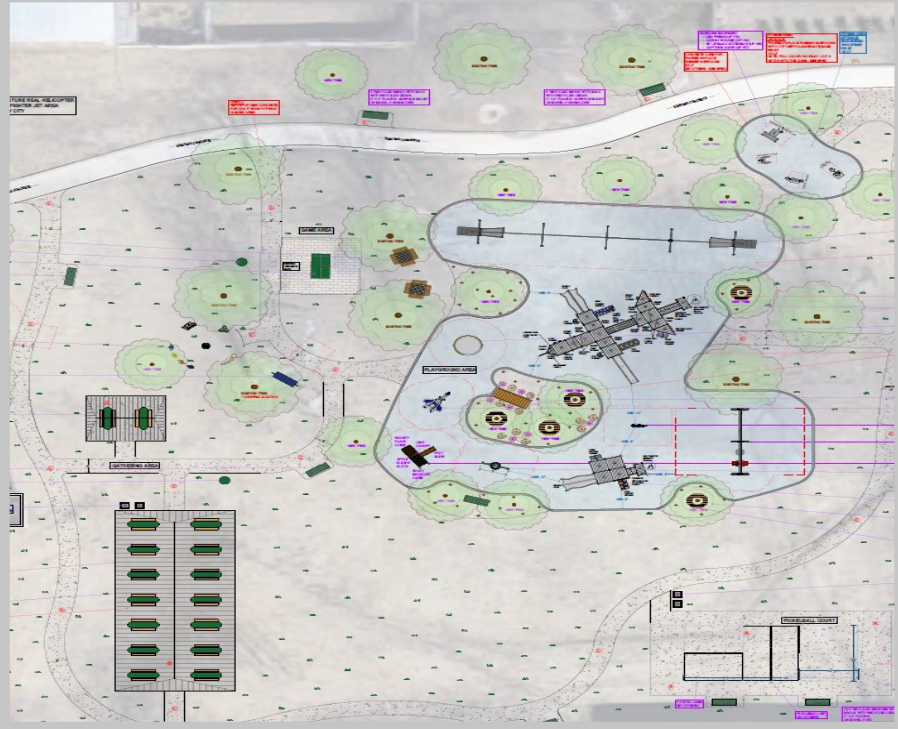




WESTWORTH VILLAGE



FISCAL YEAR 2021-2022 Adopted Budget

City of Westworth Village - 311 Burton Hill Rd., Westworth Village, TX 76114



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Ad Valorem Tax Rate legal notice

This budget is based on no change to the *ad valorem* tax rate of \$0.475 per \$100 of valuation. More revenue will be raised due to new properties coming onto the tax rolls and increased valuation from redeveloped properties.

This budget will raise more total property taxes than last year's budget by \$111,447, and of that amount \$81,406 is tax revenue raised from new property added to the tax roll this year.

- a) the property tax rate; **\$0.475 (same as prior year)**
- b) the no-new-revenue tax rate; **\$0.470560**
- c) the no-new-revenue maintenance and operations tax rate; **\$ 0.258433**
- d) the voter-approval tax rate; and **\$0.509761**
- e) the debt rate; and **\$0.242283**
- f) fiscal year debt service amount of **\$920,686**

On September 21st council members voted as follows on the adoption of this budget:

	For	Against
Phillip Poole	<u>X</u>	_____
Michael Dingman	<u>X</u>	_____
Brian Libbey	<u>X</u>	_____
Abraham Elizondo	<u>X</u>	_____
Halden Griffith	<u>X</u>	_____

The city offers *ad valorem* tax exemptions and encourages all citizens to use them. If you need assistance, contact the Tarrant Area Appraisal District:

City	2021 Homestead Exemption	>65
Arlington	20%; Min \$5,000	\$60,000
Westworth Village	20%; Min \$5,000	\$50,000
Fort Worth	20%; Min \$5,000	\$40,000
White Settlement	20%; Min \$5,000	\$37,000
Sansom Park	1%; Min \$5,000	\$20,000
River Oaks	-	\$15,000
Westover Hills	-	\$0

MAYOR'S MESSAGE

I am pleased to deliver the City of Westworth Village's 2021-2022 fiscal year budget.

I've closed the last two years' budget messages by stating "*Westworth Village is poised for continued economic success, and for an ever-increasing level of municipal service to its citizens.*"

Once again, your city government has lived up to its promises.

While the 2020-2021 fiscal year was a time of immense challenge, not only for Westworth Village, but for the entire world, nevertheless your local government met the challenge, and significant accomplishments occurred during the past fiscal year, including the following:

- dedication and funding of the city's first true park, Melva Campbell Park, which is presently being constructed as playground equipment is currently arriving
- the city's certified tax base increased to \$381 million, representing a seven percent increase over last year's value of \$359 million. Since 2016, the city's tax base has increased an incredible **68%**
- a steady tax rate of \$0.475, less than the city's historical \$0.50 per \$100 valuation tax rate
- a balanced general fund budget, with strong cash reserves equal to 72% of total annual operating expenses
- completion of a professional comprehensive drainage study for the entire city, along with our city engineers' recommendations for addressing these long-standing issues
- our outstanding police department receiving "Best Practices" certification from the Texas Police Chiefs' Association; formal receipt of this prestigious award is set for October
- a record-breaking year at Hawk's Creek Golf Club, creating, for the first time, a significant operating surplus
- a strengthened, closer relationship between your city government and the senior officers at Naval Air Station Fort Worth Joint Reserve Base

- resurfacing of Roaring Springs Road through the city
- a memorable, if not emotional, flag-raising ceremony at city hall on the 76th anniversary of the Battle of Iwo Jima, led by the incomparable Don Graves, sole remaining survivor who was “on the mountain” when the iconic photograph was taken
- increased professionalism of city staff

The City of Westworth Village remains very strong financially, with a rapidly-expanding tax base and an historically low tax rate. Through both visionary leadership from our elected predecessors and a dedicated city staff, Westworth Village finds itself in the position to continue to improve city services and amenities while maintaining an enviable low tax rate. Increasingly, our financial strength, excellent location, outstanding police department, desirable neighborhoods, and just darned friendly people make Westworth Village a commercial and residential destination of choice.

There is more to do, and your city government will get better.

I'll say it again: *“Westworth Village is poised for continued economic success, and for an ever-increasing level of municipal service to its citizens.”*

--Mayor Kelly Jones



--Mayor Kelly Jones



L. Kelly Jones

Mayor - City of Westworth Village

mayorjones@cityofwestworth.com

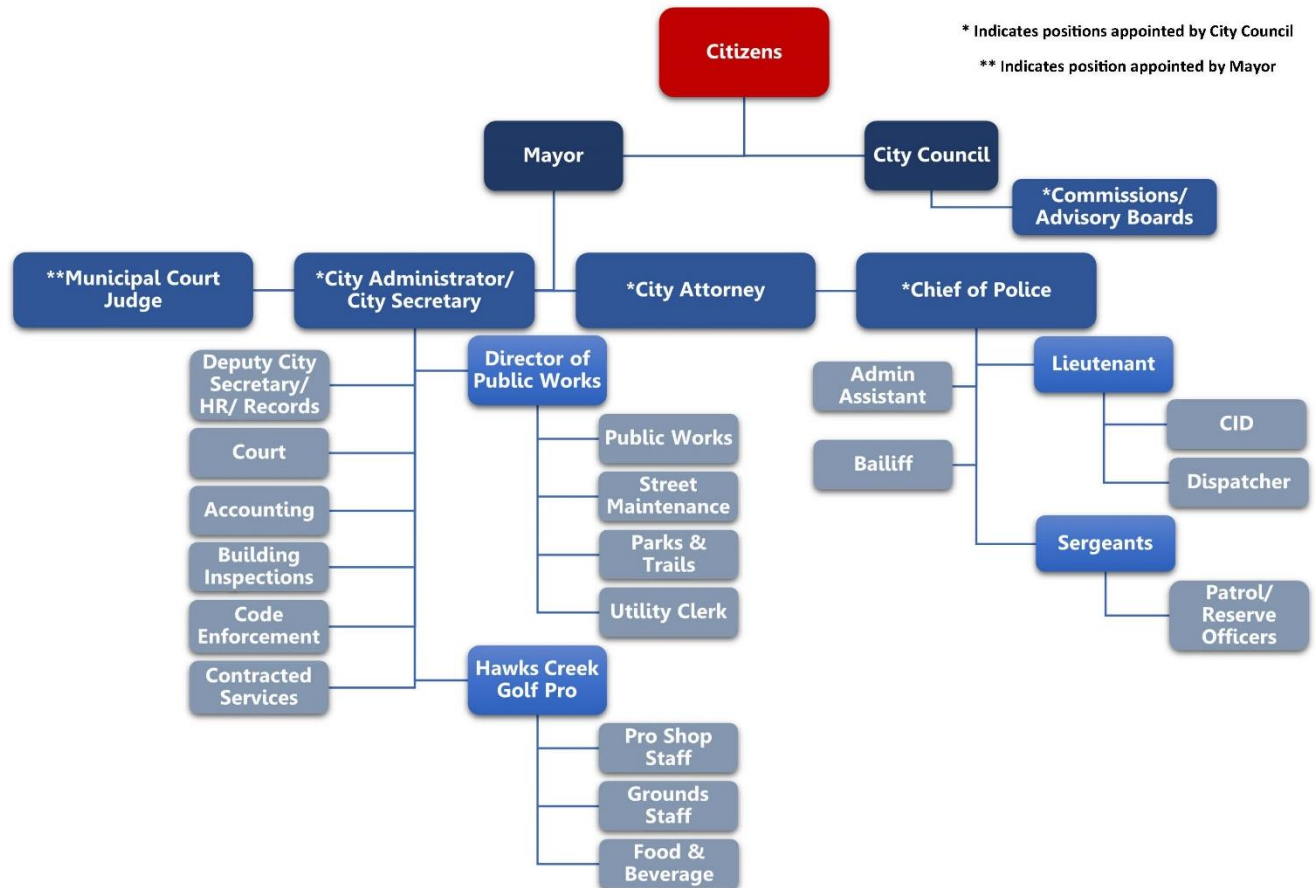
City Hall: 817-710-2509 | Office: 817-265-0440

Westworth Village City Hall, 311 Burton Hill Road, Westworth Village, Texas 76114

CITY COUNCIL AND ADMINISTRATION

L. Kelly Jones	Mayor
Phillip Poole	Council Place 1
Michael Dingman	Council Place 2
Brian Libbey	Council Place 3
Abraham Elizondo	Council Place 4
Halden Griffith	Council Place 5
Brandy G. Barrett	City Administrator/ City Secretary
Kevin C. Reaves	Chief of Police

ORGANIZATIONAL CHART



MISSION STATEMENT

The Mayor and City Council's mission is to protect and enhance the quality of life of our residents. While maintaining our strong sense of community and citizen involvement, we will continue to provide leadership for future development. We honor Westworth Village's strong diverse heritage - from the original ranchers to our military families. Our residents celebrate their collective diversity and enjoy a positive community spirit.

Our proximity to Fort Worth and DFW Airport affords our community with the ability to sustain year-round economic success. We continue to maintain financial stability and low property taxes while meeting the needs of the community.

Your council serves you. We welcome your comments and invite you to join us in making this community the very best in the metroplex!

VISION STATEMENT

"Our Pathway to the Future"

We, the citizens of Westworth Village, Texas - will provide the resources necessary to ensure:

- Our neighborhoods and commercial areas are safe;
- The services provided by the city meet or exceed our expectations;
- The program of replacing the city's basic infrastructure is completed and thereafter its infrastructure is maintained to a high standard;
- The city sustains its success in attracting, motivating, and retaining a talented, capable, responsible, and responsive professional staff.

Maintain the financial integrity of the city by ensuring that it sustains a sound revenue base and that expenditures remain balanced with city revenues.

Retain the geographic integrity of our residential neighborhoods while promoting and sustaining attractive and successful commercial development along Highway 183 west of Kings Branch Creek.

Encourage investment and owner occupancy in our single-family neighborhoods.

Actively support the teachers, staff, and students at Burton Hill Elementary School and work constructively with the Fort Worth Independent School District to continually improve the performance of students at Stripling Middle School and Arlington Heights High School.

Cooperate with, assist, and support, the leaders of the Naval Air Station Fort Worth Joint Reserve Base to assist them in successfully fulfilling their mission.

Encourage community involvement and provide city supported and encouraged community activities and facilities that adapt to changes in the city's demographic profile.

Take pride in and promote our city.

BUDGET TOTALS

	Actual 2018	Actual 2019	Actual 2020	Adopted 2021	Projected 2021	Proposed 2022
GENERAL FUND						
Revenue	\$ 3,691,591	\$ 3,690,061	\$ 4,014,614	\$ 3,978,483	\$ 4,045,129	\$ 4,089,589
Expenses	\$ 3,421,508	\$ 3,419,833	\$ 3,370,113	\$ 3,874,873	\$ 3,658,042	\$ 3,734,167
Net Revenue	\$ 270,083	\$ 270,228	\$ 644,500	\$ 103,610	\$ 387,087	\$ 355,422
WATER ENTERPRISE FUND						
Revenue	\$ 1,457,053	\$ 1,433,875	\$ 1,403,026	\$ 1,457,200	\$ 1,832,664	\$ 1,917,422
Expenses	\$ 1,289,371	\$ 1,376,531	\$ 1,453,398	\$ 1,463,936	\$ 1,951,354	\$ 1,881,843
Net Revenue	\$ 167,682	\$ 57,344	\$ (50,373)	\$ (6,736)	\$ (118,690)	\$ 35,578
CAPITAL FUND						
Revenue	\$ 195,516	\$ 246,801	\$ 841,508	\$ 550,120	\$ 1,094,394	\$ 465,573
Expenses	\$ 1,272,495	\$ 491,047	\$ 1,309,005	\$ 410,000	\$ 525,971	\$ 60,000
Net Revenue	\$ (1,076,979)	\$ (244,246)	\$ (467,497)	\$ 140,120	\$ 568,423	\$ 405,573
CCPD SALES TAX FUND						
Revenue	\$ 526,883	\$ 592,524	\$ 612,670	\$ 570,000	\$ 568,874	\$ 648,021
Expenses	\$ 529,519	\$ 561,073	\$ 579,414	\$ 570,093	\$ 566,338	\$ 613,323
Net Revenue	\$ (2,636)	\$ 31,451	\$ 33,255	\$ (93)	\$ 2,536	\$ 34,698
DEBT SERVICE						
Revenue	\$ 857,585	\$ 900,913	\$ 900,359	\$ 1,017,528	\$ 1,010,636	\$ 925,000
Expenses	\$ 950,101	\$ 878,378	\$ 837,991	\$ 920,686	\$ 920,686	\$ 925,500
Net Revenue	\$ (92,516)	\$ 22,536	\$ 62,368	\$ 96,842	\$ 89,950	\$ (500)
ECON DEV SALES TAX FUND (WRA)						
Revenue	\$ 267,412	\$ 301,702	\$ 358,955	\$ 754,160	\$ 1,050,510	\$ 877,166
Expenses	\$ 664,746	\$ 523,845	\$ 753,523	\$ 780,630	\$ 807,630	\$ 816,577
Net Revenue	\$ (397,334)	\$ (222,143)	\$ (394,568)	\$ (26,471)	\$ 242,880	\$ 60,589
HAWKS CREEK ENTERPRISE FUND						
Revenue	\$ 1,548,567	\$ 1,577,224	\$ 1,678,630	\$ 1,758,461	\$ 1,828,826	\$ 1,870,461
Expenses	\$ 1,742,049	\$ 1,587,776	\$ 1,466,733	\$ 1,762,693	\$ 1,755,128	\$ 1,867,453
Net Revenue	\$ (193,482)	\$ (10,552)	\$ 58,167	\$ (4,232)	\$ 73,698	\$ 3,007
STREET SALES TAX FUND						
Revenue	\$ 264,107	\$ 297,520	\$ 333,968	\$ 300,310	\$ 324,021	\$ 326,166
Expenses	\$ 131,529	\$ 294,582	\$ 333,639	\$ 241,517	\$ 159,778	\$ 204,631
Net Revenue	\$ 132,578	\$ 2,938	\$ 329	\$ 58,792	\$ 164,244	\$ 121,535
TOTAL ALL FUNDS						
Revenue	\$ 8,808,714	\$ 9,040,620	\$ 10,143,729	\$ 10,386,260	\$11,755,054	\$ 11,119,398
Expenses	\$ 10,001,318	\$ 9,133,064	\$ 10,103,818	\$ 10,024,429	\$10,344,926	\$ 10,103,495
Net Revenue	\$ (1,192,605)	\$ (92,444)	\$ 39,911	\$ 361,832	\$ 1,410,128	\$ 1,015,903

	Actual 2018	Actual 2019	Actual 2020	Adopted 2021	Projected 2021	Proposed 2022
GAS WELL ROYALTIES						
Revenue	\$ -	\$ -	\$ 160,778	\$ 175,000	\$ 227,210	\$ 175,000
Expenses	\$ -	\$ -	\$ 18,195	\$ 390,000	\$ 300,000	\$ -
Net Revenue	\$ -	\$ -	\$ 142,583	\$ (215,000)	\$ (72,790)	\$ 175,000

BANK BALANCES

CASH ON HAND (BUDGETED BANK BALANCES)						
	Projected FY21 Budget	Proposed FY22 Budget	Bank Balance 10/1/2020	Current Balance 8/1/2021	Projected FY22 Beginning Balance 10/1/2021	Projected FY23 Beginning Balance 10/1/2022
GENERAL FUND						
Revenue	\$ 4,045,129	\$ 4,089,589	\$ 148,351	\$ 104,146	\$ 251,960	\$ 607,383
Expenses	\$ 3,658,042	\$ 3,734,167				
Net Revenue	\$ 103,610	\$ 355,422				
WATER FUND						
Revenue	\$ 1,832,664	\$ 1,917,422	\$ 675,731	\$ 578,862	\$ 668,995	\$ 704,573
Expenses	\$ 1,951,354	\$ 1,881,843				
Net Revenue	\$ (6,736)	\$ 35,578				
CAPITAL FUND						
Revenue	\$ 1,094,394	\$ 465,573	\$ 432,406	\$ 485,713	\$ 572,526	\$ 978,099
Expenses	\$ 525,971	\$ 60,000				
Net Revenue	\$ 140,120	\$ 405,573				
CCPD						
Revenue	\$ 568,874	\$ 648,021	\$ 174,550	\$ 307,462	\$ 177,086	\$ 211,785
Expenses	\$ 566,338	\$ 613,323				
Net Revenue	\$ 2,536	\$ 34,698				
DEBT SERVICE						
Revenue	\$ 1,010,636	\$ 925,000	\$ 1,645	\$ 3,872	\$ 91,595	\$ 91,095
Expenses	\$ 920,686	\$ 925,500				
Net Revenue	\$ 89,950	\$ (500)				
WRA						
Revenue	\$ 1,050,510	\$ 877,166	\$ 6,870	\$ 154,786	\$ 249,750	\$ 310,338
Expenses	\$ 807,630	\$ 816,577				
Net Revenue	\$ 242,880	\$ 60,589				
HAWKS CREEK						
Revenue	\$ 1,828,826	\$ 1,870,461	\$ 318,294	\$ 644,025	\$ 391,992	\$ 395,000
Expenses	\$ 1,755,128	\$ 1,867,453				
Net Revenue	\$ 73,698	\$ 3,007				
STREET FUND						
Revenue	\$ 324,021	\$ 326,166	\$ 79,265	\$ 186,657	\$ 243,509	\$ 365,044
Expenses	\$ 159,778	\$ 204,631				
Net Revenue	\$ 164,244	\$ 121,535				
TOTAL FUNDS						
Revenue	\$ 11,755,054	\$ 11,119,398	\$ 1,837,112	\$ 2,465,523	\$ 3,247,240	\$ 3,813,143
Expenses	\$ 10,344,926	\$ 10,103,495				
Net Revenue	\$ 1,410,128	\$ 1,015,903				

	Projected FY21 Budget	Proposed FY22 Budget	Bank Balance 10/1/2020	Current Balance 8/1/2021	Projected FY22 Beginning Balance 10/1/2021	Projected FY23 Beginning Balance 10/1/2022
GAS WELL ROYALTIES						
Revenue	\$ 227,210	\$ 175,000	\$ 1,056,330	\$ 841,422	\$ 768,632	\$ 943,632
Expenses	\$ 300,000	\$ -				
Net Revenue	\$ (72,790)	\$ 175,000				
GRAND TOTAL						
Revenue	\$ 11,982,264	\$ 11,294,398	\$ 2,893,442	\$ 3,306,945	\$ 4,230,780	\$ 4,756,775
Expenses	\$ 10,644,926	\$ 10,103,495				
Net Revenue	\$ 1,337,338	\$ 1,190,903				

GOVERNMENTAL FUNDS

GENERAL FUND

The city uses a conservative approach to budgeting its revenue and expenses, as we are unable to predict when the pandemic will end or long-term effects to both commercial businesses and local growth. The two major sources of its revenue for the General Fund are *ad valorem* and general sales taxes, making up approximately 70% of city total revenue. The remaining revenue is generated from franchise fees, permit fees, and court fines and fees.

