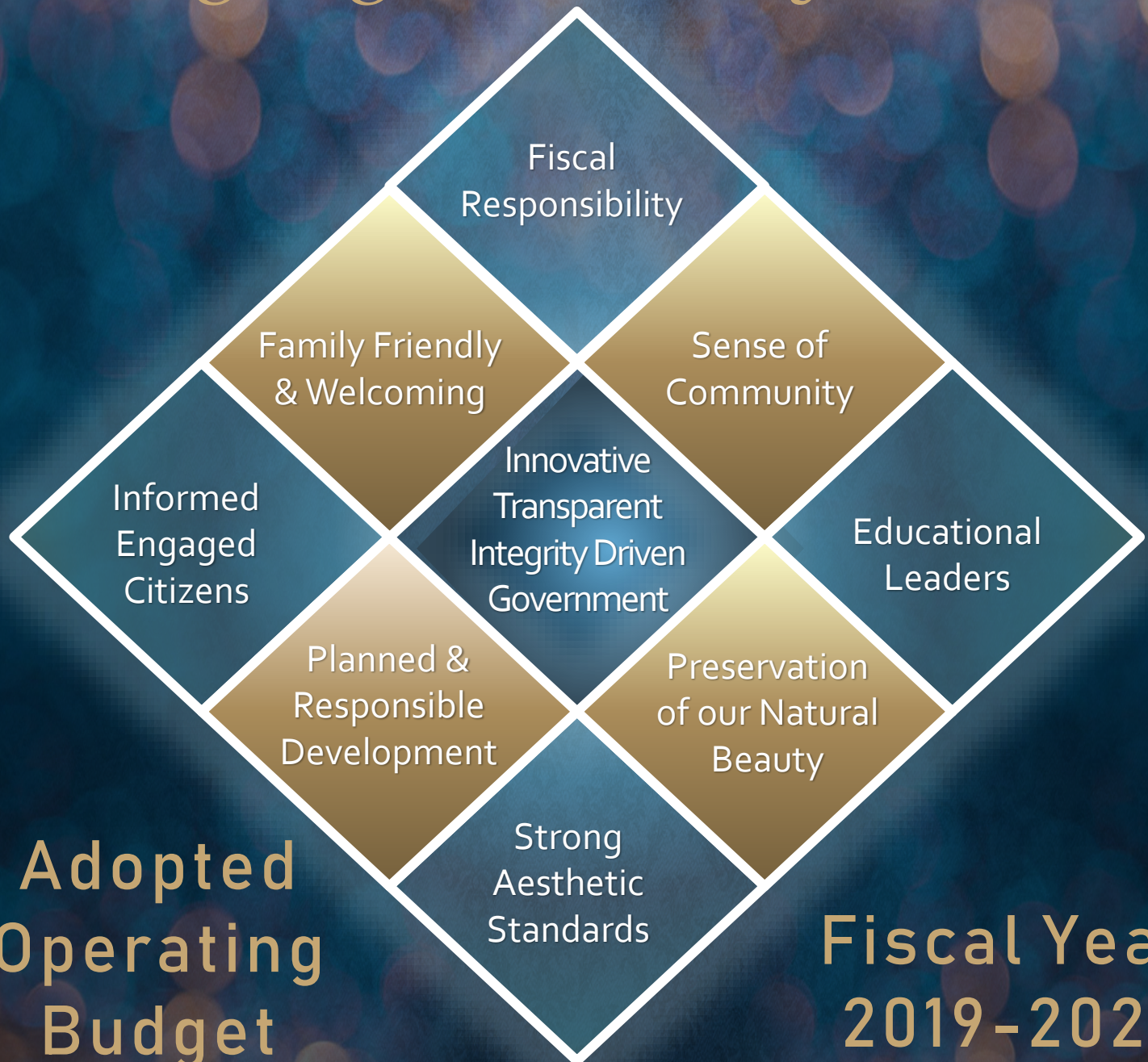


Aligning the Values of Westlake



**Adopted
Operating
Budget**

**Fiscal Year
2019-2020**

This page is intentionally blank

TOWN OF WESTLAKE

FISCAL YEAR 2019-2020

PROPERTY TAX VOTE

This budget will raise more revenue from property taxes than last year's adopted budget by an amount of \$430,534, which is a 23.02 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 \$259,232.

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

FOR: Michael Barrett
Alesa Belvedere
Carol Langdon

AGAINST: None

PRESENT and not voting: None

ABSENT: Greg Goble
Rick Rennhack

PROPERTY TAX RATE COMPARISON

Tax Rate	FY 19/20	FY 18/19
Property Tax Rate	\$0.16018/100	\$0.15600/100
Effective Tax Rate	\$0.14483/100	\$0.13551/100
Effective Maintenance & Operations Tax Rate	\$0.09531/100	\$0.11152/100
Rollback Tax Rate	\$0.16018/100	\$0.15618/100
Debt Rate	\$0.04637/100	\$0.02399/100

MUNICIPAL DEBT OBLIGATIONS

The total debt obligation for the Town of Westlake secured by property taxes is \$655,842

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, 2019.

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.

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

THE TOWN OF WESTLAKE

Distinctive by Design

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



Greg Goble
Council Member

ggoble@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

Amanda DeGan	Town Manager	adegan@westlake-tx.org	817-490-5715
Noah Simon	Deputy Town Manager	nsimon@westlake-tx.org	817-490-5707
Jarrold Greenwood	Assistant Town Manager	jgreenwood@westlake-tx.org	817-490-5717

TOWN SECRETARY'S OFFICE

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	Academic Technician	mrutledge@westlake-tx.org	817-490-5737
Anastasia Whigham	Municipal Technician	awhigham@westlake-tx.org	817-490-5728

MUNICIPAL COURT

Jeanie Roumell	Administrator	jrooumell@westlake-tx.org	817-490-5746
Martha Solis	Lead Clerk	msolis@westlake-tx.org	817-490-5748
Shelby Orasanu	Deputy Clerk	sorasanu@westlake-tx.org	817-490-5747
Vickie Brown	Court Clerk	vbrown@westlake-tx.org	817-490-5724
Warren Bradley	Judge	wbradley@westlake-tx.org	817-490-5746
Bobby Cure	Marshal	bcure@westlake-tx.org	817-490-5716

COMMUNICATIONS AND COMMUNITY AFFAIRS

Ginger Awtry	Director	gawtry@westlake-tx.org	817-490-5710
Jon Sasser	Manager	jsasser@westlake-tx.org	817-490-5736

HUMAN RESOURCES AND ADMINISTRATIVE SERVICES

Todd Wood	Director	twood@westlake-tx.org	817-490-5711
Blair Wilson	Generalist	bwilson@westlake-tx.org	817-490-5734

FACILITIES MAINTENANCE / PARKS & RECREATION / PUBLIC WORKS

Troy Meyer	Director	tmeyer@westlake-tx.org	817-490-5735
Kory Kittrell	Superintendent	kkittrell@westlake-tx.org	817-490-5720
Paul Andreason	Technician	pandreason@westlake-tx.org	817-490-5731
Darcy McFarlane	Facilities/Parks Assistant	dmcfarlane@westlake-tx.org	817-590-2768
Diana Orender	Public Works Assistant	dorender@westlake-tx.org	817-490-5732

PLANNING AND DEVELOPMENT

Ron Ruthven	Director	rruthven@westlake-tx.org	817-490-5739
Pat Cooke	Inspector	pcooke@westlake-tx.org	817-490-5726
Nick Ford	Coordinator	nford@westlake-tx.org	817-490-5742
Dottie Samaniego	Permit Clerk	dsamaniego@westlake-tx.org	817-490-5745

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
Duston McCready	Network Administrator	dmccready@westlake-tx.org	817-490-5749
Ray Workman	Coordinator	rworkman@westlakeacademy.org	817-490-5751
Mitch Wells	Technician	mwells@westlakeacademy.org	817-490-5752

BUDGET GUIDE & TABLE OF CONTENTS

The Town of Westlake * 1500 Solana Blvd, Building 7, Suite 7200 * 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. 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 Service Level Adjustments** - 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.
- **23 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.
- **31 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.

2. FINANCIAL ANALYSIS

- **55 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.
- **65 Fund and Department Structure** - The Town of Westlake has 16 funds with specific purposes which are defined by federal, state, or local laws. Funds are set up like separate companies which must operate under the parameters that were set up when the fund was created. Departments are areas of service that operate within the specified fund.
- **77 Significant Accounting Policies** - The Town Council has established and regularly updates a comprehensive set of financial policies for the Town of Westlake. A full listing of policies can be found in the Municipal Policy Section of this document.
- **83 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.

- **89 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.
- **95 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.
- **107 Long Term Planning** - The Long-Range Financial Forecast takes a forward look at the Town's revenues and expenditures in order to identify potential financial trends, shortfalls, and issues.

3. GENERAL FUND

- **135 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.
 - 149 Departmental Summaries

4. ENTERPRISE FUNDS

- **207 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.
 - 211 Cemetery Fund
 - 215 Utility Fund

5. INTERNAL SERVICE FUNDS

- **223 Internal Service Funds** - Internal service funds are used for operations serving other funds or departments within a government on a cost-reimbursement basis.
 - 227 Utility Major Maintenance
 - 231 General Major Maintenance
- **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.
 - 243 Utility Vehicle Maintenance
 - 247 General Vehicle Maintenance

BUDGET GUIDE & TABLE OF CONTENTS

The Town of Westlake * 1500 Solana Blvd, Building 7, Suite 7200 * Westlake, Texas 76262

6. SPECIAL REVENUE FUNDS

- **251 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.
 - 255 Visitors Association Fund
 - 259 4B Economic Development
 - 263 Economic Development -
 - 267 Public Improvement District Fund
 - 271 Public Arts Fund
 - 275 Lone Star Public Facilities

7. DEBT SERVICE FUNDS

- **279 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.
 - 287 Debt Service Fund 300
 - 295 Debt Service Fund 301

8. WESTLAKE ACADEMY FUND

- **301 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

- **311 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).
 - 315 Municipal Facilities Project Fund
 - 319 Capital Project Fund
 - 327 Westlake Academy Expansion

10. CAPITAL IMPROVEMENT PLAN

- **331 Capital Improvements Program** - 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.
 - 339 Funded Capital
 - 358 Unfunded Capital

11. MUNICIPAL POLICIES

- **373 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.
- **389 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.
- **397 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

- **407 Ordinance to Adopt the Budget**
- **409 Ordinance to Adopt Property Tax Rate**
- **412 Glossary**
- **417 Acronyms**



SECTION 1



EXECUTIVE

This page is intentionally blank

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 23, 2019

Honorable Mayor and Town Council:

In accordance with the Texas Local Government Code, I am pleased to submit the proposed annual budget for the fiscal year beginning October 1, 2019 and ending September 30, 2020. This year's budget theme is ***"Aligning the Values of Westlake"***. The budget theme is a step forward in bringing in council's policies, strategic goals, and day-to-day operations together in a coordinated approach to further our Vision, Values, and Mission while increasing and enhancing engagement between residents, businesses, parents, and students of Westlake Academy.

This budget reflects the Town of Westlake's continuing initiatives for service delivery, and our on-going commitment to community and organizational excellence. In an effort to plan for our next fiscal year, it is necessary to step back and evaluate our processes and procedures, better understand our external pressures and legislative impacts, while communicating with the Town Council and engaging WITH the community about the future of Westlake.

Adhering to the Town's vision is the key to Westlake's success for navigating our future. While many of the elements are in place, the theme of *"Aligning the Values of Westlake"* provides the collaborative and forward-thinking environment to better understand our community and organizational needs. This includes Westlake Academy, preparing for future successes and continuing to build on our municipal and academic services.

While growth and the related pressures will undoubtedly occur, they also present opportunities and challenges for our community as we continue to maintain the features of Westlake that make us so unique. These attributes include the entire Westlake community – all the wonderful components that encompass Westlake. Our proactive approach to planning, strengthened by our vision, enables us to position the Town so Westlake remains true to the reasons our residents selected our community as their home.

In addition to our internal demands, the regional growth of our neighbors provides opportunities and challenges for our community. How does Westlake preserve those characteristics that make Westlake "Distinctive by Design" and an "Oasis of Natural Beauty"? How does Westlake preserve and protect our community values while planning for the future, locally and regionally? Westlake starts by "Aligning Our Values."

I. BUDGET PREPARATION AND RECOMMENDATIONS

The adopted budget was carefully prepared through the collective efforts of all departments to balance the identified needs of the Town with a sustainable and sound financial plan. The adopted budget is focused on achieving the following broad goals:

- Meeting residents' expectations
- Continuing high quality services and responsive customer service
- Retaining and attracting employees who support the community's vision
- Working with developers to create unique residential and commercial opportunities
- Building on our strong corporate partnerships

With the adopted budget, staff is recommending an increase in the ad valorem assessment from the FY 18-19 rate of \$0.15600 to \$0.16018, an increase of \$0.00418. The recommendation keeps with the discussions staff has had with Council over the past several years relative to our financial stability and service delivery expectations. The proposed number will allow us to plan for the future in a fiscally conservative manner and continue to meet the expectations of our residents.

The FY 19-20 budgeted expenditures total \$34.9M for all funds showing a 3% decrease of \$693K. This decrease includes planned use of fund balance in several funds.

FUND TYPES	Beginning Fund Balance	Revenues & Other Sources	Expenditures & Other Uses	Net Change to Fund Balance	Ending Fund Balance	Percent of Total	Percent Change
General Fund	\$ 12,115,296	\$ 11,204,267	\$ 11,235,359	\$ (31,092)	\$ 12,084,204	48%	-0.3%
Enterprise Funds	2,115,385	5,671,403	4,898,554	772,849	2,888,234	12%	37%
Internal Service M&R	2,520,867	528,839	932,438	(403,599)	2,117,268	8%	-16%
Special Revenue Funds	999,265	2,965,937	3,085,448	(119,511)	879,754	4%	-12%
Debt Service Funds	42,980	2,654,710	2,697,690	(42,980)	-	0%	-100%
Capital Projects Funds	6,623,503	1,370,886	2,385,749	(1,014,863)	5,608,640	22%	-15%
Municipal Total	24,417,297	24,396,042	25,235,238	(839,196)	23,578,101	94%	-3%
Academic Funds	1,253,786	9,807,933	9,662,502	145,431	1,399,217	6%	12%
TOTAL ALL FUNDS	\$ 25,671,083	\$ 34,203,975	\$ 34,897,740	\$ (693,765)	\$ 24,977,319	100%	-3%

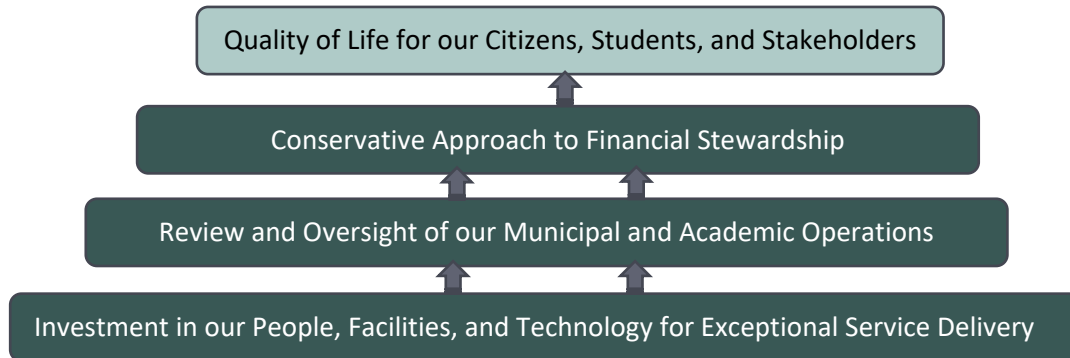
If only Municipal operating expenditures were taken into consideration (removal of all expenditures related to capital projects, inter-fund transfers and Westlake Academy), the FY 19-20 budget shows a 2.5% increase of \$448K.

ALL FUNDS	ESTIMATED FY 18-19	ADOPTED FY 19-20	Change Amount	Change Percent
Payroll & Related	\$ 5,678,693	\$ 6,169,060	\$ 490,367	8.6%
Operating Expenditures	12,260,575	12,218,536	(42,039)	-0.3%
TOTAL	\$ 17,939,268	\$ 18,387,596	\$ 448,328	2.5%

II. BUDGET SYSTEMS AND GOALS

The adopted FY 19-20 budget is influenced by the following systems: The Town's Strategic Plan, the Comprehensive Plan, Council direction, Fiscal & Budgetary policies, recommendations from the Town Manager, Government Finance Officers Association guidelines, and general budget principles.

Strategic Plan – The organization utilizes the concepts found within the Balanced Scorecard system to ensure we focus on the four main areas that will lead to the success of our organization.



Comprehensive Plan – The Comprehensive Plan provides a vision for the future of Westlake and the priorities for the community as it relates to a variety of plan elements that help determine land use, mobility, parks, open space, housing, economic development, storm water management, and water conservation.

Town Council Policies and Priorities – In the coming year, staff will be focusing on our overall service delivery, and:

- Oversight of development projects to ensure we continue meeting our strategic theme of *“High Quality Planning, Design, & Development”*
- Investment in Westlake Academy in order to provide our students with a school environment that supports our strategic theme of *“Exemplary Education”*
- Continued support of public safety efforts to reach our strategic objective of *“Preserving Desirability & Quality of Life”* for our residents

Fiscal & Budgetary Policies – The policies address areas such as the intended outcomes of our fiscal policies, operating budgets, revenue management, expenditure control, fund balance/retained earnings, debt management, grants, economic development, audits, internal controls, and asset management, to name a few. The policies are provided in our budget document for residents to review and staff to use as a guiding set of principles each year.

Budget Principles – There are a number of important components for sound fiscal management, including:

- Plan, manage, and fund debt service and related service delivery programs
- Maintain fund balance in accordance with the policy and future obligations
- Oversee facilities and infrastructure
- Provide competitive employee compensation
- Provide exceptional and responsive public services

III. IMPACT OF THE LEGISLATIVE SESSION

During the 86th Texas legislative session, the Legislature passed several bills that impacts the Town. Some of these bills have affected the adopted FY 19-20 budget, including reductions in the telecommunications franchise fees totaling approximately \$514K in revenue. The impact of other bills will necessitate changes in our internal operations as well as our revenue forecasts in future years. A condensed list of the bill numbers and titles are shown below:

- Senate Bill 2 – 3.5% cap on maintenance and operations funding from property tax
- Senate Bill 64 – Cybersecurity Data Protection
- House Bill 3 – School Funding
- House Bill 831 – Candidate Residency Requirements
- House Bill 2439 – Building Materials
- House Bill 2840 – Public Speaking at Meetings
- House Bill 3167 – Relative to Plat/Plan Approvals

These bills will alter the methodology the Town utilizes to raise revenues to fund both municipal and academic service delivery and will alter certain components of our processes. As we continue to receive updates from the oversight agencies, seek input from our municipal attorney, and implement the necessary changes, staff will update the Council accordingly.

IV. AD VALOREM (PROPERTY TAX) RATE AND EXEMPTIONS

The ad valorem tax rate per \$100 of assessed valuation is proposed to increase from \$0.15600 to \$0.16018 which is comparable to the tax rate adopted in 2010 and remains one of the lowest in the immediate area as well as the State.

The tax rate of \$0.16018 is allocated between General Fund maintenance and operations (M&O) and Interest and Sinking (I&S) debt service for the municipality.

	FY 18/19 Adopted Tax Rate	FY19/20 Adopted Tax Rate	Change Amount
M&O	\$ 0.13201	\$0.11453	\$ (0.01748)
I&S	\$ 0.02399	\$0.04565	\$ 0.021660
	\$ 0.15600	\$0.16018	\$0.00418

The breakout for general operations is \$0.11453 and generates approximately \$1.6M, while the portion for debt service is \$0.04565 and results in \$709,201 for our debt obligations shown below:

- 2011 Certificates of Obligation payment for street projects of \$119,756
- 2013 General Obligation Refunding payment of \$171,465 for the Sam and Margaret Lee Arts & Science Center construction
- 2013 Certificates of Obligation payment for the Westlake Academy construction expansion of \$417,980

Over the years, Council has developed a clear vision and given staff directives to maintain a high level of personalized service that is efficient and to develop teams that look for creative ways to establish the quality-of-life experiences our residents have come to value. We achieve this on the fiscal side, through the use of a shared service model where we maximize the use of cross-functional teams — for both academic and municipal sections — to ensure a competitive tax rate while providing a responsive and professional level of service. Council has enacted various policies that allow residents to reduce some of their tax assessments through programs available by law. These include the use of the homestead exemption, disabled and senior exemptions, homestead tax ceiling, and the use of property tax reduction funds.

Homestead Exemption

- This is an exemption offered by the Town which reduces the taxable value of all homes by 20%, which is the maximum amount allowed under the law.

Additional 65+ or Disabled Exemption

- A \$10,000 exemption on the taxable value of homes of 65+ or disabled residents. (The allowance categories are for 65+ or disabled homeowners and cannot be combined by law.)

Homestead Tax Ceiling

- Limits the total amount of taxes residents who are 65+ or disabled pay so that in future years their taxes will not increase beyond what they are currently paying (except in the event a resident makes major renovations or expands the square footage of their home).
- Any resident that was 65 when Westlake adjusted its ad valorem rate from \$0.00 in 2010, will not pay any municipal ad valorem taxes due to this tax ceiling.
- If a resident turned 65 this year, the amount paid in municipal ad valorem taxes would remain fixed (except as noted above). They will not pay more, but could potentially pay less, if taxes are lowered.

Property Tax Reduction

- In October of 2006, the residents of Westlake voted to abolish one-half of one percent (½%) of additional sales and use tax for economic and industrial development, Section 4A, and to implement one-half of one percent (½%) of local sales and use tax for a property tax rate reduction. This option is used by more than thirty (30) municipalities across Texas, with the exact amount of the tax reduction printed on the annual tax statement for each resident and business.
- The prior year's sales tax revenues are used in calculating the current tax rates based on the State Comptroller's Truth-in-Taxation process.
- Current calculations of Westlake's tax rate take these revenues into consideration and saves our residents approximately \$0.14 off the ad valorem (property tax) rate per \$100 valuation.

All these programs and policies are monitored and reviewed each year by our Finance staff and the Town Manager's office prior to any recommendation for a proposed fiscal year budget. The goal is to align our budgetary practices with our strategic planning outcomes and provide for the financial stewardship of our community.

V. ADOPTED vs. AMENDED BUDGET FOR FISCAL YEAR 18-19

During the current fiscal year (concluding on September 30, 2019) there were amendments made to certain funds. The net change to all fund balances reflect an increase of \$1.39M from the adopted \$1.87M.

Detail of the changes to revenue and other sources resulted in a net increase of \$1.24M from the adopted \$40.42M. The largest decrease (\$3.39M) is due to anticipated bond revenue in the Capital Projects Fund 410 to fund projects for roads, facilities, and parks. After extensive review of the long-term forecast, it was decided that some of these projects could be delayed and the remaining projects funded by current cash held for capital improvements. Also, bond proceeds from the Texas Water Development Board was budgeted at \$2.6M; however, the final proceeds were \$2.1M, a \$500K decrease.

The decrease in bond issuances is offset by increased revenue in five categories below:

- General Sales Tax Increased \$2.2M: The General Fund and 4B Economic Development Fund saw an increase of \$1.7M and \$550K respectively. These increases are due to one-time payments pertaining to various construction and renovation projects and to increases in the amount of sales tax collected. Additional revenues came from State Comptroller audit collections.
- Contributions Increased \$1.2M: A one-time contribution of \$1M was received for the Westlake Academy Expansion Fund and designated for the Sam and Margaret Lee Arts and Sciences Center. In addition, the General Vehicle Maintenance and Replacement Fund received a one-time contribution of \$125K from Westlake Academy Foundation (WAF) for the purchase of a 71-passenger bus.
- Building Permits and Fees Increased \$1M: These revenues are based on the fees associated with residential and commercial construction. Increases were recognized in the General Fund for building permits, inspection and plan reviews as well as fire department permit/inspection fees. Most of this can be attributed to the Town's updated fee schedule and higher commercial valuations than anticipated.
- Transfers-in Increased \$681K: Internal Service Funds received additional transfers in from the General Fund based on the increase of one-time building permit revenues. The General Maintenance and Replacement Fund was increased by \$463K and the Vehicle Maintenance and Replacement Fund increased by \$218K.
- Academic Revenues Increased \$76K:
 - \$11K increase in interest earnings
 - \$40K increase in WAF
 - \$128K overall increase in state funding
 - \$90K decrease in Town contribution
 - \$13K decrease in Teachers Retirement System on-behalf benefits

Expenditures realized a net decrease of \$43K from the adopted budget of \$38M as follows:

- Capital Project Funds increased \$330K: During FY 18-19, several capital projects were delayed to future years.
- Transfers-out Increased \$681K: The General Fund transfers out to Maintenance and Replacement Funds increased due to one-time building permit revenues in the planning and development department.
- Service Expenditures Decreased \$318K: Expenditures associated with the Planning and Development department increased \$221K for services related to building inspections, engineering, and plan review. Contract services for facilities maintenance increased \$17K and services related to the local Public Improvement District (PID) administrative fees and assessment of the PID increased \$62K. Property insurance increased \$19K for the new Fire-EMS station that was completed in FY 18-19.
- Maintenance & Replacement Projects Increased \$261K: Internal Service Funds comprise the total increase of \$261K. Utility Maintenance and Replacement Fund increased the budget \$186K for repainting the ground storage water tank and also decreased the budget (\$45K) for the sewer easement cleaning machine. General Maintenance and Replacement Fund added a \$125K budget item to purchase a 71-passenger bus for Westlake Academy.
- Payroll and Related Increased \$69K: Two employees retired in FY18-19 and the corresponding payout of accrued time was calculated and included. A moving allowance was provided for the relocation of our Deputy Town Manager and insurance decreased due to a reduction in medical insurance premiums.
- Supply Expenditures Increased \$19K: Public Art Fund increased the budget for honorarium expenditures and the Communications department increased the budget \$2K to purchase computer equipment and software.
- Academic Expenditures and Other Uses increased \$79K: Payroll accruals for August were approximately \$65K; Assigned Technology fund balance to use towards new iPad lease.

We anticipate ending FY 18-19 with more revenues than expenditures. While the fiscal year close-out is occurring, preliminary indications show that revenues exceed expenditures by \$1.2M.

VI. ADOPTED BUDGET FOR FISCAL YEAR 19-20

The **GENERAL FUND** is the Town's principle operating fund, and is supported by sales and use taxes, development fees, ad valorem property taxes, and other revenue sources. These revenues may be used for a variety of purposes, as determined by the Town Council. The General Fund budget accounts for core Town services such as fire and emergency services, planning and development, public works, finance, parks, trails, facilities, and administrative oversight.

