



Westworth Village



FISCAL YEAR 2020-2021

ADOPTED BUDGET

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

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Ad Valorem Tax Rate

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 \$220,013, and of that amount \$119,511 is tax revenue raised from new property added to the tax roll this year.

The city offers *ad valorem* tax exemptions and encourages all citizens to use them:

City	2020 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 2020-2021 fiscal year budget.

I closed last year's budget message by stating "*Westworth Village is poised for continued economic success, and for an ever-increasing level of municipal service to its citizens.*"

Mission accomplished.

The 2019-2020 fiscal year was yet another outstanding year of progress for Westworth Village. Highlights of the new 2020-2021 budget, and accomplishments during the past fiscal year, include the following:

- completion of a citywide citizen survey, seeking your input on the city's issues and priorities. You spoke, and we listened.
- the city's certified tax base increased to \$359 million, representing a 14% increase over last year's value of \$310 million. Since 2016, the city's tax base has increased an incredible 42%.
- 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 46% of total annual operating expenses
- Hawks Creek Golf Club "standing alone," with no supporting cash infusion from other city sources
- \$450,000 budgeted for the creation of two new parks at city hall, and improvements to Kaster Korner
- in response to citizen concerns regarding speeding, a reduction in the residential speed limit throughout the city to 25 mph
- in response to citizen input, funding for 13 additional street lights throughout the town's original layout
- in response to citizen input, adoption of a drainage ordinance, requiring an approved drainage plan for all new residential construction. Additional drainage requirements are under current review

- improvement of the Burton Hill Elementary school crossing, resulting in both increased child pedestrian safety and enhanced traffic flow
- completion of the eight-year long citywide trail system
- budgeted funds for a complete resurfacing of Roaring Springs
- implemented last year's "performance-based" budget concept, which sets forth each city department's objective fiscal year performance goals to enhance city services to our citizens

In conclusion, 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 a position to improve city services and amenities while maintaining that low tax rate. The city's continued financial strength, excellent location, outstanding police department, desirable neighborhoods, and just darned friendly people make Westworth Village a commercial and residential destination of choice.

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



L. Kelly Jones

Mayor - City of Westworth Village

mayorjones@cityofwestworth.com

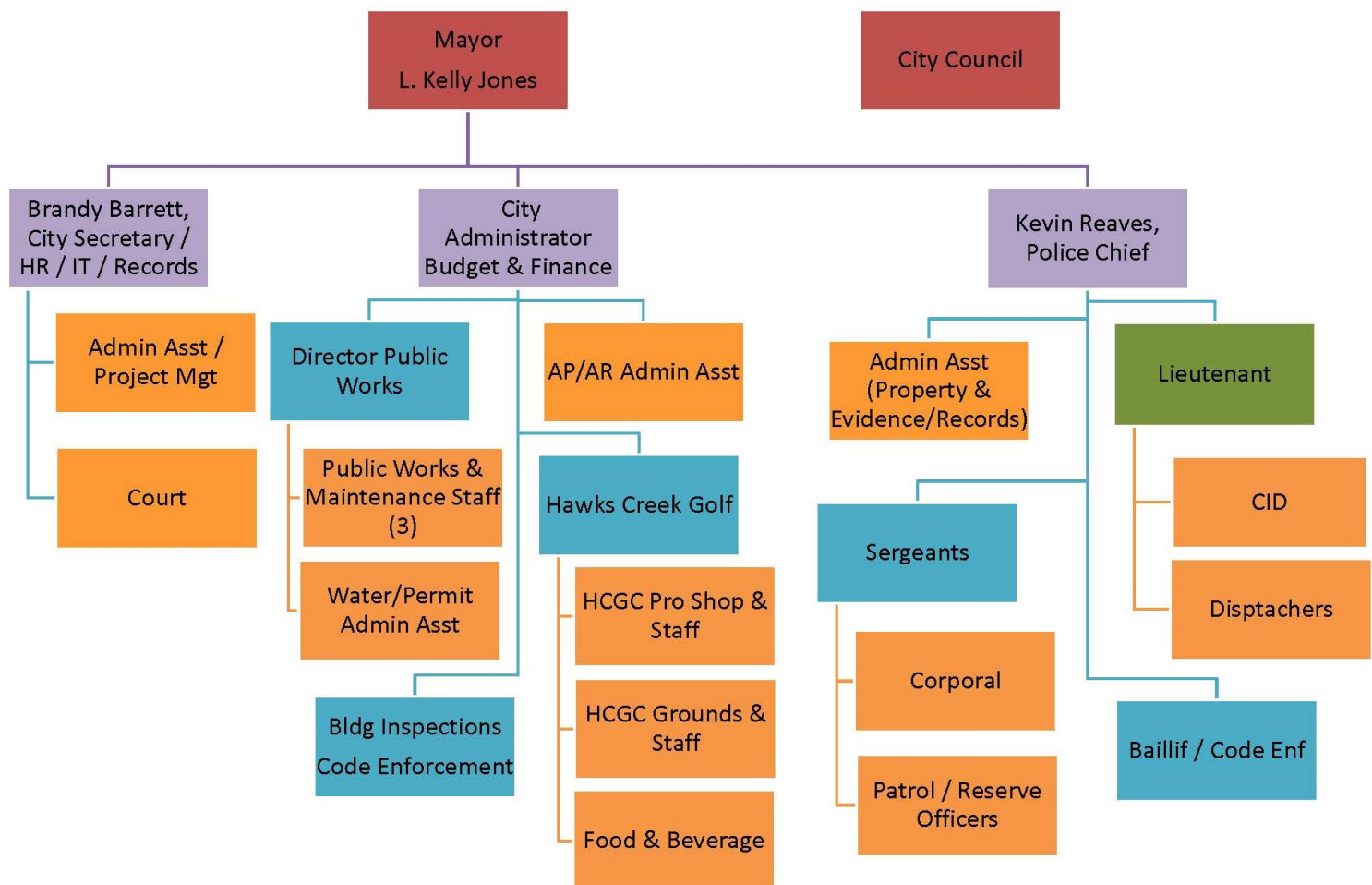
City Hall: 817-710-2509 | Office: 817-265-0440

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

CITY COUNCIL AND ADMINISTRATION

L. Kelly Jones	Mayor
Rosa Mendez	Council Place 1
*	Council Place 2
*	Council Place 3
Abraham Elizondo	Council Place 4
*	Council Place 5
<i>*Pending November Election Results</i>	
Brandy G. Barrett	City Secretary
Kevin C. Reaves	Chief of Police
Open Position	City Administrator

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 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	Adopted 2020	Projected 2020	Proposed 2021
GENERAL FUND					
Revenue	\$ 3,691,591	\$ 3,690,061	\$ 3,576,657	\$ 3,501,935	\$ 3,978,482
Expenses	\$ 3,421,508	\$ 3,065,833	\$ 3,553,015	\$ 3,569,739	\$ 3,874,874
Net Revenue	\$ 270,083	\$ 624,228	\$ 23,642	\$ (67,804)	\$ 103,609
WATER ENTERPRISE FUND					
Revenue	\$ 1,457,053	\$ 1,433,875	\$ 1,367,200	\$ 1,367,200	\$ 1,457,200
Expenses	\$ 1,289,371	\$ 1,376,531	\$ 1,369,002	\$ 1,367,104	\$ 1,463,936
Net Revenue	\$ 167,682	\$ 57,344	\$ (1,802)	\$ 96	\$ (6,736)
CAPITAL FUND					
Revenue	\$ 195,516	\$ 246,801	\$ 786,897	\$ 765,191	\$ 335,120
Expenses	\$ 1,272,495	\$ 491,047	\$ 786,897	\$ 1,003,133	\$ 410,000
Net Revenue	\$ (1,076,979)	\$ (244,246)	\$ -	\$ (237,942)	\$ (74,880)
CCPD SALES TAX FUND					
Revenue	\$ 526,883	\$ 592,524	\$ 568,874	\$ 568,874	\$ 570,000
Expenses	\$ 529,519	\$ 561,073	\$ 562,598	\$ 562,598	\$ 570,093
Net Revenue	\$ (2,636)	\$ 31,451	\$ 6,276	\$ 6,276	\$ (93)
DEBT SERVICE					
Revenue	\$ 857,585	\$ 900,913	\$ 968,235	\$ 989,881	\$ 1,017,528
Expenses	\$ 950,101	\$ 878,378	\$ 951,918	\$ 951,918	\$ 920,686
Net Revenue	\$ (92,516)	\$ 22,536	\$ 16,317	\$ 37,963	\$ 96,842
ECON DEV SALES TAX FUND (WRA)					
Revenue	\$ 267,412	\$ 301,702	\$ 288,285	\$ 288,285	\$ 754,160
Expenses	\$ 664,746	\$ 523,845	\$ 354,544	\$ 357,585	\$ 750,630
Net Revenue	\$ (397,334)	\$ (222,143)	\$ (66,259)	\$ (69,300)	\$ 3,530
HAWKS CREEK ENTERPRISE FUND					
Revenue	\$ 1,548,567	\$ 1,577,224	\$ 1,740,586	\$ 1,740,586	\$ 1,758,461
Expenses	\$ 1,742,049	\$ 1,587,776	\$ 1,740,586	\$ 1,739,728	\$ 1,762,693
Net Revenue	\$ (193,482)	\$ (10,552)	\$ -	\$ 858	\$ (4,232)
STREET SALES TAX FUND					
Revenue	\$ 264,107	\$ 297,520	\$ 284,435	\$ 284,435	\$ 300,310
Expenses	\$ 131,529	\$ 294,582	\$ 253,370	\$ 264,343	\$ 241,517
Net Revenue	\$ 132,578	\$ 2,938	\$ 31,065	\$ 20,092	\$ 58,792
TOTAL ALL FUNDS					
Revenue	\$ 8,808,714	\$ 9,040,620	\$ 9,581,169	\$ 9,506,386	\$ 10,171,260
Expenses	\$ 10,001,318	\$ 8,779,064	\$ 9,571,930	\$ 9,816,148	\$ 9,994,429
Net Revenue	\$ (1,192,605)	\$ 261,556	\$ 9,239	\$ (309,761)	\$ 176,831

		Actual 2018	Actual 2019	Adopted 2020	Projected 2020	Proposed 2021
GAS WELL ROYALTIES						
Revenue	\$	-	\$ -	\$ 360,000	\$ 205,000	\$ 175,000
Expenses	\$	-	\$ -	\$ 45,260	\$ 45,260	\$ 175,000
Net Revenue	\$	-	\$ -	\$ 314,740	\$ 159,740	\$ -

BANK BALANCES

CASH ON HAND (BUDGETED BANK BALANCES)

	Adopted FY20 Budget	Proposed Budget 2021	Bank Balance 10/1/2019	Projected FY21 Beginning Balance 10/1/2020	Projected FY22 Beginning Balance 10/1/2021
GENERAL FUND					
Revenue	\$ 3,501,935	\$ 3,978,482	\$ 952,998	\$ 885,194	\$ 988,802
Expenses	\$ 3,569,739	\$ 3,874,874			
Net Revenue	\$ (67,804)	\$ 103,609			
WATER FUND					
Revenue	\$ 1,367,200	\$ 1,457,200	\$ 739,020	\$ 739,116	\$ 732,380
Expenses	\$ 1,367,104	\$ 1,463,936			
Net Revenue	\$ 96	\$ (6,736)			
CAPITAL FUND					
Revenue	\$ 765,191	\$ 335,120	\$ 210,781	\$ (27,161)	\$ (102,041)
Expenses	\$ 1,003,133	\$ 410,000			
Net Revenue	\$ (237,942)	\$ (74,880)			
CCPD					
Revenue	\$ 568,874	\$ 570,000	\$ 57,804	\$ 64,080	\$ 63,987
Expenses	\$ 562,598	\$ 570,093			
Net Revenue	\$ 6,276	\$ (93)			
DEBT SERVICE					
Revenue	\$ 989,881	\$ 1,017,528	\$ 265,416	\$ 303,379	\$ 400,221
Expenses	\$ 951,918	\$ 920,686			
Net Revenue	\$ 37,963	\$ 96,842			
WRA					
Revenue	\$ 288,285	\$ 754,160	\$ 1,564,082	\$ 1,494,782	\$ 1,048,312
Expenses	\$ 357,585	\$ 750,630			
Net Revenue	\$ (69,300)	\$ 3,530			
HAWKS CREEK					
Revenue	\$ 1,740,586	\$ 1,758,461	\$ 64,016	\$ 64,874	\$ 60,642
Expenses	\$ 1,739,728	\$ 1,762,693			
Net Revenue	\$ 858	\$ (4,232)			
STREET FUND					
Revenue	\$ 284,435	\$ 300,310	\$ -	\$ 20,092	\$ 78,884
Expenses	\$ 264,343	\$ 241,517			
Net Revenue	\$ 20,092	\$ 58,792			
TOTAL FUNDS					
Revenue	\$ 9,506,386	\$ 10,171,260	\$ 3,854,117	\$ 3,544,356	\$ 3,271,187
Expenses	\$ 9,816,148	\$ 9,994,429			
Net Revenue	\$ (309,761)	\$ 176,831			

	Adopted FY20 Budget	Proposed Budget 2021	Bank Balance	Projected FY21 Beginning Balance	Projected FY22 Beginning Balance
GAS WELL ROYALTIES			10/1/2019	10/1/2020	10/1/2021
Revenue	\$ 205,000	\$ 175,000	\$ 1,483,012	\$ 932,066	\$ 932,066
Expenses	\$ 45,260	\$ 175,000			
Net Revenue	\$ 159,740	\$ -			
GRAND TOTAL					
Revenue	\$ 9,711,386	\$ 10,346,260	\$ 5,337,129	\$ 4,476,421	\$ 4,203,252
Expenses	\$ 9,861,408	\$ 10,169,429			
Net Revenue	\$ (150,021)	\$ 176,831			

GOVERNMENTAL FUNDS

GENERAL FUND

The city uses a conservative approach to budgeting both revenue and expenses, as we are unable to predict when the pandemic will end or the long-term effects it will have to both commercial businesses and local growth. The two major sources of revenue for the General Fund are ad valorem and general sales taxes, making up approximately 60% of the 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 US market. The sales tax 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 the state-imposed limitations on increases to property taxes. 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:

- Anticipation of fewer new construction projects; therefore, permit fees have been reduced.
- Anticipation of fewer court revenues due to unfunded state mandates and limitations.
- Anticipated growth in general sales tax revenue as Shady Oaks Country Club will re-open, and new businesses (Burger King, Braum's) are anticipated on the sales tax rolls.
- Maintaining the current *ad valorem* tax rate based on the Tarrant County estimated net property tax value of \$358,527,323.