- Sales tax revenue is dependent on the goods and services sold at Westworth Village businesses, and are affected by our local retailer's successes and failures, area workforce stability, and the overall stability in the U.S. market. The sales tax rate in Tarrant County is 8.25%, of which two cents of every sales dollar goes to Westworth Village. One cent is used as revenue in the general fund, ½ cent is used to fund CCPD, ¼ cent for the street fund, and ¼ cent for economic development. We encourage everyone to support our local Westworth Village businesses - this increases sales tax revenue which helps keep property taxes low, and it increases local job opportunities.
- Ad Valorem tax revenue, also known as property taxes, are affected by state-imposed limitations on increases. The city only collects a small portion of your total property tax. The majority of the total amount collected goes to Tarrant County services and Fort Worth ISD. This budget is based on no change to the current *ad valorem* tax rate of \$0.475 per \$100 of appraised value. To view how Westworth Village *ad valorem* tax rates compare to other areas in Tarrant and surrounding counties, visit the tarranttaxinfo.com website.

General Fund revenue is used to fund the following public services:

- Administration
- Facilities
- Police
- Municipal Court
- Fire Protection and Prevention Services
- Library Services

Some key points of change affecting revenue this year include:

- Overall, general fund revenue is projected to be lower than last year. This is due to the anticipation of fewer court revenues due to the lingering effects of COVID, a decrease in permit revenue as the commercial district is almost complete and we have reached a plateau in residential builds. In addition, the automatic transfer of funds from the Westworth Redevelopment Authority was eliminated.
- Minimal growth in general sales tax revenue is projected as no new high producing business is anticipated to add to the tax rolls this year. While COVID did not negatively impact our sales tax this year, we remain conservative in our projections about its future effects.
- Maintaining the current *ad valorem* tax rate based on the TAD estimated net property tax value of \$381,989,884.

General Fund Revenue Overview

	Actual 2018	Actual 2019	Actual 2020	Adopted 2021	Projected 2021	Proposed 2022
General Fund Revenue						
Franchise Fees	\$ 391,799	\$ 402,078	\$ 408,373	\$ 421,750	\$ 397,377	\$ 425,950
Permit Fees	\$ 363,998	\$ 254,974	\$ 179,434	\$ 205,000	\$ 290,100	\$ 220,600
Sales Tax	\$ 1,333,493	\$ 1,501,252	\$ 1,532,551	\$ 1,524,048	\$ 1,634,928	\$ 1,653,331
Additional Revenue	\$ 221,642	\$ 207,266	\$ 200,505	\$ 173,401	\$ 170,846	\$ 171,601
Court Fines & Fees	\$ 392,983	\$ 327,865	\$ 449,653	\$ 315,700	\$ 356,344	\$ 316,250
WRA Distribution	\$ 270,000	\$ 200,000	\$ 355,867	\$ 115,000	\$ 115,000	\$ 26,000
HC Apartment Fee	\$ 108,378	\$ 133,923	\$ 135,000	\$ 135,000	\$ 135,000	\$ 224,843
Ad Valorem Tax	\$ 583,938	\$ 640,824	\$ 738,814	\$ 926,884	\$ 926,884	\$ 1,034,515
Misc Revenue	\$ 25,360	\$ 21,879	\$ 14,416	\$ 161,700	\$ 18,650	\$ 16,500
Total Revenue	\$ 3,691,591	\$ 3,690,061	\$ 4,014,614	\$ 3,978,482	\$ 4,045,129	\$ 4,089,589

Goals and Objectives:

Goal: Have diverse and adequate funding sources

1. **Objective:** Maintain revenues to not be overly reliant on a single source
2. **Objective:** Maintain a minimum of six months' operating expenses in reserves

Goal: Operate the organization in a fiscally conservative manner

1. **Objective:** To adopt a tax rate equal to or less than the prior year
2. **Objective:** To increase the city's taxable value to decrease the overall tax burden

Performance Indicators:

Goal	Indicator	FY 2019 Actual	FY 2020 Actual	FY 2021 Projection	FY 2022 Target
1	Percentage of sales tax to overall budget	16%	15%	15%	16%
1	Percentage of <i>ad valorem</i> tax to overall budgeted revenue	8%	9%	9%	11%
2	Months of operational expenses in General Fund reserves	6	7	9	11
3	Revenues exceeded expenses	No	Yes	Yes	Yes
3	M & O tax rate	\$0.240	\$0.245	\$0.258	\$0.232
4	Citywide taxable value	\$267,000,000	\$358,527,323	\$381,989,884	\$400,000,000

Administration Expenses

Administration expenses includes payroll for three full-time positions. Due to the recent reorganization of job duties and associated pay adjustments, there will be cost of living increases in these three positions, 12% TMRS rate, and \$725/month city paid insurance benefit. The largest expense is miscellaneous, which is composed primarily as sales tax payouts. Overall, there is little change in city administration expenses.

Administration Expense Overview

	Actual 2018	Actual 2019	Actual 2020	Adopted 2021	Projected 2021	Proposed 2022
Administration						
Payroll	\$ 543,453	\$ 543,570	\$ 417,972	\$ 488,898	\$ 439,728	\$ 323,632
Supplies	\$ 12,866	\$ 13,667	\$ 11,945	\$ 22,000	\$ 18,380	\$ 16,000
Training	\$ 18,538	\$ 22,713	\$ 10,758	\$ 23,000	\$ 18,000	\$ 18,500
Equipment	\$ 672	\$ 1,071	\$ 1,038	\$ 5,000	\$ 5,000	\$ 2,000
Professional Srv	\$ 78,030	\$ 77,172	\$ 100,034	\$ 98,500	\$ 207,000	\$ 127,000
Miscellaneous	\$ 639,419	\$ 675,769	\$ 702,081	\$ 838,406	\$ 627,947	\$ 722,745
Capital Expense	\$ 6,890	\$ 7,440	\$ 7,784	\$ 7,000	\$ 7,000	\$ 7,000
Information Tech	\$ 46,548	\$ 70,746	\$ 55,816	\$ 62,000	\$ 50,100	\$ 62,000
Total Expenses	\$ 1,346,416	\$ 1,412,148	\$ 1,307,427	\$ 1,544,804	\$ 1,373,155	\$ 1,278,877

Goals and Objectives:

Goal: Operate the organization in a fiscally conservative manner

1. **Objective:** Operate within the budgeted expenses set forth by the city council.

Goal: Distribute information adequately to the public

1. **Objective:** Compliance with state mandated requirements of posting notices
2. **Objective:** Increase use and users of the email/text notification system

Performance Indicators:

Goal	Indicator	FY 2019 Actual	FY 2020 Actual	FY 2021 Projection	FY 2022 Target
1	# of expense budget categories exceeded	5	4	4	5
2	Public Notice Compliance	100%	100%	100%	100%
2	Open Records Response five days	100%	98%	93%	98%
3	# of email/text notifications sent	N/A	103	120	125
3	# of email/text notification users	N/A	115	257	280

Facilities Expenses

Facilities expenses are associated with city-owned buildings, and include routine building maintenance, daily utilities, insurance, and information technology. Overall facilities expenses are projected to decrease by \$10,000 in part due to moving mowing services to the WRA budget, offsetting a portion of the revenue that will no longer be transferred from the WRA. The equipment line includes an additional \$30,000 to replace AC units at city hall when they are unrepairable or keep the building in good repair. The building is almost 15 years old, and ongoing maintenance and upkeep is increasing in frequency.

Facilities Expense Overview

	Actual 2018	Actual 2019	Actual 2020	Adopted 2021	Projected 2021	Proposed 2022
Facilities						
Supplies	\$ 64,860	\$ 63,066	\$ 54,729	\$ 102,700	\$ 65,700	\$ 102,700
Equipment	\$ 59,052	\$ 55,657	\$ 42,962	\$ 50,000	\$ 50,000	\$ 80,000
Professional Srv	\$ 20,712	\$ 39,838	\$ 38,112	\$ 49,000	\$ 49,000	\$ 19,000
Miscellaneous	\$ -	\$ 25	\$ 14	\$ 21,000	\$ 1,000	\$ 31,000
Insurance	\$ 29,524	\$ 28,618	\$ 27,678	\$ 28,800	\$ 27,999	\$ 28,800
Information Tech	\$ 55,888	\$ 45,352	\$ 47,312	\$ 52,500	\$ 52,500	\$ 62,500
Total Expenses	\$ 230,036	\$ 232,555	\$ 210,806	\$ 304,000	\$ 246,199	\$ 324,000

Goals and Objectives:

Goal: Extend the life expectancy of city building assets

1. **Objective:** Perform quarterly inspections of city HVAC units
2. **Objective:** Annual inspection of buildings

Performance Indicators:

Goal	Indicator	FY 2019 Actual	FY 2020 Actual	FY 2021 Projection	FY 2022 Target
1	Number of HVAC inspections	4	4	4	4
2	Number of citywide building inspections	1	1	2	2

Police Expenses

Police services are funded from two revenue sources: General Fund and Crime Control and Prevention District funds. The expenses listed below are funded from the General Fund and are broken down into two expense categories: Administration and Operations. Expenses includes payroll for a total of 11 full-time officers, including the chief and lieutenant, five full-time civilian employees, and a portion of a general mechanic position. Payroll includes a three percent cost of living adjustment, a \$2000 dollar increase in the annual ECA (trained medical first responder) certification pay for police officers, 12% TMRS rate, and \$725/month city paid insurance benefit. Overall, there are no additional expense changes from the current year.

Police Expense Overview

	Actual 2018	Actual 2019	Actual 2020	Adopted 2021	Projected 2021	Proposed 2022
Police						
Payroll	\$ 1,093,959	\$ 1,013,822	\$ 1,142,510	\$ 1,317,602	\$ 1,259,200	\$ 1,368,930
Supplies	\$ 6,789	\$ 7,840	\$ 7,804	\$ 7,450	\$ 7,650	\$ 7,450
Training	\$ 22,732	\$ 17,700	\$ 19,075	\$ 21,150	\$ 21,300	\$ 28,150
Equipment	\$ 35,346	\$ 34,841	\$ 30,318	\$ 42,300	\$ 42,300	\$ 42,300
Professional Services	\$ 4,750	\$ 2,430	\$ -	\$ 3,000	\$ 3,000	\$ 3,000
Miscellaneous	\$ 27,337	\$ 36,220	\$ 37,450	\$ 37,000	\$ 37,000	\$ 37,000
Insurance	\$ 10,951	\$ 10,164	\$ 10,511	\$ 11,500	\$ 10,511	\$ 11,500
Vehicle	\$ 36,714	\$ 37,072	\$ 35,858	\$ 41,000	\$ 41,000	\$ 41,000
Information Tech	\$ 62,758	\$ 57,790	\$ 69,202	\$ 58,000	\$ 58,000	\$ 58,000
Total Expenses	\$ 1,301,336	\$ 1,217,880	\$ 1,352,728	\$ 1,539,002	\$ 1,479,961	\$ 1,597,330

Goals and Objectives:

Goal: Increase public safety and security

1. **Objective:** Hire and retain professional individuals to serve the needs of the community
2. **Objective:** Provide required training to maintain state license and Emergency Care Attendant (ECA) certifications

Goal: Meet the needs of citizens and solve problems within community

1. **Objective:** Reduce response time to priority one calls for service
2. **Objective:** Respond to crisis and emergency situations with appropriate training, equipment, and supplies

Goal: Increase the amount of proactive neighborhood and business patrols

1. **Objective:** Increase the number of detectives assigned to the Criminal Investigations Unit

Goal: Provide accountability, professionalism, and transparency in police services

1. **Objective:** Establish professional police management practices
2. **Objective:** Achieve and maintain Texas Best Practices Recognition

Performance Indicators:

Goal	Indicator	FY 2019 Actual	FY 2020 Actual	FY 2021 Projection	FY 2022 Target
1	Total response time	9:09	6:13	8:00	7:00
1, 3	Priority 1 response time	4:57	5:09	5:00	5:00
5	Criminal investigation assigned cases	281	300	300	300
5	Criminal investigation case clearance	90%	65.5%	73%	73%
1, 5	Total cases	594	985	1000	1000
1, 5	Total case clearance	90.9%	76.7%	83%	83.8%
2, 4	Estimated total training hours	600	570	1400	1400
6	Department policies implemented	10	10	12	12
7	Texas Best Practices standards met	75%	88%	100%	100%

Municipal Court Expenses

Municipal court expenses include payroll and contract services for one full-time employee, municipal judges, prosecutor, and Spanish translator. Payroll includes a three percent cost of living adjustment, 12% TMRS rate, and \$725/month city paid insurance benefit. This year's expenses were slightly increased to cover the potential cost of additional security equipment.

Municipal Court Expense Overview

	Actual 2018	Actual 2019	Actual 2020	Adopted 2021	Projected 2021	Proposed 2022
Court						
Payroll	\$ 63,111	\$ 68,554	\$ 69,586	\$ 67,578	\$ 70,833	\$ 68,132
Supplies	\$ 1,891	\$ 1,901	\$ 1,488	\$ 2,500	\$ 2,300	\$ 2,300
Training	\$ 1,359	\$ 1,051	\$ 312	\$ 1,300	\$ 1,800	\$ 2,700
Equipment	\$ 443	\$ 20	\$ -	\$ 500	\$ 3,500	\$ 500
Professional Services	\$ 39,375	\$ 36,332	\$ 37,083	\$ 37,600	\$ 37,600	\$ 37,600
Capital Expense	\$ -	\$ 1,499	\$ -	\$ 2,000	\$ 2,000	\$ 8,000
Information Tech	\$ 36,804	\$ 36,563	\$ 51,687	\$ 46,500	\$ 43,125	\$ 44,000
Total Expenses	\$ 142,983	\$ 145,921	\$ 160,156	\$ 157,978	\$ 161,158	\$ 163,232

Goals and Objectives:

Goal: Provide proactive court education to the public and local law enforcement

1. **Objective:** Provide the community with public education events and information
2. **Objective:** Provide educational training for local law enforcement

Goal: Maintain a Court of Record

1. **Objective:** Comply with Office of Court Administration reporting standards

Performance Indicators:

Goals	Indicator	FY 2019 Actual	FY 2020 Actual	FY 2021 Projection	FY 2022 Target
1	Public Education Activities	1	2	0	1
2	Local Law Enforcement Education Events	3	3	1	4
3	OCA Compliance	100%	100%	98%	100%

Fire Protection and Prevention Expenses

Fire Protection and Prevention expenses cover our contract with the City of Fort Worth. The contract covers all fire protection, marshal, and plan review services for the city from the four Fort Worth fire stations, all within five miles of Westworth Village. It includes a cost increase for the coming year.

Due to our police department providing trained emergency first responder service, our citizens enjoy an approximately \$200,000 per year discount on our fire services contract with Fort Worth.

Fire Protection and Prevention Expense Overview

	Actual 2018	Actual 2019	Actual 2020	Adopted 2021	Projected 2021	Proposed 2022
Fire Protection and Prevention Services						
Miscellaneous	\$ 314,494	\$ 318,462	\$ 337,496	\$ 354,212	\$ 393,569	\$ 368,728
Total Expenses	\$ 314,494	\$ 318,462	\$ 337,496	\$ 354,212	\$ 393,569	\$ 368,728

Goals and Objectives:

Goal: Provide efficient and cost-effective fire services.

1. **Objective:** Maintain a Fort Worth contract service level, with our police department providing emergency first responder service.

Performance Indicators:

	Indicator	FY 2019 Actual	FY 2020 Actual	FY 2021 Projection	FY 2022 Target
1	Per Capita Cost of Fire Services	\$106	\$112	\$114	\$119
1	# of Fort Worth Fire responses	1	0	0	0
1	Fort Worth Fire Service Level	3 (60%)	3 (60%)	3 (60%)	3 (60%)

Library Expenses

Library expenses are based on the city's collaboration with the City of Fort Worth Library System. This reimbursement program allows Westworth Village citizens to obtain a nonresident library card from the City of Fort Worth library system, and submit the receipt for a credit to be applied on their utility invoice, or a check to be issued to those without utility accounts. This collaboration also grants the Fort Worth Library access to use the community room to plan events and activities.

