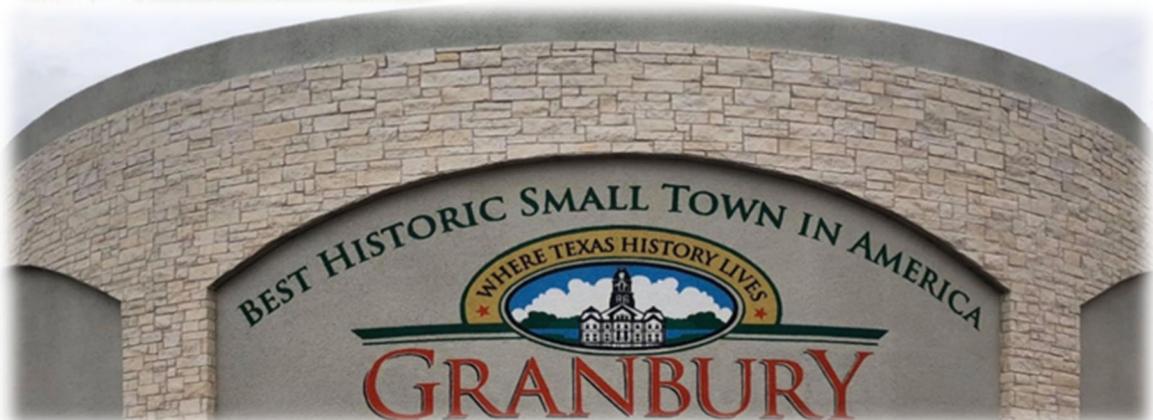


Adopted Annual Budget

City of Granbury
Fiscal Year 2021-2022
Granbury, Texas





Annual Adopted Operating Budget Fiscal Year 2021-2022

Due to the passage of S.B. No. 656, Section 102.007 of the Texas Local Government Code was amended to require that the following information be included as the cover page for a budget document.

CITY COUNCIL RECORD VOTE

The record vote of each member of the governing body by name voting on the adoption of the budget is as follows:

- Jim Jarratt - Aye
- Trish Reiner - Aye
- Eddie Rodriguez - Aye
- Bruce Wadley - Aye
- Cathy Reidy - Aye
- Greg Corrigan - Aye

“This budget will raise more total property taxes than last year’s budget by an amount of \$274,456.81 (3.98%), and of that amount \$231,868.89 is tax revenue to be raised from new property added to the tax roll this year.”

- Tax Rate -					
Fiscal Year	Property Tax Rate	No-New-Revenue Tax Rate	No-New Revenue M&O Tax Rate	Voter-Approval Tax Rate	Debt Rate
2021-22	0.386965	0.386965	0.412044	0.732765	0.273218
2020-21	0.396117	0.396117	0.407083	0.443620	0.232570

Municipal Debt Obligations - Principal & Interest		
Tax Supported	Revenue Supported	Total
\$50,839,825	\$107,553,658	\$158,393,483

GRANBLURY *Texas*

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Annual Operating Budget

Granbury, Texas

Fiscal Year

October 1, 2021 through September 30, 2022

- Mayor -

Jim Jarratt

- Council Members -

Trish Reiner, Mayor Pro-Tem

Eddie Rodriguez, Council Member

Bruce Wadley, Council Member

Cathy Reidy, Council Member

Greg Corrigan, Council Member

- City Manager -

Chris Coffman

Operating Budget document prepared by the

Finance Department

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**MAYOR
JIM JARRATT**

MEET THE LEADERS

Granbury City Council

About City Council

The Granbury City Council consists of the mayor and five council members elected citywide to serve three-year terms. The City Council is responsible for a wide variety of tasks including approving expenditures which exceed the amount stipulated in the Charter and by State law, appointing board and commission members, considering zoning issues, strategic planning, and approving the annual budget. Additionally, four city officers are appointed by the City Council and operate under its guidance: City Manager, City Secretary, City Attorney and Municipal Judge.

City Council Meetings

City Council meetings are held on the first and third Tuesday of each month at 6:00 p.m. in the Council Chambers at City Hall. These meetings are open to the public and citizen input is welcome. To watch the City Council meetings live or to view past recordings go to www.granbury.org/live.



**Eddie Rodriguez
Council Member
Place 2**



**Bruce Wadley
Council Member
Place 3**



**Trish Reiner
Council Member
Place 4**



**Cathy Reidy
Council Member
Place 5**



**Greg Corrigan
Council Member
Place 6**

Mission Statement

“Providing quality of life through exceptional services with a friendly and responsive staff.”

Vision Statement

“Where Community, Heritage, Culture, and Tourism promote and provide our City with an exceptional quality of life.”

City Goals

Development of the 2021-2022 Fiscal Year Budget was guided by the core City Goals as outlines below.



Performance Measures

Measure	Council Goal	Dept Objective	2018-2019	2019-2020	2020-2021	2022 Goal
City Secretary						
% of open records requests processed		<u>1</u>	100%	100%	100%	100%
Finance						
Awarded GFOA Distinguished Budget Presentation		<u>5</u>	Yes	Yes	Yes	Yes
Awarded GFOA Certificate of Achievement in Excellence in Financial Reporting		<u>5</u>	Yes	Yes	Yes	Yes
# of Comptroller's Transparency Star Awards		<u>1</u>	1	1		
Purchasing						
Amount of auction proceeds		<u>3</u>	\$ 43,952.16	No Auction**	No Auction**	\$ 100,000.00
Human Resources						
Turnover Rate		<u>1</u>	18%	11%	13%	8%
% Change in health insurance premium rate		<u>2</u>	-2%	8.50%	8.50%	0%
Annual employee health fair		<u>2</u>	Yes	Yes	Yes	Yes
Warehouse						
Inventory reconciliation variance		<u>2</u>	\$0.18	\$26.34***	\$16.32***	\$0.10
Communications						
Twitter followers		<u>2</u>	2,868	3,186	2,477	2,500
Facebook Likes		<u>2</u>	3,516	4,729	6,252	6,500
# of news releases sent out to media and community		<u>1</u>	49	107	118	125
Building & Permits						
# of building permits issued		<u>1</u>	477	1057	837	900
Community Development						
# of DRC meetings to review plats	 	<u>3</u>	*	*		12
Court						
# of online payments processed		<u>2</u>	180	174	226	230
Police						
Amount of grant funds received		<u>5</u>	\$ 57,979	\$ 14,469	\$ 19,295	\$ 25,000
% fully staffed		<u>2</u>	*	*	86.67%	100%
Fire						
# of volunteer firefighters		<u>1</u>	49	60	54	55
ISO rating		<u>2</u>	3	3		
Average response time		<u>1</u>	*	*	3:09	3:00

*This performance measure was not tracked previously

**Due to COVID, no auction was held the last two years

***Estimating shipping costs has led to a higher inventory variance

Performance Measures

Measure	Council Goal	Dept Objective	2018-2019	2019-2020	2020-2021	2022 Goal
Streets						
# of signs replaced/installed		<u>1</u>	166	140	129	210
Fleet Maintenance						
Average time to complete work orders		<u>3</u>	*	*	2.16 Hours	Under 2 hours
Parks & Recreation						
# of Recreational leagues		<u>2</u>	26	17**	15**	17
Utility Billing						
# of Educational Resources provided to customers		<u>3</u>	2	5	13	20
# of payment options		<u>2</u>	7	9	14	15
Ebill Savings		<u>2</u>	\$ 7,323	\$ 11,378	\$ 12,459	\$ 20,580
Meter Reading						
% of service orders completed same day	 	<u>2</u>	96.9%	99.7%	99.9%	100%
Ground Water						
% of water produced by wells		<u>2</u>	41%	37%	31%	30%
% of wells inspected weekly		<u>1</u>	*	*	100%	100%
Water Treatment						
% of water produced by plant		<u>1</u>	59%	63%	69%	70%
Electric						
Average time to restore power		<u>1</u>	*	*	45 Minutes	40 Minutes
% of outages caused by trees		<u>2</u>	48.4%	26.0%	0%	0%
Water Distribution						
# of leaks investigated/repaired		<u>3</u>	*	*	158	122
Wastewater Treatment						
% of lift stations inspected weekly		<u>3</u>	*	*	100%	100%
Wastewater Collection						
% of manholes inspected		<u>1</u>	*	*	50%	50%
Airport						
% of RAMP grant used	 	<u>4</u>	92.4%	86.3%	100.0%	100.0%
Tourism						
# of website visits		<u>1</u>	554,887	611,732	653,052	675,000
# of TAFE marketing awards		<u>2</u>	3	11	10	12
Conference Center						
Facebook Likes		<u>3</u>	2,777	2,908	2,997	3,000

*This performance measure was not tracked previously

**Due to COVID, there were less recreational leagues the last two years



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Granbury
Texas**

For the Fiscal Year Beginning

October 01, 2020

Christopher P. Morill

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Granbury, Texas for its annual budget for the fiscal year beginning October 1, 2020. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

Message from the City Manager



Chris Coffman
City Manager

Honorable Mayor and City Council:

It is my honor and privilege to present to you the Annual Proposed Operating Budget for the City of Granbury for the Fiscal Year 2021-2022. This document details the comprehensive strategic plan by which Granbury strives to enhance our quality of life. The Operating Budget is an outline of the programs and services to be provided by the City during the coming year. The City of Granbury is an exciting place to live, work and play. Our City plays an important role in defining our quality of life by developing and maintaining standards which have contributed to a pleasant, attractive, dynamic and healthy community. Managing Granbury's future growth is another priority as we work together to develop and maintain the City's economic status, unique character and preserve our rich historic heritage.

This budget continues the objectives and priorities established by our citizens and the City Council to meet challenges and effectively plan for future needs. As you well know, the State of Texas, during the legislative session in 2019, acted to slow the growth of local governments by establishing a new formula for property taxation with mandating smaller limits on increases without voter approval, reduced the amount of franchise fees that can be collected by franchise holders relating to telecommunications, eliminated involuntary annexation and a variety of other restrictions. These restrictions are considered within this budget and the city staff and I have worked diligently to implement these changes within this budget. The budget balances the cost of new and expanded programs needed to address City priorities against the City's financial and human resources limitations and our adherence to the Fiscal and Budgetary Policy.

The City Council and Staff conducted a strategic planning workshop in 2019 discussing this budget and the City's five-year strategic plan. In addition, I have met with each of you to further discuss the budget objectives and have included them within this operating budget. The meetings established the priorities needed for the budget process, clarifying and redefining the City's Goals and Objectives for the next several years to help guide everyone in the planning process. This is the third year of the five-year strategic plan which functions as the base for our operating budget and ensures that concerns are addressed that may impact the city's future.

Pillars for Strategic Planning and Key Milestones

The 2019 Strategic Plan of the City Council established six key pillars of the future for Granbury. These strategic pillars are crucial for the fulfillment of the Council's vision; therefore, they became the focal points in establishing the adopted budget.



INFRASTRUCTURE

- Help with the (TXDOT) traffic problem of HWY 377
- Wastewater infrastructure improvements:
 - rehab existing plant
 - build second wastewater treatment plant- “East Plant”
- Complete Phase 2 of the Water Treatment Plant improvements
- Execute the newly developed Water & Wastewater CIP plans
- Develop a master drainage plan and investigate a stormwater utility fund
- Implement the Park Master Plan once completed
- Develop and Coordinate a traffic thoroughfare plan in conjunction with Hood County
- Continue technology infrastructure planning

ECONOMIC DEVELOPMENT

- Work with the state and local governments, chamber of commerce, local schools and hospitals
- Create a redevelopment zone for Project Madison Park (allow for tax abatements)
- Form a department or corporation that would create a strategic plan
- Establish steady, non-political funding stream for the department or corporation
- Continue to develop medical community relationships and increase medical businesses
- Develop Granbury as a “Business Incubator” (find missing components of businesses)

TOURISM

- Increase hotel/motel/Bed and Breakfasts occupancy
- Build strong relationships with all local hoteliers and stakeholders
- Remain competitive and strengthen what we have through retention, service, and gratefulness.
- Maximize the tourism potential of Lake Granbury

- Utilize the Lake Granbury Conference Center to attract new events
- Continue the implementation the Lake Granbury’s Conference Center’s strategic plan
- Establish consistency in department staffing
- Educate citizens on the benefits of tourism to their community
- Develop a contingency plan for maintaining tourism during years of low lake levels

DEVELOPMENT OF CITY-OWNED PROPERTY

- Continue using City parks for concerts and other outdoor events
- New property on Loop 567 will be the site of the future police facility
- Additionally, explore possibilities for new property on Loop 567 as a site for a “North” wastewater treatment plant, a second water treatment plant, and/or recreational sites.
- Utilize GISD donated property on Bridge Street
- Complete Lambert Branch Park improvements
- Enhance Hike and Bike Trail

UTILIZE LAKE GRANBURY

- Continued efforts to work through BRA to achieve lake improvements
- Educate the community on lake maintenance, beach usage, and safety
- Encourage more commercial development on lake property
- Increase marketing of Lake Granbury for recreation
- Develop a plan for future possible drought conditions
- Add a boat dock to the Conference Center to increase ways events can utilize Lake Granbury
- Create additional fishing piers in town for public use

PUBLIC SAFETY

- Build a new police facility on Loop 567
- Fiscally plan for fire apparatus needs and facility expansion
- Update multi-party agreement between City of Granbury, Granbury Volunteer Fire Department, Tough Enough to Care and Hood County
- Continually re-evaluate and adjust staffing levels and salaries for the public safety departments to continue to attract and retain top-notch employees

Budget in Brief

The City's major revenue sources have maintained strong growth for both the General and the Utility Funds. The largest revenue source for the General Fund, sales and use tax, remains consistent with the City's trending growth even during the economic fallout triggered by the coronavirus pandemic. While most department budgets have remained constant compared to the previous year, the City continues to fund capital projects and infrastructure needs.

Fiscal Year 2021-2022 Operating Budget totals \$53.5 million for all funds. Of that amount, approximately \$40.5 million is for continued operations, \$8.8 million for debt service, and the funding for capital improvement projects and equipment is \$1.97 million. The operating inter-fund transfers are approximately \$2.26 million.

PROPERTY VALUES

2021 certified property values increased by about 9% or \$148.8M million in total, compared to the 2020 certified values. The growth represents an increase in certified valuations from \$1.726 billion to \$1.874 billion. Strong residential and commercial development was the major contributor to the increase in the property valuations in 2021. New properties added to the tax roll in 2021 equates to about \$60 million.

PROPERTY TAX RATE

The City's proposed property tax rate for Fiscal Year 2021-2022 is \$.386965/\$100, which is lower than last year's property tax rate and the same as the "No-New-Revenue Tax Rate" as calculated under the Texas Property Tax Reform and Transparency Act of 2019. The proposed debt service portion of the tax rate is \$.2732, and the maintenance and operations portion of the tax rate is \$.1138 to support the total tax rate of \$.386965 per \$100 property valuation. As reflected in the maintenance and operation tax rate, the City's operations are primarily supported by sales tax revenue, as well as other taxes and fees.

RECAP OF THE PROPERTY TAX RATE CHANGES

Senate Bill 2, known as the Texas Property Tax Reform and Transparency Act of 2019, reformed the property taxation system. SB 2 took effect January 1, 2020 and lowered the city's property tax rollback rate from 8% to 3.5%, with an automatic election required to exceed that percentage. The bill guaranteed a \$500,000 levy increase threshold for most cities under 30,000 population without triggering a rollback election by calculating the "De Minimis Rate". A special provision during a disaster also applies under SB 2. If the city is in an area declared as a disaster area during the tax year, the city may calculate the voter-approval tax rate using 8% instead of 3.5%.

SALES TAX

The main factor that allowed the City to grow has been the state of the economy in the Granbury area. Granbury continues to be the financial hub of the region; and with the continued improvement of the economic climate, sales tax collections remain strong and currently trend higher than the state average.

The following are some major contributors to our sales tax growth:

- The expansion of residential and commercial developments has provided the largest increase in property valuations and generating sales tax from the added population.
- The City’s primary commercial corridor along Highway 377 continues to expand with new business developments.

This budget illustrates an increased growth in sales tax revenue over the previous year. Fiscal Year 2021-2022 is budgeted to be \$9.885 million which represents a 14% increase compared to Fiscal Year 2021 originally budgeted revenue of \$8.675 million. The increase in sales tax projection is supported by the growth trend our City has experienced due to commercial and residential growth.

REVIEW AND UPDATE OF FEES AND CHARGES

Each year as a part of the budget process, staff reviews current fees and charges to ensure that amounts are set appropriately for cost recovery and to remain consistent with the market. Based on the regional consumer price index, the City is proposing to increase water and sewer rates by 2.5%.

DEBT ISSUANCE AND CAPITAL FUNDING

During fiscal year 2020, the City issued \$19 million for new major general infrastructure projects. These projects include \$13M for a stand-alone police station, \$3.6M for parks and recreation facilities, and \$2M for street rehabilitation projects. Due to Granbury’s underlying strong bond rating of “AA” the City was able to obtain the \$19M in project funding at a premium, and only financed \$16.46M.

The City is still in the process of rehabilitating the current, “south” wastewater plant with new technology and build a new “east” wastewater plant to serve the growing population. Out of the total recent utility debt issuance, all \$48.8 million was funded through the Texas Water Development Board (TWDB) Clean and Drinking Water State Revolving Fund loan program. The TWDB loan program provided low-cost financial assistance for planning, acquisition, design, and construction of the City’s new \$13.8M and \$35M infrastructure. Due to Granbury’s underlying strong bond rating of “AA” the interest rates for these two TWDB projects were reduced by 135 basis points and 165 basis points, respectively, off the market interest scale, saving the citizens of Granbury \$12.6M over the 30-year notes. To anticipate the increase in water and sewer demands of our growing community, the City is already making plans for a third, “north” wastewater treatment plant and a second, “north” water treatment plant.

FLEET FUND

The Fleet Replacement Fund is funded through transfers from other funds, interest revenue, and sale of City assets. The purpose of the Fleet Replacement Fund is to ensure that adequate funds are available to purchase vehicles and equipment, to stabilize budgeting for major purchases, and to provide a systematic, city-wide approach to procurement and disposition of the fleet. “Fleet”, for the purpose of

this fund, includes cars, trucks, police vehicles, heavy equipment and trailers for City's operations. Along with the Fleet Fund, the City established an advisory Fleet Committee. The Fleet Committee is comprised of representatives from key departments responsible for most of the fleet inventory, along with representatives from finance, the fleet shop, and administration. This mix of members will review the City's needs for fleet transfers, purchases, disposals and maintenance to accomplish City-wide efficiency in fleet management and procurement. Above all, the Fleet Committee is committed to keeping citizens and City-staff safe in the maintenance and operation of the City's equipment.

MULTI-YEAR FORECAST

To sustain and plan for Granbury's long-term needs, the Fiscal Year 2021-2022 budget includes a Five-Year Strategic Capital Plan ([Starting on Page 257](#)). This plan identifies planned projects for the next five years based on funding availability and priority of each project.

EMPLOYEE INSURANCE BENEFITS

Employee insurance benefits include medical, dental, life, accidental death, long-term disability, and COBRA insurance, as well as flexible spending account administration. The City continues to exhibit commitment to our employees by funding employee medical insurance premiums and reimbursing employees for any of their deductibles in excess of \$1,000.

TEXAS MUNICIPAL RETIREMENT SYSTEM (TMRS)

The City is committed to ensuring the retirement benefit offered to employees is affordable, sustainable, and competitive. The City's current plan design does not change and includes funding for participation in the TMRS program at a contribution rate of 16.85 percent for 2022. This rate is slightly higher than the 2021 TMRS contribution rate of 16.18%.

PRIORITIES AND ISSUES

The City has always been committed to conservative and sound financial planning. The continuation of the processes that were instituted last year for controlling costs and capital expenditures will be a major factor in ensuring that the City of Granbury remains on a stable financial footing in the upcoming years. The City will initiate some new capital projects in Fiscal Year 2021-2022 but will continue to focus on quality, customer-oriented services and maintaining venues currently available.

FINANCIAL GOALS

The Operating Budget is completed each year with the following financial goals in mind:

- The undesignated reserve shall be at least 25% of total expenditures for both the General Fund and the Utility Fund. Currently, the General Fund's unassigned Fund Balance is close to 46% of the total General Fund expenditures, and the Utility Fund's unassigned Fund Balance is around 61%.

- Bond ratings with Fitch and Standard & Poor’s will be maintained at AA for the General Fund and improved if possible.
- The budget for each fund will be balanced with revenues exceeding expenses by at least 1% for the General Fund and Utility Fund.
- As a non-recurring revenue source, beginning fund balances are only used to fund capital or other one-time expenses.

CONCLUSION

City staff has made significant impacts to the City of Granbury and the surrounding community for generations to enjoy. Under the policy priorities of the City Council, we have formulated positive changes through projects, quality development with AA Bond ratings for the General Funds and an A+ for Utility Funds, and exceptional customer service. The facility improvements and development projects completed by the City have ensured a path to prosperity for our community.

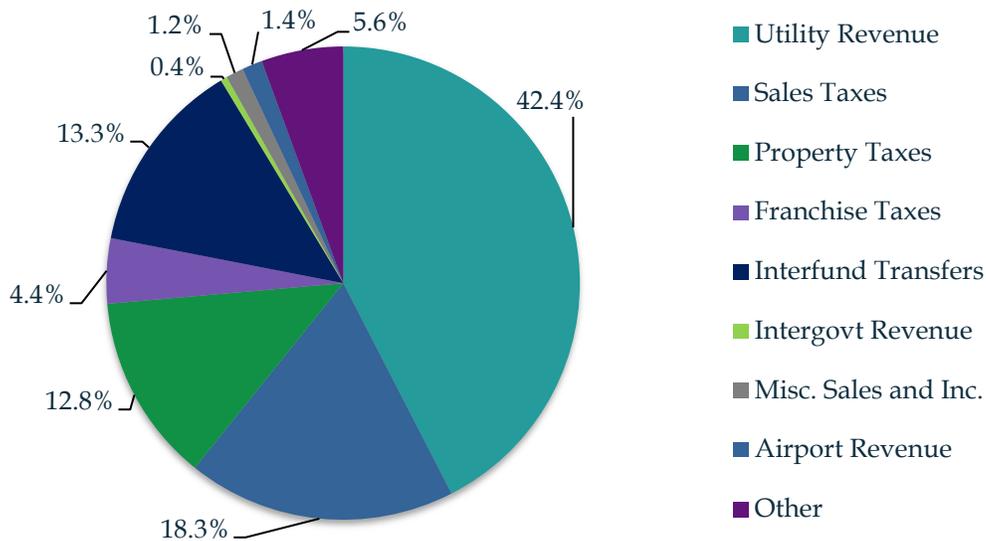
It is my honor and privilege to serve as your City Manager and I look forward to implementing this year’s budget because of the continual positive impacts upon this community for years to come. The comprehensive budget for Fiscal Year 2021-2022 fulfills the policy objectives as directed by the City Council. Our emphasis is on continued improvements and the delivery of services that lead to a high quality of life and pride in our community for future generations to enjoy.

Chris Coffman, CPM
City Manager



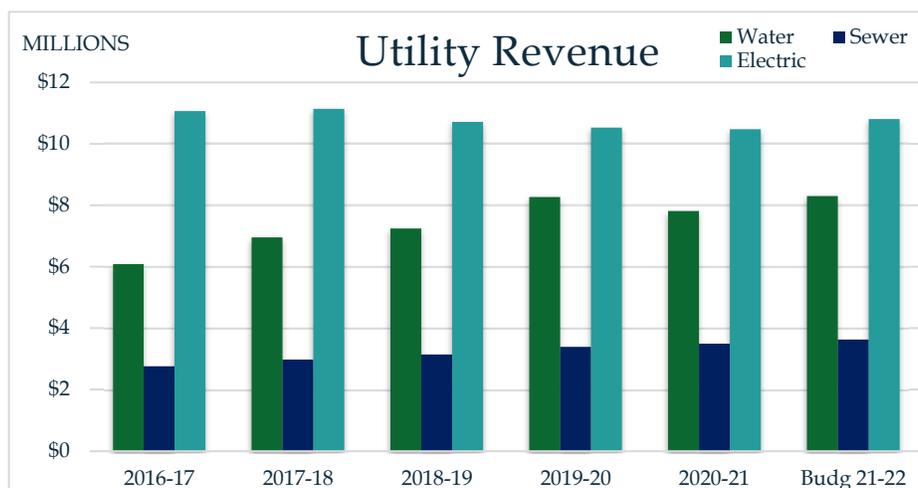
Overview of Revenue Sources and Assumptions

Revenue is estimated based upon historical data, current economic conditions and other demographic data. The City’s revenue budget estimation takes into consideration many unique elements that respond to a variety of external factors such as population growth, development, inflation, and interest rates. The City of Granbury applies a conservative philosophy that will produce a long-term goal of neither overstating revenues nor understating expenditures. The City of Granbury obtains revenue from several sources outlined below.



Utility Service Revenue - \$22.88 Million, 42% of total revenues:

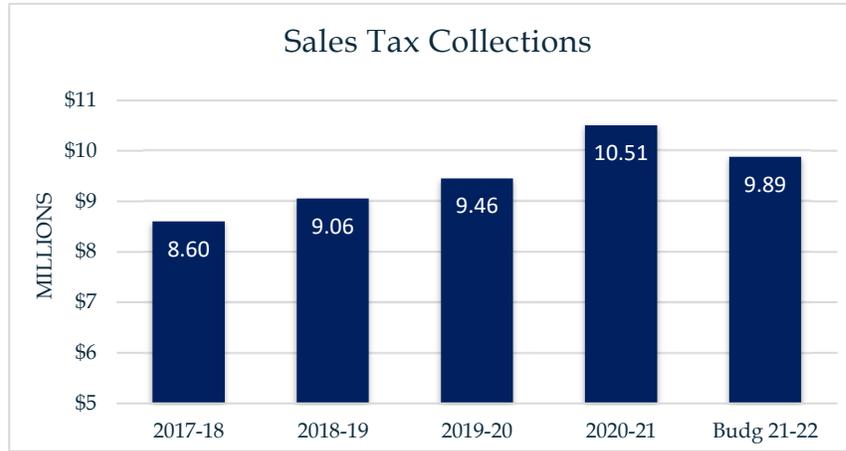
The City of Granbury provides electric, water, and sewer services to the residents of Granbury and in its extra-territorial jurisdictions. The City’s overall customer base for its electric, water, and sewer services have increased over the last few years due to corporate development, additional housing subdivisions, and other acquisitions. The City has budgeted to implement a slight rate increase as a CPI adjustment for water and sewer utility rates.



2021-2022 ADOPTED BUDGET

Sales Tax - \$9.89 Million, 18% of Total Revenues:

The largest single revenue source for the General Fund is Sales Tax. Taxable sales have increased noticeably over the past few years primarily due to a continued development and renewed economic activity. The City is projecting sales tax to increase 14% over last year’s budgeted amount.



An important source of sales tax revenue relates to the demographics of new citizens joining our community. Given the quality of life in our City, the City has historically been a popular retirement destination, and the increased wealth factor is having a large impact on spending habits of our population. Recently though, the City has begun to attract younger families as well. Ultimately, the size of population both inside and outside the City limits is vitally important in determining the level of sales tax revenue earned. Granbury is a City of 11,490 people surrounded by over 65,000 of non-city residents.

Currently the existing sales tax rates are as follows:

State	6.25%
City	1.50%
County	0.50%
Total	8.25%

Property Tax - \$6.9 Million, 13% of Total Revenues:

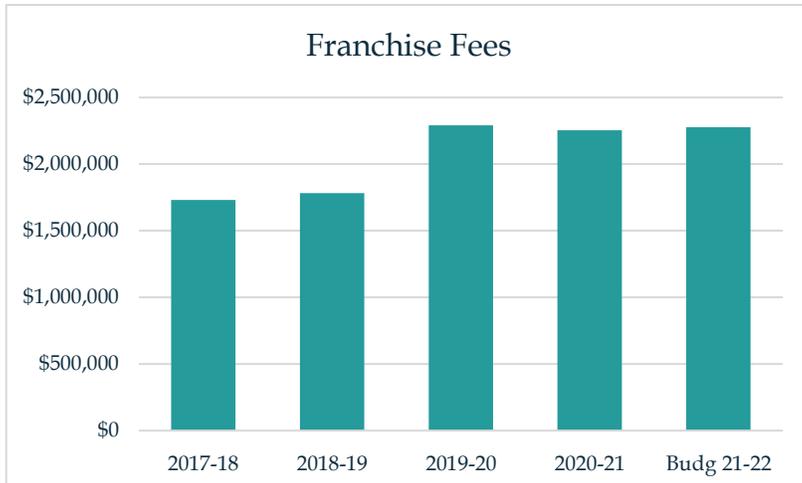
The second largest single revenue source for the General Fund is the Ad Valorem taxes, also known as property taxes. The computation of the property taxes is based upon the assessed value of real and personal property. All property tax revenue is first applied to the debt service requirements; therefore we project the property tax revenue before and after the application of revenues toward the debt service. The remaining property tax revenue is used for the maintenance and operations of the General Fund. This fund provides the tax payers with general City services such as public safety, streets, parks and recreations, and other general government support services.

It is important to note that the property tax rate is proposed to be less at \$.386965 per \$100 property valuation than it was in 2020. The tax rate is determined based upon completion of the budget process, which entails projecting the expected revenue, determining the most efficient use of resources and expected levels of expenditures, while utilizing the tax rate required to balance the budget.

Based on the assessed valuation of appraised property provided to us by the Hood County Appraisal District, the Fiscal Year 2021-2022 budget reflects estimated property tax collection of \$6,927,915 This third party appraisal analysis is the major factor in projecting our Ad Valorem revenue. Property valuation increased by about 9% from \$1.726 billion to \$1.874 billion in Fiscal Year 2020-2021. The City projects that the assessed property valuation will continue to grow due to new residential and commercial developments along Highway 377, Highway 51, and Highway 4.

Franchise Fees:

The City receives substantial revenue from franchise fees. When utilities and other industries use city property to distribute their services, cities are permitted by law to collect rental fees, also known as “franchise” fees, for the use of public property. Franchise fees are calculated by various methods, depending on industry type. Franchise fees are collected from both public and private utilities and



assessed for the continued use of the public right-of-way. Among these fees are: cable TV, telephone, electric, solid waste, gas, and other franchise fees. For Fiscal Year 2021-2022, the City is estimating to receive \$2,275,800 in franchise fees. This estimate is based on the growth of the City and historical trend analysis. The largest part of the Franchise taxes are paid by the Utility Fund to the General Fund for its portion of business conducted on the City’s rights-of-way.

The percentage charged for franchise fees to the Utility Fund by the General Fund increased in FY 2019-2020 from 4% to 6%.

Airport:

The major source of revenue for the airport fund comes from the sale of aviation fuel and hangar rent. The City estimates to collect \$393,700 in fuel sales and \$324,000 for hangar rental in Fiscal Year 2021-2022, 10% higher than the previous year’s budget. The airport continues to partner with TXDOT on the major Airport Expansion Project (See Page 211).

Licenses, Permits, and Fees:

Cities may collect fees for issuing permits for building construction, environmental regulation, and for other services. Because cities incur costs to regulate in these areas, the permit fees must be tied to the cost of providing the service. With the stable and renewed economic outlook, permit activity is moderately on the rise. The City of Granbury projects to receive \$1,020,400 in Licenses, Permits and Fee revenue in Fiscal Year 2021-2022.

Municipal Court Fees:

A city that operates a municipal court may impose fines for violations of traffic laws and city ordinances. Maximum fines typically range from \$200 for traffic violations, up to \$2,000 for City ordinance violations relating to health and safety. The City’s fine revenue plays a very small role in offsetting the costs of law enforcement and operation of the municipal court system. The projection for court fines is based on historical trends. The City estimates to collect \$189,100 for fines & forfeitures in Fiscal Year 2021-2022, based on the current year’s collections.

Park Revenue:

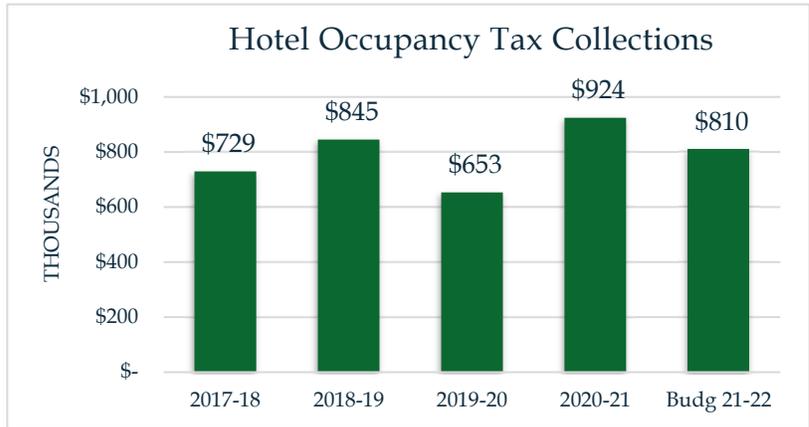
Park revenue is made up of recreation league fees, concession revenues, city pool admission, and other recreational activities. The projection for Fiscal Year 2021-2022 is \$117,800 in park revenues.

Tourism Revenue:

The Tourism Fund also accounts for revenues from the Lake Granbury Conference Center and other miscellaneous income. The estimated revenue for the conference center is \$259,000 in Fiscal Year 2021-2022. The City recognizes the current challenge the pandemic poses conference centers, and the FY22 budget reflects a conservative approach to navigating the upcoming months.

Hotel Occupancy Tax:

The City receives Hotel Occupancy Tax (HOT) revenue from the hotels, motels, and bed-and-breakfasts in the City of Granbury. The estimated HOT for Fiscal Year 2021-2022 is \$810,000. Tourism is a critical part of the City’s economic development program, and our expectations are that the HOT revenue will be a challenge thru the current economic and social environment, but will come back stronger given the various types of events, attractions and recreational opportunities offered in the Granbury area.



Hotel Occupancy Tax rates are 7% for the City and 6% for the State totaling 13%.

Miscellaneous Sales and Income:

Miscellaneous Sales and Income make up 1% of the total revenue for the City of Granbury. This revenue source combines the total of all Other Revenues from each fund. Examples of Miscellaneous Sales and Income are: donations, lease of city properties, Granbury Media revenue, service fees, reconnect fees, and penalty income.

Interest Revenue:

Interest revenue is a fractional part of the total revenue source for the Fiscal Year 2021-2022 budget and is contingent on the total available cash as well as the market interest rate. The City estimates to receive \$60,000 in interest in the upcoming fiscal year.

Intergovernmental Revenue:

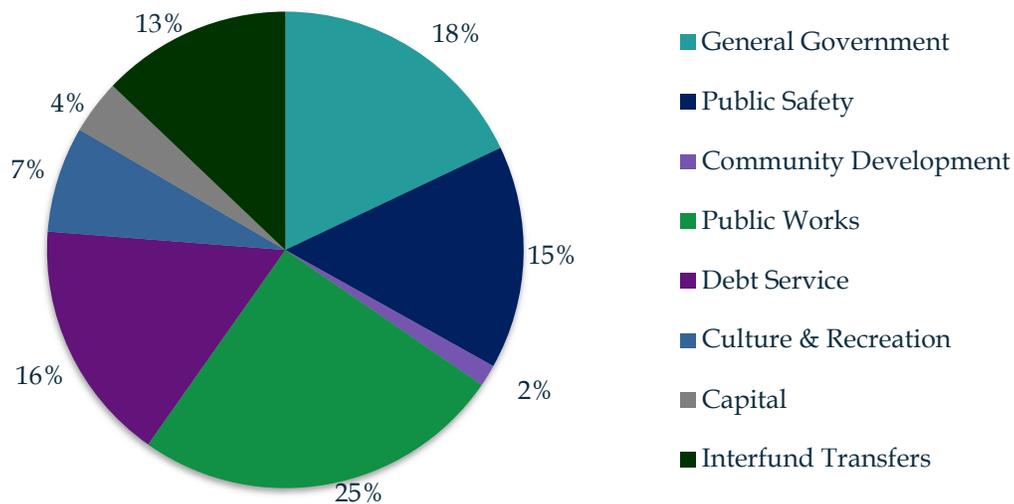
This section of the revenue includes state grants, intergovernmental contributions, and other reimbursements.

Other Financing Sources:

The use of the Fund Balance in the General Fund and Utility Fund also falls in this section. In Fiscal Year 2021-2022, the General Fund budget will utilize \$117,000 of Park Reserves from Fund Balance for mulch replacement at the City Park and to add shade structures at the Moore Street Complex and the City Park ballfields. The Utility Fund will utilize \$237,000 from Fund Balance for the electric line lake crossing project. This project was budgeted in FY 2021 but not completed.

Overview of Expenditure Assumptions

The City of Granbury projects expenditures based on historical data, economic data, and any other policy changes that might affect the expenditures for the fiscal year. The City’s goal is to appropriate sufficient monies to provide quality services at a reasonable cost and within available financial resources. The City of Granbury applies a conservative philosophy that will produce a long-term goal of neither overstating revenues nor understating expenditures.



General Government:

General Fund: City Council / City Manager / City Secretary / Legal / Finance / Purchasing / Warehouse / Social Services / IT / Human Resources / Communications / Fleet / Building Maintenance / Clean Air Coalition / Non-Departmental

Utility Fund: Utility Administration / Meter Reading / Non-Departmental

Airport Fund: All

Granbury Historic Properties: All

Public Safety:

General Fund: Municipal Court / Police / Fire / Building & Permits

Community Development:

General Fund: Community Development / Economic Development

Public Works:

General Fund: Street Maintenance

Utility Fund: Ground Water / Water Treatment / Water Distribution / Wastewater Treatment / Wastewater Collection / Electric / Public Works

Culture & Recreation:

General Fund: Parks & Recreation / Cemetery

Tourism Fund: Tourism / Opera House / Langdon Center / Conference Center

Debt Service:

All Funds Combined

General Government:

The City added three new positions in this budget for a broadcast specialist, IT Director, and a part-time utility billing clerk. Otherwise, the general government operating budgets have remained consistent.

Public Safety:

In 2020, the City of Granbury issued a bond to fund the building of a new stand-alone police station which is expected to be completed in 2022. The fiscal year 2021-2022 budget includes additional expenses associated with the new station such as utilities. Additionally, this budget includes a new part-time fire administrator, executive administrative assistant to the police chief, police communication supervisor, and four patrol corporal positions.

Community Development:

In order to promote growth, the City continues to invest funds in economic development including adding one new economic development position in this budget. The City intentionally encourages quality new development and strategic re-development. Granbury will continue to implement and revisit the recently adopted Comprehensive Master Plan.

Public Works:

Total Public Works related operating expenses have remained consistent with the exception of an increase in the annual fleet transfer to better fund future purchases. However, due to the continued development growth placing increased demand on all City-operated utilities, the City will be hiring 3 additional personnel during FY 2022: 1 light equipment operator, 1 utility line locator, and 1 wastewater treatment plant operator.

Culture & Recreation:

Overall, the parks and cemetery operating budgets are remaining consistent with the exception of a new parks laborer position and an increase in the annual fleet transfer to fund future fleet. Tourism expenditures have been re-evaluated based on the current economic climate, and staff will continue to monitor those operational budgets closely to best support the City and its citizens during this time.

Capital:

The capital improvements scheduled for Fiscal Year 2021-22 are investments in technology capital projects to help increase efficiency within departments including moving police Arbitrator to the cloud, firewall replacements, barcode scanning software, upgrading the phone system, and upgrading fleet asset software, ManagerPlus. The proposed park improvements include new ballfield shade structures and rubber mulch for the City Park.

In the Utility Fund, the City will continue a 5 year replacement of all electric meters to the same advanced metering system as the water meters completed in prior years. Additional equipment includes a generator that will serve as a backup power source for the Scout Camp Pump Station. Infrastructure improvements will be invested in the electric, water distribution, and wastewater collections systems, and impact fees will be used to upgrade lift station #13.

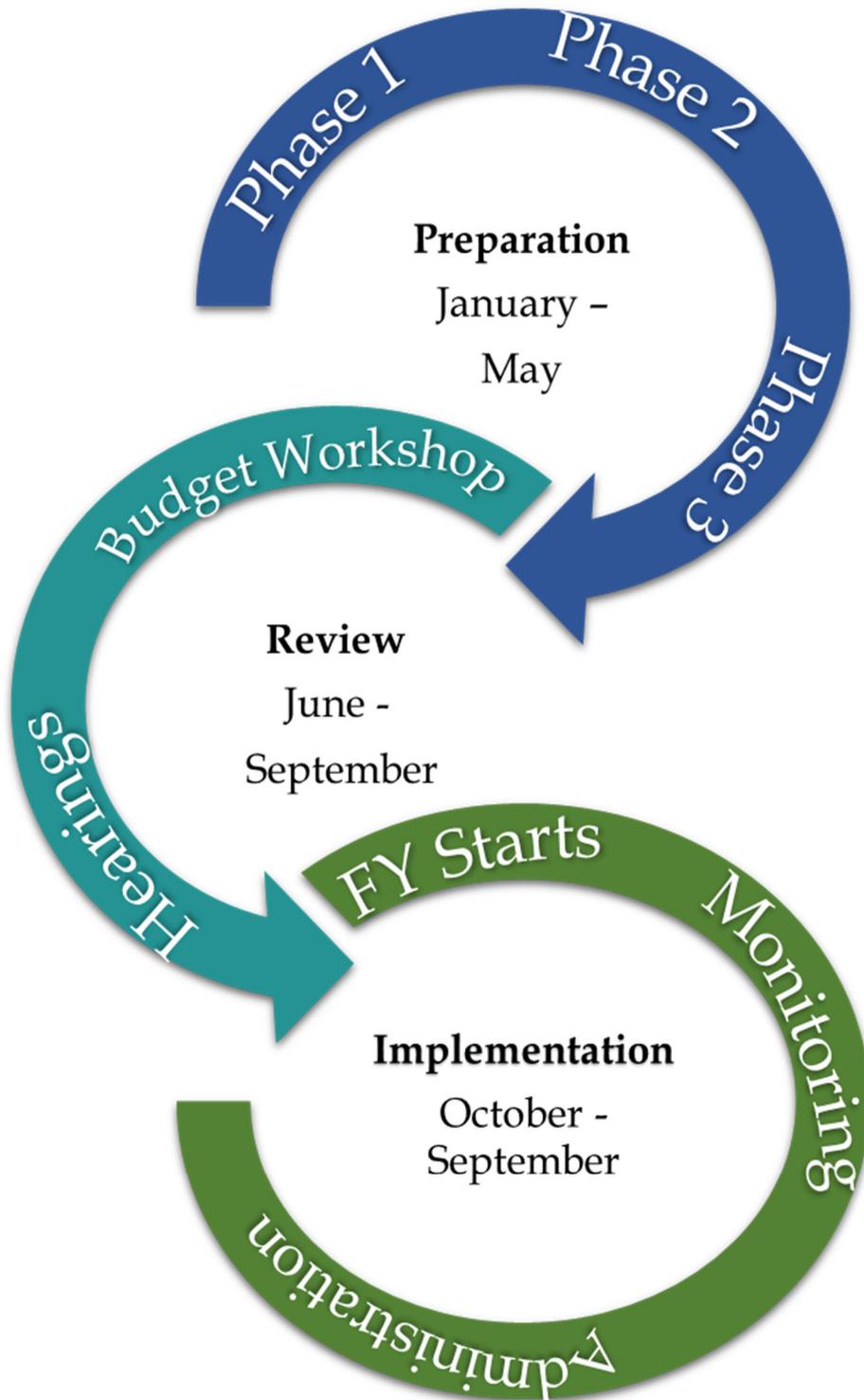
Debt Service:

The City's debt service obligation has remained very consistent for both the General Fund and Utility Fund compared to the prior fiscal year. (See Pages 216-218)

Interfund Transfers:

Interfund transfers from the General Fund to the Tourism Fund have increased to help fund operations while tourism recovers from the economic effects of the pandemic. The Airport will continue to transfer to the General Fund its share of allocated costs for services provided by the General Fund. The Utility Fund also pays a shared allocation to the General Fund for administrative and support services.

Fiscal Year 2021-2022 Budget Calendar



Preparation

Date	Task
Mar 1	Start of FY 2021-2022 Budget Process
Mar 1	Distribute capital project request forms and vehicle replacement worksheets for FY 2021-2022
Mar 4	Distribute FY 2021-2022 projected operational line item budgets for Department Heads' review and revisions
Apr 1	Deadline for Vehicle Replacement Requests
Apr 1	Deadline for FY 2021-2022 Capital Requests
Apr 1	Deadline for Operational Budget line item projections
Apr 21-30	Department Heads meet with City Management to discuss submitted budget requests for the FY 2021-2022 Annual Budget.
Apr 30	Distribute Fee Schedule for Review

Review & Adoption

Date	Task
Jun 7	Budget Workshop with Council
Jun 14	Review goals and long-range financial plan
Jul 20	<u>Regular City Council Meeting</u> - Update Council on any changes to Proposed Budget since th Budget Workshop
Jul 30	Proposed FY 2021-2022 Annual Budget to be submitted to City Council and City Secretary.
Aug 3	<u>Regular City Council Meeting</u> - Council vote to set date, time and place of public hearing o budget (<i>Sept 7</i>) - Vote to place a proposal to adopt the tax rate on the agenda of future council meeting (<i>Sept 7</i>)
Aug 7	- Publish Notice of a Hearing on the FY 2021-2022 Budge - Publish notice of proposed FY 2021-2022 Tax Rat
Sept 7	<u>Regular Council Meeting</u> - Public Hearing on the FY 2021-2022 Budge - Adopt FY 2021-2022 Annual Operating Budge - Adopt FY 2021-2022 Tax Rat

Implementation

Date	Task
Oct 1	New fiscal year begins
Oct 1 - Sept 30	Monitor departmental budgets on a continuous basis and process transfers and adjustments as necessary.

GRANBLURY *Texas*

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Budget Process

The City of Granbury's budget process is the mechanism that changes taxpayer requests and resources into government services and expenditures. Again this year, the City of Granbury has made a great commitment to setting community goals, performance measures, and priorities.

BUDGET PROCESS

I. Definition and Authority

The budget is a financial plan for the fiscal year of operations that matches all planned revenues and expenditures with the services provided to the residents of the City, based on established budgetary policies. The City Charter establishes that the City's fiscal year shall begin on the first day of October and end on the last day of September of each calendar year. Such fiscal year shall also constitute the budget and accounting year.

II. Preparation and Submission of the Budget

The budget preparation process begins in April before the beginning of the fiscal year. Under the City Charter, the City Manager is responsible for preparing and recommending an operating budget for City Council consideration. He along with the Finance Director determines guidelines for the City's department and division heads to use in preparing their budgets. These guidelines are based on Council goals, anticipated revenues, levels of service desired and capital equipment and improvement needs.

The Finance Department prepares the Budget Instructions Manual to be used in budget preparations. It includes the guidelines the City Manager and Finance Director have developed, the budget calendar and specific instructions for completing the forms included in the Manual. These include requests for capital equipment and projects, operating budget request forms, authorized position forms, requests for new positions and requests for new and/or enhanced services.

During May, the Finance staff meets individually with all department/division heads to explain the guidelines to be used in the preparation of their budget, distribute the budget instructions manual, the forms to be completed and deadlines to be met, and give any further directions for budget preparation. Department heads are responsible for the expenditure estimates of their department/divisions. Personnel cost information is provided to them by the Finance staff. In estimating other divisional expenses, department heads base their estimates on historical data adjusted for trends and possible rate increases.

By late June all operating budget and capital requests are due in the Finance office so that staff can begin compiling them and determining financing needs. Factors to be considered in determining items to be capitalized are as follows:

- Item can be permanently identified as an individual unit of property.
- Item has an anticipated useful life of five years or more.
- Item belongs to one of the following categories:
 - * Land
 - * Buildings and Structures
 - * Equipment
- Item constitutes a tangible, permanent addition to the value of City assets.
- Item does not constitute repair or maintenance.
- Item's cost should generally exceed \$5,000.

Note: If the item is less than \$5,000, then the item should be a component unit of an asset meeting the above-stated criteria.

After all the budgets are compiled, the City Manager and the Finance staff meet with the department/division heads individually to discuss their budget submissions.

By July, three-fourths of the current fiscal year is past, and the Finance department works to fine tune the revenue estimates. Revenue projections are generally based on historic receipts adjusted for rate increases and trends. The City's philosophy on revenue projections is making the best estimate possible using historic data and trends, being careful not to overestimate revenue.

In mid-June, the City Manager and Finance staff meets with the City Council to review the City Budget and Strategic Plan. Final budget strategies and actions are developed and assimilated into the Budget process.

The City Manager submits to the City Council, prior to August 1st of each year, the proposed budget for the following fiscal year. The budget provides a complete plan for the fiscal year and contains the following:

- A budget message which shall outline the proposed financial policies for the next year with explanations of any change from previous years in expenditures and any major changes of policy and complete statement regarding the financial conditions of the City;
- An estimate of all revenue from taxes and other sources including the present tax structure rates and property valuations for the ensuing year;
- An itemized list of proposed expenses by office, department, agency, project and type of expenditure for the budget year, as compared to actual expenses of the last ended fiscal year, and the present year-to-date;
- A description of all outstanding bond indebtedness, showing amount, purchaser, date of issuance, rate of interest and maturity date as well as any other indebtedness which the City has incurred and which has not been paid, and the amount required to pay principal and interest maturing in the budget year;
- A statement proposing any capital expenditures deemed necessary for the undertaking during the next budget year and recommended provisions for financing;
- Anticipated net surplus or deficit for the ensuing year of each utility owned or operated by the City and the proposed method of disposition.

III. Preparation of the Strategic Plan

The City prepares a Strategic Plan each year which includes three scenarios and longer term economic assumptions, with the current year budget being the first year of a five-year-projection. The Strategic Plan is issued as a separate document given that the budget is utilized as an operational tool, and strategic plan is used as a tactical resource for longer term decisions.

IV. Adoption of the Budget

The budget and all the supporting schedules shall be filed with the City Secretary when submitted to the Council and shall be open for public inspection by anyone interested. At the Council meeting at which time the budget is submitted, the Council will name the time and place of all budget public hearings and will publish the notice of the

2021-2022 ADOPTED BUDGET

public hearings at least ten (10) days before the date of the hearing. At these hearings, interested citizens may express their opinions concerning items of expenditure, giving their reasons for wishing the increase or decrease in any items of expense.

After the public hearing, the Council shall analyze the budget, making any additions or deletions which they feel appropriate, and shall, at least twenty (20) days prior to the beginning of the next fiscal year, adopt the budget by a favorable majority vote of all members of the Council. Should the Council take no action on or prior to such day, the budget, as submitted, shall be deemed to have been finally and unanimously adopted by the Council.

Final adoption of the budget by the City Council shall constitute the official appropriations as proposed expenditures for the current year and shall constitute the basis of the official levy of the property tax as the amount of tax to be assessed and collected for the corresponding tax year. Estimated expenditures will in no case exceed proposed revenue plus cash on hand. Unused appropriations may be transferred to any item required for the same general purpose.

V. Balanced Budget

A Balanced Budget is a budget with total expenditures not exceeding total revenues and monies available in the fund balance within an individual fund. The goal of the City is to balance the operating budget with the current revenues, whereby, current revenues would match and fund on-going expenditures/expenses. Throughout the fiscal year, the City Manager ensures that expenditures do not exceed projected revenues. To insure that the budget remains balanced, if necessary a plan is implemented to either reduce the rate of expenditures or increase revenues.

The City maintains a required fund balance for both the General Fund and Utility Fund. Funds in excess of the minimum reserves may be expended for City purposes at the will of the City Council once it has been determined that the use of the excess will not endanger reserve requirements in future years.

VI. Amending the Adopted Budget

At any time in any fiscal year, the Council may make amendments to meet a pressing need for public expenditure, for other than regular or recurring requirements, to protect the public health, safety or welfare. Such amendments shall be by ordinance adopted by the favorable votes of not less than three (3) of the Council members qualified and serving, and shall be made only after public notice and upon recommendation of the City Manager.

In cases of grave public necessity, in which an emergency expenditure is needed in unusual and unforeseen conditions which could not, by reasonable diligent thought and attention, have been included in the original budget, an amendment to the original budget may be authorized by the Council, without the need for prior public notice, and with the following additional requirements; that a quorum of the City Council and the Mayor sign a statement that the conditions above stated exist and setting out in brief form the factual basis for their conclusion; publish the affidavit in a paper of city-wide publication once in the week immediately following their decision; and hold a public hearing to brief the public and answer questions, as a primary item of the next regularly scheduled City Council meeting.

VII. General Budgetary Controls

The City of Granbury maintains budgetary controls to assure compliance with legal provisions embodied in the annual appropriated budget adopted by the City Council. The Department Heads are authorized to make budget transfers of \$5,000 or less with the approval of the Director of Finance. Transfers of greater than \$5,000 must be authorized by the City Manager. All transfers between areas must be approved by the City Council.

Community Profile

Granbury is located in the heart of north Texas in Hood County and is home to approximately 11,490 people, and serves as the center of commerce and recreation to over 66,000 county residents. The community has successfully promoted tourism, making it a major economic benefit to the community. In 2019, 2020 and again in 2021 Granbury was named the #1 Best Historic Small Town by USA Today. Granbury is the first City to achieve this award three years in a row.

Granbury is a Home Rule Charter City and operates under a Council-Manager form of government. A mayor and five council members are elected by majority of the entire city. Elections are held the first Tuesday in November.



HISTORIC GRANBURY

Our city tagline is “Where Texas History Lives,”. While Granbury has embodied that slogan since 1887, we continue to be the place where Texas history is still alive. This is seen all around town, at our lake and city beach, with award-winning arts and culture, inside hidden culinary locations, and walking around Texas’ most historic courthouse square.

Viewed as a model for downtown revitalization, the Granbury Square is proud to have been the first downtown in Texas to be listed on the National Register of Historic Places. Preserving our historic charm and authentic Texas experiences is an important part of what Granbury is about. The majestic Hood County Courthouse was the recipient of the Texas Downtown Association 2013 President’s Award for Best Restoration. Also, with the help of the City of Granbury and other donors, the Granbury Opera House has been completely restored. The Granbury Opera House also won a TDA President’s Award for Best Renovation in 2014.

The city center is surrounded by the picturesque landscape for which Texas is known. This includes: Lake Granbury, wineries, a brewery, and the Acton Nature Center- where a monarch butterfly tagging event is held annually. Whether our visitors are interested in a wine and culinary tour, shopping and entertainment, or simply relaxing by the lake to watch the sunset, Granbury is the perfect North Texas setting.

ECONOMY AND EMPLOYMENT

Granbury is located 25 miles southwest of Fort Worth. It is the county seat and retail hub of Hood County. In addition to serving as the commercial and retail hub of the county, the city has emerged as a popular tourism and recreation destination.