General Fund Revenue Overview

	Actual 2018	Actual 2019	Adopted 2020	Projected 2020	Proposed 2021
General Fund Revenue					
Franchise Fees	\$ 391,799	\$ 402,078	\$ 422,750	\$ 421,750	\$ 421,750
Permit Fees	\$ 363,998	\$ 254,974	\$ 244,500	\$ 198,900	\$ 205,000
Sales Tax	\$ 1,333,493	\$ 1,501,252	\$ 1,435,673	\$ 1,435,673	\$ 1,524,048
Additional Revenue	\$ 221,642	\$ 207,266	\$ 173,401	\$ 173,401	\$ 173,401
Court Fines & Fees	\$ 392,983	\$ 327,865	\$ 342,900	\$ 287,900	\$ 315,700
WRA Distribution	\$ 270,000	\$ 200,000	\$ 100,000	\$ 100,000	\$ 115,000
HC Apartment Fee	\$ 108,378	\$ 133,923	\$ 135,000	\$ 135,000	\$ 135,000
Ad Valorem Tax	\$ 583,938	\$ 640,824	\$ 707,783	\$ 730,661	\$ 926,884
Misc Revenue	\$ 25,360	\$ 21,879	\$ 14,650	\$ 18,650	\$ 161,700
Total Revenue	\$ 3,691,591	\$ 3,690,061	\$ 3,576,657	\$ 3,501,935	\$ 3,978,482

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 Projection	FY 2021 Target
1	Percentage of sales tax to overall budget	39%	41%	41%
1	Percentage of <i>ad valorem</i> tax to overall budget	17%	18%	18%
1	Percentage of residential portion of <i>ad valorem</i> tax	65%	64%	64%
2	Months of operational expenses in General Fund reserves	6	6	6
3	Revenues exceeded expenses	Yes	Yes	Yes
3	M & O tax rate	\$0.24	\$0.235	\$0.235
4	Citywide taxable value	\$267,000,000	\$300,000,000	\$300,000,000

Administration Expenses

Administration expenses includes payroll for five full-time positions. Payroll includes a 3% cost of living adjustment, 12% TMRS rate, and \$700/month city paid insurance benefit. The largest expense is miscellaneous, which is composed primarily as sales tax payouts. Overall, there is little change in the city administration expenses.

Administration Expense Overview

	Actual 2018	Actual 2019	Adopted 2020	Projected 2020	Proposed 2021
Administration					
Payroll	\$ 543,453	\$ 543,570	\$ 490,850	\$ 489,500	\$ 461,176
Supplies	\$ 12,866	\$ 13,667	\$ 19,000	\$ 19,000	\$ 22,000
Training	\$ 18,538	\$ 22,713	\$ 23,000	\$ 23,000	\$ 23,000
Equipment	\$ 672	\$ 1,071	\$ 5,000	\$ 5,000	\$ 5,000
Professional Srv	\$ 78,030	\$ 77,172	\$ 83,500	\$ 88,500	\$ 98,500
Miscellaneous	\$ 639,419	\$ 321,769	\$ 672,685	\$ 682,685	\$ 838,406
Capital Expense	\$ 6,890	\$ 7,440	\$ 7,000	\$ 7,000	\$ 7,000
Information Tech	\$ 46,548	\$ 70,746	\$ 51,000	\$ 50,100	\$ 62,000
Total Expenses	\$ 1,346,416	\$ 1,058,148	\$ 1,352,035	\$ 1,364,785	\$ 1,517,081

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 Projection	FY 2021 Target
1	# of expense budget categories exceeded	5	5	5
2	Public Notice Compliance	100%	100%	100%
2	Open Records Response five days	100%	98%	90%
3	# of email/text notifications sent	N/A	103	100
3	# of email/text notification users	N/A	115	200

Facilities Expenses

Facilities expenses are associated with city-owned buildings, and include routine building maintenance, daily utilities, insurance, and information technology. The expenses have increased due to the planned city parks, adding additional street lighting in the city, and replacing city entrance signage.

Facilities Expense Overview

	Actual 2018	Actual 2019	Adopted 2020	Projected 2020	Proposed 2021
Facilities					
Supplies	\$ 64,860	\$ 63,066	\$ 65,700	\$ 65,700	\$ 102,700
Equipment	\$ 59,052	\$ 55,657	\$ 50,000	\$ 50,000	\$ 50,000
Professional Srv	\$ 20,712	\$ 39,838	\$ 41,000	\$ 38,500	\$ 49,000
Miscellaneous	\$ -	\$ 25	\$ 1,000	\$ 1,000	\$ 21,000
Insurance	\$ 29,524	\$ 28,618	\$ 29,010	\$ 27,678	\$ 28,800
Information Tech	\$ 55,888	\$ 45,352	\$ 52,500	\$ 52,500	\$ 52,500
Total Expenses	\$ 230,036	\$ 232,555	\$ 239,210	\$ 235,378	\$ 304,000

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 Projection	FY 2021 Target
1	Number of HVAC inspections	4	4	4
2	Number of citywide building inspections	1	1	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 ten full-time officers, including the chief and lieutenant, five full-time civilian employees, and a portion of a general mechanic position. Payroll includes a 3% cost of living adjustment, 12% TMRS rate, and \$700/month city paid insurance benefit. Overall, there are no additional expense changes from the current year.

Police Expense Overview

	Actual 2018	Actual 2019	Adopted 2020	Projected 2020	Proposed 2021
Police					
Payroll	\$ 1,093,959	\$ 1,013,822	\$ 1,259,200	\$ 1,259,200	\$ 1,317,602
Supplies	\$ 6,789	\$ 7,840	\$ 7,450	\$ 7,650	\$ 7,450
Training	\$ 22,732	\$ 17,700	\$ 21,150	\$ 21,300	\$ 21,150
Equipment	\$ 35,346	\$ 34,841	\$ 42,300	\$ 42,300	\$ 42,300
Professional Services	\$ 4,750	\$ 2,430	\$ 3,000	\$ 3,000	\$ 3,000
Miscellaneous	\$ 27,337	\$ 36,220	\$ 37,000	\$ 37,000	\$ 37,000
Insurance	\$ 10,951	\$ 10,164	\$ 11,500	\$ 10,511	\$ 11,500
Vehicle	\$ 36,714	\$ 37,072	\$ 41,000	\$ 41,000	\$ 41,000
Information Tech	\$ 62,758	\$ 57,790	\$ 58,000	\$ 58,000	\$ 58,000
Total Expenses	\$ 1,301,336	\$ 1,217,880	\$ 1,480,600	\$ 1,479,961	\$ 1,539,002

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 Texas Best Practices Recognition

Performance Indicators:

Goal	Indicator	FY 2019 Actual	FY 2020 Projection	FY 2021 Target
1	Total response time	9:09	9:00	8:45
1, 3	Priority 1 response time	4:57	4:50	5:00
5	Criminal investigation assigned cases	281	250	300
5	Criminal investigation case clearance	90%	71%	73%
1, 5	Total cases	594	300	500
1, 5	Total case clearance	90.9%	83%	84%
2, 4	Estimated total training hours	600	1200	1200
6	Department policies implemented	10	15	5
7	Texas Best Practices standards met	100	162	168

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 3% cost of living adjustment, 12% TMRS rate, and \$700/month city paid insurance benefit. This year's expenses were slightly increased to cover the cost of required software to hold virtual court dockets, and the increased unfunded mandates in court security requirements.

Municipal Court Expense Overview

	Actual 2018	Actual 2019	Adopted 2020	Projected 2020	Proposed 2021
Court					
Payroll	\$ 63,111	\$ 68,554	\$ 65,670	\$ 66,090	\$ 67,578
Supplies	\$ 1,891	\$ 1,901	\$ 2,500	\$ 2,500	\$ 2,500
Training	\$ 1,359	\$ 1,051	\$ 1,800	\$ 1,800	\$ 1,300
Equipment	\$ 443	\$ 20	\$ 500	\$ 500	\$ 500
Professional Services	\$ 39,375	\$ 36,332	\$ 37,600	\$ 37,600	\$ 37,600
Capital Expense	\$ -	\$ 1,499	\$ 1,500	\$ 1,500	\$ 2,000
Information Tech	\$ 36,804	\$ 36,563	\$ 35,100	\$ 43,125	\$ 46,500
Total Expenses	\$ 142,983	\$ 145,921	\$ 144,670	\$ 153,115	\$ 157,978

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 Projection	FY 2021 Target
1	Public Education Activities	1	1	1
2	Local Law Enforcement Education Events	3	3	4
3	OCA Compliance	100%	100%	100%

Fire Protection and Prevention Expenses

Fire Protection and Prevention expenses only cover our contract with the City of Fort Worth. The contract covers all fire 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.

Fire Protection and Prevention Expense Overview

		Actual 2018		Actual 2019		Adopted 2020		Projected 2020		Proposed 2021
<u>Fire Protection and Prevention Services</u>										
Miscellaneous	\$	314,494	\$	318,462	\$	332,500	\$	332,500	\$	354,212
Total Expenses	\$	314,494	\$	318,462	\$	332,500	\$	332,500	\$	354,212

Goals and Objectives:

Goal: Provide efficient and cost-effective fire services.

1. **Objective:** Maintain a Fort Worth contract service level of three (60%)

Performance Indicators:

	Indicator	FY 2019 Actual	FY 2020 Projection	FY 2021 Target
1	Per Capita Cost of Fire Services	\$106.00	\$111.00	\$118.00
1	# of Fort Worth Fire responses	0	0	0
1	Fort Worth Fire Service Level	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	Adopted 2020	Projected 2020	Proposed 2021
Library					
Payroll	\$ 51,440	\$ 26,674	\$ -	\$ -	\$ -
Supplies	\$ 6,037	\$ 3,966	\$ -	\$ -	\$ -
Training	\$ 3,886	\$ 2,681	\$ 2,500	\$ 2,500	\$ 2,600
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	\$ 4,000	\$ 4,000	\$ 2,600

Goals and Objectives:

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

1. **Objective:** Advertise the program quarterly through the newsletter and email/text system
2. **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 Target
1	Number of Library Card Reimbursements	15	9	20
1	Number of Program Advertisements	6	4	4
2	Number of Library Programs held in city Facilities	0	0	2

General Fund Details:

ACCT		Actual 2018	Actual 2019	Adopted 2020	Projected 2020	Proposed 2021
General Fund Revenue						
Franchise Fees						
01-500-510001	Waste Collection	\$ 14,527	\$ 14,523	\$ 13,000	\$ 14,000	\$ 14,000
01-500-510002	Electric	\$ 216,889	\$ 226,489	\$ 235,000	\$ 235,000	\$ 235,000
01-500-510003	Gas	\$ 25,553	\$ 30,962	\$ 31,000	\$ 31,000	\$ 31,000
01-500-510004	Telecom	\$ 27,210	\$ 27,615	\$ 32,000	\$ 32,000	\$ 32,000
01-500-510006	Charter Cable	\$ 23,843	\$ 23,609	\$ 26,000	\$ 24,000	\$ 24,000
01-500-510007	Towing	\$ 4,400	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
01-500-510008	Water/Sewer	\$ 57,417	\$ 49,349	\$ 57,750	\$ 57,750	\$ 57,750
01-500-510009	Cell Tower Lease	\$ 21,960	\$ 24,532	\$ 23,000	\$ 23,000	\$ 23,000
	Total Franchise Fees	\$ 391,799	\$ 402,078	\$ 422,750	\$ 421,750	\$ 421,750
Permit Fees						
01-500-515001	Building	\$ 175,510	\$ 119,556	\$ 110,000	\$ 110,000	\$ 110,000
01-500-515002	Mechanical	\$ 10,609	\$ 11,164	\$ 9,900	\$ 9,900	\$ 9,900
01-500-515003	Grease Trap	\$ 86	\$ 794	\$ 6,000	\$ 1,000	\$ 1,000
01-500-515004	Electrical	\$ 17,475	\$ 14,731	\$ 13,500	\$ 10,000	\$ 10,000
01-500-515005	Plumbing	\$ 19,199	\$ 19,938	\$ 17,000	\$ 10,000	\$ 16,500
01-500-515006	Cert. of Occupancy	\$ 3,800	\$ 3,700	\$ 5,000	\$ 5,000	\$ 5,000
01-500-515007	Plat Fees	\$ 19,120	\$ 1,800	\$ 1,500	\$ 1,500	\$ 1,000
01-500-515008	Plan Review	\$ 114,999	\$ 81,461	\$ 80,000	\$ 50,000	\$ 50,000
01-500-515009	Garage Sale/ Misc	\$ 3,125	\$ 1,830	\$ 1,500	\$ 1,500	\$ 1,500
01-500-515010	Solicitor	\$ 75	\$ -	\$ 100	\$ -	\$ 100
	Total Permit Fees	\$ 363,998	\$ 254,974	\$ 244,500	\$ 198,900	\$ 205,000
Sales Tax						
01-500-520000	General Sales Tax	\$ 1,056,395	\$ 1,190,017	\$ 1,137,738	\$ 1,137,738	\$ 1,201,238
01-500-520003	Econ. Dev. Sales Tax	\$ 264,107	\$ 297,520	\$ 284,435	\$ 284,435	\$ 300,310
01-500-520006	Mixed Beverage Tax	\$ 12,991	\$ 13,715	\$ 13,500	\$ 13,500	\$ 22,500
	Total Sales Tax	\$ 1,333,493	\$ 1,501,252	\$ 1,435,673	\$ 1,435,673	\$ 1,524,048
Additional Revenue						
01-500-525002	CCPD Disbursement	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
01-500-525003	TexPool Interest	\$ 3,742	\$ 7,462	\$ 5,500	\$ 5,500	\$ 5,500
01-500-525004	Money Market Interest	\$ 4,299	\$ 11,203	\$ 7,500	\$ 7,500	\$ 7,500
01-500-525005	HCGC Disbursement	\$ 50,000	\$ 25,000	\$ 10,000	\$ 10,000	\$ 10,000
01-500-525006	Street/Stormwater Disbursement	\$ 23,200	\$ 23,200	\$ 10,000	\$ 10,000	\$ 10,000
01-500-525009	Water Disbursement	\$ 130,401	\$ 130,401	\$ 130,401	\$ 130,401	\$ 130,401
	Total Additional Revenue	\$ 221,642	\$ 207,266	\$ 173,401	\$ 173,401	\$ 173,401
Court Fines & Fees						
01-500-530001	Fines	\$ 247,370	\$ 221,624	\$ 250,000	\$ 200,000	\$ 225,000
01-500-530002	Admin Fees	\$ 12,554	\$ 12,574	\$ 16,000	\$ 10,000	\$ 10,000
01-500-530003	Capias Fees/ Warrants	\$ 29,938	\$ 22,306	\$ 22,000	\$ 22,000	\$ 15,000
01-500-530005	Child Safety	\$ 504	\$ 816	\$ 1,000	\$ 2,000	\$ 2,000
01-500-530006	Court-Time Pay (City)	\$ 1,041	\$ 886	\$ 1,500	\$ 1,500	\$ 1,500
01-500-530007	Court-Time Pay (Court)	\$ 288	\$ 217	\$ 400	\$ 400	\$ 400
01-500-530008	Court-FTA	\$ 721	\$ 1,374	\$ 1,000	\$ 1,000	\$ 800
01-500-530009	Court Security	\$ 15,000	\$ 13,000	\$ 15,000	\$ 15,000	\$ 15,000
01-500-530010	Contract Service- Westover	\$ 35,400	\$ 38,400	\$ 36,000	\$ 36,000	\$ 36,000
01-500-530011	Contract Service- Lakeside	\$ 50,167	\$ 16,667	\$ -	\$ -	\$ -
01-500-530012	Expansions	\$ -	\$ -	\$ -	\$ -	\$ 10,000
	Total Court Fines & Fees	\$ 392,983	\$ 327,865	\$ 342,900	\$ 287,900	\$ 315,700
WRA Distribution						
01-500-545000	WRA Distribution	\$ 270,000	\$ 200,000	\$ 100,000	\$ 100,000	\$ 115,000
	Total WRA Distribution	\$ 270,000	\$ 200,000	\$ 100,000	\$ 100,000	\$ 115,000
HC Apartment Fee						
01-500-550000	HC Apartment Fee	\$ 108,378	\$ 133,923	\$ 135,000	\$ 135,000	\$ 135,000
	Total HC Apartment Fee	\$ 108,378	\$ 133,923	\$ 135,000	\$ 135,000	\$ 135,000