Library Expense Overview

	Actual 2018	Actual 2019	Actual 2020	Adopted 2021	Projected 2021	Proposed 2022
Library						
Payroll	\$ 51,440	\$ 26,674	\$ -	\$ -	\$ -	\$ -
Supplies	\$ 6,037	\$ 3,966	\$ -	\$ -	\$ -	\$ -
Reimbursements	\$ 3,886	\$ 2,681	\$ -	\$ 2,600	\$ 2,500	\$ 2,000
Equipment	\$ 16,718	\$ 52,685	\$ -	\$ -	\$ -	\$ -
Miscellaneous	\$ 2,017	\$ 1,011	\$ -	\$ -	\$ -	\$ -
Information Tech	\$ 6,145	\$ 5,849	\$ 1,500	\$ -	\$ 1,500	\$ -
Total Expenses	\$ 86,243	\$ 92,866	\$ 1,500	\$ 2,600	\$ 4,000	\$ 2,000

Goals and Objectives:

Goal: Increase the public's awareness of the Library card reimbursement program

- Objective:** Advertise the program quarterly through the newsletter and email/text system
- Objective:** Work with the City of Fort Worth Library system to bring quality program to Westworth Village facilities

Performance Indicators:

	Indicator	FY 2019 Actual	FY 2020 Actual	FY 2021 Projection	FY 2022 Target
1	Number of Library Card Reimbursements	15	0	30	40
1	Number of Program Advertisements	6	3	0	4
2	Number of Library Programs held in city Facilities	0	0	0	2

General Fund Details:

ACCT		Actual 2018	Actual 2019	Actual 2020	Adopted 2021	Projected 2021	Proposed 2022
General Fund Revenue							
Franchise Fees							
01-500-510001	Waste Collection	\$ 14,527	\$ 14,523	\$ 16,012	\$ 14,000	\$ 11,368	\$ 15,000
01-500-510002	Electric	\$ 216,889	\$ 226,489	\$ 240,340	\$ 235,000	\$ 226,185	\$ 245,000
01-500-510003	Gas	\$ 25,553	\$ 30,962	\$ 29,576	\$ 31,000	\$ 35,796	\$ 31,000
01-500-510004	Telecom	\$ 27,210	\$ 27,615	\$ 21,366	\$ 32,000	\$ 11,574	\$ 20,000
01-500-510006	Charter Cable	\$ 23,843	\$ 23,609	\$ 18,516	\$ 24,000	\$ 14,218	\$ 20,000
01-500-510007	Towing	\$ 4,400	\$ 5,000	\$ 4,750	\$ 5,000	\$ 3,120	\$ 4,000
01-500-510008	Water/Sewer	\$ 57,417	\$ 49,349	\$ 56,428	\$ 57,750	\$ 70,950	\$ 70,950
01-500-510009	Cell Tower Lease	\$ 21,960	\$ 24,532	\$ 21,385	\$ 23,000	\$ 24,167	\$ 20,000
	Total Franchise Fees	\$ 391,799	\$ 402,078	\$ 408,373	\$ 421,750	\$ 397,377	\$ 425,950
Permit Fees							
01-500-515001	Building	\$ 175,510	\$ 119,556	\$ 100,239	\$ 110,000	\$ 145,000	\$ 110,000
01-500-515002	Mechanical	\$ 10,609	\$ 11,164	\$ 8,414	\$ 9,900	\$ 8,000	\$ 9,900
01-500-515003	Grease Trap	\$ 86	\$ 794	\$ 222	\$ 1,000	\$ 4,000	\$ 1,000
01-500-515004	Electrical	\$ 17,475	\$ 14,731	\$ 8,599	\$ 10,000	\$ 11,000	\$ 10,000
01-500-515005	Plumbing	\$ 19,199	\$ 19,938	\$ 11,492	\$ 16,500	\$ 16,000	\$ 16,500
01-500-515006	Cert. of Occupancy	\$ 3,800	\$ 3,700	\$ 2,800	\$ 5,000	\$ 5,000	\$ 5,000
01-500-515007	Plat Fees	\$ 19,120	\$ 1,800	\$ 600	\$ 1,000	\$ 17,200	\$ 1,000
01-500-515008	Plan Review	\$ 114,999	\$ 81,461	\$ 45,513	\$ 50,000	\$ 78,000	\$ 50,000
01-500-515009	Garage Sale/Misc	\$ 3,125	\$ 1,830	\$ 1,555	\$ 1,500	\$ 900	\$ 1,500
01-500-515010	Solicitor	\$ 75	\$ -	\$ -	\$ 100	\$ -	\$ 100
01-500-5150XX	Contractor registration	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ 15,600
	Total Permit Fees	\$ 363,998	\$ 254,974	\$ 179,434	\$ 205,000	\$ 290,100	\$ 220,600
Sales Tax							
01-500-520000	General Sales Tax	\$ 1,056,395	\$ 1,190,017	\$ 1,216,677	\$ 1,201,238	\$ 1,296,085	\$ 1,304,665
01-500-520003	Econ. Dev. Sales Tax	\$ 264,107	\$ 297,520	\$ 304,178	\$ 300,310	\$ 324,021	\$ 326,166
01-500-520006	Mixed Beverage Tax	\$ 12,991	\$ 13,715	\$ 11,695	\$ 22,500	\$ 14,822	\$ 22,500
	Total Sales Tax	\$ 1,333,493	\$ 1,501,252	\$ 1,532,551	\$ 1,524,048	\$ 1,634,928	\$ 1,653,331
Additional Revenue							
01-500-525002	CCPD Disbursement	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
01-500-525003	TexPool Interest	\$ 3,742	\$ 7,462	\$ 4,454	\$ 5,500	\$ 595	\$ 1,000
01-500-525004	Money Market Interest	\$ 4,299	\$ 11,203	\$ 7,451	\$ 7,500	\$ 6,252	\$ 5,000
01-500-525005	HCGC Disbursement	\$ 50,000	\$ 25,000	\$ 25,000	\$ 10,000	\$ 10,000	\$ 10,000
01-500-525006	Street/Stormwater Disbursem	\$ 23,200	\$ 23,200	\$ 23,200	\$ 10,000	\$ 13,200	\$ 13,200
01-500-525007	Other interest					\$ 198	\$ -
01-500-525009	Water Disbursement	\$ 130,401	\$ 130,401	\$ 130,401	\$ 130,401	\$ 130,401	\$ 130,401
01-500-525xxx	TexSTAR Interest					\$ 100	\$ 1,000
01-500-525xxx	LOGIC interest					\$ 100	\$ 1,000
	Total Additional Revenue	\$ 221,642	\$ 207,266	\$ 200,505	\$ 173,401	\$ 170,846	\$ 171,601
Court Fines & Fees							
01-500-530001	Fines	\$ 247,370	\$ 221,624	\$ 259,995	\$ 225,000	\$ 275,084	\$ 225,000
01-500-530002	Admin Fees	\$ 12,554	\$ 12,574	\$ 113,334	\$ 10,000	\$ 12,272	\$ 10,000
01-500-530003	Capias Fees/Warrants	\$ 29,938	\$ 22,306	\$ 17,224	\$ 15,000	\$ 16,676	\$ 15,000
01-500-530005	Child Safety	\$ 504	\$ 816	\$ 1,957	\$ 2,000	\$ 3,367	\$ 2,000
01-500-530006	Court-Time Pay (City)	\$ 1,041	\$ 886	\$ 853	\$ 1,500	\$ 402	\$ 750
01-500-530007	Court-Time Pay (Court)	\$ 288	\$ 217	\$ 217	\$ 400	\$ 1,670	\$ 1,500
01-500-530008	Court-FTA	\$ 721	\$ 1,374	\$ 937	\$ 800	\$ 875	\$ 1,000
01-500-530009	Court Security	\$ 15,000	\$ 13,000	\$ 8,097	\$ 15,000	\$ -	\$ 15,000
01-500-530010	Contract Service- Westover	\$ 35,400	\$ 38,400	\$ 36,000	\$ 36,000	\$ 36,000	\$ 36,000
01-500-530011	Contract Service- Lakeside	\$ 50,167	\$ 16,667	\$ -	\$ -	\$ -	\$ -
01-500-530012	Expansions	\$ -	\$ -	\$ 11,040	\$ 10,000	\$ 10,000	\$ 10,000
	Total Court Fines & Fees	\$ 392,983	\$ 327,865	\$ 449,653	\$ 315,700	\$ 356,344	\$ 316,250
WRA Distribution							
01-500-545000	WRA Distribution	\$ 270,000	\$ 200,000	\$ 355,867	\$ 115,000	\$ 115,000	\$ 26,000
	Total WRA Distribution	\$ 270,000	\$ 200,000	\$ 355,867	\$ 115,000	\$ 115,000	\$ 26,000

ACCT		Actual 2018	Actual 2019	Actual 2020	Adopted 2021	Projected 2021	Proposed 2022
	HC Apartment Fee						
01-500-550000	HC Apartment Fee	\$ 108,378	\$ 133,923	\$ 135,000	\$ 135,000	\$ 135,000	\$ 224,843
	Total HC Apartment Fee	\$ 108,378	\$ 133,923	\$ 135,000	\$ 135,000	\$ 135,000	\$ 224,843
	Ad Valorem Tax						
01-500-555000	Ad Valorem Tax	\$ 583,938	\$ 640,824	\$ 738,814	\$ 926,884	\$ 926,884	\$ 1,034,515
	Total Ad Valorem Tax	\$ 583,938	\$ 640,824	\$ 738,814	\$ 926,884	\$ 926,884	\$ 1,034,515
	MISC Revenue						
01-500-565001	Misc Revenue/STEP GRANT	\$ 11,904	\$ 8,326	\$ 5,584	\$ 5,000	\$ 5,000	\$ 5,000
01-500-565002	Jail Usage	\$ 117	\$ 14	\$ -	\$ -	\$ -	\$ -
01-500-565003	Accident Reports	\$ 550	\$ 427	\$ 318	\$ 500	\$ 500	\$ 500
01-500-565004	Pet Registration	\$ 144	\$ 112	\$ 142	\$ 100	\$ 150	\$ 100
01-500-565005	Court Technology	\$ 12,645	\$ 13,000	\$ 8,372	\$ 10,000	\$ 13,000	\$ 10,000
01-500-565008	Administrative Reimbursement	\$ -	\$ -	\$ 1,200	\$ 900	\$ -	\$ 900
01-500-565009	CARES Grant Funds (Covid-19)	\$ -	\$ -	\$ -	\$ 145,200	\$ -	\$ -
	Total MISC Revenue	\$ 25,360	\$ 21,879	\$ 14,416	\$ 161,700	\$ 18,650	\$ 16,500
	Total General Fund Revenue	\$ 3,691,591	\$ 3,690,061	\$ 4,014,614	\$ 3,978,483	\$ 4,045,129	\$ 4,089,589
	General Fund Expenses						
	Administration						
	Payroll						
01-600-610001	Salaries	\$ 417,930	\$ 434,338	\$ 358,388	\$ 376,400	\$ 350,178	\$ 269,423
01-600-610002	TMRS Retirement	\$ 52,531	\$ 52,787	\$ 42,940	\$ 45,521	\$ 47,326	\$ 33,887
01-600-610003	Workers' Compensation	\$ 2,920	\$ 3,200	\$ 2,897	\$ 3,094	\$ 4,364	\$ 647
01-600-610004	Unemployment Comp	\$ 979	\$ 1,053	\$ 54	\$ 720	\$ 813	\$ 576
01-600-610005	Group Health Insurance	\$ 47,779	\$ 58,919	\$ 24,242	\$ 42,000	\$ 45,002	\$ 28,275
01-600-610006	Medicare	\$ 5,912	\$ 6,072	\$ 5,064	\$ 5,500	\$ 4,824	\$ 3,934
01-600-610007	Social Security	\$ -	\$ -	\$ -	\$ -	\$ 8	\$ -
01-600-610009	Cell Phone Allowance	\$ 2,153	\$ 2,258	\$ 2,520	\$ 2,940	\$ 2,333	\$ 1,890
01-600-610013	Tuition Reimbursement	\$ 2,719	\$ 3,594	\$ 1,868	\$ 5,000	\$ 4,879	\$ 5,000
01-600-610014	WRA Salary Offset	\$ 10,080	\$ (20,000)	\$ (20,000)	\$ (20,000)	\$ (20,000)	\$ (20,000)
01-600-610025	Retirement Stipend	\$ 450	\$ 1,350	\$ -	\$ -	\$ -	\$ -
	Total Payroll	\$ 543,453	\$ 543,570	\$ 417,972	\$ 461,176	\$ 439,728	\$ 323,632
	Supplies						
01-600-615001	Office Supplies	\$ 6,398	\$ 3,860	\$ 5,763	\$ 7,000	\$ 6,380	\$ 6,000
01-600-615003	Printing	\$ 1,929	\$ 1,303	\$ 2,309	\$ 2,500	\$ 2,500	\$ 2,500
01-600-615004	Postage	\$ 1,254	\$ 1,504	\$ 3,873	\$ 2,500	\$ 1,850	\$ 2,500
01-600-615005	Election Expenses	\$ 3,285	\$ 7,000	\$ -	\$ 10,000	\$ 7,000	\$ 5,000
01-600-615045	Vending	\$ -	\$ -	\$ -	\$ -	\$ 650	\$ -
	Total Supplies	\$ 12,866	\$ 13,667	\$ 11,945	\$ 22,000	\$ 18,380	\$ 16,000
	Training						
01-600-620001	Training	\$ 8,376	\$ 9,027	\$ 4,506	\$ 10,000	\$ 5,000	\$ 8,000
01-600-620002	Dues & Memberships	\$ 3,469	\$ 3,327	\$ 2,660	\$ 4,500	\$ 4,500	\$ 3,000
01-600-620003	Notice & Publications	\$ 4,682	\$ 7,860	\$ 3,532	\$ 6,000	\$ 6,000	\$ 5,000
01-600-620005	Community Activities	\$ 2,011	\$ 2,500	\$ 61	\$ 2,500	\$ 2,500	\$ 2,500
	Total Training	\$ 18,538	\$ 22,713	\$ 10,758	\$ 23,000	\$ 18,000	\$ 18,500
	Equipment						
01-600-625002	Equipment & Repair	\$ 649	\$ 362	\$ -	\$ 4,000	\$ 4,000	\$ 1,000
01-600-625004	Equipment Maintenance	\$ 23	\$ 709	\$ 1,038	\$ 1,000	\$ 1,000	\$ 1,000
	Total Equipment	\$ 672	\$ 1,071	\$ 1,038	\$ 5,000	\$ 5,000	\$ 2,000

ACCT		Actual 2018	Actual 2019	Actual 2020	Adopted 2021	Projected 2021	Proposed 2022
	Professional Services						
01-600-630002	Legal & Professional	\$ 47,071	\$ 49,858	\$ 71,053	\$ 50,000	\$ 60,000	\$ 86,000
01-600-630004	Planning Fees	\$ -	\$ -	\$ -	\$ 500	\$ -	\$ -
01-600-630005	Audit Expense	\$ 26,976	\$ 23,360	\$ 24,500	\$ 39,000	\$ 24,500	\$ 37,000
01-600-630006	Inspection Expense	\$ 50	\$ -	\$ -	\$ 5,000	\$ 118,500	\$ -
01-600-630011	Emergency Management	\$ 3,933	\$ 3,954	\$ 4,481	\$ 4,000	\$ 4,000	\$ 4,000
	Total Professional Service	\$ 78,030	\$ 77,172	\$ 100,034	\$ 98,500	\$ 207,000	\$ 127,000
	Miscellaneous						
01-600-635001	Misc Expense	\$ 15,413	\$ 14,490	\$ 25,132	\$ 14,000	\$ 23,000	\$ 14,000
01-600-635002	Mayor/Council	\$ 5,000	\$ 6,379	\$ 6,101	\$ 7,500	\$ 7,500	\$ 7,500
01-600-635007	Employee Bond	\$ 960	\$ 960	\$ 480	\$ 480	\$ 480	\$ 480
01-609-635017	FW Transportation Authority	\$ 619	\$ 619	\$ -	\$ 650	\$ 650	\$ 650
01-609-635018	Enviromental Cleanup	\$ 1,736	\$ 1,800	\$ 1,570	\$ 2,000	\$ 2,000	\$ 2,000
01-600-635019	Economic Development Sales	\$ 264,107	\$ 297,520	\$ 304,178	\$ 300,310	\$ 324,021	\$ 326,166
01-600-635021	WS 380 Agreement Payments	\$ 351,584	\$ 354,000	\$ 364,620	\$ 368,266	\$ 270,296	\$ 371,949
01-600-630020	COVID-19 Expense	\$ -	\$ -	\$ -	\$ 145,200	\$ -	\$ -
	Total Miscellaneous	\$ 639,419	\$ 675,769	\$ 702,081	\$ 838,406	\$ 627,947	\$ 722,745
	Capital Expense						
01-600-650003	Equipment Rental	\$ 6,890	\$ 7,440	\$ 7,784	\$ 7,000	\$ 7,000	\$ 7,000
	Total Capital Expense	\$ 6,890	\$ 7,440	\$ 7,784	\$ 7,000	\$ 7,000	\$ 7,000
	Information Technology						
01-600-660004	Third Party Provider	\$ 23,507	\$ 21,609	\$ 28,967	\$ 22,000	\$ 22,000	\$ 22,000
01-600-660005	Maintenance Contracts	\$ 18,241	\$ 24,117	\$ 22,193	\$ 30,000	\$ 25,000	\$ 30,000
01-600-660006	Equip/Software Purchase	\$ 4,800	\$ 25,019	\$ 4,656	\$ 10,000	\$ 3,100	\$ 10,000
	Total Information Tech	\$ 46,548	\$ 70,746	\$ 55,816	\$ 62,000	\$ 50,100	\$ 62,000
	TOTAL ADMINISTRATION	\$ 1,346,416	\$ 1,412,148	\$ 1,307,427	\$ 1,517,081	\$ 1,373,155	\$ 1,278,877
	Facilities						
	Supplies						
01-601-615005	Electric-General	\$ 30,747	\$ 30,725	\$ 23,651	\$ 36,000	\$ 32,000	\$ 36,000
01-601-615006	Water-General	\$ 6,436	\$ 3,951	\$ 4,954	\$ 8,000	\$ 5,000	\$ 8,000
01-601-615007	Gas-General	\$ 3,524	\$ 3,116	\$ 2,860	\$ 4,000	\$ 4,000	\$ 4,000
01-601-615008	Telephone-General	\$ 9,664	\$ 10,782	\$ 9,963	\$ 10,200	\$ 10,200	\$ 10,200
01-601-615026	Street Lighting	\$ 14,489	\$ 14,492	\$ 13,301	\$ 44,500	\$ 14,500	\$ 44,500
	Total Supplies	\$ 64,860	\$ 63,066	\$ 54,729	\$ 102,700	\$ 65,700	\$ 102,700
	Equipment						
01-601-625014	Building Maintenance	\$ 59,052	\$ 55,657	\$ 42,962	\$ 50,000	\$ 50,000	\$ 80,000
	Total Equipment	\$ 59,052	\$ 55,657	\$ 42,962	\$ 50,000	\$ 50,000	\$ 80,000
	Professional Services						
01-601-630008	Janitorial Services	\$ 20,712	\$ 19,845	\$ 18,120	\$ 19,000	\$ 19,000	\$ 19,000
01-601-630017	Lawn & Roadside Maintenance	\$ -	\$ 19,993	\$ 19,992	\$ 30,000	\$ 30,000	\$ -
	Total Professional Services	\$ 20,712	\$ 39,838	\$ 38,112	\$ 49,000	\$ 49,000	\$ 19,000
	Miscellaneous						
01-601-635001	Miscellaneous	\$ -	\$ 25	\$ 14	\$ 1,000	\$ 1,000	\$ 1,000
01-601-635002	City Entrance Signage	\$ -	\$ -	\$ -	\$ 20,000	\$ 20,000	\$ 30,000
	Total Miscellaneous	\$ -	\$ 25	\$ 14	\$ 21,000	\$ 1,000	\$ 31,000
	Insurance						
01-601-645001	Error/Omission Insurance	\$ 4,803	\$ 4,141	\$ 3,630	\$ 4,000	\$ 3,562	\$ 4,000
01-601-645002	General Liability	\$ 5,612	\$ 4,506	\$ 3,749	\$ 4,000	\$ 3,529	\$ 4,000
01-601-645003	Vehicle Insurance	\$ 10,632	\$ 10,570	\$ 10,001	\$ 10,000	\$ 10,321	\$ 10,000
01-601-645004	Real/Pers Property	\$ 7,771	\$ 8,786	\$ 9,547	\$ 10,000	\$ 9,836	\$ 10,000
01-601-645005	Mobile Equipment	\$ 706	\$ 614	\$ 751	\$ 800	\$ 751	\$ 800
	Total Insurance	\$ 29,524	\$ 28,618	\$ 27,678	\$ 28,800	\$ 27,999	\$ 28,800