Proximity to the Dallas/Fort Worth metroplex, land affordability, and lake access support a growing commuter population. Additionally, Granbury serves as a second-home choice and retirement destination due to its location on Lake Granbury. Residents can also benefit from participation in the broad and diverse Dallas-Fort Worth-Arlington metropolitan statistical area. The City’s hometown atmosphere combined with moderate development attitude and low cost of living makes Granbury an attractive place to live.

The City anticipates future growth in the local economy as a result of capital improvements completed these past years and new projects budgeted in the current fiscal year. The City has been successful in attracting several residential developments, single- family and multi-family, with many of these developments being up-scale residential developments offering championship golf courses and lake access.

2021-2022 ADOPTED BUDGET

Many new commercial developments have emerged in the City of Granbury during the last several years, such as: Tuesday Morning, Five Below, Home Goods, Ulta and Raising Cane's as well as a Walmart remodel. The City has already been fortunate to have Lowe's, Home Depot, Kroger, Brookshire's, Aldi, and HEB that have been a catalyst to the regional economy for several years and are some of the City's major employers.

Lake Granbury Medical Center (LGMC) is one of the area's largest non-retail employers, providing employment for doctors, nurses and other health care personnel. LGMC provides the most current state-of-the-art facilities in the North Texas area.

CULTURE AND RECREATION

Granbury prides itself on being a cultural, culinary and outdoor mecca, all with a vintage twist. Live theater and musical performances are offered year-round at the recently restored 1886 Granbury Opera House and at the Granbury Live Performance Hall, both on the Historic Granbury Square. The newly renovated Square also serves as a charming backdrop to an eclectic mix of art galleries, shops, wineries and eateries.

The silver screen is also represented, the old fashioned way, at the Brazos Drive-In Theater. Fossil Rim Wildlife Refuge, Dinosaur Valley State Park and Dinosaur World are a short drive away.

Granbury is the perfect destination for tranquility, with several miles of hike and bike trails that meander through the City's park system and through the new Memorial Lane section honoring our heroes. The City Beach is ideal for swimming or sunbathing and the light-colored sand on the beach-mined locally from a Cretaceous Age beach.

The Dana Vollmer municipal swimming pool at the Pearl Street Park offers a unique swimming experience that entire families will enjoy. It is adjacent to the City's new sports complex and playgrounds. The sports complex offers soccer fields, disc golf, baseball and softball.

Lake Granbury provides a scenic 33.5 mile long lake offering boating, fishing, waterskiing, canoeing and swimming. Four parks operated by the Brazos River Authority provide boat ramps, swimming, camping and picnicking. There are even two restaurants you can access by car or boat!

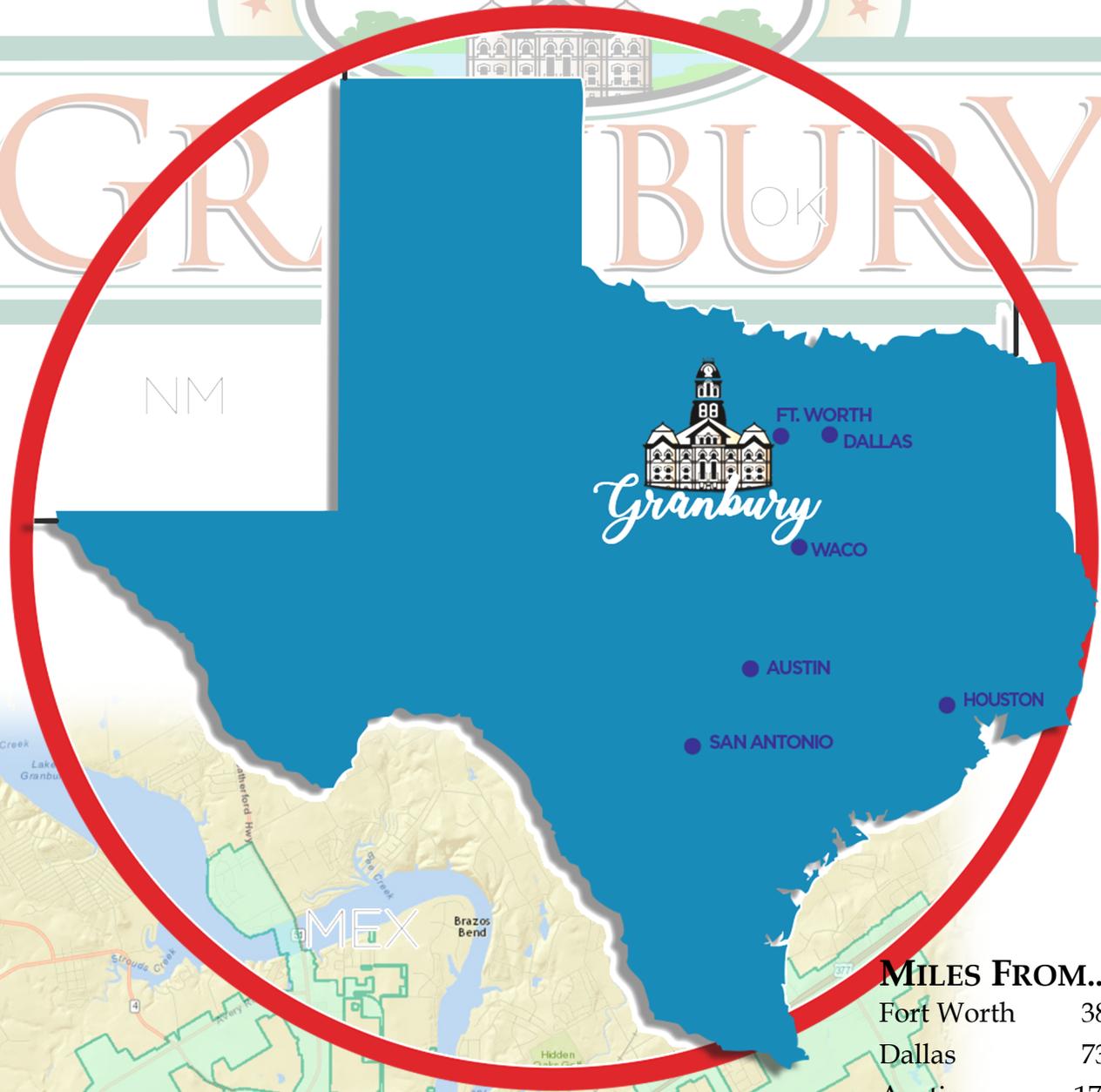
EDUCATION

Granbury schools provide high-quality education for the district's children. The public school system is large enough to offer progressive and diverse programs, and small enough to allow teachers and administrators to cultivate a personal, active interest in each student. Award winning programs in academics, fine arts, vocational education, athletics, and leadership are available to the district's more than 7,300 students.





GRANBURY

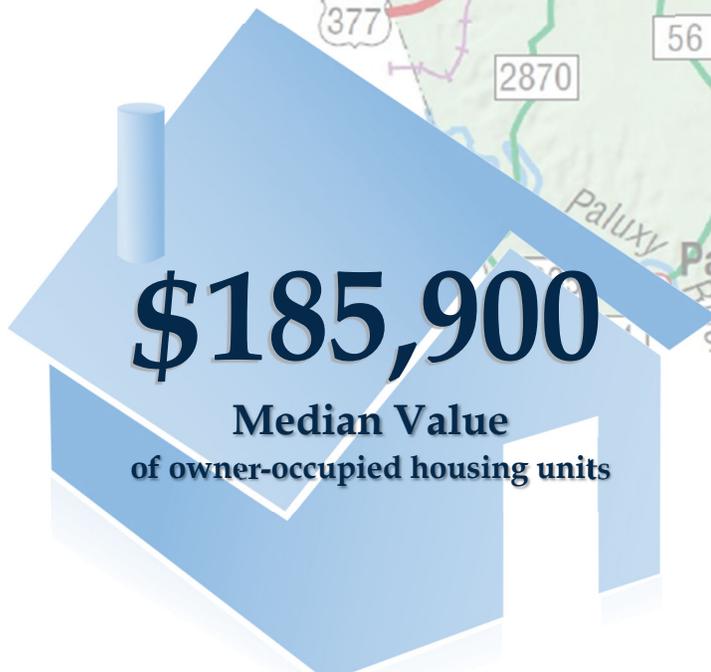
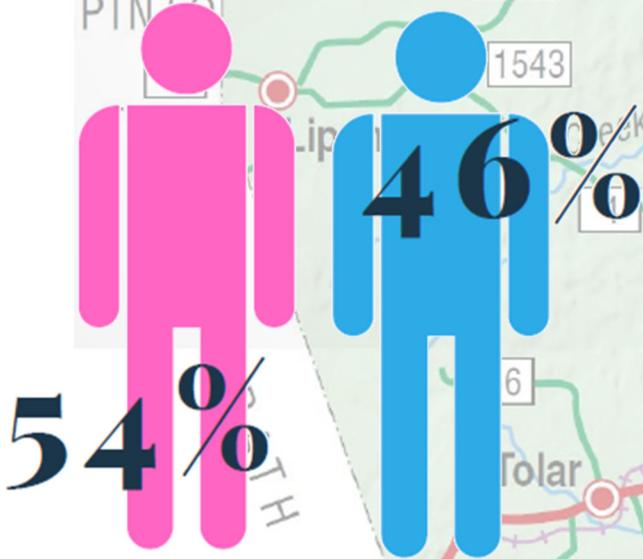
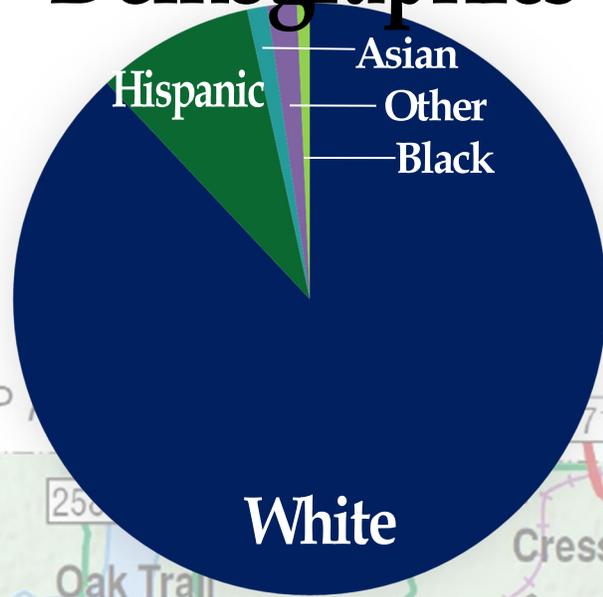


16.87
square
miles

MILES FROM...	
Fort Worth	38
Dallas	73
Austin	177
Houston	285
El Paso	579
Atlanta	851
Chicago	1,031
Los Angeles	1,381
New York	1,620



Demographics

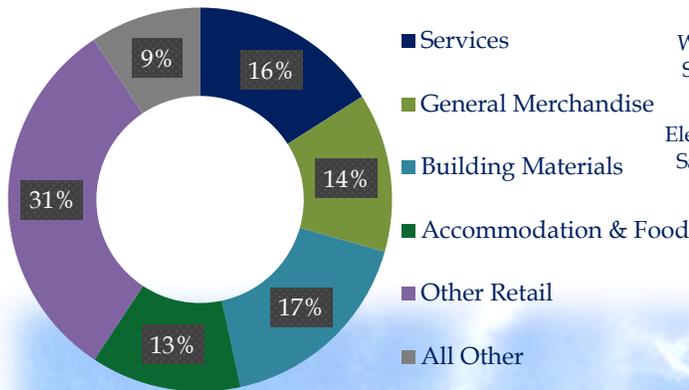


County Seat for
HOOD
County

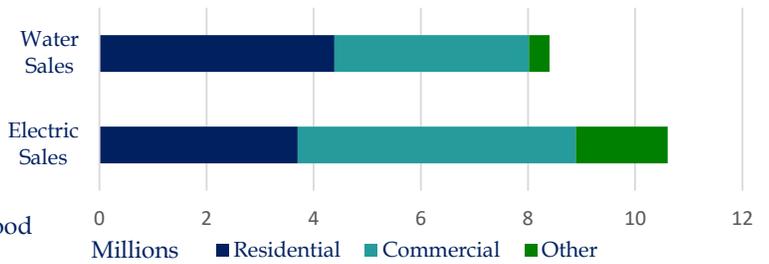


City Statistics

Sales Tax Revenue by Type
2020



Electric & Water Sales by Customer Type
2020



Recreation & Culture

Playgrounds	4
<i>Athletic Fields</i>	
Soccer	8
Baseball	9
Basketball Court	1.5
Volleyball Pit	2
Swimming Pools	1
Boat Ramps	2
Hike & Bike Trails (miles)	2.93
Skate Parks	1
Acres of Maintained Parks	126

Education

Attendance Centers	12
Students	7,143

Utility Customers

Electric Customers	3,400
Water Customers	5,600
Wastewater Customers	4,200
Garbage Customers	2,900

Utility System

Water Lines (miles)	155
Wells	18
Water Treatment Plant	1
Wastewater Treatment Plant	1
Lift Stations	44
Sewer Lines (miles)	50
Overhead Lines (miles)	92
Underground Lines (miles)	38

Airport

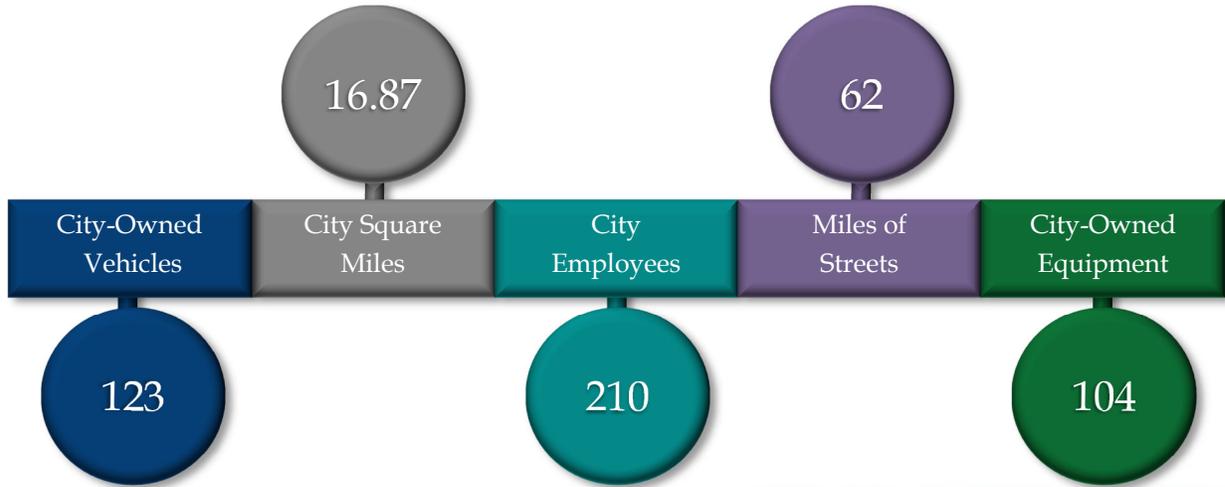
Enclose Hangars	75
Open T-Hangars	9
Commercial Hangars	8
Feet of Runway	3,603

Public Safety

Fire Stations	2
Volunteer Firefighters	58
Police Stations	1
Police Officers	46



Granbury Statistics



Ten Largest Electric Customers 2020

Customers	Consumption
1. City of Granbury	7,335
2. GISD	6,125
3. Lake Granbury Medical Center	5,712
4. Brookshire's Grocery Co.	2,608
5. Lowe's	1,789
6. Waterview Point Retirement	1,732
7. Hood County	1,594
8. Medproperties Granbury, LLC	1,439
9. Waterview Cove	1,125
10. AT&T	1,046

Leading Employers 2020

Employer	Employees
1. Granbury ISD	1008
2. Lake Granbury Medical	700
3. Walmart Supercenter	450
4. Hood County	364
5. H - E - B	363
6. City of Granbury	202
7. Lowe's	160
8. Kroger	153
9. Home Depot	153
10. Granbury Care Center	132

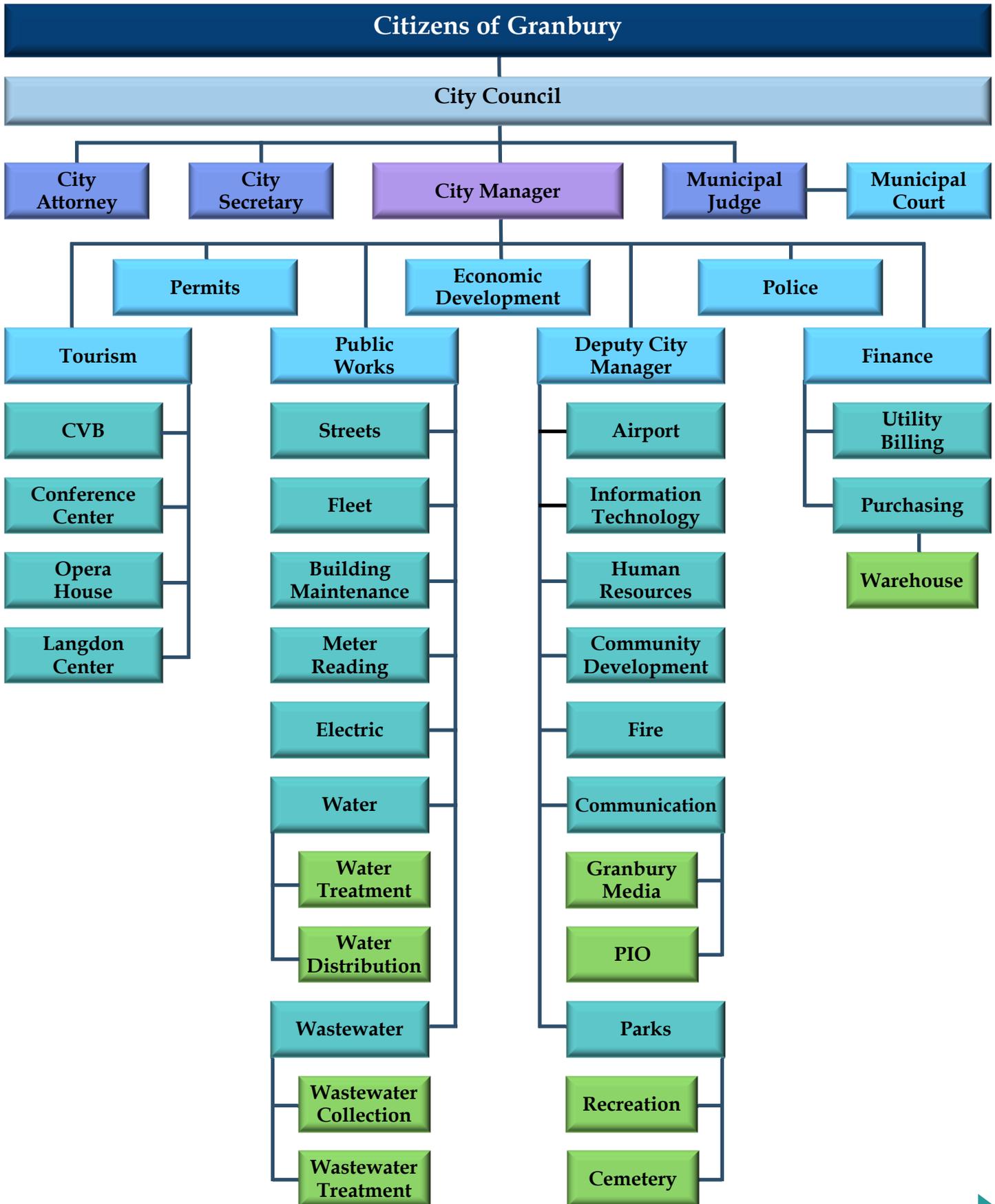
Ten Largest Water Customers 2020

Customers	Consumption
1. Monarch Utilities	243,311
2. City of Granbury	172,416
3. Creative Solutions	147,524
4. Lake Granbury Medical Center	113,922
5. Waterview Point Retirement	87,309
6. Hood County	78,013
7. Shottenkirk Toyota Granbury	74,783
8. Lake Granbury Medical Invest.	59,819
9. GISD	53,893
10. Waterview Cove	53,327

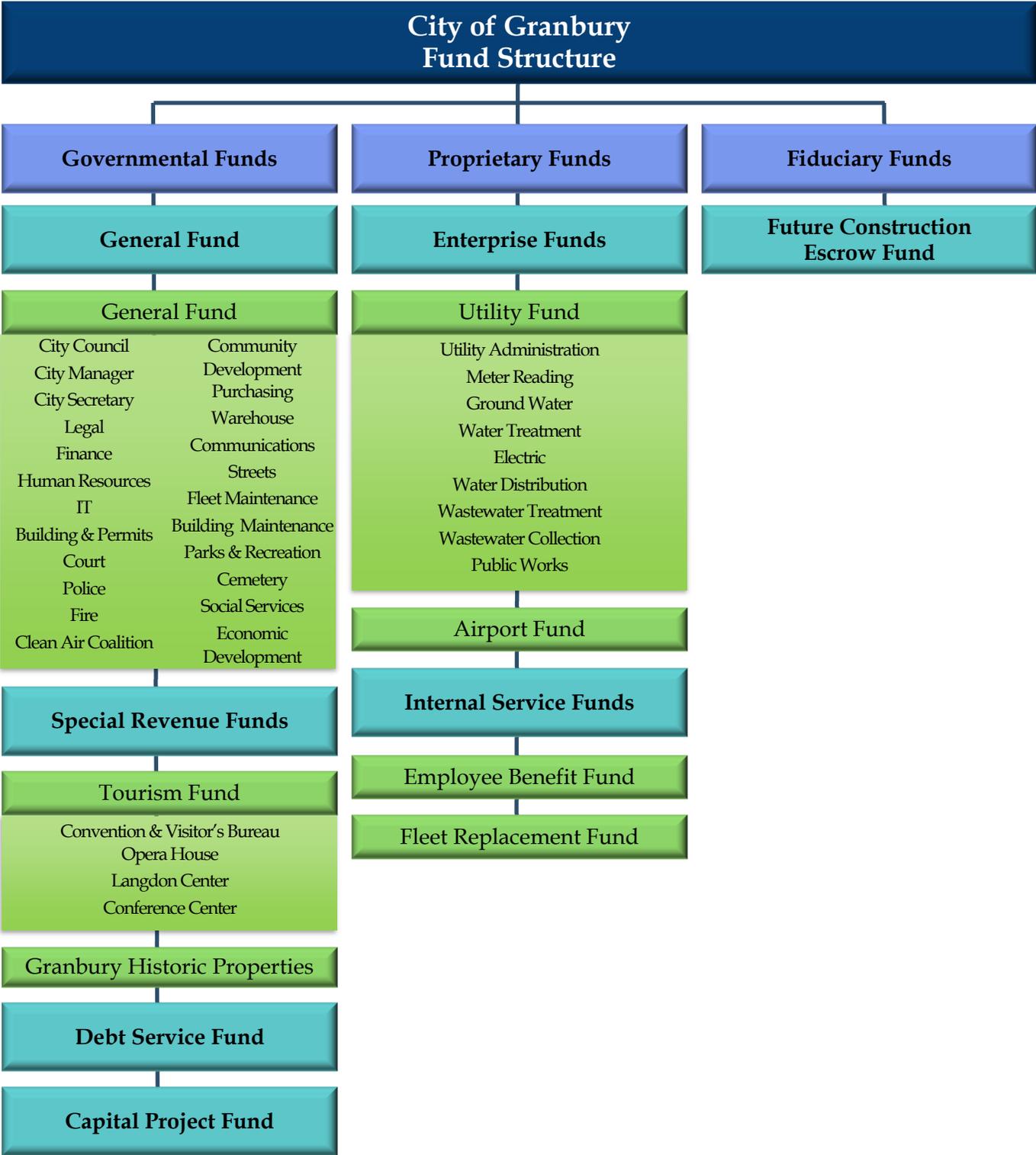
Leading Tax Payers 2019

Taxpayer	Taxable Assessed Valuation
1. Welltower TCG Ridea	\$ 22,328,180
2. Hood General Hospital	\$ 13,556,010
3. Luton Ranch SC LP	\$ 12,537,150
4. Lakehouse Equity Fund	\$ 12,450,000
5. Welltower TCG NNN Land	\$ 11,281,100
6. Kroger Texas LP	\$ 11,149,740
7. Shottenkirk Texas Pro	\$ 11,038,480
8. ARI	\$ 9,688,790
9. H - F - B	\$ 8,856,888
10. Wal-Mart Real Estate	\$ 8,642,870

Organizational Chart



Financial Fund Structure



Shared Costs: The Utility Fund transfers money to the General Fund for the cost of shared departments including: Legal, IT, Building Maintenance, Fleet Maintenance, Human Resources, Finance, Parks, Purchasing, Warehouse and Public Works. Additionally, the Utility Fund transfers money to the General Fund for the cost of the staff department heads whose daily tasks involve services for both funds. (for example: Director of Finance)

GENERAL FUND

Ad Valorem revenue for operations & maintenance has increased 11% and is budgeted at \$2,964,110. Sales tax revenue is projected to increase and budgeted at \$9,885,000. Franchise fees being paid to the City for the use of its rights-of-way and streets by utilities doing business in the City and other taxes and fees are estimated to bring in \$4,090,800 in Fiscal Year 2021-2022. The General Fund O&M budget for Fiscal Year 2021-2022 is \$17,625,510 which is a \$1,252,043 increase from FY 2020-2021 budgeted numbers. The increase from 2020-2021 is mainly due to the increased expenditures in the police, park, and street departments compared to the previous fiscal year. This budget also includes \$347,000 for capital expenditures.

UTILITY FUND

The Utility Fund's primary purpose is to provide retail service to about 6,300 water, 5,100 sewer, and 3,500 electric customers residing in the City of Granbury and in its extra-territorial jurisdiction. The Utility Fund also transfers to the General Fund their allocated portion of the fleet, building maintenance, information technology and other supporting departments.

Revenues from the water, sewer and electric services sustain this fund. The Utility Fund budget for Fiscal Year 2021-2022 is \$23,620,620 which is a 5% increase compared to the 2020-2021 budgeted expenses, which includes \$1,602,000 for capital expenditures. The Utility Fund also includes 3 new positions including a new part-time utility billing clerk, 1 new utility line locator, 1 wastewater treatment plant operator. Detailed utility rate tables are listed under the Reference section of the budget book. ([See Page 255](#))

TOURISM FUND

The City's Tourism Fund is composed of four major components: Promotion of Tourism, Conference Center, Langdon Center and the Opera House. The Conference Center relies on revenues from rental and sales of services, as well as monthly transfers from the General Fund. The total General Fund transfer to the Tourism Fund for Fiscal Year 2021-2022 is budgeted at \$540,000. The City will promote tourism with Hotel Occupancy Tax via a City-based CVB Tourism Department, Visit Granbury. Additionally, \$50,000 of the General Fund transfer is for the promotion of tourism. Revenue projections for the Hotel Occupancy Taxes in Fiscal Year 2021-2022 are at \$810,000. The City leases the Opera House to the Granbury Theater Company and rents out other City facilities like the Langdon Center. Total proceeds from the rental of the Opera House and other City-owned tourism properties is budgeted to be \$72,000

AIRPORT FUND

The airport is equipped to sell jet fuel as well as regular aircraft fuel with a 24-hour fuel service. Fuel revenues are being projected to be \$393,700. In addition to fuel sales, hangar rental is another major revenue source for the airport. The total Airport Fund budget for Fiscal Year 2021-2022 is \$811,000. Fiscal Year 2021-2022 will be the fourth consecutive year the airport operations budget will not be supported by a transfer from the General Fund.

GRANBURY HISTORIC PROPERTIES FUND

Granbury Historic Properties Corp. was established in 2009 to assist the City in acquisition and control of historical properties deemed important to the growth and development of the City. The fund receives a revenue transfer from the General Fund to pay the loan on the Opera House reconstruction.

Consolidated Budget Summary

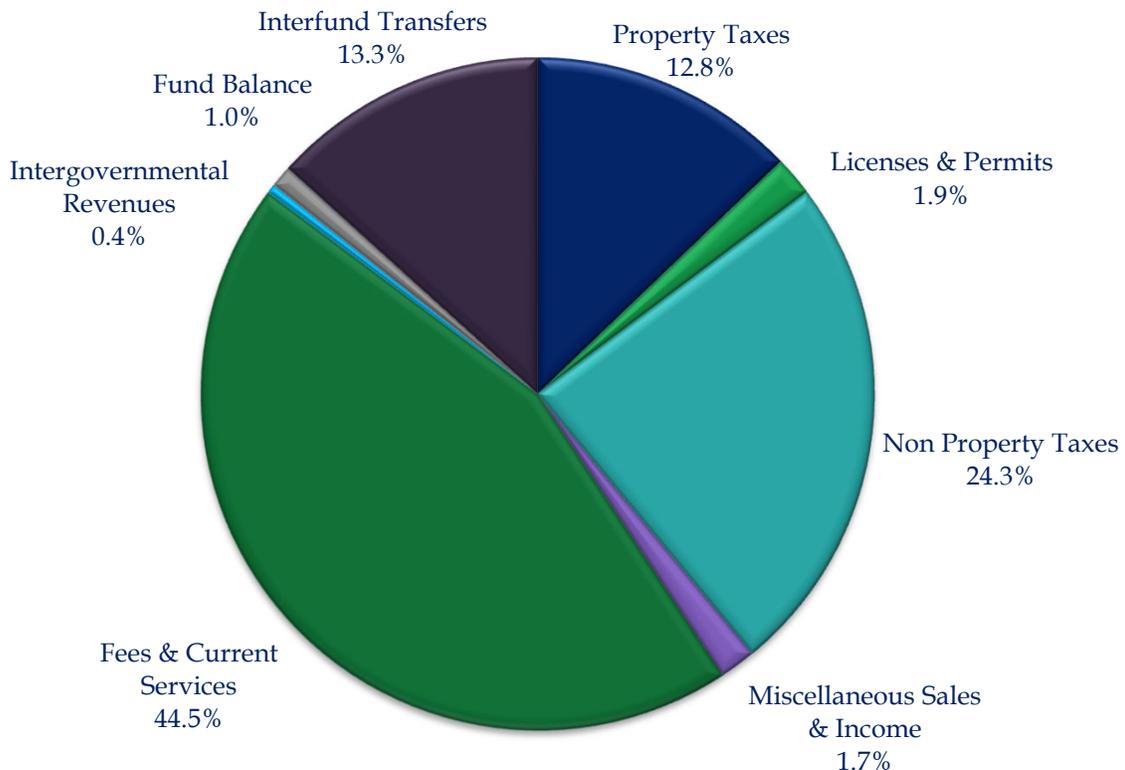
By Fund

	General Fund	Enterprise Fund	Special Revenue Fund	General Debt Service	Grand Total
Beginning Fund Balances	9,878,471	14,352,045	325,793	801,769	25,776,573
Revenues					
Property Taxes	2,964,110	-	-	3,963,805	6,927,915
Sales Taxes	9,885,000	-	-	-	9,885,000
Franchise Taxes	2,396,100	-	-	-	2,396,100
Other Taxes	-	-	810,000	-	810,000
Licenses and Permits	1,020,400	-	-	-	1,020,400
Fines and Forfeitures	189,100	-	-	-	189,100
Fees and Services	117,800	23,600,700	276,000	-	23,994,500
Interest Income	30,000	30,000	-	-	60,000
Misc Sales and Income	150,900	475,100	60,000	-	686,000
Intergovt. Revenue	186,500	50,000	-	-	236,500
Total Revenues	16,939,910	24,155,800	1,146,000	3,963,805	46,205,515
Other Financing Sources					
Fund Balance Used	117,000	237,000	-	200,000	554,000
Interfund Transfers	1,683,000	275,000	580,000	4,633,332	7,171,332
Total Financing Sources	1,800,000	512,000	580,000	4,833,332	7,725,332
Total Revenues & Other Sources	18,739,910	24,667,800	1,726,000	8,797,137	53,930,847
Total Available Resources	28,501,381	38,782,845	2,051,793	9,398,906	79,153,420
Expenditures					
General Government	5,608,051	3,991,079	-	-	9,599,130
Public Safety	8,122,091	-	-	-	8,122,091
Community Development	791,487	-	-	-	791,487
Public Works	959,764	12,517,209	-	-	13,476,973
Culture and Recreation	2,144,117	-	1,709,000	-	3,853,117
Capital Improvements	347,000	1,602,000	17,000	-	1,966,000
Debt Service:					-
Principal	-	-	-	5,814,000	5,814,000
Interest	-	-	-	2,978,137	2,978,137
Administrative Fees	-	-	-	5,000	5,000
Total Expenditures	17,972,510	18,110,288	1,726,000	8,797,137	46,605,935
Other Financing Uses					
Interfund Transfers	580,000	6,321,332	-	-	6,901,332
Total Financing Uses	580,000	6,321,332	-	-	6,901,332
Total Expenditures & Other Uses	18,552,510	24,431,620	1,726,000	8,797,137	53,507,267
Ending Fund Balances	9,948,871	14,351,225	325,793	601,769	25,646,153

Consolidated Summary

Revenues

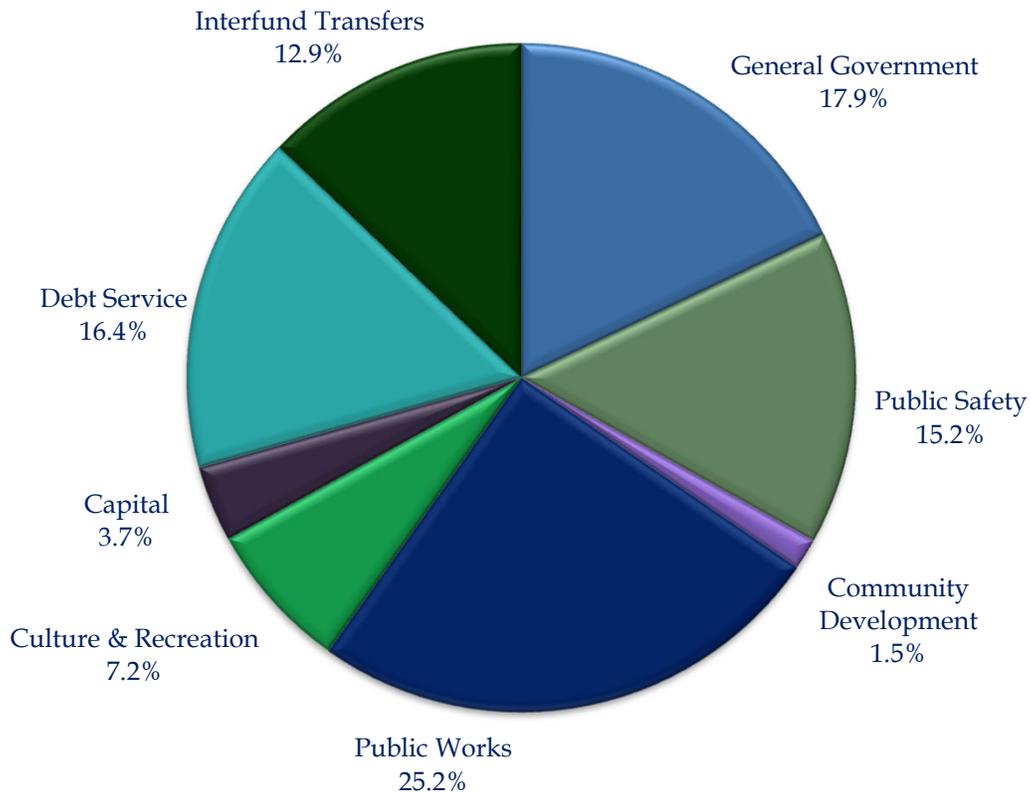
	Actual FY 2019-2020	Budgeted FY 2020-2021	Actual FY 2020-2021	Adopted FY 2021-2022
<i>Revenues</i>				
Property Taxes	6,339,830	6,613,544	6,653,193	6,927,915
Non Property Taxes	12,435,376	11,705,940	13,834,972	13,091,100
Licenses & Permits	1,145,677	729,363	1,602,832	1,020,400
Fines & Penalties	201,085	151,100	244,957	189,100
Fees & Current Services	23,503,867	23,198,950	23,466,058	23,994,500
Interest Income	292,447	205,341	75,385	60,000
Miscellaneous Sales & Income	1,077,675	779,958	851,685	686,000
Intergovernmental Revenues	421,935	228,311	839,985	236,500
Total Revenues	45,417,893	43,612,507	47,569,067	46,205,515
<i>Other Financing Sources</i>				
Fund Balance Used	-	4,309,443	-	554,000
Interfund Transfers	6,587,581	6,835,192	6,778,199	7,171,332
Total Other Financing Sources	6,587,581	11,144,635	6,778,199	7,725,332
Total Revenues, Other Financing Sources & Fund Balance/Working Capital	52,005,474	54,757,142	54,347,267	53,930,847



Consolidated Summary

Expenditures

	Actual FY 2019-2020	Budgeted FY 2020-2021	Actual FY 2020-2021	Adopted FY 2021-2022
<i>Expenditures</i>				
General Government	8,482,029	9,187,174	8,530,604	9,599,130
Public Safety	6,858,080	7,446,153	7,018,757	8,122,091
Community Development	688,435	760,308	641,135	791,487
Public Works	11,738,771	12,835,158	16,037,080	13,476,973
Culture & Recreation	3,162,768	3,538,359	3,273,124	3,853,117
Capital	1,587,106	5,294,027	2,339,382	1,966,000
Debt Service	7,230,674	8,732,653	8,733,965	8,797,137
Total Expenditures	39,747,863	47,793,832	46,574,046	46,605,935
<i>Other Financing Uses</i>				
Interfund Transfers	7,719,052	6,485,266	6,647,991	6,901,332
Total Other Financing Uses	7,719,052	6,485,266	6,647,991	6,901,332
Total Expenditures & Other Financing Uses	47,466,915	54,279,098	53,222,038	53,507,267



Consolidated Summary

Expenditures by Department

	Personnel Costs	Supplies & Maintenance	Services	Interfund Transfers	Capital	Debt Service	Grand Total
General Fund							
City Council	85,541	5,100	93,100	-	-	-	183,741
City Manager	562,319	5,300	27,800	-	-	-	595,419
City Secretary	171,687	3,000	48,700	-	-	-	223,387
Legal	-	-	184,400	-	-	-	184,400
Finance	491,213	8,000	47,100	-	-	-	546,313
Purchasing	173,208	1,400	8,200	-	-	-	182,808
Social Services	-	-	109,000	-	-	-	109,000
IT	109,572	77,400	600,000	-	195,000	-	981,972
Communications	161,553	4,700	67,900	-	-	-	234,153
Human Resources	99,153	1,700	126,600	-	-	-	227,453
Warehouse	113,177	11,500	22,600	-	35,000	-	182,277
Building & Permits	787,314	26,700	83,400	-	-	-	897,414
Economic Development	135,000	-	67,700	-	-	-	202,700
Comm Development	547,787	4,700	36,300	-	-	-	588,787
Clean Air Coalition	63,840	3,000	44,500	-	-	-	111,340
Municipal Court	234,448	4,200	13,800	-	-	-	252,448
Police	5,373,936	302,800	644,500	-	-	-	6,321,236
Fire	189,893	175,600	285,500	-	-	-	650,993
Streets	472,764	258,600	228,400	-	-	-	959,764
Fleet Maintenance	299,715	43,500	18,800	-	-	-	362,015
Building Maintenance	634,623	111,100	67,500	-	-	-	813,223
Parks and Recreation	1,493,329	267,800	326,800	-	117,000	-	2,204,929
Cemetery	45,788	7,100	3,300	-	-	-	56,188
Non-Departmental	-	17,700	882,850	580,000	-	-	1,480,550
Total General Fund	12,245,860	1,340,900	4,038,750	580,000	347,000	-	18,552,510
Utility Fund							
Utility Billing	231,943	7,300	256,400	-	-	-	495,643
Meter Reading	189,475	35,500	89,800	-	200,000	-	514,775
Ground Water	222,869	167,600	212,100	-	200,000	-	802,569
Water Treatment	621,339	533,700	1,419,400	-	-	-	2,574,439
Water Distribution	421,209	172,000	181,900	-	215,000	-	990,109
Wastewater Treatment	769,276	314,600	535,800	-	275,000	-	1,894,676
Wastewater Collection	265,809	135,100	112,700	-	320,000	-	833,609
Electric	676,707	180,200	5,574,900	-	357,000	-	6,788,807
Public Works	550,961	9,800	145,100	-	-	-	705,861
Non-Departmental	-	19,100	1,691,700	6,274,332	35,000	-	8,020,132
Total Utility Fund	3,949,588	1,574,900	10,219,800	6,274,332	1,602,000	-	23,620,620

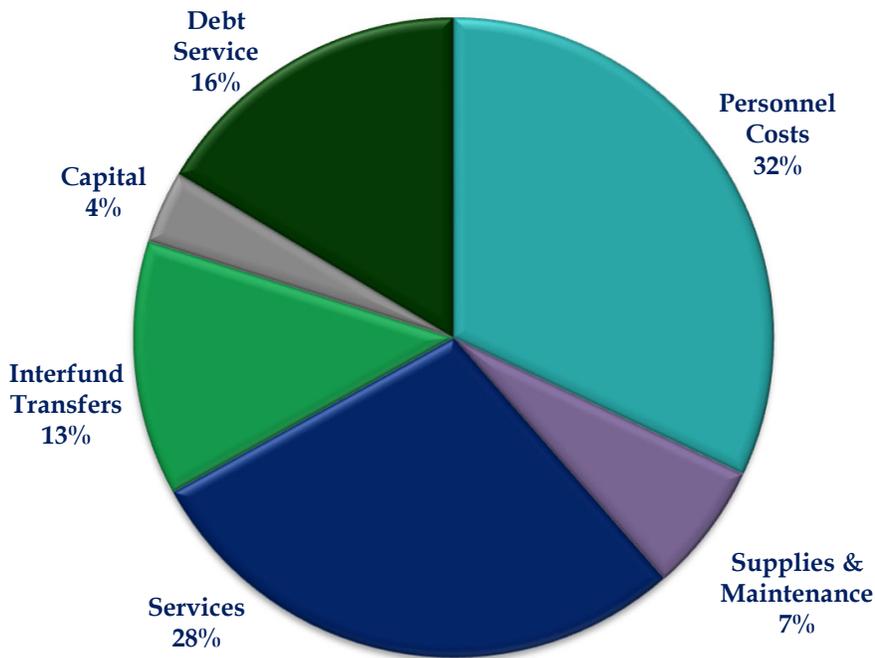
Consolidated Summary

Expenditures by Department

Continued

	Personnel Costs	Supplies & Maintenance	Services	Interfund Transfers	Capital	Debt Service	Grand Total
Airport Fund							
Airport	194,678	330,300	239,022	47,000	-	-	811,000
Tourism Fund							
Conference Center	342,161	162,700	178,800	-	17,000	-	700,661
Tourism	397,727	63,900	452,912	-	-	-	914,539
Other	-	21,000	49,800	-	-	-	70,800
Total Tourism Fund	739,888	247,600	681,512	-	17,000	-	1,686,000
Granbury Historical Properties Fund							
Historical Properties	-	-	40,000	-	-	-	40,000
Debt Service Fund							
Debt Service	-	-	-	-	-	8,797,137	8,797,137
Total All Funds	17,130,014	3,493,700	15,219,084	6,901,332	1,966,000	8,797,137	53,507,267

City-Wide Expenditures by Type



General Fund

FUND DESCRIPTION:

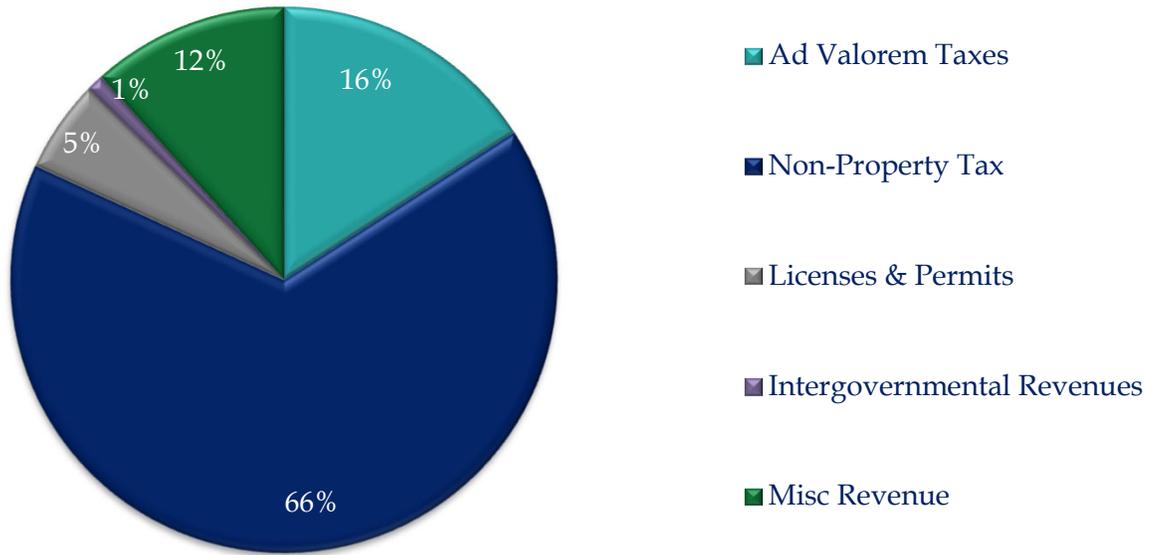
The General Fund is used to account for resources traditionally associated with government that are not required legally or by sound financial management to be accounted for in another fund.

	Actual FY 2019-2020	Budgeted FY 2020-2021	Actual FY 2020-2021	Adopted FY 2021-2022
Revenues				
Ad Valorem Taxes	3,154,414	2,680,836	2,686,057	2,964,110
Non-Property Tax	11,782,221	11,005,940	12,910,925	12,281,100
Licenses & Permits	1,145,677	729,363	1,602,832	1,020,400
Fines & Penalties	201,085	151,100	244,957	189,100
Park Revenues	117,189	154,500	210,663	117,800
Interest Income	133,111	100,000	29,329	30,000
Misc. Sales & Income	227,868	148,600	261,152	150,900
Intergovernmental Revenues	378,776	178,311	746,985	186,500
Total Revenues	17,140,341	15,148,650	18,692,900	16,939,910
Other Financing Sources				
Interfund Transfers	1,494,303	1,425,061	1,589,238	1,683,000
Fund Balance Used	-	3,684,453	-	117,000
Total Other Financing Sources	1,494,303	5,109,514	1,589,238	1,800,000
Total Revenues & Other Financing Sources	18,634,644	20,258,164	20,282,138	18,739,910
Expenditures				
Personnel Costs	10,138,942	10,991,967	10,455,775	12,245,860
Supplies & Maintenance	1,375,265	1,276,385	1,134,799	1,340,900
Services	4,508,246	4,091,160	3,623,660	4,038,750
Capital	376,815	3,289,620	772,416	347,000
Total Expenditures	16,399,267	19,649,132	15,986,649	17,972,510
Other Financing Uses				
Interfund Transfers	1,254,375	435,305	435,305	580,000
Total Other Financing Uses	1,254,375	435,305	435,305	580,000
Total Expenditures & Other Financing Uses	17,653,642	20,084,437	16,421,954	18,552,510

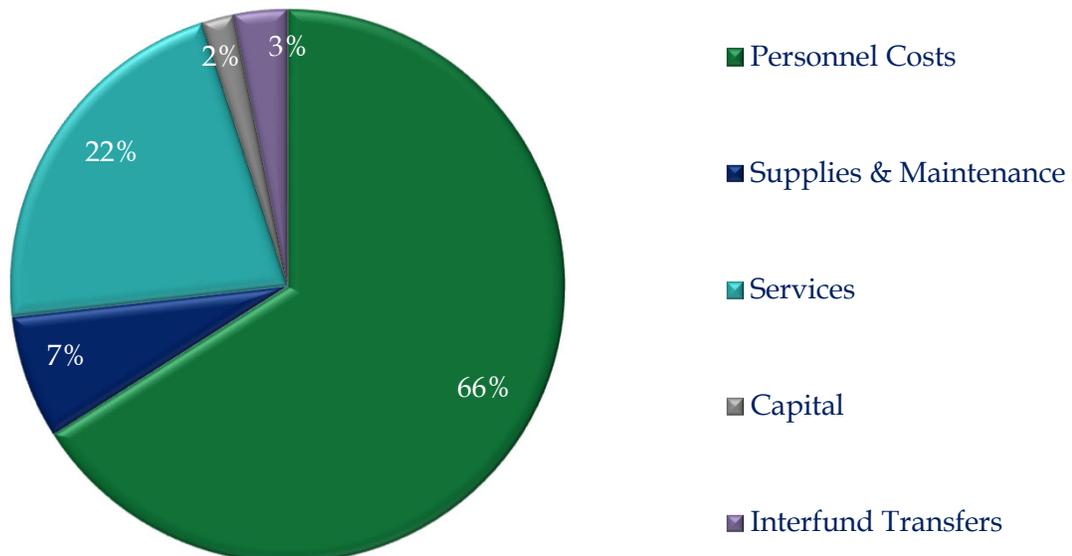
Significant Issues/Comments:

- Property values increased by \$148.8M and net property tax revenues increased by 3.98% compared to the Fiscal Year 2020-2021 budget.
- Sales tax revenues are projected to increase 14% to \$9.885 million in Fiscal Year 2021-2022.
- Interfund transfers to the Tourism Fund are \$540,000. For Fiscal Year 2021-2022, the Airport Fund has a balanced budget without any additional support from the General Fund, yet the Airport Fund will continue to transfer their share of allocated costs for services provided by the General Fund.
- Due to falling interest rates, interest revenue is projected to decrease 70%.

General Fund Revenues by Type



General Fund Expenditures by Type



Utility Fund

FUND DESCRIPTION:

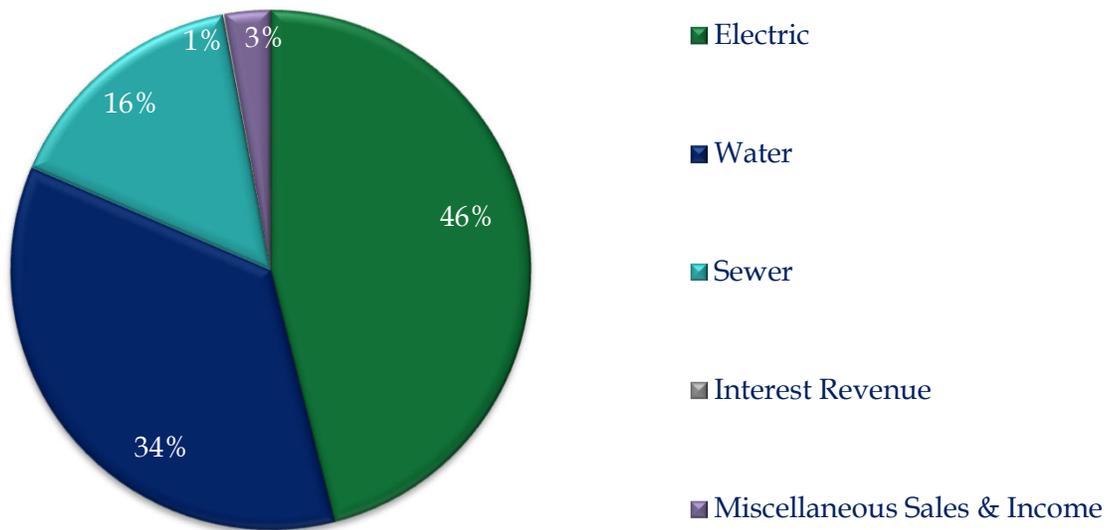
The Utility Fund is used to account for the revenues from water, sewer and electric operating and maintenance activities and the expenses of the departments that support these activities. These departments include the water and wastewater treatment plants, the water distribution and wastewater collection departments, meter reading, utility administration, ground water and the electric department. This fund also supports its share of the fleet maintenance, building maintenance and administrative services functions in the General Fund.

	Actual FY 2019-2020	Budgeted FY 2020-2021	Actual FY 2020-2021	Adopted FY 2021-2022
Revenues				
Fees & Service Charges	22,408,965	21,941,450	22,163,253	22,883,000
Interest Revenue	111,577	98,000	18,989	25,000
Miscellaneous Sales & Income	736,468	489,000	478,886	436,800
Total Revenues	23,257,009	22,528,450	22,661,128	23,344,800
Other Financing Sources				
Interfund Transfers	68,529	354,881	130,208	275,000
Fund Balance Used	-	315,034	-	237,000
Total Other Financing Sources	68,529	669,915	130,208	512,000
Total Revenues & Other Financing Sources	23,325,539	23,198,365	22,791,336	23,856,800
Expenses				
Personnel Costs	2,943,205	3,523,316	3,260,322	3,949,588
Supplies & Maintenance	1,187,470	1,586,861	1,168,632	1,574,900
Services	9,373,480	10,001,503	13,736,158	10,219,800
Capital	961,807	1,779,407	1,126,187	1,602,000
Debt Service	343,400	-	-	-
Total Expenses	14,809,363	16,891,087	19,291,299	17,346,288
Other Financing Uses				
Interfund Transfers	5,713,644	6,002,961	6,161,574	6,274,332
Total Other Financing Uses	5,713,644	6,002,961	6,161,574	6,274,332
Total Expenses & Other Financing Uses	20,523,006	22,894,048	25,452,872	23,620,620

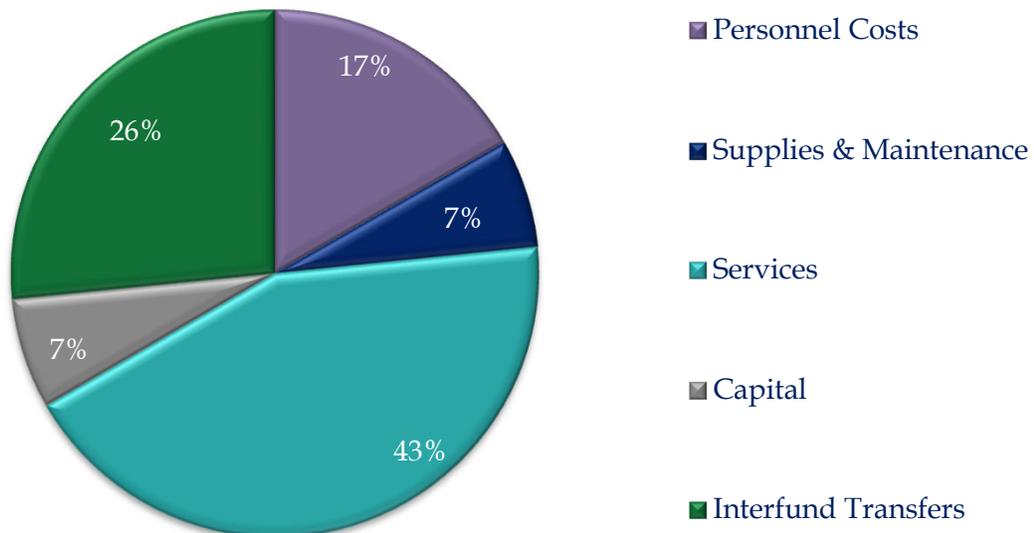
Significant Issues/Comments:

- Electric revenues are budgeted to be slightly lower than the prior fiscal year.
- Water and sewer revenues are budgeted to be up 9-14% mainly due to consumption growth and a small CPI rate adjustment.
- Impact Fees of \$275,000 are budgeted to be used to upgrade lift station #13.
- Due to falling interest rates, interest revenue is projected to decrease about 74%.
- Personnel costs are increasing due to the hiring of a part-time utility billing clerk, 1 utility line locator, and 1 wastewater treatment plant operator.