Revenue Highlights

The adopted revenues are budgeted to reflect a 24% decrease of \$3.6M from the prior year due to the receipt of one-time commercial permit fees received in FY18-19 and the reduction of Franchise Fees due to legislative changes.

The largest revenue source in the General Fund is sales and use tax revenues which are budgeted to be \$5.4M and represents 49% of the General Fund's total revenues and sources. This reflects a 2% decrease of \$115K when compared to prior year estimates.

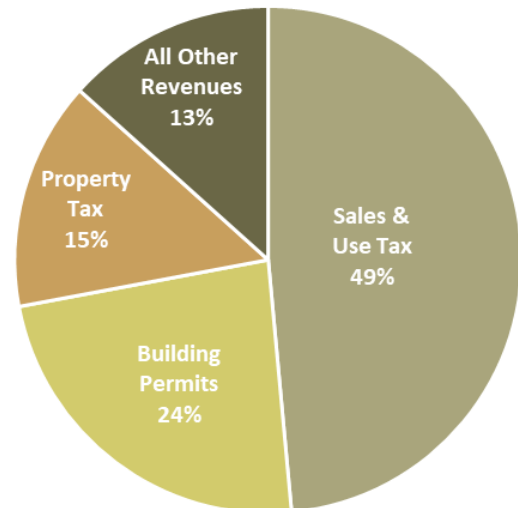
The Town previously entered into a situs agreement regarding construction materials' sales tax being sited in Westlake; it is anticipated this will end during FY 19-20.

This decrease will be offset by additional sales and use tax from the operations of Schwab Phase I as well as additional construction anticipated throughout Westlake.

The second largest revenue source is from permits and fees charged for development activities which are budgeted to be \$2.6M comprising 24% of the General Fund's total revenues and sources. This reflects a 51% decrease of \$2.8M when compared to prior year estimates. As stated previously, this is primarily due to the receipt of Schwab permit fees in the prior year. Revenue from residential permits is projected to be \$1.5M for 32 permits with commercial permits projected at \$1.5M for Entrada, Front 44, Solana, and Deloitte University.

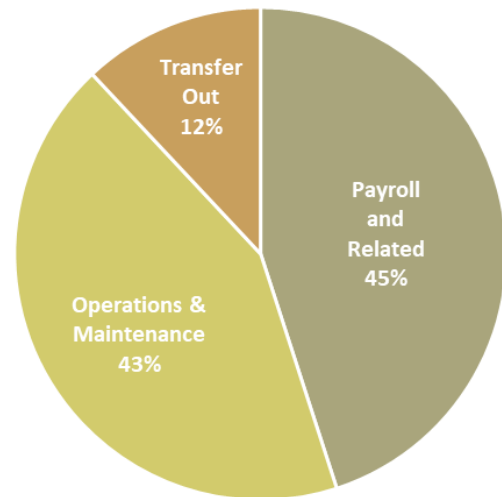
The third largest revenue source in the adopted General Fund budget is our ad valorem property tax revenues. The Maintenance and Operations (M&O) portion of the rate is budgeted to be \$1.6M comprising 15% of the General Fund total revenues and sources. This reflects a 6% decrease of \$98K when compared to prior year estimates. Additional debt related obligations were used in calculating the tax rate for the current year which shifted funds from the General Fund to the Debt Service Fund.

The largest variance to the remaining General Fund revenues is related to Franchise Taxes. They are budgeted to be \$316K, a 62% decrease of \$514K from prior year. A reduction in franchise fee revenue is estimated based on the recent passage of Senate Bill 1152, which authorizes a cable or phone company to stop paying the lesser of the state cable franchise or telephone access line fees for the company statewide. Companies have until October 1st of every year to provide municipalities notice of the fee they plan to pay. Fees are collected from utilities and telecommunications companies that use our 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.



Expenditure Highlights

The adopted FY 19-20 General Fund budget projects \$11.2M in expenditures and other uses. This reflects a 9% decrease of \$1.2M from the prior year estimated budget. The chart below shows the distribution of General Fund expenditures and other uses.



Payroll and Related expenditures – The largest expenditure in the adopted General Fund budget is allocated to our staff teams and related benefits that help us remain competitive. This amount is budgeted to be \$5M and comprises 45% of General Fund total expenditures and other uses. This reflects an 12% increase of \$561K when compared to prior year estimates.

The increase is due to the addition of three new positions: A Fire Department Business Manager, a Public Works Technician, and a part-time Academy Accounting Technician. In addition to these new positions, the Town is realizing a full year's salary for new employees and promotions made during the last fiscal year. Within the Fire Department, three part-time fire fighters will transition to full time employees. The increase in costs are partially offset by the reduction of the current part-time wages for these fire fighter positions. The Marshal's department will transition four part-time marshals into one full time employee and also serve as the Safety Resource Officer at Westlake Academy. Additionally, employee insurance reflects a 23% increase of \$147K, market bank adjustments increased \$212K, and additional performance pay of \$54K is proposed.

Operations and Maintenance expenditures – The second largest expenditure use is operations and maintenance, budgeted at \$4.8M comprising 43% of General Fund total expenditures and other uses. This reflects a 2% increase or \$81K when compared to prior year estimates. The General Fund includes the dollars necessary to provide for our public services. Operating expenditures are relatively stable from FY 18-19, with minimal new items.

Repair and Maintenance expenditures are anticipated to increase \$135K due to aging equipment in several departments.

Services expenditures will increase by approximately \$150K. The majority is due to additional transfers to Westlake Academy of \$67K, an offset for the payroll cost of Westlake Academy Foundation personnel, previously paid from WAF. This change will in-turn give the Foundation additional funds to grant to the Academy. In addition, approximately \$195K will be expensed to the new Fire-EMS Station for services and insurance. Lastly, an increase in Information and Technology is anticipated for the migration of files from the "Public" cloud to the "Government" cloud in the amount of \$25K.

Transfers-out to conduit funds – This expenditure will decrease approximately \$1.8M, due to a transfer in FY 18-19 for a large commercial one-time planning and development building permit fees.

Fund Balance

The fund balance is projected to reflect an approximate total of \$12.1M, representing a 0.26% decrease of \$31K from the prior year estimated fund balance

The Town of Westlake Fund Balance Policy states, “The Town shall strive to maintain the General Fund undesignated minimum fund balance at, or in excess of, 180 days of operation”. The unassigned balance of \$11.8M reflects 439 operating days and follows the optimum balance defined in the Town’s policy. In FY 19-20 staff will begin the process of evaluating future use of reserve funds for upcoming projects and priorities.

The **UTILITY FUND**, an Enterprise Fund, is used to account for the acquisition, operation, and maintenance of Westlake’s municipal water and sewer utility, supported primarily by user charges to utility customers. The fund accounts for operational costs as well as debt service for utility system improvement bonds. The intent of this fund is for the direct beneficiaries to pay for all costs of the fund — including debt service — through fees levied for services provided. Utility Fund dollars are not used to pay for general operations of the Town.

Revenue Highlights

Total revenues are budgeted to increase \$773K, a 16% increase with the largest factor in Charges for Services.

Charges for Services – These are budgeted to increase \$751K. Water revenues are projected to increase 16% or \$509K due to additional consumption, and wastewater is projected to increase 21% or \$241K. This increase is based on a water rate study performed in FY18-19 by our independent rate analyst.

The Town’s Utility Rates have remained unchanged since adoption in January 2017. The adopted budget includes staff recommendation to maintain the existing water rates and to increase wastewater rates by 7%. These rates will be brought to Council for adoption in December and implementation in January 2020.

Permits and Fees – These are budgeted to increase \$27K based on duct bank permit fees on residential and commercial construction projections.

Expense Highlights

Expenses are budgeted to be \$4.9M; a 5% increase of \$241K from the prior year. The two largest increases are related to (1) debt service payments of \$104K for the increased debt payment to the Texas Water Development Board for the regional Fort Worth water-line capital project, and (2) budgeted increase of \$157K due to increased rates to purchase water from the City of Fort Worth and its associated peak payment.

Working Capital

This anticipated end balance is \$2.6M with an unassigned ending balance being \$1.5M. Operating days for the Utility Fund are projected at 191 days.

Our **CAPITAL PROJECT FUNDS** track 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.

The Westlake Academy Expansion Fund (WAE) provides resources intended to finance future Academy expansions. In FY 12-13, approximately \$8.5M bond proceeds were used to fund the construction of three new buildings on the campus. In February of 2013, an Economic Development Agreement was executed whereby the developer pays \$10K for each lot in the Granada subdivision and \$5K for each lot in the Quail Hollow subdivision. These payments are recorded in the Economic Development Fund and are transferred to the Westlake Academy Fund.

The Municipal Expansion Fund provides funds for future Municipal expansions. Currently, this fund is being used to provide an iconic Fire-EMS Station, which includes 4 bays, sleeping areas for staff members, kitchen/food preparation, storage, multi-purpose space to serve as a community/staff training, and offices for administration. The station is approximately 18K square feet of usable space and includes the Town's Emergency Operations Center (EOC) with a back-up generator for sustainability. It does not include any apparatus or a fire training facility. The project included the acquisition of land by private donation.

A detailed listing of projects, with prior year funding, future funding requirements, and a project description is included in the Capital Improvements section of this document. Please note that individual project information sheets are also provided. These sheets indicate when a project has multiple sources of funding and the associated operating costs.

Revenue Highlights

Revenues are budgeted to be \$1.4M, a 1% decrease from the prior year. This partially due to a FY 18-19 contribution for Westlake Academy Expansion and designated for the Sam & Margaret Lee Arts and Sciences Center.

Expenditure Highlights

Expenditures are budgeted to be \$2.4M; a 21% decrease of \$624K from the prior year.

Overall summary for Capital Projects and Expansion

- Capital Projects Fund increased \$1.9M due to street projects totaling \$852K, \$8K for facility projects, \$800K for trail connections and wayfinding signage, and \$250K for fiber connectivity between the Academy and Municipal buildings.
- Municipal Expansion Fund decreased \$2.4M for construction of the new Fire-EMS Station was completed in FY 18-19.
- WAE decreased \$85K for one-time costs for Westlake Academy's facilities master plan update.

The **MUNICIPAL SPECIAL REVENUE FUNDS** are comprised of the six (6) funds: The Visitor Association Fund, the 4B Economic Development Fund, Economic Development Fund, Local Public Improvement District, Public Arts Fund, and the Lone Star Public Fund.

Revenue Highlights

Revenues are budgeted to be approximately \$3M; a 12% decrease of \$405K from prior year primarily due to a reduction of sales and use taxes received in the 4B Economic Development Fund as well as the Economic Development Fund. The Economic Development Fund is used as a pass-through based on economic development agreements to easily identify the revenues and expenditures pertaining to the agreements. A situs agreement with Schwab is anticipated to end in FY 18-19; therefore, less sales and use tax will be received in FY 19-20.

Expenditure Highlights

Expenditures are budgeted to be \$3.1M; a 13% decrease of \$456K from prior year. A large portion of this decrease is related to the Economic Development Fund as stated above. In addition, the Communications department expenditures will decrease by a total of \$27K.

Fund Balance

The combined ending fund balances of our special revenue funds are projected to be \$879K and include:

- Visitors Association Fund = \$441K
- 4B Economic Development Fund = \$0
- Economic Development Fund = \$0
- Local Public Improvement District = \$392K
- Public Arts Fund = \$30K
- Lone Star Public Fund = \$16K

The **ACADEMIC SPECIAL REVENUE FUND** is included in the Municipal's budget and unlike a more traditional municipality, academic services is considered our largest operating department of the Town.

Revenue Highlights

The revenues are budgeted to be approximately \$9.7M; a 9% increase of \$794K from the prior year estimated of \$8.9M primarily due to an overall increase in state funding due to changes in House Bill 3 and an increase in students, up from the amended count of 869 to the budgeted count of 910 (41 student increase).

Expenditure Highlights

Expenditures are budgeted at approximately \$9.6M; a 9% increase of \$797K from prior year of \$8.8M. Major increases include \$707K in payroll due to the addition of 4.5 instructional staff and specialist positions, bringing janitorial services in-house (adding 2 FTE), and an additional \$183K in debt service for the 1st payment of a new student iPad lease and the last payment of old lease. These increases were offset by decreases in contracted costs for janitorial services, supplies, and materials.

Fund Balance

The ending fund balance is projected to be \$1.4M, representing a 12% increase of \$145K from the prior year estimated. The unassigned balance of \$1.37M represents coverage for 52 operating days.

The **INTERNAL SERVICE FUNDS** are comprised of the following (1) Utility Maintenance and Replacement Fund; (2) General Maintenance and Replacement Fund; (3) Utility Vehicle Maintenance and Replacement Fund; and (4) the General Vehicle Maintenance and Replacement Fund.

The *Maintenance and Replacement Funds* provide resources for future facility financial requirements, an important element of our budget given the size and complexity of the Town's facility infrastructure. We will strive to continue our practice of transferring money into these funds. Many of the smaller daily maintenance efforts for facilities are absorbed into the various operating budgets as appropriate. However, we recognize the importance of a proactive maintenance program that addresses larger scale projects and prudently prepares us financially for increased maintenance and repair costs as facilities age.

The *Vehicle Replacement Funds* provide resources to manage the purchase of vehicles and heavy equipment for the Town's fleet. The establishment and funding of the vehicle and heavy equipment replacement program was designed to even out expenditures from year-to-year and provide a structured method for purchasing and retiring vehicles. A five-year purchase plan has been developed to detail future capital needs.

Revenue Highlights

Budgeted to be \$528K; a decrease of \$1.9M from prior year, primarily due to decreased transfers in from the General Fund of \$1.7M based on one-time commercial planning and development revenues. The decrease of \$219K in contributions from Westlake Academy Foundation includes \$125K for the purchase of a 71-passenger bus and \$90K from Westlake Academy for 50% of the State's facilities allotment.

Expenditure Highlights

Expenditures are budgeted to be \$932K; a 30% decrease of \$408K from the prior year of \$1.3M. The major reductions are:

- Purchase of an ambulance at \$260K
- Purchase of a \$219K 71-passenger bus
- Repainting of the ground storage tank at \$275K
- Maintenance of \$61K at town facilities, parks & recreation, and information technology

The above expenditures will be offset by:

- Purchase of new public works vehicle at \$50K
- Purchase of a truck for the Marshal's office of \$68K
- Purchase of a utility task vehicle (\$14K) for the Parks and Recreation department

The following will be expensed through the Utility Maintenance & Replacement Fund:

- Purchase of a sewer easement cleaning machine (\$67K)
- Lift station pump repairs (\$25K)
- Purchase of pump station equipment (\$90K)

Fund Balance

The combined ending fund balance is projected to be \$2.1M and includes:

- Utility Vehicle Maintenance and Replacement = \$2K
- Utility Maintenance and Replacement = \$393K
- General Maintenance and Replacement = \$667K
- General Vehicle Maintenance and Replacement = \$1.1M

As a team, we believe the adopted budget enables us to continue to meet the service level expectations of our Town Council and stakeholders while balancing the strategic perspective of being financial stewards for the community. Our organization provides an excellent array of municipal and academic benefits for those who call Westlake 'Home' through the utilization of our shared services model, inter-governmental partnerships, financial policies, Strategic Plan, Comprehensive Plan, and feedback from our community. The vision Council has established for Westlake is one that will distinguish us within the North Texas region.

Our vision is:

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

As you know, our organization has undergone a transition in leadership over the past several months and I truly appreciate the time, effort, and sacrifice that you, as our elected officials, generously donate to the Town, our residents, and our staff teams. Your vision and direction are what helps our community truly remain “*Distinctive by Design*”.

In closing, it takes a cadre of committed public servants to create the unique environment we all enjoy. I am honored to serve as your Town Manager with the support and dedication of our staff teams in our municipal and academic endeavors and look forward to all that the new fiscal year will bring to our community.

Respectfully submitted,

A handwritten signature in black ink that reads "Amanda DeGan". The script is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

Amanda DeGan
Town Manager/Superintendent

This page is intentionally blank

Service Level Adjustments

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.

SERVICE LEVEL ADJUSTMENT OVERVIEW

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.

There are 2 types of “Service Level Adjustments”.

Maintain

- Same level of service as previous year, but increased due to inflation, etc.
- 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.

- 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.
- Show any revenues or reduction in current expenditures the new or expanded levels of service will create
- 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.

This budget reflects the following service level adjustments.

	TOTAL AMOUNT	ONE-TIME AMOUNT	ON-GOING AMOUNT
REVENUES	\$1,258,262	\$139,734	\$1,118,528
		11%	89%
EXPENDITURES	4,165,034	2,731,296	1,433,740
		66%	34%
NET CHANGE	-\$2,906,771	-\$2,591,561	-\$315,211
		89%	11%

SERVICE LEVEL ADJUSTMENTS BY PERSPECTIVE

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 shows how these SLA's impact the BSC's strategic objectives within each of the BSC perspectives. Further, it connects how each SLA within each Perspective addresses challenges identified in the transmittal letter.

PERSPECTIVE & OUTCOME OBJECTIVE	TOTAL AMOUNT	ONE-TIME AMOUNT	ON-GOING AMOUNT
CUSTOMERS, STUDENTS, STAKEHOLDERS <u>Outcome Objectives:</u> <ul style="list-style-type: none"> <i>Preserve Desirability & Quality of Life</i> <i>Increase CSS Satisfaction</i> 	\$1,400,333	\$1,070,903	\$329,430
FINANCIAL STEWARDSHIP <u>Outcome Objectives:</u> <ul style="list-style-type: none"> <i>Increase Financial Capacity & Reserves</i> <i>Increase Revenue Streams</i> 	\$1,258,262	\$139,734	\$1,118,528
MUNICIPAL AND ACADEMIC OPERATIONS <u>Outcome Objectives:</u> <ul style="list-style-type: none"> <i>Maximize Efficiencies & Effectiveness</i> <i>Encourage Westlake's Unique Sense of Place</i> <i>Increase Transparency, Accessibility & Communications</i> 	\$1,715,408	\$1,311,856	\$403,552
PEOPLE, FACILITIES AND TECHNOLOGY <u>Outcome Objectives:</u> <ul style="list-style-type: none"> <i>Attract, Recruit, Retain, Develop Quality Workforce</i> <i>Improve Technology, Facilities & Equipment</i> <i>Optimize Planning & Development Capabilities</i> 	\$1,049,294	\$348,537	\$700,757
NET CHANGE	-\$2,906,771	-\$2,591,561	-\$315,212

SERVICE LEVEL ADJUSTMENT OVERVIEW

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.

There are 2 types of “Service Level Adjustments”.

Maintain

- Same level of service as previous year, but increased due to inflation, etc.
- 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.

- 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.
- Show any revenues or reduction in current expenditures the new or expanded levels of service will create
- 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.

This budget reflects the following service level adjustments.

	TOTAL AMOUNT	ONE-TIME AMOUNT	ON-GOING AMOUNT
REVENUES	\$1,258,262	\$139,734	\$1,118,528
		11%	89%
EXPENDITURES	4,165,034	2,731,296	1,433,740
		66%	34%
NET CHANGE	-\$2,906,771	-\$2,591,561	-\$315,211
		89%	11%

SERVICE LEVEL ADJUSTMENTS BY PERSPECTIVE

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 shows how these SLA's impact the BSC's strategic objectives within each of the BSC perspectives. Further, it connects how each SLA within each Perspective addresses challenges identified in the transmittal letter.

PERSPECTIVE & OUTCOME OBJECTIVE	TOTAL AMOUNT	ONE-TIME AMOUNT	ON-GOING AMOUNT
CUSTOMERS, STUDENTS, STAKEHOLDERS <u>Outcome Objectives:</u> <ul style="list-style-type: none"> • <i>Preserve Desirability & Quality of Life</i> • <i>Increase CSS Satisfaction</i> 	\$1,400,333	\$1,070,903	\$329,430
FINANCIAL STEWARDSHIP <u>Outcome Objectives:</u> <ul style="list-style-type: none"> • <i>Increase Financial Capacity & Reserves</i> • <i>Increase Revenue Streams</i> 	\$1,258,262	\$139,734	\$1,118,528
MUNICIPAL AND ACADEMIC OPERATIONS <u>Outcome Objectives:</u> <ul style="list-style-type: none"> • <i>Maximize Efficiencies & Effectiveness</i> • <i>Encourage Westlake's Unique Sense of Place</i> • <i>Increase Transparency, Accessibility & Communications</i> 	\$1,715,408	\$1,311,856	\$403,552
PEOPLE, FACILITIES AND TECHNOLOGY <u>Outcome Objectives:</u> <ul style="list-style-type: none"> • <i>Attract, Recruit, Retain, Develop Quality Workforce</i> • <i>Improve Technology, Facilities & Equipment</i> • <i>Optimize Planning & Development Capabilities</i> 	\$1,049,294	\$348,537	\$700,757
NET CHANGE	-\$2,906,771	-\$2,591,561	-\$315,212

SUMMARY of ALL SLA FUND CHANGES

BY GENERAL LEDGER ACCOUNT TYPE - ALL FUNDS					
SERVICE LEVEL ADJUSMENT TYPE			TOTAL AMOUNT	ONE-TIME	ON-GOING
Revenues					
	Property Tax	29.2%	\$366,791	\$0	\$366,791
	Building Permits	1.9%	24,034	24,034	-
	Charge for Services	59.7%	751,737	-	751,737
	Contributions	9.2%	115,700	115,700	-
	<u>TOTAL ALL REVENUES</u>		<u>\$1,258,262</u>	<u>\$139,734</u>	<u>\$1,118,528</u>
	does not include transfers in		percentage	11%	89%
SERVICE LEVEL ADJUSMENT TYPE			TOTAL AMOUNT	ONE-TIME	ON-GOING
Payroll & Related Costs					
	Market Adjustment	5.1%	\$212,495	\$0	\$212,495
	Performance Pay	1.3%	54,038	54,038	-
	Expanded Service Delivery	3.0%	123,793	\$0	123,793
	Re-structuring	2.9%	118,749	\$0	118,749
	Change PT to FT	2.9%	121,680	\$0	121,680
	Increase PT Hours	0.5%	20,025	\$0	20,025
	Increase Overtime	0.1%	4,934	\$0	4,934
	Car & Phone Allowances	0.1%	6,018	\$0	6,018
	Other Employee Changes	0.1%	2,470	\$0	2,470
	<u>16%</u>	<u>TOTAL</u>	<u>\$664,202</u>	<u>\$54,038</u>	<u>\$610,164</u>
			percentage	8%	92%
Operating Expenditures					
	Capital Outlay	2.0%	\$82,800	\$25,000	\$57,800
	Debt Service	2.5%	106,154	-	106,154
	Rent & Utilities	4.0%	166,829	-	166,829
	Repair & Maintenance	0.4%	18,335	-	18,335
	Services	7.5%	311,937	-	311,937
	Supplies	0.8%	32,765	-	32,765
	Travel & Training	0.3%	11,255	-	11,255
	<u>18%</u>	<u>TOTAL</u>	<u>\$730,075</u>	<u>\$25,000</u>	<u>\$705,075</u>
			percentage	3%	97%
Capital Projects					
	M&R Projects	12.8%	\$533,938	\$415,438	\$118,500
	Capital Projects	53.7%	2,236,819	2,236,819	-
	<u>67%</u>	<u>TOTAL</u>	<u>\$2,770,757</u>	<u>\$2,652,257</u>	<u>\$118,500</u>
			percentage	96%	4%
	<u>TOTAL ALL EXPENDITURES</u>		<u>\$ 4,165,034</u>	<u>\$ 2,731,295</u>	<u>\$ 1,433,739</u>
	does not include transfers out		percentage	66%	34%
			<u>TOTAL AMOUNT</u>	<u>ONE-TIME</u>	<u>ON-GOING</u>
	<u>NET CHANGE TO FUND BALANCE</u>		<u>-\$2,906,771</u>	<u>-\$2,591,561</u>	<u>-\$315,211</u>
			percentage	89%	11%

Strategic Planning and Management System

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 PLANNING & MANAGEMENT SYSTEM**

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
- Vision, Mission, Values
 - Perspectives
 - Themes and Results
 - Strategic Objectives
 - Measures and Targets
 - 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.

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."

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."

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>

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 activity. 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:

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 AND RESULTS

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.

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

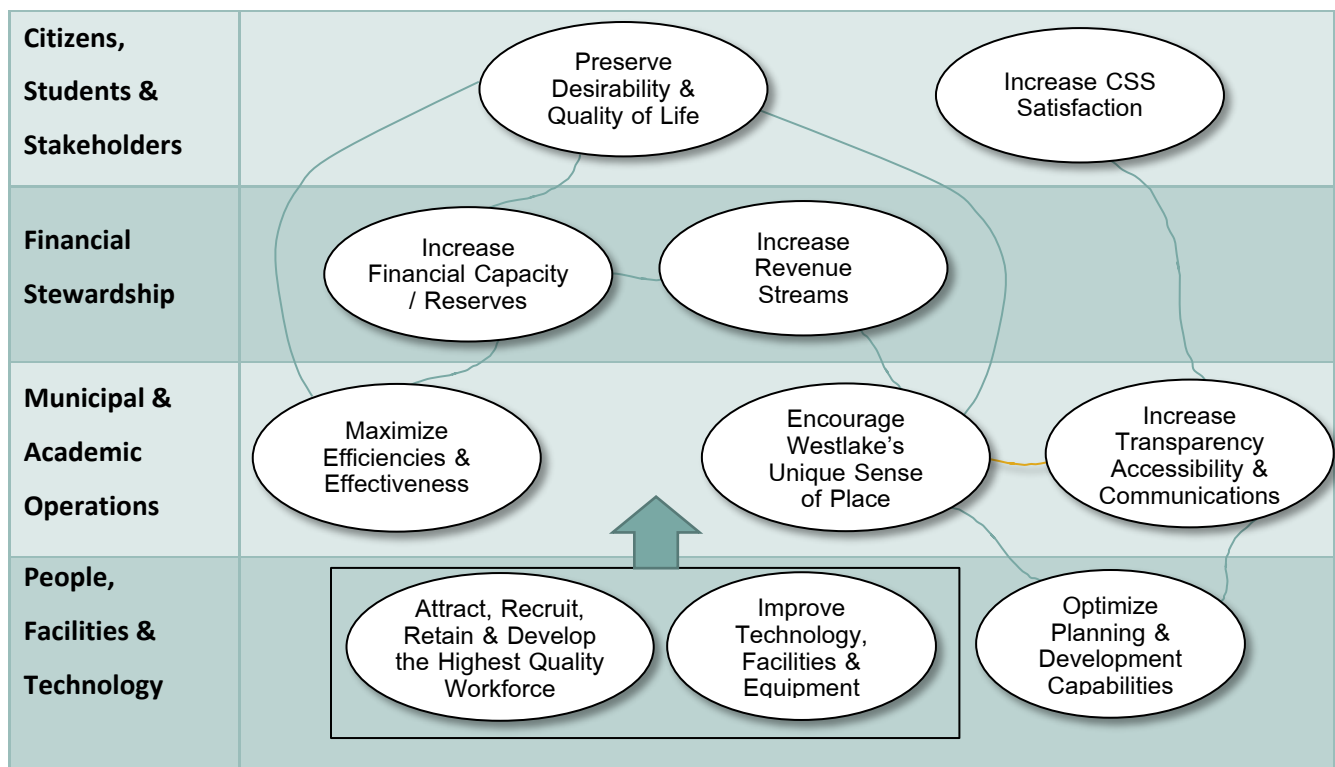
These performance measures help determine the quantity and quality of our work, as identified in our plans. We consistently evaluate our work and review our performance quarterly because we firmly believe that what gets measured gets done.