ACCT		Actual 2018	Actual 2019	Actual 2020	Adopted 2021	Projected 2021	Proposed 2022
	Information Tech						
01-601-660004	Third Party Provider	\$ 33,030	\$ 32,805	\$ 39,597	\$ 37,500	\$ 37,500	\$ 37,500
01-601-660006	Equip/Software Purch/Maint	\$ 22,858	\$ 12,548	\$ 7,715	\$ 15,000	\$ 15,000	\$ 25,000
	Total Information Tech	\$ 55,888	\$ 45,352	\$ 47,312	\$ 52,500	\$ 52,500	\$ 62,500
TOTAL FACILITIES		\$ 230,036	\$ 232,555	\$ 210,806	\$ 304,000	\$ 246,199	\$ 324,000
	Police						
	Payroll						
01-603-610001	Salaries	\$ 770,956	\$ 701,769	\$ 814,115	\$ 901,666	\$ 870,000	\$ 923,808
01-603-610002	TMRS Retirement	\$ 105,501	\$ 95,830	\$ 106,847	\$ 122,248	\$ 113,100	\$ 131,584
01-603-610003	Workers' Compensation	\$ 18,842	\$ 21,454	\$ 19,723	\$ 22,293	\$ 20,500	\$ 22,935
01-603-610004	Unemployment Comp	\$ 3,522	\$ 2,247	\$ 429	\$ 2,352	\$ 2,000	\$ 2,304
01-603-610005	Group Health Insurance	\$ 106,914	\$ 93,055	\$ 106,662	\$ 137,200	\$ 124,200	\$ 139,200
01-603-610006	Medicare	\$ 11,738	\$ 10,680	\$ 11,972	\$ 14,772	\$ 14,500	\$ 15,335
01-603-610007	FICA- Social Security	\$ 676	\$ 1,562	\$ 514	\$ -	\$ 2,500	\$ -
01-603-610008	Overtime Pay	\$ 49,504	\$ 61,920	\$ 48,370	\$ 37,865	\$ 60,000	\$ 38,945
01-603-610009	Cell Phone Allowance	\$ 3,425	\$ 4,005	\$ 5,155	\$ 6,260	\$ 7,000	\$ 6,120
01-603-610010	Car Allowance	\$ 6,000	\$ 6,000	\$ 692	\$ 6,000	\$ 6,000	\$ 6,000
01-603-610011	Certification Pay	\$ 16,881	\$ 15,300	\$ 28,031	\$ 40,500	\$ 39,400	\$ 55,500
01-603-610013	Holiday Pay				\$ 26,445		\$ 27,199
01-603-610015	STEP Grant			\$ 3,712	\$ -		\$ -
	Total Payroll	\$ 1,093,959	\$ 1,013,822	\$ 1,142,510	\$ 1,317,602	\$ 1,259,200	\$ 1,368,930
	Supplies						
01-603-615001	Office Supplies	\$ 4,575	\$ 5,143	\$ 3,378	\$ 5,000	\$ 5,000	\$ 5,000
01-603-615002	Supplies	\$ 1,104	\$ 1,444	\$ 3,345	\$ 1,000	\$ 1,200	\$ 1,000
01-603-615003	Printing	\$ 887	\$ 966	\$ 637	\$ 850	\$ 850	\$ 850
01-603-615004	Postage	\$ 223	\$ 287	\$ 444	\$ 600	\$ 600	\$ 600
	Total Supplies	\$ 6,789	\$ 7,840	\$ 7,804	\$ 7,450	\$ 7,650	\$ 7,450
	Training						
01-603-620001	Training	\$ 18,889	\$ 14,570	\$ 16,450	\$ 18,000	\$ 18,000	\$ 25,000
01-603-620002	Dues & Memberships	\$ 3,694	\$ 2,889	\$ 2,511	\$ 3,000	\$ 3,000	\$ 3,000
01-603-620003	Notices & Publications	\$ 149	\$ 241	\$ 114	\$ 150	\$ 300	\$ 150
	Total Training	\$ 22,732	\$ 17,700	\$ 19,075	\$ 21,150	\$ 21,300	\$ 28,150
	Equipment						
01-603-625002	Equipment & Repair	\$ 25,237	\$ 26,986	\$ 24,179	\$ 30,000	\$ 30,000	\$ 30,000
01-603-625006	Maintenance Contracts	\$ 85	\$ -	\$ -	\$ 1,300	\$ 1,300	\$ 1,300
01-603-625008	Maint Radio/Radar	\$ 2,456	\$ 3,500	\$ 625	\$ 3,500	\$ 3,500	\$ 3,500
01-603-625009	Jail Maint & Communication	\$ 7,568	\$ 4,355	\$ 5,514	\$ 7,500	\$ 7,500	\$ 7,500
	Total Equipment	\$ 35,346	\$ 34,841	\$ 30,318	\$ 42,300	\$ 42,300	\$ 42,300
	Professional Services						
01-603-630002	Legal & Professional	\$ 4,750	\$ 2,430	\$ -	\$ 3,000	\$ 3,000	\$ 3,000
	Total Professional Services	\$ 4,750	\$ 2,430	\$ -	\$ 3,000	\$ 3,000	\$ 3,000
	Miscellaneous						
01-603-635009	Jail Food	\$ 2,306	\$ 891	\$ 889	\$ 2,500	\$ 2,500	\$ 2,500
01-603-635010	Lab Charges	\$ 9,621	\$ 10,834	\$ 19,006	\$ 18,000	\$ 18,000	\$ 18,000
01-603-635011	Animal Control	\$ 5,000	\$ 6,250	\$ 5,316	\$ 6,500	\$ 6,500	\$ 6,500
01-603-635029	Contract Services	\$ 10,410	\$ 18,245	\$ 12,240	\$ 10,000	\$ 10,000	\$ 10,000
	Total Miscellaneous	\$ 27,337	\$ 36,220	\$ 37,450	\$ 37,000	\$ 37,000	\$ 37,000
	Insurance						
01-603-645007	Law Enforcement Liability	\$ 10,951	\$ 10,164	\$ 10,511	\$ 11,500	\$ 10,511	\$ 11,500
	Total Insurance	\$ 10,951	\$ 10,164	\$ 10,511	\$ 11,500	\$ 10,511	\$ 11,500

ACCT		Actual 2018	Actual 2019	Actual 2020	Adopted 2021	Projected 2021	Proposed 2022
	Vehicle Expense						
01-603-640001	Gasoline	\$ 22,406	\$ 18,474	\$ 17,851	\$ 23,000	\$ 23,000	\$ 23,000
01-603-640002	Vehicle/Equip Maint	\$ 14,308	\$ 18,598	\$ 18,006	\$ 18,000	\$ 18,000	\$ 18,000
	Total Vehicle Expense	\$ 36,714	\$ 37,072	\$ 35,858	\$ 41,000	\$ 41,000	\$ 41,000
	Information Tech						
01-603-660004	Third Party Provider	\$ 27,751	\$ 27,673	\$ 34,052	\$ 28,000	\$ 28,000	\$ 28,000
01-603-660006	Equip/Software Purch/Maint	\$ 35,007	\$ 30,117	\$ 35,150	\$ 30,000	\$ 30,000	\$ 30,000
	Total Information Tech	\$ 62,758	\$ 57,790	\$ 69,202	\$ 58,000	\$ 58,000	\$ 58,000
TOTAL POLICE		\$ 1,301,336	\$ 1,217,880	\$ 1,352,728	\$ 1,539,002	\$ 1,479,961	\$ 1,597,330
	Court						
	Payroll						
01-604-610001	Salaries	\$ 47,317	\$ 50,579	\$ 52,425	\$ 51,500	\$ 54,419	\$ 51,500
01-604-610002	TMRS Retirement	\$ 6,261	\$ 6,390	\$ 6,359	\$ 6,230	\$ 6,665	\$ 6,485
01-604-610003	Workers' Compensation	\$ 117	\$ 130	\$ 24	\$ 131	\$ 127	\$ 131
01-604-610004	Unemployment Comp	\$ 162	\$ 162	\$ 153	\$ 144	\$ 150	\$ 144
01-604-610005	Group Health Insurance	\$ 8,404	\$ 9,751	\$ 9,199	\$ 8,400	\$ 8,429	\$ 8,700
01-604-610006	Medicare	\$ 667	\$ 703	\$ 691	\$ 753	\$ 668	\$ 753
01-604-610008	Overtime	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
01-604-610009	Cell Phone Allowance	\$ 183	\$ 840	\$ 735	\$ 420	\$ 375	\$ 420
	Total Payroll	\$ 63,111	\$ 68,554	\$ 69,586	\$ 67,578	\$ 70,833	\$ 68,132
	Supplies						
01-604-615001	Office Supplies	\$ 760	\$ 273	\$ 496	\$ 1,200	\$ 1,000	\$ 1,000
01-604-615003	Printing	\$ 439	\$ -	\$ 65	\$ 500	\$ 500	\$ 500
01-604-615004	Postage	\$ 692	\$ 1,628	\$ 928	\$ 800	\$ 800	\$ 800
	Total Supplies	\$ 1,891	\$ 1,901	\$ 1,488	\$ 2,500	\$ 2,300	\$ 2,300
	Training						
01-604-620001	Training	\$ 1,319	\$ 1,011	\$ 257	\$ 1,000	\$ 1,500	\$ 1,500
01-604-620002	Dues & Memberships	\$ 40	\$ 40	\$ 55	\$ 150	\$ 150	\$ 600
01-604-620004	Judge Seminar Expense	\$ -	\$ -	\$ -	\$ 150	\$ 150	\$ 600
	Total Training	\$ 1,359	\$ 1,051	\$ 312	\$ 1,300	\$ 1,800	\$ 2,700
	Equipment						
01-604-625013	Office Equipment	\$ 443	\$ 20	\$ -	\$ 500	\$ 3,500	\$ 500
	Total Equipment	\$ 443	\$ 20	\$ -	\$ 500	\$ 3,500	\$ 500
	Professional Services						
01-604-630009	Judge	\$ 17,050	\$ 16,732	\$ 16,000	\$ 16,000	\$ 16,000	\$ 16,000
01-604-630010	Magistrate & Juror Fee	\$ 7,367	\$ 7,200	\$ 7,200	\$ 7,200	\$ 7,200	\$ 7,200
01-604-630011	Prosecutor	\$ 12,458	\$ 10,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000
01-604-630012	Translator	\$ 2,500	\$ 2,400	\$ 1,883	\$ 2,400	\$ 2,400	\$ 2,400
	Total Professional Services	\$ 39,375	\$ 36,332	\$ 37,083	\$ 37,600	\$ 37,600	\$ 37,600
	Capital Expense						
01-604-650002	Court Security	\$ -	\$ 1,499	\$ -	\$ 2,000	\$ 2,000	\$ 8,000
	Total Capital Expense	\$ -	\$ 1,499	\$ -	\$ 2,000	\$ 2,000	\$ 8,000
	Information Tech						
01-604-660004	Third Party Provider	\$ 17,049	\$ 17,092	\$ 22,810	\$ 17,000	\$ 17,000	\$ 17,000
01-604-660005	Maintenance Contracts	\$ 13,649	\$ 13,543	\$ 22,740	\$ 25,000	\$ 21,625	\$ 22,000
01-604-660006	Equip/Software Purch/Maint	\$ 6,106	\$ 5,927	\$ 6,137	\$ 4,500	\$ 4,500	\$ 5,000
	Total Information Tech	\$ 36,804	\$ 36,563	\$ 51,687	\$ 46,500	\$ 43,125	\$ 44,000
TOTAL COURT		\$ 142,983	\$ 145,921	\$ 160,156	\$ 157,978	\$ 161,158	\$ 163,232

ACCT		Actual 2018	Actual 2019	Actual 2020	Adopted 2021	Projected 2021	Proposed 2022
Fire Protection and Prevention Services							
	Miscellaneous						
01-605-635102	City of Fort Worth Contract	\$ 314,494	\$ 318,462	\$ 337,496	\$ 354,212	\$ 393,569	\$ 368,728
	Total Miscellaneous	\$ 314,494	\$ 318,462	\$ 337,496	\$ 354,212	\$ 393,569	\$ 368,728
TOTAL Fire Protection & Prevention		\$ 314,494	\$ 318,462	\$ 337,496	\$ 354,212	\$ 393,569	\$ 368,728
Library							
	Reimbursements						
01-608-620006	FW Library Card Reimb	\$ 455	\$ 85	\$ -	\$ 1,000	\$ 2,500	\$ 1,000
01-608-620002	Dues & Memberships	\$ 3,431	\$ 2,596	\$ -	\$ 1,500		\$ 1,000
01-608-620003	Notices & Publications	\$ -	\$ -	\$ -	\$ 100		\$ -
	Total Training	\$ 3,886	\$ 2,681	\$ -	\$ 2,600	\$ 2,500	\$ 2,000
Total Library		\$ 86,243	\$ 92,866	\$ 1,500	\$ 2,600	\$ 4,000	\$ 2,000
Total General Fund Expenses		\$ 3,421,508	\$ 3,419,833	\$ 3,370,113	\$ 3,874,873	\$ 3,658,042	\$ 3,734,167
Net General Fund		\$ 270,083	\$ 270,228	\$ 644,500	\$ 103,610	\$ 387,087	\$ 355,422

STREET FUND

Street Fund revenue is collected through a dedicated ¼ cent sales tax, which must be re-authorized by the city's citizens every four years. It is scheduled to expire on September 31, 2024. It will be placed on the May 2024 ballot for re-authorization by citizen vote.

Street Fund expenses are restricted to street repair and maintenance, traffic lights, signage, and appropriate employee salaries and benefits. The fund current covers on public works employees' salaries and benefits, and the allowable expenses associated with city street repair and maintenance, traffic lights, and signage.

Street Fund Overview

	Actual 2018	Actual 2019	Actual 2020	Adopted 2021	Projected 2021	Proposed 2022
Street Fund Revenue						
Revenue	\$ 264,107	\$ 297,520	\$ 333,968	\$ 196,243	\$ 324,021	\$ 326,166
Total Revenue	\$ 264,107	\$ 297,520	\$ 333,968	\$ 196,243	\$ 324,021	\$ 326,166
Street Fund Expense						
Payroll	\$ 113,339	\$ 154,740	\$ 160,860	\$ 17,016	\$ 36,305	\$ 87,131
Supplies	\$ 1,525	\$ 1,798	\$ 1,423	\$ 121	\$ 2,500	\$ 2,500
Equipment	\$ 5,781	\$ 26,538	\$ -	\$ -	\$ 5,000	\$ 10,000
Misc	\$ 3,200	\$ 105,064	\$ 166,762	\$ 22,859	\$ 106,973	\$ 96,000
Vehicle Expense	\$ 7,684	\$ 6,442	\$ 4,594	\$ 3,823	\$ 9,000	\$ 9,000
Total Expenses	\$ 131,529	\$ 294,582	\$ 333,639	\$ 43,819	\$ 159,778	\$ 204,631

Goals and Objectives:

Goal: Develop a crack sealing program throughout the city

1. **Objective:** Extend the longevity of city streets

Goal: Develop a street sign/light maintenance program

1. **Objective:** Maintain a quarterly inspection procedure

Performance Indicators:

Goal	Indicator	FY 2019 Actual	FY 2020 Actual	FY 2021 Projection	FY 2022 Target
1	City street pothole/crack repairs	40	40	65	30
2	Street sign/light inspections	4	10	15	10

Street Fund Details:

ACCT		Actual 2018	Actual 2019	Actual 2020	Adopted 2021	Projected 2021	Proposed 2022
Street Sales Tax Fund							
	Revenue						
06-500-520005	Street Maintenance Sales Tax	\$ 264,107	\$ 297,520	\$ 333,968	\$ 300,310	\$ 324,021	\$ 326,166
06-500-565001	Misc Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Total Revenue	\$ 264,107	\$ 297,520	\$ 333,968	\$ 300,310	\$ 324,021	\$ 326,166
	Total Street Fund Revenue	\$ 264,107	\$ 297,520	\$ 333,968	\$ 300,310	\$ 324,021	\$ 326,166
Street Sales Tax Fund Expenses							
	Payroll						
06-606-610001	Salaries	\$ 85,312	\$ 106,968	\$ 114,682	\$ 88,528	\$ 27,500	\$ 66,000
06-606-610002	TMRS Retirement	\$ 10,682	\$ 14,429	\$ 14,364	\$ 10,926	\$ 3,478	\$ 8,348
06-606-610003	Workers compensation	\$ 3,292	\$ 3,502	\$ 3,069	\$ 2,901	\$ 887	\$ 2,130
06-606-610004	Unemployment Comp	\$ 324	\$ 324	\$ 18	\$ 216	\$ 60	\$ 144
06-606-610005	Group Health Insurance	\$ 11,870	\$ 15,740	\$ 15,740	\$ 12,600	\$ 3,625	\$ 8,700
06-606-610006	Medicare	\$ 1,230	\$ 1,645	\$ 1,653	\$ 1,320	\$ 404	\$ 969
06-606-610008	Overtime Pay	\$ -	\$ 10,873	\$ 10,074	\$ 1,475	\$ -	\$ -
06-606-610009	Cell Phone Allowance	\$ 630	\$ 1,260	\$ 1,260	\$ 1,050	\$ 350	\$ 840
	Total Payroll	\$ 113,339	\$ 154,740	\$ 160,860	\$ 119,017	\$ 36,305	\$ 87,131
	Supplies						
06-606-615002	Supplies	\$ 1,525	\$ 1,798	\$ 1,423	\$ 2,500	\$ 2,500	\$ 2,500
	Total Supplies	\$ 1,525	\$ 1,798	\$ 1,423	\$ 2,500	\$ 2,500	\$ 2,500
	Equipment						
06-606-625026	Equipment Purchase	\$ 5,781	\$ 26,538	\$ -	\$ 15,000	\$ 5,000	\$ 10,000
	Total Equipment	\$ 5,781	\$ 26,538	\$ -	\$ 15,000	\$ 5,000	\$ 10,000
	Miscellaneous						
06-606-635012	Street Signs	\$ 3,200	\$ 14,983	\$ 18,477	\$ 5,000	\$ 5,000	\$ 5,000
06-606-635013	Street Maintenance	\$ 12,778	\$ 9,081	\$ 72,285	\$ 10,000	\$ 20,973	\$ 10,000
06-606-635014	Trnsf to Capital Street Repairs	\$ 71,000	\$ 71,000	\$ 66,000	\$ 71,000	\$ 71,000	\$ 71,000
06-606-635015	Admin Reimbursements	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
	Total Miscellaneous	\$ 3,200	\$ 105,064	\$ 166,762	\$ 96,000	\$ 106,973	\$ 96,000
	Vehicle Expense						
06-606-640001	Gasoline /Maint	\$ 1,592	\$ 2,110	\$ 1,210	\$ 4,000	\$ 4,000	\$ 4,000
06-606-640002	Vehicle /Equip Maint	\$ 6,092	\$ 4,333	\$ 3,384	\$ 5,000	\$ 5,000	\$ 5,000
	Total Vehicle Expense	\$ 7,684	\$ 6,442	\$ 4,594	\$ 9,000	\$ 9,000	\$ 9,000
	Total Street Fund Expenses	\$ 131,529	\$ 294,582	\$ 333,639	\$ 241,517	\$ 159,778	\$ 204,631
	Net Total Street Fund	\$ 132,578	\$ 2,938	\$ 329	\$ 58,792	\$ 164,244	\$ 121,535

CAPITAL FUND

This account is funded by Texpool interest (city invested funds), alleyway reimbursement payments, TAP grant reimbursements, as well as transfers from the street fund, storm water fees, and gas well royalties. Expenses for capital improvement projects are typically planned in advance, complying with the city's approved long-range plans and with city council approval, unless an emergency repair is required. No capital improvements are budgeted this fiscal year.

