



THE TOWN OF

ESTLAKE



ADOPTED OPERATING BUDGET

Fiscal Year 2016-2017



Forging Westlake

MANAGING THE IMPACT OF GROWTH

THE TOWN OF WESTLAKE * 1301 SOLANA BLVD, SUITE 4202 * WESTLAKE, TEXAS 76262 * WWW.WESTLAKE-TX.ORG



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TOWN OF WESTLAKE

FISCAL YEAR 2016-2017

ANNUAL BUDGET

This budget will raise more revenue from property taxes than last year's budget by an amount of \$68,866, which is a 4.84 percent increase from last year's budget. The property tax revenue to be raised from new property added to the tax roll this year is \$77,048.

TOWN COUNCIL RECORD VOTE

The members of the governing body voted on the proposal to consider the budget as follows:

FOR: Michael Barrett
Alesa Belvedere
Carol Langdon
Rick Rennhack
Wayne Stoltenberg

AGAINST: None

PRESENT but abstained from Voting: None

ABSENT: None

PROPERTY TAX RATE COMPARISON

Tax Rate	Adopted FY 16/17	Current FY 15/16
Property Tax Rate	\$0.13695/100	\$0.15634/100
Effective Tax Rate	\$0.13695/100	\$0.15677/100
Effective Maintenance & Operations Tax Rate	\$0.13724/100	\$0.14586/100
Rollback Tax Rate	\$0.16467/100	\$0.18510/100
Debt Rate	\$0.00813/100	\$0.01687/100

MUNICIPAL DEBT OBLIGATIONS

The total amount of outstanding municipal debt obligations (including principal and interest) secured by property taxes is \$88,633.

G.F.O.A. DISTINGUISHED BUDGET AWARD



The Government Finance Officers Association of the United States and Canada (GFOA) has presented a Distinguished Budget Presentation Award to the Town of Westlake for its annual budget for the fiscal year beginning October 1, 2015.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communication 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.

G.F.O.A. DISTINGUISHED BUDGET AWARD

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the Town of Westlake for its annual budget for the fiscal year beginning **October 1, 2015**. The Town has received this award annually since October 1 2007. To receive this award, the Town must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

POLICY DOCUMENT

SCORE 81.7% - This criterion involves including a Town-wide statement of budget policies, goals and objectives for the year, and an explanation of the budgeting process to the reader, describing the short-term and operational policies that guide the development of the budget. The criterion also relates to the longer -term Town-wide policies that are expected to continue in effect for a number of years. The budget award criterion also requires the inclusion of a budget message and/or transmittal letter by the Town Manager. * * *

FINANCIAL PLAN

SCORE 80.00% - This criterion involves including an explanation of the financial structure and operations of the Town, and the Town's major revenue sources and fund structure. The budget should contain an all - inclusive financial plan for all funds and resources of the Town, including projections of financial condition at the end of the fiscal year, projections of current year financial activity, and provide a basis for historical comparisons. The budget should also present a consolidated picture of all operations and financing activities in a condensed format and an explanation of the budgetary accounting basis, whether prepared on a generally accepted accounting principles (GAAP) basis, cash basis, modified accrual basis, or any other acceptable method. * * *

COMMUNICATIONS DEVICE

SCORE 86.1% - This criterion relates to having the budget document available for public inspection; providing summary information suitable for use by interested citizens and/or the media; avoiding the use of complex technical language and terminology; explaining the basic units of the budget, including funds, departments or activities; and disclosing sources of revenues and explanations of revenue estimates and assumptions. The intent is to enhance the communication aspects of the budget document, so that information in the budget can be communicated to a reader with a non-financial background. This award is valid for a period of one year only. We believe our current budget document continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award. * * *

OPERATIONS GUIDE

SCORE 87.50% - This criterion involves including information in the document explaining the relationship between organizational units (departments) and programs; including an organization chart, a description of the departmental organizational structure and staffing levels, and historical comparisons of staffing levels; explaining how capital spending decisions will affect operations; providing objectives and performance measures; and describing the general directions given to department heads through the use of goals and objectives, reorganizations, statement of functions, or other methods. * * *



Transparency Stars

The Texas Comptroller of Public Accounts
Awards the **Town of Westlake** the
Traditional Finances Star

For exemplary efforts in creating financial transparency around public services and spending decisions. The transparency Stars Program recognizes local governments across Texas that are striving to meet a high standard for financial transparency online. These efforts provide citizens with clear, consistent information about public spending in user friendly formats.



May 12, 2016

TEXAS COMPTROLLER'S TRANSPARENCY STARS AWARD

Opening financial books to the public, providing clear and consistent pictures of spending, and sharing information for taxpayers in a user-friendly format are some of the reasons the **Town of Westlake was one of the first four cities to recently earn the prestigious 2016 Texas Comptroller's Transparency Star for Traditional Finances!**

The Town of Westlake strives to place an emphasis on transparency. It is our commitment that the Town of Westlake's financial information is readily accessible and available for our citizens.

The Texas Comptroller of Public Accounts in 2016 launched the Transparency Stars program, recognizing local governments for going above and beyond in their transparency efforts.

The program recognizes government entities that accomplish the following:

- Opening their books not only in their traditional finances, but also in the areas of contracts and procurement, economic development, public pensions and debt obligations.
- Providing clear and meaningful financial information not only by posting financial documents, but also through summaries, visualizations, downloadable data and other relevant information.

Town's Traditional Finances for Transparency

- Finance Summary
- Revenues and Expenditures per Capita
- Property Tax Rates
- Annual Operating Budgets for the last five fiscal years.
- Comprehensive Annual Financial Reports for the last five fiscal years.
- Popular Annual Financial Reports for the last three fiscal years.
- Capital Improvement Plans
- Quarterly Financial Reports
- Raw format budget for the current fiscal year.
- Check Registers for the last three fiscal years.
- Contact information for Town Staff
- Contact Information for Town Council
- Open Records Request Application and instructions

Congratulations to Jaymi Ford; Finance Supervisor and Melinda Brown; Accounting Technician II for preparing this award-winning website for the Town of Westlake!

VISION STATEMENT & POINTS



An oasis of natural beauty that maintains our open spaces in balance with distinctive developments, trails, and quality of life amenities amidst an ever expanding urban landscape.

WE ARE LEADERS

A premiere place to live, leadership in Public education, corporate and Governmental partnerships, and high development standards.

A SENSE OF PLACE

Distinctive neighborhoods, architecturally vibrant corporate campuses, grazing longhorns, soaring red-tailed hawks, meandering roads and trails, lined with natural stone and native oaks.

A CARING COMMUNITY

Informed residents, small town charm and values, historical preservation.



SERVICE EXCELLENCE

Public service that is responsive and professional, while balancing efficiency, effectiveness and financial stewardship.

EXEMPLARY GOVERNANCE

Town officials, both elected and appointed, exhibit respect, stewardship, vision, and transparency.

VALUE STATEMENTS

Transparent / Integrity-driven Government



Fiscal Responsibility



Family Friendly & Welcoming



Educational Leaders



Sense of Community



Innovation



Strong Aesthetic Standards



Informed & Engaged Citizens



Preservation of our Natural Beauty



Planned / Responsible Development



MISSION STATEMENT

Westlake is a unique community blending preservation of our natural environment and viewsapes, while serving our residents and businesses with superior municipal and academic services that are accessible, efficient, cost-effective, and transparent.



MISSION TAG LINE

*One-of-a-kind community; natural oasis –
providing an exceptional level of service.*

WESTLAKE ELECTED COUNCIL MEMBERS

Laura Wheat
Mayor

lwheat@westlake-tx.org



Carol Langdon
Mayor Pro-Tem

clangdon@westlake-tx.org



Michael Barrett
Council Member

mbarrett@westlake-tx.org



Alesa Belvedere
Council Member

abelvedere@westlake-tx.org



Rick Rennhack
Council Member

rrennhack@westlake-tx.org



Wayne Stoltenberg
Council Member

wstoltenberg@westlake-tx.org



WESTLAKE BOARDS & COMMISSIONS

Westlake Historical Preservation Society



Westlake Academy Foundation



Planning & Zoning Commission



Texas Student Housing Authority



4B Economic Development Board



Arbor Day Advisory Committee



Public Arts Committee



WESTLAKE ADMINISTRATIVE PERSONNEL

TOWN MANAGER'S OFFICE

Tom Brymer	Town Manager	tbrymer@westlake-tx.org	817-490-5720
Amanda DeGan	Asst. Town Manager	adegan@westlake-tx.org	817-490-5715

TOWN SECRETARY'S OFFICE

Kelly Edwards	Town Secretary	kedwards@westlake-tx.org	817-490-5710
Tanya Morris	Assistant	tmorris@westlake-tx.org	817-490-5741

FINANCE DEPARTMENT

Debbie Piper	Director	dpiper@westlake-tx.org	817-490-5712
Jaymi Ford	Supervisor	jford@westlake-tx.org	817-490-5721
Marlene Rutledge	Acctg Technician II	mrutledge@westlake-tx.org	817-490-5737
Melinda Brown	Acctg Technician II	mbrown@westlake-tx.org	817-490-5728

MUNICIPAL COURT

Sharon Wilson	Administrator	swilson@westlake-tx.org	817-490-5746
Troy Crow	Marshal	tcrow@westlake-tx.org	817-490-5716
Martha Solis	Deputy Clerk	msolis@westlake-tx.org	817-490-5748
Christine Ellis	Court Clerk	cellis@westlake-tx.org	817-490-5747
Vickie Brown	Court Clerk	vbrown@westlake-tx.org	817-490-5724

COMMUNICATIONS AND COMMUNITY AFFAIRS

Ginger Awtry	Director	gawtry@westlake-tx.org	817-490-5710
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HUMAN RESOURCES AND ADMINISTRATIVE SERVICES

Todd Wood	Director	twood@westlake-tx.org	817-490-5711
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PARKS & RECREATION AND FACILITIES MAINTENANCE

Troy Meyer	Director	tmeyer@westlake-tx.org	817-490-5735
Kerry Wade	Assistant	kwade@westlake-tx.org	817-490-5768

PLANNING AND DEVELOPMENT

Ron Ruthven	Director	ruthven@westlake-tx.org	817-490-5739
Joel Enders	Coordinator	jender@westlake-tx.org	817-490-5738
Nick Ford	Intern	nford@westlake-tx.org	817-490-5742

PUBLIC WORKS

Jarrod Greenwood	Director	jgreenwood@westlake-tx.org	817-490-5720
Paul Andreason	Technician	pandreason@westlake-tx.org	817-490-5731
Sherry Lewis	Coordinator	slewis@westlake-tx.org	817-490-5732

EMERGENCY SERVICES

Richard Whitten	Fire Chief	rwhitten@westlake-tx.org	817-490-5785
John Ard	Fire Marshal	jard@westlake-tx.org	817-490-5783

INFORMATION TECHNOLOGY

Jason Power	Director	jpower@westlakeacademy.org	817-490-5750
Ray Workman	Technician	rworkman@westlakeacademy.org	817-490-5751
Mitch Wells	Technician	mwells@westlakeacademy.org	817-490-5752

BUDGET GUIDE & TABLE OF CONTENTS

The Town of Westlake * 1301 Solana Blvd, Building 4, Suite #4202 * Westlake, Texas 76262

1. EXECUTIVE SECTION

- **01 Transmittal Letter** - This section is written to the Town Council by the Town Manager and provides a high-level preview of the Town's budget. It contains information including the Ad Valorem Tax rate, fund summaries as well as short term and long term trends. The letter helps tie together the core elements which make up the budget and illustrates how those elements further the Town's goals found within the strategic management system.
- **17 Strategic Plan** - The Town has adopted a Strategic Management System (SMS) which drives the way the Town conducts its business. The department directors contribute to the SMS by developing a corporate business plan and aligning their yearly budget proposals to that plan.
- **25 Community Profile** - This section includes statistical and supplemental data that describes the Town of Westlake and it's community. It furnishes a valuable perspective when reviewing budget issues and making decisions related to allocation of government resources. The goal is to provide a context for understanding the decisions incorporated into the budget document.

2. FINANCIAL ANALYSIS

- **49 Budget 101 Overview** - This section explains the meaning behind the numbers which are presented in this budget document. It gives perspective to the Town's budgeting process, basis of budgeting and accounting, how the budget is amended and the fund accounting system.
- **79 Financial Summaries and Analysis** - This section gives an analysis between the current year and prior year budget, as well as the variance explanations. Several different tables are presented of all fund revenues, expenditures and fund balance amounts.

- **85 Ad Valorem Property Tax Analysis** – A property tax is an ad valorem tax that an owner of real estate or property pays on the value of the property being taxed.
- **89 Personnel and Organization** - Since salaries make up the greatest portion of the expenditure budget, it is logical to apply forecasting techniques that can provide a true picture of where payroll dollars are headed.
- **101 Long Term Planning** - The Long-Range Financial Forecast takes a forward look at the Town's revenues and expenditures. Its purpose is to identify financial trends, shortfalls, and issues so the Town can proactively address them.

3. GENERAL FUND

- **117 General Fund** -The Town's principal operating fund, which is supported by taxes, fees, and other revenues that may be used for any lawful purpose. The fund of the Town that accounts for all activity not specifically accounted for in other funds. It includes such operations as police, fire, planning, finance and administration.

4. ENTERPRISE FUNDS

- **211 Enterprise Funds** - GAAP requires state and local governments to use enterprise fund types to account for "business-type activities". These activities include services primarily funded through user charges. Water and sewer utilities are common examples of government enterprises.
- **215 Utility Fund** - The Utility Fund is an enterprise or business fund. This means that the direct beneficiaries of the "business" pay for all costs through fees or rates. Water, sewer service, and garbage service revenues generated through our rates, as well as the expenses for providing these services are accounted for in the Utility Fund. As with the General Fund, prudent financial management and bond requirements make it necessary to have healthy reserves.

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- **221 Cemetery Fund** - The Cemetery fund includes all operations associated with the 5.5 acre cemetery located on J.T. Ottinger Road. This includes interment, lot sales, record keeping, and all maintenance associated with the grounds, fences, trees and flower beds. The cemetery was donated and conveyed by deed to the Town during FY2008-09.

5. INTERNAL SERVICE FUNDS

- **225 Internal Service Funds** - Internal service funds are used for operations serving other funds or departments within a government on a cost-reimbursement basis.
- **229 Utility Major Maintenance** - The Utility Maintenance & Replacement Fund (UMR) was created to provide a mechanism for repair and replacement of capital assets such as pump stations, lift stations, elevated and ground storage facilities, etc.
- **233 General Major Maintenance** - The General Maintenance & Replacement Fund (GMR) was created to provide a mechanism for the long-term repair and replacement of large capital assets such as HVAC, walls, floors and ceilings, plumbing, electric, roadways, etc.
- **237 Vehicle Major Maintenance** - The Vehicle Maintenance & Replacement Fund (VMR) was created to provide a mechanism for the long-term repair and replacement of Town vehicles.

6. SPECIAL REVENUE FUNDS

- **241 Special Revenue Funds** - This section provides a detailed spending plan for funds which account for proceeds of specific revenue sources that are legally restricted for certain purposes.
- **245 Visitors Association Fund** - The Visitors Association Fund was established in late FY 1999-2000 and collects a 7% hotel occupancy tax from the Marriott Solana, Deloitte University and any future Westlake hotels.

- **249 4B Economic Development** - The 4B Economic Development Fund collects a ½ cent sales tax to be allocated to qualified development projects. The 4B Fund has been committed to the repayment of the debt incurred for the Town's Civic Campus project.
- **253 Economic Development** - The Economic Development Fund was set up to maintain all receipts and disbursement of funds pertaining to agreements between the Town and various corporations for economic development.
- **257 Public Improvement District Fund (Local)** - accounts for monies received from bond proceeds, inspection fees and payments related to the Solana Public Improvement District.
- **261 Lone Star Public Facilities** - This fund was set up initially with donations from several involved corporations that were going to benefit from tax-exempt bonds.

7. DEBT SERVICE FUNDS

- **265 Debt Service Funds** - This section provides a summary of the annual principal and interest payments for all outstanding bonded debt and capital leases. The Town issues general obligation bonds and certificates of obligation to provide for the acquisition and construction of major capital facilities and infrastructure.
- **275 Debt Service Fund 300** - This fund tracks the infrastructure and building projects funded with dedicated, self-supporting revenue streams such as sales tax revenues.
- **281 Debt Service Fund 301** - This fund tracks the infrastructure and building projects funded with Property Taxes.

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8. WESTLAKE ACADEMY FUND

- **285 Westlake Academy** - This fund was incorporated into the Town's budget beginning in FY 2010-11. Westlake Academy opened its doors in September 2003 when the Town of Westlake officials took advantage of the State of Texas' acceptance of chartered schools and thus, became the first and only municipality in the state to receive a chartered school designation.

9. CAPITAL PROJECT FUNDS

- **299 Capital Projects** - The Capital Projects funds are used to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary fund types).
- **303 Capital Project Fund** - This fund tracks the infrastructure and building projects funded with general fund operating transfers, bond funds, intergovernmental revenue and other special fund sources. Capital projects are those projects over \$25,000 that may extend over one fiscal year to complete.
- **309 Westlake Academy Expansion** - The Westlake Academy Expansion Fund tracks and accumulates resources intended to finance future Academy expansion.

10. CAPITAL IMPROVEMENT PLAN

- **313 Capital Improvements Program** - (CIP) is for the purchase, construction or replacement of the physical assets of the Town. This section includes a listing of projects for the current year as well as projects that are planned for implementation over a five-year period. Town staff plans for a five-year period, but has also identified several projects that cannot be addressed given funding limitations.

11. MUNICIPAL POLICIES

- **355 Fiscal and Budgetary Policies**
The overall intent of the following Fiscal and Budgetary Policy Statements is to enable the Town to achieve a long-term stable and positive financial condition. The watchwords of the Town's financial management include integrity, prudence, stewardship, planning, accountability, and full disclosure.
- **369 Investment Policy**
It is the policy of the Town of Westlake that the administration of its funds and the investment of those funds shall be handled as its highest public trust.
- **375 Employee Pay Plan Policy**
The purpose of this policy is to set out the philosophy, purpose, and intent of the Town of Westlake's pay system for municipal employees.

12. APPENDIX

- **385 Ordinance to Adopt the Budget**
- **387 Ordinance to Adopt Property Tax Rate**
- **390 Glossary**
- **396 Acronyms**





SECTION 1

EXECUTIVE



Managing the Impact of Growth



Forging Westlake

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Transmittal Letter

This section is written to the Town Council by the Town Manager and provides a high-level preview of the Town's Budget.

The letter helps tie together the core elements which make up the budget and illustrates how those elements further the Town's goals found within the strategic management system.

September 19, 2016

Honorable Mayor and Town Council:

I am pleased to submit for your consideration, on behalf of the Town of Westlake's Senior Leadership Team, the FY 2016-17 Budget. **This year's budget theme is "Forging Westlake, Managing the Impact of Growth".** Dealing with this growth continues to make this both an exciting and challenging time for our community!

I. BUDGET THEME, TRENDS, & OVERVIEW

Last year, in the budget transmittal letter for the FY15-16 Budget, I recounted how almost 25 years ago, Westlake's governing body recognized that their Town stood at a crossroads; one of change driven by growth in and around Westlake. In 2013, while Westlake's vision had remained much the same, it was recognized by the Town Council that further growth in Westlake and our surrounding area was pending and required a proactive approach. The Council's response to this coming growth was to embark on a two (2) year long process, with much community input, to formulate an updated Comprehensive Plan (Comp Plan). In March 2015, the Town Council adopted this newly drafted Comprehensive Plan which is entitled *Forging Westlake*. The Plan is "mission critical" in order for the Town to effectively deal with the growth now occurring in Westlake in a manner that is true to our vision, mission and values as a community. Westlake's Vision is that we are:

*An oasis of natural beauty that maintains our open spaces in balance
with distinctive developments, trails, and quality of life amenities
amidst an ever expanding urban landscape.*

The growth predicted in Forging Westlake, and identified as early as the Town's FY14-15 Budget as being on our horizon, **is now here**. Westlake finds itself in the "vortex" of one of DFW's most desirable executive housing corridors - located along State Highway 114. With growth now arriving in full force, it becomes imperative that we not only understand and deal with the changes that are now occurring, but also understand the impact that future potential growth will have if existing zoning entitlements are utilized.

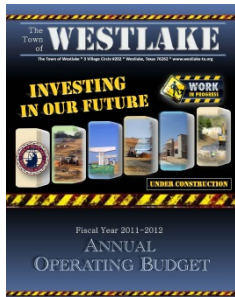
In the face of these growth challenges, maintaining Westlake's unique bucolic character, exceptional quality of life, and high end housing standards, while at the same time managing the challenges development creates, is no small task. Growth projections of the magnitude projected for the next 30 years in *Forging Westlake* require that we plan, be proactive, and be prudent in our decision making, all the while striving to continue to offer the high quality services Westlake currently enjoys. Our role as a Town government must be to maintain and advance our position as a premier community. We have moved from planning for growth to experiencing it and, with that, we must embrace all the challenges and benefits growth creates.

II. THIS YEAR'S BUDGET THEME AND UNDERSTANDING WHERE WE HAVE COME FROM

Therefore, the theme for the coming fiscal year is ***"Forging Westlake, Managing the Impact of Growth"***. Before we delve into the FY16-17 Budget, it is important to understand where Westlake has come from, and where it has been over the last 5 years in terms of the context of our fiscal condition. To accomplish that, one must understand how the Town's budget was focused in past fiscal years to deal with the issues facing our community at that particular time.

In 2010-11, the Town Council (for the first time) levied an ad valorem tax rate to address our long term financial sustainability, as well as to begin investing in our infrastructure through a five (5) year Capital Improvement Plan. The focus was to help maintain Westlake's unique sense of place. From 2010 to 2014, Westlake experienced moderate residential growth, commercial growth with the construction of Deloitte University, began dealing with zoning for a potential mixed-use project, expanded the physical plant for growing enrollment at Westlake Academy, as well as engaged in multiple avenues of professional development to improve our organization's talent and the organization's performance as a whole.

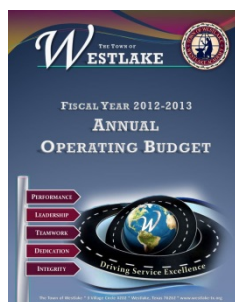
Dealing with these issues and initiatives is reflected in the budget themes from this time period:



FY 2011-12

"INVESTING IN OUR FUTURE"

Ad valorem property tax implemented to stabilize our revenue streams, provide for financial sustainability, and invest in our infrastructure.



FY 2012-13

"DRIVING SERVICE EXCELLENCE"

Focused on our ability to deliver excellent customer service.

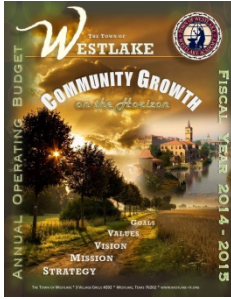


FY 2013-14

"MOVING FORWARD TOGETHER: A GROWING COMMUNITY, A GROWING SCHOOL"

Expansion at the Academy and infrastructure reinvestment

However, things began to change in 2014 as reflected in the budget themes from the last 2 years:



FY 2014-15

"COMMUNITY GROWTH ON THE HORIZON"

Recognizing the growth that was about to occur.



FY 2015-16

"FORGING WESTLAKE: WRITING THE NEXT CHAPTER"

The first fiscal year where we began to utilize our new Comprehensive Plan (Comp Plan), *Forging Westlake*, to plan for our growth.

With development now occurring in Westlake, we believe that we are still *Forging Westlake*. However, we are now not only planning for those identified changes, but we are managing and dealing with the impact. For that reason, the FY16-17 budget theme is a continuation and expansion of our previous budgets - *"Forging Westlake, Managing the Impact of Growth"*.

III. THE CHALLENGES IN TAKING THE NEXT STEPS IN "FORGING WESTLAKE, MANAGING THE IMPACT OF GROWTH"

There is no doubt that we continue to face challenges – many from the "macro perspective", i.e. challenges created by growth throughout the Dallas-Fort Worth metropolitan area. Further challenges remain from the "micro perspective", i.e. those challenges specific to Westlake. Those identified and outlined in the FY15-16 Budget, are still in place, and it appears they will be with us for the foreseeable future - into FY16-17 and beyond.

OUR REGIONAL CHALLENGES CONTINUE TO BE:

- **DFW Metro Area Employment and Population Growth:** Since 1970, the DFW Metro area has grown by more than 150% - a faster pace than the state and nation. At 9,500 square miles it is larger in total area than 5 of our states. With a population of nearly 6.8 million, it is the fourth largest metropolitan area in the country. Forecasts from the North Central Texas Council of Governments (NCTCOG) predict employment to grow, in this 12 county standard metropolitan statistical (SMSA) area, by almost 70%



over the next 30 years. Population growth over this same 30 year period is forecast by NCTCOG to be 69%. This regional growth is impacting Westlake.

- **Water Demand:** Westlake is located in the State's Region C water planning area which covers all or a part of 16 North Central Texas counties. The population of Region C is projected to grow from what was nearly 6.5 million in 2010 to just over 9.9 million in 2040 and ultimately to over 14.3 million by 2070. Dry-year water demands in Region C are expected to reach 2.2 million acre-feet per year by 2040, and 2.9 million acre-feet per year by 2070, largely due to population growth. This increased demand will create a projected shortage of 1.2 million acre-feet per year by 2070 – which is why planning and development of new water management strategies are so critical. And, while much of the recent years' drought has been alleviated by heavy rain fall in the past 12 months, increased water demand due to growth requires that we not be complacent about this regional issue.
- **Transportation, Mobility, and Traffic Congestion:** With the region's population and employment growth, traffic and the associated congestion has also increased. The recent 2014 amendment to *Mobility 2035*, the region's transportation plan, estimates that between now and 2035, an estimated \$395.3 billion is needed to eliminate the worst levels of congestion in our region. However, this plan only identifies \$94.5 billion in funding for these projects, meaning that congestion will worsen and mobility will be further impeded over time.



OUR LOCAL CHALLENGES ALSO CONTINUE, AND INCLUDE:

- **Westlake's Permanent Population Growth:** This is the portion of our population considered to be our permanent residents. From the 1990 population of 185 to 2015's population of 1,200 represents an increase of 449% equal to 1,015 additional residents. We will need to continue to monitor and plan for the continued increase in these numbers in light of *Forging Westlake's* forecast of 7.12% population growth between now and 2040.
- **Traffic Demands Due to Growth in Westlake and Surrounding Areas:** The 4 municipalities surrounding Westlake (Keller, Southlake, Trophy Club, and Roanoke) are projected to have a combined population of 215,000 people by 2040. The growth in these communities will create traffic that passes through our Town. Westlake is estimated to grow to 7,000 within the same time period. Internally, current zoning entitlements, if executed, would create an estimated 300,000 vehicle trips per day. Local impacts associated with this level of growth affect our street infrastructure, water and sewer system capital investment requirements, as well as demand for daily municipal services. Policies established in *Forging Westlake* will be essential for addressing this issue via the Town's thoroughfare plan as it pertains to development which occurs in Westlake.



- **Balanced Growth to Impact Cost of Municipal Services:** Likewise, the ability to pay for municipal services utilizing a cost effective revenue format requires balanced growth that provides for commercial development and a diversified tax base, while maintaining the community's open space and bucolic atmosphere. At the same time, we must continue to ensure the policy direction of the Town is focused on growth paying for the infrastructure for which it creates the demand.
- **Housing Start Increases and Maintaining Westlake's High Quality Residential Housing:** This past year, we continued to see strong single family residential construction demand. This has been evidenced in the recently completed *Granada Phase 1* as well as in existing subdivisions such as *Vaquero*, *Paigebrooke*, and *Terra Bella*.

Further, three (3) new single family residential developments, *Carlyle Court*, *Granada Phase II* and *Quail Hollow* have been platted. Construction of the infrastructure is either complete or



underway. Also, the mixed use development called *Entrada* is underway with platting and infrastructure construction in-process. *Entrada's* infrastructure is being financed with a Town approved Public Improvement District (PID), the bonds for which are paid back by assessments on development within *Entrada*. When *Entrada's* infrastructure is complete, it will add (over time) a wide variety of 322 residential units to Westlake - ranging from single family homes, to villas, to town homes. Once complete, these 4 developments will add 463 new lots to our residential inventory.

Our residential construction activity shows a steady increase in building permits for housing which has occurred since we have emerged from the '08-'09 recession. Housing starts in Westlake, due to the high value of our homes, add taxable value to our tax base, but also impact the demand for municipal services, especially the Town's charter school, Westlake Academy.

As the area economy continues to perform well, and Westlake and our surrounding cities continue to experience commercial development, this will attract individuals who work for and own these businesses. In turn, these employees will need housing. As Westlake's housing stock expands in response to these forces, we will need to manage our distinctive housing developments to ensure we maintain our community as an '*oasis of natural beauty*' as outlined in our Vision statement, and achieve high-end housing options as identified in the Housing element of *Forging Westlake*.

- **Commercial Development, Economic Development, and Daytime Population:** Because Westlake is the home of major corporate office campuses, its Monday-Friday daytime population swells to approximately 10,000 - 12,000 individuals. These office complexes are comprised of notable corporate clients that include Deloitte LLP and Fidelity Investments. Fidelity has almost 6,000 employees at their Westlake campus, with expansion room for two (2) more office buildings in addition to their two (2) existing office buildings.

Most recently the Charles Schwab Corporation, working with major Westlake land owner and developer Hillwood Properties, announced their intention to build a regional headquarters which will initially consist of a +/- 250,000 sq. ft. office building and a parking garage. It will be adjacent to a mixed use development that Hillwood will develop and be located near the intersection of SH170 and SH114. Initially, the Charles Schwab Corporation plans to add 500 employees this year at its temporary Roanoke Road office building while it builds its permanent Westlake campus over the next several years. Schwab's stated goal is to ultimately employ 5,000 at its permanent Westlake facility.

The Town has also pursued the ideas advanced in the Economic Development element of *Forging Westlake*. That is, to pursue businesses that ultimately expand the Town's tax base with high quality office buildings, and at the same time, expands our financial services business core which has already been created with the location of Fidelity and Deloitte. Further, we pursue the types of businesses interested in high quality office campus development and creating well-paying positions for employees. With the Schwab announcement (and the start of construction of the TD AmeriTrade's complex in Southlake) we are well on our way to becoming a financial services corridor within the DFW Metroplex.

While offering economic development incentives for the Schwab project, the tax abatement provided is in-line with incentives offered in our region, plus the company is also providing one-time funding for Westlake Academy. Staff will continue to monitor our corporate stakeholders

and attempt to identify avenues to strengthen these relationships and assist in attracting new corporations to Westlake. The expansion of commercial development will continue to grow Westlake's daytime population.



The mixed use development called *Entrada*, located at FM1938/Davis Blvd. and SH114, will also create growth in our commercial tax base.

During the past budget year, commercial

buildings totaling 55,000 sq. ft. have been approved by the Town for *Entrada*. A beautiful CVS Pharmacy is under construction with others soon to follow.

Further, the Solana Office Complex was acquired by Equity Office (Blackstone) approximately two (2) years ago. Their multi-million dollar investment in the development to improve its parking, landscaping and buildings has been a strong positive path for Westlake. Equity's investment is beginning to bear fruit with higher office occupancy levels in Solana which are a direct result of their improvement efforts.

- **Continued Impact of Westlake Academy on Residential Growth:** The number of Westlake residents who are selecting Westlake Academy as the educational choice for their students has doubled in the past five years. Resident surveys continually indicate that the Academy is one of the main reasons our residents move to Westlake, and why they plan to remain in our community. For example, the 2015 academic services survey results indicate 96% of the new residents say enrollment at Westlake Academy was very/somewhat important to their decision to

live in the community. Planning for Academy growth in the face of residential development continues to be a challenge. Wherever possible, the Town has entered economic development agreements with residential developers to provide funding for Westlake Academy facilities to lessen the impact of their residential development on the Academy's enrollment.

Westlake Academy has experienced steady enrollment growth from 491 students in SY 2009-10 to a projected 866 in SY 2016-17. The current increase of student population is a result of the Phase I expansion efforts on the Academy campus and our development. Our growth requires that we carefully manage our student enrollment processes to provide adequate space for children of Westlake residents. Approximately 39,000 sq. ft. of new facilities space was opened at the Academy in SY 14/15. It was comprised of a secondary classroom building, field house, and a primary years' multi-use hall. All of these buildings increased our capacity and allowed for decompression of our current school facilities. The lottery waiting list for student admissions from our secondary boundaries continues to grow from 705 in 2011 to approximately 2,250 students for this coming school year.



- **Public Education Funding Shortfall:** State funding of public education was decreased by the State Legislature in 2011. While it has increased somewhat since then, the allocation has not kept pace with basic cost increases. This negatively impacts Westlake since it owns and operates our public charter school, Westlake Academy, which receives 80% of its operational funding from the State. The municipal government continues to allocate significant resources to the Academy to deal with State funding limitations, maintain high quality educational services, provide for the Academy's facilities and support services, as well as preserve student slots for



Westlake residents as we grow residentially. Additionally, the Westlake Academy Foundation (WAF) raises significant operating funds for the Academy, without which the school could not operate. Recently the Texas Supreme Court upheld, after a multi-year lawsuit, the constitutionality of Texas' public school funding system. For most public schools, including a charter school like Westlake Academy, what the Court's decision holds for us in the future in terms of the State Legislature possibly increasing State public school funding remains to be seen.

- **Implementation of the Comprehensive Plan:** With adoption of the Town's new Comp Plan, *Forging Westlake*, a number of our ordinances need to be rewritten and new ones drafted so that the Plan's recommendations can be implemented. The task of implementing the changes to the ordinances will require additional staff and consultant time and oversight to ensure we reflect the direction of the Council and the Comp Plan. Progress on the first phase of this work is being made in FY15-16, but will need to continue into FY16-17.

- **Pursuit of Infrastructure and Services Reinvestment While Combating Certain Cost Increases:** We must reinvest in maintaining our infrastructure. However, with growth comes the need to also invest through capital spending in new public buildings and our water and sewer utility. An example of a key project needed to deal with the Town's growth is a Phase 2 water transmission line to our wholesale water provider. This is a costly project which will require significant dollars.
- **Staffing Levels, Insurance Costs, and Retention:** Our infrastructure investment must be facilitated in concert with the consideration of additional staffing needs to maintain our current service levels in response to growth. This includes keeping our compensation/benefit package competitive to attract and retain excellent employees so we can continue delivering exceptional service. We have found this to be especially true as it relates to having adequate staffing to deal with development review and construction. We have balanced all these components in light of maximizing staff efficiencies and processes to help contain large expenditure drivers such as employee health insurance.
- **Continued Emphasis on Long-range Financial Planning:** The FY16-17 budget contains an updated Long-Range Financial Forecast which identifies key revenue and expenditure drivers while assessing historical financial trends and their potential impact upon the town's financial stability. The forecast must be monitored and updated during the budget formulation process, as well as reviewed with the Town Council as the budget is being prepared. Staff will also continue to produce a quarterly financial report for the Council that monitors and analyzes trends in the General Fund, Utility Fund, and Visitor Association Fund. The report serves as a valuable tool to assist in developing a proactive, rather than reactive, approach to our changing financial trends.



With these challenges in mind, the FY16-17 budget was formulated to address them within the context of Town Council financial policies, available resources, our Strategy Map, and a conservative 5-year financial forecast. The intent of doing all this is to enable us to continue implementing our Mission so we can attain our Vision. The Town's mission is:

Westlake is a unique community blending preservation of our natural environment and viewscales, while serving our residents and businesses with superior municipal and academic services that are accessible, efficient, cost-effective, and transparent.

Thomas E. Brymer
Town Manager

FUND BALANCE CHANGES BY FUND TYPE

On behalf of the Senior Leadership Team and all Westlake staff members, I am presenting the FY 2016-17 budget document for the Council's consideration as follows:

Fund Type	Projected Beginning Fund Balance	Total Revenues and Other Sources	Total Expenditures and Other Uses	Projected Ending Fund Balance	Percent of Total	FY 16/17 Change Amount	FY 16/17 Change Percent
General Fund	\$8,541,363	\$9,216,863	\$8,889,020	\$8,869,205	54%	\$327,842	4%
Enterprise Funds	2,108,895	3,742,810	4,161,835	1,689,870	10%	(419,025)	-20%
Internal Service Funds	1,115,768	468,805	783,700	800,873	5%	(314,895)	-28%
Special Revenue Funds	1,484,577	3,390,060	3,965,085	909,552	6%	(575,025)	-39%
Debt Service Funds	29,976	2,122,020	2,151,996	(0)	0%	(29,976)	-100%
Capital Projects Funds	2,677,041	9,726,900	9,455,585	2,948,356	18%	271,315	10%
Academic Funds	1,117,391	8,399,173	8,397,745	1,118,819	7%	1,428	0%
TOTAL	\$17,075,011	\$37,066,631	\$37,804,971	\$16,336,672	100%	\$(738,340)	-4.32%

The FY 2016-17 budgeted expenditure amount totals \$37,804,971 for all funds

- Fund balance shows a 4.32% decrease of \$738,340 from the prior year estimated budget.
 - General Fund increase - \$328K
 - Capital total increase - \$271K
 - Academic total increase \$1.4K
 - Remaining funds include \$1.3M planned use of fund balance.

MUNICIPAL OPERATING EXPENDITURES

If only Municipal operating expenditures were taken into consideration (*removal of all expenditures related to capital projects/outlay, Westlake Academy and inter-fund transfers*), the FY 2016-17 budget will show a 7% increase of \$988,665 with a portion being attributed to the reorganization within the planning and inspections department with the addition of staff to accommodate our growth in development.

	FY2015/16 Estimated	FY2016/17 Adopted	Change Amount	Change Percent
Payroll	\$ 4,054,867	\$ 4,761,495	\$ 706,628	17.4%
Expenditures	10,027,429	10,309,466	282,037	2.8%
TOTAL	\$ 14,082,296	\$ 15,070,961	\$ 988,665	7.02%

GENERAL FUND REVENUES

Evaluating the budget within the context of a longer term forecast is important as it shows whether we are on the right road financially in FY 2016-17.

Excerpt from the Town's Five Year Forecast for the General Fund

GENERAL FUND ONLY	ESTIMATED FY 16-17	ADOPTED FY 16-17	FIVE YEAR PROJECTION			
			FY 17-18	FY 18-19	FY 19-20	FY 20-21
Total Revenues & Transfers in	\$8,712,409	\$9,216,863	\$9,161,105	\$8,764,630	\$8,679,690	\$8,894,333
Total Expenditures & Transfers Out	(7,411,775)	(8,889,020)	(9,327,983)	(9,472,727)	(9,905,001)	(10,199,648)
NET R&TI Over(Under) E&TO	1,300,634	327,843	(166,878)	(708,096)	(1,225,311)	(1,305,315)
Beginning Fund Balance	7,240,729	8,541,363	8,869,206	8,702,328	7,994,232	6,768,921
Ending Fund Balance	8,541,363	8,869,206	8,702,328	7,994,232	6,768,921	5,463,606
Restricted/Committed/Assigned	572,666	575,040	283,146	283,146	283,146	283,146
Unassigned Ending Balance	\$7,968,697	\$8,294,166	\$8,419,182	\$7,711,086	\$6,485,775	\$5,180,460
\$ per Day for Operations	\$20,005	\$24,353	\$25,556	\$25,953	\$27,137	\$27,944
Operating Days	398	341	329	297	239	185

GENERAL SALES AND USE TAX

- Sales and Use Taxes for the General Fund are budgeted to remain flat at \$3,310,500 and comprise 35% of General Fund revenues.
- Presumed one-time amounts are projected to remain flat at \$100,000.
- Sales taxes are collected on the sale of goods and services within the Town as authorized by the State of Texas.
- The maximum sales tax allowed in the State of Texas is 8.25% per dollar on all taxable goods and services. Funds are collected by the Texas Comptroller of Public Accounts and remitted to the Town on a monthly basis.
- An amount equal to 1.50% of the taxable sales (75% of local collections) is appropriated to the Town's General Fund. This total includes the .50% that is received for "Property Tax Reduction".
- The Town also receives an additional .50% sales tax that is recorded in the 4B Economic Development Corporation Fund.

AD VALOREM PROPERTY TAX

This will be the 7th year the Town has assessed a property tax. The ad valorem tax rate for the Town of Westlake continues to be the lowest for municipalities in the immediate area.

	FY 15/16 Adopted Tax Rate	FY 16/17 Adopted Tax Rate	Change Amount
M&O	\$ 0.13947	\$ 0.12882	\$ (0.01065)
I&S	\$ 0.01687	\$ 0.00813	\$ (0.00874)
	\$0.15634	\$ 0.13695	\$ (0.01939)

The ad valorem tax rate per \$100 of assessed valuation **will decrease by \$0 .01939 for FY 2016-2017 to the adopted tax rate of \$.13695** (the calculated effective rate). As a reminder, the effective tax rate is the total tax rate calculated to raise the same amount of property tax revenue for the Town from the same properties.

APPRAISED VALUES

	FY 2012/2013	FY 2013/2014	FY 2014/2015	FY 15/16 Current	FY 16/17 Adopted
Tarrant & Denton	\$ 1,213,602,021	\$ 1,231,484,681	\$ 1,251,580,115	\$ 1,278,037,472	\$ 1,434,378,025
amount change	118,922,925	17,882,660	20,095,434	26,457,357	156,340,553
percent change	10.86%	1.47%	1.63%	2.15%	12.49%

NET TAXABLE VALUES

	FY 2012/2013	FY 2013/2014	FY 2014/2015	FY 15/16 Current	FY 16/17 Adopted
Tarrant & Denton	\$ 856,926,594	\$ 889,984,663	\$ 920,990,082	\$ 944,277,342	\$ 1,038,855,674
amount change	(76,419,143)	33,058,069	31,005,419	54,292,679	117,865,592
percent change	-8.19%	3.86%	3.48%	6.10%	12.80%
Residential	\$473,314,728	494,062,920	\$530,229,036	\$565,082,645	\$720,045,062
Commercial	309,259,502	288,880,663	288,318,142	313,905,939	329,982,054
Personal	102,298,461	115,051,251	110,305,420	86,780,414	129,385,534
New Residential	\$17,679,732	\$18,340,000	\$280,028,713	\$39,358,755	\$54,909,400
New Commercial	24,418,346	1,148,172	\$0	\$0	\$0

TOTAL TAX REVENUE GENERATED

	FY 2012/2013	FY 2013/2014	FY 2014/2015	FY 15/16 Current	FY 16/17 Adopted
Revenue Amount	\$ 1,366,542	\$ 1,353,355	\$ 1,432,916	\$ 1,479,265	\$ 1,520,629
amount change	-\$75,527	-\$13,187	\$79,561	\$46,349	\$41,364
percent change	-5.24%	-0.96%	5.88%	3.23%	2.80%

This budget will raise more revenue from property taxes than last year's adopted budget by an amount of \$68,866, which is a 4.84% increase from last year's budget. The property tax revenue to be raised from new property added to the tax roll this year is \$77,048. The Total debt obligation for the Town secured by property taxes for various street projects totals \$113,148 of which \$25,000 was received in prior years; therefore, only \$88,000K is needed from current year taxes.

Based on our July 2016 certified values, the Town's "net taxable value" increased by \$117,865,592 over September's supplemental information for FY 15-16. This is attributable to a 25% increase in residential, a 5% in commercial and 49% in personal property.

VISITOR ASSOCIATION FUND REVENUES

Hotel Occupancy Taxes are obtained through the assessment of a 7% hotel occupancy tax. Authority granted by the State of Texas allows cities to levy a tax not to exceed 7% of the rental rate for a hotel/motel room. Funds generated by the occupancy tax may be used in a manner that directly enhances and promotes tourism and the convention and hotel industry.

Additionally, because Westlake has broader statutory authority under State law than most cities to spend hotel/motel occupancy tax funds for any municipal purpose, the Town has used these funds to cover costs of various municipal operational costs and capital projects (an example would be payment of a portion of the debt service for Westlake Academy related bonds).

- Hotel Tax revenues are budgeted to be \$804,640; this represents 2% increase of \$15,640 when compared to the prior year estimated budget.

UTILITY FUND REVENUES

Utility Fund revenue is primarily comprised of fees for water and wastewater service. The fund also receives a small portion of its revenue through tap fees and interest income, and currently serves as a mechanism for collecting and distributing debt service and impact fees.

- Utility Fund revenues are budgeted to be \$3,730,745; this represents 2% increase of \$84,536 when compared to the prior year estimated budget of \$3,646,209.

SERVICE LEVEL ADJUSTMENT BREAKDOWN

The Town utilizes "service level adjustments" to create an organizational outcome of being fiscal stewards and tracking our cost increases or decreases. A service level adjustment (SLA) is a request for any dollars in excess of the baseline/target budget. (FY 2015-16 budget, adjusted for year-end estimates, less one-time purchases).

There are 2 types of "Service Level Adjustments".

Maintain

- o Same level of service as previous year, but increased due to inflation, etc.
- o Activities that require additional resources to maintain the current level of service due to growth, new equipment, etc. are considered additions to the baseline/target budget and are included in the "SLA".

New or expanded level of service.

- o All requests for new personnel, programs or equipment that represent a new addition to the current operation are considered additions to the baseline/target budget and are included in the new costs.
- o Show any revenues or reduction in current expenditures the new or expanded levels of service will create
- o Designate if item represents an "Unfunded Mandate". An unfunded mandate is a statute or regulation that requires a state or local government to perform certain actions, yet provides no money for fulfilling the requirements.

The FY 2016-17 budget reflects a net impact of \$571,150 in service level adjustments

		ONE-TIME	ON-GOING	TOTAL AMOUNT
REVENUES	Municipal	\$10,742,844	\$381,633	\$11,124,477
	Academic	0	8,399,173	8,399,173
	Total	\$10,742,844	\$8,780,806	\$19,523,650
	percent	55.0%	45.0%	
EXPENDITURES	Municipal	\$9,554,993	\$999,762	\$10,554,755
	Academic	0	8,397,745	8,397,745
	Total	\$9,554,993	\$9,422,637	\$18,952,500
	percent	50.3%	49.7%	
NET		\$ 1,187,851	\$ (616,701)	\$ 571,150

BALANCED SCORECARD BREAKDOWN

STRATEGIC THEMES guide the way the Town does business and helps us determine how we should invest our time and resources. Themes are also indicators of our “pillars of excellence” which translates our vision and mission statements into focus areas for our community. The Council identifies each theme and creates a strategic result (or definition) to assist us in telling the Westlake story. In the budget process, this allows for increased transparency, clarity, and accountability, providing the Town a framework for demonstrating results. The continued quality and success of this community does not happen without the diligent effort of a committed team of residents, businesses, community leaders, and staff members.

STRATEGIC THEMES			
Natural Oasis	Exemplary Service & Governance	High Quality Planning, Design, & Development	Exemplary Education – Westlake Academy
Preserve and maintain a perfect blend of the community's natural beauty.	We set the standard by delivering unparalleled municipal and educational services at the lowest cost.	We are a desirable, well planned, high-quality community that is distinguished by exemplary design standards.	Westlake is an international educational leader where each individual's potential is maximized.

A STRATEGIC PERSPECTIVE is a view of the Town's strategy from a specific vantage point. The Town's operational model encompasses our mission, vision, and values statement, and utilizes the four Perspectives as a framework. As the name implies “a balanced scorecard” is divided into these perspectives that help ensure that we focus on the components necessary to achieve our strategy and aligns our work with the vision and mission for our community.

Our current perspectives encompass the areas of *People, Facilities, and Technology* (organizational capacity building), *Municipal & Academic Operations* (operational processes), *Financial Stewardship* (public funds and financial oversight), and *Citizen, Students, & Stakeholders* (customer service). All work together to ensure we create a vibrant and responsive community for our residents.

SLA COSTS BY PERSPECTIVE			
PERSPECTIVE	ONE-TIME COSTS	ON-GOING COSTS	TOTAL COSTS
Citizens, Students & Stakeholders	\$ 28,655	\$ 197,940	\$ 226,595
Financial Stewardship	9,456,321	472,284	9,928,605
Municipal & Academic Operations	40,894	20,838	61,732
People, Facilities, and Technology	8,198,921	870,207	9,069,128
GRAND TOTAL	\$ 1,187,851	\$ (616,701)	\$ 571,150

BUDGET COSTS PER PERSPECTIVE & OUTCOME OBJECTIVE

This budget aligns our organizational priorities contained in the Town's Balanced Score Card by Perspective, with the resources needed to fund Service Level Adjustments (SLA). This also shows how these SLA's impact the BSC's strategic objectives within each of the BSC perspective. Further, it connects how each SLA within each Perspective addresses challenges identified in Section II of this letter.

PERSPECTIVE & OUTCOME OBJECTIVE	TOTAL COST
CITIZEN, STUDENTS & STAKEHOLDERS <u>Outcome Objectives: Preserve Desirability & Quality of Life; Increase CSS Satisfaction</u> <ul style="list-style-type: none"> ON-GOING: increased cost for Debt Principal & Interest for series 20017,2010,2012,2013,2014; Fort Worth Water Peak Payment; Increased expense for Fort Worth Water Purchases; Rent & Utilities 	TOTAL \$226,595
FINANCIAL STEWARDSHIP <u>Outcome Objectives: Increase Financial Capacity & Reserves; Increase Revenue Streams</u> <ul style="list-style-type: none"> ONE TIME; building and EMS permit fees, inspection/plan review fees ; bond revenue for Fire Station complex; contributions for Glenwyck Telecommunication ductbank project ON-GOING; Economic development for Westlake Academy (\$10K per lot for Entrada/Granada); Property Tax Revenue; Water/Sewer/Waste Revenues; Hotel Occupancy Tax; Citation Revenues; Increased Franchise Fee Revenue 	TOTAL \$9,928,605
MUNICIPAL & ACADEMIC OPERATIONS <u>Outcome Objectives: Maximize Efficiencies & Effectiveness, Encourage Westlake's Unique Sense of Place, Increase Transparency, Accessibility & Communications</u> <ul style="list-style-type: none"> ONE- TIME: Contract Median R&M; Contract Landscape; E. Dove Rd Recon/Drain Vaquero-TB; Solana Pavement Repair; Consultant Fees; Communication Supplies; Dues/Subscriptions ON-GOING: Contract Landscape; ED Deloitte Hotel tax; Bond Principal & Interest 2011 CO; Pre-Employment Testing; Advertising Public Notices; Dues & Subscriptions; Election expenditures 	TOTAL \$61,732
PEOPLE, FACILITIES & TECHNOLOGY <u>Outcome Objectives: Attract, Recruit, Retain & Develop the Highest Quality Workforce, Improve Technology, Facilities & Equipment, Optimize Planning & Development Capabilities</u> <ul style="list-style-type: none"> ONE-TIME: Consultant; Computer Equip/Software; Hosted Web Applications; Town - Security Expense; Fire Station Complex; Repaint Ground Storage Tank; Pump Station Equipment; GW Telecommunication ductbank; Motor Vehicle Fire Department; Mechanical Equipment; Furniture and Fixtures; Firefighter Equipment ON-GOING: Records Management; SW/HW Maintenance Contracts; Building R&M; Building Supplies; HVAC Supplies; Security Supplies; Grounds R&M; Equipment R&M; Office Rent; Electrical R&M; HVAC R&M; Mechanical R&M; Court Technology; Security; Electric Service; WA-AC ton/7.5 ton server room; WA-HVAC System Replacement; WA-Update Security System; WA-Update Security Cameras; Network Equipment; WA-Parking Lot; Phone System; WA-Carpet/VCT Flooring; WA-Environment building UG light/water; WA-Interior Building R&M; WA-Exterior Paint & Wood R&M; WA-Roof Repairs 	TOTAL \$9,094,258

Westlake Strategic Plan

The Town Council and staff utilize the “Balanced Scorecard ” method to implement and review our existing strategic framework, along with the mission, vision, and values statement of the Town.

The balanced scorecard system is designed to communicate our strategy throughout the organization/community with our stakeholders, align our daily work activities to the overall vision, serve as the framework for prioritizing services, and utilize performance measures to evaluate our successes and opportunities.

BALANCED SCORECARD STRATEGIC PLAN

The Town Council and staff utilize the "Balanced Scorecard " method to implement and review our existing strategic framework, along with the mission, vision, and values statement of the Town. The balanced scorecard system is designed to communicate our strategy throughout the organization/community with our stakeholders, align our daily work activities to the overall vision, serve as the framework for prioritizing services, and utilize performance measures to evaluate our successes and opportunities.

The Balanced Scorecard is a strategic planning and management system that is used extensively in business and industry, government, and nonprofit organizations worldwide to align business activities to the vision and strategy of the organization, improve internal and external communications, and monitor organization performance against strategic goals.

In short, it is a tool that businesses use to ensure that their work meets their goals in a measurable way by connecting organizational strategy to the work people do on a day-to-day basis, i.e. "You said...we did..."

The graphic at the right illustrates the Balanced Scorecard approach and the following pages of this section demonstrate how Westlake has aligned with this framework.

Components include the

- o Vision, Mission, Values,
- o Perspectives,
- o Strategy Map,
- o Performance Measures
- o Strategic Initiatives.

Each element is critical to the success of the municipality and helps us evaluate and communicate our performance.

Upon review of the existing mission and vision statements, the Council provided feedback to the Town staff and requested an updated version for review. Staff reviewed the previous version and created a more succinct statement that identifies the unique service programs, describes our commitment to personal customer service, and outlines the financial stewardship component, which is important to our community.

After the staff analyzed the Town's strengths/weaknesses, as well as the opportunities/threats we face (SWOT), the information was presented to the Council during a retreat in May of 2013. The following was created as a result of the discussions in 2013 along with annual review as necessary.



STRATEGIC PERSPECTIVES

A Perspective is a view of the Town from a specific vantage point. Four basic perspectives are traditionally used to encompass a Balanced Scorecard organization's activities. The Town's business model, which encompasses mission, vision, and strategy, utilizes the four Perspectives as a framework: A balanced scorecard is divided into four unique perspectives that help the Town focus on the strategy that has been aligned to the vision and mission for our community.

The four perspectives of the plan, which were customized by the Council, are as follows:

STRATEGIC PERSPECTIVES			
Citizens, Students, and Stakeholders:	Financial Stewardship:	Municipal and Academic Operations:	People, Facilities, & Technologies:
viewed through the eyes of our customers and stakeholders	Financial oversight; effective use of resources	focuses on processes that create value for the customers and stakeholders	involves, work culture, innovation, leadership, governance, tools and technology necessary to provide services

STRATEGIC THEMES

The Council grouped this information along with the major components of our previous strategic plan and ranked the importance of the concepts according to each area of concern. The final activity involved the formation of our "strategic themes" for the municipal services.

Town staff then constructed strategy maps for each theme, identified a strategic result, populated the maps with strategic objectives and created an objective commentary document. All of this sets the framework for a comprehensive Tier One map for the municipal program of services. The current Balance Scorecard was adopted by Council in September 2014.

STRATEGIC THEMES			
Natural Oasis	Exemplary Service & Governance	High Quality Planning, Design, & Development	Exemplary Education
Preserve and maintain a perfect blend of the community's natural beauty.	We set the standard by delivering unparalleled municipal and educational services at the lowest cost.	We are a desirable, well planned, high-quality community that is distinguished by exemplary design standards.	Westlake is an international educational leader where each individual's potential is maximized.

The Town Council has worked closely with staff to adopt a management system based on the Balanced Scorecard framework. This was developed to help the Town direct its own destiny rather than allow future events to do so. Through sound business principles the Town is able to more effectively provide services to the citizens of Westlake, increasing both efficiency and customer satisfaction.

Ultimately, it guides the way the Town does business and helps us determine how we should invest our time and resources. In the budget process, this allows for increased transparency, clarity, and accountability, providing the Town a framework for demonstrating results. The continued quality and success of this community does not happen without the diligent effort of a committed team of residents, businesses, community leaders, and staff. Years of consistent planning and strategic thinking has brought Westlake where it is today.

OBJECTIVES AND PERFORMANCE MEASURES

Performance measures hold government departments accountable. While allowing them to recognize their successes and adjust programs of service that are under performing. Because performance measures are determined according to the Strategy Map, it becomes evident how each department aligns with Town goals, and how well departments are meeting the expectations set by the Strategy Map.

PERSPECTIVES	OBJECTIVES	PERFORMANCE MEASURES
Citizens, Students, And Stakeholders	Preserve Desirability & Quality of Life	<ul style="list-style-type: none"> • Alignment between comp plan, zoning & dev. Regulations • Ratio of exemplary schools in/around Westlake • Enrollment composite (capacity vs. wait list) • Student successes from WA • Direction Finder survey results
	Increase CSS Satisfaction	<ul style="list-style-type: none"> • Attrition rate • Average length of time residents live in Westlake • Percentage of leavers (all) • External validation points (awards per year) • Direction Finder survey results • Percentage of violations issued to residents due to failure to meet development/code requirements
Financial Stewardship	Increase Financial Capacity & Reserves	<ul style="list-style-type: none"> • Fund Balance • Quarterly financial report data
	Increase Revenue Streams	<ul style="list-style-type: none"> • Local revenue monitoring • Percent of revenues budgeted
Municipal And Academic Operations	Maximize Efficiencies & Effectiveness	<ul style="list-style-type: none"> • Percentage of time spent on Q2 planning and implementation • Number of policies and procedures updated/passed (quarterly) • Number of internal processes reviewed and updated each quarter
	Encourage Westlake's Unique Sense of Place	<ul style="list-style-type: none"> • Percentage of first submission plans that meet environment/development goals • Percentage of CSS participation events/meetings
	Increase Transparency, Accessibility & Communications	<ul style="list-style-type: none"> • Increased survey completion (All) • Direction Finder survey (effectiveness of town communications, effort to keep residents informed, opportunities for public input and availability of town records. • Email/website statistics
People, Facilities, and Technologies	Attract, Recruit, Retain & Develop the Highest Quality Workforce	<ul style="list-style-type: none"> • Percentage of qualified candidates within applicant pools • Time to fill positions • Percent of increased competency specific • Employee turnover rate • Employee satisfaction results
	Improve Technology, Facilities & Equipment	<ul style="list-style-type: none"> • Overtime vs. Comp time • Critical infrastructure downtime • Cost of repairs vs. replacement costs • Projected CSS growth
	Optimize Planning & Development Capabilities	<ul style="list-style-type: none"> • Direction Finder survey results • Percentage of deadline compliance

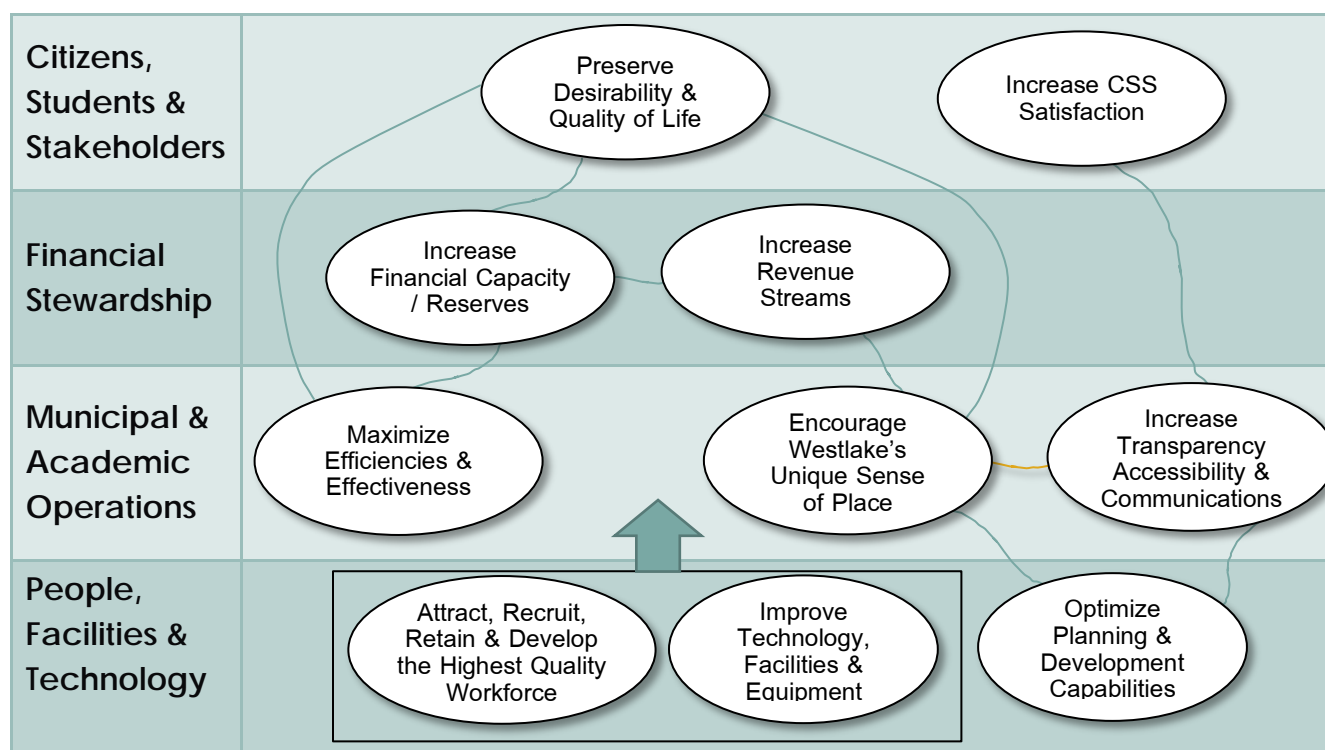
These performance measures help determine the quantity and quality of our work, as identified in our plans. We consistently evaluate our work and review our performance quarterly because we firmly believe that what gets measured gets done.

In addition to monitoring these performance measures, the Town of Westlake also desires the opinion of its citizens. Every two years Westlake undertakes a broad citizen survey designed to measure government performance and to gauge the current and future needs of residents. This survey is an incredibly useful tool within the strategic management system, and it allows Town services to be tailored based upon citizen attitudes. Westlake's performance measures are evolutionary and undergo on-going review.

As we improve our ability to gather and mine data about our work, we will be able to add performance measures to the departmental business plans as a gauge of success. These departmental efficiency and effectiveness measures will be grouped with the appropriate outcome objective then fed into the Town-wide scorecard to give an overall picture of the Town's performance.

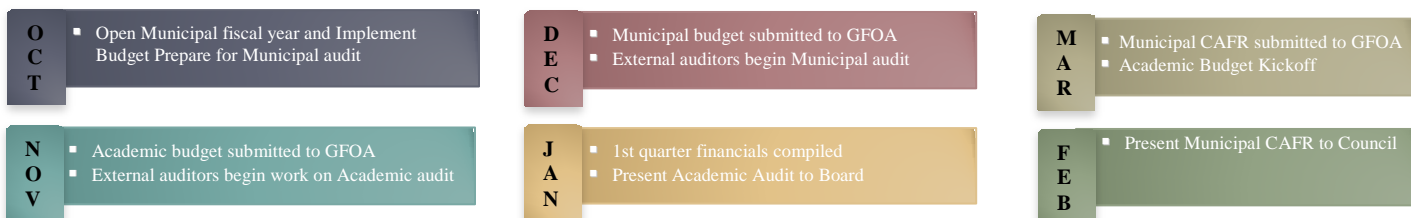
As the Town continues to develop these scorecards, measurement units, data sources, and targets will be refined. Through quarterly performance reviews, departmental performance is documented. Trends are also tracked over time through budget documents.

TOWN OF WESTLAKE STRATEGY MAP



WESTLAKE'S STRATEGIC DEVELOPMENT / BUDGET CYCLE

Establishing a link between a Town's strategy and budget is fundamental to effective public budgeting. Westlake works hard to connect the strategy management system to the budget process. Incorporating the Strategy Map into resource allocation decisions ensures the Town budget reflects the priorities of the Town Council. The illustration below depicts the annual process of developing the Town's budget. As the Budget Cycle illustration indicates, the process never ceases.



CAFR Reporting and Strategic Planning



Budget Development



The budget process, like the Strategy Map, connects each department to the organization. At the micro level, Town departments work to provide quality services to the citizens of Westlake. At the macro level, departments use the Strategy Map to make budgetary requests to help and guide long range planning so that these services can be performed.

At the beginning of each fiscal year, in October, we conduct or review the results from the most recent citizen survey; this aids staff in focusing its work for the coming year. Then a meeting with Town Council provides an opportunity to review the strategic direction, followed by the creation of departmental business plans.

In order for funding to be allocated, departments must follow the Strategy Map to align requests with the goals, mission, and vision of Westlake. Strategic planning plays an integral role in the development of each year's budget and ensures the Town's ability to meet the needs of a growing community. To be effective, the Town must direct resources to those areas most essential to the community's wellbeing.

VISION

The town's vision statement outlines what we strive to be. Upholding such a statement is a task that requires effort on multiple levels. The balanced scorecard system will help ensure that the Vision of the Town remains true in years to come.

"An oasis of natural beauty that maintains our open spaces in balance with distinctive developments, trails, and quality of life amenities amidst an ever-expanding urban landscape."

MISSION

The mission statement describes what must be done to achieve the adopted vision. Town Council has adopted the following Mission statement for the Town:

Westlake is a unique community blending preservation of our natural environment and viewsapes, while serving our residents and businesses with superior municipal and academic services that are accessible, efficient, cost-effective, and transparent.

VALUES

Driving how the Town accomplishes its work are our corporate values. These are the principles that we hold important and standards by which the Town operates. These values, as adopted by the Town Council, and are designed to guide staff in their day to day work and the Council as it conducts its business:

INTEGRITY-DRIVEN GOVERNMENT	
<i>Transparent</i>	<i>Innovation</i>
<i>Sense of Community</i>	<i>Fiscal Responsibility</i>
<i>Strong Aesthetic Standards</i>	<i>Educational Leaders</i>
<i>Informed & Engaged Citizens</i>	<i>Family Friendly & Welcoming</i>
<i>Preservation of our Natural Beauty</i>	<i>Planned Responsible Development</i>

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Westlake Community Profile

This section includes statistical and supplemental data that describes the Town of Westlake and its community.

It furnishes a valuable perspective when reviewing budget issues and making decisions related to allocation of government resources.

The goal is to provide a context for understanding the decisions incorporated into the budget document.

INTRODUCTION

Westlake is in the LONE STAR STATE OF TEXAS and is known as the place where the cross timbers meet the prairie. Westlake boasts tales of settlers from the Peters Colony, Indian treaties signed by Sam Houston, tremendous archaeological treasures, and some of the oldest settlements in North Texas.

In the perspective of Texans it conjures images of crystal rivers fed from designer spring waters, oak trees dipped in Spanish moss and prairies awash in bluebonnets. Wildlife in all its forms and a rich history embroiders the tapestry.

Other geographical regions mark the coast, the mountains and basins, the piney woods, the prairies and plains, the Trans-Pecos region, but all seem tied to the historical umbilical cord of the Cross Timbers Hill Country.



Westlake is an oasis of natural beauty that maintains open spaces in balance with distinctive development, trails, and quality of life amenities amidst an ever expanding urban landscape.

Nestled in the DFW Metroplex, Westlake is a Gold Level Scenic City and home to many small independent businesses and several corporate campuses

Distinctive developments and architecturally vibrant corporate campuses find harmony among our meandering roads and trails, lined with native oaks and stone walls. We are leaders in education, known for our innovative partnerships between the Town-operated Charter school and our corporate neighbors.

We strive to maintain strong aesthetic standards and preserve the natural beauty in our town. Hospitality finds its home in Westlake, as a community, we are family friendly, welcoming, fully involved and invested in our rich heritage, vibrant present and exciting, sustainable future.

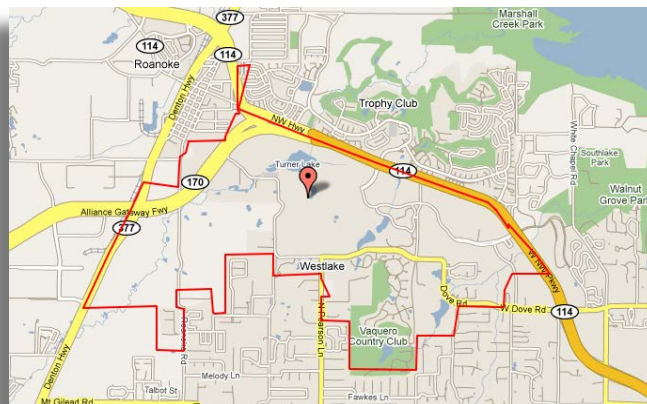


Say "welcome home" to a place familiar to the heart even if you've never been here.

LOCATION

Westlake is conveniently located between DFW Airport and Alliance Airport, on the south side of State Highway 114, providing quick, easy access to all areas of the Dallas-Ft. Worth Metroplex.

The unique location of Westlake is ideal for many of its major corporate campuses and residential communities. A common ideal shared by our corporate and individual residents is their support of the existing character and charm of the community as well as a commitment to excellence in new development.



HISTORY OF WESTLAKE

The region has always been known for its natural bounty, its trade value, and its wonderful people. The Town of Westlake and northeast Tarrant County has maintained that distinction over the years, becoming one of the most desirable and sought after places to live in America.

Early Settlers... 1847

The Town of Westlake was settled by Charles and Matilda Medlin when they arrived in the area with about 20 other families in 1847. They initially settled along Denton Creek but moved south to higher ground after weathering ferocious floods from the creek. Until 1997, the three-story Medlin barn was a local historic landmark. When it had to be removed, after what was believed to be 130 years of use, for safety concerns. Legends include those of Sam Bass and Bonnie and Clyde hiding in the barn.



The 1870's...

Dove Road was the cardinal road between Grapevine and Roanoke. The road took its name from the Dove Community which was located between the two towns. Dove Road originated in the 1870's and got its name from the Lonesome Dove Baptist Church located in the community.

The 1930's...

In the late 1930s, Ted Dealey, turned his attention to a lush and untouched piece of the Cross Timbers region. It was there he built a stunning country place designed by prominent architect, Charles Dilbeck. This place was known as the 220 Ranch. The Dealey Home, which has been relocated to a new location off Dove Road, is now known as Paigebrooke Farm.

The 1940's – 1950's



It was late in the 1940's after World War II, at about the same time that Dealey built his home, that Circle T Ranch had its beginnings with J. Glenn Turner. He used the place to raise and train Tennessee Walking horses, and as a retreat and showplace. Circle T Ranch was expanded throughout the 1950's to approximately 2,300 acres.

In 1955, there were rumors of an attempt to annex Circle T Ranch; as a defensive move, J Glenn Turner organized the neighboring ranches and homeowners in the surrounding community into forming their own city.

On the 27th day of December in 1956, citizens attended a meeting to declare the Town of Westlake into existence thru incorporation and to swear in the first Board of Aldermen. The area included what is known today as Westlake, plus the area north, to the northern shore of Denton Creek. This northern land was annexed from Westlake and formed the town of Trophy Club in the 1970's.

The Town of Westlake has changed much since its original incorporation in 1956. During the early years, our mayor and board members met to discuss town business in the comfort of each other's living rooms – an interesting contrast to how our town operates today.

The 1960's...

In 1969, the Circle T Ranch was purchased by oil millionaire Nelson Bunker Hunt. The ranch became known for its glamorous parties attended by celebrities from all over the



The 1970s ...

In the early 1970's, the state decided to name one of Westlake's well-known streets after the person who was living in the first house on the road. That person was J.T. Ottinger. Also in the early 1970s, Houston developer and professional golfer Ben Hogan approached Westlake about building a golf course, country club, and a housing development. In 1973, Westlake deannexed what is now known as the Town of Trophy Club, clearing the way for the upscale housing development and golf course.



The 1980's ...

In the mid-1980s, IBM built Solana, the multi use office complex. IBM maintained a large presence for over 10 years. At that time, several of the office buildings became available for use by other corporations. Eventually, IBM sold its partnership interest.

The 1990's ...

In 1989, Nelson Bunker Hunt declared bankruptcy and the Circle T Ranch was purchased by Ross Perot Jr. in 1993. In 1997, to the dismay of residents, there was an attempt to dissolve the Town of Westlake. Many court battles, including appeals to the Texas Supreme Court, were waged as emotions rose. Ultimately Town leadership prevailed. In 1999, the Town hired the first professional manager to oversee operations.



2000	The Westlake Historical Preservation Society was established for the purpose of recording and preserving the rich history of the Town of Westlake.
2002	VIP's and residents of Westlake gather at the site of the new Westlake Academy to help raise the first wall of the school. Westlake approved the purchase of the first fire truck and ambulance. Westlake Historical Preservation Society holds the first Annual Decoration Day on Memorial Day. Westlake Academy opens.
2006	Celebrations began to commemorate the 50th anniversary of the incorporation of Westlake in December 1956.
2007	The Town of Westlake dedicated and sealed a time capsule containing a variety of special items. This time capsule will remain sealed until September 8, 2057, during the town's 100th anniversary celebration.
2009	Deloitte University announces Westlake as the site for its \$300 million learning and leadership center. Westlake Academy Arts & Sciences Center was completed.
2010	Westlake's first gas well was successfully drilled in Solana.

2011	New retail growth began along the Town's western boundary with construction of a new Quick Trip convenience store and a Centennial Fine Wine & Liquor store.
2013	The Town's open enrollment charter school, Westlake Academy, completed its 10th year of operations. Completed construction on the State's \$15 Million Phase 1 FM 1938 project.
2014	Installation of a secondary ground storage water tank. Completed Phase I expansion construction of three buildings on the Westlake Academy campus that will accommodate new students.
2015	Work began on Granada, a new 84 home housing development, and Entrada, a mixed-use development modeled after historic villages in Spain.
2016	Charles Schwab Corporation, working with major Westlake land owner and developer Hillwood Properties, announced their intention to build a regional headquarters which will be adjacent to a mixed use development that Hillwood will develop located near the intersection of SH170 and SH114.

HISTORIC PRESERVATION

There are few gifts more taken for granted than our heritage. We've all kept the old photographic albums or maybe even been fortunate enough to have recovered a piece of wood from the house our great-grandmother was born in. Apart from the relics and stories passed down from generation to generation, there is little effort made in today's frantic world to preserve and protect our community heritage. As we grow older, few of us have not paused on occasion and wished that certain memories could somehow be crafted and professionally woven into a legacy rather than relegated to the yellowing pages of the picture album.

With such thoughts in mind, The Westlake Historical Preservation Board was created to discover, preserve and perpetuate the history of our town and region that is, after all, composed of family histories. We owe a debt of gratitude to the local volunteers whose work reflects the fact that our past is as much a guide to our future as it is a trail to our present.



Westlake, a new town in an old locale, has determined that history will have a place in town government by creating a historical board. We invite you along the trails, traces, side roads, and by-ways of long ago. And we can't forbear to remind you that "the best paths always lead home;" that we are all pathfinders, in one way or another.

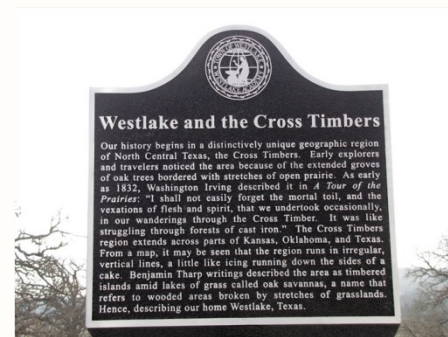
Board members of the Westlake Historical Preservation Society researched eight significant locations recently nominated for historical markers. The Town Council unanimously approved a historical marker master plan at the June 13th 2011 meeting which identified the sites and place markers.

The sites are in the heart of Westlake and on highly traveled roads. Instead of going through the State to receive the designated plaques, the Town will take on the project. The Texas Historical Marker application process requires exhaustive research and documentation for potential sites and can take up to two to three years.



HISTORICAL MARKERS IN WESTLAKE

Westlake is also on a journey toward its own destiny that will be unlike any other of the towns around it – better, richer because Westlake will take into account its past in charting its future. The folk of yesterday are gone and so is most of the evidence proving they were here. They are remembered only as long as there are rememberers. When even memories are gone, there is precious little – an old house here or there, small cemeteries with headstones askew, historical plaques, old-timey things in museums, photographs, bits of poetry, recipes and old letters with the musty smell of time, documents from court house records, words trapped in newspapers, magazines or books.



WESTLAKE AND THE CROSS TIMBERS

This marker stands next to the loop parking lot in front of the Westlake Academy on JT Ottinger Road.

Our history begins in a distinctively unique geographic region of North Central Texas, the Cross Timbers. Early explorers and travelers noticed the area because of the extended groves of oak trees bordered with stretches of open prairie. As early as 1832, Washington Irving described it in a Tour of the Praries: "I shall not easily forget the mortal toil, and the vexations of flesh and spirit, that we undertook occasionally, in our wanderings through the Cross Timber. It was like struggling through forests of cast iron." The Cross Timbers region extends across parts of Kansas, Oklahoma, and Texas. From a map, it may be seen that the region runs in irregular vertical lines, a little like icing running down the sides of a cake. Benjamin Tharp writings described the area as timbered islands amid lakes of grass called oak savannas, a name that refers to wooded areas broken by stretches of grasslands. Hence, describing our home Westlake, Texas."

The **rock chimney** from the original Buck King homestead still standing at Pearson Lane and Aspen Lane. Pearson Road was known as Buck King Road.



HISTORICAL MARKERS IN WESTLAKE

SHOCKEY-HUFFMAN HOMESTEAD & FAMILY FARM

This homestead is now occupied by Solana Village Plaza and was established by Isaac Shockey in 1885. The homestead consisted of multiple wood-frame buildings and a well. **This marker stands off Solana Blvd near Village Center Plaza.**

POSSUM TROT SCHOOL

This was a one-room school house from 1890 to 1905 near Dove and Ottinger roads, south of Westlake Academy. The school had 16 to 20 students ages 8 through 13. **This marker stands at the southwest corner of North Pearson and Dove Road.**



STAR STAGECOACH ROUTE

The site of an 1850s log cabin on Denton Highway south of Stagecoach Hills Airpark. Later a rock house was built there where travelers on the Denton-Birdville stagecoach route stopped for water collected from nearby springs.

TERRA BELLA HOMESTEAD

This site is on Dove Road, purchased by Ed Noack in 1965, which became Terra Bella Estates in 2007.



THE CIRCLE T RANCH

Off State Highway 114, the 2,300 acres known as Circle T Ranch was purchased by J. Glenn Turner in the 1940s and 1950s.



THRASHER FAMILY HOME

on Dove Road west of Precinct Line Road, home of Henry and Beulah Thrasher on a 40-acre tract bought in



PAIGEBROOKE FARM

Off Dove Road near Ottinger Road is the site of the Dealey Home designed by Charles Dilbeck and built in the late 1930s.

WESTLAKE LOCAL GOVERNMENT

The Town of Westlake was incorporated in 1956 as a Type A general-law municipality under the rules of the state of Texas. The Town operates under the Council-Manager form of government.

The Council is comprised of a mayor and five (5) council members and is responsible for, among other things, passing ordinances, adopting the budget, appointing committees, and hiring the Town Manager. The Mayor and Town Council members serve two (2) year terms. All elected officials are elected at large for a two year staggered term each May.

The Town Manager is responsible for carrying out the policies and ordinances of the Council, for overseeing the day-to-day operations of the Town and appointing and supervising heads of various departments.

The Town Council shall conduct regularly scheduled meetings on dates and times as established by the Town Council. All Mondays shall be established as a day available for regular meetings as needed. Special meetings shall be called in accordance with Section 22.038(b) of the Texas Local Government Code. The regular Council meetings shall convene not earlier than 6:30 p.m.

Laura Wheat
Mayor



Carol Langdon
Mayor Pro-Tem



Michael Barrett
Council Member



Alesa Belvedere
Council Member



Rick Rennhack
Council Member



Wayne Stoltenberg
Council Member

The Town provides municipal and academic services that are necessary for our residents, and delivered with an eye to maintaining fiscal stewardship for the resources that are entrusted to the government.

Major services provided under the general government and enterprise functions are: fire and emergency medical services, police, water and sewer utility services, park and recreational facilities, financial accounting, communications and community affairs, street improvements, education and other related administrative services.

The Town utilizes a combination of both, direct service delivery along with outsourced services. The decision as to which service to deliver directly versus out-sourcing is based on analysis of cost-effectiveness, citizen responsiveness, and customer service quality.

Combining Strong Political Leadership & Professional Management

The council-manager form is the system of local government that combines strong political leadership, representative democracy through elected officials, and professional management. The form establishes a representative form of government by concentrating all power in the elected Town council. The council hires a professionally trained and educated Town Manager to oversee the delivery of public services and the daily operations of the Town. Council Members are part-time volunteers who serve as the policy making board for the Town's government.

WESTLAKE OPERATIONS

The Town of Westlake employs approximately 130 full-time equivalent employees (municipal and academic) and provides a full level of public services to its citizens as well as operates the only municipally owned Charter School in the state. The Town of Westlake utilizes a private firm for solid waste collection and disposal, as well as contracts with Keller, a neighboring community, for police services.



Department Name	FY2017
General Government	
• Town manager	1.00
• Assistant Town Manager	1.00
• Administrative	0.50
• Planning and Development	5.35
• Town Secretary	1.50
• Facilities/Grounds maintenance	1.25
• Municipal	4.5
• Finance	4.40
• Payroll/Human Resources	2.00
• Information Technology	1.00
Public Safety	15.50
Culture and Recreation	0.50
Public Works	3.00
Marketing and Public Affairs	2.00
Education	94.33
Total	137.83

GLENWYCK PARK

The park at Glenwyck Farms is 13.5 acres of open space with a variety of 60 feet oak and pecan trees. The park, which opens at dawn and closes at dusk, is maintained by The Town of Westlake and the Home Owner's Association of Glenwyck Farms. The park is located at 1601 Fair Oaks Drive, and includes a running brook, three rustic bridges, and a paved walking path. Oak and pecan trees, some of which tower 60 feet, decorate the lush area.



SHOPPING

Westlake is surrounded by excellent retail shopping options in many of our neighboring cities: Roanoke, Southlake, and Trophy Club. There is something for everyone only minutes away but keep watch...for more Westlake retail stores in the Solana and Entrada developments!

LODGING FACILITIES

The Marriott Solana was designed by famous Mexican architect Richardo Legoretta. The hotel is one of Marriott's most unique, full-service hotels. Marriott Solana guests are provided with a unique, upscale experience. The resort feel of the hotel is supplemented with fields of Texas wildflowers and groves of oak trees. The informal, yet stylized approach uses light and color throughout, making for an exhilarating experience. Whether you are staying at the hotel for work or pleasure, you are sure to leave feeling pampered.



DINING ESTABLISHMENTS

Westlake offers a small variety of restaurants within the town's limits. Located off Highway 114 at the Solana/Kirkwood Boulevard exit, and just minutes from your doorstep, Solana houses a few dining options; La Scala offers traditional Italian and Mar Cocina serves up authentic mexican food.

The Marriot Solana Hotel offers an upbeat modern décor for breakfast lunch and dinner, featuring all your favorites served with a local Texas flare. In addition, the Marriott also includes a Starbucks Coffee House where tour favorite coffee beverages are served daily. Westlake is also surrounded by excellent dining options in Southlake, Roanoke and Trophy Club.

WESTLAKE COMMUNITY EVENTS

Westlake is a family-friendly environment where events are held, which provide opportunities for our residents to gather and participate in activities with their children and neighbors.

MASTERWORKS CONCERT SERIES...

The Masterworks Music Series is a variety of free music programs sponsored by the Town of Westlake, Cassidy Turley and ARTSNET.

These free concerts are for music lovers of all ages and feature instrumental and vocal music ranging from Country & Western to Blues & Jazz with the entertainment of local, regional and national artists. The concert season begins in April and performances are held at the Plaza (courtyard) in Solana. ♪



...DECORATION DAY

The Westlake Preservation Historical Society sponsors its annual "Decoration Day" event each Memorial Day in Westlake at the Odd Fellow Cemetery. This community event is a public commemoration of veterans, both past and present, who have served our country and defended our freedom and liberties. Activities include live music, treasure hunts for the kids, and a homemade ice-cream competition. ♪

ANNUAL VINTAGE CAR SHOW...

Classic car enthusiasts join together each October at the Solana Club in Westlake for the Annual Westlake Vintage Car Show. This event features vintage classic original or restored to original automobiles, trucks and pickups from 1909 to 1959. Awards included Best of Show, Best of Class, People's Choice and Town of Westlake Mayor's Choice. ♪



...ARBOR DAY CELEBRATION

The Westlake Arbor Day Celebration is held each April. This annual celebration is an afternoon of activities, live entertainment, best cookie competitions, auctions, and a variety of great food. Kids' activities have included pony rides, face painting, games, crafts, and an obstacle course. In addition, there are educational sessions on tree care advice, and complimentary trees. Admission is free. ♪

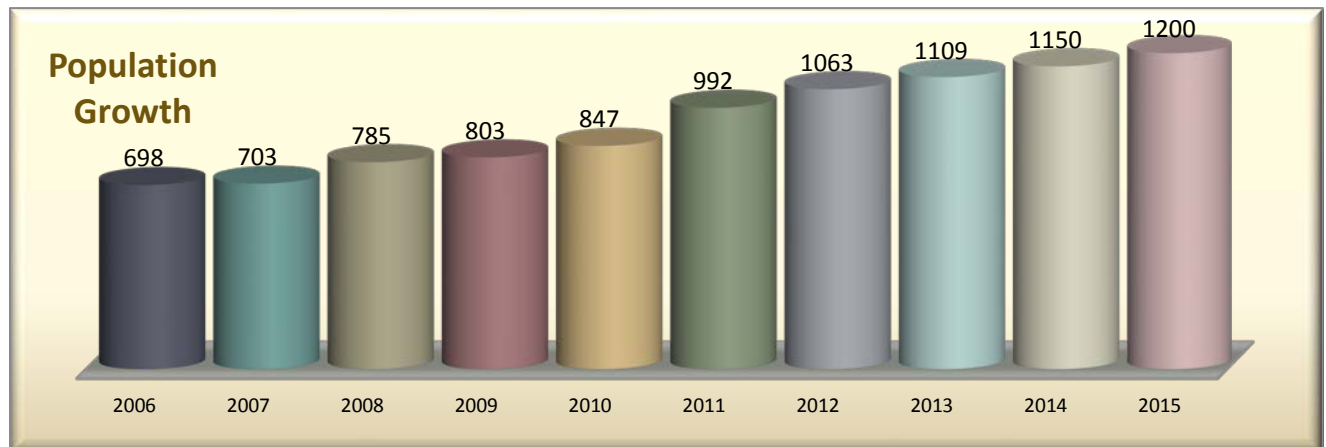
HOLIDAY COMMUNITY TREE LIGHTING...

Enjoy an evening of community fellowship at the Westlake Academy Campus, as the holiday season officially begins with the lighting of the Christmas Tree. This free event includes games & entertainment, cookie decorating, musical selections by the Westlake Academy Choral Group and Drama Students, and don't forget our special visitors from the North Pole! ♪



WESTLAKE POPULATION

The Town of Westlake has experienced exponential growth over the last decade; the national census reported 207 residents in 2001 and 992 residents in 2011.



Tarrant County Unemployment Rate

Year	Rate
2002	6.10%
2003	6.30%
2004	5.30%
2005	5.10%
2006	4.60%
2007	4.30%
2008	5.10%
2009	8.10%
2010	8.10%
2011	7.90%
2012	6.20%
2013	6.00%
2014	5.00%
2015	4.00%

Average Age	Percent
18 – 34 years	5%
35 – 54 years	50%
55 – 74 years	39%
75+ years	6%

Source: 2015 Westlake Citizen Survey

Household Income	Percent
Under \$50K	4%
\$50K - \$149K	5%
\$150K - \$500K	29%
\$500K plus	45%

Source: 2015 Westlake Citizen Survey

A smoking ordinance was passed during the October 20th, 2015 Town Council meeting.

The ordinance will be effective January 1st, 2016 and prohibits smoking in parks and trails (including medians) and within 25 feet of a building entrance.

DEMOGRAPHIC AND ECONOMIC STATUS

Calendar Year	Estimated Population	Personal Income	Per Capita Personal Income
2002	289	\$ 13,715,216	\$ 47,457
2003	303	15,242,398	50,305
2004	328	41,027,552	125,084
2005	355	45,292,916	127,586
2006	698	90,835,901	130,137
2007	703	93,316,319	132,740
2008	785	115,891,905	147,633
2009	803	120,920,285	150,586
2010	847	102,852,057	121,431
2011	992	26,678,400	127,700
2012	1,063	138,423,531	130,254
2013	1,109	147,292,890	132,859
2014	1,150	160,462,095	135,516
2015	1,200	165,871,904	138,227

Tarrant County, Community College, Hospital & School Taxes – FY 2015-2016

- Carroll ISD - \$2.582277
- Keller ISD - \$2.344777
- Northwest ISD - \$2.466577

Denton County and School Taxes – FY 2015-2016

- Northwest ISD - \$2.0741

Major Developments & Planned Developments

- Deloitte University
- Fidelity Investments North Texas Campus
- Solana Corporate Campus
- Westlake Corners - at SH 377/SH 170 intersection
- Entrada - an exquisite 85 acre mixed-use development
- Quail Hollow and Carlyle Court
- Granada Phase I and II
- Charles Schwab regional headquarters

LOCATION

- Northeast Tarrant County
- 7 square miles (approximate)
- 12 miles west of Dallas-Fort Worth International Airport
- 7 miles east of Fort Worth Alliance Airport
- Elevation 574 feet

CLIMATE

- Days of sunshine: 137
- Mean winter temperature: 54 F
- Mean summer temperature: 92 F
- Mean annual precipitation: 33.7 inches
- Mean annual snowfall: 3.1 inches



RESIDENTIAL SUBDIVISIONS

The Town of Westlake is home to several communities, all of which share a commitment to excellence but possess unique character and charm. Well-known for its carefully planned development and growth, many homeowners choose this area for the wide variety of opportunities and the strong family orientation of its residents.



GLENWYCK FARMS

A private community situated on over 100 wooded acres in a quiet rural setting. Glenwyck has one acre home sites in a park-like setting with mature trees, a running trail and several natural ponds. This neighborhood is also home to Glenwyck Farms Park, 13.5 acres of open space with a running brook, rustic bridges and paved walking path. Oak and pecan trees, some of which tower 60 feet, decorate the lush area.

MAHOTEA BOONE - Westlake's oldest subdivision, having been platted about 1978, Mahotea Boone has fourteen lots, eleven of which currently have older homes. It is zoned for minimum two acre lots and appears to be redeveloping with larger homes. The developer was Bill Boone, who named the street after his grandmother.

TERRA BELLA

A 28 lot, 54.7 acre, gated subdivision with a 22.6 acre open space/nature preserve featuring a hike and bike trail. As Westlake's newest subdivision, the first house was permitted for construction in August 2009. Terra Bella is accessible from Dove Road and Sam School Road, on the eastern border of Westlake.



VAQUERO ESTATES

Gently rolling hills and picturesque meadows comprise the private oasis of Vaquero. With approximately 333 homes, this guard-gated community surrounds a world-class golf course designed by Tom Fazio, complete with shimmering ponds and countless groves of majestic oaks. This subdivision offers the highest quality in home design and construction.

RESIDENTIAL SUBDIVISIONS

GRANADA

This subdivision is one of the latest additions with plans for gorgeous luxury homes set on 84 acres. The average price for these residences is targeted at \$1 million plus & you'll find what that buys is a stunning home with all the right touches and details. With average lot sizes of 30,000 square feet, families will have plenty of space to enjoy the Texas landscape.



CARLYLE COURT

Our new Carlyle Court development will offer only 8 gated estate lots, each one being 1-1.5 acre homesites. The neighborhood is very private featuring both trees and open spaces. Connections to the existing Westlake trail system are also available right outside your door!

QUAIL HOLLOW

A Private Enclave of Wooded 1-2 Acre+ Home Sites. This picturesque 188-acre gated community is set amidst one of the most desirable locations in all of North Texas and is limited to only 92 home sites.



STAGECOACH HILLS

In this 30-house subdivision, airplanes are almost as common as cars. The subdivision's name comes from its location on an old stagecoach trail from Keller to Denton.

ENTRADA COMMERCIAL DEVELOPMENT

You and your family will especially appreciate the mixed-use approach that will make all your favorite spots convenient and easy to access.

The architecture will emulate the Catalonia region of northeastern Spain with a blend of rich Texas-Spanish Mission style and a community design to create a European village type environment. The red tile roofs are planned to quickly let you know you're not in a cookie cutter rehashed development.

Carefully planned to provide residents with an enviable lifestyle, the \$500 million project uses the latest trends in lifestyle planning to provide a combination of office, hospitality, entertainment, and single-family housing, including a selection of detached homes, townhomes, condominiums, and villas.

This development has attracted some of the nation's most respected builders of luxury homes and, when completed, will set a standard for both architectural design and luxury living in the North Texas area.



WHAT'S SPECIAL

Westlake's Entrada project is taking shape with a 135-room Hyatt Place Hotel, a Primrose School, a Starbucks and a CVS Pharmacy all confirmed for the 85-acre project.

Entrada also will have 300 residential units, including 200 single family villas, 70 to 80 townhomes and 40 to 50 condominiums. Several luxury retailers are anticipated for the project. The 161,000-square-foot Hyatt will have a 15,000-square-foot conference room for special events.

The centerpiece will be a lake with a fountain feature that harkens back to a village on the Spanish coastline. The project also includes an outdoor amphitheater and trails that connect to the rest of Westlake's network. The buildings will have small setbacks, echoing the European-inspired design.