ACCT		Actual 2018	Actual 2019	Adopted 2020	Projected 2020	Proposed 2021
Ad Valorem Tax						
01-500-555000	Ad Valorem Tax	\$ 583,938	\$ 640,824	\$ 707,783	\$ 730,661	\$ 926,884
	Total Ad Valorem Tax	\$ 583,938	\$ 640,824	\$ 707,783	\$ 730,661	\$ 926,884
MISC Revenue						
01-500-565001	Misc Revenue/STEP GRANT	\$ 11,904	\$ 8,326	\$ 1,000	\$ 5,000	\$ 5,000
01-500-565002	Jail Usage	\$ 117	\$ 14	\$ 50	\$ -	\$ -
01-500-565003	Accident Reports	\$ 550	\$ 427	\$ 500	\$ 500	\$ 500
01-500-565004	Pet Registration	\$ 144	\$ 112	\$ 100	\$ 150	\$ 100
01-500-565005	Court Technology	\$ 12,645	\$ 13,000	\$ 13,000	\$ 13,000	\$ 10,000
01-500-565008	Administrative Reimbursement	\$ -	\$ -	\$ -	\$ -	\$ 900
01-500-565009	CARES Grant Funds (Covid-19)	\$ -	\$ -	\$ -	\$ -	\$ 145,200
	Total MISC Revenue	\$ 25,360	\$ 21,879	\$ 14,650	\$ 18,650	\$ 161,700
Total General Fund Revenue		\$ 3,691,591	\$ 3,690,061	\$ 3,576,657	\$ 3,501,935	\$ 3,978,482
General Fund Expenses						
Administration						
Payroll						
01-600-610001	Salaries	\$ 417,930	\$ 434,338	\$ 390,000	\$ 390,000	\$ 376,400
01-600-610002	TMRs Retirement	\$ 52,531	\$ 52,787	\$ 47,500	\$ 47,500	\$ 45,521
01-600-610003	Workers' Compensation	\$ 2,920	\$ 3,200	\$ 3,100	\$ 3,100	\$ 3,094
01-600-610004	Unemployment Comp	\$ 979	\$ 1,053	\$ 1,000	\$ 1,000	\$ 720
01-600-610005	Group Health Insurance	\$ 47,779	\$ 58,919	\$ 48,600	\$ 48,600	\$ 42,000
01-600-610006	Medicare	\$ 5,912	\$ 6,072	\$ 5,800	\$ 5,800	\$ 5,500
01-600-610009	Cell Phone Allowance	\$ 2,153	\$ 2,258	\$ 3,000	\$ 3,000	\$ 2,940
01-600-610013	Tuition Reimbursement	\$ 2,719	\$ 3,594	\$ 10,500	\$ 10,500	\$ 5,000
01-600-610014	WRA Salary Offset	\$ 10,080	\$ (20,000)	\$ (20,000)	\$ (20,000)	\$ (20,000)
01-600-610025	Retirement Stipend	\$ 450	\$ 1,350	\$ 1,350	\$ -	\$ -
	Total Payroll	\$ 543,453	\$ 543,570	\$ 490,850	\$ 489,500	\$ 461,176
Supplies						
01-600-615001	Office Supplies	\$ 6,398	\$ 3,860	\$ 7,000	\$ 7,000	\$ 7,000
01-600-615003	Printing	\$ 1,929	\$ 1,303	\$ 2,500	\$ 2,500	\$ 2,500
01-600-615004	Postage	\$ 1,254	\$ 1,504	\$ 1,850	\$ 1,850	\$ 2,500
01-600-615005	Election Expenses	\$ 3,285	\$ 7,000	\$ 7,000	\$ 7,000	\$ 10,000
01-600-615045	Vending	\$ -	\$ -	\$ 650	\$ 650	\$ -
	Total Supplies	\$ 12,866	\$ 13,667	\$ 19,000	\$ 19,000	\$ 22,000
Training						
01-600-620001	Training	\$ 8,376	\$ 9,027	\$ 10,000	\$ 10,000	\$ 10,000
01-600-620002	Dues & Memberships	\$ 3,469	\$ 3,327	\$ 4,500	\$ 4,500	\$ 4,500
01-600-620003	Notice & Publications	\$ 4,682	\$ 7,860	\$ 6,000	\$ 6,000	\$ 6,000
01-600-620005	Community Activities	\$ 2,011	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500
	Total Training	\$ 18,538	\$ 22,713	\$ 23,000	\$ 23,000	\$ 23,000
Equipment						
01-600-625002	Equipment & Repair	\$ 649	\$ 362	\$ 4,000	\$ 4,000	\$ 4,000
01-600-625004	Equipment Maintenance	\$ 23	\$ 709	\$ 1,000	\$ 1,000	\$ 1,000
01-600-625005	Maintenance Agreement					\$ -
	Total Equipment	\$ 672	\$ 1,071	\$ 5,000	\$ 5,000	\$ 5,000
Professional Services						
01-600-630002	Legal & Professional	\$ 47,071	\$ 49,858	\$ 50,000	\$ 60,000	\$ 50,000
01-600-630004	Planning Fees	\$ -	\$ -	\$ 500	\$ -	\$ 500
01-600-630005	Audit Expense	\$ 26,976	\$ 23,360	\$ 24,000	\$ 24,500	\$ 39,000
01-600-630006	Inspection Expense	\$ 50	\$ -	\$ 5,000	\$ -	\$ 5,000
01-600-630011	Emergency Management	\$ 3,933	\$ 3,954	\$ 4,000	\$ 4,000	\$ 4,000
	Total Professional Service	\$ 78,030	\$ 77,172	\$ 83,500	\$ 88,500	\$ 98,500

ACCT		Actual 2018	Actual 2019	Adopted 2020	Projected 2020	Proposed 2021
	Miscellaneous					
01-600-635001	Misc Expense	\$ 15,413	\$ 14,490	\$ 14,000	\$ 23,000	\$ 14,000
01-600-635002	Mayor/Council	\$ 5,000	\$ 6,379	\$ 7,500	\$ 7,500	\$ 7,500
01-600-635007	Employee Bond	\$ 960	\$ 960	\$ 480	\$ 480	\$ 480
01-609-635017	FW Transportation Authority	\$ 619	\$ 619	\$ 650	\$ 650	\$ 650
01-609-635018	Environmental Cleanup	\$ 1,736	\$ 1,800	\$ 1,000	\$ 2,000	\$ 2,000
01-600-635019	Economic Development Sales Tax	\$ 264,107	\$ 297,520	\$ 284,435	\$ 284,435	\$ 300,310
01-600-635021	WS Sales Tax Escrow	\$ 351,584	\$ -	\$ 364,620	\$ 364,620	\$ 368,266
01-600-630020	COVID-19 Expense					\$ 145,200
	Total Miscellaneous	\$ 639,419	\$ 321,769	\$ 672,685	\$ 682,685	\$ 838,406
	Capital Expense					
01-600-650003	Equipment Rental	\$ 6,890	\$ 7,440	\$ 7,000	\$ 7,000	\$ 7,000
	Total Capital Expense	\$ 6,890	\$ 7,440	\$ 7,000	\$ 7,000	\$ 7,000
	Information Technology					
01-600-660004	Third Party Provider	\$ 23,507	\$ 21,609	\$ 22,000	\$ 22,000	\$ 22,000
01-600-660005	Maintenance Contracts	\$ 18,241	\$ 24,117	\$ 25,000	\$ 25,000	\$ 30,000
01-600-660006	Equip/ Software Purchase	\$ 4,800	\$ 25,019	\$ 4,000	\$ 3,100	\$ 10,000
	Total Information Tech	\$ 46,548	\$ 70,746	\$ 51,000	\$ 50,100	\$ 62,000
TOTAL ADMINISTRATION		\$ 1,346,416	\$ 1,058,148	\$ 1,352,035	\$ 1,364,785	\$ 1,517,081
Facilities						
	Supplies					
01-601-615005	Electric-General	\$ 30,747	\$ 30,725	\$ 32,000	\$ 32,000	\$ 36,000
01-601-615006	Water-General	\$ 6,436	\$ 3,951	\$ 5,000	\$ 5,000	\$ 8,000
01-601-615007	Gas-General	\$ 3,524	\$ 3,116	\$ 4,000	\$ 4,000	\$ 4,000
01-601-615008	Telephone-General	\$ 9,664	\$ 10,782	\$ 10,200	\$ 10,200	\$ 10,200
01-601-615026	Street Lighting	\$ 14,489	\$ 14,492	\$ 14,500	\$ 14,500	\$ 44,500
	Total Supplies	\$ 64,860	\$ 63,066	\$ 65,700	\$ 65,700	\$ 102,700
	Equipment					
01-601-625014	Building Maintenance	\$ 59,052	\$ 55,657	\$ 50,000	\$ 50,000	\$ 50,000
	Total Equipment	\$ 59,052	\$ 55,657	\$ 50,000	\$ 50,000	\$ 50,000
	Professional Services					
01-601-630008	Janitorial Services	\$ 20,712	\$ 19,845	\$ 21,000	\$ 18,500	\$ 19,000
01-601-630017	Lawn & Roadside Maintenance	\$ -	\$ 19,993	\$ 20,000	\$ 20,000	\$ 30,000
	Total Professional Services	\$ 20,712	\$ 39,838	\$ 41,000	\$ 38,500	\$ 49,000
	Miscellaneous					
01-601-635001	Miscellaneous	\$ -	\$ 25	\$ 1,000	\$ 1,000	\$ 1,000
01-601-635002	City Entrance Signage	\$ -	\$ -	\$ -	\$ -	\$ 20,000
	Total Miscellaneous	\$ -	\$ 25	\$ 1,000	\$ 1,000	\$ 21,000
	Insurance					
01-601-645001	Error/Omission Insurance	\$ 4,803	\$ 4,141	\$ 4,200	\$ 3,630	\$ 4,000
01-601-645002	General Liability	\$ 5,612	\$ 4,506	\$ 4,600	\$ 3,749	\$ 4,000
01-601-645003	Vehicle Insurance	\$ 10,632	\$ 10,570	\$ 10,700	\$ 10,001	\$ 10,000
01-601-645004	Real/Pers Property	\$ 7,771	\$ 8,786	\$ 8,800	\$ 9,547	\$ 10,000
01-601-645005	Mobile Equipment	\$ 706	\$ 614	\$ 710	\$ 751	\$ 800
	Total Insurance	\$ 29,524	\$ 28,618	\$ 29,010	\$ 27,678	\$ 28,800
	Information Tech					
01-601-660004	Third Party Provider	\$ 33,030	\$ 32,805	\$ 37,500	\$ 37,500	\$ 37,500
01-601-660006	Equip/ Software Purch/Maint	\$ 22,858	\$ 12,548	\$ 15,000	\$ 15,000	\$ 15,000
	Total Information Tech	\$ 55,888	\$ 45,352	\$ 52,500	\$ 52,500	\$ 52,500

ACCT		Actual 2018	Actual 2019	Adopted 2020	Projected 2020	Proposed 2021
TOTAL FACILITIES		\$ 230,036	\$ 232,555	\$ 239,210	\$ 235,378	\$ 304,000
Police						
Payroll						
01-603-610001	Salaries	\$ 770,956	\$ 701,769	\$ 870,000	\$ 870,000	\$ 901,666
01-603-610002	TMRS Retirement	\$ 105,501	\$ 95,830	\$ 113,100	\$ 113,100	\$ 122,248
01-603-610003	Workers' Compensation	\$ 18,842	\$ 21,454	\$ 20,500	\$ 20,500	\$ 22,293
01-603-610004	Unemployment Comp	\$ 3,522	\$ 2,247	\$ 2,000	\$ 2,000	\$ 2,352
01-603-610005	Group Health Insurance	\$ 106,914	\$ 93,055	\$ 124,200	\$ 124,200	\$ 137,200
01-603-610006	Medicare	\$ 11,738	\$ 10,680	\$ 14,500	\$ 14,500	\$ 14,772
01-603-610007	FICA- Social Security	\$ 676	\$ 1,562	\$ 2,500	\$ 2,500	\$ -
01-603-610008	Overtime Pay	\$ 49,504	\$ 61,920	\$ 60,000	\$ 60,000	\$ 37,865
01-603-610009	Cell Phone Allowance	\$ 3,425	\$ 4,005	\$ 7,000	\$ 7,000	\$ 6,260
01-603-610010	Car Allowance	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000
01-603-610011	Certification Pay	\$ 16,881	\$ 15,300	\$ 39,400	\$ 39,400	\$ 40,500
01-603-610013	Holiday Pay					\$ -
01-603-610015	STEP Grant					\$ 26,445
Total Payroll		\$ 1,093,959	\$ 1,013,822	\$ 1,259,200	\$ 1,259,200	\$ 1,317,602
Supplies						
01-603-615001	Office Supplies	\$ 4,575	\$ 5,143	\$ 5,000	\$ 5,000	\$ 5,000
01-603-615002	Supplies	\$ 1,104	\$ 1,444	\$ 1,000	\$ 1,200	\$ 1,000
01-603-615003	Printing	\$ 887	\$ 966	\$ 850	\$ 850	\$ 850
01-603-615004	Postage	\$ 223	\$ 287	\$ 600	\$ 600	\$ 600
Total Supplies		\$ 6,789	\$ 7,840	\$ 7,450	\$ 7,650	\$ 7,450
Training						
01-603-620001	Training	\$ 18,889	\$ 14,570	\$ 18,000	\$ 18,000	\$ 18,000
01-603-620002	Dues & Memberships	\$ 3,694	\$ 2,889	\$ 3,000	\$ 3,000	\$ 3,000
01-603-620003	Notices & Publications	\$ 149	\$ 241	\$ 150	\$ 300	\$ 150
Total Training		\$ 22,732	\$ 17,700	\$ 21,150	\$ 21,300	\$ 21,150
Equipment						
01-603-625002	Equipment & Repair	\$ 25,237	\$ 26,986	\$ 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	\$ 3,500	\$ 3,500	\$ 3,500
01-603-625009	Jail Maint & Communication	\$ 7,568	\$ 4,355	\$ 7,500	\$ 7,500	\$ 7,500
Total Equipment		\$ 35,346	\$ 34,841	\$ 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	\$ 2,500	\$ 2,500	\$ 2,500
01-603-635010	Lab Charges	\$ 9,621	\$ 10,834	\$ 18,000	\$ 18,000	\$ 18,000
01-603-635011	Animal Control	\$ 5,000	\$ 6,250	\$ 6,500	\$ 6,500	\$ 6,500
01-603-635029	Contract Services	\$ 10,410	\$ 18,245	\$ 10,000	\$ 10,000	\$ 10,000
Total Miscellaneous		\$ 27,337	\$ 36,220	\$ 37,000	\$ 37,000	\$ 37,000
Insurance						
01-603-645007	Law Enforcement Liability	\$ 10,951	\$ 10,164	\$ 11,500	\$ 10,511	\$ 11,500
Total Insurance		\$ 10,951	\$ 10,164	\$ 11,500	\$ 10,511	\$ 11,500
Vehicle Expense						
01-603-640001	Gasoline	\$ 22,406	\$ 18,474	\$ 23,000	\$ 23,000	\$ 23,000
01-603-640002	Vehicle/Equip Maint	\$ 14,308	\$ 18,598	\$ 18,000	\$ 18,000	\$ 18,000
Total Vehicle Expense		\$ 36,714	\$ 37,072	\$ 41,000	\$ 41,000	\$ 41,000