Utility Fund Revenues by Type



Utility Fund Expenditures by Type



Airport Fund

FUND DESCRIPTION:

The Airport Fund is used to account for revenues and expenses related to the operation and maintenance of the Granbury Regional Airport. Capital equipment, improvements and debt payments on outstanding debt for the Airport are also accounted for here.

	Actual FY 2019-2020	Budgeted FY 2020-2021	Actual FY 2020-2021	Adopted FY 2021-2022
Revenues				
Sale of Aviation Fuel	399,576	437,000	499,168	393,700
Hangar Rent	334,204	324,000	327,489	324,000
Interest Revenue	18,442	7,341	4,458	5,000
Other Income	47,868	35,700	38,644	38,300
Intergovernmental Revenues	43,159	50,000	93,000	50,000
Total Revenues	843,248	854,041	962,758	811,000
Other Financing Sources				
Interfund Transfers	897,393	-	-	-
Fund Balance Used	-	129,956	-	-
Total Other Financing Sources	897,393	129,956	-	-
Total Revenues & Other Financing Sources	1,740,641	983,997	962,758	811,000
Expenses				
Personnel Costs	155,760	179,497	197,882	194,678
Supplies & Maintenance	283,193	361,900	361,889	330,300
Services	226,875	170,600	146,629	139,022
Capital Outlay	176,082	225,000	440,779	-
Total Expenses	841,910	936,997	1,147,179	664,000
Other Financing Uses				
Grant Reimbursed Expense	86,803	-	8,063	100,000
Interfund Transfers	51,033	47,000	51,113	47,000
Total Other Financing Uses	137,836	47,000	59,175	147,000
Total Expenses & Other Financing Uses	979,746	983,997	1,206,355	811,000

Significant Issues/Comments:

- The Airport fund will no longer be receiving the grant installments directly from TXDOT, but instead TXDOT will handle the construction payments directly.
- For Fiscal Year 2020-2021, the Airport Fund has a balanced budget without any additional support from the General Fund, yet the Airport Fund will continue to transfer their share of allocated costs for services provided by the General Fund.

Tourism Fund

FUND DESCRIPTION:

The Tourism Fund is used to account for hotel occupancy revenues that are legally restricted for expenditures for particular purposes and the operations of the Lake Granbury Conference Center and promotion of tourism. Two other cultural centers: the Langdon Center and the Opera House, are also accounted for here.

	Actual FY 2019-2020	Budgeted FY 2020-2021	Actual FY 2020-2021	Adopted FY 2021-2022
Revenues				
Hotel Occupancy Taxes	653,155	700,000	924,047	810,000
Interest Revenue	2,153	-	1,612	-
Conference Center Revenue	240,660	323,000	258,133	259,000
Langdon Center Revenue	3,275	19,000	7,353	17,000
Opera House Revenue	45,000	45,000	45,000	45,000
Other Income	20,471	61,658	28,003	15,000
Total Revenues	964,714	1,148,658	1,264,149	1,146,000
Other Financing Sources				
Interfund Transfers	316,982	395,305	395,305	540,000
Total Other Financing Sources	316,982	395,305	395,305	540,000
Total Revenues & Other Financing Sources	1,281,696	1,543,963	1,659,454	1,686,000
Expenditures				
Personnel Costs	623,468	661,363	629,367	739,888
Supplies & Maintenance	132,145	143,000	103,485	247,600
Services	556,503	739,600	635,310	681,512
Other Services	-	-	-	-
Capital Outlay	72,402	-	-	17,000
Total Expenditures	1,384,517	1,543,963	1,368,163	1,686,000
Other Financing Uses				
Interfund Transfers	-	-	-	-
Total Other Financing Uses	-	-	-	-
Total Expenditures & Other Financing Uses	1,384,517	1,543,963	1,368,163	1,686,000

Significant Issues/Comments:

- Revenue projections for hotel occupancy taxes are projected to be \$810,000 in Fiscal Year 2021-2022 based on current fiscal year trend.
- Conference Center revenue is projected to decrease 20% due to the economic effects of the pandemic on tourism.
- The total interfund transfer from General Fund for operating expenses in the Tourism Fund is up 37% compared to Fiscal Year 2020-2021.

Granbury Historic Properties

FUND DESCRIPTION:

Granbury Historic Properties has been established to assist the City in the acquisition and control of historical properties deemed important to the growth and development of the City.

	Actual FY 2019-2020	Budgeted FY 2020-2021	Actual FY 2020-2021	Adopted FY 2021-2022
Revenues				
Interest Revenue	299	-	174	-
Other Income	-	-	-	-
Intergovernmental Revenues	-	-	-	-
Total Revenues	299	-	174	-
Other Financing Sources				
Interfund Transfers	40,000	40,000	40,000	40,000
From Fund Balance	-	-	-	-
Total Other Financing Sources	40,000	40,000	40,000	40,000
Total Revenues & Other Financing Sources	40,299	40,000	40,174	40,000
Expenditures				
Personnel Costs	-	-	-	-
Supplies & Maintenance	-	-	-	-
Services	38,729	40,000	38,729	40,000
Capital Outlay	-	-	-	-
Other Services	-	-	-	-
Total Expenditures	38,729	40,000	38,729	40,000
Other Financing Uses				
Interfund Transfers	-	-	-	-
Total Other Financing Uses	-	-	-	-
Total Expenditures & Other Financing Uses	38,729	40,000	38,729	40,000

General Debt Service Fund

FUND DESCRIPTION:

The General Debt Service Fund is used to account for funds collected to pay general obligation bond debt service. These funds are collected from a portion of the ad valorem tax rate, which is based on the amount of debt service principal and interest to be paid in the current fiscal year.

	Actual FY 2019-2020	Budgeted FY 2020-2021	Actual FY 2020-2021	Adopted FY 2021-2022
Revenues				
Ad Valorem Taxes	3,185,417	3,932,708	3,967,136	3,963,805
Interest Revenue	26,865	-	20,823	-
Other Revenue	-	-	-	-
Total Revenues	3,212,281	3,932,708	3,987,959	3,963,805
Other Financing Sources				
Issuance of Debt	-	-	-	-
Payment of refunded bond	-	-	-	-
Bond (Discount)/Premium	-	-	-	-
Use of Fund Balance	-	180,000	-	200,000
Interfund Transfers	3,770,374	4,619,945	4,623,449	4,633,332
Total Other Financing Sources	3,770,374	4,799,945	4,623,449	4,833,332
Total Revenues & Other Financing Sources	6,982,655	8,732,653	8,611,407	8,797,137
Expenditures				
Debt Service				
Principal	4,391,000	5,299,000	5,299,000	5,814,000
Interest and Fiscal charges	2,490,524	3,428,653	3,428,653	2,978,137
Refund of Existing Debt	-	-	-	-
Debt Issuance Cost	-	-	-	-
Agent Fees	5,750	5,000	6,312	5,000
Total Expenditures	6,887,274	8,732,653	8,733,965	8,797,137
Other Transfers	-	-	-	-
Total Expenses & Other Financing Uses	6,887,274	8,732,653	8,733,965	8,797,137

Significant Issues/Comments:

- Property values increased by \$148.8 million, about 9%, reflecting an increase from \$1.726 billion to \$1.874 billion.
- Fund balance is projected to decrease by \$200,000 (about 25%) due to the city utilizing reserves to keep the property tax rate down.

Fleet Replacement Fund

FUND DESCRIPTION:

The Fleet Replacement Fund is an internal service fund used to account for the acquisition of additional and/or replacement City vehicles. These funds are collected from transfers from the City departments which are based on the anticipated replacement schedule and cost for each vehicle.

	Actual FY 2019-2020	Budgeted FY 2020-2021	Actual FY 2020-2021	Adopted FY 2021-2022
Revenues				
Interest Revenue	1,234	-	3,672	-
Other Income	-	-	38,638	-
Total Revenues	1,234	-	42,309	-
Other Financing Sources				
Fund Balance Used	-	484,530	-	-
Interfund Transfers	506,025	505,300	505,300	655,300
Transfer In- General Fund	500,000	-	-	-
Transfer In- Utility Fund	1,200,000	-	-	-
Total Other Financing Sources	2,206,025	989,830	505,300	655,300
Total Revenues & Other Financing Sources				
	2,207,259	989,830	547,609	655,300
Expenditures				
Capital Outlay- General Fund	462,513	551,830	627,993	407,885
Capital Outlay- Utility Fund	266,327	438,000	424,141	201,005
Capital Outlay- Tourism Fund	-	-	-	-
Capital Outlay- Airport Fund	-	-	-	-
Total Expenditures	728,841	989,830	1,052,134	608,890
Other Financing Uses				
Interfund Transfers	-	-	-	-
Total Other Financing Uses	-	-	-	-
Total Expenditures & Other Financing Uses				
	728,841	989,830	1,052,134	608,890

Significant Issues/Comments:

- To better fund the replacement of City vehicles, the departmental fleet transfers were increased greatly for the 2021-2022 budget.

General Fund

The General Fund is responsible for providing basic services to the residents of the City. These services include:

- * **General Government:** City Council, City Manager, City Secretary, Legal, Finance, Purchasing, Warehouse, Social Services, Information Technology, Human Resources, Communications, Fleet and Building Maintenance
- * **Public Safety:** Municipal Court, Police, Fire and Building Permits & Inspection Services
- * **Community Development:** Economic Development and Community Development
- * **Public Works:** Street Maintenance
- * **Culture & Recreation:** Parks, Swimming Pool, Soccer Fields, Baseball, Beach, Decker Gym & Cemetery

The General Fund's primary revenue sources are Ad Valorem Taxes, Sales Taxes, Franchise Fees and Charges for City Services. The City Council is responsible for establishing a tax rate for the General Fund.

Per the Tax Code, if the proposed tax rate exceeds the lower of the no-new-revenue tax rate or the voter-approval tax rate, the City is required to hold a public hearing on the tax rate for that fiscal year. The Maintenance & Operations portion of the voter-approval tax rate is the tax rate that would be needed to raise the same amount of taxes that the taxing unit levied in the prior year plus 3.5%. The debt service rate portion is the tax rate necessary to pay the taxing unit's debt payments in the coming year. This part of the calculation does not depend on the last year's debt taxes at all; it considers the amount the taxing unit will need for the current year. The debt service portion of the overall tax rate may rise as high as necessary without triggering an election.

The sales tax rate inside the City of Granbury is 8.25%, with 1.5% being dedicated for City use. The remainder goes to the State (6.25%) and Hood County (0.5%).

General Fund Revenues

Revenue Type	Actual FY 2019-2020	Budgeted FY 2020-2021	Actual FY 2020-2021	Adopted FY 2021-2022
Ad Valorem Taxes	3,154,414	2,680,836	2,686,057	2,964,110
Sales Taxes	9,362,285	8,675,000	10,506,511	9,885,000
Franchise Fees & Other	2,419,936	2,330,940	2,404,414	2,396,100
Licenses, Permits, Fees	1,145,677	729,363	1,602,832	1,020,400
Municipal Court Fees	201,085	151,100	244,957	189,100
Park Revenues	117,189	154,500	210,663	117,800
Interest Income	133,111	100,000	29,329	30,000
Other Revenues	227,868	148,600	261,152	150,900
Intergovernmental Revenue	378,776	178,311	746,985	186,500
Interfund Transfers	1,494,303	1,425,061	1,589,238	1,683,000
Fund Balance Used	-	3,684,453	-	117,000
Total Revenues	18,634,644	20,258,164	20,282,138	18,739,910

General Fund Revenue Fiscal Year 2021-2022



General Fund Revenues

Revenue Type	Actual FY 2019-2020	Budgeted FY 2020-2021	Actual FY 2020-2021	Adopted FY 2021-2022
Ad Valorem Taxes				
Current Tax Revenue	3,154,414	2,680,836	2,686,057	2,964,110
Delinquent Tax Revenue	7,005	15,000	16,284	15,000
Penalty and Interest on Taxes	27,726	15,000	22,216	15,000
Tax Certificates	130	300	103	300
Total Ad Valorem Taxes	3,189,275	2,711,136	2,724,660	2,994,410
Sales Taxes				
Sales Taxes	9,362,285	8,675,000	10,506,511	9,885,000
Mixed Drink Taxes	94,652	75,000	112,668	90,000
Total Sales Taxes	9,456,937	8,750,000	10,619,180	9,975,000
Franchise Fees				
Cable TV Franchise Fees	106,698	95,000	109,813	95,000
Telephone Franchise Fees	57,571	44,000	26,164	25,000
Electric Franchise Fees	418,350	420,000	408,663	412,000
Solid Waste Franchise Fees	289,413	276,000	309,821	295,000
Gas Franchise Fees	60,725	60,000	64,128	60,000
Utility Fund Franchise Fees	1,330,332	1,304,640	1,307,388	1,362,000
PEG Fee Franchise	27,333	26,000	27,164	26,800
Total Franchise Fees	2,290,423	2,225,640	2,253,142	2,275,800
Licenses, Permits, Fees				
Alcoholic Beverage Permits	10,610	8,000	14,110	7,000
Health Permits	46,832	40,000	53,965	45,000
Building/Housemoving Permits	698,606	400,000	723,773	550,000
Plumbing/Electric Permits	86,602	65,000	114,177	75,000
Pole Usage Fees	9,584	9,363	9,750	9,400
License Registration/Renewal	36,500	30,000	35,100	35,000
Water Well Permits	250	-	1,250	-
Misc Permits/Fees/Licenses	158,806	95,000	255,460	218,000
Gas Well Permits & Fees	445	1,000	776	-
Engineering Fees	17,475	-	66,328	-
Accident Report Fees	1,314	1,000	1,116	1,000
Developers Fees	78,654	80,000	327,029	80,000
Total Licenses, Permits, Fees	1,145,677	729,363	1,602,832	1,020,400

General Fund Revenues

Continued

Revenue Type	Actual FY 2019-2020	Budgeted FY 2020-2021	Actual FY 2020-2021	Adopted FY 2021-2022
Municipal Court Fees				
Fines and Forfeitures	122,576	100,000	156,868	120,000
Court Fines for Building Securit.	5,783	3,000	7,512	6,000
Local Truancy Prevention (new)	3,645	1,500	7,280	4,000
Municipal Jury Fund (new)	73	100	146	100
Time Payment Reimb Fee (new)	1,138	500	2,291	1,000
Mun. Court Administ. Fess	43,069	25,000	44,153	35,000
Warrant Fees	15,672	15,000	17,017	15,000
Arrest Fees	9,129	6,000	9,690	8,000
Total Municipal Court Fees	201,085	151,100	244,957	189,100
Park Revenue				
Ballfield Concessions	20,849	40,000	23,990	25,000
Beach Rental	1,700	1,500	1,900	1,800
Pool Concessions	3,086	8,000	7,823	5,000
Swimming Pool Admissions	10,712	15,000	23,634	15,000
Pavilion Use Fees	1,205	3,000	2,955	3,000
Recreation Activity Fees	10,050	40,000	3,025	20,000
Park Donation/Dedications	37,112	20,000	87,825	20,000
Stage Rental	3,900	2,000	2,650	3,000
Ballfield Use Fees	13,035	15,000	20,020	15,000
Soccer Field Use Fees	3,691	8,000	15,342	8,000
Decker Field/Gym Use Fees	150	-	-	-
Cemetery Revenue	11,700	2,000	21,500	2,000
Total Park Revenue	117,189	154,500	210,663	117,800
Interest Income				
Interest Income	133,111	100,000	29,329	30,000
Total Interest Income	133,111	100,000	29,329	30,000

General Fund Revenues

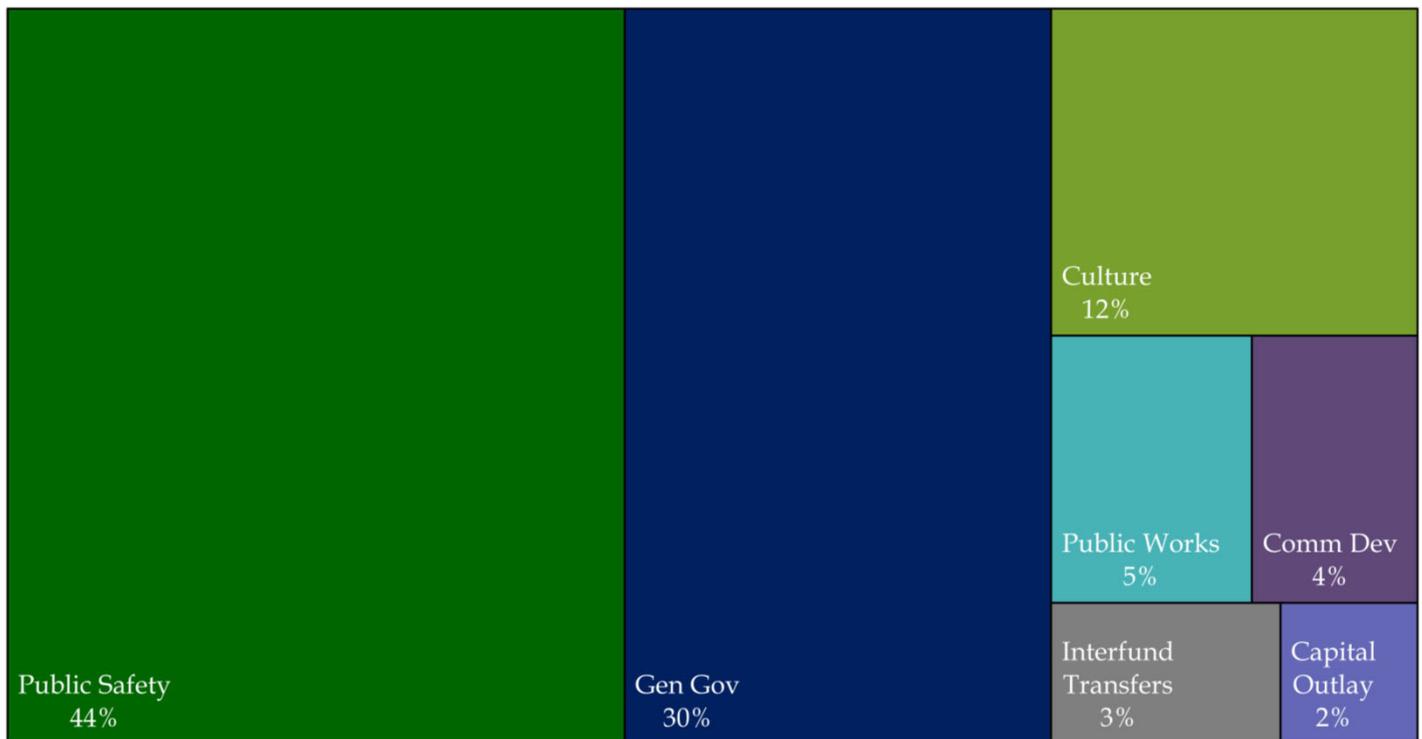
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Revenue Type	Actual FY 2019-2020	Budgeted FY 2020-2021	Actual FY 2020-2021	Adopted FY 2021-2022
Other Revenue				
Fund Balance Used	-	3,684,453	-	117,000
Lease of City Property	115,233	91,800	105,840	93,800
Kiosk Sign Rent	2,120	2,800	2,165	2,100
Cemetery Gas Well Drilling	2,536	4,000	4,113	2,000
Books, Maps, Publications	60	-	-	-
Granbury TV Programming	13,967	20,000	7,500	20,000
Donations	37,301	-	51,371	-
Miscellaneous Income	17,164	13,000	47,137	13,000
Insurance Proceeds	21,013	-	18,732	-
Cash Short/Over	39	-	537	-
Service Fees	18,435	17,000	23,027	20,000
Total Other Revenue	227,868	3,833,053	261,152	267,900
Interfund Transfers				
Transfer In Shared Allocation	1,115,179	1,031,935	1,196,112	1,197,000
Transfer from Utility	379,124	393,126	393,126	486,000
Total Interfund Transfers	1,494,303	1,425,061	1,589,238	1,683,000
Intergovernmental Revenue				
GISD Officer Reimb.	14,469	2,000	19,295	5,000
Other State Grants	162,128	168,686	247,831	170,000
Other Grant Revenue	86,415	7,625	13,835	11,500
CRF Coronavirus Relief	115,764	-	463,056	-
Total Intergovernmental	378,776	178,311	746,985	186,500
Total General Fund Revenue	18,634,644	20,258,164	20,282,138	18,739,910

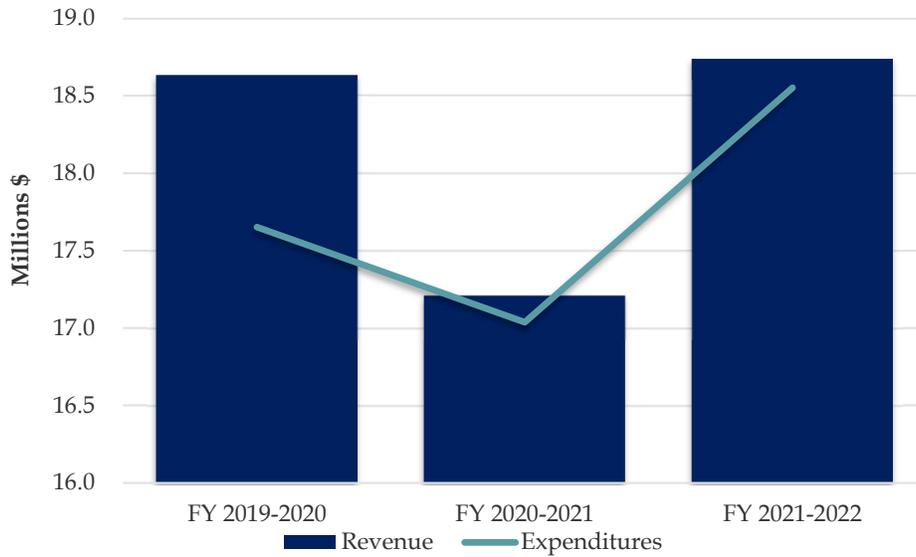
General Fund Expenditures

Expenditure Type	Actual	Budgeted	Actual	Adopted
	FY 2019-2020	FY 2020-2021	FY 2020-2021	FY 2021-2022
Administration	1,897,827	2,081,088	1,912,385	2,194,866
Internal Services	2,061,738	2,296,551	2,177,958	2,401,295
Streets	947,036	763,491	670,426	959,764
Community Development	688,435	760,308	641,135	791,487
Clean Air Coalition	92,900	108,025	220,225	111,340
Public Safety	6,858,080	7,446,153	7,018,757	8,122,091
Parks and Recreation	1,811,924	1,954,396	1,866,233	2,144,117
Non-Departmental	964,513	949,500	707,116	900,550
Interfund Transfers	1,954,375	435,305	435,305	580,000
Capital Outlay	376,815	3,289,620	772,416	347,000
Total Expenditures	17,653,642	20,084,437	16,421,954	18,552,510

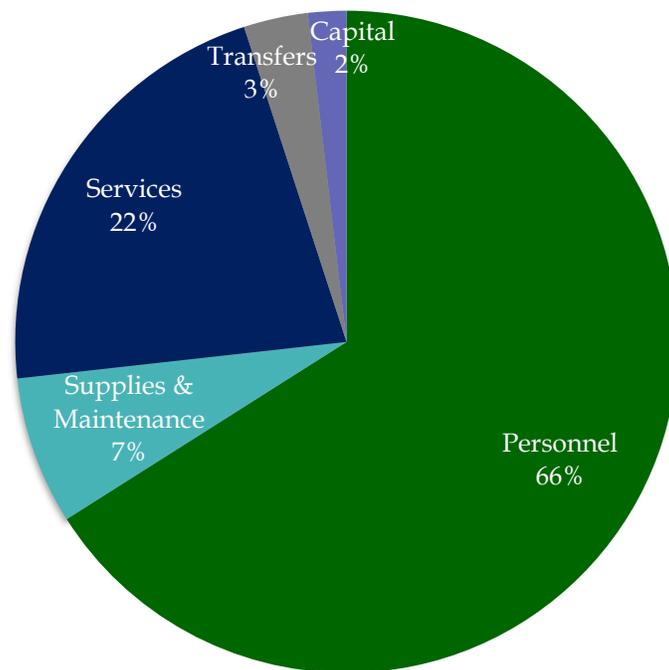
General Fund Expenditures Fiscal Year 2021-2022



General Fund Revenues vs Expenditures 3 Year History



General Fund Expenditures Fiscal Year 2021-2022



- City Council -

Department 10

MISSION STATEMENT

To adopt ordinances, plans, policies and budgets so that the City of Granbury can deliver high quality municipal services, protect the health, safety and welfare of its residents, and maintain its image as a unique tourist destination and an enjoyable place to live.

DESCRIPTION

Granbury is a home-rule city. The City Council consists of five council members and a mayor. All members of the Council are elected at-large. The City Council operates under the Granbury City Charter, City ordinances and State law. Four officers of the City are appointed by the City Council and operate under its guidance: City Manager, City Attorney, City Secretary and Municipal Judge.

The City Council is the policy-making arm of city government. It has a wide variety of tasks which include approving any expenditure of the City which exceeds the amount stipulated in the Charter and by State law, appointing board and commission members, ordering regular and special elections and considering zoning issues.

The City Council must study, analyze and approve complex plans for expansion and rehabilitation of the City's utilities and other progressive plans that may benefit the citizens.

OBJECTIVES AND STRATEGIES

- 1. Develop policies which enhance the quality of life for the community while preserving its unique character and natural resources.**

Related to City Council Goal: Community Development.

- 2. Ensure the long-term financial viability of Granbury.**

Related to City Council Goal: Community Development.

- 3. Promote community involvement and participation in local government.**

Related to City Council Goal: Citizen Involvement.

- 4. Attend all regular and special Council meetings.**

Related to City Council Goal: Service Delivery.

City Council Expenditures

Expenditure Type	Actual FY 2019-2020	Budgeted FY 2020-2021	Actual FY 2020-2021	Adopted FY 2021-2022
Personnel				
Salaries	78,595	78,000	78,081	78,000
FICA	6,044	5,967	5,973	5,967
Insurance for Personnel	100	120	63	120
Workers Compensation	117	144	102	104
Texas Workforce Commision	-	1,350	-	1,350
Total Personnel	84,855	85,581	84,218	85,541
Supplies & Maintenance				
Office Supplies	443	900	1,099	900
Copier Expense	27	1,200	82	200
Non-Capital Tools & Equip	3,282	4,000	3,320	4,000
Total Supplies & Maint	3,752	6,100	4,501	5,100
Services				
Audit & Accounting	21,750	24,000	21,750	24,000
Contsultants, Architect, Engr.	-	15,000	-	-
Telephone	2,804	3,000	2,889	3,000
Postage	-	-	153	-
Council Travel/Training	14,506	25,000	11,238	25,000
Meeting Refreshments	3,107	2,500	2,193	2,500
Meeting Recordings	-	100	-	100
Dues, Subscriptions, Member	10,644	11,900	11,677	14,500
Community Events	14,423	20,000	15,050	20,000
Miscellaneous Expenses	1,910	2,000	2,301	2,000
Special Events- City Hall	1,035	2,000	2,900	2,000
Total Services	70,179	105,500	70,150	93,100
Total City Council	158,786	197,181	158,869	183,741

- City Manager -

Department 11

MISSION STATEMENT OF CITY MANAGER

To implement the plans, policies, and budgets established by the City Council, effectively lead the staff through innovation and improvements in service delivery, communicate effectively with the citizens, exercise fiscal responsibility, and nurture a positive image of City government.

DESCRIPTION OF CITY MANAGER

The City Manager is appointed by the City Council as the executive leader to manage day-to-day operations of all City departments and supervise the department heads. This position is responsible for directing a variety of administrative processes that allows the City to operate, while also implementing and overseeing policies crafted by the City Council. Externally, the City Manager is responsible for hearing the concerns and requests of the community and bringing them to the government. The City Manager operates with a professional understanding of how all city functions operate together to their best effect.

MISSION STATEMENT OF DEPUTY CITY MANAGER

The Deputy City Manager is to assist the City Manager in implementing the plans, policies, and budgets established by the City Council and effectively leading the staff through innovation and improvements in service delivery.

DESCRIPTION OF DEPUTY CITY MANAGER

The Deputy City Manager is appointed by the City Manager to assist in administering day-to-day operations of the City. This position currently supervises the directors, managers and staff of Parks and Recreation, Community Development, Information Technology, and Communications, as well as providing administrative oversight of the City’s relationship with the Granbury Volunteer Fire Department.

STAFFING			
Title	2019-20	2020-21	2021-22
City Manager	1	1	1
Deputy City Manager	1	1	1
Executive Administrative Assistant	1	1	1
Total Staffing	3	3	3

OBJECTIVES AND STRATEGIES OF THE CITY MANAGER'S OFFICE

1. Ensure the delivery of quality services to citizens.

Related to City Council Goal: Service Delivery

- Receives frequent status updates from all department heads
- Listens and responds to citizen's concerns

2. Coordinate the implementation of City Council goals and objectives with all City Departments.

Related to City Council Goal: Service Delivery

- Facilitates regular Staff Meetings
- Conduct regular meetings with individual and/or small group of directors
- Ensure the comprehensive plan is followed
- Provide collaboration by fully utilizing the existing board and commissions

3. Facilitate community activities to address public requests for needs and services.

Related to City Council Goal: Community Development

- Conduct a strategic planning workshop for the council to establish and update the strategic plan

4. Improve citizen awareness and understanding of City programs, services and issues.

Related to City Council Goal: Citizen Involvement

- Participates in Council meetings and workshops
- Create and distribute quarterly newsletters for the city organizations and activities

OBJECTIVES AND STRATEGIES OF THE CITY MANAGER'S OFFICE
Continued

5. Respond to citizen concerns and City Council requests in a timely manner.

Related to City Council Goal: Service Delivery

- Act upon all calls and email inquiries within a timely manner
- Establish and maintain timelines for each project and provide accountability for the completion of the projects
- Coordinate with the appropriate department heads until completion

6. Apply principles and ethics of professional public-sector management to the implementation of policies set by the City Council and to the oversight of municipal service departments.

Related to City Council Goal: Service Delivery.

- Accurately convey to department directors the policies set by City Council and operational directives received from the City Manager
- Adhere to City policies, state and federal laws, and the codes of ethics of the Texas City Management Association and International City/County Management Association in performance of daily duties

The City Manager and the Deputy City Manager function together as a team to accomplish the objectives and strategies of the City Manager's office with the City Manager being the only one that reports directly to the City Council. The Deputy City Manager reports directly to the City Manager.

City Manager Expenditures

Expenditure Type	Actual FY 2019-2020	Budgeted FY 2020-2021	Actual FY 2020-2021	Adopted FY 2021-2022
Personnel				
Regular	366,443	379,120	374,683	411,155
FICA	25,618	29,519	26,204	32,198
Vacation	2,775	-	3,702	-
Sick Leave	2,107	-	2,360	-
Leave	4,883	-	6,062	-
Overtime	59	100	85	100
Retirement	63,446	65,921	65,494	72,372
Longevity	1,550	1,910	1,910	2,180
Insurance	20,424	21,753	22,203	23,829
Workers Compensation	652	864	546	610
Texas Workforce Commission	893	675	756	675
Car Allowance	19,422	19,200	19,274	19,200
Total Personnel	503,388	519,062	517,218	562,319
Supplies & Maintenance				
Office Supplies	605	1,000	197	1,000
Copier Expense	1,831	2,800	2,226	2,800
Non-Capital Tools & Equip	3,728	1,500	3,293	1,500
Total Supplies & Maint	6,165	5,300	5,715	5,300
Services				
Telephone	2,379	2,300	2,412	2,300
Postage	15	-	28	-
Travel/Training	13,242	16,500	12,216	16,500
General Liability Insurance	663	1,000	669	800
Dues/Subscription/Membersh	3,217	7,700	2,934	7,700
Other Expense	-	500	86	500
Total Services	19,517	28,000	18,344	27,800
Total City Manager	529,069	552,362	541,278	595,419

- City Secretary -

Department 12

MISSION STATEMENT

To ensure open and responsive government through proper recording and preservation of the City's legislative history and official records, enhance customer service, and conduct fair and impartial City elections.

DESCRIPTION

The position of City Secretary is a statutory position required by State law, and is an appointed position by the City Council. The City Secretary gives notice of and attends all official public meetings of the City Council, publishes legal notices, issues and bills for alcoholic beverage permits, works closely with the Hood County Elections Administrator to hold City elections, and is the custodian of all official records of the City Council including agendas, minutes, ordinances, resolutions, contracts, deeds, and other miscellaneous documents. The City Secretary certifies the authenticity of all City records and is the official keeper of the City Seal.

The City Secretary is also the Records Management Officer, and in that capacity; the City Secretary is responsible for the identification, maintenance, retention, security, preservation, and destruction of city records as mandated by State law. In addition to that, the City Secretary's Office works closely with staff liaisons to oversee all Boards and Commissions appointed by the City Council. Duties include advertising and receiving applications for appointments, and ensuring that all are in compliance with the Texas Open Meetings Act.

STAFFING				
Title	2019-20	2020-21	2021-22	
City Secretary	1	1	1	
Deputy City Secretary	1	1	1	
Total Staffing	2	2	2	

OPPORTUNITIES AND CHALLENGES

One opportunity for the City Secretary's office is to utilize a document management system. The large volume of documents to be scanned will present a challenge to the department's staff; however the benefits will outweigh the challenges. Once the official records and documents are stored electronically, time spent searching for individual items will be drastically reduced. Additionally, the documents will be stored in one location only and not spread throughout several departments.

OBJECTIVES AND STRATEGIES

1. Ensure an effective Records Management Program is in place.

Related to City Council Goal: Service Delivery.

- Maintain the City's record retention schedule in compliance with State law.
- Store all records effectively for easy search and retrieval.
- Ensure all official documents are received and filed according to State law.

2. Administer regular and special elections in accordance with State Law and City Charter.

Related to City Council Goal: Service Delivery.

- Meet deadlines for publishing notification requirements.
- Receive applications and required forms for candidacy.
- Work with the Hood County Elections Administration to hold elections.
- Ensure results are received and votes are canvassed by the City Council.

3. Provide support to the City Council.

Related to City Council Goal: Service Delivery.

- Prepare Agenda Packets for Council on time and without error.
- Post meeting notifications correctly.
- Compile meeting minutes accordingly.
- Ensure all contracts, agreements, resolutions, ordinances, and other miscellaneous documents as approved by the Council are prepared, signed and authenticated.

City Secretary Expenditures

Expenditure Type	Actual FY 2019-2020	Budgeted FY 2020-2021	Actual FY 2020-2021	Adopted FY 2021-2022
Personnel				
Regular	109,452	114,392	112,150	122,817
FICA	7,692	8,138	7,967	9,041
Vacation	2,413	-	2,556	-
Sick Leave	500	-	147	-
Leave	2,913	-	2,703	-
Overtime	107	50	-	50
Retirement	18,473	19,188	19,056	20,937
Longevity	1,850	2,090	2,090	2,330
Insurance	13,596	14,502	14,802	15,886
Workers Compensation	180	251	157	176
Texas Workforce Commission	290	450	504	450
Total Personnel	154,552	159,061	159,429	171,687
Supplies & Maintenance				
Office Supplies	425	1,000	376	700
Copier Expense	3,266	3,000	1,765	1,800
Non-Capital Equip & Tools	-	500	-	500
Total Supplies & Maint	3,691	4,500	2,141	3,000
Services				
Postage	194	-	192	300
Travel/Training	2,314	5,000	540	4,000
Documents & Filing Fees	1,716	5,500	1,659	7,500
Advertising - Legal*	5,637	9,500	10,517	7,500
General Liability Insurance	387	600	391	600
Dues/Subsription/Membersh	3,670	3,800	3,460	3,800
Election Expense	7,656	17,000	27,457	17,000
Codification	6,562	8,000	4,365	8,000
Total Services	28,135	49,400	48,580	48,700
Total City Secretary	186,378	212,961	210,150	223,387

* Notices required to be published in the newspaper as defined in Government Code Sec. 305.002.

- Legal -

Department 15

MISSION STATEMENT

To provide competent advice, opinions and representation to the City Council, departments, boards, and commissions.

DESCRIPTION

The City Attorney’s office ensures that City functions and services are performed in a lawful manner and is responsible for all legal affairs of the City. Duties of this office include provisions of legal advice to the City Council, City Manager, boards and commissions, and all City departments; prosecutorial duties in Municipal Court; real estate matters including acquisitions, dispositions, and trade; and review of all contracts, resolutions, ordinances and items presented to the City Council.

OBJECTIVES AND STRATEGIES

- 1. Provide quality legal advice to the City Council, City Manager, City Secretary, City Staff and City boards and commissions.**

Related to City Council Goal: Service Delivery.

- Regularly attend City Council meetings.
- Review legal documents in a timely manner.

- 2. Prosecute all complaints in Municipal Court**

Related to City Council Goal: Service Delivery

Legal Expenditures

Expenditure Type	Actual FY 2019-2020	Budgeted FY 2020-2021	Actual FY 2020-2021	Adopted FY 2021-2022
Services				
Contracted Legal Consultants	172,575	181,900	175,974	183,900
Legal Consultants	6,648	-	-	-
Legal Expense	-	-	19,162	-
Legal Lake Level Coalition	-	-	-	-
Telephone	456	500	456	500
Postage	1	-	-	-
Total Services	179,679	182,400	195,592	184,400
Total City Attorney	179,679	182,400	195,592	184,400

- Finance -

Department 20

MISSION STATEMENT

To provide leadership and direction to maintain the financial stability of the City and to prepare for future growth.

DESCRIPTION

Finance is responsible for the proper, accurate and timely recording of collections and disbursements of City funds and the reporting of these transactions in accordance with Generally Accepted Accounting Principles. This division also develops, coordinates and monitors the City's spending plans, including the annual Operating Budget and Capital Improvement Program. Further, Finance is responsible for cash management and investments, processes receipts of City monies, collects Hotel Occupancy Taxes, and performs various financial analysis.

STAFFING			
Title	2019-20	2020-21	2021-22
Finance Director	1	1	1
Assistant Finance Director	1	1	1
Financial Analyst	1	1	1
Accounting Specialist	1	1	1
Full Time Clerk	1	1	1
City Hall Receptionist	1	1	0
Total Staffing	6	6	5

OPPORTUNITIES AND CHALLENGES

In Fiscal Year 2018-19 the Finance department launched a new online portal for budget collaboration, OpenGov. This web-based tool allows for department heads, finance and administration to submit budget requests and supporting documentation in real-time electronically saving a lot of time, effort and duplication. This application also allows for finance to publish financials reports for department heads to review their budget at any time during the month. Finally, OpenGov is also a platform for Citizen-engagement where financials are published publicly for citizens to review at any time and drill down into totals to see line item detail on where the City raises funds and where tax-payer dollars are spent.

In FY 2021-2022 Finance will work with IT to upgrade the main software, Incode from version 9 to the new version Incode X. The newer version will allow for more efficient processes for many of the departments that rely on Incode for their daily operations.

OBJECTIVES AND STRATEGIES

1. Provide timely, accurate financial reporting to City Council, City departments and citizens.

Related to City Council Goal: Service Delivery.

- Produces monthly financial reports, including trends and projections
- Monitors the City's financial condition and advises City officials in regard to financial matters

2. Maintain budgetary controls to ensure compliance with the annual budget as adopted by the City Council.

Related to City Council Goal: Community Development.

- Controls, monitors and approves expenditures
- Directs and implements budget adjustments for the City

3. Manage cash and investments to ensure that the City receives a maximum rate of return on its investments with minimal risk while maintaining an adequate cash flow.

Related to City Council Goal: Service Delivery.

- Ensures bank accounts are collateralized within the guidelines of state law
- Prepares quarterly investment reports

4. Maintain a system of internal controls that will ensure that the assets of the City are adequately protected.

Related to City Council Goal: Infrastructure Basics.

- Maintains an accurate records of capital assets for internal and outside audit review
- Establishes long and short-range fiscal and accounting policies and procedures

5. Provide financial reporting conformity with generally accepted accounting principles that receives the Government Finance Officers Association (GFOA) Certificate of Achievement.

Related to City Council Goal: Service Delivery.

- Issues the Comprehensive Annual Financial Report
- Develops and prepares the Annual Budget

6. Foster a “customer-oriented” approach toward internal departments of the City.

Related to City Council Goal: Citizen Involvement.

- Promotes positive relations and provides financial and analytical assistance to internal city departments

Finance Expenditures

Expenditure Type	Actual FY 2019-2020	Budgeted FY 2020-2021	Actual FY 2020-2021	Adopted FY 2021-2022
Personnel				
Regular	321,317	367,275	311,948	358,750
FICA	25,630	26,622	23,136	26,752
Leave	30,585	-	5,347	-
Overtime	85	250	457	250
Retirement	57,287	61,144	52,804	60,630
Longevity	5,240	3,800	2,970	3,480
Insurance	33,860	43,506	34,605	39,715
Workers Compensation	615	801	504	511
Texas Workforce Commission	1,110	1,350	1,251	1,125
Total Personnel	475,728	504,748	433,022	491,213
Supplies & Maintenance				
Office Supplies	2,181	4,000	1,947	4,000
Copier Expense	1,802	3,000	1,441	2,000
Non-Capital Equip & Tools	6,261	-	-	2,000
Maintenance- Office Equip	-	1,000	-	-
Total Supplies & Maint	10,243	8,000	3,388	8,000
Services				
Telephone	1,266	1,300	1,177	1,300
Postage	3,322	5,000	2,757	5,000
Travel/Training	7,501	17,000	7,212	15,000
Printing	59	1,000	11	500
General Liability Insurance	2,484	2,300	2,492	2,600
Dues/Subscription/Memberships	2,135	2,600	2,675	2,800
Contract Services	17,000	17,000	17,000	17,900
Bank/Other Fees	1,269	2,000	1,727	2,000
Total Services	35,036	48,200	35,052	47,100
Total Finance	521,007	560,948	471,461	546,313

- Purchasing -

Department 21

MISSION STATEMENT

To assist all City departments in the procurement of quality products and services in a timely and cost-effective manner.

DESCRIPTION

The Purchasing Department procures all supplies, equipment and services for all departments within the City organization and is also responsible for the storage and warehousing of material and supplies. Procurement activities include establishing annual contract and blanket purchase orders to reduce costs; preparing bid specifications and tabulations; conducting bid proceedings; expediting materials; and preparing recommendations to the City Council for purchases over \$50,000. This department is also responsible for vehicle inventory (i.e. titles and licenses) and disposal of City-owned surplus property.

STAFFING			
Title	2019-20	2020-21	2021-22
Purchasing Agent	1	1	1
Purchasing Assistant	1	1	1
Total Staffing	2	2	2

OPPORTUNITIES AND CHALLENGES

The Purchasing Department is continually seeking ways to save money for the City. While this is an opportunity, it is also a challenge to the department. The Purchasing Department wants to get the best product for the best price while having integrity within the vendor relationships.

OBJECTIVES AND STRATEGIES

1. Provide the City departments with supplies and services by utilizing best value purchases in a timely manner.

Related to City Council Goal: Infrastructure Basics.

- Work with departments to stay within Purchasing Policies.
- Conduct bid proceedings and establish contracts.
- Utilize cooperative purchasing programs.

2. Remain updated on procurement policies, procedures, and statutes.

Related to City Council Goal: Service Delivery.

- Employees receive 40 hours of training per year.

3. Conduct sale of City-owned surplus property according to City ordinances.

Related to City Council Goal: Infrastructure Basics.

- Once a year, participate in online auction.

Purchasing Expenditures

Expenditure Type	Actual FY 2019-2020	Budgeted FY 2020-2021	Actual FY 2020-2021	Adopted FY 2021-2022
Personnel				
Regular	104,264	110,634	108,667	120,561
FICA	8,483	8,659	8,670	9,294
Leave	4,541	-	3,720	-
Overtime	-	100	-	100
Retirement	18,557	19,119	19,290	21,109
Longevity	5,160	5,400	5,400	5,630
Insurance	13,602	14,502	14,788	15,886
Workers Compensation	186	250	152	178
Texas Workforce Commission	268	450	504	450
Total Personnel	155,061	159,114	161,191	173,208
Supplies & Maintenance				
Office Supplies	202	400	100	300
Copier Expense	621	800	760	800
Wearing Apparel	-	100	-	100
Non-Capital Tools & Equip	-	200	-	200
Total Supplies & Maint	823	1,500	860	1,400
Services				
Telephone	1,194	1,400	1,193	1,400
Postage	10	-	-	100
Travel/Training	653	4,100	65	4,100
Advertising- Legal	1,103	1,000	711	1,000
General Liability Insurance	471	500	465	500
Dues/Subscription/Membersh	571	700	365	800
Auction Expenses	-	300	60	300
Total Services	4,002	8,000	2,859	8,200
Total Purchasing	159,886	168,614	164,910	182,808

- Warehouse Operations -

Department 25

MISSION STATEMENT

To store and safeguard surplus materials and supplies for the City departments.

DESCRIPTION

The Warehouse Operations department is responsible for managing and warehousing of the material and supplies needed on a routine basis and for storage of specially order material and supplies needed for large construction projects. The department is also responsible for fuel delivers and tracking usage for all City departments in accordance with TCEQ Regulations.

STAFFING			
Title	2019-20	2020-21	2021-22
Warehouse Technician	2	2	2
Total Staffing	2	2	2

OBJECTIVES AND STRATEGIES

1. **Maintain stock of all materials and supplies needed by other departments on a daily basis and for emergencies.**
 - Inventory the items stored in warehouse through quarterly cycle counts, and daily double checks.
 - Deliver all supplies and materials to department's job site when requested.
2. **Ensure the safeguarding of the City's assets that are stored in the warehouse.**
 - Security cameras are installed in the Warehouse and around the building.
 - Employees must be authorized to go into the Warehouse.
 - Balancing the two Warehouse accounts in General Ledger.

Warehouse Expenditures

Expenditure Type	Actual FY 2019-2020	Budgeted FY 2020-2021	Actual FY 2020-2021	Adopted FY 2021-2022
Personnel				
Regular	64,989	68,443	67,192	73,396
FICA	5,029	5,258	5,193	5,600
Leave	2,359	-	1,962	-
Overtime	687	2,000	439	1,000
Retirement	11,302	11,908	11,622	12,790
Longevity	1,640	1,880	1,880	2,100
Insurance	13,616	14,502	14,802	15,886
Workers Compensation	1,806	2,322	1,571	1,955
Texas Workforce Commission	250	450	504	450
Total Personnel	101,679	106,763	105,165	113,177
Supplies & Maintenance				
Office Supplies	106	200	37	200
Copy Machine Supplies	611	800	820	800
Wearing Apparel	508	800	552	800
Vehicle Fuel	730	1,600	842	1,600
Non-Capital Tools & Equip	46	900	682	1,000
Maintenance- Motor Vehicles	250	1,000	350	1,000
Maintenance- Heavy Equip	299	500	352	1,000
Maintenance- Tanks	12,213	6,450	6,440	5,100
Total Supplies & Maint	14,763	12,250	10,076	11,500
Services				
Utilities	-	-	-	-
Telephone	474	700	437	700
Postage	1	-	-	-
Travel/Training	995	250	53	1,000
General Liability Insurance	1,676	5,200	2,491	3,000
Leases & Fleet Transfers	20,932	18,200	18,200	17,900
Dues, Subscriptions, Member	100	-	-	-
Total Services	24,178	24,350	21,182	22,600
Capital Outlay				
Other Equipment & Tools	-	-	-	35,000
Total Capital Outlay	-	-	-	35,000
Total Warehouse Operations	140,620	143,363	136,424	182,277

- Social Services -

Department 22

DESCRIPTION

The City of Granbury recognizes the need for community-based service and social service agencies. These agencies provide needed services to the citizens that are not provided by the City government.

Social Services Expenditures

Expenditure Type	Actual FY 2019-2020	Budgeted FY 2020-2021	Actual FY 2020-2021	Adopted FY 2021-2022
Services				
Clean Air Coalition- City Funded	-	25,000	25,000	25,000
Weatherford College Contribution	-	25,000	14,583	25,000
Community Contribution	-	12,000	5,000	5,000
Hood County Committee on Aging	32,000	32,000	32,000	32,000
The Transit System, Inc.	21,990	22,000	22,000	22,000
Total Services	53,990	116,000	98,583	109,000
Total Social Services	53,990	116,000	98,583	109,000

- Information Technology -

Department 23

MISSION STATEMENT

To provide the City of Granbury with technological solutions which enable staff to perform their jobs more efficiently, timely and securely, while offering information and City services to citizens and businesses anywhere and anytime through the City’s website and other cloud based services.

DESCRIPTION

Beginning October 2018, the City of Granbury outsourced most of it’s IT management to a third-party company, McLane Intel Solutions. This company works hand-in-hand with City staff to analyze, maintain and support technology infrastructure for the City.

OPPORTUNITIES AND CHALLENGES

IT has an opportunity to work with Finance to upgrade core application software for Staff that will not only be more efficient, but also allow for single identification log-in, web-based access for remote users, and combining applications currently supported by multiple companies into one inclusive support service.

Another opportunity that needs to be addressed is the amount of free space in our existing data storage. This storage is quickly being consumed by the Laserfiche application. Additional SANS storage and a backup solution for our virtual server environment is essential to provide quick data recovery in the event of a disaster or outside attack from source. Rollout of the new replacement production servers and the management suite implemented with them will provide quick and concise reporting of issues.

Allowing end users to be champions of the applications they use daily, while also centralizing technology support so Staff can be efficient with their time performing City services.

STAFFING			
Title	2019-20	2020-21	2021-22
IT Director	0	0	1
Total Staffing	0	0	1

OBJECTIVES AND STRATEGIES

1. Provide ongoing systems support for current information technology and applications and business practices for city employees.

Related to City Council Goal: Service Delivery.

- Fully automated monitoring and notification through web-based help desk ticket processing
- Conduct regular system updates on City computers and mobile devices
- Quick response to equipment and system error inquiries from staff and elected officials
- Identify the oldest equipment for replacement every year and maintain a 5 year rotation.

2. Improve the effectiveness of new and existing technologies

Related to City Council Goal: Service Delivery.

- Increase available SANS storage to support police video demands and Laserfiche document needs or consider moving some applications to a hosted solution.

IT Stats	
164	Desktops/Laptops
168	User Accounts
6	VM Host Servers
36	Virtual Servers
2	SANS
12	Fiber WANS
6	Switches
2	Firewalls
11	Campuses
101	CISCO Phones & Accounts

IT Expenditures

Expenditure Type	Actual FY 2019-2020	Budgeted FY 2020-2021	Actual FY 2020-2021	Adopted FY 2021-2022
Personnel				
Regular	-	-	-	81,280
FICA	-	-	-	6,218
Leave	-	-	-	-
Retirement	-	-	-	13,598
Insurance	-	-	-	7,943
Workers Compensation	253	-	-	308
Texas Workforce Commission	-	-	-	225
Total Personnel	253	-	-	109,572
Supplies & Maintenance				
Copier Expense	55	100	61	100
Non-Capital Tools & Equip	2,053	8,000	7,546	4,000
Desktop Computers	9,923	63,000	58,559	63,000
Maintenance- Computers	201	6,300	-	10,300
Maintenance- Motor Vehicles	15	-	-	-
Total Supplies & Maint	12,247	77,400	66,166	77,400
Services				
Consultants, Engineering	5,323	-	9,525	-
Electricity	679	-	-	-
General Liability Insurance	1,286	-	-	1,000
Leases & Fleet Transfers	600	-	-	-
Contract Software Licensing	29,571	45,000	7,295	45,000
Software Licensing Fees	158,392	185,000	152,905	185,000
Contract Services	311,092	299,000	271,366	199,000
Internet Provider Subscription	157,516	170,000	172,508	170,000
Total Services	664,458	699,000	613,600	600,000
Capital Outlay				
Other Capital Equipment & Tools	91,140	45,000	166,460	195,000
Total Capital Outlay	91,140	45,000	166,460	195,000
Total IT	768,098	821,400	846,226	981,972

- Human Resources -

Department 24

MISSION STATEMENT

The Office of Human Resources provides comprehensive personnel expertise and services for city departments and city employees, regarding all employment related activities. These may include recruitment, hiring, benefits, training, performance evaluation of staff, and employment policy development and interpretation. The department's goal is to ensure that employment practices are consistent with the best interests of the City of Granbury, its employees and the citizens it serves. Fundamental to human resources management is compliance with all federal, state, and local laws or regulations specific to employment matters.

DESCRIPTION

Human resources responsibilities include safeguarding the City's consistent commitment to equal opportunity, encouraging diversity in its workforce, upholding fair and equitable treatment for all employees and applicants, and maintaining a qualified and productive staff necessary to meet the goals and expectations of the City and its citizens.

STAFFING			
Title	2019-20	2020-21	2021-22
Human Resources Coordinator	1	1	1
Total Staffing	1	1	1

OPPORTUNITIES AND CHALLENGES

- Continue to implement Laserfiche for electronic records management
- Continue to work with broker to reduce employee benefit costs

OBJECTIVES AND STRATEGIES

1. Hire and retain a qualified, trained and motivated workforce committed to providing courteous and efficient public service.

Related to City Council Goal: Service Delivery.

- Consistent job descriptions
- Implement multi-faceted training program

2. Control health insurance and workers' compensation costs.

Related to City Council Goal: Service Delivery.