ADVANTAGES OF DOING BUSINESS IN WESTLAKE

Regional Advantages

- Adjacent to the Alliance Airport area which is home to over 60 Fortune 500 companies.
- Lower cost of living – 7% below the national average.
- No corporate sales tax in the state of Texas.
- Affordable housing – Prices 20% below the national average.
- Strong workforce throughout DFW Metroplex.
- Dallas-Fort Worth-Arlington Metropolitan Statistical Area ranked 4th largest population center in United States (Source: US Census Bureau)
- Civilian labor force of 3 million in Greater DFW.
- Superb access to seven major highways and Dallas/Fort Worth International Airport.
- Location midway between Alliance Airport and Dallas Love Field.
- Low local property tax rate.
- Central location within the Metroplex.
- Excellent choice and availability of office and retail space.

High Standards

- Gold level Scenic City Designation for high aesthetic and open space standards.
- The Town of Westlake has twice been named the most affluent community in America by Forbes Magazine.
- Town support for economic development incentives.
- Flexible high development standards to accommodate logical development.



Hwy 114 Corridor West Region Population & Demographics

- This region includes a population of over 151,000 people with the following characteristics.
- Family Oriented: Avg. of 2.89 people per household.
- Well Educated: 47.3% of those over 25 years of age have a bachelors degree or higher.
- Young at heart: Avg. age of 37 years old
- Total Households: 67,598
- Average Household Income: \$91,972 / year.

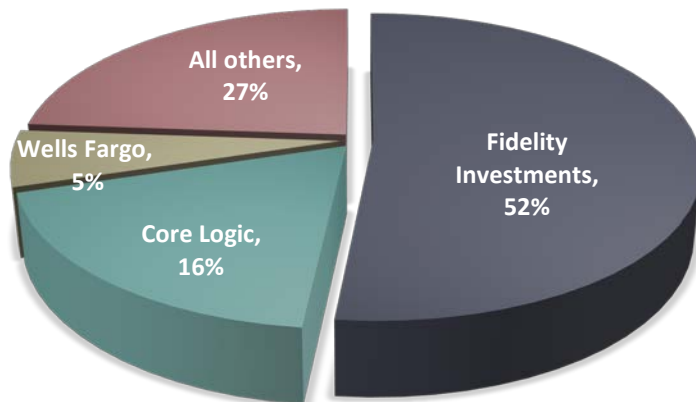


Strategically Located

- ◆ Westlake is conveniently located on the south side of State Highway 114, providing quick, easy access to all areas of the Dallas-Fort Worth Metroplex.
- ◆ The unique location of Westlake is ideal for many of its major corporate campuses and residential communities.
- ◆ Westlake's proximity to major highways as well as area airports further enhances its appeal as a corporate office location.
- ◆ Westlake is 12 miles to the west of DFW Airport and 7 miles to the east of Alliance Airport.
- ◆ Traffic counts on Highway 114 adjacent to the city are presently around 70,000 cars per day.
- ◆ Those counts may reach as high as 100,000 per day when TxDOT completes all renovations of Highway 114 from Roanoke to I-35 at the raceway.

WESTLAKE EMPLOYERS

COMPANY NAME	COUNT	PERCENT
Fidelity Investments	5,843	52%
Core Logic	1,790	16%
Wells Fargo	617	6%
Deloitte	460	4%
TD Auto Finance	390	4%
Sabre JLL Facilities	317	3%
First American Title	262	2%
Travelocity	200	2%
Verizon Wireless Bldg 7	181	2%
Sount Physicians	170	2%
Verizon Wireless Bldg 6 (ALL)	131	1%
Vaquero Country Club	123	1%
Marriott Solana Hotel	108	1%
Verizon Wireless Bldg 8	100	1%
Westlake Academy	94	1%
Levi Strauss	70	1%
Solana Club/Larry North	57	1%
Solera	50	0%
Town of Westlake	40	0%
Marsh & McLennan Companies	35	0%
MMC	35	0%
Cassidy Turley/Cushman-Wakefield	25	0%
Midwest Hospitality, LLC	25	0%
Premier Academy	25	0%
TOTAL	11,148	100%



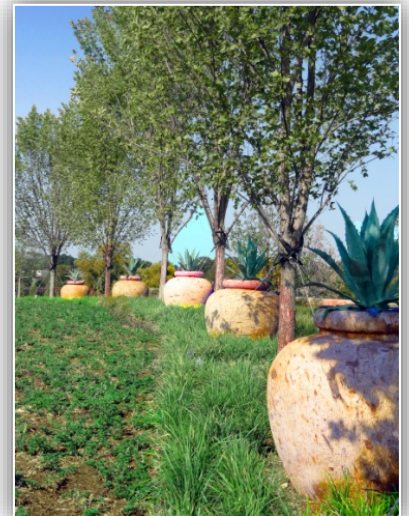
The DFW Metro area is home to more Fortune 500 companies than any other area in the United States.

Several major employers are located within the Town of Westlake.

Solana Business Park, including a premium Marriott Hotel, stands as the area's premier corporate development offering tenants a customizable site-specific partnership.

Fidelity Investments created a stunning 300-acre campus that is a user-friendly environment. It fits into and even enhances the area's natural surroundings and abounds with native trees, grasses and flowers.

Deloitte University operates their \$160 million dollar, 160 acre, international training facility. The facility features over 800 rooms, office space, conference centers, amenity centers, as well as many parks, trails, and water features. This development represents another step towards Westlake's goal to become an education-centered community.



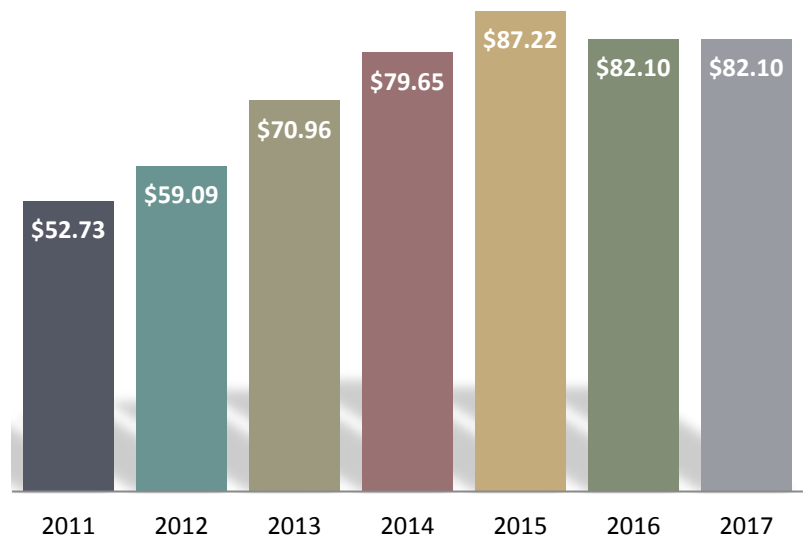
SALES AND USE TAX RATE

Many people don't know that most of their sales and use tax is remitted to the State of Texas; in fact, for every dollar of taxable sales, the state receives six and one quarter cents (or 6.25%)

In the State of Texas local municipalities have the option to adopt up to an additional two cents (or 2%) for local use for a total maximum combined rate of 8.25%.

This local tax must be in accordance with state law and be utilized for specific purposes as identified by the state's local government code.

General Sales and Use Tax
(show in millions)



4B Economic Development Fund – This fund utilizes the revenues generated from a ½ cent sales tax to fund qualified development projects. Currently, the 4B Fund is committed to the repayment of the debt incurred for the construction of Westlake Academy.

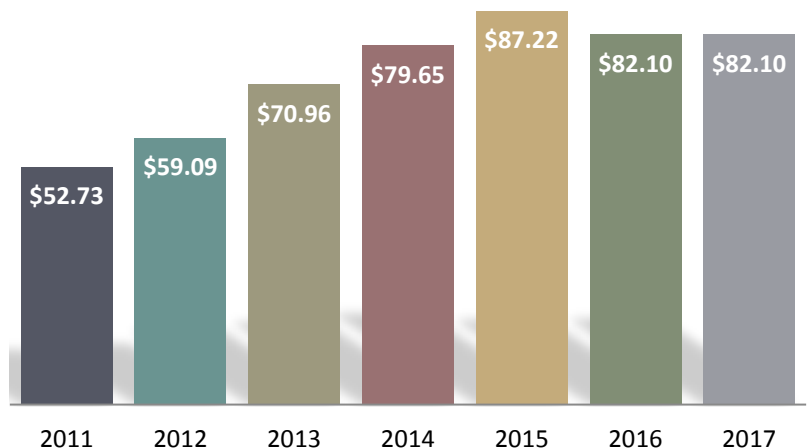
General Fund Allocation – The Town levies 1 ½ % in sales tax that is utilized to offset expenditures in the General Fund and is used to reduce the property tax burden on local residents and businesses by providing Westlake with an additional unrestricted revenue source.

HOTEL OCCUPANCY TAX

In addition to sales and use tax collections, the Town receives a 7% hotel occupancy tax from the Marriott Solana and any future hotels in Westlake.

This revenue is recognized in the Visitors Association Fund and is used to help fund a shuttle program for hotel guests as well as other marketing and promotional activities.

Hotel Occupancy Tax
(show in thousands)



PROPERTY TAX

The Town of Westlake instituted a property tax in 2010.

- **Effective Tax Rate** is the total tax rate calculated to raise the same amount of property tax revenue from the same properties.

The calculated effective rate
for FY2016/17
will decrease by .01939
for a tax rate of \$.13695
Currently \$.15634

Homestead Exemptions

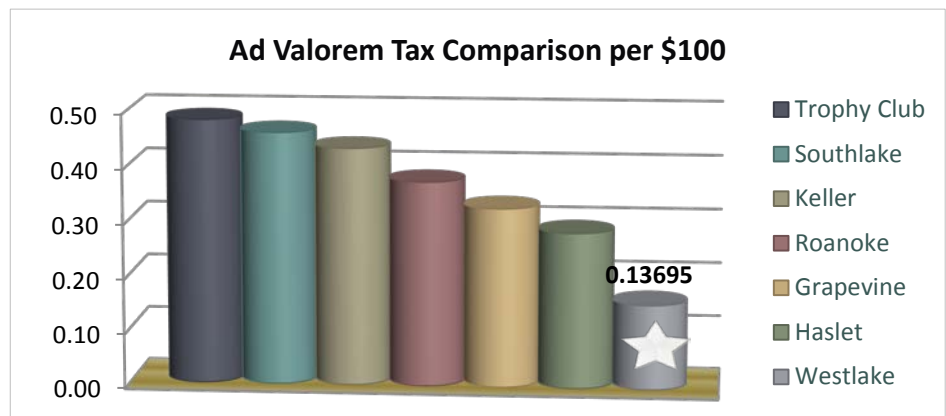
The Westlake Town Council approved a homestead exemption of 20%, which is the maximum amount allowed by the State of Texas.

Tax Freeze

The Town Council also approved a tax freeze for all residential accounts identified as over 65 by the tax appraisal district. To learn more information about the tax freeze or find out if you qualify, please visit the following websites: Denton Central Appraisal District or Tarrant Appraisal District.

Top Ten Principal Property Tax Payers	Total Assessed Value
5 Village Circle Holdings LP	\$140,613,560
FMR Texas, LLC/LTD Partnership	71,938,529
DCLI, LLC	52,633,131
Fidelity Investments Inc.	26,383,422
Marsh USA Inc	21,098,171
Lexington TNI Westlake LP	14,700,000
Corelogic Solutions LLC	14,473,635
Prince Whipple Trust	6,850,000
Levi Strauss & CO	5,903,735
Vaquero Club, Inc.	5,383,416
TOTAL	\$359,977,599

Jurisdictions - The Town of Westlake contracts with the Tarrant County Tax Assessor Collector's Office to collect the Town's portion of local property tax.



There are multiple taxing jurisdictions within Westlake's boundaries; whether or not a business or residence is required to pay tax to a particular jurisdiction is determined by where they are located within Westlake and the boundaries of the respective taxing jurisdictions.

Currently, the following taxing jurisdictions collect property taxes in Westlake:

- Independent School Districts; Carroll, Keller and Northwest
- Tarrant County; College and Hospital
- Denton County and Trophy Club MUD 1



Westlake residents can determine which taxing jurisdictions apply to their property as well as obtain current property tax rate information by conducting a property search on the appropriate appraisal district website: Denton Central Appraisal District or Tarrant Appraisal District.

DIRECT AND OVERLAPPING PROPERTY TAX RATE

	2012	2013	2014	2015	2016
TOWN DIRECT RATES					
Ad Valorem Property Tax					
General Fund	0.13835	0.14197	0.13888	0.13710	0.12882
Debt Service Fund	0.01849	0.01487	0.01796	0.01924	0.00813
SUB-TOTAL DIRECT	0.15684	0.15684	0.15684	0.15634	0.13695
OVERLAPPING RATES					
School Districts					
Carroll ISD	1.41500	1.40000	1.40000	1.40000	1.39000
Northwest ISD	1.37500	1.37500	1.45250	1.45250	1.45250
Keller ISD	1.54000	1.54000	1.54000	1.54000	1.52000
Counties					
Denton County	0.27736	0.28287	0.28491	0.27220	0.26200
Tarrant County	0.26400	0.26400	0.26400	0.26400	0.25400
Other					
Tarrant College	0.14897	0.14897	0.14950	0.14950	0.14173
Tarrant Hospital	0.22790	0.22790	0.22790	0.22790	0.22789
Trophy Club Mud #1	0.17500	0.13339	0.13339	0.13339	0.12722
SUB-TOTAL INDIRECT	5.42323	5.37213	5.45220	5.43949	5.37534
TOTAL	5.58007	5.52897	5.60904	5.59583	5.51229

STANDARD & POOR'S RATING SERVICES

Standard & Poor's Ratings Services, a division of the McGraw-Hill, Inc. has recently increased the Town's rating from AA to AA+/stable. The upgrade reflects their assessment of the town's historically very strong finances and recent implementation of a property tax levy, which has further strengthened finances and lessened the operating fund's reliance on the somewhat volatile sales tax revenue stream.

The rating reflects their opinion of the town's:

- Participation in the Dallas-Fort Worth metropolitan statistical area (MSA) economy
- Very strong budgetary flexibility with fiscal 2012 audited reserves in excess of 50% of general fund expenditures
- Very strong liquidity, providing very strong cash to cover debt service and expenditures; and
- Strong management conditions, supported by good financial policy implementation.

OUR VISION

Westlake Academy inspires college bound students to achieve their highest individual potential in a nurturing environment that fosters the traits found in the IB Learner Profile:

- Inquirers
- Knowledgeable
- Thinkers
- Communicator
- Principled
- Open-Minded
- Balanced
- Risk-Takers
- Caring
- Reflective

OUR MISSION

Westlake Academy is an IB World School whose mission is to provide students with an internationally minded education of the highest quality so they are well-balanced and respectful life-long learners.

VALUES

- Maximizing Personal Development
 - Academic Excellence
 - Respect for Self and Others
 - Personal Responsibility
 - Compassion and Understanding
-

WESTLAKE ACADEMY

Westlake Academy is an Open Enrollment Charter School that opened September 1, 2003 and offers the full IB curriculum for grades K-12. Westlake Academy distinguishes itself among neighboring educational offerings with a particular focus on producing students who are globally minded.



The programs of the International Baccalaureate Organization (Primary Years Program, Middle Years Program, Diploma Program) have been selected as the educational model utilized at the Academy. Educational technology will be pervasive and will infuse the classroom curriculum.



Westlake Academy is a premier learning establishment and prides itself on providing a learning environment where students have the resources and facilities to excel. The primary geographic service area for Westlake Academy is the town limits of Westlake; students from other locations may be considered if seats are available.

Westlake Academy continues to have excellent academic and extra-curricular results and is ranked among the best high schools in America.

Student Uniforms

The Westlake Academy Dress Code specifically outlines school-approved uniform options for students:

- formal uniforms
- casual uniforms
- acceptable spirit wear

The student uniform standards encourage a productive learning environment in which students can focus on learning, appreciate an awareness of others without distractions, develop character and good citizenship skills, instill respect and self-discipline.



House System

Westlake Academy has chosen to implement a house system with each student and faculty member assigned to one of four houses named after people who represent qualities important to and inherent in the WA mission statement.

While school and team spirit are promoted, the house system also encourages integration, responsibility and a sense of community. Membership in a house is life-long. Each student should be responsible for the well being of fellow members and be proud to work for the betterment of the house. Houses will work together and compete in academic, sporting, service projects and events. All siblings will be assigned to the same house.

The House System organization and leadership team consists of a House Coordinator and its own leadership team consisting of a House Captain, Service Captain, PYP Captain, and a Faculty Liaison. The 2016-17 House Coordinators are Amanda Bunch & Dawnelle Butler.



Keller House

In 1882, at the age of two, Helen Keller became deaf and blind. Nevertheless, she learned to read, write and speak. She attended the most prestigious women's university in the United States and became a spokeswoman for all people with disabilities. She represents **determination, perseverance and passion.**



Thoreau House

Henry David Thoreau was a writer, thinker and naturalist. He was one of the country's first environmentalists. He represents a love of **nature, independent thinking and standing up for one's convictions.**



Wheatley House

Sold into slavery at the age of seven, Phillis Wheatley nonetheless learned to read and write in English, Greek and Latin and published her first poem at the age of thirteen. She was the United States' first African-American poet. She represents our search for **spirituality and cultural diversity.**



Whitman House

Father of free, non rhyming verse in poetic literature, Walt Whitman was truly an innovator who began his career in the years before the civil war. He used his poetry to express the distinctive virtues of the American nation. He exalts the **democratic spirit and a love of a country.**



SECTION 2 BUDGET IN BRIEF



Managing the Impact of Growth



Forging Westlake

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Budget 101 Overview

This section gives perspective to the Town's budgeting process, basis of budgeting and accounting, layout and organization, budget fund structure, governmental and proprietary fund types and the relationship between funds & departments

The Town of Westlake staff is pleased to present the **2016/2017 annual operating budget**, which is the product of many hours of preparation as well as a response to ever-changing internal and external influences. **The Town of Westlake's 2017 fiscal year begins on October 1, 2016 and ends September 30, 2017.** It provides the framework to implement the Town's vision, mission and value statements as set out by the Town Council.

LAYOUT AND ORGANIZATION

The budget is designed to help the reader locate both financial and non-financial information in a timely fashion.

The Fund Sections are broken down between General Fund, Special Revenue Funds, Debt Service Fund, Enterprise Funds, Internal Service Funds, Capital Projects Fund, and Westlake Academy Fund. Each Fund contains the following information:

- "Fund Overview" describing the function of the fund and explaining the variances between the revenues and expenditures.
- "Program Summary" of revenues and expenditures.

Also included are sections detailing the Capital Improvement Plan, Long-Term Planning, Fiscal and Budgetary Policy, Investment Policy, Strategic Plan and the Town ordinance related to the adoption of the budget (after adoption).

BUDGET PREPARATION

As in previous years, efforts have been made to control expenditures while continuing to deliver an excellent level of service to our citizens. Concentrated efforts have been made to produce a document that clearly illustrates the uses of Town resources in a format that may be utilized as a resource tool by the Town Council, Town staff, and the citizens of Westlake. Our budget preparation process continues to be refined on an annual basis, operating within clearly defined budget preparation guidelines.

Budgeting is an essential element of the financial planning, control and evaluation process of municipal government. The "operating budget" is the Town's annual financial operating plan. The budget includes all the operating departments of the Town, the debt service fund, all capital projects funds, and the internal service funds of the Town. The proposed budget will be prepared with the cooperation of all Town departments, and is submitted to the Town Manager who makes any necessary changes and transmits the document to the Town Council. A budget preparation calendar and timetable will be established and followed in accordance with State law.

A "bottom-up" approach is used to solicit input from the staff Leadership Team as to their operations' needs with an emphasis on:

- Identifying costs to provide the current level of services.
- Identifies additional cost increases needed to maintain the current level of service.
- Additional resources necessary to provide new or increased levels of service.
- Delineating changes in fund balance levels for each fund.

The following procedures, which are guided by generally accepted budgeting practices, has been established:

- The annual operating budget presents appropriations of expenditures and estimates of revenues for all local government funds. These revenues include sales and use taxes, ad valorem property tax, citation revenue, franchise taxes, mixed beverage taxes, license and permit fees, development fees, sales of printed material, interest income, water and sewer utility revenue, duct bank leases, and miscellaneous revenues.
- The annual operating budget illustrates expenditures, anticipated revenues, and the estimated impact on reserves.
- Budgets for each municipal department are broken down into specific cost components, including payroll and related categories, supplies, services, insurance, repair & maintenance, rent & utilities, economic development incentives, debt service and capital outlay.
- Revenue projections are prepared for each revenue source based on an analysis of historical revenue trends and current fiscal conditions.
- The budget process includes a multi-year projection of all required capital improvements.
- Goals and objectives have been developed for each department and are incorporated into the evaluation of employees and performance of the organization.
- A budget message summarizing local financial conditions and principal budget issues is presented to the governing council along with the annual budget.

In May, the Finance Department prepares such items as budget forms and instructions for estimating revenues and expenditures. Department heads submit proposed baseline expenditures for current service levels and any additional one-time or on-going request they may have for their department. A round-table meeting is subsequently held with the Town Manager, the finance staff and each department head for review.

After all funding levels are established and agreed upon; the proposed budget is presented by the Town Manager to the Town Council. A public hearing on the budget is conducted in accordance with state and local law. This meeting is held after the Council has reviewed the budget during a workshop. The Town Council approves a level of expenditure (or appropriation) for each fund to go into effect on October 1st, prior to the expenditure of any Town funds for that budget year.

EFFECT OF PLANNING PROCESSES ON THE BUDGET

The budget process will be coordinated to identify major policy issues for Town Council by integrating it into the Council's overall strategic planning process for the Town. Each department shall have a multi-year business plan that integrates with the Town's overall strategic plan.

The Town of Westlake utilizes several planning processes that affect the development of the operating budget. Effective planning processes assist the Town in assessing the financial implications of current and proposed policies, programs, and assumptions. An effective plan illustrates the likely outcomes of particular courses of actions.

Section 2 Financial Analysis
Budget 101 Overview

Name	Type Of Planning Process	Description Of Planning Process	Budget Impact
General Government Long-Range Financial Forecast	Five-year operating plan to facilitate financial planning	Forecast of revenues, expenditures, service levels and staffing needs	Allows for reallocation of resources
Facilities Capital Maintenance	Five-year plan by facility and maintenance activity or project	The prioritization of departmental requests for projects along with known maintenance requirements	Stability of General fund appropriations
Parks Capital Maintenance	Five-year plan by facility, maintenance activity or project	Identifies, prioritizes and schedules improvements to parks, medians and grounds	Stability of General fund appropriations
Street Maintenance	Five-year plan to maintain and improve roadways, sidewalks, curbs and gutters	Inspection, prioritization and scheduling of surface repair & preventive maintenance of streets	Stability of General fund appropriations
Vehicle and Equipment Replacement	Five-year plan of scheduled vehicle and heavy equipment replacement	Development of replacement intervals based on equipment age, usage, and lifetime repair costs	Timing and sizing of debt issues and payments
Computer Replacement	Plan for the replacement of computers and other technology items	Development of replacement intervals based on equipment age, usage, and lifetime repair costs	Stability of General fund appropriations
Capital Improvements Plan	Five-year plan of major infrastructure development and improvements	Council identification of projects; prioritizing; costing; timing; financing and project management	Predictable funding levels, debt service planning

THE BUDGET PROCESS

A proposed budget shall be prepared by the Town Manager with the participation of all the Town's department directors.

The proposed budget shall include four basic segments for review and evaluation:

- personnel costs
- base budget for operations and maintenance costs
- service level adjustments for increases of existing service levels or additional services
- revenues

The proposed budget review process shall include Council participation in the review of each of the four segments of the proposed budget and a public hearing to allow for citizen participation in the budget preparation. The proposed budget process shall allow sufficient time to provide review, as well as address policy and fiscal issues, by the Town Council. A copy of the proposed budget shall be filed with the Town Secretary when it is submitted to the Town Council as well as placed on the Town's website.

The Town Manager submits the budget to the Town Council. The Town's fiscal year begins each year on October 1st and ends on September 30th of the following calendar year.

Prior to the beginning of the fiscal year, the Town Manager must submit a proposed budget, which includes:

- A budget message
- A consolidation statement of anticipated revenues and proposed expenditures for all funds
- General fund resources in detail
- Special fund resources in detail
- A summary of proposed expenditures by department and activity
- Detailed estimates of expenditures shown separately to support the proposed expenditure
- A description of all bond issues outstanding
- A schedule of the principal and interest payments of each bond issue

The proposed revenues and expenditures must be compared to prior year revenues and expenditures. The budget preparation process begins early in the calendar year with the establishment of overall town goals, objectives, and analysis of current year operations compared to expenditures. Budget policies and procedures are reviewed at the same time to reduce errors and omissions.

BALANCED BUDGET

As per State Law, current operating revenues, including Property Tax Reduction Sales Tax (which can be used for operations), will be sufficient to support current operating expenditures. Annually recurring revenue will not be less than annually recurring operating budget expenditures (operating budget minus capital outlay). Debt or bond financing will not be used to finance current expenditures.

BASIS OF ACCOUNTING & BUDGETING

The Town of Westlake utilizes the **modified accrual basis of accounting and budgeting for governmental funds; and full accrual for proprietary funds**. The term "basis of accounting/budgeting" is used to describe the timing of recognition, that is, when the effects of transactions or events should be recognized. This refers to the conversions for recognition of costs and revenue in budget development and in establishing and reporting appropriations that are the legal authority to spend or collect revenues.

The Town's accounting system is organized and operated on a fund basis. A fund is a group of functions combined into a separate accounting entity having its own assets, liabilities, equity, revenue and expenditures/expenses.

The budget is fully reconciled to the accounting system at the beginning of the fiscal year, and in preparing the CAFR at the end of the fiscal year. GAAP adjustments are made to reflect balance sheet requirements and their effect on the budget. These include changes in designations and recognition, via studies and analysis, of accrued liabilities.

Amounts needed for such long-term liabilities as future payoff of accumulated employee vacation is budgeted as they budgeted as projections and once recognized are adjusted for actual amounts.

In the Modified Accrual Basis,

- revenues are recognized in the period when they became available and measurable
- expenditures are recognized when the liability is incurred

In the Accrual Basis,

- revenues are recorded when earned
- expenses when the liability is incurred

The basis of budgeting and accounting is shown in the chart below

	Annual Operating Budget	Audited Financial Statements
GOVERNMENTAL FUNDS		
• General Fund	Modified Accrual	Modified Accrual
• Special Revenue Funds	Modified Accrual	Modified Accrual
PROPRIETARY FUNDS		
• Enterprise Funds	Full Accrual	Full Accrual
• Internal Service Funds	Full Accrual	Full Accrual

Budgets are prepared on the same basis of accounting that is used in financial statements. The basis of budgeting refers to when revenues and expenditures are recognized in the corresponding accounts and reported in financial statements.

Governmental fund types, including the general fund, are budgeted using the current financial resources measurement focus and the modified accrual basis of accounting.

WHAT IS A FUND BALANCE?

It should be noted that each fund summary ends with a line named "ending fund balance."

Fund balance is defined as:

- The excess of an entity's assets over its liabilities in a fund.
- In other words, it is the balance that remains once the fund's expenditures have been deducted from its revenues. In the Town of Westlake, the amount of fund balance for each fund is dictated by different parameters.

In the case of the General Fund and the Utility Fund, fund balance is defined in the Town's Financial Policies (see the Appendix). Balances are determined by other parameters such as bond covenants for other funds. Fund balance is a fundamental barometer of fiscal wellness and it is important to note that the fund balance for all funds meets every established requirement.

LONG TERM FORECASTING

Most annual operating budget documents focus on a single 12-month period where spending and revenue decisions made today will have effects that extend beyond that fiscal year. Because of that, the Town requires that long-term forecasting be made part of the Annual Operating Budget document.

The purpose of this is to:

- Ensure on-going financial sustainability beyond a single fiscal year or budget cycle
- Achieve the Academy's mission and vision
- Systematically link the annual budget to a multi-year master financial plan.

Should long term forecasts and analysis show that the Town does not have a "positive operating balance" over the multi-year period, the Finance department shall bring this to the attention of the Town Manager.

A "positive operating balance" means that the ending fund balance meets or exceeds the minimum levels prescribed in the Town's reserve policies.

We anticipate the General Fund will maintain its minimum reserve for each of the four fiscal years beyond the current proposed budget year as shown in the chart below.

Fund Name	Positive Operating Balance	Unassigned Fund Balance	Operating Days	Dollars Per Operating Day
FY 17/18	YES	\$8,389,117	328	\$25,556
FY 18/19	YES	\$7,681,021	296	\$25,953
FY 19/20	YES	\$6,455,710	238	\$27,137
FY 20/21	YES	\$5,150,395	184	\$27,944

REVENUE ESTIMATES FOR BUDGETING:

To maintain a stable level of services, the Town uses a conservative, objective, and analytical approach when preparing revenue estimates. The process shall include analysis of probable economic changes and their impacts on revenues, historical collection rates, and trends in revenues. This approach should reduce the likelihood of actual revenues falling short of budget estimates during the year and should avoid mid-year service reductions.

CENTRAL CONTROL:

Modifications within the operating categories (salaries, supplies, maintenance, services, capital, etc.) can be made with the approval of the Town Manager. Modifications to reserve categories and interdepartmental budget totals will be made only by Town Council consent with formal briefing and Council action.

CONTINGENT APPROPRIATION:

During the budget process, staff will attempt to establish an adequate contingent appropriation in each of the operating funds. The expenditure for this appropriation shall be made only in cases of emergency, and a detailed account shall be recorded and reported. The proceeds shall be disbursed only by transfer to departmental appropriation. All transfers from the contingent appropriation will be evaluated using the following criteria:

- Is the request of such an emergency nature that it must be made immediately?
- Why was the item not budgeted in the normal budget process?
- Why can't the transfer be made within the department?

PERFORMANCE MEASURES & PRODUCTIVITY INDICATORS:

Where appropriate, performance measures and productivity indicators will be used as guidelines to measure efficiency, effectiveness, and outcomes of Town services. This information will be included in the annual budget process as needed.

BUDGET ADOPTION:

Upon the determination and presentation of the final iteration of the proposed budget as established by the Council, a public hearing date and time will be set and publicized. The Council will subsequently consider a resolution which, if adopted, such budget becomes the Town's Approved Annual Budget. The Council adopts the budget in September prior to beginning the fiscal year which runs from October 1st to September 30th. The approved budget will be placed on the Town's web site.

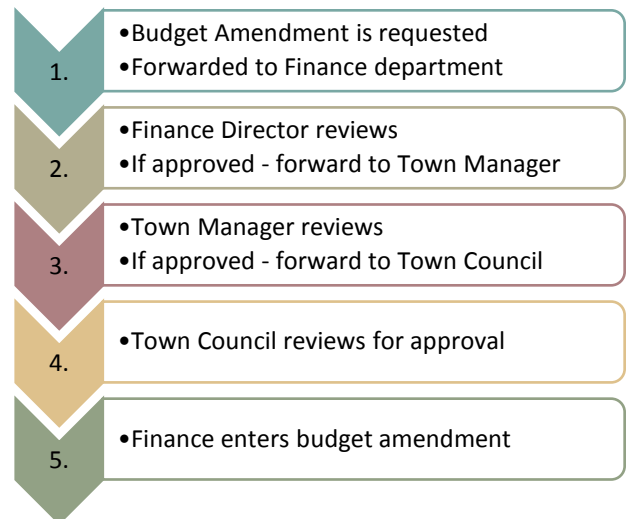
BUDGET AWARD:

Each year the Council approved operating budget will be submitted annually to the Government Finance Officers Association (GFOA) for evaluation and consideration for the Award for Distinguished Budget Presentation.

BUDGET AMENDMENT PROCESS

Department Directors are responsible for monitoring their respective department budgets. The Finance Department will monitor all financial operations. The budget team will decide whether to proceed with a budget amendment and, if so, will then present the request to the Town Council. If the Council decides a budget amendment is necessary, the amendment is adopted in resolution format and the necessary budgetary changes are then made.

The Town Manager may request that the current year budget be amended. In this process, the Town Manager will review the documentation and draft an ordinance to formally amend the current budget. This ordinance is presented to the Town Council for consideration.



Following the consideration of the proposed amendment, the Town Council will vote on the amendment ordinance. If the amendment is approved, the necessary budget changes are then made. All budget amendments will be approved by the Town Council prior to the expenditure of funds in excess of the previously authorized budgeted amounts within each fund.

BUDGET CALENDAR

MAR	<ul style="list-style-type: none">* ORIENTATION AND OVERVIEW OF BUDGET PROCESS* FIVE YEAR PROJECTION SPREADSHEETS DISTRIBUTED FOR INPUT* FORMS FOR CAPITAL PROJECTS AND MAJOR MAINTENANCE AVAILABLE* REVIEW OF CALENDAR AND PROCESSES WITH COUNCIL* REVIEW OF OVERALL TOWN GOALS
APR	<ul style="list-style-type: none">* YEAR-END ESTIMATE SPREADSHEETS DISTRIBUTED FOR PRIOR YEAR AMENDMENTS* FINANCE AMENDS PRIOR YEAR BUDGET - BECOMES BASE BUDGET FOR NEW YEAR* DEPARTMENTS ACCESS BUDGET TO REMOVE ONE TIME REVENUES AND EXPENDITURES* OPERATING BASELINE BUDGET AVAILABLE FOR EDITING* SERVICE LEVEL ADJUSTMENT FORMS AVAILABLE ON SHARED DRIVE
MAY	<ul style="list-style-type: none">* DETAIL REVIEW BY FINANCE DEPARTMENT* GOALS AND OBJECTIVES AVAILABLE FOR EDITING ON SHARED DRIVE* TOWN MANAGER AND FINANCE BEGIN REVIEWS WITH DEPARTMENTS
JUN	<ul style="list-style-type: none">* BUDGET MODULE OPEN FOR CHANGES TO BUDGETS PER REVIEWS* PRESENTATION OF 5-YEAR FORECAST
JUL	<ul style="list-style-type: none">* PREPARATION FOR BUDGET RETREAT* PREPARATION OF POWER POINT
AUG	<ul style="list-style-type: none">* BUDGET RETREAT* PUBLISH NOTICE REGARDING CONSIDERATION OF PROPERTY TAX* BUDGET WORKSHOP* NOTICE FOR PUBLIC HEARINGS POSTED IN NEWSPAPER* PRESENT PROPOSED MUNICIPAL BUDGET TO COUNCIL
SEP	<ul style="list-style-type: none">* PUBLISH NOTICE OF PUBLIC HEARING ON BUDGET* PUBLIC HEARING ON BUDGET* ADOPTION OF OPERATING BUDGET AND TAX RATE
OCT	<ul style="list-style-type: none">* NEW FISCAL YEAR BEGINS

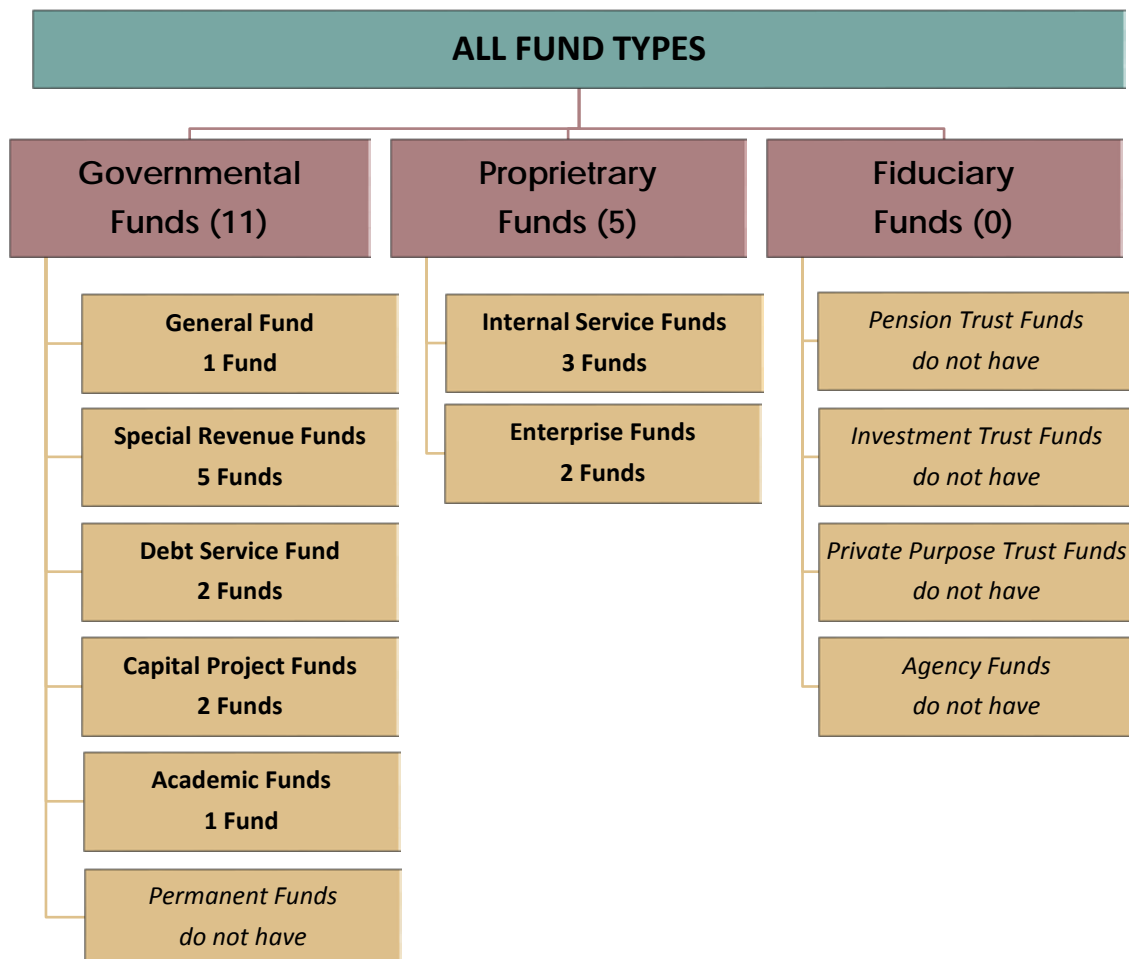
FUND TYPES AND STRUCTURE

Without going into too much technical jargon, funds are set up like separate companies which must operate under the parameters that were set up when the fund was created.

Funds are unique to governmental type agencies. In the corporate world, "Funds" do not exist. The company receives revenues and writes checks to pay for their expenses and reports them for the company. Governments handle this process a little differently.

The Town of Westlake, along with other Municipalities throughout the State of Texas, record and report all financial transactions using standard set by the Governmental Accounting Standards Board (GASB) and General Accepted Accounting Principles (GAAP).

Accordingly, these standards require all Municipalities to use individual funds that must be categorized into one of 11 Funds Types.



The Town of Westlake has 16 funds with specific purposes which are defined by federal, state, or local laws. They include the General Fund which is used for general city operations, the Utility Fund which is used to support the City's water, sewer, drainage, and refuse service, and a multitude of Special Revenue and Capital Project Funds.

GOVERNMENTAL FUND TYPES

- The fund types use a financial resources measurement focus and utilize the **modified accrual basis of accounting and budgeting**.
- Under the modified accrual basis of accounting, revenues are recorded when susceptible to accrual, meaning that it is measurable and available. Available revenues are defined as those funds that are collectable within the current period, or collectable within a timeframe to pay liabilities of the current period.
- Expenditures generally represent a decrease in net financial resources and are recorded when a measurable fund liability is incurred. In some instances, such as the incurrence of long-term debt, expenditures related to interest on the debt is recorded in the period that it is due.

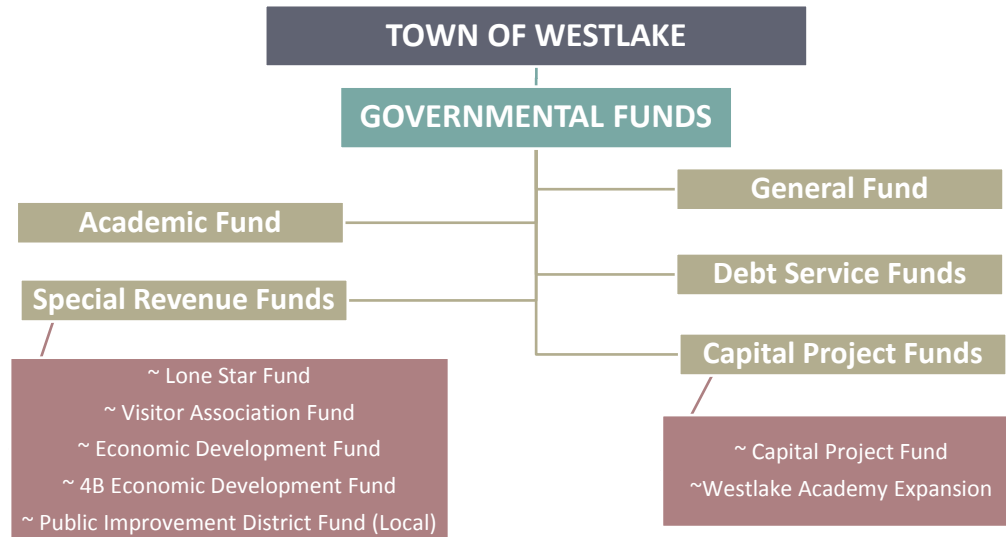
GOVERNMENTAL FUND TYPES	
ACCOUNTING/BUDGETING BASIS; MODIFIED ACCRUAL	
1.	General Fund
2.	Lone Star Fund
3.	Visitor Association Fund
4.	Economic Development Fund
5.	4B Economic Development Fund
6.	Public Improvement District Fund
7.	Debt Service Fund 300
8.	Debt Service Fund 301
9.	Capital Projects Fund
10.	Academy Expansion Fund
11.	Westlake Academy

All “Governmental Funds” are accounted for using a current financial resources measurement focus. With this measurement focus, only current assets and current liabilities generally are included on the combined balance sheet. Operating statements of these funds present increases (revenues and other financing sources) and decreases (expenditures and other financing uses) in net current assets.

The modified accrual basis of accounting is used by all Governmental Fund types.

- Revenues are recognized when susceptible to accrual (i.e., when they become both measurable and available). “Measurable” means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period.
- Major revenue sources which have been treated as susceptible to accrual under the modified accrual basis of accounting include property taxes, charges for services, intergovernmental revenues, and investment of idle funds.
- Expenditures are generally recorded when the related fund liability is incurred. However, principal of and interest on general long-term debt are recorded as fund liabilities when due or when amounts have been accumulated in the debt service fund for payments to be made early in the following year.

Governmental fund types are those through which most governmental functions of the Town are financed. The acquisition, use, and balances of the Town’s expendable financial resources and the related liabilities (except those accounted for in the Proprietary and Fiduciary Fund types) are accounted for through Governmental Fund types.



1. GENERAL FUND

The General Fund is the general operating fund of the Town. It is used to account for all Town revenues and expenditures except those required to be accounted for in other funds.

- Major functions financed by the General Fund include Finance, Administration, Building & Code Compliance, Fire/EMS, Public Works, Facilities and Grounds Maintenance, Human Resources, Parks and Recreation, Information Technology, and Engineering.
- Sources of revenue include sales and use taxes, development fees and permits, court revenue, and franchise taxes. The former Westlake Property Tax Reduction Sales Tax Fund received its funding from a ½ cent sales tax levy that was previously earmarked for the 4A Economic Development Corporation. The purpose of this fund was to reduce local property tax rates throughout Texas by providing cities with an additional unrestricted revenue source. This fund was closed at FY 2010/2011 year-end and revenues are now being recorded in the General Fund.
- These funds may be used for general Town expenditures, capital projects, or debt service.

2. WESTLAKE ACADEMY FUND

This fund incorporates all funds related to the Town of Westlake's charter school, Westlake Academy. This fund encompasses all operations and maintenance related to the school as well as State public school funding, Federal and state grants, and private donations used to support the daily school operations of the Academy.

3. SPECIAL REVENUE FUNDS

These funds are used to account for the proceeds of specific revenue sources, other than expendable trusts or major capital projects and consists of the following:

- The **Visitors Association Fund** receives its primary funding from a 7% hotel occupancy tax adopted by the Town of Westlake in FY 1999/2000. Proceeds from the hotel occupancy tax are required to be used in accordance with statutory parameters including the promotion of travel and tourism in the Town of Westlake. Additionally, because Westlake has broader statutory authority under State law than most cities to spend hotel/motel occupancy tax funds for any municipal purpose, the Town has used these funds to cover costs of various municipal operational costs and capital projects (an example would be payment of a portion of the debt service for Westlake Academy related bonds).
- The **Public Improvement District Fund (Local)** accounts for monies received from bond proceeds, inspection fees and payments related to the Solana Public Improvement District. The District was created by ordinance in February 2014 to finance the construction of public infrastructure (such as water lines and streets) in the Entrada subdivision. Revenues deposited into the PID Fund are used to cover engineering, consulting, legal, and advertising costs attributable to Entrada development and construction.
- The **Lone Star Public Facilities Corporation** was founded in 1996 and was designed “to provide for the acquisition, construction, rehabilitation, repair, equipping, furnishing and placement in service of public facilities in an orderly, planned manner and at the lowest possible borrowing costs.” The idea was to “acquire, through the issuance of installment sale obligations, office buildings located within the State of Texas but outside the boundaries of Westlake, whose tenants will be limited to those entities which are qualifying tenants under applicable federal income tax law so that the interest payable with respect to the installment sale obligations will be exempt from federal income taxation.” There has been no activity in the fund for several years.
- The **4B Economic Development Corporation Fund** is a local option established under the Texas local government code. 4B funds are generated from a ½ cent sales tax levy and proceeds are used for debt service.
- The **Economic Development Fund** was set up to maintain all receipts and disbursements of agreements between the Town and various corporations for economic development. There was confusion regarding the additional revenues being recorded in the General Fund and offset by expenditures. These balances offset to zero but skewed the analysis of each. This fund is used to create more transparency to the public regarding these receipts and payments.

4. DEBT SERVICE FUNDS

These funds were established to account for, and the payment of, general long-term debt principal and interest. This fund provides a clearer accounting of ongoing debt obligations compared to operating budgets. The Debt Service Fund is used to make scheduled payments for all bond issuances.

- The **Debt Service Fund (Property Tax)** was created to keep property tax payments separate from all remaining debt.
- The **Debt Service Fund** provides payments for all remaining debt being paid with transfers from the General Fund and 4B Economic Development Corporation Fund.

5. CAPITAL PROJECT FUNDS

The Capital Projects funds are used to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary fund types) and consist of these two funds:

- The **Capital Projects Fund** tracks the infrastructure and building projects (other than those financed by proprietary fund types), funded with general operating transfers, intergovernmental revenue, bond funds and other special funding methods. Capital expenditures are clearly identified by their respective funding sources, and projects are shown in a clear, concise format.
- The **Westlake Academy Expansion Fund (WAE)** tracks the Westlake Academy Master Facility Plan that was adopted by the Westlake Town Council/Board of Trustees in November 2012. An Economic Development Agreement was executed between the Town and Maguire Partners-Solana Land, L.P. requiring the developer to pay \$10,000 for each residential lot associated with the Granada subdivision. These funds are transferred to the WAE fund for future expansion use.

PROPRIETARY FUND TYPES

- The fund types are accounted and budgeted for on a cost of services, or "Capital Maintenance" measurement focus using the **accrual basis of accounting**.
- Under the accrual basis of accounting, revenues are recognized when earned and expenses are recognized when incurred.
- For purposes of this budget presentation, depreciation is not displayed and capital expenditures and bond principal payments are shown as uses of funds.

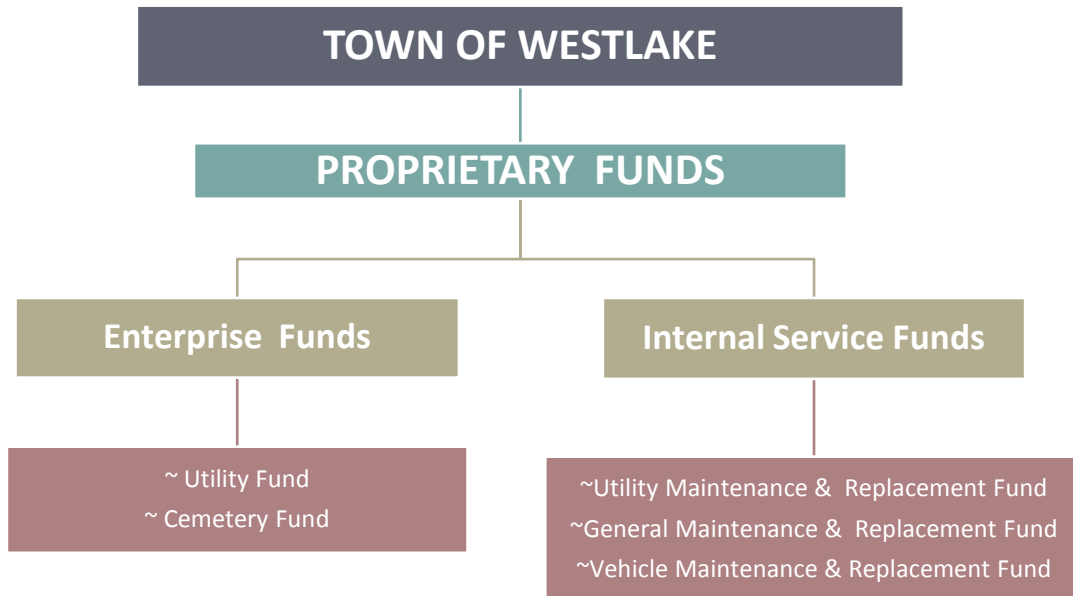
Proprietary fund types operate in a manner like private business utilizing an accrual basis of accounting.

The accrual basis of accounting is used by all Proprietary Fund types.

- Revenues are accounted for on a flow of economic resources measurement focus. With this measurement focus, revenue is recorded when earned and expenses are recorded at the time liabilities are incurred.

PROPRIETARY FUND TYPES
ACCOUNTING/BUDGETING BASIS; FULL ACCRUAL
1. Cemetery Fund
2. Utility Fund
3. Utility Maintenance & Replacement Fund
4. General Maintenance & Replacement Fund
5. Vehicle Maintenance & Replacement Fund

- All assets and all liabilities associated with the operation of these funds are included on the combined statement of net assets. Net assets are segregated into net assets invested in capital assets, net of related debt, restricted net assets and un-invested net assets.
- Proprietary fund-type operating statements present increases (revenues) and decreases (expenses) in total net assets.
- For purposes of this budget presentation, depreciation is not displayed and capital expenditures and bond principal payments are shown as uses of funds.



1. ENTERPRISE FUNDS

Account for operations of governmental facilities operated in a manner similar to commercial enterprises where the intent is to recover, in whole or in part, the costs and expenses of providing goods and services to the public. Revenues are typically generated through usage fees based on individual demands of each customer. Enterprise funds may be used when the governing body has determined that periodic determination of revenue earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes.

- The **Cemetery Fund** includes all operations associated with the 5.5-acre cemetery located on J.T. Ottinger Road which was donated during the year ended September 2008.
- The **Utility Fund** accounts for water, wastewater and telecommunications conveyance (duct bank) services for the residents of the Town. All activities necessary to provide such services are accounted for in this Fund, including administration, operations, maintenance, financing and related debt service, and billing and collection. Additionally, the Town collects monthly solid collection fees in this fund which are paid to the Town's solid waste franchisee.

2. INTERNAL SERVICE FUNDS

Account for services and/or commodities furnished by a designated program to other programs within the Town. Funds include the following:

- The **General Maintenance & Replacement Fund (GMR)** is an account used to offset the future costs of repair and/or replacement of large capital assets due to age and use. Contributions from the Town's General Fund are transferred on an annual basis; resulting in a cash balance which mitigates the cash flow impact of large maintenance and capital replacement costs.
- The **Utility Maintenance & Replacement Fund (UMR)** is an account used to offset the future costs of repair and/or replacement of large capital assets due to age and use. Contributions from the Town's Utility Fund are transferred on an annual basis; resulting in a cash balance which mitigates the cash flow impact of large maintenance and capital replacement costs.
- The **Vehicle Maintenance & Replacement Fund (VMR)** was created to provide a mechanism for the long-term repair and replacement of Town vehicles.

MAJOR FUND TYPES

Major funds represent the significant activities of the Town and basically include any fund whose revenues or expenditures, excluding other financing sources and uses, constitute more than 10% of the revenues or expenditures of the appropriated budget.

MAJOR FUND	PERCENT
General Fund	42%
Utility Fund	35%
Westlake Academy	7%
TOTAL	84%

DEPARTMENT TYPE AND STRUCTURE

- ◆ Dept 10 - *General Services* is comprised of costs in the budget that may not be specifically identifiable to any operational budget. The activity is administered by the Finance Department and funds various charges that are not defined or directly related to any specific department or activity of the Town. *Examples* of cost include, electricity, insurance, professional services, contingencies, etc. These types of expenditures affect all budgets and are generally not prorated.
- ◆ Dept 11 - The Administration Department coordinates and manages all facets of the Town's operations. Town Manager, reporting to the Town Council, serves as the chief executive officer for all Town operations including serving as Superintendent for Westlake Academy. His duties include implementation of the goals and objectives established by the Town Council, preparation and submission of an annual municipal budget for Board review and adoption, as well as the implementation and oversight of the adopted budget throughout its effective fiscal year. The Town Manager guides, coordinates, and facilitates recommendations to the



Section 2 Financial Analysis
Budget 101 Overview

Council on strategic planning initiatives and policies as well as their implementation. Responsible for attracting, retaining, and developing a municipal/educational work force for delivering top quality municipal and academic services.

- ◆ Dept 12 - The Planning and Development Department is responsible for processing platting and zoning requests and ensuring that proposed development will conform to the Town of Westlake's comprehensive plans. This also requires the continuous updating and amending of ordinances to address ever-changing development concerns. The Building and Code Compliance Division is responsible for the administration and enforcement of the Town's adopted building codes and ordinances to assure that development is executed and maintained in compliance with ordinances and approved development plans.



- ◆ Dept 13 – The Town Secretary's office performs tasks outlined in the Texas Municipal Law and Procedure for General Law Type A Cities. Coordinating municipal elections. Providing support of the Town Council, Board of Trustees, Planning and Zoning Commission, and the Zoning Board of Adjustments. Oversight of the Town's (municipal and academic) records management programs. The Town Secretary is also responsible for the communicating meeting information to the community.

- ◆ Dept 14 - The Fire - EMS Department provides for the public safety needs of the Town via a variety of programs and services. Most of these services are Fire and Emergency Medical Services (EMS) related but also includes hazardous materials mitigation, fire prevention and public education. Many civic organizations also benefit from these types of services through the training activities and inspection/prevention programs that the Department provides. The Department will continue to provide the most efficient method of delivering the traditional services – Fire Protection, Emergency Medical Services, Fire Inspections and Public Education while continuing to seek further avenues of outreach into the community.



- ◆ Dept 15 - The Municipal Court performs the duties necessary to support municipal judicial functions, assist the public and manage court operations. The program will uphold the integrity of the Court and build public trust by providing unbiased quality service and accurate information delivered in an efficient and professional manner.

- ◆ Dept 16 - The Public Works Department is responsible for: the operation, maintenance, repair, and installation of the Town's traffic signs, signals, roadway markings, and approximately 10 miles of street pavement and storm drainage; maintaining public records and regulatory requirements. Public Works also assists other departments, the Academy, and volunteer groups as needed: ☐Setting up for community events, providing traffic control devices for DPS use, Supervision of community service workers, provide back-up coordinating/inspecting work for facility maintenance



- ◆ 17 - The Facilities Department will plan for and provide facilities to enhance present and future community and educational programs and endeavors. Long-range plans include: maintenance, renovation, construction of facilities as related to civic use and educational programs – efficient facilities meeting program needs. Westlake Civic Campus facilities are generally available to the community. The Town will continue to develop cooperative projects with the community and agencies.
- ◆ Dept 18 - The Finance Department is responsible for collecting, recording, summarizing, and reporting the results of all financial transactions of the following entities in a timely manner and in accordance with generally accepted accounting principles while ensuring compliance with applicable state and federal statutes, bond covenants and grant contracts by reviewing financial data and reporting such in a timely manner. The Finance department is responsible for three entities; Town of Westlake, Westlake Academy, and Westlake Academy Foundation. Duties include but are not limited to; payroll processing, budgets, cash collections, audits, fraud, accounts payable and financial reporting.
- ◆ Dept 19 - The Park and Recreation Department maintains a 39.5-acre park and open spaces, which includes Glenwyck Farms, Terra Bella sub-division and the Parchman property. The trees along roadways and the cemetery are also maintained to ensure the safety of drivers and pedestrians. 10 miles Trails and two pedestrian underpasses run throughout the community. Westlake Academy, IOOF cemetery, and the town owned park, located in Glenwyck Farms, provide the facilities and space for recreational use to the public. These locations also host sporting events.



- ◆ Dept 20 - Information Technology(IT) works with the Town Manager to establish IT policy, evaluate and recommend technology solutions for specific departmental needs and provide administrative support to network infrastructure, systems, and staff.
- ◆ Dept 21 - The Human Resources Department (HR) provides a diverse array of services to internal and external customers, as well as providing support to the organization's general operations. These services include all HR functions, including General Administrative Services, Recruiting & Hiring, Payroll Processing, Benefits Administration, Organizational Training & Development, Policy Compliance, and Risk Management. Support is offered in partnership with other departments for bidding & purchasing, strategic planning, policy development, general administration, and finance.
- ◆ Dept 22 - The department of Communications & Community Affairs is responsible for leadership and representation on matters related to Town (both municipal and academic) services' communications, promotion, and citizen/parent engagement. The position coordinates facilitation of neighborhood and WA parent meetings, publication of our email blasts, advertising, web site development, various community events and gatherings, social media, serves/supports our local chambers of commerce at meetings and events, and supports the Westlake Historical Preservation Society as Town liaison.
- ◆ Dept 23 - The Keller Police Department has provided law enforcement services for the Town of Westlake since June of 2002. The communities entered an interlocal agreement, which benefits both organizations through the provision of police related services for the Westlake citizens and brings additional staff resources via the contract commitments for the City of Keller. Jail, Emergency Communications, and Animal Services are provided through a regional configuration – serving the communities, of Westlake, Keller, Roanoke, Southlake and Colleyville.



RELATIONSHIP BETWEEN FUNDS AND DEPARTMENTS

	GENERAL SERVICES	ADMINISTRATION	PLANNING & DEVELOPMENT	TOWN SECRETARY	EMERGENCY SERVICES	MUNICIPAL COURT	PUBLIC WORKS	FACILITIES MAINTENANCE	FINANCE	PARKS & RECREATION	INFORMATION TECHNOLOGY	HUMAN RESOURCES	COMMUNICATIONS	POLICE SERVICES
FUND NAME	10	11	12	13	14	15	16	17	18	19	20	21	22	23
GENERAL FUND														
General Fund	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
SPECIAL REVENUE FUNDS														
4B Economic Development	✓													
Economic Development	✓													
Public Improvement District (Local)	✓	✓	✓				✓		✓				✓	
Visitors Association	✓	✓						✓	✓	✓		✓	✓	
Lone Star Public Facilities	✓													
DEBT SERVICE FUNDS														
Debt Service (sales tax funded)	✓													
Debt Service (property tax funded)	✓													
ENTERPRISE FUNDS														
Cemetery Fund	✓							✓						
500 Utility Fund	✓	✓					✓		✓			✓		
INTERNAL SERVICE FUNDS														
Utility Maint & Replacement							✓							
General Maint & Replacement					✓		✓	✓		✓	✓			
Vehicle Maintenance & Replacement					✓	✓	✓	✓		✓				
CAPITAL PROJECT FUNDS														
Capital Project Fund							✓	✓		✓	✓			
Westlake Academy Expansion	✓	✓						✓						
ACADEMIC FUNDS														
Westlake Academy		✓		✓	✓	✓		✓	✓		✓	✓	✓	

SIGNIFICANT ACCOUNTING POLICIES

The Town Council has established and regularly updates a comprehensive set of financial policies for the Town of Westlake. The Town Manager and Town Council are devoted to safeguarding and improving the financial condition of the Town of Westlake. A full listing of policies can be found in the Municipal Policy Section of this document.

Key features of the Fiscal & Budgetary Policies include:

- Operating Budget
- Revenues Management
- Expenditure Control
- Fund Balance
- Debt Management
- Intergovernmental Relationships
- Grants
- Economic Development
- Fiscal Monitoring
- Financial Consultants
- Accounting, Auditing, and Financial Reporting
- Capital Budget and Program
- Capital Maintenance and Replacement
- Internal Controls
- Asset Management

FUND BALANCE POLICIES

The Town Manager and Town Council are devoted to safeguarding and improving the financial condition of the Town of Westlake

- **General Fund Undesignated Fund Balance** - The Town shall strive to maintain the General Fund undesignated fund balance at, or in excess of, 90 days of operation.
- **Retained Earnings of Other Operating Funds** - In the Utility Fund, the Town shall strive to maintain positive retained earnings positions to provide sufficient reserves for emergencies and revenue shortfalls.
- **Use of Fund Balance** – The Council delegates the responsibility to assign funds to the Town Manager or his/her designee. The Council shall have the authority to assign any amount of funds. Assignments may occur subsequent to fiscal year-end. The Council will utilize funds in the following spending order: Restricted, Committed, Assigned, Unassigned

Fund Balance will be targeted to only be used with Council approval and can only be used for the following:

- Emergencies,
- Non-recurring expenditures such as technology/FF&E (furniture, fixtures and equipment), or major capital purchases that cannot be accommodated through current year savings.
- Should such use reduce the balance below the appropriate level set as the objective for that fund, recommendations will be made on how to restore it.
- The Council shall approve all commitments by formal action. The action to commit funds must occur prior to fiscal year-end, to report such commitments in the balance sheet of the respective period, even though the amount may be determined subsequent to fiscal year-end.
- A commitment can only be modified or removed by the same formal action.

There are four primary reasons to maintain an adequate fund balance:

- **Cash Flow** – It is essential for the Board of Trustees to have enough cash on hand for payroll and other obligations to be made timely. In addition, most state and federal grants require the Academy to make payment first before the grant will make reimbursement.
- **Unforeseen Events** – Reserves often act as a contingency to meet unbudgeted and unexpected needs, thus allowing time to make permanent changes to the budget and preventing fiscal problems from needlessly worsening.
- **Financial Security** – A fund reserve demonstrates a sign of financial strength and security to banking and financial institutions allowing the Town of Westlake to borrow funds and sell bonds when additional facilities need to be built or renovated at more favorable rates, thus saving the taxpayers money.
- **Interest Earning** – Having a fund balance allows the Academy to earn additional revenues without having to tax citizens.

FUND BALANCE COMPONENTS

In February 2009, the Governmental Accounting Standards Board (GASB) issued GASB Statement No. 54, Fund Balance Reporting and Governmental Fund Type Definitions. This Statement established five components of fund balance and because circumstances differ among governments, not everyone will report all components. GASB 54 shifts the focus of fund balance reporting from the availability of fund resources for budgeting to "the extent to which the government is bound to honor constraints on the specific purposes for which amounts in the fund can be spent."

- **Fund Balance Reporting** - The Town shall report governmental fund balances per GASB 54 definitions in the balance sheet as follows: Non-spendable, Restricted, Committed, Assigned, Unassigned
- **General Fund Unassigned Fund Balance** - The Town shall strive to maintain the General Fund unassigned fund balance at 90 days of operation.
- **Use of Fund Balance** - Fund Balance will be targeted to only be used with Council approval and can only be used for the following: emergencies, non-recurring expenditures, such as technology/FF&E (furniture, fixtures and equipment), or major capital purchases that cannot be accommodated through current year savings. Should such use reduce the balance below the appropriate level set as the objective for that fund, recommendations will be made on how to restore it.
- **Approval of Commitments** - The Town Council shall approve all commitments by formal action.
 - The action to commit funds must occur prior to fiscal year-end, to report such commitments in the balance sheet of the respective period, even though the amount may be determined after fiscal year-end.
 - A commitment can only be modified or removed by the same formal action.
 - The Town Council delegates the responsibility to assign funds to the Town Manager or his/her designee.
 - The Town Council shall have the authority to assign any number of funds.
 - Assignments may occur after fiscal year-end.
 - The Town Council will utilize funds in the following spending order: Restricted, Committed, Assigned, and Unassigned.

NONSPENDABLE FUND BALANCE	RESTRICTED FUND BALANCE	ASSIGNED FUND BALANCE	UNASSIGNED FUND BALANCE	COMMITTED FUND BALANCE
<ul style="list-style-type: none"> Portion of net resources that cannot be spent because of their form and because they must be maintained intact. 	<ul style="list-style-type: none"> This term will be used to describe net fund resources subject to externally enforceable legal restrictions. 	<ul style="list-style-type: none"> This term is used to describe the portion of fund balance that reflects a government's intended use of resources. 	<ul style="list-style-type: none"> The residual net resources in excess of what is properly categorized in one of the other four categories. 	<ul style="list-style-type: none"> The portion of fund balance constrained by limitations imposed by government at its highest level and remains binding unless removed in the same manner.

FUTURE GFOA POLICIES TO DISCUSS

The Town of Westlake has several relevant financial policies to preserve and enhance the fiscal health of the Town. We also identify acceptable and unacceptable courses of action, and provide a standard to evaluate the school's fiscal performance.

Very soon, GFOA will be recommending that all governments include the following policies that guide the development of their budget and that are central to a strategic long term approach to financial management.

1. Operating Budget Policy

This section of the Fiscal and Budgetary Policies will also be updated to include the following policies that guide the development of the budget and are central to a strategic approach to our financial management.

These components will need to be reviewed, updated if necessary, and/or added and approved by the Board of Trustees in subsequent years.

1. Basis of Budgeting
2. Budget Adoption
3. Budget Classification and Format
4. Organization of the Budget
5. Budget Message Requirement
6. Funds Budgeted
7. Length of the Budget Year
8. Presentation of Proposed Budget
9. Revenue Forecasting Requirements
10. Expenditure Forecasting Requirements
11. Performance Measurements
12. Line-Item Transfer Authority
13. Retention of Budget Record



2. Capital Asset Management

(already incorporated into the Fiscal and Budgetary Policies)

Town of Westlake operates an extensive amount of buildings, equipment, furniture, and vehicles. This purpose of this policy is to:

- o provide a management framework to ensure that all capital assets are repaired, maintained, and replaced and
- o to identify the responsible parties who shall protect, oversee and report needed repairs.

3. **Budget Crisis Procedures**

(will need to reviewed and discussed)

This policy is intended to provide Town of Westlake with options when responding to unexpected fiscal issues that can and do arise. Should budget problems materialize, these procedures will support comprehensive risk analysis and contingency plans.

4. **Long Term Forecasting**

(will need to reviewed and discussed)

The annual operating budget focuses on a single 12-month period. However, spending and revenue decisions made today have affects that extend beyond a 12-month period. The purpose of this policy is to

- Ensure on-going financial sustainability beyond a single fiscal year or budget cycle
- Achieve the Town's mission and vision
- Systematically link the annual budget to a multi-year master financial plan.

5. **Reserve Policy in Other Funds**

(will need to reviewed and discussed)

While the General Fund Reserve is the most important for the Town of Westlake, reserves in other funds are just as important. For that reason, the funds listed in this policy shall have reserves that are restricted or committed for specific purposes.

6. **General Fund Budget Reserves**

The General Fund is the primary fund used by the Town of Westlake to account for revenues and expenditures. Accordingly, the General Fund Reserve Policy is intended to provide the Town with options when responding to unexpected issues and to afford a buffer against shocks and other forms of risk.

General Fund Budget Reserves requires minimum reserves of total General Fund Expenditures with amounts committed to:

- Property & Casualty Insurance
- Severance pay for Sick Leave and Annual Leave
- General Liability Insurance Deductibles
- Catastrophic events (unforeseen emergencies - natural disaster)

One of two things must happen in the future if we cannot spend equal to or less than the revenues received: (1) make future reductions (2) approve new taxes.

This chart reflects the General Fund Budget Reserves by percentage for the last five years.

Fiscal Year	Total Budgeted Expenditures	Projected Ending Fund Balance	Percent of Fund Balance to Expenditures
FY 12/13	\$5,463,721	\$5,812,583	106%
FY 13/14	\$6,580,496	\$6,788,964	103%
FY 14/15	\$7,716,114	\$7,240,729	94%
FY 15/16 estimated	\$7,411,775	\$8,541,363	115%
<i>FY 16/17 adopted</i>	<i>\$8,889,020</i>	<i>\$8,294,166</i>	<i>107%</i>



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All Funds - Financial Summaries and Analysis

This section gives an analysis of the amounts between the current year adopted and estimated budget, as well as the variance explanations between the current year estimated and next year adopted budget.

Several different tables are presented of all fund revenues, expenditures and fund balance amounts.

ALL FUNDS - ALL SOURCES COMBINED PROGRAM SUMMARY

Fiscal Year 2016/2017

Actuals FY 14/15	Adopted Budget FY 15/16	Estimated Budget FY 15/16	Adopted Budget FY 16/17	FY 16/17 vs FY 15/16	Adopted Estimated
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REVENUES & OTHER SOURCES

General Sales Tax	\$ 4,925,428	\$ 5,100,000	\$ 4,550,000	4,550,000	\$ -	0%
Property Tax	1,432,916	1,413,765	1,479,265	1,525,685	46,420	3%
Charge for Services	3,366,990	3,411,772	3,531,465	3,565,755	34,290	1%
Hotel Tax	872,179	910,000	821,000	837,280	16,280	2%
Beverage Tax	59,184	53,025	61,280	62,500	1,220	2%
Franchise Fees	963,040	849,733	928,177	966,370	38,193	4%
Permits and Fees Other	317,915	995,687	1,254,254	235,285	(1,018,969)	-81%
Permits and Fees UF	191,342	197,019	102,264	152,265	50,001	49%
Permits and Fees Building	886,875	1,312,099	1,444,475	2,316,157	871,682	60%
Fines & Forfeitures	734,154	710,000	808,595	805,350	(3,245)	0%
Investment Earnings	24,208	37,589	34,305	34,400	95	0%
Contributions	1,069,565	460,000	2,427,705	1,220,000	(1,207,705)	-50%
Misc Income	102,257	62,385	153,893	128,660	(25,233)	-16%
Total Revenues	14,946,052	15,513,074	17,596,677	16,399,707	(1,196,970)	-7%
Transfers In	5,092,896	4,692,163	2,967,550	3,767,750	800,200	27%
Other Sources	162,059	8,456,145	14,995	8,500,000	8,485,005	56586%
Total Other Sources	5,254,955	13,148,308	2,982,545	12,267,750	9,285,205	311%
GF Academic Revenues	7,805,552	7,941,626	7,956,657	8,399,173	442,516	6%
GF Academic Other Sources	61,740	45,000	482,425	-	(482,425)	-100%
Total Academic	7,867,292	7,986,626	8,439,082	8,399,173	(39,909)	0%
TOTAL REVENUES & OTHER SOURCES	\$ 28,068,299	\$ 36,648,008	\$ 29,018,304	37,066,630	\$ 8,048,326	28%

EXPENDITURES & OTHER USES

Payroll Salaries	\$ 2,655,096	\$ 3,017,646	\$ 3,007,287	3,472,410	\$ 465,123	15%
Payroll Insurance medical/dental/life	372,456	459,648	456,601	545,605	89,004	19%
Payroll Taxes workers comp/unemployment	32,963	36,833	39,917	46,845	6,928	17%
Payroll Taxes social security/medicare	188,693	230,774	207,777	269,765	61,988	30%
Payroll Retirement fms/icma	335,291	371,055	343,285	426,870	83,585	24%
Total Payroll and Related	3,584,500	4,115,956	4,054,867	4,761,495	706,628	17%
Debt	3,191,968	2,650,209	3,775,672	3,657,696	(117,976)	-3%
Economic Development	171,747	187,000	134,000	134,640	640	0%
Insurance	38,175	40,329	43,429	44,640	1,211	3%
Repair & Maintenance	318,379	339,186	415,766	364,250	(51,516)	-12%
Rent & Utilities	514,176	511,641	442,479	847,105	404,626	91%
Services	3,457,510	4,204,774	3,719,711	3,691,480	(28,231)	-1%
Supplies	161,444	204,896	215,772	225,055	9,283	4%
Water Purchases	1,223,393	1,280,600	1,280,600	1,344,600	64,000	5%
Total Operations & Maintenance	9,076,793	9,418,634	10,027,429	10,309,466	282,037	3%
TOTAL OPERATING EXPENDITURES	12,661,293	13,534,590	14,082,296	15,070,961	988,665	7%
Capital Outlay	69,115	50,990	40,740	232,795	192,055	471%
Maintenance & Replacement Funds	1,416,936	418,080	373,660	783,700	410,040	110%
Capital Project Funds	1,754,687	5,414,435	2,298,300	9,552,020	7,253,720	100%
Total Capital	3,240,738	5,883,505	2,712,700	10,568,515	7,855,815	290%
Transfers Out	4,907,896	4,692,663	2,967,550	3,767,750	800,200	27%
Other Uses	-	-	-	-	-	0%
Total Other Uses	4,907,896	4,692,663	2,967,550	3,767,750	800,200	27%
GF Academic Expenditures	7,364,652	7,851,666	8,803,848	8,397,745	(406,103)	-5%
GF Academic Other Uses	45,000	45,000	-	-	-	0%
Total Academic	7,409,652	7,896,666	8,803,848	8,397,745	(406,103)	-5%
TOTAL NON-OPERATING EXPENDITURES	15,558,286	18,472,834	14,484,098	22,734,010	8,249,912	57%
TOTAL EXPENDITURES AND OTHER SOURCES	28,219,579	32,007,424	28,566,394	37,804,971	9,238,577	32%

EXCESS REVENUES OVER(UNDER) EXPENDITURES	(151,280)	4,640,584	451,911	(738,341)	(1,190,252)	263%
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FUND BALANCE, BEGINNING	16,774,382	16,623,102	16,623,102	17,075,013	451,911	3%
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FUND BALANCE, ENDING	\$ 16,623,102	\$ 21,263,686	\$ 17,075,013	16,336,672	\$ (738,341)	-4%
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ALL FUNDS - ALL SOURCES

COMBINING REVENUES, EXPENDITURES AND FUND BALANCE

Fiscal Year 2016/2017

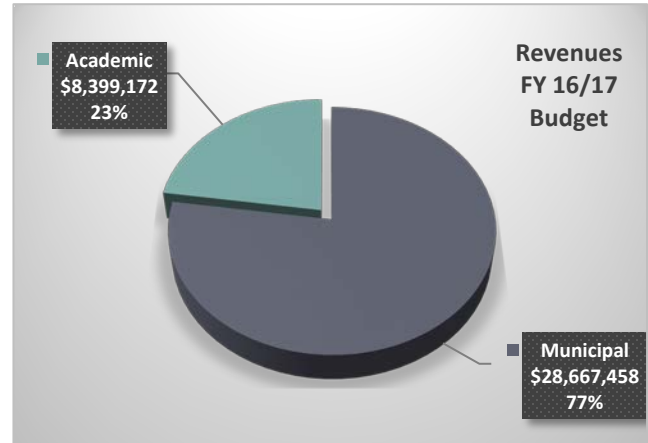
	General Fund	Enterprise Funds	Internal Service Funds	Special Revenue Funds	Debt Service	Westlake Academy GF	Capital Project Funds	TOTAL
REVENUES AND OTHER SOURCES								
General Sales Tax	\$ 3,310,500	\$ -	\$ -	\$ 1,239,500	\$ -	\$ -	\$ -	\$ 4,550,000
Charge for Services	-	3,565,755	-	-	-	-	-	3,565,755
Property Tax	1,437,050	-	-	-	88,635	-	-	1,525,685
Contributions	-	-	-	1,210,000	-	-	10,000	1,220,000
Franchise Fees	966,370	-	-	-	-	-	-	966,370
Hotel Tax	-	-	-	837,280	-	-	-	837,280
Fines & Forfeitures	805,350	-	-	-	-	-	-	805,350
Permits & Fees Other	219,285	-	6,000	10,000	-	-	-	235,285
Permits & Fees Building	2,316,157	-	-	-	-	-	-	2,316,157
Permits & Fees UF	-	152,265	-	-	-	-	-	152,265
Beverage Tax	62,500	-	-	-	-	-	-	62,500
Misc. Income	21,280	17,030	-	90,350	-	-	-	128,660
Investment Earnings	12,340	7,760	4,470	2,930	-	-	6,900	34,400
Total Revenues	9,150,832	3,742,810	10,470	3,390,060	88,635	-	16,900	16,399,707
Transfers In	66,030	-	458,335	-	2,033,385	-	1,210,000	3,767,750
Other Sources	-	-	-	-	-	-	8,500,000	8,500,000
Total Other Sources	66,030	-	458,335	-	2,033,385	-	9,710,000	12,267,750
Academic Revenues	-	-	-	-	-	8,399,173	-	8,399,173
Academic Others Sources	-	-	-	-	-	-	-	-
Total Academic	-	-	-	-	-	8,399,173	-	8,399,173
TOTAL REVENUES AND OTHER SOURCES	\$ 9,216,862	\$ 3,742,810	\$ 468,805	\$ 3,390,060	\$ 2,122,020	\$ 8,399,173	\$ 9,726,900	\$ 37,066,630
EXPENDITURES AND OTHER USES								
Payroll Salaries	\$ 3,472,410	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,472,410
Payroll Transfers	(958,760)	437,145	-	521,615	-	-	-	-
Payroll Insurance	545,605	-	-	-	-	-	-	545,605
Payroll Taxes TWC/WC	46,845	-	-	-	-	-	-	46,845
Payroll SS/Medicare	269,765	-	-	-	-	-	-	269,765
Payroll Retirement	426,870	-	-	-	-	-	-	426,870
Total Payroll & Related	3,802,735	437,145	-	521,615	-	-	-	4,761,495
Supplies	217,905	7,150	-	-	-	-	-	225,055
Services	2,391,795	582,475	-	715,610	1,600	-	-	3,691,480
Insurance	36,390	8,250	-	-	-	-	-	44,640
Repair & Maintenance	203,215	161,035	-	-	-	-	-	364,250
Rent & Utilities	573,655	185,580	-	87,870	-	-	-	847,105
Economic Development	-	-	-	134,640	-	-	-	134,640
Water Purchases	-	1,344,600	-	-	-	-	-	1,344,600
Debt	351,680	1,155,620	-	-	2,150,396	-	-	3,657,696
Total Operations & Maintenance	3,774,640	3,444,710	-	938,120	2,151,996	-	-	10,309,466
TOTAL OPERATING EXPENDITURES	7,577,375	3,881,855	-	1,459,735	2,151,996	-	-	15,070,961
Capital Outlay	208,015	24,780	-	-	-	-	-	232,795
Maintenance & Replacement	-	-	783,700	-	-	-	-	783,700
Capital Project Funds	-	96,435	-	-	-	-	9,455,585	9,552,020
Total Capital	208,015	121,215	783,700	-	-	-	9,455,585	10,568,515
Transfers Out	1,103,635	158,765	-	2,505,350	-	-	-	3,767,750
Other Uses	-	-	-	-	-	-	-	-
Total Other Uses	1,103,635	158,765	-	2,505,350	-	-	-	3,767,750
Academic Expenditures	-	-	-	-	-	8,397,745	-	8,397,745
Academic Others Uses	-	-	-	-	-	-	-	-
Total Academic	-	-	-	-	-	8,397,745	-	8,397,745
TOTAL NON-OPERATING EXPENDITURES	1,311,650	279,980	783,700	2,505,350	-	8,397,745	9,455,585	22,734,010
TOTAL EXPENDITURES AND OTHER USES	\$ 8,889,025	\$ 4,161,835	\$ 783,700	\$ 3,965,085	\$ 2,151,996	\$ 8,397,745	\$ 9,455,585	\$ 37,804,971
EXCESS REVENUES OVER (UNDER) EXPENDITURES	327,837	(419,025)	(314,895)	(575,025)	(29,976)	1,429	271,315	(738,341)
BEGINNING FUND BALANCE	8,541,363	2,108,896	1,115,768	1,484,577	29,976	1,117,390	2,677,041	17,075,012
ENDING FUND BALANCE	\$ 8,869,205	\$ 1,689,870	\$ 800,873	\$ 909,552	\$ -	\$ 1,118,819	\$ 2,948,356	\$ 16,336,672

Revenues and Transfers In

Revenues and transfers in are budgeted to be \$37,066,630;

This represents a 28% increase of \$8,048,326 from prior year estimated revenues and transfers in of \$29,018,304. Explanations for variances can be found in the appropriate fund sections.

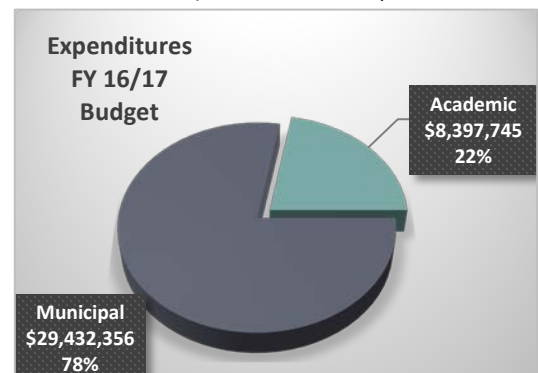
- Revenues are budgeted at \$16,399,707; a 7% decrease of \$1,196,970 from the prior year estimated:
 - Property Tax - increased \$46,420
 - Charge for Services – increased \$34,290
 - Hotel Tax - increased \$16,280
 - Franchise Fees - increased \$38,193
 - Permits and Fees Other – decreased \$1,018,969
 - Permits and Fees Utility - decreased \$50,001
 - Permits & Fees Building - increased \$871,682
 - Contributions - decreased \$1,207,705
 - Miscellaneous Income - decrease \$25,233
- Other Sources are budgeted at \$12,267,750; a 311% increase of \$9,285,205
 - Transfers In – increased \$800,200
 - Bond Proceeds – increased \$8,485,005 due to the anticipation of building a new Fire/EMS facility
- Academic Revenues are budgeted at \$8,399,172
 - Represents a 0.47% decrease of \$39,909 from the prior fiscal year



Expenditures and Transfers Out

Expenditures and transfers out are budgeted to be \$37,804,971. This represents a 32% increase of \$9,238,577 from the prior year estimated expenditures and transfers out of \$28,566,394. Explanations for variances can be found in the appropriate fund sections.

- Payroll and Related is budgeted at \$4,761,495; a 17% increase of \$706,628
 - Wages - increased \$465K
 - Insurances - increased \$89K
 - Taxes - increased \$62K
 - Retirement - increased \$84K



- Operations and Maintenance is budgeted at \$10,309,466; a 3% increase of \$282,037
 - Debt – decreased \$118K
 - Repair & Maintenance – decreased \$52K
 - Rent & Utilities – increased \$405K
 - Services – decreased \$28K
 - Supplies – increased \$9K
 - Water Purchases – increased \$64K
- Capital is budgeted at \$10,568,515; a 290% increase of \$7,855,815
 - Capital Outlay – increased \$192K
 - Maintenance and Replacement Funds – increased \$410K
 - Utility Fund Capital Projects – increased \$96K
 - Capital Projects Funds – increased \$7.3M
- Other Uses is budgeted at \$3,767,750; a 27% increase of \$800,200
 - Transfers In – increased \$800,200 primarily due to the \$10K per lot transfer
- Academic Expenditures are budgeted at \$8,397,745;
 - a 5% decrease of \$406K from the prior year estimated

Fund Balance

The ending fund balance is budgeted to be \$16,336,672. This represents a 4% decrease of \$738,341 from prior year estimated ending fund balance of \$17,075,013.



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Ad Valorem Property Tax

An ad valorem tax (Latin for "according to value") is a tax whose amount is based on the value of a transaction or of property.

A property tax is an ad valorem tax that an owner of real estate or property pays on the value of the property being taxed.

The taxing authority performs an appraisal of the monetary value of the property, and tax is assessed in proportion to that value.

This will be the 7th year the Town has assessed a property tax. The ad valorem tax rate per \$100 of assessed valuation for the Town of Westlake continues to be the lowest for municipalities in the immediate area.

	FY 15/16 Adopted Tax Rate	FY 16/17 Adopted Tax Rate	Change Amount
M&O	\$ 0.13947	\$ 0.12882	\$ (0.01065)
I&S	\$ 0.01687	\$ 0.00813	\$ (0.00874)
	\$0.15634	\$ 0.13695	\$ (0.01939)

The ad valorem tax rate per \$100 of assessed valuation **will decrease by \$0 .01939 for FY 2016-2017 to the adopted tax rate of \$0.13695** (the calculated effective rate). As a reminder, the effective tax rate is the total tax rate calculated to raise the same amount of property tax revenue for the Town from the same properties.

WHAT IS THE DEFINITION OF EFFECTIVE TAX RATE?

The total tax rate calculated to raise the same amount of property tax revenue from the same properties.
* * *

This budget will raise more revenue from property taxes than last year's adopted budget by an amount of \$68,866, which is a 4.84% increase from last year's budget. The property tax revenue to be raised from new property added to the tax roll this year is \$77,048. The Total debt obligation for the Town secured by property taxes for various street projects totals \$113,148 of which \$25,000 was received in prior years; therefore, only \$88,000K is needed from current year taxes.

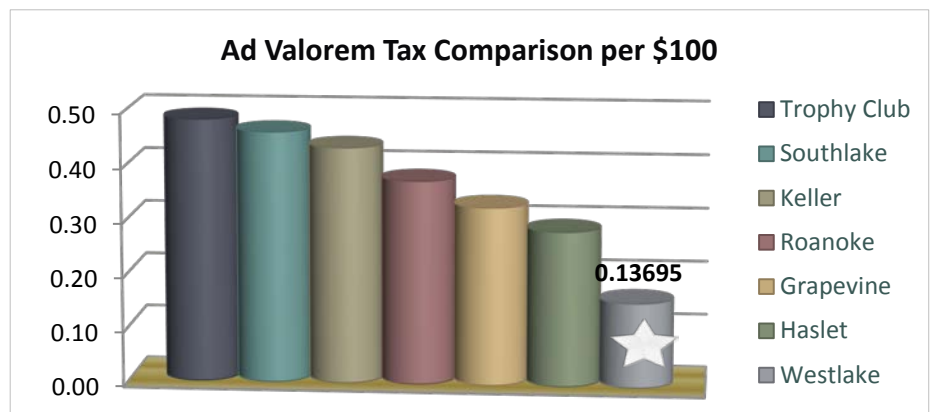
Based on our July 2016 certified values, the Town's "net taxable value" increased by \$117,865,592 over September's supplemental information for FY 15-16. This is attributable to a 25% increase in residential, a 5% in commercial and 49% in personal property.

Homestead Exemptions

The Westlake Town Council approved a homestead exemption of 20%, which is the maximum amount allowed by the State of Texas.

Tax Freeze

The Town Council also approved a tax freeze for all residential accounts identified as over 65 by the tax appraisal district. To learn more information about the tax freeze or find out if you qualify, please visit the following websites: Denton Central Appraisal District or Tarrant Appraisal District.



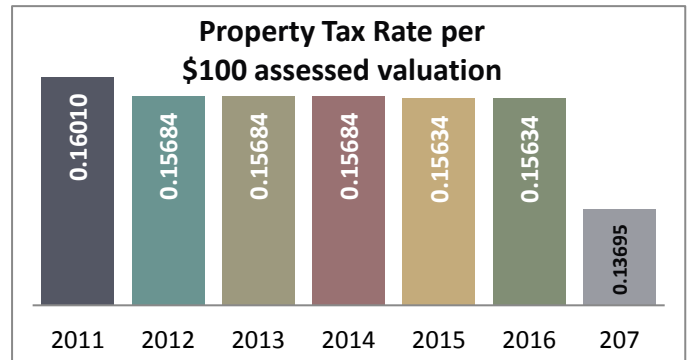
Section 2 Financial Analysis

Property Tax Overview

Jurisdictions - The Town of Westlake contracts with the Tarrant County Tax Assessor Collector's Office to collect the Town's portion of local property tax. There are multiple taxing jurisdictions within Westlake's boundaries; whether or not a business or residence is required to pay tax to a particular jurisdiction is determined by where they are located within Westlake and the boundaries of the respective taxing jurisdictions.

Currently, the following taxing jurisdictions collect property taxes in Westlake:

- Independent School Districts; Carroll, Keller and Northwest
- Tarrant County; College and Hospital
- Denton County and Trophy Club MUD 1



Westlake residents can determine which taxing jurisdictions apply to their property as well as obtain current property tax rate information by conducting a property search on the appropriate appraisal district website: Denton Central Appraisal District or Tarrant Appraisal District.

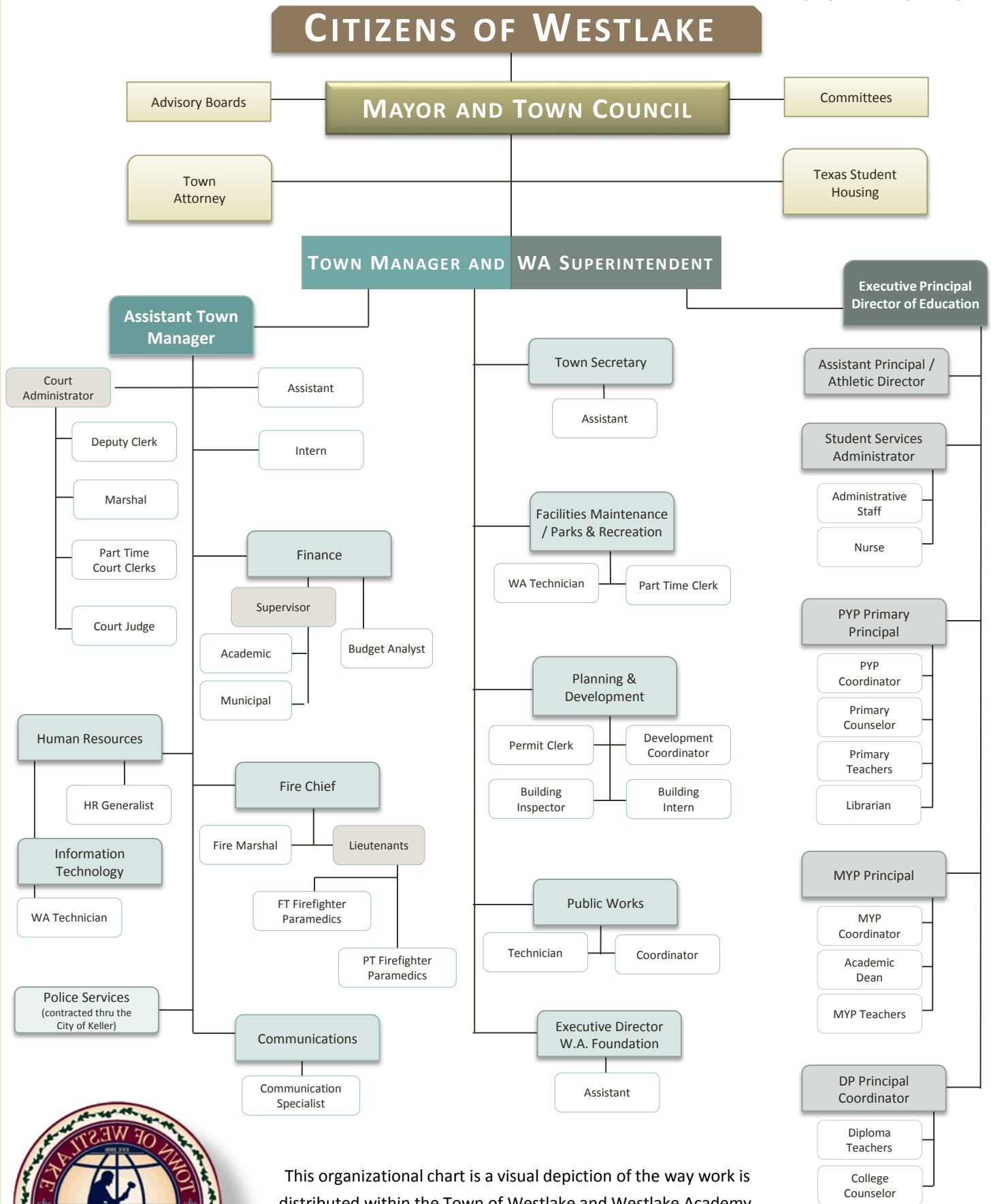
Direct and Overlapping Property Tax Rates per \$100 assessed valuation

	2012	2013	2014	2015	2016
TOWN DIRECT RATES					
Ad Valorem Property Tax					
General Fund	0.13835	0.14197	0.13888	0.13710	0.12882
Debt Service Fund	0.01849	0.01487	0.01796	0.01924	0.00813
SUB-TOTAL DIRECT	0.15684	0.15684	0.15684	0.15634	0.13695
OVERLAPPING RATES					
School Districts					
Carroll ISD	1.41500	1.40000	1.40000	1.40000	1.39000
Northwest ISD	1.37500	1.37500	1.45250	1.45250	1.45250
Keller ISD	1.54000	1.54000	1.54000	1.54000	1.52000
Counties					
Denton County	0.27736	0.28287	0.28491	0.27220	0.26200
Tarrant County	0.26400	0.26400	0.26400	0.26400	0.25400
Other					
Tarrant College	0.14897	0.14897	0.14950	0.14950	0.14173
Tarrant Hospital	0.22790	0.22790	0.22790	0.22790	0.22789
Trophy Club Mud #1	0.17500	0.13339	0.13339	0.13339	0.12722
SUB-TOTAL INDIRECT	5.42323	5.37213	5.45220	5.43949	5.37534
TOTAL	5.58007	5.52897	5.60904	5.59583	5.51229

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Personnel and Organization

Since salaries make up the greatest portion of the expenditure budget, it is logical to apply forecasting techniques that can provide a true picture of where payroll dollars are headed. The Town uses forecasting procedures that result in more accurate personnel expenditure projections.