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.

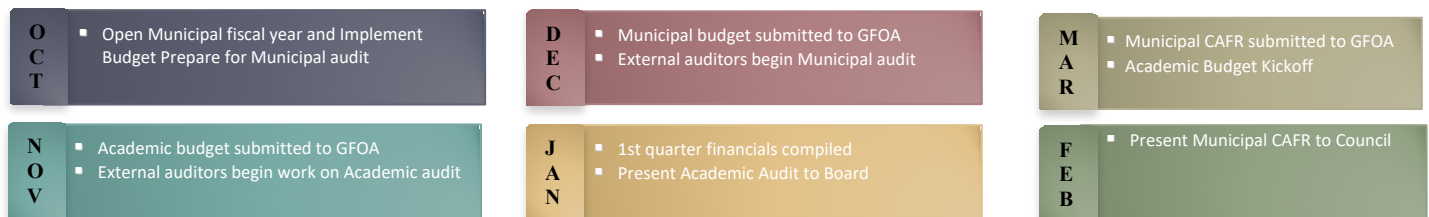
As the Town continues to develop these scorecards, measurement units, data sources, and targets will be refined. Through quarterly performance reviews, departmental performance is documented. Trends are also tracked over time through budget documents.

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



This page is intentionally blank

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.

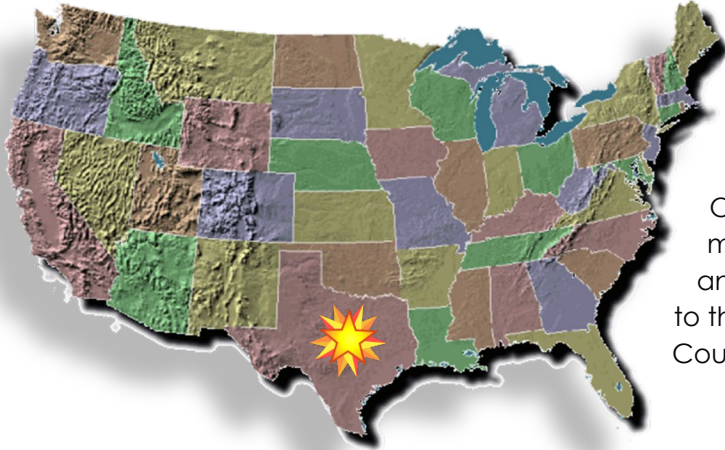
The goal is to provide a context for understanding the decisions incorporated into the budget document.

INTRODUCTION

Westlake is in the LONE STAR STATE OF TEXAS and is known as the place where the cross timbers meet the prairie. Westlake holds 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.

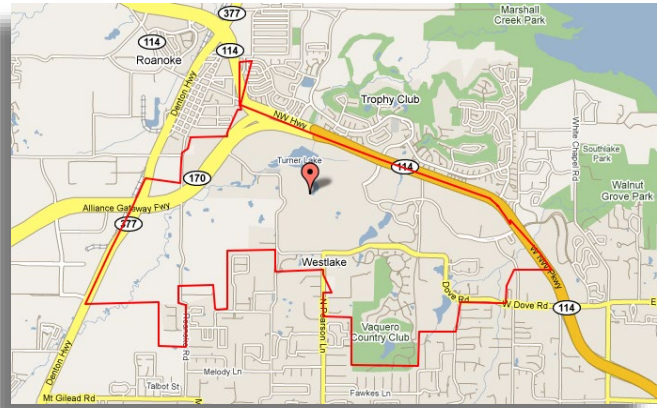
We strive to maintain strong aesthetic standards and preserve the natural beauty in our town. Hospitality finds its home in Westlake, as a community, we are family friendly, welcoming, fully involved and invested in our rich heritage, vibrant present and exciting, sustainable future.



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 Dahlbeck. 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 world.



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 de-annexed 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.
2017	In July 2017 the Municipal staff move into new office space at the Terrace.
2018	In November 2017 the Fire-EMS Station Groundbreaking event was held on November 9 th .

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.



Events & Activities

The Westlake Historical Preservation Society hosts the following events and activities:

- Annual Decoration Day Ceremony (Spring-Memorial Day)
- Annual Constitution Day Event (September 17)
- Annual Westlake Classic Car Show (Fall)
- Annual Members Reception
- Historical Marker Dedication Day (Spring and/or Fall)

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.

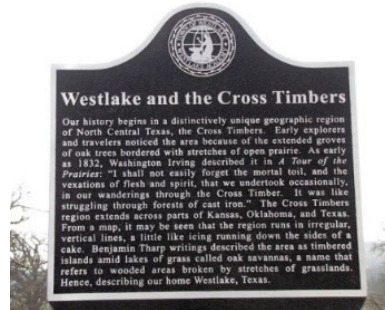
The sites are in the heart of Westlake and on highly traveled roads. Instead of going through the State to receive the designated plaques, the Town will take on the project. The Texas Historical Marker application process requires exhaustive research and documentation for potential sites and can take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

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.



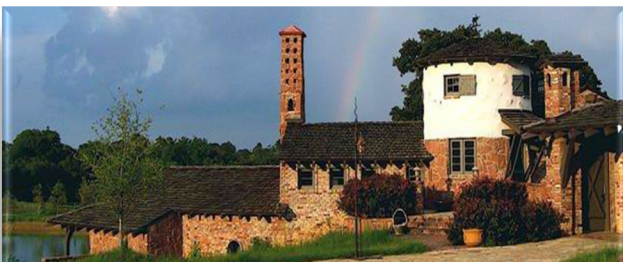
THE CIRCLE T RANCH

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 1938.



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 years 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



Greg Goble
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.

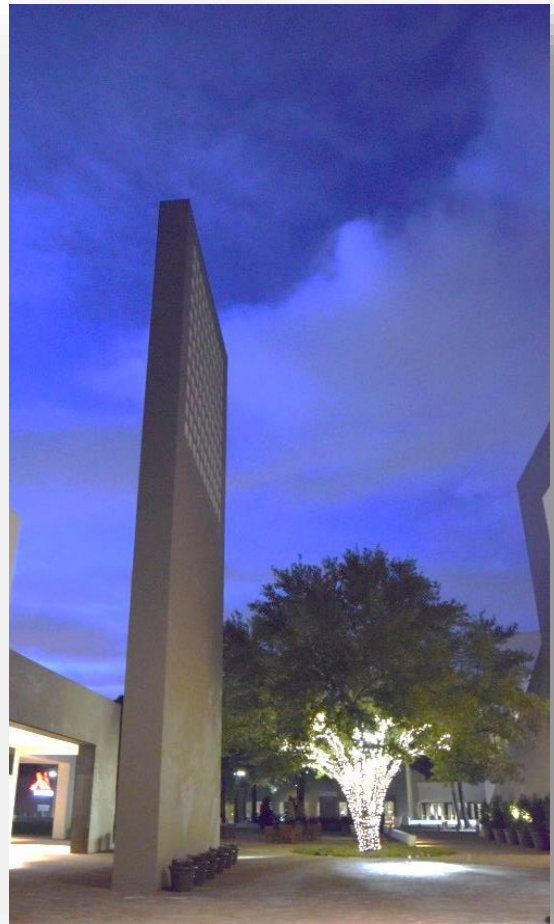
The Town utilizes a combination of both, direct service delivery along with outsourced services. The decision as to which service to deliver directly versus out-sourcing is based on analysis of cost-effectiveness, citizen responsiveness, and customer service quality.

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 138.08 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.

Dept#	Department Name	FY19/20
10	General Administrative	1.00
11	Town Manager's Office	4.00
12	Planning and Development	4.00
13	Town Secretary's Office	1.50
14	Fire Department	18.00
15	Municipal Court	4.75
16	Public Works	4.33
17	Facilities Maintenance	0.83
18	Finance Department	4.50
19	Parks & Recreation	0.83
20	Information Technology	2.00
21	Human Resources	2.00
22	Communications Department	2.00
99	Education	101.13
Total Employees		150.88



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, Mar Cocina serves up authentic Mexican food and Hollywood Burgers offers a large assortment of sandwiches and salads.

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 your 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

Held annually on Memorial Day in May, Decoration Day honors those who have bravely upheld our freedoms by serving our country - past and present. The Westlake Preservation Historical Society sponsors its annual "Decoration Day" event which is usually held in Westlake at the International Order of Odd Fellows Cemetery. Activities include live music, treasure hunts for the kids, and a homemade ice-cream competition. The event ends at sunset. ♪

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. ♪



Held annually each spring, Arbor Day promotes tree conservation and in recent years has centered around linear or pocket parks located in Westlake. In addition, there are educational sessions on tree care advice, and complimentary trees. Admission is free. ♪

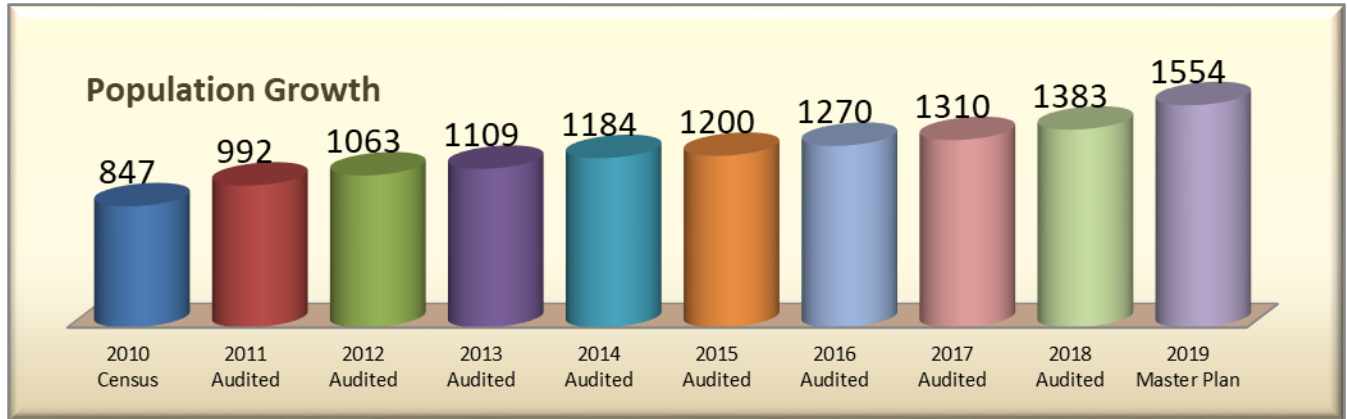
HOLIDAY COMMUNITY TREE LIGHTING...

Enjoy an evening of community fellowship 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

Source: 2018 Town of Westlake Audit

Year	Rate
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%
2016	4.10%
2017	3.20%
2018	3.40%

Average Age	Percent
18 – 34 years	4%
35 – 54 years	52%
55 – 74 years	36%
75+ years	8%

Source: 2017 Westlake Citizen Survey

84% of residents rate the Town of Westlake as an excellent place to live!

Household Income	Percent
Under \$50K	6%
\$50K - \$149K	4%
\$150K - \$500K	31%
\$500K plus	59%

Source: 2017 Westlake Citizen Survey

Years Lived in Westlake	Percent
5 years or less	49%
6 to 10 years	23%
11 to 15 years	15%
16 years plus	13%

Source: 2017 Westlake Citizen Survey

DEMOGRAPHIC AND ECONOMIC STATUS

Source: 2018 Town of Westlake Audit Exhibit S-13

Calendar Year	Estimated Population	Personal Income	Per Capita Personal Income
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	992	\$120,459,552	\$121,431
2011	1063	\$117,447,681	\$110,487
2012	1109	\$138,423,531	\$124,818
2013	1150	\$147,292,890	\$128,081
2014	1184	\$160,462,095	\$135,525
2015	1205	\$144,111,592	\$119,595
2016	1230	\$173,419,076	\$140,991
2017	1310	\$162,998,462	\$124,426
2018	1383	\$175,523,215	\$126,915

Major Developments & Planned Developments

- Deloitte University
- Fidelity Investments North Texas Campus
- Solana Corporate Campus
- Westlake Corners - at SH 377/SH 170 intersection
- Entrada - an 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 and 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 North Texas and is limited to only 92 home sites.



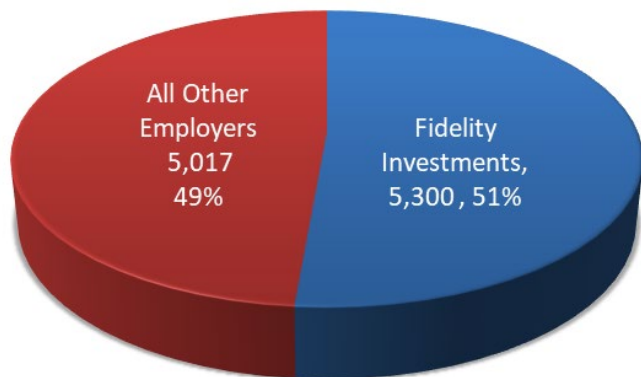
STAGECOACH HILLS

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.

WESTLAKE EMPLOYERS

Source: 2018 Town of Westlake Audit

COMPANY NAME	COUNT	PERCENT
Fidelity Investments	5,300	51.4%
Schwab	850	8.2%
Travelocity	580	5.6%
Wells Fargo	573	5.6%
Deloitte	501	4.9%
Sabre JLL Facilities	345	3.3%
Verizon Wireless	319	3.1%
Goosehead Insurance	273	2.6%
Sound Physicians	194	1.9%
Solera	190	1.8%
Levi Strauss	143	1.4%
Vaquero Country Club	130	1.3%
Town of Westlake	142	1.4%
All Other Employers	777	7.5%
	10,317	100.0%



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.

Charles Schwab

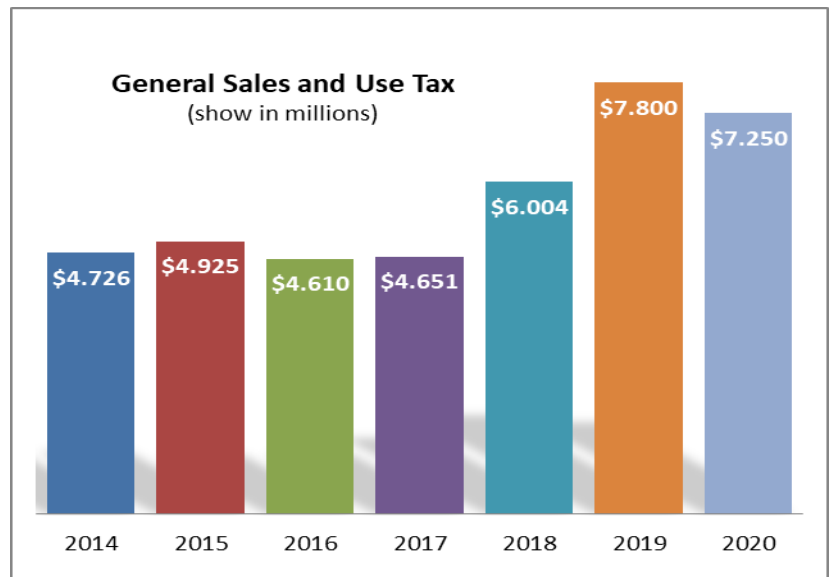
Will include a 1,375,000-square-foot global headquarters for Charles Schwab. Once complete the campus will accommodate more than 6,000 employees through four distinctive office buildings, an amenities building with cafe, meeting space, training center and two parking garages. Located adjacent to Turner Lake on the scenic and pastoral Circle T Ranch, the site and buildings also incorporate sustainable materials and systems, targeting LEED Gold certification."

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.



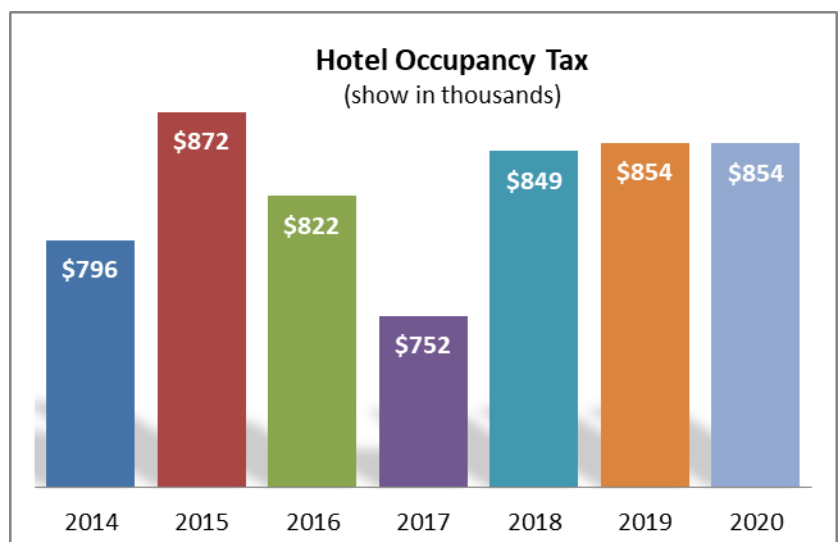
4B Economic Development Fund – This fund utilizes the revenues generated from a ½ cent sales tax to fund qualified development projects. Currently, the 4B Fund is committed to the repayment of the debt incurred for the construction of Westlake Academy.

General Fund Allocation – The Town levies 1½% in sales tax that is utilized to offset expenditures in the General Fund (1%) and is used to **reduce the property tax** burden (½%) on 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, Deloitte 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.



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 tax rate for FY2019/2020
will increase .0041
for a tax rate of \$.16018
Currently \$.15600

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.

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.

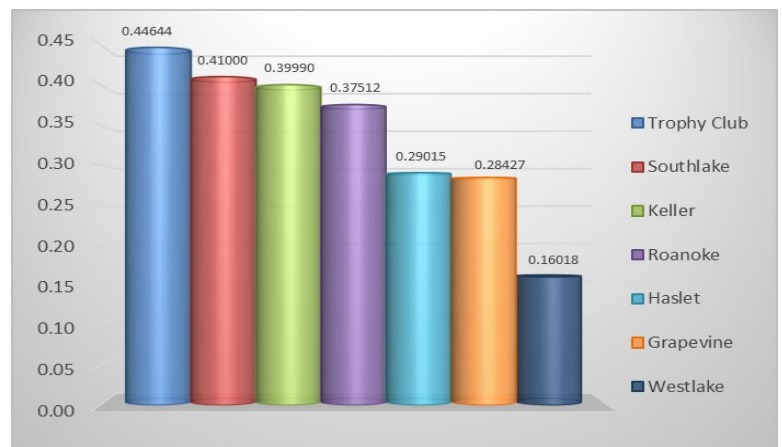
There are multiple taxing jurisdictions within Westlake's boundaries; whether a business or residence is required to pay tax to a particular jurisdiction is determined by where they are located within Westlake and the boundaries of the respective taxing jurisdictions.

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.

Top Ten Principal Property Tax Payers	Total Taxable
SOL Westlake LP	\$ 108,461,277
FMR Texas, LLC	78,687,737
Dallas MTA LP	69,507,181
DCLI LLC	50,970,395
BRE Solana LLC	48,965,793
HMC Solana LLC	36,573,910
Maguire Partners Solana	31,142,724
Lexington TNI Westlake LP	17,700,814
Quail Hollow Development LLC	9,838,111
Marsh USA Inc	9,500,963
TOTAL	\$461,348,905



DIRECT AND OVERLAPPING PROPERTY TAX RATE

Source: 2018 Town of Westlake Audit – Exhibit S-8

	2012	2013	2014	2015	2016	2017	2018
TOWN DIRECT RATES							
Ad Valorem Property Tax							
General Fund	0.13835	0.14197	0.13710	0.13710	0.13947	0.12882	0.11133
Debt Service Fund	0.01849	0.01487	0.01796	0.01924	0.01687	0.00813	0.02482
SUB-TOTAL DIRECT	0.15684	0.15684	0.15684	0.15634	0.15634	0.13695	0.13615
OVERLAPPING RATES							
School Districts							
Carroll ISD	1.4150	1.4000	1.4000	1.4000	1.4000	1.3900	1.3850
Northwest ISD	1.3750	1.3750	1.4525	1.4525	1.4525	1.4525	1.4900
Keller ISD	1.5400	1.5400	1.5400	1.5400	1.5400	1.5200	1.5200
Counties							
Denton County	0.2829	0.2829	0.2722	0.2722	0.2722	0.2484	0.2378
Tarrant County	0.2640	0.2640	0.2640	0.2640	0.2640	0.2540	0.2440
Other							
Tarrant County College	0.1490	0.1490	0.1495	0.1495	0.1495	0.1447	0.1401
Tarrant County Hospital	0.2279	0.2279	0.2279	0.2279	0.2279	0.2279	0.2244
Trophy Club M.U.D. #1	0.1750	0.1334	0.1334	0.1334	0.1334	1.1272	0.1202
SUB-TOTAL INDIRECT	5.4287	5.3721	5.4395	5.4395	5.4395	6.3648	5.3615
TOTAL	\$5.58558	\$5.52897	\$5.59633	\$5.59583	\$5.59583	\$6.50171	\$5.49766

STANDARD & POOR'S RATING SERVICES

In January 2017, Standard & Poor's Ratings Services has recently increased the Town's rating from AA+/stable to AAA. S&P Global Ratings views the outlook for this rating as stable. The upgrade reflects their assessment of the town's historically very strong finances and 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:

- Very strong economy; access to a broad and diverse metropolitan statistical area (MSA) but a concentrated local tax base
- Strong management; good financial policies and practices under our Financial Management Assessment methodology
- Strong budgetary performance, with operating surpluses in the general fund and at the total governmental fund level
- Very strong budgetary flexibility, with a high available fund balance of 100% of operating expenditures
- Very strong liquidity, with total government available cash at 81.7% of total governmental fund expenditures and 7.4x governmental debt service, and access to external liquidity that we consider strong
- Strong institutional framework score

Westlake Academy Profile

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 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.



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

ALL FUNDS FINANCIAL ANALYSIS

This page is intentionally blank

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 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 fiscal year begins on October 1 and ends on September 30. 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.

- **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.)

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.

Modified Accrual Basis,

- Revenues are recognized in the period when they became available and measurable
- Expenditures are recognized when the liability is incurred

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
• Debt Service Funds	Modified Accrual	Modified Accrual
• Capital Project Funds	Modified Accrual	Modified Accrual
• Academic 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 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 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.

Fiscal Year	Positive Operating Balance	Unassigned Fund Balance	Operating Days	Dollars Per Operating Day
FY 19/20	YES	\$ 11,785,644	435	\$ 27,070
FY 20/21	YES	\$ 12,147,538	438	\$ 27,731
FY 21/22	YES	\$ 12,405,814	437	\$ 28,401
FY 22/23	YES	\$ 12,650,345	435	\$ 29,053
FY23/24	YES	\$ 12,887,741	433	\$ 29,754

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:

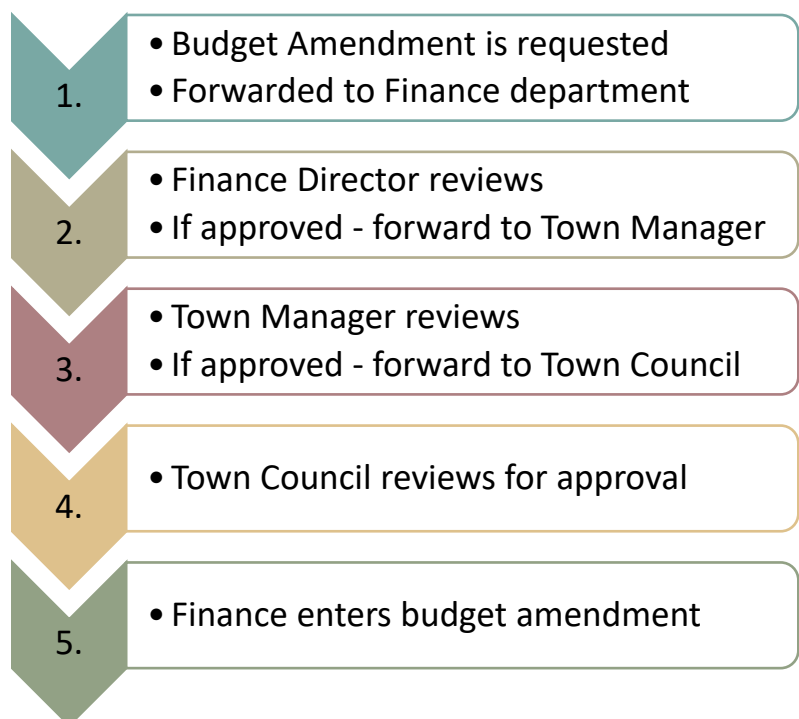
Each year the Council approved operating budget will be submitted annually to the Government Finance Officers Association (GFOA) for evaluation and consideration for the Award for Distinguished Budget Presentation.

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 and Department Structure

The Town of Westlake has 16 funds with specific purposes which are defined by federal, state, or local laws. Funds are set up like separate companies which must operate under the parameters that were set up when the fund was created.