- Promotion of employee wellness.
- Safety training and inspections
- Accident investigations

Human Resource Expenditures

Expenditure Type	Actual FY 2019-2020	Budgeted FY 2020-2021	Actual FY 2020-2021	Adopted FY 2021-2022
Personnel				
Regular	58,335	64,036	62,123	69,167
FICA	5,044	5,170	5,192	5,570
Vacation	4,493	-	1,833	-
Sick Leave	95	-	391	-
Leave	4,588	-	2,225	-
Retirement	10,783	11,171	11,109	12,215
Longevity	3,700	3,820	3,820	3,930
Insurance	6,828	7,251	7,401	7,943
Workers Compensation	107	147	88	103
Texas Workforce Commission	146	225	252	225
Total Personnel	89,531	91,820	92,209	99,153
Supplies & Maintenance				
Office Supplies	784	1,300	433	900
Copier Expense	1,678	1,800	1,197	800
Total Supplies & Maint	2,462	3,100	1,631	1,700
Services				
Consultants, Architects, Engin	28,800	30,000	28,800	30,000
ADP Services	39,709	41,000	40,317	41,000
Telephone	1,193	1,300	1,193	1,300
Postage	309	-	241	400
Travel/Training	200	4,000	897	4,000
Employee Training Program	874	10,000	2,794	12,000
Advertising- Employee	646	1,300	398	1,300
General Liability Insurance	174	500	180	500
Safety Testing	3,380	5,000	13,929	5,000
Dues, Subscriptions, Member	698	800	1,219	800
Other Fees	918	800	720	800
Employee Appreciation	18,505	18,000	21,321	20,000
Firefighter Appreciation	4,764	5,000	1,115	5,000
Employee Asst. Program	4,237	4,500	4,622	4,500
Total Services	104,407	122,200	117,743	126,600
Total Human Resources	196,401	217,120	211,583	227,453

- Communications -

Department 27

MISSION STATEMENT

To serves as the central point of contact for communications activities citywide and to keep the community informed and engaged with their local government.

DESCRIPTION

The Communications Department is responsible for disseminating public information to the citizens of Granbury through social media, news releases, publications, and information campaigns. The Communications Department is also responsible for Granbury Media, which is a joint staff and volunteer effort built around the City’s PEG television channel that broadcasts on both Charter Communications and AT&T U-Verse. The Communications Department records and broadcasts public meetings held by local governmental entities, community events, and information about City programs and services for the PEG channel.

STAFFING			
Title	2019-20	2020-21	2021-22
Communication Manager	1	1	1
Broadcast Specialist	0	0	1
Part-Time Intern	1	1	0
Total Staffing	2	2	2

OPPORTUNITIES AND CHALLENGES

- The public information function in this department presents an opportunity to raise public awareness about the functions of municipal government, the professional diversity of its workforce, and the variety of services it provides.
- Livestreaming and subsequent rebroadcasting of local government meetings and community events presents an opportunity to reach a broader audience and increase interest in Granbury Media.
- Centralizing City communications through this department gives the City the opportunity to ensure that staff is presenting a consistent, cohesive message, across all departments and a variety of topics.
- The Communications Department now has the opportunity to work closely with the Convention & Visitors Bureau Department and share staff resources and knowledge for tasks necessary for both departments’ success, such as website oversight and digital marketing initiatives.

OBJECTIVES AND STRATEGIES

1. Provide timely, accurate information to the public through the role of Public Information Officer.

Related to City Council Goals: Citizen Involvement and Service Delivery.

- Utilize news media, social media, and other resources at the City's disposal to keep the public informed of City services, programs, activities, and related opportunities for public input.
- Ensure that information provided to the public is complete and accurate by coordinating with directors of each City department, the City Secretary's Office, and representatives of other government agencies in the Granbury area.
- Serve as a point of contact for all outside inquiries and ensure that the City is producing clear and accurate responses to inquiries.

2. Utilize the PEG channel and Granbury Media to inform and engage the citizens of Granbury, especially regarding local government, education, community events, and GISD sports.

Related to City Council Goal: Citizen Involvement.

- Use updated live streaming capabilities to reach a broader audience for government meetings and community events.
- Produce original programs to inform the public about City services, amenities, and attractions.

Communications Expenditures

Expenditure Type	Actual FY 2019-2020	Budgeted FY 2020-2021	Actual FY 2020-2021	Adopted FY 2021-2022
Personnel				
Regular	48,416	74,874	44,943	116,578
FICA	4,227	5,668	3,789	8,918
Leave	1,105	-	2,313	-
Retirement	8,710	9,695	8,574	19,504
Longevity	470	-	-	-
Insurance	5,710	7,251	6,210	15,886
Workers Compensation	204	153	151	217
Texas Workforce Commission	299	475	573	450
Total Personnel	69,140	98,116	66,554	161,553

- Granbury Media -

Supplies & Maintenance				
Office Supplies	371	300	297	800
Intellectual Properties	-	-	-	500
Copier Expense	570	600	420	300
Non-Capital Tools & Equip	1,745	500	537	2,900
Total Supplies & Maint	2,685	1,400	1,254	4,500

Services				
Contract Services	26,250	26,250	26,400	26,300
Consultants	500	-	-	2,000
Utilities	7,094	8,550	7,437	9,000
Telephone	1,536	1,800	2,285	2,300
Postage	37	-	18	-
Travel/Training	643	1,000	1,417	2,000
General Liability Insurance	1,031	1,000	862	1,000
Dues, Subscriptions, Member	5,515	5,900	5,906	5,600
Software Maintenance	-	-	-	7,500
Broadcast Connections	5,149	5,200	5,305	5,200
Internet Service	588	600	588	600
Misc Expense	-	200	-	400
Total Services	48,342	50,500	50,218	61,900

Communications Expenditures

Continued

Expenditure Type	Actual FY 2019-2020	Budgeted FY 2020-2021	Actual FY 2020-2021	Adopted FY 2021-2022
- Public Information Officer -				
Services				
Office Supplies	-	200	226	200
Consultants	2,725	-	-	-
Travel/Training	449	3,000	2,599	2,000
Advertising	12	500	-	500
Dues, Subscriptions, Member	3,153	4,200	2,601	3,300
Misc Expense	-	200	-	200
Total Services	6,339	8,100	5,426	6,200
Capital Outlay				
Other Capital Equipment & Tools	65,774	60,000	29,898	-
Total Capital Outlay	65,774	60,000	29,898	-
Total Communications	192,281	218,116	153,350	234,153

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- Fleet Maintenance -

Department 48

MISSION STATEMENT

To maintain City Fleet and all Equipment for safe and efficient operations in the most efficient, cost-effective method possible.

DESCRIPTION

The Fleet Maintenance Department is a full line automotive and equipment repair center, performing routine maintenance such as oil changes and minor daily repairs. Most major repairs are also handled in house.

Fleet Maintenance performs safety inspections, life cycle cost analysis, replacement policies and procedures, preventative maintenance inspections, parts procurement, general diagnosis, repair and fleet maintenance record management.

STAFFING			
Title	2019-20	2020-21	2021-22
Fleet Maintenance Superintendent	1	1	1
Mechanic I	1	1	1
Mechanic II	1	1	1
Administrative Assistant I	1	1	1
Total Staffing	4	4	4

OPPORTUNITIES AND CHALLENGES

Fleet Maintenance is presented with different challenges and opportunities every day. Each day presents an opportunity to learn something new and find a better way to complete repairs in the most timely, cost effective method possible.

OBJECTIVES AND STRATEGIES

1. Ensure a safe and efficient fleet for City operations.

Related to City Council Goal: Infrastructure Basics.

- Routine maintenance is performed every 5,000 miles on fleet vehicles.
- Routine maintenance is performed on heavy equipment and specific fleet subclasses (i.e. fire trucks, etc.) every 150-300 hours depending on the specific needs of each type
- Fleet is inspected at the time of routine maintenance/repair for any signs of wear and tear or possible mechanical problems which could lead to premature failure or unnecessary downtime.

2. Extend the useful life of City assets.

Related to City Council Goal: Infrastructure Basics.

- Routine maintenance and repairs are performed on all fleet vehicles.
- Fluids and lubricants are checked as needed on a weekly or monthly basis to insure optimal performance and reliability.

3. Foster a “customer-oriented” approach toward internal and external City departments.

Related to City Council Goal: Intergovernmental Relationships.

- Work orders are received in a variety of ways. Staff is encouraged to e-mail or visit the shop in person to request a repair order. In most cases, repair assessments/requests are performed within a few minutes to an hour.
- Most services/repairs are completed same day as permitted by parts availability and severity of the requested repairs.
- The Fleet Maintenance Department strives to treat each employee with the respect they would be given in a private shop having services performed on their own personal vehicle or equipment.
- Fleet Maintenance will go above and beyond to meet all current and future needs of the City’s fleet in a friendly and professional manner and will continue a great service to City staff and police/fire services.

Fleet Expenditures

Expenditure Type	Actual FY 2019-2020	Budgeted FY 2020-2021	Actual FY 2020-2021	Adopted FY 2021-2022
Personnel				
Regular	175,584	191,830	177,040	207,113
FICA	14,002	14,780	14,428	15,847
Leave	7,214	-	9,721	-
Overtime	4	500	2,650	500
Retirement	30,462	32,543	31,942	35,618
Longevity	4,840	5,320	4,890	5,400
Insurance	21,664	29,004	28,947	31,772
Workers Compensation	2,504	3,316	2,236	2,565
Texas Workforce Commission	612	900	1,080	900
Total Personnel	256,888	278,193	272,934	299,715
Supplies & Maintenance				
Office Supplies	293	600	445	600
Copier Expense	2,166	2,500	1,557	1,200
Janitorial Supplies	444	500	451	500
Wearing Apparel	2,058	2,500	2,386	2,500
Vehicle Fuel	2,662	3,200	4,504	4,500
Chemicals	14,358	18,000	10,373	18,000
Non-Capital Tools & Equip	15,447	16,000	15,036	12,000
Maintenance- Motor Vehicles	833	2,800	760	2,800
Maintenance- Minor Equip	306	1,400	1,247	1,400
Total Supplies & Maint	38,567	47,500	36,759	43,500
Services				
Telephone	432	600	-	-
Travel/Training	409	1,200	77	1,200
General Liability Insurance	2,546	2,300	2,625	2,800
Equipment Rental/Lease	185	1,000	240	1,000
Leases & Fleet Transfers	5,250	5,300	5,300	7,600
Software License	-	2,000	2,124	6,200
Total Services	8,823	12,400	10,366	18,800
Total Fleet Maintenance	304,277	338,093	320,058	362,015

- Building Maintenance -

Department 49

MISSION STATEMENT

To maintain City property for safe and efficient operations, and to maintain safe, clean and attractive facilities that promote a welcoming environment for the residents and visitors of Granbury.

DESCRIPTION

Building Maintenance is responsible for the maintenance and repair of all City-owned properties including plumbing, HVAC, electrical, remodeling, repair of furniture, security of buildings, fire alarm and emergency sprinkler systems, car wash, restrooms and preparation for meetings. City buildings include City Hall, Municipal Service Center, Opera House, American Town Hall, two Fire Stations, Water and Wastewater Treatment Plants, Regional Airport and Forestry Building, City Pool, Ball Field Concessions, Langdon Center, PD Fitness Center and the Conference Center, for a total of 445,759 square feet. Additionally, this department solicits contracts for specialized routine maintenance.

STAFFING			
Title	2019-20	2020-21	2021-22
Asst Director of Public Works/Maintenance	1	1	1
Building Maintenance Foreman	1	1	1
Master Maintenance Technician	2	2	2
Building Maintenance Technician	1	1	1
Custodian	4	4	4
Total Staffing	9	9	9

OBJECTIVES AND STRATEGIES

1. Provide a safe, clean and efficient work environment for City operations & visitors.

Related to City Council Goal: Service Delivery.

- Clean buildings regularly
- Respond to work orders daily

2. Prolong useful life of major building components.

Related to City Council Goal: Infrastructure Basics.

- Provide routine maintenance, such as painting, cleaning, and repairing structures as needed.

Building Maintenance Expenditures

Expenditure Type	Actual FY 2019-2020	Budgeted FY 2020-2021	Actual FY 2020-2021	Adopted FY 2021-2022
Personnel				
Regular	367,896	397,940	364,843	428,787
FICA	29,254	30,056	30,186	32,750
Leave	21,936	-	33,546	-
Overtime	2,036	1,000	6,682	1,000
Retirement	65,652	68,088	68,538	74,466
Longevity	13,540	14,620	14,620	15,650
Insurance	61,221	65,259	66,570	71,487
Workers Compensation	8,090	10,793	7,249	8,458
Texas Workforce Commission	1,149	2,025	2,268	2,025
Total Personnel	570,773	589,781	594,501	634,623
Supplies & Maintenance				
Office Supplies	396	100	79	400
Copier Expense	2,166	2,500	1,557	1,200
Janitorial Supplies	11,570	14,000	14,346	14,000
Wearing Apparel	5,239	6,000	4,567	6,000
Vehicle Fuel	7,542	9,000	10,337	10,000
Non-Capital Tools & Equip	4,247	1,500	1,509	7,000
Maintenance- Buildings	45,702	77,800	98,683	68,000
Maintenance- Motor Vehicles	4,456	2,500	1,555	4,500
Maintenance- Minor Equip	100	-	-	-
Total Supplies & Maint	81,417	113,400	132,632	111,100
Services				
Utilities	242	1,000	887	1,000
Telephone	4,312	3,800	4,344	4,500
Postage	20	-	-	-
Travel/Training	70	-	247	1,000
General Liability Insurance	6,821	6,500	8,028	7,100
Leases & Fleet Transfers	17,648	15,000	15,000	19,200
Dues & Subscriptions	40	100	-	200
Contract Services	44,664	24,500	22,578	34,500
Total Services	73,816	50,900	51,084	67,500
Capital Outlay				
Building & Improvements*	5,375	59,000	-	-
Total Capital Outlay	5,375	59,000	-	-
Total Building Maintenance	731,382	813,081	778,217	813,223

Clean Air Coalition Expenditures

Expenditure Type	Actual FY 2019-2020	Budgeted FY 2020-2021	Actual FY 2020-2021	Adopted FY 2021-2022
Personnel				
Regular	41,140	41,855	40,827	43,829
FICA	3,196	3,259	3,181	3,419
Retirement	6,761	7,015	6,781	7,475
Longevity	630	750	750	870
Insurance	6,808	7,251	7,401	7,943
Workers Compensation	72	170	72	79
Texas Workforce Commission	124	225	252	225
Total Personnel	58,731	60,525	59,264	63,840
Supplies & Maintenance				
Office Supplies	304	3,000	570	3,000
Total Supplies & Maint	304	3,000	570	3,000
Services				
Consultants/ Arch/Engin	21,590	500	160,391	500
Telephone	1,349	2,000	-	2,000
Postage	124	-	-	-
Travel/Training	88	2,000	-	2,000
Printing	3,077	10,000	-	10,000
Rent	2,500	10,000	-	10,000
Event Participation	750	4,000	-	4,000
Radio/TV	4,387	15,000	-	15,000
Website	-	1,000	-	1,000
Total Services	33,865	44,500	160,391	44,500
Capital Outlay				
Total Capital Outlay	-	-	-	-
Total Clean Air Coalition	92,900	108,025	220,225	111,340

The Hood County Clean Air Coalition is a proactive organization made of businesses, schools, local government, and citizens whose goal is to promote clean air in Hood County, Texas. We recognize the dangers that high ozone levels pose to our community, especially for our senior citizens, children, and those that suffer from asthma and other lung disorders. We will work with local, state, and national stakeholders to identify strategies and solutions to reduce air pollution emissions below the National Ambient Air Quality Standards (NAAQS) of the Clean Air Act.

Non-Departmental Expenditures

Expenditure Type	Actual FY 2019-2020	Budgeted FY 2020-2021	Actual FY 2020-2021	Adopted FY 2021-2022
Supplies & Maintenance				
Wearing Apparel	571	500	361	500
Maintenance- Buildings	95	1,000	497	1,000
Maintenance- Towers	13,381	19,700	24,326	16,200
Total Supplies & Maintenance	14,047	21,200	25,184	17,700
Services				
Consultants/ Arch/Engineering	2,603	2,300	8,100	2,300
Utilities	165,115	197,500	143,115	186,500
Inventory Damage/Loss	6,086	-	19,806	-
COVID-19 Expense	233,232	-	6,112	-
Granbury Cultural Arts Commission	3,511	-	-	-
Bridge St Museum Expense	13,895	-	4,495	-
Bridge St Museum- Self Supported	4,528	15,000	183	-
Memorial Lane Expenses	17	-	-	-
General Liability Insurance	24,539	22,200	47,134	43,000
Meeting Expenses	87	500	28	500
Equipment Lease	2,880	3,000	3,097	3,000
Leases & Fleet Transfers	68,000	68,000	68,000	68,000
Special Property Expense	34,902	37,000	27,762	30,000
Dues & Subscriptions	2,276	2,800	3,036	2,800
Tax Appraisal- Collection	148,626	135,000	134,168	164,000
Acton Distr Reimbursement	11,432	20,000	11,180	14,000
Vybranz Revenue Recovery	15,685	-	-	-
Contrbtn to Weatherford College	25,000	-	-	-
Kroger 380 Reimbursement	105,731	115,000	107,774	115,000
Community Contribution	2,500	-	-	-
New Developer 380 Reimbursement	77,026	100,000	91,997	100,000
Contingency	-	200,000	-	143,750
Miscellaneous Expense	283	5,000	3,571	5,000
Banking Fees	2,510	5,000	2,374	5,000
Total Services	950,466	928,300	681,932	882,850

Non-Departmental Expenditures

Continued

Expenditure Type	Actual FY 2019-2020	Budgeted FY 2020-2021	Actual FY 2020-2021	Adopted FY 2021-2022
Interfund Transfers				
Transfer to Airport Fund	897,393	-	-	-
Transfer to Tourism Fund	266,982	345,305	345,305	490,000
Transfer for Promotion of Tourism Act	50,000	50,000	50,000	50,000
Transfer to Gby Hist Properties	40,000	40,000	40,000	40,000
Transfer to Fleet Fund	700,000	-	-	-
Total Interfund Transfers	1,954,375	435,305	435,305	580,000
Capital Outlay				
Total Capital Outlay	-	-	-	-
Total Non-Departmental	2,918,888	1,384,805	1,142,421	1,480,550

**Non-Departmental Expenditures are items within the General Fund that are not allocated to a specific department.*

- Municipal Court -

Department 40

MISSION STATEMENT

To promote justice through interpretation and adjudication of applicable laws in an accountable, effective and unbiased manner.

DESCRIPTION

The Municipal Court handles the judicial processing of Class C misdemeanors that originate from traffic citations, citizen complaints, code violations and misdemeanor arrests occurring within the territorial limits of the City of Granbury. The Municipal Court processing is predetermined by the Texas Code of Criminal Procedure and the Code of Judicial Conduct.

In addition to the judicial processing, the Court prepares dockets, schedules trials, processes juries, records and collects fine payments and issues warrants for Violation of Promise to Appear and Failure to Appear. The Municipal Court also processes code violations as part of the city-wide code enforcement effort.

The Municipal Court Judge is appointed by the City Council. The judge presides over trials and hearings, levies fines, sets bails, accepts bonds, issues arrest and search warrants, administers juvenile magistrate’s warnings and arraigns prisoners.

STAFFING			
Title	2019-20	2020-21	2021-22
Municipal Court Judge	1	1	1
Court Administrator	1	1	1
Deputy Court Clerk	1	1	2
Total Staffing	3	3	4

OPPORTUNITIES AND CHALLENGES

A major challenge for the Municipal Court is the struggle by defendants to pay the amount owed; however, this provides an opportunity for the staff to help the individuals make a plan, based on their finances. Also, Court is now able to accept credit card payments over the phone, which allows for defendants to pay the outstanding fines they owe quicker and much easier. The Court also provides options for defendants that are unemployed to perform community service for fines owed.

OBJECTIVES AND STRATEGIES

1. Foster a “customer service” philosophy with the court defendants.

Related to City Council Goal: Service Delivery.

- Treat all with professional courtesy and respect.
- Resolve all cases set for court within 3 months.
- Work with each person on an individual basis.

2. Increase Court efficiency through streamlined procedures and automation.

Related to City Council Goal: Service Delivery.

- Promote online payments for more efficient processing.
- Pay agreements via fax.
- Entered into agreement with collection’s group to help with volume of outstanding warrants.
- Will now accept warrant payments online with certain stipulations.

Municipal Court Expenditures

Expenditure Type	Actual FY 2019-2020	Budgeted FY 2020-2021	Actual FY 2020-2021	Adopted FY 2021-2022
Personnel				
Regular	140,043	144,351	141,692	173,925
FICA	11,096	11,297	11,328	13,573
Leave	2,015	-	3,145	-
Overtime	379	300	371	300
Retirement	15,700	16,226	16,152	20,819
Longevity	4,180	4,420	4,420	4,660
Insurance	13,656	14,502	14,823	19,857
Workers Compensation	243	322	198	252
Texas Workforce Commission	457	830	907	1,062
Total Personnel	187,769	192,248	193,036	234,448
Supplies & Maintenance				
Office Supplies	224	700	342	700
Books, Maps, Pamphlets	67	100	-	100
Copier Expense	4,101	4,500	3,742	3,000
Wearing Apparel	397	-	-	400
Total Supplies & Maint	4,789	5,300	4,084	4,200
Services				
Telephone	889	1,000	601	1,000
Postage	1,325	2,000	1,176	2,000
Jury and Witness Expense	-	1,000	-	1,000
Travel/Training	1,268	4,000	300	4,000
General Liability Insurance	708	1,000	715	1,000
Dues/Subscription/Membersh	321	600	371	600
Bank Card Fees	3,790	4,000	4,239	4,200
Total Services	8,299	13,600	7,402	13,800
Total Municipal Court	200,858	211,148	204,521	252,448

- Police -

Department 41

MISSION STATEMENT

To partner with the community to provide a safe and secure environment for residents and visitors in Granbury.

DESCRIPTION

The Granbury Police Department (PD) provides general law enforcement services to City residents and local businesses. The Police Department is divided into two divisions, Operations and Support Services, with each division being responsible for particular portions of the overall operations of the department. These areas include Patrol, Criminal Investigations, Community Service, SWAT, K-9, Animal Control, and Administration.

Patrol officers make routine patrols of the City. Their responsibilities are to prevent and detect criminal activity, completely investigate minor criminal offenses, answer all calls for service from the public, enforce traffic laws and make official reports of all crimes reported to them or detected by them.

The Criminal Investigations division is responsible for investigating all crimes classified as felonies, major misdemeanor crimes and any other misdemeanor as may be assigned. They also prepare criminal complaints, obtaining arrest and search warrants when appropriate and for presenting cases to the Grand Jury.

STAFFING			
Title	2019-20	2020-21	2021-22
Police Chief	1	1	1
Deputy Chief	1	1	1
Police Lieutenant	2	2	2
Patrol Sergeant	4	4	4
Criminal Investigator	4	4	4
Community Services Sargeant	1	1	1
Police Communication Supervisor	0	0	1
Police Patrol	30	30	30
Community Services Officer	1	1	1
School Resource Officer	1	1	1
Animal Control Officer	1	1	1
Administrative Assistant	4	4	5
Evidence Tech/Info Systems Tech	1	1	1
Total Staffing	51	51	53

OBJECTIVES AND STRATEGIES

1. Deliver professional police services to the citizens of Granbury and actively enforce laws.

Related to City Council Goal: Service Delivery.

- Respond to emergency calls for assistance.
- Investigate all reports of offenses with the purpose of apprehending suspects and recovering property.

2. Maintain a sufficient number of trained officers, adequately equipped and supplied.

Related to City Council Goal: Citizen Involvement.

- Officers must have 40 hours of training every 2 years.
- Upgrade and replace equipment annually.

3. Create a positive police community relationship and environment. Promote safety and community involvement in crime reduction.

Related to City Council Goal: Citizen Involvement.

- Citizens on Patrol, Citizen Police Academy and Alumni
- Neighborhood Watch Groups
- Community Appreciation Night
- Home Security Inspections for insurance purposes

4. Promote a safe, drug free community through education and enforcement.

Related to City Council Goal: Citizen Involvement.

5. Maintain accurate, secure files that may be promptly retrieved for use by the department, other law enforcement agencies and the general public.

Related to City Council Goal: Intergovernmental Relationships.

- All police records managed and maintained through Record Management System (RMS).

OPPORTUNITIES AND CHALLENGES

OPPORTUNITIES

- As a Texas Police Chiefs Association “Recognized Agency” of Best Practices, the Granbury Police Department constantly maintains a high standard of performance by adhering to the stringent requirements in Policy and Procedures identified by the Texas Police Chief’s Association.
- The Department is in the process of adding technology that will help officers on the street be more efficient in report writing, thereby allowing the officers to spend more time on patrol and less time writing reports.
- Technology is available in the market that would also improve operations for the Police Department, including electronic citation machines and printers. This would eliminate the need for citation books, allowing citations to be tracked electronically, while reducing the amount of time an officer is on the side of the roadway.

CHALLENGES

- Staffing levels continue to be a major challenge for the Police Department. Patrol shifts continue to face minimum staffing levels, which can dramatically drain Department resources. A staffing plan has been implemented to try to remedy this problem.
- The Department has also outgrown the current operating space, and needs to begin the process of working with an architect to design a standalone facility that can accommodate the increasing needs of the department.

Police Expenditures

Expenditure Type	Actual FY 2019-2020	Budgeted FY 2020-2021	Actual FY 2020-2021	Adopted FY 2021-2022
Personnel				
Regular	2,950,056	3,453,511	3,079,455	3,767,183
FICA	247,212	274,265	260,736	297,782
Leave	177,651	-	209,562	-
Overtime	105,158	75,000	115,721	75,000
Retirement	529,176	593,939	563,958	651,773
Longevity	48,210	53,460	52,330	54,820
Insurance	335,554	415,801	362,346	461,022
Workers Compensation	59,247	69,263	48,369	54,431
Texas Workforce Commission	7,867	11,475	12,683	11,925
Total Personnel	4,460,131	4,946,714	4,705,159	5,373,936
Supplies & Maintenance				
Office Supplies	3,981	5,550	4,373	5,800
Books, Maps, Pamphlets	1,565	2,200	2,154	1,700
Copier Expense	9,730	10,000	8,823	10,000
Wearing Apparel	74,509	64,140	37,709	80,000
Vehicle Fuel	48,384	70,000	66,243	70,000
Chemical Supplies	-	400	-	400
Non-Capital Tools & Equip	74,404	95,000	70,609	72,000
SWAT Equipment	28,372	10,000	7,288	10,000
Weapons & Assoc Equipment	6,130	10,500	6,233	10,500
Maintenance- Motor Vehicles	44,966	36,500	37,448	28,000
Maintenance - Office Equip	637	2,000	188	5,000
Maintenance- Radios	4,754	6,400	1,551	6,400
K-9 Program	8,500	-	-	-
LEOSE Expenditures	5,725	3,000	-	3,000
Total Supplies & Maint	311,656	315,690	242,619	302,800

Police Expenditures

Continued

Expenditure Type	Actual FY 2019-2020	Budgeted FY 2020-2021	Actual FY 2020-2021	Adopted FY 2021-2022
Services				
Consultants, Architect, Eng.	-	-	23,745	-
Utilities	-	-	-	87,000
Telephone	24,138	26,400	26,299	26,400
Postage	3,483	3,600	3,719	3,600
Technical/Professional	1,701	8,000	6,649	3,000
Travel/Training	29,207	47,000	46,533	45,000
General Liability Insurance	49,856	57,000	51,626	65,000
Animal Care Expense	8,000	8,000	8,000	8,000
Equipment Rental/Lease	2,580	2,700	2,580	2,700
Leases & Fleet Transfers	198,559	185,000	185,000	175,900
Dispatch Participation Exp	146,723	146,800	146,723	146,800
Dues/Subscriptions/Membership	7,128	8,000	6,299	8,000
Confidential Investigation	-	1,600	-	1,600
Software License	53,591	42,910	10,040	41,400
Community Services Expense	758	4,500	1,518	4,500
Target Practice Expense	6,690	18,000	17,781	22,000
Wrecker Fees	4,235	3,500	3,910	3,500
Bank Fees	40	100	42	100
Total Services	536,690	563,110	540,464	644,500
Capital Outlay				
Radios, Radar & Assoc Equip	-	2,776,000	468,973	-
Miscellaneous Tools	65,000	-	-	-
Total Capital Outlay	65,000	2,776,000	468,973	-
Total Police	5,373,477	8,601,514	5,957,214	6,321,236

- Fire & Rescue -

Department 42

MISSION STATEMENT

To preserve and protect life and property while safeguarding the environmental and the City’s economic base.

DESCRIPTION

The Granbury Volunteer Fire Department (GVFD) provides a range of services that includes, but is not limited to: fire suppression, emergency medical response, vehicular accident rescue, and technical rescue situations. We also perform Search and Rescue and even have an underwater dive team. In addition, we try to assist the community and its citizens in numerous other ways including training, classes and summer programs for children, and active participation in many Civic events, attractions, and fundraisers. The department members donate their time to serve and protect the community.

STAFFING			
Title	2019-20	2020-21	2021-22
Part-time Fire Administrator	0	0	1
Fire Dept Clerk	1	1	1
Total Staffing	1	1	2

OBJECTIVES AND STRATEGIES

- 1. Provide the community with quick, effective, skillful and caring emergency services.**

Related to City Council Goal: Service Delivery.

- 2. Provide firefighting forces and resources necessary to execute quick, effective, skillful and caring responses to emergency situations.**

Related to City Council Goal: Infrastructure Basics.

- Keep emergency vehicles through regular maintenance.
- Replace equipment regularly.

Fire Expenditures

Expenditure Type	Actual FY 2019-2020	Budgeted FY 2020-2021	Actual FY 2020-2021	Adopted FY 2021-2022
Personnel				
Regular	33,245	37,392	32,199	65,351
FICA	2,837	2,921	2,855	5,009
Leave	3,430	-	5,052	-
Overtime	-	-	52	-
Retirement	6,158	6,405	6,324	7,001
Pension Contribution	70,261	91,200	77,140	79,800
Longevity	1,390	1,510	1,510	1,530
Hospitalization Insurance	25,230	25,151	25,540	25,843
Workers Compensation	3,814	3,915	7,638	4,909
Texas Workforce Commission	122	225	252	450
Total Personnel	146,486	168,719	158,563	189,893
Supplies & Maintenance				
Office Supplies	1,305	1,400	817	800
Copier Expense	1,348	1,500	972	600
Janitorial Supplies	918	1,100	563	1,100
Wearing Apparel	41,568	38,000	29,776	31,500
Vehicle Fuel	13,402	16,000	12,698	14,000
Chemicals	2,320	3,000	2,030	4,700
EMS Equipment & Supplies	4,372	4,200	4,089	6,200
Non-Capital Tools & Equip	35,812	30,900	11,482	52,100
Maintenance- Buildings	30,398	13,335	9,598	18,000
Maintenance- Vehicles	27,686	35,700	26,548	40,100
Maintenance- Minor Equip	10	-	5	-
Maintenance- Radios & Asso	4,341	2,800	2,207	2,800
Maintenance- Fire Fighting	2,019	2,900	2,726	3,700
Total Supplies & Maint	165,498	150,835	103,510	175,600

Fire Expenditures

Continued

Expenditure Type	Actual FY 2019-2020	Budgeted FY 2020-2021	Actual FY 2020-2021	Adopted FY 2021-2022
Services				
Utilities	17,499	24,600	20,730	23,600
Telephone	3,374	3,500	3,272	3,500
Postage	159	-	-	-
Travel/Training	15,506	12,300	8,188	14,600
General Liability Insurance	11,736	13,000	8,811	12,000
Contract Testing Fire Service	16,768	24,800	24,634	30,200
Equipment Rental/Lease	2,877	4,700	4,369	5,100
Leases & Fleet Transfers	177,908	178,000	177,958	181,500
Fire Prevention Program	2,882	2,500	2,294	2,500
Dues/Subsription/Membersh	2,507	3,000	2,930	4,000
Software Licensing Fees	4,519	16,600	13,919	8,500
Call Response Reimbursement	8,775	-	-	-
Total Services	264,509	283,000	267,106	285,500
Capital Outlay				
Property Improvements	-	10,465	10,900	-
Total Capital Outlay	-	10,465	10,900	-
Total Fire	576,492	613,019	540,079	650,993

- Economic Development -

Department 31

MISSION STATEMENT

To proactively recruit new businesses to Granbury, work with existing companies, and serve as an information clearinghouse for the City of Granbury and business community.

DESCRIPTION

The Granbury Economic Development Department involves city, county, and business leaders working together to attract business activity to the area and facilitate the expansion of existing business which will provide opportunities to our citizens and support infrastructure improvements while maintaining the essential character of the community and providing more balanced sources of revenue.

OBJECTIVES AND STRATEGIES

- * **Market the community to new companies and facilitate the expansion and retention of existing industries to provide job opportunities for citizens and to increase revenue to the community.**

Related to City Council Goal: Economic Development.

- Attract desirable new businesses to the community.
- Market the community to potential companies and prospects.
- Work with existing businesses in Granbury.
- Work with community and regional stakeholders.

Address issues affecting economic development such as infrastructure, business climate, workforce training, and incentives.

Related to City Council Goal: Economic Development

- Work closely with elected officials to educate them on infrastructure needs and economic development issues.
- Contract with consultant to receive the necessary tools to improve City's economic development strategy.

- * **Provide excellent customer service to the community and provide updates on progress.**

Related to City Council Goal: Service Delivery

- Respond to inquiries in a timely, professional manner.
- Keep website and marketing materials updated.
- Proactively seek funding assistance for economic development projects from state agencies via incentive application process.

Economic Development Expenditures

Expenditure Type	Actual FY 2019-2020	Budgeted FY 2020-2021	Actual FY 2020-2021	Adopted FY 2021-2022
Personnel				
Regular	-	-	-	135,000
Total Personnel	-	-	-	135,000
Supplies & Maintenance				
Office Supplies	76	-	7	-
Copier Expense	-	-	34	-
Total Supplies & Maint	76	-	41	-
Services				
Consultants/Arch/Engin	163,000	178,000	128,000	43,000
Travel/Training	1,273	10,000	178	10,000
Advertising & Promotions	8,604	10,700	4,999	5,200
Dues/Subscription/Membersh	9,000	9,500	9,000	9,500
Total Services	181,877	208,200	142,177	67,700
Total Economic Development	181,953	208,200	142,217	202,700



- Community Development -

Department 32

MISSION STATEMENT

To promote the growth of the City by providing competent, consistent, fair and effective development review services, and offering quality development and planning programs.

DESCRIPTION

Community Development provides planning, community development and historic preservation services. Planning responsibilities include processing zoning changes, specific use permit requests, site and architectural plan review and abandonment requests; processing Board of Adjustment variance requests and reviewing and processing subdivision plats; providing administrative support for Planning and Zoning Commission and Board of Adjustment; providing information concerning subdivision regulations, zoning changes, census data, population changes and land use changes; and, provides staff support to the Granbury Historic Commission with respect to the application of the City's adopted historic preservation regulations.

STAFFING			
Title	2019-20	2020-21	2021-22
Director of Community Development	1	1	1
Senior Planner	1	1	1
Planner	2	2	2
Administrative Assistant	1	1	1
Community Planner Intern	1	1	1
Grant-Funded Personnel:			
Lakes Trail Regional Director	1	1	1
Air Quality Program Manager	1	1	1
Total Staffing	8	8	8

OBJECTIVES AND STRATEGIES

- 1. Provide competent, consistent, fair and effective development review services**
Related to City Council Goal: Service Delivery
- 2. Offer quality development and planning programs**
Related to City Council Goal: Service Delivery
- 3. Provide satisfactory support to the Board of Adjustment, Planning and Zoning Commission, Plan Review Committee and the citizens of Granbury in all zoning ordinance variance requests.**
Related to City Council Goal: Intergovernmental Relationships
- 4. Provide excellent customer service**
Related to City Council Goal: Service Delivery



Community Development Expenditures

Expenditure Type	Actual FY 2019-2020	Budgeted FY 2020-2021	Actual FY 2020-2021	Adopted FY 2021-2022
Personnel				
Regular	336,240	362,992	265,916	392,485
FICA	25,271	27,345	22,892	29,959
Leave	2,557	-	47,194	-
Overtime	-	-	2,661	-
Retirement	55,519	61,732	52,969	64,852
Longevity	6,520	7,120	7,120	5,470
Insurance	36,950	43,506	35,087	47,658
Workers Compensation	968	1,363	777	988
Texas Workforce Commission	934	1,350	1,624	1,575
Car Allowance	4,856	4,800	775	4,800
Total Personnel	469,813	510,208	437,015	547,787
Supplies & Maintenance				
Office Supplies	1,937	4,700	1,580	2,000
Books, Maps, Pamphlets	-	200	-	200
Copier Expense	4,759	4,500	3,378	2,200
Non-Capital Tools & Equip	10,677	300	86	300
Maintenance- Motor Vehicles	167	-	-	-
Total Supplies & Maint	17,541	9,700	5,043	4,700
Services				
Consultants/Arch/Engin*	2,822	1,500	43,980	1,500
Telephone	1,051	1,300	496	1,300
Postage	1,492	3,000	1,434	3,000
Advisory Committee- Histor	1,093	2,000	319	2,000
Travel/Training	5,133	7,200	4,330	17,700
Ads- Legal	3,517	6,000	3,453	6,000
Advisory Committee- P&Z	-	1,200	-	1,200
General Liability Insurance	1,641	1,800	1,759	1,800
Leases & Fleet Transfers	600	-	-	-
Dues/Subscription/Membersh	1,779	2,200	1,089	1,800
Gas Well Inspection Fees	-	6,000	-	-
Total Services	19,128	32,200	56,860	36,300
Total Community Development	506,482	552,108	498,918	588,787

*City of Granbury added an in-house engineer and in 2019-2020, the associated costs previously accounted for in this department moved to the Public Works department in the Utility Fund.

- Building & Permits -

Department 30

MISSION STATEMENT

To protect the health, safety, and welfare of the citizens of the City of Granbury through effective, building, fire and health code enforcement..

The City of Granbury Building & Permits department is committed to becoming a premier building organization based on integrity, professionalism and consistency. Our staff is well trained, efficient and dedicated to enhancing the quality of life for our citizens and making the City of Granbury a safer place to live, work and play.

DESCRIPTION

The Building Inspector is responsible for issuing permits and conducting inspections for all new construction, alterations, repairs, demolition, or any other building operations. We review building plans to ensure that the proposed construction complies with the building and fire codes adopted by the City of Granbury.

The Sanitarian Code Officer enforces laws, regulations and ordinances in specific areas of environmental health for maintaining and promoting community hygiene. This enforcement requires inspections of food establishments, hoteliers, public pools, septic systems and various forms of pollution control. The Sanitarian Code officer also sends certified code enforcement letters and places liens on various properties for code enforcement violations along with posting restaurant inspection information scores for public access.

The Fire Inspector examines buildings to detect fire hazards and ensure that federal, state, and local fire codes are met. If needed, they also determine the origin and cause of fires and explosions.

OBJECTIVES AND STRATEGIES

1. **Ensure maintenance of City property allows for safe and efficient operations.**
Related to City Council Goal: Infrastructure Basics.

2. **Maintain department records in an efficient manner.**
Related to City Council Goal: Service Delivery.

STAFFING			
Title	2019-20	2020-21	2021-22
Director of Building & Permits	1	1	1
Building Inspector I	1	1	1
Building Inspector II	2	2	2
Fire Inspector	1	1	1
Sanitarian Code Officer	1	1	1
Permit Clerk I/Code Compliance	2	2	2
Permit Clerk II/Admin Assistant II	1	1	1
Part-Time Document Scanner	1	1	1
Total Staffing	10	10	10

Building & Permits Expenditures

Expenditure Type	Actual FY 2019-2020	Budgeted FY 2020-2021	Actual FY 2020-2021	Adopted FY 2021-2022
Personnel				
Regular	463,797	506,131	474,581	558,942
FICA	37,525	38,825	38,301	42,635
Leave	25,443	-	25,130	-
Overtime	11,214	8,000	17,387	8,000
Retirement	81,891	83,979	84,791	91,851
Longevity	8,630	9,810	9,810	10,730
Insurance	54,477	65,259	59,044	71,487
Workers Compensation	1,465	1,883	1,121	1,365
Texas Workforce Commission	1,253	2,250	2,536	2,304
Total Personnel	685,696	716,137	712,701	787,314
Supplies & Maintenance				
Office Supplies	2,792	3,000	2,843	3,000
Books, Maps, Pamphlets	953	1,200	1,669	1,200
Copier Expense	8,327	9,100	7,028	5,800
Wearing Apparel	636	1,200	1,012	1,200
Vehicle Fuel	5,924	9,100	8,421	9,000
Chemicals	6,850	2,000	1,182	2,000
Maintenance- Motor Vehicles	2,656	6,500	1,379	4,500
Total Supplies & Maint	28,138	32,100	23,536	26,700
Services				
Consultants, Architects, Engin	-	-	262	-
Mowing/ Abatement	1,293	3,000	1,398	3,000
Telephone	8,781	8,900	9,425	9,500
Postage	3,071	3,000	3,557	3,000
Travel/Training	6,139	8,500	2,723	8,500
Legal Advertising	30	500	119	500
General Liability Insurance	7,039	8,000	7,590	8,000
Leases & Fleet Transfers	20,069	18,000	18,000	31,600
Dues/Subscription/Membersh	814	2,100	798	2,100
Other- Empl Certification	250	1,000	251	1,000
Bank Fees	10,874	5,500	16,414	16,000
Misc Fees	60	200	40	200
Total Services	58,419	58,700	60,578	83,400
Total Building & Permits	772,254	806,937	796,815	897,414

GRANBLURY *Texas*

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- Streets -

Department 43

MISSION STATEMENT

To provide safe, clean and efficient roadways for the City of Granbury.

DESCRIPTION

The Street Department manages, maintains and repairs City streets, sidewalks and rights-of-ways. The services provided are concrete work, asphalt patching, street cleaning, tree and drainage maintenance, blade work, street signage and other street maintenance. Responsibilities include traffic control, emergency response operations, special events and assistance in code enforcement. Daily, the department inspects roadways for sign repairs/replacements, pavement management ,and sight obstructions.

OPPORTUNITIES

In 2019-2020 the City began The Street System Capital Improvement Plan 2019-2032 to meet the City of Granbury’s future infrastructure needs. Approximately \$1,000,000 will be budgeted annually to maintain the city’s roadways.

OBJECTIVES AND STRATEGIES

1. Protect the City’s roadways through preventative maintenance and on-going rehabilitation of streets and sidewalks.

Related to City Council Goal: Infrastructure Basics.

- Blade roads in best way that can be achieved.
- Patch potholes more efficiently to maintain longer lives for streets.
- Sweep streets 3 times a week with the Downtown Square being swept weekly.

2. Provide quick and effective customer service.

Related to City Council Goal: Service Delivery.

Streets Expenditures

Expenditure Type	Actual FY 2019-2020	Budgeted FY 2020-2021	Actual FY 2020-2021	Adopted FY 2021-2022
Personnel				
Regular	243,214	270,645	215,963	320,222
FICA	20,238	20,306	18,898	24,241
Leave	20,968	-	33,666	-
Overtime	6,455	2,000	7,915	2,000
Retirement	42,604	45,787	40,903	54,809
Longevity	4,710	5,430	4,930	5,500
Insurance	40,234	43,506	38,693	55,601
Workers Compensation	10,288	13,442	6,631	8,591
Texas Workforce Comm	827	1,575	1,764	1,800
Total Personnel	389,539	402,691	369,363	472,764
Supplies & Maintenance				
Office Supplies	134	400	121	300
Copier Expense	2,166	2,500	1,557	1,200
Wearing Apparel	6,146	5,500	4,818	6,200
Vehicle Fuel	16,368	22,000	19,943	22,000
Chemicals	16,520	29,700	5,307	29,700
Non-Capital Tools & Equip	4,663	5,200	5,305	5,200
Maintenance- Vehicles	5,854	10,100	9,707	9,000
Maintenance- Minor Equip	1,785	2,000	1,653	2,000
Maintenance- Heavy Equip	21,954	31,800	23,403	18,000
Maintenance- Barricades	760	3,000	1,914	3,000
Maintenance- Roadways*	348,456	70,500	96,230	75,000
Maintenance- Drainage	1,513	800	66	2,000
Maintenance- Signs	8,982	8,000	8,321	8,000
Maintenance- Sidewalks	1,572	3,500	3,242	77,000
Total Supplies & Maint	436,871	195,000	181,585	258,600

* For FY 2021-2022, The Street Improvement Plan 2019-2032 will be funded by bond funds instead of Operations & Maintenance. This infrastructure investment will resume in FY 2022-2023.

Street Expenditures

Continued

Expenditure Type	Actual FY 2019-2020	Budgeted FY 2020-2021	Actual FY 2020-2021	Adopted FY 2021-2022
Services				
Consultants & Engineering	-	50,000	-	50,000
Electricity	69,110	68,600	78,232	78,500
Telephone	2,311	2,400	2,285	2,400
Travel/Training	20	2,000	152	2,000
General Liability Insurance	10,996	12,500	9,138	12,000
Equipment Rental/Lease	65	500	395	500
Leases & Fleet Transfers	38,048	29,200	29,200	82,400
Employee Certification	77	600	77	600
Total Services	120,626	165,800	119,478	228,400
Capital Outlay				
Total Capital Outlay	-	-	-	-
Total Streets	947,036	763,491	670,426	959,764

STAFFING			
Title	2019-20	2020-21	2021-22
Street Superintendent	1	1	1
Street Foreman	1	1	1
Heavy Equipment Operator	3	3	3
Light Equipment Operator	1	1	2
Part-Time Light Equipment Operator	1	1	1
Total Staffing	7	7	8

- Parks & Recreation -

Department 50

MISSION STATEMENT

To provide, protect and preserve a park system that promotes quality recreational, cultural and other outdoor experiences for the Granbury community; and to promote recreation to the residents and visitors of Granbury and surrounding areas.

DESCRIPTION

The Parks and Recreation Department is responsible for the development and maintenance of open space areas, as well as community facilities and properties. This department also maintains areas utilized for athletic programs and special events and is responsible for parks concession stands and mowing rights-of-way, drainage areas, the Airport and public-owned lots. They also operate and maintain the City's swimming pool, baseball/softball fields, soccer fields, disc golf course, City Beach, Bark Park, Lambert Branch Park, Hewlett Park, Skate Park, and City Park.

STAFFING			
Title	2019-20	2020-21	2021-22
Director of Parks & Recreation	1	1	1
Parks and Recreation Foreman	2	2	2
Recreational Coordinator	1	1	1
Pool and Concession Manager	1	1	1
Administrative Assistant	1	1	1
Part-Time Recreation Assistant	1	1	1
Park Laborer	14	14	15
Part-Time Park Laborer	1	1	1
Part-Time Park Custodian	1	1	1
Seasonal Laborers (FTE)*	3	3	3
Total Staffing	26	26	27

* Seasonal Laborers include umpires, life guards, beach monitors, and concession attendants during seasonal times of the year when facilities are operational.

OPPORTUNITIES AND CHALLENGES

The Parks and Recreation department already hosts baseball and soccer tournaments during the year, but there is always opportunity for more growth in that area. The Recreation Coordinator is working to build relationships with tournament coordinators and to attract different events to the area.

OBJECTIVES AND STRATEGIES

1. Provide ongoing maintenance and operation of the City of Granbury parks and sports facility system to provide safe and attractive places for recreation.

Related to City Council Goal: Community Development.

- Evaluate property for necessary maintenance daily.
- Mow properties weekly from March-October and as needed during the remainder of the year.
- Evaluate safety of equipment and pool daily.

2. Cultivate effective partnerships with other departments, agencies, organizations and citizens to provide quality service to the City.

Related to City Council Goal: Intergovernmental Relationships.

- Respond to citizen inquires and requests within a day.
- Participate in staff meeting with other departments when needed.

3. Continue to explore funding opportunities such as grants and other sources for future park development.

Related to City Council Goal: Economic Development.

4. Develop a new Master Parks & Recreation Facility Plan for the City of Granbury

Related to City Council Goal: Infrastructure Basics.

- Work with the Parks Board and the citizens for input on projects to be completed.

Parks & Recreation Expenditures

Expenditure Type	Actual FY 2019-2020	Budgeted FY 2020-2021	Actual FY 2020-2021	Adopted FY 2021-2022
Personnel				
Salaries	812,172	937,896	811,386	1,021,898
FICA	66,349	72,658	68,706	79,196
Leave	40,886	-	62,655	40,086
Overtime	14,786	10,000	24,245	10,000
Retirement	128,566	133,507	134,304	153,387
Longevity	14,350	16,340	16,370	18,230
Insurance	138,037	159,522	153,634	190,632
Workers Compensation	14,562	19,286	11,290	13,003
Texas Workforce Commission	4,505	6,420	9,250	6,983
Total Personnel	1,234,213	1,355,629	1,291,839	1,493,329
Supplies & Maintenance				
Office Supplies	2,610	3,000	2,731	3,000
Wearing Apparel	12,649	14,000	14,472	14,000
Vehicle Fuel	21,106	32,000	30,387	32,000
Chemicals	2,506	3,000	2,103	3,000
Non-Capital Tools & Equip	8,085	5,500	4,626	8,500
Maintenance- Buildings	21,914	19,900	21,790	19,900
Maintenance-Equipment	27,788	42,400	42,602	39,600
Maintenance- Grounds	35,769	44,610	86,505	46,200
Maintenance- Holiday Deco	7,525	5,000	4,924	8,000
Maintenance- Events	695	2,000	491	2,000
Total Supplies & Maint	140,649	171,410	210,631	176,200

Parks & Recreation Expenditures

Continued

Expenditure Type	Actual FY 2019-2020	Budgeted FY 2020-2021	Actual FY 2020-2021	Adopted FY 2021-2022
Services				
Consultants/ Arch/Engin	62,189	32,500	1,800	2,500
Utilities	86,596	83,200	81,197	84,000
Telephone	3,305	3,300	4,641	4,700
Postage	22	-	-	-
Travel/Training	3,081	1,400	385	1,400
Advertising	312	300	-	300
General Liability Insurance	34,361	19,000	27,460	28,000
Equipment Rental/Lease	7,205	9,000	7,040	9,000
Leases & Fleet Transfers	35,722	33,000	33,000	80,500
Dues/Subscription/Member	-	-	25	-
Tree Trimming	9,000	10,000	8,990	10,000
Bank & Transaction Fees	868	1,000	1,295	1,000
Recreation Activity Expenses	9,736	10,000	9,508	25,000
Total Services	252,397	202,700	175,341	246,400
Pool				
Concession Supplies	2,108	5,100	5,011	5,600
Pool- Chemicals	9,268	9,200	5,623	11,200
Non-Capital Tools & Equip	1,841	3,300	2,866	4,300
Maintenance- Pool	12,737	7,000	7,175	10,000
Utilities	16,655	19,000	18,486	20,000
Total Pool	42,609	43,600	39,162	51,100
Ballfields				
Concession Supplies	12,856	21,300	20,377	21,300
Non-Capital Tools & Equip	299	400	40	400
Maintenance- Ballfields	18,004	20,800	14,078	20,800
Utilities	25,320	36,000	25,033	30,000
Total Ballfields	56,479	78,500	59,527	72,500

Parks & Recreation Expenditures

Continued

Expenditure Type	Actual FY 2019-2020	Budgeted FY 2020-2021	Actual FY 2020-2021	Adopted FY 2021-2022
Soccer Fields				
Maintenance- Soccer Fields	8,782	8,000	4,141	8,000
Utilities	564	1,000	562	800
Total Soccer Fields	9,346	9,000	4,703	8,800
Beaches				
Maintenance- Beaches	6,733	7,000	6,446	7,000
Utilities	13,170	23,500	23,832	25,600
Chemicals	125	2,000	742	2,000
Total Beaches	20,028	32,500	31,021	34,600
Decker Gym *				
Non-Capital- Decker Facilities	384	-	-	-
Maintenance- Decker Facilities	3,045	3,000	1,496	3,000
Natural Gas	1,729	1,500	1,539	2,000
Sewer	56	-	-	-
Total Decker Facilities	5,214	4,500	3,035	5,000
Capital Outlay				
Pickups	31,240	-	-	-
Groundskeeping Equipment	18,243	10,295	10,297	-
Playground Equipment	72,692	92,945	50,234	117,000
Miscellaneous Tools	13,634	-	-	-
Property Improvements	13,717	235,915	22,119	-
Total Capital Outlay	149,526	339,155	82,650	117,000
Total Parks and Recreation	1,910,461	2,236,994	1,897,909	2,204,929

* Decker Gym is a newly acquired facility for the City, so FY 2020-2021 was the first FY for budgeted expenditures.

- Cemetery -

Department 51

MISSION STATEMENT

To maintain and improve attractive and peaceful grounds at the municipal cemetery.

DESCRIPTION

The Cemetery Department tracks the costs of maintenance of the Municipal Cemetery. Those services consist of mowing, trimming and repairs necessary to maintain the appearance of the property.

STAFFING			
Title	2019-20	2020-21	2021-22
Cemetery Attendant	1	1	1
Total Staffing	1	1	1

OPPORTUNITIES AND CHALLENGES

An opportunity exists for the department to survey the existing cemetery in order to update and verify the accuracy of the cemetery records. Another opportunity is to develop an additional section of the grounds.

OBJECTIVES AND STRATEGIES

- 1. Develop and maintain cemetery grounds with courtesy and respect.**
Related to City Council Goal: Infrastructure Basics.
 - Mow continually during growing season.
 - Evaluate property and fences for necessary maintenance daily
- 2. To complete Cemetery Master Plan for 10-acre expansion.**
Related to City Council Goal: Infrastructure Basics.

Cemetery Expenditures

Expenditure Type	Actual FY 2019-2020	Budgeted FY 2020-2021	Actual FY 2020-2021	Adopted FY 2021-2022
Personnel				
Salaries	28,191	29,886	22,672	29,248
FICA	2,269	2,335	2,026	2,291
Leave	1,179	-	3,249	-
Overtime	544	700	1,003	700
Retirement	4,878	5,095	4,439	5,010
Longevity	240	360	360	-
Insurance	6,808	7,251	7,999	7,943
Workers Compensation	479	1,005	360	371
Texas Workforce Commission	127	225	283	225
Total Personnel	44,715	46,857	42,392	45,788
Supplies & Maintenance				
Chemicals	693	600	495	600
Maintenance of Vehicles	40	1,000	163	1,000
Maintenance- Minor Equip	127	200	178	200
Maintenance-Roadways	300	800	800	800
Maintenance- Grounds	1,264	2,800	2,926	3,500
Maintenance- Grounds Equip	401	1,000	833	1,000
Total Supplies & Maint	2,825	6,400	5,395	7,100
Services				
Consultants, Architect, Eng.	1,000	-	-	-
General Liability Insurance	174	300	176	300
Contract Services	2,275	3,000	3,010	3,000
Total Services	3,449	3,300	3,186	3,300
Capital Outlay				
Property Improvements	-	-	13,536	-
Total Capital Outlay	-	-	13,536	-
Total Cemetery	50,989	56,557	64,509	56,188

Utility Fund

The Utility Fund is an Enterprise Fund of the City. Enterprise Funds are used to account for those operations that are financed and operated in a manner similar to private business enterprises. The intent is that the costs of providing goods and services to the general public on a continuing basis be financed or recovered primarily through user charges.

