Center Fund to fund infrastructure related improvements and other operations within the Town Center planning area
- 2.0% additional tax rate on construction contracting activities within Town limits
  - Dedicated to funding infrastructure improvements within Town limits

Sales Tax Rate Components					
Queen Creek Rate		Queen Creek Special District Rate (Town Center)		Construction Contracting Rate	
General Fund	2.00%	General Fund	2.00%	General Fund	2.00%
EMS	0.25%	EMS	0.25%	EMS	0.25%
		Town Center	0.25%	Construction Fund	2.00%
<b>Total Rate</b>	<b>2.25%</b>	<b>Total Rate</b>	<b>2.50%</b>	<b>Total Rate</b>	<b>4.25%</b>

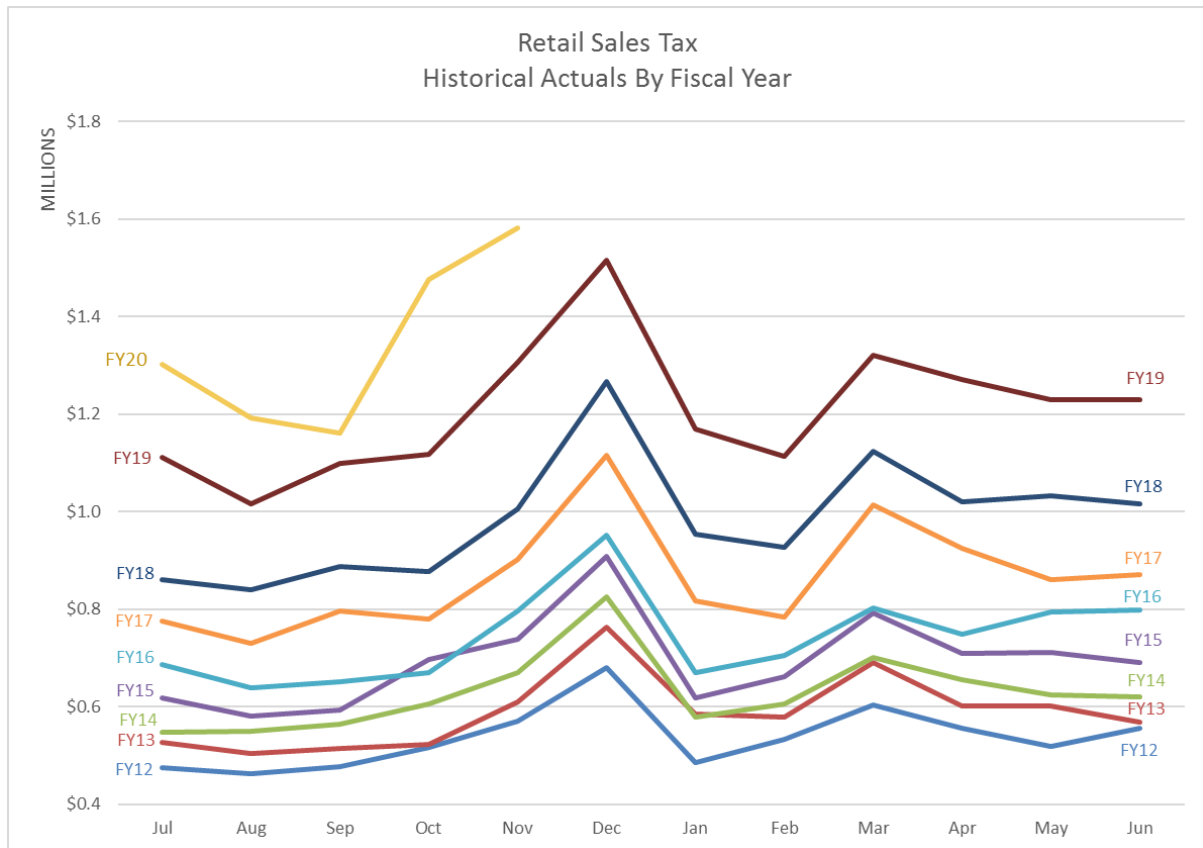
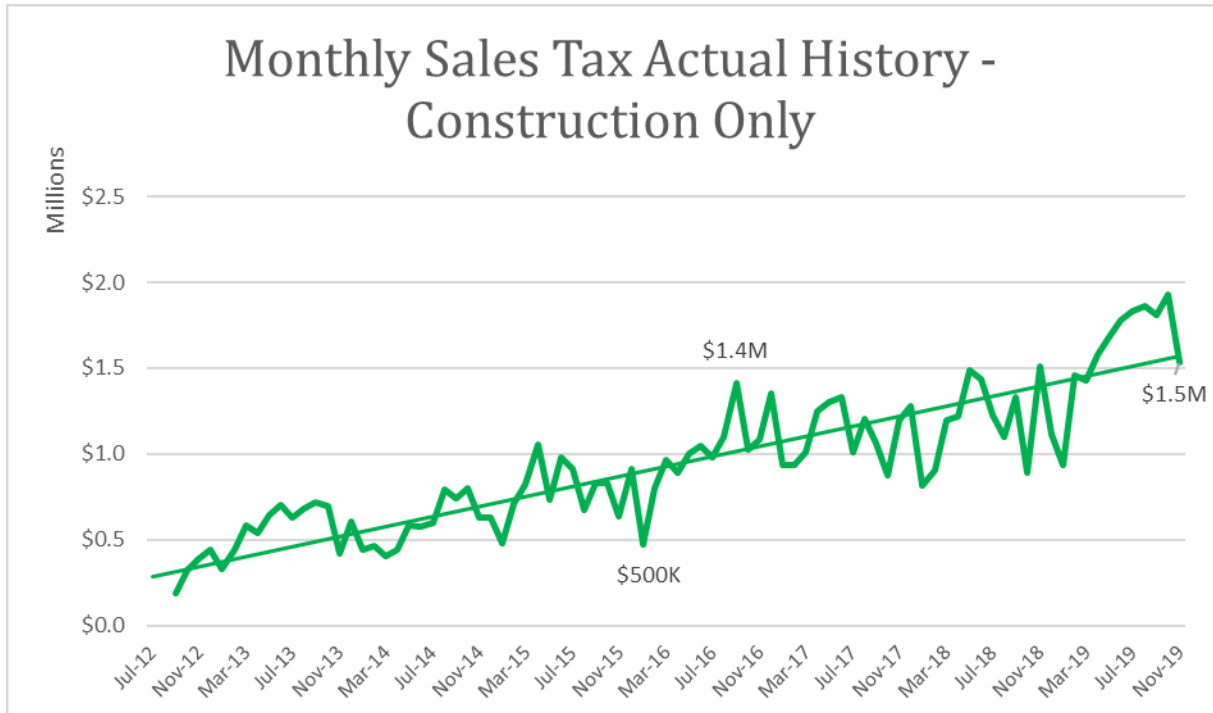
Revenue by Fund	YTD	% of Total
General Fund	\$ 13,095,475	68.1%
EMS Fund	1,636,934	8.5%
Town Center Fund	281,296	1.5%
Construction Fund	4,217,070	21.9%
<b>Totals</b>	<b>\$ 19,230,774</b>	<b>100.0%</b>