This organizational chart is a visual depiction of the way work is distributed within the Town of Westlake and Westlake Academy. It is also meant to be a tool to help enhance our working relationship with our customers, students and stake-holders, and to clear channels of communications to better accomplish our goals and objectives.



COMPENSATION AND BENEFIT STRATEGIES ARE ALIGNED TO THE TOWN'S STRATEGIC OBJECTIVE OF "ATTRACT, DEVELOP AND RETAIN A SKILLED WORKFORCE"

Given the funding constraints governments are facing, accurate expenditure projections are more important than ever. Since salaries make up the greatest portion of the expenditure budget, it is logical to apply forecasting techniques that can provide a true picture of where payroll dollars are headed.

Personnel staffing levels for the Town of Westlake are presented in full-time equivalents (FTE) positions. For example, a position staffed for 40 hours per week for 52 weeks per year (2,080 hours) equals one full-time equivalent position. For firefighter/paramedic positions, an FTE is based on 2,912 hours per year, or an average of 56 hours per week is used. An FTE position of .50 refers to a position that is funded for 1,040 hours per year (2,080 x .50). The personnel count includes vacant positions.

PAYROLL & RELATED COSTS

Payroll & Related – Base Salaries, Taxes, Insurance and Retirement

- Projected to be \$4,761,495 and comprise 13% of All Fund expenditures.
- This amount represents a 17% increase of \$706,628 from prior year estimated payroll expenditures of \$4,054,867.
 - \$111K - pay adjustments
 - \$ 98K - addition of one full-time Firefighter/Paramedic
 - \$ 75K - addition of one full-time Building Inspector
 - \$ 97K - transition of interim Planning & Development to full time
 - \$ 30K - transition of part-time Town's Secretary Office/Admin Assistant to full-time
 - \$ 75K - transition of part-time Development Coordinator to full-time
 - \$ 94K - transition of part-time Fire Marshal to full-time

	FY 15/16 Estimated	FY 16/17 Adopted	Change Amount	Change Percent
PR Wages	\$ 3,007,287	\$ 3,472,410	\$ 465,123	15%
PR Insurance	456,601	545,605	89,004	19%
PR Taxes (twc/wc)	39,917	46,485	6,928	17%
PR Taxes (ss/m)	207,777	269,765	61,988	30%
PR Retirement	343,285	426,870	83,585	24%
GRAND TOTAL	\$ 4,054,867	\$ 4,761,495	\$ 706,628	17%

- All payroll and related expenditures are paid via the General Fund. Portions of these expenditures are subsidized by the Utility Fund and the Visitors Association Fund.
 - Total payroll transfers in are \$958,760
 - Utility Fund - \$437,145
 - Visitors Association Fund - \$521,615

MUNICIPAL EMPLOYEES BENEFITS

Description	FY 15/16 Estimated	FY 16/17 Adopted	Change Amount	Change Percent
Medical Insurance	\$ 406,270	\$ 490,195	\$ 83,925	21%
Dental Insurance	27,960	30,335	2,375	8%
LTD/AD&D/Life Insurance	22,370	25,075	2,705	12%
Total Insurance	456,601	545,605	89,004	19%
Social Security	167,613	219,945	52,332	31%
Medicare	40,164	49,820	9,656	24%
Unemployment Taxes	7,031	8,135	1,104	16%
Worker's Compensation	32,887	38,710	5,823	18%
Total Taxes	247,694	316,610	68,916	28%
TMRS	319,085	401,470	82,385	26%
ICMA 457 Plan	24,200	25,400	1,200	5%
Total Retirement	343,285	426,870	83,585	24%
TOTAL EMPLOYEE BENEFITS	\$ 1,047,580	\$ 1,289,085	\$ 241,505	23%

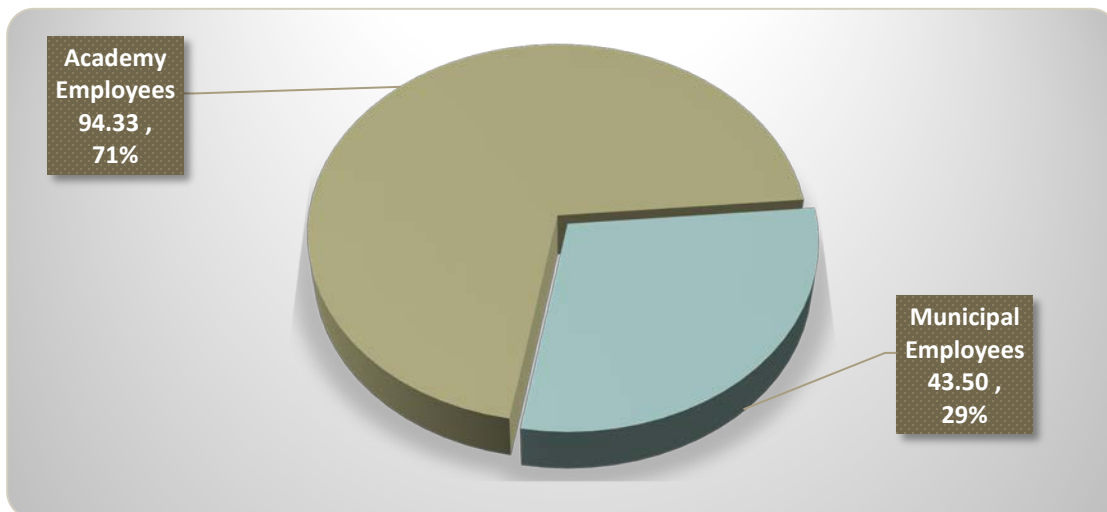
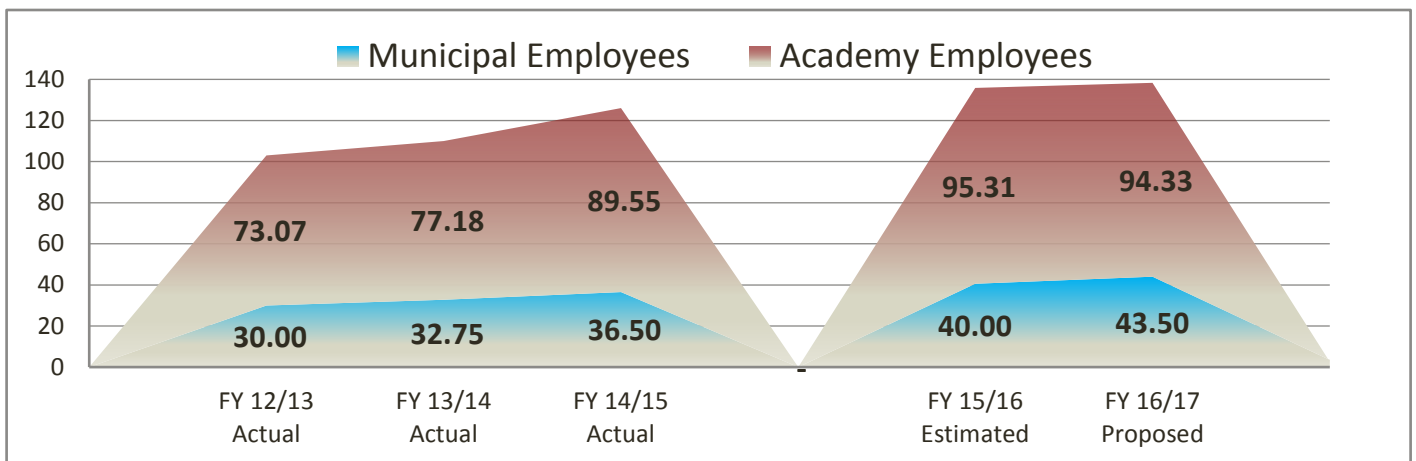
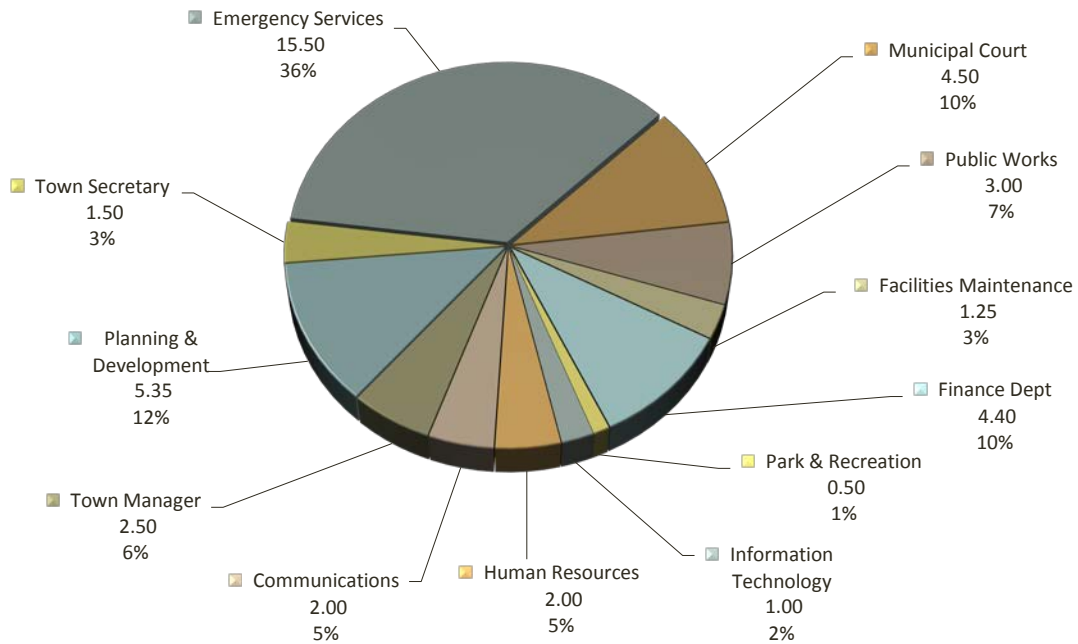
Municipal employee benefits have increased \$241,505 (23%). This increase is caused by many factors, including the addition 2.52 additional employees and increases in wages for existing employees.

EMPLOYEE ALLOCATIONS BY DEPARTMENT

- Total personnel staffing in FY 2016-2017 is budgeted at 138.33 positions.
- This represents an increase of 2.52 positions from the FY15-16 total of 135.31.
- Police Services continue to be outsourced and contracted through the Keller Police Department.

Department Name	FY 15/16 Estimated	FY 16/17 Proposed	Change Amount
Town Manager	2.40	2.50	0.10
Planning & Development	3.17	5.35	2.18
Town Secretary	1.25	1.50	0.25
Emergency Services	14.25	15.50	1.25
Municipal Court	4.60	4.50	(0.10)
Public Works	2.67	3.00	0.33
Facilities Maintenance	1.58	1.25	(0.33)
Finance Dept	4.25	4.40	0.15
Park & Recreation	0.83	0.50	(0.33)
Information Technology	1.00	1.00	-
Human Resources	2.00	2.00	-
Communications	2.00	2.00	-
Police Services (Contracted)	-	-	-
Municipal Employees	40.00	43.50	3.50
Westlake Academy	95.31	94.33	(0.98)
Total Employees	135.31	137.83	2.52

Section 2 Financial Analysis
Personnel Summary Overview



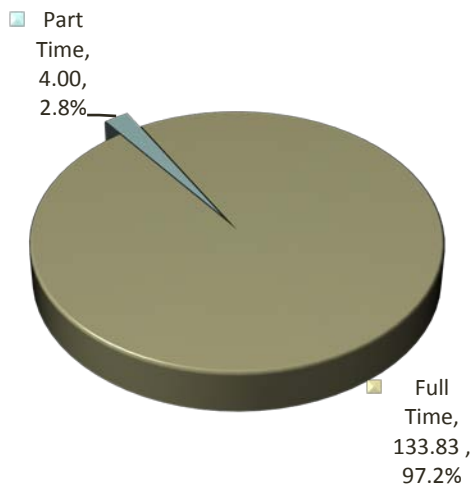
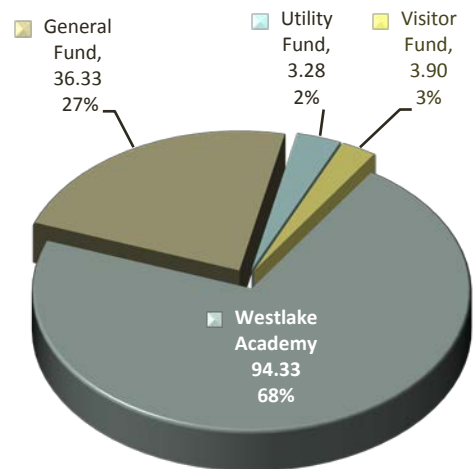
RATIO OF MUNICIPAL EMPLOYEES TO RESIDENTS

For FY16/17 there are 1,220 projected residents and 43.50 employees. This equals a ratio of 28.05 residents per each full-time equivalent employee. This is a decrease of 2.20 based on the prior year FY15/16 estimated FTE positions of 30.25 and 1,210 residents.

Position	FY 12/13 Actual	FY 13/14 Actual	FY 14/15 Actual	FY 15/16 Estimated	FY 16/17 Proposed	Change
Westlake Residents	1,109	1,184	1,200	1,210	1,220	10
Municipal Employees	30.00	32.75	36.50	40.00	43.50	3.50
Residents per Employee	36.97	36.15	32.88	30.25	28.05	(2.20)

EMPLOYEE ALLOCATIONS BY FUND

Department Name	General Fund	Utility Fund	Visitor Fund	Westlake Academy
Town Manager	1.75	0.38	0.38	-
Planning & Development	5.35	-	-	-
Town Secretary	1.50	-	-	-
Emergency Services	15.50	-	-	-
Municipal Court	5.00	-	-	-
Public Works	0.75	2.25	-	-
Facilities Maintenance	0.63	-	0.63	-
Finance Department	3.20	0.60	0.60	-
Park & Recreation	0.25	-	0.25	-
Information Technology	1.00	-	-	-
Human Resources	1.90	0.05	0.05	-
Communications	-	-	2.00	-
Westlake Academy	-	-	-	94.33
Total Employees	36.33	3.28	3.90	94.33



EMPLOYEES BY CLASSIFICATION

Department Name	Full Time	Part Time	TOTAL
Town Manager	1.50	1.00	2.50
Planning & Development	5.35	-	5.35
Town Secretary	1.50	-	1.50
Emergency Services	14.00	1.50	15.50
Municipal Court	3.50	1.00	4.50
Public Works	3.00	-	3.00
Facilities Maintenance	0.75	.50	1.25
Finance Department	4.40	-	4.40
Park & Recreation	.50	-	.50
Information Technology	1.00	-	1.00
Human Resources	2.00	-	2.00
Communications	2.00	-	2.00
Westlake Academy	94.33	-	94.33
Total Employees	133.83	4.00	137.83

EMPLOYEE FORECAST

Department Name	FY 16-17 Proposed	FY 17-18 Projection	FY 18-19 Projection	FY 19-20 Projection	FY 20-21 Projection
Administration	2.50	2.50	2.50	2.50	2.50
Planning & Development	5.35	5.35	5.35	5.35	5.35
Town Secretary	1.50	1.50	1.50	1.50	1.50
Fire & EMS	15.50	16.50	16.50	17.00	17.50
Court	4.50	4.50	4.50	4.50	4.50
Public Works	3.00	4.00	4.00	4.00	4.00
Facilities	1.25	1.25	1.25	1.25	1.25
Finance	4.40	4.40	5.40	5.40	5.40
Parks and Recreation	0.50	0.50	0.50	0.50	0.50
IT Department	1.00	2.00	2.00	2.00	2.00
Human Resources	2.00	2.00	2.50	2.75	2.75
Communications	2.00	3.50	3.50	3.50	3.50
TOTAL MUNICIPAL	43.50	48.00	49.50	50.25	50.75

Vacancy Adjustments

Not all positions will be filled 52 weeks per year, and so these expected vacancies are addressed in the salary budgeting process.

- **Start Dates** - Expected start dates for open positions may vary. Keeping track of those assumptions is important because a large dollar variance may result when an actual start date differs from the budgeted date.
- **Attrition (Planned Retirements)** - Budget consideration should be given for those positions where employees have indicated specific retirement dates. Payouts need to be budgeted.
- **Impact of Inflation** - Inflation can have a significant impact on payroll forecasting. Cost-of-living adjustments often are used when forecasting personnel costs. The Consumer Price Index (CPI), a broad measure of consumer inflation, is the cost-of-living index used most often for determining salary increases. The U.S. Bureau of Labor Statistics' Employment Cost Index might be a better index for this purpose, as it measures the change in the cost of labor, free from the influence of employment shifts among occupations and industries.
- **Seasonal and Temporary Positions** - Some divisions or jurisdictions use part-time or seasonal employees. Park districts, for example, often adjust staffing levels by season.
- **Other Considerations** - Some governments make more use of overtime as an option instead of hiring fulltime workers. The use of retired employees for contractual services is another alternative to adding headcount.

Fair Labor Standards Act (FLSA)

The Fair Labor Standards Act established minimum wage, overtime, recordkeeping, and child labor standards and applies to all full-time and part-time employees. As amended in 1985, the FLSA provides the option for compensatory time in lieu of overtime compensation for non-exempt employees. Executive, administrative, and professional employees meeting Department of Labor exemption guidelines are exempt from FLSA overtime requirements. The Town will comply with the FLSA for all employees.

Personnel Tracking System

Budget payroll projections are based on the estimate of budgeted positions for the year, in order to provide the correct number of budgeted positions. The system tracks all employees, full-time, part-time, temporary and permanent.

Non-Exempt Positions

All non-exempt (hourly) positions are eligible for overtime compensation. Bi-weekly wages are based on a 40-hour work week (2,080 hours per year), equaling one full-time equivalent (FTE) position. There are 26 pay periods per year. This work schedule applies to all hourly regular, year-round employees, except for Fire/EMS employees.

Non-Exempt Positions (Fire/EMS Department)

Non-exempt (hourly) positions in the Fire/EMS Department are eligible for overtime pay. Pay periods are 15 days in length, and there are 24 pay periods per year. Full-time employees are scheduled to work five (5) 24-hour shifts per pay period, totaling 120 hours. Full-time employees are scheduled to work an average of 2,912 hours annually over 24 pay periods.

Exempt Positions

Exempt (salaried) positions are not eligible for overtime compensation. Salary amounts are not calculated or based on the number of hours worked. Exempt positions include managers and directors, and classifications are determined by Department of Labor guidelines.

Compensation Plan and Salary Survey

The Town of Westlake believes that market-based salary, in combination with employee competence and their overall contribution to the Town's success, should largely determine their compensation and career advancement opportunities. The ultimate goal of the compensation plan is to attract and retain top talent, and utilize best practices in all systems and processes supporting the plan. The philosophy and objectives of this pay policy are as follows:

- First, the Town's pay system should be internally equitable. It must ensure that pay ranges of each position within our organization reflects the value of comparable positions within our organization. In order to achieve this, we must pay employees fairly compared to their coworkers, and employees must also perceive that they are paid fairly compared to their coworkers.
- Second, The Town's pay system must be externally competitive in the market place, so that the Town of Westlake support or strategic outcome objective to attract, recruit, and retain highly qualified employees who are vital to accomplishing the organization's vision and mission.
- Third, to be motivational to our employees, providing the opportunity for future pay increases based upon individual work performance and development of job-related skills and competencies.

After issuing an RFP for a market survey and development of the compensation plan in FY 15-16, an independent consultant was selected to conduct a market survey and develop a compensation system. The market survey utilized data from cities in the immediate geographical area, in addition to cities with similar demographics and citizen expectations of the high quality customer service.

Section 2 Financial Analysis
Personnel Summary Overview

For its first year of implementation (FY 16-17), employees have been placed within the established pay band for their position at their current rate of pay, adjusted for a three (3) percent market adjustment. To promote internal equity, positions that have surveyed further below market received a higher market adjustment, at the discretion of their supervisor and with Town Manager approval. In the fiscal years following FY 16-17, depending on market survey results and availability of funding, the municipal broad band pay system may have both a performance pay component in addition to market adjustments, dependent upon the availability of financial resources.

The Town of Westlake salary survey has historically utilized data from the Waters Consulting Group in addition to data obtained directly from other cities. For FY 16-17, Position Analysis Questionnaires (PAQs) and position descriptions were provided to the consultant during the development of the compensation system. This information was matched to similar positions in fifteen (15) cities using a proprietary database to determine proper placement of each position in the pay band.

Comparison Cities
Bedford
Colleyville
Coppell
Euless
Flower Mound
Frisco
Grapevine
Hurst
Keller
Lewisville
McKinney
North Richland Hills
Roanoke
Southlake
University Park

Pay Increases

Salary adjustments will be made in order to remain competitive, retain talent, and reward outstanding performance. Pay increases may occur due to market adjustments, or through performance pay. All forms of compensation are subject to Town Manager approval and available funding appropriated on an annual basis by the Town Council.

Market Adjustments

In order to maintain accurate position classifications, the Town of Westlake will conduct a position analysis of 1/3 (one-third) of the organization's positions each year, ensuring that all positions are reviewed on a rolling three-year basis. Depending on the results of the market study, and if funds are available, all or some of the salary bands will be proposed to the Town Council for adjustment based upon the results of the annual market salary study. Proposed adjustments to any pay band will not be proposed unless the market study indicates bands have increased by 2.5% or more. Employee salaries may receive a market adjustment if their current salary has shifted to become less than 97.5% of the market average. If any market adjustment is approved, all pay ranges and steps will be adjusted accordingly on the first day of the fiscal year. This does not include the Town Manager, whose compensation is determined by the Town Council.

Performance Pay

On-going performance pay may be awarded to individuals or teams who, as determined in their performance evaluation, have clearly gone "above and beyond" their traditional roles, job duties, and assignments over the evaluation period. Performance pay is awarded through the review process and the established criteria outlined by the HR Department.

One-time performance pay may be offered to employees or teams who, based on performance evaluation, have been determined to have gone "above and beyond" expectations. One-time performance pay is a lump-sum, one-time payment, and will not impact the base pay of the employee and will not move their pay within their position's assigned band. All performance pay, whether on-going or one-time adjustments, is dependent upon the availability of financial resources.

Personnel Position Summary

Five Year Analysis

Dept	Position	FY 12/13 Actual	FY 13/14 Actual	FY 14/15 Actual	FY 15/16 Estimated	FY 16/17 Adopted	change
11	TOWN MANAGER'S OFFICE						
	<u>Town Manager</u>	1.00	1.00	1.00	1.00	1.00	-
	Assistant Town Manager	-	0.75	0.90	0.90	1.00	0.10
	Assistant to the Town Manager	0.75	-	-	0.50	0.50	-
	Administrative Assistant	-	-	-	-	-	-
	Part-Time Interns	1.00	0.75	0.50	-	-	-
		2.75	2.50	2.40	2.40	2.50	0.10
12	PLANNING & DEVELOPMENT						
	<u>Planning & Development Director</u>	1.00	1.00	1.00	1.00	1.00	-
	Administrative Assistant	0.33	-	-	-	-	-
	Development Coordinator	-	-	-	0.50	0.60	0.10
	Part-Time Bldg Intern	-	-	-	0.50	0.75	0.25
	<u>Bldg Construction Zone Enforcement</u>	-	-	-	0.50	1.00	0.50
	Building Inspector	-	-	-	-	1.00	1.00
	Permit Clerk	-	-	-	-	1.00	1.00
	Customer Service Coordinator	-	0.33	0.33	0.33	-	(0.33)
	Customer Service Representative	-	0.33	0.33	0.33	-	(0.33)
		1.33	1.67	1.67	3.17	5.35	2.18
13	TOWN SECRETARY'S OFFICE						
	<u>Town Secretary</u>	1.00	1.00	1.00	1.00	1.00	-
	Administrative Assistant	-	-	-	0.25	0.50	0.25
		1.00	1.00	1.00	1.25	1.50	0.25
14	FIRE/EMS DEPARTMENT						
	<u>Fire Chief</u>	1.00	1.00	1.00	1.00	1.00	-
	Lt. Firefighter/Paramedics	2.00	3.00	3.00	3.00	3.00	-
	Fire Marshal Part-Time	-	0.75	0.75	0.75	1.00	0.25
	Firefighter/Paramedics full-time	6.00	6.00	7.00	8.00	9.00	1.00
	Firefighter/Paramedics part-time	1.50	1.50	1.50	1.50	1.50	-
		10.50	12.25	13.25	14.25	15.50	1.25
15	MUNICIPAL COURT OFFICE						
	<u>Court Administrator</u>	0.25	0.25	0.10	0.10	-	(0.10)
	Supervisor	1.00	1.00	1.00	1.00	1.00	-
	Deputy Clerk	1.00	1.00	1.00	1.00	1.00	-
	Judge	0.50	0.50	0.50	0.50	0.50	-
	Marshal	1.00	1.00	1.00	1.00	1.00	-
	Part-Time Clerk 1	0.50	0.50	0.50	0.50	0.50	-
	Part-Time Clerk 2	-	-	0.50	0.50	0.50	-
		4.25	4.25	4.60	4.60	4.50	(0.10)
16	PUBLIC WORKS OFFICE						
	<u>Public Works Director</u>	1.00	1.00	1.00	1.00	1.00	-
	Utility Technician	1.00	1.00	1.00	1.00	1.00	-
	Part-Time Utility Billing Clerk	0.75	-	-	-	-	-
	Utility Billing Coordinator	-	-	-	-	1.00	1.00
	Customer Service Coordinator	-	0.33	0.33	0.33	-	(0.33)
	Customer Service Representative	-	0.33	0.33	0.33	-	(0.33)
		2.75	2.67	2.67	2.67	3.00	0.33

Personnel Position Summary

Five Year Analysis

Dept	Position	FY 12/13 Actual	FY 13/14 Actual	FY 14/15 Actual	FY 15/16 Estimated	FY 16/17 Adopted	change
17	FACILITIES MAINTENANCE						
	<u>Facilities Maintenance Director</u>	0.50	0.50	0.50	0.50	0.50	-
	Part-Time Summer Technicians	0.25	0.25	0.25	0.25	0.25	-
	Part-Time Clerk	-	-	-	0.50	0.50	-
	Customer Service Coordinator	-	0.17	0.17	0.17	-	(0.17)
	Customer Service Representative	-	0.17	0.17	0.17	-	(0.17)
		1.08	1.08	1.08	1.58	1.25	(0.33)
18	FINANCE OFFICE						
	<u>Finance Director</u>	1.00	1.00	1.00	1.00	1.00	-
	Finance Supervisor	1.00	1.00	1.00	1.00	1.00	-
	Management Analyst	-	-	-	0.25	0.40	0.15
	Accounting Tech Municipal	0.50	0.50	1.00	1.00	1.00	-
	Accounting Tech Academic	0.50	0.50	1.00	1.00	1.00	-
		3.00	3.00	4.00	4.25	4.40	0.15
19	PARKS & RECREATION OFFICE						
	<u>Parks & Recreation Director</u>	0.50	0.50	0.50	0.50	0.50	-
	Customer Service Coordinator	-	0.17	0.17	0.17	-	(0.17)
	Customer Service Representative	-	0.17	0.17	0.17	-	(0.17)
		0.50	0.83	0.83	0.83	0.50	(0.33)
20	INFORMATION TECHNOLOGY						
	<u>Information Technology Director</u>	0.25	0.25	1.00	1.00	1.00	-
		0.25	0.25	1.00	1.00	1.00	-
21	HUMAN RESOURCES OFFICE						
	<u>Human Resources Director</u>	0.75	1.00	1.00	1.00	1.00	-
	Part-Time Clerk	0.50	-	-	-	-	-
	Administrative Assistant	0.34	-	-	-	-	-
	HR Generalist	-	1.00	1.00	1.00	1.00	-
		1.59	2.00	2.00	2.00	2.00	-
22	COMMUNICATIONS OFFICE						
	<u>Communications Director</u>	1.00	1.00	1.00	1.00	1.00	-
	Specialist	-	0.25	1.00	1.00	1.00	-
		1.00	1.25	2.00	2.00	2.00	-
99	ACADEMIC SERVICES						
	<u>Westlake Academy</u>	73.07	77.18	89.55	95.31	94.33	(0.98)
		73.07	77.18	89.55	95.31	94.33	(0.98)
Grand Total All Positions		103.07	109.93	126.05	135.31	137.83	2.52
	Municipal Employees	30.00	32.75	36.50	40.00	43.50	3.50
	Academy Employees	73.07	77.18	89.55	95.31	94.33	(0.98)

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Long Term Planning (*multi-year forecast*)

The Long-Range Financial Forecast takes a forward look at the Town's revenues and expenditures. Its purpose is to identify financial trends, shortfalls, and issues so the Town can proactively address them.

It does so by projecting into the future the fiscal results of continuing the Town's current service levels and policies, providing a snapshot of what the future may look like as a result of the decisions made in the recent past.

GOALS OF LONG-RANGE PLANNING, MULTI-YEAR PLANNING

Multiyear planning is a key component of Westlake's financial principles. Without proper planning, multi-year sustainability would not be attainable.

With these priorities in mind, the Town approaches multiyear planning from these perspectives:

- First, as it relates to revenue, effective economic analysis is essential to accurate forecasting. Various data on local economic information is used when projecting revenues for the budget. This data includes economic indicators such as interest rates, wages, health care costs, consumer spending, and housing and commercial growth. The data gathered from these sources are used to create financial scenarios for stronger current budget decisions.
- On the expenditure side, the operational impact of projects and programs have been identified and incorporated into the budget and a multi-year analysis has been completed to confirm the sustainability of the budget over time.

One of the goals for the budget is to anticipate and make deliberate decisions to reach financial and service goals. These trends are graphed and provided as a part of this budget's support materials to provide a deeper understanding of the Town's overall financial condition.

The Long-Range Financial Forecast takes a forward look at the Town's revenues and expenditures. It sets the stage for the budget process, facilitating both Council and staff in establishing priorities and allocating resources appropriately.

Forecasting gives the Council time to strategize as to course we may want to make financially, both in the short and long term. To maximize the benefit of long-range planning, Council has established the following goals:

- Sustain existing programs at high service levels.
- Maintain a healthy General Fund balance of at least 90 operating days annually.
- Maintain competitive employee compensation within 3% of the median for the market.
- Provide adequate and stable funding for street and facility maintenance projects.

Its purpose is to identify financial trends, shortfalls, and issues so the Town can proactively address them. It does so by projecting out into the future the fiscal results of continuing the Town's current service levels and policies, providing a snapshot of what the future will look like as a result of the decisions made in the recent past.

The purpose of the forecast is to get an idea (based on conservative assumptions) regarding what will happen in the regional and state economy, and on near-term and long-term revenue and expenditure drivers during the five (5) year planning period. The term "conservative" used in the context of financial forecasting means revenues are forecast at low growth levels or even at a decline (depending on the revenue source).

KEY REVENUE DRIVERS

Tax Rate
Net Taxable Value
Sales Tax
Mixed Beverage Tax
Franchise Fees
Licenses & Permits
Charges for Services
Intergovernmental Revenues
Fines & Forfeitures
Interest Income

KEY EXPENDITURE DRIVERS

Overtime Costs
Operating Supplies
Apparatus & Tools
Motor Vehicle Fuel
Maintenance
Travel, Training & Dues
Utility Costs
Professional Services
Insurance Costs
Fleet Replacements
Capital Equipment Replacements

Expenditures, while not necessarily being forecast as declining, are generally forecast with a 2-3% escalation rate, depending on inflation. Forecasts generally have at least one scenario where all that is assumed on expenditures is the current level of service and perhaps some growth in salary/wage expenditures.

The Council can, if they wish, ask that certain service level adjustments, whether it is service expansion or reduction, be included as alternate scenarios, particularly if it appears that revenues will not cover expenditures in the out years of the forecast.

It is important to remember that economic conditions play in forecasting, particularly as it relates to sales tax, which can be a volatile revenue source. If economic conditions improve, sales tax receipts are affected (usually positively) as well as building permit revenue.

Fund balance - is a term used to describe the net position of governmental funds calculated in accordance with generally accepted accounting principles (GAAP). Budget professionals commonly use this same term to describe the net position of governmental funds calculated on a government's budgetary basis.

GAAP financial statements report up to five separate categories of fund balance based on the type and source of constraints placed on how resources can be spent (presented in descending order from most constraining to least constraining):

- a. non-spendable fund balance,
- b. restricted fund balance,
- c. committed fund balance,
- d. assigned fund balance,
- e. unassigned fund balance.

The total of the amounts in these last three categories (where the only constraint on spending, if any, is imposed by the government itself) is termed unrestricted fund balance.

General Fund Undesignated Fund Balance - The Town shall strive to maintain the General Fund undesignated fund balance at, or in excess of, 90 days of operation.

Use of Fund Balance – The Council delegates the responsibility to assign funds to the Town Manager or his/her designee. The Council shall have the authority to assign any amount of funds. Assignments may occur subsequent to fiscal year-end. The Council will utilize funds in the following spending order: Restricted, Committed, Assigned, Unassigned

Fund Balance will be targeted to only be used with Council approval and can be only be used for the following:

- Emergencies,
- Non-recurring expenditures such as technology/FF&E (furniture, fixtures and equipment), or major capital purchases that cannot be accommodated through current year savings.
- Should such use reduce the balance below the appropriate level set as the objective for that fund, recommendations will be made on how to restore it.
- The Council shall approve all commitments by formal action. The action to commit funds must occur prior to fiscal year-end, to report such commitments in the balance sheet of the respective period, even though the amount may be determined subsequent to fiscal year-end.
- A commitment can only be modified or removed by the same formal action.

FORECAST ASSUMPTIONS FY 2016-2017 ADOPTED BUDGET

REVENUES AND OTHER FINANCING SOURCES (GENERAL FUND):

- Sales tax revenue is budgeted to remain flat
 - The Town's economic development funds appear to be stabilizing at approximately \$17,000/monthly of which 50% must be returned.
 - One-time revenues and audit receipts have been conservatively estimated at \$50,000 each. In prior years these two numbers have been anywhere from \$100,000 to \$1,000,000 combined; therefore, because of the uncertainty of the funds, we are conservative with these estimates.
 - On-going sales tax receipts are forecasted to remain flat based on the prior years' trending.
 - Includes the Property Tax Reduction portion of the Sales tax receipts
- Property tax revenue is estimated at \$1,437,050 based on Certified Tax Roll and M&O tax rate of \$.12882 per \$100 of valuation.
- No new gas well revenue is projected
- Building permits/inspection/plan review fees are increased by 60% due to anticipated increase in commercial development related to Entrada and the Charles Schwab project and the rapid growth of residential homes in the new and remaining subdivisions of the town.
- Based on current year receipts, franchise fees are budgeted at a 5% increase

EXPENDITURES AND OTHER FINANCING USES (GENERAL FUND):

- Payroll and Related operating expenditures increased approximately 21%
 - This increase includes \$673,343 in personnel changes including additional staff and market adjustments as well as benefits.
 - \$89K increase for medical, dental and life Insurance costs (19%)
 - \$60K increase for social security and Medicare taxes (29%)
 - \$80K increase for ICMA and TMRS costs (24%)
 - This increase also includes the following personnel changes
 - Full time Firefighter/Paramedic
 - Full time Building Inspector
 - Transition of Interim Planning & Development Director to full-time
 - Transition of part-time Development Coordinator to full-time
 - Transition of part time Fire Marshal to full-time
 - Transition of part-time Administrative Assistant in Town Secretary's office to full-time to help support Town Manager and Assistant Town Manager.
- Operating expenditures and transfers out increased by \$834K primarily due to additional rental/utilities expenditures due to the possibility of leasing existing building space within Westlake as well as start-up expenditures related to the move, records management, additional irrigation and landscaping on FM 1938 and Dove to Randol Mill, contract services for update of ordinances to support the new comprehensive plan and Keller police contract.

VISITORS ASSOCIATION FUND

- Total expenditures and other uses increased by 10% primarily due to operating transfers related to payroll and the transition of a part-time Communication Specialist to full time and additional funds budgeted for marketing and web-site upgrade

UTILITY FUND

- Total operating expenses decreased by \$425K (12%) and are composed primarily of a reduction related to payment to Fort Worth for the water line Phase I and a settle-up payment to Southlake regarding wastewater treatment. Transfers out decreased \$443K due to transfers out to the General Fund of \$243K for final repayment of internal loan and transfers out to Utility Maintenance and Replacement Fund of \$200K.

CAPITAL PROJECTS FUNDS

- Based on adopted CIP

ALL FUNDS

- Includes all adopted maintenance projects and equipment replacement to maintain current level of service.

**FORECAST ASSUMPTIONS
FY 2016-2018 AND BEYOND PROJECTION**

REVENUES AND OTHER FINANCING SOURCES:

- Sales tax revenue - increase 3% annually
- Property tax revenue – currently increased 3% for current evaluation
 - Estimate value on the roll two years from date of permit for new construction– separate line-item on forecast
 - Building permits/inspection/plan review fee are based on estimated schedule of annual permits for commercial and residential growth shown separately
 - All other revenues – 2.5% increase annually

EXPENDITURES AND OTHER FINANCING USES:

- Includes all adopted maintenance projects and equipment replacement to maintain current level of service
- Salary and wages increase by 2.5% annually
- Includes 5-year personnel forecast
- Includes capital projects impact to operating budget
- Includes anticipated debt payments based on adopted CIP
- Includes 5-year technology plan
- Other expenditures increase by 2.5% (excluding any one-time expenditures)
- CIP based on adopted CIP
- Westlake Academy reserve - \$300K/annually
- All lot fee collections of \$10K/lot transferred to Westlake Academy Expansion for future construction
- Annual transfers to maintenance and replacement funds

**TOWN OF WESTLAKE
FIVE YEAR FORECAST
All Municipal Funds**

DESCRIPTION		ESTIMATED FY 15-16	PROPOSED FY 16-17	1 FY 17-18	2 FY 18-19	3 FY 19-20	4 FY 20-21
GENERAL FUND							
Sales Tax (ongoing 100% minus one time)		\$ 4,450,000	\$ 4,450,000	\$ 4,583,500	\$ 4,721,005	\$ 4,862,635	\$ 5,008,514
Sales Tax (audit/one-time)		100,000	100,000	200,000	200,000	200,000	200,000
Sales Tax - additional due to commercial (CVS)		-	-	37,500	51,500	51,500	51,500
Sales Tax Allocation to 4B		(1,137,500)	(1,137,500)	(1,205,250)	(1,243,126)	(1,278,534)	(1,315,004)
Sales Tax Allocation to ED		(102,000)	(102,000)	(102,000)	(102,000)	(102,000)	(102,000)
Sales Tax Subtotal		3,310,500	3,310,500	3,513,750	3,627,379	3,733,601	3,843,011
Property Tax		1,317,350	1,437,050	1,480,162	1,524,566	1,570,303	1,617,412
Additional Property Tax Residential		-	-	209,414	322,594	461,925	566,736
Property Tax Subtotal		1,317,350	1,437,050	1,689,576	1,847,160	2,032,228	2,184,149
Grading/Bldg/Plan Review/EMS Fees		31,744	29,820	29,821	29,819	(0)	0
Total Permits and Fees Other		31,744	29,820	29,821	29,819	(0)	0
GRANADA Xfr out to CP		223,652	298,203	298,203	44,730	-	-
ENTRADA Xfr out to CP		-	326,583	244,937	163,292	163,292	163,292
VAQUERO keep in GF		146,169	208,813	208,813	208,813	208,813	104,406
QUAIL HOLLOW keep in GF		-	208,813	208,813	208,813	208,813	208,813
CARLYLE keep in GF		44,730	14,910	14,910	14,910	-	-
ALL OTHER keep in GF		36,875	14,910	14,910	14,910	14,910	14,910
Total Permits and Fees Residential		451,426	1,072,232	990,586	655,468	595,827	491,421
ENTRADA Xfr out to CP		71,000	410,429	416,080	28,563	-	-
SCHWAB keep in GF		-	314,524	314,524	314,524	-	-
ALL OTHER keep in GF		890,305	489,152	-	-	-	-
Total Permits and Fees Commercial		961,305	1,214,105	730,604	343,087	-	-
Total Permits and Fees (Building Residential & Commercial)		1,444,475	2,316,157	1,751,011	1,028,374	595,827	491,421
Liquor Permit Fees 10		310	310	318	326	334	342
Eroision Control Fees 12		3,000	1,500	1,537	1,576	1,615	1,655
Gas Well Misc Fees 12		22,950	22,950	23,521	24,107	24,707	25,323
Insurance & Surety Review Fees 12		3,000	3,000	3,075	3,151	3,230	3,310
Renewal Fees 12		1,000	1,000	1,025	1,050	1,077	1,103
Engineer Review/Civil 12		10,000	15,000	15,374	15,756	16,149	16,551
Development Fees 12		57,219	45,590	46,725	47,889	49,081	50,303
Contractor Registration Fees 12		19,925	16,575	16,988	17,411	17,844	18,289
EMS Revenues 14		100,000	100,000	102,490	105,042	107,658	110,338
Firefighter Equipment Fees 14		-	2,000	2,050	2,101	2,153	2,207
Fire Code Inspections 14		525	525	538	551	565	579
Court Administrative Fees 15		8,800	8,975	9,198	9,428	9,662	9,903
Total Permits and Fees (Not Related to SFR Building Permits)		487,504	217,425	222,839	228,388	234,074	239,903
Sales of Surplus/Scrap Items 10		600	600	615	630	646	662
Insurance Refund/Equity Return 10		9,800	9,800	10,044	10,294	10,550	10,813
Administrative CC Fee 10		1,950	1,860	1,906	1,954	2,002	2,052
Misc Revenue Dept 10 10		3,405	3,400	3,485	3,571	3,660	3,751
Misc Revenue Dept 12 12		250	250	256	263	269	276
Misc Revenue Dept 16 16		6,730	6,730	6,898	7,069	7,245	7,426
Facility Rental 17		500	500	512	525	538	552
Misc Income		35,168	23,140	23,716	24,307	24,912	25,532
AT&T/SBC		453,500	470,000	481,703	493,697	505,990	518,590
Verizon		42,242	45,000	46,121	47,269	48,446	49,652
TXU/Atmos Gas		34,828	40,000	40,996	42,017	43,063	44,135
Charter		13,120	14,000	14,349	14,706	15,072	15,447
One Source		4,594	4,800	4,920	5,042	5,168	5,296
Southwestern Bell		184	180	184	189	194	199
Tri-County Electric		289,965	300,000	307,470	315,126	322,973	331,015
Trinity Waste/AWIN Mgmt		41,545	42,750	43,814	44,905	46,024	47,170
Misc. Franchise Fees		48,200	49,640	50,876	52,143	53,441	54,772
Franchise Fees		928,177	966,370	990,433	1,015,094	1,040,370	1,066,275
Citation Revenue		720,000	727,200	745,307	763,865	782,886	802,380
Court Techology		18,955	16,320	16,726	17,143	17,570	18,007
Court Security		14,295	12,240	12,545	12,857	13,177	13,505
Warrant Fees		41,000	41,820	42,861	43,929	45,022	46,143
NSF Check Fees		7,430	715	733	751	770	789
Court Efficiency Fees		750	765	784	804	824	844
Law Enforcement Stds/Edu		665	680	697	714	732	750
Collection Fees		5,500	5,610	5,750	5,893	6,040	6,190
Fines and Forfeitures (Court)		808,595	805,350	825,403	845,956	867,020	888,609

**TOWN OF WESTLAKE
FIVE YEAR FORECAST
All Municipal Funds**

DESCRIPTION			ESTIMATED FY 15-16	PROPOSED FY 16-17	1 FY 17-18	2 FY 18-19	3 FY 19-20	4 FY 20-21
Beverage Tax			61,280	62,500	64,056	65,651	67,286	68,961
Beverage Tax			61,280	62,500	64,056	65,651	67,286	68,961
Interest Income	Dept 11		10,845	10,840	11,110	11,387	11,670	11,961
Interest Income	Dept 15		1,470	1,500	1,537	1,576	1,615	1,655
Interest Income			12,315	12,340	12,647	12,962	13,285	13,616
Transfer In - UF 500 Impact			293,745	50,430	51,686	52,973	54,292	55,644
Transfer In - VA 220 Dept 22			13,300	15,600	15,988	16,387	16,795	17,213
Transfers In			307,045	66,030	67,674	69,359	71,086	72,856
Total Revenues & Transfers In			8,712,409	9,216,863	9,161,105	8,764,630	8,679,690	8,894,333
Payroll Salaries Full Time 41110			(2,414,023)	(3,024,065)	(3,184,168)	(3,263,772)	(3,345,366)	(3,429,000)
Payroll Salaries Part Time 41210			(335,363)	(235,000)	(236,662)	(242,579)	(248,643)	(254,859)
Payroll Salaries Overtime 41120			(199,847)	(119,055)	(124,169)	(127,273)	(130,455)	(133,716)
Payroll Salaries Premium Pay 41510			(7,419)	(13,560)	(13,899)	(14,246)	(14,603)	(14,968)
Payroll Salaries Car Allowance 41640			(24,675)	(23,000)	(23,000)	(23,000)	(23,000)	(23,000)
Payroll Salaries Phone Allowance 41641			(8,160)	(7,680)	(7,680)	(7,680)	(7,680)	(7,680)
Payroll Salaries/Allowances			(3,007,287)	(3,472,410)	(3,639,577)	(3,728,550)	(3,819,747)	(3,913,223)
Payroll Insurance Medical			(406,270)	(490,195)	(539,220)	(593,142)	(652,456)	(717,702)
Payroll Insurance Dental			(27,960)	(30,335)	(31,099)	(31,876)	(32,673)	(33,490)
Payroll Insurance Life			(22,370)	(25,075)	(25,075)	(25,075)	(25,075)	(25,075)
Payroll Taxes SS FICA			(167,613)	(219,945)	(222,610)	(228,175)	(233,879)	(239,726)
Payroll Taxes Medicare			(40,164)	(49,820)	(51,988)	(53,288)	(54,620)	(55,985)
Payroll Taxes Unemployment			(7,031)	(8,135)	(8,267)	(8,473)	(8,685)	(8,902)
Payroll Taxes Workers Comp			(32,887)	(38,710)	(39,211)	(40,192)	(41,196)	(42,226)
Payroll Retirement TMRS			(319,085)	(401,470)	(408,580)	(418,795)	(429,265)	(439,996)
Payroll Retirement ICMA			(24,200)	(25,400)	(25,400)	(25,400)	(25,400)	(25,400)
Payroll Transfers In 11			139,755	151,135	139,755	139,755	139,755	139,755
Payroll Transfers In 16			217,745	233,440	217,745	217,745	217,745	217,745
Payroll Transfers In 17			60,175	55,245	60,175	60,175	60,175	60,175
Payroll Transfers In 18			222,940	244,910	222,940	222,940	222,940	222,940
Payroll Transfers In 19			54,124	44,115	54,124	54,124	54,124	54,124
Payroll Transfers In 21			10,804	11,365	10,804	10,804	10,804	10,804
Payroll Transfers In 22			189,872	218,555	189,872	189,872	189,872	189,872
Total Payroll and Related			(3,159,452)	(3,802,730)	(4,095,612)	(4,257,550)	(4,427,581)	(4,606,311)
General Services Dept 10			(348,935)	(413,935)	(424,283)	(434,890)	(445,763)	(456,907)
Administrative Dept 11			(30,618)	(30,620)	(31,386)	(32,170)	(32,974)	(33,799)
Planning & Development Dept 12			(282,280)	(393,775)	(282,280)	(289,337)	(296,570)	(303,984)
Town Secretary Dept 13			(40,352)	(45,360)	(46,494)	(47,656)	(48,848)	(50,069)
Fire Department Dept 14			(77,628)	(78,375)	(80,334)	(82,343)	(84,401)	(86,511)
Municipal Court Dept 15			(97,653)	(130,405)	(133,665)	(137,007)	(140,432)	(143,943)
Public Works Dept 16			(104,105)	(97,000)	(99,425)	(101,911)	(104,458)	(107,070)
Facilities Maintenance Dept 17			(18,803)	(56,305)	(57,713)	(59,155)	(60,634)	(62,150)
Finance Department Dept 18			(33,026)	(38,370)	(39,329)	(40,312)	(41,320)	(42,353)
Parks & Recreations Dept 19			(51,625)	(57,800)	(59,245)	(60,726)	(62,244)	(63,800)
Information Technology Dept 20			(53,280)	(106,065)	(108,717)	(111,435)	(114,220)	(117,076)
Human Resources Dept 21			(17,410)	(20,580)	(21,095)	(21,622)	(22,162)	(22,716)
Communications Dept 22			(8,270)	(8,100)	(8,303)	(8,510)	(8,723)	(8,941)
Police Services Dept 23			(888,486)	(915,105)	(937,983)	(961,432)	(985,468)	(1,010,105)
Total Service Expenditures			(2,052,471)	(2,391,795)	(2,330,250)	(2,388,507)	(2,448,219)	(2,509,425)
Office Rent			(136,906)	(339,150)	(339,150)	(339,150)	(339,150)	(339,150)
Electric Service			(14,800)	(59,850)	(59,850)	(59,850)	(59,850)	(22,000)
Electric Service - Fire Station			(4,430)	(4,430)	(4,541)	(4,654)	(4,771)	(4,890)
Electric Service - Public Works			(2,595)	(2,595)	(2,660)	(2,726)	(2,795)	(2,864)
Electric Service - Parks/Rec			(8,780)	(8,780)	(9,000)	(9,224)	(9,455)	(9,691)
Electric Service - Parchman			(50)	(50)	(51)	(53)	(54)	(55)
Telephone Service - Town			(4,150)	(5,750)	(5,894)	(6,041)	(6,192)	(6,347)
Telephone Service - Fire Dept			(4,295)	(4,295)	(4,402)	(4,512)	(4,625)	(4,741)
Internet Service - Town			(7,600)	(7,600)	(7,790)	(7,985)	(8,184)	(8,389)
Internet Service - Fire Dept			(850)	(850)	(871)	(893)	(915)	(938)
Internet Service - Facilities			(500)	(500)	(513)	(525)	(538)	(552)
Water Service - Fire Dept			(2,450)	(2,450)	(2,511)	(2,574)	(2,638)	(2,704)
Water Service - ROW Irrigation			(127,700)	(135,000)	(138,375)	(141,834)	(145,380)	(149,015)
Water Service - Parks & Rec			(855)	(855)	(876)	(898)	(921)	(944)
Gas Service - Fire Station			(1,500)	(1,500)	(1,538)	(1,576)	(1,615)	(1,656)
Total Rent & Utilities			(317,461)	(573,655)	(578,021)	(582,497)	(587,084)	(593,936)
General Services 10			(29,407)	(32,235)	(33,041)	(33,867)	(34,714)	(35,581)
Administrative 11			(2,635)	(4,310)	(4,418)	(4,528)	(4,641)	(4,757)
Planning & Development 12			(25,500)	(28,300)	(29,008)	(29,733)	(30,476)	(31,238)
Town Secretary 13			(3,773)	(3,775)	(3,869)	(3,966)	(4,065)	(4,167)
Fire Department 14			(69,647)	(69,640)	(71,381)	(73,166)	(74,995)	(76,870)

**TOWN OF WESTLAKE
FIVE YEAR FORECAST
All Municipal Funds**

DESCRIPTION		ESTIMATED FY 15-16	PROPOSED FY 16-17	1 FY 17-18	2 FY 18-19	3 FY 19-20	4 FY 20-21
Municipal Court	15	(11,786)	(12,350)	(12,659)	(12,975)	(13,300)	(13,632)
Public Works	16	(3,956)	(4,510)	(4,623)	(4,738)	(4,857)	(4,978)
Facilities Maintenance	17	(13,178)	(29,180)	(29,910)	(30,657)	(31,424)	(32,209)
Finance Department	18	(8,445)	(6,340)	(6,499)	(6,661)	(6,827)	(6,998)
Parks & Recreations	19	(7,645)	(9,645)	(9,886)	(10,133)	(10,387)	(10,646)
Information Technology	20	(5,850)	(5,850)	(5,996)	(6,146)	(6,300)	(6,457)
Human Resources	21	(3,650)	(4,270)	(4,377)	(4,486)	(4,598)	(4,713)
Communications	22	(5,500)	(7,500)	(7,688)	(7,880)	(8,077)	(8,279)
Total Supplies		(190,972)	(217,905)	(223,353)	(228,936)	(234,660)	(240,526)
General Services	10	(25,378)	(26,590)	(27,255)	(27,936)	(28,635)	(29,350)
Planning & Development	12	(504)	(500)	(513)	(525)	(538)	(552)
Fire Department	14	(8,395)	(8,395)	(8,605)	(8,820)	(9,040)	(9,267)
Municipal Court	15	(530)	(530)	(543)	(557)	(571)	(585)
Facilities Maintenance	17	(372)	(375)	(384)	(394)	(404)	(414)
Total Insurance		(35,179)	(36,390)	(37,300)	(38,232)	(39,188)	(40,168)
Fire Department	14	(56,696)	(70,595)	(66,533)	(68,529)	(70,585)	(72,702)
Municipal Court	15	(600)	(600)	(615)	(630)	(646)	(662)
Public Works	16	(75,800)	(38,295)	(39,252)	(40,234)	(41,240)	(42,271)
Facilities Maintenance	17	(26,210)	(34,225)	(35,081)	(35,958)	(36,857)	(37,778)
Parks & Recreations	19	(54,125)	(59,500)	(60,988)	(62,512)	(64,075)	(65,677)
Total Repair & Maintenance		(213,431)	(203,215)	(202,468)	(207,863)	(213,402)	(219,090)
General Service Debt	10	(36,678)	(36,680)	(36,680)	(36,680)	(36,680)	(36,680)
K-5 Westlake Reserve Slots		(315,000)	(315,000)	(300,000)	(300,000)	(300,000)	(300,000)
Total Debt		(351,678)	(351,680)	(336,680)	(336,680)	(336,680)	(336,680)
Capital Operating Impact - Facilities		-	-	(8,747)	(133,632)	(106,141)	(103,725)
Capital Operating Impact - Roads		-	-	-	-	(216,268)	(221,506)
Total Capital Operating Impact		-	-	(8,747)	(133,632)	(322,409)	(325,231)
Planning & Development	12	(485)	(490)	(502)	(515)	(528)	(541)
Fire Department	14	(15,900)	(27,900)	(15,900)	(16,377)	(16,868)	(17,374)
Municipal Court	15	(325)	(325)	(333)	(341)	(350)	(359)
Public Works	16	-	(500)	(513)	(525)	(538)	(552)
Facilities Maintenance	17	(1,500)	(175,000)	(1,500)	(1,538)	(1,576)	(1,615)
Finance Department	18	-	(2,800)	(2,870)	(2,942)	(3,015)	(3,091)
Parks & Recreations	19	(500)	(1,000)	(1,025)	(1,051)	(1,077)	(1,104)
Total Capital Outlay		(18,710)	(208,015)	(22,643)	(23,288)	(23,953)	(24,636)
Transfer Out - ED 210 ends 15/16		(35,758)	-	-	-	-	-
Transfer Out - GMR 600		(350,000)	(350,000)	(550,000)	(350,000)	(225,000)	(350,000)
Transfer Out - VMR 605		(110,000)	-	-	(25,000)	(35,000)	(25,000)
Transfer Out - DS 300		(576,663)	(753,635)	(942,909)	(900,541)	(1,011,825)	(968,645)
Transfers Out - Operating		(1,072,422)	(1,103,635)	(1,492,909)	(1,275,541)	(1,271,825)	(1,343,645)
Transfer Out - CP 410 (Entrada/Granada)		-	-	(959,220)	(236,585)	(163,292)	(163,292)
Planning & Development (Add'l personnel)		-	-	315,395	236,585	163,292	163,292
Keep all Entrada/Granada fees		-	-	643,825	-	-	-
Transfers Out - Non Operating		-	-	-	-	-	-
Total Expenditures & Transfers Out		(7,411,775)	(8,889,020)	(9,327,983)	(9,472,727)	(9,905,001)	(10,199,648)
NET R&TI Over(Under) E&TO		1,300,634	327,843	(166,878)	(708,096)	(1,225,311)	(1,305,315)
Beginning Fund Balance		7,240,729	8,541,363	8,869,206	8,702,328	7,994,232	6,768,921
Ending Fund Balance		8,541,363	8,869,206	8,702,328	7,994,232	6,768,921	5,463,606
Restricted/Committed/Assigned		572,666	575,040	283,146	283,146	283,146	283,146
Unassigned Ending Balance		\$ 7,968,697	\$ 8,294,166	\$ 8,419,182	\$ 7,711,086	\$ 6,485,775	\$ 5,180,460
\$ per Day for Operations (including GMR transfer)		20,005	24,353	25,556	25,953	27,137	27,944
Operating Days		398	341	329	297	239	185

**TOWN OF WESTLAKE
FIVE YEAR FORECAST
All Municipal Funds**

DESCRIPTION	ESTIMATED FY 15-16	PROPOSED FY 16-17	1 FY 17-18	2 FY 18-19	3 FY 19-20	4 FY 20-21
CEMETERY FUND						
Section Sales	\$ 11,125	\$ 11,125	\$ 11,402	\$ 11,686	\$ 11,977	\$ 12,275
Perpetual Care - Section 15%	150	150	154	158	161	166
Perpetual Care-interment 100 %	50	50	51	53	54	55
Marker Sales	250	250	256	263	269	276
Contractor Fee	350	350	359	368	377	386
Interest Income	140	140	143	147	151	154
Total Revenues	12,065	12,065	12,365	12,673	12,989	13,312
Contract Services	(250)	(250)	(256)	(263)	(269)	(276)
Irrigation R&M	(250)	(250)	(256)	(263)	(269)	(276)
Contract Landscaping	(3,625)	(3,625)	(3,716)	(3,809)	(3,904)	(4,001)
Computer Eqpm/Software	(250)	(250)	(256)	(263)	(269)	(276)
Grounds R&M	(250)	(250)	(256)	(263)	(269)	(276)
Training/Meetings/Seminars	(250)	(250)	(256)	(263)	(269)	(276)
Dues & Memberships	(100)	(100)	(103)	(105)	(108)	(110)
Cost of Sales - Cemetery Lots	(700)	(700)	(718)	(735)	(754)	(773)
Total Expenditures	(5,675)	(5,675)	(5,817)	(5,962)	(6,111)	(6,264)
NET R&TI Over(Under) E&TO	6,390	6,390	6,549	6,711	6,878	7,048
Beginning Fund Balance	154,738	161,128	167,518	174,067	180,778	187,655
Ending Fund Balance	161,128	167,518	174,067	180,778	187,655	194,704
Restricted/Committed/Assigned	161,128	167,518	174,067	180,778	187,655	194,704
Unassigned Ending Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
UTILITY FUND						
Water Revenue	\$ 2,516,326	\$ 2,541,490	\$ 2,604,773	\$ 2,669,632	\$ 2,736,106	\$ 2,804,235
DS - Hillwood Service Area	48,000	48,000	49,195	50,420	51,676	52,962
DS - Town Service Area Accts	43,000	43,000	44,071	45,168	46,293	47,445
Waste Management	5,252	5,305	5,437	5,572	5,711	5,853
Sewer Revenue - Westlake	786,000	793,860	813,627	833,886	854,650	875,931
Sewer Revenue - Keller	1,248	1,260	1,291	1,324	1,356	1,390
Water Tap Fees	31,100	31,410	32,192	32,994	33,815	34,657
Sewer Tap Fees	10,764	10,875	11,146	11,423	11,708	11,999
Fort Worth Impact fees	78,200	78,980	80,947	82,962	85,028	87,145
Charge For Service Total	3,519,890	3,554,180	3,642,679	3,733,382	3,826,343	3,921,619
Meter Repair & Replacement	5,195	5,245	5,376	5,509	5,647	5,787
Interest Income	7,550	7,620	7,810	8,004	8,204	8,408
Duct Bank Leases	30,964	30,965	31,736	32,526	33,336	34,166
TRA Wastewater Settle-Up	-	50,000	51,245	52,521	53,829	55,169
Duct Bank Permit Fees - Vaquer	18,600	18,600	19,063	19,538	20,024	20,523
Duct Bank Permit Fees - Terra	6,200	6,200	6,354	6,513	6,675	6,841
Duct Bank Permit Fees - Granada	43,400	43,400	44,481	45,588	46,723	47,887
Duct Bank Permit Fees - Carlyle	3,100	3,100	3,177	3,256	3,337	3,420
Insurance Refund/Equity Return	1,650	1,685	1,727	1,770	1,814	1,859
Misc Reimbursements	675	680	697	714	732	750
Misc Revenue Dept 16	8,285	8,370	8,578	8,792	9,011	9,235
Administrative CC Fee	700	700	717	735	754	772
Total Misc Income	126,319	176,565	180,961	185,467	190,086	194,819
Total Revenues & Transfers In	3,646,209	3,730,745	3,823,641	3,918,849	4,016,429	4,116,438
PR Transfer Out	(404,494)	(435,075)	(445,952)	(457,101)	(468,528)	(480,241)
Total Payroll and Related	(404,494)	(435,075)	(445,952)	(457,101)	(468,528)	(480,241)
Office Rent	(30,675)	(72,675)	(72,675)	(72,675)	(72,675)	(72,675)
Electric Service	(3,560)	(12,825)	(12,825)	(12,825)	(12,825)	(12,825)
Telephone Service Dept 10	(1,100)	(1,100)	(1,128)	(1,156)	(1,185)	(1,214)
Telephone Service Dept 16	(2,000)	(2,000)	(2,050)	(2,101)	(2,154)	(2,208)
Water - Pump Station Dept 16	(8,000)	(20,600)	(21,115)	(21,643)	(22,184)	(22,739)
Electric - Pump Station Dept 16	(40,000)	(72,100)	(73,903)	(75,750)	(77,644)	(79,585)
Electric - Lift Station Dept 16	(2,678)	(2,680)	(2,747)	(2,816)	(2,886)	(2,958)
Internet Service Dept 10	(1,600)	(1,600)	(1,640)	(1,681)	(1,723)	(1,766)
Total Rent & Utilities	(89,613)	(185,580)	(188,082)	(190,647)	(193,275)	(195,970)

**TOWN OF WESTLAKE
FIVE YEAR FORECAST
All Municipal Funds**

DESCRIPTION	ESTIMATED FY 15-16	PROPOSED FY 16-17	1 FY 17-18	2 FY 18-19	3 FY 19-20	4 FY 20-21
Mechanical Equipment	(1,000)	(1,000)	(1,025)	(1,051)	(1,077)	(1,104)
Water Meters /Equipment	(15,000)	(15,000)	(15,375)	(15,759)	(16,153)	(16,557)
Water Taps	(6,030)	(8,780)	(9,000)	(9,224)	(9,455)	(9,691)
Total Capital Outlay	(22,030)	(24,780)	(25,400)	(26,034)	(26,685)	(27,352)
Insurance General Liability	(450)	(450)	(461)	(473)	(485)	(497)
Insurance Automobile	(2,500)	(2,500)	(2,563)	(2,627)	(2,692)	(2,760)
Insurance Property	(5,300)	(5,300)	(5,433)	(5,568)	(5,708)	(5,850)
Total Insurance	(8,250)	(8,250)	(8,456)	(8,668)	(8,884)	(9,106)
WaterTower Landscape R&M	(300)	(7,000)	(7,175)	(7,354)	(7,538)	(7,727)
Water Main R&M	(42,545)	(42,545)	(43,609)	(44,699)	(45,816)	(46,962)
Water Tower R&M	(1,000)	(1,000)	(1,025)	(1,051)	(1,077)	(1,104)
Sewer Main R&M	(6,500)	(18,000)	(18,450)	(18,911)	(19,384)	(19,869)
Pump Station Landscape R&M	(6,000)	(13,500)	(13,838)	(14,183)	(14,538)	(14,901)
Lift Station R&M	(6,000)	(6,000)	(6,150)	(6,304)	(6,461)	(6,623)
Instrument R&M	(9,750)	(9,750)	(9,994)	(10,244)	(10,500)	(10,762)
Ground Storage Tank R&M	(2,300)	(2,300)	(2,358)	(2,416)	(2,477)	(2,539)
Generator R&M	(1,000)	(4,000)	(4,100)	(4,203)	(4,308)	(4,415)
Pump Station R&M	(15,500)	(22,500)	(23,063)	(23,639)	(24,230)	(24,836)
Duct Bank R&M	(7,940)	(7,940)	(8,139)	(8,342)	(8,551)	(8,764)
Meter Repair & Replacement	(102,000)	(25,000)	(25,625)	(26,266)	(26,922)	(27,595)
Vehicle R&M	(1,000)	(1,000)	(1,025)	(1,051)	(1,077)	(1,104)
Total Repair and Maintenance Insurance	(201,835)	(160,535)	(164,548)	(168,662)	(172,879)	(177,201)
Bank Service Charges	(2,600)	(2,600)	(2,665)	(2,732)	(2,800)	(2,870)
Engineering	(775)	(775)	(794)	(814)	(835)	(855)
Water Utility Engineering	(37,555)	(37,555)	(38,494)	(39,456)	(40,443)	(41,454)
Auditor	(4,750)	(6,750)	(6,919)	(7,092)	(7,269)	(7,451)
Attorney - Boyle & Lowry	(15,000)	(15,000)	(15,375)	(15,759)	(16,153)	(16,557)
Attorney - Lloyd Gosselink	(5,000)	(10,000)	(10,250)	(10,506)	(10,769)	(11,038)
Contract Labor	(5,000)	(5,000)	(5,125)	(5,253)	(5,384)	(5,519)
Contract Services	(7,860)	(7,860)	(8,057)	(8,258)	(8,464)	(8,676)
TRA-Wastewater Treatment	(340,000)	(340,000)	(348,500)	(357,213)	(366,143)	(375,296)
Southlake-Wastewater Treatment	(440,000)	(90,000)	(92,250)	(94,556)	(96,920)	(99,343)
Testing-Water/Bacteria/Rgltry	(25,000)	(10,000)	(10,250)	(10,506)	(10,769)	(11,038)
Utility Billing	(20,000)	(25,000)	(25,625)	(26,266)	(26,922)	(27,595)
Line Location	(5,660)	(5,660)	(5,802)	(5,947)	(6,095)	(6,248)
Application Software Maint.	(10,750)	(10,750)	(11,019)	(11,294)	(11,577)	(11,866)
Keller Waste Water	(1,300)	(1,300)	(1,333)	(1,366)	(1,400)	(1,435)
Mobile Phone	(275)	(2,000)	(2,050)	(2,101)	(2,154)	(2,208)
Misc Rental/Lease	-	(500)	(513)	(525)	(538)	(552)
Travel Airfare	(325)	(800)	(820)	(841)	(862)	(883)
Travel Car Rental/Parking	(100)	(100)	(103)	(105)	(108)	(110)
Travel Lodging	(755)	(1,000)	(1,025)	(1,051)	(1,077)	(1,104)
Travel Meals	-	(100)	(103)	(105)	(108)	(110)
Training/Seminars/Meetings	(1,350)	(3,000)	(3,075)	(3,152)	(3,231)	(3,311)
Dues & Subscriptions	(470)	(470)	(482)	(494)	(506)	(519)
Printing	(1,130)	(1,130)	(1,158)	(1,187)	(1,217)	(1,247)
Courier Service	(200)	(200)	(205)	(210)	(215)	(221)
Total Service	(925,855)	(577,550)	(591,989)	(606,788)	(621,958)	(637,507)
Safety Supplies	(100)	(100)	(103)	(105)	(108)	(110)
Misc Hand Tools	(500)	(1,000)	(1,025)	(1,051)	(1,077)	(1,104)
Chemical Supplies	(350)	(350)	(359)	(368)	(377)	(386)
Office Supplies	(1,550)	(1,550)	(1,589)	(1,628)	(1,669)	(1,711)
Postage & Shipping	(100)	(400)	(410)	(420)	(431)	(442)
Vehicle Fuel	(2,000)	(3,000)	(3,075)	(3,152)	(3,231)	(3,311)
Uniforms	(500)	(500)	(513)	(525)	(538)	(552)
Capital Operating Impact - Utility	-	-	(25,956)	(26,735)	(27,537)	(28,363)
Total Supplies	(9,250)	(6,900)	(33,029)	(33,984)	(34,967)	(35,979)
Water Purchases	(890,000)	(934,500)	(957,863)	(981,809)	(1,006,354)	(1,031,513)
Water Service Charge	(600)	(600)	(615)	(630)	(646)	(662)
Peak Payment	(390,000)	(409,500)	(419,738)	(430,231)	(440,987)	(452,011)
Total Water Purchase Expense	(1,280,600)	(1,344,600)	(1,378,215)	(1,412,670)	(1,447,987)	(1,484,187)
Capital Projects	-	(96,435)	-	-	-	-
Total Capital Projects	-	(96,435)	-	-	-	-

**TOWN OF WESTLAKE
FIVE YEAR FORECAST
All Municipal Funds**

DESCRIPTION	ESTIMATED FY 15-16	PROPOSED FY 16-17	1 FY 17-18	2 FY 18-19	3 FY 19-20	4 FY 20-21
Transfer Out - UMR 510	(300,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)
Transfer Out - VMR Fund 605	(8,333)	(8,335)	(8,333)	(8,333)	(8,333)	(8,333)
Transfer Out - GF 100 Impact Fees	(37,500)	(50,430)	(51,186)	(51,954)	(52,734)	(53,525)
Transfer Out - GF 100 Loan Repymt ends 15/16	(256,245)	-	-	-	-	-
Total Transfers Out	(602,078)	(158,765)	(159,520)	(160,288)	(161,067)	(161,858)
Fort Worth Payment - Phase I	(888,158)	(888,160)	-	-	-	-
Fort Worth Payment - Phase II (Engineering)	(226,532)	-	-	-	-	-
DS - Principal Keller OH Storage	(99,336)	(104,145)	(108,950)	(113,756)	(120,165)	-
DS - Interest Keller OH Storage	(20,542)	(16,395)	(11,986)	(7,393)	(2,523)	-
DS - Hillwood Service Area	(48,240)	(48,240)	(49,446)	(50,682)	(51,949)	(53,248)
DS - Town Service Area	(43,215)	(43,215)	(44,295)	(45,403)	(46,538)	(47,701)
DS - Principal - 2013 CO Ground Storage Tank	(21,450)	(22,000)	(22,000)	(22,550)	(23,650)	(23,650)
DS - Interest - 2013 CO Ground Storage Tank	(33,896)	(33,465)	(33,021)	(32,576)	(32,114)	(31,582)
Total Debt	(1,381,368)	(1,155,620)	(269,699)	(272,360)	(276,939)	(156,181)
Total Expenses & Transfers Out	(4,925,374)	(4,154,090)	(3,264,889)	(3,337,202)	(3,413,171)	(3,365,582)
NET R&TI Over(Under) E&TO	(1,279,165)	(423,345)	558,752	581,647	603,258	750,855
Beginning Fund Balance	3,226,933	1,947,767	1,524,422	2,083,174	2,664,821	3,268,080
Ending Fund Balance	1,947,767	1,524,422	2,083,174	2,664,821	3,268,080	4,018,935
Restricted/Committed/Assigned	1,266,461	310,675	313,994	317,763	323,477	203,882
Unassigned Ending Balance	\$ 681,306	\$ 1,213,747	\$ 1,769,180	\$ 2,347,059	\$ 2,944,602	\$ 3,815,053
Operating Expenses	\$ 4,301,266	\$ 3,874,110	\$ 3,079,970	\$ 3,150,880	\$ 3,225,418	\$ 3,176,372
\$ per Day for Operations	\$ 11,784	\$ 10,614	\$ 8,438	\$ 8,633	\$ 8,837	\$ 8,702
Operating Days	165	144	247	309	370	462

UTILITY MAINT & REPLACEMENT

Interest Income	\$ 2,370	\$ 2,370	\$ 125	\$ 125	\$ 125	\$ 125
Transfers In from UF 500	300,000	100,000	100,000	100,000	100,000	100,000
Total Revenues & Transfers In	302,370	102,370	100,125	100,125	100,125	100,125
Repaint Ground Storage Tank	-	(100,000)	-	-	-	-
Sewer Easement Cleaning Machin	-	(45,000)	-	-	-	-
Pump Station Equipment	-	(87,500)	-	-	-	-
Total Expenditures & Transfers Out	-	(232,500)	-	-	-	-
NET R&TI Over(Under) E&TO	302,370	(130,130)	100,125	100,125	100,125	100,125
Beginning Fund Balance	420,560	722,930	592,800	692,925	793,050	893,175
Ending Fund Balance	722,930	592,800	692,925	793,050	893,175	993,300
Restricted/Committed/Assigned	722,930	592,800	692,925	793,050	893,175	993,300
Unassigned Ending Balance (projected)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

GENERAL MAINT & REPLACEMENT

Firefighter Equipment Fees dept 14	\$ 6,000	\$ 6,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000
Ladder Pump dept 14	1,550	1,550	1,750	1,750	1,750	1,750
Transfer in from GF dept 88	350,000	350,000	550,000	350,000	225,000	350,000
Total Revenues & Transfers In	379,815	357,550	553,750	353,750	228,750	353,750
Expenditures dept 16	(67,800)	(58,000)	(304,450)	(60,000)	-	-
Expenditures dept 17	(188,950)	(298,700)	(131,000)	(215,000)	(176,000)	(218,000)
Expenditures dept 19	(22,000)	(22,000)	(10,000)	(20,000)	(10,000)	(100,000)
Expenditures dept 20	(77,410)	(117,500)	(112,000)	(45,000)	(45,000)	(45,000)
Total Expenditures & Transfers Out	(373,660)	(496,200)	(557,450)	(340,000)	(231,000)	(363,000)
NET R&TI Over(Under) E&TO	6,155	(138,650)	(3,700)	13,750	(2,250)	(9,250)
Beginning Fund Balance	209,069	215,224	76,574	72,874	86,624	84,374
Ending Fund Balance	215,224	76,574	72,874	86,624	84,374	75,124
Restricted/Committed/Assigned	215,224	76,574	72,874	86,624	84,374	75,124
Unassigned Ending Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**TOWN OF WESTLAKE
FIVE YEAR FORECAST
All Municipal Funds**

DESCRIPTION	ESTIMATED FY 15-16	PROPOSED FY 16-17	1 FY 17-18	2 FY 18-19	3 FY 19-20	4 FY 20-21
VEHICLE MAINT & REPLACEMENT						
Transfer in from GF 100	\$ 110,000	\$ -	\$ -	\$ 25,000	\$ 35,000	\$ 25,000
Interst Income	550	550	200	200	200	200
Transfer in from UF 500	8,335	8,335	8,335	8,335	8,335	8,335
Total Revenues & Transfers In	127,583	8,885	8,535	33,535	43,535	33,535
Fire Vehicles dept 14	-	(55,000)	-	(110,000)	-	(1,400,000)
Court Vehicle dept 15	-	-	(50,000)	-	-	-
Public Works Vehicle dept 16	-	-	-	-	-	(50,000)
Facilities Vehicles dept 17	-	-	-	-	(50,000)	-
Total Expenditures & Transfers Out	-	(55,000)	(50,000)	(110,000)	(50,000)	(1,450,000)
NET R&TI Over(Under) E&TO	127,583	(46,115)	(41,465)	(76,465)	(6,465)	(1,416,465)
Beginning Fund Balance	50,031	177,615	131,500	90,035	13,570	7,105
Ending Fund Balance	177,615	131,500	90,035	13,570	7,105	(1,409,361)
Restricted/Committed/Assigned	177,615	131,500	90,035	13,570	7,105	(1,409,361)
Unassigned Ending Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
VISITORS ASSOCIATION FUND						
Hotel Tax (Marriott)	\$ 757,000	\$ 772,000	\$ 791,223	\$ 810,924	\$ 831,116	\$ 851,811
Hotel Tax (Deloitte)	32,000	32,640	33,453	34,286	35,139	36,014
Hotel Tax (Entrada) (50% occupancy)	-	-	-	-	-	400,000
Total Hotel Tax	789,000	804,640	824,676	845,210	866,256	1,287,825
General Services dept 10	3,735	3,735	3,735	3,735	3,735	3,735
Historical Board dept 24	4,515	4,515	4,515	4,515	4,515	4,515
Total Other Revenues	8,250	8,250	8,250	8,250	8,250	8,250
Total Revenues & Transfers In	797,250	812,890	832,926	853,460	874,506	1,296,075
Office Rent	(29,475)	(72,675)	(72,675)	(72,675)	(72,675)	(72,675)
Electric Service	(3,560)	(12,825)	(12,825)	(12,825)	(12,825)	(12,825)
Telephone Service	(1,000)	(1,000)	(1,030)	(1,061)	(1,093)	(1,126)
Internet Service	(1,370)	(1,370)	(1,411)	(1,453)	(1,497)	(1,542)
Total Rent and Utilities	(35,405)	(87,870)	(87,941)	(88,014)	(88,090)	(88,167)
PR Transfer Out	(490,920)	(521,615)	(518,750)	(518,750)	(518,750)	(518,750)
Total PR Transfer Out	(490,920)	(521,615)	(518,750)	(518,750)	(518,750)	(518,750)
General Services dept 10	(113,825)	(146,000)	(146,000)	(146,000)	(146,000)	(146,000)
Communications dept 22	(75,840)	(107,810)	(107,810)	(107,810)	(107,810)	(107,810)
Historical Board dept 24	(7,300)	(7,300)	(7,300)	(7,300)	(7,300)	(7,300)
Public Arts dept 25	(1,500)	(1,500)	(1,500)	(1,500)	(1,500)	(1,500)
Total Service	(198,465)	(262,610)	(262,610)	(262,610)	(262,610)	(262,610)
Transfer Out - GF 100 Dept 22 exp	(13,300)	(15,600)	(16,068)	(16,550)	(17,047)	(17,558)
Transfer Out - DS 300	(142,250)	(142,250)	(146,518)	(150,913)	(155,440)	(160,104)
Total Transfers Out	(155,550)	(157,850)	(162,586)	(167,463)	(172,487)	(177,662)
Total Expenditures & Transfers Out	(895,640)	(1,029,945)	(1,031,887)	(1,036,837)	(1,041,937)	(1,047,189)
NET R&TI Over(Under) E&TO	(98,390)	(217,055)	(198,961)	(183,377)	(167,431)	248,886
Beginning Fund Balance	1,082,882	984,492	767,437	568,475	385,098	217,667
Ending Fund Balance	984,492	767,437	568,475	385,098	217,667	466,553
Restricted/Committed/Assigned	151,700	142,250	146,518	150,913	155,440	160,104
Unassigned Ending Balance	\$ 832,792	\$ 625,187	\$ 421,958	\$ 234,185	\$ 62,227	\$ 306,450
Operating Days	339	222	149	82	22	107
4B ECONOMIC DEVELOPMENT FUND						
Sales tax (on-going)	\$ 1,137,500	\$ 1,137,500	\$ 1,205,250	\$ 1,243,126	\$ 1,278,534	\$ 1,315,004
Transfer Out - DS 300	(1,137,500)	(1,137,500)	(1,205,250)	(1,243,126)	(1,278,534)	(1,315,004)
NET R&TI Over(Under) E&TO	-	-	-	-	-	-
Beginning Fund Balance	-	-	-	-	-	-
Ending Fund Balance	-	-	-	-	-	-
Restricted/Committed/Assigned	-	-	-	-	-	-
Unassigned Ending Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**TOWN OF WESTLAKE
FIVE YEAR FORECAST
All Municipal Funds**

DESCRIPTION	ESTIMATED FY 15-16	PROPOSED FY 16-17	1 FY 17-18	2 FY 18-19	3 FY 19-20	4 FY 20-21
ECONOMIC DEVELOPMENT FUND						
General Sales Tax	\$ 102,000	\$ 102,000	\$ 102,000	\$ 102,000	\$ 102,000	\$ 102,000
Hotel/Motel Tax	32,000	32,640	32,640	32,640	32,640	32,640
Economic Development for WA \$10K/Lot	-	1,210,000	450,000	300,000	300,000	300,000
Total Revenues & Transfers In	169,758	1,344,640	584,640	434,640	434,640	434,640
ED - Deloitte Sales Tax	(102,000)	(102,000)	(102,000)	(102,000)	(102,000)	(102,000)
ED - Deloitte Hotel Tax 53,000	(32,000)	(32,640)	(32,640)	(32,640)	(32,640)	(32,640)
Transfer Out - WAE 412	-	(1,210,000)	(450,000)	(300,000)	(300,000)	(300,000)
Total Expenditures & Transfers Out	(169,758)	(1,344,640)	(584,640)	(434,640)	(434,640)	(434,640)
NET R&TI Over(Under) E&TO	-	-	-	-	-	-
Beginning Fund Balance	-	-	-	-	-	-
Ending Fund Balance	-	-	-	-	-	-
Restricted/Committed/Assigned	-	-	-	-	-	-
Unassigned Ending Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
PUBLIC IMPROVEMENT DISTRICT (LOCAL)						
Inspection Fees	\$ 743,800	\$ -	\$ -	\$ -	\$ -	\$ -
Development Fees (Platting)	15,000	10,000	10,000	10,000	10,000	10,000
Miscellaneous Reimbursments	82,500	85,000	85,000	85,000	85,000	85,000
Total Revenues & Transfers In	841,300	95,000	95,000	95,000	95,000	95,000
Engineering	(66,245)	-	-	-	-	-
Filing Fees	(200)	-	-	-	-	-
Consultant Fees	(275,000)	(275,000)	-	-	-	-
Boyle & Lowry	(18,000)	(18,000)	-	-	-	-
Admin Fees	(11,150)	-	-	-	-	-
Construction Expense	(165,000)	(160,000)	-	-	-	-
Total Expenditures & Transfers Out	(535,595)	(453,000)	-	-	-	-
NET R&TI Over(Under) E&TO	305,705	(358,000)	95,000	95,000	95,000	95,000
Beginning Fund Balance	180,719	486,424	128,424	223,424	318,424	413,424
Ending Fund Balance	486,424	128,424	223,424	318,424	413,424	508,424
Restricted/Committed/Assigned	486,424	128,424	223,424	318,424	413,424	508,424
Unassigned Ending Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
LONE STAR FUND						
Revenues	\$ 30	\$ 30	\$ 15	\$ 15	\$ 15	\$ 15
Expenditures	-	-	-	-	-	-
Total Expenditures & Transfers Out	-	-	-	-	-	-
NET R&TI Over(Under) E&TO	30	30	15	15	15	15
Beginning Fund Balance	13,632	13,662	13,692	13,707	13,722	13,737
Ending Fund Balance	13,662	13,692	13,707	13,722	13,737	13,752
Restricted/Committed/Assigned	13,662	13,692	13,707	13,722	13,737	13,752
Unassigned Ending Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**TOWN OF WESTLAKE
FIVE YEAR FORECAST
All Municipal Funds**

DESCRIPTION	ESTIMATED FY 15-16	PROPOSED FY 16-17	1 FY 17-18	2 FY 18-19	3 FY 19-20	4 FY 20-21
DEBT SERVICE FUND - All Other						
Transfer in - GF 100	\$ 576,663	\$ 753,635	\$ 942,909	\$ 900,541	\$ 1,011,825	\$ 968,645
Transfer In - VA 220	142,250	142,250	146,518	150,913	155,440	160,104
Transfer In - 4B 200	1,137,500	1,137,500	1,205,250	1,243,126	1,278,534	1,315,004
Total Transfers In	1,856,413	2,033,385	2,294,677	2,294,580	2,445,799	2,443,752
Bank Charge - 2007 GORB Refunding of 2002	(400)	(400)	(400)	(400)	(400)	(400)
DS Principal - Issue 2007 GORB	(410,000)	(425,000)	(40,000)	(40,000)	(45,000)	(50,000)
DS Interest - Issue 2007 GORB	(291,983)	(276,610)	(259,608)	(258,008)	(256,408)	(254,608)
Bank Charge - 2011 GORB Refunding of 2002/2003	(400)	(400)	(400)	(400)	(400)	(400)
DS Principal - Issue 2011 GORB	(100,000)	(275,000)	(700,000)	(715,000)	(730,000)	(750,000)
DS Interest - Issue 2011 GORB	(212,400)	(207,275)	(192,650)	(171,425)	(149,750)	(127,550)
Bank Charge - 2013 CO WA Expansion	(400)	(400)	(400)	(400)	(400)	(400)
DS Principal - Issue 2013 CO	(173,550)	(178,000)	(178,000)	(182,450)	(191,350)	(191,350)
DS Interest - Issue 2013 CO	(274,248)	(270,730)	(267,172)	(263,568)	(259,830)	(255,525)
Bank Charge - 2013 GORB Refunding of 2008	(400)	(400)	(400)	(400)	(400)	(400)
DS Principal - Issue 2013 GORB	(100,000)	(130,000)	(125,000)	(135,000)	(140,000)	(145,000)
DS Interest - Issue 2013 GORB	(42,250)	(39,950)	(37,400)	(34,463)	(31,025)	(27,463)
Bank Charge - 2014 GORB Refunding of 2003	(400)	-	(400)	(400)	(400)	(400)
DS Principal - Issue 2014 GORB	(185,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
DS Interest - Issue 2014 GORB	(67,160)	(65,220)	(65,040)	(64,860)	(64,680)	(64,500)
2016-17 CO (FS Land/Bldg) (\$60K per \$1M) (30yr)(\$8.4M)	-	(159,000)	(422,807)	(422,807)	(422,807)	(422,807)
2019-20 CO (Roads)	-	-	-	-	(147,949)	(147,949)
Total Expenditures & Transfers Out	(1,858,591)	(2,033,385)	(2,294,677)	(2,294,580)	(2,445,799)	(2,443,752)
NET R&TI Over(Under) E&TO	(2,178)	-	-	-	-	-
Beginning Fund Balance	2,178	-	-	-	-	-
Ending Fund Balance	-	-	-	-	-	-
Restricted/Committed/Assigned	-	-	-	-	-	-
Unassigned Ending Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
DEBT SERVICE FUND (Property Tax)						
Property Tax CY 2011 CO	\$ 161,915	\$ 88,635	\$ 115,300	\$ 117,356	\$ 119,316	\$ 121,180
Total Revenues moved from fund 300	161,915	88,635	115,300	117,356	119,316	121,180
Bank Charge - 2011 CO MOVED FROM 300	(400)	-	-	-	-	-
DS Principal - Issue 2011 CO MOVED FROM 300	(100,000)	(75,000)	(79,000)	(83,000)	(87,000)	(91,000)
DS Interest - Issue 2011 CO MOVED FROM 300	(50,277)	(43,611)	(36,300)	(34,356)	(32,316)	(30,180)
Total Expenditures moved from fund 300	(150,677)	(118,611)	(115,300)	(117,356)	(119,316)	(121,180)
NET R&TI Over(Under) E&TO	11,238	(29,976)	-	-	-	-
Beginning Fund Balance	18,738	29,976	-	-	-	-
Ending Fund Balance	29,976	-	-	-	-	-
Restricted/Committed/Assigned	29,976	-	-	-	-	-
Unassigned Ending Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CAPITAL PROJECTS FUND						
Transfer in from GF (Granada/Entrada)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Interest Income	6,000	6,000	6,000	6,000	6,000	6,000
NET	6,000	6,000	6,000	6,000	6,000	6,000
Bond Revenue	-	-	-	-	453,000	-
S. ROANOKE ROAD RECON & DRAINAGE	-	-	-	-	(453,000)	-
NET	-	-	-	-	-	-
Cash (Fund Balance)	-	-	-	-	-	-
SAM SCHOOL ROAD RECON & DRAINAGE	-	-	(281,960)	-	-	-
NET	-	-	(281,960)	-	-	-
Cash (Fund Balance)	-	-	-	-	-	-
E. DOVE ROAD RECON & DRAINAGE (Vaquero - TB)	(75,000)	(691,085)	-	-	-	-
NET	(75,000)	(691,085)	-	-	-	-

**TOWN OF WESTLAKE
FIVE YEAR FORECAST
All Municipal Funds**

DESCRIPTION	ESTIMATED FY 15-16	PROPOSED FY 16-17	1 FY 17-18	2 FY 18-19	3 FY 19-20	4 FY 20-21
Bond Revenue	-	-	-	-	300,949	-
TRAIL - WESTLAKE ACADEMY TO CEMETERY	-	-	-	-	(300,949)	-
NET	-	-	-	-	-	-
Bond Revenue	-	-	-	290,016	-	-
TRAIL - DOVE/PEARSON/ASPEN	-	-	-	(290,016)	-	-
NET	-	-	-	-	-	-
Bond Revenue	-	-	-	-	983,954	-
OTTINGER ROAD RECON & DRAINAGE	-	-	-	-	(983,954)	-
NET	-	-	-	-	-	-
Bond Revenue	-	-	-	404,125	-	-
PEARSON LANE RECON & DRAINAGE	-	-	-	(404,125)	-	-
NET	-	-	-	-	-	-
Bond Revenue	-	8,500,000	-	-	-	-
Contribution Revenue	1,998,000	-	-	-	-	-
FIRE STATION COMPLEX	(2,048,000)	(8,430,500)	(359,653)	-	-	-
NET	(50,000)	69,500	(359,653)	-	-	-
Cash (Fund Balance)	-	-	-	-	-	-
MAINTENANCE AND STORAGE FACILITY	-	-	(41,200)	-	-	-
NET	-	-	(41,200)	-	-	-
Contribution Revenue	26,390	-	-	-	-	-
DOVE ROAD/FM1938 SIGNALIZATION	(10,000)	(260,000)	-	-	-	-
NET	16,390	(260,000)	-	-	-	-
Contribution Revenue	21,850	-	-	-	-	-
SOLANA/SH114 SIGNALIZATION	-	-	-	-	-	-
NET	21,850	-	-	-	-	-
Contribution Revenue	259,540	10,000	-	-	-	-
SOLANA/FM1938 SIGNALIZATION	(102,000)	(10,000)	-	-	-	-
NET	157,540	-	-	-	-	-
WAF Grant	102,200	-	-	-	-	-
WA - OUTDOOR LEARNING CENTER	(43,575)	(64,000)	-	-	-	-
NET	58,625	(64,000)	-	-	-	-
Grants	19,725	-	-	-	-	-
WA - BLEACHERS AND FILM TOWER	(19,725)	-	-	-	-	-
NET	-	-	-	-	-	-
Total Revenues & Transfers in	2,433,705	8,516,000	6,000	700,141	1,743,903	6,000
Total Expenditures & Transfers Out	(2,298,300)	(9,455,585)	(682,813)	(694,141)	(1,737,903)	-
NET R&TI Over(Under) E&TO	135,405	(939,585)	(676,813)	6,000	6,000	6,000
Beginning Fund Balance	2,144,983	2,280,388	1,340,803	663,990	669,990	675,990
Ending Fund Balance	2,280,388	1,340,803	663,990	669,990	675,990	681,990
Restricted/Committed/Assigned	2,280,388	1,340,803	663,990	669,990	675,990	681,990
Unassigned Ending Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
WESTLAKE ACADEMY EXPANSION						
Interest Earned	\$ 900	\$ 900	\$ 500	\$ 500	\$ 500	\$ 500
Transfer in from ED 200	-	1,210,000	450,000	300,000	300,000	300,000
Total Revenues & Transfers In	900	1,210,900	450,500	300,500	300,500	300,500
Construction Expense	-	-	-	-	(450,000)	(450,000)
Total Expenditures & Transfers Out	-	-	-	-	(450,000)	(450,000)
NET R&TI Over(Under) E&TO	900	1,210,900	450,500	300,500	(149,500)	(149,500)
Beginning Fund Balance	395,753	396,653	1,607,553	2,058,053	2,358,553	2,209,053
Ending Fund Balance	396,653	1,607,553	2,058,053	2,358,553	2,209,053	2,059,553
Restricted Funds	396,653	1,607,553	2,058,053	2,358,553	2,209,053	2,059,553
Unassigned Ending Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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SECTION 3

GENERAL FUND



Managing the Impact of Growth



Forging Westlake

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General Fund

Program Summary

Fiscal Year 2016/2017

Actuals FY 14/15	Adopted Budget FY 15/16	Estimated Budget FY 15/16	Adopted Budget FY 16/17	FY 16/17 FY 15/16	Adopted vs Estimated
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REVENUES & OTHER SOURCES

General Sales Tax	\$ 3,587,323	\$ 3,723,000	\$ 3,310,500	\$ 3,310,500	\$ -	0%
Property Tax	1,256,795	1,280,258	1,317,350	1,437,050	119,700	9%
Beverage Tax	59,184	53,025	61,280	62,500	1,220	2%
Franchise Fees	963,040	849,733	928,177	966,370	38,193	4%
Permits & Fees	240,615	258,987	489,454	219,285	(270,169)	-55%
Permits & Fees Building	886,875	1,312,099	1,444,475	2,316,157	871,682	60%
Fines & Forfeitures	734,154	710,000	808,595	805,350	(3,245)	0%
Investment Earnings	8,224	8,870	12,315	12,340	25	0%
Contributions	10,000	10,000	-	-	-	0%
Misc Income	85,350	32,750	33,218	21,280	(11,938)	-36%
Total Revenues	7,831,559	8,238,722	8,405,364	9,150,832	745,468	9%
Transfers In	336,320	307,045	307,045	66,030	(241,015)	-78%
Other Sources	-	-	-	-	-	0%
Total Other Sources	336,320	307,045	307,045	66,030	(241,015)	100%
TOTAL REVENUES & OTHER SOURCES	\$ 8,167,879	\$ 8,545,767	\$ 8,712,409	\$ 9,216,862	\$ 504,453	6%

EXPENDITURES & OTHER USES

Payroll Salaries	\$ 2,648,940	\$ 3,017,646	\$ 3,007,287	\$ 3,472,410	\$ 465,123	15%
Payroll Transfers UF & VA	(764,717)	(895,415)	(895,415)	(958,765)	(63,350)	7%
Payroll Insurance Health/Dental/Life	372,456	459,648	456,601	545,605	89,004	19%
Payroll Taxes SS/Medicare	188,693	230,774	207,777	269,765	61,988	30%
Payroll Taxes WC/TWC	32,963	36,833	39,917	46,845	6,928	17%
Payroll Retirement TMRS/ICMA	300,440	371,055	343,285	426,870	83,585	24%
Total Payroll and Related	2,778,776	3,220,541	3,159,452	3,802,730	643,278	20%
Debt	336,677	336,678	351,678	351,680	2	0%
Insurance	31,227	33,229	35,179	36,390	1,211	3%
Repair & Maintenance	143,415	182,971	213,431	203,215	(10,216)	-5%
Rent & Utilities	385,429	339,893	317,461	573,655	256,194	81%
Services	1,548,133	2,205,434	2,052,471	2,391,795	339,325	17%
Supplies	152,310	192,290	190,972	217,905	26,933	14%
Total Operations & Maintenance	2,597,191	3,290,494	3,161,191	3,774,640	613,449	19%
TOTAL OPERATING EXPENDITURES	5,375,966	6,511,035	6,320,644	7,577,370	1,256,726	20%
Capital Outlay	24,762	26,210	18,710	208,015	189,305	1012%
Transfers Out - Operating	2,315,386	1,609,534	1,072,422	1,103,635	31,213	3%
TOTAL NON-OPERATING EXPENDITURES	2,340,147	1,635,744	1,091,132	1,311,650	220,518	20%
TOTAL EXPENDITURES & OTHER USES	7,716,114	8,146,779	7,411,775	8,889,020	1,477,245	20%

EXCESS REVENUES OVER(UNDER) EXPENDITURES	451,766	398,987	1,300,634	327,842	(972,792)	75%
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FUND BALANCE, BEGINNING	6,788,964	7,240,729	7,240,729	8,541,363	1,300,634	18%
FUND BALANCE, ENDING	7,240,729	7,639,717	8,541,363	8,869,205	327,842	4%
Restricted/Assigned/Committed Funds	283,615	306,658	572,666	575,039	2,373	0%
UNASSIGNED FUND BALANCE, ENDING	\$ 6,957,114	\$ 7,333,059	\$ 7,968,697	\$ 8,294,166	\$ 325,469	4%
Operating Days (without non-operating transfers)	472	364	398	341	(58)	-15%
Daily Operating Expenditures	\$ 14,729	\$ 20,173	\$ 20,005	\$ 24,356	\$ 4,349	\$ 0

RESTRICTED/ASSIGNED/COMMITTED FUNDS

C Court Technology 100 10112 00 000	\$ 75,526	\$ 97,068	\$ 94,603	\$ 95,549	\$ 946	1%
C Court Security 100 10113 00 000	118,972	120,263	133,446	134,781	1,335	1%
C Court Efficiency 100 10116 00 000	8,675	8,886	9,296	9,388	92	1%
R Reforestation 100 10110 00 101	51,294	51,294	291,894	291,894	-	0%
R Street Escrow (TB/RA) 100 10110 00 102	29,147	29,147	43,427	43,427	-	0%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS	\$ 283,615	\$ 306,658	\$ 572,666	\$ 575,039	\$ 2,373	0%

GENERAL FUND

PRORAM SUMMARY BY DEPARTMENT

FISCAL YEAR 2016/2017

General Services	Twn Manager's Office	Planning and Development	Town Secretary's Office	Fire/EMS Department	Municipal Court	Public Works	Facilities Maintenance
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REVENUES AND OTHER SOURCES								
General Sales Tax	\$ 3,310,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Property Tax	1,437,050	-	-	-	-	-	-	-
Beverage Tax	62,500	-	-	-	-	-	-	-
Franchise Fees	966,370	-	-	-	-	-	-	-
Permits & Fees Other	2,170	-	105,615	-	102,525	8,975	-	-
Permits & Fees Building	-	-	2,287,557	-	28,600	-	-	-
Fines and Forfeitures	-	-	-	-	-	805,350	-	-
Investment Earnings	10,840	-	-	-	-	1,500	-	-
Misc Income	13,800	-	250	-	-	-	6,730	500
Total Revenues	5,803,230	-	2,393,422	-	131,125	815,825	6,730	500
Transfers In	-	-	-	-	-	-	-	-
Total Other Sources	-	-	-	-	-	-	-	-
TOTAL REVENUES AND OTHER SOURCES	\$ 5,803,230	\$ -	\$ 2,393,422	\$ -	\$ 131,125	\$ 815,825	\$ 6,730	\$ 500

EXPENDITURES AND OTHER USES								
PR Wages	-	373,125	385,280	116,555	1,226,950	224,880	233,940	83,610
PR Transfer In	(5)	(151,130)	-	-	-	-	(233,440)	(55,245)
PR Insurance	-	59,675	47,055	11,855	184,335	60,085	30,115	9,130
PR SSM	7,690	28,540	29,470	8,915	93,835	17,200	17,895	6,395
PR Taxes	-	1,795	7,005	560	27,235	2,185	1,125	1,575
PR Retirement	317	70,350	45,210	14,040	127,890	25,075	28,180	9,770
Total Payroll & Related	8,002	382,355	514,020	151,925	1,660,245	329,425	77,815	55,235
Debt	351,680	-	-	-	-	-	-	-
Insurance	26,590	-	500	-	8,395	530	-	375
Repair & Maintenance	-	-	-	-	70,595	600	38,295	34,225
Rent & Utilities	412,400	-	-	-	13,525	-	137,595	500
Services	413,935	30,620	393,775	45,360	78,375	130,405	97,000	56,305
Supplies	32,235	4,310	28,300	3,775	69,640	12,350	4,510	29,180
Total Operations	1,236,840	34,930	422,575	49,135	240,530	143,885	277,400	120,585
Capital Outlay	-	-	490	-	27,900	325	500	175,000
Total Capital	-	-	490	-	27,900	325	500	175,000
Transfers Out	-	-	-	-	-	-	-	-
Other Uses	-	-	-	-	-	-	-	-
Total Other Uses	-	-	-	-	-	-	-	-
TOTAL EXPENDITURES AND OTHER USES	1,244,842	417,285	937,085	201,060	1,928,675	473,635	355,715	350,820

EXCESS REVENUES OVER (UNDER) EXPENDITURES	4,558,388	(417,285)	1,456,337	(201,060)	(1,797,550)	342,190	(348,985)	(350,320)
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GENERAL FUND

PRORAM SUMMARY BY DEPARTMENT

FISCAL YEAR 2016/2017

Finance Department	Parks and Recreation	Information Technology	Human Resources	Communi- cations Dept	Police Services	Transfers In and Out	TOTAL
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REVENUES AND OTHER SOURCES								
General Sales Tax	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,310,500
Property Tax	-	-	-	-	-	-	-	1,437,050
Beverage Tax	-	-	-	-	-	-	-	62,500
Franchise Fees	-	-	-	-	-	-	-	966,370
Permits & Fees Other	-	-	-	-	-	-	-	219,285
Permits & Fees Building	-	-	-	-	-	-	-	2,316,157
Fines and Forfeitures	-	-	-	-	-	-	-	805,350
Investment Earnings	-	-	-	-	-	-	-	12,340
Misc Income	-	-	-	-	-	-	-	21,280
Total Revenues	-	-	-	-	-	-	-	9,150,832
Transfers In	-	-	-	-	-	-	66,030	66,030
Total Other Sources	-	-	-	-	-	-	66,030	66,030
TOTAL REVENUES AND OTHER SOURCES	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 66,030	\$ 9,216,862

EXPENDITURES AND OTHER USES								
PR Wages	374,955	10,085	107,280	173,660	162,090	-	-	3,472,410
PR Transfer In	(244,910)	(44,115)	-	(11,365)	(218,555)	-	-	(958,765)
PR Insurance	79,750	9,135	12,075	18,630	23,765	-	-	545,605
PR SSM	28,675	4,960	515	13,280	12,395	-	-	269,765
PR Taxes	1,795	1,440	515	835	780	-	-	46,845
PR Retirement	45,170	7,518	12,925	20,900	19,525	-	-	426,870
Total Payroll & Related	285,435	(10,977)	133,310	215,940	-	-	-	3,802,730
Debt	-	-	-	-	-	-	-	351,680
Insurance	-	-	-	-	-	-	-	36,390
Repair & Maintenance	-	59,500	-	-	-	-	-	203,215
Rent & Utilities	-	9,635	-	-	-	-	-	573,655
Services	38,370	57,800	106,065	20,580	8,100	915,105	-	2,391,795
Supplies	6,340	9,645	5,850	4,270	7,500	-	-	217,905
Total Operations	44,710	136,580	111,915	24,850	15,600	915,105	-	3,774,640
Capital Outlay	2,800	1,000	-	-	-	-	-	208,015
Total Capital	2,800	1,000	-	-	-	-	-	208,015
Transfers Out	-	-	-	-	-	-	1,103,635	1,103,635
Other Uses	-	-	-	-	-	-	-	-
Total Other Uses	-	-	-	-	-	-	1,103,635	1,103,635
TOTAL EXPENDITURES AND OTHER USES	332,945	126,603	245,225	240,790	15,600	915,105	1,103,635	8,889,020

EXCESS REVENUES OVER (UNDER) EXPENDITURES	(332,945)	(126,603)	(245,225)	(240,790)	(15,600)	(915,105)	(1,037,605)	327,842
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Revenues and Transfers In

Total General Fund revenues and transfers in are budgeted to be \$9,216,862. This represents a 6% increase of \$504,453 from prior year estimated revenues and transfers in of \$8,712,409.