Capital Fund Overview

	Actual	Actual	Actual	Adopted	Projected	Proposed
	2018	2019	2020	2021	2021	2022
Capital Revenue						
Additional Revenue	\$ 5,242	\$ 2,815	\$ 321	\$ 3,000	\$ 1,000	\$ 3,000
Misc Revenue	\$ 190,274	\$ 243,986	\$ 841,187	\$ 547,120	\$ 1,093,394	\$ 462,573
Total Revenue	\$ 195,516	\$ 246,801	\$ 841,508	\$ 550,120	\$ 1,094,394	\$ 465,573
Capital Expenses						
Professional Service	\$ 2,730	\$ -	\$ 26,508	\$ 20,000	\$ 20,000	\$ 60,000
Capital Projects	\$ 1,269,765	\$ 491,047	\$ 1,282,497	\$ 390,000	\$ 505,971	\$ -
Total Expenses	\$ 1,272,495	\$ 491,047	\$ 1,309,005	\$ 410,000	\$ 525,971	\$ 60,000

Capital Fund Details:

ACCT		Actual 2018	Actual 2019	Actual 2020	Adopted 2021	Projected 2021	Proposed 2022
Capital Revenue							
Additional Revenue							
04-500-525004	Texpool Interest	\$ 5,242	\$ 2,815	\$ 321	\$ 3,000	\$ 1,000	\$ 3,000
	Total Additional Revenue	\$ 5,242	\$ 2,815	\$ 321	\$ 3,000	\$ 1,000	\$ 3,000
Miscellaneous Revenue							
04-500-565012	Alleyway Reimbursements	\$ 80,000	\$ 85,000	\$ 20,000	\$ 75,000	\$ 20,000	\$ 50,000
04-500-565024	Transfer in (Street Repairs)	\$ 71,000	\$ 71,000	\$ 66,000	\$ 71,000	\$ 71,000	\$ 71,000
04-500-565052	CIP Storm Water Fees	\$ 11,120	\$ 11,120	\$ 1,643	\$ 11,120	\$ 382,585	\$ 341,573
04-500-565102	Tap Grant	\$ 28,154	\$ 76,866	\$ 753,544	\$ -	\$ 319,808	\$ -
04-500-565998	Transfer In (Gas Royalties)	\$ -	\$ -	\$ -	\$ 390,000	\$ 300,000	\$ -
	Total Additional Revenue	\$ 190,274	\$ 243,986	\$ 841,187	\$ 547,120	\$ 1,093,394	\$ 462,573
Total Capital Revenue		\$ 195,516	\$ 246,801	\$ 841,508	\$ 550,120	\$ 1,094,394	\$ 465,573
Capital Expenses							
Professional Services							
04-640-630001	Engineering Fees	\$ 2,730	\$ -	\$ 26,508	\$ 20,000	\$ 20,000	\$ 60,000
	Total Professional Services	\$ 2,730	\$ -	\$ 26,508	\$ 20,000	\$ 20,000	\$ 60,000
Capital Expenses							
04-640-650012	Alleyway/Seymour Improvements	\$ 1,180,561	\$ 346,610	\$ 131,840	\$ -	\$ -	\$ -
04-640-650022	Street Paving	\$ -	\$ -	\$ 18,195	\$ 390,000	\$ 300,000	\$ -
04-640-650024	Tap Project Trail System	\$ 89,204	\$ 144,437	\$ 1,132,462	\$ -	\$ 205,971	\$ -
04-640-650XXX	Stormwater improvement project	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Total Capital Expenses	\$ 1,269,765	\$ 491,047	\$ 1,282,497	\$ 390,000	\$ 505,971	\$ -
Total Capital Expenses		\$ 1,272,495	\$ 491,047	\$ 1,309,005	\$ 410,000	\$ 525,971	\$ 60,000
Net Total Capital Projects		\$ (1,076,979)	\$ (244,246)	\$ (467,497)	\$ 140,120	\$ 568,423	\$ 405,573

CRIME CONTROL & PREVENTION DISTRICT FUND

Crime Control and Prevention District is funded by a ½ cent citizen-authorized sales tax. The current sales tax is scheduled to expire on September 30, 2024, and must be placed on the ballot for a re-authorization vote every 20 years; therefore, it will be on the May 2024 ballot. Expenses are restricted, and this account typically funds five full-time police positions, police vehicle purchases, uniforms, community relations activities, and various equipment maintenance contracts. Payroll includes a three percent cost of living adjustment, a \$2000 dollar increase in the annual ECA (trained medical first responder) certification pay for police officers, 12% TMRS rate, and \$725/month city paid insurance benefit.

Crime Control and Prevention District Fund Overview

	Actual	Actual	Actual	Adopted	Projected	Proposed
	2018	2019	2020	2021	2021	2022
CCPD Fund Revenue						
Revenue	\$ 526,879	\$ 592,518	\$ 612,668	\$ 570,000	\$ 568,869	\$ 647,996
Additional Revenue	\$ 4	\$ 6	\$ 2	\$ -	\$ 5	\$ 25
Total Revenue	\$ 526,883	\$ 592,524	\$ 612,670	\$ 570,000	\$ 568,874	\$ 648,021
CCPD Fund Expenses						
Payroll	\$ 388,253	\$ 467,431	\$ 421,630	\$ 416,967	\$ 412,198	\$ 449,297
Equipment	\$ 51,589	\$ 1,481	\$ 63,308	\$ 53,000	\$ 58,240	\$ 63,400
Professional Service	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Misc	\$ 23,518	\$ 22,617	\$ 23,242	\$ 26,000	\$ 26,000	\$ 25,000
Capital Expense	\$ 448	\$ 418	\$ -	\$ -	\$ 500	\$ -
Information Tech	\$ 55,711	\$ 59,126	\$ 61,235	\$ 64,126	\$ 59,400	\$ 65,626
Total Expenses	\$ 529,519	\$ 561,073	\$ 579,414	\$ 570,093	\$ 566,338	\$ 613,323

Goals and Objectives:

(see Police Fund Goals and Objectives)

Performance Indicators:

(see Police Fund Performance Indicators)

Crime Control and Prevention Districts Fund Details

ACCT		Actual 2018	Actual 2019	Actual 2020	Adopted 2021	Projected 2021	Proposed 2022
Crime Control & Prevention Revenue							
	Revenue						
03-500-520010	Crime Control Sales Tax	\$ 526,879	\$ 592,518	\$ 612,668	\$ 570,000	\$ 568,869	\$ 647,996
	Total Revenue	\$ 526,879	\$ 592,518	\$ 612,668	\$ 570,000	\$ 568,869	\$ 647,996
	Additional Revenue						
03-500-525003	Texpool Interest	\$ 4	\$ 6	\$ 2	\$ -	\$ 5	\$ 25
	Total Additional Revenue	\$ 4	\$ 6	\$ 2	\$ -	\$ 5	\$ 25
	Total Crime Control Revenue	\$ 526,883	\$ 592,524	\$ 612,670	\$ 570,000	\$ 568,874	\$ 648,021
Crime Control & Prevention Expenses							
	Payroll						
03-630-610001	Salaries	\$ 277,145	\$ 304,024	\$ 290,369	\$ 272,602	\$ 268,324	\$ 287,227
03-630-610002	TMRS Retirement	\$ 37,943	\$ 44,145	\$ 38,480	\$ 38,632	\$ 38,311	\$ 43,339
03-630-610003	Workers compensation	\$ 8,335	\$ 8,967	\$ 8,005	\$ 9,014	\$ 8,939	\$ 9,716
03-630-610004	Unemployment Comp	\$ 45	\$ 972	\$ 45	\$ 720	\$ 563	\$ 720
03-630-610005	Group Health Insurance	\$ 31,299	\$ 49,653	\$ 48,222	\$ 42,000	\$ 40,500	\$ 43,500
03-630-610006	Medicare	\$ 4,189	\$ 4,971	\$ 4,296	\$ 4,668	\$ 4,629	\$ 5,031
03-630-610007	FICA Social Security	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
03-630-610008	Overtime Pay	\$ 23,119	\$ 35,292	\$ 13,814	\$ 15,727	\$ 26,292	\$ 16,571
03-630-610009	Cell Phone Allowance	\$ 805	\$ 2,345	\$ 2,275	\$ 2,220	\$ 2,340	\$ 2,220
03-630-610011	Certification Pay	\$ 5,373	\$ 17,061	\$ 16,123	\$ 20,400	\$ 22,300	\$ 29,400
03-630-610013	Holiday Pay				\$ 10,984		\$ 11,573
03-630-610015	STEP Program			\$ -			
	Total Payroll	\$ 388,253	\$ 467,431	\$ 421,630	\$ 416,967	\$ 412,198	\$ 449,297
	Equipment						
03-630-625045	Tasers	\$ 1,493	\$ 1,481	\$ 1,500	\$ -	\$ -	\$ -
03-630-625046	Technology Replacement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,400
03-630-625049	Police Units/Camera System	\$ 50,096		\$ 61,808	\$ 53,000	\$ 58,240	\$ 58,000
	Total Equipment	\$ 51,589	\$ 1,481	\$ 63,308	\$ 53,000	\$ 58,240	\$ 63,400
	Professional Services						
03-630-630014	Admin Services	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
	Total Professional Services	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
	Miscellaneous						
03-630-635008	Uniforms	\$ 6,910	\$ 4,667	\$ 8,910	\$ 7,000	\$ 7,000	\$ 7,000
03-630-635103	Community Relations	\$ 10,758	\$ 12,023	\$ 8,682	\$ 13,000	\$ 13,000	\$ 13,000
03-630635123	Service Fees (Data cards)	\$ 5,850	\$ 5,926	\$ 5,651	\$ 6,000	\$ 6,000	\$ 5,000
	Total Miscellaneous	\$ 23,518	\$ 22,617	\$ 23,242	\$ 26,000	\$ 26,000	\$ 25,000
	Capital Expense						
03-630-650028	Weapon Cleaning	\$ 448	\$ 418	\$ -	\$ -	\$ 500	\$ -
	Total Capital Expense	\$ 448	\$ 418	\$ -	\$ -	\$ 500	\$ -
	Information Technology						
03-630-660004	Third Party Provider	\$ 7,305	\$ 7,317	\$ 9,226	\$ 7,400	\$ 7,400	\$ 7,400
03-630-660005	Maintenance Contracts	\$ 48,406	\$ 51,809	\$ 52,009	\$ 56,726	\$ 52,000	\$ 58,226
	Total Information Technology	\$ 55,711	\$ 59,126	\$ 61,235	\$ 64,126	\$ 59,400	\$ 65,626
	Total Crime Control Expenses	\$ 529,519	\$ 561,073	\$ 579,414	\$ 570,093	\$ 566,338	\$ 613,323
	Net Crime Control & Prevention District	\$ (2,636)	\$ 31,451	\$ 33,255	\$ (93)	\$ 2,536	\$ 34,698

ECONOMIC DEVELOPMENT (WRA) FUND

Economic Development (Westworth Redevelopment Authority) is funded by a ¼ cent citizen-authorized sales tax. Expenses are restricted, but this account typically covers golf course deficits, parks/landscape, and administration. This includes payroll for one full-time and one part time position, park and trail vehicle and equipment needs, maintenance of the medians, alleyways, and various city common areas. Payroll includes a three percent cost of living adjustment, 12% TMRS rate, and \$725/month city paid insurance benefit.

Economic Development (WRA) Fund Overview

	Actual 2018	Actual 2019	Actual 2020	Adopted 2021	Projected 2021	Proposed 2022
Economic Development (WRA) Revenue						
Sales Tax	\$ 264,107	\$ 297,520	\$ 307,815	\$ 300,310	\$ 300,310	\$ 326,166
Additional Revenue	\$ 2,525	\$ 3,339	\$ 1,213	\$ 3,000	\$ 200	\$ 1,000
Misc Revenue	\$ 780	\$ 843	\$ 49,926	\$ 450,850	\$ 750,000	\$ 550,000
Total Revenue	\$ 267,412	\$ 301,702	\$ 358,955	\$ 754,160	\$ 1,050,510	\$ 877,166
Economic Development (WRA) Expenses						
Building, Parks, & Land	\$ 77,674	\$ 134,950	\$ 132,912	\$ 618,630	\$ 590,630	\$ 735,577
Administration	\$ 587,072	\$ 388,895	\$ 620,611	\$ 162,000	\$ 217,000	\$ 81,000
Total Expenses	\$ 664,746	\$ 523,845	\$ 753,523	\$ 780,630	\$ 807,630	\$ 816,577

Goals and Objectives:

Goal: Increase sales tax through sustainable commercial growth

1. **Objective:** Create an attractive commercial district to sustain commercial business and attract new businesses
2. **Objective:** Create city parks and amenities and improve city landscapes, providing opportunities and areas for citizens to get out and improve their health and wellbeing

Performance Indicators:

Goal	Indicator	FY 2019 Actual	FY 2020 Actual	FY 2021 Projection	FY 2021 Target
1	Sales Tax growth	4%	3%	2%	5%
2	Create city parks	0	0	1	1

Economic Development Fund Details

ACCT		Actual 2018	Actual 2019	Actual 2020	Adopted 2021	Projected 2021	Proposed 2022
Economic Development Sales Tax Fund (WRA) Revenue							
Sales Tax							
08-500-520010	WRA Sales Tax	\$ 264,107	\$ 297,520	\$ 307,815	\$ 300,310	\$ 300,310	\$ 326,166
	Total Sales Tax	\$ 264,107	\$ 297,520	\$ 307,815	\$ 300,310	\$ 300,310	\$ 326,166
Additional Revenue							
08-500-525011	Interest Earned	\$ 2,525	\$ 3,339	\$ 1,213	\$ 3,000	\$ 200	\$ 1,000
	Total Additional Revenue	\$ 2,525	\$ 3,339	\$ 1,213	\$ 3,000	\$ 200	\$ 1,000
Miscellaneous Revenue							
08-500-565001	Misc Revenue	\$ 780	\$ 843	\$ 49,926	\$ 850	\$ 300,000	\$ 100,000
08-500-565010	Sale of WRA Property	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
08-500-565011	Transfer from WRA Money Market				\$ 450,000	\$ 450,000	\$ 450,000
	Total Miscellaneous Revenue	\$ 780	\$ 843	\$ 49,926	\$ 450,850	\$ 750,000	\$ 550,000
	Total WRA Revenue	\$ 267,412	\$ 301,702	\$ 358,955	\$ 754,160	\$ 1,050,510	\$ 877,166
Economic Development Sales Tax Fund (WRA) Expenses							
Building Parks & Landscape Expenses							
Payroll							
08-607-610001	Salaries	\$ 52,863	\$ 80,588	\$ 86,650	\$ 81,500	\$ 81,500	\$ 60,590
08-607-610002	TMRS Retirement	\$ 7,650	\$ 11,548	\$ 11,304	\$ 11,000	\$ 11,000	\$ 6,077
08-607-610003	Workers Compensation	\$ 2,039	\$ 2,606	\$ 2,260	\$ 2,650	\$ 2,650	\$ 2,047
08-607-610004	Unemployment Comp	\$ 324	\$ 377	\$ 21	\$ 400	\$ 400	\$ 288
08-607-610005	Group Health Insurance	\$ 10,585	\$ 20,873	\$ 20,677	\$ 21,000	\$ 21,000	\$ 8,700
08-607-610006	Medicare	\$ 853	\$ 1,294	\$ 1,268	\$ 1,300	\$ 1,300	\$ 932
08-607-610008	Overtime Pay	\$ 630	\$ 11,023	\$ 8,835	\$ 3,700	\$ 5,000	\$ 3,245
08-607-610009	Cell Phone Allowance	\$ -	\$ 840	\$ 840	\$ 980	\$ 980	\$ 420
08-607-610011	Certification Pay		\$ 300	\$ 300	\$ 300	\$ 300	\$ -
08-607-610013	Holiday Pay				\$ 1,300		\$ 779
	Total Payroll	\$ 74,944	\$ 129,450	\$ 132,154	\$ 124,130	\$ 124,130	\$ 83,077
Equipment							
08-607-625001	Equipment	\$ 850	\$ -	\$ 642	\$ 10,000	\$ 10,000	\$ 10,000
08-607-625004	Equipment Maintenance	\$ 307	\$ 1,500	\$ -	\$ 500	\$ 500	\$ 500
08-607-625007	Small Tools	\$ -	\$ 500	\$ -	\$ 500	\$ 500	\$ 500
08-607-625008	City Parks				\$ 450,000	\$ 450,000	\$ 550,000
	Total Equipment	\$ 1,157	\$ 2,000	\$ 642	\$ 461,000	\$ 461,000	\$ 561,000
Professional Services							
08-607-630017	City Landscape Maintenance	\$ -	\$ -	\$ 19,800	\$ 30,000	\$ 30,000	\$ 60,000
08-607-6300XX	Storage space; equipment/records						\$ 26,000
	Total Professional Services	\$ -	\$ -	\$ 19,800	\$ 30,000	\$ 30,000	\$ 86,000
Vehicle Expense							
08-607-640001	Gasoline	\$ 50	\$ 2,000	\$ 115	\$ 2,000	\$ 2,000	\$ 2,000
08-607-640002	Vehicle/Equipment Maint	\$ 523	\$ 500	\$ -	\$ 500	\$ 500	\$ 500
	Total Vehicle Expense	\$ 573	\$ 2,500	\$ 115	\$ 2,500	\$ 2,500	\$ 2,500

ACCT		Actual 2018	Actual 2019	Actual 2020	Adopted 2020	Projected 2020	Proposed 2021
ACCT		Actual 2018	Actual 2019	Actual 2020	Adopted 2021	Projected 2021	Proposed 2022
	Capital Expense						
08-607-650003	Equipment Rental	\$ 1,000	\$ 1,000	\$ -	\$ 1,000	\$ 3,000	\$ 3,000
	Total Capital Expense	\$ 1,000	\$ 1,000	\$ -	\$ 1,000	\$ 3,000	\$ 3,000
	Total Building Parks & Landscape Expenses	\$ 77,674	\$ 134,950	\$ 132,912	\$ 618,630	\$ 590,630	\$ 735,577
	WRA Administration Expenses						
	Payroll						
08-680-610001	Salaries	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
	Total Payroll	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
	Professional Services						
08-680-630002	Legal & Professional	\$ 20,656	\$ 17,304	\$ 50,325	\$ 20,000	\$ 75,000	\$ 50,000
08-680-630005	Audit Expense	\$ 6,350	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000
08-680-630016	Bank Fees	\$ 36	\$ 33		\$ -		\$ -
	Total Professional Services	\$ 27,042	\$ 23,337	\$ 56,325	\$ 26,000	\$ 81,000	\$ 56,000
	Miscellaneous						
08-680-635001	Miscellaneous Expense	\$ -	\$ -	\$ 188,422	\$ 1,000	\$ 1,000	\$ 5,000
08-680-635022	Transfer to the City	\$ 250,000	\$ 200,000	\$ 355,864	\$ 115,000	\$ 115,000	\$ -
08-680-635026	Transfer to HCGC		\$ -	\$ -	\$ -	\$ -	\$ -
	Total Miscellaneous	\$ 250,000	\$ 200,000	\$ 544,286	\$ 116,000	\$ 116,000	\$ 5,000
	Debt Service						
08-680-655001	Principal Expense (CO's)	\$ 275,000	\$ 143,000	\$ -	\$ -	\$ -	\$ -
08-680-655002	Interest Expense (CO's)	\$ 15,030	\$ 2,559	\$ -	\$ -	\$ -	\$ -
	Total Debt Service	\$ 290,030	\$ 145,559	\$ -	\$ -	\$ -	\$ -
	Total WRA Admin Expenses	\$ 587,072	\$ 388,895	\$ 620,611	\$ 162,000	\$ 217,000	\$ 81,000
	Total WRA Expenses	\$ 664,746	\$ 523,845	\$ 753,523	\$ 780,630	\$ 807,630	\$ 816,577
	Net Total WRA	\$ (397,334)	\$ (222,143)	\$ (394,568)	\$ (26,471)	\$ 242,880	\$ 60,589

DEBT SERVICE FUND

Debt Service revenue is allocating a portion of the city's assessed *ad valorem* tax, along with transfers from the Water and Hawks Creek Golf Club enterprise funds. The Debt Service fund makes the annual payment for city-issued debt.