Operating Budget	Jul	Aug	Sept	Oct	Nov	FY19-20 YTD
General Fund	\$ 2,687,713	\$ 2,559,558	\$ 2,468,183	\$ 2,753,033	\$ 2,626,988	\$ 13,095,475
EMS Fund	\$ 335,964	319,945	308,523	344,129	328,374	\$ 1,636,934
<b>Total Operating Budget</b>	<b>\$ 3,023,679</b>	<b>\$ 2,879,502</b>	<b>\$ 2,776,706</b>	<b>\$ 3,097,162</b>	<b>\$ 2,955,362</b>	<b>\$ 14,732,409</b>

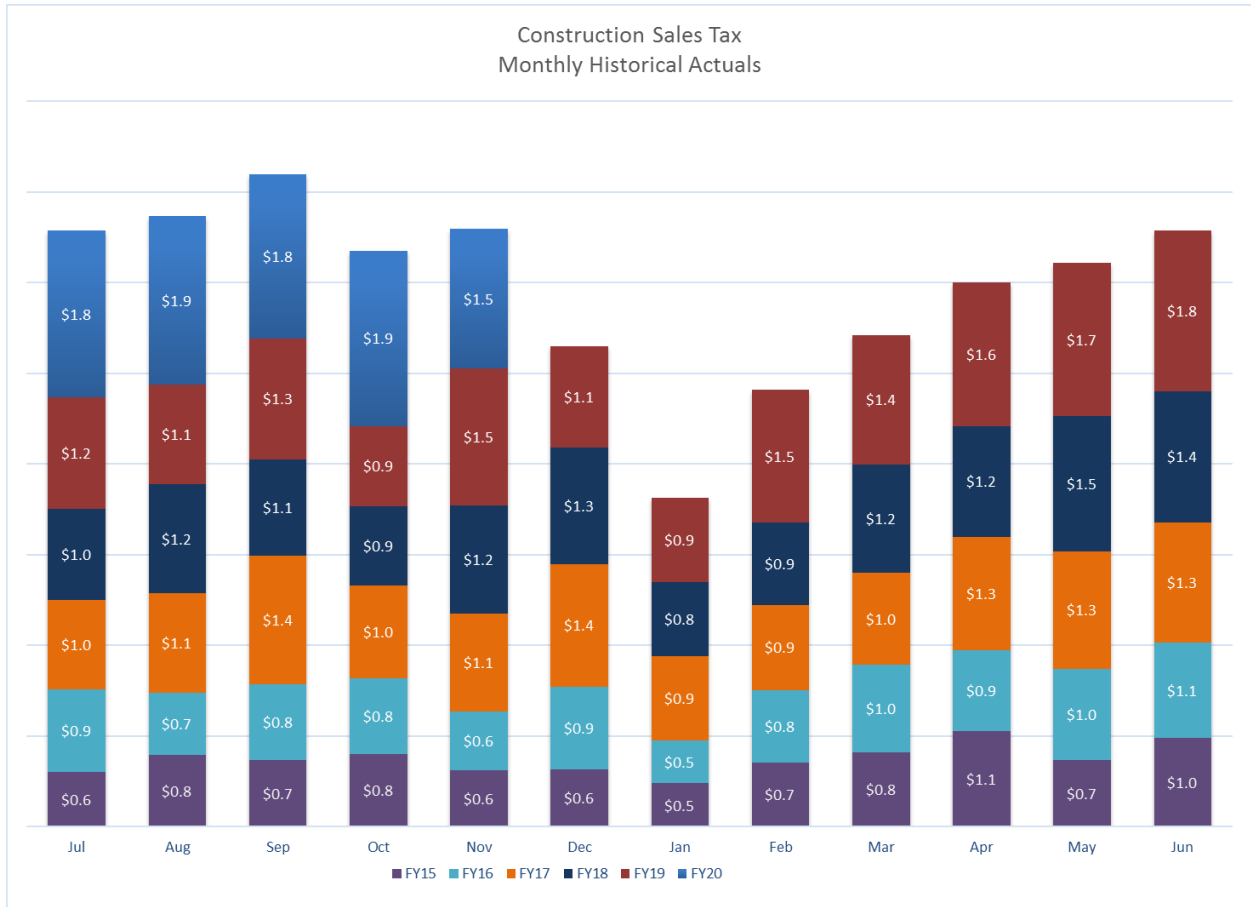
## Historical Performance



Appendix 1: Queen Creek Monthly Sales Tax Report



# Appendix 1: Queen Creek Monthly Sales Tax Report



Note: In FY 19-20 reporting is revised to reflect ADOR business code categories. Overall TPT revenues are not impacted.

Appendix 1: Queen Creek Monthly Sales Tax Report

**TAX RATE CATEGORIES**

Town-wide Queen Creek Sales Tax Rates:

CITY/TOWN NAME	REGION CODE	BUSINESS CODE	TAX RATE	COUNTY
<b>QUEEN CREEK</b>	<b>QC</b>			<b>MAR/PNL</b>
Advertising		018	2.25%	
Amusements		012	2.25%	
Contracting – Prime		015	4.25%	
Contracting – Speculative Builders		016	4.25%	
Contracting – Owner Builder		037	4.25%	
Job Printing		010	2.25%	
Manufactured Buildings		027	2.25%	
Timbering and Other Extraction		020	2.25%	
Severance – Metal Mining		019	0.10%	
Publication		009	2.25%	
Hotels		044	2.25%	
Hotel/Motel (Additional Tax)		144	3.00%	
Residential Rental, Leasing, & Licensing for Use		045	2.25%	
Commercial Rental, Leasing, & Licensing for Use		213	2.25%	
Rental, Leasing, & Licensing for Use of		214	2.25%	
Restaurant and Bars		011	2.25%	
Retail Sales		017	2.25%	
Retail Sales Food for Home		062	2.25%	
MRRRA Amount		315	2.25%	
Communications		005	2.25%	
Transporting		006	2.25%	
Utilities		004	2.25%	
Use Tax Purchases		029	2.25%	
Use Tax From Inventory		030	2.25%	

Queen Creek Special District Tax Rates (Town Center):

CITY/TOWN NAME	REGION CODE	BUSINESS CODE	TAX RATE	COUNTY
<b>QUEEN CREEK SPECIAL DISTRICT</b>	<b>QD</b>			<b>MAR</b>
Amusements		012	2.5%	
Job Printing		010	2.5%	
Publication		009	2.5%	
Hotels		044	2.5%	
Restaurant and Bars		011	2.5%	
Retail Sales		017	2.5%	
Retail Sales for Food Home Consumption		062	2.5%	
MRRRA Amount		315	2.5%	
Communications		005	2.5%	
Utilities		004	2.5%	