General Sales and Use Tax

- Projected to be \$3,310,500 and comprise 35% of General Fund revenues.
- Sales tax monies allocated to the General Fund are budgeted to remain flat.
- Sales taxes are collected on the sale of goods and services within the Town as authorized by the State of Texas.
- The maximum sales tax allowed in the State of Texas is 8.25% per dollar on all taxable goods and services. 6.25% per dollar is kept by the State; municipalities receive a maximum of 2%. Funds are collected by the Texas Comptroller of Public Accounts and remitted to the Town on a monthly basis.
- An amount equal to 1.50% of taxable sales is appropriated to the Town's General Fund. This total includes .50% that is received for property tax reduction.
- The Town also receives an additional .50% sales tax that is recorded in the 4B Economic Development Corporation Fund.

Property Tax

- Projected to be \$1,437,050
- Property tax receipts comprise 16% of General Fund revenues.
- The Maintenance and Operating tax rate of \$0.12882 reflects an 8% decrease of \$0.010650 per \$100 valuation

Beverage Tax

- Projected to be \$62,500 and comprise 1% of General Fund revenues.
- The Town collects a 14% gross receipt tax on mixed beverages.
- Of this percentage, 10.7% of gross liquor receipts are remitted to the Town, and the remaining 3.3% is retained by the State of Texas.

Franchise Taxes

- Projected to be \$966,370 and comprise 10% of General Fund revenues.
- Fees are collected from utilities and telecommunications companies that use Town right-of-way.
- A flat rate is charged to both telephone operators (adjusted annually) and Tri-County Electric based on the number of access lines and services rendered, respectively.
- Franchise fee revenue is projected to increase by \$38,193 (4%).

Permits and Fees

- Projected to be \$219,285 and comprise 2% of General Fund revenues.
- Include fees charged by the Town for gas wells, EMS revenues, review and renewal fees, developments fees and contractor registration fees.

General Fund Overview

Permits and Fees Buildings

- Projected to be \$2,316,157 and comprise 25% of General Fund revenues.
- Based on continuing growth in residential and commercial construction.

Fines and Forfeitures

- Projected to be \$805,350 and comprise 9% of General Fund revenues.
- Revenue generated from the Municipal Court is based on citations and warrants issued.
- The Keller Police Department will continue to provide police services for Westlake.

Expenditures and Transfers Out

Total General Fund expenditures and transfers out are budgeted to be \$8,889,020

This represents a 20% increase of \$1,477,245 from prior year estimated expenditures and transfers out of \$7,411,775

As in recent years, Town staff continues to operate conservatively by controlling costs while maintaining the highest possible levels of service. These goals are only possible through continued strategic planning and the innovative use of available resources. Our overall budget philosophy focuses on meeting stated goals and objectives and maintaining a 90 day operating fund balance.

Payroll & Related – Base Salaries, Taxes, Insurance and Retirement

- Projected to be \$3,802,730 and comprise 43.0% of General Fund expenditures.
- This amount represents a 20% increase of \$643,278 from prior year estimated payroll expenditures of \$3,159,452.
 - \$111K - pay adjustments
 - \$ 98K - addition of one full-time Firefighter/Paramedic
 - \$ 75K - addition of one full-time Building Inspector
 - \$ 97K - transition of interim Planning & Development to full time
 - \$ 30K - transition of part-time Town Secretary's Office/Admin Assistant to full-time
 - \$ 75K - transition of part-time Development Coordinator to full-time
 - \$ 94K - transition of part-time Fire Marshal to full-time
- All payroll and related expenditures are paid via the General Fund. Portions of these expenditures are subsidized by the Utility Fund and the Visitors Association Fund.
 - Total payroll transfers in are \$958,765
 - Utility Fund - \$437,143
 - Visitors Association Fund - \$521,612

General Fund Overview

Operations and Maintenance

- Projected to be \$3,774,640 and comprise 42.5 % of General Fund expenditures.
- This amount represents a 19% increase of \$613,449 from prior year estimated expenditures of \$3,161,191.
 - Major increases are related to additional rental/utilities expenditures due to the possibility of leasing existing building space within Westlake, records management, additional irrigation and landscaping on FM 1938 and Dove to Randol Mill, contract services for update of ordinances to support the new comprehensive plan and Keller police contract.

Transfers Out

- Projected to be \$1,103,635 and comprise 12.4% of General Fund expenditures.
- This amount represents a 3% increase of \$31,213 from prior year estimated transfers out of \$1,072,422.
 - Debt Service Fund – \$753,635
 - Supplements debt service payments associated with Westlake Academy facilities and various street projects
 - General Maintenance and Replacement Fund – \$350,000
 - Planned transfer to cover future capital repair and replacement costs

Fund Balance

- The ending fund balance is projected to be \$8,869,205
- This amount represents a 4% increase of \$327,842 from prior year estimated fund balance of \$8,541,363.
- The unassigned balance of \$8,294,166 represents coverage for 341 operating days with daily operating expenditures of 24,356.



General Fund Departments

Program Summaries

Goals & Objectives

This section includes Program Summaries for every department within the General Fund as well as Goals & Objectives and Performance Measures.

Program Summary

Department 10

General Services

	Actuals FY 14/15	Adopted Budget FY 15/16	Estimated Budget FY 15/16	Adopted Budget FY 16/17	FY 16/17 Adopted vs FY 15/16 Estimated
REVENUE CATEGORIES					
General Sales Tax	3,587,323	3,723,000	3,310,500	3,310,500	0.0% -
Property Tax	1,256,795	1,280,258	1,317,350	1,437,050	9.1% 119,700
Permits and Fees	6,175	4,760	2,260	2,170	-4.0% (90)
Fines & Forfeitures	-	-	-	-	0.0% -
Franchise Fees	963,040	849,733	928,177	966,370	4.1% 38,193
Contributions	-	-	-	-	0.0% -
Beverage Tax	59,184	53,025	61,280	62,500	2.0% 1,220
Interest	7,933	7,400	10,845	10,840	0.0% (5)
Intergovernmental	-	-	-	-	0.0% -
Misc Income	44,474	28,050	24,613	13,800	-43.9% (10,813)
GRAND TOTAL	\$ 5,924,924	\$ 5,946,226	\$ 5,655,025	\$ 5,803,230	2.6% \$ 148,205

EXPENDITURE CATEGORIES					
Capital Outlay	-	-	-	-	0.0% -
Debt Service	336,677	336,678	351,678	351,680	0.0% 2
Economic Development	-	-	-	-	0.0% -
Insurance	23,091	23,613	25,378	26,590	4.8% 1,212
Repair and Maintenance	-	-	-	-	0.0% -
Rent and Utilities	169,799	177,076	163,506	412,400	152.2% 248,894
Service	172,779	366,535	348,935	413,935	18.6% 65,000
Supplies	30,339	26,727	29,407	32,235	9.6% 2,828
GRAND TOTAL	\$ 732,686	\$ 930,629	\$ 918,904	\$ 1,236,840	34.6% \$ 317,936

Goals and Objectives

10 General Services

Strategic Theme & Objective(s)

- ◆ Theme ~ Exemplary Service & Governance
- ◆ Objective(s) ~ Increase Financial Capacity & Reserves

Program Description

- ◆ The *General Service Program* is comprised of costs in the budget that may not be specifically identifiable to any operational budget. The activity is administered by the Finance Department and funds various charges that are not defined or directly related to any specific department or activity of the Town.
- ◆ Examples of cost include, electricity, insurance, professional services, contingencies, etc. These types of expenditures affect all budgets and are generally not prorated.

2015 Citizen Survey Results

A large percent (93%) of the residents surveyed thought Westlake was an "excellent" or "good" place to live;

The most important reasons that residents indicated they will continue to stay in Westlake over the next five years were:

- The quality of life
- Westlake Academy
- Small town feel
- Low crime rates/quality of public safety,

The customer service items that residents were most satisfied with were

- The friendliness of Town staff (94%),
- Municipal court services (86%)
- Participation of Town staff in community events/neighborhood meetings (84%).

Goals and Objectives 10 General Services

	Performance Measures	Bench Mark	2015 Actual	2016 Estimated	2017 Target
INPUTS (the resources that contribute to the production & delivery of outputs) Usually a NOUN – we use staff, time, money, materials, equipment, technology, etc.					
1.	Department Revenues	n/a	\$5,924,924	\$5,655,025	\$5,803,230
2.	Department Expenditures	n/a	\$ 732,686	\$ 918,904	\$1,236,840
MEASURES OF EFFECTIVENESS/EFFICIENCY (the result or consequence of achieving your output - the ability to do things well, successfully, and without waste)					
1	Most Scenic City Award Gold Level Certification Valid for 5 Years	Yes	Yes Valid till 2020	2 nd Year	3 rd Year
2.	Resident Rating by Survey				
	Overall customer service	90%	90%	n/a	90%
	Overall quality of governmental services	90%	85%	n/a	90%
	Value received from tax dollars & fees	90%	71%	n/a	90%



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Program Summary

Department 11

Town Manager's Office

Actuals FY 14/15	Adopted Budget FY 15/16	Estimated Budget FY 15/16	Adopted Budget FY 16/17	FY 16/17 Adopted vs FY 15/16 Estimated
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REVENUE CATEGORIES						
General Sales Tax	-	-	-	-	0.0%	-
Property Tax	-	-	-	-	0.0%	-
Permits and Fees	-	-	-	-	0.0%	-
Fines & Forfeitures	-	-	-	-	0.0%	-
Franchise Fees	-	-	-	-	0.0%	-
Contributions	-	-	-	-	0.0%	-
Beverage Tax	-	-	-	-	0.0%	-
Interest	-	-	-	-	0.0%	-
Intergovernmental	-	-	-	-	0.0%	-
Misc Income	-	-	-	-	0.0%	-
GRAND TOTAL	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -

EXPENDITURE CATEGORIES						
Capital Outlay	-	-	-	-	0.0%	-
Debt Service	-	-	-	-	0.0%	-
Economic Development	-	-	-	-	0.0%	-
Insurance	-	-	-	-	0.0%	-
Repair and Maintenance	-	-	-	-	0.0%	-
Rent and Utilities	-	-	-	-	0.0%	-
Service	25,804	32,018	30,618	30,620	0.0%	2
Supplies	2,915	4,200	2,635	4,310	63.6%	1,675
GRAND TOTAL	\$ 28,719	\$ 36,218	\$ 33,253	\$ 34,930	5.0%	\$ 1,677

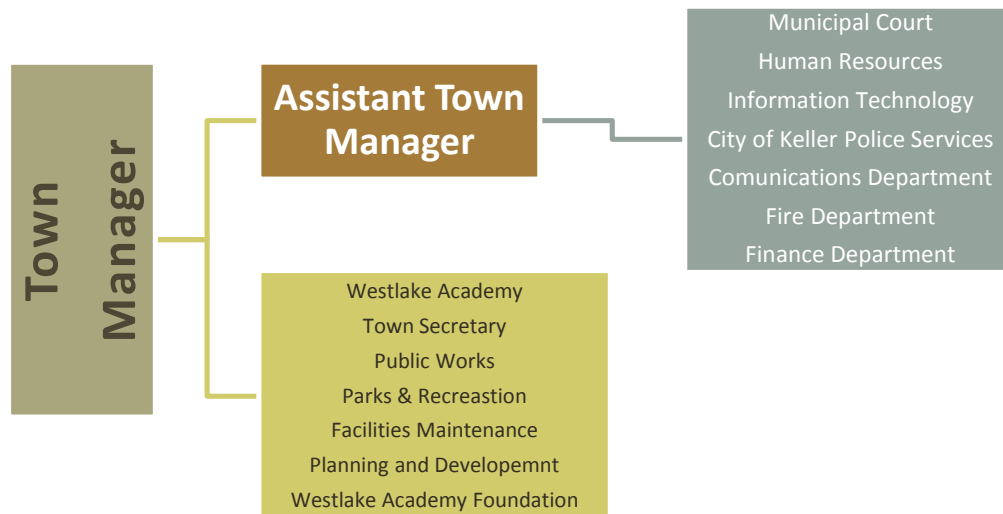
Program Summary

Department 11

Town Manager's Office

Actuals FY 14/15	Adopted Budget FY 15/16	Estimated Budget FY 15/16	Adopted Budget FY 16/17	FY 16/17 Adopted vs FY 15/16 Estimated
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EMPLOYEE STAFFING						
Town Manager	1.00	1.00	1.00	1.00	0.0%	-
Assistant Town Manager	0.90	0.90	0.90	1.00	11.1%	0.10
Intern	0.50	0.50	0.50	-	-100.0%	(0.50)
Assistant	-	-	-	0.50	100.0%	0.50
TOTAL POSITIONS	2.40	2.40	2.40	2.50	4.2%	0.10



PAYROLL & RELATED CATEGORIES						
Payroll Wages	291,244	345,380	337,658	373,125	10.5%	35,467
Payroll Transfers In	(123,293)	(139,755)	(139,755)	(151,130)	8.1%	(11,375)
Payroll Insurance	31,447	40,895	45,415	59,675	31.4%	14,260
Payroll Taxes TWC/WC	454	1,186	1,051	1,795	70.8%	744
Payroll Taxes SS/M	17,558	26,413	20,530	28,540	39.0%	8,010
Payroll Retirement	71,620	64,022	67,588	70,350	4.1%	2,762
GRAND TOTAL	\$ 289,030	\$ 338,142	\$ 332,486	\$ 382,355	15.0%	\$ 49,869

Goals and Objectives

11 Town Manager's Office

Strategic Theme(s) & Objective(s)

- ◆ Themes – Natural Oasis; Exemplary Service & Governance; Exemplary Education – Westlake Academy; High Quality Planning, Design, & Development
- ◆ Objective(s) – Increase Citizen, Student, Stakeholder Satisfaction; Preserve Desirability & Quality of Life

Department Contact Information

- | | | | |
|----------------|--------------------|-------------------------|--------------|
| ◆ Tom Brymer | Town Manager | tbrymer@westlake-tx.org | 817-490-5720 |
| ◆ Amanda DeGan | Asst. Town Manager | adegan@westlake-tx.org | 817-490-5715 |

Program Broad Goals

- ◆ Assure all growth is compliant with Westlake development standards.
- ◆ Maintain and develop a competent and competitive municipal and academic work force.
- ◆ Analyze and report new revenue generating ventures as well as identify ways to partner with public and private sector service providers to control cost and improve services.
- ◆ Monitor the municipal and academic budgets and oversee all finances of the Town so as to apprise the Council of the Town's financial condition and future needs in a timely manner.
- ◆ Assist the Board of Trustees/Town Council with the growth and development of Westlake Academy.
- ◆ Provide support for Council appointed advisory committees and commissions.
- ◆ The Town Manager's Office participates in the following specific programs of service:
 - Municipal governance
 - Academic governance
 - Comprehensive Planning and Economic Development
 - Financial Development
 - Municipal Administration
 - Academic Administration
 - Citizen Engagement and Communication



Program Service Description

- ◆ The Administration Department coordinates and manages all facets of the Town's operations.

Goals and Objectives 11 Town Manager's Office

- ◆ The Town Manager, reporting to the Town Council, serves as the chief executive officer for all Town operations including serving as Superintendent for Westlake Academy. His duties include implementation of the goals and objectives established by the Town Council, preparation and submission of an annual municipal budget for Board review and adoption, as well as the implementation and oversight of the adopted budget throughout its effective fiscal year.
- ◆ The Town Manager guides, coordinates, and facilitates recommendations to the Council on strategic planning initiatives and policies as well as their implementation.
- ◆ Responsible for attracting, retaining, and developing a municipal/educational work force for delivering top quality municipal and academic services.

Program Trends

- ◆ Current residential growth remains comparable with the previous year's permit requests and is expected to trend higher in the coming fiscal years.
- ◆ The Town recently approved, Granada, a Centurion American residential development consisting of 84 new homes at the corner of Solana Blvd. and Davis Blvd. (FM 1938); Phase 1 is well underway with 30 homes having received their permit and Phase 2 will be reviewed for a final plat in the coming fiscal year.
- ◆ Centurion American is also developing an 85 acre tract on Hwy 114 as a mixed-use development site; construction for this project is in progress with the preparation of the infrastructure prior to the commercial/residential components. Permits for a new CVS and a Primrose Child Care facility are either in the final stages or under construction.
- ◆ Facility related Capital Improvement Projects (CIP) have been approved by the Council for the coming fiscal year; with \$9.2 million in projects for the Fire and EMS Station, and the Dove Road Reconstruction/Drainage project.
- ◆ Enrollment requests and lottery applications at Westlake Academy continue to remain strong, with approximately 2,250 students on the current waiting list.
- ◆ Westlake is entering the seventh year of our assessment of an ad-valorem property tax. With the calculated effective tax rate at \$.13695 per \$100 of assessed valuation.



DID YOU KNOW

Westlake owns and operates the only public charter school in the state of Texas.

As such, we are also the only municipality in which the town manager also serves in their official capacity as the superintendent of a public school.

Goals and Objectives

11 Town Manager's Office

2015-2016 Highlights

- ◆ Development related activities continued to progress over this fiscal year with the realization and mobilization of construction crews in both the new residential project, Granada, and the mixed-use development, Entrada.
- ◆ All 42 home sites have been sold in Phase I of the Granada project and 30 homes are currently under construction.
- ◆ Graduated our seventh class of seniors from Westlake Academy with each student being accepted into at least one 4-year college; projected enrollment for 2016/2017 school year is expected to be 866 students (K-12);
- ◆ Worked with the developer to create a comprehensive set of design guidelines to assist in the construction of Entrada.
- ◆ Continued work on the cascaded Tier Two Departmental Strategy Map for Westlake Academy. We identified existing performance measures and created additional measures where necessary. The map provides them with a communication tool and road map to help reach our mission and vision for the department.
- ◆ Restructured our development services department to provide an enhanced level of service to our stakeholders and additional oversight of our current development projects.



2016-2017 Strategic Goals and Objectives

- ◆ Continue organizational development of the municipal and academic teams into a cohesive, unified entity with a focus on being a high performance organization.
- ◆ Streamline development services processes and procedures. Review the use of enhanced GIS capabilities and further institute permitting software and tracking capabilities.

Goals and Objectives 11 Town Manager's Office

- ◆ Facilitate the Academy and Town's approved strategic plans along with the approved Balanced Scorecard structure and the corresponding strategy map objectives; link both strategy maps and initiatives to the budget processes.
- ◆ Develop strategic initiatives for the academic department and report out on our progress to the Board of Trustees.
- ◆ Strengthen the municipal performance measures through additional refinement and professional development for staff.
- ◆ Institute the concepts conveyed through SEI and LEAD to further develop high performance teams for both the academic and municipal staff.
- ◆ Further advancement of the vision, mission, and values created by the elected officials.

	Performance Measures	Bench Mark	2015 Actual	2016 Estimated	2017 Target
INPUTS (the resources that contribute to the production & delivery of outputs) Usually a NOUN – we use staff, time, money, materials, equipment, technology, etc					
1.	Full Time Equivalents	n/a	2.4	2.4	2.5
2.	Department Expenditures	n/a	\$ 28,719	\$ 33,253	\$ 34,930
3.	Department Payroll	n/a	\$289,030	\$332,486	\$382,355
OUTPUTS (The final product/ service that was produced/delivered from your input – is measurable) Usually a VERB/QTY – we conduct, deliver, develop, train, provide, assess, facilitate, etc.					
1.	Town Council Update	Monthly	12	12	12
2.	Attend ICMA Conference	Yearly	Yes	Yes	Yes
3.	Attend Chamber Meetings	Monthly	12	12	12
4.	Town Q2 meetings	Quarterly	4	4	4

Program Summary

Department 12

Planning and Development

	Actuals FY 14/15	Adopted Budget FY 15/16	Estimated Budget FY 15/16	Adopted Budget FY 16/17	FY 16/17 Adopted vs FY 15/16 Estimated	
REVENUE CATEGORIES						
General Sales Tax	-	-	-	-	0.0%	-
Property Tax	-	-	-	-	0.0%	-
Permits and Fees	88,766	106,402	377,869	105,615	-72.0%	(272,254)
Permits and Fees Building	864,479	1,298,449	1,433,800	2,287,557	59.5%	853,757
Franchise Fees	-	-	-	-	0.0%	-
Contributions	-	-	-	-	0.0%	-
Beverage Tax	-	-	-	-	0.0%	-
Interest	-	-	-	-	0.0%	-
Intergovernmental	-	-	-	-	0.0%	-
Misc Income	200	250	250	250	0.0%	-
GRAND TOTAL	\$ 953,445	\$ 1,405,101	\$ 1,811,919	\$ 2,393,422	32.1%	\$ 581,503

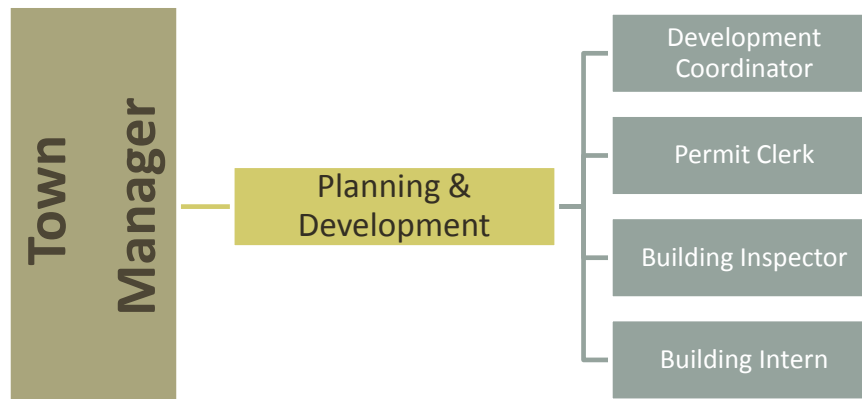
EXPENDITURE CATEGORIES						
Capital Outlay	2,792	1,685	485	490	1.0%	5
Debt Service	-	-	-	-	0.0%	-
Economic Development	-	-	-	-	0.0%	-
Insurance	481	489	504	500	-0.8%	(4)
Repair and Maintenance	-	-	-	-	0.0%	-
Rent and Utilities	-	-	-	-	0.0%	-
Service	123,614	395,895	282,280	393,775	39.5%	111,495
Supplies	1,768	28,300	25,500	28,300	11.0%	2,800
GRAND TOTAL	\$ 128,655	\$ 426,369	\$ 308,769	\$ 423,065	37.0%	\$ 114,296

Program Summary

Department 12

Planning and Development

	Actuals FY 14/15	Adopted Budget FY 15/16	Estimated Budget FY 15/16	Adopted Budget FY 16/17	FY 16/17 Adopted vs FY 15/16 Estimated	
EMPLOYEE STAFFING						
Planning & Development	1.00	1.00	1.00	1.00	0.0%	-
Customer Service Coordinator	0.33	0.33	0.33	-	-100.0%	(0.33)
Customer Service Representative	0.33	0.33	0.33	1.00	200.0%	0.67
Bldg Construction/Zone Enforce	-	-	-	1.00	100.0%	1.00
Building Inspector	-	-	0.50	1.00	100.0%	0.50
Building Intern	-	-	0.50	0.75	50.0%	0.25
Development Coordinator	-	-	0.50	0.60	20.0%	0.10
TOTAL POSITIONS	1.67	1.67	3.17	5.35	69.0%	2.18



PAYROLL & RELATED CATEGORIES						
Payroll Wages	143,468	156,758	224,247	385,280	71.8%	161,033
Payroll Insurance	27,878	31,567	33,870	47,055	38.9%	13,185
Payroll Taxes TWC/WC	760	974	1,273	7,005	450.5%	5,733
Payroll Taxes SS/M	10,058	11,988	15,023	29,470	96.2%	14,447
Payroll Retirement	14,778	18,074	19,836	45,210	127.9%	25,374
GRAND TOTAL	\$ 196,942	\$ 219,361	\$ 294,250	\$ 514,020	74.7%	\$ 219,770

Goals and Objectives

12 Planning and Development

Strategic Theme & Objective(s)

- ◆ Theme ~ High Quality Planning, Design, & Development
- ◆ Objective(s) ~ Encourage Westlake's Unique Sense of Place
Optimize Planning & Development Capabilities

Department Contact Information

◆ Ron Ruthven	Director	ruthven@westlake-tx.org	817-490-5739
◆ Joel Enders	Coordinator	jenders@westlake-tx.org	817-490-5738

Program Broad Goals

- ◆ Amend existing ordinances as necessary to efficiently and logically guide development within the Town of Westlake.
- ◆ Provide the administrative, technical, and clerical services necessary to professionally regulate the codes and ordinances related to the construction and use of Commercial and Residential structures and properties within the community.
- ◆ Insure code and ordinance compliance through effective communication, accurate records management, and by taking appropriate action when necessary to obtain compliance
- ◆ Tie PD Ordinances to GIS parcels for easy reference
- ◆ Streamline development review processes to increase efficiency, effectiveness, and quality
- ◆ Update website
- ◆ Complete implementation of the permitting software – MyGov



Program Service Description

- ◆ The Planning and Development Department is responsible for processing platting and zoning requests and ensuring that proposed development will conform to the Town of Westlake's comprehensive plans.
- ◆ This also requires the continuous updating and amending of ordinances to address ever-changing development concerns.

Goals and Objectives

12 Planning and Development

- ◆ The Building and Code Compliance Division is responsible for the administration and enforcement of the Town's adopted building codes and ordinances to assure that development is executed and maintained in compliance with ordinances and approved development plans.

Program Trends

- ◆ Permanent Population Growth: Residential and mixed-use developments have the potential to significantly increase our permanent population and as of late, we have had a marked increase in the number of residential homes being constructed
- ◆ The second phase of the infrastructure for the Granada residential subdivision, at the corner of Solana Blvd. and FM 1938/Davis Blvd., should be completed in this budget year.
- ◆ The adopted Entrada mixed-use development, along SH 114, is planned to be constructed over the next several years. It will include both commercial and residential components and feature a Spanish village theme.
- ◆ Housing Start Increases: Westlake is expecting continued single family residential construction as a result of Granada. Pre-recession starts were at 38 per year and we are estimating 50 for the coming fiscal year.
- ◆ Management of Development: As the economy and the surrounding cities in the Metroplex experience commercial development and the influx of individuals continue to make the North Texas Region their home, we will need to manage our distinctive housing developments to ensure we maintain our community as an 'oasis of natural beauty' as contained in our Vision statement.

2015-2016 Highlights

- ◆ Processed the first six PD Site Plans for the Entrada Development.
- ◆ Started the implementation of the computerized building permit tracking and processing system.
- ◆ Work continued on the integration of our current development systems and the migration and creation of our MyGov software program
- ◆ Major progress was made on creating and updating our internal processes and procedures for the department
- ◆ New staffing positions were created to work with the developers and work load associated with our commercial and residential growth.

Goals and Objectives 12 Planning and Development

2016-2017 Strategic Goals and Objectives

- ◆ Implementation of the Comprehensive Plan – The next step towards implementation of the Comprehensive Plan is to adopt ordinances supporting the recommendations and guidelines contained within the Comprehensive Plan. This will include the update of the applicable ordinance documents that will help guide our future developments and all the corresponding plan elements.
- ◆ Update all departmental information on the town web site.
- ◆ Continue to update and revise the forms used for processing permits and tracking inspections.
- ◆ Develop a system for regulating the Entrada Development and build-out process by tracking the Site Plans, Developer's Agreements, and amendments to the PD 1-2 Zoning and Development Plan.

	Performance Measures	Bench Mark	2014 Actual	2015 Actual	2016 Estimated	2017 Target
INPUTS (the resources that contribute to the production & delivery of outputs) Usually a NOUN – we use staff, time, money, materials, equipment, technology, etc.						
1.	Full Time Equivalents	n/a	1.67	1.67	3.17	5.35
2.	Department Revenues	n/a	\$1,039,970	\$953,455	\$1,811,919	\$2,393,422
3.	Department Expenditures	n/a	\$ 372,532	\$128,655	\$ 308,769	\$ 423,065
4.	Department Payroll	n/a	\$ 169,919	\$196,942	\$ 294,250	\$ 514,0220
OUTPUTS (The final product/ service that was produced/delivered from your input – is measurable) Usually a VERB/QTY – we conduct, deliver, develop, train, provide, assess, facilitate, etc.						
1.	Permits Issued	n/a	144	159	193	200
MEASURES OF EFFECTIVENESS (the result or consequence of achieving your output - the ability to do things well, successfully, and without waste)						
1.	Resident Rating per Survey					
	Enforcing sign regulations	90%	n/a	83%	n/a	90%
	Enforcing exterior regulations for property	90%	n/a	79%	n/a	90%

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Program Summary

Department 13

Town Secretary's Office

Actuals FY 14/15	Adopted Budget FY 15/16	Estimated Budget FY 15/16	Adopted Budget FY 16/17	FY 16/17 Adopted vs FY 15/16 Estimated
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REVENUE CATEGORIES						
General Sales Tax	-	-	-	-	0.0%	-
Property Tax	-	-	-	-	0.0%	-
Permits and Fees	-	-	-	-	0.0%	-
Fines & Forfeitures	-	-	-	-	0.0%	-
Franchise Fees	-	-	-	-	0.0%	-
Contributions	-	-	-	-	0.0%	-
Beverage Tax	-	-	-	-	0.0%	-
Interest	-	-	-	-	0.0%	-
Intergovernmental	-	-	-	-	0.0%	-
Misc Income	33,828	-	-	-	0.0%	-
GRAND TOTAL	\$ 33,828	\$ -	\$ -	\$ -	0.0%	\$ -

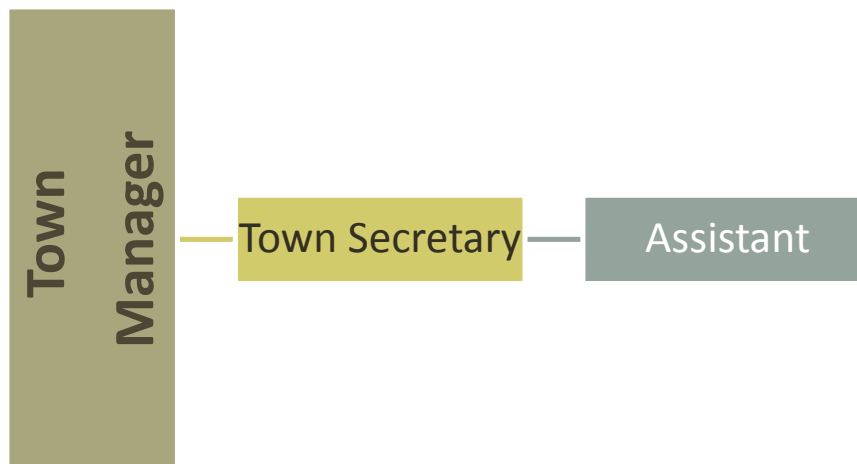
EXPENDITURE CATEGORIES						
Capital Outlay	-	-	-	-	0.0%	-
Debt Service	-	-	-	-	0.0%	-
Economic Development	-	-	-	-	0.0%	-
Insurance	-	-	-	-	0.0%	-
Repair and Maintenance	-	-	-	-	0.0%	-
Rent and Utilities	-	-	-	-	0.0%	-
Service	23,488	31,987	40,352	45,360	12.4%	5,008
Supplies	1,287	3,773	3,773	3,775	0.1%	2
GRAND TOTAL	\$ 24,775	\$ 35,760	\$ 44,125	\$ 49,135	11.4%	\$ 5,010

Program Summary

Department 13

Town Secretary's Office

	Actuals FY 14/15	Adopted Budget FY 15/16	Estimated Budget FY 15/16	Adopted Budget FY 16/17	FY 16/17 Adopted vs FY 15/16 Estimated	
EMPLOYEE STAFFING						
Town Secretary	1.00	1.00	1.00	1.00	0.0%	-
Assistant	-	0.50	0.50	0.50	0.0%	-
TOTAL POSITIONS	1.00	1.50	1.50	1.50	0.0%	-



PAYROLL & RELATED CATEGORIES						
Payroll Wages	85,224	97,665	90,893	116,555	28.2%	25,662
Payroll Insurance	8,054	8,180	5,343	11,855	121.9%	6,512
Payroll Taxes TWC/WC	206	454	355	560	57.7%	205
Payroll Taxes SS/M	6,520	7,469	6,673	8,915	33.6%	2,242
Payroll Retirement	8,773	10,182	9,921	14,040	41.5%	4,119
GRAND TOTAL	\$ 108,776	\$ 123,949	\$ 113,185	\$ 151,925	34.2%	\$ 38,740

Goals and Objectives

13 Town Secretary's Office

Strategic Theme & Objective(s)

- ◆ Theme ~ Exemplary Service & Governance
- ◆ Objective(s) ~ Increase Transparency, Accessibility & Communications
 - Encourage Westlake's Unique Sense of Place
 - Maximize Efficiencies & Effectiveness

Department Contact Information

◆ Kelly Edwards	Town Secretary	kedwards@westlake-tx.org	817-490-5710
◆ Tanya Morris	Assistant	tmorris@westlake-tx.org	817-490-5741

Program Broad Goals

- ◆ A commitment to leadership that ensures quality public service based on honesty, dependability, integrity, consistency, respectfulness, and fairness.
- ◆ Maintain accurate records that are available to the public, Boards, and staff through a user-friendly records management program in compliance with state law and our ordinances.
- ◆ Conduct elections accurately, efficiently, and in accordance with state law.
- ◆ Ensure the Code of Ordinances is updated as additions and revisions are approved by the Town Council.
- ◆ Maintain the majority of records in digital form.

Program Service Description

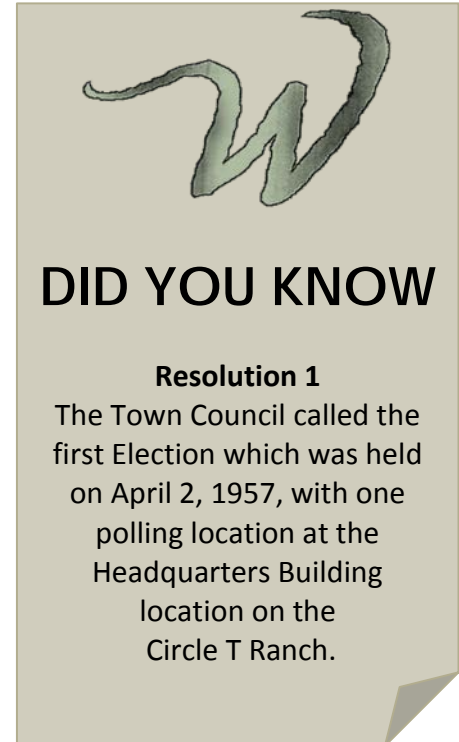
- ◆ Perform tasks outlined in the Texas Municipal Law and Procedure for General Law Type A Cities.
 - Coordinating municipal elections
 - Providing support of the Town Council, Board of Trustees, Planning and Zoning Commission, and the Zoning Board of Adjustments.
 - Oversight of the Town's (municipal and academic) records management programs.
- ◆ The Town Secretary is also responsible for the communicating meeting information to the community.

Goals and Objectives

13 Town Secretary's Office

Program Trends

- ◆ The duties and responsibilities of the department indicate an increase in the number of activities/functions that impact the workload of this office.
 - Additional agenda postings for boards and commission meetings.
 - An increase in meeting notifications spurred by development.
 - Assisting departments with the implementation of individual department records management storage within Laserfiche.
 - Assisting multiple departments with the design concept and implementation of workflows to streamline and automate records management within Laserfiche.
- ◆ Continue increasing the number of documents departments scan and import into the Laserfiche Records Management software which provides staff with the ease of locating electronic records and should decrease the time for departments to locate responsive documents for public information requests.



Town of Westlake

- ◆ Meetings continue to be scheduled once a month for the Town Council, Board of Trustees and Planning and Zoning Commission. Planning and Zoning meetings may continue increase due to new development both commercial and residential.
- ◆ Time required on pre and post meeting activities are impacted by the actual number of meetings per year and the information generated for each meeting packet. The amount of time has continued to increase based on the number of meetings.

Agenda preparation includes:

- Electronic packet preparation
- Posting requirements
- Distribution of meeting notifications
- Preparation of minutes
- Legal advertisements
- Maintaining records associated with each meeting
- Facility preparation for meeting

Goals and Objectives

13 Town Secretary's Office

2015-2016 Highlights

- ◆ Continued a separate meeting email notification for residents through Constant Contact.
- ◆ Prepared agendas, electronic packets and minutes for approval in a timely manner.
- ◆ Continued the implementation of Laserfiche Records Management software for Town and Academy records by Department.
- ◆ Completed Legislative Update training to maintain the Municipal Clerks certification.
- ◆ Continued an inventory of records, encouraged all departments to continue adding records to Laserfiche and completed destructions of records (Town and WA) reducing file storage space on and off-site.
- ◆ Administered the 2016 General Election.
- ◆ Increased transparency by adding additional records, Town and Academy to the public information searchable archive on the website.
- ◆ Laserfiche department accomplishments include:
 - Purchasing and implementation of the Forms Module allowing departments to create various forms and a flow process for records.
 - Begin the design process of the workflow automation to process Finance Accounts Payables.

2016-2017 Strategic Goals and Objectives

- ◆ Continue with the implementation of Laserfiche workflow automating the process for Finance Accounts Payables.
- ◆ Continue to increase transparency by establishing public access to a Laserfiche public portal to view agendas, ordinances, resolutions and minutes for the Town Council, Board of Trustees, Planning & Zoning and affiliate boards.
- ◆ Attend Municipal Clerks training as necessary to maintain the Texas Municipal Clerk's certification.
- ◆ Continue destruction of paper records further reducing on and off-site storage.
- ◆ Electronic records inventory of the Town's Secretary's Office, encourage all departments to upload additional records into Laserfiche and complete an electronic destruction for records which have met retention requirements.

Goals and Objectives 13 Town Secretary's Office

	Performance Measures	Bench Mark	2015 Actual	2016 Estimated	2017 Target
INPUTS (the resources that contribute to the production & delivery of outputs) Usually a NOUN – we use staff, time, money, materials, equipment, technology, etc.					
1.	Full Time Equivalents	n/a	1	1.5	1.5
2.	Department Expenditures	n/a	\$ 24,775	\$ 44,125	\$ 49,135
3.	Department Payroll	n/a	\$108,776	\$113,185	\$151,925
OUTPUTS (The final product/ service that was produced/delivered from your input – is measurable) Usually a VERB/QTY – we conduct, deliver, develop, train, provide, assess, facilitate, etc.					
1.	Post all Board meeting agendas to website at least 72-hours prior to the meeting date and time.	100%	100%	100%	100%
2.	Complete Minutes of regularly scheduled meetings and workshops	5 days	99%	99%	99%
3.	Response to open records request	10 days	100%	99%	100%
4.	Texas Municipal Clerks State Certification	Yes	Yes	Yes	Yes
5.	International Certified Municipal Clerk	Yes	Yes	Yes	Yes
6.	Notary Public	Yes	Yes	Yes	Yes

Program Summary

Department 14

Fire Department

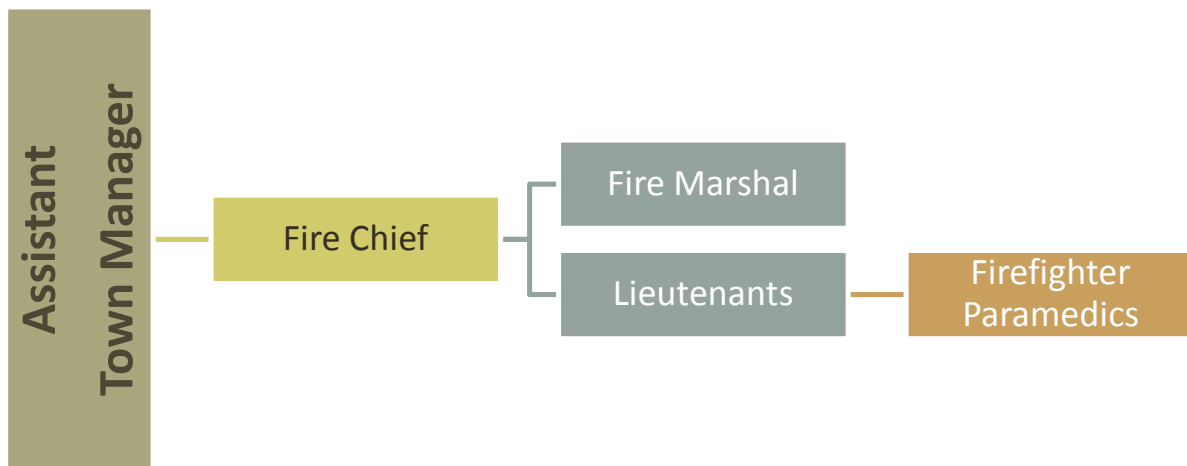
	Actuals FY 14/15	Adopted Budget FY 15/16	Estimated Budget FY 15/16	Adopted Budget FY 16/17	FY 16/17 Adopted vs FY 15/16 Estimated	
REVENUE CATEGORIES						
General Sales Tax	-	-	-	-	0.0%	-
Property Tax	-	-	-	-	0.0%	-
Permits and Fees	134,494	139,025	100,525	102,525	2.0%	2,000
Permits and Fees Bldg	22,396	13,650	10,675	28,600	167.9%	17,925
Franchise Fees	-	-	-	-	0.0%	-
Contributions	10,000	10,000	-	-	0.0%	-
Beverage Tax	-	-	-	-	0.0%	-
Interest	-	-	-	-	0.0%	-
Intergovernmental	-	-	-	-	0.0%	-
Misc Income	3,810	-	-	-	0.0%	-
GRAND TOTAL	\$ 170,700	\$ 162,675	\$ 111,200	\$ 131,125	17.9%	\$ 19,925
EXPENDITURE CATEGORIES						
Capital Outlay	18,653	15,900	15,900	27,900	75.5%	12,000
Debt Service	-	-	-	-	0.0%	-
Economic Development	-	-	-	-	0.0%	-
Insurance	7,166	8,395	8,395	8,395	0.0%	-
Repair and Maintenance	62,552	60,871	56,696	70,595	24.5%	13,899
Rent and Utilities	15,046	13,525	13,525	13,525	0.0%	-
Service	77,126	75,646	77,628	78,375	1.0%	747
Supplies	59,077	66,642	69,647	69,640	0.0%	(7)
GRAND TOTAL	\$ 239,621	\$ 240,979	\$ 241,791	\$ 268,430	11.0%	\$ 26,639

Program Summary

Department 14

Fire Department

	Actuals FY 14/15	Adopted Budget FY 15/16	Estimated Budget FY 15/16	Adopted Budget FY 16/17	FY 16/17 Adopted vs FY 15/16 Estimated	
EMPLOYEE STAFFING						
Fire Chief	1.00	1.00	1.00	1.00	0.0%	-
Lieutenants	3.00	3.00	3.00	3.00	0.0%	-
Fire Marshal/Deputy Chief	0.75	0.75	0.75	1.00	33.3%	0.25
Firefighter Paramedics (full-time)	7.00	8.00	8.00	9.00	12.5%	1.00
Firefighter Paramedics (part-time)	1.50	1.50	1.50	1.50	0.0%	-
TOTAL POSITIONS	13.25	14.25	14.25	15.50	8.8%	1.25



PAYROLL & RELATED CATEGORIES						
Payroll Wages	920,447	1,076,956	994,014	1,226,950	23.4%	232,936
Payroll Insurance	109,039	160,886	142,344	184,335	29.5%	41,991
Payroll Taxes TWC/WC	19,841	21,267	22,028	27,235	23.6%	5,207
Payroll Taxes SS/M	67,105	82,360	68,520	93,835	36.9%	25,315
Payroll Retirement	82,504	124,173	95,584	127,890	33.8%	32,306
GRAND TOTAL	\$ 1,198,935	\$ 1,465,643	\$ 1,322,490	\$ 1,660,245	25.5%	\$ 337,755

Goals and Objectives

14 Fire-EMS Department

Strategic Vision Points

- ◆ Theme ~ Exemplary Service & Governance
- ◆ Objective(s) ~ Preserve Desirability & Quality of Life
 - Maximize Efficiencies & Effectiveness
 - Increase Citizen, Student, & Stakeholder Satisfaction

Department Contact Information

◆ Richard Whitten	Fire Chief	rwhitten@westlake-tx.org	817-490-5785
◆ John Ard	Fire Marshal	jard@westlake-tx.org	817-490-5783

Program Broad Goals

- ◆ Provide safe, efficient, and professional emergency services to the Town.
- ◆ Broaden the foundation of the department to initiate superior programs and interact with the citizens.
- ◆ Work towards achieving the Texas Fire Chief's Best Practices.
- ◆ Develop the Department using the Center for Public Safety Excellence (CPSE) model.
- ◆ Continue efforts in professional development for personnel through multi-faceted avenues.
- ◆ Improve prevention and public education programs by providing a variety of all hazard safety and prevention classes for residents and corporate offices.
- ◆ Continue the advancement of prevention and inspection programs.
- ◆ Continue relationship building with the corporate business network group.



Program Service Description

- ◆ The Fire - EMS Department provides for the public safety needs of the Town via a variety of programs and services.
- ◆ The majority of these services are Fire and Emergency Medical Services (EMS) related but also includes



Goals and Objectives

14 Fire-EMS Department

hazardous materials mitigation, fire prevention and public education.

- ◆ Many civic organizations also benefit from these types of services through the training activities and inspection/prevention programs that the Department provides.
- ◆ The Department will continue to provide the most efficient method of delivering the traditional services – Fire Protection, Emergency Medical Services, Fire Inspections and Public Education while continuing to seek further avenues of outreach into the community.

Program Trends

- ◆ The level of activity historically trends into four main areas: Emergency Operations, Training, Routine Activities, and Public Risk Awareness Activities.
- ◆ Personnel continue to take advantage of joint training exercises and contracts, which reduces cost and increases familiarity with personnel and equipment of our mutual aid agencies.
- ◆ Specialized training targets firefighter development that enhances our current services through state certification levels.
- ◆ Ongoing efforts to increase public involvement through education, relationship development, and services.
- ◆ Daily activities and work details are the most time-consuming activities due to their nature. These activities are necessary to maintain the proper condition and operation of the equipment.



DID YOU KNOW

- Each year more than 2,500 people die and 12,600 are injured in home fires in the United States.
- In just two minutes, a fire could kill you.
- In five minutes, a house could be consumed in flames.”

Retrieved from <http://www.ready.gov>

2015-2016 Highlights

- ◆ Placed the new Engine/Pumper into service, which moves the older Engine to a backup position enhancing service level.

Goals and Objectives 14 Fire-EMS Department

- ◆ Conducted numerous CPR, AED, and fire extinguisher classes.
- ◆ Crews moved into the new add-on built as a result of the fire station fire.
- ◆ Added the second of three firefighters to shift, which will provide four firefighters to two shifts.
- ◆ Continued the process of acquiring the necessary property for a new fire station



2016-2017 Strategies Goals and Objectives

- ◆ Continue training the public in the use of CPR and AEDs (Automatic External Defibrillators).
- ◆ Continue training the public in the use of fire extinguishers.
- ◆ Implementing programs and policies to improve the Insurance Service Office (ISO) rating.
- ◆ Conduct a Community Risk Analysis.
- ◆ Develop a Standard's of Cover (SOC).
- ◆ Continue performing emergency drills for local business as they relate to fire and severe weather.
- ◆ Continue training for all personnel in all disciplines of certification and career development.
- ◆ Enhance our public education and prevention programs within Westlake Academy. Target subjects include home safety principles, health and medical awareness programs such as weather related safety programs, CPR and AED training, babysitting safety tips, and general operational and maintenance of home sprinkler systems.

Goals and Objectives 14 Fire-EMS Department

	Performance Measures	Bench Mark	2015 Actual	2016 Estimated	2017 Target
INPUTS (the resources that contribute to the production & delivery of outputs) Usually a NOUN – we use staff, time, money, materials, equipment, technology, etc.					
1.	Full Time Equivalents	n/a	13.25	14.25	15.50
2.	Department Revenues	n/a	\$ 170,700	\$ 111,200	\$ 131,125
3.	Department Expenditures	n/a	\$ 239,621	\$ 241,791	\$ 268,430
4.	Department Payroll	n/a	\$1,198,935	\$1,322,490	\$1,660,245
OUTPUTS (The final product/ service that was produced/delivered from your input – is measurable) Usually a VERB/QTY – we conduct, deliver, develop, train, provide, assess, facilitate, etc.					
1.	Public Education Events	10	15	8	10
2.	Medical Incidents	n/a	252	260	280
3.	Fire/Emergency Incidents	n/a	110	225	250
4.	Fire Inspections	n/a	279	290	300
	Fire Runs	n/a	211	215	215
	Ambulance Runs	n/a	253	255	255
	Inspections	n/a	261	265	265
MEASURES OF EFFECTIVENESS/EFFICIENCY (the result or consequence of achieving your output - the ability to do things well, successfully, and without waste)					
1.	Resident Rating per Survey				
	Overall quality of EMS	90%	88%	n/a	90%
	Response time of Fire/EMS personnel	90%	89%	n/a	90%
	Overall quality of fire services	90%	85%	n/a	90%
	Emergency preparedness efforts	95%	95%	n/a	95%
2.	Emergency Incident Response				
	Response time of 6 minutes or less	100%	64.3%	65%	100%
	Response time of 5 minutes or less	95%	47.1%	52%	95%
	Response time of 4 minutes or less	90%	31.5%	32%	90%

Program Summary

Department 15

Municipal Court

Actuals FY 14/15	Adopted Budget FY 15/16	Estimated Budget FY 15/16	Adopted Budget FY 16/17	FY 16/17 Adopted vs FY 15/16 Estimated
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REVENUE CATEGORIES						
General Sales Tax	-	-	-	-	0.0%	-
Property Tax	-	-	-	-	0.0%	-
Permits and Fees	11,180	8,800	8,800	8,975	2.0%	175
Fines & Forfeitures	734,154	710,000	808,595	805,350	-0.4%	(3,245)
Franchise Fees	-	-	-	-	0.0%	-
Contributions	-	-	-	-	0.0%	-
Beverage Tax	-	-	-	-	0.0%	-
Interest	291	1,470	1,470	1,500	2.0%	30
Intergovernmental	-	-	-	-	0.0%	-
Misc Income	-	-	-	-	0.0%	-
GRAND TOTAL	\$ 745,624	\$ 720,270	\$ 818,865	\$ 815,825	-0.4%	\$ (3,040)

EXPENDITURE CATEGORIES						
Capital Outlay	2,321	2,325	325	325	0.0%	-
Debt Service	-	-	-	-	0.0%	-
Economic Development	-	-	-	-	0.0%	-
Insurance	488	490	530	530	0.0%	-
Repair and Maintenance	311	2,600	600	600	0.0%	-
Rent and Utilities	-	2,737	-	-	0.0%	-
Service	97,718	117,413	97,653	130,405	33.5%	32,752
Supplies	11,800	10,826	11,786	12,350	4.8%	564
GRAND TOTAL	\$ 112,637	\$ 136,391	\$ 110,894	\$ 144,210	30.0%	\$ 33,316

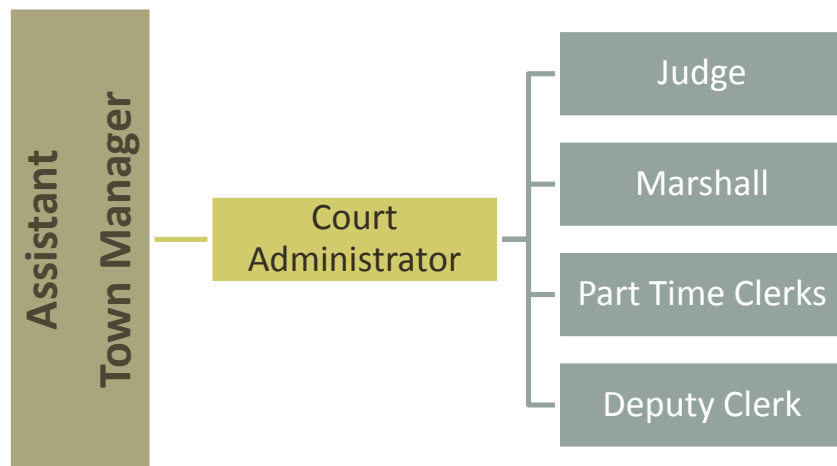
Program Summary

Department 15

Municipal Court

Actuals FY 14/15	Adopted Budget FY 15/16	Estimated Budget FY 15/16	Adopted Budget FY 16/17	FY 16/17 Adopted vs FY 15/16 Estimated
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EMPLOYEE STAFFING						
Assistant Town Manager	0.10	0.10	0.10	-	-100.0%	(0.10)
Administrator	1.00	1.00	1.00	1.00	0.0%	-
Deputy Clerk	1.00	1.00	1.00	1.00	0.0%	-
Judge	1.00	1.00	1.00	1.00	0.0%	-
Marshal	1.00	1.00	1.00	1.00	0.0%	-
Part-Time Clerks	0.50	0.50	0.50	0.50	0.0%	-
TOTAL POSITIONS	4.60	4.60	4.60	4.50	-2.2%	(0.10)



PAYROLL & RELATED CATEGORIES						
Payroll Wages	220,978	234,921	263,246	224,880	-14.6%	(38,366)
Payroll Insurance	49,869	55,064	57,996	60,085	3.6%	2,089
Payroll Taxes TWC/WC	2,215	2,609	3,324	2,185	-34.3%	(1,139)
Payroll Taxes SS/M	15,635	17,966	17,346	17,200	-0.8%	(146)
Payroll Retirement	21,376	27,086	25,990	25,075	-3.5%	(915)
GRAND TOTAL	\$ 310,072	\$ 337,646	\$ 367,903	\$ 329,425	-10.5%	\$ (38,478)

Goals and Objectives

15 Municipal Court

Strategic Theme & Objective(s)

- ◆ Theme ~ Exemplary Service & Governance
- ◆ Objective(s) ~ Maximize Efficiency & Effectiveness
Increase Financial Capacity / Reserves

Department Contact Information

◆ Sharon Wilson	Administrator	swilson@westlake-tx.org	817-490-5746
◆ Troy Crow	Marshal	tcrow@westlake-tx.org	817-490-5716
◆ Martha Solis	Deputy Clerk	msolis@westlake-tx.org	817-490-5748
◆ Christine Ellis	Court Clerk	cellis@westlake-tx.org	817-490-5747
◆ Vickie Brown	Court Clerk	vbrown@westlake-tx.org	817-490-5724

Program Broad Goals

- ◆ Court staff will provide prompt assistance in a courteous manner. This includes telephone service, mail service and customers who appear in person.
- ◆ Court staff will work to enter citations in a timely manner and complete daily court deposits.
- ◆ The Court will conduct hearings and trials in a professional and dignified manner in order to provide an impartial setting for cases to be adjudicated by the Municipal Court Judge.
- ◆ Court staff will continue to work in conjunction with the collection agency and other involved agencies to reduce the number of outstanding arrest warrants. The collection efforts will be monitored and updates reported to the Department Director.
- ◆ Court staff will work in partnership with the Texas Department of Public Safety to operate the driver's license suspension program for defendants who have outstanding or delinquent fines in the Court.



Program Service Description

- ◆ The Municipal Court performs the duties necessary to support municipal judicial functions, assist the public and manage court operations. The program will uphold the integrity of the Court and build public trust by providing unbiased quality service and accurate information delivered in an efficient and professional manner.

Program Trends

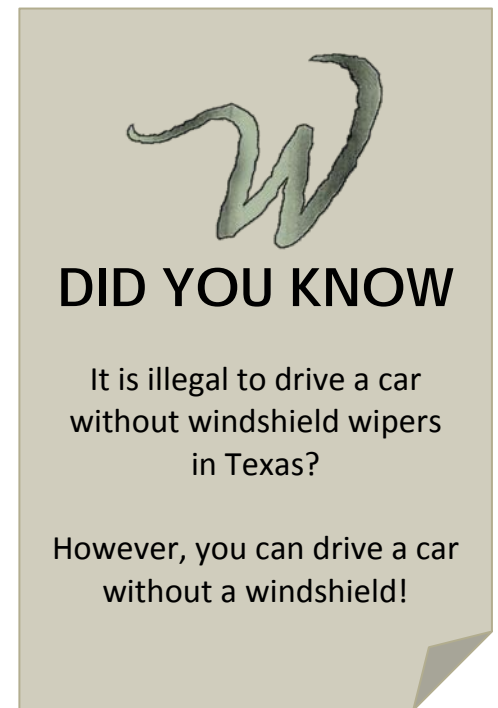
- ◆ Processes consistent workload of approximately 8,000 new case filings annually.
- ◆ The issuance levels in the speeding citations show a projected decrease of 03% for the current fiscal year.

Goals and Objectives 15 Municipal Court

- ◆ The equipment, insurance, and driver license related violations (expired registration, expired license, failure to maintain financial resp., etc.) show a continued decrease of 20% this year. The legislature eliminated the violation for an expired inspection, which contributes to the decrease. As people understanding the compliance levels with the new 'one sticker' system, we continue to see a decrease in these types of violations.
- ◆ Staff continues to participate in the State-wide Warrant Round-up (eighth year) with the following results; approximate decrease of 19% (205 vs. 252) of cases cleared and a 5% decrease in cash collections (\$33,231 vs. \$34,950) in comparison to last year's program. The decrease in cash collections may be due in part to new policies at the Keller Regional Jail facility which releases defendants after 24 hour of pick-up.

2015-2016 Highlights

- ◆ State-wide Warrant Round-up participation; 1,203 warrants issued; 205 cleared = 17% clearance rate
- ◆ Staff has been able to incorporate Laserfiche into our trial process, being semi-paperless and using technology to view documents as needed.
- ◆ Staff has also began the process of integrating workflow for Laserfiche into the remainder of our court processes, which will help further automate our case flow and docketing tasks. This will also allow the judge to sign warrants and judgments via electronic means – increasing our efficiency efforts.
- ◆ Staff continues to work to ensure the 2015 case files are electronically scanned into the system. Current case files are already scanned and reviewed through the paper-lite system.



◆ 2016-2017 Strategic Goals and Objectives

- ◆ Update policy and procedures manual to include Laserfiche.
- ◆ Work with Laserfiche to develop a case flow process, enabling clerks to file paperwork more efficiently.
- ◆ Begin court observation process for court supervisor to obtain Level III certification; work toward Level I certification for all deputy court clerks.
- ◆ Expand jail transfers for individuals arrested on Westlake warrants in partnership with the Keller Police Department.
- ◆ Facilitate marshal field service of arrest warrants a minimum of two (2) days per week.

Goals and Objectives 15 Municipal Court

	Performance Measures	Bench Mark	2015 Actual	2016 Estimated	2017 Target
INPUTS (the resources that contribute to the production & delivery of outputs) Usually a NOUN – we use staff, time, money, materials, equipment, technology, etc.					
1.	Full Time Equivalents	n/a	4.6	4.6	4.5
2.	Department Revenues	n/a	\$745,624	\$818,865	\$815,825
3.	Department Expenditures	n/a	\$112,637	\$110,894	\$144,210
4.	Department Payroll	n/a	\$310,072	\$367,903	\$329,425
OUTPUTS (The final product/ service that was produced/delivered from your input – is measurable) Usually a VERB/QTY – we conduct, deliver, develop, train, provide, assess, facilitate, etc.					
1.	Police Initiated Case Filings	n/a	7,162	7,200	7,200
2.	Number of Speeding Violations	n/a	4,235	3,000	3,000
3.	Expired Dismissible Violations	n/a	1,487	1,450	1,450
4.	Number of Filed Violations	n/a	8,115	7,500	7,500
5.	Number of Cleared Arrest Warrants	n/a	1,722	1,750	1,750

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Program Summary

Department 16

Public Works

Actuals FY 14/15	Adopted Budget FY 15/16	Estimated Budget FY 15/16	Adopted Budget FY 16/17	FY 16/17 Adopted vs FY 15/16 Estimated
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REVENUE CATEGORIES						
General Sales Tax	-	-	-	-	0.0%	-
Property Tax	-	-	-	-	0.0%	-
Permits and Fees	-	-	-	-	0.0%	-
Fines & Forfeitures	-	-	-	-	0.0%	-
Franchise Fees	-	-	-	-	0.0%	-
Contributions	-	-	-	-	0.0%	-
Beverage Tax	-	-	-	-	0.0%	-
Interest	-	-	-	-	0.0%	-
Intergovernmental	-	-	-	-	0.0%	-
Misc Income	-	-	6,730	6,730	0.0%	-
GRAND TOTAL	\$ -	\$ -	\$ 6,730	\$ 6,730	0.0%	\$ -

EXPENDITURE CATEGORIES						
Capital Outlay	-	500	-	500	100.0%	500
Debt Service	-	-	-	-	0.0%	-
Economic Development	-	-	-	-	0.0%	-
Insurance	-	-	-	-	0.0%	-
Repair and Maintenance	27,875	29,000	75,800	38,295	-49.5%	(37,505)
Rent and Utilities	187,711	136,700	130,295	137,595	5.6%	7,300
Service	46,098	98,500	104,105	97,000	-6.8%	(7,105)
Supplies	4,686	4,216	3,956	4,510	14.0%	554
GRAND TOTAL	\$ 266,371	\$ 268,916	\$ 314,156	\$ 277,900	-11.5%	\$ (36,256)

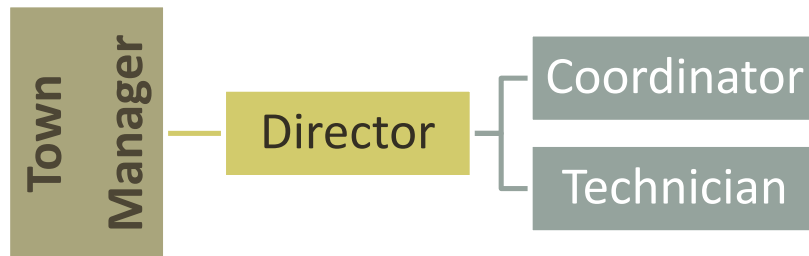
Program Summary

Department 16

Public Works

Actuals FY 14/15	Adopted Budget FY 15/16	Estimated Budget FY 15/16	Adopted Budget FY 16/17	FY 16/17 Adopted vs FY 15/16 Estimated
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EMPLOYEE STAFFING						
Director	1.00	1.00	1.00	1.00	0.0%	-
Utility Technician	1.00	1.00	1.00	1.00	0.0%	-
Utility Billing Coordinator	-	-	-	1.00	100.0%	1.00
Customer Service Coordinator	0.33	0.33	0.33	-	-100.0%	(0.33)
Customer Service Representative	0.33	0.33	0.33	-	-100.0%	(0.33)
TOTAL POSITIONS	2.67	2.67	2.67	3.00	12.5%	0.33



PAYROLL & RELATED CATEGORIES						
Payroll Wages	175,998	203,538	207,125	233,940	12.9%	26,815
Payroll Transfer In	(198,748)	(217,745)	(217,745)	(233,440)	7.2%	(15,695)
Payroll Insurance	24,413	26,392	32,187	30,115	-6.4%	(2,072)
Payroll Taxes TWC/WC	4,544	5,231	5,428	1,125	-79.3%	(4,303)
Payroll Taxes SS/M	12,469	15,566	14,785	17,895	21.0%	3,110
Payroll Retirement	18,148	23,468	23,566	28,180	19.6%	4,614
GRAND TOTAL	\$ 36,824	\$ 56,450	\$ 65,346	\$ 77,815	19.1%	\$ 12,469

Goals and Objectives

16 Public Works

Strategic Theme & Objective(s)

- ◆ Theme ~ Exemplary Service & Governance
- ◆ Objective(s) ~ Improve Technology, Facilities, & Equipment
Maximize Efficiencies & Effectiveness

Department Contact Information

◆ Jarrod Greenwood	Director	jgreenwood@westlake-tx.org	817-490-5720
◆ Paul Andreason	Technician	pandreason@westlake-tx.org	817-490-5731
◆ Sherry Lewis	Coordinator	slewis@westlake-tx.org	817-490-5732

Program Broad Goals

- ◆ Maintain streets and shoulders in safe travelable condition.
- ◆ Maintain water and waste water infrastructure to provide safe and reliable potable water to Town customers.
- ◆ Maintain accurate inventory of streets and their current condition.
- ◆ Manage all Public Works capital projects to be on schedule and within budget.



Program Service Description

- ◆ The Public Works Department is responsible for: the operation, maintenance, repair, and installation of the Town's traffic signs, signals, roadway markings, and approximately 10 miles of street pavement and storm drainage; maintaining public records and regulatory requirements;
- ◆ Public Works also assists other departments, the Academy, and volunteer groups as needed:
 - Setting up for community events
 - Providing traffic control devices for DPS use
 - Supervision of community service workers
 - Provide back-up coordinating/inspecting work for facility maintenance

Program Trends

- ◆ The Town's population continues to increase (see Planning & Development Section), which also generates a significant increase in the demand for Public Works services.

Goals and Objectives 16 Public Works

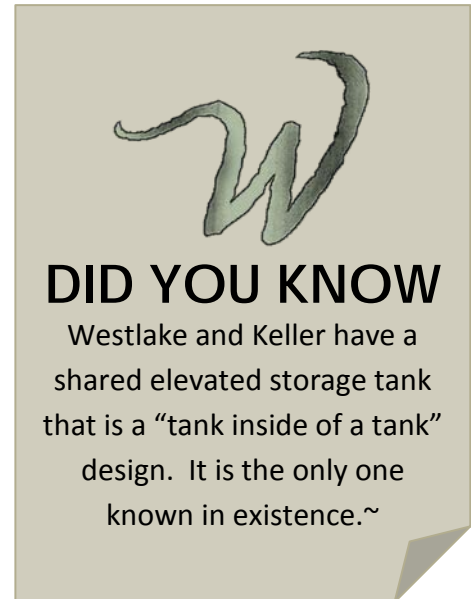
- ◆ With the continued influx of new residents we experience a demand for services that rivals surrounding municipalities as many are accustomed to receiving a broad base of public services. Staff manages these expectations and provides an accessible department that values the personal relationship with our residents.
- ◆ Commercial and Residential Developments will require staff attention as our community continues to expand within the DFW Metroplex.

2015-2016 Highlights

- ◆ Completed cellular based meter reading system providing customers with online access to their water consumption information.
- ◆ Completed the FM 1938 Phase Trailhead and streetscape/landscape enhancements along Granada development.
- ◆ Completed sanitary sewer metering station on N-1 sewer line.
- ◆ Implemented mandated Federal and State water quality monitoring and action plans.
- ◆ Installation of traffic control signals at FM 1938/Solana and FM 1938/Dove intersections.
- ◆ Resurfaced Stagecoach Hills pavement.
- ◆ Completed installation of Entrada PH 1 infrastructure.

2016-2017 Strategic Goals and Objectives

- ◆ Continue to work with Streetscape consultant for enhancement of SH114/170 projects.
- ◆ Continue to pursue transfer of N-1 sewer line to TRA.
- ◆ Continue to work with the Entrada, Granada, and Quail Hollow developers to ensure adherence to our approved plans, Town standards, and the developer agreements.



Goals and Objectives

16 Public Works

	Performance Measures	Bench Mark	2014 Actual	2015 Actual	2016 Estimated	2017 Target
INPUTS (the resources that contribute to the production & delivery of outputs) Usually a NOUN – we use staff, time, money, materials, equipment, technology, etc.						
1.	Full Time Equivalents	n/a	2.67	2.67	2.67	3.00
2.	Department Expenditures	n/a	\$284,126	\$266,371	\$314,156	\$277,900
3.	Department Payroll	n/a	\$ 35,642	\$ 36,824	\$ 65,346	\$ 77,815
OUTPUTS (The final product/ service that was produced/delivered from your input – is measurable) Usually a VERB/QTY – we conduct, deliver, develop, train, provide, assess, facilitate, etc.						
1.	Drainage ditch and culvert (LF)	n/a	250	250	400	200
2.	Streets (miles)	n/a	10.25	10.25	10.25	10.25
3.	Traffic Signals	n/a	0	0	0	1
MEASURES OF EFFECTIVENESS/EFFICIENCY (the result or consequence of achieving your output - the ability to do things well, successfully, and without waste)						
1.	Resident Survey Results					
	Cleanliness of streets and other public areas	90%	n/a	86%	n/a	90%
	Condition of major streets	90%	n/a	85%	n/a	90%
	Condition of neighborhood streets	90%	n/a	81%	n/a	90%
	Traffic Flow and congestion management	90%	n/a	71%	n/a	90%
2.	Class A water operator certification	Yes	Yes	Yes	Yes	Yes
3.	Class 2 waste water operator certification	Yes	Yes	Yes	Yes	Yes

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Program Summary

Department 17

Facilities Maintenance

Actuals FY 14/15	Adopted Budget FY 15/16	Estimated Budget FY 15/16	Adopted Budget FY 16/17	FY 16/17 Adopted vs FY 15/16 Estimated
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REVENUE CATEGORIES						
General Sales Tax	-	-	-	-	0.0%	-
Property Tax	-	-	-	-	0.0%	-
Permits and Fees	-	-	-	-	0.0%	-
Fines & Forfeitures	-	-	-	-	0.0%	-
Franchise Fees	-	-	-	-	0.0%	-
Contributions	-	-	-	-	0.0%	-
Beverage Tax	-	-	-	-	0.0%	-
Interest	-	-	-	-	0.0%	-
Intergovernmental	-	-	-	-	0.0%	-
Misc Income	-	4,450	1,625	500	-69.2%	(1,125)
GRAND TOTAL	\$ -	\$ 4,450	\$ 1,625	\$ 500	-69.2%	\$ (1,125)

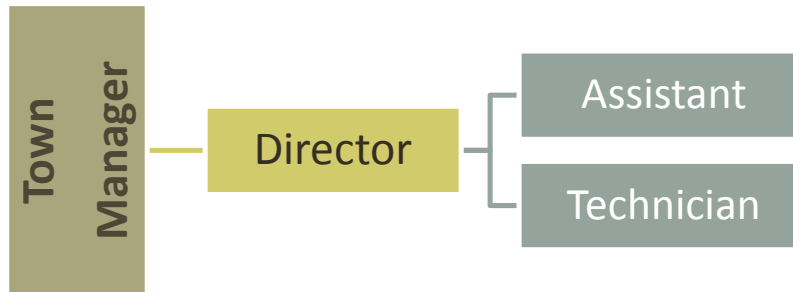
EXPENDITURE CATEGORIES						
Capital Outlay	-	1,500	1,500	175,000	11566.7%	173,500
Debt Service	-	-	-	-	0.0%	-
Economic Development	-	-	-	-	0.0%	-
Insurance	-	242	372	375	0.8%	3
Repair and Maintenance	18,545	31,000	26,210	34,225	30.6%	8,015
Rent and Utilities	450	500	500	500	0.0%	-
Service	7,536	22,568	18,803	56,305	199.5%	37,503
Supplies	4,124	16,968	13,178	29,180	121.4%	16,002
GRAND TOTAL	\$ 30,655	\$ 72,778	\$ 60,563	\$ 295,585	388.1%	\$ 235,023

Program Summary

Department 17

Facilities Maintenance

	Actuals FY 14/15	Adopted Budget FY 15/16	Estimated Budget FY 15/16	Adopted Budget FY 16/17	FY 16/17 Adopted vs FY 15/16 Estimated	
EMPLOYEE STAFFING						
Director	0.500	0.500	0.500	0.50	0.0%	-
Facility Technician (part-time)	0.250	0.250	0.250	0.25	0.0%	-
Assistant (part-time)	0.500	0.500	0.500	0.50	0.0%	-
Customer Service Coordinator	0.167	0.167	0.167	-	-100.0%	(0.167)
Customer Service Representative	0.167	0.167	0.167	-	-100.0%	(0.167)
TOTAL POSITIONS	1.584	1.584	1.584	1.25	-21.1%	(0.334)



PAYROLL & RELATED CATEGORIES						
Payroll Wages	75,064	90,966	77,745	83,610	7.5%	5,865
Payroll Transfer In	(55,416)	(60,175)	(60,175)	(55,245)	-8.2%	4,930
Payroll Insurance	10,867	13,156	10,449	9,130	-12.6%	(1,319)
Payroll Taxes TWC/WC	1,441	1,820	1,588	1,575	-0.8%	(13)
Payroll Taxes SS/M	5,310	6,957	5,545	6,395	15.3%	850
Payroll Retirement	7,307	10,488	8,389	9,770	16.5%	1,381
GRAND TOTAL	\$ 44,573	\$ 63,213	\$ 43,541	\$ 55,235	26.9%	\$ 11,694

Goals and Objectives

17 Facilities Maintenance

Strategic Theme & Objective(s)

- ◆ Theme ~ Natural Oasis
- ◆ Objective(s) ~ Improve Technology, Facilities, & Equipment

Department Contact Information

◆ Troy Meyer	Director	tmeyer@westlake-tx.org	817-490-5735
◆ Kerry Wade	Assistant	kwade@westlake-tx.org	817-490-5768

Program Broad Goals

- ◆ Ensure the Town has an effective long-range plan for facilities development and maintenance.
- ◆ Facilities planning process will be communicated in a clear and concise format, including input from residents, Academy and Town staff.
- ◆ Town facilities will be operated in a cost efficient and energy efficient manner.

Program Service Description

- ◆ The Town of Westlake will plan for and provide facilities to enhance present and future community and educational programs and endeavors.
- ◆ Long-range plans include: maintenance, renovation, construction of facilities as related to civic use and educational programs – efficient facilities meeting program needs.
- ◆ Westlake Civic Campus facilities are generally available to the community. The Town will continue to develop cooperative projects with the community and agencies.



Goals and Objectives

17 Facilities Maintenance

Program Trends

- ◆ Continued maintenance and oversight of the various capital assets for the community, including the facilitation of any expansion planning and construction along with temporary rental units.
 - Replacement of the temporary fire station, from a 14' X 60' mobile home, with a pre-owned 40' X 60' mobile home that was donated in January 2011 by WB Texas Resort Communities, LP.
 - Oversight of the rented facilities for municipal administration at the Solana office complex.
 - Acquisition and maintenance of the municipal property and the IOOF Westlake Cemetery.
- ◆ A facility master plan was drafted for the Westlake Academy campus in the spring of 2011 and updated by an additional architect firm.
 - Staff continues to oversee the evolution of the master plan with updates and evaluation according to building construction and student enrollment.
- ◆ Westlake Academy increased the student population to approximately 825 in FY 2015-16.
- ◆ Security remains a priority on campus, with a full security audit completed in April 2013 including the interviewing of staff, accessing security systems, written plans, and threat assessment. As a result the front office was remodeled to improve how visitors check in and out of the school.
- ◆ Jacob Engineering completed a second traffic study for the pick-up and drop-off flow for both MYP and PYP due to an increase in student enrollment in the fall 2014 and input from the D.O.G parent group.
- ◆ Repairs on the spillway location on the east side of the park were completed in August 2015. Two power racks in the park were also updated.
- ◆ Completed fire station location study in the summer 2015.
- ◆ Completed irrigation project for the cemetery in September 2015.
- ◆ Completed the extension of the temporary fire station metal building to provide living quarters after the mobile home burned in December of 2014.



Goals and Objectives

17 Facilities Maintenance

2015-2016 Highlights

- ◆ Planted 30 trees along Ottinger Road and in the cemetery November 2015.
- ◆ A five-acre tract was accepted by the Town council in August 2016.
- ◆ Architect hired to complete a cost estimate and program plan for the future fire station August 2016.
- ◆ Completed remodeling project for the life skills room August 2016.
- ◆ Completed energy analysis for the Westlake Academy June of 2016.
- ◆ Improved drainage along the trails in Glenwyck and Terra Bella in 2016.
- ◆ Replace two compressors in the roof top units at the Academy.
- ◆ Developed an Outdoor Learning Center master plan.

2016-2017 Strategies Goals and Objectives

- ◆ Facilities Plan will be developed, including an annual maintenance, periodic maintenance, and facilities use plan.
- ◆ The Westlake Academy facility master plan will be reviewed.
- ◆ Ensure the Christmas Lighting, Arbor Day and Decoration Day events have a quality setting.
- ◆ Parchman house maintenance
- ◆ Cemetery maintenance
- ◆ Fire station maintenance
- ◆ Serve as back-up for the Public Works department
- ◆ Create a safe working and learning environment for teachers, administration staff, students and visitors, by maintaining a quarterly and monthly maintenance agreement for Westlake Academy Campus, Solana Campus and Fire Station campus.



DID YOU KNOW

Westlake Academy Campus has 51 cooling units range from 2 to 20 tons units and one walk-in freezer and refrigerator.

* * *

Goals and Objectives

17 Facilities Maintenance

	Performance Measures	Bench Mark	2015 Actual	2016 Estimated	2017 Target
INPUTS (the resources that contribute to the production & delivery of outputs) Usually a NOUN – we use staff, time, money, materials, equipment, technology, etc.					
1.	Full Time Equivalents	n/a	1.584	1.584	1.25
2.	Department Expenditures	n/a	\$44,573	\$43,541	\$ 55,235
3.	Department Payroll	n/a	\$30,655	\$60,563	\$295,585
OUTPUTS (The final product/ service that was produced/delivered from your input – is measurable) Usually a VERB/QTY – we conduct, deliver, develop, train, provide, assess, facilitate, etc.					
1.	HVAC maintenance	Quarterly	4	4	4
2.	Electric Systems	Quarterly	4	4	4
3.	Security Systems	Semi Annual	2	2	2
4.	Fire Sprinklers	Annual	1	1	1
5.	Alarm Systems	Annual	1	1	1
6.	Elevator Inspections	Annual	1	1	1
7.	Windows, Carpet, Tile	Semi Annual	2	2	2
8.	Cleaning Service	Daily	365	365	365
9.	Westlake Academy				
	Mow, fertilize, weed control	Weekly	52	52	52
	Athletic Field mowing	Semi annual	2	2	2

Program Summary

Department 18

Finance Department

	Actuals FY 14/15	Adopted Budget FY 15/16	Estimated Budget FY 15/16	Adopted Budget FY 16/17	FY 16/17 Adopted vs FY 15/16 Estimated	
REVENUE CATEGORIES						
General Sales Tax	-	-	-	-	0.0%	-
Property Tax	-	-	-	-	0.0%	-
Permits and Fees	-	-	-	-	0.0%	-
Fines & Forfeitures	-	-	-	-	0.0%	-
Franchise Fees	-	-	-	-	0.0%	-
Contributions	-	-	-	-	0.0%	-
Beverage Tax	-	-	-	-	0.0%	-
Interest	-	-	-	-	0.0%	-
Intergovernmental	-	-	-	-	0.0%	-
Misc Income	-	-	-	-	0.0%	-
GRAND TOTAL	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -

EXPENDITURE CATEGORIES						
Capital Outlay	995	2,800	-	2,800	100.0%	2,800
Debt Service	-	-	-	-	0.0%	-
Economic Development	-	-	-	-	0.0%	-
Insurance	-	-	-	-	0.0%	-
Repair and Maintenance	-	-	-	-	0.0%	-
Rent and Utilities	-	-	-	-	0.0%	-
Service	21,488	38,591	33,026	38,370	16.2%	5,344
Supplies	11,408	6,340	8,445	6,340	-24.9%	(2,105)
GRAND TOTAL	\$ 33,891	\$ 47,731	\$ 41,471	\$ 47,510	14.6%	\$ 6,039

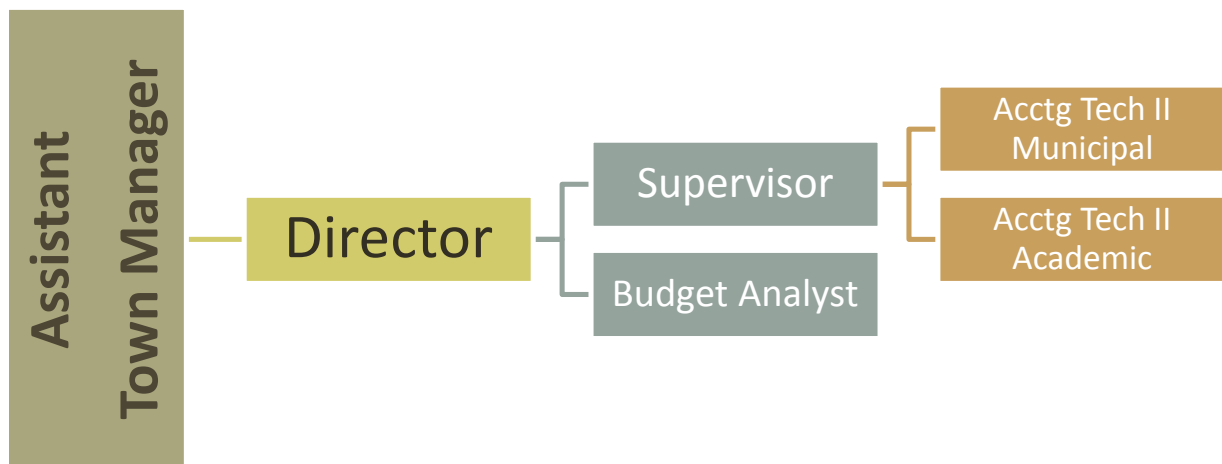
Program Summary

Department 18

Finance Department

Actuals FY 14/15	Adopted Budget FY 15/16	Estimated Budget FY 15/16	Adopted Budget FY 16/17	FY 16/17 Adopted vs FY 15/16 Estimated
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EMPLOYEE STAFFING						
Director	1.00	1.00	1.00	1.00	0.0%	-
Supervisor	1.00	1.00	1.00	1.00	0.0%	-
Accounting Tech II - Municipal	1.00	1.00	1.00	1.00	0.0%	-
Accounting Tech II - Academic	1.00	1.00	1.00	1.00	0.0%	-
Budget Analyst	-	-	0.25	0.40	60.0%	0.15
TOTAL POSITIONS	4.00	4.00	4.25	4.40	3.5%	0.15



PAYROLL & RELATED CATEGORIES						
Payroll Wages	294,031	319,489	332,911	374,955	12.6%	42,044
Payroll Transfer In	(172,952)	(222,940)	(222,940)	(244,910)	9.9%	(21,970)
Payroll Insurance	56,061	63,898	68,549	79,750	16.3%	11,201
Payroll Taxes TWC/WC	1,032	1,224	1,506	1,795	19.2%	289
Payroll Taxes SS/M	21,467	24,433	24,029	28,675	19.3%	4,646
Payroll Retirement	30,360	36,837	37,880	45,170	19.2%	7,290
GRAND TOTAL	\$ 229,999	\$ 222,940	\$ 241,935	\$ 285,435	18.0%	\$ 43,500

Goals and Objectives

18 Finance Department

Strategic Theme & Objective(s)

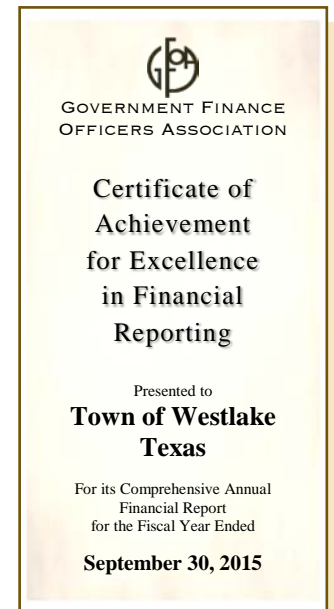
- ◆ Theme ~ Exemplary Service & Governance
- ◆ Objective(s) ~ Increase Financial Capacity / Reserves
Increase Revenue Streams

Department Contact Information

◆ Debbie Piper	Director	dpiper@westlake-tx.org	817-490-5712
◆ Jaymi Ford	Supervisor	jford@westlake-tx.org	817-490-5721
◆ Melinda Brown	Acctg Technician II	mbrown@westlake-tx.org	817-490-5728
◆ Marlene Rutledge	Acctg Technician II	mrutledge@westlake-tx.org	817-490-5737

Program Broad Goals

- ◆ Provide Town Council, management, departments and citizens with accurate and timely financial records and reports in the most efficient manner.
- ◆ Maintain the accounting and financial reporting systems in conformance with all state and federal laws, Generally Accepted Accounting Principles (GAAP), standards of the Governmental Accounting Standards Board (GASB) and the Government Finance Officers Association (GFOA).
- ◆ Provide sound and conservative fiscal management in compliance with all state and federal regulations.
- ◆ Adhere to policies established by the Public Funds Investment Act, applicable bond covenants, and the Town's adopted investment policy and ensure proper collateralization of bank deposits.