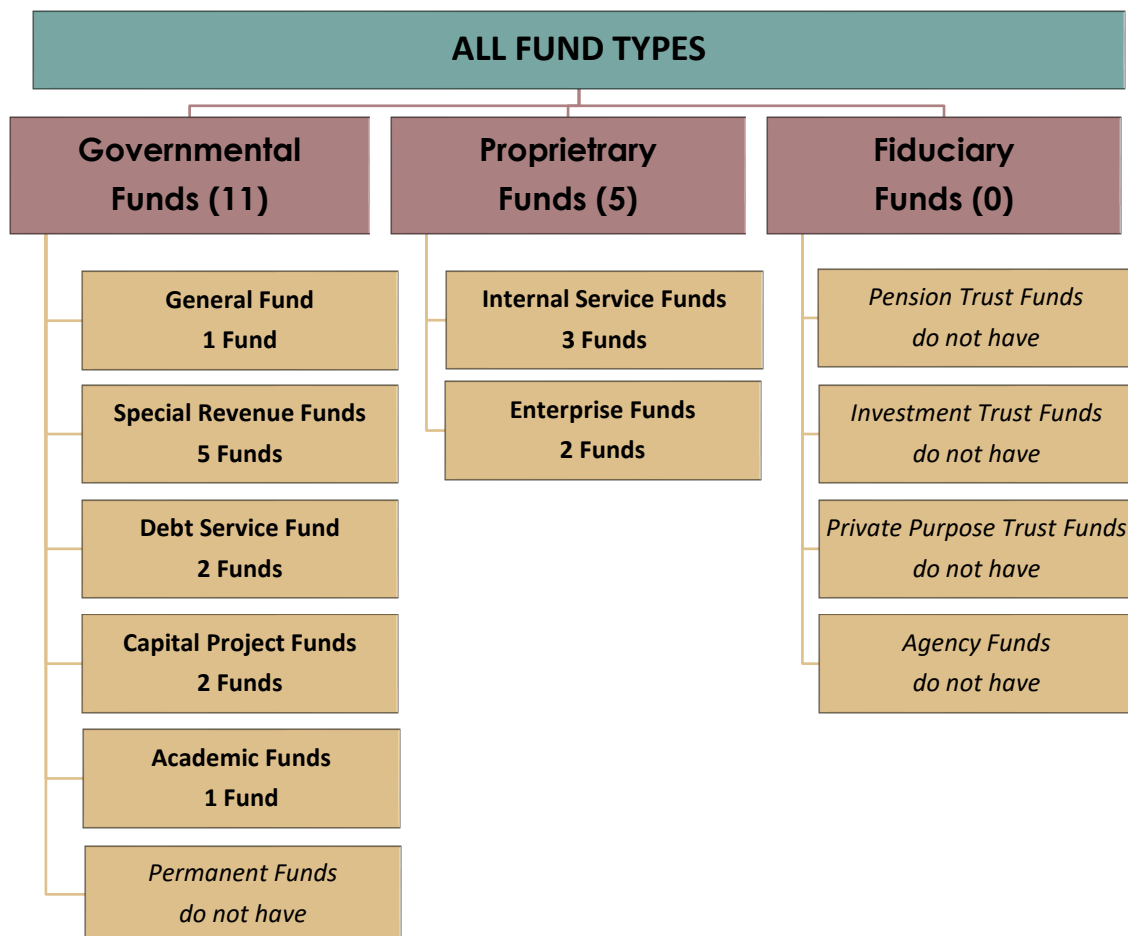
Departments are areas of service that operate within the specified fund.

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 these fund 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 Town’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.

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.

GOVERNMENTAL FUND TYPES

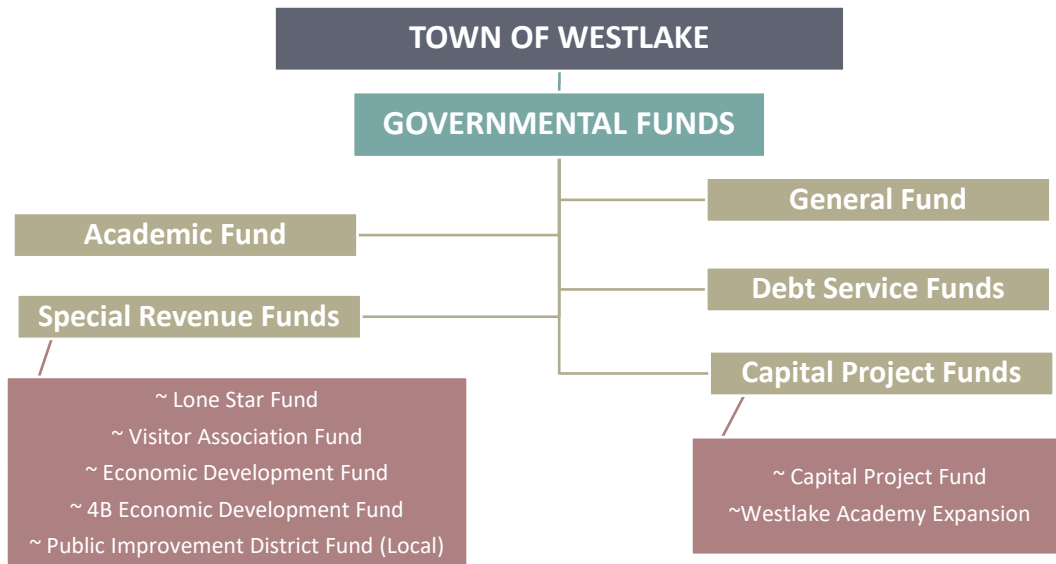
ACCOUNTING/BUDGETING BASIS; MODIFIED ACCRUAL

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

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.



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 10/11 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.

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 skew the analysis of each prior to creating this fund. This fund is used to create more transparency to the public regarding these receipts and payments.

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.

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 adopted by the Westlake Town Council/Board of Trustees in November 2012. Economic Development Agreements are executed requiring developers to pay \$5,000 to \$10,000 for each residential lot associated with the development. These funds are transferred to the WAE fund for future expansion use.

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.

PROPRIETARY FUND TYPES

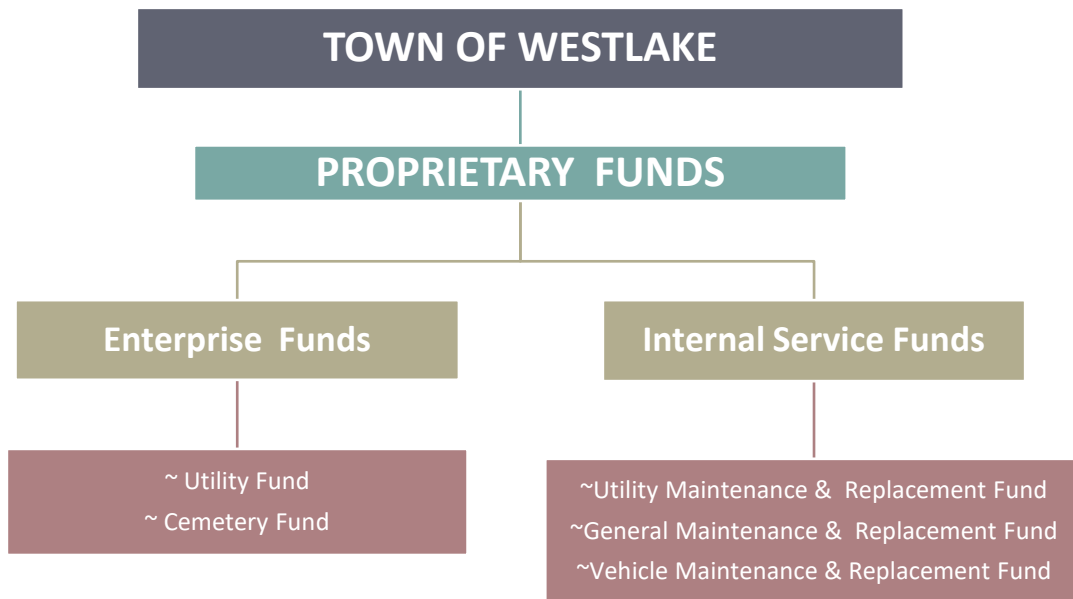
- The fund types are accounted and budgeted for on a cost of services, or "Capital Maintenance" measurement focus using the **accrual basis of accounting**.
- Under the accrual basis of accounting, revenues are recognized when earned and expenses are recognized when incurred.

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.
- 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.

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



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.

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 FUNDS	PERCENT
General Fund	48%
Capital Project Fund	22%
Enterprise Funds	12%
TOTAL	83%

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. 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. Their duties include implementation of the goals and objectives established by the Town Council, preparation and submission of an annual municipal/academic budget for Council/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.
- ◆ 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.



Section 2 Financial Analysis
Funds and Departments

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		✓		✓	✓	✓		✓	✓		✓	✓	✓	

This page is intentionally blank

Significant Accounting Policies

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

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, 180 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 Council to have enough cash on hand for payroll and other obligations to be made timely. In addition, most state and federal grants require the payment prior to the grant reimbursement request.
- **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 Town to earn additional revenues.

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 180 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 all governments include the following policies that guide the development of their budget and are central to a strategic long term approach to financial management.

1. Operating Budget Policy

(already incorporated into the Fiscal and Budgetary Policies)

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:

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

3. Budget Crisis Procedures

(will need to be reviewed and discussed)

This policy would be intended to provide the 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 be 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 would be to

- Ensure on-going financial sustainability beyond a single fiscal year
- 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 be 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 would have reserves that are restricted or committed for specific purposes.

6. General Fund Budget Reserves

(already incorporated into the Fiscal and Budgetary Policies)

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)

Fiscal Year	Expenditures Without Transfers	Ending Fund Balance	Percent of Fund Balance to Expenditures
FY 12/13	\$4,373,329	\$5,812,583	133%
FY 13/14	\$4,891,099	\$6,788,964	139%
FY 14/15	\$5,400,728	\$7,240,729	134%
FY 15/16	\$6,368,070	\$8,553,121	134%
FY 16/17	\$7,166,777	\$10,242,277	143%
FY 17/18	\$7,457,337	\$9,761,849	131%
FY 18/19	\$8,781,599	\$13,255,427	151%

One of two things must happen in the future if we cannot spend equal to or less than the revenues received:

- make future reductions
- approve new taxes.

This page is intentionally blank

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 and USES

Combined Program Summary

Fiscal Year 2019/2020

	Actuals FY 17/18	Adopted Budget FY 18/19	Estimated Budget FY 18/19	Adopted Budget FY 19/20	FY 19/20 vs FY 18/19	Adopted Estimated
REVENUES & OTHER SOURCES						
General Sales Tax	\$ 6,003,605	\$ 5,600,000	\$ 7,800,000	7,250,000	(550,000)	-7%
Property Tax	1,626,698	1,990,235	2,032,786	2,301,137	268,351	13%
Charge for Services	5,522,635	4,585,075	4,588,050	5,336,812	748,762	16%
Hotel Tax	849,166	853,642	853,914	853,684	(230)	0%
Beverage Tax	62,347	62,500	62,500	62,500	-	0%
Franchise Fees	779,506	983,815	831,095	316,924	(514,171)	-62%
Permits & Fees Other	374,898	269,303	256,985	203,235	(53,750)	-21%
Permits & Fees Buildings	1,940,036	4,357,571	5,383,495	2,635,325	(2,748,170)	-51%
Permits & Fees Utility	306,066	274,441	229,241	255,841	26,600	12%
Fines & Forfeitures	633,318	715,545	548,111	547,426	(685)	0%
Investment Earnings	416,557	340,261	599,152	599,152	-	0%
Contributions	492,181	206,540	1,407,234	280,000	(1,127,234)	-80%
Misc Income	213,848	135,832	139,827	48,562	(91,265)	-65%
Total Revenues	19,220,860	20,374,760	24,732,390	20,690,598	(4,041,792)	-16%
Transfers In	4,378,897	5,137,805	5,818,805	3,705,444	(2,113,361)	-36%
Other Sources	(200)	5,987,134	2,100,000	-	(2,100,000)	100%
Total Other Sources	4,378,697	11,124,939	7,918,805	3,705,444	(4,213,361)	-53%
GF Academic Revenues	8,648,202	8,847,829	8,923,313	9,717,933	794,620	9%
GF Academic Other Sources	85,000	76,000	90,000	90,000	-	0%
Total Academic	8,733,202	8,923,829	9,013,313	9,807,933	794,620	9%
TOTAL REVENUES & OTHER SOURCES	\$ 32,332,759	\$ 40,423,528	\$ 41,664,509	\$ 34,203,975	\$ (7,460,534)	-18%

EXPENDITURES & OTHER USES

Payroll Salaries	\$ 3,642,314	\$ 3,994,572	\$ 4,124,735	4,436,293	311,559	8%
Payroll Transfer Out	1,029,924	1,114,192	1,158,443	1,087,303	(71,140)	-6%
Payroll Transfer In	(1,029,640)	(1,114,192)	(1,158,443)	(1,087,303)	71,140	-6%
Payroll Insurance	584,422	780,269	646,858	794,092	147,234	23%
Payroll Taxes	308,470	348,989	365,140	401,251	36,111	10%
Payroll Retirement	510,676	486,093	541,961	537,424	(4,536)	-1%
Total Payroll and Related	5,046,168	5,609,923	5,678,693	6,169,061	490,367	9%
Capital Outlay	52,527	66,765	62,525	126,735	64,210	103%
Debt Service	3,926,942	3,345,456	3,255,262	3,358,537	103,275	3%
Economic Development	469,851	336,940	336,982	36,982	(300,000)	-89%
Leases and Rentals	36,384	35,174	36,845	38,259	1,414	4%
Public Notices	38,282	48,377	47,477	47,477	-	0%
Rent & Utilities	740,377	1,019,069	1,024,069	1,032,852	8,783	1%
Repair & Maintenance	413,445	442,813	428,891	566,681	137,790	32%
Services	6,272,676	5,763,978	6,091,649	6,315,264	223,615	4%
Supplies	202,207	265,275	284,236	266,856	(17,380)	-6%
Travel & Training	163,462	223,403	236,738	252,904	16,166	7%
Transfers Out Operating	911,268	1,005,901	455,901	175,989	(279,912)	-61%
Total Operations & Maintenance	13,227,420	12,553,150	12,260,575	12,218,536	(42,039)	0%
TOTAL OPERATING EXPENDITURES	18,273,587	18,163,073	17,939,268	18,387,596	448,328	2%
Capital Project Funds	9,345,922	6,388,521	5,007,060	2,385,749	(2,621,311)	-52%
Maintenance & Replacement Funds	416,583	1,079,475	1,340,869	932,438	(408,431)	-30%
Total Capital	9,762,506	7,467,996	6,347,929	3,318,187	(3,029,742)	-48%
Transfers Out	3,467,629	4,131,904	5,362,904	3,529,455	(1,833,449)	-34%
Other Uses	-	-	-	-	-	0%
Total Other Uses	3,467,629	4,131,904	5,362,904	3,529,455	(1,833,449)	-34%
GF Academic Expenditures	8,481,868	8,710,132	8,775,132	9,572,502	797,370	9%
GF Academic Other Uses	85,000	76,000	90,000	90,000	-	0%
Total Academic	8,566,868	8,786,132	8,865,132	9,662,502	797,370	9%
TOTAL NON-OPERATING EXPENDITURES	21,797,002	20,386,032	20,575,965	16,510,144	(4,065,821)	-20%
TOTAL EXPENDITURES AND OTHER SOURCES	\$ 40,070,590	\$ 38,549,106	\$ 38,515,234	\$ 34,897,740	\$ (3,617,493)	-9%

SUMMARY

Excess Revenues over(under) Expenditures	(7,737,831)	1,874,422	3,149,278	(693,765)	(3,843,041)	122%
Beginning Fund Balance (Municipal)	28,382,162	20,075,756	19,453,696	24,417,301	4,963,605	26%
Prior Period Adjustment (TWDB)	-	-	1,952,082	-	(1,952,082)	-100%
Beginning Fund Balance (Academic)	939,271	1,105,605	1,105,605	1,253,786	148,181	13%
FUND BALANCE, BEGINNING	29,321,433	21,181,361	22,511,383	25,671,087	5,111,786	-23%
FUND BALANCE, ENDING	\$ 21,583,602	\$ 23,055,784	\$ 25,660,662	\$ 24,977,319	\$ 1,268,745	5%

ALL FUNDS - ALL SOURCES and USES

Combining Revenues, Expenditures and Fund Balance

Fiscal Year 2019/2020

General Fund	Enterprise Funds	Internal Service Funds	Special Revenue Funds	Debt Service Funds	Capital Project Funds	MUNICIPAL TOTAL	Academic Funds	TOTAL ALL FUNDS
--------------	------------------	------------------------	-----------------------	--------------------	-----------------------	-----------------	----------------	-----------------

REVENUES AND OTHER SOURCES

General Sales Tax	\$ 5,437,500	\$ -	\$ -	\$ 1,812,500	\$ -	\$ -	\$ 7,250,000	\$ -	\$ 7,250,000
Property Tax	1,634,916	-	-	-	666,221	-	2,301,137	-	2,301,137
Charge for Services	-	5,336,812	-	-	-	-	5,336,812	-	5,336,812
Hotel Occupancy Tax	-	-	-	853,684	-	-	853,684	-	853,684
Beverage Tax	62,500	-	-	-	-	-	62,500	-	62,500
Franchise Fees	316,924	-	-	-	-	-	316,924	-	316,924
Permits and Fees Other	197,235	-	6,000	-	-	-	203,235	-	203,235
Permits and Fees Building	2,635,325	-	-	-	-	-	2,635,325	-	2,635,325
Permits and Fees Utility	-	255,841	-	-	-	-	255,841	-	255,841
Fines & Forfeitures	547,426	-	-	-	-	-	547,426	-	547,426
Investment Earnings	278,616	60,900	44,469	15,641	-	199,526	599,152	-	599,152
Contributions	-	-	-	280,000	-	-	280,000	-	280,000
Misc Income	26,600	17,850	-	4,112	-	-	48,562	-	48,562
Total Revenues	11,137,042	5,671,403	50,469	2,965,937	666,221	199,526	20,690,598	-	20,690,598
Transfers In	67,225	-	478,370	-	1,988,489	1,171,360	3,705,444	-	3,705,444
Other Sources	-	-	-	-	-	-	-	-	-
Total Other Sources	67,225	-	478,370	-	1,988,489	1,171,360	3,705,444	-	3,705,444
GF Academic Revenues	-	-	-	-	-	-	-	9,717,933	9,717,933
GF Academic Other Resources	-	-	-	-	-	-	-	90,000	90,000
Total Academic	-	-	-	-	-	-	-	9,807,933	9,807,933
TOTAL REVENUES AND OTHER SOURCES	\$ 11,204,267	\$ 5,671,403	\$ 528,839	\$ 2,965,937	\$ 2,654,710	\$ 1,370,886	\$ 24,396,042	\$ 9,807,933	\$ 34,203,975

EXPENDITURES AND OTHER USES

Payroll Salaries	\$ 4,427,098	\$ 9,195	\$ -	\$ -	\$ -	\$ -	\$ 4,436,293	\$ -	\$ 4,436,293
Payroll Transfer Out	-	522,424	-	564,879	-	-	1,087,303	-	1,087,303
Payroll Transfer In	(1,087,303)	-	-	-	-	-	(1,087,303)	-	(1,087,303)
Payroll Insurance	794,092	-	-	-	-	-	794,092	-	794,092
Payroll Taxes	401,251	-	-	-	-	-	401,251	-	401,251
Payroll Retirement	537,424	-	-	-	-	-	537,424	-	537,424
Total Payroll & Related	5,072,563	531,619	-	564,879	-	-	6,169,061	-	6,169,061
Capital Outlay	95,680	31,055	-	-	-	-	126,735	-	126,735
Debt	256,430	408,027	-	-	2,694,080	-	3,358,537	-	3,358,537
Economic Development	-	-	-	36,982	-	-	36,982	-	36,982
Leases and Rentals	36,759	1,500	-	-	-	-	38,259	-	38,259
Public Notices	26,862	-	-	20,615	-	-	47,477	-	47,477
Rent & Utilities	770,340	179,721	-	82,791	-	-	1,032,852	-	1,032,852
Repair & Maintenance	401,116	165,565	-	-	-	-	566,681	-	566,681
Services	2,561,647	3,481,382	-	268,625	3,610	-	6,315,264	-	6,315,264
Supplies	248,054	7,040	-	11,762	-	-	266,856	-	266,856
Travel & Training	235,190	10,420	-	7,294	-	-	252,904	-	252,904
Transfer Out Operating	175,989	-	-	-	-	-	175,989	-	175,989
Total Operations & Maintenance	4,808,067	4,284,710	-	428,069	2,697,690	-	12,218,536	-	12,218,536
TOTAL OPERATING EXPENDITURES	9,880,629	4,816,329	-	992,948	2,697,690	-	18,387,596	-	18,387,596
Maintenance & Replacement	-	-	932,438	-	-	-	932,438	-	932,438
Capital Project Funds	-	-	-	-	-	2,385,749	2,385,749	-	2,385,749
Total Capital	-	-	932,438	-	-	2,385,749	3,318,187	-	3,318,187
Transfers Out	1,354,730	82,225	-	2,092,500	-	-	3,529,455	-	3,529,455
Other Uses	-	-	-	-	-	-	-	-	-
Total Other Uses	1,354,730	82,225	-	2,092,500	-	-	3,529,455	-	3,529,455
TOTAL NON-OPERATING EXPENDITURES	1,354,730	82,225	932,438	2,092,500	-	2,385,749	6,847,642	-	6,847,642
GF Academic Expenditures	-	-	-	-	-	-	-	9,572,502	9,572,502
GF Academic Other Uses	-	-	-	-	-	-	-	90,000	90,000
Total Academic	-	-	-	-	-	-	-	9,662,502	9,662,502
TOTAL EXPENDITURES AND OTHER USES	\$ 11,235,359	\$ 4,898,554	\$ 932,438	\$ 3,085,448	\$ 2,697,690	\$ 2,385,749	\$ 25,235,238	\$ 9,662,502	\$ 34,897,740

SUMMARY

Excess Revenue over (under) Expenditures	(31,092)	772,849	(403,599)	(119,511)	(42,980)	(1,014,863)	(839,196)	145,431	(693,765)
PY Beginning Fund Balance	9,761,849	(189,342)	1,434,482	2,275,657	31,249	7,245,405	(641,892)	1,105,605	20,559,301
PY Revenues/Transfers (estimated)	14,758,012	7,001,651	2,427,253	12,294,550	2,705,331	2,388,826	(641,892)	8,923,313	38,627,224
PY Expenses/Transfers (estimated)	(12,404,565)	(6,649,006)	(1,340,869)	(12,317,156)	(2,693,600)	(3,010,728)	(641,892)	(8,775,132)	(36,419,592)
Prior Year Adjustment (TWDB)	-	1,952,082	-	-	-	-	-	-	-
BEGINNING FUND BALANCE	12,115,299	2,115,385	2,520,867	999,266	42,980	6,623,503	24,417,301	1,253,786	25,671,087
ENDING FUND BALANCE	\$ 12,084,207	\$ 2,888,234	\$ 2,117,268	\$ 879,755	\$ (0)	\$ 5,608,640	\$ 23,578,105	\$ 1,399,217	\$ 24,977,319

The following is a high-level overview of the budgeted revenues, other sources, expenditures and other uses. Please refer to individual funds for detailed explanations of the following changes.

REVENUES AND OTHER SOURCES

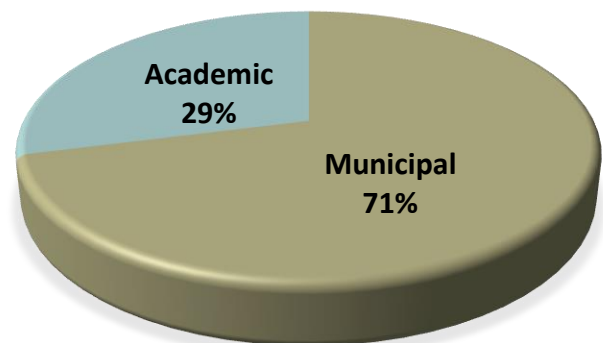
Revenues and other sources are budgeted to be \$34,203,975.

This represents a 18% decrease of \$7,460,534 from prior year estimated.

Municipal

- General Sales Tax decreased \$550,000
- Property Tax increased \$268,351
- Charge for Services increased \$748,762
- Hotel Occupancy Tax decreased \$230
- Franchise Fees decreased \$514,171
- Permits & Fees Other decreased \$53,750
- Permits & Fees Buildings decreased \$2,748,170
- Permits & Fees Utility increased \$26,600
- Fines & Forfeitures decreased \$685
- Contributions decreased \$1,127,234
- Misc Income decreased \$91,235
- Transfers In decreased \$2,113,361
- Other Sources decreased \$2,100,000

Revenues and Other Sources



Academic

- Revenues increased \$794,620

OPERATING EXPENDITURES

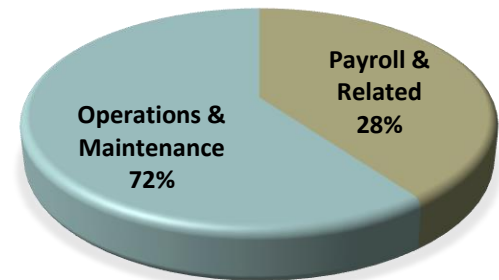
Operating expenditures are budgeted to be \$18,387,596.

This represents a 3% increase of \$448,328 from the prior year estimated.

- Payroll and Related is budgeted at \$6,169,060
- This reflects a 9% increase of \$490,367 from the prior year estimated
 - Wages increased \$311,559
 - Transfers Out decreased \$71,140
 - Transfers In increased \$71,140
 - Insurances increased \$147,234
 - Taxes increased \$36,111
 - Retirement decreased \$4,536

- **Municipal Operations and Maintenance is budgeted at \$12,218,536;**
- **This reflect an .01% decrease of \$42,039 from the prior year estimated.**
 - Capital Outlay increased \$64,210
 - Debt Service increased \$103,275
 - Economic Development decreased \$300,000
 - Leases and Rentals increased \$1,414
 - Rent & Utilities increased \$8,783
 - Repair & Maintenance increased \$137,790
 - Services increased \$223,615
 - Supplies decreased \$17,380
 - Travel & Training increased \$16,166
 - Transfers Out Operating decreased \$279,912

Operating Expenditures



NON-OPERATING EXPENDITURES

Non-operating expenditures are budgeted to be \$16,510,144

This represents a 20% decrease of \$4,065,821, the prior year estimated.

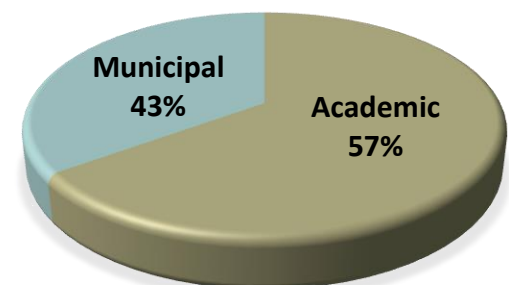
Municipal

- Maintenance/Replacement funds decreased \$408,431
- Capital Projects decreased \$2,621,311
- Transfers Out decreased \$1,833,449

Academic

- Expenditures increased \$797,370

Non Operating Expenditures



FUND BALANCE

- Excess revenues over(under) expenditures is projected to be (\$693,765)
- The beginning fund balance is projected to be \$25,671,087
- The ending fund balance is projected to be \$24,977,319

This page is intentionally blank

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.