Services provided by the Utility Fund include:

- * **General Government:** Utility Administration, Utility Billing & Collection and Meter Reading
- * **Public Works:** Ground Water, Water Treatment, Water Distribution, Wastewater Treatment, Wastewater Collection, Electric and Public Works

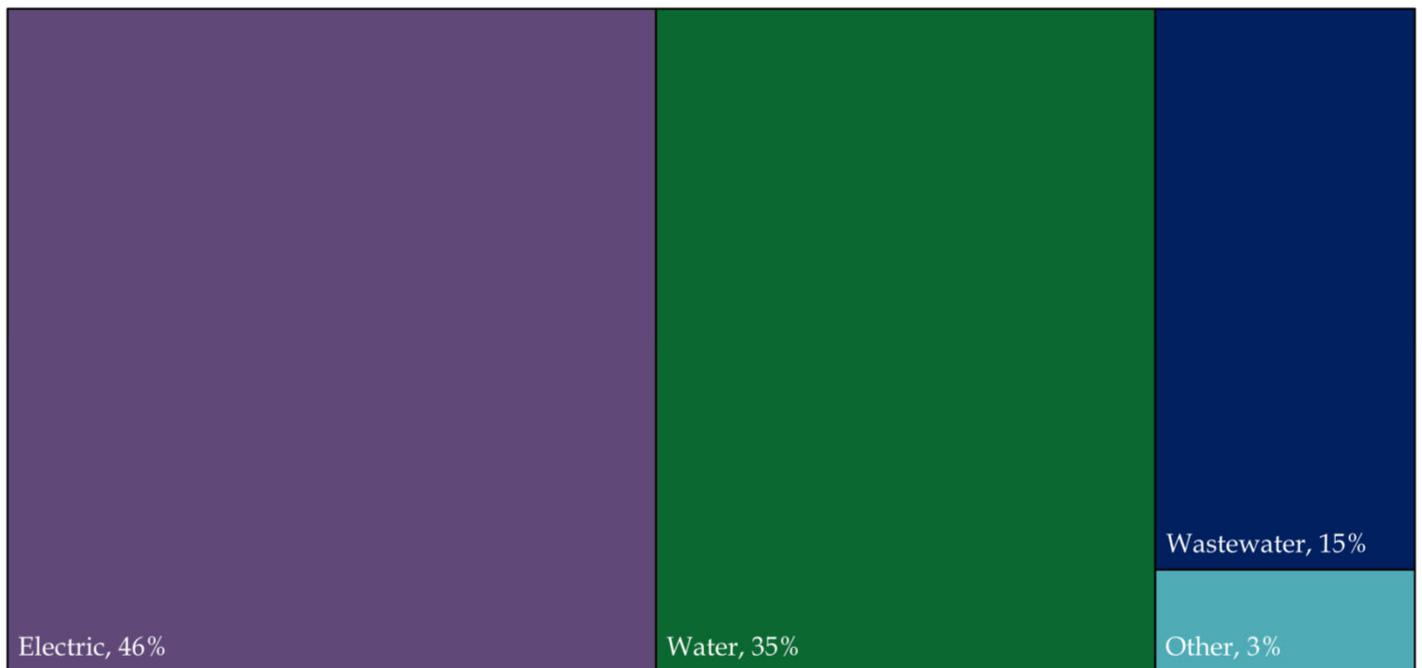
The Fund's source of revenue is the charge for water, sewer and electric services.

Utility rates are set by the City Council.

Utility Fund Revenues

Revenue Type	Actual FY 2019-2020	Budgeted FY 2020-2021	Actual FY 2020-2021	Adopted FY 2021-2022
Electric Fees & Service Charges	10,606,263	11,035,450	10,664,957	10,858,000
Water Fees & Service Charges	8,402,021	7,697,000	7,985,130	8,350,000
Sewer Fees & Service Charges	3,400,681	3,209,000	3,513,166	3,675,000
Interest Income	111,577	98,000	18,989	25,000
Other Revenue	736,468	804,034	478,886	673,800
Interfund Transfers	68,529	354,881	130,208	275,000
Total Revenues	23,325,539	23,198,365	22,791,336	23,856,800

Utility Fund Revenue Fiscal Year 2021-2022



Utility Fund Revenues

Revenue Type	Actual FY 2019-2020	Budgeted FY 2020-2021	Actual FY 2020-2021	Adopted FY 2021-2022
Electric Services				
Electric Service	10,523,234	10,870,000	10,475,387	10,775,000
D&D Light Rental	58,067	58,000	58,144	58,000
Electric Meter Set Fee	24,963	107,450	131,427	25,000
Total Electric Revenues	10,606,263	11,035,450	10,664,957	10,858,000
Water Services				
Water Service	8,263,681	7,612,000	7,817,138	8,260,000
Water Taps	24,477	15,000	27,212	20,000
Meter Setting Fees	113,818	70,000	140,779	70,000
Water Analysis	45	-	-	-
Total Water Revenues	8,402,021	7,697,000	7,985,130	8,350,000
Wastewater Services				
Wastewater Service	3,385,281	3,204,000	3,497,276	3,665,000
Wastewater Taps	15,400	5,000	15,890	10,000
Total Wastewater Revenues	3,400,681	3,209,000	3,513,166	3,675,000
Interest Income				
Interest Income	111,577	98,000	18,989	25,000
Total Interest Income	111,577	98,000	18,989	25,000

Utility Fund Revenues

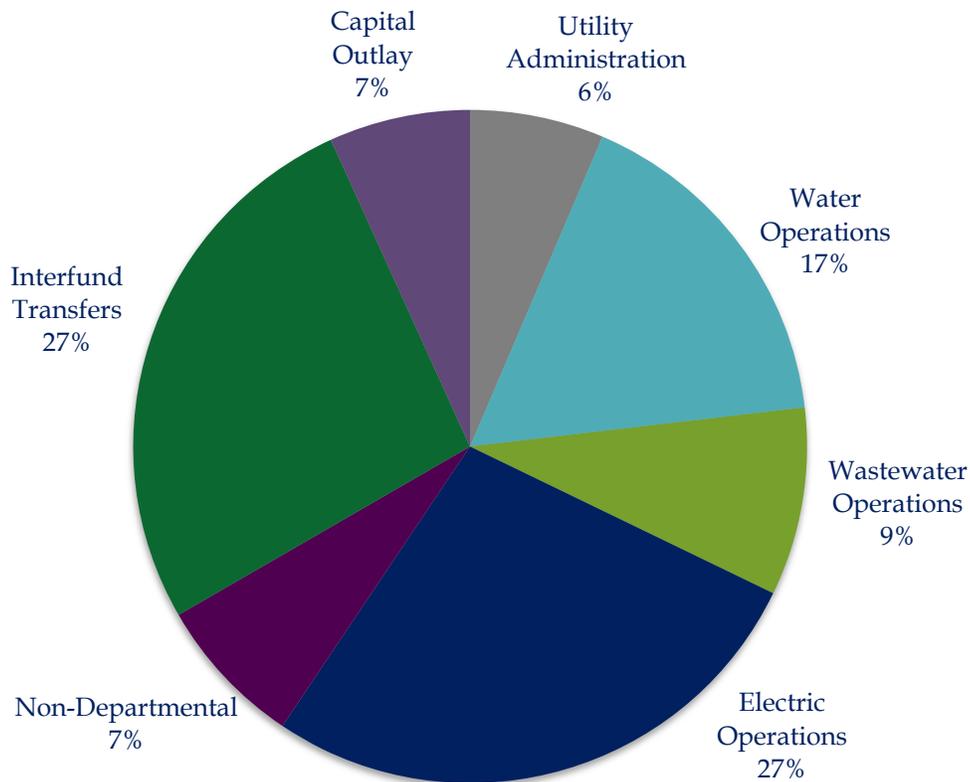
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Revenue Type	Actual FY 2019-2020	Budgeted FY 2020-2021	Actual FY 2020-2021	Adopted FY 2021-2022
Other Revenue				
From Fund Balance	-	315,034	-	237,000
Engineering Fees	32,788	85,000	18,050	70,000
Reconnect Fees	7,740	20,000	3,510	20,000
Groundwater District Fees	149,461	130,000	144,752	130,000
Sanitation Service	221	-	(0)	-
Penalty Income	80,100	180,000	79,632	170,000
Miscellaneous Income	172,271	20,000	194,865	40,000
Backflow Revenue	4,500	4,000	8,350	5,000
Insurance Proceeds	5,712	-	12,817	-
Cash Short/Over	47	-	19	-
Service Fees	41,628	50,000	1,792	1,800
Total Other Revenue	494,468	804,034	463,787	673,800
Interfund Transfers				
Transfer in Impact Fees	68,529	354,881	130,208	275,000
Total Interfund Transfers	68,529	354,881	130,208	275,000
Inter-Governmental				
Grant Revenue	242,000	-	3,000	-
FEMA Grant Revenue	-	-	12,099	-
Total Inter-Governmental	242,000	-	15,099	-
Total Utility Fund Revenue	23,325,539	23,198,365	22,791,336	23,856,800

Utility Fund Expenditures

Expenditure Type	Actual FY 2019-2020	Budgeted FY 2020-2021	Actual FY 2020-2021	Adopted FY 2021-2022
Utility Administration	1,156,939	1,438,173	1,244,472	1,516,279
Water Operations	3,086,905	3,823,446	3,300,495	3,952,117
Wastewater Operations	1,581,060	1,913,056	1,662,732	2,133,285
Electric Operations	6,123,769	6,335,165	10,403,427	6,431,807
Non-Departmental	1,555,481	1,601,840	1,553,986	1,710,800
Interfund Transfers	5,713,644	6,002,961	6,161,574	6,274,332
Debt Service	343,400	-	-	-
Capital Outlay	961,807	1,779,407	1,126,187	1,602,000
Total Expenditures	20,523,006	22,894,048	25,452,872	23,620,620

Utility Fund Expenditures Fiscal Year 2021-2022



- Utility Billing -

Department 60

MISSION STATEMENT

Provide accurate and timely billing for the Granbury Utility customers through proactive customer service.

DESCRIPTION

The Utility Administration department is responsible for the billing and collection of payments for electric, water, sewer, solid waste services, hangar rent and other fees. Another major function of Utility Administration is customer service, both in person & by phone. This office works closely with the Meter Reading division in the coordination & handling of all work orders pertaining to utility services and accounts, including but not limited to: service connections, disconnections, transfers, collection of deposits and related duties. Professional response to customer questions and complaints regarding utility billing, trash services, air ambulance, parks donations and other services are frequent and of extremely high volume. Additionally, account delinquency procedures, for both active and inactive accounts, are initiated by this office. The Utility Administration is also striving to educate customers through various portals to encourage conservation and management

STAFFING			
Title	2019-20	2020-21	2021-22
Utility Billing Manager	1	1	1
Utility Billing Supervisor	1	0	0
Utility Billing Clerk	1	2	2
Part-time Utility Billing Clerk	0	0	1
Total Staffing	3	3	4

OPPORTUNITIES AND CHALLENGES

A payment method for ALL! The department has researched opportunities such as a utility billing kiosk and continues the encouragement of payment options such as automatic draft and online bill-pay. Now online bill-pay customers can set up credit or debit card auto drafts. Utility Billing has had a steady increase in Interactive Voice Reconnection (IVR) for customers to pay by phone 24/7 since it's launch in 2019. Using the current software features, Utility Billing recently deployed Text to Pay, bill notification, and payment with one reply for payment. Also, email notification when bills are ready and as the due date approaches all free to the City and customers with our current software vendor. We also have a multi departmental cooperative campaign for customers weekly digital and quarterly printed utility education.

Challenges of Utility Billing continue to include the satisfaction of customers, in situations of conflict, and in an economy that is stressful to them financially – streamlining processes intradepartmental for smoother workflow resulting in higher customer satisfaction and fewer errors. Ensure customers and citizens alike have one communication method for all City needs at the touch of a button. We strive to provide an appropriate level of flexibility, amidst the current economic situation. The Utility Administration recognizes the need to fundamentally shift its role

OBJECTIVES AND STRATEGIES THROUGH CORE VALUES

1. Continuously build positive customer centric and proactive service.

Related to City Council Goal: Service

- Inspire: Foster growth driven by customer input.
- Communication: Listen, hear, and understand customer concerns at all levels.
- Stewardship: Proactively use tools and technology to notify customers of account abnormalities.

2. Commitment to accurate and timely processing of bills and payments.

Related to City Council Goal: Service

- Trust: Provide accurate billing through tools, policy, and process.
- Efficiency: Provide bills to customers with minimal margin of error and post payments within the same day of the receipt.
- Accountability: Lead by example. Admit, correct, and learn from mistakes to move forward.

3. Educate customers on conservation and control.

Related to City Council Goal: Citizen Involvement.

- Education: Give customers control over their usage.
- Personalization: Monitor and control appropriate use for each unique customer.
- Conservation: Remember today's efforts foster tomorrow's resources.



Utility Administration Expenditures

Expenditure Type	Actual FY 2019-2020	Budgeted FY 2020-2021	Actual FY 2020-2021	Adopted FY 2021-2022
Personnel				
Regular	127,956	130,473	133,589	165,528
FICA	9,138	9,397	9,680	12,243
Leave	1,671	-	1,911	-
Overtime	132	500	1,555	500
Retirement	18,565	21,683	21,592	27,907
Longevity	230	710	530	800
Insurance	19,833	21,753	22,203	23,829
Workers Compensation	244	283	179	236
Texas Workforce Commission	406	675	891	900
Total Personnel	178,175	185,474	192,130	231,943
Supplies & Maintenance				
Office Supplies	1,240	1,500	1,568	1,500
Copier Expense	3,248	3,700	2,463	2,200
Non-Capital Tools & Equip	2,991	2,300	1,443	3,600
Total Supplies & Maint	7,478	7,500	5,475	7,300
Services				
Consultants	2,320	-	-	-
Telephone	1,193	1,200	1,193	1,200
Postage	29,280	36,100	30,970	37,000
Travel/Training	873	6,000	440	3,000
Printing	12,156	15,000	12,379	14,500
General Liability Insurance	628	800	634	800
Dues/Subscriptions/Membersh	1,100	900	230	1,000
Contract Services	5,373	6,400	5,602	19,900
Bad Debt Expense	13,960	50,000	36,583	50,000
Bank Fees	109,612	134,000	135,551	125,000
Collection Agency Fees	1,035	3,300	1,396	4,000
Total Services	177,530	253,700	224,977	256,400
Total Utility Administration	363,183	446,674	422,582	495,643

- Meter Reading -

DEPARTMENT 70

MISSION STATEMENT

To provide accurate meter information for the City of Granbury’s Utility Billing division and to customers in a timely and cost effective manner, while improving efficiency and accuracy, using updated technologies and advanced training tools.

DESCRIPTION

The Meter Reading department is responsible for the accurate reading and recording of all water and electric meter reads within the service area. The department also handles connections and disconnections of service. The Meter Reading/Meter Maintenance division maximizes utility revenues by monitoring of reading device function and management of an ongoing meter testing and maintenance program. This division works closely with the Water Distribution and Electric departments in maintenance of these infrastructures.

STAFFING			
Title	2019-20	2020-21	2021-22
Meter Services Foreman	1	1	1
Meter Reader I	1	1	1
Meter Reader II	1	1	1
Total Staffing	3	3	3

OPPORTUNITIES AND CHALLENGES

The opportunities in Meter Reading/ Meter Maintenance are countless. The effectiveness of meter monitoring, testing, and replacement have made a great financial impact. The challenges continue to include those of ever-changing metering technologies and staffing positions which include working in non-ideal outdoor conditions, and with a heavy workload, requiring mechanical skills and expertise. The AMI is an integrated system of smart meters, communications networks, and data management systems that enables two-way communication between utilities and customers.

OBJECTIVES AND STRATEGIES

1. Provide accurate meter information to Utility Billing in a timely and cost effective manner.

Related to City Council Goal: Infrastructure Basics.

- Read nearly 9,000 water and electric meters accurately, within three billing cycles monthly.
- Via effective surveillance and detailed fine editing processes, pinpoint meters with questionable function; test, replace, or repair or take appropriate corrective actions.
- Communicate and coordinate with Utility Billing staff regarding meter concerns and problems, thereby “bridging the gap” between the Meters and Billing divisions.

2. Deliver services to customers in a timely, professional manner.

Related to City Council Goal: Service Delivery.

- Respond to work orders daily, or within 24 hours, at most.
- Effectively and professionally respond to customer concerns, in person. Answer questions in plain language and to their understanding.

3. Develop an ongoing meter maintenance program, ensuring the long-term maintenance and accuracy of the metering systems

- Increased saturation of the city with AMR/ Fixed meter reading systems
- Monitoring of meter age and consumptions, for prioritization of repair or replacement
- Consultation with experts, gaining recommendations for future beneficial projects and programs

Meter Reading Expenditures

Expenditure Type	Actual FY 2019-2020	Budgeted FY 2020-2021	Actual FY 2020-2021	Adopted FY 2021-2022
Personnel				
Regular	111,999	122,134	102,605	126,754
FICA	9,276	9,569	8,720	9,954
Leave	8,945	-	8,783	-
Overtime	1,466	3,000	4,080	3,000
Retirement	17,976	20,810	18,251	21,915
Longevity	780	1,240	1,240	1,270
Insurance	20,424	21,753	21,603	23,829
Workers Compensation	2,412	3,086	1,722	2,078
Texas Workforce Commission	348	675	672	675
Total Personnel	173,625	182,267	167,674	189,475
Supplies & Maintenance				
Wearing Apparel	2,814	4,000	2,726	4,000
Vehicle Fuel	4,348	7,000	6,091	7,000
Non-Capital Tools & Equip	4,161	9,700	7,419	5,000
Maintenance- Motor Vehicles	2,304	2,500	1,167	4,000
Maintenance- Water Meters	6,961	5,500	5,869	5,500
Maintenance- Electric Meters	660	1,500	-	5,000
Maintenance- Radios & Assoc	3,839	5,000	4,461	5,000
Total Supplies & Maintenance	25,086	35,200	27,733	35,500
Services				
Telephone	3,903	4,300	3,855	4,300
Postage	40	-	-	100
Travel/Training	655	3,000	1,082	5,000
General Liability Insurance	2,150	1,500	2,475	2,500
Leases & Fleet Transfers	11,250	11,300	11,300	9,000
Dues/Subscription/Membersh	320	500	320	500
Contract Services	47,381	46,600	46,563	50,000
Meter Testing	14,081	2,000	53	18,000
Employee Certification	222	400	838	400
Total Services	80,002	69,600	66,485	89,800
Capital Outlay				
Water Meters	72,142	70,000	83,798	70,000
Electric Meters	126,888	252,450	273,362	130,000
Total Capital Outlay	199,030	322,450	357,160	200,000
Total Meter Reading	477,743	609,517	619,053	514,775

Non-Departmental Expenditures

Expenditure Type	Actual FY 2019-2020	Budgeted FY 2020-2021	Actual FY 2020-2021	Adopted FY 2021-2022
Supplies and Maintenance				
Non-Office Supplies	6,984	7,000	7,223	7,000
Wearing Apparel	-	1,300	228	1,100
Maintenance- Towers	7,488	9,000	8,822	11,000
Total Supplies and Maintenance	14,472	17,300	16,272	19,100
Services				
Audit & Accounting	21,750	24,000	21,750	24,000
Legal Expense	2,112	-	15,776	-
Utilities	29,931	37,500	32,786	37,500
Inventory Damage/Loss	-	500	-	500
General Liability Insurance	3,627	3,200	3,167	3,200
Meeting Expenses	-	-	-	1,000
Equipment Rental/Lease	1,080	1,100	1,684	4,600
Leases & Fleet Transfers	145,713	150,000	145,713	150,000
Contract Services	5,850	6,500	9,176	7,800
Shared Allocation	1,064,146	984,935	1,144,999	1,150,000
Utility Franchise Fee*	1,330,332	1,304,640	1,307,388	1,362,000
Contingency Expense	-	56,000	-	100,000
Bank Fees	28	100	29	100
Miscellaneous Fees	587	1,000	244	1,000
Total Services	2,605,155	2,569,475	2,682,713	2,841,700
Interfund Transfers				
Transfer to General Fund	379,124	393,126	393,126	486,000
Transfer to Utility Debt Service	343,400	-	-	-
Transfer to General Debt Service	3,770,374	4,624,900	4,623,449	4,638,332
Transfer to Fleet Fund	500,000	-	-	-
Total Interfund Transfers	4,992,898	5,018,026	5,016,575	5,124,332
Capital Outlay				
Downtown Fire Sprinkler	6,740	-	1,685	-
Property Improvements	-	-	-	35,000
Water Rights	-	240,000	240,000	-
Total Capital Outlay	6,740	240,000	241,685	35,000
Total Non-Departmental	7,619,265	7,844,801	7,957,245	8,020,132

*The percentage charged to the Utility Fund by the General Fund increased in FY 2019-2020 from 4% to 6%

- Ground Water -

DEPARTMENT 78

MISSION STATEMENT

To provide quality and cost-effective well water for the City of Granbury.

DESCRIPTION

The Ground Water Department was established to monitor the costs of producing well water for the City’s water operations.

STAFFING			
Title	2019-20	2020-21	2021-22
Water Quality Technician	1	1	1
Utility Operator I	1	1	1
Utility Operator II	2	2	2
Total Staffing	4	4	4

OPPORTUNITIES AND CHALLENGES

An opportunity for this department is to continue to drill more wells to current operations. A major challenge for this department is to operate the facilities in a cost efficient manner to minimize water-usage rate increases.

OBJECTIVES AND STRATEGIES

1. To maximize well water production for the City's water operations at the least possible costs.

Related to City Council Goal: Infrastructure Basics.

- Repair or rehab lower producing wells.
- Replace worn pumps as needed.

2. Maintain safe drinking water sources for the City of Granbury.

Related to City Council Goal: Service Delivery.

- Perform lab analysis of the water on a daily and monthly basis.
- Adhere to TCEQ guidelines for water treatment.
- Monitor and record flow data and chemical dosage on a daily basis.

3. Stay informed on changes of regulations for drinking water standards.

Related to City Council Goal: Service Delivery.

- Employees must receive a minimum of 30 hours of training every 3 years.

Ground Water Expenditures

Expenditure Type	Actual FY 2019-2020	Budgeted FY 2020-2021	Actual FY 2020-2021	Adopted FY 2021-2022
Personnel				
Regular	125,299	141,567	127,486	144,670
FICA	10,195	11,656	10,572	11,443
Leave	6,303	-	6,895	-
Overtime	1,456	10,000	3,652	4,500
Retirement	19,159	25,192	21,868	25,270
Longevity	1,320	1,420	1,420	1,920
Insurance	23,861	29,004	25,651	31,772
Workers Comp	3,173	3,622	2,022	2,394
TWC	588	900	1,061	900
Total Personnel	191,354	223,361	200,627	222,869
Supplies and Maint				
Wearing Apparel	2,280	2,600	3,390	2,600
Vehicle Fuel	6,716	9,000	7,682	9,000
Chemicals	22,437	31,000	29,665	40,000
Non-Capital Tools and Equip	9,834	14,000	11,816	12,000
Maint of Vehicles	1,188	5,000	4,802	5,000
Maint of Plant Pumps/Motor	10,392	23,500	10,901	30,000
Maint of Pump Stations	39,668	47,500	47,365	47,500
Maintenance of SCADA	6,669	15,500	14,567	15,000
Maint of Water Storage	2,040	27,500	2,904	6,500
Total Supplies and Maint	101,223	175,600	133,092	167,600
Services				
Electricity	78,086	72,000	82,805	78,000
Water	42	-	251	300
Telephone	323	700	1,015	1,100
Travel/Training	4,944	6,000	6,762	6,000
General Liability	1,761	4,000	2,622	2,700
Leases & Fleet Transfers	1,800	1,800	1,800	4,600
Dues & Subscriptions	410	600	480	600
Contract Services	-	-	-	2,300
Employee Certification	444	500	389	600
Sample Testing	54,205	43,500	35,122	45,900
Ground Water Distric Fees	68,333	70,000	60,535	70,000
Total Services	210,347	199,100	191,781	212,100
Capital Outlay				
Pumps & Motors	-	-	-	200,000
New Water Wells	20,600	-	-	-
Total Capital Outlay	20,600	-	-	200,000
Total Ground Water	523,524	598,061	525,500	802,569

- Water Treatment -

DEPARTMENT 79

MISSION STATEMENT

To provide a safe drinking water source for the City of Granbury.

DESCRIPTION

The Water Treatment department is primarily responsible for producing safe and acceptable water in accordance with State and Federal health standards. The plant's personnel monitor bacteriological and physical properties of the water, respond to water quality inquiries and perform routine daily laboratory analysis. The new 2.5 MGD reverse Osmosis plant began operating in October 2017 and construction on Phase II to upgrade to a 5.0 MGD plant began in 2019. Phase II will increase the plant's capacity to 5 million gallons per day (MGD) to meet the City of Granbury's current daily water requirements; which are approximately 1.5-2.0 MGD. On peak demand days, the City is using 3-3.5 MGD. The City plans on completing Phase II of the Water Treatment Plant project in the Fall of 2020.

STAFFING			
Title	2019-20	2020-21	2021-22
Water Treatment Superintendent	1	1	1
Water Treatment Foreman	1	1	1
Water Plant Operator I	6	6	6
Water Plant Maintenance Tech	0	0	1
Total Staffing	8	8	9

OBJECTIVES AND STRATEGIES

1. Maintain safe drinking water source for Granbury.

Related to City Council Goal: Service Delivery.

- Perform laboratory analysis of water on a daily basis.
- Monitor treatment systems on a 24-hour basis via SCADA.

2. Stay informed on changes to regulations for drinking water standards.

Related to City Council Goal: Service Delivery.

- Employees must receive 30 hours of training every 3 years.

3. Maintain and update the City's water treatment facilities to meet regulatory requirements and the community's water-use needs.

Related to City Council Goal: Infrastructure Basics.

- Repair and replace damaged or inefficient pumps and valves.

Water Treatment Expenditures

Expenditure Type	Actual FY 2019-2020	Budgeted FY 2020-2021	Actual FY 2020-2021	Adopted FY 2021-2022
Personnel				
Regular	335,031	381,983	348,903	423,225
FICA	27,000	29,144	29,828	32,429
Leave	18,454	-	33,611	-
Overtime	5,550	5,000	14,596	5,000
Retirement	53,148	64,822	62,900	72,856
Longevity	5,730	6,690	6,690	7,410
Insurance	54,443	65,229	59,858	71,487
Workers Compensation	7,943	10,332	5,728	6,907
Texas Workforce Commission	1,015	2,025	2,016	2,025
Total Personnel	508,314	565,225	564,130	621,339
Supplies & Maintenance				
Office Supplies	3,221	4,000	2,667	2,100
Wearing Apparel	4,648	5,600	4,440	5,600
Vehicle Fuel	962	3,000	2,259	3,000
Chemicals	264,347	383,600	270,414	389,700
Non-Capital Tools & Equip	4,844	13,000	11,074	13,000
Laboratory Supplies	40,332	60,000	46,091	51,500
Maintenance- Buildings	7,955	3,100	2,123	3,300
Maintenance- Equipment	26,835	35,100	28,219	25,500
Maintenance- Filters & Membranes	7,576	37,000	-	40,000
Total Supplies & Maint	360,720	544,400	367,287	533,700

Water Treatment Expenditures

Continued

Expenditure Type	Actual FY 2019-2020	Budgeted FY 2020-2021	Actual FY 2020-2021	Adopted FY 2021-2022
Services				
Consultant, Architect, Engin	13,362	30,000	6,003	5,000
Utilities	254,961	334,000	260,104	319,000
Telephone	2,279	2,600	1,930	2,600
Postage	297	-	-	1,000
Travel/Training	7,453	14,200	5,004	14,200
Water Inspection Fee	30,299	30,300	30,449	40,600
General Liability Insurance	36,337	36,000	30,251	32,000
Leases & Fleet Transfers	4,650	4,700	4,700	9,000
Dues/Subscriptions/Membership	1,280	1,800	1,454	1,800
Contract Services	20,182	43,000	34,777	45,200
Sample Testing	16,153	29,000	13,232	29,000
Total Services	387,254	525,600	387,904	499,400
Services				
Water Purchase- BRA	866,046	875,000	876,996	920,000
Total Services	866,046	875,000	876,996	920,000
Capital Outlay				
Laboratory Equipment	25,330	26,500	23,949	-
Misc Tools & Equipment	-	31,000	19,473	-
Storage Tanks	118,902	-	-	-
Membrane Replacement Reserve	-	100,000	-	-
Total Capital Outlay	144,232	157,500	43,421	-
Total Water Treatment	2,266,566	2,667,725	2,239,738	2,574,439

- Water Distribution -

DEPARTMENT 82

MISSION STATEMENT

To ensure the safe, efficient delivery of water to the City of Granbury.

DESCRIPTION

The Water Distribution department is responsible for routine inspection of water distribution lines, installation of water taps, rehabilitation and replacement of damaged or inefficient water lines, fire hydrants and valves. The department assists in the inspection of new developments to ensure the safety and efficiency of the system. Additionally, the department strives to recognize, follow and meet all Environmental Protection Agency, Texas Commission of Environmental Quality and Safe Drinking Water Act regulations.

STAFFING			
Title	2019-20	2020-21	2021-22
Distribution/Collection Superintendent	1	1	1
Water Distribution Foreman	1	1	1
Utility Equipment Operator II	2	4	4
Utility Line Locator	0	0	1
Total Staffing	4	6	7

OBJECTIVES AND STRATEGIES

1. Maintain the highest standard of water quality.

Related to City Council Goal: Service Delivery.

- Comply with EPA and TCEQ standards.
- Employees must receive 30 hours of training “per license” every 3 years.
- Consistently test water samples.
- Inspect water distribution lines on a regular basis.

2. Maintain service to customers and conserve water.

Related to City Council Goal: Infrastructure Basics.

- Respond to waterline breaks within 30 minutes.

3. Maintain and update the City’s water distribution infrastructure.

Related to City Council Goal: Infrastructure Basics.

- Repair or replace damaged or inefficient water lines.
- Repair or replace damaged fire hydrants and valves.

Water Distribution Expenditures

Expenditure Type	Actual FY 2019-2020	Budgeted FY 2020-2021	Actual FY 2020-2021	Adopted FY 2021-2022
Personnel				
Regular	141,378	229,283	202,996	277,380
FICA	10,369	17,619	15,699	21,303
Leave	3,496	-	8,945	-
Overtime	1,240	10,000	6,943	10,000
Retirement	21,760	39,659	34,529	48,455
Longevity	1,160	1,570	1,570	2,300
Insurance	14,248	43,506	34,060	55,601
Workers Compensation	3,711	5,573	3,454	4,595
Texas Workforce Commission	397	1,350	2,116	1,575
Total Personnel	197,760	348,560	310,313	421,209
Supplies & Maintenance				
Office Supplies	132	500	69	500
Copier Expense	2,166	2,500	1,557	1,200
Wearing Apparel	3,382	6,000	4,735	7,500
Vehicle Fuel	7,835	12,000	13,908	12,000
Non-Capital Tools & Equip	10,972	16,000	15,404	16,000
Maintenance- Motor Vehicles	4,160	8,000	4,466	8,000
Maintenance- Water Mains	15,858	55,000	37,910	55,000
Maintenance- Minor Equip	793	1,200	166	1,200
Maintenance- Water Service	21,740	25,600	25,459	25,600
Maintenance- Heavy Equip	9,690	14,000	1,479	14,000
Maintenance- Barricades	6,248	1,000	498	1,000
Maintenance- Hydrants	16,052	30,000	7,204	30,000
Maintenance- Pump Stations	39	-	-	-
Total Supplies & Maint	99,066	171,800	112,854	172,000

Water Distribution Expenditures

Continued

Expenditure Type	Actual FY 2019-2020	Budgeted FY 2020-2021	Actual FY 2020-2021	Adopted FY 2021-2022
Services				
Electricity	59,199	85,000	55,269	64,000
Telephone	4,680	4,300	3,994	4,400
Postage	17	-	-	100
Travel/Training	3,190	6,000	4,993	6,000
General Liability Insurance	49,701	49,000	42,453	44,000
Equipment Rental/Lease	-	1,100	-	1,100
Leases & Fleet Transfers	47,244	41,400	47,244	53,400
Land Lease	-	5,100	-	6,000
Dues, Subscriptions, Membersh	460	700	640	700
Other - Employee Certification	329	1,700	919	1,700
Sample Testing	-	500	-	500
Total Services	164,821	194,800	155,511	181,900
Capital Outlay				
Heavy Construction Equipment	11,504	-	-	-
Water Mains & Tie-ins	52,334	89,881	129,874	215,000
Total Capital Outlay	63,838	89,881	129,874	215,000
Total Water Distribution	525,485	805,041	708,552	990,109

OPPORTUNITIES AND CHALLENGES

As our city and distribution system continues to grow in size and complexity, we are working to educate and train our operators to meet the growing needs and demands.

- Wastewater Treatment -

DEPARTMENT 83

MISSION STATEMENT

To ensure the health and safety of the City of Granbury through wastewater treatment services that are safe, efficient, cost effective, and environmentally responsible.

DESCRIPTION

The purpose and function of the Wastewater Treatment department is to treat the spent water from the community containing the wastes from domestic, industrial or commercial use and the surface water runoff or groundwater which may enter the system through infiltration. The Granbury Wastewater Treatment Plant operates an activated sludge process, which is an aerobic biological process in which microorganisms grow by using oxidizable material in the wastewater as food. The microorganisms are recycled to the treatment phase in order to increase the rate of reaction. Laboratory personnel collect and analyze wastewater samples daily to verify compliance with State and Federal requirements.

STAFFING			
Title	2019-20	2020-21	2021-22
Wastewater Treatment Superintendent	1	1	1
Wastewater Treatment Foreman	1	1	1
Wastewater Lab Technician	1	1	1
Wastewater Plant Operator I	2	2	2
Wastewater Plant Operator II	3	5	6
Wastewater Plant Maintenance Tech	0	1	1
Total Staffing	8	11	12

OBJECTIVES AND STRATEGIES

1. Treat wastewater and return back to Lake Granbury.

Related to City Council Goal: Service Delivery.

- Comply with TCEQ standards.
- Perform lab analysis of wastewater on a regular basis.

2. Stay informed on changes to regulations for wastewater standards.

Related to City Council Goal: Service Delivery.

- Employees must receive 30 hours of training every 3 years.

3. Operate the wastewater facilities in the most cost efficient manner possible while maintaining effluent quality.

Related to City Council Goal: Infrastructure Basics.

- Repair and replace damaged or inefficient pumps and valves.

Wastewater Treatment Expenditures

Expenditure Type	Actual FY 2019-2020	Budgeted FY 2020-2021	Actual FY 2020-2021	Adopted FY 2021-2022
Personnel				
Regular	302,915	415,253	363,786	512,327
FICA	25,920	32,729	30,579	40,237
Leave	25,233	-	36,022	-
Overtime	6,005	10,000	9,648	10,000
Retirement	50,544	71,910	63,522	89,370
Longevity	12,170	11,490	11,290	12,120
Insurance	38,579	79,671	58,369	95,316
Workers Compensation	4,969	7,714	5,375	7,206
Texas Workforce Commission	1,091	2,475	2,962	2,700
Total Personnel	467,427	631,242	581,554	769,276
Supplies & Maintenance				
Office Supplies	301	900	682	800
Copier Expense	1,022	1,300	1,554	2,200
Janitorial Supplies	979	900	973	900
Wearing Apparel	4,617	6,300	4,710	6,900
Vehicle Fuel	7,090	12,500	11,488	11,500
Chemicals	70,693	52,506	52,113	96,000
Non-Capital Tools & Equip	7,180	8,300	7,447	12,000
Laboratory Supplies	14,868	16,000	14,817	16,000
Maint of Buildings	519	800	427	800
Maint of Vehicles	3,526	8,700	5,089	8,000
Maint of Minor Equip	2,996	3,000	2,917	3,000
Maint of Pumps & Motors	157,581	186,000	143,763	125,000
Maint of UV Equip	2,970	4,850	4,835	2,500
Maint of Heavy Equip	8,060	9,050	6,247	10,000
Maint of Sewer Service	1,837	-	1,201	-
Maint of Lift Stations	1,345	2,500	3,068	2,500
Maint of SCADA	19,178	22,500	20,471	16,500
Total Supplies & Maint	304,761	336,106	281,801	314,600

Wastewater Treatment Expenditures

Continued

Expenditure Type	Actual FY 2019-2020	Budgeted FY 2020-2021	Actual FY 2020-2021	Adopted FY 2021-2022
Services				
Consultants/ Arch/Engin	2,000	7,000	4,000	-
Utilities	292,048	335,412	298,410	330,000
Telephone	2,598	3,600	2,808	3,000
Postage	17	-	18	100
Travel/Training	4,498	12,000	5,279	12,000
Sewer Plant Inspection	11,594	11,500	11,444	15,500
Refuse Pickup	70,302	46,706	45,030	100,000
General Liability Insurance	20,110	22,000	18,521	20,000
Equipment Rental/Lease	1,203	2,100	1,140	2,100
Leases & Fleet Transfers	33,695	31,100	31,100	28,600
Dues, Subscriptions, Membersh	550	1,100	1,480	1,200
Contract Services	-	-	-	9,900
Employee Certification	866	1,400	1,273	1,400
Sample Testing	6,458	12,000	6,035	12,000
Total Services	445,939	485,918	426,535	535,800
Capital Outlay				
Radios & Associated Equip	8,715	-	-	-
Lift Station Improvements	-	275,000	-	275,000
Total Capital Outlay	8,715	304,176	-	275,000
Total Wastewater Treatment	1,226,843	1,757,442	1,289,890	1,894,676

The City is investing \$35M over 3-4 years for wastewater treatment infrastructure improvements. 2019-2020 was the first year of projected impact in the operating budget.

- Wastewater Collection -

DEPARTMENT 85

MISSION STATEMENT

To ensure the health and safety of the City of Granbury through wastewater collection services that are safe, efficient, cost effective, and environmentally responsible.

DESCRIPTION

The Wastewater Collection department maintains and rehabilitates the wastewater collection system through routine inspections of system facilities and restoration of broken or collapsed mains. The Department provides maintenance services including installation of wastewater taps; clearing, jet cleaning, camera inspection of lines and identify and correct sources of Infiltration and Inflow (I&I). The City has 43 lift stations presently and many miles of sewer mains flowing to the City’s wastewater treatment plant.

STAFFING			
Title	2019-20	2020-21	2021-22
Utility Equipment Operator I	1	1	1
Utility Equipment Operator II	5	3	3
Administrative Assistant II	1	1	1
Total Staffing	7	5	5

OPPORTUNITIES AND CHALLENGES

As our city and collection system continues to grow in size and age, we are working to train our operators with new tools and technologies to meet the growing needs and demands. We continue to utilize the data from the SCADA system to identify which areas are subject to I&I, allowing us to find and correct the problems.

Wastewater Collection Expenditures

Expenditure Type	Actual FY 2019-2020	Budgeted FY 2020-2021	Actual FY 2020-2021	Adopted FY 2021-2022
Personnel				
Regular	130,035	150,983	141,667	172,060
FICA	9,852	11,462	10,935	13,222
Leave	3,506	-	9,795	-
Overtime	3,109	6,000	4,405	6,000
Retirement	20,148	26,029	24,824	30,057
Longevity	690	1,090	1,090	1,630
Insurance	21,043	36,255	29,129	39,715
Workers Compensation	2,540	2,146	1,628	2,000
Texas Workforce Commission	685	1,125	1,740	1,125
Total Personnel	191,608	235,090	225,214	265,809
Supplies & Maintenance				
Copier Expense	2,166	2,500	1,557	1,200
Wearing Apparel	3,282	5,000	4,579	5,000
Vehicle Fuel	5,252	8,300	8,441	8,300
Chemicals	-	-	-	1,000
Non-Capital Tools & Equip	890	3,100	2,638	4,000
Maintenance- Motor Vehicles	4,085	5,600	4,741	7,000
Maintenance- Minor Equip	6,346	3,500	2,868	3,000
Maintenance- Sewer Mains	50,448	80,000	26,731	80,000
Maintenance- Heavy Equip	14,853	8,000	6,611	20,600
Maintenance- Sewer Services	3,807	5,000	5,348	5,000
Maintenance- Barricades	96	-	130	-
Total Supplies & Maint	91,224	121,000	63,645	135,100
Services				
Utilities	59,732	70,600	58,414	69,200
Telephone	437	3,300	1,667	2,200
Postage	1	-	-	-
Travel/Training	995	5,500	3,475	5,500
General Liability Insurance	12,382	17,000	13,755	14,000
Leases & Fleet Transfers	6,000	6,000	6,000	20,400
Dues, Subscriptions, Membersh	180	400	420	400
Employee Certification	374	900	253	1,000
Total Services	80,101	103,700	83,984	112,700

Wastewater Collection Expenditures

Continued

Expenditure Type	Actual FY 2019-2020	Budgeted FY 2020-2021	Actual FY 2020-2021	Adopted FY 2021-2022
Capital Outlay				
Sewer Mains & Tie-Ins	-	155,331	104,772	210,000
Lift Station 4- Emergency	289,814	-	63,151	-
Property Improvements	51,000	73,070	28,267	110,000
Total Capital Outlay	340,814	228,400	196,190	320,000
Total Wastewater Collection	703,747	688,190	569,032	833,609

OBJECTIVES AND STRATEGIES

1. Maintain all public wastewater collection system lines in free-flowing condition.

Related to City Council Goal: Infrastructure Basics.

- Repair or replace damaged or inefficient equipment.
- Repair or replace damaged manholes and sewer taps.

2. Respond to customer requests regarding the collection system quickly and efficiently.

Related to City Council Goal: Service Delivery.

- Respond to work orders as soon as possible – depending on availability.

- Electric -

DEPARTMENT 80

MISSION STATEMENT

To deliver reliable and cost effective electric power to the City of Granbury.

DESCRIPTION

The Electric Department constructs and maintains a complete system of electric conductors, switches, lines and transformers used for the distribution of electricity purchased wholesale from Constellation-Excelon.

In addition, the Electric Department reviews plans for construction of new lines (overhead and underground), maintains lines, and develops design specifications that meet all safety and construction requirements. The department also installs and maintains street lights, security lighting systems, ball field and soccer field lights and the Hike & Bike Trail lights and plugs. Additionally, the Electric Department puts up all the holiday lighting on the square as well as sets up electric panels for any events on the square and hangs the banners for these events. The department administrates a tree trimming maintenance program to minimize outages and prevent damage to the electric distribution equipment and lines.

The City has elected to not opt-in to electric deregulation, which would allow it to enter the electric retail market, so the City will continue to provide electric power to all citizens and our service area.

STAFFING			
Title	2019-20	2020-21	2021-22
Electric Distribution Supervisor	1	1	1
Senior Lineman	2	2	2
Lineman- First Class	1	1	1
Lineman- Second Class	2	2	2
Groundman	1	1	1
Total Staffing	7	7	7

OPPORTUNITIES AND CHALLENGES

The Electric department has the opportunity to be very successful. The department has been fortunate to hire employees who are some of the best in this field. Most of the equipment is in good shape except for a bucket truck and a pickup. The department's challenges are budget constraints, which are essential to advancing the reliability of the City's electric power. Looking into the future, this department should consider a more modern system, such as Smart Breakers and Switches and a SCADA type system. Additionally, the electrical load continues to increase and are currently working with an engineer to determine the current load status.

OBJECTIVES AND STRATEGIES

1. Deliver reliable and cost-effective electric power to the community.

Related to City Council Goal: Service Delivery.

- Maintain lines and equipment as needed.
- Upgrades lines on an annual basis using selected contractor after annual bid process.

2. Minimize electric power outages.

Related to City Council Goal: Infrastructure Basics.

- Strives to respond to work orders within a (48) forty-eight hour window.
- Have 2 employees on call every night, but all employees are available in the event of a major storm event.

3. Improve the aesthetics of the electric utility infrastructure.

Related to City Council Goal: Infrastructure Basics.

- Strive to continuously update infrastructure based on available funding.

Electric Expenditures

Expenditure Type	Actual FY 2019-2020	Budgeted FY 2020-2021	Actual FY 2020-2021	Adopted FY 2021-2022
Personnel				
Regular	389,927	443,982	329,231	472,198
FICA	33,438	35,150	31,332	37,494
Leave	43,308	-	67,597	-
Overtime	7,905	10,000	11,977	10,000
Retirement	65,040	76,528	66,601	82,483
Longevity	9,850	10,810	10,580	11,060
Insurance	43,667	50,757	40,441	55,601
Workers Compensation	4,596	5,563	5,250	6,296
Texas Workforce Commission	1,094	1,575	1,512	1,575
Total Personnel	598,824	634,365	564,521	676,707
Supplies & Maintenance				
Office Supplies	80	500	211	400
Copier Expense	715	1,000	865	1,200
Wearing Apparel	11,706	10,555	6,135	15,000
Vehicle Fuel	10,230	15,000	10,789	15,000
Non-Capital Tools & Equip	21,756	12,300	9,964	22,500
Maintenance- Elec Primaries	59,818	55,000	51,850	55,000
Maintenance- Elec Second	40,735	42,500	43,814	42,500
Maintenance- Motor Vehicles	4,735	6,000	5,943	6,000
Maintenance- Minor Equip	351	600	270	600
Maintenance- Heavy Equip	15,190	16,200	16,174	16,000
Maintenance- Holiday Lighting	11,552	6,000	5,342	6,000
Total Supplies & Maint	176,867	165,655	151,358	180,200

Electric Expenditures

Continued

Expenditure Type	Actual FY 2019-2020	Budgeted FY 2020-2021	Actual FY 2020-2021	Adopted FY 2021-2022
Services				
Consultants/ Arch/Engin	35,621	38,145	29,333	18,000
Telephone	1,221	1,500	1,386	1,500
Postage	29	-	2	100
Travel/Training	11,075	9,300	9,300	20,400
General Liability Insurance	7,045	7,000	8,410	9,000
Leases & Fleet Transfers	65,500	65,500	65,500	67,200
Dues, Subscriptions, Member	2,357	700	2,373	700
Tree Trimming	82,044	83,000	83,000	83,000
Total Services	204,892	205,145	253,511	199,900
Services				
Electric Transmission Charge	7,500	-	-	-
Substation Charges	337,935	430,000	346,735	375,000
Power Purchase for Resale	4,797,750	4,900,000	9,087,301	5,000,000
Total Services	5,143,186	5,330,000	9,434,036	5,375,000
Capital Outlay				
Electric Primaries	106,895	110,000	38,910	120,000
Electric Improvements	70,943	-	58,475	-
Electric Mandates	-	327,000	60,472	237,000
Total Capital Outlay	177,838	437,000	157,857	357,000
Total Electric	6,301,607	6,772,165	10,561,284	6,788,807

- Public Works -

DEPARTMENT 93

MISSION STATEMENT

To provide high quality and responsive service to the residents and business owners of Granbury with regard to the management, development, safety and maintenance of the City's, streets, electric, water and wastewater systems.

DESCRIPTION

Public Works is the main administrative office providing supervision and direction, engineering, coordination and overseeing of the Building Maintenance, Streets, Fleet Maintenance, Ground Water, Water Treatment, Water Distribution, Meters, Wastewater Treatment, and Wastewater Collection departments.

This department represents the City in dealing with governmental agencies, private consultants and the general public. Public Works also responds to customer inquiries and needs as they relate to Public Works activities.

STAFFING			
Title	2019-20	2020-21	2021-22
Public Works Director	1	1	1
Assistant Public Works Director/Utilities	1	1	1
City Engineer	1	1	1
Administrative Assistant	1	1	1
GIS Technician	0	1	1
Total Staffing	4	5	5

OBJECTIVES AND STRATEGIES

- 1. Ensure maintenance of City property allows for safe and efficient operations.**

Related to City Council Goal: Infrastructure Basics.

- 2. Maintain Public Works department records in an efficient manner.**

Related to City Council Goal: Service Delivery.

Public Works Expenditures

Expenditure Type	Actual FY 2019-2020	Budgeted FY 2020-2021	Actual FY 2020-2021	Adopted FY 2021-2022
Personnel				
Regular	328,788	382,337	332,968	405,308
FICA	23,830	27,866	24,265	29,963
Leave	2,694	-	8,699	-
Overtime	4	-	15	-
Retirement	48,441	63,350	53,366	68,259
Longevity	1,870	2,380	2,380	2,750
Insurance	27,232	36,255	28,944	39,715
Workers Compensation	2,416	4,419	2,514	3,841
Texas Workforce Commission	844	1,125	1,008	1,125
Total Personnel	436,118	517,732	454,159	550,961
Supplies & Maintenance				
Office Supplies	1,124	3,900	3,286	2,400
Copier Expense	2,684	3,000	2,322	2,000
Wearing Apparel	167	1,700	717	1,700
Vehicle Fuel	1,987	2,600	2,100	2,600
Non-Capital Tools & Equip	535	429	-	500
Maintenance- Motor Vehicles	75	671	690	600
Total Supplies & Maint	6,572	12,300	9,115	9,800
Services				
Consultants/Arch/Engin	23,088	110,000	42,437	80,000
Telephone	3,100	3,500	3,116	3,300
Postage	166	-	20	1,900
Travel/Training	4,583	10,000	8,014	10,000
Legal Advertising	1,189	2,100	2,047	2,100
General Liability Insurance	2,361	3,600	2,699	2,800
Leases & Fleet Transfers	4,650	4,700	4,700	5,500
Dues, Subscriptions, Member	1,473	3,900	2,489	3,900
Contracted Services	31,200	36,000	31,200	35,000
Other- Employee Certifications	544	600	-	600
Total Services	72,353	174,400	96,722	145,100
Total Public Works	515,043	704,432	559,997	705,861

City of Granbury added an in-house engineer in 2019-2020, and the associated costs previously accounted for in Community Development moved to this departmental budget.

GRANBLURY *Texas*

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Airport Fund

This fund was established for the on-going operations associated with the public aviation facilities at the Granbury Regional Airport. The major revenues are derived from aviation fuel and hangar rentals. Besides personnel, major expenses are for aviation fuel purchases and maintenance. Capital improvements for the airport are funded primarily through grants from Texas Department of Transportation (TxDOT) and the Federal Aviation Administration (FAA).



- Airport -

DEPARTMENT 17

MISSION STATEMENT

To provide world class customer service and airport facilities for both our general aviation and corporate customers while supporting economic development for our city and region.

DESCRIPTION

The City of Granbury Regional Airport continues to provide world class customer service to the flying public. There are almost 100 aircraft that call Granbury Regional their home. Our airport also averages over 85 arrivals and departures each day. The airport team handles the day-to-day operations of the Airport that includes both 100LL and Jet-A fuel services. Many of our customers tell us we are “The Friendliest Little Airport in Texas.”

The Airport Manager is responsible for obtaining and coordinating AIP and CIP grants from the FAA and TxDOT Aviation Division for improvements and maintenance. Airport Operations manages the airport daily activities, hangar leases and airport-owned facilities.

STAFFING			
Title	2019-20	2020-21	2021-22
Airport Manager	1	1	1
Part-Time Airport Attendant	5	5	5
Total Staffing	6	6	6

OPPORTUNITIES & CHALLENGES

OPPORTUNITIES

- Continued Council Support
- Runway construction project to remain on schedule and budget.
- Continue working on land lease opportunities for hangar construction.
- Continue to seek the best possible fuel suppliers.
- Develop a Business and Marketing plan for the next 5 years.

CHALLENGES

- Continue to effectively manage the new runway project.
- Maximizing available Grant funding
- Obtain funding in support of a new taxiway, jet ramp, and FBO.
- Funding and building new hangar space to support the demand of a longer runway and the business that will follow
- Foster a culture of motivated individuals who work together to achieve the organization’s Vision.

OBJECTIVES AND STRATEGIES

1. Manage the Airport in a safe and efficient manner.

Related to City Council Goal: Economic Development.

- Attract Corporate and GA Aviation business driving revenue and economic development.
- Obtain Military Fuel Contracts after the new runway is complete.
- Improve and expand current facilities. The Airport will need a financial plan to fund the new taxiway, jet ramp, FBO, and fuel farm.
- Increase existing land leases opportunities.
- Remain active in NCTCOG and General Aviation organizations

2. Provide a safe and secure facility

Related to City Council Goal: Infrastructure Basics.

- Inspect and maintain runway, taxiway and navigational aids per policy and procedure
- Comply with all Federal and State mandates, i.e. EPA and TCEQ
- Begin fencing and gating along Airport perimeter

3. Provide the highest quality customer service

Related to City Council Goal: Service Delivery.

- Maintain FBO open hours of 7:00 a.m. to 7:00 p.m. daily, every day
- Safe and Professional marshaling aircraft on and off the Terminal Apron
- Meet and greet personally as the customer arrives, "Welcome to Granbury!"
- Take care of luggage and carry-ons and take them to their vehicle
- Smile and be friendly, the Airport is the gateway to the Granbury community

4. Maximize all state and federal grants available.

Related to City Council Goal: Infrastructure Basics.

- Work with TxDOT Aviation to achieve our goals and objectives.
- Develop a business plan that effectively manages the \$100,000 50/50 Routine Airport Maintenance Program.

Airport Fund Revenue

Revenue Type	Actual FY 2019-2020	Budgeted FY 2020-2021	Actual FY 2020-2021	Adopted FY 2021-2022
Interest				
Interest Income*	18,442	7,341	4,458	5,000
Total Interest	18,442	7,341	4,458	5,000
Other Revenue				
Fund Balance Used	-	129,956	-	-
Sale of Maps/Charts/Other	2,357	1,000	3,005	2,000
Concession Sales	130	900	495	900
Leases on City Property	29,666	29,800	32,276	22,000
Sale of Aviation Fuel - 100LL	202,589	212,000	231,780	190,500
Sale of Aviation Fuel - JetA	196,986	225,000	267,388	203,200
Hangar Rent	313,204	300,000	303,489	300,000
Hangar Rent - King Air	21,000	24,000	24,000	24,000
Miscellaneous Income	15,671	4,000	2,839	13,400
Cash Short/Over	44	-	29	-
Total Other Revenue	781,647	926,656	865,300	756,000
Interfund Transfers				
Transfer from General Fund	897,393	-	-	-
Total Interfund Transfers	897,393	-	-	-
Inter-Governmental				
Federal Grants	-	-	43,000	-
Grant Income - RAMP	43,159	50,000	50,000	50,000
Total Inter-Governmental	43,159	50,000	93,000	50,000
Total Revenues	1,740,641	983,997	962,758	811,000

*Interest Income was received on Grant Income received for the Airport Expansion project.