Program Service Description

- ◆ The Finance Department is responsible for collecting, recording, summarizing, and reporting the results of all financial transactions of the following entities in a timely manner and in accordance with generally accepted accounting principles while ensuring compliance with applicable state and federal statutes, bond covenants and grant contracts by reviewing financial data and reporting such in a timely manner.

- Town of Westlake
- Westlake Academy
- Westlake Academy Foundation



Goals and Objectives 18 Finance Department

- ◆ **Payroll Processing** - The Finance Department is responsible for the payment of salaries and wages according to established procedures on specified days according to the adopted payroll calendar. The Town of Westlake operates two payroll systems concurrently; one for employees who are on a normal 40-hour work week, and another cycle for DPS employees who work 24-hour shifts. This dual system is commonplace in cities to accommodate FLSA requirements.
- ◆ **Budgets** – The Town's annual budget is prepared in the context of a five (5-8) year financial forecast. The proposed budget is submitted to the Council approximately thirty to forty-five days prior to the beginning of the fiscal year for their consideration. The Town's budget is allocated by fund and is designed to provide a clear picture of the Town's spending, allocation of financial resources, and priorities as well as how they are set to carry out the policy direction of the Council.
- ◆ **Westlake Academy** - The Department works with the Education Service Center (Region 11) to help maintain Westlake Academy's financial system and fiscal controls, i.e. general ledger, and payroll. Accounts payable, accounts receivable and cash management have been brought in house with the addition of personnel.
- ◆ **Cash Collections** - The establishment of strong internal controls for cash collections is necessary to prevent mishandling of funds and to safeguard against loss. In addition, strong internal controls are designed to protect employees from inappropriate charges of mishandling funds by defining employee responsibilities in the cash handling process. Cash is considered to include coin, currency, checks, money orders, and credit card transactions.
- ◆ **Audits** - In conjunction with maintaining financial records, the Department is responsible for the preparation for and coordination of the annual external financial audits for the Town of Westlake, Westlake Academy and Westlake Academy Foundation.
- ◆ **Fraud** - The Town of Westlake is committed to protecting its revenue, property, information and other assets from any attempt, either by members of the public, contractors, agents, intermediaries or its own employees, to gain by deceit, financial or other benefits. It is Westlake's intent to fully investigate any suspected acts of fraud, misappropriation or other similar irregularity.
- ◆ **Accounts Payable** - The Accounts Payable section of the Finance Department is responsible for reviewing all invoices for making payments of all legally incurred and properly authorized obligations. Payments will be issued in a manner to maintain the credit worthiness of the Town of Westlake and Westlake Academy and to take advantage of all available discounts.



DID YOU KNOW

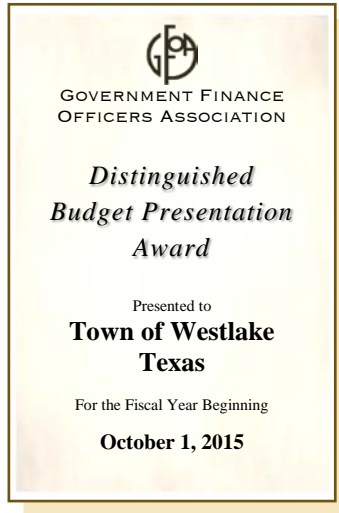
The Finance Department
only has four employees;
however...
their combined total
experience in this field
is 150 years!

* * *

Goals and Objectives

18 Finance Department

Program Trends



- ◆ Finance and accounting are core functions that often expand in direct correlation with an organization that continues to expand
- ◆ Staff experience has increased with the addition of a Finance Technician II to handle all financial matters related to the Academy and the Westlake Academy Foundation.
- ◆ Plans for continued future expansion at Westlake Academy combined with residential population increases and economic development will continue to challenge the Finance Department's ability to maintain the highest levels of service and quality with existing staffing.

2015-2016 Highlights

CONTINUING HIGHLIGHTS

- ◆ **Prepared, submitted and received the Town's**
 - Distinguished Budget Presentation Award for recognition from the Government Finance Officers Association. Awards received for 2007 thru 2016.
 - Comprehensive Annual Financial Report for recognition from the Government Finance Officers Association. Awards received for 2007 thru 2016. Received an unqualified audit opinion on the 09/30/2015 Comprehensive Annual Financial Report.
 - Popular Annual Financial Reporting Award for recognition from the Government Finance Officers Association. Awards received for 2011 thru 2016.
- ◆ **Prepared, submitted and received Westlake Academy's**
 - Distinguished Budget Presentation Award for recognition from the Government Finance Officers Association. Awards received for 2009 thru 2016
 - International Award for Budget Excellence for recognition from the Association of School Business Officials International. Awards received for 2009 thru 2016

UPDATED HIGHLIGHTS

- ◆ Documents are continuing to be scanned and available to be retrieved by not only the finance department but all departments which has eliminated the need to contact the department for research.
- ◆ The financial portion of Westlake Academy was transitioned in-house (previously provided by Region 11). Payroll and support services are still being performed by Region 11 with all remaining accounting processes now being performed by Finance staff.

Goals and Objectives 18 Finance Department

NEW HIGHLIGHTS

- ◆ New staff member, a previous employee of a school district and Region 11, brought new efficiencies and additional knowledge to the Finance Department related to the software used for the Academy. Trainings are being performed for the Academy staff and will continue on the basics of TxEIS, the software used by the Academy for finance and payroll.
- ◆ Processed all payroll, benefit transactions, and regulatory filings in a timely manner in partnership with the Human Resources Department.
- ◆ Completed implementation of a new web-based evaluation system for municipal employees in partnership with the Human Resources Department.

2016-2017 Strategic Goals and Objectives

ON-GOING GOALS AND OBJECTIVES

- ◆ Prepare and submit the budget for a Distinguished Budget Presentation Award for recognition from Government Finance Officers Association for the Town of Westlake and Westlake Academy.
- ◆ Prepare and submit the Town's Comprehensive Annual Financial Report (CAFR) for recognition from the Government Finance Officers Association recognition.
- ◆ Receive an unqualified audit opinion on the Comprehensive Annual Financial Report.
- ◆ Prepare and submit the Town's Popular Annual Financial Report (PAFR) for recognition from the Government Finance Officers Association.



UPDATED GOALS AND OBJECTIVES

- ◆ Streamline the accounts payable process using Workflow through Laserfiche. Invoices will be scanned and forwarded to each department for coding and approval; alleviating the down-time between receiving the invoice in Finance and routing to each Department Head for approval. Once the approval and coding is complete, the invoice can be paid and the system will automatically match the check and the invoice and file in Laserfiche, saving both time and effort.
- ◆ Training of the Academy staff related to processes and procedures will continue to ensure all personnel are aware of how to perform tasks related to TxEIS as well as implementing processes and procedures related to accounts payable, receivable, travel, etc.

Goals and Objectives 18 Finance Department

	Performance Measures	Bench Mark	2015 Actual	2016 Estimated	2017 Target
INPUTS (the resources that contribute to the production & delivery of outputs) Usually a NOUN – we use staff, time, money, materials, equipment, technology, etc.					
1.	Full Time Equivalents	n/a	4.00	4.25	4.40
2.	Department Expenditures	n/a	\$ 33,891	\$ 41,471	\$ 47,510
3.	Department Payroll	n/a	\$229,999	\$241,935	\$285,435
OUTPUTS (The final product/ service that was produced/delivered from your input – is measurable) Usually a VERB/QTY – we conduct, deliver, develop, train, provide, assess, facilitate, etc.					
1.	Checks Issued - Municipal	Weekly	1,745	1,689	1,750
3.	Prepare CAFR/Audit (3 entities)	Annual	Annual	Annual	Annual
4.	Prepare PAFR (1 entity)	Annual	Annual	Annual	Annual
5.	Prepare Budget (2 entities)	Annual	Annual	Annual	Annual
MEASURES OF EFFECTIVENESS/EFFICIENCY (the result or consequence of achieving your output) (the ability to do things well, successfully, and without waste)					
1.	CAFR with “clean opinion”	Yes	Yes	Yes	Yes
2.	GFOA Award - CAFR	Yes	Yes	Yes	Yes
3.	GFOA Award - PAFR	Yes	Yes	Yes	Yes
4.	GFOA Award – Budget/score	Yes/85%	Yes	Yes/85%	Yes/85%
5.	Fund balance for General Fund => 90 days	90 days	364 days	398 days	341 days
7.	Standard & Poors Rating	AA+/stable	AA+/stable	AA+/stable	AAA/stable
8.	Texas Comptroller Transparency Stars Award				
	a. Traditional Finance	Yes	n/a	Yes	Yes
	b. Contracts & Procurement	Yes	n/a	No	No
	c. Public Pensions	Yes	n/a	No	No
	d. Debt Obligation	Yes	n/a	No	Yes
	e. Economic Development	Yes	n/a	No	No

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Program Summary

Department 19

Parks and Recreation

Actuals FY 14/15	Adopted Budget FY 15/16	Estimated Budget FY 15/16	Adopted Budget FY 16/17	FY 16/17 Adopted vs FY 15/16 Estimated
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REVENUE CATEGORIES						
General Sales Tax	-	-	-	-	0.0%	-
Property Tax	-	-	-	-	0.0%	-
Permits and Fees	-	-	-	-	0.0%	-
Fines & Forfeitures	-	-	-	-	0.0%	-
Franchise Fees	-	-	-	-	0.0%	-
Contributions	-	-	-	-	0.0%	-
Beverage Tax	-	-	-	-	0.0%	-
Interest	-	-	-	-	0.0%	-
Intergovernmental	-	-	-	-	0.0%	-
Misc Income	-	-	-	-	0.0%	-
GRAND TOTAL	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -

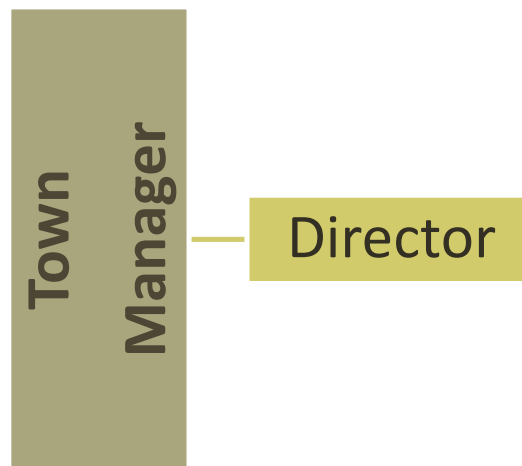
EXPENDITURE CATEGORIES						
Capital Outlay	-	1,500	500	1,000	100.0%	500
Debt Service	-	-	-	-	0.0%	-
Economic Development	-	-	-	-	0.0%	-
Insurance	-	-	-	-	0.0%	-
Repair and Maintenance	34,132	59,500	54,125	59,500	9.9%	5,375
Rent and Utilities	12,421	9,355	9,635	9,635	0.0%	-
Service	38,976	52,250	51,625	57,800	12.0%	6,175
Supplies	3,331	8,978	7,645	9,645	26.2%	2,000
GRAND TOTAL	\$ 88,861	\$ 131,583	\$ 123,530	\$ 137,580	11.4%	\$ 14,050

Program Summary

Department 19

Parks and Recreation

	Actuals FY 14/15	Adopted Budget FY 15/16	Estimated Budget FY 15/16	Adopted Budget FY 16/17	FY 16/17 Adopted vs FY 15/16 Estimated	
EMPLOYEE STAFFING						
Director	0.500	0.500	0.500	0.500	0.0%	-
Customer Service Coordinator	0.167	0.167	0.167	-	-100.0%	(0.167)
Customer Service Representative	0.167	0.167	0.167	-	-100.0%	(0.167)
TOTAL POSITIONS	0.834	0.834	0.834	0.500	-40.0%	(0.334)



PAYROLL & RELATED CATEGORIES						
Payroll Wages	70,553	79,367	73,786	60,085	-18.6%	(13,701)
Payroll Transfer In	(53,639)	(54,124)	(54,124)	(44,115)	-18.5%	10,009
Payroll Insurance	10,880	13,156	10,890	9,135	-16.1%	(1,755)
Payroll Taxes TWC/WC	1,440	503	1,588	1,440	-9.3%	(148)
Payroll Taxes SS/M	4,967	6,070	5,241	4,960	-5.4%	(281)
Payroll Retirement	7,263	9,151	8,381	7,518	-10.3%	(863)
GRAND TOTAL	\$ 41,463	\$ 54,124	\$ 45,763	\$ 39,023	-14.7%	\$ (6,740)

Goals and Objectives 19 Parks and Recreation

Strategic Theme & Objective(s)

- ◆ Theme ~ Natural Oasis
- ◆ Objective(s) ~ Encourage Westlake's Unique Sense of Place
Preserve Desirability & Quality of Life

Department Contact Information

◆ Troy Meyer	Director	tmeyer@westlake-tx.org	817-490-5735
◆ Kerry Wade	Assistant	kwade@westlake-tx.org	817-490-5768

Program Broad Goals

- ◆ Provide park and common open spaces adequate in size and condition to serve our citizens.
- ◆ Use the park system to preserve and protect environmentally significant areas for public enjoyment and education.
- ◆ Maintain, secure and manage parks in a manner which encourages their appropriate use.
- ◆ Maximize public/private partnerships to assist in all aspects of parks and recreation planning and development.

Program Service Description

- ◆ The Park and Recreation Department maintains a 39.5-acre park and open spaces, which includes Glenwyck Farms, Terra Bella sub-division and the Parchman property.
- ◆ The trees along roadways and the cemetery are also maintained to ensure the safety of drivers and pedestrians.
- ◆ 10 miles of trails and two pedestrian underpasses run throughout the community.
- ◆ Westlake Academy, IOOF cemetery, and the town owned park, located in Glenwyck Farms, provide the facilities and space for recreational use to the public. These locations also host sporting events, facility rentals, Arbor Day, Bandana Bonanza, Christmas Tree Lighting and Decoration Day.



Goals and Objectives

19 Parks and Recreation

Program Trends

- ◆ The population growth, both permanent and daytime population, has increased the use of the park and trail system.
- ◆ The Town prides itself on offering community stewardship opportunities to those within Westlake - to the benefit of our residents and those serving the surrounding communities. Listed below is just an example of these services:
 - Community Storehouse continues to lease the Academy buildings for three weeks in July to provide a reading camp for 1st and 2nd grade students of the surrounding communities. We are in our six year of this partnership.
 - Ongoing opportunities are provided for Eagle Scout projects
 - Boy Scout Troop 170 continues to partner with the Town through the establishment of a wood lot adjacent to the Parchman property in exchange for cleaning up the cemetery and parks.
- ◆ In tandem with our CIP and partnership projects that include roadways, we are expanding our trail systems to promote 'walk-ability' and fulfill our strategic outcome objective of *"Encourage Westlake's Unique Sense of Place"* by connecting these systems for our residents and visitors. This trend is anticipated to be a priority for the future.
- ◆ The Town partnered with TD Financial to plant 10 trees in the Town's open space on Roanoke Road for the 2014 annual Arbor Day event. In April, 2014, the Town received its fifteenth (15th) Tree City USA award from the National Arbor Day Foundation. Due to the wet weather the 2015 Arbor Day event was canceled. Staff and students planted six trees on the WA campus and educated student on how to plant and prune trees and received our sixteenth (16th) Tree City USA award.
- ◆ Completed trails and shade structures from Capital Parkway to Dove Rd. on the west side of FM 1938.
- ◆ The Town's comprehensive plan was adopted in February 2015 which included elements that contain the parks and trail systems.
- ◆ Parking improvement which included lighting in Glenwyck Park, repair to the pond on the east side of the park and updating the electrical panels.
- ◆ New playground equipment was installed in August 2015 at the Westlake Academy campus.



Goals and Objectives

19 Parks and Recreation

2015-2016 Highlights

- ◆ Eagle Scout projects were completed in the cemetery.
- ◆ Received 16th annual Tree City USA award.
- ◆ Median improvement completed on Dove Rd.
- ◆ Thirty trees were planted along Ottinger Road, in the cemetery and across the street.
- ◆ Drainage along the trails was improved on the west side of the park and in Terra Bella.
- ◆ Published the town first trail map in August 2016.
- ◆ Took the Mayors' Monarch Pledge to restore monarch butterfly habitus.
- ◆ Created three Butterfly habitats which are located at the Westlake Academy and two in the park.



2016-2017 Strategic Goals and Objectives

- ◆ Work with Planning and Development to coordinate park land acquisition with long range growth and development planning.
- ◆ Enhance and expand the linear park system along creeks and roadways.
- ◆ Continue updating existing parks & facilities standards and guidelines.
- ◆ Recognize and promote the concept that parks and recreation needs evolve over time with changes in the population.
- ◆ Design parks and open spaces that are durable, easily maintained and are not detrimental to surrounding uses.
- ◆ Utilize partnerships, wherever appropriate, to help develop, manage and maintain parks and recreation facilities.
- ◆ Accelerate park system improvements.
- ◆ Develop marketing strategies for the Westlake IOOF Westlake Cemetery which will increase sales.



Goals and Objectives

19 Parks and Recreation

	Performance Measures	Bench Mark	2015 Actual	2016 Estimated	2017 Target
INPUTS (the resources that contribute to the production & delivery of outputs) Usually a NOUN – we use staff, time, money, materials, equipment, technology, etc.					
1.	Full Time Equivalents	n/a	.834	.834	.500
2.	Department Expenditures	n/a	\$88,861	\$123,530	\$137,580
3.	Department Payroll	n/a	\$41,463	\$ 45,630	\$ 39,023
OUTPUTS (The final product/ service that was produced/delivered from your input – is measurable) Usually a VERB/QTY – we conduct, deliver, develop, train, provide, assess, facilitate, etc.					
1.	Open Space (acreage)	n/a	27	27	27
2.	Academy Playgrounds	n/a	2	2	2
3.	Softball/Soccer Field	n/a	1	1	1
4.	Football Field	n/a	1	1	1
MEASURES OF EFFECTIVENESS/EFFICIENCY (the result or consequence of achieving your output - the ability to do things well, successfully, and without waste)					
1.	Obtain Tree City Award	Yes	Yes	Yes	Yes

Resident Survey 2015

- ◆ One of the top 3 major town services that residents felt were most important was parks and trails, open spaces and streetscaping
- ◆ The parks and recreation services that residents were most satisfied with were: the maintenance of streetscaping and open space (74%) and the number of publicly-accessible parks/trails (72%).
- ◆ Forty-four percent (44%) would support increasing property taxes by 8 to 10 cents per \$100 of assessed valuation to purchase approximately 15-30 acres of land for a park.

Program Summary

Department 20

Information Technology

Actuals FY 14/15	Adopted Budget FY 15/16	Estimated Budget FY 15/16	Adopted Budget FY 16/17	FY 16/17 Adopted vs FY 15/16 Estimated
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REVENUE CATEGORIES						
General Sales Tax	-	-	-	-	0.0%	-
Property Tax	-	-	-	-	0.0%	-
Permits and Fees	-	-	-	-	0.0%	-
Fines & Forfeitures	-	-	-	-	0.0%	-
Franchise Fees	-	-	-	-	0.0%	-
Contributions	-	-	-	-	0.0%	-
Beverage Tax	-	-	-	-	0.0%	-
Interest	-	-	-	-	0.0%	-
Intergovernmental	-	-	-	-	0.0%	-
Misc Income	-	-	-	-	0.0%	-
GRAND TOTAL	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -

EXPENDITURE CATEGORIES						
Capital Outlay	-	-	-	-	0.0%	-
Debt Service	-	-	-	-	0.0%	-
Economic Development	-	-	-	-	0.0%	-
Insurance	-	-	-	-	0.0%	-
Repair and Maintenance	-	-	-	-	0.0%	-
Rent and Utilities	-	-	-	-	0.0%	-
Service	34,213	52,200	53,280	106,065	99.1%	52,785
Supplies	9,756	5,850	5,850	5,850	0.0%	-
GRAND TOTAL	\$ 43,969	\$ 58,050	\$ 59,130	\$ 111,915	89.3%	\$ 52,785

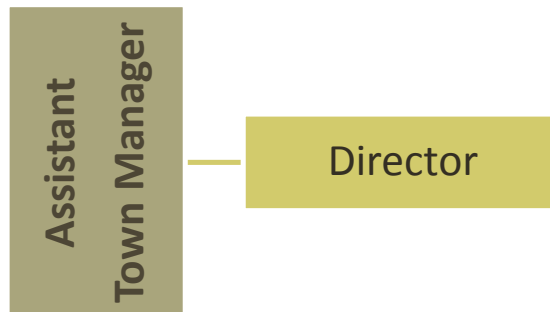
Program Summary

Department 20

Information Technology

Actuals FY 14/15	Adopted Budget FY 15/16	Estimated Budget FY 15/16	Adopted Budget FY 16/17	FY 16/17 Adopted vs FY 15/16 Estimated
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EMPLOYEE STAFFING						
Director	1.00	1.00	1.00	1.00	0.0%	-
TOTAL POSITIONS	1.00	1.00	1.00	1.00	0.0%	-



PAYROLL & RELATED CATEGORIES						
Payroll Wages	90,636	102,922	100,396	107,280	6.9%	6,884
Payroll Insurance	10,354	10,763	11,230	12,075	7.5%	845
Payroll Taxes TWC/WC	206	364	355	515	45.0%	160
Payroll Taxes SS/M	6,518	7,871	7,424	515	-93.1%	(6,909)
Payroll Retirement	9,176	11,867	11,543	12,925	12.0%	1,382
GRAND TOTAL	\$ 116,889	\$ 133,787	\$ 130,949	\$ 133,310	1.8%	\$ 2,361

Goals and Objectives

20 Information Technology

Strategic Theme & Objective(s)

- ◆ Theme ~ Exemplary Service & Governance
Exemplary Education ~ Westlake Academy
- ◆ Objective(s) ~ Improve Technology, Facilities, & Equipment

Department Contact Information

◆ Jason Power	Director	jpower@westlakeacademy.org	817-490-5750
◆ Ray Workman	Technician	rworkman@westlakeacademy.org	817-490-5751
◆ Mitch Wells	Technician	mwells@westlakeacademy.org	817-490-5752

Program Broad Goals

- ◆ Provide support to all Town departments (both municipal and academic) through the design, deployment, and maintenance of systems to support departmental objectives.
- ◆ Provide systems administration by maintaining IT systems with prudent provisions for security, data archiving, and disaster recovery.

Program Description

- ◆ Information Technology works with the Town Manager to establish IT policy, evaluate and recommend technology solutions for specific departmental needs and provide administrative support to network infrastructure, systems, and staff.



Program Trends

- ◆ Information Technology is in a state of perpetual change, and policies, strategies, and system implementation must accommodate these realities.
- ◆ Network/system security requires ongoing analysis and adjustments to meet emerging threats.
- ◆ Equipment must be updated to remain reliable and secure.

Goals and Objectives 20 Information Technology

- ◆ Data communication links between locations require evaluation of alternate information storage and backup process to ensure optimal performance.
- ◆ Service demands of internal and external customers continue to increase exponentially each year.

2015-2016 Highlights

Overall:

- ◆ Reduced costs by keeping outsourced technical services to a minimum.
- ◆ Successful and timely resolutions to over 1000 IT-related incidents and requests reported through our SchoolDude tracking system since August 2016.
- ◆ Implemented enhanced backup and disaster recovery solutions, including backups to a private cloud solution.
- ◆ Added a new member to our team, an IT Technician, to assist with the growing number of devices and user supported.

Academy:

- ◆ Installed 4 SMART LCDs in the PYP buildings and Portable Buildings.
- ◆ Replaced 25 desktop printers with multifunction devices that provide faster and more reliable printing while reducing overall cost due to higher quality hardware
- ◆ Moved to a managed printing/copying solution to better track use and costs associated with printing and copying on campus.
- ◆ Installed a new server to allow replacement of older servers with virtual servers for better performance, reliability, and the ability to quickly create and restore backups.

Town Hall / Municipal Court:

- ◆ Migrated most of our physical servers to virtual servers for better performance, reliability, and the ability to quickly create and restore backups.
- ◆ Upgraded to Laserfiche 10 and added a public web server to host Laserfiche Forms for public use.

Fire Department:

- ◆ Computer and laptop upgrades
- ◆ New virtual file server



Goals and Objectives 20 Information Technology

2016-2017 Highlights

- ◆ Perform on-going security assessments to validate the efficacy of existing measures and to evaluate and deploy solutions for new threats.
- ◆ Identify and implement additional information technologies to improve the efficiency and/or security of business processes.
- ◆ Identify and implement additional information technologies to improve transparency to our citizens, stakeholders, and students.
- ◆ Continue to reduce costs through the use of internal staff and third-party vendors.
- ◆ Continue to simplify our network where possible while maintaining the highest levels of security, reliability, and functionality for system users.
- ◆ Expand the effective use of technology in the classroom to maximize each child's learning potential.
- ◆ Explore and implement additional systems to enhance services provided to external customers.



Goals and Objectives 20 Information Technology

	Performance Measures	Bench Mark	2015 Actual	2016 Estimated	2017 Target
INPUTS (the resources that contribute to the production & delivery of outputs) Usually a NOUN – we use staff, time, money, materials, equipment, technology, etc.					
INPUTS					
1.	Full Time Equivalents	n/a	1.00	1.00	1.00
2.	Department Expenditures	n/a	\$ 43,969	\$ 9,130	\$111,915
3.	Department Payroll	n/a	\$116,889	\$130,949	\$133,310
MEASURES OF EFFECTIVENESS/ EFFICIENCY (the result or consequence of achieving your output - (the ability to do things well, successfully, and without waste)					
1.	Network connectivity & telephone functionality	99.5%	99.8%	99.8%	99.8%
2.	Response to all service requests with 24 hours	99%	99.5%	99.5%	99.5%

Program Summary

Department 21

Human Resources

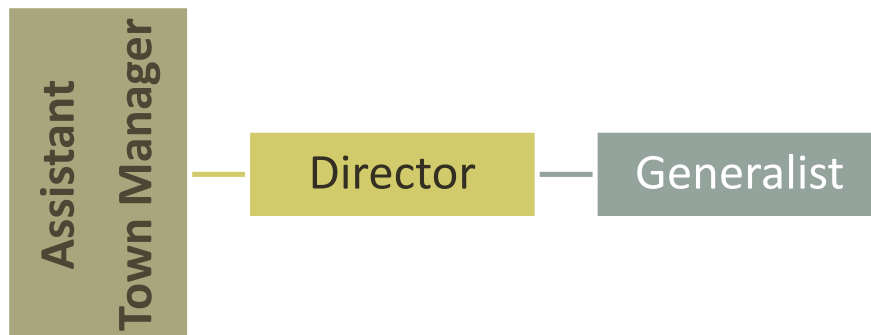
	Actuals FY 14/15	Adopted Budget FY 15/16	Estimated Budget FY 15/16	Adopted Budget FY 16/17	FY 16/17 Adopted vs FY 15/16 Estimated	
REVENUE CATEGORIES						
General Sales Tax	-	-	-	-	0.0%	-
Property Tax	-	-	-	-	0.0%	-
Permits and Fees	-	-	-	-	0.0%	-
Fines & Forfeitures	-	-	-	-	0.0%	-
Franchise Fees	-	-	-	-	0.0%	-
Contributions	-	-	-	-	0.0%	-
Beverage Tax	-	-	-	-	0.0%	-
Interest	-	-	-	-	0.0%	-
Intergovernmental	-	-	-	-	0.0%	-
Misc Income	-	-	-	-	0.0%	-
GRAND TOTAL	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -
EXPENDITURE CATEGORIES						
Capital Outlay	-	-	-	-	0.0%	-
Debt Service	-	-	-	-	0.0%	-
Economic Development	-	-	-	-	0.0%	-
Insurance	-	-	-	-	0.0%	-
Repair and Maintenance	-	-	-	-	0.0%	-
Rent and Utilities	-	-	-	-	0.0%	-
Service	7,464	14,545	17,410	20,580	18.2%	3,170
Supplies	3,910	4,970	3,650	4,270	17.0%	620
GRAND TOTAL	\$ 11,374	\$ 19,515	\$ 21,060	\$ 24,850	18.0%	\$ 3,790

Program Summary

Department 21

Human Resources

	Actuals FY 14/15	Adopted Budget FY 15/16	Estimated Budget FY 15/16	Adopted Budget FY 16/17	FY 16/17 Adopted vs FY 15/16 Estimated	
EMPLOYEE STAFFING						
Director	1.00	1.00	1.00	1.00	0.0%	-
Generalist	1.00	1.00	1.00	1.00	0.0%	-
TOTAL POSITIONS	2.00	2.00	2.00	2.00	0.0%	-



PAYROLL & RELATED CATEGORIES						
Payroll Wages	154,968	167,146	165,057	173,660	5.2%	8,603
PR Transfer In	(10,655)	(10,804)	(10,804)	(11,365)	5.2%	(561)
Payroll Insurance	15,747	16,259	16,710	18,630	11.5%	1,920
Payroll Taxes SS/M	412	631	710	835	17.5%	125
Payroll Taxes TWC/WC	11,596	12,782	12,470	13,280	6.5%	810
Payroll Retirement	15,981	19,272	18,784	20,900	11.3%	2,116
GRAND TOTAL	\$ 188,050	\$ 205,285	\$ 202,926	\$ 215,940	6.4%	\$ 13,014

Strategic Vision Points

- ◆ Service Excellence

Department Contact Information

◆ Todd Wood Director twood@westlake-tx.org 817-490-5711

Program Broad Goals

- ◆ Continually monitor the external business environment for trends and issues related to compensation and benefits and make recommendations to maintain competitive and motivated work force.
- ◆ Administer guidance and support for policy compliance to all Departments.
- ◆ Continually research, recommend and implement strategic organizational improvements.
- ◆ Develop and implement effective policies, procedures, and guidelines in support of the organization's stated mission, vision, values, goals, and objectives.
- ◆ Ensure compliance with pertinent laws and best practices through continual and proactive monitoring of the organization's work processes and procedures.
- ◆ Reduce exposure to liability and property losses through identification of potential vulnerabilities, employee training, and implementation of policies and procedures to reflect best practices.
- ◆ Maintain affordable and competitive insurance policies through a comprehensive bidding process.
- ◆ Recruit and retain the highest quality employees to sustain excellent customer service reflective of a High-Performance Organization (HPO).



Program Service Description

- ◆ The HR & Administrative Services Department provides a diverse array of services to internal and external customers, as well as providing support to the organization's general operations.

Goals and Objectives 21 Human Resources

- ◆ These services include all HR functions, including General Administrative Services, Recruiting & Hiring, Payroll Processing, Benefits Administration, Organizational Training & Development, Policy Compliance, and Risk Management. Support is offered in partnership with other departments for bidding & purchasing, strategic planning, policy development, general administration, and finance.
- ◆ In addition to providing these services to the Town of Westlake, the department continues to successfully support Westlake Academy through our shared services model.
- ◆ The Department also provides support services to all other Town Departments, including the Westlake Academy Foundation, Westlake Historical Preservation Society, and the Westlake Public Art Committee.

Program Trends

- ◆ Continued growth of Town and Academy staff, resulting in higher annual administrative service demands, as well as expanded responsibilities in the areas of Human Resources, Risk Management, and Benefits Administration.
- ◆ Increases in cost, administration, and legal compliance of employee benefits.
- ◆ Volatile economic conditions combined with the unpredictability of state school funding continue to create challenges in maintaining competitive employee compensation packages.
- ◆ New federal and state laws result in ongoing compliance challenges, resulting in constant change of Human Resources best practices.

2015-2016 Highlights

- ◆ Processed all payroll, benefit transactions, and regulatory filings in a timely manner In partnership with the Finance Department.
- ◆ Facilitated all tasks and procedures pertaining to Risk Management, in response to the organization's required service demands.
- ◆ Completed updates to the Town and Academy's personnel manuals with additional and amended policies.
- ◆ Facilitated the recruiting and/or onboarding process of 45 full-time and part-time employees for the Town and Westlake Academy.



DID YOU KNOW?

The Town of Westlake HR Department routinely receives over 50 job applications for each position that is advertised.

Goals and Objectives 21 Human Resources

- ◆ Completed a comprehensive academic salary and benefit survey to ensure competitive employee compensation.
- ◆ Completed implementation of a new web-based evaluation system for municipal employees in partnership with other operating departments.
- ◆ Completed all regulatory filings, in accordance with new regulations required by the Affordable Care Act (ACA).
- ◆ Implemented a comprehensive municipal employee compensation plan in cooperation with the Leadership Team and independent consulting firm.

2016-2017 Strategic Goals and Objectives

- ◆ Develop and implement a new comprehensive employee onboarding program to enhance effective employee recruitment and retention.
- ◆ Implement a new employee performance evaluation instrument and establish completion timeframes to enhance employee performance and development.
- ◆ Complete an annual risk assessment of all areas affected by potential property, liability, or worker's compensation losses.
- ◆ Provide greater transparency, communication, and accountability for Human Resources processes and services.
- ◆ Develop a performance pay component to complement the current teacher compensation system, including analysis of and improvements of current stipend and extra-duty payment practices in cooperation with the Westlake Academy LEAD Team.
- ◆ Review need for policy amendments, additions, and deletions
- ◆ Development and implementation of a comprehensive compensation plan for the Town of Westlake.
- ◆ Research and development of a performance pay component for Westlake Academy
- ◆ All positions analyzed by actual job duty and review of position descriptions.
- ◆ Full Implementation a web-based performance evaluation system for municipal employees

Goals and Objectives

21 Human Resources

	Performance Measures	Bench Mark	2015 Actual	2016 Estimated	2017 Target
INPUTS (the resources that contribute to the production & delivery of outputs) Usually a NOUN – we use staff, time, money, materials, equipment, technology, etc.					
1.	Full Time Equivalents	n/a	2.00	2.00	2.00
2.	Department Expenditures	n/a	\$ 11,374	\$ 21,060	\$ 24,850
3.	Department Payroll	n/a	\$188,050	\$202,926	\$215,940
MEASURES OF EFFECTIVENESS/EFFICIENCY (the result or consequence of achieving your output) (the ability to do things well, successfully, and without waste)					
1.	Time to fill vacant positions	45	45	45	45

Program Summary

Department 22

Communications & Community Affairs

Actuals FY 14/15	Adopted Budget FY 15/16	Estimated Budget FY 15/16	Adopted Budget FY 16/17	FY 16/17 Adopted vs FY 15/16 Estimated
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REVENUE CATEGORIES						
General Sales Tax	-	-	-	-	0.0%	-
Property Tax	-	-	-	-	0.0%	-
Permits and Fees	-	-	-	-	0.0%	-
Fines & Forfeitures	-	-	-	-	0.0%	-
Franchise Fees	-	-	-	-	0.0%	-
Contributions	-	-	-	-	0.0%	-
Beverage Tax	-	-	-	-	0.0%	-
Interest	-	-	-	-	0.0%	-
Intergovernmental	-	-	-	-	0.0%	-
Misc Income	-	-	-	-	0.0%	-
GRAND TOTAL	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -

EXPENDITURE CATEGORIES						
Capital Outlay	-	-	-	-	0.0%	-
Debt Service	-	-	-	-	0.0%	-
Economic Development	-	-	-	-	0.0%	-
Insurance	-	-	-	-	0.0%	-
Repair and Maintenance	-	-	-	-	0.0%	-
Rent and Utilities	-	-	-	-	0.0%	-
Service	8,109	8,800	8,270	8,100	-2.1%	(170)
Supplies	7,909	4,500	5,500	7,500	36.4%	2,000
GRAND TOTAL	\$ 16,018	\$ 13,300	\$ 13,770	\$ 15,600	13.3%	\$ 1,830

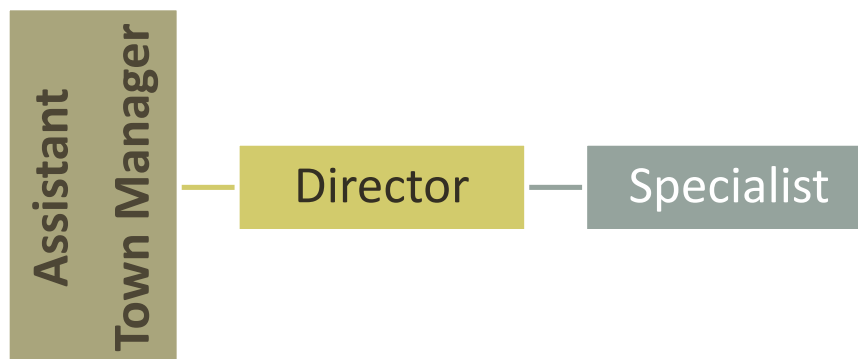
Program Summary

Department 22

Communications & Community Affairs

Actuals FY 14/15	Adopted Budget FY 15/16	Estimated Budget FY 15/16	Adopted Budget FY 16/17	FY 16/17 Adopted vs FY 15/16 Estimated
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EMPLOYEE STAFFING						
Director	1.00	1.00	1.00	1.00	0.0%	-
Specialist	1.00	1.00	1.00	1.00	0.0%	-
TOTAL POSITIONS	2.00	2.00	2.00	2.00	0.0%	-



PAYROLL & RELATED CATEGORIES						
Payroll Wages	126,332	142,537	140,207	162,090	15.6%	21,883
Payroll Transfer In	(167,236)	(189,872)	(188,549)	(218,555)	15.9%	(30,006)
Payroll Insurance	17,849	19,432	21,618	23,765	9.9%	2,147
Payroll Taxes TWC/WC	412	568	710	780	9.8%	70
Payroll Taxes SS/M	9,490	10,900	10,191	12,395	21.6%	2,204
Payroll Retirement	13,153	16,435	15,822	19,525	23.4%	3,703
GRAND TOTAL	\$ (0)	\$ -	\$ 0	\$ (0)	-115.4%	\$ (0)

Goals and Objectives

22 Communications & Community Affairs

Strategic Theme & Objectives(s)

- ◆ Theme ~ Exemplary Service & Governance
- ◆ Objective(s) ~ Increase Transparency, Accessibility, & Communications

Department Contact Information

- ◆ Ginger Awtry
- ◆ Director
- ◆ gawtry@westlake-tx.org
- ◆ 817-490-5710



Program Broad Goals

- ◆ Continue to develop key relationships with community affairs and public information strategies and programs designed to inform and engage residents, parents, all Town/Academy employees, media contacts and members of the business community in order to increase awareness and promotion of both Town and Academy.
- ◆ Increase the review, consistency, & transparency of information on the municipal and academic websites for relevant data and work with respective department directors as it relates to content development; All communication department personnel are to serve as primary contact for municipal website updates.
- ◆ Develop, implement, and collaborate on programs, tactics and initiatives related to all communication, promotion, public information and citizen/parent engagement to build sense of community and community-mindedness with multiple target audiences
- ◆ Communication department personnel serve as primary contact/Town representative to local chambers of commerce and provide support including attendance at meetings, events, etc. to increase knowledge of Westlake community while building relationships and assistance in economic development efforts.
- ◆ Communication department personnel serve as liaison to the Westlake Historical Preservation Society; attend board meetings and provide support when possible, and help organize related community events and promotion.

Program Service Description

- ◆ The department of Communications & Community Affairs is responsible for leadership and representation on matters related to Town (both municipal and academic) services' communications, promotion, and citizen/parent engagement.

Goals and Objectives

22 Communications & Community Affairs

- ◆ The Director position has senior level management duties and reports to the Assistant Town Manager. The position coordinates facilitation of neighborhood and WA parent meetings, publication of our email blasts, advertising, web site development, various community events and gatherings, social media, serves/supports our local chambers of commerce at meetings and events, assists in various economic development efforts for the Town, and serves/supports the Westlake Historical Preservation Society as Town liaison.
- ◆ The Communications Specialist/Administrative Assistant position reports to the director of communications and provides overall assistance as requested with department responsibilities. This position handles all aspects of the town's social media platforms; and also leads website updates and maintenance, photography and video work, department's records management with Laserfiche, and heavily assists with media relations and coordination regarding press releases, events, and also with the WHPS board as needed.

Program Trends

- ◆ Over the past two years, *DirectionFinders* Survey results show an approval rate of 92% for overall satisfaction concerning the Town's communication effectiveness – a 25% increase from our previous survey results.
- ◆ Survey results taken from the bi-annual Westlake Academy Parents demonstrated an approval rate of 61% regarding the quality of communication received from the Academy; a 17% decrease from previous survey results.
- ◆ Benchmarks are being gathered with the implementation of the tier One Strategy Map for our Balanced Score Card system relative to the municipality's website, social media platform, and citizen engagement.
- ◆ *Simply Westlake*, a monthly resident newsletter/magazine now in 4th year of publication, continues to garner more support each year with steady growth in resident contributors, advertisers, and requests to be a feature family.



DID YOU KNOW...

Westlake communications set a new national benchmark for municipalities with a 92% overall satisfaction rate versus the U.S. average of 50%, according to the nation's leading community-based marketing research firm that administered its resident survey.

* * *

Goals and Objectives

22 Communications & Community Affairs

- ◆ Advertising and events in major local and social publications/websites on state level and in DFW publications regularly occur throughout the year in order to maintain awareness and knowledge about Town of Westlake and Westlake Academy on a local level. This process was also implemented on the international level during the 2014-15 FY, and we continue the work to raise and/or maintain our awareness and knowledge on this additional level each year.

2015-2016 Highlights

- ◆ Won national Savvy award from 3CMA (City-County Communications Management Association) in External Communications for our *Simply Westlake* resident publication.
- ◆ Increased Facebook Likes by 88% with over 535 by mid- Q4; and, more than doubled Twitter Followers to 795 over last fiscal year.
- ◆ Hosted and coordinated our 7th annual graduation ceremony for Westlake Academy at the Hurst Conference Center with our largest graduating class to date of 66 seniors and over 800 people in attendance.
- ◆ Westlake garnered a feature article in Texas Municipal League's monthly publication, *Texas, Town, and City*, for its unique shared services model with Westlake Academy and subsequently, this article garnered national attention and was picked up by Thomas-Reuters for national publication in their magazine, *Current Municipal Problems*.
- ◆ Increased attendance at MasterWorks spring concerts by 60% with an average of 80 in attendance.
- ◆ Completed new Westlake Academy website, and related phone app, for increased assistance, promotion, and communication for multiple users.
- ◆ Completed production and debut of new promotional video for Westlake Academy; and wrapped filming for second video to be completed next fiscal year.
- ◆ Set new national benchmark in residents' overall communication satisfaction with Westlake's 92% versus the U.S. average of 50% according to 2015 survey results.



Goals and Objectives

22 Communications & Community Affairs

- ◆ Department personnel attended first Texas school public relations association conference, learning current best practices to increase student/parent satisfaction in communication efforts of Westlake Academy; additionally, department personnel attended state and national conferences for continuous improvement in municipal communications.

2016-2017 Strategic Goals and Objectives

- ◆ Continue monitoring of benchmarks and measures in municipal social media and on-going academic social media; review growth and engagement efforts; identify new opportunities to measure our outcomes and report to Council and/or Town Manager.
- ◆ Finalize and implement detailed multi-faceted communication campaign regarding fire and emergency services facility to ensure residents and stakeholders are made informed of all needs for facility, educated on costs, continuously updated during all stages of project, and know of all opportunities for citizen engagement.
- ◆ Develop process to welcome, establish, and grow relationships with new Westlake residents prior to their relocation to our community.
- ◆ Complete second in series of WA promotional videos to be used over next several years for awareness and promotion; and, continue planning and production of new municipal video to be used for economic development and promotional purposes.
- ◆ Continue and complete records management with Laserfiche for remaining department items such as advertisements, resident mail outs, meeting notes, event flyers and programs.
- ◆ Continue and complete in-depth review of department's operations to streamline processes for better efficiency and effectiveness.
- ◆ Continue and seek ways to improve and/or keep fresh the annual resident and school-parent meetings to help increase citizen/parent engagement, support, and open/transparent lines of communication.



Goals and Objectives

22 Communications & Community Affairs

- ◆ Continue to attend at least two related professional development organizational conferences and/or training seminars; share information with other staff members to improve internal and external communication at All Staff Q2 Sessions.
- ◆ Continue development of organizational communication plan from outline completed during Certified Public Communicator course at TCU.

Performance Measures	Bench Mark	2015 Actual	2016 Estimated	2017 Target
INPUTS (the resources that contribute to the production & delivery of outputs) Usually a NOUN – we use staff, time, money, materials, equipment, technology, etc.				
1. Full Time Equivalents	n/a	2.0	2.0	2.0
2. Department Expenditures	n/a	\$16,018	\$ 13,770	\$ 15,600
3. Department Payroll	n/a	\$167,236	\$188,549	\$218,555
OUTPUTS (The final product/ service that was produced/delivered from your input – is measurable) Usually a VERB/QTY – we conduct, deliver, develop, train, provide, assess, facilitate, etc.				
1. Neighborhood meetings	Quarterly	4	4	4
2. New parent meetings	Quarterly	4	4	4
3. Resident email blasts	Monthly	12	12	12
4. Simply Westlake Issued	Monthly	12	12	12
5. Westlake Wire Year End	Yearly	1	1	1
MEASURES OF EFFECTIVENESS/EFFICIENCY (the result or consequence of achieving your output - (the ability to do things well, successfully, and without waste)				
1. Resident Rating per Survey Effectiveness of Town Communications	95%	95%	n/a	95%
2. 3CMA Savvy Award National award for excellence for external publications – Simply Westlake Magazine	Yearly	N/A	July 2016	Yes
3. Certified Public Communicator TAMIO – TCU (Director)	n/a	July 2015	n/a	n/a

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Program Summary

Department 23

Police Services

Actuals FY 14/15	Adopted Budget FY 15/16	Estimated Budget FY 15/16	Adopted Budget FY 16/17	FY 16/17 Adopted vs FY 15/16 Estimated
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REVENUE CATEGORIES						
General Sales Tax	-	-	-	-	0.0%	-
Property Tax	-	-	-	-	0.0%	-
Permits and Fees	-	-	-	-	0.0%	-
Fines & Forfeitures	-	-	-	-	0.0%	-
Franchise Fees	-	-	-	-	0.0%	-
Contributions	-	-	-	-	0.0%	-
Beverage Tax	-	-	-	-	0.0%	-
Interest	-	-	-	-	0.0%	-
Intergovernmental	-	-	-	-	0.0%	-
Misc Income	-	-	-	-	0.0%	-
GRAND TOTAL	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -

EXPENDITURE CATEGORIES						
Capital Outlay	-	-	-	-	0.0%	-
Debt Service	-	-	-	-	0.0%	-
Economic Development	-	-	-	-	0.0%	-
Insurance	-	-	-	-	0.0%	-
Repair and Maintenance	-	-	-	-	0.0%	-
Rent and Utilities	-	-	-	-	0.0%	-
Service	863,720	898,486	888,486	915,105	3.0%	26,619
Supplies	-	-	-	-	0.0%	-
GRAND TOTAL	\$ 863,720	\$ 898,486	\$ 888,486	\$ 915,105	3.0%	\$ 26,619

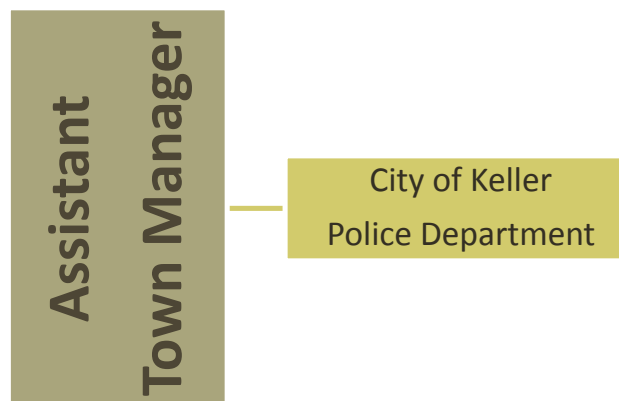
Program Summary

Department 23

Police Services

Actuals FY 14/15	Adopted Budget FY 15/16	Estimated Budget FY 15/16	Adopted Budget FY 16/17	FY 16/17 Adopted vs FY 15/16 Estimated
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EMPLOYEE STAFFING						
Police Services are Contracted	-	-	-	-	0.0%	-
thru the City of Keller Police Dept						
TOTAL POSITIONS	-	-	-	-	0.0%	-



PAYROLL & REALTED CATEGORIES						
Payroll Wages	-	-	-	-	0.0%	-
Payroll Insurance	-	-	-	-	0.0%	-
Payroll Taxes TWC/WC	-	-	-	-	0.0%	-
Payroll Taxes SS/M	-	-	-	-	0.0%	-
Payroll Retirement	-	-	-	-	0.0%	-
GRAND TOTAL	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -

Goals and Objectives

23 Police Services

Strategic Theme & Objective(s)

- ◆ Theme ~ Exemplary Service & Governance
- ◆ Objective(s) ~ Preserve Desirability & Quality of Life

Department Contact Information

- ◆ Keller Police Department
- ◆ Telephone: 817-743-4500
- ◆ Dispatch Non-Emergency: 817-743-4522
- ◆ Fax Number: 817-743-4591
- ◆ Mailing Address: P.O. Box 770, Keller, TX 76244-0770
- ◆ Physical Address: 330 Rufe Snow Dr, Keller, TX
- ◆ Email: police@cityofkeller.com
- ◆ Administration Hours: 8 a.m. to 5 p.m., Monday-Friday
- ◆ Police Station: Open 24 hours

Program Broad Goals

- ◆ Deliver the highest quality of police services to the Town of Westlake with a fully staffed and equipped nationally and state accredited agency.
- ◆ Continue to develop and maintain personal relationships with our partners – including, residents/stakeholders within the community, Westlake staff members, and surrounding municipalities.

Program Service Description

- ◆ The Keller Police Department has provided law enforcement services for the Town of Westlake since June of 2002. The communities entered into an interlocal agreement, which benefits both organizations through the provision of police related services for the Westlake citizens and brings additional staff resources via the contract commitments for the City of Keller.
- ◆ Only 2% of police departments in the United States achieve this recognition. The police department also received Texas Law Enforcement Best Practices Recognition in 2013 making it the only municipal police agency in Texas, at that time, to be dual accredited.
- ◆ Jail, Emergency Communications, and Animal Services are provided through a regional configuration – serving the communities, of Westlake, Keller, Roanoke, Southlake and Colleyville.



Goals and Objectives

23 Police Services

Program Trends

- ◆ Westlake experienced 20, Part 1 Crimes in 2015, down from 34 in 2014 – a 42% decrease.
- ◆ The frequency and severity of motor vehicle collisions on the streets within the Town remains a priority for the police department and they continue to monitor traffic enforcement and utilize directed enforcement in an attempt to change driver behavior and maintain the lowest possible number of injuries and accidents.
- ◆ Over the course of our service provision arrangement and as the community has continued to grow, we noted the following:
 - Citizen calls for service increased approximately 6.5% from 2014 (2,528 in 2014 to 2,693 in 2016)
 - Animal control calls have decreased approximately 20% from 2014 (75 in 2014 to 60 in 2016)
- ◆ School security and the safety of the students at Westlake Academy also remains a high priority and the department has been working with Academy staff to take steps to improve school security.



2015 – 2016 Highlights

- ◆ The Campus Patrol Program increased police presence at the school on a daily basis.
- ◆ Continued to utilize social media to improve traffic safety.
- ◆ Attended several neighborhood meetings with staff.
- ◆ Provided K-9 drug prevention services to corporate campuses.

2016 – 2017 Strategic Goals and Objectives

- ◆ Continue an emphasis on school security and safety with the Campus Patrol Program.
- ◆ Attend neighborhood meetings with elected officials and staff.
- ◆ Assess and monitor traffic safety on the newly improved roadways and formulate enforcement/ prevention strategies to mitigate traffic collisions.
- ◆ Work with developers to prevent thefts at construction sites.



DID YOU KNOW

The Keller Police Department's NETCOM (Regional Dispatch Center) entered process to become CALEA Nationally accredited.

Goals and Objectives

23 Police Services

- ◆ Continue to provide Crime Prevention material through the Director of Communication and Community Affairs.
- ◆ Continue to be proactive and highly responsive to the corporate campuses in Westlake.

	Performance Measures	Bench Mark	2012 Actual	2013 Actual	2014 Actual	2015 Actual	2016 Estimated	2017 Target
INPUTS (the resources that contribute to the production & delivery of outputs) Usually a NOUN – we use staff, time, money, materials, equipment, technology, etc								
1.	Department Expenditures	n/a	\$768,070	\$785,204	\$825,748	\$863,720	\$888,486	\$915,105
OUTPUTS (The final product/ service that was produced/delivered from your input – is measurable) Usually a VERB/QTY – we conduct, deliver, develop, train, provide, assess, facilitate, etc.								
1.	Keller Police Information							
	Motor Vehicle Stops	n/a	12,221	9,993	9,579	10,432	10,500	n/a
	Traffic Accident Investigations	n/a	343	322	341	398	400	n/a
	Part 1 Reported Crime	n/a	39	9	15	20	25	n/a
	DWI Arrests	n/a	50	69	55	62	70	n/a
MEASURES OF EFFECTIVENESS/EFFICIENCY (the result or consequence of achieving your output - (the ability to do things well, successfully, and without waste)								
1.	Commission on Accreditation for Law Enforcement Agencies	Yes	n/a	n/a	n/a	Yes	Yes	Yes
2.	Commission on Accreditation for Law Enforcement Agencies Gold Standard Assessment	Yes	n/a	n/a	n/a	Yes	Yes	Yes
2.	Resident Rating per Survey							
	Police response time to emergencies	90%	n/a	n/a	n/a	89%	n/a	90%
	Efforts of Town to prevent crime	90%	n/a	n/a	n/a	83%	n/a	85%
	Satisfaction with local police station	90%	n/a	n/a	n/a	81%	n/a	85%
	Level of Traffic Enforcement	90%	n/a	n/a	n/a	73%	n/a	75%
	Visibility of police in the neighborhood	90%	n/a	n/a	n/a	70%	n/a	75%
	Quality of public safety services	95%	n/a	n/a	n/a	92%	n/a	95%



SECTION 4

ENTERPRISE FUNDS



Managing the Impact of Growth



Forging Westlake

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ENTERPRISE FUNDS COMBINED PROGRAM SUMMARY

Fiscal Year 2016/2017

	Actuals FY 14/15	Adopted Budget FY 15/16	Estimated Budget FY 15/16	Adopted Budget FY 16/17	FY 16/17 vs FY 15/16	Adopted Estimated
REVENUES & OTHER SOURCES						
General Sales Tax	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Property Tax	-	-	-	-	-	0%
Hotel Tax	-	-	-	-	-	0%
Charge for Services	3,366,990	3,411,772	3,531,465	3,565,755	34,290	1%
Beverage Tax	-	-	-	-	-	0%
Franchise Fees	-	-	-	-	-	0%
Permits & Fees Buildings	-	-	-	-	-	0%
Permits & Fees UF	191,342	197,019	102,264	152,265	50,001	49%
Fines & Forfeitures	-	-	-	-	-	0%
Investment Earnings	6,382	6,100	7,690	7,760	70	1%
Contributions	-	-	-	-	-	0%
Misc Income	5,412	7,735	16,855	17,030	175	1%
Total Revenues	3,570,127	3,622,626	3,658,274	3,742,810	84,536	2%
Transfers In	-	-	-	-	-	0%
Other Sources	-	-	-	-	-	0%
Total Other Sources	-	-	-	-	-	0%
TOTAL REVENUES & OTHER SOURCES	\$ 3,570,127	\$ 3,622,626	\$ 3,658,274	\$ 3,742,810	\$ 84,536	2%

EXPENDITURES & OTHER USES

Payroll Salaries	6,156	-	-	-	-	0%
Payroll Retirement	34,851	-	-	-	-	0%
Payroll Transfer Out	352,198	404,494	404,494	437,145	32,651	8%
Total Payroll and Related	393,205	404,494	404,494	437,145	32,651	8%
Debt	795,602	266,679	1,381,368	1,155,620	(225,748)	-16%
Economic Development	-	-	-	-	-	0%
Insurance	6,948	7,100	8,250	8,250	-	0%
Repair & Maintenance	174,964	156,215	202,335	161,035	(41,300)	-20%
Rent & Utilities	90,941	135,313	89,613	185,580	95,967	107%
Services	1,614,955	1,628,360	930,780	582,475	(348,305)	-37%
Supplies	8,519	8,700	9,500	7,150	(2,350)	-25%
Water Purchases	1,223,393	1,280,600	1,280,600	1,344,600	64,000	5%
Total Operations & Maintenance	3,915,323	3,482,967	3,902,446	3,444,710	(457,736)	-12%
TOTAL OPERATING EXPENDITURES	4,308,528	3,887,461	4,306,941	3,881,855	(425,086)	-10%
Capital Outlay	44,353	24,780	22,030	24,780	2,750	12%
Projects - Maintenance & Replacement Funds	-	-	-	-	-	0%
Projects - Capital & Expansions Funds	-	173,435	-	96,435	96,435	100%
Total Capital	44,353	198,215	22,030	121,215	99,185	450%
Transfers Out	773,100	1,202,078	602,078	158,765	(443,313)	-74%
Other Uses	-	-	-	-	-	0%
Total Other Uses	773,100	1,202,078	602,078	158,765	(443,313)	-74%
TOTAL NON-OPERATING EXPENDITURES	817,453	1,400,293	624,108	279,980	(344,128)	-55%
TOTAL EXPENDITURES & OTHER USES	5,125,981	5,287,754	4,931,049	4,161,835	(769,214)	-16%
EXCESS REVENUES OVER(UNDER) EXPENDITURES	(1,555,853)	(1,665,128)	(1,272,775)	(419,025)	853,750	67%
FUND BALANCE, BEGINNING	3,381,671	3,381,671	3,381,671	2,108,895	(1,272,776)	-38%
FUND BALANCE, ENDING	1,825,818	1,716,543	2,108,896	1,689,870	(419,026)	-20%
Restricted/Assigned/Committed Funds	1,825,818	1,716,543	2,108,896	1,689,870	(419,026)	-20%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	\$ -	\$ -	\$ -	0%

RESTRICTED/ASSIGNED/COMMITTED FUNDS

Cash	\$ 1,825,818	\$ 1,716,543	\$ 2,108,896	\$ 1,689,870	\$ (419,026)	-20%
					-	0%
					-	0%
					-	0%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS	\$ 1,825,818	\$ 1,716,543	\$ 2,108,896	\$ 1,689,870	\$ (419,026)	-20%

ENTERPRISE FUNDS
COMBINING REVENUES, EXPENDITURES AND FUND BALANCE
FISCAL YEAR 2016/2017

	Cemetery Fund	Utility Fund	TOTAL
REVENUES AND OTHER SOURCES			
General Sales Tax	\$ -	\$ -	\$ -
Property Tax	-	-	-
Charge for Services	11,575	3,554,180	3,565,755
Hotel Tax	-	-	-
Beverage Tax	-	-	-
Franchise Fees	-	-	-
Permits and Fees Building	-	-	-
Permits and Fees UF	-	152,265	152,265
Fines and Forfeitures	-	-	-
Investment Earnings	140	7,620	7,760
Contributions	-	-	-
Misc Income	350	16,680	17,030
Total Revenues	12,065	3,730,745	3,742,810
Transfers In	-	-	-
Other Sources	-	-	-
Total Other Sources	-	-	-
TOTAL REVENUES AND OTHER SOURCES	\$ 12,065	\$ 3,730,745	\$ 3,742,810

EXPENDITURES AND OTHER USES			
Payroll Transfers In	\$ -	\$ -	\$ -
Payroll Transfers Out	-	437,145	437,145
Total Payroll & Related	-	437,145	437,145
Debt	-	1,155,620	1,155,620
Economimc Development	-	-	-
Insurance	-	8,250	8,250
Repair & Maintenance	500	160,535	161,035
Rent & Utilities	-	185,580	185,580
Services	4,925	577,550	582,475
Supplies	250	6,900	7,150
Water Purchases	-	1,344,600	1,344,600
Total Operations & Maintenance	5,675	3,439,035	3,444,710
Capital Outlay	-	24,780	24,780
Projects - Maintenance & Replacement Funds	-	-	-
Capital Project Funds	-	96,435	96,435
Total Capital	-	121,215	121,215
Transfers Out	-	158,765	158,765
Other Uses	-	-	-
Total Other Uses	-	158,765	158,765
TOTAL EXPENDITURES AND OTHER USES	5,675	4,156,160	4,161,835

EXCESS REVENUES OVER (UNDER) EXPENDITURES	6,390	(425,415)	(419,025)
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BEGINNING FUND BALANCE	161,128	1,947,767	2,108,896
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ENDING FUND BALANCE	\$ 167,518	\$ 1,522,352	\$ 1,689,871
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Utility Fund

The Utility Fund is an enterprise or business fund.

This means that the direct beneficiaries of the “business” pay for all costs through fees or rates.

Water, sewer service, and garbage service revenues generated through our rates, as well as the expenses for providing these services are accounted for in this fund.

Prudent financial management and bond requirements make it necessary to have healthy reserves.

Utility Fund

Program Summary

Fiscal Year 2016/2017

	Actuals FY 14/15	Adopted Budget FY 15/16	Estimated Budget FY 15/16	Adopted Budget FY 16/17	FY 16/17 FY 15/16	Adopted vs Estimated
REVENUES & OTHER SOURCES						
General Sales Tax	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Property Tax	-	-	-	-	-	0%
Charge for Service	3,353,370	3,404,822	3,519,890	3,554,180	34,290	1%
Hotel Occupancy Tax	-	-	-	-	-	0%
Beverage Tax	-	-	-	-	-	0%
Franchise Fees	-	-	-	-	-	0%
Permits & Fees Building	-	-	-	-	-	0%
Permits & Fees UF	191,342	197,019	102,264	152,265	50,001	49%
Fines & Forfeitures	-	-	-	-	-	0%
Investment Earnings	6,296	6,000	7,550	7,620	70	1%
Contributions	-	-	-	-	-	0%
Misc Income	5,062	7,385	16,505	16,680	175	1%
Total Revenues	3,556,071	3,615,226	3,646,209	3,730,745	84,536	2%
Transfers In	-	-	-	-	-	0%
Other Sources	-	-	-	-	-	0%
Total Other Sources	-	-	-	-	-	100%
TOTAL REVENUES & OTHER SOURCES	\$ 3,556,071	\$ 3,615,226	\$ 3,646,209	\$ 3,730,745	\$ 84,536	2%

EXPENDITURES & OTHER USES

Payroll Salaries	\$ 6,156	\$ -	\$ -	\$ -	\$ -	0%
Payroll Retirement	34,851	-	-	-	-	0%
Payroll Transfers Out	352,198	404,494	404,494	437,145	32,651	8%
Total Payroll and Related	393,205	404,494	404,494	437,145	32,651	8%
Debt	795,602	266,679	1,381,368	1,155,620	(225,748)	-16%
Insurance	6,948	7,100	8,250	8,250	-	0%
Repair & Maintenance	174,609	149,000	201,835	160,535	(41,300)	-20%
Rent & Utilities	90,941	135,313	89,613	185,580	95,967	107%
Services	1,608,121	1,622,135	925,855	577,550	(348,305)	-38%
Supplies	8,062	8,200	9,250	6,900	(2,350)	-25%
Water Purchases	1,223,393	1,280,600	1,280,600	1,344,600	64,000	5%
Total Operations & Maintenance	3,907,676	3,469,027	3,896,771	3,439,035	(457,736)	-12%
TOTAL OPERATING EXPENDITURES	4,300,881	3,873,521	4,301,266	3,876,180	(425,086)	-10%
Capital Outlay	44,353	24,780	22,030	24,780	2,750	12%
Capital Projects	-	173,435	-	96,435	96,435	100%
Projects M&R	-	-	-	-	-	0%
Total Capital	44,353	198,215	22,030	121,215	99,185	450%
Transfers Out - Operating	773,100	1,202,078	602,078	158,765	(443,313)	-74%
Transfers Out - Non Operating	-	-	-	-	-	0%
Total Other Uses	773,100	1,202,078	602,078	158,765	(443,313)	-74%
TOTAL NON-OPERATING EXPENDITURES	817,453	1,400,293	624,108	279,980	(344,128)	-55%
TOTAL EXPENDITURES & OTHER USES	5,118,334	5,273,814	4,925,374	4,156,160	(769,214)	-16%
EXCESS REVENUES OVER(UNDER) EXPENDITURES	(1,562,263)	(1,658,588)	(1,279,165)	(425,415)	853,750	67%
FUND BALANCE, BEGINNING	5,314,071	3,226,933	3,226,933	1,947,767	(1,279,165)	-40%
FUND BALANCE, ENDING	3,751,808	1,568,345	1,947,767	1,522,352	(425,415)	-22%
Restricted/Assigned/Committed Funds	3,751,808	1,568,345	1,947,767	1,522,352	(425,415)	-22%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	-	-	-	0%

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RESTRICTED/ASSIGNED/COMMITTED FUNDS

Cash	500 10110 00 000	\$ 3,751,808	\$ 1,568,345	\$ 1,947,767	\$ 1,522,352	\$ (425,415)	-22%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS		\$ 3,751,808	\$ 1,568,345	\$ 1,947,767	\$ 1,522,352	\$ (425,415)	-22%

The Utility Fund is responsible for water, wastewater, and ductbank services. All activities related to the provision of these services are accounted for in the fund, including administration, operations, maintenance, financing and related debt service, billing, and collection. Capital and operating costs associated with Town utility services are financed primarily through user charges. The Town continues to use advanced automated technologies to control storage facility inflows and minimize annual peak payment charges from the City of Fort Worth.

Revenues and Other Resources

- Total revenues are budgeted to be \$3,730,745
- This represents a 2% increase of \$84,536 from prior year estimated revenues of \$3,646,209.
 - Utility Fund revenue is primarily comprised of fees for water and wastewater services.
 - The fund also receives a small portion of its revenue through tap fees and interest income, and currently serves as a mechanism for collecting and distributing debt service and impact fees.

Water Revenue

- Water revenues are budgeted at \$2,632,490 and comprise 70% of Utility Fund revenues.
 - The Utility Fund is the recipient of all revenue generated from water sales in the Town.
 - As Westlake's customer base continues to expand, additional demands will be placed on the utility system, requiring incremental expansion and maintenance of infrastructure.

Wastewater Revenue

- Wastewater revenues are budgeted at \$795,120 and comprise 21% of Utility Fund revenues.
 - Wastewater revenue is the second largest component of the Utility Fund.
 - Revenue is expected to grow proportionate to future non-irrigation water demands.

Ductbank Permit Fees

- Ductbank permit fees and lease revenues are budgeted at \$152,265 and comprise 4% of Utility Fund revenues.
 - The ductbank is a series of Town owned conduit that houses underground telecommunication infrastructure in portions of Westlake.
 - Revenues are contingent upon utility companies leasing out portions of the ductbank.
 - The Town continues to anticipate growth in new ductbank leases with telecommunications companies.

Tap and Impact Fees

- Water/Sewer Taps Fees and Fort Worth Impact Fee revenues are budgeted \$121,265 and comprise 3% of Utility Fund revenues.
 - These revenues are a direct reflection of new home starts.

Waste Management

- Solid waste revenues account for less than 1% of total Utility Fund Revenues
 - The Town receives a 12% fee from its franchisee.
 - The current rate for solid waste and recycling service remains unchanged since 2008.

Expenses and Other Uses

- Total expenditure are budgeted to be \$4,156,160
- This represents a 16% decrease of \$769,214 from prior year estimated expenditures of \$4,925,374.
 - Debt decreased \$225,748; Fort Worth Water Line phase I.
 - Services decreased \$348,305 due to Southlake-Wastewater Treatment \$350K decrease and Testing-Water/Bacteria/Regulatory \$45K decrease.
 - Transfers Out decreased \$443,313 due to transfers out to General Fund of \$243K for final repayment of internal loan and transfers out to Utility Maintenance and Replacement Fund of \$200K

Water and Wastewater Rates

The Utility Fund budget is designed to fully recover all system costs as well as provide for capital improvements and maintenance of Westlake's water and wastewater infrastructure.

- Water and wastewater rates are based on a rate study conducted in October 2015 and approved by the Town Council at the December 2015 Town Council meeting.
- Staff is committed to maintaining an up to date utility rate analysis to maintain the integrity of the fund. To that end the Town has commissioned a rate study to be completed in FY 15-16 which will help guide future rate policy.

Long-Term Obligations

The Utility Fund is burdened with three outstanding long-term obligations.

1. **The proportionate buyout of infrastructure owned by the Hunt Trust which sold the Circle T Ranch to Hillwood.** The Town agreed with Hillwood that in exchange for the dissolution of existing Municipal Utility Districts (MUDs), the Utility Fund will reimburse Hillwood the share of purchased MUD infrastructure for each development based upon the acres removed from the MUDs. Hillwood, in turn, must deposit these funds into an escrow account owned by the Hunt Trust.
2. **The long term liability is the loan from Hillwood to the Town to construct 16" and 20" transmission water lines and the US 377 Pump Station.** The Town is contractually obligated to pay for this infrastructure through a surcharge on water rates. The Town is divided into two service areas, one being the Circle T Ranch, and the remaining areas within the Town's limits which constitute the "Town" service area. The Town pays Hillwood \$.25 cents per 1,000 gallons of water distributed to consumers in these two service areas. Each service area pays its respective portion of the overall debt based on the volume of water used. The contract clearly stipulates that this debt is not a general obligation of the Town. It is, however, required to be paid back through this assessment being attached to the water rate. The rate would have to be significantly increased to pay this debt off in the twenty years contemplated under the agreement. Hillwood has stated that once the Town and Hillwood agree on proportionate future infrastructure funding, this liability will be erased. Nevertheless, the obligation does exist and water rates should always be reviewed with this obligation in mind.
3. **The long term liability of the joint Westlake/Keller water tower.** This tower was constructed to provide necessary water storage and pressures within Westlake.

Section 4 Enterprise Funds
Utility Fund Overview

	Performance Measures	Bench Mark	2015 Actual	2016 Estimated	2017 Target
INPUTS (the resources that contribute to the production & delivery of outputs) Usually a NOUN – we use staff, time, money, materials, equipment, technology, etc.					
1.	Department Revenues	n/a	\$3,556,071	\$3,646,209	\$3,730,745
2.	Department Expenditures	n/a	\$5,118,334	\$4,925,374	\$4,156,160
MEASURES OF EFFECTIVENESS/EFFICIENCY (the result or consequence of achieving your output - the ability to do things well, successfully, and without waste)					
1.	Resident Rating per Survey				
	Residential trash collection services	90%	86%	n/a	90%
	Curbside recycling services	90%	85%	n/a	90%
	Quality of water billing services	90%	85%	n/a	90%
	Bulky items removal services	90%	80%	n/a	90%
	Hazardous waste removal services	90%	65%	n/a	90%
	Storm water run-off management	90%	65%	n/a	90%
2.	Operating Indicators				
	Number of Water Accounts	n/a	651	713	725
	Average daily consumption (in MG)	n/a	1.045	1.021	1.021
	Water purchased (in gallons)	n/a	381,482	372,838	372,838
	Water billed/sold (in gallons)	n/a	347,148	360,000	360,000
	Number of sewer connections	n/a	350	384	384
	Telecommunications Duct Bank (LF)	n/a	66,084	66,100	66,100
	Water Mains (LF)	n/a	148,117	148,120	148,120
	Fire Hydrants	n/a	214	215	215
	Sanitary Sewers	n/a	104,373	104,375	104,375
3.	Operating Days	n/a	268	144	134

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Fund
255

Cemetery Fund

The cemetery was donated and conveyed by deed to the Town during FY2008-09.

This fund includes all operations associated with the 5.5 acre cemetery located on J.T. Ottinger Road. This includes interment, lot sales, record keeping, and all maintenance associated with the grounds, fences, trees and flower beds.

Cemetery Fund

Program Summary

Fiscal Year 2016/2017

Actuals FY 14/15	Adopted Budget FY 15/16	Estimated Budget FY 15/16	Adopted Budget FY 16/17	FY 16/17 FY 15/16 vs Estimated
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REVENUES & OTHER SOURCES

General Sales Tax	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Property Tax	-	-	-	-	-	0%
Charge for Service	13,620	6,950	11,575	11,575	-	0%
Hotel Occupancy Tax	-	-	-	-	-	0%
Beverage Tax	-	-	-	-	-	0%
Franchise Fees	-	-	-	-	-	0%
Permits & Fees	-	-	-	-	-	0%
Permits & Fees Building	-	-	-	-	-	0%
Fines & Forfeitures	-	-	-	-	-	0%
Investment Earnings	87	100	140	140	-	0%
Contributions	-	-	-	-	-	0%
Misc Income	350	350	350	350	-	0%
Total Revenues	14,057	7,400	12,065	12,065	-	0%
Transfers In	-	-	-	-	-	0%
Other Sources	-	-	-	-	-	0%
Total Other Sources	-	-	-	-	-	100%
TOTAL REVENUES & OTHER SOURCES	\$ 14,057	\$ 7,400	\$ 12,065	\$ 12,065	\$ -	0%

EXPENDITURES & OTHER USES

Payroll Salaries	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Payroll Transfers	-	-	-	-	-	0%
Total Payroll and Related	-	-	-	-	-	0%
Debt	-	-	-	-	-	0%
Economic Development	-	-	-	-	-	0%
Insurance	-	-	-	-	-	0%
Repair & Maintenance	355	7,215	500	500	-	0%
Rent & Utilities	-	-	-	-	-	0%
Services	6,835	6,225	4,925	4,925	-	0%
Supplies	457	500	250	250	-	0%
Water Purchases	-	-	-	-	-	0%
Total Operations & Maintenance	7,647	13,940	5,675	5,675	-	0%
TOTAL OPERATING EXPENDITURES	7,647	13,940	5,675	5,675	-	0%
Capital Outlay	-	-	-	-	-	0%
Capital Projects	-	-	-	-	-	0%
Projects M&R	-	-	-	-	-	0%
Total Capital	-	-	-	-	-	0%
Transfers Out - Operating	-	-	-	-	-	0%
Transfers Out - Non Operating	-	-	-	-	-	0%
Total Other Uses	-	-	-	-	-	0%
TOTAL NON-OPERATING EXPENDITURES	-	-	-	-	-	0%
TOTAL EXPENDITURES & OTHER USES	7,647	13,940	5,675	5,675	-	0%

EXCESS REVENUES OVER(UNDER) EXPENDITURES	6,410	(6,540)	6,390	6,390	-	0%
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FUND BALANCE, BEGINNING	148,329	154,738	154,738	161,128	6,390	4%
FUND BALANCE, ENDING	154,738	148,198	161,128	167,518	6,390	4%
Restricted/Assigned/Committed Funds	154,738	148,198	161,128	167,518	6,390	4%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	-	-	-	0%

RESTRICTED/ASSIGNED/COMMITTED FUNDS

NOTED/ASSIGNED/COMMITTED FUNDS										
Cash/Inventory	255	10110	00	000	\$ 154,738	\$ 148,198	\$ 161,128	\$ 167,518	\$ 6,390	4%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS					\$ 154,738	\$ 148,198	\$ 161,128	\$ 167,518	\$ 6,390	4%

Section 4 Enterprise Funds
Cemetery Fund Overview

The Cemetery Fund includes all operations associated with the 5.5 acre cemetery located on J.T. Ottinger Road.

Program activities include interment, lot sales, record keeping, and all maintenance associated with the grounds, fences, trees and flower beds.

The cemetery was donated and conveyed by deed to the Town during FY 2008/09.

Revenues

- Revenues are budgeted to be \$12,065.
 - Revenue will remain flat compared to prior year estimated revenues.

Expenditures

- Expenditures are budgeted to be \$5,675.
 - Expenditures will remain flat compared to prior year estimated expenditures.

Fund Balance

- The ending fund balance is projected to be \$167,518
 - \$70,542 Operating Cash
 - \$96,976 Open Cemetery Lots

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SECTION 5

INTERNAL SERVICE FUNDS



Managing the Impact of Growth



Forging Westlake

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INTERNAL SERVICE FUNDS

Combined Program Summary

Fiscal Year 2016/2017

	Actuals FY 14/15	Adopted Budget FY 15/16	Estimated Budget FY 15/16	Adopted Budget FY 16/17	FY 16/17 Adopted vs FY 15/16 Estimated	
REVENUES & OTHER SOURCES						
General Sales Tax	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Property Tax	-	-	-	-	-	0%
Hotel Tax	-	-	-	-	-	0%
Charge for Services	-	-	-	-	-	0%
Beverage Tax	-	-	-	-	-	0%
Franchise Fees	-	-	-	-	-	0%
Permits & Fees	8,000	6,000	6,000	6,000	-	0%
Permits & Fees Buildings	-	-	-	-	-	0%
Fines & Forfeitures	-	-	-	-	-	0%
Investment Earnings	2,554	2,050	4,470	4,470	-	0%
Contributions	-	-	-	-	-	0%
Misc Income	-	-	15,970	-	(15,970)	-100%
Total Revenues	10,554	8,050	26,440	10,470	(15,970)	-60%
Transfers In	775,000	768,333	768,333	458,335	(309,998)	-40%
Other Sources	162,059	-	14,995	-	(14,995)	-100%
Total Other Sources	937,059	768,333	783,328	458,335	(324,993)	0%
TOTAL REVENUES & OTHER SOURCES	947,613	776,383	809,768	468,805	(340,963)	-42%

EXPENDITURES & OTHER USES

Payroll Transfer In	-	-	-	-	-	0%
Payroll Transfer Out	-	-	-	-	-	0%
Total Payroll and Related	-	-	-	-	-	0%
Debt	11,570	-	-	-	-	0%
Economic Development	-	-	-	-	-	0%
Insurance	-	-	-	-	-	0%
Repair & Maintenance	-	-	-	-	-	0%
Rent & Utilities	-	-	-	-	-	0%
Services	-	-	-	-	-	0%
Supplies	-	-	-	-	-	0%
Water Purchases	-	-	-	-	-	0%
Total Operations & Maintenance	11,570	-	-	-	-	0%
TOTAL OPERATING EXPENDITURES	11,570	-	-	-	-	0%
Capital Outlay	-	-	-	-	-	0%
Projects - Maintenance & Replacement Funds	1,416,936	418,080	373,660	783,700	410,040	110%
Projects - Capital & Expansions Funds	-	-	-	-	-	0%
Total Capital	1,416,936	418,080	373,660	783,700	410,040	110%
Transfers Out	-	-	-	-	-	0%
Other Uses	-	-	-	-	-	0%
Total Other Uses	-	-	-	-	-	0%
TOTAL NON-OPERATING EXPENDITURES	1,416,936	418,080	373,660	783,700	410,040	110%
TOTAL EXPENDITURES & OTHER USES	1,428,506	418,080	373,660	783,700	410,040	110%
EXCESS REVENUES OVER(UNDER) EXPENDITURES	(480,893)	358,303	436,108	(314,895)	(751,003)	172%
FUND BALANCE, BEGINNING	1,160,553	679,660	679,660	1,115,768	436,108	64%
FUND BALANCE, ENDING	679,660	1,037,963	1,115,768	800,873	(314,895)	-28%
Restricted/Assigned/Committed Funds	679,660	1,037,963	1,115,768	800,873	(314,895)	-28%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	\$ -	\$ -	\$ -	0%

RESTRICTED/ASSIGNED/COMMITTED FUNDS

Cash	\$ 679,660	\$ 1,037,963	\$ 1,115,768	\$ 800,873	\$ (314,895)	-28%
					-	0%
					-	0%
					-	0%
					-	0%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS	\$ 679,660	\$ 1,037,963	\$ 1,115,768	\$ 800,873	\$ (314,895)	-28%

INTERNAL SERVICE FUNDS
COMBINING REVENUES, EXPENDITURES AND FUND BALANCE
FISCAL YEAR 2016/2017

	Utility M&R Fund	General M&R Fund	Vehicle M&R Fund	TOTAL
REVENUES AND OTHER SOURCES				
General Sales Tax	\$ -	\$ -	\$ -	\$ -
Property Tax	-	-	-	-
Charge for Services	-	-	-	-
Hotel Tax	-	-	-	-
Beverage Tax	-	-	-	-
Franchise Fees	-	-	-	-
Permits and Fees	-	6,000	-	6,000
Permits and Fees Building	-	-	-	-
Fines and Forfeitures	-	-	-	-
Investment Earnings	2,370	1,550	550	4,470
Contributions	-	-	-	-
Misc Income	-	-	-	-
Total Revenues	2,370	7,550	550	10,470
Transfers In	100,000	350,000	8,335	458,335
Other Sources	-	-	-	-
Total Other Sources	100,000	350,000	8,335	458,335
TOTAL REVENUES AND OTHER SOURCES	\$ 102,370	\$ 357,550	\$ 8,885	\$ 468,805

EXPENDITURES AND OTHER USES				
Payroll Transfers In	\$ -	\$ -	\$ -	\$ -
Payroll Transfers Out	-	-	-	-
Total Payroll & Related	-	-	-	-
Debt	-	-	-	-
Economic Development	-	-	-	-
Insurance	-	-	-	-
Repair & Maintenance	-	-	-	-
Rent & Utilities	-	-	-	-
Services	-	-	-	-
Supplies	-	-	-	-
Water Purchases	-	-	-	-
Total Operations & Maintenance	-	-	-	-
Capital Outlay	-	-	-	-
Projects - Maintenance & Replacement Funds	232,500	496,200	55,000	783,700
Capital Project Funds	-	-	-	-
Total Capital	232,500	496,200	55,000	783,700
Transfers Out	-	-	-	-
Other Uses	-	-	-	-
Total Other Uses	-	-	-	-
TOTAL EXPENDITURES AND OTHER USES	232,500	496,200	55,000	783,700

EXCESS REVENUES OVER (UNDER) EXPENDITURES	(130,130)	(138,650)	(46,115)	(314,895)
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BEGINNING FUND BALANCE	722,930	215,224	177,615	1,115,768
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ENDING FUND BALANCE	\$ 592,800	\$ 76,574	\$ 131,500	\$ 800,873
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Fund
510

Utility Maintenance & Replacement Fund

The Utility Maintenance & Replacement Fund was created to provide a mechanism for repair and replacement of capital assets such as pump stations, lift stations, elevated and ground storage facilities, etc.

Utility Maintenance & Replacement Fund

Program Summary

Fiscal Year 2016/2017

	Actuals FY 14/15	Adopted Budget FY 15/16	Estimated Budget FY 15/16	Adopted Budget FY 16/17	FY 16/17 FY 15/16	Adopted vs Estimated
REVENUES & OTHER SOURCES						
General Sales Tax	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Property Tax	-	-	-	-	-	0%
Charge for Service	-	-	-	-	-	0%
Hotel Occupancy Tax	-	-	-	-	-	0%
Beverage Tax	-	-	-	-	-	0%
Franchise Fees	-	-	-	-	-	0%
Permits & Fees	-	-	-	-	-	0%
Permits & Fees Building	-	-	-	-	-	0%
Fines & Forfeitures	-	-	-	-	-	0%
Investment Earnings	700	300	2,370	2,370	-	0%
Contributions	-	-	-	-	-	0%
Misc Income	-	-	-	-	-	0%
Total Revenues	700	300	2,370	2,370	-	0%
Transfers In	450,000	300,000	300,000	100,000	(200,000)	-67%
Other Sources	-	-	-	-	-	0%
Total Other Sources	450,000	300,000	300,000	100,000	(200,000)	100%
TOTAL REVENUES & OTHER SOURCES	\$ 450,700	\$ 300,300	\$ 302,370	\$ 102,370	\$ (200,000)	-66%
EXPENDITURES & OTHER USES						
Payroll Salaries	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Payroll Transfers	-	-	-	-	-	0%
Total Payroll and Related	-	-	-	-	-	0%
Debt	-	-	-	-	-	0%
Economic Development	-	-	-	-	-	0%
Insurance	-	-	-	-	-	0%
Repair & Maintenance	-	-	-	-	-	0%
Rent & Utilities	-	-	-	-	-	0%
Services	-	-	-	-	-	0%
Supplies	-	-	-	-	-	0%
Water Purchases	-	-	-	-	-	0%
Total Operations & Maintenance	-	-	-	-	-	0%
TOTAL OPERATING EXPENDITURES	-	-	-	-	-	0%
Capital Outlay	-	-	-	-	-	0%
Capital Projects	-	-	-	-	-	0%
Projects M&R	30,140	45,000	-	232,500	232,500	100%
Total Capital	30,140	45,000	-	232,500	232,500	100%
Transfers Out - Operating	-	-	-	-	-	0%
Transfers Out - Non Operating	-	-	-	-	-	0%
Total Other Uses	-	-	-	-	-	0%
TOTAL NON-OPERATING EXPENDITURES	30,140	45,000	-	232,500	232,500	100%
TOTAL EXPENDITURES & OTHER USES	30,140	45,000	-	232,500	232,500	100%
EXCESS REVENUES OVER(UNDER) EXPENDITURES	420,560	255,300	302,370	(130,130)	(432,500)	143%
FUND BALANCE, BEGINNING	-	420,560	420,560	722,930	302,370	72%
FUND BALANCE, ENDING	420,560	675,860	722,930	592,800	(130,130)	-18%
Restricted/Assigned/Committed Funds	420,560	675,860	722,930	592,800	(130,130)	-18%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	-	-	-	0%
RESTRICTED/ASSIGNED/COMMITTED FUNDS						
Cash 510 10110 00 000	\$ 420,560	\$ 675,860	\$ 722,930	\$ 592,800	\$ (130,130)	-18%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS	\$ 420,560	\$ 675,860	\$ 722,930	\$ 592,800	\$ (130,130)	-18%

Utility Maintenance & Replacement Overview

The Utility Maintenance & Replacement Fund (UMR) was created to provide a mechanism for repair and replacement of existing capital assets such as pump stations, lift stations, elevated and ground storage facilities, water and sewer lines, etc.

This fund receives planned revenue transfers from the Utility Fund that are intended to cover the cost of future capital repair and replacement. Similar to the General Maintenance and Replacement Fund, the UMR was created to help avoid future bond programs and encourage a conservative pattern of spending that minimizes reliance on elastic revenue streams.

Projects are included each year from a long-range maintenance schedule which incorporates routine scheduled maintenance, recommended replacement guidelines and evaluations, and upgrades of lines and permanent capital assets.

Revenues and Transfers In

- Revenues are budgeted to be \$102,370
- This represents a 66% decrease of \$200,000 from the prior year estimated revenues of \$302,370.
 - Transfers in from the Utility fund decreased \$200K. This is due to capital project funding needs that have constrained the amount of monies available for transfer to the UMR. Additional funds will be transferred from the Utility Fund when available.

Expenditures

- Expenditures are budgeted to be \$232,500
- This represents a 100% increase from prior estimated expenditures.
 - Pump Station Equipment \$87,500
 - Repaint Ground Storage Tank \$100,000
 - Sewer Easement Cleaning Machine \$45,000

Fund Balance

- The ending fund balance is projected to be \$592,800.

Utility Maintenance and Replacement Fund

5 Year Projection

Description	Account Number	<u>Estimated</u>	<u>Adopted</u>	Projected	Projected	Projected	Projected
		FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21

REVENUES AND OTHER SOURCES							
Interest Income	510-36110-00-00	\$ 300	\$ 2,370	\$ 125	\$ 125	\$ 125	\$ 125
Transfer in from UF	510-52550-88-00	300,000	100,000	100,000	100,000	100,000	100,000
TOTAL REVENUES AND OTHER SOURCES		\$ 300,300	\$ 102,370	\$ 100,125	\$ 100,125	\$ 100,125	\$ 100,125

UTILITY MAINTENANCE/REPLACEMENT PROJECTS							
Pump Station Equipment	510-44123-16-00-000005	\$ -	\$ 87,500	\$ -	\$ -	\$ -	\$ -
Sewer Easement Cleaning Machine	510-44114-16-00-000014	45,000	45,000	-	-	-	-
Repaint Ground Storage Tank	510-44119-16-00-000015	-	100,000	-	-	-	-
GRAND TOTAL PROJECTS		\$ 45,000	\$ 232,500	\$ -	\$ -	\$ -	\$ -

NET REVENUES OVER(UNDER) EXPENDITURES		\$ 255,300	\$ (130,130)	\$ 100,125	\$ 100,125	\$ 100,125	\$ 100,125
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Fund
600

General Maintenance & Replacement Fund

The General Maintenance & Replacement Fund was created to provide a mechanism for the long term repair and replacement of large capital assets such as HVAC, walls, floors and ceilings, plumbing, electric, roadways, etc.

General Maintenance & Replacement Fund

Program Summary

Fiscal Year 2016/2017

	Actuals FY 14/15	Adopted Budget FY 15/16	Estimated Budget FY 15/16	Adopted Budget FY 16/17	FY 16/17 FY 15/16	Adopted vs Estimated
REVENUES & OTHER SOURCES						
General Sales Tax	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Property Tax	-	-	-	-	-	0%
Charge for Service	-	-	-	-	-	0%
Hotel Occupancy Tax	-	-	-	-	-	0%
Beverage Tax	-	-	-	-	-	0%
Franchise Fees	-	-	-	-	-	0%
Permits & Fees	8,000	6,000	6,000	6,000	-	0%
Permits & Fees Building	-	-	-	-	-	0%
Fines & Forfeitures	-	-	-	-	-	0%
Investment Earnings	1,823	1,750	1,550	1,550	-	0%
Contributions	-	-	-	-	-	0%
Misc Income	-	-	7,270	-	(7,270)	-100%
Total Revenues	9,823	7,750	14,820	7,550	(7,270)	-49%
Transfers In	275,000	350,000	350,000	350,000	-	0%
Other Sources	162,059	-	14,995	-	(14,995)	-100%
Total Other Sources	437,059	350,000	364,995	350,000	(14,995)	100%
TOTAL REVENUES & OTHER SOURCES	\$ 446,881	\$ 357,750	\$ 379,815	\$ 357,550	\$ (22,265)	-6%
EXPENDITURES & OTHER USES						
Payroll Salaries	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Payroll Transfers	-	-	-	-	-	0%
Total Payroll and Related	-	-	-	-	-	0%
Debt	11,570	-	-	-	-	0%
Economic Development	-	-	-	-	-	0%
Insurance	-	-	-	-	-	0%
Repair & Maintenance	-	-	-	-	-	0%
Rent & Utilities	-	-	-	-	-	0%
Services	-	-	-	-	-	0%
Supplies	-	-	-	-	-	0%
Water Purchases	-	-	-	-	-	0%
Total Operations & Maintenance	11,570	-	-	-	-	0%
TOTAL OPERATING EXPENDITURES	11,570	-	-	-	-	0%
Capital Outlay	-	-	-	-	-	0%
Capital Projects	-	-	-	-	-	0%
Projects M&R	1,386,796	373,080	373,660	496,200	122,540	100%
Total Capital	1,386,796	373,080	373,660	496,200	122,540	100%
Transfers Out - Operating	-	-	-	-	-	0%
Transfers Out - Non Operating	-	-	-	-	-	0%
Total Other Uses	-	-	-	-	-	0%
TOTAL NON-OPERATING EXPENDITURES	1,386,796	373,080	373,660	496,200	122,540	100%
TOTAL EXPENDITURES & OTHER USES	1,398,366	373,080	373,660	496,200	122,540	100%
EXCESS REVENUES OVER(UNDER) EXPENDITURES	(951,484)	(15,330)	6,155	(138,650)	(144,805)	2353%
FUND BALANCE, BEGINNING	1,160,553	209,069	209,069	215,224	6,155	3%
FUND BALANCE, ENDING	209,069	193,739	215,224	76,574	(138,650)	-64%
Restricted/Assigned/Committed Funds	209,069	193,739	215,224	76,574	(138,650)	-64%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	-	-	-	0%
RESTRICTED/ASSIGNED/COMMITTED FUNDS						
Cash 600 10110 00 000	\$ 209,069	\$ 193,739	\$ 215,224	\$ 76,574	\$ (138,650)	-64%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS	\$ 209,069	\$ 193,739	\$ 215,224	\$ 76,574	\$ (138,650)	-64%

General Maintenance & Replacement Overview

The General Maintenance & Replacement Fund (GMR) was created to provide a mechanism for the long term repair and replacement of large capital assets such as HVAC, walls, floors and ceilings, plumbing, electric, roadways, etc.

This fund receives planned revenue transfers from each operating fund that owns and maintains capital assets. Accumulated funds are intended to cover the cost of future capital repair and replacement.

The GMR is designed to

- avoid future bond programs,
- encourage a conservative pattern of spending,
- minimize reliance on revenue streams that are vulnerable to fluctuations in the economy, such as the sales tax,
- prevent excessive maintenance and repair costs via the timely replacement of capital assets.

Project lists are developed annually from a long-range facility maintenance schedule and incorporated into a routine schedule for maintenance and replacement of major facility equipment, infrastructure and permanent capital assets.

Revenues and Transfers In

- Revenues are budgeted to be \$ 357,550
- Represents a 6% decrease of \$22,265 from the prior year estimated budget of \$379,815.

Expenditures

- Expenditures are budgeted to be \$496,200
- This is a 33% increase of \$122,540 from the prior year estimated budget of \$373,660.

	FY 2016/2017 Projects	Amount
Dept. 16	Public Works	\$ 58,000
Dept. 17	Facilities/Grounds Maintenance	298,700
Dept. 19	Parks, Trails, Recreation	22,000
Dept. 20	Information Technology	117,500
	TOTAL PROJECTS	\$ 496,200

Fund Balance

- The ending fund balance is projected to be \$76,574.