Section 2 Financial Analysis Property Tax Overview

The ad valorem tax rate per \$100 of assessed valuation is proposed to increase from \$0.15600 to \$0.16018, an increase of \$0.00418

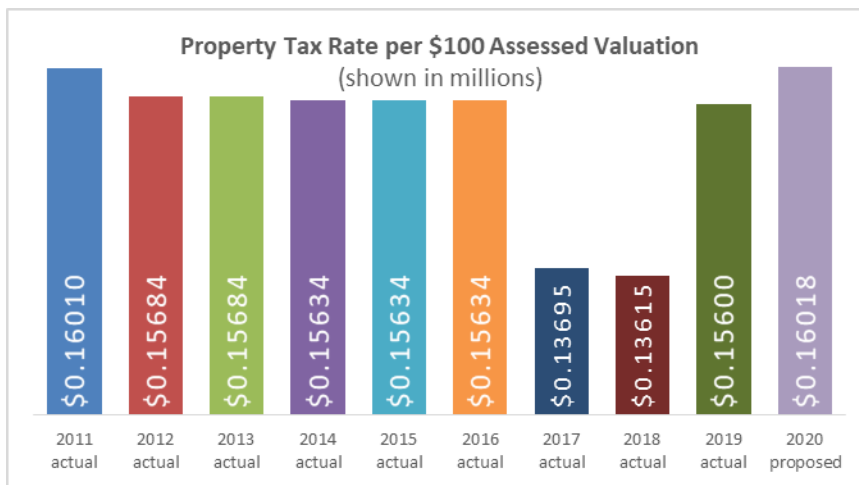
	FY 18/19 Adopted Tax Rate	FY19/20 Proposed Tax Rate	Change Amount
M&O	\$ 0.13201	\$0.11453	\$ (0.01748)
I&S	\$ 0.02399	\$0.04565	\$ 0.021660
	\$ 0.15600	\$0.16018	\$0.00418

The tax rate of \$0.16018 is split between General Fund operations and debt service.

The allocation for general operations is \$0.11453 and totals \$1.63M.

The allocation for debt service is \$0.04565 and the debt obligation secured by property taxes is \$709K

- 2011 CO payment for street projects of \$119K
- 2013 GO Refunding payment of \$171K for Arts & Science Center construction.
- 2013 CO payment for the Westlake Academy construction expansion of \$417K



This budget will raise more revenue from property taxes than last year's adopted budget by an amount of \$430,534, which is a 23.02 percent increase from last year's budget.

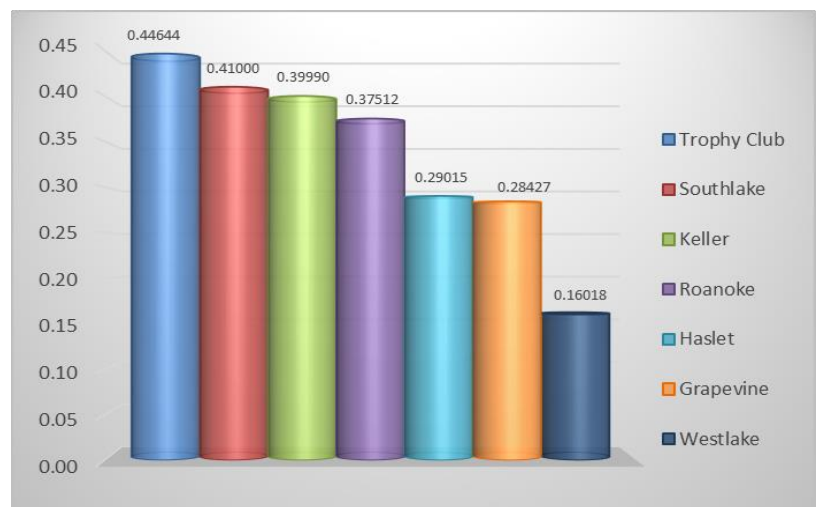
The property tax revenue to be raised from new property added to the tax roll this year is \$259,232.

As can be seen by the chart below, Westlake's ad valorem tax rate remains one of the lowest in the immediate area as well as the state.

Based on July 2019 certified values, the Town's "net taxable value" increased by \$ 154,432,477 over the prior year adjusted information for FY 18-19

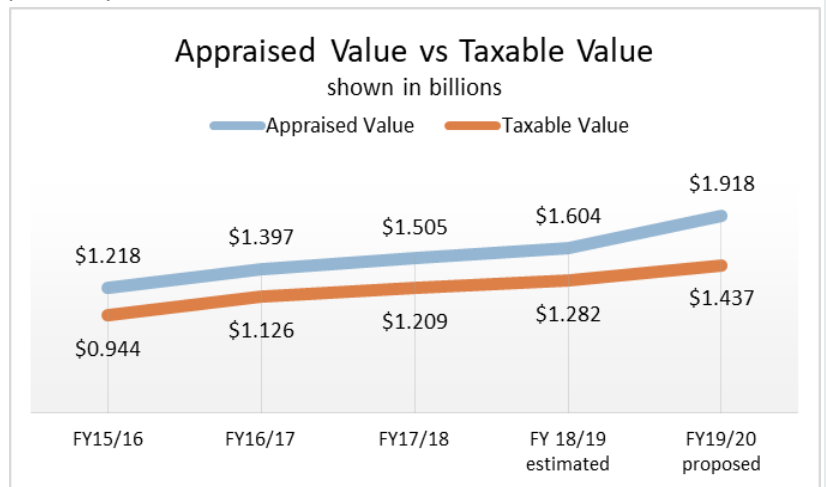
This is attributable to

- 19% residential increase
- 36% commercial increase
- 13% personal increase



Westlake's property values have increased appreciably over time, as shown in this chart.

The difference between assessed value and taxable value is due to values related to the Town's homestead and other exemptions. State law requires a taxing unit to calculate two rates after receiving its certified appraisal roll – the effective tax rate and the rollback tax rate. The effective rate is the rate that will generate the same amount of property tax dollars as the previous year, excluding new construction and annexations, when the two years are compared. The rollback rate is the highest tax rate the taxing unit can set before the taxpayers can start tax rollback procedures.



Depending on the ultimate rate that is chosen by the Town and its relationship to the effective rate, there are requirements that must be followed to comply with truth-in-taxation laws. These requirements protect the public's right-to-know concerning tax rate decisions.

EXEMPTIONS TO THE TAX LEVY AND PROPERTY TAX REDUCTION FROM SALES AND USE TAX

1. Homestead Exemption
 - This is an exemption offered by the Town which reduces the taxable value of all homes by 20%, which is the maximum amount allowed under the law.
2. Additional 65+ or Disabled Exemption
 - A \$10,000 exemption on the taxable value of homes of 65+ or disabled residents. (This is one or the other, not both).
3. Homestead Tax Ceiling
 - Limits the total amount of taxes residents who are 65+ or disabled pay so that the future years their taxes will not increase beyond what they are currently paying.
 - Any resident that was 65 when Westlake adjusted its ad valorem rate in 2010, will not pay any municipal ad valorem taxes due to this tax ceiling.
 - If a resident turned 65 this year, then the amount they paid this year in municipal ad valorem taxes would remain fixed at that amount. They will not pay more but could potentially pay less if taxes are lowered
4. Property Tax Reduction
 - The citizens of Westlake voted to abolish the ½% additional sales and use tax for economic and industrial development, Section 4A, and to implement the ½% local sales and use tax to be used to reduce the property tax rate effective October 1, 2006.
 - Prior year's sales tax revenues are used in calculating the current tax rates based on State Comptroller's Truth and Taxation process.
 - Current calculations of Westlake's tax rate take these revenues into consideration and has saved our residents approximately \$.14 per \$100 valuation.

AD VALOREM PROPERTY TAX FIVE YEAR ANALYSIS

Homestead exemption 20%

Over 65 exemption - \$10,000

APPRAISED VALUES

Based on July Certified Rolls

	FY 15/16	FY 16/17	FY 17/18	FY18/19 Estimated	FY19/20 Proposed
	\$ 1,217,972,636	\$ 1,397,075,338	\$ 1,504,837,430	\$ 1,604,301,084	\$ 1,917,557,292
amount change	\$ 179,102,702	\$ 107,762,092	\$ 99,463,654	\$ 313,256,208	
percent change	15%	8%	7%	20%	
\$ cumulative chg	\$ 179,102,702	\$ 286,864,794	\$ 386,328,448	\$ 699,584,656	
% cumulative chg	15%	24%	32%	57%	

NET TAXABLE VALUES (these values will not always total due to incomplete accounts, cases before ARB, etc)

	FY 15/16	FY 16/17	FY 17/18	FY18/19 Estimated	FY19/20 Proposed
Total Taxable Values	\$ 944,277,342	\$ 1,125,601,167	\$ 1,209,301,191	\$ 1,282,161,791	\$ 1,436,594,268
	amount change	\$ 181,323,825	\$ 83,700,024	\$ 72,860,600	\$ 154,432,477
	percent change	19%	7%	6%	12%
	\$ cumulative chg	\$ 181,323,825	\$ 265,023,849	\$ 337,884,449	\$ 492,316,926
	% cumulative chg	19%	28%	36%	52%
Residential	\$ 575,171,641	\$ 698,593,564	\$ 767,948,881	\$ 839,005,523	\$ 996,550,612
	amount change	\$ 123,421,923	\$ 69,355,317	\$ 71,056,642	\$ 157,545,089
	percent change	21%	10%	9%	19%
	\$ cumulative chg	\$ 123,421,923	\$ 192,777,240	\$ 263,833,882	\$ 421,378,971
	% cumulative chg	13%	34%	46%	73%
Commercial	\$ 313,905,939	\$ 319,566,649	\$ 334,367,110	\$ 331,015,502	\$ 449,366,350
	amount change	\$ 5,660,710	\$ 14,800,461	\$ (3,351,608)	\$ 118,350,848
	percent change	2%	5%	-1%	36%
	\$ cumulative chg	\$ (34,796,059)	\$ 20,461,171	\$ 17,109,563	\$ 135,460,411
	% cumulative chg	-4%	7%	5%	43%
Personal	\$ 87,390,778	\$ 130,319,064	\$ 113,747,318	\$ 114,657,858	\$ 130,064,496
	amount change	\$ 42,928,286	\$ (16,571,746)	\$ 910,540	\$ 15,406,638
	percent change	49%	-13%	1%	13%
	\$ cumulative chg	\$ 42,928,286	\$ 26,356,540	\$ 27,267,080	\$ 42,673,718
	% cumulative chg	5%	30%	31%	49%
Ag Properties	\$ 515,675	\$ 410,512	\$ 400,144	\$ 1,309,056	\$ 1,055,318

AD VALOREM PROPERTY TAX FIVE YEAR ANALYSIS

Homestead exemption 20%

Over 65 exemption - \$10,000

NEW NET TAXABLE VALUE

	FY 15/16	FY 16/17	FY 17/18	FY18/19 Estimated	FY19/20 Proposed
New Residential	\$ 41,980,793	\$ 56,221,461	\$ 29,301,506	\$ 33,659,179	\$ 72,482,544
	amount change	\$ 14,240,668	\$ (26,919,955)	\$ 4,357,673	\$ 38,823,365
	percent change	34%	-48%	15%	115%
	\$ cumulative chg	\$ 14,240,668	\$ (12,679,287)	\$ (8,321,614)	\$ 30,501,751
	% cumulative chg	2%	-30%	-20%	73%
New Commercial	\$ -	\$ -	\$ 13,586,641	\$ 2,201,041	\$ 89,355,469
	amount change	\$ -	\$ 13,586,641	\$ (11,385,600)	\$ 75,768,828
	percent change	0%	100%	-84%	3442%
	\$ cumulative chg	\$ -	\$ 13,586,641	\$ 2,201,041	\$ 77,969,869
	% cumulative chg	0%	100%	100%	100%

AVERAGE VALUE PER HOME

	FY 15/16	FY 16/17	FY 17/18	FY18/19 Estimated	FY19/20 Proposed
Avg Market Value	\$ 1,494,089	\$ 1,803,855	\$ 1,758,822	\$ 1,827,975	\$ 2,009,473
	amount change	\$ 309,766	\$ (45,033)	\$ 69,153	\$ 181,498
	percent change	21%	-2.50%	3.93%	9.93%
	\$ cumulative chg	\$ 309,766	\$ 264,733	\$ 333,886	\$ 515,384
	% cumulative chg	0%	18%	22%	34%

AD VALOREM TAX PAYMENT ON AVERAGE HOME VALUE (w/homestead exemption)

	FY 15/16	FY 16/17	FY 17/18	FY18/19 Estimated	FY19/20 Proposed
Avg Taxable Value	\$ 1,263,978	\$ 1,425,943	\$ 1,451,120	\$ 1,505,483	\$ 1,612,692
Tax Payment	\$ 1,976	\$ 1,562	\$ 1,581	\$ 1,879	\$ 2,067
	amount change	\$ (414)	\$ 18	\$ 298	\$ 188
	percent change	-20.94%	1.17%	18.87%	9.99%

AD VALOREM PROPERTY TAX FIVE YEAR ANALYSIS

Homestead exemption 20%

Over 65 exemption - \$10,000

TOTAL TAX REVENUE GENERATED

	FY 15/16	FY 16/17	FY 17/18	FY18/19 Estimated	FY19/20 Proposed
Total Revenue	\$ 1,479,452	\$ 1,577,814	\$ 1,622,109	\$ 1,864,852	\$ 2,301,137
	<i>amount change</i>	\$ 98,362	\$ 44,296	\$ 242,743	\$ 436,285
	<i>percent change</i>	6.65%	2.81%	14.96%	23.40%
New Residential	\$ 61,533	\$ 76,995	\$ 39,894	\$ 52,508	\$ 116,103
	<i>amount change</i>	\$ 15,462	\$ (37,101)	\$ 12,614	\$ 63,594
	<i>percent change</i>	25.13%	-48.19%	31.62%	121.11%
New Commercial	\$ -	\$ -	\$ 18,498	\$ 3,434	\$ 143,130
	<i>amount change</i>	\$ -	\$ 18,498	\$ (15,065)	\$ 139,696
	<i>percent change</i>	0.00%	100%	-81.44%	4068.47%
Raised from New	\$ 61,533	\$ 76,995	\$ 58,392	\$ 55,942	\$ 259,232
Raised from Existing	\$ 1,417,919	\$ 1,500,818	\$ 1,563,717	\$ 1,808,910	\$ 2,041,905

TAX RATE DISTRIBUTION AMOUNT

	FY 15/16	FY 16/17	FY 17/18	FY18/19 Estimated	FY19/20 Proposed
General Fund	\$ 0.13947	\$ 0.12882	\$ 0.11133	\$ 0.13201	\$ 0.11453
Debt Service	0.01687	0.00813	0.02482	0.02399	0.04565
TOTAL TAX RATE	\$ 0.15634	\$ 0.13695	\$ 0.13615	\$ 0.15600	\$ 0.16018
	<i>amount change</i>	(0.01939)	(0.00080)	0.01985	0.00418
	<i>percent change</i>	-12.40%	-0.58%	14.58%	2.68%

TAX RATE DISTRIBUTION PERCENT

	FY 15/16	FY 16/17	FY 17/18	FY18/19 Estimated	FY19/20 Proposed
General Fund	89.21%	94.06%	81.77%	84.62%	71.50%
Debt Service	10.79%	5.94%	18.23%	15.38%	28.50%
TOTAL	100%	100%	100%	100%	100%

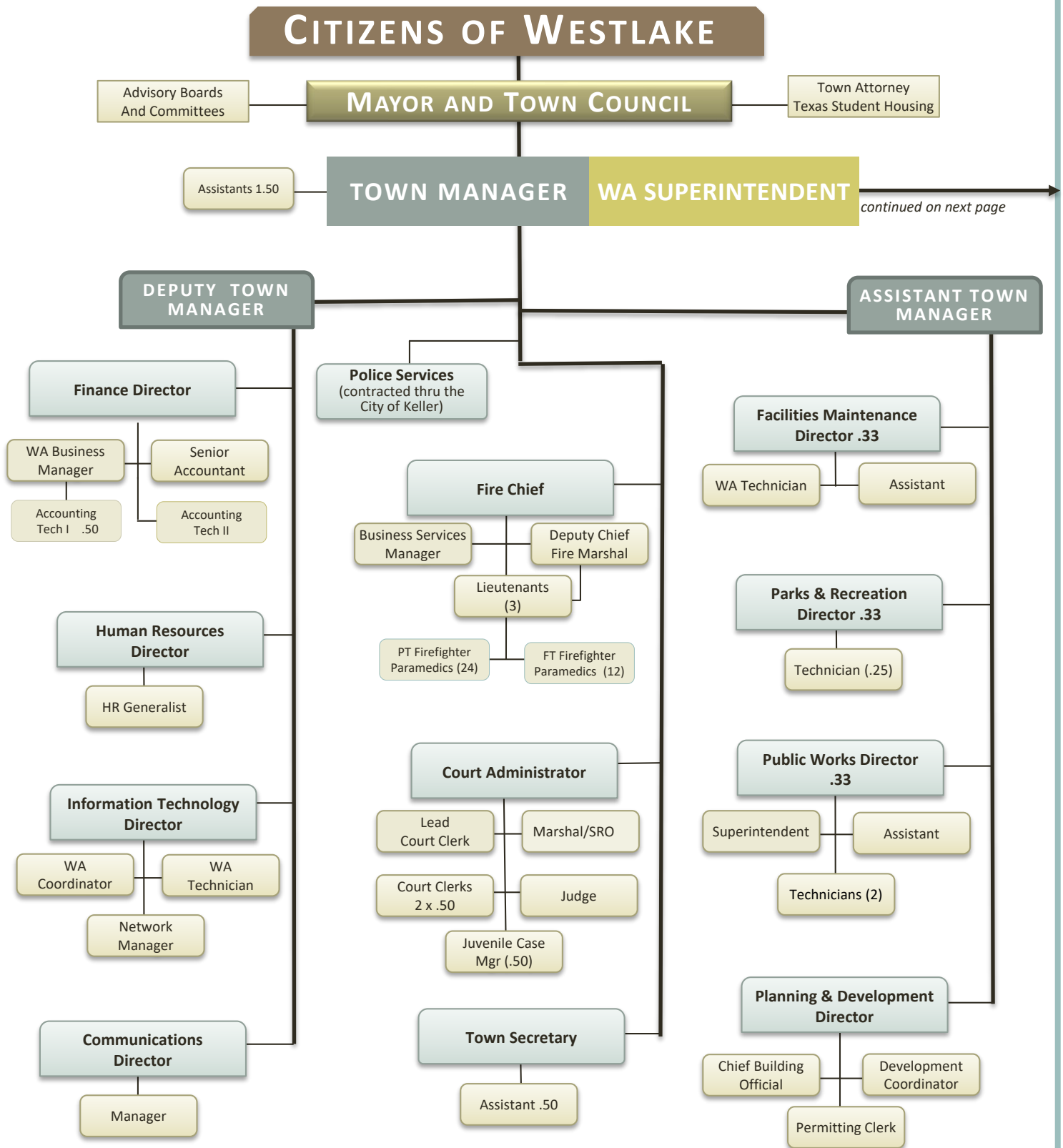
TAX REVENUE BY FUND TYPE

	FY 15/16	FY 16/17	FY 17/18	FY18/19 Estimated	FY19/20 Proposed
General Fund	\$ 1,318,059	\$ 1,482,625	\$ 1,325,125	\$ 1,577,153	\$ 1,645,294.70
Debt Service	\$ 161,393	\$ 95,189	\$ 296,984	\$ 287,699	\$ 655,842.00
TOTAL	\$ 1,479,452	\$ 1,577,814	\$ 1,622,109	\$ 1,864,852	\$ 2,301,137
	<i>amount change</i>	\$ 98,362	\$ 44,296	\$ 242,743	\$ 436,285
	<i>percent change</i>	6.65%	2.81%	14.96%	23.40%

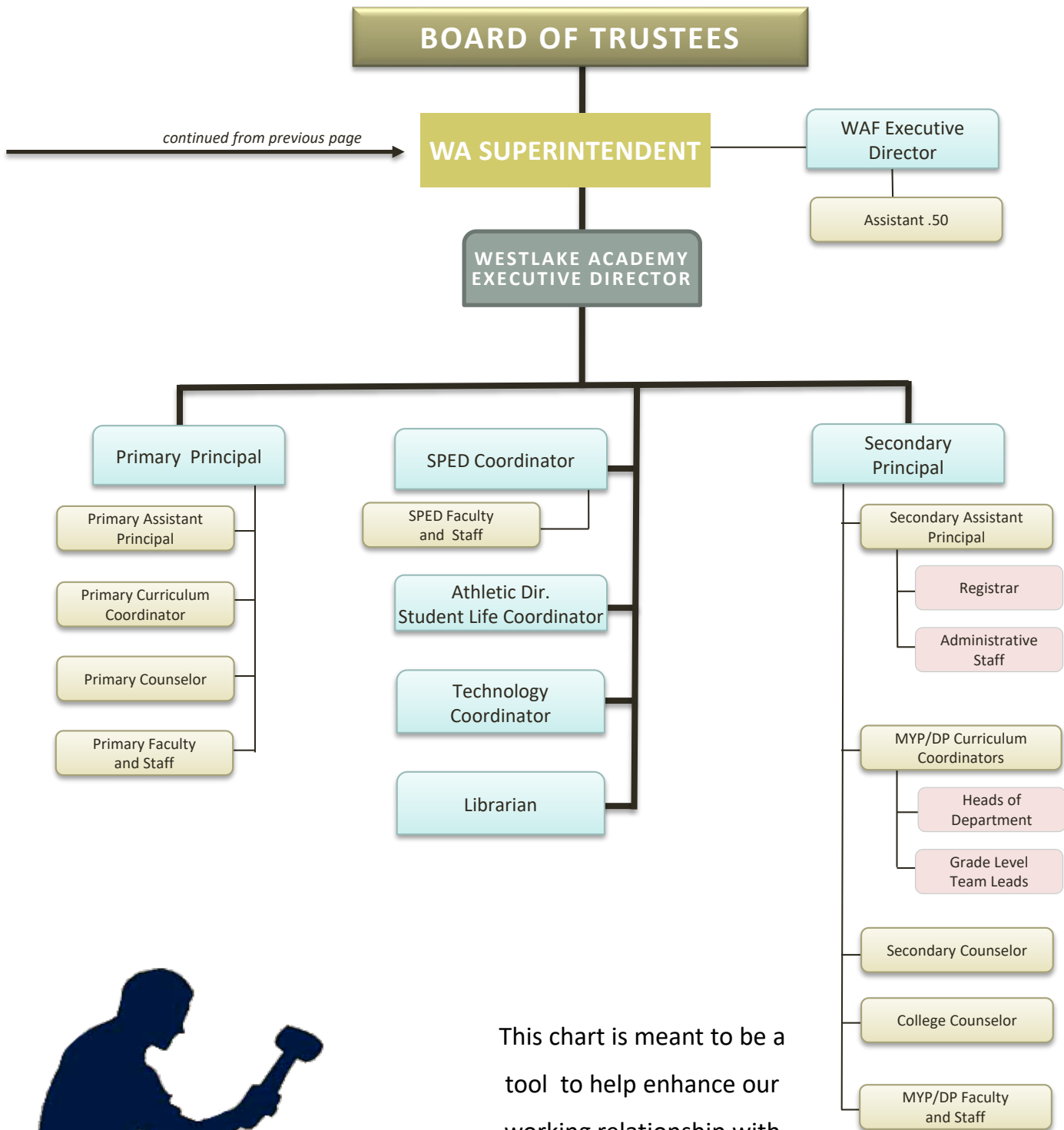
Personnel Overview

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.

With this in mind, 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 Westlake Academy



This chart is 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.

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

Budgeted to be \$6,169,061 and comprises 45% of General Fund total expenditures and other uses. This reflects an 9% increase of \$490,367 when compared to prior year estimates.

This is due to the addition of three new positions:

- Full Time Fire Dept Business Manager (+1)
- Full Time Public Works Technician (+1)
- Part Time Academy Accounting Technician (+.5)

The Town is realizing a full year's salary for changes made during the last fiscal year. (-.50)

- additional employees and promotions
- changes to departmental allocation

The following changes are proposed for FY19/20

- Market band adjustments
- Performance Pay
- Adding car and phone allowances
- The Marshal's department will transition four part-time marshals into one full time employee. (+1)
- The Fire Department will transition three part-time fire fighters to one full time employee each. +(.5) The increase in costs are partially offset by the reduction of the current part-time wages for the fire fighter positions.
- Employee Insurance reflects a 23% increase. Due to anticipated plan changes; anticipated changes to existing employee coverage; additional insurance if FY19/20 adopted positions are approved.
- 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.

MUNICIPAL EMPLOYEES PAYROLL PROGRAM SUMMARY

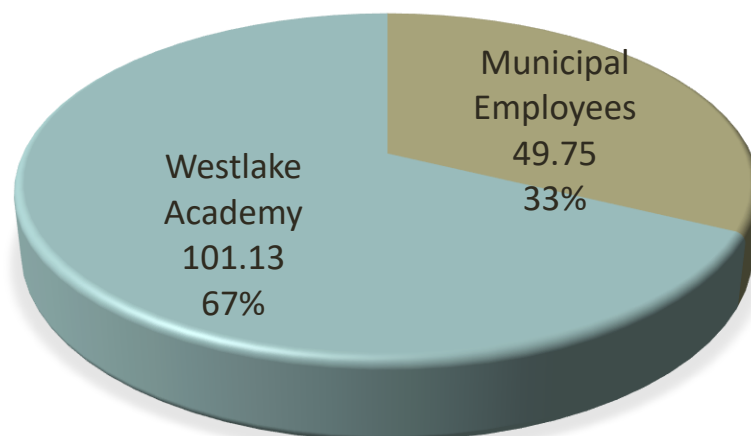
	Adopted FY 18/19	Estimated FY 18/19	Proposed FY19/20	FY19/20 Proposed vs FY 18/19 Estimated	
Full-Time Regular Wages	\$ 3,472,786	\$ 3,631,339	\$ 4,041,078	\$ 409,739	11%
Overtime Wages	121,725	140,004	149,015	9,010	6%
Part-Time Wages	290,025	224,133	125,924	(98,209)	-44%
Premium Pay/On Call	21,476	22,539	23,382	843	4%
Auto Allowance	34,800	28,200	27,600	(600)	-2%
Cell Phone Allowance	11,760	12,609	15,600	2,991	24%
Moving Allowance	-	14,215	-	(14,215)	-100%
Performance Pay	42,000	42,500	44,500	2,000	5%
Compensated Absences	-	9,195	9,195	-	0%
Total Base Wages	3,994,572	4,124,735	4,436,293	311,559	8%
Medical Insurance	711,266	588,394	728,373	139,979	24%
Dental Insurance	32,862	31,605	33,742	2,138	7%
LTD/AD&D/Life Insurance	36,141	26,860	31,977	5,117	19%
Total Insurance	780,269	646,858	794,092	147,234	23%
Social Security	247,663	256,236	272,505	16,269	6%
Medicare	57,843	59,447	63,731	4,284	7%
Unemployment Taxes	9,517	9,430	10,109	680	7%
Worker's Compensation	33,966	40,027	54,906	14,878	37%
Total Taxes	348,989	365,140	401,251	36,111	10%
TMRS	461,823	511,491	537,424	25,934	5%
ICMA	24,270	30,470	-	(30,470)	-100%
Total Retirement	486,093	541,961	537,424	(4,536)	-1%
Transfers In from UF/VA	(1,114,192)	(1,158,443)	(1,087,303)	71,140	-6%
Transfers out from UF/VA	1,114,192	1,158,443	1,087,303	(71,140)	-6%
Total Payroll Transfers	0	0	0	0	0%
TOTAL	\$ 5,609,923	\$ 5,678,693	\$ 6,169,061	\$ 490,367	9%

EMPLOYEE ALLOCATIONS BY DEPARTMENT

- Total personnel staffing in FY 2019-2020 is budgeted at 44.75 positions.
- This represents a decrease of 1.71 positions from the FY16-17 total of 139.05.
- Police Services continue to be outsourced and contracted through the City of Keller.