Airport Fund Expenditures

Expenditure Type	Actual FY 2019-2020	Budgeted FY 2020-2021	Actual FY 2020-2021	Adopted FY 2021-2022
Personnel				
Salary	125,522	143,091	140,799	155,938
FICA	9,603	10,978	10,786	11,949
Leave	697	-	22,925	-
Overtime	13	250	76	-
Retirement	10,182	13,708	12,201	15,005
Longevity	480	600	600	710
Insurance	6,838	7,251	7,426	7,943
Workers Compensation	1,638	2,297	1,593	1,795
Texas Workforce Commission	788	1,322	1,477	1,338
Total Personnel	155,760	179,497	197,882	194,678
Supplies & Maintenance				
Office Supplies	279	500	191	500
Copier	1,181	1,500	1,361	1,500
Items for Resale	1,541	2,000	2,539	2,000
Janitorial Supplies	762	1,000	604	1,000
Concession Supplies	572	1,300	770	1,300
Wearing Apparel	75	600	(20)	600
Vehicle Fuel	299	900	224	900
Purchase 100LL Gasoline for Resale	147,217	164,500	147,732	150,000
Purchase Jet A Gasoline for Resale	122,523	177,000	197,002	160,000
Non-Capital Tools & Equip	274	1,600	547	2,600
Maintenance- Runway/Lights	38	-	-	-
Maintenance- Buildings	6,295	6,500	6,945	6,500
Maintenance- Motor Vehicles	2,118	3,000	3,775	3,000
Maintenance- Pumps/Motors	13	-	51	-
Maintenance- Grounds	5	100	169	100
Maintenance- Radios & Assoc	-	1,400	-	300
Total Supplies & Maint	283,193	361,900	361,889	330,300

Airport Fund Expenditures

Continued

Expenditure Type	Actual FY 2019-2020	Budgeted FY 2020-2021	Actual FY 2020-2021	Adopted FY 2021-2022
Services				
Consultants & Engineering	33,974	-	4,380	-
Utilities	24,329	41,000	25,479	38,000
Telephone	1,073	1,900	1,093	1,900
Postage	1	-	-	-
Travel/Training	404	3,000	928	3,000
Advertising Legal	310	-	-	-
General Liability Insurance	19,645	19,000	17,988	19,000
Equipment Rental	13,140	13,200	3,140	13,200
Leases & Fleet Transfers	121,623	79,800	79,788	48,200
Special Property Expense	2,433	-	2,594	3,000
Dues, Subscriptions, Membersh	974	900	941	900
Bank Card Fees	8,771	11,000	10,097	11,000
Miscellaneous Fees	200	800	200	822
Total Services	226,875	170,600	146,629	139,022
Grant Expense				
RAMP Grant Expenditures	86,803	-	8,063	100,000
Total Grant Expense	86,803	-	8,063	100,000
Transfers				
Shared Allocation	51,033	47,000	51,113	47,000
Total Transfers	51,033	47,000	51,113	47,000
Capital Outlay				
Airport Expansion Project	176,082	225,000	440,779	-
Total Capital Outlay	176,082	225,000	440,779	-
Total Airport	979,746	983,997	1,206,355	811,000

Tourism Fund

The Tourism Fund is a Special Revenue Fund which derives a majority part of its revenue from Hotel Occupancy Taxes. This tax is levied on persons using hotel, motel or bed and breakfast rooms in the City of Granbury. The City currently imposes a tax of 7% of the price paid for a room.

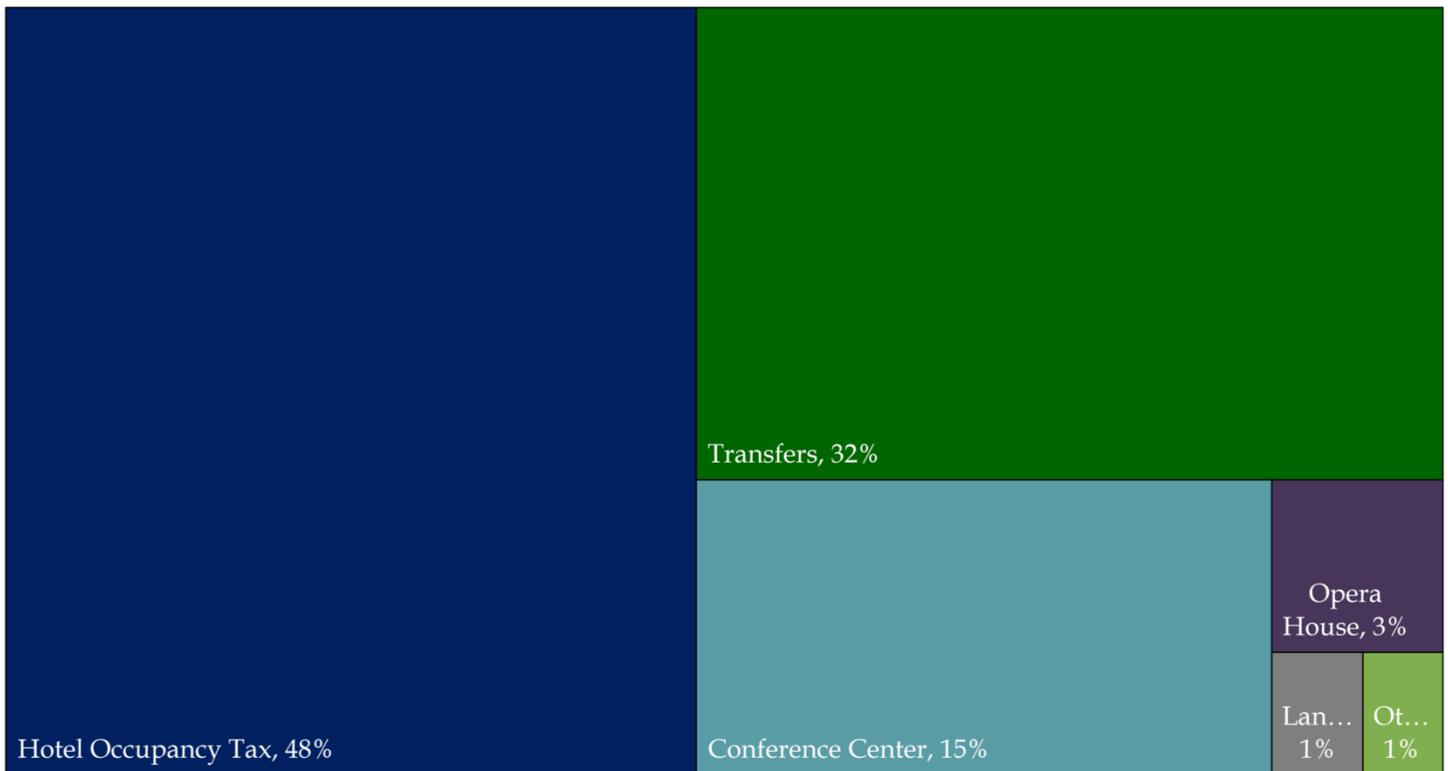
Revenue from the municipal hotel occupancy tax may be used only to promote tourism and the convention and hotel industry.

According to the Texas Tax Code, Section 351.101, the City Council may contract with another governmental entity or private organization and delegate to them the responsibilities for the management or supervision of programs and activities funded with revenue from the hotel occupancy tax.

Tourism Fund Revenues

Revenue Type	Actual FY 2019-2020	Budgeted FY 2020-2021	Projected FY 2020-2021	Adopted FY 2021-2022
Hotel Occupancy Taxes	653,155	700,000	924,047	810,000
Conference Center Income	240,660	323,000	258,133	259,000
Langdon Center Income	3,275	19,000	7,353	17,000
Interest Income	2,153	-	1,612	-
Opera House Income	45,000	45,000	45,000	45,000
Other Income	20,471	61,658	28,003	15,000
Transfers	316,982	395,305	395,305	540,000
Total Revenues	1,281,696	1,543,963	1,659,454	1,686,000

Tourism Fund Revenue Fiscal Year 2021-2022



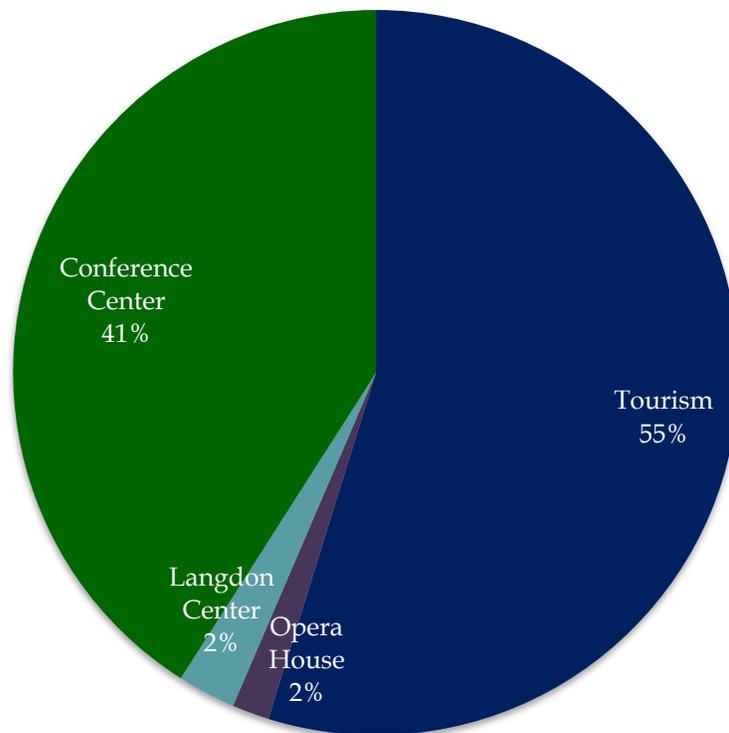
Tourism Fund Revenues

Revenue Type	Actual FY 2019-2020	Budgeted FY 2020-2021	Actual FY 2020-2021	Adopted FY 2021-2022
Taxes				
Hotel Occupancy Taxes	653,155	700,000	924,047	810,000
Total Taxes	653,155	700,000	924,047	810,000
Langdon Center Income				
Lang. Ctr. Facility Rental	3,275	19,000	7,353	17,000
Total Langdon Center Income	3,275	19,000	7,353	17,000
Conference Center Income				
Conf. Ctr. Facility Rental	98,733	140,000	132,791	150,000
Conf. Ctr. Catering Revenue	105,045	150,000	125,761	76,000
Conf. Ctr. Alcoholic Bev. Sales	49,705	30,000	11,879	20,000
Conf. Ctr. Service/Use Fees	8,494	10,000	12,175	10,000
Conf. Ctr. Equipment Rental	21,000	30,000	18,802	18,000
Conf. Ctr. Contracted Svc. Rev	-	-	-	12,000
Conf Ctr: Gratuity	-	-	2,421	-
Conf Ctr: Bar Svcs & Supplies	5,330	5,000	2,770	5,000
Conf. Ctr. Group Svc Revenue	6,194	8,000	11,569	8,000
Conf. Ctr. Other Income	-	-	525	-
Conf. Ctr. Event Sales	919	-	-	-
Conf. Ctr. Discounts Given	(54,760)	(50,000)	(60,561)	(40,000)
Total Conference C. Income	240,660	323,000	258,133	259,000
Interest				
Interest Income	2,153	-	1,612	-
Total Interest	2,153	-	1,612	-
Other Income				
From Fund Balance	-	16,658	-	-
Sponsorships	6,250	-	-	-
Opera House Income	45,000	45,000	45,000	45,000
Marketing/Investment Income	-	30,000	15,000	-
Donations	7,774	-	-	-
Groups/Meetings Income	3,700	10,000	9,300	10,000
Other Income	453	5,000	3,731	5,000
Insurance Proceeds	2,238	-	-	-
Cash Short/Over	167	-	5	-
Other Discounts	(111)	-	(32)	-
Total Other Income	65,471	106,658	73,003	60,000
Interfund Transfers				
Transfer from General Fund	316,982	395,305	395,305	540,000
Total Interfund Transfers	316,982	395,305	395,305	540,000
Total Revenues	1,281,696	1,543,963	1,659,454	1,686,000

Tourism Fund Expenditures

Expenditure Type	Actual FY 2019-2020	Budgeted FY 2020-2021	Actual FY 2020-2021	Adopted FY 2021-2022
Tourism	699,420	847,352	788,816	914,539
Opera House	28,954	29,200	22,661	27,600
Langdon Center	40,873	41,000	34,647	43,200
Conference Center	542,868	626,411	522,038	683,661
Capital Outlay	72,402	-	-	17,000
Total Expenditures	1,384,517	1,543,963	1,368,163	1,686,000

Tourism Fund Expenditures By Department



GRANBLURY *Texas*

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- Tourism -

DEPARTMENT 14

MISSION STATEMENT

To Promote and market Granbury as a premier leisure and meeting destination for the purpose of positively impacting the city's economy.

DESCRIPTION

The Tourism department partners with hotels, bed & breakfasts, restaurants, and retailers to promote the city as an outstanding destination for leisure, business, conferences, and other activities. The department coordinates advertising and public relations for the City and even hosts journalists throughout the year, giving them an excellent Granbury experience.

STAFFING			
Title	2019-20	2020-21	2021-22
Convention & Visitors Bureau Director	1	1	1
Group & Leisure Travel/Event Coordinator	1	1	1
CVB Sales Manager	1	1	1
Part Time Visitor Information Specialist	5	5	5
PT Trolley Driver (FTE Equivalent)	1	1	1
Total Staffing	9	9	9

OPPORTUNITIES AND CHALLENGES

Tourism Marketing Targets Opportunities

- Lake activities
- Recreational leagues & tournaments

Tourism Challenges

- Promoting tourism during the week days to businesses and educational groups
- Promoting tourism in the non-peek seasons

OBJECTIVES AND STRATEGIES

1. Continue progress uniting community support

Related to City Council Goal: Citizen Involvement

- Monthly lodging association meetings, weekly Rise & Grind, signature drink competition, and Foodie Trail opportunities.
- V.I.P. (Visitor Information Professional) Volunteer ambassadors
- Visitor center, orientations, and familiarization tours

2. New tourism opportunities - Competitive position

Related to City Council Goal: Tourism Development

- Lake/ recreation tourism, sports tourism, eco tourism, and associations

3. Tourism Retention- Tourism Servicing

Related to City Council Goal: Tourism Development

- Enhance the visitor experience
- Trolley, transportation, and parking support

4. Support, Grow, and Develop new events

Related to City Council Goal: Tourism Development

- Funding grant program



Tourism Expenditures

Expenditure Type	Actual FY 2019-2020	Budgeted FY 2020-2021	Actual FY 2020-2021	Adopted FY 2021-2022
Personnel				
Salaries	251,720	258,290	262,379	301,942
FICA	18,936	19,989	19,813	23,180
Leave	-	-	3,058	-
Retirement	30,780	32,595	32,893	37,595
Longevity	130	630	630	630
Insurance	20,424	21,753	21,570	23,829
Workers Compensation	420	1,189	655	872
Texas Workforce Commission	1,193	2,006	2,785	2,479
Car Allowance	7,283	7,200	7,228	7,200
Total Personnel	330,885	343,652	351,012	397,727
Supplies & Maintenance				
Office Supplies	919	3,000	2,008	3,000
Copier Expense	4,787	6,500	3,515	2,500
Janitorial Supplies	1,616	2,200	1,374	2,200
Visitor Center Hospitality	1,558	2,000	504	2,000
Wearing Apparel	719	1,500	152	500
Vehicle Fuel	1,768	4,000	2,586	4,000
Non-Capital Tools & Equip	442	-	819	-
Software	39,700	39,700	40,350	39,700
Maintenance of Buildings	613	-	20	-
Maintenance- Vehicles	10,993	10,000	4,034	10,000
Total Supplies & Maint	63,115	68,900	55,361	63,900

Tourism Expenditures

Continued

Expenditure Type	Actual FY 2019-2020	Budgeted FY 2020-2021	Actual FY 2020-2021	Adopted FY 2021-2022
Services				
Consultants, Architects	-	79,200	79,200	84,200
Utilities	-	-	-	-
Telephone	4,129	4,400	4,248	4,900
Postage	652	1,000	1,067	1,000
Travel/Training	6,319	20,000	6,678	20,600
Advertising & Promotions	198,813	130,000	137,033	134,350
Printing	1,658	8,000	7,972	12,000
General Liability Insurance	1,262	5,000	2,724	3,000
Transportation/Rental Lease	-	3,000	1,200	3,000
Leases & Fleet Transfers	750	800	800	5,100
Rent	37,500	37,500	37,500	37,500
Dues/Subscriptions/Membersh	6,585	3,500	4,703	13,950
Contracted Services	7,736	-	-	-
Tourism Promotions	11,386	31,700	16,530	25,500
Trade Shows	4,595	9,000	878	9,700
Group Services	1,034	13,000	8,691	1,500
Miscellaneous Fees	-	2,000	157	2,012
Public Relations	-	4,000	361	3,500
Total Services	282,420	352,100	309,743	361,812
Other Services				
Granbury Cultural Arts Commission	-	10,000	-	10,000
Grant Funding	13,000	62,700	62,700	71,100
Chamber Operations	10,000	10,000	10,000	10,000
Total Services	23,000	82,700	72,700	91,100
Capital Outlay				
Other Vehicles	5,000	-	-	-
Total Capital Outlay	5,000	-	-	-
Total Tourism	704,420	847,352	788,816	914,539

OTHER FUNDS

- Conference Center -

DEPARTMENT 19

MISSION STATEMENT

The primary objective of the Lake Granbury Conference Center is to create maximum hotel occupancy and increase the occupancy tax within the City. We encourage use of the Lake Granbury Conference Center for events ranging from day meetings, social events, corporate and convention meeting groups. This exposure and aggressive marketing will help to make Granbury become a true destination City.

DESCRIPTION

Lake Granbury Conference Center (LGCC) is a 20,000-square-foot facility owned and operated by the City of Granbury. It offers meeting and banquet space with complete audio-visual services, internet access, and the ability to rent many of the ancillary and decorative items event planners might need. The Conference Center operates year-round, hosting a wide variety of functions including: business meetings, conferences and training, weddings, reunions, banquets, community gatherings and more.

STAFFING			
Title	2019-20	2020-21	2021-22
Conference Center Manager	1	1	1
Sales Executive	1	1	1
Event Coordinator	1	1	1
Event Attendant	1	1	1
Group Technician	2	2	2
Bartenders (FTE Equivalent)	1	1	1
Total Staffing	7	7	7

OPPORTUNITIES AND CHALLENGES

The greatest challenge for any conference center is the ability to book mid-week conferences and events that will include overnight stays in local hotels. At Lake Granbury Conference Center, this challenge is made greater by the fact that the center can accommodate events with many more attendees than any one lodging facility in the area can hold. This often prevents meeting planners from booking corporate conferences or events that require sleeping rooms for more than 80 people.

While the LGCC has capacity for mid-sized corporate and celebratory events, some building logistics create challenges in hosting those events. The meeting rooms on the second floor can accommodate 250 attendees, yet there is only one elevator in the building. The facility can hold several hundred people, but there are only 105 parking spaces, with only four (4) designated for the disabled. There is overflow parking available across Pearl Street at Hewlett Park, but that walking distance is off-putting to some meeting planners. Alternatives involving the offer of valet parking for events may need to be examined in the future.

OBJECTIVES AND STRATEGIES

1. Provide excellent service to clients before and during events at the conference center.

Related to City Council Goal: Service Delivery.

- Properly staff events to provide a high quality of service.
- Research the client's needs prior to event via email, phone or in person, and adjust as necessary to accommodate client.
- Use Social Tables cloud-based program to create room set-ups (table layouts and seating charts) for client to view in 3D, and get client to approve prior to event.
- Order adequate supplies ahead of event, supplement as necessary, even in emergencies, to meet client's needs.
- Accommodate schedule exceptions whenever possible (early or late hours).
- Solicit feedback via survey forms and web submissions for improvement of service levels.
- Constant upkeep of the facility for cleanliness and appearance.
- Conduct ongoing customer service training with LGCC Team.

2. Provide current technology and up-to-date facilities and amenities for events.

Related to City Council Goal: Service Delivery.

- Developing new staff audio visual training video

3. Augment the City's previous efforts to market the LGCC with targeted advertising, promotions, and use of social media.

Related to City Council Goal: Tourism Development

- Utilize social media more effectively and consistently to promote the LGCC, the kinds of events it can host, and the level of customer service provided by the staff.
- Work collaboratively with promoting tourism and owners/managers of lodging facilities to develop promotions that encourage bookings of events that include overnight stays.

Conference Center Expenditures

Expenditure Type	Actual FY 2019-2020	Budgeted FY 2020-2021	Actual FY 2020-2021	Adopted FY 2021-2022
Personnel				
Salaries	201,172	224,865	189,497	241,366
FICA	14,496	16,184	13,315	17,785
Leave	1,548	-	4,752	-
Overtime	4,866	1,000	831	1,000
Retirement	32,695	33,934	31,664	37,296
Longevity	-	810	810	1,030
Insurance	34,040	36,255	34,017	39,715
Workers Compensation	3,163	3,089	2,126	2,389
Texas Workforce Commission	603	1,574	1,342	1,580
Total Personnel	292,582	317,711	278,354	342,161
Supplies & Maintenance				
Office Supplies	283	600	204	600
Copier Expense	2,760	3,000	2,178	1,800
Concessions for Resale	106	-	929	-
Alcoholic Beverage for Resale	9,976	15,000	6,385	10,000
Janitorial Supplies	2,207	2,500	2,353	2,500
Ancillary Items	1,605	2,000	118	7,900
Bar Supplies	668	1,500	646	1,500
Wearing Apparel	40	500	32	1,000
Non-Capital Equipment	4,252	2,000	3,852	6,000
Software	13,033	6,000	4,345	6,000
Maintenance of Buildings	13,874	19,000	14,647	125,400
Maintenance of Vehicles	36	-	-	-
Total Supplies & Maint	48,841	52,100	35,688	162,700

Conference Center Expenditures

Continued

Expenditure Type	Actual FY 2019-2020	Budgeted FY 2020-2021	Actual FY 2020-2021	Adopted FY 2021-2022
Services				
Utilities	42,616	59,000	41,873	55,000
Telephone	1,034	1,600	1,015	1,100
Postage	16	-	432	-
Travel/Training	2,218	2,500	2,070	2,700
Advertising Promotions	10,587	-	3,794	-
General Liability Insurance	12,419	9,000	9,504	10,000
Catering Services	105,045	150,000	128,182	76,000
Contract Services	5,813	-	-	-
Equipment Rental/Lease	9,492	15,000	6,709	9,000
Dues, Subscriptions, Membersh	664	2,000	966	2,000
Contract Services- AV Equip	560	-	-	12,000
Trade Shows	872	-	49	-
Mixed Beverage Gross Rec Tax	3,673	4,000	850	4,000
Group Services	3,175	3,500	2,127	3,500
Bank/ Misc Fees	2,990	3,000	2,222	3,000
Miscellaneous Fees	-	6,500	5,617	-
Misc Expenses / Disposables	272	500	2,587	500
Total Services	201,445	256,600	207,996	178,800
Capital Outlay				
Buildings Improvement	24,538	-	-	17,000
Signs	42,864	-	-	-
Total Capital Outlay	67,402	-	-	17,000
Total Conference Center	610,270	626,411	522,038	700,661

- Opera House -

DEPARTMENT 16

Expenditure Type	Actual FY 2019-2020	Budgeted FY 2020-2021	Actual FY 2020-2021	Adopted FY 2021-2022
Supplies & Maintenance				
Maintenance of Buildings	10,936	14,000	7,077	11,000
Total Supplies & Maint	10,936	14,000	7,077	11,000
Services				
Utilities*	1,526	1,200	1,076	1,600
General Liability Insurance	16,492	14,000	14,509	15,000
Total Services	18,018	15,200	15,585	16,600
Total Opera House	28,954	29,200	22,661	27,600

*The renewed agreement between the City and the leasee of the Opera House, Granbury Theater Company, allowed for the leasee to pay for utilities directly instead of the City facilitating the pass-thru. Remaining budget is for another City facility, not currently being leased.



- Langdon Center -

DEPARTMENT 18

Expenditure Type	Actual FY 2019-2020	Budgeted FY 2020-2021	Actual FY 2020-2021	Adopted FY 2021-2022
Supplies & Maintenance				
Non-Capital Equipment	-	-	72	-
Maintenance of Buildings	9,253	8,000	5,288	10,000
Total Supplies & Maint	9,253	8,000	5,360	10,000
Services				
Utilities	29,689	31,400	27,583	31,400
General Liability Insurance	1,931	1,600	1,704	1,800
Total Services	31,620	33,000	29,287	33,200
Total Langdon Center	40,873	41,000	34,647	43,200

OTHER FUNDS



GRANBLURY *Texas*

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Granbury Historic Properties Fund

Granbury Historic Properties Corporation was established in September 2009 to assist the City in acquisition and control of Historical properties deemed important to the growth and development of the City. This entity is considered a government entity as it is a component of the City of Granbury.

2019-2020 Board of Directors:

Chris Coffman	§	President
Mitch Galvan	§	Vice President
Rick Crownover	§	Secretary

Granbury Historic Properties Revenue

Revenue Type	Actual FY 2019-2020	Budgeted FY 2020-2021	Actual FY 2020-2021	Adopted FY 2021-2022
Interest				
Interest Income	299	-	174	-
Total Interest	299	-	174	-
Interfund Transfers				
Transfer from General Fund	40,000	40,000	40,000	40,000
Total Interfund Transfers	40,000	40,000	40,000	40,000
Total Revenues	40,299	40,000	40,174	40,000

Granbury Historic Properties Expenditures

Expenditure Type	Actual FY 2019-2020	Budgeted FY 2020-2021	Actual FY 2020-2021	Adopted FY 2021-2022
Supplies & Maintenance				
Non-Capital Equipment	-	-	-	-
Maintenance- Buildings	-	-	-	-
Total Supplies & Maint	-	-	-	-
Services				
Loan Payment	38,729	40,000	38,729	40,000
Miscellaneous Fees	-	-	-	-
Total Services	38,729	40,000	38,729	40,000
Total Historical Properties	38,729	40,000	38,729	40,000

GRANBLURY *Texas*

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Fleet Replacement Fund

The fleet fund was established in FY 2019-2020 and is an internal service fund responsible for the acquisition and/or replacement of City vehicles. This fund is funded through transfers from the city departments which are determined by dividing the estimated future replacement costs by the anticipated life for each vehicle. This transfer system stabilizes other funds by allowing for annual payments for replacements rather than a one-time increase at the time of replacement.

2019-2020 Fleet Committee Members:

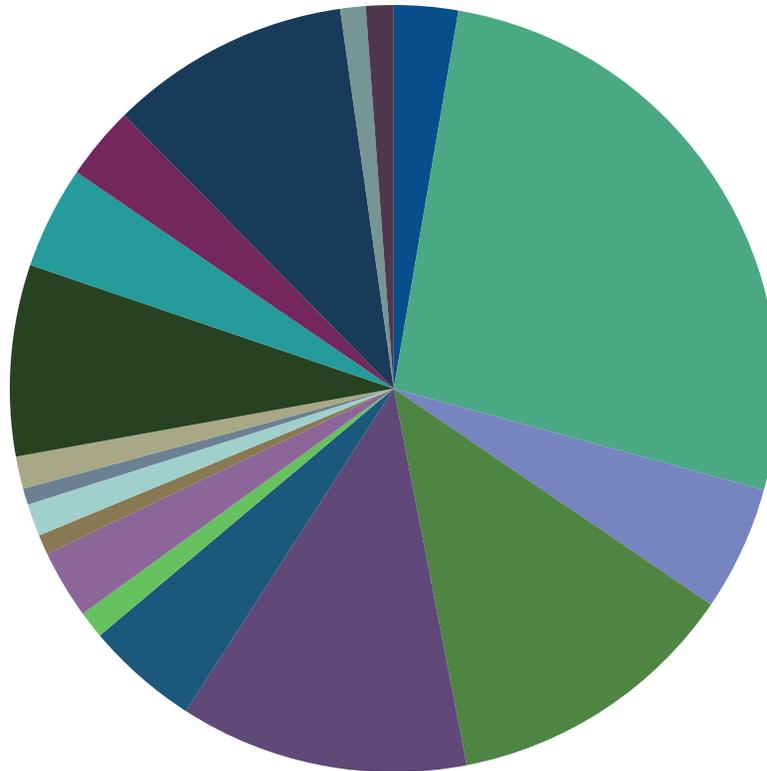
Michael Ross	§	Chairman
Rick Crownover	§	Vice Chairman
Eva Gregory	§	Finance Representative
Terry Johnson	§	Assistant Public Works Director- Maintenance
Jason Barber	§	Assistant Public Works Director- Utilities
Mitch Galvan	§	Chief of Police
Aaron McLain	§	Parks Director
Jim Cook	§	Building Official
Christy Russell	§	Purchasing Representative
Richard Durant	§	Fleet Superintendent
Cassie Bethune	§	Recording Secretary

Fleet Replacement Fund Revenue

Revenue Type	Actual FY 2019-2020	Budgeted FY 2020-2021	Actual FY 2020-2021	Adopted FY 2021-2022
General Fund Fleet Transfers				
IT Transfer	600	-	-	-
Warehouse Transfer	18,125	18,200	18,200	17,900
Building & Permits Transfer	17,950	18,000	18,000	31,600
Community Development Transfer	600	-	-	-
Police Transfer	185,000	185,000	185,000	175,900
Fire Transfer	31,250	31,300	31,300	34,800
Streets Transfer	29,150	29,200	29,200	82,400
Fleet Maint. Transfer	5,250	5,300	5,300	7,600
Building Maint. Transfer	15,000	15,000	15,000	19,200
Parks Transfer	33,000	33,000	33,000	80,500
Total General Fund Transfers	335,925	335,000	335,000	449,900
Utility Fund Fleet Transfers				
Meter Reading Transfer	11,250	11,300	11,300	9,000
Ground Water Transfer	1,800	1,800	1,800	4,600
Water Treatment Transfer	4,650	4,700	4,700	9,000
Electric Transfer	65,500	65,500	65,500	67,200
Water Distribution Transfer	41,400	41,400	41,400	53,400
Wastewater Treatment Transfer	31,100	31,100	31,100	28,600
Wastewater Collection Transfer	6,000	6,000	6,000	20,400
Public Works Transfer	4,650	4,700	4,700	5,500
Total Utility Fund Transfers	166,350	166,500	166,500	197,700
Other Funds Fleet Transfer				
Tourism Transfer	750	800	800	5,100
Airport Transfer	3,000	3,000	3,000	7,700
Total Other Funds Transfers	3,750	3,800	3,800	12,800
Other Revenue				
Fund Balance Used	-	484,530	-	-
Interest Income	1,234	-	3,672	-
Insurance Proceeds	-	-	38,638	-
Total Other Revenue	1,234	484,530	42,309	-
Interfund Transfers				
Transfer from General Fund	700,000	-	-	-
Transfer from Utility Fund	500,000	-	-	-
Total Interfund Transfers	1,200,000	-	-	-
Total Revenues	1,707,259	989,830	547,609	660,400

Annual Transfers by Department

Fiscal Year 2021-2022



- Warehouse ■ Police ■ Fire ■ Streets ■ Parks
- Building & Permits ■ Fleet Maintenance ■ Building Maintenance ■ Public Works ■ Meter Reading
- Ground Water ■ Water Treatment ■ Water Distribution ■ Wastewater Treatment ■ Wastewater Collection
- Electric ■ Tourism ■ Airport

*The transfers from the City departments are determined by dividing the estimated future replacement cost by the anticipated life for each vehicle.

Fleet Replacement Fund Expenditures

Expenditure Type	Actual FY 2019-2020	Budgeted FY 2020-2021	Actual FY 2020-2021	Adopted FY 2021-2022
Capital Outlay-General Fund				
Automobile/Car- Police	282,633	249,000	213,462	303,400
Pickup/Truck- Police	-	-	39,820	
Pickup/Truck- Streets	-	-	22,232	14,000
Pickup/Truck- Fleet Maint.	-	-	-	50,235
Pickup/Truck- Building Maint.	-	25,000	44,855	-
Pickup/Truck- Parks	-	-	30,235	25,000
Heavy Constrn. Equip- Streets	-	277,830	277,389	-
Other Vehicles- Fire	179,880	-	-	-
Other Vehicles- Parks	-	-	-	15,250
Total GF Capital Outlay	462,513	551,830	627,993	407,885
Capital Outlay-Utility Fund				
Pickup/Truck- Ground Water	-	25,000	22,232	37,770
Pickup/Truck- Water Treatment	-	-	24,657	
Pickup/Truck- Electric	-	-	-	55,000
Pickup/Truck- Water Distribution	64,085	-	-	23,000
Pickup/Truck- WW Treatment	-	38,000	38,000	30,235
Pickup/Truck- WW Collection	-	-	26,840	55,000
Heavy Constrn. Equip- Electric	-	375,000	-	-
Heavy Constrn. Equip- WW Treatment	131,408			-
Heavy Constrn. Equip- WW Collection	70,834	-	312,412	-
Total UF Capital Outlay	266,327	438,000	424,141	201,005
Total Fleet Fund	728,841	989,830	1,052,134	608,890



Fleet Purchases

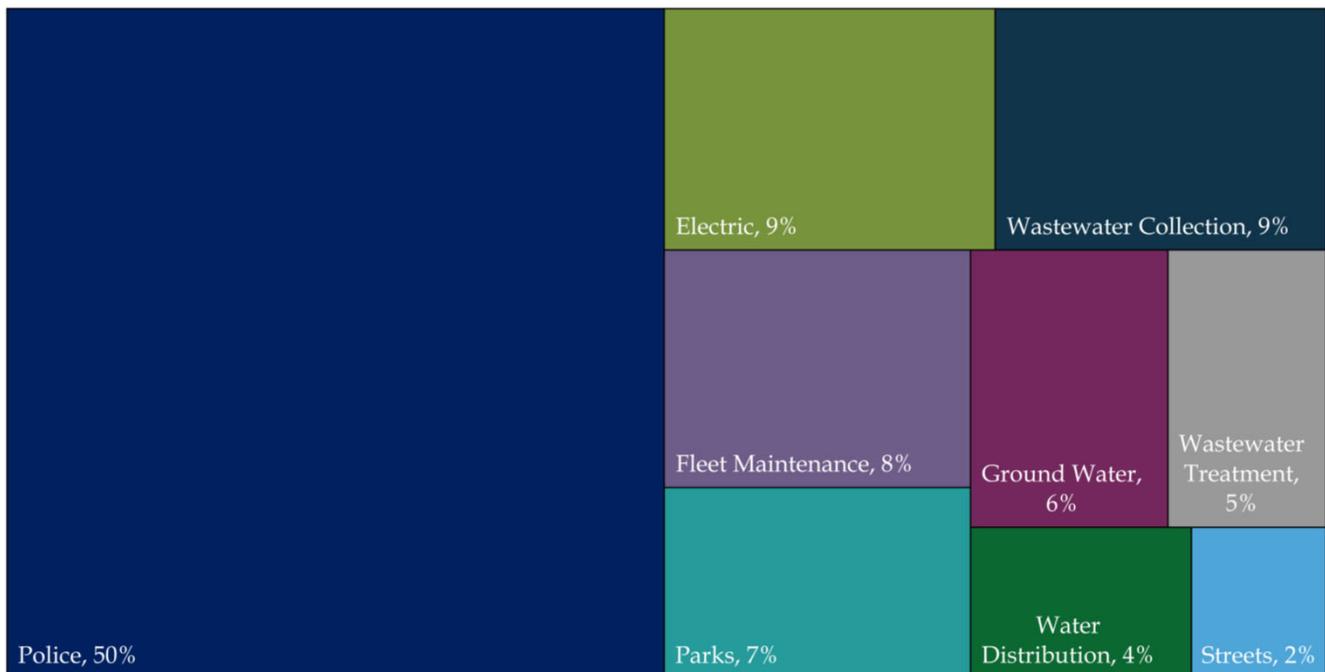
Fiscal Year 2021-2022

General Fund Fleet Purchases	Amount
Police	
Patrol Vehicles (4)	303,400
Streets	
Mosquito Sprayer	14,000
Fleet Maintenance	
Truck	50,235
Parks	
Truck	25,000
Zero turn mower	15,250
Total	407,885

Utility Fund Fleet Purchases	Amount
Ground Water	
Truck	37,770
Electric	
Truck	55,000
Water Distribution	
Truck	23,000
Wastewater	
Truck	30,235
Service Truck	55,000
Total	201,005

Purchases by Department

Fiscal Year 2021-2022



GRANBLURY *Texas*

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Capital Improvements

A Capital Improvement Program is a schedule of public physical improvements to be constructed with estimated resources available to finance the projected expenditures.

Capital Improvements are any expenditure of public funds for the purchase, construction, rehabilitation, replacement or expansion of the physical assets of the community when the project is relatively large in size, expensive (the City's capital threshold is \$5,000), long-term and permanent. Some common examples include streets, tennis courts, fire stations, water and sewer lines and fire engines. Capital expenditures are financed from a variety of sources to include long-term and short-term debt, current revenues, and grants from other governmental entities and donations from foundations, businesses, individuals and non-profit organizations. A detailed listing of financing methods is found on the following pages.

FUNCTIONS OF A CAPITAL IMPROVEMENT PROGRAM

- Estimating capital project requirements, budgeting priority projects and developing revenue sources for proposed improvements.
- Scheduling all capital projects over a fixed period with the appropriate planning implementation and informing the public of projected capital improvements.
- Coordinating the activities of various departments in meeting project schedules.
- Monitoring and evaluating the progress of capital projects.

CAPITAL IMPROVEMENTS POLICY

The City of Granbury prioritizes the funding of capital projects on the basis of a Capital Improvements Plan. The functions of the Capital Improvement Plan are as follows:

- Estimating capital project requirements.
- Scheduling all capital projects over a fixed period with appropriate planning and implementation.
- Budgeting priority projects and developing revenue sources for proposed improvements.
- Coordinating the activities of various departments in meeting project schedules.
- Monitoring and evaluating the progress of capital projects.
- Informing the public of projected capital projects.

The following questions are considered when justifying a project:

- What is the relationship of the project to the progress of the entire city?
- Is the project part of a large program? How does it relate to the goals of the program?
- How many citizens will be helped by it? How many citizens will be harmed or inconvenienced if the project is not considered?
- Will it add to the value of the surrounding area? Will it increase the valuation of local property?
- Will it increase efficiency or performance of a service? Will it reduce the on-going costs of a service or facility?
- Will it provide a service required for economic development of the community? What improvements would be of the most value in attracting commercial and industrial firms?
- Is the project required to complete or make fully usable a major public improvement?
- Will rapid urban growth in the area of the proposed project increase the costs of land acquisition if the project is deferred?
- Is the project well identified by the citizens? Does it have established voter appeal?
- Is the project needed to protect public health or safety?

METHODS OF FINANCING CAPITAL IMPROVEMENTS PROJECTS

Certificates of Obligations

Certificates of Obligations are issued with limited revenues pledged by the water, sewer and electric systems. Voter approval is not required.

Donations

Donations are periodically received, by the City, from individuals, businesses, foundations and non-profit organizations.

Earmarked Funds

With Earmarked Funds, monies are accumulated in advance or set aside for capital construction or purchase. The accumulation may result from surplus of earmarked operational revenues or sale of capital assets.

Fleet Replacement Fund

The Fleet Replacement Fund will be funded through transfers from other funds, interest revenue, and sale of City assets. The purpose of the Fleet Replacement Fund is to ensure that adequate funds are available to purchase vehicles and equipment, to stabilize budgeting for major purchases, and to provide a systematic, citywide approach to procurement and disposition of the fleet. The goal is to provide sufficient cash flow for annual purchases. The annual transfer to this fund will be determined by dividing the anticipated future replacement costs of the asset by the anticipated life of each vehicle and piece of equipment for each department.

2021-2022 ADOPTED BUDGET

Enterprise Funds

Enterprise Funds are established from the delivery of specific services - where money paid to administer the services and the expenses (as a result of providing services) are accounted for separate from the general fund budget of the City.

General Fund

General Fund is the financing of improvements from revenues such as general taxation, fees and service charges.

General Obligation Bonds

With General Obligation bonds, the taxing power of the jurisdiction is pledged to pay interest and retire the debt. General Obligation Bonds can be sold to finance permanent types of improvements such as municipal buildings, streets and parks and recreation facilities. Voter approval is required.

Revenue Bonds

Revenue Bonds frequently are sold for projects that produce revenues, such as water, sewer and electric systems. Voter approval is not required.

Special Assessments

Public works that benefit particular properties may be financed more equitably by special assessments (i.e., paid by those who directly benefit).

State and Federal Grants

State and Federal Grant-in-Aid programs are available for financing a number of programs. These may include streets, water and sewer facilities, airports, parks and playgrounds. The costs of funding these facilities may be borne completely by grant funds or a local share may be required.

SUMMARY OF 2021-22 CAPITAL IMPROVEMENTS

The capital improvements scheduled for Fiscal Year 2021-22 are investments in technology capital projects to help increase efficiency within departments including moving police Arbitrator to the cloud, firewall replacements, barcode scanning software, upgrading the phone system, and upgrading fleet asset software, ManagerPlus. The proposed park improvements include new ballfield shade structures and rubber mulch for City Park.

In the Utility Fund, the City will continue a 5 year replacement of all electric meters to the same advanced metering system as the water meters completed in prior years. Additional equipment includes a generator that will serve as a backup power source for the Scout Camp Pump Station. Infrastructure improvements will be invested in the electric, water distribution, and wastewater collections systems, and impact fess will be used to upgrade lift station #13.

The following pages identify in greater detail the capital improvements that have been authorized in Fiscal Year 2021-22. All projects and equipment are listed by fund and then by service category.

Capital Improvements

General Fund

Fiscal Year 2021-2022

Description	Source of Funds	Amount
Technology		
Move Arbitrator to cloud	Operating	40,000
Firewall Replacements	Operating	20,000
Phone System	Operating	135,000
Warehouse		
BMI Systems Barcode Scanning	Operating	25,000
Manager Plus Upgrade	Operating	10,000
Parks Improvements		
Ballfield Shade Structures	Park Reserves	90,000
Mulch Replacement	Park Reserves	27,000
Total General Fund Capital		347,000

Capital Improvements

General Fund

Move Arbitrator to Cloud- Arbitrator is used to store police videos. By moving it to the cloud, it will free up a lot of space on the City's servers.

Firewall Replacements- The City will replace SonicWall firewalls with Fortinet Fortigate firewalls. The current SonicWall firewalls are at end of life and no longer supported.

Phone System Upgrade- The current phone system is no longer supported and needs to be replaced to ensure continued support and maintenance.

BMI Systems Barcode Scanning- This barcode scanning technology will automate inventory disbursements and adjustments improving inventory control by eliminating key errors and speeding up the issuing process.

Manager Plus Upgrade- The current software version used by the city is no longer supported by MangerPlus. The upgrade to ManagerPlus Lightning will ensure continued support and allow the City to track maintenance on various equipment, fleet, and buildings.

Ballfields Shade Structure- In fiscal year 2020, the City added eight shade structures to City ballfields to reduce crowding from personal shade structures. For fiscal year 2022, the City is proposing to add shade structures at the five remaining ballfields at the Moore Street Complex and City Park.

Mulch Replacement- The City will replace the mulch under each child's play structure from wooden chips to the new recycled rubber pieces. This new material is safer for children and has a longer useful life.

Capital Improvements

Utility Fund

Fiscal Year 2021-2022

Description	Source of Funds	Amount
Meters		
Replacement Electric Meters	Operating	130,000
New Water Meters	Operating	70,000
Equipment		
Scout Camp Generator	Utility Rate Increase	200,000
Electric Infrastructure		
Electric CIP	Operating	120,000
HB4150 System Lake Crossing	Fund Balance	237,000
Water Infrastructure		
Gifford Street Water Line	Utility Rate Increase	215,000
Wastewater Infrastructure		
Manhole Epoxy Lining	Operating	60,000
Manhole Rehab	Operating	50,000
Lift Station #13 Upgrade	Impact Fees	275,000
Clay Pipe Replacement	Operating	210,000
Non-Departmental		
Awning to Cover Inventory Pipe	Operating	20,000
Remote/Key Pad for Service Center Gate	Operating	15,000
Total Utility Fund Capital		1,602,000

Capital Improvements

Utility Fund

Water Meters- Purchase water meters and meter boxes to keep as stock for developers to purchase from the City to install at new developments.

AMI Electric Meters- Purchase electric meters and meter boxes to keep as stock for developers to purchase from the City to install at new developments and to replace the current radio-read electric meters with AMI meters for customers to track electric usage and City staff to perform safe and cost-efficient disconnects.

Scout Camp Generator- This pump station supplies water to the east elevated tower and subsequently to the east side of town including many businesses, and it does not currently have a back up power source. Purchasing a backup generator will ensure service reliability in the case of a power outage.

Electric Distribution Line Improvements- Upgrade the electrical system to increase efficiency and reduce outages.

HB4150 System Lake Crossing - HB4150 requires all electric line crossings over water ways to be raised to the new standard height.

Gifford Street Water Line- The current Gifford Street line is a 6-inch AC line that has aged past its life cycle. Additionally, the 6-inch line is undersized per City specifications.

Manhole Epoxy lining- The City is required to epoxy line a minimum of 30 manholes as part of the City's SSO initiative agreement with TCEQ. The epoxy coating will limit infiltration and corrosion of the concrete.

Manhole Rehabilitation- Many of the older manholes are deteriorating due to the effects of sewer gases. This project will rebuild the walls and benches of the manholes with a cementitious product to restore the structure and strengthen the manholes.

Lift Station #13 (Sandstone/Bella Vista)- This lift station was installed to meet the fully capacity of Abe's Landing neighborhood. However, two new development have started to be developed in the area (Sandstone & Bella Vista) therefore, the capacity of this lift station needs to be increased to meet the new demand.

Clay Pipe Replacement- The City is required to replace approximately 2,000' of old clay pipe in the City's wastewater collection system as part of the City's SSO initiative agreement with TCEQ.

Capital Improvements

Tourism Fund

Fiscal Year 2021-2022

Description	Source of Funds	Amount
Conference Center		
Replace Overhead Doors Glass Panels	Operating	17,000
Total Tourism Fund Capital		17,000

Overhead Door Glass Replacement- Purchase tempered glass to replace the glass in all 64 panels in the four overhead doors at the Conference Center. The current windows have moisture between the panes that cannot be removed as well as tears in the window tint.

City-Wide Lease Obligations

Equipment/Project	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	Final Payment
GF Non-Departmental:						
Energy Contract - GF Portion	68,000	68,000	68,000	68,000	68,000	Aug 2028
Fire:						
Spartan Side-Mounted Pumper	93,231	93,231	93,231	46,616		Mar 2025
Light & Air Truck	53,426	53,426	13,357			Dec 2023
Total for General Fund	214,657	214,657	174,588	114,616	68,000	
UF Non-Departmental:						
Energy Contract - UF Portion	145,714	145,714	145,714	145,714	145,714	Aug 2028
Total for Utility Fund	145,714	145,714	145,714	145,714	145,714	
Airport:						
Maintenance & Storage Hangar	40,423	40,423	40,423	40,423	40,423	Feb 2028
Total for Airport	40,423	40,423	40,423	40,423	40,423	
City-Wide Lease Obligation	400,794	400,794	360,725	300,753	254,137	

Major Capital Projects

New Police Station							
Priority	High						
Department	Police						
Project Location	Reunion Court & Loop 567						
Funding Source	2020 CO Bond						
Project Cost Breakdown							
	Prior Years	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	Total
Land Acquisition	1,221,000						1,221,000
Design/Engineering	550,000	69,500					619,500
Construction	3,500,000	7,315,088					10,815,088
Equipment	444,000	850,000					1,294,000
Other Prof Services	91,229	26,000					117,229
Other							-
Total	5,806,229	8,260,588	-	-	-	-	14,066,817
Description (Justification and Explanation)							
<p>The current Police Department is located within City Hall, but the department has outgrown that space. The new stand-alone building for the Police will provide the department the kind of spaces and functions needed in modern police departments to serve the needs of the community.</p>							
Annual O&M Impact							
	Prior Years	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	Total
Personnel	-	130,000	260,000	260,000	260,000	390,000	1,300,000
Operating	-	100,000	200,000	200,000	200,000	200,000	900,000
Capital Outlay	-						-
Debt	684,705	729,470	841,820	839,370	841,540	840,000	4,776,905
Other	-						-
Total	684,705	959,470	1,301,820	1,299,370	1,301,540	1,430,000	6,976,905
<p>Personnel- required staffing levels that were delayed due to lack of space at current police facility. 14 additional positions are needed immediately, but will have to be budgeted in phases. This conservative estimate is for adding 2 additional positions per year including their salary, training and equipment. Operating-an estimate for the additional utilities, IT and building maintenance. The annual debt payment obligations are for the police portion of the 2020 CO Bond.</p>							

Major Capital Projects

Master Park Plan							
Priority	Medium						
Department	Parks & Recreation						
Project Location	Various Locations within City						
Funding Source	Operating, Bond, Reserves & Capital						
Project Cost Breakdown							
	Prior Years	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	Total
Land Acquisition						3,000,000	3,000,000
Design/Engineering							-
Construction		90,000	58,000	72,000	450,000		670,000
Equipment	45,511		140,000	140,000	140,000		465,511
Other Prof Services	88,000	70,000					158,000
Other							-
Total	133,511	160,000	198,000	212,000	590,000	3,000,000	4,293,511
Description (Justification and Explanation)							
<p>The Parks and Recreation master plan is an important aspect of the planning and development of the Granbury Parks System. City Council can utilize the Master Plan as a guide to plan, expand, and enhance the parks and open space. The Plan was completed by a consulting firm in 2020, and it identified six goals for the City to focus on: accessibility, design & maintenance, system connectivity, community character, recreational tourism, and partnerships.</p>							
Annual O&M Impact							
	Prior Years	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	Total
Personnel							-
Operating	88,000						88,000
Capital Outlay	45,511	90,000	140,000	140,000	140,000	3,000,000	3,555,511
Debt	185,849	197,999	228,494	227,829	228,418	228,000	1,296,589
Other							-
Total	319,360	287,999	368,494	367,829	368,418	3,228,000	4,940,100
<p>Some of the planned expenses include adding sidewalks and parking to Lambert Branch Park, pickleball courts, hike/bike trail expansion, and land for additional park development. The annual debt payment obligations are for the portion of the 2020 CO Bond reserved for major parks projects.</p>							

Major Capital Projects

Street System Improvement Plan							
Priority	High						
Department	Street						
Project Location	Various Locations within City						
Funding Source	Fund Balance/ 2020 CO Bond						
Project Cost Breakdown							
	Prior Years	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	Total
Land Acquisition							-
Design/Engineering	359,050	163,200	178,680	165,000	165,000	187,500	1,218,430
Construction	1,663,403	1,088,000	1,191,200	1,100,000	1,100,000	1,250,000	7,392,603
Equipment							-
Other Prof Services	8,000						8,000
Other							-
Total	2,030,453	1,251,200	1,369,880	1,265,000	1,265,000	1,437,500	8,619,033
Description (Justification and Explanation)							
<p>A street system plan is an essential guide to ensure that the future growth and development of Granbury will be accomplished in a uniform, orderly manner. The purpose of this planning effort is to provide more detail concerning the future rehabilitation and reconstruction of existing roadways. For a specific breakdown of which streets are included in each year's construction schedule, see the next page.</p>							
Annual O&M Impact							
	Prior Years	FY 21-22*	FY 22-23	FY 23-24	FY 24-25	FY 25-26	Total
Personnel							-
Operating	1,091,501		1,369,880	1,265,000	1,265,000	1,437,500	6,428,881
Capital Outlay							-
Debt	107,597	114,631	132,286	131,901	132,242	132,000	750,657
Other							-
Total	1,199,098	114,631	1,502,166	1,396,901	1,397,242	1,569,500	7,179,538
<p>Outsourcing of major roadway projects will enable City staff to focus on light road repairs and sign maintenance. The annual investment in street rehabilitation will be derived from the City's General Fund Balance. *FY 20-21 and FY 21-22 phases of the street rehabilitation project will be paid for with proceeds from the 2020 CO Bond. The annual debt payment obligations are for the street portion of the 2020 CO Bond.</p>							

Street Improvement Schedule

Name	Location	Cost Estimate*	Type
Fiscal Year 2021-2022			
Industrial Ave	All	138,000	Reconstruct
W Bridge St	N Baker St. to N. Lancaster St.	400,000	Reconstruct
Baker St	W. Doyle to W. Rucker	400,000	Reconstruct
M&M Ranch Road	US 377 to South City Limits	150,000	Reconstruct
Fiscal Year Total		1,088,000	
Fiscal Year 2022-2023			
Kings Plaza	Full Street	150,000	Reconstruct
Shady Grove Dr	US 377 to South City Limits	150,000	Reconstruct
Deputy Larry Mill Dr	W. Pearl St. to Crossland R	176,200	Reconstruct
Gifford St	Full Street	200,000	Reconstruct
Granbury Ct	US 377 to South City Limits	150,000	Reconstruct
Howard Clemmons Rd	Crossland Rd. to Aream Grounds	115,000	Reconstruct
Plaza East Ct	Full Street	250,000	Reconstruct
Fiscal Year Total		1,191,200	
Fiscal Year 2023-2024			
Crossland Rd	Debuty Larry Miller Dr. to Jones St.	750,000	Reconstruct
Elizabeth Blvd	Morgan St. to S. Cherry Ln	350,000	Reconstruct
Fiscal Year Total		1,100,000	
Fiscal Year 2024-2025			
Thorp Springs Rd	FM 4 to South RR Track Crossing	450,000	Reconstruct
W. Moore	Thorp Springs Rd to N. Houston St	350,000	Reconstruct
S. Cherry	Gifford to Pearl	300,000	Reconstruct
Fiscal Year Total		1,100,000	
Fiscal Year 2025-2026			
James Rd	US 377 to Acton Highway	1,250,000	Reconstruct
Fiscal Year Total		1,250,000	
<i>* Cost estimate is for repairs to the streets only and doesn't include associated utility repai</i>			

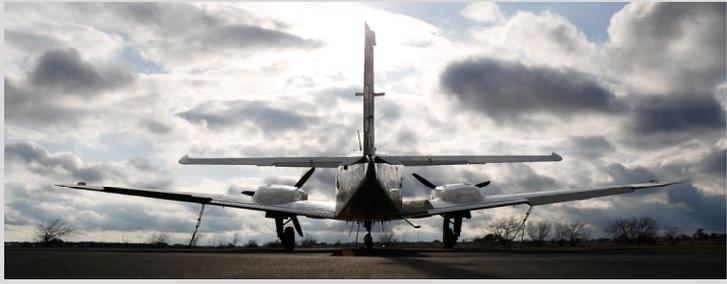
Major Capital Projects

AMI Electric Meters							
Priority	Medium						
Department	Meter Reading						
Project Location	City's Electric Customers						
Funding Source	Capital						
Project Cost Breakdown							
	Prior Years	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	Total
Land Acquisition							-
Design/Engineering							-
Construction							-
Equipment	390,000	130,000	130,000				650,000
Other Prof Services							-
Other							-
Total	390,000	130,000	130,000	-	-	-	650,000
Description (Justification and Explanation)							
<p>The replacement of all current “radio-read” electric meters with AMI meters is a 5-Year project. The new AMI meters can be read hourly from a remote location and will better serve our customers by allowing them access to the online portal to see their "real time" electric usage. Remote and instant disconnects will be safer and more efficient for City staff.</p>							
Annual O&M Impact							
	Prior Years	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	Total
Personnel	(101,500)	(53,045)	(54,636)	(56,275)	(57,964)	(59,703)	(383,123)
Operating	26,000	5,000	5,000	5,000	5,000	5,000	51,000
Capital Outlay	390,000	130,000	130,000				650,000
Debt							-
Other							-
Total	314,500	81,955	80,364	(51,275)	(52,964)	(54,703)	317,877
<p>The new AMI meters allow for remote and instant disconnect and reads. This technology has proven with water meters to save the City personnel cost. Replacement meters will be purchased over 5 years, installing about 800 meters per year until the entire system is only on AMI. Once a majority of the City is on AMI, the City will activate the web-portal for customers and City staff to use. However, the City will have to run both the Itron (radio) system and the AMI portal in tandem until the change-out is complete.</p>							

Major Capital Projects

Wastewater System Improvements							
Priority	High						
Department	Wastewater Treatment						
Project Location	1800 Water's Edge / Old Granbury Rd						
Funding Source	2018B CO TWDB Bond						
Project Cost Breakdown							
	Prior Years	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	Total
Land Acquisition	923,885						923,885
Design/Engineering	3,275,185	1,000,815					4,276,000
Construction-"South"	1,327,128	9,618,872	7,000,000				17,946,000
Construction-"East"		4,762,500	4,762,500				9,525,000
Other Prof Services	770,328						770,328
Total	6,296,525	15,382,188	11,762,500	-	-	-	33,441,213
Description (Justification and Explanation)							
<p>The Wastewater Treatment Plant has several structures nearing the end of useful life. The plant's last major rehabilitation, the expansion in 2000, was designed to last 20 years. Additionally, several components of the plant date back to plant's original construction. By proactively upgrading the structures, the plant's performance and longevity will improve. Also, 100% of the Wastewater Treatment Plant's capacity, 2 million gallons per day (MGD), is already accounted for by existing and upcoming developments. To prepare for future growth and meet Texas Commission on Environmental Quality (TCEQ) requirements, the City is required to expand its wastewater treatment capacity with a second, "East" Wastewater Treatment Plant on Old Granbury Rd.</p>							
Annual O&M Impact							
	Prior Years	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	Total
Personnel			70,000	70,000	140,000	142,500	422,500
Operating	15,000	20,000	125,000	130,000	130,000	135,000	555,000
Debt	2,027,058	1,113,736	1,635,120	1,637,272	1,638,362	1,638,261	9,689,806
Other			100,000	100,000	100,000	100,000	400,000
Total	2,027,058	1,113,736	1,735,120	1,737,272	1,738,362	1,738,261	10,089,806
<p>Operating costs will increase for chemicals and lab supplies. Electricity usage will be more efficient, but more components will be running. No additional personnel will be needed to operate the current plant after the rehabilitation. In fact, with the use of SCADA, man-power can be shared with the new East WWTP once it is online. Other for the plants will be a sinking fund for the specialized membrane replacements allocated over 5-7 years when most membranes will be at end of life all at the same time. Electricity, Chemicals, and Lab Supplies will increase for operations of the second plant. Consider adding and training additional personnel in Wastewater Treatment starting FY 2022-2023 and another one in 2023-2024. 2018B CO was issued at \$35M for the East WWTP. Final payment on this bond is FY 2048.</p>							

Major Capital Projects

Airport Expansion							
Priority	High						
Department	Airport						
Project Location	400 Howard Clemmons						
Funding Source	2016A Bond/ TxDOT Grant						
Project Cost Breakdown							
	Prior Years	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	Total
Land Acquisition	9,327,606						9,327,606
Design/Engineering	1,035,509						1,035,509
Construction	5,899,675	2,700,000					8,599,675
Equipment							-
Other Prof Services	731,075						731,075
Other							-
Total	16,993,865	2,700,000	-	-	-	-	19,693,865
Description (Justification and Explanation)							
<p>Expansion of the City's current airport from a 3,600' to a 5,200' x 75' runway to accommodate larger aircrafts. The accommodation for jets will expand the customer market and promote both commercial and residential economic growth in the surrounding community. \$15.7 million is funded over 5 years from a TxDOT Grant and \$10 M from the City-issued 2016A Bond. The expansion required the acquisition of land and the relocation of an electric substation and transmission lines.</p>							
Annual O&M Impact							
	Prior Years	FY 21-22	FY 22-23	FY 23-24	FY 24-25	FY 25-26	Total
Personnel			50,000	51,500	53,045	54,636	209,181
Operating	124,227	-	-	-	-	-	124,227
Capital Outlay	5,899,675	2,700,000	-	-	-	-	8,599,675
Debt	2,591,922	532,531	770,481	771,281	771,281	770,481	6,207,979
Other							-
Total	8,615,824	3,232,531	820,481	822,781	824,326	825,118	15,141,062
<p>The runway expansion is estimated to be completed the end of FY 2022. Projections indicate the need to add an additional aviation support position starting in FY 23. After completion, fuel purchase for resale will increase 3-5%. A taxi-way, additional hangars, and new courtesy cars from operating funds will need to be considered to support the increase and change in business demographics. The annual debt payment obligations are for the airport portion of the 2016A Bond that will be paid off in 2036.</p>							

Overview of Bonds & Debt Service

OVERVIEW

Major capital improvements such as streets, drainage, buildings, and other facilities are often financed by bonds. This funding mechanism allows payment for infrastructure improvements to be made over multiple years, usually over the life of the improvement.