General - Maintenance and Replacement Fund

5 Year Projection

Description	Account Number	Estimated	Adopted	1	2	3	4
		FY 15-16	16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21
REVENUES AND OTHER SOURCES							
Firefighter Equipment Fees	600-34008-14-000	\$ 6,000	\$ 6,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000
Other Resources	600-75000-14-001-000044-03	14,995	-	-	-	-	-
Interest Income	600-36110-00-000	1,550	1,550	1,750	1,750	1,750	1,750
Transfer in from GF	600-52510-88-000	350,000	350,000	550,000	350,000	225,000	350,000
TOTAL REVENUES AND OTHER SOURCES		\$ 372,545	357,550	553,750	353,750	228,750	353,750
GENERAL MAINTENANCE/REPLACEMENT PROJECTS							
Fire Dept Building Replacement	600-00000-14-000-000044	\$ 17,500	\$ -	\$ -	\$ -	\$ -	\$ -
Dept 14 - Total Fire/EMS		17,500	-	-	-	-	-
Illuminated Street Name Signs	600-44304-16-000-000035	5,800	-	70,000	-	-	-
Wyck Hill Pavement Resurface	600-44303-16-000-000041	-	-	54,450	-	-	-
Solana Pavement Repair	600-45909-16-000-000046	2,000	58,000	-	60,000	-	-
FM 1938 Pavement Repairs	600-44303-16-000-000047	-	-	80,000	-	-	-
SH 114 Repainting	600-44303-16-000-000048	-	-	100,000	-	-	-
Dept 16 - Total Public Works		7,800	58,000	304,450	60,000	-	-
WA-Irrigation System	600-43340-17-000-000007	3,750	15,000	10,000	5,000	15,000	5,000
WA-15 Ton Split HVAC System	600-43347-17-000-000024	11,250	11,250	-	15,000	10,000	25,000
WA-2 Ton Roof Top Units	600-43347-17-000-000025	5,500	13,200	10,000	5,000	15,000	10,000
WA-AC ton/7.5 ton server room	600-43347-17-000-000026	-	5,000	-	5,000	-	20,000
WA-HVAC System Replacement	600-43347-17-000-000032	3,750	10,000	-	10,000	-	5,000
WA-Update Security System	600-43354-17-000-000018	3,935	25,000	5,000	25,000	5,000	8,000
WA-Update Security Cameras	600-43354-17-000-000019	3,935	15,000	10,000	-	2,000	12,000
WA-Heater Boilers	600-44219-17-000-000029	-	-	5,000	5,000	-	25,000
WA-Painting/Cloth Wall R&M	600-44220-17-000-000012	5,625	11,250	10,000	8,000	10,000	8,000
WA-Ext Environmental Improvements Irrig	600-44306-17-000-000009	7,500	7,500	-	10,000	-	12,000
WA-Parking Lot	600-44306-17-000-000015	-	5,000	-	25,000	-	-
WA-Plumbing Repair/Replacement	600-45904-17-000-000036	2,250	4,500	5,000	9,000	15,000	5,000
WA-Carpet/VCT Flooring	600-45908-17-000-000008	11,350	30,000	15,000	15,000	15,000	15,000
WA-Envrnmnt Bldg UG light/water	600-45908-17-000-000010	4,000	30,000	5,000	10,000	-	5,000
WA-Refurbish Classrooms	600-45908-17-000-000017	30,680	15,000	25,000	30,000	35,000	25,000
Interior Building R&M	600-45908-17-000-000023	12,750	15,000	8,000	15,000	10,000	15,000
WA-Exterior Paint & Wood R&M	600-45909-17-000-000011	-	11,000	8,000	4,000	4,000	8,000
WA-Roof Repairs	600-45909-17-000-000013	7,500	50,000	5,000	9,000	15,000	5,000
Facilities Maintenance Vehicle/Equipment	600-47410-17-000-000039	-	-	-	-	15,000	-
Town Furniture/Interior Bldg	600-47415-17-000-000045	75,175	25,000	10,000	10,000	10,000	10,000
Dept 17 - Total Facilities & Grounds Maintenance		188,950	298,700	131,000	215,000	176,000	218,000
Park R&M	600-45911-19-000-000043	10,000	10,000	-	10,000	-	-
Trail Repairs	600-43343-19-000-000014	12,000	12,000	10,000	10,000	10,000	100,000
Dept 19 - Total Parks and Recreation		22,000	22,000	10,000	20,000	10,000	100,000
Servers & Network Storage	600-43405-20-000-000020	25,000	25,000	-	-	-	-
Network Printers/Peripheal Dev	600-43405-20-000-000021	-	7,500	5,000	5,000	5,000	5,000
Network Equipment	600-43405-20-000-000027	3,300	75,000	70,000	20,000	20,000	20,000
Phone System/Peripheal Devices	600-45305-20-000-000028	300	5,000	10,000	10,000	10,000	10,000
Server Replacements	600-43405-20-000-000033	48,810	5,000	27,000	10,000	10,000	10,000
Dept 20 - Total Information Technology		77,410	117,500	112,000	45,000	45,000	45,000
GRAND TOTAL PROJECTS		\$ 313,660	\$ 496,200	\$ 557,450	\$ 340,000	\$ 231,000	\$ 363,000
NET REVENUES OVER (UNDER) PROJECTS		\$ 58,885	\$ (138,650)	\$ (3,700)	\$ 13,750	\$ (2,250)	\$ (9,250)

Fund
605

Vehicle Maintenance & Replacement Fund

The Vehicle Maintenance & Replacement Fund was created to provide a mechanism for the long term repair and replacement of Town vehicles.

Vehicle Maintenance & Replacement Fund

Program Summary

Fiscal Year 2016/2017

	Actuals FY 14/15	Adopted Budget FY 15/16	Estimated Budget FY 15/16	Adopted Budget FY 16/17	FY 16/17 FY 15/16 vs	Adopted Estimated
REVENUES & OTHER SOURCES						
General Sales Tax	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Property Tax	-	-	-	-	-	0%
Charge for Service	-	-	-	-	-	0%
Hotel Occupancy Tax	-	-	-	-	-	0%
Beverage Tax	-	-	-	-	-	0%
Franchise Fees	-	-	-	-	-	0%
Permits & Fees	-	-	-	-	-	0%
Permits & Fees Building	-	-	-	-	-	0%
Fines & Forfeitures	-	-	-	-	-	0%
Investment Earnings	31	-	550	550	-	0%
Contributions	-	-	-	-	-	0%
Misc Income	-	-	8,700	-	(8,700)	-100%
Total Revenues	31	-	9,250	550	(8,700)	-94%
Transfers In	50,000	118,333	118,333	8,335	(109,998)	-93%
Other Sources	-	-	-	-	-	0%
Total Other Sources	50,000	118,333	118,333	8,335	(109,998)	100%
TOTAL REVENUES & OTHER SOURCES	\$ 50,031	\$ 118,333	\$ 127,583	\$ 8,885	\$ (118,698)	-93%
EXPENDITURES & OTHER USES						
Payroll Salaries	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Payroll Transfers	-	-	-	-	-	0%
Total Payroll and Related	-	-	-	-	-	0%
Debt	-	-	-	-	-	0%
Economic Development	-	-	-	-	-	0%
Insurance	-	-	-	-	-	0%
Repair & Maintenance	-	-	-	-	-	0%
Rent & Utilities	-	-	-	-	-	0%
Services	-	-	-	-	-	0%
Supplies	-	-	-	-	-	0%
Water Purchases	-	-	-	-	-	0%
Total Operations & Maintenance	-	-	-	-	-	0%
TOTAL OPERATING EXPENDITURES	-	-	-	-	-	0%
Capital Outlay	-	-	-	-	-	0%
Capital Projects	-	-	-	-	-	0%
Projects M&R	-	-	-	55,000	55,000	100%
Total Capital	-	-	-	55,000	55,000	100%
Transfers Out - Operating	-	-	-	-	-	0%
Transfers Out - Non Operating	-	-	-	-	-	0%
Total Other Uses	-	-	-	-	-	0%
TOTAL NON-OPERATING EXPENDITURES	-	-	-	55,000	55,000	100%
TOTAL EXPENDITURES & OTHER USES	-	-	-	55,000	55,000	100%
EXCESS REVENUES OVER(UNDER) EXPENDITURES	50,031	118,333	127,583	(46,115)	(173,698)	136%
FUND BALANCE, BEGINNING	-	50,031	50,031	177,615	127,583	255%
FUND BALANCE, ENDING	50,031	168,365	177,615	131,500	(46,115)	-26%
Restricted/Assigned/Committed Funds	50,031	168,365	177,615	131,500	(46,115)	-26%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	-	-	-	0%
RESTRICTED/ASSIGNED/COMMITTED FUNDS						
Cash 605 10110 00 000	\$ 50,031	\$ 168,365	\$ 177,615	\$ 131,500	\$ (46,115)	-26%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS	\$ 50,031	\$ 168,365	\$ 177,615	\$ 131,500	\$ (46,115)	-26%

Vehicle Maintenance & Replacement

The Vehicle Maintenance & Replacement Fund (VMR) was created to provide a mechanism for the long term repair and replacement of Town vehicles.

This fund receives planned revenue transfers from each operating fund that owns and maintains vehicles. Accumulated funds are intended to cover the cost of future vehicle repair and replacement. The VMR is designed to avoid future bond programs and encourage a more conservative pattern of spending that minimizes reliance on elastic revenue streams.

Vehicles are designated for replacement based on a long-range depreciation schedule, periodic evaluations of repair versus replacement costs, and recommended replacement guidelines. Routine scheduled maintenance is also factored into VMR funding calculations.

Revenues and Transfers In

- Revenues are budgeted to be \$8,885
- Represents a 93% decrease of \$118,698 from the prior year estimated of \$127,583

Expenditures/Projects

- Expenditures are budgeted to be \$55,000
- Represents a 100% increase from the prior year
- Purchase of vehicle for Fire Marshal

Fund Balance

- The ending fund balance is projected to be \$131,500.

Vehicle - Maintenance and Replacement Fund 5 Year Projection

Description	Estimated	Proj #	Account Number	Estimated	Proposed	1	2	3	4
	Cost			FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21

GENERAL FUND									
Transfer In from General Fund		88	605-52510-88-00	\$ 110,000	\$ -	\$ -	\$ 25,000	\$ 35,000	\$ 25,000
Sales of Surplus		00	605-34144-00-00	-	-	-	-	-	-
Interest Income		00	605-36110-00-00	550	550	200	200	200	200
TOTAL REVENUES/TRANSFER IN				110,550	550	200	25,200	35,200	25,200
Fire Marshal Vehicle	\$ 50,000	14	605-47410-14-00	-	55,000	-	-	-	-
Ambulance M&R	\$ 150,000	14	605-47410-14-00	-	-	-	110,000	-	-
Ladder Truck	\$ 1,400,000	14	605-47410-14-00	-	-	-	-	-	1,400,000
Municipal Court Vehicle	\$ 50,000	15	605-47410-15-00	-	-	50,000	-	-	-
Facilities Maintenance Vehicle	\$ 50,000	17	605-47410-17-00	-	-	-	-	50,000	-
TOTAL EXPENDITURES				-	55,000	50,000	110,000	50,000	1,400,000
NET REVENUES OVER(UNDER) EXPENDITURES				110,550	(54,450)	(49,800)	(84,800)	(14,800)	(1,374,800)
FUND BALANCE - General Fund Projects				\$ 110,550	\$ 166,447	\$ 116,647	\$ 31,847	\$ 17,047	\$ (1,357,753)

UTILITY FUND									
Transfer in from Utility Fund		88	605-52550-88-00	\$ 8,333	\$ 8,335	\$ 8,335	\$ 8,335	\$ 8,335	\$ 8,335
Sales of Surplus		16	605-34144-16-00	8,700	-	-	-	-	-
TOTAL REVENUES/TRANSFER IN				17,033	8,335	8,335	8,335	8,335	8,335
Public Works Vehicle	\$ 50,000	16	605-47410-16-00	-	-	-	-	-	50,000
TOTAL EXPENDITURES				-	-	-	-	-	50,000
NET REVENUES OVER(UNDER) EXPENDITURES				17,033	8,335	8,335	8,335	8,335	(41,665)
FUND BALANCE - Utility Fund Projects				\$ 17,033	\$ 42,351	\$ 50,686	\$ 59,021	\$ 67,356	\$ 25,691

NET REVENUES OVER(UNDER) EXPENDITURES - ALL PROJECTS	\$ 127,583	\$ (46,115)	\$ (41,465)	\$ (76,465)	\$ (6,465)	\$ (1,416,465)
FUND BALANCE - ALL PROJECTS (BEGINNING)	50,032	177,615	131,500	90,035	13,570	7,105
FUND BALANCE - ALL PROJECTS (ENDING)	\$ 177,615	\$ 131,500	\$ 90,035	\$ 13,570	\$ 7,105	\$ (1,409,360)



SECTION 6

SPECIAL REVENUE FUNDS



Managing the Impact of Growth



Forging Westlake

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SPECIAL REVENUE FUNDS COMBINED PROGRAM SUMMARY

Fiscal Year 2016/2017

	Actuals FY 14/15	Adopted Budget FY 15/16	Estimated Budget FY 15/16	Adopted Budget FY 16/17	FY 16/17 vs FY 15/16	Adopted Estimated
REVENUES & OTHER SOURCES						
General Sales Tax	\$ 1,338,105	\$ 1,377,000	\$ 1,239,500	\$ 1,239,500	\$ -	0%
Property Tax	-	-	-	-	-	0%
Hotel Tax	872,179	910,000	821,000	837,280	16,280	2%
Charge for Services	-	-	-	-	-	0%
Beverage Tax	-	-	-	-	-	0%
Franchise Fees	-	-	-	-	-	0%
Permits & Fees	69,300	730,700	758,800	10,000	(748,800)	-99%
Permits & Fees Buildings	-	-	-	-	-	0%
Fines & Forfeitures	-	-	-	-	-	0%
Investment Earnings	2,103	3,425	2,930	2,930	-	0%
Contributions	410,000	450,000	-	1,210,000	1,210,000	100%
Misc Income	11,494	21,900	87,850	90,350	2,500	3%
Total Revenues	2,703,181	3,493,025	2,910,080	3,390,060	479,980	16%
Transfers In	220,758	35,758	35,758	-	(35,758)	-100%
Other Sources	-	-	-	-	-	0%
Total Other Sources	220,758	35,758	35,758	-	(35,758)	0%
TOTAL REVENUES & OTHER SOURCES	\$ 2,923,939	\$ 3,528,783	\$ 2,945,838	\$ 3,390,060	\$ 444,222	15%

EXPENDITURES & OTHER USES

Payroll Transfer In	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Payroll Transfer Out	412,519	490,920	490,920	521,615	30,695	6%
Total Payroll and Related	412,519	490,920	490,920	521,615	30,695	6%
Debt	35,758	35,758	35,758	-	(35,758)	-100%
Economic Development	171,747	187,000	134,000	134,640	640	0%
Insurance	-	-	-	-	-	0%
Repair & Maintenance	-	-	-	-	-	0%
Rent & Utilities	37,806	36,435	35,405	87,870	52,465	148%
Services	292,807	368,580	734,060	715,610	(18,450)	-3%
Supplies	615	3,906	15,300	-	(15,300)	-100%
Water Purchases	-	-	-	-	-	0%
Total Operations & Maintenance	538,734	631,679	954,523	938,120	(16,403)	-2%
TOTAL OPERATING EXPENDITURES	951,253	1,122,600	1,445,444	1,459,735	14,291	1%
Capital Outlay	-	-	-	-	-	0%
Projects - Maintenance & Replacement Funds	-	-	-	-	-	0%
Projects - Capital & Expansions Funds	-	-	-	-	-	0%
Total Capital	-	-	-	-	-	0%
Transfers Out	1,819,411	1,881,050	1,293,050	2,505,350	1,212,300	94%
Other Uses	-	-	-	-	-	0%
Total Other Uses	1,819,411	1,881,050	1,293,050	2,505,350	1,212,300	94%
TOTAL NON-OPERATING EXPENDITURES	1,819,411	1,881,050	1,293,050	2,505,350	1,212,300	94%
TOTAL EXPENDITURES & OTHER USES	2,770,664	3,003,650	2,738,494	3,965,085	1,226,591	45%
EXCESS REVENUES OVER(UNDER) EXPENDITURES	153,275	525,134	207,345	(575,025)	(782,370)	377%
FUND BALANCE, BEGINNING	1,123,958	1,277,233	1,277,233	1,484,577	207,345	16%
FUND BALANCE, ENDING	1,277,233	1,802,366	1,484,577	909,552	(575,025)	-39%
Restricted/Assigned/Committed Funds	1,277,233	1,802,366	1,484,577	909,552	(575,025)	-39%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	\$ -	\$ -	\$ -	0%

RESTRICTED/ASSIGNED/COMMITTED FUNDS

Cash	\$ 1,277,233	\$ 1,802,366	\$ 1,484,577	\$ 909,552	\$ (575,025)	-39%
					-	0%
					-	0%
					-	0%
					-	0%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS	\$ 1,277,233	\$ 1,802,366	\$ 1,484,577	\$ 909,552	\$ (575,025)	-39%

SPECIAL REVENUE FUNDS
COMBINING REVENUES, EXPENDITURES AND FUND BALANCE
FISCAL YEAR 2016/2017

	Visitors Fund	4B Eco Dev Fund	Eco Dev Fund	Public Imp District	Lone Star Fund	TOTAL
REVENUES AND OTHER SOURCES						
General Sales Tax	\$ -	\$ 1,137,500	\$ 102,000	\$ -	\$ -	\$ 1,239,500
Property Tax	-	-	-	-	-	-
Charge for Services	-	-	-	-	-	-
Hotel Tax	804,640	-	32,640	-	-	837,280
Beverage Tax	-	-	-	-	-	-
Franchise Fees	-	-	-	-	-	-
Permits and Fees	-	-	-	10,000	-	10,000
Permits and Fees Building	-	-	-	-	-	-
Fines and Forfeitures	-	-	-	-	-	-
Investment Earnings	2,900	-	-	-	30	2,930
Contributions	-	-	1,210,000	-	-	1,210,000
Misc Income	5,350	-	-	85,000	-	90,350
Total Revenues	812,890	1,137,500	1,344,640	95,000	30	3,390,060
Transfers In	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-
Total Other Sources	-	-	-	-	-	-
TOTAL REVENUES AND OTHER SOURCES	\$ 812,890	\$ 1,137,500	\$ 1,344,640	\$ 95,000	\$ 30	\$ 3,390,060

EXPENDITURES AND OTHER USES						
Payroll Transfers In	\$ -	\$ -	\$ -	\$ -	\$ -	-
Payroll Transfers Out	521,615	-	-	-	-	521,615
Total Payroll & Related	521,615	-	-	-	-	521,615
Debt	-	-	-	-	-	-
Economimc Development	-	-	134,640	-	-	134,640
Insurance	-	-	-	-	-	-
Repair & Maintenance	-	-	-	-	-	-
Rent & Utilities	87,870	-	-	-	-	87,870
Services	262,610	-	-	453,000	-	715,610
Supplies	-	-	-	-	-	-
Water Purchases	-	-	-	-	-	-
Total Operations & Maintenance	350,480	-	134,640	453,000	-	938,120
Capital Outlay	-	-	-	-	-	-
Projects - Maintenance & Replacement Funds	-	-	-	-	-	-
Capital Project Funds	-	-	-	-	-	-
Total Capital	-	-	-	-	-	-
Transfers Out	157,850	1,137,500	1,210,000	-	-	2,505,350
Other Uses	-	-	-	-	-	-
Total Other Uses	157,850	1,137,500	1,210,000	-	-	2,505,350
TOTAL EXPENDITURES AND OTHER USES	1,029,945	1,137,500	1,344,640	453,000	-	3,965,085

EXCESS REVENUES OVER (UNDER) EXPENDITURES	(217,055)	-	-	(358,000)	30	(575,025)
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BEGINNING FUND BALANCE	984,492	0	-	486,424	13,662	1,484,577
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ENDING FUND BALANCE	\$ 767,437	\$ 0	\$ -	\$ 128,424	\$ 13,692	\$ 909,552
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Visitors Association Fund

The Visitors Association Fund was established in late FY 1999-2000 and collects a 7% hotel occupancy tax from the Marriott Solana and any future Westlake hotels.

Visitors Association Fund

Program Summary

Fiscal Year 2016/2017

Actuals FY 14/15	Adopted Budget FY 15/16	Estimated Budget FY 15/16	Adopted Budget FY 16/17	FY 16/17 vs FY 15/16	Adopted Estimated
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REVENUES & OTHER SOURCES

General Sales Tax	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Property Tax	-	-	-	-	-	0%
Charge for Service	-	-	-	-	-	0%
Hotel Occupancy Tax	807,179	825,000	789,000	804,640	15,640	2%
Beverage Tax	-	-	-	-	-	0%
Franchise Fees	-	-	-	-	-	0%
Permits & Fees	-	-	-	-	-	0%
Permits & Fees Building	-	-	-	-	-	0%
Fines & Forfeitures	-	-	-	-	-	0%
Investment Earnings	1,698	2,900	2,900	2,900	-	0%
Contributions	-	-	-	-	-	0%
Misc Income	11,494.38	21,900	5,350	5,350	-	0%
Total Revenues	820,371	849,800	797,250	812,890	15,640	2%
Transfers In	-	-	-	-	-	0%
Other Sources	-	-	-	-	-	0%
Total Other Sources	-	-	-	-	-	0%
TOTAL REVENUES & OTHER SOURCES	\$ 820,371	\$ 849,800	\$ 797,250	\$ 812,890	\$ 15,640	2%

EXPENDITURES & OTHER USES

Payroll Salaries	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Payroll Transfers	412,519	490,920	490,920	521,615	30,695	6%
Total Payroll and Related	412,519	490,920	490,920	521,615	30,695	6%
Debt	-	-	-	-	-	0%
Economic Development	-	-	-	-	-	0%
Insurance	-	-	-	-	-	0%
Repair & Maintenance	-	-	-	-	-	0%
Rent & Utilities	37,806	36,435	35,405	87,870	52,465	148%
Services	219,216	244,580	198,465	262,610	64,145	32%
Supplies	615	3,906	15,300	-	(15,300)	-100%
Water Purchases	-	-	-	-	-	0%
Total Operations & Maintenance	257,638	284,921	249,170	350,480	101,310	41%
TOTAL OPERATING EXPENDITURES	670,157	775,841	740,090	872,095	132,005	18%
Capital Outlay	-	-	-	-	-	0%
Capital Projects	-	-	-	-	-	0%
Projects M&R	-	-	-	-	-	0%
Total Capital	-	-	-	-	-	0%
Transfers Out - Operating	177,670	155,550	155,550	157,850	2,300	1%
Transfers Out - Non Operating	-	-	-	-	-	0%
Total Other Uses	177,670	155,550	155,550	157,850	2,300	1%
TOTAL NON-OPERATING EXPENDITURES	177,670	155,550	155,550	157,850	2,300	1%
TOTAL EXPENDITURES & OTHER USES	847,827	931,391	895,640	1,029,945	134,305	15%
EXCESS REVENUES OVER(UNDER) EXPENDITURES	(27,456)	(81,591)	(98,390)	(217,055)	(118,665)	-121%
FUND BALANCE, BEGINNING	1,110,338	1,082,882	1,082,882	984,492	(98,390)	-9%
FUND BALANCE, ENDING	1,082,882	1,001,291	984,492	767,437	(217,055)	-22%
Restricted/Assigned/Committed Funds	1,082,882	1,001,291	984,492	767,437	(217,055)	-22%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	-	-	-	0%

RESTRICTED/ASSIGNED/COMMITTED FUNDS

Cash 220 10110 00 000	\$ 1,082,882	\$ 1,001,291	\$ 984,492	\$ 767,437	\$ (217,055)	-22%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS	\$ 1,082,882	\$ 1,001,291	\$ 984,492	\$ 767,437	\$ (217,055)	-22%

Section 6 Special Revenue Funds
Visitors Association Fund

The Visitors Association Fund was established in late FY 1999-2000 and collects a Hotel Occupancy Tax from the Marriott Solana, Deloitte, and any future Westlake hotels. A 7% tax is levied on the cost of nightly room rentals, the maximum allowable under State law.

Funds generated by the occupancy tax are generally restricted to uses that directly promote tourism and the convention and hotel industry. However, Westlake has broader statutory authority under State law than most cities, and may spend hotel/motel occupancy tax funds for any municipal purpose. The Town has used these funds to cover various operational costs and capital projects (for example, a payment of a portion of the debt service for Westlake Academy related bonds).

Since FY 2004/05, the Town has used Visitors Association Fund revenues to sponsor a shuttle service and a "Group Business Incentive Program" in partnership with the Marriott Solana that have drawn additional visitors to Westlake.

This fund also accounts for activities related to the Westlake Historical Board, public art, and Westlake's annual Arbor Day celebration.

Revenues

- Total revenues are budgeted to be \$812,890.
- Represents a 2% increase of \$15,640 from prior year estimated revenues of \$797,250.
 - Hotel Occupancy Tax revenues are projected to increase 2%, or \$15,640.

Expenditures and Transfers Out

- Total expenditures and transfers out are budgeted to be \$1,029,945.
- Represents a 15% increase of \$134,305 from prior year estimated expenditures of \$895,640.
 - Payroll transfers out to the General Fund are budgeted to increase \$30,695 to cover two full time salaries in the Communications department being paid from the Visitors Association Fund.
 - Rent and Utilities are budgeted to increase \$52,465. Current facilities space is inadequate. Leasing of existing building space within Westlake is being explored for fiscal year 2017.
 - Service expenditures increased \$64,145 due to a \$25K increase for a marketing/branding consultant and a \$30K increase for Marriott marketing.
 - Supply expenditures decreased \$15,300. The Community Tree Lighting event has been postponed in FY16/17 to reevaluate the labor cost and attendance.
 - Transfers out to the Debt Service Fund are budgeted to be \$142,250. This remains flat when compared to the prior year estimated transfer out. These funds are used for debt service payments on Series 2013 General Obligation Refunding Bonds related to the construction of the Westlake Academy Arts and Sciences Center.

Fund Balance

- The ending fund balance is projected to be \$767,437.

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Fund 200	4B Economic Development Fund
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The 4B Economic Development Fund collects a 1/2 cent sales tax to be allocated to qualified development projects. The 4B Fund has been committed to the repayment of the debt incurred for the Town's Civic Campus project.

4B Economic Development Fund

Program Summary

Fiscal Year 2016/2017

	Actuals FY 14/15	Adopted Budget FY 15/16	Estimated Budget FY 15/16	Adopted Budget FY 16/17	FY 16/17 vs FY 15/16	Adopted Estimated
REVENUES & OTHER SOURCES						
General Sales Tax	\$ 1,231,357	\$ 1,275,000	\$ 1,137,500	\$ 1,137,500	\$ -	0%
Property Tax	-	-	-	-	-	0%
Charge for Service	-	-	-	-	-	0%
Hotel Occupancy Tax	-	-	-	-	-	0%
Beverage Tax	-	-	-	-	-	0%
Franchise Fees	-	-	-	-	-	0%
Permits & Fees	-	-	-	-	-	0%
Permits & Fees Building	-	-	-	-	-	0%
Fines & Forfeitures	-	-	-	-	-	0%
Investment Earnings	384	500	-	-	-	0%
Contributions	-	-	-	-	-	0%
Misc Income	-	-	-	-	-	0%
Total Revenues	1,231,741	1,275,500	1,137,500	1,137,500	-	0%
Transfers In	-	-	-	-	-	0%
Other Sources	-	-	-	-	-	0%
Total Other Sources	-	-	-	-	-	0%
TOTAL REVENUES & OTHER SOURCES	\$ 1,231,741	\$ 1,275,500	\$ 1,137,500	\$ 1,137,500	\$ -	0%
EXPENDITURES & OTHER USES						
Payroll Salaries	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Payroll Transfers	-	-	-	-	-	0%
Total Payroll and Related	-	-	-	-	-	0%
Debt	-	-	-	-	-	0%
Economic Development	-	-	-	-	-	0%
Insurance	-	-	-	-	-	0%
Repair & Maintenance	-	-	-	-	-	0%
Rent & Utilities	-	-	-	-	-	0%
Services	-	-	-	-	-	0%
Supplies	-	-	-	-	-	0%
Water Purchases	-	-	-	-	-	0%
Total Operations & Maintenance	-	-	-	-	-	0%
TOTAL OPERATING EXPENDITURES	-	-	-	-	-	0%
Capital Outlay	-	-	-	-	-	0%
Capital Projects	-	-	-	-	-	0%
Projects M&R	-	-	-	-	-	0%
Total Capital	-	-	-	-	-	0%
Transfers Out - Operating	1,231,741	1,275,500	1,137,500	1,137,500	-	0%
Transfers Out - Non Operating	-	-	-	-	-	0%
Total Other Uses	1,231,741	1,275,500	1,137,500	1,137,500	-	0%
TOTAL NON-OPERATING EXPENDITURES	1,231,741	1,275,500	1,137,500	1,137,500	-	0%
TOTAL EXPENDITURES & OTHER USES	1,231,741	1,275,500	1,137,500	1,137,500	-	0%
EXCESS REVENUES OVER(UNDER) EXPENDITURES	0	-	-	-	-	0%
FUND BALANCE, BEGINNING	-	0	0	0	-	0%
FUND BALANCE, ENDING	0	0	0	0	-	0%
Restricted/Assigned/Committed Funds	0	0	0	0	-	0%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	-	-	-	0%
RESTRICTED/ASSIGNED/COMMITTED FUNDS						
Cash 200 10110 00 000	\$ 0	\$ 0	\$ 0	\$ 0	\$ -	0%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS	\$ 0	\$ 0	\$ 0	\$ 0	\$ -	0%

4B Economic Development Fund Overview

The 4B Economic Development Fund collects a half-cent sales tax to be allocated to qualified development projects. Since FY 2006 the 4B Fund has been committed to the repayment of the debt incurred for the Town's Civic Campus project.

Revenues

- Revenues are budgeted to be \$1,137,500.
 - This amount represents a 0% increase from prior year estimated.

Transfers Out

- Transfers out to the Debt Service Fund are budgeted to be \$1,137,500, representing 100% of revenues.
 - This amount represents a 0% increase from prior year estimated.

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Economic Development Fund

The Economic Development Fund was set up to maintain all receipts and disbursement of funds pertaining to agreements between the Town and various corporations for economic development.

Economic Development Fund

Program Summary

Fiscal Year 2016/2017

Actuals FY 14/15	Adopted Budget FY 15/16	Estimated Budget FY 15/16	Adopted Budget FY 16/17	FY 16/17 vs FY 15/16	Adopted Estimated
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REVENUES & OTHER SOURCES

General Sales Tax	\$ 106,748	\$ 102,000	\$ 102,000	\$ 102,000	\$ -	0%
Property Tax	-	-	-	-	-	0%
Charge for Service	-	-	-	-	-	0%
Hotel Occupancy Tax	65,000	85,000	32,000	32,640	640	2%
Beverage Tax	-	-	-	-	-	0%
Franchise Fees	-	-	-	-	-	0%
Permits & Fees	-	-	-	-	-	0%
Permits & Fees Building	-	-	-	-	-	0%
Fines & Forfeitures	-	-	-	-	-	0%
Investment Earnings	-	-	-	-	-	0%
Contributions	410,000	450,000	-	1,210,000	1,210,000	100%
Misc Income	-	-	-	-	-	0%
Total Revenues	581,747	637,000	134,000	1,344,640	1,210,640	903%
Transfers In	35,758	35,758	35,758	-	(35,758)	-100%
Other Sources	-	-	-	-	-	0%
Total Other Sources	35,758	35,758	35,758	-	(35,758)	-100%
TOTAL REVENUES & OTHER SOURCES	\$ 617,506	\$ 672,758	\$ 169,758	\$ 1,344,640	\$ 1,174,882	692%

EXPENDITURES & OTHER USES

Payroll Salaries	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Payroll Transfers	-	-	-	-	-	0%
Total Payroll and Related	-	-	-	-	-	0%
Debt	35,758	35,758	35,758	-	(35,758)	-100%
Economic Development	171,747	187,000	134,000	134,640	640	0%
Insurance	-	-	-	-	-	0%
Repair & Maintenance	-	-	-	-	-	0%
Rent & Utilities	-	-	-	-	-	0%
Services	-	-	-	-	-	0%
Supplies	-	-	-	-	-	0%
Water Purchases	-	-	-	-	-	0%
Total Operations & Maintenance	207,506	222,758	169,758	134,640	(35,118)	-21%
TOTAL OPERATING EXPENDITURES	207,506	222,758	169,758	134,640	(35,118)	-21%
Capital Outlay	-	-	-	-	-	0%
Capital Projects	-	-	-	-	-	0%
Projects M&R	-	-	-	-	-	0%
Total Capital	-	-	-	-	-	0%
Transfers Out - Operating	410,000	450,000	-	1,210,000	1,210,000	100%
Transfers Out - Non Operating	-	-	-	-	-	0%
Total Other Uses	410,000	450,000	-	1,210,000	1,210,000	100%
TOTAL NON-OPERATING EXPENDITURES	410,000	450,000	-	1,210,000	1,210,000	100%
TOTAL EXPENDITURES & OTHER USES	617,506	672,758	169,758	1,344,640	1,174,882	692%

EXCESS REVENUES OVER(UNDER) EXPENDITURES	-	-	-	-	-	0%
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FUND BALANCE, BEGINNING	-	-	-	-	-	0%
FUND BALANCE, ENDING	-	-	-	-	-	0%
Restricted/Assigned/Committed Funds	-	-	-	-	-	0%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	-	-	-	0%

RESTRICTED/ASSIGNED/COMMITTED FUNDS

Cash 210 10110 00 000	\$ -	\$ -	\$ -	\$ -	\$ -	0%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS	\$ -	\$ -	\$ -	\$ -	\$ -	0%

Economic Development Fund Overview

The Economic Development Fund was created to transparently account for all receipts and disbursements related to economic development agreements.

Currently, revenues and transfers in are used to:

- Fulfill incentive obligations negotiated with Fidelity Investments and Deloitte University as part of their relocation to Westlake
- Transfer funds to the Westlake Academy Expansion Fund as part of the development agreement between the Town and Maguire Partners-Solana Land L.P., developer of the Granada subdivision

The economic development agreement with Deloitte University includes a 50% reimbursement of the 1% general sales tax receipts and 50% of the hotel/motel tax receipts generated through business activities in Westlake.

The agreement with Maguire Partners-Solana Land LP includes a \$10,000 per lot contribution for the benefit of Westlake Academy from the final platting of lots in the Granada residential subdivision and Entrada development.

Revenues

- Total revenues are budgeted to be \$1,344,640.
 - \$102,000 in sales tax from Deloitte University
 - \$32,640 in hotel/motel tax from Deloitte University
 - \$1,210,000 in contributions from Maguire Partners-Solana LP for the expected final platting of 121 lots (Entrada and Granada residential subdivision)

Expenditures and Transfers Out

- Total expenditures are budgeted to be \$1,344,640.
 - Transfers out to Westlake Academy Expansion Fund of \$1,210,000
 - \$134,640 in development agreement payments to Fidelity Investments and Deloitte University

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Local Public Improvement District

Public Improvement District Fund accounts for monies received from bond proceeds, inspection fees and payments related to the Solana Public Improvement District.

The District was created by ordinance in February 2014 to finance the construction of public infrastructure (such as water lines and streets) in the Entrada subdivision.

Local Public Improvement District

Program Summary

Fiscal Year 2016/2017

	Actuals FY 14/15	Adopted Budget FY 15/16	Estimated Budget FY 15/16	Adopted Budget FY 16/17	FY 16/17 FY 15/16	Adopted vs Estimated
REVENUES & OTHER SOURCES						
General Sales Tax	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Property Tax	-	-	-	-	-	0%
Charge for Service	-	-	-	-	-	0%
Hotel Occupancy Tax	-	-	-	-	-	0%
Beverage Tax	-	-	-	-	-	0%
Franchise Fees	-	-	-	-	-	0%
Permits & Fees	69,300	730,700	758,800	10,000	(748,800)	-99%
Permits & Fees Building	-	-	-	-	-	0%
Fines & Forfeitures	-	-	-	-	-	0%
Investment Earnings	-	-	-	-	-	0%
Contributions	-	-	-	-	-	0%
Misc Income	(0.05)	-	82,500	85,000	2,500	3%
Total Revenues	69,300	730,700	841,300	95,000	(746,300)	-89%
Transfers In	185,000	-	-	-	-	0%
Other Sources	-	-	-	-	-	0%
Total Other Sources	185,000	-	-	-	-	0%
TOTAL REVENUES & OTHER SOURCES	\$ 254,300	\$ 730,700	\$ 841,300	\$ 95,000	\$ (746,300)	-89%
EXPENDITURES & OTHER USES						
Payroll Salaries	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Payroll Transfers	-	-	-	-	-	0%
Total Payroll and Related	-	-	-	-	-	0%
Debt	-	-	-	-	-	0%
Economic Development	-	-	-	-	-	0%
Insurance	-	-	-	-	-	0%
Repair & Maintenance	-	-	-	-	-	0%
Rent & Utilities	-	-	-	-	-	0%
Services	73,581	124,000	535,595	453,000	(82,595)	-15%
Supplies	-	-	-	-	-	0%
Water Purchases	-	-	-	-	-	0%
Total Operations & Maintenance	73,581	124,000	535,595	453,000	(82,595)	-15%
TOTAL OPERATING EXPENDITURES	73,581	124,000	535,595	453,000	(82,595)	-15%
Capital Outlay	-	-	-	-	-	0%
Capital Projects	-	-	-	-	-	0%
Projects M&R	-	-	-	-	-	0%
Total Capital	-	-	-	-	-	0%
Transfers Out - Operating	-	-	-	-	-	0%
Transfers Out - Non Operating	-	-	-	-	-	0%
Total Other Uses	-	-	-	-	-	0%
TOTAL NON-OPERATING EXPENDITURES	-	-	-	-	-	0%
TOTAL EXPENDITURES & OTHER USES	73,581	124,000	535,595	453,000	(82,595)	-15%
EXCESS REVENUES OVER(UNDER) EXPENDITURES	180,718	606,700	305,705	(358,000)	(663,705)	217%
FUND BALANCE, BEGINNING	-	180,719	180,719	486,424	305,705	169%
FUND BALANCE, ENDING	180,718	787,419	486,424	128,424	(358,000)	-74%
Restricted/Assigned/Committed Funds	180,718	787,419	486,424	128,424	(358,000)	-74%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	-	-	-	0%
RESTRICTED/ASSIGNED/COMMITTED FUNDS						
Cash 215 10110 00 000	\$ 180,718	\$ 787,419	\$ 486,424	\$ 128,424	\$ (358,000)	-74%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS	\$ 180,718	\$ 787,419	\$ 486,424	\$ 128,424	\$ (358,000)	-74%

Public Improvement District Overview

The Public Improvement District (PID) Fund (Local) accounts for monies received from the original bond proceeds, inspection fees and payments related to the Solana Public Improvement District.

The District was created by ordinance in February 2014 to finance the construction of public infrastructure (such as water lines and streets) in the Entrada subdivision. This fund was created to segregate "Local" PID expenditures from the Capital Project Fund.

Revenues deposited into the PID Fund are used to cover engineering, consulting, legal, and advertising costs attributable to Entrada development and construction.

Revenues and Transfers In

- Revenues are budgeted to be \$95,000.
- Represents an 89% decrease of \$746,300 from the prior year estimated revenues of \$841,300.
 - Decrease is due to a reduction in Entrada related permits and fee revenues.

Expenditures and Transfers Out

- Expenditures are budgeted to be \$453,000.
- Represents a 15% decrease of \$82,595 from the prior year estimated expenditures of \$535,595
 - Decrease is due to a reduction in engineering, consulting, legal, and advertising costs.

Ending Fund Balance

- The ending fund balance is projected to be \$128,424.

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Lone Star Public Fund

The Lone Star Public Fund was founded in 1996 and was designed to provide for the acquisition, construction, rehabilitation, repair, equipping, furnishing and placement in service of public facilities in an orderly, planned manner and at the lowest possible borrowing costs.

Lone Star Public Funds

Program Summary

Fiscal Year 2016/2017

	Actuals FY 14/15	Adopted Budget FY 15/16	Estimated Budget FY 15/16	Adopted Budget FY 16/17	FY 16/17 FY 15/16	Adopted vs Estimated
REVENUES & OTHER SOURCES						
General Sales Tax	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Property Tax	-	-	-	-	-	0%
Charge for Service	-	-	-	-	-	0%
Hotel Occupancy Tax	-	-	-	-	-	0%
Beverage Tax	-	-	-	-	-	0%
Franchise Fees	-	-	-	-	-	0%
Permits & Fees	-	-	-	-	-	0%
Permits & Fees Building	-	-	-	-	-	0%
Fines & Forfeitures	-	-	-	-	-	0%
Investment Earnings	21	25	30	30	-	0%
Contributions	-	-	-	-	-	0%
Misc Income	(0.05)	-	-	-	-	0%
Total Revenues	21	25	30	30	-	0%
Transfers In	-	-	-	-	-	0%
Other Sources	-	-	-	-	-	0%
Total Other Sources	-	-	-	-	-	0%
TOTAL REVENUES & OTHER SOURCES	\$ 21	\$ 25	\$ 30	\$ 30	\$ -	0%
EXPENDITURES & OTHER USES						
Payroll Salaries	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Payroll Transfers	-	-	-	-	-	0%
Total Payroll and Related	-	-	-	-	-	0%
Debt	-	-	-	-	-	0%
Economic Development	-	-	-	-	-	0%
Insurance	-	-	-	-	-	0%
Repair & Maintenance	-	-	-	-	-	0%
Rent & Utilities	-	-	-	-	-	0%
Services	9	-	-	-	-	0%
Supplies	-	-	-	-	-	0%
Water Purchases	-	-	-	-	-	0%
Total Operations & Maintenance	9	-	-	-	-	0%
TOTAL OPERATING EXPENDITURES	9	-	-	-	-	0%
Capital Outlay	-	-	-	-	-	0%
Capital Projects	-	-	-	-	-	0%
Projects M&R	-	-	-	-	-	0%
Total Capital	-	-	-	-	-	0%
Transfers Out - Operating	-	-	-	-	-	0%
Transfers Out - Non Operating	-	-	-	-	-	0%
Total Other Uses	-	-	-	-	-	0%
TOTAL NON-OPERATING EXPENDITURES	-	-	-	-	-	0%
TOTAL EXPENDITURES & OTHER USES	9	-	-	-	-	0%
EXCESS REVENUES OVER(UNDER) EXPENDITURES	12	25	30	30	-	0%
FUND BALANCE, BEGINNING	13,620	13,632	13,632	13,662	30	0%
FUND BALANCE, ENDING	13,632	13,657	13,662	13,692	30	0%
Restricted/Assigned/Committed Funds	13,632	13,657	13,662	13,692	30	0%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	-	-	-	0%
RESTRICTED/ASSIGNED/COMMITTED FUNDS						
Cash 418 10110 00 000	\$ 13,632	\$ 13,657	\$ 13,662	\$ 13,692	\$ 30	0%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS	\$ 13,632	\$ 13,657	\$ 13,662	\$ 13,692	\$ 30	0%

Lone Star Public Facilities Overview

In 1996, the Westlake Board of Aldermen authorized the creation of the Lone Star Public Facilities Corporation, a nonprofit corporation designed to “assist the Town of Westlake, Texas in financing, refinancing, or providing public facilities.”

It was anticipated that the Corporation would issue bonds to finance the purchase or construction of public facilities, and then lease those facilities to qualifying tenants. The Lone Star Public Facilities Fund was created to account for the financial activities of the Corporation.

No bonds were ever issued. The fund is earning interest annually. Existing fund balance is due to corporate donations that were received shortly after the Fund was created.

Revenues

- Total revenues are budgeted to be are \$30 in interest earnings.

Expenditures

- There have been no fund expenditures since inception.

Fund Balance

- The ending fund balance is projected to be \$13,692

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SECTION 7 DEBT SERVICE FUNDS



Managing the Impact of Growth



Forging Westlake

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DEBT SERVICE FUNDS

Combined Program Summary

Fiscal Year 2016/2017

Actuals FY 14/15	Adopted Budget FY 15/16	Estimated Budget FY 15/16	Adopted Budget FY 16/17	FY 16/17 Adopted vs FY 15/16 Estimated
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REVENUES & OTHER SOURCES

General Sales Tax	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Property Tax	176,121	133,507	161,915	88,635	(73,280)	-45%
Hotel Tax	-	-	-	-	-	0%
Charge for Services	-	-	-	-	-	0%
Beverage Tax	-	-	-	-	-	0%
Franchise Fees	-	-	-	-	-	0%
Permits & Fees	-	-	-	-	-	0%
Permits & Fees Buildings	-	-	-	-	-	0%
Fines & Forfeitures	-	-	-	-	-	0%
Investment Earnings	-	-	-	-	-	0%
Contributions	-	-	-	-	-	0%
Misc Income	-	-	-	-	-	0%
Total Revenues	176,121	133,507	161,915	88,635	(73,280)	-45%
Transfers In	1,857,689	1,857,511	1,856,413	2,033,385	176,972	10%
Other Sources	-	-	-	-	-	0%
Total Other Sources	1,857,689	1,857,511	1,856,413	2,033,385	176,972	100%
TOTAL REVENUES & OTHER SOURCES	\$ 2,033,810	\$ 1,991,018	\$ 2,018,328	\$ 2,122,020	\$ 103,692	5%

EXPENDITURES & OTHER USES

Payroll Transfer In	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Payroll Transfer Out	-	-	-	-	-	0%
Total Payroll and Related	-	-	-	-	-	0%
Debt	2,012,360	2,011,094	2,006,868	2,150,396	143,528	7%
Economic Development	-	-	-	-	-	0%
Insurance	-	-	-	-	-	0%
Repair & Maintenance	-	-	-	-	-	0%
Rent & Utilities	-	-	-	-	-	0%
Services	1,615	2,400	2,400	1,600	(800)	-33%
Supplies	-	-	-	-	-	0%
Water Purchases	-	-	-	-	-	0%
Total Operations & Maintenance	2,013,975	2,013,494	2,009,268	2,151,996	142,728	7%
TOTAL OPERATING EXPENDITURES	2,013,975	2,013,494	2,009,268	2,151,996	142,728	7%
Capital Outlay	-	-	-	-	-	0%
Projects - Maintenance & Replacement Funds	-	-	-	-	-	0%
Projects - Capital & Expansions Funds	-	-	-	-	-	0%
Total Capital	-	-	-	-	-	0%
Transfers Out	-	-	-	-	-	0%
Other Uses	-	-	-	-	-	0%
Total Other Uses	-	-	-	-	-	0%
TOTAL NON-OPERATING EXPENDITURES	-	-	-	-	-	0%
TOTAL EXPENDITURES & OTHER USES	2,013,975	2,013,494	2,009,268	2,151,996	142,728	7%

EXCESS REVENUES OVER(UNDER) EXPENDITURES	19,835	(22,476)	9,061	(29,976)	(39,037)	431%
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FUND BALANCE, BEGINNING	1,080	20,915	20,915	29,976	9,061	43%
FUND BALANCE, ENDING	20,915	(1,561)	29,976	-	(29,976)	-100%
Restricted/Assigned/Committed Funds	20,915	(1,561)	29,976	-	(29,976)	-100%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	\$ -	\$ -	\$ -	0%

RESTRICTED/ASSIGNED/COMMITTED FUNDS

Cash	\$ 20,915	\$ (1,561)	\$ 29,976	\$ -	\$ (29,976)	-100%
	-	-	-	-	-	0%
	-	-	-	-	-	0%
	-	-	-	-	-	0%
	-	-	-	-	-	0%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS	\$ 20,915	\$ (1,561)	\$ 29,976	\$ -	\$ (29,976)	-100%

DEBT SERVICE FUNDS
COMBINING REVENUES, EXPENDITURES AND FUND BALANCE
FISCAL YEAR 2016/2017

	Debt Service OT	Debt Service PT	TOTAL
REVENUES AND OTHER SOURCES			
General Sales Tax	\$ -	\$ -	\$ -
Property Tax	-	88,635	88,635
Charge for Services	-	-	-
Hotel Tax	-	-	-
Beverage Tax	-	-	-
Franchise Fees	-	-	-
Permits and Fees	-	-	-
Permits and Fees Building	-	-	-
Fines and Forfeitures	-	-	-
Investment Earnings	-	-	-
Contributions	-	-	-
Misc Income	-	-	-
Total Revenues	-	88,635	88,635
Transfers In	2,033,385	-	2,033,385
Other Sources	-	-	-
Total Other Sources	2,033,385	-	2,033,385
TOTAL REVENUES AND OTHER SOURCES	\$ 2,033,385	\$ 88,635	\$ 2,122,020

EXPENDITURES AND OTHER USES			
Payroll Transfers In	\$ -	\$ -	\$ -
Payroll Transfers Out	-	-	-
Total Payroll & Related	-	-	-
Debt	2,031,785	118,611	2,150,396
Economimc Development	-	-	-
Insurance	-	-	-
Repair & Maintenance	-	-	-
Rent & Utilities	-	-	-
Services	1,600	-	1,600
Supplies	-	-	-
Water Purchases	-	-	-
Total Operations & Maintenance	2,033,385	118,611	2,151,996
Capital Outlay	-	-	-
Projects - Maintenance & Replacement Funds	-	-	-
Capital Project Funds	-	-	-
Total Capital	-	-	-
Transfers Out	-	-	-
Other Uses	-	-	-
Total Other Uses	-	-	-
TOTAL EXPENDITURES AND OTHER USES	2,033,385	118,611	2,151,996

EXCESS REVENUES OVER (UNDER) EXPENDITURES	-	(29,976)	(29,976)
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BEGINNING FUND BALANCE	-	29,976	29,976
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ENDING FUND BALANCE	\$ -	\$ -	\$ (0)
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The two Debt Service Funds for the Town of Westlake are used to manage payments on all general government related debt associated with the construction of Westlake Academy facilities. Any future debt issuances will also be paid from these two funds.

Town Council and staff are dedicated to a conservative pattern of debt issuance that ensures property tax rates remain among the lowest in the region and attractive to prospective businesses and residents. Recognizing that long-term debt is usually a more expensive financing method, alternative financing sources will be explored before debt is issued. When debt is issued, it will be used to acquire major assets with expected lives which equal or exceed the average life of the debt issue.

Debt Management Practices

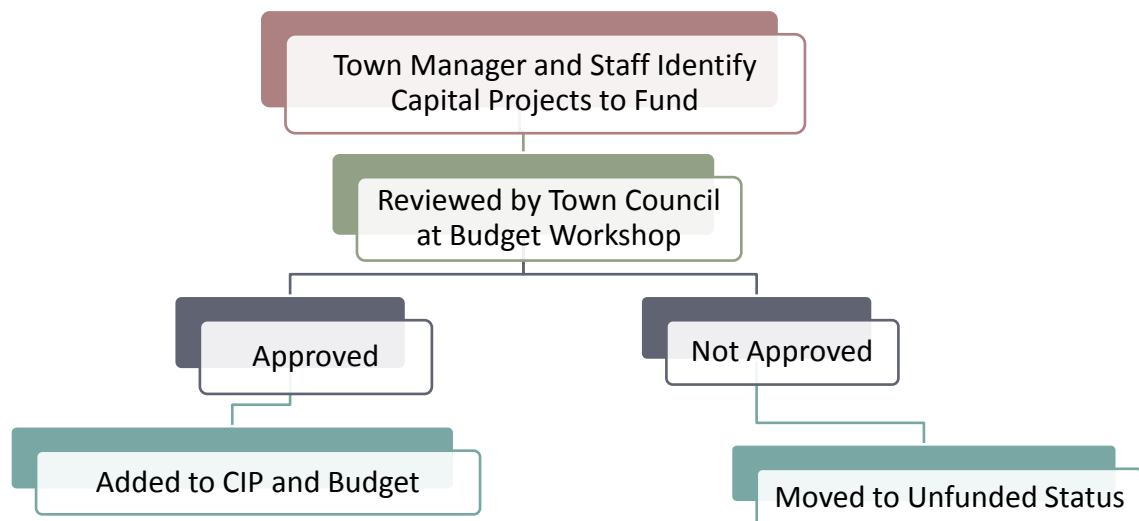
Debt management policies are written guidelines and restrictions that affect the amount and type of debt issued by a state or local government, the issuance process, and the management of a debt portfolio. A debt management policy improves the quality of decisions, provides justification for the structure of debt issuance, identifies policy goals, and demonstrates a commitment to long-term financial planning, including a multi-year capital plan.

Adherence to a debt management policy signals to rating agencies and the capital markets that a government is well managed and should meet its obligations in a timely manner. Debt levels and their related annual costs are important long-term obligations that must be managed within available resources. An effective debt management policy provides guidelines for a government to manage its debt program in line with those resources.

The Town of Westlake debt management policies are reviewed annually and revised as necessary and address the following:

- ✓ Direct Debt - debt payable from ad valorem I&S tax, and other available fund of the Town.
- ✓ Interfund Borrowing – loans for short-term cash flow needs.

Debt Approval Process



Debt Limits

Define specific limits or acceptable ranges for each type of debt. Limits are generally set for legal, public policy, and financial reasons. For the Town of Westlake there is no legal limit to debt except by way of a tax rate limit.

- a. *Legal limits* are determined by:
 - o State constitution and/or law which limit the Town's ad valorem rate.
 - o Local charter, by-laws, resolution or ordinance, or covenant.
- b. *Public Policy* limits include:
 - o Purposes for which debt proceeds may be used or prohibited,
 - o Types of debt that may be issued or prohibited,
 - o Relationship to and integration with the Capital Improvement Program,
 - o Policy goals related to economic development, capital improvement financings, tax increment financing, and public-private partnerships.
- c. *Financial limits* generally reflect policy or other financial resource constraints. Appropriate debt limits can positively impact bond ratings, if the government demonstrates adherence to such policies over time. Financial limits are often expressed as ratios customarily used by credit analysts. Different criteria for determining credit worthiness i.e. credit rating). Direct Debt can be measured or limited by the following ratios
 - o Debt per capita,
 - o Debt to personal income,
 - o Debt to taxable property value
 - o Debt service payments as a percentage of general fund revenues or expenditures.



DID YOU KNOW?

Westlake holds a AA+/stable bond rating from Standard & Poor's.

Their assessment reflects the Town's historically strong finances and management, fund reserves in excess of 50% of General Fund expenditures, and Westlake's participation in the Dallas - Fort Worth metro area economy.

A strong rating allows Westlake to keep borrowing costs low.

* * *

Debt Issuance Analysis

All consideration of debt issuance for major capital assets will be prepared within the framework of a Council approved multi-year capital improvement plan and forecast for all Town facilities and infrastructure.

Debt Structuring Practices

Includes specific policies regarding the debt structuring practices for each type of bond, including:

- Maximum term (often stated in absolute terms or based on the useful life of the asset),
- Average maturity,
- Debt service pattern such as equal payments or equal principal amortization,
- Use of optional redemption features that reflect market conditions and/or needs of the government,
- Use of variable or fixed-rate debt, credit enhancements, and short-term debt, and limitations as to when each can be used, and
- Other structuring practices should be considered such as capitalized interest, deferral of principal and/or other internal credit support, including general obligation pledges.

Debt Issuance Practices

Provides guidance regarding the issuance process, which may differ for each type of debt.

These practices include:

- Criteria for determining the sale method (competitive, negotiated, placement) and investment of proceeds,
- Criteria for issuance of advance refunding and current refunding bonds,
- Selection and use of professional service providers,
- Use of comparative bond pricing services or market indices as a benchmark in negotiated transactions, as well as to evaluate final bond pricing results, and
- Use of credit ratings, minimum bond ratings, determination of the number of ratings, and selection of rating services.

Analysis of Debt Issuance and Debt Issuance Alternatives

Staff will explore alternatives to the issuance of debt for capital acquisitions and construction projects.

These alternatives will include, but not be limited to,

- Grants
- Use of reserves
- Use of either current on-going general revenues or one-time revenues
- Contributions from developers and others
- Leases
- User fees
- Impact fees

Use of Debt Financing

The useful life of the asset or project shall, at a minimum, exceed the payout schedule of any debt the Town assumes.

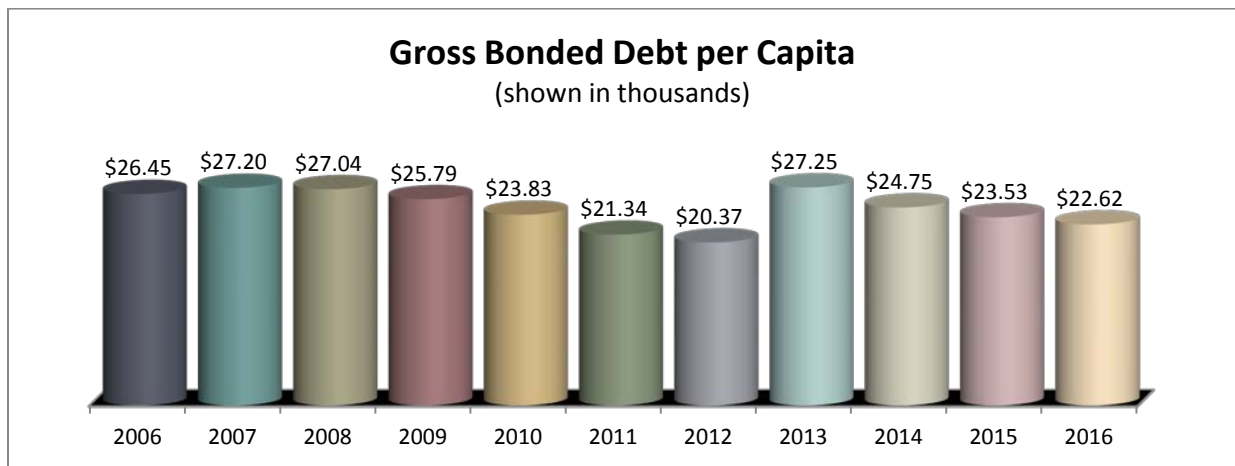
1. Debt financing instruments to be considered by the Town may include:
 - o General obligation bonds - These must be authorized by a vote of the citizens of Westlake.
 - o Revenue bonds - These bonds generate capital requirements necessary for continuation or expansion of a service which produces revenue and for which the asset may reasonable be expected to provide for a revenue stream to fund the debt service requirement.
 - o Certificates of obligation - These can be authorized by Council approval with debt service by either general revenues or backed by a specific revenue stream or a combination of both.
 - o Lease/purchase agreements - These shall only be used to purchase capital assets that cannot be financed from either current revenues or fund balance/retained earnings and to fund infrastructure improvements and additions.
2. **Assumption of Additional Debt** - The Town shall not assume more tax-supported general purpose debt than it retires each year without first conducting an objective analysis as to the community's ability to assume and support additional debt service payments.
3. **Affordability Targets** - The Town shall use an objective multi-year analytical approach to determine whether it can afford to assume new general purpose debt beyond what it retires each year. This process shall compare generally accepted standards of affordability to the current values for the Town. The process shall also examine the direct costs and benefits of the proposed expenditures. The decision on whether or not to assume new debt shall be based on these costs and benefits and on the Town's ability to "afford" new debt as determined by the aforementioned standards. The Town shall strive to achieve and/or maintain these standards at a low to moderate classification.
4. **Debt Structure** - The Town shall structure its debt payment schedules for general purpose debt to ensure level principal repayment schedules. The Town shall not assume any debt with "balloon" repayment schedules which consist of low annual payments and one large payment of the balance due at the end of the term. While balloon payment structures minimize the size of debt payments during the period, they force a large funding requirement on the budget of the final year. Given the uncertainties of the future, level payment schedules improve budget planning and financial management.
5. **Sale Process** - The Town shall use a competitive bidding process in the sale of debt unless the nature of the issue warrants a negotiated bid. The Town shall award bonds based on a true interest cost (TIC) basis as long as the financial advisor agrees that the TIC basis can satisfactorily determine the lowest and best bid.
6. **Bond Rating Agencies Presentations** - Full disclosure of operations and open lines of communication shall be made to the bond rating agencies. Town staff, with assistance of

financial advisors, shall prepare the necessary materials and presentation to the bond rating agencies.

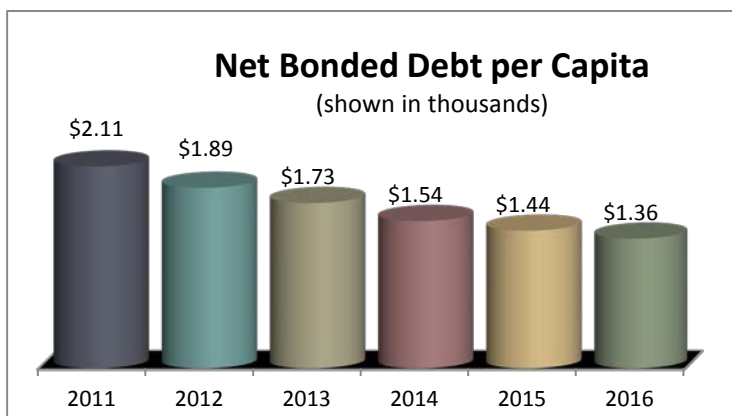
7. **Continuing Disclosure** - The Town is committed to continuing disclosure of financial and pertinent credit information relevant to the Town's outstanding securities.
8. **Debt Refunding** - Town staff and the financial advisor shall monitor the municipal bond market for opportunities to obtain interest savings by refunding outstanding debt. As a general rule, the present value savings of a particular refunding should exceed 3.5% of the refunded maturities.

Debt per Capita

In order to make apples-to-apples comparisons of debt levels between different municipalities, analysts often use measures like debt per capita, or the amount of bonded debt outstanding for each resident. It does not include interest expense.



It is important to note, the rating agencies take into consideration not only gross debt ratios, but more notably net debt ratios. While the Town's bonded debt is ultimately secured by a pledge of its ad valorem tax, it is actually paid from municipal sales tax revenues and other sources with the exception of the Series 2011 CO which has a current balance of \$1,627,000. This comparison results in a more accurate reflection of the Town's net debt per capita.



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Fund
300

Debt Service Fund

(not funded by property tax)

This section provides a summary of the annual principal and interest payments for all outstanding bonded debt and capital leases.

The Town's debt is funded through dedicated, self-supporting revenue streams such as sales tax revenues.

The Town issues general obligation bonds and certificates of obligation to provide for the acquisition and construction of major capital facilities and infrastructure.

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Debt Service (non property tax)

Program Summary

Fiscal Year 2016/2017

	Actuals FY 14/15	Adopted Budget FY 15/16	Estimated Budget FY 15/16	Adopted Budget FY 16/17	FY 16/17 FY 15/16	Adopted vs Estimated
REVENUES & OTHER SOURCES						
General Sales Tax	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Property Tax	-	133,507	-	-	-	0%
Charge for Service	-	-	-	-	-	0%
Hotel Occupancy Tax	-	-	-	-	-	0%
Beverage Tax	-	-	-	-	-	0%
Franchise Fees	-	-	-	-	-	0%
Permits & Fees	-	-	-	-	-	0%
Permits & Fees Building	-	-	-	-	-	0%
Fines & Forfeitures	-	-	-	-	-	0%
Investment Earnings	-	-	-	-	-	0%
Contributions	-	-	-	-	-	0%
Misc Income	-	-	-	-	-	0%
Total Revenues	-	133,507	-	-	-	0%
Transfers In	1,857,689	1,857,511	1,856,413	2,033,385	176,972	10%
Other Sources	-	-	-	-	-	0%
Total Other Sources	1,857,689	1,857,511	1,856,413	2,033,385	176,972	10%
TOTAL REVENUES & OTHER SOURCES	\$ 1,857,689	\$ 1,991,018	\$ 1,856,413	\$ 2,033,385	\$ 176,972	10%
EXPENDITURES & OTHER USES						
Payroll Salaries	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Payroll Transfers	-	-	-	-	-	0%
Total Payroll and Related	-	-	-	-	-	0%
Debt	1,857,674	2,011,094	1,856,591	2,031,785	175,194	9%
Economic Development	-	-	-	-	-	0%
Insurance	-	-	-	-	-	0%
Repair & Maintenance	-	-	-	-	-	0%
Rent & Utilities	-	-	-	-	-	0%
Services	1,615	2,400	2,000	1,600	(400)	-20%
Supplies	-	-	-	-	-	0%
Water Purchases	-	-	-	-	-	0%
Total Operations & Maintenance	1,859,289	2,013,494	1,858,591	2,033,385	174,794	9%
TOTAL OPERATING EXPENDITURES	1,859,289	2,013,494	1,858,591	2,033,385	174,794	9%
Capital Outlay	-	-	-	-	-	0%
Capital Projects	-	-	-	-	-	0%
Projects M&R	-	-	-	-	-	0%
Total Capital	-	-	-	-	-	0%
Transfers Out - Operating	-	-	-	-	-	0%
Transfers Out - Non Operating	-	-	-	-	-	0%
Total Other Uses	-	-	-	-	-	0%
TOTAL NON-OPERATING EXPENDITURES	-	-	-	-	-	0%
TOTAL EXPENDITURES & OTHER USES	1,859,289	2,013,494	1,858,591	2,033,385	174,794	9%
EXCESS REVENUES OVER(UNDER) EXPENDITURES	(1,600)	(22,476)	(2,178)	-	2,178	100%
FUND BALANCE, BEGINNING	3,777	2,178	2,178	(0)	(2,178)	-100%
FUND BALANCE, ENDING	2,178	(20,298)	(0)	(0)	-	0%
Restricted/Assigned/Committed Funds	2,178	(20,298)	(0)	(0)	-	0%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	-	-	-	0%
RESTRICTED/ASSIGNED/COMMITTED FUNDS						
Cash 300 10110 00 000	\$ 2,178	\$ (20,298)	\$ (0)	\$ (0)	\$ -	0%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS	\$ 2,178	\$ (20,298)	\$ (0)	\$ (0)	\$ -	0%

Section 7 Debt Service Funds
Debt Service Fund Overview
(non-property tax)

This section provides a summary of the annual principal and interest payments for all outstanding bonded debt and capital leases. The Town's debt is funded through dedicated, self-supporting revenue streams such as sales tax revenues. The Town issues general obligation bonds and certificates of obligation to provide for the acquisition and construction of major capital facilities and infrastructure.

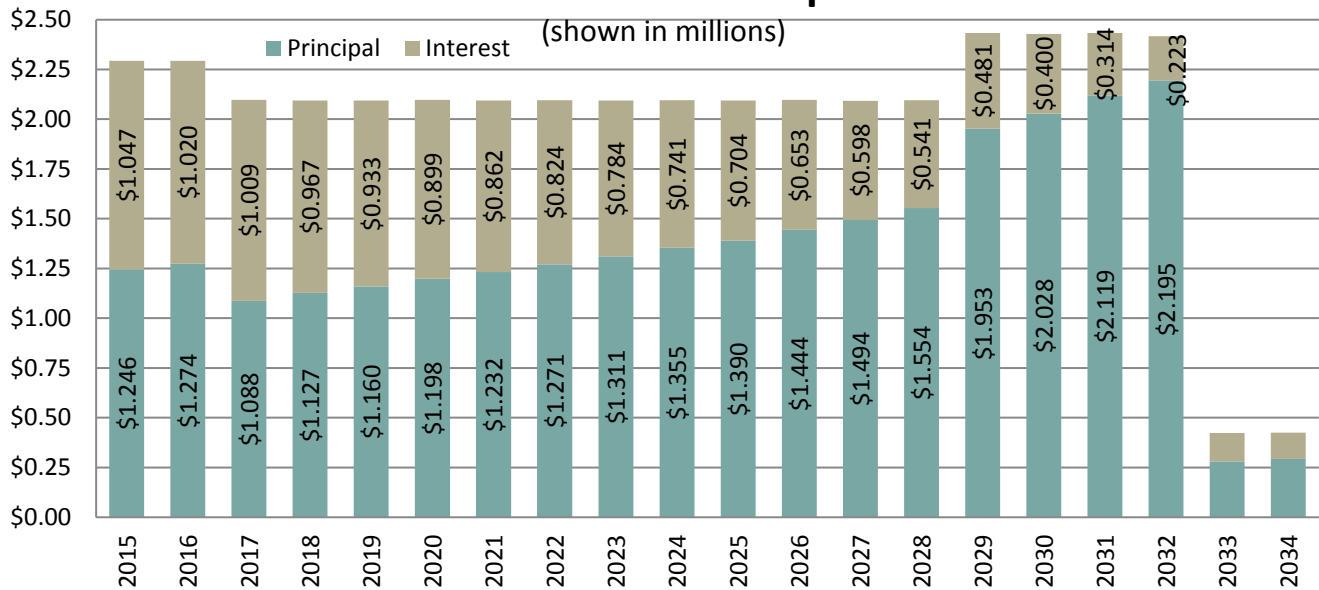
Transfers In

- Total Transfers in are budgeted to be \$2,033,385
- Represents a 10% increase of \$176,972 from prior year estimated transfers in of \$1,856,413
 - Transfers in from 4B Economic Development Fund account for \$1,137,500
 - Transfers in from General Fund account for \$754,035
 - Transfers in from Visitors Association Fund account for \$142,250

Expenditures

- Debt service expenditures are budgeted to be \$2,033,385
- Represents a 9% increase of \$174,794 from prior year estimated expenditures of \$1,858,591

20 Year Annual Debt Requirement



Section 7 Debt Service Funds
Debt Service Fund Overview
(non-property tax)

Historical Bond Issuances

- Issuances related to the construction of Westlake Academy facilities:
 - \$12,400,000 Series 2002 Certificates of Obligation (refunded)
 - Westlake Academy Phase I
 - \$ 6,410,000 Series 2003 Certificates of Obligation (refunded)
 - Westlake Academy Phase II
 - \$ 7,465,000 Series 2007 General Obligation Refunding Bonds
 - Partial refinance of Series 2002 Certificates of Obligation
 - \$ 2,500,000 Series 2008 General Obligation Bonds
 - Westlake Academy Arts & Sciences Building
 - \$ 7,375,000 Series 2011 General Obligation Refunding Bonds
 - Partial refinance of Series 2002 and 2003 Certificates of Obligation
 - \$ 2,200,000 Series 2013 General Obligation Refunding Bonds
 - Refinance of Series 2008 General Obligation Bonds
 - \$ 8,500,000 Series 2013 Certificates of Obligation
 - Westlake Academy Expansion
 - \$ 1,980,000 Series 2014 General Obligation Refunding Bonds
 - Partial refinance of 2003 Certificates of Obligation
 - \$ 8,500,000 Series 2015 Certificates of Obligation
 - Fire Station/EMS Complex

*Municipalities frequently refinance debt issuances to take advantage of changes in bond market interest rates.

Debt Service Fund

Not Funded by Property Tax

Long-Term Debt Summary

ISSUES		SERIES 2014 GO - Refunding			SERIES 2013 GO-Refunding			SERIES 2013 CO (Bldgs Only)		
TYPE		*Refunding of 2003			*Partial refunding of 2003/2008			Certificates of Obligation		
Funding		Funded by 4B Fund/General Fund			Funded by Visitors Association Fund/ General Fund			Funded by 4B Fund/General Fund		
Pymt	Fiscal	300.48840.00.13	300.48850.00.13	TOTAL	300.48840.00.13	300.48850.00.13	TOTAL	300.48840.00.12	300.48850.00.12	TOTAL
No.	Year	Principal	Interest		Principal	Interest		Principal	Interest	
1	2017	5,000	65,220	70,220	130,000	39,950	169,950	178,000	270,732	448,732
2	2018	5,000	65,040	70,040	125,000	37,400	162,400	178,000	267,172	445,172
3	2019	5,000	64,860	69,860	135,000	34,463	169,463	182,450	263,568	446,018
4	2020	5,000	64,680	69,680	140,000	31,025	171,025	191,350	259,830	451,180
5	2021	5,000	64,500	69,500	145,000	27,463	172,463	191,350	255,525	446,875
6	2022	5,000	64,320	69,320	145,000	23,838	168,838	200,250	250,630	450,880
7	2023	5,000	64,140	69,140	150,000	20,375	170,375	204,700	245,056	449,756
8	2024	5,000	63,960	68,960	145,000	17,130	162,130	213,600	238,781	452,381
9	2025	5,000	63,780	68,780	155,000	13,830	168,830	213,600	232,373	445,973
10	2026	5,000	63,600	68,600	165,000	10,063	175,063	226,950	225,765	452,715
11	2027	5,000	63,420	68,420	160,000	6,000	166,000	231,400	218,601	450,001
12	2028	5,000	63,240	68,240	160,000	2,000	162,000	240,300	210,936	451,236
13	2029	350,000	56,150	406,150	-	-	-	347,100	200,956	548,056
14	2030	360,000	41,950	401,950	-	-	-	360,450	188,574	549,024
15	2031	375,000	27,250	402,250	-	-	-	369,350	175,803	545,153
16	2032	395,000	9,874	404,874	-	-	-	529,550	158,748	688,298
17	2033	-	-	-	-	-	-	280,350	142,550	422,900
18	2034	-	-	-	-	-	-	293,700	131,069	424,769
19	2035	-	-	-	-	-	-	307,050	119,054	426,104
20	2036	-	-	-	-	-	-	320,400	106,505	426,905
21	2037	-	-	-	-	-	-	329,300	94,129	423,429
22	2038	-	-	-	-	-	-	342,650	81,950	424,600
23	2039	-	-	-	-	-	-	356,000	69,287	425,287
24	2040	-	-	-	-	-	-	369,350	55,447	424,797
25	2041	-	-	-	-	-	-	382,700	40,406	423,106
26	2042	-	-	-	-	-	-	400,500	24,742	425,242
30	2043	-	-	-	-	-	-	418,300	8,366	426,666
TOTAL		\$1,540,000	\$905,984	\$2,445,984	\$1,755,000	\$263,535	\$2,018,535	\$7,858,700	\$4,536,555	\$12,395,255
Original Issue:		\$1,910,000			\$2,200,000			\$8,500,000		
Issue Date:		January 7, 2014			April 2013			April 2013		
Rate:		3.47%			2.23%			3.42%		
Use:		Refunding of 2003			Refunding of 2008 (A&S Building)			WA Expansion / Ground Storage Tank		
Issued By:		US Bank			US Bank			US Bank		

Debt Service Fund

Not Funded by Property Tax

Long-Term Debt Summary

ISSUES		SERIES 2011 GO-Refunding			SERIES 2007 GO-Refunding			GRAND TOTAL		
TYPE		*Partial refunding of 2002/2003			*Partial refunding of 2002					
Funding		Funded by 4B Fund/General Fund			Funded by 4B Fund/General Fund			Various Funding Sources		
Pymt	Fiscal	300.48840.00.10	300.48850.00.10	TOTAL	300.48840.00.07	300.48850.00.07	TOTAL	Principal	Interest	Total Debt
No.	Year	Principal	Interest		Principal	Interest				
1	2017	275,000	207,275	482,275	425,000	276,608	701,608	1,013,000	859,785	1,872,785
2	2018	700,000	192,650	892,650	40,000	259,608	299,608	1,048,000	821,870	1,869,870
3	2019	715,000	171,425	886,425	40,000	258,008	298,008	1,077,450	792,323	1,869,773
4	2020	730,000	149,750	879,750	45,000	256,408	301,408	1,111,350	761,692	1,873,042
5	2021	750,000	127,550	877,550	50,000	254,608	304,608	1,141,350	729,645	1,870,995
6	2022	770,000	104,750	874,750	55,000	252,608	307,608	1,175,250	696,145	1,871,395
7	2023	790,000	81,350	871,350	60,000	250,408	310,408	1,209,700	661,328	1,871,028
8	2024	820,000	55,150	875,150	65,000	248,008	313,008	1,248,600	623,029	1,871,629
9	2025	260,000	36,250	296,250	645,000	245,408	890,408	1,278,600	591,641	1,870,241
10	2026	260,000	27,150	287,150	670,000	219,608	889,608	1,326,950	546,185	1,873,135
11	2027	275,000	17,100	292,100	700,000	192,808	892,808	1,371,400	497,928	1,869,328
12	2028	290,000	5,800	295,800	730,000	164,808	894,808	1,425,300	446,783	1,872,083
13	2029	-	-	-	760,000	134,695	894,695	1,457,100	391,801	1,848,901
14	2030	-	-	-	790,000	103,345	893,345	1,510,450	333,869	1,844,319
15	2031	-	-	-	825,000	70,560	895,560	1,569,350	273,613	1,842,963
16	2032	-	-	-	855,000	35,910	890,910	1,779,550	204,532	1,984,082
17	2033	-	-	-	-	-	-	280,350	142,550	422,900
18	2034	-	-	-	-	-	-	293,700	131,069	424,769
19	2035	-	-	-	-	-	-	307,050	119,054	426,104
20	2036	-	-	-	-	-	-	320,400	106,505	426,905
21	2037	-	-	-	-	-	-	329,300	94,129	423,429
22	2038	-	-	-	-	-	-	342,650	81,950	424,600
23	2039	-	-	-	-	-	-	356,000	69,287	425,287
24	2040	-	-	-	-	-	-	369,350	55,447	424,797
25	2041	-	-	-	-	-	-	382,700	40,406	423,106
26	2042	-	-	-	-	-	-	400,500	24,742	425,242
30	2043							418,300	8,366	426,666
TOTAL		\$6,635,000	\$1,176,200	\$7,811,200	\$6,755,000	\$3,223,400	\$9,978,400	\$24,543,700	\$10,105,674	\$34,649,374
Original Issue:		\$7,375,000			\$7,465,000					
Issue Date:		December 29, 2011			March 15, 2007					
Rate:		2.58%			4.19%					
Use:		Partial refunding of 2002 & 2003			Partial refunding of Series 2002					
Issued By:		US Bank			US Bank					

Fund
301

Debt Service Fund

(funded by property tax)

This section provides a summary of the annual principal and interest payments for all outstanding bonded debt that is funded through property tax revenue.

The Town issues general obligation bonds and certificates of obligation to provide for the acquisition and construction of major capital facilities and infrastructure.

Debt Service (funded by property tax)

Program Summary

Fiscal Year 2016/2017

	Actuals FY 14/15	Adopted Budget FY 15/16	Estimated Budget FY 15/16	Adopted Budget FY 16/17	FY 16/17 FY 15/16	Adopted vs Estimated
REVENUES & OTHER SOURCES						
General Sales Tax	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Property Tax	176,121	-	161,915	88,635	(73,280)	-45%
Charge for Service	-	-	-	-	-	0%
Hotel Occupancy Tax	-	-	-	-	-	0%
Beverage Tax	-	-	-	-	-	0%
Franchise Fees	-	-	-	-	-	0%
Permits & Fees	-	-	-	-	-	0%
Permits & Fees Building	-	-	-	-	-	0%
Fines & Forfeitures	-	-	-	-	-	0%
Investment Earnings	-	-	-	-	-	0%
Contributions	-	-	-	-	-	0%
Misc Income	-	-	-	-	-	0%
Total Revenues	176,121	-	161,915	88,635	(73,280)	-45%
Transfers In	-	-	-	-	-	0%
Other Sources	-	-	-	-	-	0%
Total Other Sources	-	-	-	-	-	0%
TOTAL REVENUES & OTHER SOURCES	\$ 176,121	\$ -	\$ 161,915	\$ 88,635	\$ (73,280)	-45%
EXPENDITURES & OTHER USES						
Payroll Salaries	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Payroll Transfers	-	-	-	-	-	0%
Total Payroll and Related	-	-	-	-	-	0%
Debt	154,686	-	150,277	118,611	(31,666)	-21%
Economic Development	-	-	-	-	-	0%
Insurance	-	-	-	-	-	0%
Repair & Maintenance	-	-	-	-	-	0%
Rent & Utilities	-	-	-	-	-	0%
Services	-	-	400	-	(400)	-100%
Supplies	-	-	-	-	-	0%
Water Purchases	-	-	-	-	-	0%
Total Operations & Maintenance	154,686	-	150,677	118,611	(32,066)	-21%
TOTAL OPERATING EXPENDITURES	154,686	-	150,677	118,611	(32,066)	-21%
Capital Outlay	-	-	-	-	-	0%
Capital Projects	-	-	-	-	-	0%
Projects M&R	-	-	-	-	-	0%
Total Capital	-	-	-	-	-	0%
Transfers Out - Operating	-	-	-	-	-	0%
Transfers Out - Non Operating	-	-	-	-	-	0%
Total Other Uses	-	-	-	-	-	0%
TOTAL NON-OPERATING EXPENDITURES	-	-	-	-	-	0%
TOTAL EXPENDITURES & OTHER USES	154,686	-	150,677	118,611	(32,066)	-21%
EXCESS REVENUES OVER(UNDER) EXPENDITURES	21,435	-	11,238	(29,976)	(41,214)	367%
FUND BALANCE, BEGINNING	(2,697)	18,738	18,738	29,976	11,238	60%
FUND BALANCE, ENDING	18,738	18,738	29,976	-	(29,976)	-100%
Restricted/Assigned/Committed Funds	18,738	18,738	29,976	-	(29,976)	-100%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	-	-	-	0%
RESTRICTED/ASSIGNED/COMMITTED FUNDS						
Cash 301 10110 00 000	\$ 18,738	\$ 18,738	\$ 29,976	\$ -	\$ (29,976)	-100%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS	\$ 18,738	\$ 18,738	\$ 29,976	\$ -	\$ (29,976)	-100%

Section 7 Debt Service Funds
Debt Service Overview
(property tax)

Required by Texas law, the Debt Service Fund (Property Tax) is used to manage payments related to the Interest and Sinking (I&S) component of the ad valorem (property) tax rate.

In most Texas municipalities, the Interest & Sinking levy funds the majority of annual debt service payments. The Town has separated the Debt Service Fund into two separate funds to more clearly denote the debt being paid with ad valorem tax which is a small portion of the Town's total debt.

Currently this Debt Service Fund is used to manage debt service payments associated with the various street projects.

Revenues

- Ad valorem property tax revenues are budgeted to be \$88,635.
- Represents a 45% decrease of \$73,280 from the prior year estimated revenues of \$161,915
 - Decrease is due to an additional \$29K in receipts which reduced the tax rate needed to cover the debt for various street projects.

Expenditures

- Debt service expenditures are budgeted to be \$118,611
- Represents a 21% decrease of \$32,066 from the prior year estimated expenditures of \$150,677

Bond Issuances

- Issuances related to street infrastructure projects:
 - \$ 2,095,000 Series 2011 Certificates of Obligation

*Municipalities frequently refinance debt issuances to take advantage of changes in bond market interest rates.

SERIES 2011 CERTIFICATES OF OBLIGATION				
No.	Year	Principal	Interest	Total
1	2017	\$75,000	\$79,475	\$154,475
2	2018	\$79,000	\$75,625	\$154,625
3	2019	\$83,000	\$71,575	\$154,575
4	2020	\$87,000	\$67,325	\$154,325
5	2021	\$91,000	\$62,875	\$153,875
6	2022	\$96,000	\$58,200	\$154,200
7	2023	\$101,000	\$53,275	\$154,275
8	2024	\$106,000	\$48,100	\$154,100
9	2025	\$111,000	\$42,675	\$153,675
10	2026	\$117,000	\$36,975	\$153,975
11	2027	\$123,000	\$30,975	\$153,975
12	2028	\$129,000	\$24,675	\$153,675
13	2029	\$136,000	\$18,050	\$154,050
14	2030	\$143,000	\$11,075	\$154,075
15	2031	\$150,000	\$3,750	\$153,750
TOTAL		\$1,627,000	\$684,625	\$2,311,625
Amount:	\$2,095,000			
Date:	March 29, 2011			
Rate:	4.12%			
Issued By:	Independent Bank			

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SECTION 8 WESTLAKE ACADEMY



Managing the Impact of Growth



Forging Westlake

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Westlake Academy

Program Summary

Fiscal Year 2016/2017

Actuals FY 14/15	Adopted Budget FY 15/16	Estimated Budget FY 15/16	Adopted Budget FY 16/17	FY 16/17 Adopted vs FY 15/16 Estimated
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REVENUES & OTHER SOURCES

Transportation	\$ 28,381	\$ 27,225	\$ 28,400	\$ 28,400	\$ -	0%
Parking	25,036	14,000	25,050	25,050	-	0%
Athletic Activities	90,925	81,150	81,150	90,724	9,574	12%
Interest Earned	2,067	1,575	3,000	3,000	-	0%
WAF Blacksmith Donation	1,046,212	1,100,000	1,025,000	1,000,000	(25,000)	-2%
WAF Salary Reimbursement	57,130	49,770	60,436	66,432	5,996	10%
Town Contribution - Westlake Reserve	300,000	300,000	300,000	300,000	-	0%
Town Contribution	-	15,000	15,000	15,000	-	0%
Other Local Revenue (BTS, Tech & Other)	108,611	54,000	70,500	143,256	72,756	103%
Food Services	6,000	6,000	6,000	6,000	-	0%
TEA - Foundation School Funds	5,811,523	5,671,950	5,788,829	5,606,212	(182,617)	-3%
TEA - Available School Funds	-	222,779	138,891	308,298	169,407	122%
CTE Funding (additional TEA-FSP Funds)	-	-	-	356,475	356,475	100%
TEA - IB Training	-	6,750	-	-	-	0%
TRS On-behalf/Medicare Part B	329,666	391,427	414,401	450,326	35,925	9%
Other Resources - Local	61,740	45,000	482,425	-	(482,425)	-100%
TOTAL REVENUES & OTHER SOURCES	\$ 7,867,292	\$ 7,986,626	\$ 8,439,082	\$ 8,399,173	\$ (39,909)	0%

EXPENDITURES & OTHER USES

Function 11 - Instructional	\$ 4,343,503	\$ 4,579,900	\$ 5,361,249	\$ 4,788,354	\$ (572,895)	-11%
Function 12 - Resources & Media	67,933	74,801	76,348	84,089	7,741	10%
Function 13 - Curriculum & Staff Development	165,308	134,590	147,909	127,802	(20,107)	-14%
Function 21 - Instructional Leadership	212,942	264,259	276,108	276,548	440	0%
Function 23 - School Leadership	620,382	778,866	816,705	851,510	34,805	4%
Function 31 - Guidance & Counseling	255,193	205,230	233,403	236,600	3,197	1%
Function 33 - Health Services	64,285	66,617	68,166	68,024	(142)	0%
Function 36 - Co/Extracurricular Activities	122,974	146,774	148,258	175,826	27,568	19%
Function 41 - Administrative	344,087	306,986	363,460	276,495	(86,965)	-24%
Function 51 - Maintenance & Operations	865,719	915,068	933,345	940,838	7,493	1%
Function 52 - Security & Monitoring Services	-	5,695	-	-	-	0%
Function 53 - Data Processing	100,757	169,679	172,888	192,401	19,513	100%
Function 61 - Community Services	111,620	112,639	115,445	122,020	6,575	6%
Function 71 - Debt Service	89,949	90,565	90,565	257,238	166,673	184%
Other Uses - Local	45,000	45,000	-	-	-	0%
TOTAL EXPENDITURES & OTHER USES	7,409,651	7,896,666	8,803,848	8,397,745	(406,103)	-5%

EXCESS REVENUES OVER(UNDER) EXPENDITURES	457,642	89,960	(364,766)	1,428	366,194	100%
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FUND BALANCE, BEGINNING	1,024,515	1,482,157	1,482,157	1,117,391	(364,766)	-25%
FUND BALANCE, ENDING	1,482,157	1,572,117	1,117,391	1,118,819	1,428	0%
Restricted/Assigned/Committed Funds	-	130,000	11,000	11,000	-	0%
UNASSIGNED FUND BALANCE, ENDING	\$ 1,482,157	\$ 1,442,117	\$ 1,106,391	\$ 1,107,819	\$ 1,428	0%
Operating Days	73	67	49	48	(1)	-2%
Daily Operating Expenditures	\$ 20,177	\$ 21,511	\$ 22,424	\$ 23,008	\$ 584	3%

RESTRICTED/ASSIGNED/COMMITTED FUNDS

Assigned - Technology/FFE	\$ -	\$ 125,000	\$ -	\$ -	\$ -	0%
Assigned - Uniform/Equip replacement	-	5,000	11,000	11,000	-	0%
					-	0%
					-	0%
					-	0%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS	\$ -	\$ 130,000	\$ 11,000	\$ 11,000	\$ -	0%

Section 8 Westlake Academy Westlake Academy Overview

Founded in 2003, Westlake Academy is an open enrollment charter school that is owned and operated by the Town of Westlake. The Academy is the Town's largest operating department, and is required under state law to publish a separate budget document. The Westlake Academy Fund was incorporated into the Town's budget structure in FY2010/11 in order to capture the total cost of municipal programs and services in a single document.

Note that revenues and expenditures are aligned with the school fiscal year, which begins on September 1 and ends on August 31.

For detailed information concerning Academy revenues and expenditures, see Westlake Academy's 2015/16 operating budget, available online at www.westlakeacademy.org.

Revenues and Other Sources

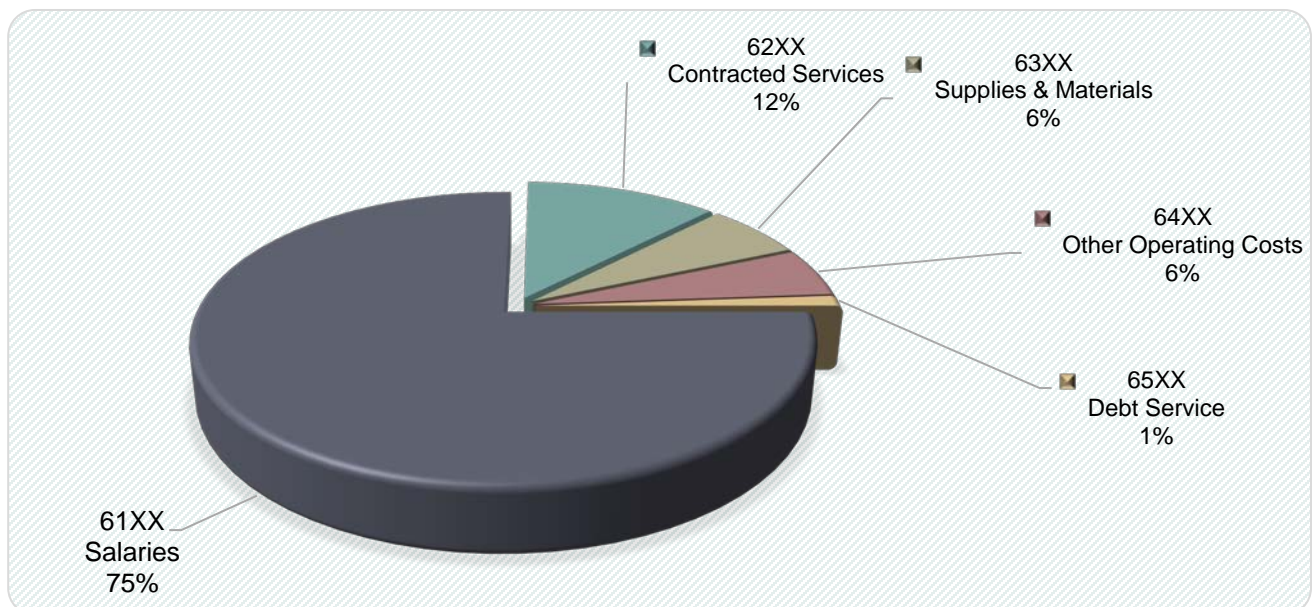
- General Fund adopted revenues and other sources are \$8,399,173
- This reflects a .01% decrease of \$39,909 from the prior year estimated revenues of 8,439,082.

Expenditures and Other Uses

- General Fund adopted expenditures and other uses total \$8,397,745.
- This reflects a 5% decrease of \$406,103 from the prior year estimated expenditures of \$8,803,848

Fund Balance

- The ending fund balance is projected to \$1,246,263 and reflects 48 operating days and daily operating expenditures of \$23,008.



August 12, 2016

Honorable Board of Trustees,

As Superintendent of Westlake Academy, and in tandem with the administrative teams for both municipal and academic services, I am pleased to submit for your consideration, the Academic Budget for FY 2016/17.

On behalf of our entire learning community, I would like to thank the Board for their leadership, dedication to excellence, and their support in making Westlake Academy and the Town of Westlake a truly shining example of what can be accomplished when people come together with a common purpose: great things can happen!

I. INTRODUCTION

Westlake Academy has faced several challenges and opportunities over the last several years, including decreased state funding, increased rigor in state assessments, recruitment and retention of legacy teachers, facility expansion, and unprecedented growth. The students, staff, and faculty have shown an enormous amount of resiliency and determination to continually hold to our vision and rise to any challenge we have faced. It is with this in mind that we present this year's budget theme, ***"Ignite ... Innovate ... Inspire: Know Your Impact."***

A public school operating budget is legally required to include the Academy's General, Debt Service, and Food Service Funds. However, the Academy does not maintain a Food Service Fund or a Debt Service Fund, so the ***General Fund is the only legally adopted fund. For informational purposes only, budgets for Special Revenue Funds are included throughout the presentation.***

GENERAL FUND BUDGET SUMMARY

	Amended FY 2015/2016	Proposed FY 2016/2017	\$ Increase (Decrease)	% Increase (Decrease)
Revenues	\$ 7,956,657	\$ 8,399,173	\$ 442,516	6%
Expenditures	(8,803,848)	(8,397,745)	406,103	-5%
Excess Revenues Over(Under) Expenditures	(364,766)	1,428	366,194	-100%
Fund Balance Beginning	1,482,157	1,117,391	(364,766)	-25%
Fund Balance Ending	1,117,391	1,118,819	1,428	0%
Assigned	11,000	11,000	-	0%
FUND BALANCE ENDING (Unassigned)	\$ 1,106,391	\$ 1,107,819	\$ 1,428	0%
# Days Operating (Based on 365)	49	48	(1)	-2%
Daily Operating Expenditure	22,424	23,008	\$584	3%
Students Enrolled	825	866	41	5%
TEA Funding per Student	\$7,185	\$7,241	\$56	1%
Operating Cost per Student	\$10,087	\$9,697	-\$389	-4%
Teachers	63.4	63.8	(0.4)	-1%
Student/Teacher Ratio	13.0	13.6	0.6	4%

The Town of Westlake finds itself in the "vortex" of one of DFW's most desirable executive housing corridors - located along State Highway 114. With growth now arriving in full force, it becomes imperative that we not only understand and deal with the changes that are now occurring, but also understand the impact that future potential growth.