Department Name	FY 18/19 Estimated	FY 19/20 Adopted	Change Amount	Change Percent
General Service	1.00	1.00	-	0%
Town Manager	3.00	4.00	1.00	33%
Planning & Development	4.00	4.00	-	0%
Town Secretary	1.50	1.50	-	0%
Emergency Services	15.50	18.00	2.50	16%
Court Dept	3.75	3.25	(0.50)	-13%
Marshal Dept	0.50	1.00	0.50	100%
Juvenile Cases	-	.050	0.50	100%
Public Works	4.00	4.33	0.33	8%
Facilities Maintenance	1.00	0.83	(0.17)	-17%
Finance Dept	4.00	4.50	0.50	13%
Park & Recreation	1.00	0.83	(0.17)	-17%
Information Technology	2.00	2.00	-	0%
Human Resources	2.00	2.00	-	0%
Communications	2.00	2.00	-	0%
Municipal Total	45.25	49.75	4.50	10%
Westlake Academy	94.67	101.13	6.46	6%
Total Employees	139.92	150.88	10.96	8%

FY18/19 RATIO OF MUNICIPAL VS ACADEMIC EMPLOYEES



EMPLOYEE FORECAST THRU FY23/24

Dept No.	Department Name	20/21 Forecast	21/22 Forecast	22/23 Forecast	23/24 Forecast
10	Administrative	1.00	1.00	1.00	1.00
11	Town Manager	4.00	4.00	4.00	4.00
12	Planning & Development	4.00	4.00	4.00	4.00
13	Town Secretary	1.50	1.50	1.50	1.50
14	Emergency Services	24.00	28.00	31.00	31.00
15	Municipal Court	3.75	3.75	3.75	3.75
16	Public Works	5.33	5.33	5.33	5.33
17	Facilities Maintenance	1.58	1.58	1.58	2.58
18	Finance Dept	5.00	5.00	5.00	5.00
19	Park & Recreation	0.33	0.33	0.33	0.33
20	Information Technology	3.00	3.00	3.00	3.00
21	Human Resources	3.00	3.00	3.00	3.00
22	Communications	3.50	3.50	3.50	3.50
	Municipal Employees	60.00	64.00	67.00	68.00
	Westlake Academy	101.13	101.13	101.13	101.13
	Total Employees	161.13	165.13	168.13	169.13

RATIO OF MUNICIPAL EMPLOYEES TO RESIDENTS

- For FY19/20 there are 1,664 projected residents and 49.75 projected employees.
- This equals a ratio of 33.45 residents per each full-time equivalent employee.
- This is a decrease of .90 estimated residents per FTE positions.

Position	FY15/16 Actual	FY16/17 Actual	FY17/18 Actual		FY 18/19 Estimated	FY 19/20 Adopted	Change
Westlake Residents	1,270	1,310	1,383		1,554	1,664	110.00
Municipal Employees	36.76	37.50	45.00		45.25	49.75	4.50
Residents per Employee	34.55	34.93	30.73		34.34	33.45	(0.90)

PERSONNEL STAFFING by DEPARTMENT & POSITION

Dept	Position	FY 17/18 Audited Actual	FY 18/19 Estimated Positions	FY 19-20 Proposed Positions	change	20/21 Forecast	21/22 Forecast	22/23 Forecast	23/24 Forecast
10	GENERAL ADMINISTRATIVE								
	Administrative Assistant	1.00	1.00	1.00	-	1.00	1.00	1.00	1.00
<i>funded by Xfr</i>	<i>WAF Executive Director</i>	-	-	-	-	-	-	-	-
<i>Out to WA</i>	<i>WAF Assistant</i>	-	-	-	-	-	-	-	-
		1.00	1.00	1.00	-	1.00	1.00	1.00	1.00
11	TOWN MANAGER'S OFFICE								
	<u>Town Manager AD</u>	1.00	-	1.00	1.00	1.00	1.00	1.00	1.00
	<u>Town Manager TB</u>		0.50	-	(0.50)	-	-	-	-
	Deputy Town Manager	-	0.50	1.00	0.50	1.00	1.00	1.00	1.00
	Assistant Town Manager JG	1.00	-	1.00	1.00	1.00	1.00	1.00	1.00
	Assistant Town Manager AD		1.00	-	(1.00)	-	-	-	-
	Administrative Assistant	0.50	0.50	0.50	-	0.50	0.50	0.50	0.50
	Part-Time Intern	0.50	0.50	0.50	-	0.50	0.50	0.50	0.50
		3.00	3.00	4.00	1.00	4.00	4.00	4.00	4.00
12	PLANNING & DEVELOPMENT								
	<u>Planning & Development Director</u>	1.00	1.00	1.00	-	1.00	1.00	1.00	1.00
	Development Coordinator	1.00	1.00	1.00	-	1.00	1.00	1.00	1.00
	Chief Building Official	1.00	1.00	1.00	-	1.00	1.00	1.00	1.00
	Permitting Clerk	1.00	1.00	1.00	-	1.00	1.00	1.00	1.00
		4.00	4.00	4.00	-	4.00	4.00	4.00	4.00
13	TOWN SECRETARY'S OFFICE								
	<u>Town Secretary</u>	1.00	1.00	1.00	-	1.00	1.00	1.00	1.00
	Administrative Assistant	0.50	0.50	0.50	-	0.50	0.50	0.50	0.50
		1.50	1.50	1.50	-	1.50	1.50	1.50	1.50
14	FIRE/EMS DEPARTMENT								
	<u>Fire Chief</u>	1.00	1.00	1.00	-	1.00	1.00	1.00	1.00
	Fire Marshal/Deputy Chief	1.00	1.00	1.00	-	1.00	1.00	1.00	1.00
					-				
1st Shift	Lt. Firefighter/Paramedic	1.00	1.00	1.00	-	1.00	1.00	1.00	1.00
	Firefighter/Paramedics full time	3.00	3.00	3.00	-	3.00	3.00	3.00	3.00
	Firefighter/Paramedics part time	0.50	0.50	1.00	0.50	1.00	1.00	1.00	1.00
2nd Shift	Lt. Firefighter/Paramedic	1.00	1.00	1.00	-	1.00	1.00	1.00	1.00
	Firefighter/Paramedics full time	3.00	3.00	3.00	-	3.00	3.00	3.00	3.00
	Firefighter/Paramedics part time	0.50	0.50	1.00	0.50	1.00	1.00	1.00	1.00
3rd Shift	Lt. Firefighter/Paramedic	1.00	1.00	1.00	-	1.00	1.00	1.00	1.00
	Firefighter/Paramedics full time	3.00	3.00	3.00	-	3.00	3.00	3.00	3.00
	Firefighter/Paramedics part time	0.50	0.50	1.00	0.50	1.00	1.00	1.00	1.00
	Clerk/Admin Assistant	-	-	1.00	1.00	1.00	1.00	1.00	1.00
	Fire Inspector/Pub Ed Sp	-	-	-	-	1.00	1.00	1.00	1.00
	Driver Engineers	-	-	-	-	-	3.00	3.00	3.00
2nd Station	Lt. Firefighter/Paramedic	-	-	-	-	1.00	1.00	1.00	1.00
	Firefighter/Paramedics	-	-	-	-	4.00	5.00	8.00	8.00
		15.50	15.50	18.00	2.50	24.00	28.00	31.00	31.00
15.000	MUNICIPAL COURT OFFICE								
	<u>Court Administrator</u>	1.00	1.00	1.00	-	1.00	1.00	1.00	1.00
	Lead Clerk	1.00	1.00	1.00	-	1.00	1.00	1.00	1.00
	Clerk Full Time (split with 15.002)	1.00	1.00	0.50	(0.50)	0.50	0.50	0.50	0.50
	Clerk Part Time	0.50	0.50	0.50	-	0.50	0.50	0.50	0.50
	Court Judge	0.25	0.25	0.25	-	0.25	0.25	0.25	0.25
		3.75	3.75	3.25	(0.50)	3.25	3.25	3.25	3.25
15.001	MARSHAL SERVICES								
	Marshal Part Time 1	0.13	0.125	-	(0.125)	-	-	-	-
	Marshal Part Time 2	0.13	0.125	-	(0.125)	-	-	-	-
	Marshal Part Time 3	0.13	0.125	-	(0.125)	-	-	-	-
	Marshal Part Time 4	0.13	0.125	-	(0.125)	-	-	-	-
	Marshal Full Time	-	-	1.00	1.00	1.00	1.00	1.00	1.00
		0.50	0.50	1.00	0.50	-	-	-	-

PERSONNEL STAFFING by DEPARTMENT & POSITION

Dept	Position	FY 17/18 Audited Actual	FY 18/19 Estimated Postions	FY 19-20 Proposed Positions	change	20/21 Forecast	21/22 Forecast	22/23 Forecast	23/24 Forecast
15.002	JUVENILE CASE								
	Case Manager FT (split with 15.000)	-	-	0.50	0.50	0.50	0.50	0.50	0.50
		-	-	0.50	0.50	0.50	0.50	0.50	0.50
16	PUBLIC WORKS OFFICE								
	Public Works Director JG	1.00	1.00	-	(1.00)	-	-	-	-
	Public Works Director TM	-	-	0.33	0.33	0.33	0.33	0.33	0.33
	Utility Technician #1	1.00	1.00	1.00	-	1.00	1.00	1.00	1.00
	Utility Billing Coordinator	1.00	1.00	1.00	-	1.00	1.00	1.00	1.00
	Utility Technician #2	-	-	1.00	1.00	1.00	1.00	1.00	1.00
	Superintendent	-	-	1.00	1.00	1.00	1.00	1.00	1.00
	Project Manager	1.00	1.00	-	(1.00)	1.00	1.00	1.00	1.00
		4.00	4.00	4.33	0.33	5.33	5.33	5.33	5.33
17	FACILITIES MAINTENANCE								
	Facilities Maintenance Director	0.50	0.50	0.33	(0.17)	0.33	0.33	0.33	0.33
	Clerk/Admin Assistant	0.75	0.50	0.50	-	1.00	1.00	1.00	1.00
		1.25	1.00	0.83	(0.17)	1.58	1.58	1.58	2.58
18	FINANCE OFFICE								
	Finance Director	1.00	1.00	1.00	-	1.00	1.00	1.00	1.00
	Finance Supervisor	1.00	1.00	1.00	-	1.00	1.00	1.00	1.00
	Accting Tech Level 2 Municipal	1.00	1.00	1.00	-	1.00	1.00	1.00	1.00
	Business Manager WA	-	-	1.00	1.00	-	-	-	-
	Accting Tech Level 1 for WA	-	-	0.50	0.50	1.00	1.00	1.00	1.00
	Accting Tech Level II Academic	1.00	1.00	-	(1.00)	1.00	1.00	1.00	1.00
		4.00	4.00	4.50	0.50	5.00	5.00	5.00	5.00
19	PARKS & RECREATION OFFICE								
	Parks & Recreation Director	0.50	0.50	0.33	(0.17)	0.33	0.33	0.33	0.33
	Clerk Admin/Assistant	-	0.50	0.50	-	-	-	-	-
		0.50	1.00	0.83	(0.17)	0.33	0.33	0.33	0.33
20	INFORMATION TECHNOLOGY								
	Information Technology Director	1.00	1.00	1.00	-	1.00	1.00	1.00	1.00
	Network Administrator	1.00	1.00	1.00	-	1.00	1.00	1.00	1.00
	Systems Administrator	-	-	-	-	1.00	1.00	1.00	1.00
		2.00	2.00	2.00	-	3.00	3.00	3.00	3.00
21	HUMAN RESOURCES OFFICE								
	Human Resources Director	1.00	1.00	1.00	-	1.00	1.00	1.00	1.00
	HR Generalist 1	1.00	1.00	1.00	-	1.00	1.00	1.00	1.00
	HR Generalist 2	-	-	-	-	1.00	1.00	1.00	1.00
		2.00	2.00	2.00	-	3.00	3.00	3.00	3.00
22	COMMUNICATIONS OFFICE								
	Communications Director	1.00	1.00	1.00	-	1.00	1.00	1.00	1.00
	Manager	1.00	1.00	1.00	-	1.00	1.00	1.00	1.00
	Assistant	-	-	-	-	0.50	0.50	0.50	0.50
	Marketing	-	-	-	-	1.00	1.00	1.00	1.00
		2.00	2.00	2.00	-	3.50	3.50	3.50	3.50
	TOTAL POSITIONS	45.00	45.25	49.75	4.50	60.00	64.00	67.00	68.00
	TOTAL PAYROLL COSTS	\$5,046,168	\$5,678,693	\$6,169,061					
	change \$ from prior year	\$ 443,611	\$632,526	\$490,367					
	change % from prior year	9.6%	12.5%	8.6%					

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.

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.

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, an independent consultant was selected to conduct a market survey and develop a compensation system. The market survey is conducted annually utilizing data from cities in the immediate geographical area, in addition to cities with similar demographics and citizen expectations of high-quality customer service.

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
Eules
Flower Mound
Frisco
Grapevine
Hurst
Keller
Lewisville
McKinney
North Richland Hills
Roanoke
Southlake
University Park

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.

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.

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

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 180 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.

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

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).

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, 180 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.

FY 2019-2020 ADOPTED BUDGET

GENERAL FUND:

REVENUES AND OTHER SOURCES – ADOPTED BUDGET \$11.204M; A 10% DECREASE OF \$1.216M

- Sales & Use Tax
 - Adopted budget is \$5.43M; a 2% decrease of \$112K
 - Includes the Property Tax Reduction portion of the Sales tax receipts
 - No Sales Tax Rebates related to Economic Development Agreements
- Ad Valorem Property Tax
 - Adopted budget is \$1.63M; a 6% decrease of \$98K for M&O.
 - The ad valorem tax rate per \$100 of assessed valuation will decrease from \$.13211 to .111453
- Franchise Fee Revenues
 - Adopted budget is \$316K; A 62% decrease of \$51K
 - A reduction in franchise fee revenue is estimated based on the recent passage of SB1152 that authorizes a cable or phone company to stop paying the lesser of its state cable franchise or telephone access line fees, whichever are less for the company statewide. Companies have until October 1st of every year to provide municipalities notice of which fee they were planning to pay.
- Building permits/inspection/plan review fees
 - Adopted budgeted is \$2.63M; a 51% decrease of 2.74M
 - General Fund residential fees budgeted at \$1.15M
 - General Fund commercial fees budgeted at \$1.48M
 - One-time revenues from Entrada are projected to be \$891K

TOTAL EXPENDITURES & OTHER USES – ADOPTED BUDGET \$11.23M; A 9% DECREASE OF \$1.169M

PAYROLL AND RELATED EXPENDITURES

- Adopted budget is \$5.07M; a 12% increase of \$561K
 - This is due to the addition of three new positions:
 - Full Time Fire Dept Business Manager (+1)
 - Full Time Public Works Technician (+1)
 - Part Time Academy Accounting Technician (+.5)
 - The Town is realizing a full year's salary for changes made during the last fiscal year. (-.50)
 - additional employees and promotions
 - changes to departmental allocation

- The following changes are proposed for FY19/20
 - Market band adjustments of \$212K
 - Performance Pay of \$54K
 - Adding car and phone allowances
 - The Marshal's department will transition four part-time marshals into one full time employee. (+1)
 - The Fire Department will transition three part-time fire fighters to one full time employee each. +(1.5) The increase in costs are partially offset by the reduction of the current part-time wages for the fire fighter positions.
 - Employee Insurance reflects a 23% increase of \$147K. Due to anticipated plan changes; anticipated changes to existing employee coverage; additional insurance if Fy19/20 adopted positions are approved.

OPERATIONS & MAINTENANCE EXPENDITURES

- Adopted budget is \$4.80M; a 2% increase of \$81K
 - This section includes capital outlay, debt payments, leases/rentals, public notices, rent, utilities, repair/maintenance costs, service/supply expenditures, travel and training.
 - Transfers Out to the Debt Service fund decreased \$279K
 - Services increased \$150K
 - Repair & Maintenance increased \$13K
 - Capital Outlay increased \$64K

NON-OPERATING EXPENDITURES

- Adopted budget is \$1.354M; a 57% decrease of \$1.812M
 - To Fund 410 Capital Projects; decreased \$133K
 - To Fund 600 General M&R; decreased \$1.23M
 - To Fund 505 Vehicle M&R; increased \$5K
 - To Fund 605 Vehicle M&R; decreased \$449K

ENDING FUND BALANCE

- The ending fund balance is projected to be \$12.1M
 - This amount represents a 0.26% decrease of \$31K from prior year estimated fund balance.
 - The unassigned balance of \$11.8M represents coverage for 435 operating days.

ENTERPRISE FUNDS

- Enterprise Funds are comprised of two funds
 - 255 Cemetery Fund
 - 410 Utility Fund
- Adopted revenues and other sources \$5.67M; a decrease of \$618K
- Adopted expenditures and other uses \$4.89M; an increase of \$245K
- The ending fund balance is projected to be \$2.88M; an increase of \$772K

INTERNAL SERVICE FUNDS

- Internal Service Funds are comprised of four funds
 - 505 Utility Vehicle Maintenance and Replacement
 - 510 Utility Maintenance and Replacement
 - 600 General Maintenance and Replacement
 - 605 General Vehicle Maintenance and Replacement
- Adopted revenues and other sources \$528K; a decrease of \$1.89M
- Adopted expenditures and other uses \$932K; a decrease of \$408K
- The ending fund balance is projected to be \$2.11M; a decrease of \$403K

SPECIAL REVENUE FUNDS (MUNICIPAL)

- Special Revenue Funds are comprised of six funds
 - 220 Visitor Association Fund
 - 200 4B Economic Development Fund
 - 210 Economic Development Fund
 - 215 Local Public Improvement District
 - 225 Public Arts Fund
 - 418 Lone Star Public Fund
- Adopted revenues and other sources \$2.96M; a decrease of \$405K
- Adopted expenditures and other uses \$3.08M; a decrease of \$456K
- The ending fund balance is projected to be \$879K; a decrease of \$119K

DEBT SERVICE FUNDS

- Debt Service Funds are comprised of two funds
 - Fund 300 – Revenue Supported Debt
 - Fund 301 – Property Tax Supported Debt
- Adopted revenues and other sources \$2.65M; a decrease of \$50K
- Adopted expenditures and other uses \$2.69M; a decrease of \$4K
- The ending fund balance is projected to be \$0; a decrease of \$43K

CAPITAL PROJECT FUND

- Capital Project Funds are comprised of three funds
 - 410 Capital Project Fund
 - 412 Academic Expansion Fund (Westlake Academy)
 - 405 Municipal Expansion Fund (Fire Station)
- Adopted revenues and other sources \$1.37M; a decrease of \$1.01M
- Adopted expenditures and other uses \$2.38M; a decrease of \$624K
- The ending fund balance is projected to be \$5.60M; an increase of \$1.04M

FY 20-21 THROUGH FY 23-24

GENERAL FUND:

REVENUES AND OTHER SOURCES

- Sales & Use Tax Revenue
 - Annual increase of 2% to base sales and use tax thru 2024
 - Schwab Phase I and II added in 2021 thru 2024
 - Front 44 added in 2022 thru 2024
- Property Tax Revenue
 - Estimate value on the roll two years from date of permit for new construction– separate line-item on forecast from 20/21 thru 23/24
- Building permits/inspection/plan review fees
 - based on estimated schedule of annual permits for commercial and residential growth shown separately
 - FY2021 – 22% decrease
 - FY2022 – 8% decrease
 - FY2023 – 8% decrease
 - FY2024 – 1% decrease
- Franchise Fees; increase annually by 1% thereafter
- Fines and Forfeitures; increase annually 0.05%
- All other revenues – are increased 1% annually based on analysis

TOTAL EXPENDITURES AND OTHER USES

- Payroll and related; overall increase annually by 3%
- 3% - all wages
- 0% - related to allowances
- 7.5% - Medical Insurance
- 1% - Insurance – Dental and Various taxes
- 3% - Social Security and Medicare taxes
- 3% - TMRS Retirement
- Capital Outlay and Debt remain flat thru 2024
- Public Notices increase annually by 1%
- Rent increases based on tiered payment schedule
- All other Expenditures increase annually 2%
- Capital Operating Budget is based on operating expenditures from capital project worksheets

- Transfers Out to conduit funds
 - Transfer Out to Debt Service Fund 300 is used to cover sales tax shortage from 4B funds that are used for debt payments in fund 300.
 - Transfer Out to Maintenance/Replacements Funds 505-600-605 are utilized to build the fund balance.
 - Transfer Out to Capital Projects Fund 410 – based on General Fund one-time planning and development building permit fees.

UTILITY FUND

- Revenues and Other Sources average increase annually is 2%
- Expenditures and Other Uses average annual increase 1% - 2%

VISITORS ASSOCIATION FUND

- Revenues and Other Sources increase annually by 1%
 - Hotel/Motel Tax
 - Entrada hotel added in FY 21-22
 - Front 44 hotel added in FY 22-23
- Expenditures and Other increase annually by 1%

SUMMARY - FIVE YEAR FINANCIAL FORECAST

	ADOPTED FY 18-19	ESTIMATED FY 18-19	ADOPTED FY 19-20	Projected FY 20-21	Projected FY 21-22	Projected FY 22-23	Projected FY 23-24
GENERAL FUND							
Total Revenues and Other Sources	\$ 19,563,609	\$ 14,758,012	\$ 11,204,267	\$ 11,582,242	\$ 11,623,206	\$ 11,800,916	\$ 12,049,542
Total Expenditures and Other Uses	(12,064,992)	(12,404,565)	(11,235,359)	(11,220,348)	(11,364,930)	(11,556,384)	(11,812,147)
NET CHANGE TO FUND BALANCE	7,498,617	2,353,447	(31,092)	361,894	258,276	244,531	237,395
Beginning Fund Balance	9,216,610	9,761,849	12,115,296	12,084,204	12,446,098	12,704,374	12,948,905
Ending Fund Balance	16,715,227	12,115,296	12,084,204	12,446,098	12,704,374	12,948,905	13,186,301
Restricted/Committed/Assigned	304,504	290,880	298,560	298,560	298,560	298,560	298,560
Unassigned Ending Balance	\$ 16,410,724	\$ 11,824,416	\$ 11,785,644	\$ 12,147,538	\$ 12,405,814	\$ 12,650,345	\$ 12,887,741
Operating Expenditures	9,578,926	\$ 9,237,500	\$ 9,880,629	\$ 10,121,803	\$ 10,366,385	\$ 10,604,279	\$ 10,860,042
Operating Cost per Day	26,146	\$ 25,308	\$ 27,070	\$ 27,731	\$ 28,401	\$ 29,053	\$ 29,754
OPERATING DAYS	350	467	435	438	437	435	433

ENTERPRISE FUNDS							
Total Revenues and Other Sources	\$ 7,540,741	\$ 7,001,651	\$ 5,671,403	\$ 5,805,842	\$ 5,899,012	\$ 5,994,356	\$ 6,107,416
Total Expenditures and Other Uses	(6,364,008)	(6,649,006)	(4,898,554)	(4,786,119)	(4,859,497)	(4,932,485)	(5,007,090)
NET CHANGE TO FUND BALANCE	1,176,733	352,645	772,849	1,019,723	1,039,515	1,061,870	1,100,326
Beginning Fund Balance	432,719	1,762,740	2,115,385	2,888,234	3,907,958	4,947,473	6,009,343
Ending Fund Balance	1,609,452	2,115,385	2,888,234	3,907,958	4,947,473	6,009,343	7,109,669
Restricted/Committed/Assigned	1,311,169	1,315,653	1,313,640	1,173,626	1,171,612	1,169,598	1,167,584
Unassigned Ending Balance	\$ 298,283	\$ 799,732	\$ 1,574,595	\$ 2,734,332	\$ 3,775,861	\$ 4,839,746	\$ 5,942,086

INTERNAL SERVICE FUNDS							
Total Revenues and Other Sources	\$ 1,503,545	\$ 2,427,253	\$ 528,839	\$ 796,484	\$ 696,484	\$ 696,484	\$ 696,484
Total Expenditures and Other Uses	(1,079,475)	(1,340,869)	(932,438)	(860,000)	(584,029)	(442,000)	(2,268,000)
NET CHANGE TO FUND BALANCE	424,070	1,086,384	(403,599)	(63,516)	112,455	254,484	(1,571,516)
Beginning Fund Balance	1,570,999	1,434,482	2,520,867	2,117,268	2,053,752	2,166,207	2,420,691
Ending Fund Balance	1,995,069	2,520,867	2,117,268	2,053,752	2,166,207	2,420,691	849,175
Restricted/Committed/Assigned	1,995,069	2,520,867	2,117,268	2,053,752	2,166,207	2,420,691	849,175
Unassigned Ending Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

SPECIAL REVENUE FUNDS							
Total Revenues and Other Sources	\$ 2,835,410	\$ 3,371,237	\$ 2,965,937	\$ 3,102,677	\$ 3,257,723	\$ 3,866,588	\$ 4,242,056
Total Expenditures and Other Uses	(2,884,218)	(3,542,024)	(3,085,448)	(3,140,510)	(3,096,364)	(3,206,043)	(3,253,561)
NET CHANGE TO FUND BALANCE	(48,808)	(170,787)	(119,511)	(37,833)	161,359	660,545	988,495
Beginning Fund Balance	1,175,308	1,170,052	999,265	879,754	841,921	1,003,280	1,663,825
Ending Fund Balance	1,126,501	999,265	879,754	841,921	1,003,280	1,663,825	2,652,320
Restricted/Committed/Assigned	1,126,500	999,265	879,754	841,921	1,003,280	1,663,825	2,652,320
Unassigned Ending Balance	\$ 1	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

SUMMARY - FIVE YEAR FINANCIAL FORECAST

	ADOPTED FY 18-19	ESTIMATED FY 18-19	ADOPTED FY 19-20	Projected FY 20-21	Projected FY 21-22	Projected FY 22-23	Projected FY 23-24
--	---------------------	-----------------------	---------------------	-----------------------	-----------------------	-----------------------	-----------------------