ACCT		Actual 2018	Actual 2019	Adopted 2020	Projected 2020	Proposed 2021
	Information Tech					
01-603-660004	Third Party Provider	\$ 27,751	\$ 27,673	\$ 28,000	\$ 28,000	\$ 28,000
01-603-660005	Maintenance Contracts					
01-603-660006	Equip/Software Purch/Maint	\$ 35,007	\$ 30,117	\$ 30,000	\$ 30,000	\$ 30,000
	Total Information Tech	\$ 62,758	\$ 57,790	\$ 58,000	\$ 58,000	\$ 58,000
TOTAL POLICE		\$ 1,301,336	\$ 1,217,880	\$ 1,480,600	\$ 1,479,961	\$ 1,539,002
Court						
	Payroll					
01-604-610001	Salaries	\$ 47,317	\$ 50,579	\$ 50,000	\$ 50,000	\$ 51,500
01-604-610002	TMRS Retirement	\$ 6,261	\$ 6,390	\$ 6,100	\$ 6,100	\$ 6,230
01-604-610003	Workers' Compensation	\$ 117	\$ 130	\$ 150	\$ 150	\$ 131
01-604-610004	Unemployment Comp	\$ 162	\$ 162	\$ 150	\$ 150	\$ 144
01-604-610005	Group Health Insurance	\$ 8,404	\$ 9,751	\$ 8,100	\$ 8,100	\$ 8,400
01-604-610006	Medicare	\$ 667	\$ 703	\$ 750	\$ 750	\$ 753
01-604-610009	Cell Phone Allowance	\$ 183	\$ 840	\$ 420	\$ 840	\$ 420
	Total Payroll	\$ 63,111	\$ 68,554	\$ 65,670	\$ 66,090	\$ 67,578
	Supplies					
01-604-615001	Office Supplies	\$ 760	\$ 273	\$ 1,200	\$ 1,200	\$ 1,200
01-604-615003	Printing	\$ 439	\$ -	\$ 500	\$ 500	\$ 500
01-604-615004	Postage	\$ 692	\$ 1,628	\$ 800	\$ 800	\$ 800
	Total Supplies	\$ 1,891	\$ 1,901	\$ 2,500	\$ 2,500	\$ 2,500
	Training					
01-604-620001	Training	\$ 1,319	\$ 1,011	\$ 1,500	\$ 1,500	\$ 1,000
01-604-620002	Dues & Memberships	\$ 40	\$ 40	\$ 150	\$ 150	\$ 150
01-604-620004	Judge Seminar Expense	\$ -	\$ -	\$ 150	\$ 150	\$ 150
	Total Training	\$ 1,359	\$ 1,051	\$ 1,800	\$ 1,800	\$ 1,300
	Equipment					
01-604-625013	Office Equipment	\$ 443	\$ 20	\$ 500	\$ 500	\$ 500
	Total Equipment	\$ 443	\$ 20	\$ 500	\$ 500	\$ 500
	Professional Services					
01-604-630009	Judge	\$ 17,050	\$ 16,732	\$ 16,000	\$ 16,000	\$ 16,000
01-604-630010	Magistrate & Juror Fee	\$ 7,367	\$ 7,200	\$ 7,200	\$ 7,200	\$ 7,200
01-604-630011	Prosecutor	\$ 12,458	\$ 10,000	\$ 12,000	\$ 12,000	\$ 12,000
01-604-630012	Translator	\$ 2,500	\$ 2,400	\$ 2,400	\$ 2,400	\$ 2,400
	Total Professional Services	\$ 39,375	\$ 36,332	\$ 37,600	\$ 37,600	\$ 37,600
	Capital Expense					
01-604-650002	Court Security	\$ -	\$ 1,499	\$ 1,500	\$ 1,500	\$ 2,000
	Total Capital Expense	\$ -	\$ 1,499	\$ 1,500	\$ 1,500	\$ 2,000
	Information Tech					
01-604-660004	Third Party Provider	\$ 17,049	\$ 17,092	\$ 17,000	\$ 17,000	\$ 17,000
01-604-660005	Maintenance Contracts	\$ 13,649	\$ 13,543	\$ 13,600	\$ 21,625	\$ 25,000
01-604-660006	Equip/Software Purch/Maint	\$ 6,106	\$ 5,927	\$ 4,500	\$ 4,500	\$ 4,500
	Total Information Tech	\$ 36,804	\$ 36,563	\$ 35,100	\$ 43,125	\$ 46,500
TOTAL COURT		\$ 142,983	\$ 145,921	\$ 144,670	\$ 153,115	\$ 157,978
Fire Protection and Prevention Services						
	Miscellaneous					
01-605-635102	City of Fort Worth Contract	\$ 314,494	\$ 318,462	\$ 332,500	\$ 332,500	\$ 354,212

ACCT		Actual 2018	Actual 2019	Adopted 2020	Projected 2020	Proposed 2021
	Total Miscellaneous	\$ 314,494	\$ 318,462	\$ 332,500	\$ 332,500	\$ 354,212
TOTAL Fire Protection & Prevention		\$ 314,494	\$ 318,462	\$ 332,500	\$ 332,500	\$ 354,212
Library						
	Training					
01-608-620006	FW Library Card Reimb	\$ 455	\$ 85	\$ 2,500	\$ 2,500	\$ 1,000
01-608-620002	Dues & Memberships	\$ 3,431	\$ 2,596			\$ 1,500
01-608-620003	Notices & Publications	\$ -	\$ -			\$ 100
	Total Training	\$ 3,886	\$ 2,681	\$ 2,500	\$ 2,500	\$ 2,600
Total Library		\$ 86,243	\$ 92,866	\$ 4,000	\$ 4,000	\$ 2,600
Total General Fund Expenses		\$ 3,421,508	\$ 3,065,833	\$ 3,553,015	\$ 3,569,739	\$ 3,874,874
Net General Fund		\$ 270,083	\$ 624,228	\$ 23,642	\$ (67,804)	\$ 103,609

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 December 31, 2020. This budget includes assumes the citizens will reapprove it in the November election. If approved, this tax will expire on September 31, 2024, when it must again be re-authorized by citizen vote.

Street Fund expenses are restricted to street repair and maintenance, traffic lights, signage, and appropriate employee salaries and benefits. It currently funds two full-time employees. The street fund expenses include city street repair and maintenance, traffic lights and signage, and two public works employees' salaries and benefits.

Street Fund Overview

	Actual 2018	Actual 2019	Adopted 2020	Projected 2020	Proposed 2021
Street Fund Revenue					
Revenue	\$ 264,107	\$ 297,520	\$ 284,435	\$ 284,435	\$ 300,310
Total Revenue	\$ 264,107	\$ 297,520	\$ 284,435	\$ 284,435	\$ 300,310

Street Fund Expense					
Payroll	\$ 113,339	\$ 154,740	\$ 140,870	\$ 140,870	\$ 119,017
Supplies	\$ 1,525	\$ 1,798	\$ 2,500	\$ 2,500	\$ 2,500
Equipment	\$ 5,781	\$ 26,538	\$ 5,000	\$ 5,000	\$ 15,000
Misc	\$ 3,200	\$ 105,064	\$ 96,000	\$ 106,973	\$ 96,000
Vehicle Expense	\$ 7,684	\$ 6,442	\$ 9,000	\$ 9,000	\$ 9,000
Total Expenses	\$ 131,529	\$ 294,582	\$ 253,370	\$ 264,343	\$ 241,517

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:** Implement a quarterly inspection procedure

Performance Indicators:

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

Street Fund Details:

ACCT		Actual 2018	Actual 2019	Adopted 2020	Projected 2020	Proposed 2021
Street Sales Tax Fund						
	Revenue					
06-500-520005	Street Maintenance Sales Tax	\$ 264,107	\$ 297,520	\$ 284,435	\$ 284,435	\$ 300,310
	Total Revenue	\$ 264,107	\$ 297,520	\$ 284,435	\$ 284,435	\$ 300,310
Total Street Fund Revenue		\$ 264,107	\$ 297,520	\$ 284,435	\$ 284,435	\$ 300,310
Street Sales Tax Fund Expenses						
	Payroll					
06-606-610001	Salaries	\$ 85,312	\$ 106,968	\$ 103,410	\$ 103,410	\$ 88,528
06-606-610002	TMRS Retirement	\$ 10,682	\$ 14,429	\$ 12,803	\$ 12,803	\$ 10,926
06-606-610003	Workers compensation	\$ 3,292	\$ 3,502	\$ 3,399	\$ 3,399	\$ 2,901
06-606-610004	Unemployment Comp	\$ 324	\$ 324	\$ 225	\$ 225	\$ 216
06-606-610005	Group Health Insurance	\$ 11,870	\$ 15,740	\$ 16,200	\$ 16,200	\$ 12,600
06-606-610006	Medicare	\$ 1,230	\$ 1,645	\$ 1,547	\$ 1,547	\$ 1,320
06-606-610008	Overtime Pay	\$ -	\$ 10,873	\$ 2,866	\$ 2,866	\$ 1,475
06-606-610009	Cell Phone Allowance	\$ 630	\$ 1,260	\$ 420	\$ 420	\$ 1,050
	Total Payroll	\$ 113,339	\$ 154,740	\$ 140,870	\$ 140,870	\$ 119,017
	Supplies					
06-606-615002	Supplies	\$ 1,525	\$ 1,798	\$ 2,500	\$ 2,500	\$ 2,500
	Total Supplies	\$ 1,525	\$ 1,798	\$ 2,500	\$ 2,500	\$ 2,500
	Equipment					
06-606-625026	Equipment Purchase	\$ 5,781	\$ 26,538	\$ 5,000	\$ 5,000	\$ 15,000
	Total Equipment	\$ 5,781	\$ 26,538	\$ 5,000	\$ 5,000	\$ 15,000
	Miscellaneous					
06-606-635012	Street Signs	\$ 3,200	\$ 14,983	\$ 5,000	\$ 5,000	\$ 5,000
06-606-635013	Street Maintenance	\$ 12,778	\$ 9,081	\$ 10,000	\$ 20,973	\$ 10,000
06-606-635014	Trnsf to Capital Street Repairs	\$ 71,000	\$ 71,000	\$ 71,000	\$ 71,000	\$ 71,000
06-606-635015	Admin Reimbursements	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
	Total Miscellaneous	\$ 3,200	\$ 105,064	\$ 96,000	\$ 106,973	\$ 96,000
	Vehicle Expense					
06-606-640001	Gasoline/Maint	\$ 1,592	\$ 2,110	\$ 4,000	\$ 4,000	\$ 4,000
06-606-640002	Vehicle/Equip Maint	\$ 6,092	\$ 4,333	\$ 5,000	\$ 5,000	\$ 5,000
	Total Vehicle Expense	\$ 7,684	\$ 6,442	\$ 9,000	\$ 9,000	\$ 9,000
Total Street Fund Expenses		\$ 131,529	\$ 294,582	\$ 253,370	\$ 264,343	\$ 241,517
Net Total Street Fund		\$ 132,578	\$ 2,938	\$ 31,065	\$ 20,092	\$ 58,792

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. Since there have been no capital improvement projects in the prior two fiscal years, \$350,000 has been added to cover the cost of materials to resurface Roaring Springs Road, using Tarrant County's roadway assistance program.

Capital Fund Overview

	Actual 2018	Actual 2019	Adopted 2020	Projected 2020	Proposed 2021
Capital Revenue					
Additional Revenue	\$ 5,242	\$ 2,815	\$ 3,000	\$ 3,000	\$ 3,000
Misc Revenue	\$ 190,274	\$ 243,986	\$ 783,897	\$ 762,191	\$ 332,120
Total Revenue	\$ 195,516	\$ 246,801	\$ 786,897	\$ 765,191	\$ 335,120
Capital Expenses					
Professional Service	\$ 2,730	\$ -	\$ 20,000	\$ 20,000	\$ 20,000
Capital Projects	\$ 1,272,495	\$ 491,047	\$ 786,897	\$ 1,003,133	\$ 410,000
Total Expenses	\$ 1,272,495	\$ 491,047	\$ 786,897	\$ 1,003,133	\$ 410,000

Capital Fund Details:

ACCT		Actual 2018	Actual 2019	Adopted 2020	Projected 2020	Proposed 2021
Capital Revenue						
Additional Revenue						
04-500-525004	Texpool Interest	\$ 5,242	\$ 2,815	\$ 3,000	\$ 3,000	\$ 3,000
	Total Additional Revenue	\$ 5,242	\$ 2,815	\$ 3,000	\$ 3,000	\$ 3,000
Miscellaneous Revenue						
04-500-565012	Alleyway Reimbursements	\$ 80,000	\$ 85,000	\$ 75,000	\$ 20,000	\$ 75,000
04-500-565024	Street Maint Capital Repair	\$ 71,000	\$ 71,000	\$ 71,000	\$ 71,000	\$ 71,000
04-500-565052	CIP Storm Water Fees	\$ 11,120	\$ 11,120	\$ 11,120	\$ 11,120	\$ 11,120
04-500-565102	Tap Grant	\$ 28,154	\$ 76,866	\$ 581,517	\$ 614,811	\$ -
04-500-565998	Transfer In (Gas Royalties)	\$ -	\$ -	\$ 45,260	\$ 45,260	\$ 175,000
	Total Additional Revenue	\$ 190,274	\$ 243,986	\$ 783,897	\$ 762,191	\$ 332,120
Total Capital Revenue		\$ 195,516	\$ 246,801	\$ 786,897	\$ 765,191	\$ 335,120
Capital Expenses						
Professional Services						
04-640-630001	Engineering Fees	\$ 2,730	\$ -	\$ 20,000	\$ 20,000	\$ 20,000
	Total Professional Services	\$ 2,730	\$ -	\$ 20,000	\$ 20,000	\$ 20,000
Capital Expenses						
04-640-650012	Alleyway/Seymour Improvements	\$ 1,180,561	\$ 346,610	\$ -	\$ 158,348	\$ -
04-640-650022	Street Paving	\$ -	\$ -	\$ 40,000	\$ 40,000	\$ 390,000
04-640-650024	Tap Project Trail System	\$ 89,204	\$ 144,437	\$ 726,897	\$ 784,785	\$ -
	Total Capital Expenses	\$ 1,269,765	\$ 491,047	\$ 766,897	\$ 983,133	\$ 390,000
Total Capital Expenses		\$ 1,272,495	\$ 491,047	\$ 786,897	\$ 1,003,133	\$ 410,000
Net Total Capital Projects		\$ (1,076,979)	\$ (244,246)	\$ -	\$ (237,942)	\$ (74,880)

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. 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 3% cost of living adjustment, 12% TMRS rate, and \$700/month city paid insurance benefit.