DEBT SERVICE POLICY

The City’s goal is to fund capital improvement projects on a “pay-as-you-go” basis whenever possible. For large infrastructure projects or large pieces of equipment, debt financing is sometimes required. The City’s debt management objective is to maintain levels of debt service that does not adversely impact tax or utility rates and does not hinder the City’s ability to effectively operate the utility systems, street network, or other facilities. Debt financed projects must meet the City’s long-term financing criteria as included in the Fiscal and Budgetary Policy.

When the City of Granbury utilizes long-term debt financing, it will ensure that the debt is soundly financed by:

- Conservatively projecting the revenue sources that will be utilized to pay the debt.
- Financing the improvement over a period of time not greater than the useful life of the asset.

THE CITY OF GRANBURY’S BONDS ARE RATED:

	<u>GO</u>	<u>URB</u>
Fitch Ratings	AA	Not rated
Standard & Poor’s	AA	A+

Debt Service accounts for all funds required to finance the payment of interest and principal on all general debt, serial and term, other than the payable exclusively from special assessments and revenue debt issued for and serviced by a governmental enterprise.

General Debt Service

GENERAL OBLIGATION INTEREST AND SINKING FUND

This fund derives its revenue from property taxes. The amount of the taxes levied is determined by the City Council. The function of this fund is to retire bonded indebtedness and pay the interest on the indebtedness. The debt, which this fund retires, was issued by the City for General Fund capital equipment and infrastructure.

WATER/WASTEWATER BONDS

Detail for Utility-related debt is located in the non-departmental section of the Utility Fund's budget.

CURRENT DEBT REQUIREMENTS

The total Debt Service requirement for the City of Granbury in Fiscal Year 2021-22 is \$8,797,137. Due to the 2020 General Obligation (GO) refunding of the 2012 revenue bond, the City no longer has any revenue bond debt.

Funds for the GO Debt Service expenses will come from Ad Valorem Taxes (\$4,163,805). Also, contributing to the Debt Service is the Utility Fund (\$4,633,332).

The following pages detail the future annual principal and interest requirements for the City's outstanding debt obligations as of October 1, 2021. Through 2048, the City's General Obligation debt (including tax and self-supporting obligations) has a total of \$123,245,000 in principal to retire and \$35,148,483 in interest payments.

GENERAL OBLIGATION BONDS

General Obligation Refunding Bonds, Series 2008 – Issued in the aggregate principal amount of \$4,540,000 to provide funds sufficient to refund all of the outstanding Tax and Utility System Revenue Certificates of Obligation, Series 1997, and all of the outstanding Combination Tax and Revenue Certificates of Obligation, Series 1999, and to pay the costs related to the issuance of the bonds.

General Obligation Refunding Bonds, Series 2011 – Issued in the aggregate principal amount of \$5,845,000 to provide funds sufficient to refund all of the outstanding Combination Tax Certificates of Obligation, Series 2001, all of the outstanding Combination Tax and Revenue Certificates of Obligation Series 2003, and Series 2005; and all of the outstanding General Obligation Refunding Bonds, Series 2004, and to pay the costs related to the issuance of the bonds.

General Debt Service

General Obligation Refunding Bonds, Series 2013 - The City Council authorized an ordinance on April 12, 2013, for general obligation refunding bonds in the amount of \$8,170,000. The bonds will be used to refund the 2005 General Obligation Bond, a portion of the Tax and Utility Revenue Certificates of Obligation, Series 2006, and to pay the costs associated with the issuance of the bonds.

General Obligation Refunding Bonds, Series 2014 - The City Council authorized an ordinance on November 4, 2014, for general obligation refunding bonds in the amount of \$8,130,000. The bonds will be used to refund the Combination Tax and Revenue Certificates of Obligation, Series 2006A, and a portion of the Combination Tax and Revenue Certificates of Obligation, Series 2007, and to pay the costs associated with the issuance of the bonds.

General Obligation Refunding Bonds, Series 2016 - The City Council authorized an ordinance on July 5, 2016, for general obligation refunding bonds in the amount of \$5,890,000. The bonds will be used to refund the 2007 Tax & Revenue Certificates of Obligations Bond, partially refund the 2008 General Obligation Refunding Bonds and the 2011 General Obligation Refunding Bonds, and to pay the costs related to the issuance of the bonds.

General Obligation Refunding Bonds, Series 2018 - The City Council authorized an ordinance on January 2, 2018, for general obligation refunding bonds in the amount of \$5,620,000. The bonds will be used to refund the 1998 Revenue Utility System Bonds, and the 2010 Revenue Utility System Bonds and to pay the costs related to the issuance of the bonds.

General Obligation Refunding Bonds, Series 2020 - The City Council authorized an ordinance on July 7, 2020, for general obligation refunding bonds in the amount of \$2,695,000. The bonds will be used to refund the 2012 Revenue Utility System bonds and to pay the costs related to the issuance of the bonds.

CERTIFICATES OF OBLIGATION

Combination Tax and Revenue Certificates of Obligation, Series 2015 - The City Council authorized an ordinance on March 26, 2015, for the issuance of the Combination Tax and Revenue Certificates in the amount of \$2,460,000. Proceeds from the sale of the certificates will be used for paying all or a portion of the City's contractual obligations for constructing and improving streets within the City, including the acquisition of rights of way therefor, acquiring land for a police station, constructing, improving and equipping firefighting facilities, constructing, improving and equipping park and recreation facilities, paying engineering fees associated with the Downtown Square Project, and professional services rendered in connection therewith.

General Debt Service

Combination Tax and Surplus Revenue Certificates of Obligation, Series 2015A – The City Council authorized an ordinance on June 2, 2015, for the issuance of the Combination Tax and Surplus Revenue Certificates in the amount of \$16,400,000. Proceeds from the sale of the Certificates will be used for the purpose of paying contractual obligations to be incurred for constructing improvements and extensions to the City's water system and professional services rendered in connection therewith.

Combination Tax and Surplus Revenue Certificates of Obligation, Series 2016A – The City Council authorized an ordinance on December 1, 2015 for the issuance of the Combination Tax and Surplus Revenue Certificates in the amount of \$10,000,000. The bonds will be used for constructing, improving, renovating and equipping municipal airport facilities, including acquisition of land and ROWs, constructing street improvements, constructing and equipping municipal police, fire-fighting, and park facilities, including acquisition of land and ROWs.

Combination Tax and Surplus Revenue Certificates of Obligation, Series 2016B – The City Council authorized an ordinance on April 19, 2016 for the issuance of the Combination Tax and Surplus Revenue Certificates in the amount of \$2,720,000. The bonds will be used for construction improvements and extensions to the City's water system, for water meter replacement to an Advanced Meter Infrastructure and professional services rendered in connection to the project.

Combination Tax and Surplus Revenue Certificates of Obligation, Series 2017– The City Council authorized an ordinance on February 7, 2017 for the issuance of the Combination Tax and Surplus Revenue Certificates in the amount of \$15,000,000. The bonds will be used to construct improvements and extensions to the City's water system for additional water lines and upgrades to service water to and from the new water treatment plant and professional services rendered in connection to the project.

Combination Tax and Surplus Revenue Certificates of Obligation, Series 2018A & 2018B– The City Council authorized an ordinance on November 20, 2018 for the issuance of the Combination Tax and Surplus Revenue Certificates 2018A and 2018 B in the amount of \$13,810,000 and \$34,950,000 respectively. The bonds will be used to construct improvements and extensions to the City's water system for the phase II of the water treatment plant and the upgrade of the current wastewater treatment plant along with a construction of the new wastewater treatment plan on the East side of the City.

2019 CO Fire Truck- On May 21, 2019 the City Council authorized the issuance of the referenced Certificates of Obligation in the amount of \$2,210,000 for the purpose of paying contractual obligations to be incurred for the purchase and acquisition of the Aerial Tower and Pumper fire apparatus.

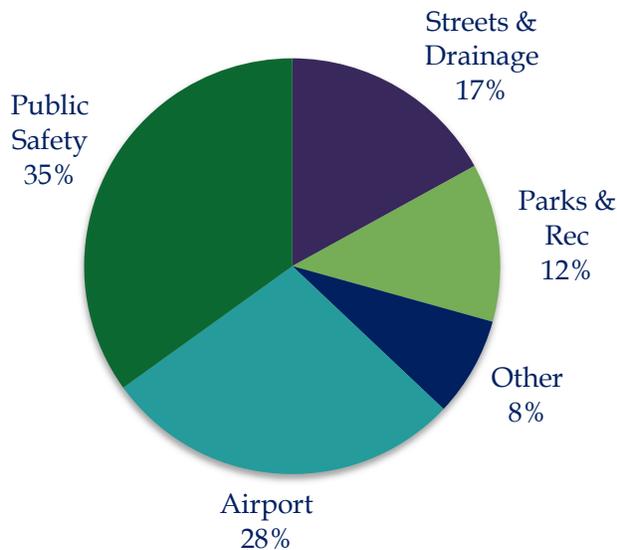
2020 CO General Fund Projects – On February 6, 2020 the City Council authorized the issuance of the referenced Certificates of Obligation in the amount of \$20,000,000 for the purpose of paying contractual obligations to be incurred for the purchase and acquisition of (i) constructing, improving and equipping public safety facilities, (ii) constructing, improving and equipping park and recreation facilities, (iii) constructing street improvements, including drainage, landscaping, curbs, gutters, sidewalks, signage and traffic signalization incidental thereto and the acquisition of land and rights-of-way therefor and (iv) professional services rendered in connection therewith.

Outstanding Debt Summary

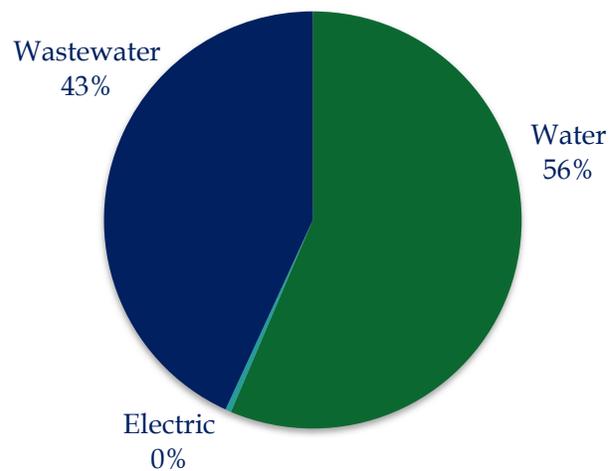
By Type – As of October 1, 2021

	Debt Outstanding	2021-22 Principal & Interest
General Obligation Debt:		
Tax Supported:		
Streets & Drainage	6,476,439	706,518
Parks & Recreation Facilities	4,690,345	511,672
Airport	10,693,063	1,166,512
Public Safety	13,312,310	1,452,247
Other Improvements	2,950,343	321,854
Subtotal - Tax Supported GO Debt	38,122,500	4,158,803
Self Supporting:		
Electric	388,418	21,091
Water	48,140,366	2,614,049
Wastewater	36,798,716	1,998,191
Subtotal - Self Supporting GO Debt	85,327,500	4,633,332
Total General Obligation Debt	123,450,000	8,792,135
Total Debt	123,450,000	8,792,135

**General Obligation Debt
Tax Supported**



**Utility Revenue Debt
Self Supported**



General Debt Service

	Actual FY 2020	Budgeted FY 2021	Actual FY 2021	Adopted FY 2022
<i>Revenues</i>				
Ad Valorem Taxes				
Current Taxes	3,155,156	3,912,708	3,920,338	3,943,805
Delinquent Taxes	7,272	10,000	16,682	10,000
Penalty & Interest	22,989	10,000	30,116	10,000
Total Ad Valorem Taxes	3,185,417	3,932,708	3,967,136	3,963,805
Miscellaneous Income				
Interest	26,865	-	20,823	-
Total Miscellaneous Income	26,865	-	20,823	-
Other Revenue				
From Fund Balance	-	180,000	-	200,000
Bond Premiums	-	-	-	-
Bond Proceeds	-	-	-	-
Total Other Revenue	-	180,000	-	200,000
Interfund Transfers				
Bond Proceeds	-	-	-	-
Tax Transfer from General F	-	-	-	-
Utility transfer for shared I&S	3,770,374	4,619,945	4,623,449	4,633,332
Transfer TO/FR UT Debt Svc	-	-	-	-
Transfer TO/FR General Debt	-	-	-	-
Tourism Debt Service Fund	-	-	-	-
Airport Debt Service Fund	-	-	-	-
Total Interfund Transfers	3,770,374	4,619,945	4,623,449	4,633,332
Total Revenues	6,982,655	8,732,653	8,611,407	8,797,137

General Debt Service

	Actual FY 2020	Budgeted FY 2021	Actual FY 2021	Proposed FY 2022
<i>Expenditures</i>				
Agent Fees	5,750	5,000	6,312	5,000
08 GO Refunding - Principal	50,000	50,000	50,000	70,000
08 GO Refunding - Interest	11,800	9,800	9,800	7,800
11 GO Refunding - Principal	15,000	20,000	20,000	20,000
11 GO Refunding - Interest	2,200	1,600	1,600	800
13 GO Refunding - Principal	845,000	875,000	875,000	895,000
13 GO Refunding - Interest	97,350	72,000	72,000	45,750
14 GO Refunding - Principal	70,000	660,000	660,000	615,000
14 GO Refunding - Interest	291,975	289,875	289,875	270,075
15 Tax/Rev CO's Principal	215,000	220,000	220,000	225,000
15 Tax/Rev CO's Interest	36,400	29,950	29,950	23,350
15A Tax/Rev CO's Principal	220,000	225,000	225,000	195,000
15A Tax/Rev CO's Interest	296,322	295,486	295,486	294,046
16A Tax/Rev CO's Principal	220,000	210,000	210,000	235,000
16A Tax/Rev CO's Interest	310,431	303,831	303,831	297,531
16B Tax/Rev CO's Principal	270,000	270,000	270,000	270,000
16B Tax/Rev CO's Interest	11,717	11,690	11,690	11,258
16 GO Refunding - Principal	1,065,000	550,000	550,000	630,000
16 GO Refunding - Interest	168,450	115,200	115,200	93,200
17 Tax/Rev CO's Principal	160,000	170,000	170,000	170,000
17 Tax/Rev CO's Interest	258,586	258,378	258,378	257,834
18 GO Refunding - Principal	685,000	695,000	695,000	715,000
18 GO Refunding - Interest	139,800	126,100	126,100	105,250
18A Tax/Rev CO's Principal	385,000	385,000	385,000	390,000
18A Tax/Rev CO's Interest	252,697	249,771	249,771	246,460
18B Tax/Rev CO's Principal	-	560,000	560,000	565,000
18B Tax/Rev CO's Interest	551,872	551,872	551,872	548,736
19 Tax/Rev CO's Principal	191,000	204,000	204,000	209,000
19 Tax/Rev CO's Interest	60,926	48,052	48,052	43,197
20 Tax/Rev CO' Principal	-	-	-	390,000
20 Tax/Rev CO' Interest	-	978,150	978,150	652,100
20 GO Refunding - Principal	-	205,000	205,000	220,000
20 GO Refunding - Interest	-	86,900	86,900	80,750
Total Debt Service	6,887,274	8,732,653	8,733,965	8,797,137
Total Expenditures	6,887,274	8,732,653	8,733,965	8,797,137

Debt Ratios

Ratio of Net General Bonded Debt to Assessed Value
and Net Bonded Debt per Capita

Year Ended Sept 30	Est. Population	Assessed Value (Adjusted)	Gross Bonded Debt	Less: Debt Service Funds	Net Bonded Debt	Net General Bonded Debt to Assessed Value	Net General Bonded Debt Per Capita
2005	6,700	\$503,686,504	\$15,230,000	\$428,935	\$14,801,065	2.94%	\$2,209
2006	7,050	\$560,829,540	\$18,069,500	\$464,599	\$17,604,901	3.14%	\$2,497
2007	7,400	\$704,439,830	\$17,890,300	\$688,822	\$17,201,478	2.44%	\$2,325
2008	7,600	\$872,539,194	\$31,429,250	\$957,812	\$30,471,438	3.49%	\$4,009
2009	7,850	\$954,340,060	\$29,986,250	\$141,370	\$29,844,880	3.13%	\$3,802
2010	8,200	\$1,056,606,134	\$28,494,375	\$182,969	\$28,311,406	2.68%	\$3,453
2011	8,030	\$1,051,053,040	\$26,819,750	\$175,130	\$26,644,620	2.54%	\$3,318
2012	8,648	\$1,040,534,979	\$25,319,875	\$273,016	\$25,046,859	2.41%	\$2,896
2013	8,290	\$1,087,038,259	\$23,385,375	\$266,352	\$23,119,023	2.13%	\$2,789
2014	8,779	\$1,113,466,317	\$21,525,000	\$171,352	\$21,353,648	1.92%	\$2,432
2015	8,940	\$1,144,341,281	\$20,776,684	\$260,791	\$20,515,893	1.79%	\$2,295
2016	9,140	\$1,242,430,966	\$22,965,392	\$289,887	\$22,675,505	1.83%	\$2,481
2017	9,310	\$1,373,419,328	\$20,919,169	\$333,176	\$20,585,993	1.50%	\$2,211
2018	9,400	\$1,413,521,085	\$23,978,254	\$508,115	\$23,470,139	1.66%	\$2,497
2019	10,410	\$1,493,379,945	\$21,147,795	\$706,388	\$20,441,407	1.37%	\$1,964
2020	10,730	\$1,638,808,744	\$21,338,578	\$801,769	\$20,536,809	1.25%	\$1,914

Debt and Tax Rate Limitations

All taxable property within the City is subject to the assessment, levy and collection by the City of a continuing, direct annual ad valorem tax sufficient to provide for the payment of principal and interest on the Bonds within the limits prescribed by law. Article XI, Section 5, of the Texas Constitution is applicable to the City and limits its maximum ad valorem tax rate to \$2.50 per \$100 of assessed valuation for all City purposes.

Calculation of Legal Debt Margin - October 1, 2021

Taxable Assessed Valuation	\$1,874,238,610
Constitutional Limit	2.50% of assessed valuation
Maximum Constitutional Revenue Available	\$46,857,522
Tax Rate to Achieve Maximum Tax Revenue	\$2.50 per \$100 of valuation
Tax Rate for Fiscal Year 2021-2022	\$0.386965/\$100 of valuation
Available Unused Constitutional Max Tax Rate	2.11% of assessed valuation

The City operates under a Home Rule Charter that adopts the constitutional provisions. Under rules promulgated by the Office of the Attorney General of Texas, such office will not approve tax bonds of the City unless the City can demonstrate its ability to pay debt service requirements on all outstanding City tax bonds, including the issue to be approved.

Current debt levels are relatively high, which puts a certain level of limitations on new projects and operational capital investments.

Schedule of Total Bond Indebtedness

Principal and Interest Requirements for Fiscal Year 2021-2022

Long-Term Debt	Total Outstanding 10/01/2021	FY 2022 Principal	FY 2022 Interest	FY 2022 Total P/I
General Obligation Bond				
2008 Refunding Bonds	195,000	70,000	7,800	77,800
2011 Refunding Bonds	20,000	20,000	800	20,800
2013 Refunding Bonds	1,525,000	895,000	45,750	940,750
2014 Refunding Bonds	6,985,000	615,000	270,075	885,075
2016 Refunding Bonds	2,330,000	630,000	93,200	723,200
2018 Refunding Bonds	2,835,000	715,000	105,250	820,250
2020 Refunding Bonds	2,490,000	220,000	80,750	300,750
Certificates of Obligation				
2015 CO's	940,000	225,000	23,350	248,350
2015A CO's	15,330,000	195,000	294,046	489,046
2016A CO's	8,825,000	235,000	297,531	532,531
2016B CO's	1,640,000	270,000	11,258	281,258
2017 CO's	14,425,000	170,000	257,834	427,834
2018A CO's	13,040,000	390,000	246,460	636,460
2018B CO's	34,390,000	565,000	548,736	1,113,736
2019 CO's	1,815,000	209,000	43,197	252,197
2020 CO's	16,460,000	390,000	652,100	1,042,100
Total	\$ 123,245,000	\$ 5,814,000	\$ 2,978,137	\$ 8,792,137

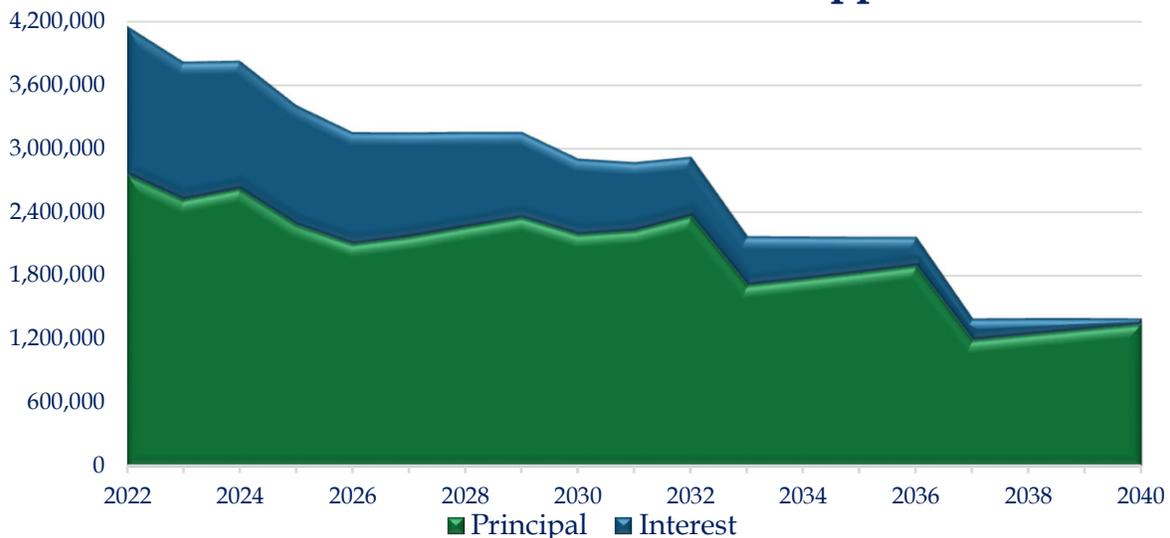
Summary of Debt Service Charges to Maturity

General Obligation and Certificate of Obligations

Tax Supported

Year Ending September 30	Outstanding Beginning of Year	Principal	Interest	Total Requirements
2022	38,122,500	2,759,000	1,399,803	4,158,803
2023	35,363,500	2,518,000	1,305,129	3,823,129
2024	32,845,500	2,621,500	1,210,035	3,831,535
2025	30,224,000	2,284,000	1,127,922	3,411,922
2026	27,940,000	2,099,000	1,057,291	3,156,291
2027	25,841,000	2,165,000	989,441	3,154,441
2028	23,676,000	2,260,000	900,348	3,160,348
2029	21,416,000	2,351,000	807,186	3,158,186
2030	19,065,000	2,190,000	716,281	2,906,281
2031	16,875,000	2,225,000	649,531	2,874,531
2032	14,650,000	2,365,000	559,531	2,924,531
2033	12,285,000	1,710,000	463,731	2,173,731
2034	10,575,000	1,770,000	402,181	2,172,181
2035	8,805,000	1,830,000	338,431	2,168,431
2036	6,975,000	1,895,000	272,481	2,167,481
2037	5,080,000	1,195,000	203,200	1,398,200
2038	3,885,000	1,245,000	155,400	1,400,400
2039	2,640,000	1,295,000	105,600	1,400,600
2040	1,345,000	1,345,000	53,800	1,398,800

General Debt Service - Tax Supported



Summary of Debt Service Charges to Maturity

General Obligation and Certificate of Obligations

Self-Supporting

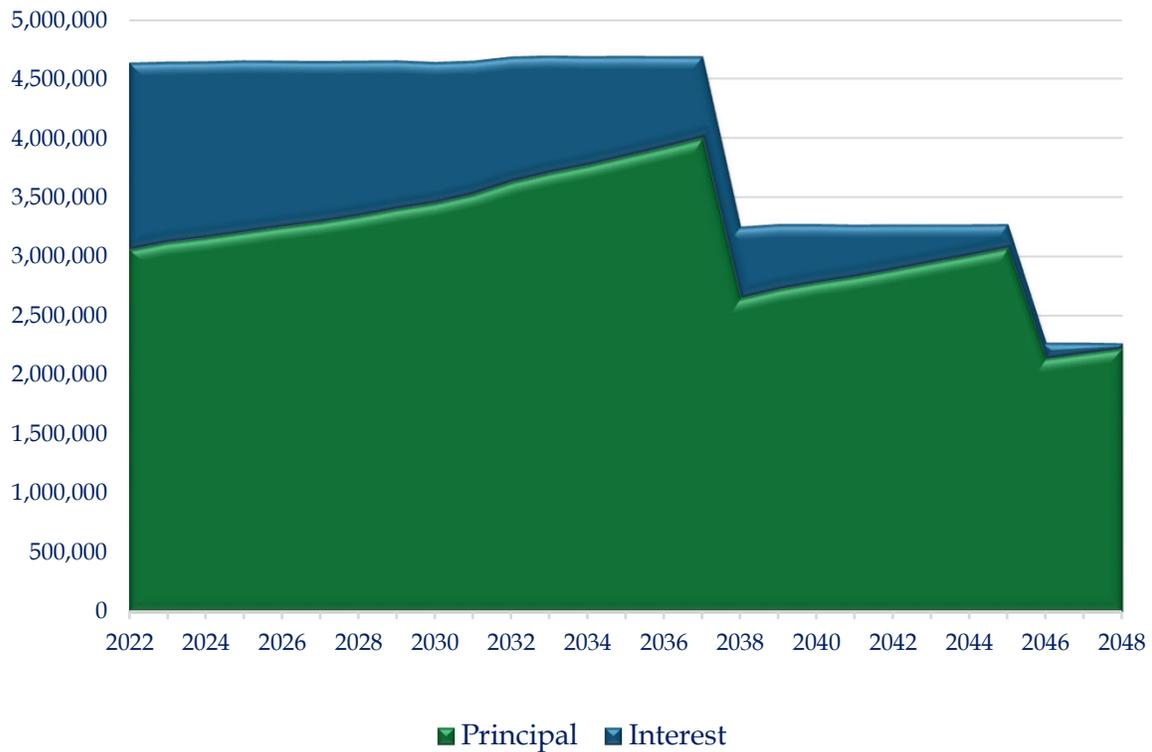
Year Ending September 30	Outstanding Beginning of Year	Principal	Interest	Total Requirements
2022	85,122,500	3,055,000	1,578,332	4,633,332
2023	82,067,500	3,120,000	1,521,912	4,641,912
2024	78,947,500	3,157,500	1,485,388	4,642,888
2025	75,790,000	3,205,000	1,445,716	4,650,716
2026	72,585,000	3,250,000	1,399,505	4,649,505
2027	69,335,000	3,290,000	1,356,069	4,646,069
2028	66,045,000	3,340,000	1,308,629	4,648,629
2029	62,705,000	3,400,000	1,250,971	4,650,971
2030	59,305,000	3,450,000	1,188,957	4,638,957
2031	55,855,000	3,525,000	1,123,514	4,648,514
2032	52,330,000	3,630,000	1,054,518	4,684,518
2033	48,700,000	3,705,000	987,570	4,692,570
2034	44,995,000	3,770,000	917,195	4,687,195
2035	41,225,000	3,845,000	843,647	4,688,647
2036	37,380,000	3,920,000	766,791	4,686,791
2037	33,460,000	4,000,000	686,696	4,686,696
2038	29,460,000	2,650,000	603,450	3,253,450
2039	26,810,000	2,725,000	548,465	3,273,465
2040	24,085,000	2,780,000	494,487	3,274,487
2041	21,305,000	2,830,000	438,477	3,268,477
2042	18,475,000	2,890,000	380,894	3,270,894
2043	15,585,000	2,950,000	321,498	3,271,498
2044	12,635,000	3,010,000	260,575	3,270,575
2045	9,625,000	3,075,000	198,003	3,273,003
2046	6,550,000	2,140,000	133,864	2,273,864
2047	4,410,000	2,185,000	90,349	2,275,349
2048	2,225,000	2,225,000	45,693	2,270,693

Summary of Debt Service Charges to Maturity

General Obligation and Certificate of Obligations

Self-Supporting

General Debt Service - Self Supporting



GRANBLURY *Texas*

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Debt Schedules

Debt Schedules:

General Obligation Refunding Bonds, Series 2008
 \$4,540,000
 Principal Due - August 15

Fiscal Year	Principal	Interest	Total
2022	70,000	7,800	77,800
2023	60,000	5,000	65,000
2024	65,000	2,600	67,600
Total	195,000	15,400	210,400

General Obligation Refunding Bonds, Series 2011
 \$5,845,000
 Principal Due - August 15

Fiscal Year	Principal	Interest	Total
2022	20,000	800	20,800
Total	20,000	800	20,800

General Obligation Refunding Bonds, Series 2013
 \$8,170,000
 Principal Due - August 15

Fiscal Year	Principal	Interest	Total
2022	895,000	45,750	940,750
2023	310,000	18,900	328,900
2024	320,000	9,600	329,600
Total	1,525,000	74,250	1,599,250

Debt Schedules:

General Obligation Refunding Bonds, Series 2014
\$8,130,000
Principal Due - August 15

Fiscal Year	Principal	Interest	Total
2022	615,000	270,075	885,075
2023	635,000	251,625	886,625
2024	660,000	229,400	889,400
2025	685,000	203,000	888,000
2026	710,000	175,600	885,600
2027	740,000	147,200	887,200
2028	770,000	117,600	887,600
2029	800,000	86,800	886,800
2030	835,000	54,800	889,800
2031	535,000	21,400	556,400
Total	6,985,000	1,557,500	8,542,500

2015 Tax and Revenue Bond
Combination Tax and Surplus Revenue Certificates of Obligation
\$2,460,000
Principal Due - August 15

Fiscal Year	Principal	Interest	Total
2022	225,000	23,350	248,350
2023	230,000	16,600	246,600
2024	240,000	9,700	249,700
2025	245,000	4,900	249,900
Total	940,000	54,550	994,550

Debt Schedules:

2015A Tax and Revenue Bond
Combination Tax and Surplus Revenue Certificates of Obligation
\$16,430,000
Principal Due - August 15

Fiscal Year	Principal	Interest	Total
2022	195,000	294,046	489,046
2023	270,000	292,447	562,447
2024	280,000	289,855	569,855
2025	535,000	286,719	821,719
2026	540,000	280,138	820,138
2027	545,000	272,740	817,740
2028	555,000	264,620	819,620
2029	560,000	255,740	815,740
2030	575,000	246,332	821,332
2031	585,000	236,212	821,212
2032	575,000	225,565	800,565
2033	585,000	214,755	799,755
2034	600,000	203,523	803,523
2035	610,000	191,763	801,763
2036	620,000	179,563	799,563
2037	635,000	166,915	801,915
2038	645,000	153,770	798,770
2039	860,000	140,225	1,000,225
2040	880,000	121,907	1,001,907
2041	895,000	102,987	997,987
2042	915,000	83,566	998,566
2043	935,000	63,527	998,527
2044	955,000	42,957	997,957
2045	980,000	21,756	1,001,756
Total	15,330,000	4,631,621	19,961,621

Debt Schedules:

2016A Tax and Revenue Bond
Combination Tax and Surplus Revenue Certificates of Obligation
\$9,690,000
Principal Due - August 15

Fiscal Year	Principal	Interest	Total
2022	235,000	297,531	532,531
2023	480,000	290,481	770,481
2024	500,000	271,281	771,281
2025	520,000	251,281	771,281
2026	540,000	230,481	770,481
2027	560,000	208,881	768,881
2028	585,000	186,481	771,481
2029	610,000	163,081	773,081
2030	625,000	144,781	769,781
2031	645,000	126,031	771,031
2032	665,000	106,681	771,681
2033	685,000	86,731	771,731
2034	705,000	66,181	771,181
2035	725,000	45,031	770,031
2036	745,000	23,281	768,281
Total	8,825,000	2,498,219	11,323,219

2016B Tax and Revenue Bond
Combination Tax and Surplus Revenue Certificates of Obligation
\$2,720,000
Principal Due - August 15

Fiscal Year	Principal	Interest	Total
2022	270,000	11,258	281,258
2023	270,000	10,421	280,421
2024	270,000	9,206	279,206
2025	275,000	7,532	282,532
2026	275,000	5,387	280,387
2027	280,000	2,912	282,912
Total	1,640,000	46,716	1,686,716

Debt Schedules:

General Obligation Refunding Bonds, Series 2016
\$5,890,000
Principal Due - August 15

Fiscal Year	Principal	Interest	Total
2022	630,000	93,200	723,200
2023	240,000	68,000	308,000
2024	245,000	58,400	303,400
2025	-	48,600	48,600
2026	-	48,600	48,600
2027	-	48,600	48,600
2028	-	48,600	48,600
2029	-	48,600	48,600
2030	-	48,600	48,600
2031	300,000	48,600	348,600
2032	915,000	36,600	951,600
Total	2,330,000	596,400	2,926,400

2017 Tax and Revenue Bond
Combination Tax and Surplus Revenue Certificates of Obligation
\$15,000,000
Principal Due - August 15

Fiscal Year	Principal	Interest	Total
2022	170,000	257,834	427,834
2023	555,000	256,882	811,882
2024	560,000	252,442	812,442
2025	545,000	246,674	791,674
2026	555,000	240,079	795,079
2027	560,000	232,587	792,587
2028	850,000	224,411	1,074,411
2029	865,000	211,066	1,076,066
2030	875,000	196,707	1,071,707
2031	895,000	181,394	1,076,394
2032	1,265,000	164,926	1,429,926
2033	1,295,000	140,638	1,435,638
2034	1,315,000	114,868	1,429,868
2035	1,345,000	87,910	1,432,910
2036	1,375,000	59,665	1,434,665
2037	1,400,000	30,240	1,430,240
Total	14,425,000	2,898,319	17,323,319

Debt Schedules:

General Obligation Refunding Bonds, Series 2018
\$5,620,000
Principal Due - August 15

Fiscal Year	Principal	Interest	Total
2022	715,000	105,250	820,250
2023	95,000	83,800	178,800
2024	100,000	80,000	180,000
2025	105,000	77,000	182,000
2026	110,000	72,800	182,800
2027	115,000	68,400	183,400
2028	120,000	63,800	183,800
2029	125,000	59,000	184,000
2030	125,000	54,000	179,000
2031	130,000	49,000	179,000
2032	140,000	43,800	183,800
2033	145,000	38,200	183,200
2034	150,000	32,400	182,400
2035	155,000	26,400	181,400
2036	160,000	20,200	180,200
2037	170,000	13,800	183,800
2038	175,000	7,000	182,000
Total	2,835,000	894,850	3,729,850

Debt Schedules:

2018A Tax and Revenue Bond
Combination Tax and Surplus Revenue Certificates of Obligation
\$13,810,000
Principal Due - August 15

Fiscal Year	Principal	Interest	Total
2022	390,000	246,460	636,460
2023	395,000	242,794	637,794
2024	395,000	238,765	633,765
2025	400,000	234,380	634,380
2026	405,000	229,540	634,540
2027	410,000	224,194	634,194
2028	415,000	218,331	633,331
2029	425,000	211,982	636,982
2030	430,000	205,012	635,012
2031	440,000	197,616	637,616
2032	445,000	189,828	634,828
2033	455,000	181,773	636,773
2034	460,000	173,310	633,310
2035	470,000	164,524	634,524
2036	480,000	155,312	635,312
2037	490,000	145,664	635,664
2038	500,000	135,570	635,570
2039	510,000	125,070	635,070
2040	520,000	114,207	634,207
2041	530,000	102,923	632,923
2042	545,000	91,316	636,316
2043	555,000	79,272	634,272
2044	570,000	66,951	636,951
2045	580,000	54,240	634,240
2046	595,000	41,248	636,248
2047	610,000	27,860	637,860
2048	620,000	14,074	634,074
Total	13,040,000	4,112,211	17,152,211

Debt Schedules:

2018B Tax and Revenue Bond
Combination Tax and Surplus Revenue Certificates of Obligation
\$34,950,000
Principal Due - August 15

Fiscal Year	Principal	Interest	Total
2022	565,000	548,736	1,113,736
2023	1,090,000	545,120	1,635,120
2024	1,100,000	537,272	1,637,272
2025	1,110,000	528,362	1,638,362
2026	1,120,000	518,261	1,638,261
2027	1,130,000	506,837	1,636,837
2028	1,145,000	494,068	1,639,068
2029	1,155,000	479,984	1,634,984
2030	1,170,000	464,507	1,634,507
2031	1,190,000	447,893	1,637,893
2032	1,205,000	430,400	1,635,400
2033	1,225,000	412,205	1,637,205
2034	1,245,000	393,095	1,638,095
2035	1,265,000	373,050	1,638,050
2036	1,285,000	352,051	1,637,051
2037	1,305,000	330,078	1,635,078
2038	1,330,000	307,110	1,637,110
2039	1,355,000	283,170	1,638,170
2040	1,380,000	258,373	1,638,373
2041	1,405,000	232,567	1,637,567
2042	1,430,000	206,013	1,636,013
2043	1,460,000	178,700	1,638,700
2044	1,485,000	150,668	1,635,668
2045	1,515,000	122,007	1,637,007
2046	1,545,000	92,616	1,637,616
2047	1,575,000	62,489	1,637,489
2048	1,605,000	31,619	1,636,619
Total	34,390,000	9,287,243	43,677,243

Debt Schedules:

2019 Tax and Revenue Bond
Combination Tax and Surplus Revenue Certificates of Obligation
\$2,210,000
Principal Due - August 15

Fiscal Year	Principal	Interest	Total
2022	209,000	43,197	252,197
2023	213,000	38,223	251,223
2024	219,000	33,153	252,153
2025	224,000	27,941	251,941
2026	229,000	22,610	251,610
2027	235,000	17,160	252,160
2028	240,000	11,567	251,567
2029	246,000	5,855	251,855
Total	1,815,000	199,706	2,014,706

General Obligation Refunding Bonds, Series 2020
\$2,695,000
Principal Due - August 15

Fiscal Year	Principal	Interest	Total
2022	220,000	80,750	300,750
2023	225,000	74,150	299,150
2024	230,000	69,650	299,650
2025	235,000	65,050	300,050
2026	245,000	53,300	298,300
2027	250,000	48,400	298,400
2028	255,000	43,400	298,400
2029	270,000	33,200	303,200
2030	275,000	22,400	297,400
2031	285,000	11,400	296,400
Total	2,490,000	501,700	2,991,700

Debt Schedules:

2020 Tax and Revenue Bond
Combination Tax and Surplus Revenue Certificates of Obligation
\$16,460,000
Principal Due - August 15

Fiscal Year	Principal	Interest	Total
2022	390,000	652,100	1,042,100
2023	570,000	632,600	1,202,600
2024	595,000	604,100	1,199,100
2025	610,000	592,200	1,202,200
2026	620,000	580,000	1,200,000
2027	630,000	567,600	1,197,600
2028	665,000	536,100	1,201,100
2029	695,000	502,850	1,197,850
2030	730,000	468,100	1,198,100
2031	745,000	453,500	1,198,500
2032	785,000	416,250	1,201,250
2033	1,025,000	377,000	1,402,000
2034	1,065,000	336,000	1,401,000
2035	1,105,000	293,400	1,398,400
2036	1,150,000	249,200	1,399,200
2037	1,195,000	203,200	1,398,200
2038	1,245,000	155,400	1,400,400
2039	1,295,000	105,600	1,400,600
2040	1,345,000	53,800	1,398,800
Total	16,460,000	7,779,000	24,239,000

GRANBLURY *Texas*

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Fiscal & Budgetary Policies

I. Statement of Purpose

The City of Granbury is committed to financial management through integrity, prudent stewardship, planning, accountability, full disclosure and communication. The broad purpose of these Fiscal and Budgetary Policies are to enable the City to achieve and maintain a long-term stable and positive financial condition, and provide guidelines for the day-to-day planning and operations of the City’s financial affairs.

Policy scope generally spans areas of accounting and fiscal reporting, internal controls, both operating and capital budgeting, revenue management, investment and asset management, debt management and forecasting. This is done in order to:

- Demonstrate to the citizens of Granbury, the investment community, and the bond rating agencies that the City is committed to a strong fiscal operation;
- Provide precedents for future policy-makers and financial managers on common financial goals and strategies;
- Fairly present and fully disclose the financial position of the City on conformity to generally accepted accounting principals (GAAP); and
- Demonstrate compliance with finance-related legal and contractual issues in accordance with the Texas Local Government Code and other legal mandates.

These policies will be reviewed and updated annually as part of the budget preparation process.

II. Operating Budget Policy Statement

A. Preparation

Budgeting is an essential element of financial planning, control, and evaluation process of municipal government. The “Operating Budget” is the City’s annual financial operating plan. The following funds are appropriated: General Fund, Enterprise funds (Utility Fund and Airport Fund), Special Revenue Funds (Tourism Fund and Granbury Historical Properties), and the Debt Service Fund. The Finance Department prepares the budget, with the cooperation of all departments, and under the direction of the City Manager who makes necessary changes and transmits the document to the City Council.

1. Proposed Budget - Under the City Charter, the City Manager is responsible for preparing and recommending an operating budget for City Council consideration. Such budget shall provide a complete plan for

the fiscal year within the provisions of the City Charter.

- A. A budget message which shall outline the proposed financial policies for the next year with explanations of any change from previous years in expenditures and any major changes in policy and complete statement regarding the financial conditions of the City.
 - B. The budget shall include four basic segments for review and evaluation: (1) personnel costs, (2) line item budget for operations and maintenance costs, (3) service level adjustments for increases or decreases to existing service levels, and (4) revenues.
 - C. The budget review process shall include the City Council participation in the development of each of the four segments of the proposed budget.
2. Adoption of the Budget – The budget and all supporting schedules shall be filed with the City Secretary when submitted to the Council and shall be open for public inspection by anyone interested.

At the Council meeting at which time the budget is submitted, the Council will name the time and place of a budget public hearing and will publish the notice of the public hearing at least ten (10) days before the date of the hearing. At this hearing, interested citizens may express their opinions concerning items of expenditure, giving their reasons for wishing the increase or decrease in any items of expense. After the public hearing, the Council shall analyze the budget, making any additions or deletions which they feel appropriate, and shall, at least twenty (20) days prior to the beginning of the next fiscal year, adopt the budget by a favorable majority vote of all members of the Council. Should the Council take no action on or prior to such day, the budget, as submitted, shall be deemed to have been finally and unanimously adopted by the Council.

3. The Operating Budget shall be submitted to the Government Finance Officers Association (GFOA) annually for evaluation and consideration for the Award for Distinguished Budget Presentation.

B. Balanced Budget

A Balanced Budget is defined as a budget with total expenditures not exceeding total revenues and monies available in the fund balance within an individual fund. The goal of the City is to balance the operating budget with the current revenues, whereby, current revenues would match and fund on-going expenditures.

C. Planning

The budget process will be coordinated so that major policy issues are identified prior to the budget approval date. This will allow the City Council adequate time for consideration of appropriate decisions and analysis of financial impacts.

D. Reporting

Summary financial reports will be presented to the City Council monthly. These reports will be in a format appropriate to enable the City Council to understand the overall budget and financial status of the City.

E. Control and Accountability

Each Department Director, appointed by the City Manager, will be responsible for the administration of his/her departmental budget. This includes accomplishing the objectives adopted as part of the budget and monitoring each departmental budget for compliance with spending limitations.

F. Contingency Appropriations

The budget may include contingency appropriations within designated operating departmental budgets. These funds are to offset expenditures for unexpected maintenance or other unanticipated or unforeseen expenses that might occur during the year. The Contingency Accounts for 2020-2021 is \$200,000 in the General Fund and \$100,000 in the Utility Fund.

III. Asset Management

A. Cash Management and Investments

The City Council has formally approved a separate Investment Policy for the City of Granbury that meets the requirements of the public Funds Investment Act (PFIA), Section 2256 of the Texas Local Government Code. This policy is reviewed annually by the City Council and it applies to all financial assets held by the City.

1. Statement of Cash Management Philosophy - The City shall maintain a comprehensive cash management program to include the effective collection of all accounts receivable, the prompt deposit of receipts to the City's depository, the payment of obligations, and the prudent investment of idle funds in accordance with this policy.

2. Objectives - The City's investment program will be conducted as to accomplish the following listed in priority order:
 - a. Safety of the principal invested
 - b. Liquidity and availability of cash to pay obligations when due
 - c. Receive the highest possible rate of return (yield) consistent with the City's investment policy.
3. Safekeeping and Custody - Investments may only be purchased through brokers/dealers who meet the criteria detailed in the investment policy, which also addresses internal controls related to investments.
4. Standard of Care and Reporting - Investments will be made with judgment and care, always considering the safety of principal to be invested and the probable income to be derived. The Director of Finance is responsible for overall management of the City's investment program and ensures all investments are made in compliance with the investment policy. An investment report, providing both summary and detailed information, will be presented to the City Council quarterly.
5. Authorized Investments - The City can currently invest in the following:
 - a. U.S Treasury and Agency securities;
 - b. Obligations of this state or other states, agencies, counties, cities, rated as to investment quality by a nationally recognized investment rating firm of not less than A;
 - c. Certificates of Deposit;
 - d. Fully collateralized Repurchase Agreements;
 - e. No-load Money Market Mutual Funds;
 - f. Investment Pools that meet the requirements of PFIA.

B. Capital Expenditures

These assets will be reasonably safeguarded and properly accounted for, and prudently insured.

1. Capitalization Criteria - For purposes of budgeting and accounting classification, capital expenditures are defined as a purchase of an asset that contains the following criteria:
 - The asset is owned by the City.
 - The expected useful life of the asset must be longer than one year, or extend the life of an identifiable existing asset by more than one year.
 - The original cost of the asset must be at least \$5,000.
 - The asset must be tangible.
 - On-going repairs and general maintenance are not capitalized.

2. New Purchases - All costs associated with bringing the asset into working order will be capitalized as part of the asset costs. This will include start up costs, engineering or consultant type fees as part of the asset cost once the decision or commitment to purchase the asset is made. The cost of land acquired should include all related costs associated with its purchase.
3. Improvements and Replacement - Improvements will be capitalized when they extend the original life of an asset or when they make the asset more valuable than it was originally. The replacement of assets components will normally be expensed unless they are of a significant nature and meet all the capitalization criteria.
4. Contributed Capital - Infrastructure assets received from developers or as a result of annexation will be recorded as equity contributions when they are received.
5. Distributions Systems - All costs associated with public domain assets, such as streets and utility distribution lines will be capitalized in accordance with the capitalization policy. Costs should include engineering, construction and other related costs including right of way acquisition.
6. Reporting and Inventory - The Finance Department will maintain the permanent records of the City's fixed assets, including description, cost, department of responsibility, date of acquisition, depreciation and expected useful life. Periodically, random sampling at the department level will be performed to inventory fixed assets assigned to that department. Responsibility for safeguarding the City's fixed assets lies with the department Director whose department has been assigned the asset.

IV. Debt Management

The City of Granbury recognizes the primary purpose of capital facilities is to provide services to the citizens. Using debt financing to meet the capital needs of the community must be evaluated according to efficiency and equity. Efficiency must be evaluated to determine the highest rate of return for a given investment of resources. Equity is resolved by determining who should pay for the cost of capital improvements. In meeting demand for additional services, the City will strive to balance the needs between debt financing and "pay-as-you-go" methods. The City realizes that failure to meet the demands of growth may inhibit its continued economic vitality, but also realizes that too much debt may have detrimental effects on the City's long-range financial condition.

The City will issue debt only for the purpose of acquiring or constructing capital assets for the general benefit of its citizens and to allow it to fulfill its various purposes as a city.

A. Usage of Debt – Debt financing will be considered for non-continuous capital improvements which citizens will be benefited. Alternatives for financing will be explored prior to debt issuance and include, but not limited to:

- Grants
- Use of Reserve Funds
- Use of Current Revenues
- Contributions from developers and others
- Leases
- Impact Fees

When the City utilizes long-term financing, it will ensure that the debt is soundly financed by conservatively projecting revenue sources that will be used to pay the debt. It will not finance the improvement over a period of time greater than the useful life of the improvement and it will determine that the cost benefit of the improvement, including interest costs, is positive to the community.

B. Types of Debt –

1. **General Obligation Bonds** – General obligation bonds must be authorized by a vote of the citizens of Granbury. They are used only to fund capital assets of the general government and are not to be used to fund operating needs of the City. The full faith and credit of the City as well as the City's ad valorem taxing authority back general obligation bonds. Conditions for issuance of general obligation debt include:

When the project will have a significant impact on the tax rate;

When the project may be controversial even though it is routine in nature;
or

When the project falls outside normal bounds of projects the City has typically done.

2. **Revenue Bonds** – Revenue bonds will be issued to provide for the capital needs of any activities where the capital requirements are necessary for a continuation or expansion of a service. The improved activity shall produce a revenue stream to fund the debt service requirements of the necessary improvement to provide service expansion. The average life of the obligation should not exceed the useful life of the asset(s) to be funded by the bond issue.

3. **Certificates of Obligation, Contract Obligations (CO's)** – Certificates of obligation or contract obligations may be used to fund capital requirements that are not otherwise covered either by general obligation or revenue bonds. Debt service for CO's may be either from general revenues (tax-supported) by a specific revenue stream(s) or a combination of both. Typically, the City may issue CO's when the following conditions are met:

- When the proposed debt will have a minimal impact on future effective property tax rates;
- When the projects to be funded are within the normal bounds of city capital projects, such as roads, parks, various infrastructure and City facilities; and
- When the average life of the obligation does not exceed the useful life of the asset(s) to be funded by the issue.