Debt Service expense includes principal and interest payments for city-issued debt. This includes certificate of obligation and general obligation refunding bonds. The city contemplates issuing additional debt in future years to fund drainage infrastructure and street improvements.

Debt Service Fund Overview

	Actual 2018	Actual 2019	Actual 2020	Adopted 2021	Projected 2021	Proposed 2022
Debt Service Revenue						
Interest Revenue	\$ 12,097	\$ 8,663	\$ 2,412	\$ 8,500	\$ 1,000	\$ 1,000
HC Apartment Pmt	\$ 114,622	\$ 93,220	\$ 89,843	\$ 89,843	\$ 89,843	\$ -
Ad Valorem Tax	\$ 616,399	\$ 655,022	\$ 752,807	\$ 776,121	\$ 776,121	\$ 779,937
Misc	\$ 114,467	\$ 144,009	\$ 55,297	\$ 143,064	\$ 143,672	\$ 144,063
Total Revenue	\$ 857,585	\$ 900,913	\$ 900,359	\$ 1,017,528	\$ 1,010,636	\$ 925,000
Debt Service Expenses						
Debt Service	\$ 950,101	\$ 878,378	\$ 837,991	\$ 920,686	\$ 920,686	\$ 925,500
Total Expenses	\$ 950,101	\$ 878,378	\$ 837,991	\$ 920,686	\$ 920,686	\$ 925,500

Goals and Objectives:

Goal: Maintain a fiscally conservative approach to financing the needs of the city

1. **Objective:** Maintain a low tax supported debt per capita
2. **Objective:** Maintain reserves to 40% of total yearly debt

Performance Indicators:

Goal	Indicator	FY 2019 Actual	FY 2020 Actual	FY 2021 Projection	FY 2022 Target
1	Tax Supported Debt Per Capita	\$292	\$279	\$297	\$299
2	Reserves to Debt (EOY)	23%	25%	44%	40%

Repayment schedule:

CITY OF WESTWORTH VILLAGE
(Tarrant County, Texas)

Combined Debt Requirement Schedule (Tax Supported Debt)

July 11, 2019

Fisc Year	2010 CO's		2010 GO Rfd		2013 CO's		2017 CO's		2019 GO Rfd		COMBINED TOTALS						
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Total	Fisc. Total	Golf Course	Utility Rev	Tax Supp
9/30/2019	\$ 75,000	\$ 22,978	\$ 185,000	\$ 54,075	\$ 215,000	\$ 89,225	\$ 99,000	\$ 21,711	\$ 20,409	\$ 574,000	\$ 187,589	\$ 187,589	\$ 688,789	\$ 876,378	\$ 116,467	\$ 27,542	\$ 732,369
9/30/2020		\$ 1,078		\$ 2,775		\$ 86,000		\$ 21,711			\$ 163,019	\$ 158,934	\$ 163,019				\$ 163,019
9/30/2021						\$ 86,000		\$ 19,068			\$ 150,993	\$ 150,993	\$ 150,993				\$ 150,993
9/30/2022						\$ 82,700		\$ 17,700			\$ 141,000	\$ 141,000	\$ 141,000				\$ 141,000
9/30/2023						\$ 79,325		\$ 17,700			\$ 131,274	\$ 131,274	\$ 131,274				\$ 131,274
9/30/2024						\$ 75,506		\$ 16,293			\$ 120,378	\$ 120,378	\$ 120,378				\$ 120,378
9/30/2025						\$ 70,706		\$ 14,846			\$ 109,092	\$ 109,092	\$ 109,092				\$ 109,092
9/30/2026						\$ 65,706		\$ 13,360			\$ 97,416	\$ 97,416	\$ 97,416				\$ 97,416
9/30/2027						\$ 60,506		\$ 11,835			\$ 85,089	\$ 85,089	\$ 85,089				\$ 85,089
9/30/2028						\$ 54,769		\$ 10,270			\$ 71,935	\$ 71,935	\$ 71,935				\$ 71,935
9/30/2029						\$ 48,469		\$ 8,666			\$ 58,293	\$ 58,293	\$ 58,293				\$ 58,293
9/30/2030						\$ 41,831		\$ 7,022			\$ 45,508	\$ 45,508	\$ 45,508				\$ 45,508
9/30/2031						\$ 34,469		\$ 5,339			\$ 30,563	\$ 30,563	\$ 30,563				\$ 30,563
9/30/2032						\$ 26,750		\$ 3,603			\$ 20,078	\$ 20,078	\$ 20,078				\$ 20,078
9/30/2033						\$ 18,250		\$ 1,828			\$ 9,400	\$ 9,400	\$ 9,400				\$ 9,400
						\$ 9,375		\$ 9,375			\$ 384,375	\$ 384,375	\$ 384,375				\$ 384,375
						\$ 375,000		\$ 1,687,175			\$ 9,731,000	\$ 2,764,015	\$ 12,495,015	\$ 12,495,015	\$ 1,713,007	\$ 411,752	\$ 10,370,256
						\$ 185,000		\$ 56,850			\$ 343,899	\$ 3,625,000	\$ 692,435				\$ 393,750
						\$ 215,000		\$ 89,225			\$ 574,000	\$ 187,589	\$ 187,589	\$ 876,378	\$ 116,467	\$ 27,542	\$ 732,369
						\$ 220,000		\$ 86,000			\$ 602,000	\$ 158,934	\$ 158,934	\$ 923,953	\$ 116,232	\$ 27,440	\$ 780,281
						\$ 225,000		\$ 82,700			\$ 619,000	\$ 150,993	\$ 150,993	\$ 919,185	\$ 115,736	\$ 27,328	\$ 776,121
						\$ 235,000		\$ 79,325			\$ 642,000	\$ 141,000	\$ 141,000	\$ 924,000	\$ 116,507	\$ 27,556	\$ 779,937
						\$ 240,000		\$ 75,506			\$ 660,000	\$ 131,274	\$ 131,274	\$ 922,548	\$ 115,966	\$ 27,371	\$ 779,212
						\$ 250,000		\$ 70,706			\$ 683,000	\$ 120,378	\$ 120,378	\$ 923,755	\$ 116,076	\$ 27,399	\$ 780,280
						\$ 260,000		\$ 65,706			\$ 706,000	\$ 109,092	\$ 109,092	\$ 924,183	\$ 116,082	\$ 27,399	\$ 780,702
						\$ 270,000		\$ 60,506			\$ 724,000	\$ 97,416	\$ 97,416	\$ 918,833	\$ 115,983	\$ 27,371	\$ 775,478
						\$ 280,000		\$ 54,769			\$ 752,000	\$ 85,089	\$ 85,089	\$ 922,178	\$ 115,632	\$ 27,268	\$ 779,278
						\$ 285,000		\$ 48,469			\$ 780,000	\$ 71,935	\$ 71,935	\$ 923,869	\$ 116,116	\$ 27,436	\$ 780,318
						\$ 310,000		\$ 41,831			\$ 808,000	\$ 58,293	\$ 58,293	\$ 924,507	\$ 116,435	\$ 27,556	\$ 780,515
						\$ 325,000		\$ 34,469			\$ 837,000	\$ 45,508	\$ 45,508	\$ 928,015	\$ 116,629	\$ 27,576	\$ 783,811
						\$ 340,000		\$ 26,750			\$ 875,000	\$ 30,563	\$ 30,563	\$ 936,706	\$ 116,433	\$ 27,545	\$ 789,728
						\$ 355,000		\$ 18,250			\$ 944,000	\$ 20,078	\$ 20,078	\$ 954,156	\$ 116,088	\$ 27,405	\$ 780,663
						\$ 375,000		\$ 9,375			\$ 975,000	\$ 9,375	\$ 9,375	\$ 983,750	\$ 86,625	\$ 27,563	\$ 779,563



Debt Service Fund Detail

ACCT		Actual 2018	Actual 2019	Actual 2020	Adopted 2021	Projected 2021	Proposed 2022
Debt Service Revenue							
	Revenue						
05-500-520003	Texpool Interest	\$ 12,097	\$ 8,663	\$ 2,412	\$ 8,500	\$ 1,000	\$ 1,000
	Total Revenue	\$ 12,097	\$ 8,663	\$ 2,412	\$ 8,500	\$ 1,000	\$ 1,000
HC Apartment Payments							
05-500-550001	HC Apartment Payments	\$ 114,622	\$ 93,220	\$ 89,843	\$ 89,843	\$ 89,843	\$ -
	Total HC Apartment Payments	\$ 114,622	\$ 93,220	\$ 89,843	\$ 89,843	\$ 89,843	\$ -
Ad Valorem Tax							
05-500-555000	Ad Valorem Tax	\$ 616,399	\$ 655,022	\$ 752,807	\$ 776,121	\$ 776,121	\$ 779,937
	Total Ad Valorem Tax	\$ 616,399	\$ 655,022	\$ 752,807	\$ 776,121	\$ 776,121	\$ 779,937
Miscellaneous Revenue							
05-500-565120	Water Fund Payments	\$ 27,067	\$ 27,542	\$ 1,004	\$ 27,328	\$ 27,440	\$ 27,556
05-500-565125	HCGC Payments	\$ 87,400	\$ 116,467	\$ 54,293	\$ 115,736	\$ 116,232	\$ 116,507
	Total Miscellaneous Revenue	\$ 114,467	\$ 144,009	\$ 55,297	\$ 143,064	\$ 143,672	\$ 144,063
	Total Debt Service Revenue	\$ 857,585	\$ 900,913	\$ 900,359	\$ 1,017,528	\$ 1,010,636	\$ 925,000
Debt Service Expenses							
	Debt Service						
05-650-655001	Principal	\$ 552,000	\$ 574,000	\$ 552,212	\$ 619,000	\$ 619,000	\$ 642,000
05-650-655002	Interest	\$ 396,101	\$ 302,378	\$ 283,029	\$ 300,186	\$ 300,186	\$ 282,000
05-650-655003	Bank Fees	\$ 2,000	\$ 2,000	\$ 2,750	\$ 1,500	\$ 1,500	\$ 1,500
	Total Debt Service	\$ 950,101	\$ 878,378	\$ 837,991	\$ 920,686	\$ 920,686	\$ 925,500
	Total Debt Service Expenses	\$ 950,101	\$ 878,378	\$ 837,991	\$ 920,686	\$ 920,686	\$ 925,500
	Net Total Debt Service	\$ (92,516)	\$ 22,536	\$ 62,368	\$ 96,842	\$ 89,950	\$ (500)

ENTERPRISE FUNDS

An enterprise fund can be created when a public service generates enough revenues to pay for its current and ongoing cost. The public service becomes a “profit center”; the users fees are calculated to pay for the cost of the current service as well as plan for future maintenance and upgrades. Enterprise funds help maintain a lower ad valorem tax rate. Some general examples of enterprise funds include public utility services, parking garages, golf courses, stadiums, arenas, convention centers, as well as certain programs held at museums, libraries, and recreational facilities. It is important to note that an enterprise fund can be partially funded by other tax revenue sources or be fully self-sufficient. Westworth Village has two enterprise funds, Utilities and Hawks Creek golf course, both are budgeted to be self-sufficient. However, should unexpected expenses arise economic development reserve funds may be used.

WATER FUND

Water is funded through the sale of water, sewer fees, and sanitation fees. The city purchases water and sewer services from the City of Fort Worth, and charges rates to recover the full cost of both the fixed and variable costs associated with maintaining those infrastructures. This budget includes a two percent water rate increase and a 15% sewer rate increase to cover the increase costs of those services. The city purchases sanitation (trash/recycling) services through a third-party contractor. Expenses include a debt service payment, four full-time employees, and all other costs associated with operating and maintaining city utility services. Payroll includes a three percent cost of living adjustment, 12% TMRs rate, and \$725/month city paid insurance benefit.

Water Fund Overview

	Actual 2018	Actual 2019	Actual 2020	Adopted 2021	Projected 2021	Proposed 2022
Water Fund Revenue						
Additional Revenue	\$ 1,249	\$ 1,919	\$ 765	\$ 1,600	\$ 500	\$ 1,000
Water Revenue	\$ 1,455,804	\$ 1,431,956	\$ 1,402,261	\$ 1,455,600	\$ 1,832,164	\$ 1,916,422
Total Revenue	\$ 1,457,053	\$ 1,433,875	\$ 1,403,026	\$ 1,457,200	\$ 1,832,664	\$ 1,917,422
Water Fund Expenses						
Water						
Payroll	\$ 109,648	\$ 121,290	\$ 122,464	\$ 176,152	\$ 228,852	\$ 187,462
Supplies	\$ 107,717	\$ 55,887	\$ 43,732	\$ 53,000	\$ 53,000	\$ 53,000
Training	\$ 8,340	\$ 10,819	\$ 9,640	\$ 11,500	\$ 8,500	\$ 11,500
Equipment	\$ 4,811	\$ 45,073	\$ 8,580	\$ 32,000	\$ 27,000	\$ 77,000
Professional Service	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,500	\$ 6,000	\$ 6,500
Misc	\$ 860,023	\$ 937,872	\$ 1,119,597	\$ 951,651	\$ 961,274	\$ 996,301
Vehicle Expense	\$ 8,133	\$ 4,419	\$ 5,871	\$ 6,000	\$ 6,000	\$ 6,000
Capital Expense	\$ 22,000	\$ 778	\$ 34,279	\$ 26,500	\$ 26,500	\$ 26,500
Debt Service	\$ 27,067	\$ 27,542	\$ 12,648	\$ 27,328	\$ 27,440	\$ 27,556
Information Tech	\$ 29,693	\$ 43,264	\$ 31,093	\$ 31,400	\$ 31,400	\$ 31,400
Total Expenses	\$ 1,183,432	\$ 1,252,943	\$ 1,393,904	\$ 1,322,031	\$ 1,375,967	\$ 1,423,219
Storm Sewer Maintenance						
Payroll	\$ 22,988	\$ 27,206	\$ 26,585	\$ 30,086	\$ 27,102	\$ 56,352
Equipment	\$ 18,626	\$ 12,695	\$ (35,251)	\$ 19,000	\$ 19,000	\$ 19,000
Professional Services	\$ 37,286	\$ 57,226	\$ 37,707	\$ 65,000	\$ 130,000	\$ 25,000
Misc	\$ 13,200	\$ 13,200	\$ 16,469	\$ 13,200	\$ 13,200	\$ 13,200
Vehicle Expense	\$ 2,719	\$ 2,141	\$ 2,865	\$ 3,500	\$ 3,500	\$ 3,500
Capital Expense	\$ 11,120	\$ 11,120	\$ 11,120	\$ 11,120	\$ 382,585	\$ 341,573
Total Expenses	\$ 105,939	\$ 123,588	\$ 59,495	\$ 141,906	\$ 575,388	\$ 458,625

Goals and Objectives:

Goal: Provide proactive customer service

1. **Objective:** Notify residents at first alert of water leak through phone call, email, and face-to-face notification.

Goal: Maintain the integrity of the city water supply system

1. **Objective:** Perform daily, weekly, monthly, and quarterly water sampling that meets or exceeds TCEQ minimum standards
2. **Objective:** Have an average annual water loss of less than ten percent

Goal: Reduction of biochemical oxygen demand and total suspended solids

1. **Objective:** Execute a monthly sanitary sewer cleaning program
2. **Objective:** Reduce city cost of sanitary sewer services from the City of Fort Worth

Performance Indicators:

	Indicator	FY 2019 Actual	FY 2020 Actual	FY 2021 Projection	FY 2022 Target
1	Beacon leak alerts within 24 hours	100%	100%	100%	100%
2	Water samples meet or exceed TCEQ standards	100%	100%	100%	100%
3	Citywide water loss	6.89%	9%	7%	8.5%
4	Linear feet of sewer cleaning	128,900*	89,200	75,380	70,000
5	Yearly average BOD	337	338	266	280
5	Yearly average TSS	297	300	210	280

*Abnormal testing year resulted in additional line cleaning.