Crime Control and Prevention District Fund Overview

	Actual 2018	Actual 2019	Adopted 2020	Projected 2020	Proposed 2021
CCPD Fund Revenue					
Revenue	\$ 526,879	\$ 592,518	\$ 568,869	\$ 568,869	\$ 570,000
Additional Revenue	\$ 4	\$ 6	\$ 5	\$ 5	\$ -
Total Revenue	\$ 526,883	\$ 592,524	\$ 568,874	\$ 568,874	\$ 570,000

CCPD Fund Expenses					
Payroll	\$ 388,253	\$ 467,431	\$ 412,198	\$ 412,198	\$ 416,967
Equipment	\$ 51,589	\$ 1,481	\$ 54,500	\$ 54,500	\$ 53,000
Professional Service	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Misc	\$ 23,518	\$ 22,617	\$ 26,000	\$ 26,000	\$ 26,000
Capital Expense	\$ 448	\$ 418	\$ 500	\$ 500	\$ -
Information Tech	\$ 55,711	\$ 59,126	\$ 59,400	\$ 59,400	\$ 64,126
Total Expenses	\$ 529,519	\$ 561,073	\$ 562,598	\$ 562,598	\$ 570,093

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	Adopted 2020	Projected 2020	Proposed 2021
Crime Control & Prevention Revenue						
	Revenue					
03-500-520010	Crime Control Sales Tax	\$ 526,879	\$ 592,518	\$ 568,869	\$ 568,869	\$ 570,000
	Total Revenue	\$ 526,879	\$ 592,518	\$ 568,869	\$ 568,869	\$ 570,000
	Additional Revenue					
03-500-525003	Texpool Interest	\$ 4	\$ 6	\$ 5	\$ 5	\$ -
	Total Additional Revenue	\$ 4	\$ 6	\$ 5	\$ 5	\$ -
Total Crime Control Revenue		\$ 526,883	\$ 592,524	\$ 568,874	\$ 568,874	\$ 570,000
Crime Control & Prevention Expenses						
	Payroll					
03-630-610001	Salaries	\$ 277,145	\$ 304,024	\$ 268,324	\$ 268,324	\$ 272,602
03-630-610002	TMRS Retirement	\$ 37,943	\$ 44,145	\$ 38,311	\$ 38,311	\$ 38,632
03-630-610003	Workers compensation	\$ 8,335	\$ 8,967	\$ 8,939	\$ 8,939	\$ 9,014
03-630-610004	Unemployment Comp	\$ 45	\$ 972	\$ 563	\$ 563	\$ 720
03-630-610005	Group Health Insurance	\$ 31,299	\$ 49,653	\$ 40,500	\$ 40,500	\$ 42,000
03-630-610006	Medicare	\$ 4,189	\$ 4,971	\$ 4,629	\$ 4,629	\$ 4,668
03-630-610007	FICA Social Security	\$ -	\$ -	\$ -	\$ -	\$ -
03-630-610008	Overtime Pay	\$ 23,119	\$ 35,292	\$ 26,292	\$ 26,292	\$ 15,727
03-630-610009	Cell Phone Allowance	\$ 805	\$ 2,345	\$ 2,340	\$ 2,340	\$ 2,220
03-630-610011	Certification Pay	\$ 5,373	\$ 17,061	\$ 22,300	\$ 22,300	\$ 20,400
03-630-610013	Holiday Pay					\$ 10,984
03-630-610015	STEP Program					
	Total Payroll	\$ 388,253	\$ 467,431	\$ 412,198	\$ 412,198	\$ 416,967
	Equipment					
03-630-625045	Tasers	\$ 1,493	\$ 1,481	\$ 1,500	\$ 1,500	\$ -
03-630-625049	Police Units/Camera System	\$ 50,096		\$ 53,000	\$ 53,000	\$ 53,000
	Total Equipment	\$ 51,589	\$ 1,481	\$ 54,500	\$ 54,500	\$ 53,000
	Professional Services					
03-630-630014	Admin Services	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
	Total Professional Services	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
	Miscellaneous					
03-630-635008	Uniforms	\$ 6,910	\$ 4,667	\$ 7,000	\$ 7,000	\$ 7,000
03-630-635103	Community Relations	\$ 10,758	\$ 12,023	\$ 13,000	\$ 13,000	\$ 13,000
03-630-635123	Service Fees (Data cards)	\$ 5,850	\$ 5,926	\$ 6,000	\$ 6,000	\$ 6,000
	Total Miscellaneous	\$ 23,518	\$ 22,617	\$ 26,000	\$ 26,000	\$ 26,000
	Capital Expense					
03-630-650028	Weapon Cleaning	\$ 448	\$ 418	\$ 500	\$ 500	\$ -
	Total Capital Expense	\$ 448	\$ 418	\$ 500	\$ 500	\$ -
	Information Technology					
03-630-660004	Third Party Provider	\$ 7,305	\$ 7,317	\$ 7,400	\$ 7,400	\$ 7,400
03-630-660005	Maintenance Contracts	\$ 48,406	\$ 51,809	\$ 52,000	\$ 52,000	\$ 56,726
	Total Information Technology	\$ 55,711	\$ 59,126	\$ 59,400	\$ 59,400	\$ 64,126
Total Crime Control Expenses		\$ 529,519	\$ 561,073	\$ 562,598	\$ 562,598	\$ 570,093
Net Crime Control & Prevention District		\$ (2,636)	\$ 31,451	\$ 6,276	\$ 6,276	\$ (93)

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 two full-time positions, a portion of a general mechanic, minor vehicle and equipment needs, mowing of the medians, alleyways, and various city common areas. Payroll includes a 3% cost of living adjustment, 12% TMRS rate, and \$700/month city paid insurance benefit.

Economic Development (WRA) Fund Overview

	Actual 2018	Actual 2019	Adopted 2020	Projected 2020	Proposed 2021
Economic Development (WRA) Revenue					
Sales Tax	\$ 264,107	\$ 297,520	\$ 284,435	\$ 284,435	\$ 300,310
Additional Revenue	\$ 2,525	\$ 3,339	\$ 3,000	\$ 3,000	\$ 3,000
Misc Revenue	\$ 780	\$ 843	\$ 850	\$ 850	\$ 450,850
Total Revenue	\$ 267,412	\$ 301,702	\$ 288,285	\$ 288,285	\$ 754,160

Economic Development (WRA) Expenses					
Building, Parks, & Land	\$ 77,674	\$ 134,950	\$ 129,630	\$ 129,630	\$ 588,630
Administration	\$ 587,072	\$ 388,895	\$ 224,914	\$ 227,955	\$ 162,000
Total Expenses	\$ 664,746	\$ 523,845	\$ 354,544	\$ 357,585	\$ 750,630

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 Target
1	Sales Tax growth	4.0%	5%	5%
2	Create city parks	0	0	2

Economic Development Fund Details

ACCT		Actual 2018	Actual 2019	Adopted 2020	Projected 2020	Proposed 2021
Economic Development Sales Tax Fund (WRA) Revenue						
Sales Tax						
08-500-520010	WRA Sales Tax	\$ 264,107	\$ 297,520	\$ 284,435	\$ 284,435	\$ 300,310
	Total Sales Tax	\$ 264,107	\$ 297,520	\$ 284,435	\$ 284,435	\$ 300,310
Additional Revenue						
08-500-525011	Interest Earned	\$ 2,525	\$ 3,339	\$ 3,000	\$ 3,000	\$ 3,000
	Total Additional Revenue	\$ 2,525	\$ 3,339	\$ 3,000	\$ 3,000	\$ 3,000
Miscellaneous Revenue						
08-500-565001	Misc Revenue	\$ 780	\$ 843	\$ 850	\$ 850	\$ 850
08-500-565010	Sale of WRA Property	\$ -	\$ -	\$ -	\$ -	\$ -
08-500-565011	Transfer from WRA Money Market					\$ 450,000
	Total Miscellaneous Revenue	\$ 780	\$ 843	\$ 850	\$ 850	\$ 450,850
Total WRA Revenue		\$ 267,412	\$ 301,702	\$ 288,285	\$ 288,285	\$ 754,160
Economic Development Sales Tax Fund (WRA) Expenses						
Building Parks & Landscape Expenses						
Payroll						
08-607-610001	Salaries	\$ 52,863	\$ 80,588	\$ 81,500	\$ 81,500	\$ 81,500
08-607-610002	TMRS Retirement	\$ 7,650	\$ 11,548	\$ 11,000	\$ 11,000	\$ 11,000
08-607-610003	Workers Compensation	\$ 2,039	\$ 2,606	\$ 2,650	\$ 2,650	\$ 2,650
08-607-610004	Unemployment Comp	\$ 324	\$ 377	\$ 400	\$ 400	\$ 400
08-607-610005	Group Health Insurance	\$ 10,585	\$ 20,873	\$ 21,000	\$ 21,000	\$ 21,000
08-607-610006	Medicare	\$ 853	\$ 1,294	\$ 1,300	\$ 1,300	\$ 1,300
08-607-610008	Overtime Pay	\$ 630	\$ 11,023	\$ 5,000	\$ 5,000	\$ 3,700
08-607-610009	Cell Phone Allowance	\$ -	\$ 840	\$ 980	\$ 980	\$ 980
08-607-610011	Certification Pay		\$ 300	\$ 300	\$ 300	\$ 300
08-607-610013	Holiday Pay					\$ 1,300
	Total Payroll	\$ 74,944	\$ 129,450	\$ 124,130	\$ 124,130	\$ 124,130
Equipment						
08-607-625001	Equipment	\$ 850	\$ -	\$ 1,000	\$ 1,000	\$ 10,000
08-607-625004	Equipment Maintenance	\$ 307	\$ 1,500	\$ 500	\$ 500	\$ 500
08-607-625007	Small Tools	\$ -	\$ 500	\$ 500	\$ 500	\$ 500
08-607-6250008	City Parks					\$ 450,000
	Total Equipment	\$ 1,157	\$ 2,000	\$ 2,000	\$ 2,000	\$ 461,000
Professional Services						
08-607-630017	City Landscape Maintenance	\$ -	\$ -	\$ 30,000	\$ 30,000	\$ 30,000
	Total Professional Services	\$ -	\$ -	\$ 30,000	\$ 30,000	\$ 30,000
Vehicle Expense						
08-607-640001	Gasoline	\$ 50	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000
08-607-640002	Vehicle/Equipment Maint	\$ 523	\$ 500	\$ 500	\$ 500	\$ 500
	Total Vehicle Expense	\$ 573	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500

ACCT		Actual 2018	Actual 2019	Adopted 2020	Projected 2020	Proposed 2021
	Capital Expense					
08-607-650003	Equipment Rental	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
	Total Capital Expense	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Total Building Parks & Landscape Expenses		\$ 77,674	\$ 134,950	\$ 129,630	\$ 129,630	\$ 588,630
WRA Administration Expenses						
	Payroll					
08-680-610001	Salaries	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
	Total Payroll	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
	Professional Services					
08-680-630002	Legal & Professional	\$ 20,656	\$ 17,304	\$ 20,000	\$ 40,000	\$ 20,000
08-680-630005	Audit Expense	\$ 6,350	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000
08-680-630016	Bank Fees	\$ 36	\$ 33			\$ -
	Total Professional Services	\$ 27,042	\$ 23,337	\$ 26,000	\$ 46,000	\$ 26,000
	Miscellaneous					
08-680-635001	Miscellaneous Expense	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ 1,000
08-680-635022	Transfer to the City	\$ 250,000	\$ 200,000	\$ 100,000	\$ 100,000	\$ 115,000
08-680-635026	Transfer to HCGC		\$ -	\$ 77,914	\$ 60,955	\$ -
	Total Miscellaneous	\$ 250,000	\$ 200,000	\$ 178,914	\$ 161,955	\$ 116,000
	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	\$ 224,914	\$ 227,955	\$ 162,000
Total WRA Expenses		\$ 664,746	\$ 523,845	\$ 354,544	\$ 357,585	\$ 750,630
Net Total WRA		\$ (397,334)	\$ (222,143)	\$ (66,259)	\$ (69,300)	\$ 3,530

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, as well as a payment-in-lieu-of-taxes from the Hawks Creek Apartments. 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.