II. THE CHALLENGES

OUR LOCAL CHALLENGES ALSO CONTINUE, AND INCLUDE:

Westlake's Permanent Population Growth: This is the portion of our population considered to be our permanent residents. From the 1990 population of 185 to 2015's population of 1,200 represents an increase of 449% equal to 1,015 additional residents. We will need to continue to monitor and plan for the continued increase in these numbers considering *Forging Westlake's* forecast of 7.12% population growth between now and 2040.

Continued Impact of Westlake Academy on Residential Growth: The number of Westlake residents who are selecting Westlake Academy as the educational choice for their students has doubled in the past five years. Resident surveys continually indicate that the Academy is one of the main reasons our residents move to Westlake, and why they plan to remain in our community. For example, the 2015 academic services survey results indicate 96% of the new residents say enrollment at Westlake Academy was very/somewhat important to their decision to live in the community. Planning for Academy growth in the face of residential development continues to be a challenge. Wherever possible, the Town has entered economic development agreements with residential developers to provide funding for Westlake Academy facilities to lessen the impact of their residential development on the Academy's enrollment.

Westlake Academy has experienced steady enrollment growth from 491 students in SY 2009-10 to a projected 866 in SY 2016-17. The current increase of student population is a result of the Phase I expansion efforts on the Academy campus and our development. Our growth requires that we carefully manage our student enrollment processes to provide adequate space for children of Westlake residents.

Approximately 39,000 sq. ft. of new facilities space was opened at the Academy in SY 14/15. It was comprised of a secondary classroom building, field house, and a primary years' multi-use hall. These buildings increased our capacity and allowed for decompression of our current school facilities. The lottery waiting list for student admissions from our secondary boundaries continues to grow from 705 in 2011 to approximately 2,250 students for this coming school year.

Public Education Funding Shortfall: State funding of public education was decreased by the State Legislature in 2011. While it has increased somewhat since then, the allocation has not kept pace with basic cost increases. This negatively impacts Westlake since it owns and operates our public charter school, Westlake Academy, which receives 80% of its operational funding from the State.

The municipal government continues to allocate significant resources to the Academy to deal with State funding limitations, maintain high quality educational services, provide for the Academy's facilities and support services, as well as preserve student slots for Westlake residents as we grow residentially. Additionally, the Westlake Academy Foundation (WAF) raises significant operating funds for the Academy, without which the school could not operate.

Recently the Texas Supreme Court upheld, after a multi-year lawsuit, the constitutionality of Texas' public school funding system. For most public schools, including a charter school like Westlake Academy, what the Court's decision holds for us in the future in terms of the State Legislature possibly increasing State public school funding remains to be seen.

Staffing Levels, Insurance Costs, and Retention: Our infrastructure investment must be facilitated in concert with the consideration of additional staffing needs to maintain our current service levels in response to growth. This includes keeping our compensation/benefit package competitive to attract and retain excellent employees so we can continue delivering exceptional service. We have balanced all these components considering maximizing staff efficiencies and processes to help contain large expenditure drivers such as employee health insurance.

Continued Emphasis on Long-range Financial Planning: This budget contains an updated Long-Range Financial Forecast which identifies key revenue and expenditure drivers while assessing historical financial trends and their potential impact upon the town's financial stability. The forecast must be monitored and updated during the budget formulation process, as well as reviewed with the Board of Trustees as the budget is being prepared. Staff will also continue to produce a quarterly financial report for the Board that monitors and analyzes trends. The report serves as a valuable tool to assist in developing a proactive, rather than reactive, approach to our changing financial trends.

OUR REGIONAL CHALLENGES CONTINUE TO BE:

DFW Metro Area Employment and Population Growth: Since 1970, the DFW Metro area has grown by more than 150% - a faster pace than the state and nation. At 9,500 square miles, it is larger in total area than 5 of our states. With a population of nearly 6.8 million, it is the fourth largest metropolitan area in the country. Forecasts from the North Central Texas Council of Governments (NCTCOG) predict employment to grow, in this 12-county standard metropolitan statistical (SMSA) area, by almost 70% over the next 30 years. Population growth over this same 30-year period is forecast by NCTCOG to be 69%. This regional growth is impacting Westlake.

Transportation, Mobility, and Traffic Congestion: With the region's population and employment growth, traffic and the associated congestion has also increased. The recent 2014 amendment to Mobility 2035, the region's transportation plan, estimates that between now and 2035, an estimated \$395.3 billion is needed to eliminate the worst levels of congestion in our region. However, this plan only identifies \$94.5 billion in funding for these projects, meaning that congestion will worsen and mobility will be further impeded over time.

III. SHARED SERVICE MODEL

The Academy operates under a shared services model whereby the municipal operations team provides human resources, financial, facilities, and administrative support services to the Academy. General maintenance and replacement of infrastructure and equipment is also expensed to the municipal budget.

MUNICIPAL INDIRECT COSTS

	Amended FY 2015/16	Adopted FY 2016/17	Increase Amount	Increase Percent
Municipal-Transfer to WA Operating Budget	\$ 315,000	\$ 315,000	\$ -	0%
Annual Debt Service (Municipal budget)	1,858,591	2,033,785	175,194	9%
Major Maint & Replacement (Municipal Budget)	247,920	338,805	90,885	37%
In-direct Operating Costs (Municipal Budget)	627,641	674,130	46,489	7%
	\$ 3,049,152	\$ 3,361,720	\$ 312,568	10%

As part of the Academy's unique financial structure the Town of Westlake is responsible for debt service payments associated with Westlake Academy's capital infrastructure. The Municipal Debt Service Fund is used to manage debt service payments, and Academy debt is accounted for in the annual municipal budget.

Note that there are no major capital projects budgeted or planned through FY 18/19, and future Academy capital projects discussed in the Town of Westlake's Capital Improvement Plan are currently unfunded, under discussion only. Additionally, Staff is proposing a discussion with the Board regarding hiring professional expertise to update the Academy's master facility plan.

IV. FY16/17 GENERAL FUND BUDGET

This budget encompasses all teaching and extra-curricular operating expenditures as well as State public school funding and private donations used to support the daily operations of Westlake Academy. The FY 16/17 General Fund budget totals \$8,397,745 representing a 5% decrease from the prior year primarily due to the technology purchase of new laptops for teachers and new iPads for students. These items were purchased with designated fund balance in FY 15/16.

It is important to note that \$125,000 was earmarked in the Academy's fund balance for new laptops, unanticipated contract expenditures were incurred, as well as additional days for the staff during August. As such, this year's projections decreased fund balance by \$364,766 for an ending total of \$1,106,391 (41 operating days).

Westlake Academy's enrollment increase has been driven by the growth of residential developments and housing opportunities within the Town of Westlake, a trend projected to continue. With the estimated addition of 41 students, total enrollment will rise to a projected 866 this school year. This will be the Academy's largest enrollment to date, exceeding the projections in the school's Facility Master Plan adopted November 12, 2012.

With this trend of growth in the Academy's Westlake resident student population, a corresponding trend will likely be that overall lottery capacity for secondary boundary students will decline. Growth will be monitored and managed until additional financial resources become available and the Board of Trustees approves Phase II of the Facility Master Plan.

COMBINED: GENERAL FUND ACADEMIC AND MUNICIPAL SERVICES

	Amended FY 2015/2016	Adopted FY 2016/2017	\$ Increase	% Increase
Operating Expenditures	\$ 8,503,848	\$ 8,097,745	\$ (406,103)	-5%
Municipal-Transfer to WA Operating Budget	300,000	300,000	-	0%
Total Academic Costs	8,803,848	8,397,745	(406,103)	-5%
Annual Debt Service (Municipal budget)	1,858,591	2,033,785	175,194	9%
Major Maintenance and Replacement	247,920	338,805	90,884	37%
In-direct Operating Costs	627,641	674,130	46,489	7%
Total Municipal Costs	2,734,152	3,046,720	312,567	11%
GRAND TOTAL	\$ 11,538,000	\$ 11,444,465	\$ (93,536)	-1%
Number of Students	825	866	41	5%
Total Expenditure Cost per Student	\$ 13,985	\$ 13,215	\$ (770)	-6%

Over the last year, many hours have been spent to further develop our vision of the future, determining the best opportunities that lay before us to help accomplish our mission and truly become the “shining school on the hill.” While we have many successes to celebrate, we are constantly striving to improve the Academy through multiple avenues, including “*getting the right people on the bus*”, making sure that we are consistently taking measure of our course, and adjusting as we move towards our goal.

It is through our talented faculty, staff, students, and their supportive families, that we can unfailingly rise to challenges and hold to our vision. The daily operation of the Academy is made possible through our partnerships with the Town, Westlake Academy Foundation, and our affiliate groups.

As with all good teams, it becomes necessary to draw attention to performers who go above and beyond to make sure we accomplish our goals. I would like to recognize the hard work of the Academic and Municipal Leadership Teams, and specifically the Finance Department and Dr. Mechelle Bryson for their efforts in completing this award winning document. I know with the team we have in place, we will “build a collective legacy of excellence.”



Thomas E. Brymer
Town Manager/Superintendent Westlake Academy

“Westlake Academy is an IB World School whose mission is to provide students with an internationally minded education of the highest quality, so they are well-balanced and respectful life-long learners.”

BOARD OF TRUSTEES

Westlake Academy is governed by a President and a five-member Board of Trustees. Each of the members is elected for a two-year term, and members currently serve on the Town Council for the Town of Westlake. The Board of Trustees establishes school policy, approves the Academy's annual operating budget, and serves as the legislative body of the Academy.



The Board holds regular meetings on one Monday of each month. These meetings typically begin with a work shop at 5 p.m. and the regular meeting follows at 6 p.m.

All meetings are held at Westlake Town Hall, 1301 Solana Blvd., Bldg.4-Suite 4202, on the second level in the Council Chambers/Municipal Courtroom.

Front Left to Right

- Alesa Belvedere Term expires May 2018
- Laura Wheat, President Term expires May 2018
- Carol Langdon Term expires May 2017

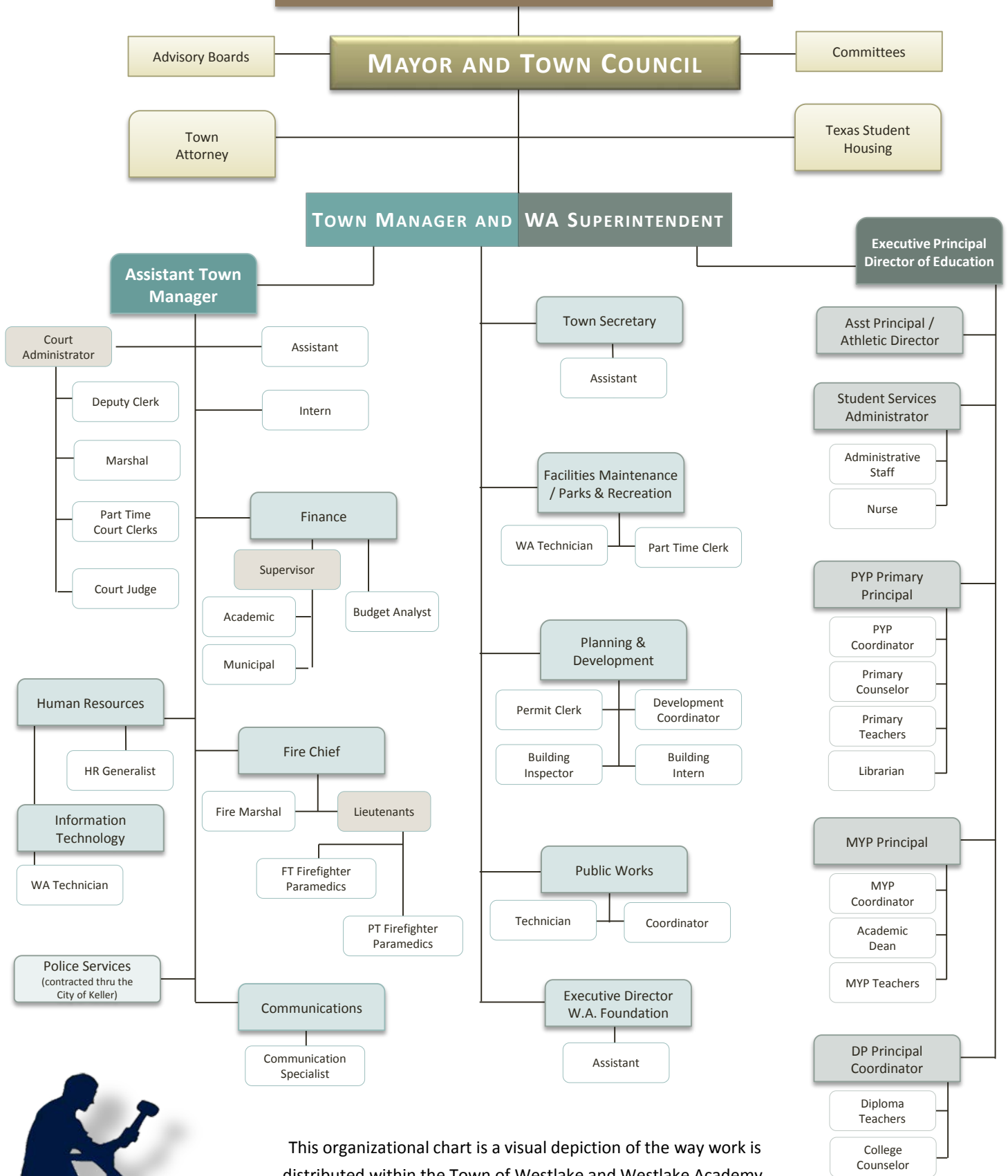
Back Left to Right

- Rick Rennhack Term expires May 2017
- Michael Barrett Term expires May 2018
- Wayne Stoltenberg Term expires May 2017

WESTLAKE ACADEMY LEADERSHIP TEAM

<p>*Thomas E. Brymer Superintendent of Schools</p>	<p>Dr. Mechelle Bryson Executive Principal/Director</p>
<p>*Amanda DeGan Assistant Town Manager</p>	<p>Alan Burt Asst Principal & Director of Athletics</p>
<p>*Debbie Piper Director of Finance</p>	<p>Stacy Stoyanoff Diploma Years Principal</p>
<p>*Troy Meyer Director of Facilities</p>	<p>Dr. Andra Barton Middle Years Principal</p>
<p>*Jason Power Director of Information Technology</p>	<p>Terri Watson Middle Years Coordinator</p>
<p>*Ginger Awtry Director of Communications & Community Affairs</p>	<p>Rod Harding Primary Years Principal</p>
<p>*Todd Wood Director of Human Resources And Administrative e Services</p>	<p>Alison Schneider Primary Years Coordinator</p>
<p><i>*Asterisk denotes shared services personnel between the academic and municipal service teams of the Town of Westlake.</i></p>	<p>Jennifer Furnish Student Services Administrator</p>
	<p>Dr. Shelly Myers Executive Director of the WAF & Director of Development</p>

CITIZENS OF WESTLAKE



This organizational chart is a visual depiction of the way work is distributed within the Town of Westlake and Westlake Academy. It is also meant to be a tool to help enhance our working relationship with our customers, students and stake-holders, and to clear channels of communications to better accomplish our goals and objectives.

MISSION, VISION & VALUES

Founded in 2003 with a mission to achieve academic excellence and develop life-long learners who become well-balanced, responsible global citizens, Westlake Academy is the first and only municipally-owned charter school in the State of Texas. The Academy is the fifth school of only ten in the United States, and the only public school, to offer the full IB curriculum for grades K-12.

During this year's budget retreat, great care and consideration was given to the mission and vision of the Academy and the impact that these have on both the long-term goals of the Academy and its day-to-day operation. The vision and mission statements represent the outcome of this discussion and evidence the Board's continued dedication to academic excellence and personal achievement. The values statements are currently being reviewed by the Board and are listed here for reference only.

MISSION

"Westlake Academy is an IB World School whose mission is to provide students with an internationally minded education of the highest quality, so they are well-balanced and respectful life-long learners."



VISION

"Westlake Academy inspires college bound students to achieve their highest individual potential in a nurturing environment that fosters the traits found in the IB learner profile."

~ Inquirers, Knowledgeable, Thinkers, Communicators, Principled, Open-minded, Caring, Risk-takers, Balanced, and Reflective ~



VALUES

*Maximizing Personal Development
Academic Excellence
Respect for Self and Others
Personal Responsibility
Compassion and Understanding*



DESIRED OUTCOMES

The following desired outcomes summarize the goals and objectives established by the Board of Trustees and leadership staff at the Academy:

*High Student Achievement
Strong Parent & Community Connections
Financial Stewardship & Sustainability
Student Engagement-Extracurricular Activities
Effective Educators & Staff*

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SECTION 9 CAPITAL PROJECT FUNDS



Managing the Impact of Growth



Forging Westlake

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CAPITAL PROJECT FUNDS

Combined Program Summary

Fiscal Year 2016/2017

	Actuals FY 14/15	Adopted Budget FY 15/16	Estimated Budget FY 15/16	Adopted Budget FY 16/17	FY 16/17 Adopted vs FY 15/16 Estimated	
REVENUES & OTHER SOURCES						
General Sales Tax	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Property Tax	-	-	-	-	-	0%
Hotel Tax	-	-	-	-	-	0%
Charge for Services	-	-	-	-	-	0%
Beverage Tax	-	-	-	-	-	0%
Franchise Fees	-	-	-	-	-	0%
Permits & Fees	-	-	-	-	-	0%
Permits & Fees Buildings	-	-	-	-	-	0%
Fines & Forfeitures	-	-	-	-	-	0%
Investment Earnings	7,400	17,144	6,900	6,900	-	0%
Contributions	320,000	-	2,427,705	10,000	(2,417,705)	-100%
Misc Income	-	-	-	-	-	0%
Total Revenues	327,400	17,144	2,434,605	16,900	(2,417,705)	-99%
Transfers In	1,590,000	1,723,515	-	1,210,000	1,210,000	100%
Other Sources	1,125,000	8,456,145	-	8,500,000	8,500,000	100%
Total Other Sources	2,715,000	10,179,660	-	9,710,000	9,710,000	100%
TOTAL REVENUES & OTHER SOURCES	\$ 3,042,400	\$ 10,196,804	\$ 2,434,605	\$ 9,726,900	\$ 7,292,295	300%
EXPENDITURES & OTHER USES						
Payroll Transfer In	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Payroll Transfer Out	-	-	-	-	-	0%
Total Payroll and Related	-	-	-	-	-	0%
Debt	-	-	-	-	-	0%
Economic Development	-	-	-	-	-	0%
Insurance	-	-	-	-	-	0%
Repair & Maintenance	-	-	-	-	-	0%
Rent & Utilities	-	-	-	-	-	0%
Services	-	-	-	-	-	0%
Supplies	-	-	-	-	-	0%
Water Purchases	-	-	-	-	-	0%
Total Operations & Maintenance	-	-	-	-	-	0%
TOTAL OPERATING EXPENDITURES	-	-	-	-	-	0%
Capital Outlay	-	-	-	-	-	0%
Projects - Maintenance & Replacement Funds	-	-	-	-	-	0%
Projects - Capital & Expansions Funds	5,241,000	5,241,000	2,298,300	9,455,585	7,157,285	311%
Total Capital	5,241,000	5,241,000	2,298,300	9,455,585	7,157,285	311%
Transfers Out	-	-	-	-	-	0%
Other Uses	-	-	-	-	-	0%
Total Other Uses	-	-	-	-	-	0%
TOTAL NON-OPERATING EXPENDITURES	5,241,000	5,241,000	2,298,300	9,455,585	7,157,285	311%
TOTAL EXPENDITURES & OTHER USES	5,241,000	5,241,000	2,298,300	9,455,585	7,157,285	311%
EXCESS REVENUES OVER(UNDER) EXPENDITURES	(2,198,600)	4,955,804	136,305	271,315	135,010	-99%
FUND BALANCE, BEGINNING	2,540,736	2,540,736	2,540,736	2,677,041	136,305	5%
FUND BALANCE, ENDING	342,136	7,496,540	2,677,041	2,948,356	271,315	10%
Restricted/Assigned/Committed Funds	342,136	7,496,540	2,677,041	2,948,356	271,315	10%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	\$ -	\$ -	\$ -	0%
RESTRICTED/ASSIGNED/COMMITTED FUNDS						
Cash	\$ 342,136	\$ 7,496,540	\$ 2,677,041	\$ 2,948,356	\$ 271,315	10%
					-	0%
					-	0%
					-	0%
					-	0%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS	342,136	7,496,540	2,677,041	2,948,356	271,315	10%

CAPITAL PROJECTS FUND
COMBINING REVENUES, EXPENDITURES AND FUND BALANCE
FISCAL YEAR 2016/2017

	Capital Fund	Expansion Fund	TOTAL
REVENUES AND OTHER SOURCES			
General Sales Tax	\$ -	\$ -	\$ -
Property Tax	-	-	-
Charge for Services	-	-	-
Hotel Tax	-	-	-
Beverage Tax	-	-	-
Franchise Fees	-	-	-
Permits and Fees	-	-	-
Permits and Fees Building	-	-	-
Fines and Forfeitures	-	-	-
Investment Earnings	6,000	900	6,900
Contributions	10,000	-	10,000
Misc Income	-	-	-
Total Revenues	16,000	900	16,900
Transfers In	-	1,210,000	1,210,000
Other Sources	8,500,000	-	8,500,000
Total Other Sources	8,500,000	1,210,000	9,710,000
TOTAL REVENUES AND OTHER SOURCES	\$ 8,516,000	\$ 1,210,900	\$ 9,726,900

EXPENDITURES AND OTHER USES			
Payroll Transfers In	\$ -	\$ -	\$ -
Payroll Transfers Out	-	-	-
Total Payroll & Related	-	-	-
Debt	-	-	-
Economic Development	-	-	-
Insurance	-	-	-
Repair & Maintenance	-	-	-
Rent & Utilities	-	-	-
Services	-	-	-
Supplies	-	-	-
Water Purchases	-	-	-
Total Operations & Maintenance	-	-	-
Capital Outlay	-	-	-
Projects - Maintenance & Replacement Funds	-	-	-
Capital Project Funds	9,455,585	-	9,455,585
Total Capital	9,455,585	-	9,455,585
Transfers Out	-	-	-
Other Uses	-	-	-
Total Other Uses	-	-	-
TOTAL EXPENDITURES AND OTHER USES	9,455,585	-	9,455,585

EXCESS REVENUES OVER (UNDER) EXPENDITURES	(939,585)	1,210,900	271,315
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BEGINNING FUND BALANCE	2,280,388	396,653	2,677,041
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ENDING FUND BALANCE	\$ 1,340,803	\$ 1,607,553	\$ 2,948,356
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Capital Projects Fund

This fund tracks the infrastructure and building projects funded with general fund operating transfers, bond funds, intergovernmental revenue and other special fund sources.

Capital projects are those projects over \$25,000 that may extend over one fiscal year to complete and reflect multiple expense categories such as engineering, design and construction.

Capital Projects Fund

Program Summary

Fiscal Year 2016/2017

Actuals FY 14/15	Adopted Budget FY 15/16	Estimated Budget FY 15/16	Adopted Budget FY 16/17	FY 16/17 vs FY 15/16	Adopted Estimated
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REVENUES & OTHER SOURCES

General Sales Tax	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Property Tax	-	-	-	-	-	0%
Charge for Service	-	-	-	-	-	0%
Hotel Occupancy Tax	-	-	-	-	-	0%
Beverage Tax	-	-	-	-	-	0%
Franchise Fees	-	-	-	-	-	0%
Permits & Fees	-	-	-	-	-	0%
Permits & Fees Building	-	-	-	-	-	0%
Fines & Forfeitures	-	-	-	-	-	0%
Investment Earnings	3,544	16,644	6,000	6,000	-	0%
Contributions	649,565	-	2,427,705	10,000	(2,417,705)	-100%
Misc Income	-	-	-	-	-	0%
Total Revenues	653,109	16,644	2,433,705	16,000	(2,417,705)	-99%
Transfers In	1,438,801	1,273,515	-	-	-	0%
Other Sources	-	8,456,145	-	8,500,000	8,500,000	100%
Total Other Sources	1,438,801	9,729,660	-	8,500,000	8,500,000	100%
TOTAL REVENUES & OTHER SOURCES	\$ 2,091,910	\$ 9,746,304	\$ 2,433,705	\$ 8,516,000	\$ 6,082,295	250%

EXPENDITURES & OTHER USES

Payroll Salaries	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Payroll Transfers	-	-	-	-	-	0%
Total Payroll and Related	-	-	-	-	-	0%
Debt	-	-	-	-	-	0%
Economic Development	-	-	-	-	-	0%
Insurance	-	-	-	-	-	0%
Repair & Maintenance	-	-	-	-	-	0%
Rent & Utilities	-	-	-	-	-	0%
Services	-	-	-	-	-	0%
Supplies	-	-	-	-	-	0%
Water Purchases	-	-	-	-	-	0%
Total Operations & Maintenance	-	-	-	-	-	0%
TOTAL OPERATING EXPENDITURES	-	-	-	-	-	0%
Capital Outlay	-	-	-	-	-	0%
Capital Projects	1,260,018	5,241,000	2,298,300	9,455,585	7,157,285	311%
Projects M&R	-	-	-	-	-	0%
Total Capital	1,260,018	5,241,000	2,298,300	9,455,585	7,157,285	311%
Transfers Out - Operating	-	-	-	-	-	0%
Transfers Out - Non Operating	-	-	-	-	-	0%
Total Other Uses	-	-	-	-	-	0%
TOTAL NON-OPERATING EXPENDITURES	1,260,018	5,241,000	2,298,300	9,455,585	7,157,285	311%
TOTAL EXPENDITURES & OTHER USES	1,260,018	5,241,000	2,298,300	9,455,585	7,157,285	311%

EXCESS REVENUES OVER(UNDER) EXPENDITURES	831,891	4,505,304	135,405	(939,585)	(1,074,990)	794%
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FUND BALANCE, BEGINNING	1,313,092	2,144,983	2,144,983	2,280,388	135,405	6%
FUND BALANCE, ENDING	2,144,983	6,650,287	2,280,388	1,340,803	(939,585)	-41%
Restricted/Assigned/Committed Funds	2,144,983	6,650,287	2,280,388	1,340,803	(939,585)	-41%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	-	-	-	0%

RESTRICTED/ASSIGNED/COMMITTED FUNDS

Cash	410 10110 00 000	\$ 2,144,983	\$ 6,650,287	\$ 2,280,388	\$ 1,340,803	\$ (939,585)	-41%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS		\$ 2,144,983	\$ 6,650,287	\$ 2,280,388	\$ 1,340,803	\$ (939,585)	-41%

Section 9 Capital Project Funds

Capital Project Fund Overview

The Capital Projects Fund tracks major equipment, land, and infrastructure projects of \$25,000 or more financed with General Fund operating transfers, intergovernmental revenue, bond proceeds and Special Revenue Fund transfers. Project completion or procurement may extend across two or more fiscal years and reflect multiple expenditure categories such as engineering, design and construction.

Completed capital projects often have a continuing fiscal impact on the Town's operating funds due to routine maintenance, repair, and daily operating costs. When an ongoing operating impact has been identified, it is included on the project description sheet, and costs are projected for the next three years. Upon approval of the project, the ongoing fiscal impact is integrated into the operating budget.

Revenues and Other Sources

- Revenues are budgeted to be \$8,516,000.
- A 250% increase of \$6,082,295 from prior year estimated revenues of \$2,433,705.
- This change is due to:
 - Anticipated bond proceeds of approximately \$8,500,000 for land and construction costs related to the Fire Station/EMS Complex.
 - A decrease of \$2,417,705 in contributions. The prior year included \$1.998M land contribution for the Fire Station/EMS Complex.

Expenditures

- Expenditures are budgeted to be \$9,455,585
- A 311% increase of \$7,157,285 from prior year estimated revenues of \$2,298,300.

FY16/17 Project Descriptions	Amount
Fire/EMS Station Complex	\$ 8,430,500
E. Dove Rd Recon/Drain Vaq-TB	691,085
WA Outdoor Science Project	64,000
FM 1938/Dove Road Signalization	260,000
FM 1938/Solana Traffic Signalization	10,000
TOTAL CAPITAL PROJECTS	\$ 9,455 585

Fund Balance

- The ending fund balance is projected to be \$1,340,803.

Impact of Capital on Operating Budget

The purpose of the chart is to show the impact to the operating budget if the capital expenditures were undertaken.

Some major costs associated with capital improvement projects always involve personnel, insurance and utilities. Examples of specific information are as follows:

- If a workforce increase is needed - how much money would be added to the budget for salaries and employee benefits. And what about a workforce decrease is needed once the project is finished?
- How much will property and casualty insurance rise or fall because of this project? What is the estimate of the impact in utility costs once the construction is completed? Must a piece of equipment be purchased or needed once the construction is completed?

Section 9 Capital Project Funds
Capital Project Fund Overview

	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21
1. Fire EMS Station Complex	159,000	\$422,807	\$547,430	\$519,669	\$516,975
2. Outdoor Science Center	0	2,000	2,060	2,122	2,185
3. Maintenance & Storage Building	0	6,747	6,949	7,157	7,372
Total Facility Projects	\$159,000	\$431,554	\$556,439	\$528,948	\$526,532
4. FM1938 & Dove Rd Signalization	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200
5. FM1938 & Solana Signalization	200	200	200	200	200
6. Roanoke Rd Reconstruction & Drainage	-	-	-	30,038	35,126
7. Sam School Rd Reconstruction & Drainage	-	-	-	5,000	5,150
8. Dove Rd Reconstruction & Drainage	-	-	-	5,000	5,150
9. Pearson Rd - Trail / Reconstruction & Drainage	-	-	-	42,230	42,230
10. Ottinger Rd - Trail / Reconstruction & Drainage	-	-	-	78,165	78,165
11. SH 114 and Hwy 170 Enhancements	-	-	-	60,835	60,835
Total Road/Street Projects	\$ 400	\$ 400	\$ 400	221,668	\$227,056
TOTAL IMPACT OF CAPITAL ON OPERATING BUDGET	\$159,400	\$431,954	\$556,839	\$750,616	\$753,588

Facility Projects

IMPACT TYPE	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21
Services	\$ -	\$ -	\$ 5,150	\$ 5,305	\$ 5,464
Insurance	-	567	5,476	5,641	5,810
Repair & Maintenance	-	3,030	53,121	23,215	18,311
Rent & Utilities	-	5,150	69,885	71,981	74,140
Debt Service	159,000	422,807	422,807	422,807	422,807
OPERATING IMPACT	\$ 159,000	\$ 431,554	\$ 556,439	\$ 528,948	\$ 526,532

Road and Street Projects

IMPACT TYPE	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21
Repair & Maintenance	\$ -	\$ -	\$ -	\$ 10,000	\$ 15,388
Rent & Utilities	400	400	400	400	400
Debt Service	-	-	-	211,268	211,268
OPERATING IMPACT	\$ 400	\$ 400	\$ 400	\$ 221,668	\$ 227,056

Capital Projects Fund

5 Year Projection

Project No.	Description	Estimated FY 15-16	Adopted FY 16-17	Projection					TOTALS
				FY 17-18	FY 18-19	FY 19-20	FY 20-21	TOTALS	
	Interest Income	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 24,000	\$ 36,000
	TOTAL	6,000	6,000	6,000	6,000	6,000	6,000	24,000	36,000
34	Bonds	-	-	-	-	453,000	-	453,000	453,000
34	S. Roanoke Road Recon & Drainage	-	-	-	-	(453,000)	-	(453,000)	(453,000)
	NET (FUNDS PROVIDED WITH FUND BALANCE)	-	-	-	-	-	-	-	-
40	Cash	-	-	-	-	-	-	-	-
40	Sam School Road Recon & Drainage	-	-	(281,960)	-	-	-	(281,960)	(281,960)
	NET (FUNDS PROVIDED WITH FUND BALANCE)	-	-	(281,960)	-	-	-	(281,960)	(281,960)
41	Cash	-	-	-	-	-	-	-	-
41	E. Dove Road Recon & Drainage (Vaq - TB)	(75,000)	(691,085)	-	-	-	-	-	(766,085)
	NET (FUNDS PROVIDED WITH FUND BALANCE)	(75,000)	(691,085)	-	-	-	-	-	(766,085)
52	Bonds	-	-	-	-	300,949	-	300,949	300,949
52	Trail - Westlake Academy to Cemetery	-	-	-	-	(300,949)	-	(300,949)	(300,949)
	NET (FUNDS PROVIDED WITH FUND BALANCE)	-	-	-	-	-	-	-	-
53	Bonds	-	-	-	290,016	-	-	290,016	290,016
53	Trail - Dove/Pearson/Aspen	-	-	-	(290,016)	-	-	(290,016)	(290,016)
	NET (FUNDS PROVIDED WITH FUND BALANCE)	-	-	-	-	-	-	-	-
58	Bonds	-	-	-	-	983,954	-	983,954	983,954
58	Ottlinger Road Recon/Drainage	-	-	-	-	(983,954)	-	(983,954)	(983,954)
	NET (FUNDS PROVIDED WITH FUND BALANCE)	-	-	-	-	-	-	-	-
60	Bonds	-	-	-	404,125	-	-	404,125	404,125
60	Pearson Lane Recon/Drainage Revenue	-	-	-	(404,125)	-	-	(404,125)	(404,125)
	NET (FUNDS PROVIDED WITH FUND BALANCE)	-	-	-	-	-	-	-	-
64	Cash	-	-	-	-	-	-	-	-
64	Bonds	50,000	8,500,000	-	-	-	-	-	8,550,000
64	Contribution (land)	1,998,000	-	-	-	-	-	-	1,998,000
64	Fire Station Complex Project	(2,098,000)	(8,430,500)	(359,653)	-	-	-	(359,653)	(10,888,153)
	NET (FUNDS PROVIDED WITH FUND BALANCE)	(50,000)	69,500	(359,653)	-	-	-	(359,653)	(340,153)
65	Cash	-	-	-	-	-	-	-	-
65	Maintenance & Storage Facility	-	-	(41,200)	-	-	-	(41,200)	(41,200)
	NET (FUNDS PROVIDED WITH FUND BALANCE)	-	-	(41,200)	-	-	-	(41,200)	(41,200)
68	Cash	-	-	-	-	-	-	-	-
68	Contribution	26,390	-	-	-	-	-	-	26,390
68	Dove Rd/FM1938 Signalization	(10,000)	(260,000)	-	-	-	-	-	(270,000)
	NET (FUNDS PROVIDED WITH FUND BALANCE)	16,390	(260,000)	-	-	-	-	-	(243,610)
69	Contribution	21,850	-	-	-	-	-	-	21,850
69	Solana/SH114 Signal	-	-	-	-	-	-	-	-
	NET (FUNDS PROVIDED WITH FUND BALANCE)	21,850	-	-	-	-	-	-	21,850
70	Contribution	259,540	-	-	-	-	-	-	259,540
70	Solana/FM1938 Signal	(102,000)	(10,000)	-	-	-	-	-	(112,000)
	NET (FUNDS PROVIDED WITH FUND BALANCE)	157,540	(10,000)	-	-	-	-	-	147,540
71	Cash	-	-	-	-	-	-	-	-
71	Contribution	102,200	-	-	-	-	-	-	102,200
71	WA Outdoor Science Project	(43,575)	(64,000)	-	-	-	-	-	(107,575)
	NET (FUNDS PROVIDED WITH FUND BALANCE)	58,625	(64,000)	-	-	-	-	-	(5,375)
72	Contribution	19,725	-	-	-	-	-	-	19,725
72	WA Bleachers and Film Tower	(19,725)	-	-	-	-	-	-	(19,725)
	NET (FUNDS PROVIDED WITH FUND BALANCE)	-	-	-	-	-	-	-	-

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Fund
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Westlake Academy Expansion Fund

The Westlake Academy Expansion Fund tracks and accumulates resources intended to finance future expansions projects at the Academy.

Westlake Academy Expansion Fund

Program Summary

Fiscal Year 2016/2017

	Actuals FY 14/15	Adopted Budget FY 15/16	Estimated Budget FY 15/16	Adopted Budget FY 16/17	FY 16/17 FY 15/16	Adopted vs Estimated
REVENUES & OTHER SOURCES						
General Sales Tax	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Property Tax	-	-	-	-	-	0%
Charge for Service	-	-	-	-	-	0%
Hotel Occupancy Tax	-	-	-	-	-	0%
Beverage Tax	-	-	-	-	-	0%
Franchise Fees	-	-	-	-	-	0%
Permits & Fees	-	-	-	-	-	0%
Permits & Fees Building	-	-	-	-	-	0%
Fines & Forfeitures	-	-	-	-	-	0%
Investment Earnings	1,401	500	900	900	-	0%
Contributions	-	-	-	-	-	0%
Misc Income	-	-	-	-	-	0%
Total Revenues	1,401	500	900	900	-	0%
Transfers In	464,328	450,000	-	1,210,000	1,210,000	100%
Other Sources	-	-	-	-	-	0%
Total Other Sources	464,328	450,000	-	1,210,000	1,210,000	100%
TOTAL REVENUES & OTHER SOURCES	\$ 465,729	\$ 450,500	\$ 900	\$ 1,210,900	\$ 1,210,000	134444%
EXPENDITURES & OTHER USES						
Payroll Salaries	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Payroll Transfers	-	-	-	-	-	0%
Total Payroll and Related	-	-	-	-	-	0%
Debt	-	-	-	-	-	0%
Economic Development	-	-	-	-	-	0%
Insurance	-	-	-	-	-	0%
Repair & Maintenance	-	-	-	-	-	0%
Rent & Utilities	-	-	-	-	-	0%
Services	-	-	-	-	-	0%
Supplies	-	-	-	-	-	0%
Water Purchases	-	-	-	-	-	0%
Total Operations & Maintenance	-	-	-	-	-	0%
TOTAL OPERATING EXPENDITURES	-	-	-	-	-	0%
Capital Outlay	-	-	-	-	-	0%
Capital Projects	494,669	-	-	-	-	0%
Projects M&R	-	-	-	-	-	0%
Total Capital	494,669	-	-	-	-	0%
Transfers Out - Operating	-	-	-	-	-	0%
Transfers Out - Non Operating	-	-	-	-	-	0%
Total Other Uses	-	-	-	-	-	0%
TOTAL NON-OPERATING EXPENDITURES	494,669	-	-	-	-	0%
TOTAL EXPENDITURES & OTHER USES	494,669	-	-	-	-	0%
EXCESS REVENUES OVER(UNDER) EXPENDITURES	(28,940)	450,500	900	1,210,900	1,210,000	-134444%
FUND BALANCE, BEGINNING	424,694	395,753	395,753	396,653	900	0%
FUND BALANCE, ENDING	395,753	846,253	396,653	1,607,553	1,210,900	305%
Restricted/Assigned/Committed Funds	395,753	846,253	396,653	1,607,553	1,210,900	305%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	-	-	-	0%
RESTRICTED/ASSIGNED/COMMITTED FUNDS						
Cash 412 10110 00 000	\$ 395,753	\$ 846,253	\$ 396,653	\$ 1,607,553	\$ 1,210,900	305%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS	\$ 395,753	\$ 846,253	\$ 396,653	\$ 1,607,553	\$ 1,210,900	305%

Westlake Academy Expansion Overview

The Westlake Academy Expansion (WAE) Fund tracks and accumulates resources intended to finance future Academy expansions.

In FY 2012/13, approximately 8.5 million dollars of bond proceeds were used to fund construction of three new buildings at Westlake Academy with the final expenditures continuing into FY 13/14:

- Cafetorium – includes stage, dressing area, storage and catering kitchen for dining and general purposes; approximately 9,600 sf.
- Three story Secondary School - includes 15 classrooms, flex and office space; designed to allow for future addition if needed; approximately 18,900 sf.
- Field-house - houses locker rooms used for both athletics and PE, including a visiting team locker room; storage for equipment; offices and space to be used for the PE program; approximately 9,600 sf.

In February of 2013, an Economic Development Agreement was executed between the Town and Maguire Partners-Solana Land, L.P. that requires the developer to pay \$10,000 for each residential lot associated with the Granada subdivision.

In FY 14/15 the Town received \$410,000 associated with the completion and acceptance of Granada Phase I infrastructure. The Town is anticipating additional lots will be final platted during FY 16/17 as part of Granada Phase II, Entrada and Quail Hollow subdivisions. Note that these payments are recorded in the Economic Development Fund and transferred to the WAE Fund.

Revenues and Transfers In

- Revenues are budgeted to be \$1,210,900. This represents a 100% increase from the prior year estimated revenues.
 - \$1,210,000 transfers in from the Economic Development Fund
 - \$900 from investment earnings

Expenditures

- There are no proposed expenditures.

Fund Balance

- The ending fund balance is projected to be \$1,607,553.

Current Unfunded Academy Expansion Projects

PROJECT DESCRIPTION	TOTAL
15 Classroom Secondary Addition	\$ 4,676,839
4 Classroom Kindergarten Addition	2,996,035
Art & Science Classrooms	1,934,422
Performing Arts Center	5,391,638
Sports Field Lighting	285,000
TOTAL ACADEMY IMPROVEMENTS	\$ 15,283,934

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SECTION 10

CAPITAL IMPROVEMENT PLAN



Managing the Impact of Growth



Forging Westlake

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CAPITAL IMPROVEMENT PLAN OVERVIEW

OVERVIEW

The Capital Improvement Plan (CIP) presents the Town's plan for infrastructure development and improvements and is evaluated annually by the Town leadership to determine the financial availability of resources for design, construction, operations, and maintenance. Balancing these priorities, while at the same time being cognizant of the fiscal challenges of our Town, continues to be a priority for our staff team and elected officials.

This document provides a comprehensive plan of capital improvements that are to be undertaken by the Town over the next five (5) years. Cost estimates and financing methods for the improvements are included and are referenced by individual project. The development of the Capital Improvement Plan is one of the more complex and multi-faceted processes of the Town. Striking a balance between the needs and interests of the residents and our financial capacity is a challenging proposition.

For this community vision to have meaning, it must be accompanied by deliberate planning that leads the organization and community to its desired future. This requires clearly defined goals, proactive strategies, committed leadership, effective management and above all, the resources to carry out these plans and objectives.

WHAT IS A CIP?

- CIP is a realistic plan designed to fulfill the strategic goals and objectives necessary to achieve the mission and vision of the community.

The CIP is a multi-year document that summarizes the capital needs of a community over a specific time period. It outlines the individual capital projects, their strategic value and relationship to the community's long-term goals and objectives as well as the fiscal impact that they pose to the community.

WHY HAVE A CIP?

- Informs the employees, departments, elected officials and the public of an entity's intent to invest in its infrastructure and community
- Represents a long-term financial plan and identifies resources or financing strategies that an entity plans to use to fund the plan
- Identifies projects by functionality in order to ensure a balanced approach to our reinvestment in the community
- Establishes priorities and serves as a planning document or blueprint for an organization's investment in capital infrastructure both short-term and long-term
- Provides a breakdown of major project costs and phasing as necessary
- DOES NOT appropriate money

WHAT IS A CAPITAL PROJECT?

Capital includes all long-lived infrastructures such as water facilities, sewers, streets, parks and buildings along with major equipment like fire trucks, radio systems, vehicles, computers and fixtures. Capital projects are the individual action plans that make up a Capital Improvement Plan. The capital projects in this CIP have been categorized into the following groups: Parks & Recreation, Facilities, Transportation, Vehicles and Utilities.

CIP PRIORITIZATION STRATEGY – PRESERVE * PROTECT * PLAN

- Preserve the past by investing in the continued upgrade of town assets and infrastructure
- Protect the present with improvements and/or additions to facilities, roads, and capital investments
- Plan for the future of the organization

CAPITAL ASSETS BY CATEGORY AND TYPE

When most people think of the Town's capital assets, they naturally think of the Westlake Academy campus. While the campus is certainly a very important and visible asset owned by the Town, it is but one of many. Included in the assets of the Town are all of the Town's infrastructure such as its streets, water, water towers, and sewer mains, vehicles and other equipment. In preparing this year's CIP, the staff utilized our annual audit to determine the value of the Town's assets.

FUNDING CONSIDERATIONS

In all communities the cost associated with capital projects far outweighs the available resources necessary to pay for them; in short there is not enough money. This requires prioritization of the projects based upon their perceived impact on the community. Due to the vast number of individual desires it is near impossible to satisfy everyone and requires a collaborative effort to create situations where the benefits are shared equitably with community stakeholders. In addition, dedicated revenues will, in most cases, determine which projects get funded. For example, the Utility Fund may only contribute towards capital projects that improve water and wastewater projects.

SOURCES OF FUNDING

There are four primary funding sources for capital improvements:

1. Cash Funding (revenue sources such as sales, hotel/motel and property taxes)
2. State/Federal funding (public grants)
3. Private Funding (developmental impact fees or charitable donations)
4. Bond Issuance

The projects in this CIP rely on bond proceeds and other revenues in the Governmental and Enterprise Funds as well as contributions from corporate partners for funding.

There are two types of bonds:

1. General Obligation (GO) bonds which require voter approval and Certificates of Obligation
2. (CO) bonds which do not require voter approval.

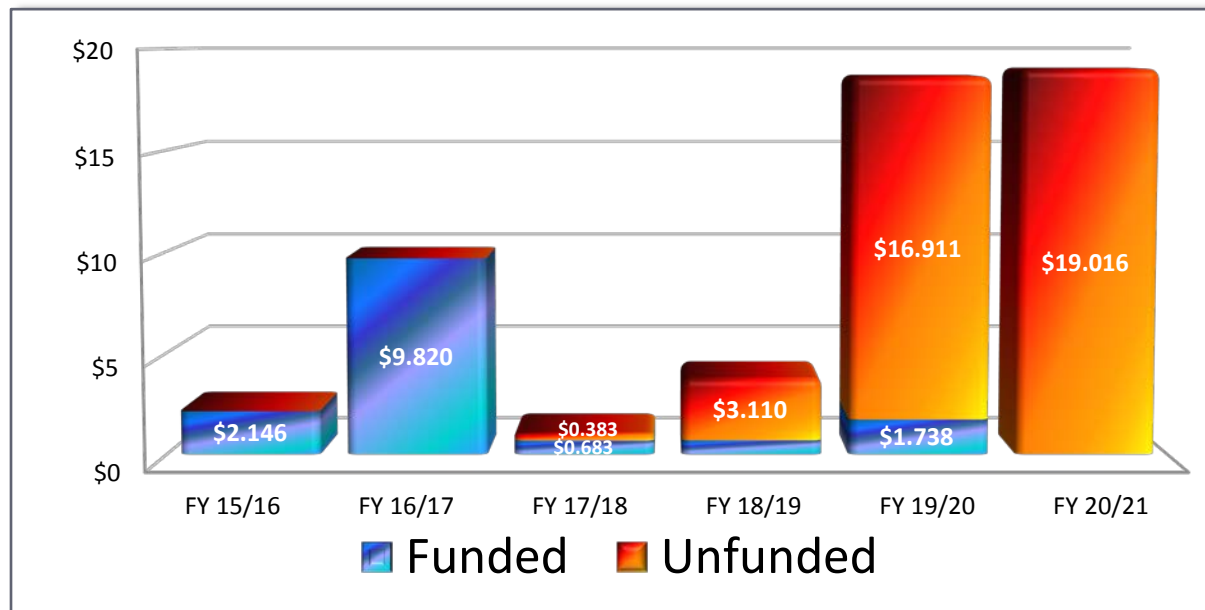
HOW INFLATION IMPACTS THE CIP

Inflation is defined as a rise in the price of all goods and services over time. This implies that the purchasing power, or value, of currency will decline in the future relative to costs. Therefore, more money will be required to fund CIP related expenditures and must be accounted for.

This data is important in calculating the Town's future liability; by utilizing inflation trends to calculate future capital replacement costs, we can determine how 'waiting' a year or more impacts the total project cost. Most are aware of the benefits of compounding when it comes to investing. Unfortunately, this same principle works in reverse as inflation causes costs to compound higher over time.

FUNDED VS UNFUNDED (UNDER DISCUSSION) CAPITAL IMPROVEMENTS

In prior years, the majority of capital improvements in Westlake have been unfunded. These projects represent capital needs that are subject to more discussion and are included to convey to the Town leaders and other interested parties the general parameters and breadth of those capital needs. These projects may be moved to the "Funded" section of this CIP or moved out into future years depending on priorities, funding availability, and other considerations.



This chart depicts the current adopted Capital Improvement Plan identifying funded vs unfunded projects. This multi-year capital plan will provide Council with a guide that communicates the program need or deficiency, as well as the funding requirements. It is important to note that projects which do not receive funding in a given year are moved out to the future years in order to communicate to those with decision making responsibility the need to provide necessary funding, or through evaluation, eliminate the project entirely.

CIP IMPACT TO THE OPERATING BUDGET

The Town of Westlake's operating budget is directly affected by the Capital Improvement Program (CIP) budget. CIP projects can often increase or decrease costs. CIP investments in technology or significant improvements to existing maintenance intensive assets can reduce operating budget costs. However, new facilities and land acquisitions typically increase operating expenditures.

Operating costs are carefully considered in deciding which projects move forward in the CIP budget. It is typically impossible to absorb many large increases in operating costs at once; therefore, projects are programmed to prevent shocks to operating budgets. Several projects are currently included in the Adopted CIP, and could have future impacts on the operating budget.

OVERVIEW

The Capital Improvement Program (CIP) guides new construction and improvements to the Town's infrastructure and facilities, ranging from road expansion to repairs on publicly owned buildings, to acquisition of new water sources.

The CIP requires a sound operating budget and a solid financial base to allow for debt or cash financing of capital projects. A well prepared operating budget assists in raising or maintaining the bond rating of the Town. A higher bond rating means that the Town pays a lower interest rate for the bonds sold to finance capital projects. The annual budget process takes into account requirements of funding infrastructure, maintenance, and related operational costs.

REVENUE SOURCES AND PROJECTIONS

Development of the CIP has two phases.

1. The first phase is revenue projections. Like revenue projections for the operating budget, trends are studied, and performance assumptions are generated. From these assumptions, expenditure estimates are developed. Since the CIP involves long term planning, revenue projections must be made further into the future than those required for the operating budget. Components of revenue funding for the CIP are:
 - o Sales tax revenue for freeway and road construction is managed through the Sales Tax Trust Fund until the funds are transferred to projects or to the Debt Service Fund to pay debt service on sales tax general obligation bonds.
 - o Interest earnings on the fund balance and current revenues contribute to CIP revenue.
 - o Transfers from other funds, such as the Tourism and Convention Fund for Century II, Lawrence-Dumont Stadium and parking facilities, and from Tax Increment Financing Funds for economic development projects are considered in revenue estimating.
 - o Other parts of CIP financing are budgeted as debt service in proprietary funds.
2. The second phase is existing debt service obligations. Existing debt is considered when estimating the additional amount of debt that can be assumed under the Town's policy.

After the new debt for proposed projects is calculated and all revenue sources are identified, projects are prioritized and funds are allocated for long range planning. The revenues and debt service expenditures are managed through the two Debt Service Funds of the Town.

PROJECT REVIEW

The second phase of developing the CIP involves the project requests. Through a series of meetings, project plans are developed, studied and ranked according to criteria set forth by Town policy. Projects proposed for the CIP are reviewed, evaluated, and recommended under the following guidelines:

1. General revenue-supported debt: Maintain a Capital Improvement Program within the debt limitations established by state law, and within a maximum local mill levy debt service established by the Town Council.
2. Capital improvement projects must meet the established useful life criteria to be financed:

Project Type	General Life	Financing
Public buildings	40 years	10 year
New road construction	40 years	10 year
Major road rehabilitation	15 years	10 year
Water, sewer & drainage	40 years	20 year
Miscellaneous items	Based on asset	10 year
Local sales tax projects	10 year	15 year

3. Maintenance of the highway and street system to provide safe and effective vehicular access and efficient urban traffic flow emphasizing the following:
 - Include features in new projects which will reduce future maintenance requirements
 - Provide good streets and roadways to serve Town facilities
4. Emphasize projects without regard to the percentage of the total CIP funds available.
5. Develop a balanced capital maintenance program for all types of Town assets.
6. Include beautification and landscape improvements in projects, especially on arterials and highways, facilities, etc.
7. Insure an adequate water supply for existing neighborhoods and for the planned growth and development of the Town.

ADOPTION OF THE CIP

CIP recommendations are forwarded to the Town Manager and then to the Town Council. The Town Council may shift, add, or delete projects in the proposed CIP. Like the operating budget, the Town Council will adopt the CIP.

IMPLEMENTATION

After the CIP is adopted by the Town Council, departments use the CIP as a guide for implementing capital improvements.

BUDGETING FOR ONGOING OPERATING COSTS OF CIP PROJECTS

As a general practice, the CIP is developed and revised in a process that parallels development of the Town's operating budget. Departments provide estimated ongoing costs associated with CIP projects so all costs can be considered in the evaluation process. When a project is completed, the operating costs are included in the department's operating budget.

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Funded Capital Improvement Projects

A Capital Improvements Program (CIP) is for the purchase, construction or replacement of the physical assets of the Town.

This section includes a listing of projects for the current year as well as projects that are planned for implementation over a five-year period.

ALL FUNDED AND PROPOSED CAPITAL PROJECTS

FIVE YEAR PROJECTION

★ new project added or moved from unfunded (under consideration) this year

Proj No.	Project Description	Totals Thru FY 14/15	FY 15/16 Estimated	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	PROJECT TOTAL
-----Five Year Projection-----									
CP64	Fire Station Complex	19,500	50,000	8,430,500	359,653	-	-	-	\$8,859,653
CP64	Fire Station Complex (Land)	-	1,998,000	-	-	-	-	-	\$1,998,000
CP71	WA Outdoor Learning Space	-	43,575	64,000	-	-	-	-	\$107,575
CP72	WA Bleachers/Film Tower	-	19,725	-	-	-	-	-	\$19,725
CP65	Maintenance & Storage Facility	-	-	-	41,200	-	-	-	\$41,200
Sub-Total - Facilities Improvements		\$ 19,500	\$ 2,111,300	\$ 8,494,500	\$ 400,853	\$ -	\$ -	\$ -	\$11,026,153
CP34	Roanoke Road Recon/Drain South	2,900	-	-	-	-	453,000	-	\$455,900
CP40	Sam School Rd Recon/Drainage	-	-	-	281,960	-	-	-	\$281,960
CP41	Dove Rd Recon/Drain (Vaq/TB)	-	75,000	691,085	-	-	-	-	\$766,085
CP60	Pearson Lane Recon/Drainage	-	-	-	-	404,125	-	-	\$404,125
CP53	Trail - Dove/Pearson/Aspen	-	-	-	-	290,016	-	-	\$290,016
CP58	Ottinger Road Recon/Drainage	-	-	-	-	-	983,954	-	\$983,954
CP52	Trail - Academy to Cemetery	-	-	-	-	-	300,949	-	\$300,949
CP68	FM 1938/Dove Road Signalization	2,400	10,000	260,000	-	-	-	-	\$272,400
CP 70	FM 1938/Solana Traffic Signalization	157,541	102,000	10,000	-	-	-	-	\$269,541
Sub-Total - Road/Street/Trail Improvements		\$ 162,841	\$ 187,000	\$ 961,085	\$ 281,960	\$ 694,141	\$ 1,737,903	\$ -	\$4,024,930
TOTAL GOVERNMENTAL PROJECTS		\$ 182,341	\$ 2,298,300	\$ 9,455,585	\$ 682,813	\$ 694,141	\$ 1,737,903	\$ -	\$15,051,083
UF31	N1 Sewer Line Transfer I&I	246,121	-	96,435	-	-	-	-	\$342,556
TOTAL UTILITY FUND PROJECTS		\$ 246,121	\$ -	\$ 96,435	\$ -	\$ -	\$ -	\$ -	\$342,556
GRAND TOTAL ALL PROJECTS		\$ 428,461	\$ 2,298,300	\$ 9,552,020	\$ 682,813	\$ 694,141	\$ 1,737,903	\$ -	\$15,393,638

FUNDING ANALYSIS	Totals Thru FY 14/15	FY 15/16 Estimated	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	PROJECTS COST
-----Five Year Projection-----								
Contributions	157,541	1,998,000	10,000	-	-	-	-	2,165,541
Cash	251,421	250,300	1,111,520	682,813	-	-	-	\$2,296,054
FY 16/17 Fire Station - 30 yr Bonds	19,500	50,000	8,430,500	-	-	-	-	\$8,500,000
FY 18/19 Street/Trail - 20 yr Bonds	-	-	-	-	694,141	1,737,903	-	\$2,432,044
GRAND TOTAL	\$ 428,461	\$ 2,298,300	\$ 9,552,020	\$ 682,813	\$ 694,141	\$ 1,737,903	\$ -	\$15,393,638

FUNDED CAPITAL IMPROVEMENT

Fire Station Complex

Project Description:

This project will provide a fire station, which includes 3-4 bays, sleeping areas for staff members, kitchen/food preparation, storage, multi-purpose space to serve as a community/staff training room and offices for administration. The station is estimated to be approximately 15K to 18K square feet of usable space and would also include the Town's Emergency Operations Center (EOC) with a back-up generator for sustainability. The project includes the acquisition of land by private donation and foundation upgrades; however, it does not include any apparatus or a fire training facility. While construction costs have increased from 8%-12%, this project only includes an increase of 5%.



PROJECT EXPENSE								
410-72000-00-000-000064 EXPENDITURE TYPE	Totals Thru FY 14/15	Estimated FY 15/16	5 Year Projection					Project Total
			FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	
Consultant/Engineering		50,000	650,000	4,100	-		-	704,100
Construction	-		5,000,000	317,545	-		-	5,317,545
Design	19,500	-	332,500	180,500	-		-	532,500
FF&E	-	-	275,000	-	-	-	-	275,000
IT/Security	-	-	212,500	-	-	-	-	212,500
Contingency	-	-	150,000	-	-	-	-	150,000
Contingency-Exterior only		-	1,368,000					1,368,000
Other (Foundation)	-	-	300,000	-	-	-	-	300,000
PROJECT EXPENDITURES	19,500	50,000	8,288,000	502,145	-	-	-	8,859,645
Land (Per appraisal)	-	1,998,000	-	-	-	-	-	1,998,000
PROJECT TOTAL	19,500	2,048,000	8,288,000	502,145	-	-	-	10,857,645

PROJECT FUNDING								
410-33501-00-000-000064 FUNDING TYPE	Totals Thru FY 14/15	Estimated FY 15/16	5 Year Projection					Project Total
			FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	
Cash (Fund Balance)	19,500	50,000	(69,500)	359,645	-	-	-	359,645
Bonds 2015/16 CO	-	-	8,500,000	-	-	-	-	8,500,000
Contributions (in-kind)	-	1,998,000		-			-	1,998,000
FUNDING TOTAL	19,500	2,048,000	8,430,500	359,645	-	-	-	10,857,645

IMPACT ON OPERATING BUDGET								
IMPACT TYPE	Totals Thru FY 14/15	Estimated FY 15/16	5 Year Projection					Project Total
			FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	
Services	-	-	-	-	5,150	5,305	5,464	15,918
Insurance	-	-	-	-	4,893	5,040	5,191	15,124
Repair & Maintenance	-	-	-	-	50,000	20,000	15,000	85,000
Rent & Utilities	-	-	-	-	64,580	66,517	68,513	199,610
Debt Service	-	-	159,000	422,807	422,807	422,807	422,807	1,850,228
OPERATING IMPACT	-	-	159,000	422,807	547,430	519,669	516,975	2,165,880

FUNDED CAPITAL IMPROVEMENT

Outdoor Learning Space

Project Description:

The outdoor classroom/greenhouse would greatly facilitate teachers' flexibility in their lessons to incorporate more hands-on science experiences. Establishing an area for on-going investigations would provide the students an authentic opportunity to connect their learning to the natural environment. Activities may include plant and animal investigations (including insects & small invertebrates), water chemistry projects using both our own pond as well as additional water sources housed within the facility, earth science, as well as understanding weather and weather patterns. The greenhouse is of particular interest to the middle and upper grades in establishing an environment for our living science projects. The space will be located along the northdrive and around the pond.



PROJECT EXPENSE

410-74400-00-000-000071 EXPENDITURE TYPE	Totals Thru FY 14/15	Estimated FY 15/16	5 Year Projection					Project Total
			FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	
Engineering	-	-	-	-	-	-	-	-
Construction	-	35,575	64,000	-	-	-	-	99,575
Design	-	8,000	-	-	-	-	-	8,000
FF&E	-	-	-	-	-	-	-	-
IT/Security	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-
Other (Foundation)	-	-	-	-	-	-	-	-
Other Admin cost	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	-	43,575	64,000	-	-	-	-	107,575

PROJECT FUNDING

410-33700-00-000-000071 FUNDING TYPE	Totals Thru FY 14/15	Estimated FY 15/16	5 Year Projection					Project Total
			FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	
Cash (Fund Balance)	-	-	5,375	-	-	-	-	5,375
Transfer in from General Fund	-	-	-	-	-	-	-	-
Transfer in from Utility Fund	-	-	-	-	-	-	-	-
Grant - Foundation	-	102,200	-	-	-	-	-	102,200
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	-	102,200	5,375	-	-	-	-	107,575

IMPACT ON OPERATING BUDGET

IMPACT TYPE	Totals Thru FY 14/15	Estimated FY 15/16	5 Year Projection					Project Total
			FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	
Supplies	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Repair & Maintenance	-	-	-	2,000	2,060	2,122	2,185	8,367
Utilities	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
OPERATING IMPACT	-	-	-	2,000	2,060	2,122	2,185	8,367

FUNDED CAPITAL IMPROVEMENT

Maintenance & Storage Facility

Project Description:

The proposed Maintenance and Public Works facility would utilize the existing Fire Department engine bay once a permanent Fire Station has been constructed. The building would provide storage space for weather event supplies, small equipment, and pumps. It will also serve as a work area to make repairs on equipment, etc. Pushed out from 16/17 to 17/18 and inflated 3%



PROJECT EXPENSE								
410-72000-00-000-000065 EXPENDITURE TYPE	Totals Thru FY 14/15	Estimated FY 15/16	5 Year Projection					Project Total
			FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	
Engineering	-	-	-	-	-	-	-	-
Construction	-	-	-	2,060	-	-	-	2,060
Design	-	-	-	-	-	-	-	-
FF&E	-	-	-	20,600	-	-	-	20,600
Building retrofit	-	-	-	18,540	-	-	-	18,540
Other	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	-	-	-	41,200	-	-	-	41,200

PROJECT FUNDING								
410-10110-00-000-000000 FUNDING TYPE	Totals Thru FY 14/15	Estimated FY 15/16	5 Year Projection					Project Total
			FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	
Cash (Fund Balance)	-	-	-	41,200	-	-	-	41,200
Contributions/Grants	-	-	-	-	-	-	-	-
Bonds	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	-	-	-	-	-	-	-	41,200

IMPACT ON OPERATING BUDGET								
IMPACT TYPE	Totals Thru FY 14/15	Estimated FY 15/16	5 Year Projection					Project Total
			FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	
Supplies	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-
Insurance	-	-	-	567	583	601	619	2,370
Repair & Maintenance	-	-	-	1,030	1,061	1,093	1,126	4,309
Rent & Utilities	-	-	-	5,150	5,305	5,464	5,628	21,546
Debt Service	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
OPERATING IMPACT	-	-	-	6,747	6,949	7,157	7,372	28,225

FUNDED CAPITAL IMPROVEMENT

FM 1938/Dove Road Signalization

Project Description:

This project will provide for the signalization of the FM 1938 and Dove Road intersection consistent with the enhancements at SH 114. The need to signalize is being caused by the proposed signalization of FM 1938 and Solana Blvd/Capital Pkwy that is currently included with the Entrada development improvements. The installation of a proposed traffic signal at FM 1938 and Solana Blvd/Capital Pkwy. in connection with the Granada and Entrada developments intersection would increase traffic congestion and safety at the FM 1938 and Dove Road intersection. While FM 1938 is a TxDOT roadway, the cost to signalize will be the responsibility of the Town. Staff will continue to pursue TxDOT funding for signalization of this intersection.



PROJECT EXPENSE

410-73000-00-000-000068 EXPENDITURE TYPE	Totals Thru	Estimated	5 Year Projection					Project
	FY 14/15	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	Total
Engineering	2,400	10,000	-	-	-	-	-	12,400
Construction	-	-	260,000	-	-	-	-	260,000
Design	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	2,400	10,000	260,000	-	-	-	-	272,400

PROJECT FUNDING

410-10110-00-000-000034 FUNDING TYPE	Totals Thru	Estimated	5 Year Projection					Project
	FY 14/15	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	Total
Cash (Fund Balance)	2,400	-	243,611					246,011
Contributions/Grants (Fidelity)	-	26,389	-	-	-	-	-	26,389
Bonds	-	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	2,400	26,389	243,611	-	-	-	-	272,400

IMPACT ON OPERATING BUDGET

IMPACT TYPE	Totals Thru	Estimated	5 Year Projection					Project
	FY 14/15	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	Total
Supplies	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Repair & Maintenance	-	-	-	-	-	-	-	-
Rent & Utilities	-	-	200	200	200	200	200	1,000
Debt Service	-	-	-	-	-	-	-	-
OPERATING IMPACT	-	-	200	200	200	200	200	1,000

FUNDED CAPITAL IMPROVEMENT

FM 1938/Solana Traffic Signalization

Project Description:

This project will provide for the signalization of the FM 1938 and Solana Blvd intersection consistent with the enhancements at SH 114. The installation of the proposed traffic signals is in connection with the Granada and Entrada developments that would increase traffic congestion and frustration. Staff is also currently working with TxDot for a proposed signal at the FM 1938/Dove Road intersection.



PROJECT EXPENSE								
410-73000-00-000-000070	Totals Thru	Estimated	5 Year Projection					Project
EXPENDITURE TYPE	FY 14/15	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	Total
Engineering	-	-	-	-	-	-	-	-
Construction	157,540	102,000	10,000	-	-	-	-	269,540
Design	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	157,540	102,000	10,000	-	-	-	-	269,540

PROJECT FUNDING								
410-10110-00-000-000034	Totals Thru	Estimated	5 Year Projection					Project
FUNDING TYPE	FY 14/15	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	Total
Contributions/Grants								
Entrada PID	-	217,413	10,000	-	-	-	-	227,413
Granada	-	15,738	-	-	-	-	-	15,738
Fidelity	-	26,389	-	-	-	-	-	26,389
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	-	259,540	10,000	-	-	-	-	269,540

IMPACT ON OPERATING BUDGET								
	Totals Thru	Estimated	5 Year Projection					Project
IMPACT TYPE	FY 14/15	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	Total
Supplies	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Repair & Maintenance	-	-	-	-	-	-	-	-
Rent & Utilities	-	-	200	200	200	200	200	1,000
Debt Service	-	-	-	-	-	-	-	-
OPERATING IMPACT	-	-	200	200	200	200	200	1,000

FUNDED CAPITAL IMPROVEMENT

Roanoke Road Reconstruction and Drainage South (Highway 170 south to Town limits)

Project Description:

The project will provide stabilization of road subgrade and 6" of asphalt to approximately 4,000 LF of Roanoke Road and replace/improve culverts and ditches, consistent with 2011 Graham Pavement Evaluation Study. Project improvements will be from Highway 170 south to the Town limits. Anticipate crack sealing during the 2nd year after completion.



PROJECT EXPENSE

410-73000-00-000-000034 EXPENDITURE TYPE	Totals Thru	Estimated	5 Year Projection					Project
	FY 14/15	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	Total
Engineering	2,900	-	-	-	-	50,000	-	52,900
Construction	-	-	-	-	-	403,000	-	403,000
Design	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	2,900	-	-	-	-	453,000	-	455,900

PROJECT FUNDING

410-10110-00-000-000034 FUNDING TYPE	Totals Thru	Estimated	5 Year Projection					Project
	FY 14/15	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	Total
Cash (Fund Balance)	2,900	-	-	-	-	-	-	2,900
Contributions/Grants	-	-	-	-	-	-	-	-
Bonds 2018/19	-	-	-	-	-	453,000	-	453,000
Unfunded	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	2,900	-	-	-	-	453,000	-	455,900

IMPACT ON OPERATING BUDGET

IMPACT TYPE	Totals Thru	Estimated	5 Year Projection					Project
	FY 14/15	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	Total
Supplies	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Repair & Maintenance	-	-	-	-	-	-	5,088	5,088
Rent & Utilities	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	30,038	30,038	60,076
OPERATING IMPACT	-	-	-	-	-	30,038	35,126	65,164

FUNDED CAPITAL IMPROVEMENT

Sam School Road Reconstruction and Drainage (Solana to Town limits)

Project Description:

The project will provide stabilization of road subgrade and 6" of asphalt to approximately 2,000 LF of Sam School Road and replace/improve culverts and ditches, consistent with 2011 Graham Pavement Evaluation Study. Anticipate crack sealing 2nd year from completion. Includes 150 linear feet of sidewalk.



PROJECT EXPENSE

410-73000-00-000-000040 EXPENDITURE TYPE	Totals Thru	Estimated	5 Year Projection					Project
	FY 14/15	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	Total
Engineering	-	-	-	44,308	-	-	-	44,308
Construction	-	-	-	237,652	-	-	-	237,652
Design	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	-	-	-	281,960	-	-	-	281,960

PROJECT FUNDING

410-10110-00-000-000040 FUNDING TYPE	Totals Thru	Estimated	5 Year Projection					Project
	FY 14/15	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	Total
Cash (Fund Balance)	-	-	-	281,960	-	-	-	281,960
Contributions/Grants	-	-	-	-	-	-	-	-
Bond Issuance	-	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	-	-	-	281,960	-	-	-	281,960

IMPACT ON OPERATING BUDGET

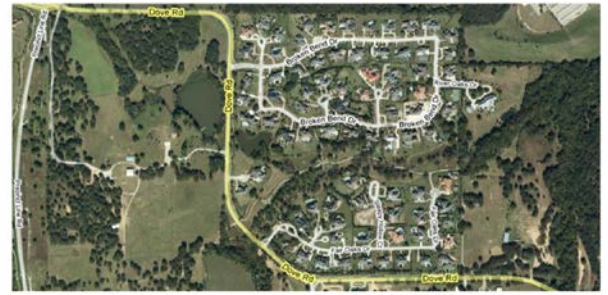
IMPACT TYPE	Totals Thru	Estimated	5 Year Projection					Project
	FY 14/15	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	Total
Supplies	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Repair & Maintenance	-	-	-	-	-	5,000	5,150	10,150
Rent & Utilities	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
OPERATING IMPACT	-	-	-	-	-	5,000	5,150	10,150

FUNDED CAPITAL IMPROVEMENT

Dove Road Reconstruction and Drainage (Vaquero to Terra Bella)

Project Description:

The project will provide stabilization of road subgrade and 6" of asphalt to approximately 6,500 LF of Dove Road and replace/improve culverts and ditches, consistent with 2011 Graham Pavement Evaluation Study. Staff is working with the Southlake developer to include a portion of this project when the Southlake portion is realigned and reconstructed in 2015/2016.



PROJECT EXPENSE

410-73000-00-000-000041 EXPENDITURE TYPE	Totals Thru	Estimated	5 Year Projection					Project
	FY 14/15	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	Total
Engineering	-	75,000	25,000	-	-	-	-	100,000
Construction	-	-	666,085	-	-	-	-	666,085
Design	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	-	75,000	691,085	-	-	-	-	766,085

PROJECT FUNDING

410-33501-00-000-000041 FUNDING TYPE	Totals Thru	Estimated	5 Year Projection					Project
	FY 14/15	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	Total
Cash (Fund Balance)	-	366,000	400,085	-	-	-	-	766,085
Contributions/Grants	-	-	-	-	-	-	-	-
Bonds 2017/18 CO	-	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	-	366,000	400,085	-	-	-	-	766,085

IMPACT ON OPERATING BUDGET

IMPACT TYPE	Totals Thru	Estimated	5 Year Projection					Project
	FY 14/15	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	Total
Supplies	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Repair & Maintenance	-	-	-	-	-	5,000	5,150	10,150
Rent & Utilities	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
OPERATING IMPACT	-	-	-	-	-	5,000	5,150	10,150

FUNDED CAPITAL IMPROVEMENT

Pearson Lane Reconstruction/Drainage & Trail - Dove Road / Pearson Road / Aspen Lane

Project Description:

This project will provide trail connectivity from Aspen Lane north to Dove Road along the east side of Pearson Road. This will include crosswalk devices at the corner of Dove and Pearson. In addition the project will provide stabilization of road subgrade and 5" of asphalt to approximately 1,300 LF of Pearson Lane and replace/improve culverts and ditches, consistent with 2011 Graham Pavement Evaluation Study. Anticipate crack sealing during the 2nd year after completion.

Project 53 Trail	\$290,016
Project 60 R&D	\$404,125
Grand Total	\$694,141



PROJECT EXPENSE

410-74400-00-000-000053 410-73000-00-000-000060	Totals Thru	Estimated	5 Year Projection					Project
	FY 14/15	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	Total
Trail - Engineering	-	-	-	-	22,260	-	-	22,260
Trail - Construction	-	-	-	-	222,600	-	-	222,600
Trail - Contingency	-	-	-	-	45,156	-	-	45,156
Road - Engineering	-	-	-	-	57,505	-	-	57,505
Road - Construction	-	-	-	-	346,620	-	-	346,620
EXPENDITURES TOTAL	-	-	-	-	694,141	-	-	694,141

PROJECT FUNDING

410-33501-00-000-000053 410-33501-00-000-000060	Totals Thru	Estimated	5 Year Projection					Project
	FY 14/15	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	Total
Cash (Fund Balance)	-	-	-	-	-	-	-	-
Contributions/Grants	-	-	-	-	-	-	-	-
Bonds 2018/19 CO	-	-	-	-	694,141	-	-	694,141
Unfunded	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	-	-	-	-	694,141	-	-	694,141

IMPACT ON OPERATING BUDGET

IMPACT TYPE	Totals Thru	Estimated	5 Year Projection					Project
	FY 14/15	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	Total
Supplies	-	-	-	-	-	-	-	-
Trail - Services	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Trail - Repair & Maint	-	-	-	-	-	-	-	-
Trail - Rent & Utilities	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	42,230	42,230	84,460
OPERATING IMPACT	-	-	-	-	-	42,230	42,230	84,460

FUNDED CAPITAL IMPROVEMENT

Ottinger Road Reconstruction/Drainage & Trail (North of Westlake Academy)

Project Description:

This project will provide stabilization of road subgrade and 7" asphalt to approximately 4,000 LF of Ottinger Road (from Westlake Academy to SH 170) and replace/improve culverts and ditches, consistent with 2011 Graham Pavement Evaluation Study. Anticipate crack sealing during the 2nd year after completion. In conjunction with this project, the existing Ottinger Road bridge will be replaced with new box culvert, much like the Dove Road improvements. Staff will determine through engineering design analysis the final design criteria including horizontal and vertical alignment. A trail will provide East to West interconnectivity within the Westlake trail system. Includes a primitive trail head on the Southeast corner of the cemetery property (primitive parking, restrooms and water fountain).

Project 52 Trail \$ 300,949
Project 58 R&D \$ 983,954
Grand Total \$1,284,903



PROJECT EXPENSE

410-74400-00-000-000052 410-73000-00-000-000058	Totals Thru	Estimated	5 Year Projection					Project
	FY 14/15	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	Total
Trail- Engineering/Design	-	-	-	-	-	22,999	-	22,999
Trail - Construction	-	-	-	-	-	231,080	-	231,080
Trail - Design	-	-	-	-	-	46,870	-	46,870
Road/Bridge - Engineering	-	-	-	-	-	204,985	-	204,985
Road/Bridge - Construction	-	-	-	-	-	778,969	-	778,969
EXPENDITURES TOTAL	-	-	-	-	-	1,284,903	-	1,284,903

PROJECT FUNDING

410-33501-00-000-000052 410-33501-00-000-000058	Totals Thru	Estimated	5 Year Projection					Project
	FY 14/15	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	Total
Cash (Fund Balance)	-	-	-	-	-	-	-	-
Contributions/Grants	-	-	-	-	-	-	-	-
Bonds 2018/2019 CO	-	-	-	-	-	1,284,903	-	1,284,903
Unfunded	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	-	-	-	-	-	1,284,903	-	1,284,903

IMPACT ON OPERATING BUDGET

IMPACT TYPE	Totals Thru	Estimated	5 Year Projection					Project
	FY 14/15	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	Total
Supplies	-	-	-	-	-	-	-	-
Trail - Services	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Trail - Repair & Maintenance	-	-	-	-	-	-	-	-
Trail - Rent & Utilities	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	78,165	78,165	156,330
OPERATING IMPACT	-	-	-	-	-	78,165	78,165	156,330

UNFUNDED (UNDER DISCUSSION) CAPITAL IMPROVEMENT

SH114 & Hwy 170 Enhancements

Project Description:

This project was anticipated to be a cooperative effort between Westlake, Trophy Club, and Roanoke consisting of the design and construction of landscape and hardscape improvements to the SH 170 & Hwy 114 interchange to include plantings, painting, and entry monuments. Maintenance is for irrigation only. To-date the Town has paid \$239,433 for engineering and painting in FY 13/14. Project costs are estimated to be \$3,000,000 for construction. Funding participation is anticipated to be 1/3 from each party. This project will be submitted for a TxDot grant (Green Ribbon). The Town anticipates getting \$160,000 reimbursement of engineering costs in FY 15/16 from Trophy Club and Roanoke and will use those funds towards the final construction. If project does not move forward, the funds will go to the Capital Projects fund balance.



PROJECT EXPENSE

410-73000-00-000-000030 EXPENDITURE TYPE	Totals Thru	Estimated	5 Year Projection					Project
	FY 14/15	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	Total
Engineering	-	-	5,000	-	-	-	-	5,000
Construction	-	-	-	-	3,000,000	-	-	3,000,000
Design	-	-	-	-	-	-	-	-
Painting	239,433	-	-	-	-	-	-	239,433
Other	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	239,433	-	5,000	-	3,000,000	-	-	3,244,433

PROJECT FUNDING

410-33700-00-000-000030 FUNDING TYPE	Totals Thru	Estimated	5 Year Projection					Project
	FY 14/15	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	Total
Cash (Fund Balance)	89,811	-	5,000	-	-	-	-	94,811
Contributions/Grants	149,622	-	-	-	2,000,000	-	-	2,149,622
Bonds 2011 CO \$2.095M	-	-	-	-	-	-	-	-
Bonds 2018/2019	-	-	-	-	1,000,000	-	-	1,000,000
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	239,433	-	5,000	-	3,000,000	-	-	3,244,433

IMPACT ON OPERATING BUDGET

IMPACT TYPE	Totals Thru	Estimated	5 Year Projection					Project
	FY 14/15	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	Total
Supplies	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Repair & Maintenance	-	-	-	-	-	-	-	-
Rent & Utilities	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	60,835	60,835	121,670
OPERATING IMPACT	-	-	-	-	-	60,835	60,835	121,670

FUNDED CAPITAL IMPROVEMENT

TRA Assumption of N-1 Sewer Line

Project Description:

This project is intended to transfer ownership of a section of sewer line from Westlake and Southlake to TRA. It includes the design and construction of a metering station with SCADA equipment at the proposed Town of Westlake "Point of Entry."



PROJECT EXPENSE								
EXPENDITURE TYPE	Totals Thru	Estimated	5 Year Projection					Project
	FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20	Total
Engineering	123,061	-		-	-	-	-	123,061
Construction	123,061	-	-	96,435	-	-	-	219,496
Design	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	246,121	-	-	96,435	-	-	-	342,556

PROJECT FUNDING								
FUNDING TYPE	Totals Thru	Estimated	5 Year Projection					Project
	FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20	Total
Cash/Transfers	246,121	-	-	96,435	-	-	-	342,556
Contributions/Grants	-	-	-	-	-	-	-	-
Bond Issuance	-	-	-	-	-	-	-	-
UnFunded	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	246,121	-	-	96,435	-	-	-	342,556

IMPACT ON OPERATING BUDGET								
IMPACT TYPE	Totals Thru	Estimated	5 Year Projection					TOTAL
	FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20	
Supplies	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Repair & Maintenance	-	-	-	-	-	-	-	-
Rent & Utilities	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
OPERATING IMPACT	-	-	-	-	-	-	-	-

Unfunded Capital Improvement Projects

This section includes a listing of projects over a five-year period that Town staff has identified but cannot be addressed given funding limitations.

ALL UNFUNDED (UNDER DISCUSSION) CAPITAL PROJECTS FIVE YEAR PROJECTION

★ new project added this year

	Totals Thru	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	TOTAL
Project Description	FY 14/15	Estimated	-----Five Year Projection----- ---					
Municipal Town Hall Buuilding	-	-	-	-	-	318,000	8,903,455	9,221,455
WA Phase II - 15 Classroom Secondary Addition	-	-	-	-	-	4,676,839	-	4,676,839
WA Phase II - 4 Classroom Kindergarten Addition	-	-	-	-	-	2,996,035	-	2,996,035
WA Phase III - Art & Science Classrooms	-	-	-	-	-	-	1,934,422	1,934,422
WA Phase III - Performing Arts Center	-	-	-	-	-	-	5,391,638	5,391,638
WA Sports Field Lighting	-	-	-	285,000	-	-	-	285,000
Total Facilities Improvements	\$ -	\$ -	\$ -	\$ 285,000	\$ -	\$ 7,990,874	\$ 16,229,515	\$ 24,505,389
Glenwyck Farms Telecommunications Ductbank	-	-	-	-	-		720,000	720,000
Hwy 377 Landscape Improvements	-	-	-	-	-	742,000	-	742,000
Dove & Randol Mill Traffic Circle	-	-	-	-	-	674,238	742,630	1,416,868
Trail - Fidelity Campus to Westlake Parkway on 114	-	-	-	-	-	-	311,640	311,640
Trail Connection at 114/Solana	-	-	-	-	-	-	17,345	17,345
WA Pedestrian Underpass	-	-	-	-	-	-	741,600	741,600
SH 114/170 Enhancements	239,433	-	-	5,000	3,000,000	-	-	3,244,433
Total Road/Street Improvements/Trails	\$ 239,433	\$ -	\$ -	\$ 5,000	\$ 3,000,000	\$ 1,416,238	\$ 2,533,215	\$ 7,193,886
Cemetery Improvements	-	-	-	92,700	65,564	67,531	69,557	295,352
15-30 Acre Community Park	-	-	-	-	-	7,349,616	183,706	7,533,322
Roanoke Road Open Space	-	-	-	-	44,908	86,520	-	131,428
Total Parks/Cemetery	\$ -	\$ -	\$ -	\$ 92,700	\$ 110,472	\$ 7,503,667	\$ 253,263	\$ 7,960,102
TOTAL UNFUNDED (UNDER DISCUSSION)	\$ 239,433	\$ -	\$ -	\$ 382,700	\$ 3,110,472	\$ 16,910,779	\$ 19,015,993	\$ 39,659,377

UNFUNDED (UNDER DISCUSSION) CAPITAL IMPROVEMENT

Municipal Building

Project Description:

Currently, this facility is proposed as an approximately 20,000 square foot municipal building. Staff believes if the project is located within Entrada, it will become a catalyst for the development and establish a meeting place for the community as well as provide for long term municipal service delivery to Westlake. Costs are escalated by 3% annually based on today's projections. In anticipation of receiving a 5 year lease for town hall, staff is proposing to begin engineering and design in FY 19/20 with construction and completion in FY 20/21 and 21/22 (both years expenditures are included in FY 20/21).



PROJECT EXPENSE

410-72000-00-000-000063 EXPENDITURE TYPE	Totals Thru FY 14/15	Estimated FY 15/16	5 Year Projection					Project Total
			FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	
Engineering	-	-	-	-	-	106,000	349,800	455,800
Construction (10% inflation)	-	-	-	-	-	-	6,725,155	6,725,155
Design	-	-	-	-	-	212,000	371,000	583,000
FF&E	-	-	-	-	-	-	424,000	424,000
IT/Security	-	-	-	-	-	-	318,000	318,000
Contingency	-	-	-	-	-	-	265,000	265,000
Other (Foundation)	-	-	-	-	-	-	318,000	318,000
Other Admin cost	-	-	-	-	-	-	132,500	132,500
EXPENDITURES TOTAL	-	-	-	-	-	318,000	8,903,455	9,221,455

PROJECT FUNDING

410-33501-00-000-000063 FUNDING TYPE	Totals Thru FY 14/15	Estimated FY 15/16	5 Year Projection					Project Total
			FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	
Cash (Fund Balance)	-	-	-	-	-	318,000	671,500	989,500
Transfer in from General Fund	-	-	-	-	-	-	-	-
Transfer in from Utility Fund	-	-	-	-	-	-	1,546,125	1,546,125
Contribution (Other)	-	-	-	-	-	-	6,685,830	6,685,830
FUNDING TOTAL	-	-	-	-	-	318,000	8,903,455	9,221,455

IMPACT ON OPERATING BUDGET

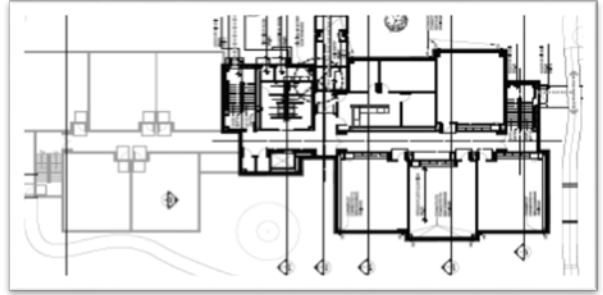
IMPACT TYPE	Totals Thru FY 14/15	Estimated FY 15/16	5 Year Projection					Project Total
			FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	
Supplies	-	-	-	-	-	-	26,500	26,500
Services	-	-	-	-	-	-	15,900	15,900
Insurance	-	-	-	-	-	-	5,300	5,300
Repair & Maintenance	-	-	-	-	-	-	31,800	31,800
Utilities (\$3/sq ft)	-	-	-	-	-	-	63,600	63,600
OPERATING IMPACT	-	-	-	-	-	-	143,100	143,100

UNFUNDED (UNDER DISCUSSION) CAPITAL IMPROVEMENT

Westlake Academy - Phase II - 15 Classroom Secondary Addition

Project Description:

As part of Phase II of the Westlake Academy Master Plan, this project includes a 15 classroom addition to the Secondary School. The building will total approximately 11,000 sq. feet and will be attached onto the north side of the existing building. The adopted Master Plan shows 12 classrooms for Phase II. The additional 3 classrooms are due to value engineering when Phase I was bid. Phase II will bring an additional 276 students to total 1,098. K-5 = 18 students and 6-12 = 24 students.



PROJECT EXPENSE

EXPENDITURE TYPE	Totals Thru FY 14/15	Estimated FY 15/16	5 Year Projection					Project Total
			FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	
Engineering	-	-	-	-	-	344,169	-	344,169
Construction	-	-	-	-	-	3,441,719	-	3,441,719
Design	-	-	-	-	-	180,250	-	180,250
FF&E	-	-	-	-	-	247,200	-	247,200
IT/Security	-	-	-	-	-	154,500	-	154,500
Contingency	-	-	-	-	-	154,500	-	154,500
Other (Foundation)	-	-	-	-	-	103,000	-	103,000
Other Admin costs	-	-	-	-	-	51,500	-	51,500
EXPENDITURES TOTAL	-	-	-	-	-	4,676,839	-	4,676,839

PROJECT FUNDING

FUNDING TYPE	Totals Thru FY 14/15	Estimated FY 15/16	5 Year Projection					Project Total
			FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	
Cash/Transfers	-	-	-	-	-	-	-	-
Granada Lots (\$10K x 84)	410,000	430,000	-	-	-	-	-	840,000
Unfunded	-	-	-	-	-	3,836,839	-	3,836,839
FUNDING TOTAL	410,000	430,000	-	-	-	3,836,839	-	4,676,839

IMPACT ON OPERATING BUDGET (ACADEMY)

IMPACT TYPE	Totals Thru FY 14/15	Estimated FY 15/16	5 Year Projection					TOTAL
			FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	
Supplies	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Repair & Maintenance	-	-	-	-	-	-	-	-
Rent & Utilities	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
OPERATING IMPACT	-	-	-	-	-	-	-	-

UNFUNDED (UNDER DISCUSSION) CAPITAL IMPROVEMENT

Westlake Academy - Phase II - 4 Classroom Kindergarten Addition

Project Description:

Per the Master Plan this project is part of Phase II. The Kindergarten addition would be located east of the original primary building. This would include: 4 classrooms with individual restrooms in each room for a total of 4,600 square feet that will match existing exterior building features. Phase II will bring an additional 276 students to total 1,098. K-5 grades = 18 students and 6-12 grades = 24 students.



PROJECT EXPENSE

EXPENDITURE TYPE	Totals Thru FY 14/15	Estimated FY 15/16	5 Year Projection					Project Total
			FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	
Engineering	-	-	-	-	-	24,205	-	24,205
Construction	-	-	-	-	-	2,200,000	-	2,200,000
Design	-	-	-	-	-	11,330	-	11,330
FF&E	-	-	-	-	-	100,500	-	100,500
IT/Security	-	-	-	-	-	60,000	-	60,000
Contingency	-	-	-	-	-	95,000	-	95,000
Other (Foundation)	-	-	-	-	-	475,000	-	475,000
Other Admin costs	-	-	-	-	-	30,000	-	30,000
EXPENDITURES TOTAL	-	-	-	-	-	2,996,035	-	2,996,035

PROJECT FUNDING

FUNDING TYPE	Totals Thru FY 14/15	Estimated FY 15/16	5 Year Projection					Project Total
			FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	
Cash/Transfers	-	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	2,996,035	-	2,996,035
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	-	-	-	-	-	2,996,035	-	2,996,035

IMPACT ON OPERATING BUDGET (ACADEMY)

IMPACT TYPE	Totals Thru FY 14/15	Estimated FY 15/16	5 Year Projection					TOTAL
			FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	
Supplies	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Repair & Maintenance	-	-	-	-	-	-	-	-
Rent & Utilities	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
OPERATING IMPACT	-	-	-	-	-	-	-	-

UNFUNDED (UNDER DISCUSSION) CAPITAL IMPROVEMENT

Westlake Academy - Phase III - Arts & Science Classroom Addition

Project Description:

As part of Phase III of the WA Master Plan, this would be an additional 5,200 square foot single-story building attached to the existing Sam & Margret Lee Arts and Sciences Center. The addition would include 3 classrooms, labs and offices.



PROJECT EXPENSE

EXPENDITURE TYPE	Totals Thru FY 14/15	Estimated FY 15/16	5 Year Projection					Project Total
			FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	
Engineering	-	-	-	-	-	-	17,304	17,304
Construction	-	-	-	-	-	-	1,602,350	1,602,350
Design	-	-	-	-	-	-	160,268	160,268
Other (FF&E)	-	-	-	-	-	-	154,500	154,500
IT/Security	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-
Other (Foundation)	-	-	-	-	-	-	-	-
Other Admin costs	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	-	-	-	-	-	-	1,934,422	1,934,422

PROJECT FUNDING

FUNDING TYPE	Totals Thru FY 14/15	Estimated FY 15/16	5 Year Projection					Project Total
			FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	
Cash/Transfers	-	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	1,934,422	1,934,422
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	-	-	-	-	-	-	1,934,422	1,934,422

IMPACT ON OPERATING BUDGET (ACADEMY)

IMPACT TYPE	Totals Thru FY 14/15	Estimated FY 15/16	5 Year Projection					TOTAL
			FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	
Supplies	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Repair & Maintenance	-	-	-	-	-	-	-	-
Rent & Utilities	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
OPERATING IMPACT	-	-	-	-	-	-	-	-

UNFUNDED (UNDER DISCUSSION) CAPITAL IMPROVEMENT

Westlake Academy - Phase III - Performing Arts Center

Project Description:

In Phase III of the Westlake Academy Master Plan, a new 16,000 square feet auditorium is proposed with a raised stage, fixed seating, dressing rooms, lighting, restrooms, offices, and a lobby. This building would be located to the west of the Sam and Margaret Lee Arts & Sciences Building. We anticipate the cost of the interior amenities to be provided through contributions/grants.



PROJECT EXPENSE

EXPENDITURE TYPE	Totals Thru FY 14/15	Estimated FY 15/16	5 Year Projection					Project Total
			FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	
Engineering	-	-	-	-	-	-	28,840	28,840
Construction	-	-	-	-	-	-	4,486,680	4,486,680
Design	-	-	-	-	-	-	438,368	438,368
Other (FF&E)	-	-	-	-	-	-	437,750	437,750
IT/Security	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	103,000	103,000
Other (Foundation)	-	-	-	-	-	-	-	-
Other Admin costs	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	-	-	-	-	-	-	5,391,638	5,391,638

PROJECT FUNDING

FUNDING TYPE	Totals Thru FY 14/15	Estimated FY 15/16	5 Year Projection					Project Total
			FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	
Cash/Transfers	-	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	5,391,638	5,391,638
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	-	-	-	-	-	-	5,391,638	5,391,638

IMPACT ON OPERATING BUDGET (ACADEMY)

IMPACT TYPE	Totals Thru FY 14/15	Estimated FY 15/16	5 Year Projection					TOTAL
			FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	
Supplies	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Repair & Maintenance	-	-	-	-	-	-	-	-
Rent & Utilities	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
OPERATING IMPACT	-	-	-	-	-	-	-	-

UNFUNDED (UNDER DISCUSSION) CAPITAL IMPROVEMENT

Westlake Academy - Sports Field Lighting

Project Description:

The project pertains to sports field lighting to be located at Westlake Academy. The proposal includes four 70 foot tall light poles with 1500-watt fixtures on each pole. Would need to comport to our outdoor lighting standards and directives from the Council and Planning & Zoning recommendations regarding low lighting conditions.