Water Fund Detail

ACCT		Actual 2018	Actual 2019	Actual 2020	Adopted 2021	Projected 2021	Proposed 2022
Water Fund Revenue							
Additional Revenue							
02-500-525011	Interest Earned	\$ 1,249	\$ 1,919	\$ 765	\$ 1,600	\$ 500	\$ 1,000
	Total Additional Revenue	\$ 1,249	\$ 1,919	\$ 765	\$ 1,600	\$ 500	\$ 1,000
Miscellaneous Revenue							
02-500-565012	Miscellaneous Revenue	\$ 549	\$ 652	\$ 1,712	\$ 500	\$ 500	\$ 500
02-500-565038	Return Check Charge	\$ 60	\$ 60	\$ 30	\$ 100	\$ 100	\$ 100
02-500-565050	Water turn on Fees	\$ 4,335	\$ 6,105	\$ 3,890	\$ 4,500	\$ 4,500	\$ 4,500
02-500-565051	Late Fees	\$ 14,346	\$ 13,347	\$ 13,458	\$ 12,500	\$ 18,000	\$ 12,500
02-500-565052	Water/Sewer Setup Fees	\$ 79,239	\$ 69,281	\$ 45,535	\$ 45,000	\$ 45,000	\$ 45,000
02-500-565055	Water Revenue	\$ 649,127	\$ 631,886	\$ 625,661	\$ 580,000	\$ 586,784	\$ 598,520
02-500-565056	Sewer Revenue	\$ 498,637	\$ 490,172	\$ 481,888	\$ 505,000	\$ 517,330	\$ 594,929
02-500-565057	Sanitation Revenue	\$ 130,733	\$ 138,778	\$ 146,714	\$ 138,000	\$ 148,954	\$ 148,800
02-500-565059	Storm Sewer Fees	\$ 78,778	\$ 81,676	\$ 83,372	\$ 170,000	\$ 169,424	\$ 170,000
02-500-XXXXX	CLFRF Grant Funding					\$ 341,573	\$ 341,573
	Total Miscellaneous Revenue	\$ 1,455,804	\$ 1,431,956	\$ 1,402,261	\$ 1,455,600	\$ 1,832,164	\$ 1,916,422
Total Water Revenue		\$ 1,457,053	\$ 1,433,875	\$ 1,403,026	\$ 1,457,200	\$ 1,832,664	\$ 1,917,422
Water Fund Expenses							
Water Fund							
Payroll							
02-620-610001	Salaries	\$ 86,715	\$ 89,614	\$ 82,673	\$ 116,749	\$ 163,244	\$ 125,061
02-620-610002	TMRS Retirement	\$ 11,094	\$ 10,910	\$ 9,171	\$ 14,577	\$ 24,491	\$ 16,251
02-620-610003	Workers compensation	\$ 451	\$ 505	\$ 363	\$ 2,550	\$ 598	\$ 2,678
02-620-610004	Unemployment Comp	\$ 502	\$ 389	\$ 115	\$ 432	\$ 753	\$ 432
02-620-610005	Group Health Insurance	\$ 6,591	\$ 11,858	\$ 17,968	\$ 25,200	\$ 30,686	\$ 26,100
02-620-610006	Medicare	\$ 1,256	\$ 1,208	\$ 1,216	\$ 1,761	\$ 2,379	\$ 1,887
02-620-610007	FICA Social Security	\$ 609	\$ 46	\$ -	\$ -	\$ -	\$ -
02-620-610008	Overtime Pay	\$ 2,360	\$ -	\$ 3,486	\$ 4,042	\$ 5,354	\$ 4,213
02-620-610009	Cell Phone Allowance	\$ 70	\$ 368	\$ 490	\$ 840	\$ 1,348	\$ 840
02-620-610012	Contract Services	\$ -	\$ 6,392	\$ 6,983	\$ 10,000	\$ -	\$ 10,000
	Total Payroll	\$ 109,648	\$ 121,290	\$ 122,464	\$ 176,152	\$ 228,852	\$ 187,462
Supplies							
02-620-615001	Office Supplies	\$ 8,129	\$ 3,694	\$ 3,080	\$ 5,000	\$ 5,000	\$ 5,000
02-620-615002	Supplies	\$ 87,998	\$ 40,362	\$ 30,619	\$ 35,000	\$ 35,000	\$ 35,000
02-620-615003	Printing	\$ 1,278	\$ 776	\$ 587	\$ 1,000	\$ 1,000	\$ 1,000
02-620-615004	Postage	\$ 4,347	\$ 4,749	\$ 4,364	\$ 4,300	\$ 4,300	\$ 4,300
02-620-615005	Electric	\$ 1,534	\$ 1,751	\$ 1,265	\$ 3,000	\$ 3,000	\$ 3,000
02-620-615006	Water	\$ 824	\$ 633	\$ 702	\$ 700	\$ 700	\$ 700
02-620-615009	Cable/Internet	\$ 2,892	\$ 3,089	\$ 3,115	\$ 3,000	\$ 3,000	\$ 3,000
02-620-640000	Gas	\$ 715	\$ 832	\$ -	\$ 1,000	\$ 1,000	\$ 1,000
	Total Supplies	\$ 107,717	\$ 55,887	\$ 43,732	\$ 53,000	\$ 53,000	\$ 53,000
Training							
02-620-620001	Training	\$ 5,156	\$ 7,512	\$ 6,463	\$ 8,000	\$ 5,000	\$ 8,000
02-620-620002	Dues & Memberships	\$ 3,184	\$ 3,307	\$ 3,177	\$ 3,500	\$ 3,500	\$ 3,500
	Total Training	\$ 8,340	\$ 10,819	\$ 9,640	\$ 11,500	\$ 8,500	\$ 11,500
Equipment							
02-620-625001	Equipment/Rental	\$ 4,811	\$ 16,740	\$ -	\$ 10,000	\$ 5,000	\$ 55,000
02-620-625004	Equipment Maintenance	\$ 6,719	\$ 6,971	\$ 4,087	\$ 7,000	\$ 7,000	\$ 7,000
02-620-625014	Building Maintenance	\$ -	\$ 4,762	\$ 4,493	\$ 5,000	\$ 5,000	\$ 5,000
02-620-625021	Contingency Fund	\$ -	\$ 16,599	\$ -	\$ 10,000	\$ 10,000	\$ 10,000
	Total Equipment	\$ 4,811	\$ 45,073	\$ 8,580	\$ 32,000	\$ 27,000	\$ 77,000

ACCT		Actual 2018	Actual 2019	Actual 2020	Adopted 2021	Projected 2021	Proposed 2022
	Professional Services						
02-620-630001	Engineering Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
02-620-630005	Audit Expense	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,500	\$ 6,000	\$ 6,500
	Total Professional Services	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,500	\$ 6,000	\$ 6,500
	Miscellaneous						
02-620-635001	Miscellaneous Expense	\$ 1,051	\$ 8,416	\$ 24,014	\$ 15,000	\$ 10,035	\$ 13,000
02-620-635008	Uniform Expense	\$ 6,805	\$ 5,760	\$ 8,926	\$ 7,500	\$ 7,500	\$ 7,500
02-620-635015	Admin Reimbursement to GF	\$ 130,401	\$ 130,591	\$ 130,401	\$ 130,401	\$ 130,401	\$ 130,401
02-620-635108	Franchise Expense	\$ 63,225	\$ 54,464	\$ 63,159	\$ 57,750	\$ 57,750	\$ 57,750
02-620-635121	Sanitation Payments	\$ 110,152	\$ 107,890	\$ 160,060	\$ 115,000	\$ 129,600	\$ 129,600
02-620-635125	Sewer Payments	\$ 221,850	\$ 255,282	\$ 335,776	\$ 265,000	\$ 265,000	\$ 291,500
02-620-635126	Water Purchases	\$ 324,390	\$ 371,356	\$ 393,933	\$ 355,000	\$ 355,000	\$ 358,550
02-620-635127	Water Sample Testing	\$ 2,149	\$ 4,112	\$ 3,328	\$ 6,000	\$ 5,989	\$ 8,000
	Total Miscellaneous	\$ 860,023	\$ 937,872	\$ 1,119,597	\$ 951,651	\$ 961,274	\$ 996,301
	Vehicle Expense						
02-620-640001	Gasoline	\$ 2,722	\$ 1,812	\$ 2,846	\$ 3,000	\$ 3,000	\$ 3,000
02-620-640002	Vehicle/Equip Maint	\$ 5,411	\$ 2,607	\$ 3,025	\$ 3,000	\$ 3,000	\$ 3,000
	Total Vehicle Expense	\$ 8,133	\$ 4,419	\$ 5,871	\$ 6,000	\$ 6,000	\$ 6,000
	Capital Expense						
02-620-650000	Capital Outlay	\$ 22,000	\$ -	\$ 30,000	\$ 25,000	\$ 25,000	\$ 25,000
02-620-650003	Equipment Rental	\$ -	\$ 778	\$ 4,279	\$ 1,500	\$ 1,500	\$ 1,500
	Total Capital Expense	\$ 22,000	\$ 778	\$ 34,279	\$ 26,500	\$ 26,500	\$ 26,500
	Debt Service						
02-620-655021	Bond Payments	\$ 27,067	\$ 27,542	\$ 12,648	\$ 27,328	\$ 27,440	\$ 27,556
	Total Debt Service	\$ 27,067	\$ 27,542	\$ 12,648	\$ 27,328	\$ 27,440	\$ 27,556
	Information Technology						
02-620-660004	Third Party Provider	\$ 7,299	\$ 7,343	\$ 9,222	\$ 7,400	\$ 7,400	\$ 7,400
02-620-660005	Maintenance Contracts	\$ 19,200	\$ 18,385	\$ 19,287	\$ 18,500	\$ 18,500	\$ 18,500
02-620-660006	Equip/Software Purchase Maint	\$ 3,194	\$ 17,536	\$ 2,585	\$ 5,500	\$ 5,500	\$ 5,500
	Total Information Technology	\$ 29,693	\$ 43,264	\$ 31,093	\$ 31,400	\$ 31,400	\$ 31,400
	Total Water Fund Expenses	\$ 1,183,432	\$ 1,252,943	\$ 1,393,904	\$ 1,322,031	\$ 1,375,967	\$ 1,423,219
	Storm Sewer Maintenance						
	Payroll						
02-621-610001	Salaries	\$ 16,023	\$ 19,707	\$ 19,505	\$ 20,460	\$ 18,133	\$ 37,440
02-621-610002	TMRS Retirement	\$ 2,188	\$ 2,406	\$ 2,225	\$ 2,656	\$ 2,366	\$ 5,066
02-621-610003	Workers' Compensation	\$ 329	\$ 499	\$ 353	\$ 706	\$ 585	\$ 1,294
02-621-610004	Unemployment Comp	\$ 200	\$ 124	\$ 67	\$ 72	\$ 98	\$ 144
02-621-610005	Group Health Insurance	\$ 2,313	\$ 3,935	\$ 3,954	\$ 4,200	\$ 5,397	\$ 8,700
02-621-610006	Medicare	\$ 250	\$ 279	\$ 272	\$ 321	\$ 261	\$ 588
02-621-610007	FICA Social Security	\$ 126	\$ 46	\$ -	\$ -	\$ -	\$ -
02-621-610008	Overtime Pay	\$ 1,542	\$ -	\$ -	\$ 1,461	\$ -	\$ 2,700
02-621-610009	Cell Phone Allowance	\$ 17	\$ 210	\$ 210	\$ 210	\$ 263	\$ 420
	Total Payroll	\$ 22,988	\$ 27,206	\$ 26,585	\$ 30,086	\$ 27,102	\$ 56,352
	Equipment						
02-621-625001	Equipment	\$ 14,000	\$ 12,695	\$ 14,123	\$ 14,000	\$ 14,000	\$ 14,000
02-621-625006	Maintenance Contracts	\$ 4,626	\$ -	\$ (49,374)	\$ 5,000	\$ 5,000	\$ 5,000
	Total Equipment	\$ 18,626	\$ 12,695	\$ (35,251)	\$ 19,000	\$ 19,000	\$ 19,000
	Professional Services						
02-621-630001	Engineering Fees	\$ 37,286	\$ 57,226	\$ 37,707	\$ 65,000	\$ 130,000	\$ 25,000
	Total Professional Services	\$ 37,286	\$ 57,226	\$ 37,707	\$ 65,000	\$ 130,000	\$ 25,000

ACCT		Actual 2018	Actual 2019	Actual 2020	Adopted 2021	Projected 2021	Proposed 2022
	Miscellaneous						
02-621-635015	Admin Reimbursements	\$ 13,200	\$ 13,200	\$ 16,469	\$ 13,200	\$ 13,200	\$ 13,200
	Total Miscellaneous	\$ 13,200	\$ 13,200	\$ 16,469	\$ 13,200	\$ 13,200	\$ 13,200
	Vehicle Expense						
02-621-640001	Gasoline	\$ 345	\$ 292	\$ 219	\$ 1,000	\$ 1,000	\$ 1,000
02-621-640002	Vehicle /Equip Maint	\$ 2,374	\$ 1,849	\$ 2,645	\$ 2,500	\$ 2,500	\$ 2,500
	Total Vehicle Expense	\$ 2,719	\$ 2,141	\$ 2,865	\$ 3,500	\$ 3,500	\$ 3,500
	Capital Expense						
02-621-650013	Capital Improvements	\$ 11,120	\$ 11,120	\$ 11,120	\$ 11,120	\$ 382,585	\$ 341,573
	Total Capital Expense	\$ 11,120	\$ 11,120	\$ 11,120	\$ 11,120	\$ 382,585	\$ 341,573
	Total Storm Sewer Expenses	\$ 105,939	\$ 123,588	\$ 59,495	\$ 141,906	\$ 575,388	\$ 458,625
	Net Total Water/Sewer	\$ 167,682	\$ 57,344	\$ (50,373)	\$ (6,736)	\$ (118,690)	\$ 35,578

HAWKS CREEK GOLF CLUB FUND

Hawks Creek Golf Club is funded through golf course sales (pro shop, grill, and driving range), including green fees, merchandise, range use, and grill/bar sales. Expenses are broken down into three areas: food and beverage, pro shop, and maintenance. Food and beverage expenses include salary and benefits for two full-time and three part-time employees, as well as all fixed and variable cost associated with operating and maintaining a bar and grill. Pro shop expenses include salary and benefits for four full-time and five part-time employees, as well as all fixed and variable costs associated with operating and maintaining a golf clubhouse, including utilities, supplies, merchandise, cart lease, IT, and administration. Maintenance expenses include salaries and benefits for eight full-time employees and two seasonal employees, and all other cost associated with grounds maintenance on over 100 acres of manicured turf, including fertilizer, chemicals, water, utilities, equipment leases and maintenance, fuel, and debt service payment. Payroll includes a three percent cost of living adjustment, 12% TMRS rate, and \$725/month city paid insurance benefit.

Hawks Creek Golf Course Fund Overview

	Actual	Actual	Actual	Adopted	Projected	Proposed
	2018	2019	2020	2021	2021	2022
HCGC Revenue						
Additional Revenue	\$ 34,422	\$ 33,013	\$ 32,849	\$ 39,361	\$ 19,510	\$ 39,361
Revenue	\$ 1,514,145	\$ 1,544,212	\$ 1,645,781	\$ 1,719,100	\$ 1,809,316	\$ 1,831,100
Total Revenue	\$ 1,548,567	\$ 1,577,224	\$ 1,678,630	\$ 1,758,461	\$ 1,828,826	\$ 1,870,461
HCGC Fund Expense						
Food and Beverage	\$ 219,010	\$ 228,330	\$ 252,220	\$ 289,239	\$ 299,710	\$ 277,166
Pro Shop	\$ 783,005	\$ 578,429	\$ 538,991	\$ 621,596	\$ 656,668	\$ 641,671
Maintenance	\$ 740,034	\$ 781,017	\$ 675,522	\$ 851,858	\$ 798,749	\$ 948,616
Total Expenses	\$ 1,742,049	\$ 1,587,776	\$ 1,466,733	\$ 1,762,693	\$ 1,755,128	\$ 1,867,453

Goals and Objectives:

Goal: Increase total green fee revenue

1. **Objective:** Attract more tournaments in slower times of the year

Goal: Increase merchandise sales

1. **Objective:** Utilize social media and emails to promote the golf shop

Goal: Implement a site-specific Water-Use Efficiency/Conservation Best Management Practices Plan

1. **Objective:** Site assessment, data collection, and water audit of the golf course

Goal: Increase Westworth Village resident traffic to utilize the clubhouse for daily & special event use

1. **Objective:** Send out monthly specials specific to Westworth Village residents offering discounts

Performance Indicators:

	Indicator	FY 2019 Actual	FY 2020 Actual	FY 2021 Projection	FY 2021 Target
1	Number of Tournaments	35	31	56	50
1	Green fee Revenue	\$977,201	\$1,164,714	\$1,258,000	\$1,326,000
2	Merchandise Sales Margins	25%	21%	21%	30%
3	BMP Plan Implementation	0%	0%	0%	50%
4	Number of redeemed monthly specials	0	15	26	50

Hawks Creek Golf Course Fund Details

ACCT		Actual 2018	Actual 2019	Actual 2020	Adopted 2021	Projected 2021	Proposed 2022
Hawks Creek Golf Course (HCGC) Fund Revenue							
	Revenue						
09-500-520000	Sales Tax	\$ 25,216	\$ 23,870	\$ 22,665	\$ 29,453	\$ 13,724	\$ 29,453
09-500-520007	Mixed Bev Tax Gross 8.25%	\$ 9,206	\$ 9,143	\$ 10,185	\$ 9,908	\$ 5,787	\$ 9,908
	Total Revenue	\$ 34,422	\$ 33,013	\$ 32,849	\$ 39,361	\$ 19,510	\$ 39,361
	Miscellaneous Revenue						
09-500-565001	Miscellaneous Revenue	\$ 40,753	\$ 11,215	\$ 4,730	\$ 1,000	\$ 5,000	\$ 1,000
09-500-565060	Green Fees	\$ 991,593	\$ 977,201	\$ 1,164,714	\$ 1,184,000	\$ 1,258,000	\$ 1,326,000
09-500-565065	Food	\$ 62,391	\$ 49,937	\$ 38,023	\$ 69,000	\$ 49,612	\$ 69,000
09-500-565066	Wine	\$ 594	\$ 154	\$ 86	\$ 100	\$ 212	\$ 100
09-500-565067	Liquor	\$ 24,709	\$ 25,184	\$ 24,352	\$ 29,500	\$ 32,997	\$ 29,500
09-500-565068	Beer	\$ 84,620	\$ 84,950	\$ 99,035	\$ 90,500	\$ 109,082	\$ 90,500
09-500-565069	Beverage	\$ 28,291	\$ 24,923	\$ 27,111	\$ 34,000	\$ 31,024	\$ 34,000
09-500-565070	Tips Earned	\$ 13,047	\$ 12,912	\$ 17,963	\$ 12,500	\$ 23,513	\$ 12,500
09-500-565075	Cart Rental	\$ 38,744	\$ 27,278	\$ 23,153	\$ 42,000	\$ 26,120	\$ 42,000
09-500-565076	Contract Lessons	\$ 3,597	\$ 3,677	\$ 6,374	\$ 5,000	\$ 8,942	\$ 5,000
09-500-565077	Club Rental	\$ 4,966	\$ 4,571	\$ 3,132	\$ 5,000	\$ 3,869	\$ 5,000
09-500-565078	Gratuities/lessons	\$ 1,603	\$ 1,139	\$ 213	\$ 1,000	\$ 348	\$ 1,000
09-500-565079	Range Balls	\$ 85,895	\$ 90,749	\$ 92,756	\$ 92,000	\$ 112,271	\$ 92,000
09-500-565080	Merchandise	\$ 129,679	\$ 129,059	\$ 121,841	\$ 120,000	\$ 134,585	\$ 120,000
09-500-565081	Handicap & Association	\$ 2,695	\$ 2,800	\$ 2,590	\$ 3,500	\$ 3,486	\$ 3,500
09-500-565082	Daily over/short	\$ 968	\$ 0	\$ (284)	\$ -	\$ 257	\$ -
09-500-565083	City Landscape Maintenance		\$ 20,549	\$ 19,992	\$ 30,000	\$ 9,996	\$ -
09-500-565084	WRA 4B Transfer		\$ 77,914	\$ -	\$ -	\$ -	\$ -
	Total Miscellaneous Revenue	\$ 1,514,145	\$ 1,544,212	\$ 1,645,781	\$ 1,719,100	\$ 1,809,316	\$ 1,831,100
Total HCGC Revenue		\$ 1,548,567	\$ 1,577,224	\$ 1,678,630	\$ 1,758,461	\$ 1,828,826	\$ 1,870,461
Hawks Creek Golf Course (HCGC) Fund Expenses							
	Food & Beverage Expenses						
	Payroll						
09-670-610001	Salaries	\$ 69,292	\$ 72,670	\$ 74,631	\$ 70,932	\$ 73,000	\$ 72,560
09-670-610002	TMRS Retirement	\$ 8,913	\$ 7,950	\$ 10,455	\$ 6,984	\$ 10,232	\$ 7,487
09-670-610003	Workers' Compensation	\$ 2,325	\$ 2,030	\$ 1,744	\$ 2,405	\$ 2,413	\$ 2,461
09-670-610004	Unemployment Comp	\$ 659	\$ 503	\$ 246	\$ 559	\$ 897	\$ 559
09-670-610005	Group Health Insurance	\$ 14,684	\$ 19,594	\$ 19,298	\$ 16,800	\$ 18,000	\$ 17,400
09-670-610006	Medicare	\$ 1,266	\$ 1,274	\$ 1,306	\$ 1,090	\$ 1,447	\$ 1,115
09-670-610007	FICA Social Security	\$ 1,246	\$ 1,708	\$ 1,433	\$ 1,052	\$ 2,000	\$ 1,052
09-670-610009	Cell Phone Allowance	\$ 385	\$ 420	\$ 420	\$ 420	\$ 420	\$ 420
09-670-610030	Tips Earned	\$ 13,733	\$ 1,369	\$ 16,155	\$ 12,500	\$ 23,513	\$ 12,500
09-670-610040	Over Time	\$ 6,231	\$ 2,970	\$ -	\$ 1,946	\$ 5	\$ 2,005
09-672-610013	Holiday Pay	\$ -	\$ -	\$ 5,156	\$ 1,868	\$ 3,901	\$ 1,924
	Total Payroll	\$ 118,734	\$ 110,488	\$ 130,844	\$ 116,557	\$ 135,828	\$ 119,484
	Supplies						
09-670-615002	Supplies	\$ 6,599	\$ 4,931	\$ 6,201	\$ 7,000	\$ 4,710	\$ 7,000
09-670-615021	Wine	\$ 462	\$ -	\$ -	\$ 250	\$ 166	\$ 250
09-670-615022	Bar Supplies	\$ 281	\$ 38	\$ 118	\$ 400	\$ 102	\$ 400
09-670-615023	Beer	\$ 30,937	\$ 29,909	\$ 37,599	\$ 37,000	\$ 52,403	\$ 37,000
09-670-615024	Beverages	\$ 15,509	\$ 13,988	\$ 16,706	\$ 18,000	\$ 17,384	\$ 18,000
09-670-615025	Food	\$ 29,765	\$ 24,788	\$ 21,083	\$ 43,000	\$ 30,135	\$ 43,000
09-670-615026	Liquor	\$ 8,192	\$ 7,626	\$ 9,162	\$ 9,000	\$ 17,569	\$ 9,000
	Total Supplies	\$ 91,745	\$ 81,281	\$ 90,869	\$ 114,650	\$ 122,470	\$ 114,650
	Equipment						
09-670-625000	New Equipment	\$ 95	\$ 351	\$ 79	\$ 20,000	\$ 1,500	\$ 5,000
09-670-625003	Equipment Lease	\$ 3,780	\$ 3,780	\$ 2,861	\$ 3,800	\$ 3,800	\$ 3,800
09-670-625004	Equipment Maintenance	\$ 292	\$ 442	\$ 150	\$ 500	\$ 8,000	\$ 500
09-670-625020	Equipment Repair	\$ 489	\$ 546	\$ 424	\$ 1,200	\$ 500	\$ 1,200
09-670-625021	Computer Repairs	\$ -	\$ -	\$ 260	\$ 500	\$ 500	\$ 500
	Total Equipment	\$ 4,656	\$ 5,119	\$ 3,774	\$ 26,000	\$ 14,300	\$ 11,000