Economic Development (WRA) Fund Overview

	Actual 2018	Actual 2019	Adopted 2020	Projected 2020	Proposed 2021
Debt Service Revenue					
Interest Revenue	\$ 12,097	\$ 8,663	\$ 8,500	\$ 8,500	\$ 8,500
HC Apartment Pmt	\$ 114,622	\$ 93,220	\$ 93,220	\$ 93,220	\$ 89,843
Ad Valorem Tax	\$ 616,399	\$ 655,022	\$ 722,843	\$ 744,489	\$ 776,121
Misc	\$ 114,467	\$ 144,009	\$ 143,672	\$ 143,672	\$ 143,064
Total Revenue	\$ 857,585	\$ 900,913	\$ 968,235	\$ 989,881	\$ 1,017,528

Debt Service Expenses					
Debt Service	\$ 950,101	\$ 878,378	\$ 951,918	\$ 951,918	\$ 920,686
Total Expenses	\$ 950,101	\$ 878,378	\$ 951,918	\$ 951,918	\$ 920,686

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:** Increase reserves to 30% of total yearly debt by 2022

Performance Indicators:

Goal	Indicator	FY 2019 Actual	FY 2020 Projection	FY 2021 Target
1	Tax Supported Debt Per Capita	\$292	\$317	\$306
2	Reserves to Debt (EOY)	23%	23%	23%

Repayment schedule:

Fisc Year	2010 CO's		2010 GO RIDG		2013 CO's		2017 CO's		2019 GO RIDG		COMBINED TOTALS							
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Total	Fisc. Total	Golf Course	Utility Rev	Tax Supp	
Ending																		
9/30/2019	\$ 75,000	\$ 22,578	\$ 185,000	\$ 54,075	\$ 215,000	\$ 89,225	\$ 99,000	\$ 21,711	\$ 574,000	\$ 187,589	\$ 187,589	\$ 187,589	\$ 876,378	\$ 116,467	\$ 27,542	\$ 732,369		
9/30/2020		1,078		2,775	\$ 215,000	86,000		21,711	\$ 574,000	163,019	163,019	163,019	923,953	116,232	27,440	780,281		
					220,000	86,000	102,000	20,409	\$ 566,10	158,934	158,934	158,934	923,953	116,232	27,440	780,281		
9/30/2021					225,000	82,700	104,000	19,068	619,000	150,093	150,093	150,093	919,185	115,736	27,328	776,121		
9/30/2022					235,000	79,325	107,000	17,700	642,000	141,000	141,000	141,000	924,000	116,507	27,556	779,937		
9/30/2023					240,000	75,506	110,000	16,293	660,000	131,274	131,274	131,274	922,548	115,966	27,371	779,212		
9/30/2024					250,000	70,706	113,000	14,846	683,000	120,378	120,378	120,378	923,755	116,076	27,399	780,280		
9/30/2025					260,000	65,706	116,000	13,360	706,000	109,092	109,092	109,092	924,183	116,082	27,399	780,702		
9/30/2026					270,000	60,506	119,000	11,835	724,000	97,416	97,416	97,416	918,833	115,983	27,371	775,478		
9/30/2027					280,000	54,769	122,000	10,270	752,000	85,089	85,089	85,089	922,178	115,632	27,268	779,278		
9/30/2028					295,000	48,469	125,000	8,666	780,000	71,935	71,935	71,935	923,869	116,116	27,436	780,318		
9/30/2029					310,000	41,831	128,000	7,022	808,000	58,253	58,253	58,253	924,507	116,435	27,556	780,515		
9/30/2030					325,000	34,469	132,000	5,339	837,000	45,508	45,508	45,508	928,015	116,629	27,576	783,811		
9/30/2031					340,000	26,750	135,000	3,603	475,000	30,353	30,353	30,353	535,706	116,433	27,545	391,728		
9/30/2032					355,000	18,250	139,000	1,828	494,000	20,078	20,078	20,078	534,156	116,088	27,405	390,663		
9/30/2033					375,000	9,375			375,000	9,375	9,375	9,375	383,750	86,625	27,563	279,563		
	\$ 75,000	\$ 23,656	\$ 185,000	\$ 56,850	\$ 4,195,000	\$ 1,687,175	\$ 1,651,000	\$ 343,899	\$ 3,622,000	\$ 662,435	\$ 9,731,000	\$ 2,764,015	\$ 12,495,015	\$ 12,495,015	\$ 1,713,007	\$ 411,752	\$ 10,370,266	

HilltopSecurities
A Hilltop Holdings Company



Combined Debt Requirement Schedule (Tax Supported Debt)

CITY OF WESTWORTH VILLAGE
(Tarrant County, Texas)

Debt Service Fund Detail

ACCT		Actual 2018	Actual 2019	Adopted 2020	Projected 2020	Proposed 2021
Debt Service Revenue						
	Revenue					
05-500-520003	Texpool Interest	\$ 12,097	\$ 8,663	\$ 8,500	\$ 8,500	\$ 8,500
	Total Revenue	\$ 12,097	\$ 8,663	\$ 8,500	\$ 8,500	\$ 8,500
	HC Apartment Payments					
05-500-550001	HC Apartment Payments	\$ 114,622	\$ 93,220	\$ 93,220	\$ 93,220	\$ 89,843
	Total HC Apartment Payments	\$ 114,622	\$ 93,220	\$ 93,220	\$ 93,220	\$ 89,843
	Ad Valorem Tax					
05-500-555000	Ad Valorem Tax	\$ 616,399	\$ 655,022	\$ 722,843	\$ 744,489	\$ 776,121
	Total Ad Valorem Tax	\$ 616,399	\$ 655,022	\$ 722,843	\$ 744,489	\$ 776,121
	Miscellaneous Revenue					
05-500-565120	Water Fund Payments	\$ 27,067	\$ 27,542	\$ 27,440	\$ 27,440	\$ 27,328
05-500-565125	HCGC Payments	\$ 87,400	\$ 116,467	\$ 116,232	\$ 116,232	\$ 115,736
	Total Miscellaneous Revenue	\$ 114,467	\$ 144,009	\$ 143,672	\$ 143,672	\$ 143,064
Total Debt Service Revenue		\$ 857,585	\$ 900,913	\$ 968,235	\$ 989,881	\$ 1,017,528
Debt Service Expenses						
	Debt Service					
05-650-655001	Principal	\$ 552,000	\$ 574,000	\$ 592,000	\$ 592,000	\$ 619,000
05-650-655002	Interest	\$ 396,101	\$ 302,378	\$ 358,418	\$ 358,418	\$ 300,186
05-650-655003	Bank Fees	\$ 2,000	\$ 2,000	\$ 1,500	\$ 1,500	\$ 1,500
	Total Debt Service	\$ 950,101	\$ 878,378	\$ 951,918	\$ 951,918	\$ 920,686
Total Debt Service Expenses		\$ 950,101	\$ 878,378	\$ 951,918	\$ 951,918	\$ 920,686
Net Total Debt Service		\$ (92,516)	\$ 22,536	\$ 16,317	\$ 37,963	\$ 96,842

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. The city purchases sanitation (trash/recycling) services through a third-party contractor. Expenses include a debt service payment, three full-time employees, and all other costs associated with operating and maintaining city utilities. Payroll includes a 3% cost of living adjustment, 12% TMRS rate, and \$700/month city paid insurance benefit.

Water Fund Overview

	Actual 2018	Actual 2019	Adopted 2020	Projected 2020	Proposed 2021
Water Fund Revenue					
Additional Revenue	\$ 1,249	\$ 1,919	\$ 1,600	\$ 1,600	\$ 1,600
Water Revenue	\$ 1,455,804	\$ 1,431,956	\$ 1,365,600	\$ 1,365,600	\$ 1,455,600
Total Revenue	\$ 1,457,053	\$ 1,433,875	\$ 1,367,200	\$ 1,367,200	\$ 1,457,200

Water Fund Expenses

	Water				
Payroll	\$ 109,648	\$ 121,290	\$ 139,478	\$ 139,478	\$ 176,152
Supplies	\$ 107,717	\$ 55,887	\$ 53,000	\$ 53,000	\$ 53,000
Training	\$ 8,340	\$ 10,819	\$ 11,500	\$ 11,500	\$ 11,500
Equipment	\$ 4,811	\$ 45,073	\$ 27,000	\$ 27,000	\$ 32,000
Professional Service	\$ 6,000	\$ 6,000	\$ 6,500	\$ 6,000	\$ 6,500
Misc	\$ 860,023	\$ 937,872	\$ 942,651	\$ 942,651	\$ 951,651
Vehicle Expense	\$ 8,133	\$ 4,419	\$ 6,000	\$ 6,000	\$ 6,000
Capital Expense	\$ 22,000	\$ 778	\$ 26,500	\$ 26,500	\$ 26,500
Debt Service	\$ 27,067	\$ 27,542	\$ 27,440	\$ 27,440	\$ 27,328
Information Tech	\$ 29,693	\$ 43,264	\$ 31,400	\$ 31,400	\$ 31,400
Total Expenses	\$ 1,183,432	\$ 1,252,943	\$ 1,271,469	\$ 1,270,969	\$ 1,322,031

Storm Sewer Maintenance

Payroll	\$ 22,988	\$ 27,206	\$ 25,713	\$ 24,315	\$ 30,086
Equipment	\$ 18,626	\$ 12,695	\$ 19,000	\$ 19,000	\$ 19,000
Misc	\$ 13,200	\$ 13,200	\$ 13,200	\$ 13,200	\$ 13,200
Vehicle Expense	\$ 2,719	\$ 2,141	\$ 3,500	\$ 3,500	\$ 3,500
Capital Expense	\$ 11,120	\$ 11,120	\$ 11,120	\$ 11,120	\$ 11,120
Total Expenses	\$ 68,653	\$ 66,361	\$ 72,533	\$ 71,135	\$ 76,906

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 10%

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 Projection	FY 2021 Target
1	Beacon leak alerts within 24 hours	100%	100%	100%
2	Water samples meet or exceed TCEQ standards	100%	100%	100%
3	Citywide water loss	6.89%	9%	8.5%
4	Linear feet of sewer cleaning	128,900*	89,200	60,000
5	Yearly average BOD	337	338	320
5	Yearly average TSS	297	300	310

*abnormal testing year resulted in additional line cleaning

Water Fund Detail

ACCT		Actual 2018	Actual 2019	Adopted 2020	Projected 2020	Proposed 2021
Water Fund Revenue						
Additional Revenue						
02-500-525011	Interest Earned	\$ 1,249	\$ 1,919	\$ 1,600	\$ 1,600	\$ 1,600
	Total Additional Revenue	\$ 1,249	\$ 1,919	\$ 1,600	\$ 1,600	\$ 1,600
Miscellaneous Revenue						
02-500-565007	Pt Worth Library Cards	\$ -	\$ -	\$ -	\$ -	\$ -
02-500-565012	Miscellaneous Revenue	\$ 549	\$ 652	\$ 500	\$ 500	\$ 500
02-500-565038	Return Check Charge	\$ 60	\$ 60	\$ 100	\$ 100	\$ 100
02-500-565050	Water turn on Fees	\$ 4,335	\$ 6,105	\$ 4,500	\$ 4,500	\$ 4,500
02-500-565051	Late Fees	\$ 14,346	\$ 13,347	\$ 12,500	\$ 12,500	\$ 12,500
02-500-565052	Water/Sewer Setup Fees	\$ 79,239	\$ 69,281	\$ 45,000	\$ 45,000	\$ 45,000
02-500-565055	Water Revenue	\$ 649,127	\$ 631,886	\$ 580,000	\$ 580,000	\$ 580,000
02-500-565056	Sewer Revenue	\$ 498,637	\$ 490,172	\$ 505,000	\$ 505,000	\$ 505,000
02-500-565057	Sanitation Revenue	\$ 130,733	\$ 138,778	\$ 138,000	\$ 138,000	\$ 138,000
02-500-565059	Storm Sewer Fees	\$ 78,778	\$ 81,676	\$ 80,000	\$ 80,000	\$ 170,000
	Total Miscellaneous Revenue	\$ 1,455,804	\$ 1,431,956	\$ 1,365,600	\$ 1,365,600	\$ 1,455,600
Total Water Revenue		\$ 1,457,053	\$ 1,433,875	\$ 1,367,200	\$ 1,367,200	\$ 1,457,200
Water Fund Expenses						
Water Fund						
Payroll						
02-620-610001	Salaries	\$ 86,715	\$ 89,614	\$ 90,671	\$ 90,671	\$ 116,749
02-620-610002	TMRs Retirement	\$ 11,094	\$ 10,910	\$ 11,355	\$ 11,355	\$ 14,577
02-620-610003	Workers compensation	\$ 451	\$ 505	\$ 1,580	\$ 1,580	\$ 2,550
02-620-610004	Unemployment Comp	\$ 502	\$ 389	\$ 281	\$ 281	\$ 432
02-620-610005	Group Health Insurance	\$ 6,591	\$ 11,858	\$ 20,250	\$ 20,250	\$ 25,200
02-620-610006	Medicare	\$ 1,256	\$ 1,208	\$ 1,236	\$ 1,236	\$ 1,761
02-620-610007	FICA Social Security	\$ 609	\$ 46	\$ -	\$ -	\$ -
02-620-610008	Overtime Pay	\$ 2,360	\$ -	\$ 3,895	\$ 3,895	\$ 4,042
02-620-610009	Cell Phone Allowance	\$ 70	\$ 368	\$ 210	\$ 210	\$ 840
02-620-610012	Contract Services	\$ -	\$ 6,392	\$ 10,000	\$ 10,000	\$ 10,000
	Total Payroll	\$ 109,648	\$ 121,290	\$ 139,478	\$ 139,478	\$ 176,152
Supplies						
02-620-615001	Office Supplies	\$ 8,129	\$ 3,694	\$ 5,000	\$ 5,000	\$ 5,000
02-620-615002	Supplies	\$ 87,998	\$ 40,362	\$ 35,000	\$ 35,000	\$ 35,000
02-620-615003	Printing	\$ 1,278	\$ 776	\$ 1,000	\$ 1,000	\$ 1,000
02-620-615004	Postage	\$ 4,347	\$ 4,749	\$ 4,300	\$ 4,300	\$ 4,300
02-620-615005	Electric	\$ 1,534	\$ 1,751	\$ 3,000	\$ 3,000	\$ 3,000
02-620-615006	Water	\$ 824	\$ 633	\$ 700	\$ 700	\$ 700
02-620-615009	Cable/Internet	\$ 2,892	\$ 3,089	\$ 3,000	\$ 3,000	\$ 3,000
02-620-640000	Gas	\$ 715	\$ 832	\$ 1,000	\$ 1,000	\$ 1,000
	Total Supplies	\$ 107,717	\$ 55,887	\$ 53,000	\$ 53,000	\$ 53,000
Training						
02-620-620001	Training	\$ 5,156	\$ 7,512	\$ 8,000	\$ 8,000	\$ 8,000
02-620-620002	Dues & Memberships	\$ 3,184	\$ 3,307	\$ 3,500	\$ 3,500	\$ 3,500
	Total Training	\$ 8,340	\$ 10,819	\$ 11,500	\$ 11,500	\$ 11,500
Equipment						
02-620-625001	Equipment/Rental	\$ 4,811	\$ 16,740	\$ 5,000	\$ 5,000	\$ 10,000
02-620-625004	Equipment Maintenance	\$ 6,719	\$ 6,971	\$ 7,000	\$ 7,000	\$ 7,000
02-620-625014	Building Maintenance	\$ -	\$ 4,762	\$ 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	\$ 27,000	\$ 27,000	\$ 32,000