Certificates of obligation will be the least preferred method of financing and will be used with prudent care and judgment by the City Council. Every effort will be made to ensure public participation in decisions relating to debt financing.

- C. Method of Sale** – The City will use a competitive bidding process in the sale of bonds unless conditions in the bond market or the nature of the issue warrant a negotiated bid. In such situations, the City will publicly present the reasons for the negotiated sale. The City will rely on the recommendation of the financial advisor in selection of the underwriter or direct purchaser.
- D. Disclosure** – Full disclosure of operating costs along with capital costs will be made to the bond rating agencies and other users of financial information. The City staff, with the assistance of the financial advisor and bond counsel, will prepare the necessary materials for presentation to the rating agencies and will aid in the production of the preliminary Official Statements. The City will take the responsibility for the accuracy of all financial information released.
- E. Federal Requirements** – The City will maintain procedures to comply with arbitrage rebate and other Federal requirements.
- F. Debt Restructuring** – The City will issue bonds not to exceed the useful life of the asset being financed. The structure should approximate level debt service unless operational matters dictate otherwise. Market factors, such as the effects of tax-exempt designations, the cost of early redemption options and the like, will be given consideration during the structuring of long-term debt instruments.
- G. Debt Coverage Ratio** – Refers to the number of times the current combined debt service requirements or payments would be covered by the current operating revenues, net of on-going operating expenses of the City’s combined utilities (Electric, Water, and Wastewater). The current bond ordinance for outstanding utility debt requires a combined minimum 1.25 times coverage ratio.
- H. Bond Reimbursement Resolutions** – The City may utilize bond reimbursements as a tool to manage its debt issues, due to arbitrage requirements and project timing. In so doing, the City uses its capital reserves “cash” to delay bond issues until such time when issuance is favorable and beneficial to the City.

The City Council may authorize a bond reimbursement resolution for General Capital projects that have a direct impact on the City's ad valorem tax rate when the bonds will be issued within the term of the existing City Council.

The City Council may also authorize revenue bond reimbursements for approved utility and other self-supporting capital projects.

V. Other Funding Alternatives

When at all possible, the City will research alternative funding opportunities prior to issuing debt or increasing user-related fees.

- A. **Grants** – All potential grants will be examined for any matching requirements and the source of those requirements identified. A grant funding worksheet, reviewed by Finance, that clearly identifies funding sources, outcomes and other relevant information will be presented and approved by the City Council prior to any grant application being submitted. It must be clearly understood that any resulting operation requirements of the grant could be discontinued once the term and conditions of the project have been terminated. The City Council must authorize acceptance of any grant funding.
- B. **Use of Reserve Funds** - The City may authorize the use of reserve funds to potentially delay or eliminate a proposed bond issue. This may occur due to higher than anticipated fund balances in prior years, thus eliminating or reducing the needs for debt proceeds, or postpone a bond issue until market conditions are more beneficial or timing of the related capital improvements does not correspond with the planned bond issue. Reserve funds used in this manner are replenished upon issuance of the proposed debt.
- C. **Developer Contributions** – The City will require developers who negatively impact the City's utility capital plans to offset those impacts.
- D. **Leases** – The City may authorize the use of lease financing for certain operating equipment when it is determined that the cost benefit of such arrangement is advantageous to the City.
- E. **Impact Fees** – The City will impose impact fees as allowable under state law for both water and wastewater services. These fees will be calculated in accordance with statute and reviewed at least every three years. All fees collected will fund projects identified within the Fee study and as required by state laws.

VI. Financial Conditions and Reserves

The City of Granbury will maintain budgeted minimum reserves in the ending working capital/fund balances to provide a secure, healthy financial base for the City in the event of a natural disaster or other emergency, allow stability of City operations should revenues fall short of budgeted projections and provide available resources to implement budgeted expenditures without regard to actual timing of cash flows into the City.

- A. **Operational Coverage** - The City's goal is to maintain operations coverage of 1.00, such that operating revenues will at least equal or exceed current operating expenditures. Deferrals, short-term loans, or one-time sources will be avoided as budget balancing techniques.

- B. **Operating Reserves** - City wide the City will maintain reserves at a minimum of ninety (90) days (25%) of net budgeted operating expenditures. Net budgeted operating expenditures are defined as total budgeted expenditures less interfund transfers and charges, general debt service (tax-supported), direct cost for purchased power and payments from third party grant monies.
 - 1. **General Fund** - The unobligated fund balance in the General Fund should equal at least ninety (90) days or 25% of annual budgeted General Fund expenditures.
 - 2. **Utility Fund** -Working capital reserves in the Utility Fund should be 25% or ninety (90) days.

For all other funds, the fund balance is the excess of assets over liabilities which is an indication of strength of each particular fund at a specific time. The ultimate goal of each such fund is to have expended the fund balance at the conclusion of the activity for which the fund was established.

Reserve requirements will be calculated as part of the annual budget process and any additional required funds to be added to the reserve balances will be appropriated within the budget. Funds in excess of the minimum reserves may be expended for City purposes at the will of the City Council once it has been determined that the use of the excess will not endanger reserve requirements in future years.

- C. **Liabilities and Receivables** - Procedures will be followed to maximize discounts and reduce penalties offered by creditors. Current liabilities will be paid within 30 days of receiving the invoice. Accounts receivable procedures will target collection for a maximum of 30 days of service. Receivables aging past 120 days will be sent to a collection agency.

Capital Projects Funds - Every effort will be made for all monies within the Capital Projects Funds to be expended within thirty-six (36) months of

receipt. The fund balance will be invested and income generated will offset increases in construction costs or other costs associated with the projects. Capital project funds are intended to be expended totally, with any unexpected excess to be transferred to the Debt Service Fund to service project-related debt service.

- E. **General Debt Service Funds** - Revenues within this fund are stable, based on property tax revenues. Balances are maintained to meet contingencies and to make certain that the next year's debt service payments may be met in a timely manner. The fund balance should not fall below one month or 1/12th annual debt service requirements, in accordance with IRS guidelines.
- F. **Investment of Reserve Funds** - The reserve funds will be invested in accordance with the City's investment policy.

VII. Internal Controls

- A. **Written Procedures** - Wherever possible, written procedures will be established and maintained by the Director of Finance for all functions involving cash handling and/or accounting throughout the City. These procedures will embrace the general concepts of fiscal responsibility set forth in this policy statement.
- B. **Department Directors Responsibility** - Each department director is responsible for ensuring that good internal controls are followed throughout the department, that all Finance Department directives are implemented and that all independent auditor internal control recommendations are addressed.

Basis of Accounting and Budgeting

The City's basis of accounting conforms to Generally Accepted Accounting Principles (GAAP) as established by the Governmental Accounting Standards Board (GASB), and the Comprehensive Annual Financial Report (CAFR) is prepared under the modified accrual and accrual basis of accounting, as required by GAAP. The City's basis of budgeting essentially follows the basis of accounting (modified accrual for government funds and full accrual for proprietary funds); however, there are exceptions, which are described below.

- A. Only revenues expected to be received during the year or soon thereafter are included in revenue estimates (budget basis). For GAAP purposes, governmental fund type revenues are recognized when they are both "*measurable and available*" according to the modified accrual basis of accounting. Proprietary fund type revenues are recognized when earned according to the accrual basis of accounting.
- B. Only amounts that will be spent or encumbered by the end of the fiscal year are recorded as expenditures (budget basis). For GAAP purposes, governmental and proprietary fund type expenditures are recorded when incurred according to the modified accrual and accrual basis of accounting.
- C. Depreciation expense is not displayed and capital expenditures and bond principal payments are shown as utilized by each fund (budget basis).
- D. Compensated absences (accrued but unused leave) and employee benefits are not reflected in the budget.
- E. Transfers are classified as revenues and expenditures (budget basis) rather than as "other financing sources or uses" (accounting basis).

Approved Positions

General Fund

	2019		2020		2021		2022		TOTAL 2022
	FT	PT	FT	PT	FT	PT	FT	PT	
General Fund									
City Manager	3		3		3		3		3
City Secretary	2		2		2		2		2
Finance	6		6		6		5		5
Purchasing	2		2		2		2		2
Information Technology	2	1	1				1		1
Human Resources	1		1		1		1		1
Warehouse	2		2		2		2		2
Communications	1	1	1	1	1	1	2		2
Building & Permits	9	1	9	1	9	1	9	1	10
Economic Development							1		1
Community Development	5	1	6		6		6	1	7
Clean Air Coalition	1		1		1		1		1
Municipal Court	2	1	2	1	2	1	3	1	4
Police	45		51		51		53		53
Fire	1		1		1		1	1	2
Streets	6	1	6	1	6	1	7	1	8
Fleet Maintenance	4		4		4		4		4
Building Maintenance	9		9		9		9		9
Parks and Recreation	20	5	21	5	21	5	22	5	27
Cemetery	1		1		1		1		1
Total General Fund	122	11	129	9	128	9	135	10	145

Significant Changes

Information Technology – Added new IT director position

Economic Development – Added new economic development position

Communications – Added new broadcast specialist position

Municipal Court – Added 1 deputy court clerk

Police – Added 1 administrative assistant and new communication supervisor position

Fire – Added new part-time fire administrator position

Streets – Added 1 light equipment operator

Parks – Added 1 park laborer

Approved Positions

Utility, Airport & Tourism Fund

	2019		2020		2021		2022		TOTAL 2022
	FT	PT	FT	PT	FT	PT	FT	PT	
Utility Fund									
Utility Administration	3		3		3		3	1	4
Meter Reading	3		3		3		3		3
Ground Water	3		4		4		4		4
Water Treatment	8		8		9		9		9
Electric	6		7		7		7		7
Water Distribution	4		4		6		7		7
Wastewater Treatment	6		8		11		12		12
Wastewater Collection	5		7		5		5		5
Public Works	3		4		5		5		5
Total Utility Fund	41	0	48	0	53	0	55	1	56
Airport Fund									
Airport	1	5	1	5	1	5	1	5	6
Total Airport Fund	1	5	1	5	1	5	1	5	6
Tourism Fund									
Tourism	3	4.5	3	4.5	3	4.5	3	4.5	7.5
Conference Center	5	2	5	2	5	2	5	2	7
Total Tourism Fund	8	6.5	8	6.5	8	6.5	8	6.5	14.5
Total Employees	172	22.5	186	20.5	190	20.5	199	22.5	221.5

Significant Changes

Utility Administration – Added 1 part-time billing clerk

Water Distribution – Added 1 utility line locator position

Wastewater Treatment – Added 1 wastewater treatment plant operator II

Advisory Boards & Commissions

In addition to the permanent advisory boards and commissions listed, the Council also appoints temporary advisory committees from time to time to address specific, short term issues. The 2020-2021 Membership of Advisory Boards and Commissions include:

Granbury Regional Airport Board. Studies and makes recommendations to the City Council regarding operations, facility improvements, and maintenance of the airport.

Jackie W. Vaughn, Chair	Larry French	Monty Johnson
Andy Rash	Jon Curtner	Ron Stowell (Alternate)
John Offutt	Lon Wimberley	Rick Huber

Building Standards, Plumbing, Adjustments & Appeals Board. Hears and decides on appeals of decisions made by the building official or fire inspector. Hears and makes rulings on dangerous building and property maintenance cases.

Brian Blevins	Brian Gaffin	Bob White
Jon Curtner	Terry Taylor	Walter Hardin
Scott Yater	Hood County Fire Marshall	

Zoning Board of Adjustment. Hears and decides appeals and variance requests and may modify decisions or determinations related to the zoning ordinance. The authority and responsibilities of this board are established in Texas Local Government Code.

Eilleen Cate, Chair	Ronnie Hurd, Vice Chair	Mary Ella Riley
Ernestine Shugart	Faye Landham	Norman Fott (Alternate)
Kenneth Cadenhead (Alternate)		

Historic Preservation Commission. Adopts criteria for the designation of landmarks, promotes historic preservation, and increases awareness of the value of historic, cultural, and architectural preservation. Hears and decides on applications for Certificates of Appropriateness regarding properties in the historic districts.

Stan Wasielewski, Chair	Cindy Peters, Vice Chair	Mark McDonald
Amanda Pape	Carrie Young	Glen Green
Peter Garland		

Advisory Boards & Commissions

Continued

Planning and Zoning Commission. Makes recommendations to City Council regarding requests for Specific Use Permits, zoning changes, ordinance amendments, and plats. Makes recommendations to the City Council regarding achievable goals, plans, programs and policies for the total development of the City. Renders decisions regarding Tree Conservation Plans.

Reda Kay, Chair	Tim Hallman, Vice Chair	Norman Fott
Thomas Class	Richard Hoefs	John Grace
Randall Moore	Steven Vale	

Public Television Channel Advisory Board. Brings forward needs, suggestions and recommendations from the community to aid in development and improvement of the public television channel (Granbury TV). Advises City Council and City staff regarding the City’s broadcast of GISD sports and other programming on KTRL radio through Tarleton State University.

Jon D. Back, Chair	Maureen Griffin	Zach Maxwell
Glen Green	Shad Ramsey	Logan Mehaffey
Katherine Coleman		

Granbury Parks Board. Researches and recommends policies regarding development, operation, and maintenance of the municipal parks.

James Dickers, Chair	Kali Kuban	Christina Moon
Barbara Boozer	Thomas Class	Jone Snider
Jon Curtner	Jayne Cornwell	Kay Wasielewski

Ethics Commission. Hears and resolves complaints or allegations of a violation of the City of Granbury’s Code of Ethics brought before them by any person. The commission is responsible for recommending sanctions and penalties in cases where a violation of the Ethics Code is found to have occurred.

Vickie Lee, Chair	Romeo Bachand	Jean Cate
Steve Roberts	Rod Reyes	Julie Shores

Advisory Boards & Commissions

Continued

Capital Improvements Advisory Committee. Assists the City Council in adopting land use assumptions, monitors and evaluates the implementation of the capital improvements plan, and advises the City Council of the need to update or revise the land use assumptions, capital improvements plan, and impact fees.

Jerry Colborg
Norman Fott

Brian Blevins
Eddie Funderburk

Gary Goldston

Granbury Cultural Arts. The Commission is tasked with developing a Public Arts Policy and Master Plan to be adopted by the City Council and presenting a biannual "state of the arts" assessment to the Council.

Cora Werley, Chair
Stacey Martin

David Southern, Vice Chair
Shad Ramsey

Marla Caraway

GRANBLURY *Texas*

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Utility Rate Structure

Water Rate Structure

last updated October 1, 2021

	Inside	Outside
Residential Minimums		
All Residential Customers	18.46	28.38
Commercial Minimum per Meter Size:		
3/4" Meters	20.76	28.84
1" Meters	42.68	59.98
2" Meters	200.72	281.46
3" and 4" Meters	401.43	562.93
6" Meters	666.25	933.78
All Rate per 1,000 gallons:		
0-2,000 gallons	5.77	8.66
2,000- 10,000 gallons	7.79	11.67
10,001-20,000 gallons	8.95	13.42
over 20,000 gallons	9.23	13.85

Sewer Rate Structure

last updated October 1, 2021

	Inside	Outside
Minimums by Type		
Residential Charge	27.55	39.03
Commercial	41.90	51.08
Multi Unit	7.46	11.48
All Rate per 1,000 gallons	4.02	6.03

Utility Rate Structure

Electric Rate Structure

last updated October 1, 2017

	Inside	Outside
Minimums by Type		
Residential & Multi-Unit	13.75	25.00
Commercial	35.00	45.00
Large Commercial	72.00	85.00
Energy Charge per/kWh*	0.0459	0.0459
<p>*Power Cost Adjustment Factor- In addition to the appropriate base rates, each customer's monthly charge shall be increased by an amount equal to the total power cost incurred in providing service.</p>		

Sales Tax		
Residential	1.5%	N/A
Commercial	8.25%	6.25%

Garbage Rate Structure

last updated May 1, 2021

	Inside	Outside
Minimums by Type		
Residential	15.07	N/A
Commercial	varies*	N/A
All Customers- Sales Tax	8.25%	N/A

*rates will be set by type, amount and frequency of service.

5-Year Strategic Plans

As part of the budget process, five year strategic plans are forecasted out for each of the four major funds.

MAJOR ASSUMPTION HIGHLIGHTS

- * Revenues and expenses are evaluated at a line item level.
- * Growth forecasts are conservative and based on historical trends.
- * Known debt obligations and contractual expenses are projected out at actual amounts.
- * Each fund's strategic plan results in a balanced budget by limiting the amount projected to be invested in capital projects.
- * Ad valorem tax rate is forecasted to remain constant with property values increasing at conservative rates.
- * Utility rates are projected to increase in line with the Consumer Price Index.
- * Airport revenue is held constant pending the completion of the Airport Expansion project.
- * Tourism revenues are growing at conservative rates based on historical trends.
- * Supplies, Maintenance and Services line items are projected to increase with the Consumer Price Index.
- * Personnel expenses are projected to increase with an overall average of 3%.

General Fund

GENERAL FUND					
2021-2022 Proposed 5 Year Strategic Plan					
	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Ad Valorem Revenue					
Gross Taxable Value	1,874,238,610	1,911,723,000	1,949,957,000	1,988,956,000	2,028,735,000
Less: Frozen Value	(350,823,418)	(357,840,000)	(364,997,000)	(372,297,000)	(379,743,000)
Tax Base	1,523,415,192	1,553,883,000	1,584,960,000	1,616,659,000	1,648,992,000
Tax Rate	0.386965	0.386965	0.386965	0.386965	0.386965
Tax Levy	5,895,084	6,012,983	6,133,240	6,255,904	6,381,022
Collection Rate	99%	99%	99%	99%	99%
Ad Valorem Revenue	5,839,926	5,952,854	6,071,908	6,193,345	6,317,212
Add: Tax Ceiling Revenue	1,087,987	1,109,000	1,131,000	1,153,000	1,176,000
Less: I&S Expense	(3,963,803)	(3,828,129)	(3,836,535)	(3,416,922)	(3,461,291)
Ad Valorem Revenue for O&M	2,964,110	3,233,000	3,366,000	3,929,000	4,031,000
Operating Revenues					
Sales Tax	9,885,000	9,800,000	10,000,000	10,200,000	10,400,000
Other Taxes, Franchise Fees	2,396,100	2,455,000	2,513,000	2,573,000	2,635,000
Licenses & Permits	1,020,400	1,050,000	1,082,000	1,113,000	1,144,000
Municipal Court Revenue	189,100	189,000	195,000	201,000	207,000
Park Revenue	117,800	125,000	129,000	132,000	135,000
Interest Income	30,000	30,000	31,000	32,000	33,000
Other Revenue	150,900	153,000	155,000	157,000	160,000
Other Inter-Governmental Rev.	186,500	187,000	193,000	198,000	204,000
Internal Fund Transfers	1,683,000	1,698,000	1,715,000	1,732,000	1,749,000
Reserve Contribution	117,000	1,000,000	1,000,000	1,000,000	1,000,000
Operating Revenues	15,775,800	16,687,000	17,013,000	17,338,000	17,667,000
Total Revenue	18,739,910	19,920,000	20,379,000	21,267,000	21,698,000
Budgeted O&M Expenditures	(17,625,510)	(18,960,000)	(19,450,000)	(19,903,000)	(20,365,000)
Transfer to Tourism Fund	(580,000)	(634,000)	(649,000)	(663,000)	(671,000)
Total Operating Expenses	(18,205,510)	(19,594,000)	(20,099,000)	(20,566,000)	(21,036,000)
Required 1% Reserve	(187,400)	(200,000)	(204,000)	(213,000)	(217,000)
Capital	(347,000)	(126,000)	(76,000)	(488,000)	(445,000)
Total Capital Outlay	(347,000)	(126,000)	(76,000)	(488,000)	(445,000)
Budget Issue	-	-	-	-	-

Significant Assumptions:

- Ad Valorem Revenue projected to increase about 2%, Sales Tax projected at 3%, and most other revenues average increase at 3%.
- O&M expenses are budgeted to increase an average of 3%.
- General Fund’s 2020 CO will fund street improvements for FY2022, but starting in FY2023 the City is budgeting to use operating Fund Balance.
- FY 2025, the City has a significant decrease in I&S Expense due to 2013 GO Refunding Debt being paid off.

Utility Fund

UTILITY FUND					
2021-2022 Proposed 5 Year Strategic Plan					
	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Revenues					
Electric Revenue	10,858,000	10,913,000	10,969,000	11,025,000	11,082,000
Water Revenue	8,350,000	8,667,000	9,013,000	9,373,000	9,747,000
Sewer Revenue	3,675,000	3,785,000	3,898,000	4,015,000	4,136,000
Interest Income	25,000	100,000	100,000	100,000	100,000
Other Revenue	673,800	505,000	509,000	513,000	517,000
Other Inter-Governmental Rev.	-	-	-	-	-
Transfer In from Impact Fees	275,000	100,000	100,000	100,000	100,000
Total Revenues	23,856,800	24,070,000	24,589,000	25,126,000	25,682,000
Expenses					
Utility Administration	(495,643)	(495,000)	(507,000)	(519,000)	(532,000)
Meter Reading	(314,775)	(332,000)	(315,000)	(347,000)	(330,000)
Ground Water	(602,569)	(597,000)	(606,000)	(614,000)	(626,000)
Water Treatment	(2,574,439)	(2,635,000)	(2,696,000)	(2,758,000)	(2,823,000)
Electric Operations	(6,431,807)	(6,591,000)	(6,754,000)	(6,842,000)	(6,931,000)
Water Distribution	(775,109)	(794,000)	(812,000)	(831,000)	(851,000)
Wastewater Treatment	(1,619,676)	(2,011,000)	(2,194,000)	(2,295,000)	(2,362,000)
Wastewater Collection	(513,609)	(528,000)	(541,000)	(555,000)	(569,000)
Non-Departmental	(1,710,800)	(1,744,000)	(1,777,000)	(1,812,000)	(1,847,000)
Public Works	(705,861)	(723,000)	(741,000)	(759,000)	(778,000)
Budgeted O&M Expenses	(15,744,288)	(16,450,000)	(16,943,000)	(17,332,000)	(17,649,000)
Debt	(4,638,332)	(4,987,512)	(4,989,288)	(4,997,516)	(4,996,305)
Interfund Transfers	(1,636,000)	(1,651,000)	(1,666,000)	(1,682,000)	(1,697,000)
Total Operating Expenses	(22,018,620)	(23,088,512)	(23,598,288)	(24,011,516)	(24,342,305)
Required 1% Reserve	(236,180)	(241,488)	(246,712)	(252,484)	(257,695)
Capital					
Projected Capital Expenditures	(1,602,000)	(740,000)	(744,000)	(862,000)	(1,082,000)
Total Capital Outlay	(1,602,000)	(740,000)	(744,000)	(862,000)	(1,082,000)
Budget Issue	-	-	-	-	-

Significant Assumptions:

- Electric revenue estimated to increase an average of 0.5% each year due to only slight increases in consumption/connections. Water and Sewer revenue budgeted to increase 4% mainly due to new connections and future CPI rate adjustments.
- Large increase in Utility Fund debt in Fiscal Year 2022-2023 is due to payments on the new bond for the Wastewater Treatment Plant expansion.

Airport Fund

AIRPORT FUND					
2021-2022 Proposed 5 Year Strategic Plan					
	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Operational Revenues					
Interest Income	5,000	7,000	9,000	11,000	13,000
Sale of Aviation Fuel	394,000	426,000	447,000	451,000	456,000
Hangar Rent	324,000	331,000	338,000	345,000	352,000
Other Revenue	38,000	47,000	49,000	52,000	54,000
Other Inter-Governmental Rev.	50,000	50,000	50,000	50,000	50,000
Transfer from General Fund	-	-	-	-	-
Total Operating Revenues	811,000	861,000	893,000	909,000	925,000
Expenses					
Budgeted O&M Expenses	(764,000)	(812,000)	(843,000)	(857,000)	(872,000)
Transfer to General Fund	(47,000)	(49,000)	(50,000)	(52,000)	(53,000)
Total Operating Expenses	(811,000)	(861,000)	(893,000)	(909,000)	(925,000)
Capital					
Projected Capital Expenditures	-	-	-	-	-
Total Capital Outlay	-	-	-	-	-
Budget Issue	-	-	-	-	-

Significant Assumptions:

- The runway project is supposed to be finished in 2022, so fuel revenue is projected to go up 8% in FY 2023 and 5% in FY 2024.
- O&M Expenses are projected to decrease \$36,294 in Fiscal Year 2021-22 due to the final lease payments for the City-built T-Hangars.
- The Airport Fund's operations budget is balanced without a transfer from the General Fund, using only Airport revenues. Plus, airport operations continue to transfer to the General Fund for a portion of support services performed by the General Fund.

Tourism Fund

TOURISM FUND					
2021-2022 Proposed 5 Year Strategic Plan					
	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Operational Revenues					
Hotel Occupancy Tax	810,000	826,000	842,000	859,000	876,000
Conference Center Revenue	259,000	264,000	269,000	274,000	280,000
Langdon Center Revenue	17,000	17,000	17,000	17,000	17,000
Opera House Revenue	45,000	45,000	45,000	45,000	45,000
Other Revenue	15,000	15,000	15,000	15,000	15,000
Transfer from General Fund	540,000	595,000	611,000	625,000	633,000
Total Operating Revenues	1,686,000	1,762,000	1,799,000	1,835,000	1,866,000
Expenses					
Tourism	(914,539)	(919,000)	(943,000)	(966,000)	(984,000)
Conference Center	(683,661)	(773,000)	(786,000)	(799,000)	(812,000)
Langdon Center	(43,200)	(41,000)	(41,000)	(41,000)	(41,000)
Opera House	(27,600)	(29,000)	(29,000)	(29,000)	(29,000)
Total Operating Expenses	(1,669,000)	(1,762,000)	(1,799,000)	(1,835,000)	(1,866,000)
Capital					
Projected Capital Expenditures	(17,000)	-	-	-	-
Total Capital Outlay	(17,000)	-	-	-	-
Budget Issue	-	-	-	-	-

Significant Assumptions:

- Hotel Occupancy Tax is projected conservatively to increase only 2% each year.
- O&M Expenses at the Lake Granbury Conference Center are budgeted to increase an average of 2% annually as revenue increases by the same increment.
- No Operating Capital Expenditures are budgeted for the Tourism departments for the next 4 years after FY 2022. However, the 2020 CO Bond has funds designated for Tourism infrastructure.

Budget Glossary

The Annual Budget contains specialized and technical terminology that is unique to the public finance and budgeting. To help the reader of the Annual Budget document to better understand these terms, a budget glossary has been included in the 2015-16 Annual Operating Budget.

ACCOUNT - A term used to identify an individual asset, liability, expenditure control, revenue control, encumbrance control, or fund balance.

ACCOUNTING STANDARDS - The generally accepted accounting principles (GAAP) promulgated by the Governmental Accounting Standards Board (GASB), which guide the recording and reporting of financial information by state and local governments. The standards establish such guidelines as when transactions are recognized, the types and purposes of funds, and the content and organization of the annual financial report.

ACCOUNTING SYSTEM - Records and procedures which are used to classify, record, and report information on the financial status and operations of the entity.

ACCRUAL BASIS OF ACCOUNTING - A basis of accounting under which revenues are recorded when earned and expenditures are recorded as soon as they result in liabilities for benefits received, notwithstanding that the receipt of the revenue or the payment of the expenditure may take place, in whole or in part, in another accounting period.

ACTIVITY - A specific and distinguishable line of work performed by one or more organizational components of a governmental unit for the purpose of accomplishing a function for which the governmental unit is responsible. See also **FUNCTION**.

ADOPTED BUDGET - An annual spending plan that is adopted by the City Council.

AD VALOREM TAXES - Taxes levied on real property according to the property's valuation and the tax rate. See **PROPERTY TAXES**.

AIRPORT FUND - Fund used to account for the accumulation of resources for the municipal airport. All activities necessary to provide such services are accounted for in the fund.

AMENDED BUDGET - Includes the adopted budget for a fiscal year, plus any budget amendments or budget transfers.

APPRAISED VALUE (Assessed Valuation) - The value of real and/or personal property assigned by the assessor as a basis for the levying property taxes. (Property values are established by the Hood County Tax Appraisal District.)

APPROPRIATION - A legal authorization granted by the legislative body to make expenditures and to incur obligations for specific purposes.

ASSETS - Resources owned or held by the City, which have a monetary value.

AUTHORIZED POSITIONS - Employee positions which are authorized in the adopted budget, to be filled during the year.

AUDIT - A comprehensive review of the manner in which the City's resources were actually utilized. The main purpose of an audit is to issue an opinion over the presentation of financial statements and to test the controls over the safekeeping of assets while making any recommendations for improvement where necessary. The City's annual audit is conducted by an independent auditor.

AVAILABLE (ASSIGNED) FUND BALANCE - This refers to the funds remaining from the prior year that are not committed for other purposes and can be allocated in the upcoming budget year.

BALANCED BUDGET - A budget with total expenditures not exceeding total revenues and monies available in the fund balance within an individual fund.

BASE POINT - A unit of measurement used in the valuation of fixed income securities equal to 1/100 of 1% of yield, e.g., "1/4" of 1 percent is equal to 25 basis points.

BASE BUDGET - Cost of continuing the existing levels of service in the current budget year.

BOND - A way of borrowing money long term for capital projects. A long-term IOU or promise to pay a specified sum of money (the face amount of the bond) on a specific date(s) (the bond maturity date) at a specified interest rate. The most common types of bonds are general obligation (G.O.) and revenue bonds. These are most frequently used for construction of large capital projects, such as buildings and streets.

BONDED DEBT - That portion of indebtedness represented by outstanding bonds.

BOND ORDINANCE - An ordinance or resolution authorizing the sale of government bonds that specifies how revenues may be spent.

BOND REFINANCING - The pay-off and re-issuance of bonds, to obtain better interest rates and/or bond conditions.

BUDGET - A plan of financial operation embodying an estimate of proposed expenditures and the estimated means of financing them over a fixed time period, usually a year. The approved budget is authorized by ordinance and thus specifies the legal spending limits for the fiscal year.

BUDGET AMENDMENT - The budget may be formally amended after it has been approved.

BUDGET CALENDAR - The schedule of key dates which the City follows in the preparation and adoption of the budget.

BUDGET CONTROL - The control or management of the organization in accordance with and approved budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenues.

BUDGET DOCUMENT - The instrument used by the budget-making authority to present a comprehensive financial plan of operations to the City Council.

BUDGET MESSAGE - The opening section of the budget which provides the City Council and the public with a summary of the most important aspects of the budget, changes from previous years and views and recommendations of the City Manager.

BUDGET ORDINANCE - The official enactment, by the City Council, to legally authorize the City Staff to obligate and expend the resources of the City.

BUDGET YEAR - The fiscal year of the City which begins October 1 and ends September 30.

CAFR - see *Comprehensive Annual Financial Report*

CAPITAL ASSETS - Assets of a long-term character, which are intended to continue to be held or used. Examples of capital assets include items such as land, buildings, machinery, furniture and other equipment.

CAPITAL EXPENDITURES - Defined as the charges for the acquisition at the delivered price including transportation, costs of equipment, land, buildings, or improvements of land or buildings, fixtures, and other permanent improvements with a value in excess of \$5,000 and a useful life expectancy of greater than 1 year.

CAPITAL IMPROVEMENT PROGRAM (CIP) - A long-range plan for providing the capital outlays necessary to insure that adequate services are provided to the residents of the City. The plan includes improvements, or the acquisition of structural improvements, and major equipment purchases.

CAPITAL PROJECTS FUND - A fund created to account for financial resources to be used for the acquisition and/or the construction of major capital facilities or equipment.

CAPITALIZED INTEREST - A portion of the proceeds of a bond issue set aside, upon issuance of the bonds, to pay interest on the bonds for a specified period of time. Interest is commonly capitalized during the construction of a revenue-producing project.

CASH BASIS OF ACCOUNTING - The basis of accounting in which transactions are recorded when cash is either received or disbursed for goods and services.

CASH FLOW - A sufficient amount of cash on hand to cover disbursement or payments that are coming due. Part of the duties of the finance director is to ensure sufficient cash is on hand or available in short term investments to meet expected disbursements.

CASH MANAGEMENT - The proper management of the cash necessary to pay for government services while investing temporary, idle, excess cash in order to earn interest revenue.

CERTIFICATE OF DEPOSIT - A deposit with a financial institution for a specified period that earns a specified interest rate.

CERTIFICATES OF OBLIGATION (CO's) - Bonds that finance a variety of public improvement projects which can be backed by general revenues, backed by a specific revenue stream, or a combination of both. Certificates of obligation will be used to fund capital assets where bond issues are not warranted as a result of the cost of the asset(s) to be funded through the instrument. This type of bond generally does not require voter approval.

CHANGE ORDERS - A change in the design or specification of an already approved capital project that often creates a need for an increased expense.

CHART OF ACCOUNTS - A way of recording revenues and expenditures that includes all transactions and that fits the organizational structure. A chart of accounts assigns a unique number to each type of transaction and to each budgetary unit in the organization.

CIP - see *Capital Improvement Program*

COMPREHENSIVE ANNUAL FINANCIAL REPORT (CAFR) - This report summarizes financial data for the previous fiscal year in a standardized format.

CITY CHARTER - The document that establishes the City as an incorporated political subdivision (municipal government) in accordance with the statutes of the State of Texas.

CONTINGENCY - A budgetary reserve set aside for emergencies or unforeseen expenditures.

CURRENT TAXES - Taxes that are due within one year.

DEBT LIMIT - The maximum amount of debt which an issuer of municipal securities is permitted to incur under constitutional, statutory or charter provisions.

DEBT RATIO - Comparative statistics showing the relationship between the issuer's total debt service obligation and the net operating income.

DEBT SERVICE FUND - The fund used to account for accumulation of resources for, and the payment of, general long-term debt principal, interest and related costs other than debt serviced by Proprietary Fund Types. The revenue source is principally ad valorem taxes levied by the City.

DEFICIT - The excess of expenditures over revenues during an accounting period.

DELINQUENT TAXES - Real or personal property taxes that remain unpaid on or after February 1st of each year upon which penalties and interest are assessed.

DEPARTMENT - A major administrative organizational unit of the City, which indicates overall management responsibility of one or more activities.

DEPRECIATION - The process of estimating and recording the expired useful life of a fixed asset which is used to distribute its cost over its revenue producing years.

EFFECTIVE INTEREST RATE- When compared to the same property, the tax rate which produces the same effect in terms of the total amount of taxes as compared to the prior year.

ENCUMBRANCE - The commitment of appropriate funds to purchase an item or service. To encumber funds means to set aside or commit funds for specified future expenditure.

ENTERPRISE FUND - A fund established to finance and account for operations

- (1) that are financed and operated in a manner similar to private business enterprises- where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or
- (2) where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes.

EXPENDITURE - Funds spent in accordance with the budgeted appropriations on assets or goods and services obtained.

EXPENSES - A decrease in net total assets. Expenses represent the total cost of operations during a period regardless of the timing of related expenditures.

FIDUCIARY FUND - These funds account for resources that governments hold in trust for individuals or other governments.

FINANCIAL REPORT - see *Comprehensive Annual Financial Report*

FISCAL YEAR - A 12-month period to which the annual operating budget applies. (The City of Granbury has established October 1 through September 30 as its fiscal year.)

FIXED ASSETS - see *Capital Assets*

FRANCHISE FEE - A fee paid by public service businesses for the use of City streets, alleys and property in providing their services to the citizens of the City. Services requiring franchises include electricity, telephone, natural gas, cable television, sanitation, taxicab, water and wastewater.

FULL FAITH AND CREDIT - A pledge of the general taxing power of the City to repay debt obligations (the term typically used in reference to bonds.)

FULL TIME EQUIVALENT (FTE) - A part-time position converted to the decimal equivalent of a full-time position based on 2,080 hours per year, or full value of one full-time position.

FUNCTION - A group of related activities aimed at accomplishing a major service for which the City is responsible. For example, public safety is a function.

FUND - An accounting entity with a self-balancing set of accounts that record financial transactions for specific activities or government functions.

FUND BALANCE - The difference between a fund's assets and its liabilities. Portion of the fund balance may be reserved for various purposes such as contingencies or encumbrances at the end of the fiscal year.

FUNDING SOURCE - Identifies the source of revenue to fund both the operating and capital appropriations.

GAAP - see *Generally Accepted Accounting Principles*

GASB - see *Governmental Accounting Standard Board*

GASB STATEMENT 34 - This Statement establishes financial reporting standards for state and local governments, including states, cities, towns, villages, and special-purpose governments such as school districts and public utilities.

GENERAL FUND - The general operating fund of the City and accounts for the ordinary operations of the City that are financed from taxes and other general revenues. It is used to account for all financial resources except those required to be accounted for in another fund. Major functions financed by the General Fund include: Administration, Financial Services, Public Safety, Community Development, Public Works and Streets, and Parks and Recreation.

GENERAL LEDGER - A listing of various accounts, which are necessary to reflect the financial position of a fund.

GENERAL OBLIGATION (GO) BONDS - Bonds that finance a variety of public improvement projects, backed by the full faith, credit and taxing power of the City. Such bonds constitute debts of the issuer and normally require approval by election prior to issuance.

GENERALLY ACCEPTED ACCOUNTING PRINCIPLES (GAAP) - The uniform minimum standards and guidelines for financial accounting and reporting. The primary authoritative body on the application of GAAP to state and local governments is the Governmental Accounting Standards Board (GASB).

GFOA - see *Governmental Finance Officers Association*.

GOVERNMENTAL ACCOUNTING STANDARDS BOARD (GASB) - The authoritative accounting and financial reporting standard-setting body for governmental entities.

GOVERNMENTAL FINANCE OFFICER ASSOCIATION - Professional organization primarily of state and local government finance officers.

GOVERNMENTAL FUNDS - Funds that record the types of activities that are tax-supported and not designed to be self-supporting. Examples include General, Special Revenue, Debt Service, and Capital Projects funds.

GRANT - Contributions of assets by one government unit or other organization to another. Grants are usually to be used or expended for specific purposes.

HOME RULE - A limited grant of discretion from state governments to local governments, concerning either the organization of functions or the raising of revenue. Without home rule, local governments are restricted to whatever functions, organization, and revenue sources are specified by the state government, and are bound by whatever limits in revenue or borrowing that state requires.

HOOD COUNTY APPRAISAL DISTRICT - An entity established by the State of Texas to insure uniform property appraisals for all taxing entities in Hood County.

HOTEL OCCUPANCY TAX (HOT)- Hotel occupancy tax is imposed on the rental of a room or space in a hotel costing \$15 or more each day. The tax applies not only to hotels and motels, but also to bed and breakfasts, condominiums, apartments and houses. Local hotel taxes apply to sleeping rooms costing \$2 or more each day.

IMPACT FEES - Fees assessed to developers to help defray a portion of the costs that naturally result from increased development. By Texas law, these fees must be used for capital acquisition or debt service relating to capital projects.

INDIRECT COST - A cost necessary for the functioning of the organization as a whole, but which cannot be directly assigned to one service.

INFRASTRUCTURE - Roads, bridges, curbs and gutters, street, sidewalks, drainage systems, lighting systems, water lines, wastewater lines and other improvements that are installed for the common good.

INTEREST - Compensation for the use of borrowed money, generally expressed as an annual percentage of the principal amount.

INTEREST RATE - The annual percentage of principal payable for the use of borrowed money.

INTRAFUND TRANSFERS - The movement of money from one fund to another in a governmental unit for specific purposes: i.e., debt service, reimbursement for services.

INTERGOVERNMENTAL REVENUE - Funds received from federal, state and other local government sources in the form of grants, shared revenues and payments in lieu of taxes.

INVESTMENTS - Securities purchased and held for the production of income in the form of interest, dividends, rentals or base payments.

INVOICE - A bill requesting payment for goods or services by a vendor or other governmental unit.

ISSUANCE - Authorization, sale, and delivery of a new issue of municipal securities.

LETTER OF CREDIT (LOC) - An agreement, usually with a commercial bank, to honor demands for payment upon compliance with conditions established in the agreement.

LEVY - To impose taxes, special assessments, or service charges for the support of City activities.

LIABILITIES - Debt or other legal obligations arising out of transactions in the past which must be liquidated, renewed or refunded at some future date. This term does not include encumbrances.

LINE-ITEM BUDGET - A budget prepared along departmental lines that focus on what is to be bought.

LIQUIDITY - Usually refers to the ability to convert assets (such as investments) into cash.

LONG-TERM DEBT - Debt with a maturity of more than one year after the date of issuance.

MAJOR FUND - Funds whose revenues, expenditures, assets, or liabilities are at least 10 percent of corresponding total for all governmental and enterprise funds and at least 5 percent of the aggregate amount for all governmental and enterprise funds.

MARKET VALUE - Valuing the inventory of held securities at its current market value, as opposed to book value.

MODIFIED ACCRUAL ACCOUNTING - A basis of accounting in which expenditures are accrued, but revenues are accounted for on a cash basis. This accounting technique is combination of cash and accrual accounting since expenditures are immediately incurred as a liability, while revenues are not recorded until they are actually received.

NET ASSETS - In the proprietary and fiduciary funds this is the difference between assets and liabilities.

OBJECT OF EXPENDITURE - An expenditure classification, referring to the lowest and most detailed level of classification, such as electricity, office supplies, asphalt, and furniture.

OBJECTIVE - Desired output oriented accomplishments, which can be measured and achieved within a given time frame.

ORGANIZATIONAL CHART - A graphic presentation, by function of programs and services provided to clients in the Capital Program.

OPERATING BUDGET - Operating budgets serve many purposes within a governmental entity, but they have two primary purposes:

- (1) to plan the services that are going to be offered during the coming year and set priorities;
- (2) to conform with legal requirements to ensure that expenditures do not exceed those appropriated. Operating budgets are also called Annual Budgets. See **BUDGET**.

ORDINANCE - A formal legislative enactment by the governing board of a municipality.

PAY-AS-YOU-GO BASIS - A term used to describe a financial policy by which capital outlays are financed from current revenues rather than through borrowing.

PAY-AS-YOU-USE - Incurring debt to pay for capital outlays rather than paying out of current revenues.

PER CAPITA DEBT - The amount of an issuer's debt divided by population, which is used as an indication of the issuer's credit position by reference to the proportionate debt borne per resident.

PERFORMANCE MEASURE - Data collected to determine how effective or efficient a program is in achieving its objectives.

PERMANENT FUNDS - A category of governmental funds, established by GASBS 34, used to report on funds whose outflow is legally restricted to the earnings, not principal, from the fund for purposes that benefit the government or its citizens.

PERSONNEL COSTS - Costs related to compensating employees including salaries, wages, insurance, payroll taxes and retirement contributions.

PROPERTY TAX - Ad valorem tax levied on both real and personal property according to the property's valuation and the tax rate.

PROPRIETARY FUNDS - Funds that record activities for which user fees are charged and the intent of the governing body is to recover the costs of the activity. Examples include the Utility and Airport funds.

PUBLIC HEARINGS - Meetings that provide citizens an opportunity to voice their views on the merits of the City's proposals and services.

PURCHASE ORDERS - An agreement drawn up to buy goods and services from a specific vendor with a promise to pay when delivered.

RATING - The credit worthiness of a city as evaluated by independent agencies.

REAL ESTATE TAXES - The revenues from current taxes, delinquent taxes, penalties, and interest on delinquent taxes. These taxes are levied on real property according to the property's assessed value and tax rate.

REAL PROPERTY - Property classified by the State Property Tax Board including residential single and multi-family, vacant lots, acreage, farm and ranch improvements, commercial and industrial, and oil, gas and other mineral reserves.

REFUNDING BONDS - Bonds issued to retire bonds already outstanding. The refunding bonds may be sold for cash and outstanding bonds redeemed in cash, or the refunding bonds may be exchanged with holders of outstanding bonds.

REPLACEMENT COST - The cost as of certain date of a property which can render similar service (but which need not be of the same structural form) as the property to be replaced.

REQUEST FOR BID (RFB) - A formal document used to invite vendors to submit pricing in response to a clearly defined set of requirements.

REQUEST FOR PROPOSAL (RFP) - An official request for proposals to be submitted to the County to perform specified services.

RESERVES - An account used to indicate that a portion of a fund balance is legally restricted for a specific purpose and is, therefore, not available for general appropriation.

RESOLUTION - A special or temporary order of the City; an order of the City requiring less legal formality than an ordinance.

RETAINED EARNINGS - The equity account reflecting the accumulated earnings of the Proprietary Funds.

REVENUE - Funds that the government receives as income. It includes such items as tax payments, fees from specific services, receipts from other governments, fines, forfeitures, shared revenues and interest income.

REVENUE BONDS - Legal debt instruments which finance public projects for such services as water or sewer. Bonds whose principal and interest are payable exclusively from a revenue enterprise or project, pledged as the funding source before issuance.

SERVICES - Operational expenses related to professional or technical services and other outside organizations.

SPECIAL ASSESMENT - Charges imposed against property because that property receives a special benefit by virtue of some public improvement, separate and apart from the general benefit accruing to the public at large.

SPECIAL REVENUE FUND - Funds used to account for the accumulation and distribution of specific resources that are legally restricted to expenditure for specified purposes. The Tourism Fund accounts for the tax revenues received from local hotels and bed and breakfasts and for expenditures made within guidelines of the Texas Hotel Occupancy Tax Act.

SUPERVISORY CONTROL AND DATA ACQUISITION (SCADA) - Electronic monitoring of water pump stations, sewer lift stations and pumps and motors at wastewater treatment plant.

SURFACE AREA WATER TREATMENT SYSTEM (SWATS) - Water treatment plant owned by Brazos River Authority (BRA) that, by contract, produces potable water for the City of Granbury. The City of Granbury is a participant in receiving treated water from this plant along with Johnson County Special Utility District, Johnson County Fresh Water Supply District, City of Keene and Acton Municipal Utility District.

SURPLUS - The excess of the assets of a fund over its liabilities; or if the fund has other resources and obligations; the excess of resources over the obligations. The term should not be used without a properly descriptive adjective unless its meaning is apparent from the context. See also Fund Balance.

TAX BASE - The total value of all real, personal and mineral property in the City as of January 1st of each year, as certified by the Hood County Appraisal District. The tax base represents net value after all exemptions.

TAX EXPENDITURES - Abatements, partial of full exemptions, tax credits, deductions or other foregone tax revenues.

TAX LEVY - The total amount to be raised by general property taxes for purposes specified in the Tax Levy Ordinance.

TAX LEVY ORDINANCE - An ordinance by means of which taxes are levied.

TAX RATE - The amount of tax stated in terms of a unit of the tax base; for example, 44 cents per \$100 of assessed valuation of taxable property.

TAX ROLL - The official list showing the amount of taxes levied against each taxpayer or property.

TRANSFERS IN/OUT - Amounts transferred from one fund to another to assist in financing the services or programs for the recipient fund.

TRUST FUNDS - A fund set up to receive money that the city holds on behalf of other governments (taxes collected for another government) or persons. The governmental unit is holding money that does not belong to it, and over which it exercises minimal if any discretion.

USER CHARGES - The payment of a fee for a direct receipt of a public service by the party benefiting from the service.

UNENCUMBERED FUND BALANCE - For budget purposes, the unencumbered fund balance is the amount of unassigned fund balance of a fund available for allocation.

UNRESERVED FUND BALANCE - The portion of a fund's balance that is not restricted for a specific purpose and is available for general appropriation.

UTILITY FUND - This fund accounts for water, sewer and electric services for the residents of the City. All activities necessary to provide such services are accounted for in the fund, including administration, operation, and maintenance, financing and related debt service, and billing and collection.

WORKING CAPITAL - For enterprise funds, the excess of current assets over current liabilities. Working capital of a fund is important because budgeted expenditures of the fund must be provided for from cash receipts during the year supplemented by working capital carried over from prior years, if any.

Budget Acronyms

The Annual Budget contains specialized and technical acronyms that may be unique to the City of Granbury. To help the reader of the document to better understand these acronyms, a list has been included with the Annual Budget.

BRA - Brazos River Authority

CO - Certificates of Obligation

CVB - Convention and Visitors Bureau

DRC - Development Review Committee

FBO - Fixed Base Operator

GA - General Aviation

GHP - Granbury Historic Properties

GISD - Granbury Independent School District

GO - General Obligation

HOT - Hotel Occupancy Tax

I&S - Interest & Sinking

NCTCOG - North Central Texas Council of Governments

SSO - Sanitary Sewer Overflow

TAFE - Texas Association of Fairs & Events

TCEQ - Texas Commission on Environmental Quality

TxDOT - Texas Department of Transportation

URB - Utility Revenue Bond

ORDINANCE NO. 21-59

AN ORDINANCE APPROVING THE ANNUAL BUDGET OF THE CITY OF GRANBURY, TEXAS FOR FISCAL YEAR 2021-2022; PROVIDING FOR POSTING AND FILING OF BUDGET; PROVIDING A SEVERABILITY CLAUSE; AND PROVIDING AN EFFECTIVE DATE.

WHEREAS, it is the responsibility of the City Council under the Laws of the State of Texas and the City Charter to approve a fiscal budget for the operation of City Government in providing services and community development; and

WHEREAS, a public hearing for citizen participation was held on September 7, 2021 for consideration of the proposed budget for Fiscal Year 2021-2022; and

WHEREAS, all statutory and constitutional requirements concerning the adoption of the annual budget have been complied with.

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF GRANBURY, TEXAS:

SECTION 1.

That the proposed annual budget for the fiscal year 2021-2022 of the City of Granbury, Texas, commencing on the 1st day of October 2021, and ending on the 30th day of September 2022, heretofore prepared and submitted to the City Council by the City Manager, and attached hereto for all purposes, be approved and adopted. Copies of said budget shall be kept on file in the office of the City Secretary.

SECTION 2.

It is hereby declared to be the intention of the City Council that the phrases, clauses, sentences, paragraphs, or sections of this ordinance are severable, and if any provision in this Ordinance shall be declared unconstitutional by the valid judgment or decree of any court of competent jurisdiction, such unconstitutionality shall not affect any of the remaining phrases, clauses, sentences, paragraphs, or sections of this ordinance, since the same would have been enacted by the City Council without the incorporation in this ordinance of any such unconstitutional provision.

SECTION 3.

A copy of the budget, including the cover page, shall be posted on the City's website, along with the record vote of each member of the City Council, as required by law. In addition, the City Manager is hereby directed to file or cause to be filed a true and correct copy of this Ordinance along with the approved budget attached hereto, and any amendments thereto, in the office of the County Clerk of Hood County, Texas, as required by law.

SECTION 4.

All Ordinances or parts of Ordinances in conflict herewith are repealed to the extent of conflict only.

SECTION 5.

This Ordinance shall be in full force and effect from and after the date of its passage and publication as required by law, and it is so ordained.

PASSED AND APPROVED on this 7th day of September 2021.


JIM JARRATT, MA' 9-7-21

ATTEST:


CARLA WALKER, CITY SECRETARY



APPROVED AS TO FORM AND LEGALITY:


JEREMY SORELLE, CITY ATTORNEY

ORDINANCE NO. 21-60

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF GRANBURY, TEXAS, LEVYING TAXES FOR THE TAX YEAR 2021-2022; ENACTING PROVISIONS INCIDENT AND RELATING TO THE SUBJECT AND PURPOSE OF THIS ORDINANCE; PROVIDING A SEVERABILITY CLAUSE; REPEALING CONFLICTING ORDINANCES; AND PROVIDING AN EFFECTIVE DATE.

WHEREAS, the City council has approved, by separate ordinance adopted on September 7, 2021, an annual budget for the fiscal year beginning October 1, 2021 and ending September 30, 2022 (tax year 2021-2022); and

WHEREAS, the City Council finds that as ad valorem tax must be levied to provide the revenue requirements of the Budget for the tax year 2021-2022; and

WHEREAS, all statutory and constitutional requirements concerning the levying and assessing of ad valorem taxes have been complied with.

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF GRANBURY, TEXAS:

SECTION 1.

The City of Granbury, Texas does hereby levy and adopt a tax rate for tax year 2021-2022 and for each year thereafter until otherwise ordained as follows:

\$0.165563	for the purposes of maintenance and operation
<u>\$0.221402</u>	for the payment of principal and interest on debt of this City
\$0.386965	Total Tax Rate

The above tax rate shall be assessed and collected on each One Hundred Dollars (\$100.00) of assessed value of all taxable property, real, personal, and mixed, situated within the corporate limits of the City of Granbury on January 1, 2021 and not exempt from taxation by the Constitution and statues of the State of Texas.

SECTION 2.

THIS TAX RATE WILL RAISE MORE TAXES FOR MAINTENANCE AND OPERATIONS THAN LAST YEAR'S TAX RATE.

SECTION 3.

That the tax so levied and assessed shall be apportioned to the accounts and funds in the amount as set forth above and in the Annual Budget of the City adopted for the Fiscal Year commencing October 1, 2021.

SECTION 4.

Ad Valorem taxes levied by this Ordinance shall be due and payable on October 1, 2021 and shall become delinquent on the first day of February 2022. Payment of such tax is due in one full installment. Taxes shall be payable at the Hood Central Appraisal District. There shall be no discount for taxes paid prior to January 31, 2022.

SECTION 5.

If the tax is unpaid after January 31, 2022, such tax will become delinquent and penalty and interest will attach and accrue as provided by Texas Tax Code, Section 33.01.

SECTION 6.

As provided by Texas Tax Code, Section 33.07, in the event the taxes become delinquent and remain delinquent on July 1, 2022 and in the event, such delinquent taxes are referred to an attorney for collection, an additional penalty in the amount of compensation to be paid in connection with the collection of the delinquent taxes as specified in the contract with the attorney shall be added as collection costs to be paid by the taxpayer.

SECTION 7.

The Hood Central Appraisal District is hereby authorized to collect the taxes levied under this Ordinance. The City and Hood County shall have available all rights and remedies provided by law for the enforcement of the collection of taxes levied under this Ordinance.

SECTION 8.

It is hereby declared to be the intention of the City Council that the phrases, clauses, sentences, paragraphs, or sections of this ordinance are severable, and if any section, provision, subsection, paragraph, sentence, clause, phrase, or word in this Ordinance shall be declared unconstitutional by the valid judgment or decree of any court of competent jurisdiction, such unconstitutionality shall not affect any of the remaining phrases, clauses, sentences, paragraphs, or sections of this ordinance, since the same would have been enacted by the City Council without the incorporation in this ordinance of any such unconstitutional phrase, clause, sentence, paragraph, or section.

SECTION 9.

All Ordinances or parts of Ordinances in conflict herewith are repealed to the extent of conflict only.

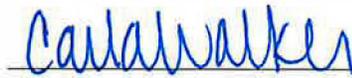
SECTION 10.

This Ordinance shall be in full force and effect from and after the date of its passage and publication as required by law, and it is so ordained.

PASSED AND APPROVED on this 7th day of September 2021.

 9-7-21
JIM JARRATT, MAYOR

ATTEST:


CARLA WALKER, CITY SECRETARY

APPROVED AS TO FORM AND LEGALITY:


JEREMY SORELLE, CITY ATTORNEY