DEBT SERVICE FUNDS

Total Revenues and Other Sources	\$ 2,662,779	\$ 2,705,331	\$ 2,654,710	\$ 2,692,314	\$ 2,695,083	\$ 2,691,693	\$ 2,688,588
Total Expenditures and Other Uses	(2,693,600)	(2,693,600)	(2,697,690)	(2,692,314)	(2,695,083)	(2,691,693)	(2,688,588)
NET CHANGE TO FUND BALANCE	(30,821)	11,731	(42,980)	-	-	-	-
Beginning Fund Balance	30,821	31,249	42,980	-	-	-	-
Ending Fund Balance	0	42,980	-	-	-	-	-
Restricted/Committed/Assigned	0	42,980	-	-	-	-	-
Unassigned Ending Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

CAPITAL PROJECT FUNDS

Total Revenues and Other Sources	\$ 4,643,614	\$ 2,388,826	\$ 1,370,886	\$ 2,371,751	\$ 508,945	\$ 462,505	\$ 462,505
Total Expenditures and Other Uses	(4,676,681)	(3,010,728)	(2,385,749)	(1,794,646)	(55,000)	-	-
NET CHANGE TO FUND BALANCE	(33,067)	(621,902)	(1,014,863)	577,105	453,945	462,505	462,505
Beginning Fund Balance	7,202,595	7,245,405	6,623,503	5,608,640	6,185,745	6,639,690	7,102,195
Ending Fund Balance	7,169,528	6,623,503	5,608,640	6,185,745	6,639,690	7,102,195	7,564,700
Restricted/Committed/Assigned	7,169,528	6,623,503	5,608,640	6,185,745	6,639,690	7,102,195	7,564,700
Unassigned Ending Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

GRAND TOTAL ALL MUNICIPAL FUND TYPES

Total Revenues and Other Sources	\$ 38,749,699	\$ 32,652,311	\$ 24,396,042	\$ 26,351,310	\$ 24,680,453	\$ 25,512,541	\$ 26,246,591
Total Expenditures and Other Uses	(29,762,974)	(29,640,792)	(25,235,238)	(24,493,938)	(22,654,903)	(22,828,606)	(25,029,386)
NET CHANGE TO FUND BALANCE	8,986,724	3,011,519	(839,196)	1,857,373	2,025,551	2,683,936	1,217,205
Beginning Fund Balance	19,629,052	21,405,778	24,417,301	23,578,101	25,435,474	27,461,024	30,144,960
Ending Fund Balance	28,615,777	24,417,297	23,578,105	25,435,474	27,461,024	30,144,960	31,362,165
Restricted/Committed/Assigned	11,906,771	11,793,149	10,217,862	10,553,604	11,279,349	12,654,869	12,532,339
Unassigned Ending Balance	\$ 16,709,008	\$ 12,624,148	\$ 13,360,243	\$ 14,881,870	\$ 16,181,676	\$ 17,490,091	\$ 18,829,826

FIVE YEAR FINANCIAL FORECAST

ALL MUNICIPAL FUNDS

	ADOPTED FY 18-19	ESTIMATED FY 18-19	ADOPTED FY 19-20	Projected FY 20-21	Projected FY 21-22	Projected FY 22-23	Projected FY 23-24
--	---------------------	-----------------------	---------------------	-----------------------	-----------------------	-----------------------	-----------------------

GENERAL OPERATING FUND

FUND 100 - GENERAL FUND

Sales & Use Tax Revenues	2%	\$ 11,650,000	\$ 7,050,000	\$ 7,250,000	\$ 7,395,000	\$ 7,542,900	\$ 7,693,758	\$ 7,847,633
Commercial 1 one time	vision	1,200,000	750,000	-	250,000	250,000	250,000	250,000
Commercial 2 one time	vision	-	-	-	-	50,000	100,000	100,000
BASE SALES & USE TAX		12,850,000	7,800,000	7,250,000	7,645,000	7,842,900	8,043,758	8,197,633
Allocation to 4B	2%	(1,400,000)	(1,950,000)	(1,812,500)	(1,848,750)	(1,885,725)	(1,923,440)	(1,961,908)
Allocation to ED	vision	(198,000)	(300,000)	-	-	-	-	-
Allocation to ED	hard coded	(102,000)	-	-	-	-	-	-
ALLOCATIONS TO OTHER FUNDS		(1,700,000)	(2,250,000)	(1,812,500)	(1,848,750)	(1,885,725)	(1,923,440)	(1,961,908)
Total General Sales Tax		11,150,000	5,550,000	5,437,500	5,796,250	5,957,175	6,120,318	6,235,725
Property Tax	0%	1,733,356	1,733,356	1,634,916	1,634,916	1,634,916	1,634,916	1,634,916
Addl Residential (cumulative)	schedule	-	-	-	347,235	455,074	562,084	669,094
Deloitte Abatement Ends 20/21	hard coded	-	-	-	-	75,000	75,000	75,000
BASE PROPERTY TAX		1,733,356	1,733,356	1,634,916	1,982,151	2,164,990	2,272,000	2,379,010
Additional Commercial	schedule	-	-	-	308,100	308,100	308,100	308,100
Schwab Abatement Starts 16/17	schedule	-	-	-	-	(154,050)	(123,240)	(92,430)
ADDITIONAL DEVELOPMENT		-	-	-	308,100	154,050	184,860	215,670
Total Property Tax		1,733,356	1,733,356	1,634,916	2,290,251	2,319,040	2,456,860	2,594,680
Building-MEP-Driveway Permits	dept 12	schedule	2,365,380	2,603,579	1,514,365	1,124,122	1,017,811	945,361
Inspection/Plan Review Fees	dept 12	schedule	1,781,733	2,457,620	949,452	762,544	708,490	649,370
Grading/Excavation Fees	dept 12	schedule	37,599	22,707	28,741	34,290	31,290	28,200
Erosion Control Fees	dept 12	schedule	85,500	52,500	70,500	84,000	76,500	69,000
Fire Inspection Permits	dept 14	schedule	87,359	247,089	72,267	46,200	44,000	38,500
Permits and Fees (Building Residential & Commercial)		4,357,571	5,383,495	2,635,325	2,051,156	1,878,091	1,730,431	1,716,331
Liquor Permit Fees	dept 10	1%	3,080	3,080	3,080	3,111	3,142	3,173
Administrative Fees	dept 10	1%	2,353	3,580	3,580	3,616	3,652	3,688
Reforestation Tree Escrow	dept 12	1%	12,265	12,000	25,000	25,250	25,503	25,758
Re-Inspection Fees	dept 12	1%	100	50	50	51	51	52
Gas Well Misc Fees	dept 12	1%	10,500	10,000	-	-	-	-
Insurance & Surety Review Fees	dept 12	1%	1,000	500	-	-	-	-
Renewal Fees	dept 12	1%	500	250	-	-	-	-
Engineer Review/Civil	dept 12	1%	20,800	20,000	20,000	20,200	20,402	20,606
Development Fees	dept 12	1%	77,190	77,000	30,000	30,300	30,603	30,909
Contractor Registration Fees	dept 12	1%	24,015	24,000	15,000	15,150	15,302	15,455
EMS Revenues	dept 14	1%	100,000	100,000	100,000	101,000	102,010	103,030
Firefighter Equipment Fees	dept 14	1%	2,000	-	-	-	-	-
Fire Code Inspections	dept 14	1%	525	525	525	530	536	541
Administrative Fees	dept 15	1%	8,975	-	-	-	-	-
Misc Permits and Fees (Other)		263,303	250,985	197,235	199,207	201,199	203,211	205,244
Sales of Surplus/Scrap Items	dept 10	1%	2,790	2,790	2,790	2,818	2,846	2,875
Insurance Refund/Equity Return	dept 10	1%	5,000	5,000	5,000	5,050	5,101	5,152
Misc Revenue	dept 10	1%	3,710	3,710	3,710	3,747	3,785	3,822
Misc Revenue	dept 12	1%	-	1,315	100	101	102	103
Misc Revenue	dept 15	1%	25	-	-	-	-	-
Misc Revenue	dept 16	1%	1,460	1,460	-	-	-	-
Facility Rental	dept 17	1%	21,800	21,800	15,000	15,150	15,302	15,455
Misc Revenue	dept 22	1%	5,000	5,000	-	-	-	-
Misc Income		39,785	41,075	26,600	26,866	27,135	27,406	27,680
AT&T/SBC	dept 10	1%	304,700	304,700	100,551	101,557	102,572	103,598
Verizon	dept 10	1%	23,665	23,665	7,810	7,888	7,967	8,047
TXU/Atmos Gas	dept 10	1%	39,420	49,700	16,401	16,565	16,731	16,898
Charter	dept 10	1%	26,955	26,955	8,895	8,984	9,074	9,165
One Source	dept 10	1%	3,670	3,670	1,211	1,223	1,235	1,248
Tri-County Electric	dept 10	1%	473,000	310,000	102,300	103,323	104,356	105,400
Trinity Waste/AWIN Mgmt	dept 10	1%	63,675	63,675	63,675	64,312	64,955	65,604
Misc. Franchise Fees	dept 10	1%	48,730	48,730	16,081	16,242	16,404	16,568
Franchise Fees		983,815	831,095	316,924	320,093	323,294	326,527	329,792

FIVE YEAR FINANCIAL FORECAST

ALL MUNICIPAL FUNDS

			ADOPTED FY 18-19	ESTIMATED FY 18-19	ADOPTED FY 19-20	Projected FY 20-21	Projected FY 21-22	Projected FY 22-23	Projected FY 23-24
Citation Revenue	dept 15	0%	620,789	475,003	475,003	475,250	475,496	475,743	475,990
Citation Revenue	dept 15	0%	-	-	-	-	-	-	-
Court Techology	dept 15	0%	19,395	17,228	17,228	17,237	17,246	17,255	17,264
Court Security	dept 15	0%	14,492	12,927	12,927	12,934	12,940	12,947	12,954
Warrant Fees	dept 15	0%	41,820	39,338	39,338	39,358	39,379	39,399	39,420
NSF Check Fees	dept 15	0%	5,240	350	350	350	350	351	351
Court Efficiency Fees	dept 15	0%	1,879	2,580	2,580	2,581	2,583	2,584	2,585
Law Enforcement Stds/Edu	dept 15	0%	685	685	-	-	-	-	-
Collection Fees	dept 15	0%	11,245	-	-	-	-	-	-
Court Fines and Forfeitures			715,545	548,111	547,426	547,710	547,994	548,279	548,563
Beverage Tax	dept 10	1%	62,500	62,500	62,500	63,125	63,756	64,394	65,038
Entrada Hotel	dept 10	1%	-	-	-	-	15,000	15,000	15,000
Front 44	dept 10	1%	-	-	-	-	-	15,000	15,000
Beverage Tax			62,500	62,500	62,500	63,125	78,756	94,394	95,038
Interest Income	dept 11	1%	175,339	275,000	275,000	277,750	280,528	283,333	286,166
Interest Income	dept 15	1%	3,616	3,616	3,616	3,652	3,689	3,726	3,763
Interest Income			178,955	278,616	278,616	281,402	284,216	287,058	289,929
Contributions	dept 14	1%	12,240	12,240	-	-	-	-	-
Contributions			12,240	12,240	-	-	-	-	-
Transfer In - UF 500 for Impact Fees	linked to UF		66,539	66,539	67,225	6,181	6,305	6,431	6,560
Transfers In			66,539	66,539	67,225	6,181	6,305	6,431	6,560
TOTAL REVENUES			19,563,609	14,758,012	11,204,267	11,582,242	11,623,206	11,800,916	12,049,542
Wages - Full Time Salaries	acct 41110	3%	(3,472,786)	(3,631,339)	(4,041,078)	(4,162,310)	(4,287,179)	(4,415,795)	(4,548,269)
Wages - Part Time Salaries	acct 41210	3%	(290,025)	(224,133)	(125,924)	(129,702)	(133,593)	(137,601)	(141,729)
Wages - Overtime	acct 41120	3%	(121,725)	(140,004)	(149,015)	(153,485)	(158,090)	(162,832)	(167,717)
Wages - Premium Pay	acct 41510	3%	(21,476)	(22,539)	(23,382)	(24,083)	(24,806)	(25,550)	(26,317)
Wages - Fire Administrative	acct 41620	0%	-	-	-	-	-	-	-
Wages - Car Allowance	acct 41640	0%	(34,800)	(28,200)	(27,600)	(27,600)	(27,600)	(27,600)	(27,600)
Wages - Moving Allowance	acct 41645	0%	-	(14,215)	-	-	-	-	-
Wages - Performance Pay	acct 41647	0%	(42,000)	(42,500)	(44,500)	-	-	-	-
Wages - Phone Allowance	acct 41641	0%	(11,760)	(12,609)	(15,600)	(15,600)	(15,600)	(15,600)	(15,600)
Other - Transfers In VA & UF	acct 42698	3%	1,114,192	1,158,443	1,087,303	1,119,922	1,153,520	1,188,125	1,223,769
Payroll Salaries & Wages			(2,880,380)	(2,957,097)	(3,339,795)	(3,392,858)	(3,493,348)	(3,596,852)	(3,703,462)
Insurance - Medical	acct 42110	8%	(711,266)	(588,394)	(728,373)	(783,001)	(841,726)	(904,855)	(972,719)
Insurance - Dental	acct 42111	1%	(32,862)	(31,605)	(33,742)	(34,080)	(34,421)	(34,765)	(35,112)
Insurance - Life	acct 42130	0%	(36,141)	(26,860)	(31,977)	(32,135)	(32,294)	(32,454)	(32,615)
Taxes - Social Security	acct 42210	3%	(247,663)	(256,236)	(272,505)	(280,680)	(289,101)	(297,774)	(306,707)
Taxes - Medicare	acct 42220	3%	(57,843)	(63,731)	(69,447)	(65,643)	(67,612)	(69,640)	(71,730)
Taxes - Unemployment	acct 42510	1%	(9,517)	(9,430)	(10,109)	(10,210)	(10,312)	(10,415)	(10,520)
Taxes - Workers Comp	acct 42610	1%	(33,966)	(40,027)	(54,906)	(55,455)	(56,009)	(56,569)	(57,135)
Retirement - TMRS	acct 42310	3%	(461,823)	(511,491)	(537,424)	(553,547)	(570,153)	(587,258)	(604,876)
Retirement - ICMA	acct 42311	0%	(24,270)	(30,470)	-	-	-	-	-
Payroll Taxes, Insurance, Retirement			(1,615,351)	(1,553,959)	(1,732,767)	(1,814,751)	(1,901,629)	(1,993,731)	(2,091,414)
Total Payroll and Related			(4,495,731)	(4,511,055)	(5,072,563)	(5,207,609)	(5,394,976)	(5,590,584)	(5,794,876)
Planning & Development	dept 12	0%	(490)	(750)	(750)	(750)	(750)	(750)	(750)
Fire Department	dept 14	0%	(27,900)	(21,900)	(71,900)	(71,900)	(71,900)	(71,900)	(71,900)
Municipal Court	dept 15	0%	-	(1,500)	(1,500)	(1,500)	(1,500)	(1,500)	(1,500)
Public Works	dept 16	0%	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
Facilities	dept 17	0%	-	-	(7,800)	(7,800)	(7,800)	(7,800)	(7,800)
Finance Department	dept 18	0%	(1,800)	(1,800)	(5,710)	(5,710)	(5,710)	(5,710)	(5,710)
Parks & Recreations	dept 19	0%	(520)	(520)	(3,020)	(3,020)	(3,020)	(3,020)	(3,020)
Total Capital Outlay			(35,710)	(31,470)	(95,680)	(95,680)	(95,680)	(95,680)	(95,680)
General Service Debt (thru 24/25) (BBP)	acct 47120	0%	(36,680)	(36,680)	(36,680)	(36,680)	(36,680)	(36,680)	(36,680)
Westlake Reserve	acct 47900	0%	(315,000)	(224,806)	(219,750)	(219,750)	(219,750)	(219,750)	(219,750)
Total Debt Expenditures			(351,680)	(261,486)	(256,430)	(256,430)	(256,430)	(256,430)	(256,430)
General Services	dept 10	2%	(6,160)	(6,160)	(6,160)	(6,283)	(6,409)	(6,537)	(6,668)
Administrative	dept 11	2%	(295)	(295)	(295)	(301)	(307)	(313)	(319)
Planning & Development	dept 12	2%	(1,134)	(1,750)	(1,750)	(1,785)	(1,821)	(1,857)	(1,894)
Town Secretary	dept 13	2%	(2,705)	(2,705)	(2,705)	(2,759)	(2,814)	(2,871)	(2,928)
Fire Department	dept 14	2%	(1,200)	(1,200)	(1,200)	(1,224)	(1,248)	(1,273)	(1,299)
Municipal Court	dept 15	2%	(10,866)	(10,866)	(10,866)	(11,083)	(11,305)	(11,531)	(11,762)

FIVE YEAR FINANCIAL FORECAST

ALL MUNICIPAL FUNDS

			ADOPTED FY 18-19	ESTIMATED FY 18-19	ADOPTED FY 19-20	Projected FY 20-21	Projected FY 21-22	Projected FY 22-23	Projected FY 23-24
Facilities Maintenance WA	dept 17	2%	(4,226)	(4,226)	(7,226)	(7,371)	(7,518)	(7,668)	(7,822)
Finance Department	dept 18	2%	(1,550)	(1,550)	(1,550)	(1,581)	(1,613)	(1,645)	(1,678)
Parks & Recreations	dept 19	2%	(261)	(261)	-	-	-	-	-
Human Resources	dept 21	2%	(1,635)	(3,135)	(3,135)	(3,198)	(3,262)	(3,327)	(3,393)
Communications	dept 22	2%	(1,622)	(1,872)	(1,872)	(1,909)	(1,948)	(1,987)	(2,026)
Facilities Maintenance Town	dept 26	2%	(3,020)	(2,325)	-	-	-	-	-
Total Rental & Lease Expenditures			(34,674)	(36,345)	(36,759)	(37,494)	(38,244)	(39,009)	(39,789)
Town Secretary	dept 13	1%	(25,000)	(25,000)	(25,000)	(25,250)	(25,503)	(25,758)	(26,015)
Fire Department	dept 14	1%	(140)	(140)	(140)	(141)	(143)	(144)	(146)
Facilities WA	dept 17	1%	(622)	(222)	(222)	(224)	(226)	(229)	(231)
Human Resources	dept 21	1%	(1,500)	(1,500)	(1,500)	(1,515)	(1,530)	(1,545)	(1,561)
Facilities Town	dept 26	1%	(500)	-	-	-	-	-	-
Total Public Notice Expenditures			(27,762)	(26,862)	(26,862)	(27,131)	(27,402)	(27,676)	(27,953)
Electric - Fire Station	dept 14	2%	(10,000)	(10,000)	(10,000)	(10,200)	(10,404)	(10,612)	(10,824)
Electric - Parchman	dept 10	2%	(75)	(75)	-	-	-	-	-
Electric - Parchman	dept 19	2%	-	-	(500)	(510)	(520)	(531)	(541)
Electric - Parks/Rec	dept 19	2%	(7,950)	(7,950)	(7,950)	(8,109)	(8,271)	(8,437)	(8,605)
Electric - Public Works	dept 16	2%	(2,864)	(2,864)	(2,864)	(2,921)	(2,980)	(3,039)	(3,100)
Electric - Town Hall	dept 10	2%	(34,675)	(34,675)	(34,675)	(35,369)	(36,076)	(36,797)	(37,533)
Gas - Fire Station	dept 14	2%	(7,500)	(7,500)	(7,500)	(7,650)	(7,803)	(7,959)	(8,118)
Internet - Town Hall	dept 26	2%	(400)	(400)	-	-	-	-	-
Internet - WA	dept 17	2%	(200)	(200)	(200)	(204)	(208)	(212)	(216)
Internet - Fire Dept	dept 14	2%	(7,177)	(12,177)	(16,000)	(16,320)	(16,646)	(16,979)	(17,319)
Internet - Town Hall	dept 10	2%	(10,461)	(10,461)	(13,361)	(13,628)	(13,901)	(14,179)	(14,462)
Office Rent	dept 10	schedule	(328,045)	(328,045)	(338,203)	(348,452)	(355,796)	(359,037)	(362,378)
Telephone - Fire Dept	dept 14	2%	(4,100)	(4,100)	(4,100)	(4,182)	(4,266)	(4,351)	(4,438)
Telephone - Town Hall	dept 10	2%	(3,110)	(3,110)	(3,110)	(3,172)	(3,236)	(3,300)	(3,366)
Water - Fire Dept	dept 14	2%	(7,500)	(7,500)	(7,500)	(7,650)	(7,803)	(7,959)	(8,118)
Water - Parks & Rec	dept 19	2%	(1,017)	(1,017)	(1,017)	(1,037)	(1,058)	(1,079)	(1,101)
Water - ROW Irrigation	dept 16	2%	(212,477)	(212,477)	(200,000)	(204,000)	(208,080)	(212,242)	(216,486)
Water - ROW Irrigation	dept 19	2%	(123,360)	(123,360)	(123,360)	(125,827)	(128,344)	(130,911)	(133,529)
Total Rent & Utilities			(760,911)	(765,911)	(770,340)	(789,232)	(805,391)	(817,624)	(830,137)
Planning & Development	dept 12	2%	(102)	-	(500)	(510)	(520)	(531)	(541)
Fire Department	dept 14	2%	(53,945)	(53,945)	(81,145)	(82,768)	(84,423)	(86,112)	(87,834)
Municipal Court	dept 15	2%	(1,672)	(1,672)	(193)	(197)	(201)	(205)	(209)
Public Works	dept 16	2%	(28,605)	(28,605)	(83,340)	(85,007)	(86,707)	(88,441)	(90,210)
Facilities Maintenance WA	dept 17	2%	(39,205)	(28,965)	(90,966)	(92,785)	(94,641)	(96,534)	(98,465)
Finance Department	dept 18	2%	-	-	(500)	(510)	(520)	(531)	(541)
Parks & Recreations	dept 19	2%	(79,472)	(79,472)	(79,472)	(81,061)	(82,683)	(84,336)	(86,023)
Information Technology	dept 20	2%	(44,607)	(44,607)	(65,000)	(66,300)	(67,626)	(68,979)	(70,358)
Facilities Maintenance Town	dept 26	2%	(32,140)	(28,560)	-	-	-	-	-
Total Repair & Maintenance			(279,748)	(265,826)	(401,116)	(409,138)	(417,321)	(425,668)	(434,181)
General Services	dept 10	2%	(339,116)	(366,098)	(444,864)	(453,762)	(462,837)	(472,094)	(481,536)
Administrative	dept 11	2%	(2,155)	(2,155)	(2,655)	(2,708)	(2,762)	(2,818)	(2,874)
Planning & Development	dept 12	2%	(315,227)	(542,025)	(542,025)	(552,866)	(563,923)	(575,201)	(586,705)
Town Secretary	dept 13	2%	(23,690)	(23,690)	(29,765)	(30,360)	(30,968)	(31,587)	(32,219)
Fire Department	dept 14	2%	(104,692)	(122,697)	(138,932)	(141,711)	(144,545)	(147,436)	(150,384)
Municipal Court	dept 15	2%	(86,663)	(75,372)	(50,541)	(51,552)	(52,583)	(53,635)	(54,707)
Public Works	dept 16	2%	(83,372)	(83,372)	(83,372)	(85,039)	(86,740)	(88,475)	(90,245)
Facilities Maintenance WA	dept 17	2%	(13,822)	(24,547)	(100,297)	(102,303)	(104,349)	(106,436)	(108,565)
Finance Department	dept 18	2%	(29,511)	(30,261)	(34,272)	(34,957)	(35,657)	(36,370)	(37,097)
Parks & Recreations	dept 19	2%	(76,236)	(76,236)	(87,791)	(89,547)	(91,338)	(93,165)	(95,028)
Information Technology	dept 20	2%	(44,842)	(44,842)	(68,212)	(69,576)	(70,968)	(72,387)	(73,835)
Human Resources	dept 21	2%	(14,080)	(13,680)	(14,680)	(14,974)	(15,273)	(15,579)	(15,890)
Communications	dept 22	2%	(333)	(222)	(722)	(736)	(751)	(766)	(782)
Police Services	dept 23	2%	(963,519)	(963,519)	(963,519)	(982,789)	(1,002,445)	(1,022,494)	(1,042,944)
Facilities Maintenance Town	dept 26	2%	(33,515)	(41,970)	-	-	-	-	-
Total Service Expenditures			(2,130,773)	(2,410,686)	(2,561,647)	(2,612,880)	(2,665,138)	(2,718,441)	(2,772,810)
General Services	dept 10	2%	(26,998)	(26,998)	(26,998)	(27,538)	(28,089)	(28,650)	(29,224)
Administrative	dept 11	2%	(1,836)	(1,836)	(1,836)	(1,873)	(1,910)	(1,948)	(1,987)
Planning & Development	dept 12	2%	(18,210)	(24,960)	(24,960)	(25,459)	(25,968)	(26,488)	(27,018)
Town Secretary	dept 13	2%	(3,225)	(3,225)	(3,225)	(3,290)	(3,355)	(3,422)	(3,491)
Fire Department	dept 14	2%	(109,040)	(110,040)	(97,015)	(98,955)	(100,934)	(102,953)	(105,012)
Municipal Court	dept 15	2%	(10,749)	(9,715)	(15,405)	(15,713)	(16,027)	(16,348)	(16,675)
Public Works	dept 16	2%	(4,465)	(4,465)	(5,205)	(5,309)	(5,415)	(5,524)	(5,634)
Facilities Maintenance WA	dept 17	2%	(13,601)	(13,001)	(34,351)	(35,038)	(35,738)	(36,453)	(37,182)
Finance Department	dept 18	2%	(6,707)	(6,707)	(2,797)	(2,853)	(2,910)	(2,968)	(3,028)