ACCT		Actual 2018	Actual 2019	Adopted 2020	Projected 2020	Proposed 2021
Professional Services						
02-620-630005	Audit Expense	\$ 6,000	\$ 6,000	\$ 6,500	\$ 6,000	\$ 6,500
	Total Professional Services	\$ 6,000	\$ 6,000	\$ 6,500	\$ 6,000	\$ 6,500
Miscellaneous						
02-620-635001	Miscellaneous Expense	\$ 1,051	\$ 8,416	\$ 6,000	\$ 6,000	\$ 15,000
02-620-635008	Uniform Expense	\$ 6,805	\$ 5,760	\$ 7,500	\$ 7,500	\$ 7,500
02-620-635015	Admin Reimbursement to GF	\$ 130,401	\$ 130,591	\$ 130,401	\$ 130,401	\$ 130,401
02-620-635108	Franchise Expense	\$ 63,225	\$ 54,464	\$ 57,750	\$ 57,750	\$ 57,750
02-620-635121	Sanitation Payments	\$ 110,152	\$ 107,890	\$ 115,000	\$ 115,000	\$ 115,000
02-620-635125	Sewer Payments	\$ 221,850	\$ 255,282	\$ 265,000	\$ 265,000	\$ 265,000
02-620-635126	Water Purchases	\$ 324,390	\$ 371,356	\$ 355,000	\$ 355,000	\$ 355,000
02-620-635127	Water Sample Testing	\$ 2,149	\$ 4,112	\$ 6,000	\$ 6,000	\$ 6,000
	Total Miscellaneous	\$ 860,023	\$ 937,872	\$ 942,651	\$ 942,651	\$ 951,651
Vehicle Expense						
02-620-640001	Gasoline	\$ 2,722	\$ 1,812	\$ 3,000	\$ 3,000	\$ 3,000
02-620-640002	Vehicle/Equip Maint	\$ 5,411	\$ 2,607	\$ 3,000	\$ 3,000	\$ 3,000
	Total Vehicle Expense	\$ 8,133	\$ 4,419	\$ 6,000	\$ 6,000	\$ 6,000
Capital Expense						
02-620-650000	Capital Outlay	\$ 22,000	\$ -	\$ 25,000	\$ 25,000	\$ 25,000
02-620-650003	Equipment Rental	\$ -	\$ 778	\$ 1,500	\$ 1,500	\$ 1,500
	Total Capital Expense	\$ 22,000	\$ 778	\$ 26,500	\$ 26,500	\$ 26,500
Debt Service						
02-620-655021	Bond Payments	\$ 27,067	\$ 27,542	\$ 27,440	\$ 27,440	\$ 27,328
	Total Debt Service	\$ 27,067	\$ 27,542	\$ 27,440	\$ 27,440	\$ 27,328
Information Technology						
02-620-660004	Thrid Party Provider	\$ 7,299	\$ 7,343	\$ 7,400	\$ 7,400	\$ 7,400
02-620-660005	Maintenance Contracts	\$ 19,200	\$ 18,385	\$ 18,500	\$ 18,500	\$ 18,500
02-620-660006	Equip/ Software Purchase Maint	\$ 3,194	\$ 17,536	\$ 5,500	\$ 5,500	\$ 5,500
	Total Information Technology	\$ 29,693	\$ 43,264	\$ 31,400	\$ 31,400	\$ 31,400
Total Water Fund Expenses		\$ 1,183,432	\$ 1,252,943	\$ 1,271,469	\$ 1,270,969	\$ 1,322,031

Storm Sewer Maintenance

Payroll						
02-621-610001	Salaries	\$ 16,023	\$ 19,707	\$ 17,312	\$ 17,312	\$ 20,460
02-621-610002	TMRS Retirement	\$ 2,188	\$ 2,406	\$ 2,252	\$ 2,252	\$ 2,656
02-621-610003	Workers' Compensation	\$ 329	\$ 499	\$ 299	\$ 299	\$ 706
02-621-610004	Unemployment Comp	\$ 200	\$ 124	\$ 56	\$ 56	\$ 72
02-621-610005	Group Health Insurance	\$ 2,313	\$ 3,935	\$ 4,050	\$ 4,050	\$ 4,200
02-621-610006	Medicare	\$ 250	\$ 279	\$ 136	\$ 136	\$ 321
02-621-610007	FICA Social Securtiy	\$ 126	\$ 46	\$ 1,398	\$ -	\$ -
02-621-610008	Overtime Pay	\$ 1,542	\$ -	\$ -	\$ -	\$ 1,461
02-621-610009	Cell Phone Allowance	\$ 17	\$ 210	\$ 210	\$ 210	\$ 210
	Total Payroll	\$ 22,988	\$ 27,206	\$ 25,713	\$ 24,315	\$ 30,086
Equipment						
02-621-625001	Equipment	\$ 14,000	\$ 12,695	\$ 14,000	\$ 14,000	\$ 14,000
02-621-625006	Maintenance Contracts	\$ 4,626	\$ -	\$ 5,000	\$ 5,000	\$ 5,000
	Total Equipment	\$ 18,626	\$ 12,695	\$ 19,000	\$ 19,000	\$ 19,000
Professional Services						
02-621-630001	Engineering Fees	\$ 37,286	\$ 57,226	\$ 25,000	\$ 25,000	\$ 65,000
	Total Professional Services	\$ 37,286	\$ 57,226	\$ 25,000	\$ 25,000	\$ 65,000
Miscellaneous						

ACCT		Actual 2018		Actual 2019		Adopted 2020		Projected 2020		Proposed 2021	
02-621-635015	Admin Reimbursements	\$	13,200	\$	13,200	\$	13,200	\$	13,200	\$	13,200
02-621-635117	Public/Employee Education			\$	-	\$	-	\$	-		
	Total Miscellaneous	\$	13,200	\$	13,200	\$	13,200	\$	13,200	\$	13,200
	Vehicle Expense										
02-621-640001	Gasoline	\$	345	\$	292	\$	1,000	\$	1,000	\$	1,000
02-621-640002	Vehicle/Equip Maint	\$	2,374	\$	1,849	\$	2,500	\$	2,500	\$	2,500
	Total Vehicle Expense	\$	2,719	\$	2,141	\$	3,500	\$	3,500	\$	3,500
	Capital Expense										
02-621-650013	Capital Improvements	\$	11,120	\$	11,120	\$	11,120	\$	11,120	\$	11,120
	Total Capital Expense	\$	11,120	\$	11,120	\$	11,120	\$	11,120	\$	11,120
Total Storm Sewer Expenses		\$	105,939	\$	123,588	\$	97,533	\$	96,135	\$	141,906
Net Total Water/Sewer		\$	167,682	\$	57,344	\$	(1,802)	\$	96	\$	(6,736)

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 seven full-time 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 3% cost of living adjustment, 12% TMRS rate, and \$700/month city paid insurance benefit.

Hawks Creek Golf Course Fund Overview

	Actual 2018	Actual 2019	Adopted 2020	Projected 2020	Proposed 2021
HCGC Revenue					
Additional Revenue	\$ 34,422	\$ 33,013	\$ 39,031	\$ 39,031	\$ 39,361
Revenue	\$ 1,514,145	\$ 1,544,212	\$ 1,701,555	\$ 1,701,555	\$ 1,719,100
Total Revenue	\$ 1,548,567	\$ 1,577,224	\$ 1,740,586	\$ 1,740,586	\$ 1,758,461

HCGC Fund Expense					
Food and Beverage	\$ 219,010	\$ 228,330	\$ 267,269	\$ 267,269	\$ 289,239
Pro Shop	\$ 783,005	\$ 578,429	\$ 618,995	\$ 617,926	\$ 621,596
Maintenance	\$ 740,034	\$ 781,017	\$ 854,322	\$ 854,533	\$ 851,858
Total Expenses	\$ 1,742,049	\$ 1,587,776	\$ 1,740,586	\$ 1,739,728	\$ 1,762,693

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 Projection	FY 2021 Target
1	Number of Tournaments	35	31	40
1	Green fee Revenue	\$990,000	\$1,050,803	\$1,184,000
2	Merchandise Sales Margins	25%	21%	30%
3	BMP Plan Implementation	0%	0%	50%
4	Number of redeemed monthly specials	0	50	100

Hawks Creek Golf Course Fund Details

ACCT		Actual 2018	Actual 2019	Adopted 2020	Projected 2020	Proposed 2021
Hawks Creek Golf Course (HCGC) Fund Revenue						
Revenue						
09-500-520000	Sales Tax	\$ 25,216	\$ 23,870	\$ 29,288	\$ 29,288	\$ 29,453
09-500-520007	Mixed Bev Tax Gross 8.25%	\$ 9,206	\$ 9,143	\$ 9,743	\$ 9,743	\$ 9,908
	Total Revenue	\$ 34,422	\$ 33,013	\$ 39,031	\$ 39,031	\$ 39,361
Miscellaneous Revenue						
09-500-565001	Miscellaneous Revenue	\$ 40,753	\$ 11,215	\$ 1,000	\$ 1,000	\$ 1,000
09-500-565060	Green Fees	\$ 991,593	\$ 977,201	\$ 1,120,000	\$ 1,120,000	\$ 1,184,000
09-500-565065	Food	\$ 62,391	\$ 49,937	\$ 68,000	\$ 68,000	\$ 69,000
09-500-565066	Wine	\$ 594	\$ 154	\$ 100	\$ 100	\$ 100
09-500-565067	Liquor	\$ 24,709	\$ 25,184	\$ 28,000	\$ 28,000	\$ 29,500
09-500-565068	Beer	\$ 84,620	\$ 84,950	\$ 90,000	\$ 90,000	\$ 90,500
09-500-565069	Beverage	\$ 28,291	\$ 24,923	\$ 33,000	\$ 33,000	\$ 34,000
09-500-565070	Tips Earned	\$ 13,047	\$ 12,912	\$ 12,500	\$ 12,500	\$ 12,500
09-500-565075	Cart Rental	\$ 38,744	\$ 27,278	\$ 42,000	\$ 42,000	\$ 42,000
09-500-565076	Contract Lessons	\$ 3,597	\$ 3,677	\$ 4,500	\$ 4,500	\$ 5,000
09-500-565077	Club Rental	\$ 4,966	\$ 4,571	\$ 5,000	\$ 5,000	\$ 5,000
09-500-565078	Gratuities/lessons	\$ 1,603	\$ 1,139	\$ 1,000	\$ 1,000	\$ 1,000
09-500-565079	Range Balls	\$ 85,895	\$ 90,749	\$ 92,000	\$ 92,000	\$ 92,000
09-500-565080	Merchandise	\$ 129,679	\$ 129,059	\$ 120,000	\$ 120,000	\$ 120,000
09-500-565081	Handicap & Association	\$ 2,695	\$ 2,800	\$ 3,500	\$ 3,500	\$ 3,500
09-500-565082	Daily over/short	\$ 968	\$ 0	\$ -	\$ -	\$ -
09-500-565083	City Landscape Maintenance		\$ 20,549	\$ 20,000	\$ 20,000	\$ 30,000
09-500-565084	WRA 4B Transfer		\$ 77,914	\$ 60,955	\$ 60,955	\$ -
	Total Miscellaneous Revenue	\$ 1,514,145	\$ 1,544,212	\$ 1,701,555	\$ 1,701,555	\$ 1,719,100
Total HCGC Revenue		\$ 1,548,567	\$ 1,577,224	\$ 1,740,586	\$ 1,740,586	\$ 1,758,461

Hawks Creek Golf Course (HCGC) Fund Expenses

Food & Beverage Expenses						
Payroll						
09-670-610001	Salaries	\$ 69,292	\$ 72,670	\$ 74,000	\$ 74,000	\$ 70,932
09-670-610002	TMRs Retirement	\$ 8,913	\$ 7,950	\$ 6,730	\$ 6,730	\$ 6,984
09-670-610003	Workers' Compensation	\$ 2,325	\$ 2,030	\$ 2,000	\$ 2,000	\$ 2,405
09-670-610004	Unemployment Comp	\$ 659	\$ 503	\$ 500	\$ 500	\$ 559
09-670-610005	Group Health Insurance	\$ 14,684	\$ 19,594	\$ 16,200	\$ 16,200	\$ 16,800
09-670-610006	Medicare	\$ 1,266	\$ 1,274	\$ 1,100	\$ 1,100	\$ 1,090
09-670-610007	FICA Social Security	\$ 1,246	\$ 1,708	\$ 1,100	\$ 1,100	\$ 1,052
09-670-610009	Cell Phone Allowance	\$ 385	\$ 420	\$ 420	\$ 420	\$ 420
09-670-610030	Tips Earned	\$ 13,733	\$ 1,369	\$ 12,500	\$ 12,500	\$ 12,500
09-670-610040	Over Time	\$ 6,231	\$ 2,970	\$ 2,500	\$ 2,500	\$ 1,946
09-672-610013	Holiday Pay	\$ -	\$ -	\$ -	\$ -	\$ 1,868
	Total Payroll	\$ 118,734	\$ 110,488	\$ 117,050	\$ 117,050	\$ 116,557
Supplies						
09-670-615002	Supplies	\$ 6,599	\$ 4,931	\$ 7,000	\$ 7,000	\$ 7,000
09-670-615021	Wine	\$ 462	\$ -	\$ 250	\$ 250	\$ 250
09-670-615022	Bar Supplies	\$ 281	\$ 38	\$ 400	\$ 400	\$ 400
09-670-615023	Beer	\$ 30,937	\$ 29,909	\$ 37,000	\$ 37,000	\$ 37,000
09-670-615024	Beverages	\$ 15,509	\$ 13,988	\$ 18,000	\$ 18,000	\$ 18,000
09-670-615025	Food	\$ 29,765	\$ 24,788	\$ 43,000	\$ 43,000	\$ 43,000
09-670-615026	Liquor	\$ 8,192	\$ 7,626	\$ 9,000	\$ 9,000	\$ 9,000
	Total Supplies	\$ 91,745	\$ 81,281	\$ 114,650	\$ 114,650	\$ 114,650
Equipment						
09-670-625000	New Equipment	\$ 95	\$ 351	\$ 1,500	\$ 1,500	\$ 20,000
09-670-625003	Equipment Lease	\$ 3,780	\$ 3,780	\$ 3,800	\$ 3,800	\$ 3,800