ACCT		Actual 2018	Actual 2019	Actual 2020	Adopted 2021	Projected 2021	Proposed 2022
	Miscellaneous						
09-670-635001	Miscellaneous Expense	\$ 61	\$ 16	\$ -	\$ 500	\$ -	\$ 500
09-670-635023	Sales & Use Tax	\$ 11,509	\$ 10,408	\$ 9,082	\$ 8,498	\$ 8,333	\$ 8,498
09-670-635024	Mixed Beverage Tax	\$ 9,070	\$ 9,143	\$ 8,972	\$ 9,908	\$ 5,787	\$ 9,908
09-670-635025	Liquor Tax 6.7% Gross Sales	\$ 7,366	\$ 7,479	\$ 7,287	\$ 8,047	\$ 7,913	\$ 8,047
09-670-635030	Waste Disposal	\$ 910	\$ 1,030	\$ 810	\$ 1,080	\$ 1,080	\$ 1,080
09-670-635040	Licenses & Permits	\$ 430	\$ 3,367	\$ 582	\$ 4,000	\$ 4,000	\$ 4,000
	Total Miscellaneous	\$ 29,346	\$ 31,443	\$ 26,733	\$ 32,032	\$ 27,113	\$ 32,032
	Total Food & Beverages Expenses	\$ 219,010	\$ 228,330	\$ 252,220	\$ 289,239	\$ 299,710	\$ 277,166
	Pro Shop Expenses						
	Payroll						
09-671-610001	Salaries	\$ 195,783	\$ 165,477	\$ 136,218	\$ 212,718	\$ 160,871	\$ 226,462
09-671-610002	TMRs Retirement	\$ 18,900	\$ 20,811	\$ 15,894	\$ 17,008	\$ 22,512	\$ 21,843
09-671-610003	Workers' Compensation	\$ 5,808	\$ 5,569	\$ 4,940	\$ 6,820	\$ 6,613	\$ 7,260
09-671-610004	Unemployment Comp	\$ 1,276	\$ 648	\$ 50	\$ 1,296	\$ 564	\$ 1,296
06-671-610005	Group Health Insurance	\$ 26,680	\$ 17,284	\$ 16,626	\$ 24,900	\$ 21,590	\$ 25,500
09-671-610006	Medicare	\$ 2,775	\$ 2,392	\$ 2,027	\$ 3,091	\$ 2,353	\$ 3,290
09-671-610007	FICA Social Security	\$ 3,016	\$ 1	\$ 430	\$ 4,427	\$ 49	\$ 3,224
09-671-610008	Over Time Pay	\$ 1,370	\$ 4,187	\$ 2,053	\$ -	\$ -	\$ -
09-671-610009	Cell Phone Allowance	\$ 245	\$ 210	\$ 420	\$ 420	\$ 420	\$ 420
09-671-610025	Retirement Stipend			\$ 3,600	\$ 3,600	\$ 3,600	\$ 3,600
09-671-610030	Tips Earned	\$ 654	\$ 73	\$ 1,032	\$ -	\$ 1,809	\$ -
09-672-610013	Holiday Pay	\$ -	\$ -	\$ -	\$ 5,860	\$ -	\$ 6,822
	Total Payroll	\$ 256,507	\$ 216,651	\$ 183,292	\$ 280,141	\$ 220,381	\$ 299,716
	Supplies						
09-671-615002	Supplies	\$ 4,782	\$ 6,286	\$ 2,594	\$ 6,000	\$ 6,000	\$ 6,000
09-671-615003	Printing	\$ 440	\$ 65	\$ 193	\$ 500	\$ 500	\$ 500
09-671-615004	Postage	\$ 627	\$ 65	\$ 50	\$ 500	\$ 500	\$ 500
09-671-615005	Electric	\$ 21,712	\$ 22,719	\$ 18,828	\$ 20,000	\$ 27,293	\$ 20,000
09-671-615006	Water	\$ 5,681	\$ 4,013	\$ 5,388	\$ 6,000	\$ 9,558	\$ 6,000
09-671-615007	Natural Gas	\$ 2,449	\$ 3,089	\$ 2,767	\$ 3,100	\$ 4,597	\$ 3,100
09-671-615008	Telephone & Cable	\$ 8,918	\$ 9,313	\$ 9,485	\$ 9,000	\$ 8,736	\$ 9,000
09-671-615020	Tournament Supplies	\$ 104	\$ 104	\$ (104)	\$ 200	\$ 200	\$ 200
09-671-615030	Merchandise	\$ 92,510	\$ 93,952	\$ 111,296	\$ 90,000	\$ 120,762	\$ 90,000
	Total Supplies	\$ 137,223	\$ 139,605	\$ 150,496	\$ 135,300	\$ 178,146	\$ 135,300
	Training						
09-671-620001	Training	\$ 3,064	\$ 1,190	\$ 1,822	\$ 1,500	\$ 2,137	\$ 1,500
09-671-620002	Dues & Memberships	\$ 6,000	\$ 5,389	\$ 2,272	\$ 5,000	\$ 5,000	\$ 5,000
	Total Supplies	\$ 9,064	\$ 6,579	\$ 4,094	\$ 6,500	\$ 7,137	\$ 6,500
	Equipment						
09-671-625000	New Equipment	\$ 3,635	\$ 200	\$ -	\$ 1,500	\$ 1,500	\$ 1,500
09-671-625003	Equipment Lease	\$ -	\$ -	\$ 4,194	\$ -	\$ -	\$ -
09-671-625004	Carts Repair & Maint	\$ 3,675	\$ 2,044	\$ 5,789	\$ 4,500	\$ 4,532	\$ 5,000
09-671-625014	Building Maintenance	\$ -	\$ 17,779	\$ 28,544	\$ 15,000	\$ 71,094	\$ 15,000
09-671-625021	Computer Repairs	\$ -	\$ -	\$ -	\$ 500	\$ 500	\$ 500
09-671-625025	Range Ball/Club Rentals	\$ 6,317	\$ 5,880	\$ 4,804	\$ 12,000	\$ 9,000	\$ 12,000
09-671-625030	Cart Lease	\$ 90,658	\$ 85,583	\$ 49,043	\$ 53,600	\$ 53,886	\$ 53,600
	Total Equipment	\$ 104,285	\$ 111,485	\$ 92,375	\$ 87,100	\$ 140,512	\$ 87,600

ACCT		Actual 2018	Actual 2019	Actual 2020	Adopted 2021	Projected 2021	Proposed 2022
	Professional Services						
09-671-630015	Administrative Services	\$ 50,000	\$ 25,000	\$ 25,000	\$ 10,000	\$ 10,000	\$ 10,000
	Total Professional Services	\$ 50,000	\$ 25,000	\$ 25,000	\$ 10,000	\$ 10,000	\$ 10,000
	Miscellaneous						
09-671-635001	Miscellaneous Expense	\$ 445	\$ 396	\$ 1,095	\$ 2,500	\$ 100	\$ 2,500
09-671-635008	Uniform Expense	\$ 1,126	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ 1,000
09-671-635023	Sales & Use Tax	\$ 13,896	\$ 14,331	\$ 11,761	\$ 20,955	\$ 15,529	\$ 20,955
09-671-635025	Advertising	\$ 7,999	\$ 6,518	\$ 1,649	\$ 7,500	\$ 5,000	\$ 7,500
09-671-635031	Credit Card Fees	\$ 26,972	\$ 27,357	\$ 31,684	\$ 29,000	\$ 36,010	\$ 29,000
09-671-635040	Licenses & Permits	\$ 136	\$ 200	\$ -	\$ 2,500	\$ 2,500	\$ 2,500
	Total Miscellaneous	\$ 50,574	\$ 48,802	\$ 46,189	\$ 63,455	\$ 60,139	\$ 63,455
	Insurance						
09-671-645001	Error/Omission Insurance	\$ 5,079	\$ 4,380	\$ 3,839	\$ 4,000	\$ 3,767	\$ 4,000
09-671-645002	General Liability	\$ 1,044	\$ 839	\$ 698	\$ 700	\$ 657	\$ 700
09-671-645004	Property Insurance	\$ 3,708	\$ 4,191	\$ 4,554	\$ 4,600	\$ 4,692	\$ 4,600
09-671-645010	Real Property	\$ 3,617	\$ 4,087	\$ 4,440	\$ 4,500	\$ 4,575	\$ 4,500
	Total Insurance	\$ 13,448	\$ 13,496	\$ 13,531	\$ 13,800	\$ 13,691	\$ 13,800
	Capital Expense						
09-671-650010	Capital Improvements	\$ -	\$ -	\$ -	\$ 5,000	\$ 5,000	\$ 5,000
09-671-650011	Capital Repair	\$ -	\$ -	\$ 7,600	\$ 5,000	\$ 5,000	\$ 5,000
	Total Capital Expense	\$ -	\$ -	\$ 7,600	\$ 10,000	\$ 10,000	\$ 10,000
	Information Tech						
09-671-660004	Third Party Provider	\$ 7,627	\$ 7,271	\$ 9,112	\$ 7,300	\$ 7,641	\$ 7,300
09-671-660006	Equip/Software Purch/Maint	\$ 9,565	\$ 9,539	\$ 7,303	\$ 8,000	\$ 9,022	\$ 8,000
	Total Information Tech	\$ 17,192	\$ 16,811	\$ 16,414	\$ 15,300	\$ 16,663	\$ 15,300
	Total Pro Shop/Carts Expenses	\$ 783,005	\$ 578,429	\$ 538,991	\$ 621,596	\$ 656,668	\$ 641,671
	Golf Maintenance Expenses						
	Payroll						
09-672-610001	Salaries	\$ 303,505	\$ 277,193	\$ 281,365	\$ 261,483	\$ 270,104	\$ 317,963
09-672-610002	TMRS Retirement	\$ 37,601	\$ 28,659	\$ 21,103	\$ 33,018	\$ 29,127	\$ 38,778
09-672-610003	Workers' Compensation	\$ 8,532	\$ 7,440	\$ 6,625	\$ 8,805	\$ 8,826	\$ 10,756
09-672-610004	Unemployment Comp	\$ 1,916	\$ 1,366	\$ 661	\$ 1,056	\$ 2,029	\$ 1,440
09-672-610005	Group Health Insurance	\$ 69,739	\$ 60,238	\$ 57,834	\$ 61,600	\$ 46,548	\$ 69,600
09-672-610006	Medicare	\$ 4,364	\$ 4,012	\$ 4,019	\$ 3,846	\$ 3,879	\$ 4,874
09-672-610007	FICA Social Security	\$ 1,290	\$ 3,439	\$ 3,554	\$ -	\$ 4,752	\$ 1,590
09-672-610008	Overtime Pay	\$ 7,227	\$ 3,703	\$ 4,436	\$ 6,104	\$ 3,063	\$ 9,356
09-672-610009	Cell Phone Allowance	\$ 1,260	\$ 1,260	\$ 1,260	\$ 1,400	\$ 1,302	\$ 1,680
09-672-610011	Certification Pay	\$ -	\$ -	\$ -	\$ -	\$ 42	\$ 300
09-672-610012	Contract Services	\$ -	\$ 2,312	\$ 990	\$ 3,500	\$ -	\$ 3,500
09-672-610013	Holiday Pay	\$ -	\$ -	\$ -	\$ 5,860	\$ -	\$ 6,822
	Total Payroll	\$ 435,434	\$ 389,623	\$ 381,847	\$ 386,672	\$ 369,672	\$ 466,659
	Supplies						
09-672-615002	Supplies	\$ 1,940	\$ 2,519	\$ 2,750	\$ 5,000	\$ 8,180	\$ 5,000
09-672-615005	Electric	\$ 47,737	\$ 40,993	\$ 50,444	\$ 50,000	\$ 26,286	\$ 50,000
09-672-615006	Water	\$ 4,763	\$ 3,763	\$ 2,344	\$ 4,000	\$ 3,374	\$ 4,000
09-672-615026	Trinity Water	\$ 43,739	\$ 3,667	\$ 16,919	\$ 30,000	\$ 5,666	\$ 30,000
09-672-615027	Golf Course	\$ 2,249	\$ 2,422	\$ 404	\$ 6,000	\$ 5,885	\$ 6,000
09-672-615028	Irrigation	\$ 8,490	\$ 11,079	\$ 10,874	\$ 9,000	\$ 6,683	\$ 9,000
09-672-615040	Chemicals	\$ 59,352	\$ 47,802	\$ 46,944	\$ 70,000	\$ 87,900	\$ 80,000
09-672-615041	Sand	\$ 5,444	\$ 5,160	\$ 6,800	\$ 8,000	\$ 2,155	\$ 10,000
09-672-615042	Seed/Sod	\$ (201)	\$ -	\$ -	\$ 2,000	\$ 2,000	\$ 2,000
09-672-615043	Décor & Beautifications	\$ 155	\$ -	\$ -	\$ 600	\$ 580	\$ 600
	Total Supplies	\$ 173,668	\$ 117,404	\$ 137,479	\$ 184,600	\$ 148,709	\$ 196,600

ACCT		Actual 2018	Actual 2019	Actual 2020	Adopted 2021	Projected 2021	Proposed 2022
	Training						
09-672-620001	Training	\$ 500	\$ 860	\$ 255	\$ 2,000	\$ 2,000	\$ 2,000
09-672-620002	Dues & Memberships	\$ 1,075	\$ 1,475	\$ 730	\$ 2,000	\$ 2,000	\$ 2,000
	Total Training	\$ 1,575	\$ 2,335	\$ 985	\$ 4,000	\$ 4,000	\$ 4,000
	Equipment						
09-672-625002	Equipment Repair	\$ 12,424	\$ 8,867	\$ 12,236	\$ 10,000	\$ 10,000	\$ 10,000
09-672-625003	Equipment Lease	\$ 94,748	\$ 77,512	\$ (42,423)	\$ 80,900	\$ 80,000	\$ 80,900
09-672-625004	Equipment Maintenance	\$ 4,172	\$ 8,646	\$ 5,734	\$ 7,000	\$ 7,000	\$ 7,000
09-672-625007	Small Tools	\$ 1,178	\$ 1,318	\$ 894	\$ 1,500	\$ 1,500	\$ 1,500
09-672-625021	Computer Repairs	\$ -	\$ -	\$ -	\$ 500	\$ 500	\$ 500
	Total Equipment	\$ 112,522	\$ 96,342	\$ (23,558)	\$ 99,900	\$ 99,000	\$ 99,900
	Miscellaneous						
09-672-635001	Miscellaneous Expense	\$ 51	\$ 1,135	\$ 60	\$ 1,500	\$ 1,500	\$ 1,500
09-672-635008	Uniform Expense	\$ 6,159	\$ 4,919	\$ 5,495	\$ 5,500	\$ 5,500	\$ 6,000
09-672-635040	Licenses & Permits	\$ 3,659	\$ 3,865	\$ 4,290	\$ 4,000	\$ 4,000	\$ 4,000
	Total Miscellaneous	\$ 9,869	\$ 9,920	\$ 9,844	\$ 11,000	\$ 11,000	\$ 11,500
	Vehicle Expense						
09-672-640001	Gasoline/Oil	\$ 15,562	\$ 22,658	\$ 19,204	\$ 22,000	\$ 22,000	\$ 25,500
09-672-640002	Vehicle/Equip Maint	\$ 107	\$ 620	\$ 703	\$ 750	\$ 750	\$ 750
	Total Vehicle Expense	\$ 15,669	\$ 23,278	\$ 19,906	\$ 22,750	\$ 22,750	\$ 26,250
	Insurance						
09-672-645005	Mobile Equipment	\$ 6,260	\$ 5,440	\$ 6,656	\$ 6,700	\$ 6,656	\$ 6,700
09-672-645010	Equipment Insurance	\$ 5,906	\$ 5,871	\$ 5,555	\$ 5,600	\$ 5,555	\$ 5,600
	Total Insurance	\$ 12,166	\$ 11,311	\$ 12,211	\$ 12,300	\$ 12,211	\$ 12,300
	Capital Expense						
09-672-650003	Equipment Rental	\$ -	\$ 1,040	\$ 113	\$ 2,000	\$ 2,000	\$ 2,000
09-672-650010	Capital Improvements	\$ 4,942	\$ -	\$ 49,300	\$ 5,000	\$ 5,000	\$ 5,000
09-672-650011	Capital Repair	\$ 15,039	\$ 10,617	\$ 2,480	\$ 5,000	\$ 5,000	\$ 5,000
	Total Capital Expense	\$ 19,981	\$ 11,657	\$ 51,893	\$ 12,000	\$ 12,000	\$ 12,000
	Debt Service						
09-672-655023	Bond Series 17 Pymnt to Debt	\$ -	\$ 116,467	\$ 81,573	\$ 115,736	\$ 116,507	\$ 116,507
	Total Debt Service	\$ -	\$ 116,467	\$ 81,573	\$ 115,736	\$ 116,507	\$ 116,507
	Information Technology						
09-672-660004	Third Party Provider	\$ 2,041	\$ 2,044	\$ 2,970	\$ 2,100	\$ 2,100	\$ 2,100
09-672-660006	Equip/Software Purchase/Maint	\$ -	\$ 637	\$ 372	\$ 800	\$ 800	\$ 800
	Total Information Technology	\$ 2,041	\$ 2,681	\$ 3,342	\$ 2,900	\$ 2,900	\$ 2,900
	Total Golf Maintenance Expenses	\$ 740,034	\$ 781,017	\$ 675,522	\$ 851,858	\$ 798,749	\$ 948,616
	TOTAL EXPENSE FOR HCGC	\$ 1,742,049	\$ 1,587,776	\$ 1,466,733	\$ 1,762,693	\$ 1,755,128	\$ 1,867,453
	Net Total	\$ (193,482)	\$ (10,552)	\$ 58,167	\$ (4,232)	\$ 73,698	\$ 3,007