PROJECT EXPENSE								
EXPENDITURE TYPE	Totals Thru FY 14/15	Estimated FY 15/16	5 Year Projection					Project Total
			FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	
Engineering	-	-	-	15,000	-	-	-	15,000
Construction	-	-	-	250,000	-	-	-	250,000
Design	-	-	-	-	-	-	-	-
Other (FF&E)	-	-	-	-	-	-	-	-
IT/Security	-	-	-	-	-	-	-	-
Contingency	-	-	-	20,000	-	-	-	20,000
Other (Foundation)	-	-	-	-	-	-	-	-
Other Admin costs	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	-	-	-	285,000	-	-	-	285,000

PROJECT FUNDING								
FUNDING TYPE	Totals Thru FY 14/15	Estimated FY 15/16	5 Year Projection					Project Total
			FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	
Cash/Transfers	-	-	-	-	-	-	-	-
Unfunded	-	-	-	285,000	-	-	-	285,000
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	-	-	-	285,000	-	-	-	285,000

IMPACT ON OPERATING BUDGET (ACADEMY)								
IMPACT TYPE	Totals Thru FY 14/15	Estimated FY 15/16	5 Year Projection					TOTAL
			FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	
Supplies	-	-	-	-	1,300	1,300	1,300	3,900
Services	-	-	-	-	-	1,200	1,200	2,400
Insurance	-	-	-	-	500	500	500	1,500
Repair & Maintenance	-	-	-	-	1,000	1,000	1,000	3,000
Rent & Utilities	-	-	-	-	-	1,500	1,500	3,000
Other	-	-	-	-	-	-	-	-
OPERATING IMPACT	-	-	-	-	2,800	5,500	5,500	13,800

UNFUNDED (UNDER DISCUSSION) CAPITAL IMPROVEMENT

Glenwyck Farms Telecommunications Ductbank

Project Description:

This project will provide for the construction of approximately 11,000 LF of telecommunication ductbank within the Glenwyck subdivision to accomodate the installation of improved telecommunication lines. Additionally, this will provide a connection of the ductbank from Granda to Terra Bella.



PROJECT EXPENSE

EXPENDITURE TYPE	Totals Thru	Estimated	5 Year Projection					Project
	FY 14/15	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	Total
Engineering	-	-	-	-	-	-	720,000	720,000
Construction	-	-	-	-	-	-	-	-
Design	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	-	-	-	-	-	-	720,000	720,000

PROJECT FUNDING

FUNDING TYPE	Totals Thru	Estimated	5 Year Projection					Project
	FY 14/15	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	Total
Cash (Fund Balance)	-	-	-	-	-	-	720,000	720,000
Contributions/Grants	-	-	-	-	-	-	-	-
Bonds 2016/17 CO \$2.58M	-	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	-	-	-	-	-	-	720,000	720,000

IMPACT ON OPERATING BUDGET

IMPACT TYPE	Totals Thru	Estimated	5 Year Projection					Project
	FY 14/15	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	Total
Supplies	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Repair & Maintenance	-	-	-	-	-	-	-	-
Rent & Utilities	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
OPERATING IMPACT	-	-	-	-	-	-	-	-

UNFUNDED (UNDER DISCUSSION) CAPITAL IMPROVEMENT

Hwy 377 Landscape Improvements

Project Description:

The project will include streetscape enhancements (hardscape, landscape) along US Hwy 377 starting at Westport Parkway stretching north for 3/4 mile. The enhancements will only be located in the median and consist of native and naturalized plantings, trees, plant bed preparations, drip irrigation, and concrete edging/mowstrip. Since the project will be within state ROW, the Town will submit this project to TxDOT for potential grant funding opportunities similar to the FM 1938 median landscape project.



PROJECT EXPENSE

EXPENDITURE TYPE	Totals Thru	Estimated	5 Year Projection					Project
	FY 14/15	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	Total
Engineering	-	-	-	-	-	106,000	-	106,000
Construction	-	-	-	-	-	636,000	-	636,000
Design	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	-	-	-	-	-	742,000	-	742,000

PROJECT FUNDING

FUNDING TYPE	Totals Thru	Estimated	5 Year Projection					Project
	FY 14/15	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	Total
Cash (Fund Balance)	-	-	-	-	-	-	-	-
Contributions/Grants	-	-	-	-	-	-	-	-
Bonds 2016/17 CO \$2.58M	-	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	742,000	-	742,000
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	-	-	-	-	-	742,000	-	742,000

IMPACT ON OPERATING BUDGET

IMPACT TYPE	Totals Thru	Estimated	5 Year Projection					Project
	FY 14/15	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	Total
Supplies	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Repair & Maintenance	-	-	-	-	-	5,150	5,305	10,455
Rent & Utilities	-	-	-	-	-	10,300	10,609	20,909
Debt Service	-	-	-	-	-	-	-	-
OPERATING IMPACT	-	-	-	-	-	15,450	15,914	31,364

UNFUNDED (UNDER DISCUSSION) CAPITAL IMPROVEMENT

Dove Road & Randol Mill Traffic Circle

Project Description:

Reconstruction and reconfiguration of Dove Road and Randol Mill from a 3-way stop intersection to a traffic circle to improve traffic safety. Pavement construction will be consistent with 2011 Graham Pavement Evaluation Study.



PROJECT EXPENSE

EXPENDITURE TYPE	Totals Thru	Estimated	5 Year Projection					Project
	FY 14/15	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	Total
Engineering	-	-	-	-	-	-	106,090	106,090
Construction	-	-	-	-	-	-	636,540	636,540
Design	-	-	-	-	-	36,050	-	36,050
Contingency	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	638,188	-	638,188
EXPENDITURES TOTAL	-	-	-	-	-	674,238	742,630	1,416,868

PROJECT FUNDING

FUNDING TYPE	Totals Thru	Estimated	5 Year Projection					Project
	FY 14/15	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	Total
Cash (Fund Balance)	-	-	-	-	-	-	-	-
Contributions/Grants	-	-	-	-	-	-	-	-
Bond Issuance	-	-	-	-	-	-	-	-
UnFunded	-	-	-	-	-	674,238	742,630	1,416,868
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	-	-	-	-	-	674,238	742,630	1,416,868

IMPACT ON OPERATING BUDGET

IMPACT TYPE	Totals Thru	Estimated	5 Year Projection					Project
	FY 14/15	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	Total
Supplies	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Repair & Maintenance	-	-	-	-	-	2,971	3,060	6,031
Rent & Utilities	-	-	-	-	-	5,941	6,119	12,060
Debt Service	-	-	-	-	-	-	-	-
OPERATING IMPACT	-	-	-	-	-	8,912	9,179	18,091

UNFUNDED (UNDER DISCUSSION) CAPITAL IMPROVEMENT

Trail - Fidelity Campus to Westlake Parkway on 114

Project Description:

This project will provide connectivity from Hwy 114 to Capital Parkway along the east side of Westlake Parkway.



PROJECT EXPENSE

EXPENDITURE TYPE	Totals Thru	Estimated	5 Year Projection					Project
	FY 14/15	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	Total
Engineering	-	-				-	23,850	23,850
Construction	-	-				-	241,945	241,945
Design	-	-					45,845	45,845
Contingency	-	-					#REF!	#REF!
Other	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	-	-	-	-	-	-	#REF!	#REF!

PROJECT FUNDING

FUNDING TYPE	Totals Thru	Estimated	5 Year Projection					Project
	FY 14/15	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	Total
Cash (Fund Balance)	-	-	-	-	-	-	-	-
Contributions/Grants	-	-	-	-	-	-	-	-
Bonds	-	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	#REF!	#REF!
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	-	-	-	-	-	-	#REF!	#REF!

IMPACT ON OPERATING BUDGET

IMPACT TYPE	Totals Thru	Estimated	5 Year Projection					Project
	FY 14/15	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	Total
Supplies	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Repair & Maintenance	-	-	-	-	-	-	-	-
Rent & Utilities	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
OPERATING IMPACT	-	-	-	-	-	-	-	-

UNFUNDED (UNDER DISCUSSION) CAPITAL IMPROVEMENT

Trail Connection at 114 and Solana

Project Description:

This project will be a cooperative effort between Westlake, Trophy Club, and Southlake consisting of the design and engineering of an intra-city trail system. The engineering/design costs will be shared with all cities. Construction and landscaping are estimated costs until engineering and design are completed. The Town continues to work with DTZ to construct the trail between Sam School Road and Hwy 114.



PROJECT EXPENSE

EXPENDITURE TYPE	Totals Thru	Estimated	5 Year Projection					Project
	FY 14/15	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	Total
Engineering	-	-				-	-	-
Construction	-	-				-	17,345	17,345
Design	-	-					-	-
Contingency	-	-					-	-
Other	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	-	-	-	-	-	-	17,345	17,345

PROJECT FUNDING

FUNDING TYPE	Totals Thru	Estimated	5 Year Projection					Project
	FY 14/15	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	Total
Cash (Fund Balance)	-	-	-	-	-	-	-	-
Contributions/Grants	-	-	-	-	-	-	-	-
Bonds	-	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	17,345	17,345
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	-	-	-	-	-	-	17,345	17,345

IMPACT ON OPERATING BUDGET

IMPACT TYPE	Totals Thru	Estimated	5 Year Projection					Project
	FY 14/15	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	Total
Supplies	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Repair & Maintenance	-	-	-	-	-	-	-	-
Rent & Utilities	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
OPERATING IMPACT	-	-	-	-	-	-	-	-

UNFUNDED (UNDER DISCUSSION) CAPITAL IMPROVEMENT

Westlake Academy - Pedestrian Underpass

Project Description:

This project will provide for the construction of a pedestrian underpass on the south side of the Westlake Academy campus and connections to the existing trail system. This will require the reconstruction of a section of Ottinger Road and the relocation of water, gas, and telecommunications.



PROJECT EXPENSE

EXPENDITURE TYPE	Totals Thru	Estimated	5 Year Projection					Project
	FY 14/15	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	Total
Engineering	-	-	-	-	-	-	61,800	61,800
Construction	-	-	-	-	-	-	618,000	618,000
Design	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	61,800	61,800
Other	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	-	-	-	-	-	-	741,600	741,600

PROJECT FUNDING

FUNDING TYPE	Totals Thru	Estimated	5 Year Projection					Project
	FY 14/15	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	Total
Cash (Fund Balance)	-	-	-	-	-	-	741,600	741,600
Contributions/Grants	-	-	-	-	-	-	-	-
Bonds 2011 CO \$2.095M	-	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	-	-	-	-	-	-	741,600	741,600

IMPACT ON OPERATING BUDGET

IMPACT TYPE	Totals Thru	Estimated	5 Year Projection					Project
	FY 14/15	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	Total
Supplies	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Repair & Maintenance	-	-	-	-	-	-	-	-
Rent & Utilities	-	-	-	-	206	212	219	637
Debt Service	-	-	-	-	-	-	-	-
OPERATING IMPACT	-	-	-	-	206	212	219	637

UNFUNDED (UNDER DISCUSSION) CAPITAL IMPROVEMENT

SH114/170 Enhancements

Project Description:

This project was anticipated to be a cooperative effort between Westlake, Trophy Club, and Roanoke consisting of the design and construction of landscape and hardscape improvements to the SH 170 & Hwy 114 interchange to include plantings, painting, and entry monuments. Maintenance is for irrigation only. To-date the Town has paid \$239,433 for engineering and painting in FY 13/14. Project costs are estimated to be \$3,000,000 for construction. Funding participation is anticipated to be 1/3 from each party. This project will be submitted for a TxDot grant (Green Ribbon). The Town anticipates getting \$160,000 reimbursement of engineering costs in FY 15/16 from Trophy Club and Roanoke and will use those funds towards the final construction. If project does not move forward, the funds will go to the Capital Projects fund balance.



PROJECT EXPENSE

EXPENDITURE TYPE	Totals Thru	Estimated	5 Year Projection					Project
	FY 14/15	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	Total
Engineering	-	-	-	5,000	-	-	-	5,000
Construction	-	-	-	-	3,000,000	-	-	3,000,000
Design	-	-	-	-	-	-	-	-
Painting	239,433	-	-	-	-	-	-	239,433
Other	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	239,433	-	-	5,000	3,000,000	-	-	3,244,433

PROJECT FUNDING

FUNDING TYPE	Totals Thru	Estimated	5 Year Projection					Project
	FY 14/15	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	Total
Cash (Fund Balance)	-	-	-	-	-	-	-	-
Contributions/Grants	149,622	-	-	-	2,000,000	-	-	2,149,622
Bonds 2011 CO \$2.095M	89,811	-	-	-	-	-	-	89,811
Bonds 2018/2019 CO	-	-	-	5,000	1,000,000	-	-	1,005,000
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	239,433	-	-	5,000	3,000,000	-	-	3,244,433

IMPACT ON OPERATING BUDGET

IMPACT TYPE	Totals Thru	Estimated	5 Year Projection					Project
	FY 14/15	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	Total
Supplies	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Repair & Maintenance	-	-	-	-	-	-	-	-
Rent & Utilities	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	60,835	60,835	121,670
OPERATING IMPACT	-	-	-	-	-	60,835	60,835	121,670

UNFUNDED (UNDER DISCUSSION) CAPITAL IMPROVEMENT

Cemetery Improvements

Project Description:

These improvements will consist of section markers, roadways and landscaping. The project also anticipates a future trail head with rest facilities that will accommodate the future cemetery/academy trail. Based on current funding sources, this project will be dependent upon the future sale of plots and would be completed in four phases. Phase I & II includes the road improvements and Phase III & IV will consist of the landscaping and trail improvements.



PROJECT EXPENSE

EXPENDITURE TYPE	Totals Thru FY 14/15	Estimated FY 15/16	5 Year Projection					Project Total
			FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	
Engineering	-	-	-	-	-	-	-	-
Construction	-	-	-	92,700	65,564	67,531	69,557	295,351
Design	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	-	-	-	92,700	65,564	67,531	69,557	295,351

PROJECT FUNDING

FUNDING TYPE	Totals Thru FY 14/15	Estimated FY 15/16	5 Year Projection					Project Total
			FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	
Cash (Fund Balance)	-	-	-	-	-	-	-	-
Contributions/Grants	-	-	-	-	-	-	-	-
Bond Issuance	-	-	-	-	-	-	-	-
Unfunded	-	-	-	92,700	65,564	67,531	69,557	295,351
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	-	-	-	92,700	65,564	67,531	69,557	295,351

IMPACT ON OPERATING BUDGET

IMPACT TYPE	Totals Thru FY 14/15	Estimated FY 15/16	5 Year Projection					Project Total
			FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	
Supplies	-	-	-	-	-	-	-	-
Services	-	-	-	-	5,614	5,782	5,955	17,351
Insurance	-	-	-	-	-	-	-	-
Repair & Maintenance	-	-	-	-	16,841	17,346	17,866	52,052
Rent & Utilities	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
OPERATING IMPACT	-	-	-	-	22,454	23,128	23,821	69,403

UNFUNDED (UNDER DISCUSSION) CAPITAL IMPROVEMENT

15-30 Acre Community Park

Project Description:

This project would include the purchase of 15 to 30 acres of open space with the ability to add amenities such as small covered pavilions, trail heads, playground stations, sports fields, general use open spaces, dog park, restroom, football field, running track, cross country trail, outdoor tennis and basketball courts, baseball and softball fields. The project would include restrooms, concession area with outdoor eating area and parking. This facility would provide programs and activities to the Westlake community and Westlake Academy.



PROJECT EXPENSE

EXPENDITURE TYPE	Totals Thru FY 14/15	Estimated FY 15/16	5 Year Projection					Project Total
			FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	
Engineering	-	-	-	-	-	65,508	67,473	132,981
Construction	-	-	-	-	-	2,793,100	-	2,793,100
Design	-	-	-	-	-	65,508	67,473	132,981
Contingency	-	-	-	-	-	58,300	48,760	107,060
Land Purchase(390K for 10 Acres)	-	-	-	-	-	4,367,200	-	4,367,200
EXPENDITURES TOTAL	-	-	-	-	-	7,349,616	183,706	7,533,322

PROJECT FUNDING

FUNDING TYPE	Totals Thru FY 14/15	Estimated FY 15/16	5 Year Projection					Project Total
			FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	
Cash (Fund Balance)	-	-	-	-	-	-	-	-
Contributions/Grants	-	-	-	-	-	-	-	-
Bond Issuance	-	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	7,349,616	183,706	7,533,322
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	-	-	-	-	-	7,349,616	183,706	7,533,322

IMPACT ON OPERATING BUDGET

IMPACT TYPE	Totals Thru FY 14/15	Estimated FY 15/16	5 Year Projection					Project Total
			FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	
Supplies	-	-	-	-	-	2,975	3,065	6,040
Services	-	-	-	-	-	17,851	18,387	36,238
Insurance	-	-	-	-	-	-	-	-
Repair & Maintenance	-	-	-	-	-	2,975	3,065	6,040
Rent & Utilities	-	-	-	-	-	9,521	9,807	19,327
Debt Service	-	-	-	-	-	-	-	-
OPERATING IMPACT	-	-	-	-	-	33,323	34,323	67,646

UNFUNDED (UNDER DISCUSSION) CAPITAL IMPROVEMENT

Roanoke Road Open Space

Project Description:

The town owns two acres of undeveloped open space located south of HWY 170 on Roanoke Road. This project would be completed in two phases. Phase I includes the removal of all the brush and mesquite trees, adding park benches and planting trees. Phase II would include adding a trail head with a five to six space parking area.



PROJECT EXPENSE

EXPENDITURE TYPE	Totals Thru FY 14/15	Estimated FY 15/16	5 Year Projection					Project Total
			FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	
Engineering	-	-	-	-	-	-	-	-
Construction	-	-	-	-	32,373	86,520	-	118,893
Design	-	-	-	-	12,535	-	-	12,535
Contingency	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	-	-	-	-	44,908	86,520	-	131,428

PROJECT FUNDING

FUNDING TYPE	Totals Thru FY 14/15	Estimated FY 15/16	5 Year Projection					Project Total
			FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	
Cash (Fund Balance)	-	-	-	-	-	-	-	-
Contributions/Grants	-	-	-	-	-	-	-	-
Bond Issuance	-	-	-	-	-	-	-	-
Unfunded	-	-	-	-	44,908	86,520	-	131,428
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	-	-	-	-	44,908	86,520	-	131,428

IMPACT ON OPERATING BUDGET

IMPACT TYPE	Totals Thru FY 14/15	Estimated FY 15/16	5 Year Projection					Project Total
			FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	
Supplies	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Repair & Maintenance	-	-	-	-	-	-	-	-
Rent & Utilities	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
OPERATING IMPACT	-	-	-	-	-	-	-	-



SECTION 11

POLICY SECTION



Managing the Impact of Growth



Forging Westlake

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Fiscal & Budgetary Policies

The overall intent of the fiscal and Budgetary Policy Statements is to enable the Town to achieve a long-term stable and positive financial condition. The watchwords of the Town's financial management include integrity, prudence, stewardship, planning, accountability, and full disclosure.

I. STATEMENT OF PURPOSE

The overall intent of the following Fiscal and Budgetary Policy Statements is to enable the Town to achieve a long-term stable and positive financial condition. The watchwords of the Town's financial management include integrity, prudence, stewardship, planning, accountability, and full disclosure. The more specific purpose is to provide guidelines to the Town Manager and Finance Director in planning and directing the Town's day-to-day financial affairs and in developing recommendations to the Town Manager and Town Council.

The scope of these policies generally span, among other issues, accounting, purchasing, auditing, financial reporting, internal controls, operating and capital budgeting, revenue management, cash and investment management, expenditure control, asset management, debt management, and planning concepts, in order to:

- A. Present fairly and with full disclosure the financial position and results of the financial operations of the Town in conformity with generally accepted accounting principles (GAAP), and
- B. Determine and demonstrate compliance with finance related legal and contractual issues in accordance with provisions of the Texas Local Government Code and other pertinent legal documents and mandates.

The Town Council will annually review and approve the Fiscal and Budgetary Policy Statements as part of the budget process.

II. SUMMARY OF POLICY INTENDED OUTCOMES

This policy framework mandates pursuit of the following fiscal objectives:

- A. **Operating Budget:** Prepare, conservatively estimate revenues, present, and adopt the Town's annual operating plan.
- B. **Revenues Management:** Design, maintain, and administer a revenue system that will assure a reliable, equitable, diversified, and sufficient revenue stream to support desired Town services.
- C. **Expenditure Control:** Identify priority services, establish appropriate service levels, and administer the expenditure of available resources to assure fiscal stability and the effective and efficient delivery of services.
- D. **Fund Balance/Retained Earnings:** Maintain the fund balance and retained earnings of the various operating funds at levels sufficient to protect the Town's credit worthiness as well as its financial position from emergencies.
- E. **Debt Management:** Establish guidelines for debt financing that will provide needed capital equipment and infrastructure improvements while minimizing the impact of debt payments on current revenues.
- F. **Intergovernmental Relationships:** Where feasible, coordinate efforts with other governmental agencies to achieve common policy objectives, share the cost of providing governmental services on an equitable basis and support favorable legislation at the State and Federal level.

Section 11 Municipal Policies
Municipal Fiscal & Budgetary Policies

- G. **Grants:** Seek, apply for and effectively administer within this policy's guidelines, Federal, State, and foundation grants-in-aid which address the Town's current priorities and policy objectives.
- H. **Economic Development:** Initiate where feasible, encourage, and participate in economic development efforts to create job opportunities and strengthen the local tax base and economy
- I. **Fiscal Monitoring:** Prepare and present regular reports that analyze, evaluate, and forecast the Town's financial performance and economic condition.
- J. **Financial Consultants:** With available resources, seek out and employ the assistance of qualified financial advisors and consultants in the management and administration of the Town's financial functions.
- K. **Accounting, Auditing, and Financial Reporting:** Comply with prevailing Federal, State and local statutes and regulations. Conform to generally accepted accounting principles as promulgated by the Government Accounting Standards Board (GASB), the American Institute of Certified Public Accountants (AICPA), and the Government Finance Officers Association (GFOA).
- L. **Capital Improvement Plan/Budget and Program:** Multi-year planning, forecasting, preparation, and control of the Town's capital improvement plan/budget.
- M. **Capital Maintenance and Replacement:** Annually review and monitor the state of the Town's capital equipment and infrastructure, setting priorities for its replacement and renovation based on needs, finding alternatives, and availability of resources.
- N. **Internal Controls:** To establish and maintain an internal control structure designed to provide reasonable assurances that the Town's assets are safeguarded and that the possibilities for material errors in the Town's financial records are minimized.

III. OPERATING BUDGET

- A. **Preparation:** Budgeting is an essential element of the financial planning, control and evaluation process of municipal government. The "operating budget" is the Town's annual financial operating plan. The budget includes all of the operating departments of the Town, the debt service fund, all capital projects funds, and the internal service funds of the Town. The proposed budget will be prepared with the cooperation of all Town departments, and is submitted to the Town Manager who makes any necessary changes and transmits the document to the Town Council. A budget preparation calendar and timetable will be established and followed in accordance with State law.
- B. **Revenue Estimates for Budgeting:** In order to maintain a stable level of services, the Town shall use a conservative, objective, and analytical approach when preparing revenue estimates. The process shall include analysis of probable economic changes and their impacts on revenues, historical collection rates, and trends in revenues. This approach should reduce the likelihood of actual revenues falling short of budget estimates during the year and should avoid mid-year service reductions.

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- C. **Balanced Budget:** As per State Law, current operating revenues, including Property Tax Reduction Sales Tax transfers (which can be used for operations), will be sufficient to support current operating expenditures. Annually recurring revenue will not be less than annually recurring operating budget expenditures (operating budget minus capital outlay). Debt or bond financing will not be used to finance current expenditures.
- D. **Proposed Budget Process:** a proposed budget shall be prepared by the Town Manager with the participation of all of the Town's department directors.
- The proposed budget shall include four basic segments for review and evaluation: (1) personnel costs, (2) base budget for operations and maintenance costs, (3) service level adjustments for increases of existing service levels or additional services, and (4) revenues.
 - The proposed budget review process shall include Council participation in the review of each of the four segments of the proposed budget and a public hearing to allow for citizen participation in the budget preparation.
 - The proposed budget process shall allow sufficient time to provide review, as well as address policy and fiscal issues, by the Town Council.
 - A copy of the proposed budget shall be filed with the Town Secretary when it is submitted to the Town Council as well as placed on the Town's website.
- E. **Budget Adoption:** Upon the determination and presentation of the final iteration of the proposed budget as established by the Council, a public hearing date and time will be set and publicized. The Council will subsequently consider a resolution which, if adopted, such budget becomes the Town's Approved Annual Budget. The adopted budget will be effective for the fiscal year beginning October 1. The approved budget will be placed on the Town's web site.
- F. **Budget Award:** Each year the Council approved operating budget will be submitted annually to the Government Finance Officers Association (GFOA) for evaluation and consideration for the Award for Distinguished Budget Presentation.
- G. **Budget Amendments:** Department Directors are responsible for monitoring their respective department budgets. The Finance Department will monitor all financial operations. The budget team will decide whether to proceed with a budget amendment and, if so, will then present the request to the Town Council. If the Council decides a budget amendment is necessary, the amendment is adopted in resolution format and the necessary budgetary changes are then made.
- H. **Central Control:** Modifications within the operating categories (salaries, supplies, maintenance, services, capital, etc.) can be made with the approval of the Town Manager. Modifications to reserve categories and interdepartmental budget totals will be made only by Town Council consent with formal briefing and Council action.
- I. **Planning:** The budget process will be coordinated so as to identify major policy issues for Town Council by integrating it into the Council's overall strategic planning process for the Town. Each department shall have a multi-year business plan that integrates with the Town's overall strategic plan.
- J. **Reporting:** Monthly financial reports will be prepared by the Finance Department and distributed to and reviewed by each Director. Information obtained from financial reports and other operating reports is to be used by Directors to monitor and control departmental budget. Summary financial reports will be presented to the Town Council quarterly.

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- K. **Performance Measures & Productivity Indicators:** Where appropriate, performance measures and productivity indicators will be used as guidelines to measure efficiency, effectiveness, and outcomes of Town services. This information will be included in the annual budget process as needed.
- L. **Contingent Appropriation:** During the budget process, staff will attempt to establish an adequate contingent appropriation in each of the operating funds. The expenditure for this appropriation shall be made only in cases of emergency, and a detailed account shall be recorded and reported. The proceeds shall be disbursed only by transfer to departmental appropriation. All transfers from the contingent appropriation will be evaluated using the following criteria:
- Is the request of such an emergency nature that it must be made immediately?
 - Why was the item not budgeted in the normal budget process?
 - Why can't the transfer be made within the department?

IV. REVENUES MANAGEMENT

- A. **Revenue Design Parameter:** The Town will pursue the following optimum characteristics in its revenue system:
- **Simplicity** - The Town, where possible and without sacrificing accuracy, will strive to keep the revenue system simple in order to reduce costs, achieve transparency, and increase citizen understanding of Town revenue sources.
 - **Certainty** - A knowledge and understanding of revenue sources reliability increases the viability of the revenue system. The Town will understand, to the best of its ability, all aspects of its revenue sources and their performance, as well as enact consistent collection policies to provide assurances that the revenue base will materialize according to budgets, forecasts, and plans.
 - **Equity** - The Town shall make every effort to maintain equity in its revenue system: i.e. the Town shall seek to minimize or eliminate all forms of subsidization between entities, funds, services utilities, and customer classes within a utility.
 - **Administration** - The benefits of a revenue source will not exceed the cost of collecting that revenue. Every effort will be made for the cost of collection to be reviewed annually for cost effectiveness as a part of the Town's indirect cost and cost of service analysis.
 - **Adequacy, Diversification and Stability** - The Town shall attempt, in as much as is practical, to achieve a balance in its revenue system. The Town shall also strive to maintain a balanced and diversified revenue system to protect the Town from fluctuations in any one source due to changes in local economic conditions which adversely impact that revenue source.
- B. **Other Considerations.** The following considerations and issues will guide the Town in its revenue policies concerning specific sources of funds:
- **Cost/Benefit of Incentives for Economic Development** - The Town will use due caution in the analysis of any tax or fee incentives that are being considered to encourage economic development. A cost/benefit (fiscal impact) analysis will be performed as a part of the evaluation for each proposed economic development project.

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- **Non-Recurring Revenues** - One-time or non-recurring revenues will not be used to finance on-going operational costs. Non-recurring revenues will be used only for one-time expenditures such as long-lived capital needs or one-time major maintenance projects that occur infrequently. Non-recurring revenues will not be used for budget balancing purposes except to cover the one-time expenditures described above.
 - **Investment Income** - Earnings from investment of available monies, whether pooled or not, will be distributed to the funds in accordance with the equity balance of the fund from which monies were provided to be invested.
 - **Property Tax Revenues** - The Town shall endeavor to avoid a property tax by revenue diversification, implementation of user fees, and economic development.
- C. **User-Based (Demand Driven) Fees and Service Charges.** For services that are demand driven and can be associated with a user fee or charge, the direct and indirect costs of that service will be offset by a fee where possible. The Town staff will endeavor to prepare a review of all fees and charges annually, but not less than once every three years, in order to ensure that these fees provide for, at minimum, full cost recovery of service.
- D. **Enterprise Fund Rates.** Utility rates and rate structures for water and sewer services will be constructed to target full cost of service recovery. Annually the Town will review and adopt water and sewer utility rates and a rate structure that generates revenue sufficient to fully cover operating expenses, meet the legal restrictions of all applicable bond covenants, provide for an adequate level of working capital, and recover applicable general/administrative costs. The Solid Waste function will have rates that fully recover all costs and maintain an adequate balance. The Cemetery Fund will be structured to operate on lot sales and endowments.
- **General and Administrative (G&A) Charges** – Where feasible, G&A costs will be charged to all funds for services of indirect general overhead costs, which may include general administration, finance, customer billing, facility use, personnel, technology, engineering, legal counsel, and other costs as deemed appropriate. These charges will be determined through an indirect cost allocation study following accepted practices and procedures.
- E. **Intergovernmental Revenues.** As a general rule, intergovernmental revenues (grants) will not be utilized for on-going operating costs. Any potential grant opportunity will be examined to identify all costs related to matching and continuation of program requirements. Staff will focus on one-time grants to avoid long-term implications. If it is determined that accepting a grant with on-going cost conditions is in the interests of the Town, all the operating and maintenance costs must be included in the financial forecast and their ultimate effect on operations and revenue requirements be known.
- F. **Revenue Monitoring.** Revenues as they are received will be regularly compared to budgeted revenues and variances will be investigated. This process will be summarized in the appropriate budget report.
- G. **Special Revenue/Educational Funds.** Where feasible and practical, General and Administrative Charges (G&A) for special revenue and educational funds of the Town of Westlake will be determined on an annual basis and transfers will be made where sufficient revenue exists to cover the associated expenditures.

V. EXPENDITURE CONTROL

- A. **Appropriations** – The point of budgetary control is at the department level in the General Fund and at the fund level in all other funds. When budget adjustments among Departments and/or funds are necessary, they must be approved by the Town Council.
- B. **Current Funding Basis** - The Town shall operate on a current funding basis. Expenditures shall be budgeted and controlled so as not to exceed current revenues plus the planned use of fund balance accumulated through prior year savings. (The use of fund balance shall be guided by the Fund Balance/Retained Earnings Policy Statements.)
- C. **Avoidance of Operating Deficits** - The Town shall take immediate corrective actions if at any time during the fiscal year expenditure and revenue re-estimates are such that an operating deficit (i.e., projected expenditures in excess of projected revenues) is projected at year-end. Corrective actions can include a hiring freeze, expenditure reductions, fee increases, or use of fund balance within the Fund.
- D. **Balance/Retained Earnings Policy** - Expenditure deferrals into the following fiscal year, short-term loans, or use of one-time revenue sources shall be avoided to balance the budget.
- E. **Maintenance of Capital Assets** - Within the resources available each fiscal year, the Town shall maintain capital assets and infrastructure at a sufficient level to protect the Town's investment, to minimize future replacement and maintenance costs, and to continue service levels.
- F. **Periodic Program Reviews** - The Town Manager shall undertake periodic staff and third-party reviews of Town programs for both efficiency and effectiveness. Privatization and contracting with other governmental agencies will be evaluated as alternative approaches to service delivery. Programs which are determined to be inefficient and/or ineffective shall be reduced in scope or eliminated.
- G. **Salary** - The Town shall strive to maintain competitive salary levels for municipal employees. A salary survey will be conducted through a sampling of surrounding and comparable municipal organizations to create a comparison. The Town will strive to maintain salary levels within three percent (3%) of the median of surveyed benchmark municipalities.
- H. **Purchasing** - The Town shall make every effort to maximize any discounts offered by creditors/vendors. Staff shall also use competitive bidding in accordance to State law, as well as intergovernmental partnerships and purchasing cooperatives to attain the best possible price on goods and services.
- I. **Prompt Payment** - All invoices will be paid within 30 days of receipt in accordance with the prompt payment requirements of State law.

VI. FUND BALANCE/RETAINED EARNINGS

- A. **General Fund Undesignated Fund Balance** - The Town shall strive to maintain the General Fund undesignated fund balance at, or in excess of, 90 days of operation.
- B. **Retained Earnings of Other Operating Funds** - In the Utility Fund, the Town shall strive to maintain positive retained earnings positions to provide sufficient reserves for emergencies and revenue shortfalls.

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- C. **Use of Fund Balance** – The Council delegates the responsibility to assign funds to the Town Manager or his/her designee. The Council shall have the authority to assign any amount of funds. Assignments may occur subsequent to fiscal year-end. The Council will utilize funds in the following spending order: Restricted, Committed, Assigned, Unassigned

Fund Balance will be targeted to only be used with Council approval and can be only be used for the following:

- Emergencies,
- non-recurring expenditures such as technology/FF&E (furniture, fixtures and equipment), or major capital purchases that cannot be accommodated through current year savings.
- Should such use reduce the balance below the appropriate level set as the objective for that fund, recommendations will be made on how to restore it.
- The Council shall approve all commitments by formal action. The action to commit funds must occur prior to fiscal year-end, to report such commitments in the balance sheet of the respective period, even though the amount may be determined subsequent to fiscal year-end.
- A commitment can only be modified or removed by the same formal action.

VII. DEBT MANAGEMENT

- A. **Debt Issuance Analysis** - All consideration of debt issuance for major capital assets will be prepared within the framework of a Council approved multi-year capital improvement plan and forecast for all Town facilities and infrastructure.
- B. **Analysis of Debt Issuance and Debt Issuance Alternatives** - Staff will explore alternatives to the issuance of debt for capital acquisitions and construction projects. These alternatives will include, but not be limited to,
- grants- in- aid
 - use of reserves
 - use of either current on-going general revenues or one-time revenues
 - contributions from developers and others
 - leases
 - user fees
 - impact fees
- C. **Use of Debt Financing** - The useful life of the asset or project shall, at a minimum, exceed the payout schedule of any debt the Town assumes. Debt financing instruments to be considered by the Town may include:
- General obligation bonds - These must be authorized by a vote of the citizens of Westlake.
 - Revenue bonds - These bonds generate capital requirements necessary for continuation or expansion of a service which produces revenue and for which the asset may reasonable be expected to provide for a revenue stream to fund the debt service requirement.
 - Certificates of obligation - These can be authorized by Council approval with debt service by either general revenues or backed by a specific revenue stream or a combination of both.
 - Lease/purchase agreements - These shall only be used to purchase capital assets that cannot be financed from either current revenues or fund balance/retained earnings and to fund infrastructure improvements and additions.

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- D. **Assumption of Additional Debt** - The Town shall not assume more tax-supported general purpose debt than it retires each year without first conducting an objective analysis as to the community's ability to assume and support additional debt service payments.
- E. **Affordability Targets** - The Town shall use an objective multi-year analytical approach to determine whether it can afford to assume new general purpose debt beyond what it retires each year. This process shall compare generally accepted standards of affordability to the current values for the Town. The process shall also examine the direct costs and benefits of the proposed expenditures. The decision on whether or not to assume new debt shall be based on these costs and benefits and on the Town's ability to "afford" new debt as determined by the aforementioned standards. The Town shall strive to achieve and/or maintain these standards at a low to moderate classification.
- F. **Debt Structure** - The Town shall structure its debt payment schedules for general purpose debt to ensure level principal repayment schedules. The Town shall not assume any debt with "balloon" repayment schedules which consist of low annual payments and one large payment of the balance due at the end of the term. While balloon payment structures minimize the size of debt payments during the period, they force a large funding requirement on the budget of the final year. Given the uncertainties of the future, level payment schedules improve budget planning and financial management.
- G. **Sale Process** - The Town shall use a competitive bidding process in the sale of debt unless the nature of the issue warrants a negotiated bid. The Town shall award bonds based on a true interest cost (TIC) basis as long as the financial advisor agrees that the TIC basis can satisfactorily determine the lowest and best bid.
- H. **Bond Rating Agencies Presentations** - Full disclosure of operations and open lines of communication shall be made to the bond rating agencies. Town staff, with assistance of financial advisors, shall prepare the necessary materials and presentation to the bond rating agencies.
- I. **Continuing Disclosure** - The Town is committed to continuing disclosure of financial and pertinent credit information relevant to the Town's outstanding securities.
- J. **Debt Refunding** - Town staff and the financial advisor shall monitor the municipal bond market for opportunities to obtain interest savings by refunding outstanding debt. As a general rule, the present value savings of a particular refunding should exceed 3.5% of the refunded maturities.

VIII. INTERGOVERNMENTAL RELATIONSHIPS

The Town will pursue coordinated efforts with other governmental agencies to achieve common policy objectives, share the cost of providing government services on an equitable basis, and support favorable legislation at the State and Federal levels.

- A. **Inter-local Cooperation in Delivering Services** - In order to promote the effective and efficient delivery of services, the Town shall actively seek to work with other local jurisdictions in joint purchasing consortia, sharing facilities, sharing equitably the costs of service delivery, and developing joint programs to improve service to its citizens.

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- B. **Legislative Program** - The Town shall cooperate with other jurisdictions to actively oppose any State or Federal regulation or proposal that mandates additional Town programs or services and does not provide the funding to implement them. Conversely, as appropriate, the Town shall support legislative initiatives that provide more funds for priority local programs.

IX. GRANTS

- A. **Grant Guidelines** - The Town shall apply, and facilitate the application by others, for only those grants that are consistent with the objectives and high priority needs previously identified above in these policies. The potential for incurring on-going costs, to include the assumption of support for grant funded positions from local revenues, will be considered prior to applying for a grant.
- B. **Grant Review** - All grant submittals shall be reviewed for their cash match requirements, their potential impact on the operating budget, and the extent to which they meet the Town's policy objectives. If there are cash match requirements, the source of funding shall be identified prior to application. Staff will focus on one-time grants to avoid long-term implications related to additional expenditures in future years.
- C. **Grant Program Termination** - The Town shall terminate grant funded programs and associated positions when grant funds are no longer available unless alternate funding is identified.

X. ECONOMIC DEVELOPMENT

- A. **Positive Business Environment** - The Town shall endeavor, through its regulatory and administrative functions, to provide a positive business environment in which local businesses can grow, flourish and create jobs. The Town Council and Town staff will be sensitive to the needs, concerns and issues facing local businesses.
- B. **Commitment to Business Expansion, Diversification, and Job Creation** - The Town shall encourage and participate in economic development efforts to expand Westlake's economy to increase local employment. These efforts shall not only focus on newly developing areas but also on other established sections of Westlake where development can generate additional jobs and other economic benefits.
- C. **Coordinate Efforts with Other Jurisdictions** - The Town's economic development program shall encourage close cooperation with other local jurisdictions, chambers of commerce, and groups interested in promoting the economic well-being of this area.
- D. **Cost/Benefit of Incentives for Economic Development** - The Town will use due caution in the analysis of any tax or fee incentives that are used to encourage economic development. A cost/benefit (fiscal impact) analysis will be performed as part of such evaluation for each prospect. Economic development agreements will contain performance language as to the business's proposed economic impact to Westlake in exchange for Town incentives with adequate "claw-back" provisions for the Town.

XI. FISCAL MONITORING

- A. **Financial Status and Performance Reports** - Quarterly reports comparing expenditures and revenues to current budget, projecting expenditures and revenues through the end of the year, noting the status of fund balances to include dollar amounts and percentages, and outlining any remedial actions necessary to maintain the Town's financial position shall be prepared for review by the Town Manager and the Council.

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- B. **Compliance with Council Policy Statements** - The Fiscal and Budgetary Policies will be reviewed annually by the Council and updated, revised or refined as deemed necessary. Policy statements adopted by the Council are guidelines, and occasionally, exceptions may be appropriate and required. However, exceptions to stated policies will be specifically identified, and the need for the exception will be documented and fully explained.

XII. FINANCIAL CONSULTANTS

To employ the assistance of qualified financial advisors and consultants as needed in the management and administration of the Town's financial functions. These areas include but are not limited to investments, debt administration, financial accounting systems, program evaluation, and financial impact modeling. Advisors shall be selected on a competitive basis using objective questionnaires and requests for proposals based on the scope of the work to be performed.

XIII. ACCOUNTING, AUDITING, AND FINANCIAL REPORTING

To comply with prevailing local, state, and federal regulations relative to accounting, auditing, and financial reporting. Accounting practices and financial reporting shall conform to generally accepted accounting principles as promulgated by the Governmental Accounting Standards Board (GASB), the American Institute of Certified Public Accountants, (AICPA), and the Government Finance Officers Association (GFOA). The Board shall select an independent firm of certified public accountants to perform an annual audit of all operations

- A. **Accounting** – The Town is solely responsible for the recording and reporting of its financial affairs, both internally and externally. The Town's Finance Director is responsible for establishing the structure for the Town's chart of accounts and for assuring that procedures are in place to properly record financial transactions and report the Town's financial position.
- B. **External Auditing** - Town will be audited annually by outside independent accountants (auditors). The auditors must be a CPA firm and must demonstrate significant experience in the field of local government auditing. They must conduct the town's audit in accordance with generally accepted auditing standards and be knowledgeable in the Government Finance Officers Association Certificate of Achievement program. The auditors' report on Town's financial statements will be completed within a timely period of the Town's fiscal year-end. The auditor will jointly review the management letter with the Town Council, if necessary. In conjunction with this review, the Finance Director shall respond in writing to the Town Council regarding the auditor's Management Letter, addressing the issues contained therein. The Town will not require auditor rotation, but will circulate request for proposal for audit services on a periodic basis as deemed appropriate.
- C. **External Financial Reporting** - Town will prepare and publish a comprehensive annual financial report (CAFR). The CAFR will be prepared in accordance with generally accepted accounting principles and will be presented annually to the Government Finance Officers Association (GFOA) for evaluation and awarding of the Certificate of Achievement for Excellence in Financial Reporting.
- D. **Responsibility of Auditor to Town Council** – The auditor is retained by and is accountable directly to the Town Council and will have access to direct communication with the Town Council if the Town Staff is unresponsive to auditor recommendations or if the auditor considers such communication necessary to fulfill its legal and professional responsibilities.

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- E. **Internal Financial Reporting** - The Finance Department will prepare internal financial reports sufficient for management to plan, monitor, and control Town's financial affairs.

XIV. CAPITAL BUDGET AND PROGRAM

- A. **Preparation** - The Town's capital budget will include all capital projects funds and all capital resources. While the capital budget will be prepared annually on a project basis, it will be based on an on-going, multi-year capital improvement plan (CIP) that shows all funded and unfunded projects as identified by staff for all Town facilities and infrastructure. The multi-year CIP will be reviewed annually, updated by staff and presented to the Council for its review and approval. The annual capital budget will be prepared by the Finance Department with the involvement of responsible departments based on the multi-year CIP.
- B. **Control** - All capital project expenditures must be appropriated in the capital budget. The Finance Director must certify the availability of resources before any capital project contract is presented to the Town Council for approval.
- C. **Program Planning** - The capital budget will be taken from the capital improvements project plan for future years. The planning time frame for the capital improvements project plan should normally be five years, with a minimum of at least three years. The replacement and maintenance for capital items should also be projected for the next five years. Future maintenance and operational costs will be considered so that these costs can be included as appropriate in the annual budget.
- D. **Financing Programs** - Where applicable and with Council approval, impact fees, pro-rata charges, assessments, or other fees should be used to fund capital projects which have a primary benefit to specific, identifiable property owners. Recognizing that long-term debt is usually a more expensive financing method, alternative financing sources will be explored before debt is issued. When debt is issued, it will be used to acquire major assets with expected lives which equal or exceed the average life of the debt issue.
- E. **Reporting** - Periodic financial reports will be prepared to enable the department directors to manage their capital budgets. Summary capital project status reports will be presented to the Town Council quarterly.

XV. CAPITAL MAINTENANCE AND REPLACEMENT

The Town recognizes that deferred maintenance and not anticipating capital replacement needs increases future capital costs. Annually, available funds will be evaluated during the budget process and a percentage of each operating fund's budget will be recommended to the Council for transfer.

Upon approval by the Council, the recommended amount will be transferred to the appropriate funds (General/Utility/Vehicle Maintenance Replacement Fund) for major maintenance and replacement of street, building roof, flooring, air conditioning, equipment, etc.

XVI. INTERNAL CONTROLS

- A. **Written Procedures** - Whenever possible, written procedures will be established and maintained by the Finance Director for all functions involving purchasing, cash handling and/or accounting throughout the Town. These procedures will embrace the general concepts of fiscal responsibility set for in this policy statement.

- B. **Department Directors' Responsibilities** - Each department director is responsible for ensuring that good internal controls are followed throughout his/her department, that all directives or internal controls are implemented, and that all independent auditor internal control recommendations are addressed. Departments will develop and periodically update written internal control procedures.

XVII. ASSET MANAGEMENT

- A. **Investments** – The Finance Director shall promptly invest all Town funds with the depository bank in accordance with the provisions of the current Bank Depository Agreement or in any negotiable instrument authorized by the Town Council. Further, investments shall be made in accordance with the Investment Policy approved by the Town Council for the Town of Westlake that meets the requirements of the Public Funds Investment Act (PFIA), Section 2256 of the Texas Local Government Code. The Finance Director will issue quarterly reports on investment activity to the Town Council.
- B. **Cash Management** - Town's cash flow will be managed to maximize the cash available to invest. Such cash management will entail the centralization of cash collections, where feasibility, including utility bills, building and related permits and license, fines, fees, and other collection offices as appropriate. Periodic review of cash flow position will be performed to determine performance of cash management and conformance to investment policies. The underlying theme will be that idle cash will be invested with the intent to (1) safeguard assets, (2) maintain liquidity, and (3) maximize return.
- C. **Fixed Assets and Inventory** - Such assets will be reasonably safeguarded and properly accounted for and prudently insured. The fixed asset inventory will be updated regularly.
- D. **Capitalization Criteria** – For purposes of budgeting and accounting classification, the following criteria must be capitalized:
- The asset is owned by the Town of Westlake
 - The expected useful life of the asset must be longer than one year, or extend the life on 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
 - New Purchases – All costs associated with bringing the asset into working order will be capitalized as part of the asset cost. This includes 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
 - Improvements and Replacement – Improvement 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 expenses unless they are a significant nature and meet all the capitalization criteria.
- E. **Computer System/Data Security** – The Town shall provide security of its computer/network system and data files through physical and logical security systems that will include, but are not limited to: network user authentications, firewalls, content filtering, spam/virus protection, and redundant data backup.

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Investment Policy

It is the policy of the Town of Westlake that the administration of its funds and the investment of those funds shall be handled as its highest public trust.

I. POLICY STATEMENT

It is the policy of the Town of Westlake (the "Town") that the administration of its funds and the investment of those funds shall be handled as its highest public trust. Investments shall be made in a manner which will provide the maximum security of principal invested through limitations and diversification while meeting the daily cash flow needs of the Town and conforming to all applicable state and Town statutes governing the investment of public funds. The receipt of a market rate of return will be secondary to the requirements for safety and liquidity.

It is the intent of the Town to be in complete compliance with local law and the Texas Public Funds Investment Act (the "Act", Texas Government Code 2256). The earnings from investments will be used in a manner that best serves the public trust and interests of the Town.

II. SCOPE

This Investment Policy applies to all the financial assets and funds held of the Town.

Any new funds created by the Town will be managed under the provisions of this Policy unless specifically exempted by the Town Council and this Policy.

III. OBJECTIVES AND STRATEGY

It is the policy of the Town that all funds shall be managed and invested with four primary objectives, listed in order of their priority: safety, liquidity, diversification and yield. These objectives encompass the following.

- **Safety of Principal** - Safety of principal is the foremost objective of the Town. Investments shall be undertaken in a manner that seeks to insure the preservation of capital in the overall portfolio. The suitability of each investment decision will be made on the basis of safety.
- **Liquidity** - The Town's investment portfolio will remain sufficiently liquid to enable it to meet all operating requirements which might be reasonably anticipated. Investment decisions will be based on cash flow analysis of anticipated expenditures.
- **Diversification** - Diversification is required in the portfolio's composition. Diversification of the portfolio will include diversification by maturity and market sector and will include the use of a number of broker/dealers or banks for diversification and market coverage. Competitive bidding will be used on each sale or purchase.
- **Yield** - The Town's investment portfolio shall be designed with the objective of attaining a reasonable market yield, taking into account the Town's risk constraints and cash flow needs. A reasonable market yield for the portfolio will be defined as the six month (180 day) U.S. Treasury Bill which compares to the portfolio's maximum weighted average maturity of six months.

The authorized investment purchased will be of the highest credit quality and marketability supporting the objectives of safety and liquidity. Securities, when not matched to a specific liability, will be short term to provide adequate liquidity. The portfolio shall be diversified to protect against market and credit risk in any one sector.

The maximum weighted average maturity of the portfolio will be no more than 180 days and the maximum stated maturity of any security will not exceed two years. The funds are combined for investment purposes but the unique needs of all the funds in the portfolio are recognized and represented.

Effective cash management is recognized as essential to good fiscal management. Cash management is defined as the process of managing monies in order to ensure maximum cash availability. The Town shall maintain a cash management program which includes timely collection of accounts receivable, prudent investment, disbursement of payments within invoice terms and the management of banking services.

IV. LEGAL LIMITATIONS, RESPONSIBILITIES AND AUTHORITY

Specific investment parameters for the investment of public funds in Texas are stipulated in the Public Funds Investment Act, Chapter 2256, Texas Government Code, (the "Act"). The Act is attached as Exhibit A.

The Public Funds Collateral Act, Chapter 2257, Texas Government Code, specifies collateral requirements for all public funds deposits. The Collateral Act is attached as Exhibit B.

The Interlocal Cooperation Act, Chapter 791, Texas Government Code, authorizes local governments in Texas to participate in a Texas investment pool established thereunder.

V. DELEGATION OF INVESTMENT AUTHORITY

The Finance Director, acting on behalf of the Council, is designated as the Investment Officer of the Town and is responsible for all investment management decisions and activities. The Council is responsible for considering the quality and capability of staff, investment advisors, and consultants involved in investment management and procedures. All participants in the investment process shall seek to act responsibly as custodians of the public trust.

The Investment Officer shall develop and maintain written administrative procedures for the operation of the investment program which are consistent with this Investment Policy. Procedures will include safekeeping, wire transfers, banking services contracts, and other investment related activities.

The Investment Officer shall be responsible for all transactions undertaken and shall establish a system of controls to regulate the activities of subordinate officials and staff.

The Investment Officer shall designate a staff person as a liaison/deputy in the event circumstances require timely action and the Investment Officer is not available.

No officer or designee may engage in an investment transaction except as provided under the terms of this Policy and the procedures established by the Investment Officer and approved by the Town Manager.

VI. PRUDENCE

The standard of prudence to be used in the investment function shall be the "prudent person" standard and shall be applied in the context of managing the overall portfolio.

This standard states:

"Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion, and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the expected income to be derived."

Limitation of Personal Liability - The Investment Officer and those delegated investment authority, when acting in accordance with the written procedures and this Policy and in accord with the Prudent Person Rule, shall be relieved of personal liability in the management of the portfolio provided that deviations from expectations for a specific security's credit risk or market price change are reported in a timely manner and that appropriate action is taken to control adverse market effects.

VII. INTERNAL CONTROLS

The Investment Officer shall establish a system of written internal controls which will be reviewed annually with the independent auditor of the Town. The controls shall be designed to prevent loss of public funds due to fraud, employee error, and misrepresentation by third parties, or imprudent actions by employees of the Town.

VIII. AUTHORIZED INVESTMENTS

Acceptable investments under this policy shall be limited to the instruments listed below. The choice of high-grade government investments and high-grade, money market instruments are designed to assure the marketability of those investments should liquidity needs arise.

- Obligations of the United States Government, its agencies and instrumentalities, not to exceed two (2) years to stated maturity and excluding mortgage backed securities;
- Fully insured or collateralized certificates of deposit from a bank doing business in the State of Texas and under the terms of a written depository agreement with that bank, not to exceed one year to stated maturity;
- No-load, SEC registered money market mutual funds. No more than 80% of the entity's monthly average balance may be invested in money market funds
- Public Funds interest bearing accounts; and
- Constant dollar, AAA-rated Texas Local Government Investment Pools as defined by the Public Funds Investment Act.

If additional types of securities are approved for investment by public funds by state statute, they will not be eligible for investment until this Policy has been amended and the amended version adopted by the Council.

Delivery versus Payment - All investment security transactions shall be conducted on a delivery versus payment (DVP) basis to assure that the Town has control of its assets and/or funds at all times.

IX. AUTHORIZED FINANCIAL DEALERS AND INSTITUTIONS

Securities broker/dealers may be *primary* or regional broker/dealers and will meet other criteria as determined by the Investment Officer including state registration and completion of a Town Broker/Dealer questionnaire (attached as Exhibit D). The following criteria must be met by authorized firms.

- annual provision of an audited financial statement,
- proof of certification by the National Association of Securities Dealers (NASD)
- proof of current registration with the Texas State Securities Commission, and
- completion of the Town's broker/dealer questionnaire.

Every bank and broker/dealer with whom the Town transacts business will be provided a copy of this Investment Policy to assure that they are familiar with the goals and objectives of the investment program. The firm will be required to return a signed copy of the Certification Form (attached as Exhibit C) certifying that the Policy has been received and reviewed and only those securities approved by the Policy will be sold to the Town.

X. DIVERSIFICATION AND MATURITY LIMITATIONS

It is the policy of the Town to diversify its investment portfolio. Invested funds shall be diversified to minimize risk or loss resulting from over-concentration of assets in a specific maturity, specific issuer, or specific class of securities. Diversification strategies shall be established and periodically reviewed.

XI. SAFEKEEPING AND COLLATERALIZATION

The laws of the State and prudent treasury management require that all purchased securities be bought on a delivery versus payment (DVP) basis and be held in safekeeping by either an approved, independent third party financial institution or the Town's designated depository.

Securities Owned by the Town - All safekeeping arrangements shall be approved by the Investment Officer and an agreement of the terms executed in writing. The safekeeping bank may not be within the same holding company as the bank from which the securities are purchased. The custodian shall be required to issue original safekeeping receipts to the Town listing each specific security, rate, description, maturity, CUSIP number, and other pertinent information.

Collateral - Collateralization shall be required on all bank time and demand deposits for principal and accrued interest amounts over the FDIC insurance coverage of \$100,000 (by tax identification number). In order to anticipate market changes and provide a level of additional security for all funds, collateral with a market value equal to 102% of the total deposits are required. The pledging bank will be made contractually liable for monitoring and maintaining the collateral levels at all times. All collateral will be held by an independent third party bank outside the holding company of the bank, pledged to the Town.

Authorized collateral will include only:

- Obligations of the US Government, its agencies and instrumentalities to include mortgage backed securities which pass the bank test,
- Municipal obligations rated at least A by two nationally recognized rating agencies.
- The custodian shall be required to provide original safekeeping receipts clearly marked that the security is pledged to the Town.

XII. REPORTING

The Investment Officer shall submit quarterly reports to the Council containing sufficient information to permit an informed outside reader to evaluate the performance of the investment program and in full compliance with the Act. At a minimum the report shall contain:

- Beginning and ending market value of the portfolio by market sector and total portfolio
- Beginning and ending book value of the portfolio by market sector and total portfolio
- Change in market value during the period
- Detail on each asset (book, market, description, par ad maturity date)
- Earnings for the period
- Overall weighted average maturity of the portfolio

The report will be prepared jointly by all involved in the investment activity and be signed by the Investment Officer. It will contain all elements as required by the Act and be signed by the Investment Officers as in compliance with the Act and this Policy. Market prices for assignment of market values will be obtained from an independent source. The three month Treasury Bill average yield for the reporting period will be reported as a gauge of performance and risk.

XIII. DEPOSITORIES

The Town will designate one banking institution through a competitive process as its central banking services provider at least every five years. This institution will be used for normal banking services including disbursements, deposits, and safekeeping of Town owned securities. Other banking institutions from which the Town may purchase only certificates of deposit will also be designated as a depository.

All banking arrangements will be in written form in accordance with FIRREA which requires a resolution of approval of the agreement by the Bank Council or Bank Loan Committee.

XIV. INVESTMENT POLICY ADOPTION BY COUNCIL

The Town's Investment Policy and its incorporated strategies shall be adopted by ordinance annually by the Council.

Employee Pay Plan Policy

The purpose of this policy is to set out the philosophy, purpose, and intent of the Town of Westlake's pay system for municipal employees.

I. SCOPE OF PURPOSE

The purpose of this policy is to set out the philosophy, purpose, and intent of the Town of Westlake's pay system for municipal employees.

The Town of Westlake's mission is "***to be a unique community, blending preservation of our natural environment and views, while serving our residents and businesses with superior municipal and academic services that are accessible, efficient, cost-effective, and transparent.***"

The Town of Westlake believes that market-based salary, in combination with employee competence and their overall contribution to the Town's success, should largely determine their compensation and career advancement opportunities. The philosophy and objectives of this pay policy are as follows:

- **First**, the Town's pay system should be internally equitable. It must ensure that pay ranges of each position within our organization reflects the value of comparable positions within our organization. In order to achieve this, we must pay employees fairly compared to their coworkers, and employees must also perceive that they are paid fairly compared to their coworkers.
- **Second**, The Town's pay system must be externally competitive in the market place, so that the Town of Westlake support or strategic outcome objective to attract, recruit, and retain highly qualified employees who are vital to accomplishing the organization's vision and mission.
- **Third**, to be motivational to our employees, providing the opportunity for future pay increases based upon individual work performance and development of job-related skills and competencies.

II. DEFINITION

With these objectives in mind, the Town's municipal compensation plan is a broad band pay system. A broad band pay system is markedly different than the traditional "step-in-grade" pay system.

A broad band pay system is one that structures pay utilizing two primary steps.

- **First**, the responsibilities and qualifications required of each position are analyzed.
- **Second**, using this position analysis, pay for these positions are surveyed against the market to create a broad set of occupation groups that become the pay bands.

Each pay band has a minimum, mid-point, and a maximum rate of pay; however, within each band there is flexibility for hiring and provision of performance pay.

Utilization of a broad band pay system by an organization is intended to:

- Reward employees for positive behaviors that contribute to the effectiveness of the Town's service delivery to our stakeholders;
- Assist the Town in fulfilling its vision and mission by offering increased opportunities for career advancement and recognition of the Town's municipal employees;
- Provide the organization's leadership greater flexibility with a pay system that can be used to adjust to changes in market conditions, enhance hiring practices, and reward outstanding performance;
- Adjust to changes in market conditions as it relates to increases in pay for groups of employees within each band; ensuring the Town's pay system remains competitive to the comparable market.

III. IMPLEMENTATION AND MAINTENANCE OF THE PAY PLAN

For its first year of implementation (FY 16-17), most employees will be placed within the established pay band for their position at their current rate of pay, with up to a three (3) percent market adjustment of the employee's base pay rate. To promote internal equity, positions that have surveyed further below market may receive a higher market adjustment, at the discretion of their supervisor.

In the fiscal years following FY 16-17, depending on market survey results and availability of funding, the municipal broad band pay system may have both a market adjustment and performance pay component, as defined below.

IV. CLASSIFICATION AND PAY BAND PLACEMENT

The following criteria will be used when classifying positions to determine band placement:

- Nature or type of work performed
- Level of responsibility
- Impact of position on the organization
- Reporting relationships
- Scope of duties
- Complexity of work
- Supervision received and/or exercised
- Knowledge, skills, and abilities (KSAs) required to perform required job duties.

Factors that will not be considered in classifying a position:

- Incumbent of the position
- Performance of the employee or incumbent
- Longevity of the employee or incumbent in position
- Qualifications of the employee or incumbent that are not required by the position

Employee pay progression within a band can occur if there is a market adjustment approved for that band. Progression in a band can also occur if an employee's job performance, as determined by review of job performance, results in a performance pay increase. Pay progression is defined as movement within a band that increases the employee's pay on an on-going basis.

Other instances that can create employee progression in a pay band include:

- Promotion
- Significant increase in job skills, job-related education or training or competencies
- Position reclassification: These instances can only occur after proper analysis and with criteria established by the Human Resources Department and approved by the Town Manager or their designate.

V. PAY PLAN PARAMETERS

In order to successfully practice this pay philosophy using this policy, as well as reach our objectives, the Town will use the following parameters to utilize this pay system:

Internal Equity

- a. In order to maintain accurate position classifications, the Town of Westlake will conduct a position analysis of 1/3 (one-third) of the organization's positions each year. This ensures that all positions are reviewed on a rolling three-year basis.
- b. Upon review of the position analysis by the Director of Human Resources, and with the approval of the Town Manager or their designee, position classifications may be adjusted to a new band. This can occur if a new position classification is created, or if the duties, roles, and responsibilities have substantially evolved, resulting in a position that is greater similarity to another classification band.

Performance Pay

- a. On-going performance pay may be awarded to individuals or teams who, as determined in their performance evaluation, have clearly gone "above and beyond" their traditional roles, job duties, and assignments over the evaluation period.
- b. Performance pay is awarded through the review process and the established criteria outlined by the HR department
- c. One-time performance pay may be offered to employees or teams who, based on performance evaluation, have been determined to have gone above and beyond expectations. One-time performance pay is a lump-sum, one-time payment and will not impact the base pay of the employee and will not move their pay within their position's assigned band.
- d. All performance pay, whether on-going or one-time adjustments, is dependent upon the availability of financial resources.

Market-Based Pay

- a. The Town of Westlake will conduct an annual market salary study in the spring prior to budget preparation for the upcoming fiscal year.
- b. Depending on the results of the market study, and if funds are available, all or some of the salary bands will be proposed to the Town Council for adjustment based upon the results of the annual market salary study. Proposed adjustments to any pay band will not be proposed unless the market study indicates bands have increased by 2.5% or more.
- c. Employee salaries may receive a market adjustment if their current salary has shifted to become less than 97.5% of the market average.
- d. All new hires will be placed at the minimum rate of their band, unless a hiring manager recommends placement at a higher rate. This must be reviewed first by the Human Resources Department and approved by the Town Manager or their designee. Generally, new hires proposed to be paid higher than band minimum may be brought into the pay system within 3% above or below a band's midpoint; however, exceptional qualifications and experience of the new hire must be demonstrated by the hiring department to the Human Resources Department and the Town Manager for this to be approved.
- e. All market adjustments are dependent upon available financial resources.
- f. The market value for positions within the Town of Westlake will be determined annually through the completion of a survey of comparison communities identified by staff and approved by the Town Council.
- g. Employees with base compensation within 3% of the market average are considered to be "at market."
- h. Positions currently at or above the market will not qualify for any market-based adjustment, and will remain at their current rate of pay.
- i. If the market rate for a position declines, the salary of position holders will not be negatively impacted, but they will not receive any market-based adjustments.
- j. Market adjustments will impact the base pay of the employee and may only be applied if the Town of Westlake has adequate financial resources available to fund the adjustments.

Section 11 Municipal Policies
Employee Pay Plan Policy

VI. BROADBAND CLASSIFICATIONS AND PAY BAND RANGES

B A N D	KIND	TITLE	KIND	SUB B A N D	SUB G R A D E	TITLE	MIN	MAX
E	POLICY MAKING	TOP MANAGEMENT	COORDINATING	10	5	Town Manager		
					4			
			POLICY	9	3	Asst. Town Manager	\$131,223	\$195,534
					2			
					1			
D	PROGRAMMING	SENIOR MANAGEMENT	COORDINATING	8	5	Fire Chief, Public Works Director, Finance Director, Town Secretary	\$90,962	\$172,912
					4	Director of Information Technology, Director of Planning and Development, Director of Facilities and Recreation, Director of HR & Admin Services, Director of Building Construction and Zoning Enforcement	\$62,837	\$151,664
			PROGRAMMING	7	3			
					2			
					1			
C	INTERPRETIVE	MIDDLE MANAGEMENT	COORDINATING	6	5			
					4			
			INTERPRETIVE	5	3			
					2			
					1	Fire Marshal	\$75,714	\$114,921
B	ROUTINE	SKILLED	COORDINATING	4	5	Fire Lieutenant	\$65,760	\$95,133
					4	Court Administrator, Finance Supervisor	\$47,985	\$98,374
			ROUTINE	3	3	Accounting Tech II, HR Generalist, Communications Specialist, Customer Service Coordinator, Permit Technician	\$27,122	\$66,245
					2			
					1			
A	AUTOMATIC	SEMI SKILLED	COORDINATING	2	5			
					4			
			AUTOMATIC	1	3	Firefighter Paramedic, Firefighter EMT, Firefighter	\$45,978	\$73,596
					2	Town Marshal	\$56,646	\$72,875
					1	Court Clerk, Administrative Assistant, Public Works Technician	\$23,121	\$52,512
O	DEFINED	UNSKILLED	DEFINED	0				

VII. DEFINITIONS FOR THE BANDS ARE AS FOLLOWS:

- **"BAND E" POLICY DECISION** - These decisions are associated with board level management, and involve guiding the organization as a whole through policy development, setting the overall direction, and tone of the organization. Restrictions to these decisions are often only limited by the laws of the state (Paterson, 1972).
- **"BAND D" PROGRAMMING DECISION** - These decisions are typically made by senior management or department directors and are generally tasked with executing the organization's policy through strategy development. Establishing guidelines by which further decisions are made. A typical senior management decision is made at the organizational or department level. For instance, the decision on how to set up the organization's network infrastructure is usually determined by management, while the decision to upgrade is based on policy (Paterson, 1972).
- **"BAND C" INTERPRETIVE DECISIONS** - Middle management who have constraints placed upon them by them by senior management. These are usually made by business unit managers, such as a budget manager or project research analyst. Once overall strategy is developed by the senior managers, the middle managers decide how to utilize resources in order to meet deadlines. The unit manager should always know why certain staff members have been assigned to a particular job and may have to interpret situations not currently covered by rules or guidelines (Paterson, 1972).
- **"BAND B" ROUTINE DECISIONS** - Skilled supervisors know the "how", the "where", and the "when" to set up equipment, systems, and are aware of the rules that govern these processes. They can decide which process is to be used in order to carry out the interpretive decisions as they have a firm handle on operations. For example, a billing clerk knows how to complete the utility billing process, including the way in which entries have to be made, as they have the book of rules and regulations to refer to as needed (Paterson, 1972).
- **"BAND A" AUTOMATIC DECISIONS** - Each process is a cycle of operations. The process is decided by the supervisor who then sets up the process or the "how" of the task at hand. This is generally accomplished by a semi-skilled individual who completes the task as outlined, within the constraints of the process. This individual can decide where and when to carry out the operations needed for the task (Paterson, 1972).
- **"BAND O" DEFINED DECISIONS** - "Band O" decisions are rarely seen in an organization. These decisions are those involving speed of completion of a task, and are usually left to unskilled, entry level, nonexempt employees (Paterson, 1972).

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SECTION 12

APPENDIX



Managing the Impact of Growth



Forging Westlake

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TOWN OF WESTLAKE

ORDINANCE NO. 797

AN ORDINANCE OF THE TOWN COUNCIL OF THE TOWN OF WESTLAKE, TEXAS, REVISING THE BUDGET FOR THE 2015-2016 FISCAL YEAR; ADOPTING THE BUDGET FOR THE TOWN OF WESTLAKE, TEXAS FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2016 AND ENDING SEPTEMBER 30, 2017 INCLUDING INVESTMENT POLICY, PAY PLAN POLICY, FISCAL AND BUDGETARY POLICIES, RESTRICTED, COMMITTED AND ASSIGNED FUND BALANCES; PROVIDING AUTHORIZATION TO THE TOWN MANGER TO APPROVE APPROPRIATED FUNDS UP TO \$50,000; PROVIDING THAT THE BUDGET TO BE KEPT IN CITY SECRETARY'S OFFICE; PROVIDING FOR A SEVERABILITY CLAUSE; AND PROVIDING FOR AN EFFECTIVE DATE.

WHEREAS, public notice of a public hearing on the proposed annual budget, stating the date, time, and place and subject matter of the public hearing, was given as required by the laws of the State of Texas and; and

WHEREAS, a public hearing was duly held and all interested persons were given an opportunity to be heard for or against any item therein on September 19, 2016; and,

WHEREAS, as required by Texas Local Government Code 102.002, the budget officer has prepared a municipal budget to cover the proposed expenditures of the municipal government for the succeeding year; and,

WHEREAS, the Town Council finds that the passage of this Ordinance is in the best interest of the citizens of Westlake.

NOW, THEREFORE, BE IT ORDAINED BY THE TOWN COUNCIL OF THE TOWN OF WESTLAKE, TEXAS:

SECTION 1: That, all matters stated in the Recitals hereinabove are found to be true and correct and are incorporated herein by reference as if copied in their entirety

SECTION 2: That the Town Council hereby adopts the revised budget for the fiscal year beginning October 1, 2015 and ending September 30, 2016 as shown within *Exhibit "A."*

SECTION 3: That the Town Council does hereby approve the proposed Municipal Budget attached as *Exhibit "A"*, adopting the budget for the fiscal year beginning October 1, 2016 and ending September 30, 2017.

SECTION 4: That the Town Council hereby gives the Town Manager authorization to approve any appropriated funds up to the amount of \$50,000.


SECTION 5: That a copy of the official adopted 2016-2017 budget document shall be kept on file in the office of the Town Secretary.

SECTION 6: If any portion of this Ordinance shall, for any reason, be declared invalid by any court of competent jurisdiction, such invalidity shall not affect the remaining provisions hereof and the Council hereby determines that it would have adopted this Ordinance without the invalid provision.

SECTION 7: That this Ordinance shall become effective from and after its date of passage.

PASSED AND APPROVED ON THIS 19th DAY OF SEPTEMBER 2016.

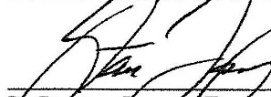
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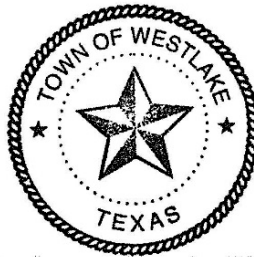

Laura L. Wheat, Mayor


Kelly Edwards, Town Secretary


Thomas E. Bryner, Town Manager

APPROVED AS TO FORM:


L. Stanton Lowry, Town Attorney



*Ordinance to Adopt Property Tax Rate***TOWN OF WESTLAKE****ORDINANCE NO. 798**

AN ORDINANCE OF THE TOWN COUNCIL OF THE TOWN OF WESTLAKE, TEXAS LEVYING TAXES TO BE ASSESSED ON ALL TAXABLE PROPERTIES WITHIN THE TOWN LIMITS OF THE TOWN OF WESTLAKE FOR THE TAX YEAR 2016 (FISCAL YEAR 2016-2017); SETTING OUT EXEMPTIONS AND LIMITATION; NO STATE LAW STATEMENTS REQUIRED; PROVIDING FOR THE COLLECTION OF DELINQUENT TAXES AND A COLLECTION PENALTY TO BE ADDED TO DELINQUENT TAXES; PROVIDING FOR A SEVERABILITY CLAUSE; AND DECLARING AN EFFECTIVE DATE.

WHEREAS, a public hearing on the proposed annual budget for the Town of Westlake, Texas, for the fiscal year beginning on October 1, 2016 and ending on September 30, 2017, was duly advertised giving the date, time, place and subject matter of the public hearing, and

WHEREAS, a public hearing was set by the Town Council in a duly posted Town Council meeting on September 19, 2016, and all citizens were invited to participate and be heard; and

WHEREAS, all requirements of state law were met, including Open Meetings Act, Texas Government Code chapter 551 requirements and the requirement of Texas Local Government Code 102.002 that the budget officer prepare a municipal budget to cover the proposed expenditures of the municipal government for the succeeding year; and

WHEREAS, it is deemed to be in the best interest of the citizens of the Town of Westlake, Texas to levy a tax as set forth below, on all taxable properties within the Town limits of Westlake in order to provide the necessary funds to provide municipal services to its citizens and to meet all municipal commitments; and

WHEREAS, The Town of Westlake will raise more total property taxes than last year's budget by \$68,866 or 4.84%, and of that amount, \$77,048 is tax revenue to be raised from new property added to the tax roll this year.

WHEREAS, the Town of Westlake has passed exemptions to certain applicable taxes which were previously adopted by earlier Resolution and recognized and adopted a tax limitation set out in the Town Municipal Code and such exemptions and limitation are included and adopted as part of this Ordinance; and

WHEREAS, the Town Council finds the passage of this Ordinance to be in the best interest for the citizens of Westlake, for the preservation of public health, safety and welfare of the citizens of the Town.

NOW, THEREFORE, BE IT ORDAINED BY THE TOWN COUNCIL OF THE TOWN OF WESTLAKE, TEXAS:

SECTION 1: That all matters stated in the findings hereinabove are found to be true and correct and are incorporated herein by reference as if copied in their entirety.

SECTION 2: That the Town Council of the Town of Westlake, Texas shall hereby levy the following taxes on each One Hundred Dollars (\$100.00) of taxable valuation on all taxable property within the Town limits of the Town of Westlake, Texas to be assessed and collected by the Tax Assessor/Collector for the tax year 2016 (Fiscal year 2016-2017) for the purposes stipulated below, to-wit:

(a) For General Fund Maintenance and Operations (M&O) levied on \$100.00 of taxable valuation: \$0.12882

(b) For Interest and Sinking Fund (debt service) levied on \$100.00 of taxable valuation: \$0.00813

SECTION 3: Exemptions: That the Town Council authorizes the following exemptions and limitations:

(a) Homestead exemption - That it is the intent of the Town Council of the Town of Westlake to adopt the highest possible homestead exemption, which would be a homestead exemption in the amount of twenty percent (20%) of the value of the homestead, and in any event, the exemption shall be at least a minimum of Five Thousand dollars (\$5,000). For purposes of this section "residential homestead" is defined as a structure (including a mobile home) or a separately secured and occupied portion of a structure (together with land, not to exceed ten (10) acres, and improvements used in the residential occupancy of the structure and the land and improvements have identical ownership) that (1) is owned by one or more individuals, either directly or through a beneficial interest is a qualifying trust; (2) is designed or adapted for a human residence; (3) is used as a residence; and (4) is occupied as his or her principal residence by an owner or, for property owned through a beneficial interest in a qualifying trust, by a trustee of the trust who qualifies for the exemption.

(b) Over 65 or Disabled exemption - That an exemption for a resident over 65 or disabled, pursuant to section 11.13(b) of the Texas Tax Code shall be authorized in the amount of \$10,000. A resident is eligible for an exemption under this section if the resident is over 65 or disabled, but the resident shall not be entitled to two exemptions under this section, as set out in section 11.13(b) of the Texas Tax Code.

(c) The Town of Westlake previously adopted an ad valorem tax limitation in section 86-2 of the Town Code, for elderly and disabled citizens according to Article VIII, Section 1-b of the Texas Constitution and Texas Tax Code § 11.261, which provides "The county, municipality, or junior college district may not increase the total annual amount of ad valorem taxes the county, municipality, or junior college district imposes on the residence homestead of a disabled individual or an individual 65 years of age or older above the amount of the taxes the county, municipality, or junior college district imposed on the residence homestead in the first tax year,

other than a tax year preceding the tax year in which the county, municipality, or junior college district established the limitation described by Subsection (a), in which the individual qualified that residence homestead for the exemption provided by Section 11.13(c) for a disabled individual or an individual 65 years of age or older." This provision, commonly referred to as a "tax freeze" means that residents who are already eligible for the provisions of that section will not have any increase in their taxes from the time that they became eligible, as citizens of Westlake, for that section.

SECTION 4: State Law Required Statements:

(A) THIS TAX RATE WILL RAISE MORE TAXES FOR MAINTENANCE AND OPERATIONS THAN LAST YEAR'S TAX RATE.

(B) The tax rate for the upcoming fiscal year will be \$0.13695 (M & O of \$0.12882 and interest and sinking fund of \$0.00813 totaling \$0.13695). The taxes raised for maintenance and operations will be approximately \$103.06 on a \$100,000 home with a homestead exemption.

SECTION 5: The Town of Westlake will pursue collection of delinquent taxes and adopts the provisions of Section 33.07 of the Texas Tax Code so that hereafter an additional penalty of Twenty (20) percent of the delinquent tax, penalty and interest on delinquent taxes will be imposed on taxes becoming delinquent as provided by the Texas Tax Code and the Town's collection agreement.

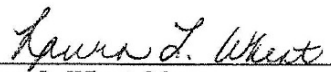
SECTION 6: If any portion of this Ordinance shall, for any reason, be declared invalid by any court of competent jurisdiction, such invalidity shall not affect the remaining provisions hereof and the Council hereby determines that it would have adopted this Ordinance without the invalid provision.

SECTION 7: That this Ordinance shall become effective from and after its date of passage.

PASSED AND APPROVED ON THIS 19th DAY OF SEPTEMBER 2016.

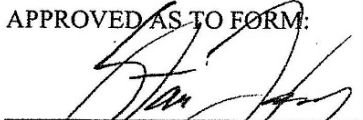
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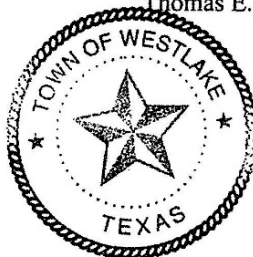

Kelly Edwards, Town Secretary


Laura L. Wheat, Mayor


Thomas E. Bryner, Town Manager

APPROVED AS TO FORM:


L. Stanton Lowry, Town Attorney



- **Account:** A separate financial reporting unit for budgeting, management, or accounting purposes. All budgetary transactions, whether revenue or expenditure, are recorded in accounts.
- **Adopted Budget:** The budget as modified and finally approved by the Town Council. The adopted budget is authorized by resolution that sets the legal spending limits for the fiscal year.
- **Accounts Payable:** A liability account reflecting amount of open accounts owed to private persons or organizations for goods and services received by a government (but not including amounts due to other funds of the same government or to other governments).
- **Accounts Receivable:** An asset account reflecting amounts owed to open accounts from private persons or organizations for goods or services furnished by the government.
- **Accrual Accounting:** Recognition of the financial effects of transactions, events, and circumstances in the period(s) when they occur regardless of when the cash is received or paid.
- **Activity:** A service performed by a department or division.
- **Allocation:** A part of a lump-sum amount, which is designated for expenditure by specific organization units and/or for special purposes, activities, or objects.
- **Amortization:** Payment of principal plus interest over a fixed period.
- **Appropriation:** An authorization made by the legislative body of a government, which permits officials to incur obligations against and to make expenditures of governmental resources. Specific appropriations are usually made at the fund level and are granted for a one-year period.
- **Appropriation Ordinance:** The official enactment by the legislative body establishing the legal authority for officials to obligate and expend resources.
- **Assets:** Resources owned or held by the Town which has monetary value.
- **Audit:** An examination, usually by an official or a private accounting firm retained by the Town Council, of organization financial statements and the utilization of resources.
- **Balance Sheet:** The basic financial statement, which discloses the assets, liability, and equities of an entity at a specific date in conformity with General Accepted Accounting Principles.
- **Balanced Budget:** A budget adopted by the Town Council and authorized by resolution where the proposed expenditures are equal to or less than the proposed revenues plus fund balances.
- **Basis of Accounting:** A term used to refer to when revenue, expenditures, expenses, and transfers – and related assets and liabilities – are recognized in the accounts and reported in the Town's financial statements.
- **Bond:** A written promise to pay a specified sum of money, called the face sum of money, called the principal amount, at a specified date or dates in the future, called the maturity date(s), together with periodic interest at a specified rate.
- **Bond Covenant:** A legally enforceable agreement with bondholders that requires the governmental agency selling the bond to meet certain

conditions in the repayment of the debt.

- **Bond Ordinance:** A law approving the sale of bonds that specifies how proceeds may be spent.
- **Bond Funds:** Resources derived from issuance of bonds for financing capital improvements.
- **Budget:** The Town's financial plan for a specific fiscal year that contains an estimate of proposed expenditures and the proposed means of financing them.
- **Budget Amendment:** A revision of the adopted budget that, when approved by the Council, replaces the original provision.
- **Budget Calendar:** Schedule of key dates which the Town follows in the preparation and adoption of the budget.
- **Budget Document:** Instrument used by the budget-making authority to present a comprehensive financial plan of operations to the Town Council.
- **Budgetary Control:** The control or management of the organization in accordance with an approved budget for keeping expenditures within

the limitations of available appropriations and revenues.

- **Capital Expenditures:** Any major non-recurring expenditure or expenditure for facilities, including additions or major alterations, construction of highways or utility lines, fixed equipment, landscaping or similar expenditures.
- **Cash Basis:** A basis of accounting under which transactions are recognized when cash changes hand
- **Certificates of Obligations (CO's):** Similar to general obligation bonds except certificates require no voter approval.
- **Comprehensive Annual Financial Report (CAFR):** This report summarizes financial data for the previous fiscal year in a standardized format.
- **Contingency:** A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.
- **Contractual Services:** The costs related to services performed for the Town by individuals, businesses, or utilities.
- **Cost:** The amount of money or other consideration exchanged for property or

services. Cost may be incurred before money is paid; that is, as soon as liability is incurred.

- **Council:** The Mayor and five council members collectively acting as the legislative and policymaking body of the town
- **Current Assets:** Those assets which are available or can be made readily available to finance current operations or to pay current liabilities. Those assets which will be used up or converted into cash within one year. Some examples are cash, temporary investments, and accounts receivable collected within one year.
- **Current Liabilities:** Debt or other legal obligation arising out of transactions in the past which must be liquidated, renewed, or refunded within one year.
- **Debt Service Fund:** A fund used to account for the moneys set aside for the payment of interest and principal to holders of the Town's general obligation and revenue bonds, the sale of which finances long-term capital improvements, such as facilities, streets and drainage, parks and water/wastewater systems.
- **Deficit:** The excess of expenditures over revenues during an accounting period;

or, in the case of proprietary funds, the excess of expense over income during an accounting period.

- **Department:** A major administrative division of the Town that indicates overall management responsibility for an operation or a group of related operations within a functional area.
- **Depreciation:** Change in the value of assets (equipment, buildings, etc. with a useful life of 5 years or more) due to the use of the asset.
- **EMS:** Emergency Medical Services
- **Encumbrances:** The commitment of appropriated funds to purchase an item or service.
- **Enterprise Fund:** A fund established to account for operations that are financed and operated in a manner similar to private business enterprises – where the intent of the governing body is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges.
- **Excess Fund Balance:** The excess of a fund's current

assets over its current liabilities and required reserve limits.

- **Exempt:** Personnel not eligible to receive overtime pay and who are expected to work whatever hours are necessary to complete their job assignments.
- **Expenditures:** Outflow or non-enterprise funds paid or to be paid for an asset obtained or goods and services obtained.
- **Expenses:** Outflow of enterprise funds paid or to be paid for an asset obtained or goods and services obtained.
- **Fiscal Policy:** The Town's policies with response to spending and debt management as they relate to government services, programs, and capital investments.
- **Fiscal Year:** A 12-month period to which the annual operating budget applies and at the end of which a government determines its financial position and the result of its operations. The Town of Westlake's fiscal year begins each October 1st and ends the following September 30th.
- **Fixed Assets:** Assets of a long-term character, which are intended to continue to be held or used, such as land,

buildings, improvements other than buildings, machinery, and equipment.

- **Franchise Fee:** A fee levied by the Town Council on businesses that use Town property or right-of-way. This fee is usually charged as a percentage of gross receipts.
- **Full-Time Equivalent (FTE):** The measure of authorized personnel often referred to as worker-years. The full time equivalent of 1 person (1 FTE) approximately represents 2080 hours of work per year.
- **Fund:** A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.
- **Fund Accounting:** A governmental accounting system that is organized and operated on a fund basis.
- **Fund Balance:** The excess of a fund's current assets over its current liabilities, sometimes called working capital or fund

equity. A negative fund balance is often referred to as a deficit.

- **GAAP-Generally Accepted Accounting Principles:** Uniform minimum standards and guidelines for financial accounting and reporting. They govern the form and content of the financial statements of an entity. GAAP encompass the conventions, rules and procedures necessary to define accepted accounting practice at a time. They include not only broad guidelines of general applications, but also detailed practices and procedures. GAAP provide a standard by which to measure financial presentations.
- **GASB:** Acronym for Government Accounting Standards Board, an independent, non-profit agency responsible for the promulgation of accounting and financial reporting procedures for governmental entities.
- **GFOA:** Government Finance Officers Association of the United States and Canada
- **General Fund:** The fund used to account for all financial resources except those required to be accounted for

in another fund. The General Fund is tax supported.

- **General Obligation Bonds:** Bonds sold and guaranteed by the Town, in which the full faith and credit of the Town is pledged for repayment.
- **Governmental Funds:** The funds through which most governmental functions typically are financed. The acquisition, use, and financial resources and the related current liabilities are accounted for through governmental funds (General, Special Revenue, Capital Projects, and Debt Service Funds).
- **Goal:** Generalized statements of where an organization desires to be at some future time regarding certain operating elements (e.g. financial condition, service levels provided, etc.)
- **Grant:** A contribution by a government or other organization to support a function. Typically, these contributions are made to local governments from state or federal governments.
- **Infrastructure:** Basic public investments such as streets, storm drainage, water and sewer lines, streetlights and sidewalks.

- **Inter-fund transfer:** The transfer of money from one fund to another.
- **Investments:** Securities and real estate held to produce revenues in the form of interest, dividends, rentals, or lease payments.
- **ISO:** Insurance Service Office. The system to determine the rating of a fire department. A scale of 1 to 10, with 1 being the best score. This ISO rating schedule examines many factors relating to local fire departments, especially focusing on training and equipment, and examines the locations of the fire stations in the community.
- **L.F. (Linear feet):** Length in feet.
- **Lift Station:** The Town's collection system relies on gravity to collect water. When the system gets to an unreasonable depth, a lift station pumps the water to a higher elevation so the gravity process can begin again.
- **Line-item budget:** A budget format in which departmental outlays are grouped per the items that will be purchased.
- **MGD:** Million gallons per day.
- **Maintenance:** The upkeep of physical properties in condition

for use or occupancy.

Examples are the inspection of equipment to detect defects and the making of repairs.

- **Modified Accrual Accounting:**

This method of accounting is a combination of cash and accrual accounting since expenditures are immediately incurred as a liability while revenues are not recorded until they are received or are "Measurable" and "available for expenditure". This type of accounting basis is conservative and is recommended as the standard for most government funds.

- **Municipal:** Of or pertaining to a Town or its government.

- **Non-departmental:** Accounts for expenditures or professional services and other general government functions, which cannot be allocated to individual departments.

- **Non-exempt:** Personnel eligible to receive overtime pay when overtime work has been authorized or requested by the supervisor.

- **Object Code:** The standard classification of the expenditures such as office supplies or rental of equipment.

- **Objectives:** Specific, measurable targets set in relation to goals.

- **Operating Budget:** Plan for current expenditures and the proposed means of financing them. The annual operating budget is the primary means by which most of the financing, acquisition, spending, and service delivery activities of the Town are controlled. The use of annual operating budgets is required by State law.

- **Operating Expenditure:** Expenditure on an existing item of property or equipment that is not a capital expenditure.

- **Ordinance:** An authoritative command or order. This term is used for laws adopted by a municipality.

- **Performance Measures:** Specific quantitative measures of work performed within an activity or program. They may also measure results obtained through an activity or program.

- **Personnel Services:** Expenditures for salaries, wages and related fringe benefits of Town employees.

- **Prompt Payment Act:** Adopted in July, 1985 by the State, the Act requires the Town to pay for goods and services within 30 days of receipt of invoice or

the goods or services, whichever comes later. If this is not satisfied, the Town may be charged interest on the unpaid balance at the rate of 1% per month.

- **Property Tax Reduction Sales**

Tax (PTR): ½ cent sales tax approved by the Town of Westlake voters in May, 2006. Texas law allowed the Town to collect the new ½ cent sales tax that does not share the restrictive spending limitations on revenues designated to the 4A Economic Development Fund ½ cent sales tax. 4A sales tax was dissolved and replaced with this sales tax.

- **Proposed Budget:** The financial plan initially developed by departments and presented by the Town Manager to the Town Council for approval.

- **Proprietary Funds:** Operation that operates like a private operation, in which services are financed through user charges and expenditures include the full cost of operations.

- **Public Hearing:** An open meeting regarding proposed operating or capital budget allocations, which provide citizens with an opportunity to voice their views on the merits of the proposals.

- **PVC:** Acronym for polyvinyl chloride, a plastic compound used for water and sewer pipes.
- **Reserve:** An account used to indicate that a portion of fund resources is restricted for a specific purpose, or is not available for appropriation and subsequent spending.
- **Resolution:** A formal statement of opinion or determination adopted by an assembly or another formal group.
- **Resources:** Total dollars available for appropriations, including estimated revenues, fund transfers, and beginning fund balances.
- **Retained Earnings:** The excess of total assets over total liabilities for an enterprise fund. Retained earnings include both short-term and long-term assets and liabilities for an enterprise fund.
- **Revenues:** Funds that the government receives as income. It includes such items as a tax payment, fees from specific services, receipts from other governments, fines for forfeitures, grants, shared revenues and interest income.
- **ROW:** Acronym for right-of-way.

- **Sales Tax:** A general "sales tax" is levied on persons and businesses selling merchandise or services in the town limits on a retail basis. The categories for taxation are defined by state law. Monies collected under authorization of this tax are for the use and benefit of the town.
- **SCADA:** Acronym that stands for Supervisory Control and Data Acquisition. SCADA refers to a system that collects data from various sensors at a remote location and then sends this data to a central computer which then manages and controls the data.
- **Special Revenue Fund:** A fund used to account for the proceeds of specific revenue sources that are legally restricted to expenditure for specified purposes.
- **Supplies:** A cost category for minor items (individually priced at less than \$5,000) required by departments to conduct their operations.
- **TMRS:** Acronym for the Texas Municipal Retirement System, a pension plan for employees of member cities within the State of Texas.
- **TRA:** Trinity River Authority – A separate governmental entity

responsible for providing water and wastewater services in the Trinity River basin. The Town contracts with TRA for treatment of wastewater.

- **TXDOT:** Texas Department of Transportation
- **Transfer-In:** Funds expended in one fund and received in other.
- **User Charges:** The payment of a fee for direct receipt of a public service by the party benefiting from the service.
- **Working Capital:** Budgeted working capital is calculated as a fund's current assets less current liabilities and outstanding encumbrances. Working capital does not include long-term assets or liabilities. For budgetary purposes, working capital, rather than retained earnings, is generally used to reflect the available resources of enterprise funds.



Section 12 Appendix
Acronyms Listing

TERM	STANDS FOR	TERM	STANDS FOR
ACCT	Account	HR	Human Resources
AP	Accounts Payable:	ISO	Insurance Service Office
AR	Accounts Receivable	IT	Information Technology
BS	Balance Sheet	LTL	Long Term Liabilities
CAFR	Comprehensive Annual Financial Report	MC	Municipal Court
CF	Cemetery Fund	MGD	Million gallons per day.
CIP	Capital Improvement Plan	OS	Other Sources
CO'S	Certificates of Obligations	P&D	Planning and Development
CPA	Certified Public Accountant	P&R	Parks and Recreation
DS	Debt Service	PTR	Property Tax Reduction Sales Tax
EF	Enterprise Fund	R&M	Repair and Maintenance
EMS	Emergency Medical Services	ROW	Right-of-way.
FLSA	Fair Labor Standards Act	S&P	Standard & Poor's
FTE	Full-Time Equivalent	SCADA	Supervisory Control and Data Acquisition.
FY	Fiscal Year	SLA	Service Level Adjustment
G&O	Goals and Objectives	SRF	Special Revenue Fund
GAAP	Generally Accepted Accounting Principles	TMRS	Texas Municipal Retirement System
GASB	Government Accounting Standards Board	TRA	Trinity River Authority
GF	General Fund	TXDOT	Texas Department of Transportation
GFOA	Government Finance Officers Association	UMR	Utility Maintenance and Replacement Fund
GL	General Ledger	VMR	Vehicle Maintenance and Replacement Fund
GMR	General Maintenance and Replacement Fund	WA	Westlake Academy
GO'S	General Obligation Bonds	XFR	Transfer

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The Great Seal **WESTLAKE TEXAS**

1301 SOLANA BLVD * BUILDING 4, SUITE 4202 * WESTLAKE, TEXAS 76262

Royal Blue and Burgundy

Symbolizes the strengthening position of Westlake as a State and Nationally recognized City

Lone Stars

Our proud home
in the great
state of Texas



Blacksmith and Anvil

Character, honor
and strength

Oak Leaves

Our commitment to
the environment

The Globe

The symbol of
internationalism

Dark Green

Symbolizes the natural environment and financial growth of Westlake