ACCT		Actual 2018	Actual 2019	Adopted 2020	Projected 2020	Proposed 2021
09-670-625004	Equipment Maintenance	\$ 292	\$ 442	\$ 500	\$ 500	\$ 500
09-670-625020	Equipment Repair	\$ 489	\$ 546	\$ 1,200	\$ 1,200	\$ 1,200
09-670-625021	Computer Repairs	\$ -	\$ -	\$ 500	\$ 500	\$ 500
	Total Equipment	\$ 4,656	\$ 5,119	\$ 7,500	\$ 7,500	\$ 26,000
	Miscellaneous					
09-670-635001	Miscellaneous Expense	\$ 61	\$ 16	\$ 500	\$ 500	\$ 500
09-670-635023	Sales & Use Tax	\$ 11,509	\$ 10,408	\$ 8,333	\$ 8,333	\$ 8,498
09-670-635024	Mixed Beverage Tax	\$ 9,070	\$ 9,143	\$ 9,743	\$ 9,743	\$ 9,908
09-670-635025	Liquor Tax 6.7% Gross Sales	\$ 7,366	\$ 7,479	\$ 7,913	\$ 7,913	\$ 8,047
09-670-635030	Waste Disposal	\$ 910	\$ 1,030	\$ 1,080	\$ 1,080	\$ 1,080
09-670-635040	Licenses & Permits	\$ 430	\$ 3,367	\$ 500	\$ 500	\$ 4,000
	Total Miscellaneous	\$ 29,346	\$ 31,443	\$ 28,069	\$ 28,069	\$ 32,032
Total Food & Beverages Expenses		\$ 219,010	\$ 228,330	\$ 267,269	\$ 267,269	\$ 289,239
Pro Shop Expenses						
	Payroll					
09-671-610001	Salaries	\$ 195,783	\$ 165,477	\$ 207,300	\$ 207,300	\$ 212,718
09-671-610002	TMRs Retirement	\$ 18,900	\$ 20,811	\$ 19,600	\$ 19,600	\$ 17,008
09-671-610003	Workers' Compensation	\$ 5,808	\$ 5,569	\$ 5,600	\$ 5,600	\$ 6,820
09-671-610004	Unemployment Comp	\$ 1,276	\$ 648	\$ 1,150	\$ 1,150	\$ 1,296
06-671-610005	Group Health Insurance	\$ 26,680	\$ 17,284	\$ 28,500	\$ 28,500	\$ 24,900
09-671-610006	Medicare	\$ 2,775	\$ 2,392	\$ 3,100	\$ 3,100	\$ 3,091
09-671-610007	FICA Social Security	\$ 3,016	\$ 1	\$ 3,000	\$ 3,000	\$ 4,427
09-671-610008	Over Time Pay	\$ 1,370	\$ 4,187	\$ 1,100	\$ 1,100	\$ -
09-671-610009	Cell Phone Allowance	\$ 245	\$ 210	\$ 1,260	\$ 1,260	\$ 420
09-671-610025	Retirement Stipend					\$ 3,600
09-671-610030	Tips Earned	\$ 654	\$ 73	\$ 1,000	\$ 1,000	\$ -
09-672-610013	Holiday Pay	\$ -	\$ -	\$ -	\$ -	\$ 5,860
	Total Payroll	\$ 256,507	\$ 216,651	\$ 271,610	\$ 271,610	\$ 280,141
	Supplies					
09-671-615002	Supplies	\$ 4,782	\$ 6,286	\$ 6,000	\$ 6,000	\$ 6,000
09-671-615003	Printing	\$ 440	\$ 65	\$ 500	\$ 500	\$ 500
09-671-615004	Postage	\$ 627	\$ 65	\$ 500	\$ 500	\$ 500
09-671-615005	Electric	\$ 21,712	\$ 22,719	\$ 20,000	\$ 20,000	\$ 20,000
09-671-615006	Water	\$ 5,681	\$ 4,013	\$ 6,000	\$ 6,000	\$ 6,000
09-671-615007	Natural Gas	\$ 2,449	\$ 3,089	\$ 3,100	\$ 3,100	\$ 3,100
09-671-615008	Telephone & Cable	\$ 8,918	\$ 9,313	\$ 9,000	\$ 9,000	\$ 9,000
09-671-615020	Tournament Supplies	\$ 104	\$ 104	\$ 200	\$ 200	\$ 200
09-671-615030	Merchandise	\$ 92,510	\$ 93,952	\$ 90,000	\$ 90,000	\$ 90,000
	Total Supplies	\$ 137,223	\$ 139,605	\$ 135,300	\$ 135,300	\$ 135,300
	Training					
09-671-620001	Training	\$ 3,064	\$ 1,190	\$ 1,500	\$ 1,500	\$ 1,500
09-671-620002	Dues & Memberships	\$ 6,000	\$ 5,389	\$ 5,000	\$ 5,000	\$ 5,000
	Total Supplies	\$ 9,064	\$ 6,579	\$ 6,500	\$ 6,500	\$ 6,500
	Equipment					
09-671-625000	New Equipment	\$ 3,635	\$ 200	\$ 1,500	\$ 1,500	\$ 1,500
09-671-625003	Equipment Lease					
09-671-625004	Carts Repair & Maint	\$ 3,675	\$ 2,044	\$ 4,500	\$ 4,500	\$ 4,500
09-671-625014	Building Maintenance	\$ -	\$ 17,779	\$ 15,000	\$ 15,000	\$ 15,000
09-671-625021	Computer Repairs	\$ -	\$ -	\$ 500	\$ 500	\$ 500
09-671-625025	Range Ball/Club Rentals	\$ 6,317	\$ 5,880	\$ 12,000	\$ 12,000	\$ 12,000
09-671-625030	Cart Lease	\$ 90,658	\$ 85,583	\$ 58,730	\$ 58,730	\$ 53,600
	Total Equipment	\$ 104,285	\$ 111,485	\$ 92,230	\$ 92,230	\$ 87,100
	Professional Services					
09-671-630015	Administrative Services	\$ 50,000	\$ 25,000	\$ 10,000	\$ 10,000	\$ 10,000

ACCT		Actual 2018	Actual 2019	Adopted 2020	Projected 2020	Proposed 2021
	Total Professional Services	\$ 50,000	\$ 25,000	\$ 10,000	\$ 10,000	\$ 10,000
	Miscellaneous					
09-671-635001	Miscellaneous Expense	\$ 445	\$ 396	\$ 2,500	\$ 2,500	\$ 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	\$ 20,955	\$ 20,955	\$ 20,955
09-671-635025	Advertising	\$ 7,999	\$ 6,518	\$ 7,500	\$ 7,500	\$ 7,500
09-671-635031	Credit Card Fees	\$ 26,972	\$ 27,357	\$ 29,000	\$ 29,000	\$ 29,000
09-671-635040	Licenses & Permits	\$ 136	\$ 200	\$ 2,500	\$ 2,500	\$ 2,500
	Total Miscellaneous	\$ 50,574	\$ 48,802	\$ 63,455	\$ 63,455	\$ 63,455
	Insurance					
09-671-645001	Error/Omission Insurance	\$ 5,079	\$ 4,380	\$ 5,200	\$ 3,839	\$ 4,000
09-671-645002	General Liability	\$ 1,044	\$ 839	\$ 1,100	\$ 698	\$ 700
09-671-645004	Property Insurance	\$ 3,708	\$ 4,191	\$ 4,200	\$ 4,554	\$ 4,600
09-671-645010	Real Property	\$ 3,617	\$ 4,087	\$ 4,100	\$ 4,440	\$ 4,500
	Total Insurance	\$ 13,448	\$ 13,496	\$ 14,600	\$ 13,531	\$ 13,800
	Capital Expense					
09-671-650010	Capital Improvements	\$ -	\$ -	\$ 5,000	\$ 5,000	\$ 5,000
09-671-650011	Capital Repair	\$ -	\$ -	\$ 5,000	\$ 5,000	\$ 5,000
	Total Capital Expense	\$ -	\$ -	\$ 10,000	\$ 10,000	\$ 10,000
	Information Tech					
09-671-660004	Third Party Provider	\$ 7,627	\$ 7,271	\$ 7,300	\$ 7,300	\$ 7,300
09-671-660006	Equip/Software Purch/Maint	\$ 9,565	\$ 9,539	\$ 8,000	\$ 8,000	\$ 8,000
	Total Information Tech	\$ 17,192	\$ 16,811	\$ 15,300	\$ 15,300	\$ 15,300
Total Pro Shop/Carts Expenses		\$ 783,005	\$ 578,429	\$ 618,995	\$ 617,926	\$ 621,596
Golf Maintenance Expenses						
	Payroll					
09-672-610001	Salaries	\$ 303,505	\$ 277,193	\$ 267,000	\$ 267,000	\$ 261,483
09-672-610002	TMRS Retirement	\$ 37,601	\$ 28,659	\$ 32,000	\$ 32,000	\$ 33,018
09-672-610003	Workers' Compensation	\$ 8,532	\$ 7,440	\$ 7,500	\$ 7,500	\$ 8,805
09-672-610004	Unemployment Comp	\$ 1,916	\$ 1,366	\$ 1,500	\$ 1,500	\$ 1,056
09-672-610005	Group Health Insurance	\$ 69,739	\$ 60,238	\$ 61,000	\$ 61,000	\$ 61,600
09-672-610006	Medicare	\$ 4,364	\$ 4,012	\$ 4,000	\$ 4,000	\$ 3,846
09-672-610007	FICA Social Security	\$ 1,290	\$ 3,439	\$ 3,200	\$ 3,200	\$ -
09-672-610008	Overtime Pay	\$ 7,227	\$ 3,703	\$ 8,000	\$ 8,000	\$ 6,104
09-672-610009	Cell Phone Allowance	\$ 1,260	\$ 1,260	\$ 1,260	\$ 1,260	\$ 1,400
09-672-610012	Contract Services	\$ -	\$ 2,312	\$ 3,500	\$ 3,500	\$ 3,500
09-672-610013	Holiday Pay	\$ -	\$ -	\$ -	\$ -	\$ 5,860
	Total Payroll	\$ 435,434	\$ 389,623	\$ 388,960	\$ 388,960	\$ 386,672
	Supplies					
09-672-615002	Supplies	\$ 1,940	\$ 2,519	\$ 5,000	\$ 5,000	\$ 5,000
09-672-615005	Electric	\$ 47,737	\$ 40,993	\$ 50,000	\$ 50,000	\$ 50,000
09-672-615006	Water	\$ 4,763	\$ 3,763	\$ 4,000	\$ 4,000	\$ 4,000
09-672-615026	Trinity Water	\$ 43,739	\$ 3,667	\$ 30,000	\$ 30,000	\$ 30,000
09-672-615027	Golf Course	\$ 2,249	\$ 2,422	\$ 6,000	\$ 6,000	\$ 6,000
09-672-615028	Irrigation	\$ 8,490	\$ 11,079	\$ 9,000	\$ 9,000	\$ 9,000
09-672-615040	Chemicals	\$ 59,352	\$ 47,802	\$ 70,000	\$ 70,000	\$ 70,000
09-672-615041	Sand	\$ 5,444	\$ 5,160	\$ 8,000	\$ 8,000	\$ 8,000
09-672-615042	Seed/Sod	\$ (201)	\$ -	\$ 2,000	\$ 2,000	\$ 2,000
09-672-615043	Décor & Beautifications	\$ 155	\$ -	\$ 580	\$ 580	\$ 600
	Total Supplies	\$ 173,668	\$ 117,404	\$ 184,580	\$ 184,580	\$ 184,600
	Training					
09-672-620001	Training	\$ 500	\$ 860	\$ 2,000	\$ 2,000	\$ 2,000
09-672-620002	Dues & Memberships	\$ 1,075	\$ 1,475	\$ 2,000	\$ 2,000	\$ 2,000
	Total Training	\$ 1,575	\$ 2,335	\$ 4,000	\$ 4,000	\$ 4,000

ACCT		Actual 2018	Actual 2019	Adopted 2020	Projected 2020	Proposed 2021
Equipment						
09-672-625002	Equipment Repair	\$ 12,424	\$ 8,867	\$ 10,000	\$ 10,000	\$ 10,000
09-672-625003	Equipment Lease	\$ 94,748	\$ 77,512	\$ 80,900	\$ 80,900	\$ 80,900
09-672-625004	Equipment Maintenance	\$ 4,172	\$ 8,646	\$ 7,000	\$ 7,000	\$ 7,000
09-672-625007	Small Tools	\$ 1,178	\$ 1,318	\$ 1,500	\$ 1,500	\$ 1,500
09-672-625021	Computer Repairs	\$ -	\$ -	\$ 500	\$ 500	\$ 500
Total Equipment		\$ 112,522	\$ 96,342	\$ 99,900	\$ 99,900	\$ 99,900
Miscellaneous						
09-672-635001	Miscellaneous Expense	\$ 51	\$ 1,135	\$ 1,500	\$ 1,500	\$ 1,500
09-672-635008	Uniform Expense	\$ 6,159	\$ 4,919	\$ 5,500	\$ 5,500	\$ 5,500
09-672-635040	Licenses & Permits	\$ 3,659	\$ 3,865	\$ 4,000	\$ 4,000	\$ 4,000
Total Miscellaneous		\$ 9,869	\$ 9,920	\$ 11,000	\$ 11,000	\$ 11,000
Vehicle Expense						
09-672-640001	Gasoline/Oil	\$ 15,562	\$ 22,658	\$ 22,000	\$ 22,000	\$ 22,000
09-672-640002	Vehicle/Equip Maint	\$ 107	\$ 620	\$ 750	\$ 750	\$ 750
Total Vehicle Expense		\$ 15,669	\$ 23,278	\$ 22,750	\$ 22,750	\$ 22,750
Insurance						
09-672-645005	Mobile Equipment	\$ 6,260	\$ 5,440	\$ 6,000	\$ 6,656	\$ 6,700
09-672-645010	Equipment Insurance	\$ 5,906	\$ 5,871	\$ 6,000	\$ 5,555	\$ 5,600
Total Insurance		\$ 12,166	\$ 11,311	\$ 12,000	\$ 12,211	\$ 12,300
Capital Expense						
09-672-650003	Equipment Rental	\$ -	\$ 1,040	\$ 2,000	\$ 2,000	\$ 2,000
09-672-650010	Capital Improvements	\$ 4,942	\$ -	\$ 5,000	\$ 5,000	\$ 5,000
09-672-650011	Capital Repair	\$ 15,039	\$ 10,617	\$ 5,000	\$ 5,000	\$ 5,000
Total Capital Expense		\$ 19,981	\$ 11,657	\$ 12,000	\$ 12,000	\$ 12,000
Debt Service						
09-672-655023	Bond Series 17 Pymnt to Debt	\$ -	\$ 116,467	\$ 116,232	\$ 116,232	\$ 115,736
Total Debt Service		\$ -	\$ 116,467	\$ 116,232	\$ 116,232	\$ 115,736
Information Technology						
09-672-660004	Thrid Party Provider	\$ 2,041	\$ 2,044	\$ 2,100	\$ 2,100	\$ 2,100
09-672-660006	Equip/Software Purchase/ Maint	\$ -	\$ 637	\$ 800	\$ 800	\$ 800
Total Information Technology		\$ 2,041	\$ 2,681	\$ 2,900	\$ 2,900	\$ 2,900
Total Golf Maintenance Expenses		\$ 740,034	\$ 781,017	\$ 854,322	\$ 854,533	\$ 851,858
TOTAL EXPENSE FOR HCGC		\$ 1,742,049	\$ 1,587,776	\$ 1,740,586	\$ 1,739,728	\$ 1,762,693
Net Total		\$ (193,482)	\$ (10,552)	\$ -	\$ 858	\$ (4,232)