FIVE YEAR FINANCIAL FORECAST

ALL MUNICIPAL FUNDS

			ADOPTED FY 18-19	ESTIMATED FY 18-19	ADOPTED FY 19-20	Projected FY 20-21	Projected FY 21-22	Projected FY 22-23	Projected FY 23-24
Parks & Recreations	dept 19	2%	(12,343)	(12,343)	(12,843)	(13,100)	(13,362)	(13,629)	(13,902)
Information Technology	dept 20	2%	(7,630)	(7,630)	(7,630)	(7,783)	(7,938)	(8,097)	(8,259)
Human Resources	dept 21	2%	(3,770)	(3,270)	(3,270)	(3,335)	(3,402)	(3,470)	(3,540)
Communications	dept 22	2%	(10,199)	(12,519)	(12,519)	(12,769)	(13,025)	(13,285)	(13,551)
Facilities Maintenance Town	dept 26	2%	(17,700)	(13,725)	-	-	-	-	-
Total Supply Expenditures			(246,473)	(250,434)	(248,054)	(253,015)	(258,075)	(263,236)	(268,501)
General Services	dept 10	2%	(60,303)	(60,303)	(60,303)	(61,509)	(62,739)	(63,994)	(65,274)
Administrative	dept 11	2%	(32,128)	(32,128)	(32,128)	(32,771)	(33,426)	(34,094)	(34,776)
Planning & Development	dept 12	2%	(7,921)	(11,310)	(11,310)	(11,536)	(11,767)	(12,002)	(12,242)
Town Secretary	dept 13	2%	(4,340)	(4,340)	(4,340)	(4,427)	(4,515)	(4,606)	(4,698)
Fire Department	dept 14	2%	(43,740)	(48,995)	(54,295)	(55,381)	(56,489)	(57,618)	(58,771)
Municipal Court	dept 15	2%	(5,225)	(7,407)	(9,549)	(9,740)	(9,935)	(10,134)	(10,336)
Public Works	dept 16	2%	(2,481)	(2,481)	(2,481)	(2,531)	(2,581)	(2,633)	(2,686)
Facilities Maintenance WA	dept 17	2%	(3,283)	(3,783)	(10,222)	(10,426)	(10,634)	(10,847)	(11,064)
Finance Department	dept 18	2%	(10,935)	(10,935)	(10,935)	(11,154)	(11,377)	(11,604)	(11,836)
Parks & Recreations	dept 19	2%	(1,545)	(1,545)	(5,000)	(5,100)	(5,202)	(5,306)	(5,412)
Information Technology	dept 20	2%	(9,618)	(9,618)	(9,618)	(9,810)	(10,007)	(10,207)	(10,411)
Human Resources	dept 21	2%	(17,336)	(17,250)	(17,250)	(17,595)	(17,947)	(18,306)	(18,672)
Communications	dept 22	2%	(7,039)	(7,759)	(7,759)	(7,914)	(8,072)	(8,234)	(8,399)
Facilities Maintenance Town	dept 26	2%	(3,670)	(3,670)	-	-	-	-	-
Total Travel & Training			(209,564)	(221,524)	(235,190)	(239,893)	(244,691)	(249,585)	(254,577)
Capital Operating Impact - Roads	dept 16	hard coded	-	-	-	(12,200)	(15,060)	(17,431)	(17,813)
Capital Operating Impact - Facilities	dept 17	hard coded	-	-	-	(5,060)	(5,212)	(5,368)	(5,529)
Capital Operating Impact - Parks/Rec	dept 19	hard coded	-	-	-	(2,000)	(2,060)	(2,122)	(2,185)
Total Capital Operating Impact			-	-	-	(19,260)	(22,332)	(24,921)	(25,527)
Transfer Out - DS 300	inked to DSF		(1,005,901)	(455,901)	(175,989)	(174,041)	(140,704)	(95,426)	(59,582)
Total Operating Transfers Out			(1,005,901)	(455,901)	(175,989)	(174,041)	(140,704)	(95,426)	(59,582)
TOTAL OPERATING EXPENDITURES (payroll/operations/maintenance)			(9,578,926)	(9,237,500)	(9,880,629)	(10,121,803)	(10,366,385)	(10,604,279)	(10,860,042)
Transfer Out - GMR Fund 600	linked to GMR		(1,000,799)	(1,463,799)	(229,185)	(500,000)	(400,000)	(400,000)	(400,000)
Transfer Out - GF VMR Fund 605	linked to VMR		(460,266)	(678,266)	(229,185)	(250,000)	(250,000)	(250,000)	(250,000)
Transfer Out - UF VMR Fund 505	linked to VMR		-	-	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
Transfer Out - CP Fund 410	linked to CIP		(1,025,000)	(1,025,000)	(891,360)	(343,545)	(343,545)	(297,105)	(297,105)
Total Non-Operating Transfers Out			(2,486,065)	(3,167,065)	(1,354,730)	(1,098,545)	(998,545)	(952,105)	(952,105)
TOTAL NON-OPERATING EXPENDITURES			(2,486,065)	(3,167,065)	(1,354,730)	(1,098,545)	(998,545)	(952,105)	(952,105)
GRAND TOTAL ALL EXPENDITURES			(12,064,992)	(12,404,565)	(11,235,359)	(11,220,348)	(11,364,930)	(11,556,384)	(11,812,147)
NET CHANGE TO FUND BALANCE			7,498,617	2,353,447	(31,092)	361,894	258,276	244,531	237,395
Beginning Fund Balance			9,216,610	9,761,849	12,115,296	12,084,204	12,446,098	12,704,374	12,948,905
Ending Fund Balance			16,715,227	12,115,296	12,084,204	12,446,098	12,704,374	12,948,905	13,186,301
Restricted/Committed/Assigned			304,504	290,880	298,560	298,560	298,560	298,560	298,560
Unassigned Ending Balance			\$ 16,410,724	\$ 11,824,416	\$ 11,785,644	\$ 12,147,538	\$ 12,405,814	\$ 12,650,345	\$ 12,887,741
Operating Expenditures			9,578,926	9,237,500	9,880,629	10,121,803	10,366,385	10,604,279	10,860,042
Operating Cost per Day			26,146	25,308	27,070	27,731	28,401	29,053	29,754
OPERATING DAYS			350	467	435	438	437	435	433

FIVE YEAR FINANCIAL FORECAST

ALL MUNICIPAL FUNDS

	ADOPTED FY 18-19	ESTIMATED FY 18-19	ADOPTED FY 19-20	Projected FY 20-21	Projected FY 21-22	Projected FY 22-23	Projected FY 23-24
--	---------------------	-----------------------	---------------------	-----------------------	-----------------------	-----------------------	-----------------------

ENTERPRISE FUNDS

FUND 255 - CEMETERY FUND

Section Sales	0%	\$ 13,700	\$ 16,675	\$ 13,700	\$ 13,700	\$ 13,700	\$ 13,700	\$ 13,700
Perpetual Care - Section 15%	0%	150	150	150	150	150	150	150
Perpetual Care-interment 100 %	0%	50	50	50	50	50	50	50
Marker Sales	0%	250	250	250	250	250	250	250
Contractor Fee	0%	350	350	350	350	350	350	350
Misc Revenue	0%	1,275	1,275	1,275	1,275	1,275	1,275	1,275
Interest Income	0%	2,465	5,600	5,600	5,600	5,600	5,600	5,600
TOTAL REVENUES		18,240	24,350	21,375	21,375	21,375	21,375	21,375
Engineering	0%	(6,453)	(6,453)	(6,453)	(6,453)	(6,453)	(6,453)	(6,453)
Contract Services	0%	(370)	(370)	(370)	(370)	(370)	(370)	(370)
Irrigation R&M	0%	-	-	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)
Contract Landscaping	0%	(6,375)	(6,375)	(6,375)	(6,375)	(6,375)	(6,375)	(6,375)
ROW Irrigation	0%	-	(1,625)	(1,625)	(1,625)	(1,625)	(1,625)	(1,625)
Grounds R&M	0%	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
Training/Meetings/Seminars	0%	-	-	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)
Dues & Memberships	0%	(125)	(125)	(125)	(125)	(125)	(125)	(125)
Cost of Sales - Cemetery Lots	0%	(1,441)	(1,441)	(1,441)	(1,441)	(1,441)	(1,441)	(1,441)
TOTAL EXPENDITURES		(16,764)	(18,389)	(23,389)	(23,389)	(23,389)	(23,389)	(23,389)
NET CHANGE TO FUND BALANCE		1,476	5,961	(2,014)	(2,014)	(2,014)	(2,014)	(2,014)
Beginning Fund Balance		235,563	235,563	241,524	239,510	237,496	235,482	233,468
Ending Fund Balance		237,039	241,524	239,510	237,496	235,482	233,468	231,454
Restricted/Committed/Assigned		237,039	241,524	239,510	237,496	235,482	233,468	231,454
Unassigned Ending Balance		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Expenses		16,764	18,389	23,389	23,389	23,389	23,389	23,389
Operating Cost Per Day		46	50	64	64	64	64	64
OPERATING DAYS		5,129	4,676	3,769	3,738	3,706	3,675	3,643

FUND 500 - UTILITY FUND

Water Revenue	2%	\$ 3,211,156	\$ 3,211,156	\$ 3,720,177	\$ 3,794,581	\$ 3,870,472	\$ 3,947,882	\$ 4,026,839
DS - Hillwood Service Area	2%	48,000	48,000	48,000	48,960	49,939	50,938	51,957
DS - Town Service Area Accts	2%	43,000	43,000	43,000	43,860	44,737	45,632	46,545
Waste Management	2%	6,129	6,129	6,190	6,314	6,440	6,569	6,700
Sewer Revenue - Westlake	2%	1,137,544	1,137,544	1,378,927	1,406,506	1,434,636	1,463,328	1,492,595
Sewer Revenue - Keller	2%	1,280	1,280	1,293	1,319	1,345	1,372	1,400
Water Tap Fees	2%	34,026	34,026	34,366	35,053	35,754	36,469	37,199
Sewer Tap Fees	2%	17,251	17,251	17,424	17,772	18,128	18,490	18,860
Fort Worth Impact fees	0%	66,539	66,539	67,225	67,225	67,225	67,225	67,225
Meter Repair & Replacement	2%	6,000	6,000	6,060	6,181	6,305	6,431	6,560
Sub-Total Charge For Services		4,570,925	4,570,925	5,322,662	5,427,771	5,534,982	5,644,337	5,755,879
Duct Bank Leases		40,391	40,391	40,391	40,391	40,391	40,391	40,391
TRA Wastewater Settle-Up		69,750	69,750	69,750	69,750	69,750	69,750	69,750
Duct Bank Permit Fees		164,300	119,100	145,700	173,600	158,100	142,600	142,600
Sub-Total Permits and Fees		274,441	229,241	255,841	283,741	268,241	252,741	252,741
Interest Income	2%	55,300	55,300	55,300	56,406	57,534	58,685	59,858
Total Interest		55,300	55,300	55,300	56,406	57,534	58,685	59,858
Cross Connection Control Prog.	2%	3,510	3,510	-	-	-	-	-
Insurance Refund/Equity Return	2%	750	750	750	765	780	796	812
Misc Revenue	2%	8,000	8,000	8,000	8,160	8,323	8,490	8,659
Administrative Fee	2%	7,475	7,475	7,475	7,625	7,777	7,933	8,091
Misc Reimbursements	2%	2,100	2,100	-	-	-	-	-
Total Misc Income		21,835	21,835	16,225	16,550	16,880	17,218	17,562

FIVE YEAR FINANCIAL FORECAST

ALL MUNICIPAL FUNDS

				ADOPTED FY 18-19	ESTIMATED FY 18-19	ADOPTED FY 19-20	Projected FY 20-21	Projected FY 21-22	Projected FY 22-23	Projected FY 23-24		
Bond Proceeds - Tx Water Development Board				0%	2,600,000	2,100,000	-	-	-	-		
Other Resources					2,600,000	2,100,000	-	-	-	-		
TOTAL REVENUES					7,522,501	6,977,301	5,650,028	5,784,467	5,877,637	5,972,981	6,086,041	
Operating Xfr Out for PR Costs				1%	\$ (559,024)	\$ (547,472)	\$ (522,424)	\$ (527,648)	\$ (532,925)	\$ (538,254)	\$ (543,637)	
Compensated Absences				1%	-	(2,785)	(2,785)	(2,813)	(2,841)	(2,869)	(2,898)	
Compensated Absences				1%	-	(4,645)	(4,645)	(4,691)	(4,738)	(4,786)	(4,834)	
Compensated Absences				1%	-	(1,640)	(1,640)	(1,656)	(1,673)	(1,690)	(1,707)	
Compensated Absences				1%	-	(125)	(125)	(126)	(128)	(129)	(130)	
Total Payroll and Related					(559,024)	(556,667)	(531,619)	(536,935)	(542,305)	(547,728)	(553,205)	
Computer Hardware/Software				2%	(1,000)	(1,000)	(1,000)	(1,015)	(1,030)	(1,046)	(1,061)	
Mechanical Equipment				2%	(1,000)	(1,000)	(1,000)	(1,015)	(1,030)	(1,046)	(1,061)	
Water Meters /Equipment				2%	(20,275)	(20,275)	(20,275)	(20,579)	(20,888)	(21,201)	(21,519)	
Water Taps				2%	(8,780)	(8,780)	(8,780)	(8,912)	(9,045)	(9,181)	(9,319)	
Total Capital Outlay					(31,055)	(31,055)	(31,055)	(31,521)	(31,994)	(32,474)	(32,961)	
Fort Worth Waterline Payment				0%	(1,711,840)	-	-	-	-	-	-	
Keller OH Storage - Principal		ends 2020	tied to schedule	(113,756)	(113,756)	(120,165)	-	-	-	-		
Keller OH Storage - Interest		ends 2020	tied to schedule	(7,393)	(7,393)	(2,523)	-	-	-	-		
Service Area - Hillwood			tied to revenues	(48,240)	(48,240)	(48,240)	(48,960)	(49,939)	(50,938)	(51,957)		
Service Area - Town			tied to revenues	(43,215)	(43,215)	(43,215)	(43,860)	(44,737)	(45,632)	(46,545)		
TXWDB FW Phase 2 Waterline - Principal			tied to schedule	(5,000)	(5,000)	(95,000)	(100,000)	(100,000)	(100,000)	(100,000)		
TXWDB FW Phase 2 Waterline - Interest			tied to schedule	(31,056)	(31,056)	(43,120)	(41,984)	(40,744)	(39,404)	(37,949)		
GS Tank 2013 CO - Principal			tied to schedule	(22,550)	(22,550)	(23,650)	(23,650)	(24,750)	(25,300)	(26,400)		
GS Tank 2013 CO - Interest			tied to schedule	(32,576)	(32,576)	(32,114)	(31,582)	(30,977)	(30,288)	(29,512)		
Total Debt					(2,015,626)	(303,786)	(408,027)	(290,035)	(291,147)	(291,561)	(292,362)	
Office Rent				dept 10	from schedule	(70,295)	(70,295)	(72,472)	(74,668)	(76,242)	(76,936)	(77,653)
Electric - Town Hall		dept 10	0%	(7,500)	(7,500)	(7,500)	(7,500)	(7,500)	(7,500)	(7,500)	(7,500)	
Electric - Lift Station		dept 16	2%	(2,680)	(2,680)	(2,680)	(2,720)	(2,761)	(2,802)	(2,844)		
Electric - Pump Station		dept 16	2%	(1,291)	(1,291)	(1,291)	(1,310)	(1,330)	(1,350)	(1,370)		
Electric - Pump Station		dept 16	2%	(70,277)	(70,277)	(70,277)	(71,331)	(72,401)	(73,487)	(74,589)		
Internet Service		dept 10	2%	(2,327)	(2,327)	(2,327)	(2,362)	(2,397)	(2,433)	(2,470)		
Telephone - Town Hall		dept 10	2%	(724)	(724)	(724)	(735)	(746)	(757)	(768)		
Telephone		dept 16	2%	(1,000)	(1,000)	(1,000)	(1,015)	(1,030)	(1,046)	(1,061)		
Water - Other		dept 16	2%	(850)	(850)	(850)	(863)	(876)	(889)	(902)		
Water - Pump Station		dept 16	2%	(20,600)	(20,600)	(20,600)	(20,909)	(21,223)	(21,541)	(21,864)		
Total Rent & Utilities					(177,544)	(177,544)	(179,721)	(183,413)	(186,506)	(188,741)	(191,023)	
WaterTower Landscape R&M				dept 16	2%	(6,000)	(6,000)	(6,000)	(6,090)	(6,181)	(6,274)	(6,368)
Water Main R&M		dept 16	2%	(35,045)	(35,045)	(35,045)	(35,571)	(36,104)	(36,646)	(37,195)		
Water Tower R&M		dept 16	2%	(1,000)	(1,000)	(1,000)	(1,015)	(1,030)	(1,046)	(1,061)		
Sewer Main R&M		dept 16	2%	(24,973)	(24,973)	(24,973)	(25,348)	(25,728)	(26,114)	(26,505)		
Pump Station Landscape R&M		dept 16	2%	(12,500)	(12,500)	(12,500)	(12,688)	(12,878)	(13,071)	(13,267)		
Lift Station R&M		dept 16	2%	(6,000)	(6,000)	(6,000)	(6,090)	(6,181)	(6,274)	(6,368)		
Instrument R&M		dept 16	2%	(9,473)	(9,473)	(9,473)	(9,615)	(9,759)	(9,906)	(10,054)		
Ground Storage Tank R&M		dept 16	2%	(2,300)	(2,300)	(2,300)	(2,335)	(2,370)	(2,405)	(2,441)		
Generator R&M		dept 16	2%	(6,815)	(6,815)	(6,815)	(6,917)	(7,021)	(7,126)	(7,233)		
Pump Station R&M		dept 16	2%	(12,500)	(12,500)	(12,500)	(12,688)	(12,878)	(13,071)	(13,267)		
Duct Bank R&M		dept 16	2%	(6,940)	(6,940)	(6,940)	(7,044)	(7,150)	(7,257)	(7,366)		
Meter Repair & Replacement		dept 16	2%	(35,793)	(35,793)	(35,793)	(36,330)	(36,875)	(37,428)	(37,989)		
Water/Sewer R&M		dept 16	2%	(726)	(726)	(726)	(737)	(748)	(759)	(771)		
Vehicle R&M		dept 16	2%	(1,000)	(1,000)	(1,000)	(1,015)	(1,030)	(1,046)	(1,061)		
Total Repair and Maintenance					(161,065)	(161,065)	(161,065)	(163,481)	(165,933)	(168,422)	(170,949)	
Insurance Automobile		dept 10	2%	(661)	(1,479)	(1,479)	(1,501)	(1,524)	(1,547)	(1,570)		
Insurance Property		dept 10	2%	(6,975)	(7,865)	(7,865)	(7,983)	(8,103)	(8,224)	(8,348)		
Bank Service Charges		dept 10	2%	(7,547)	(7,547)	(7,547)	(7,660)	(7,775)	(7,892)	(8,010)		
Engineering		dept 16	2%	(4,540)	(4,540)	(4,540)	(4,608)	(4,677)	(4,747)	(4,819)		
Water Utility Engineering		dept 16	2%	(37,555)	(37,555)	(37,555)	(38,118)	(38,690)	(39,270)	(39,860)		
Misc. Engineering		dept 16	2%	(4,126)	(4,126)	(4,126)	(4,188)	(4,251)	(4,314)	(4,379)		
Consultant Fees		dept 16	2%	(5,138)	(5,138)	(5,138)	(5,215)	(5,293)	(5,373)	(5,453)		
Auditor		dept 16	2%	(7,235)	(6,910)	(8,000)	(8,120)	(8,242)	(8,365)	(8,491)		
Attorney - Boyle & Lowry		dept 16	2%	(9,421)	(9,421)	(9,421)	(9,562)	(9,706)	(9,851)	(9,999)		
Attorney - Lloyd Gosselink		dept 16	2%	(10,256)	(10,256)	(10,256)	(10,410)	(10,566)	(10,724)	(10,885)		
Contract Services		dept 16	2%	(7,860)	(7,860)	(7,860)	(7,978)	(8,098)	(8,219)	(8,342)		
Water Purchases		dept 16	2%	(934,500)	(934,500)	(1,042,621)	(1,063,473)	(1,084,743)	(1,106,438)	(1,128,567)		
Water Service Charge		dept 16	0%	(600)	(600)	(600)	(600)	(600)	(600)	(600)		

FIVE YEAR FINANCIAL FORECAST

ALL MUNICIPAL FUNDS

			ADOPTED FY 18-19	ESTIMATED FY 18-19	ADOPTED FY 19-20	Projected FY 20-21	Projected FY 21-22	Projected FY 22-23	Projected FY 23-24
Peak Payment	dept 16	2%	(409,500)	(409,500)	(456,879)	(466,017)	(475,337)	(484,844)	(494,541)
TRA-Wastewater Treatment	dept 16	2%	(479,303)	(479,303)	(479,303)	(486,493)	(493,790)	(501,197)	(508,715)
Southlake-Wastewater Treatment	dept 16	2%	(1,302,497)	(1,302,497)	(1,302,497)	(1,322,034)	(1,341,865)	(1,361,993)	(1,382,423)
Testing-Water/Bacteria/Rgltry	dept 16	2%	(30,000)	(30,000)	(30,000)	(30,450)	(30,907)	(31,370)	(31,841)
Utility Billing	dept 16	2%	(27,321)	(27,321)	(27,321)	(27,731)	(28,147)	(28,569)	(28,998)
Line Location	dept 16	2%	(5,660)	(5,660)	(5,660)	(5,745)	(5,831)	(5,919)	(6,007)
Application Software Maint.	dept 16	2%	\$ (10,750)	\$ (10,750)	\$ (11,985)	\$ (12,165)	\$ (12,347)	\$ (12,532)	\$ (12,720)
Keller Waste Water	dept 16	2%	(1,300)	(1,300)	(1,300)	(1,320)	(1,339)	(1,359)	(1,380)
Insurance General Liability	dept 16	2%	(980)	(835)	(835)	(848)	(860)	(873)	(886)
Mobile Phone	dept 16	2%	(1,000)	(1,000)	(1,000)	(1,015)	(1,030)	(1,046)	(1,061)
Misc Rental/Lease	dept 16	2%	(500)	(500)	(1,500)	(1,523)	(1,545)	(1,569)	(1,592)
Printing	dept 16	2%	(1,130)	(1,130)	(1,130)	(1,147)	(1,164)	(1,182)	(1,199)
Courier Service	dept 16	2%	(200)	(200)	(200)	(203)	(206)	(209)	(212)
Total Services			(3,306,555)	(3,307,793)	(3,466,618)	(3,526,106)	(3,586,636)	(3,648,227)	(3,710,898)
Computer Eqpmt/Software	dept 16	2%	(210)	(210)	(210)	(213)	(216)	(220)	(223)
Safety Supplies	dept 16	2%	(100)	(100)	(100)	(102)	(103)	(105)	(106)
Misc Hand Tools	dept 16	2%	(1,855)	(1,855)	(1,855)	(1,883)	(1,911)	(1,940)	(1,969)
Chemical Supplies	dept 16	2%	(350)	(350)	(350)	(355)	(361)	(366)	(371)
Office Supplies	dept 16	2%	(538)	(538)	(538)	(546)	(554)	(563)	(571)
Postage & Shipping	dept 16	2%	(400)	(400)	(400)	(406)	(412)	(418)	(425)
Vehicle Fuel	dept 16	2%	(3,000)	(3,000)	(3,000)	(3,045)	(3,091)	(3,137)	(3,184)
Uniforms	dept 16	2%	(587)	(587)	(587)	(596)	(605)	(614)	(623)
Total Supplies			(7,040)	(7,040)	(7,040)	(7,146)	(7,253)	(7,362)	(7,472)
Travel Airfare	dept 16	2%	(800)	(800)	(800)	(812)	(824)	(837)	(849)
Travel Car Rental/Parking	dept 16	2%	(100)	(100)	(100)	(102)	(103)	(105)	(106)
Travel Lodging	dept 16	2%	(1,560)	(1,560)	(1,560)	(1,583)	(1,607)	(1,631)	(1,656)
Travel Meals	dept 16	2%	(77)	(77)	(77)	(78)	(79)	(81)	(82)
Travel Mileage	dept 16	2%	(58)	(58)	(58)	(59)	(60)	(61)	(62)
Training/Seminars/Meetings	dept 16	2%	(3,000)	(3,000)	(3,000)	(3,045)	(3,091)	(3,137)	(3,184)
Dues & Subscriptions	dept 16	2%	(1,500)	(1,500)	(1,500)	(1,523)	(1,545)	(1,569)	(1,592)
Licenses/Registrations	dept 16	2%	(700)	(700)	(700)	(711)	(721)	(732)	(743)
Total Travel & Training			(7,795)	(7,795)	(7,795)	(7,912)	(8,031)	(8,151)	(8,273)
Transfer Out - UMR Fund 510	dept 99	linked to UMR	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
Transfer Out - VMR Fund 505	dept 99	linked to VMR	(10,000)	(10,000)	(10,000)	(5,000)	(5,000)	(5,000)	(5,000)
Transfer Out - GF 100 Impact Fees	dept 99	GF linked to this	(66,539)	(66,539)	(67,225)	(6,181)	(6,305)	(6,431)	(6,560)
Total Transfers Out			(81,539)	(81,539)	(82,225)	(16,181)	(16,305)	(16,431)	(16,560)
Texas Water Development Board			-	(1,996,332)	-	-	-	-	-
Total Capital Projects			-	(1,996,332)	-	-	-	-	-
TOTAL EXPENSES			(6,347,244)	(6,630,617)	(4,875,165)	(4,762,730)	(4,836,108)	(4,909,096)	(4,983,701)
NET CHANGE TO FUND BALANCE			1,175,257	346,684	774,863	1,021,737	1,041,529	1,063,884	1,102,340
Beginning Fund Balance			197,156	(424,904)	1,873,862	2,648,725	3,670,462	4,711,991	5,775,876
Prior Period Adjustment (Texas Water Development Board)			-	1,952,082	-	-	-	-	-
Restated Beginning Fund Balance			197,156	1,527,178	1,873,862	2,648,725	3,670,462	4,711,991	5,775,876
Ending Fund Balance			1,372,413	1,873,862	2,648,725	3,670,462	4,711,991	5,775,876	6,878,216
Restricted/Committed/Assigned Hillwood			888,000	888,000	888,000	750,000	750,000	750,000	750,000
Restricted/Committed/Assigned Deposits			186,130	186,130	186,130	186,130	186,130	186,130	186,130
Restricted/Committed/Assigned Other			-	-	-	-	-	-	-
Unassigned Ending Balance			298,283	\$ 799,732	\$ 1,574,595	\$ 2,734,332	\$ 3,775,861	\$ 4,839,746	\$ 5,942,086
Operating Expenses			6,347,244	6,630,617	4,875,165	4,762,730	4,836,108	4,909,096	4,983,701
Operating Cost Per Day			17,390	18,166	13,357	13,049	13,250	13,450	13,654
OPERATING DAYS			79	103	198	281	356	429	504

FIVE YEAR FINANCIAL FORECAST

ALL MUNICIPAL FUNDS

	ADOPTED FY 18-19	ESTIMATED FY 18-19	ADOPTED FY 19-20	Projected FY 20-21	Projected FY 21-22	Projected FY 22-23	Projected FY 23-24
--	---------------------	-----------------------	---------------------	-----------------------	-----------------------	-----------------------	-----------------------

INTERNAL SERVICE - M&R FUNDS

FUND 505 - UF VEHICLE MAINTENANCE/REPLACEMENT FUND

Interest Earned	\$ 350	\$ 1,940	\$ 1,940	\$ 350	\$ 350	\$ 350	\$ 350
Transfer in from GF	-	-	5,000	5,000	5,000	5,000	5,000
Transfer in from UF	10,000	10,000	10,000	5,000	5,000	5,000	5,000
TOTAL REVENUES	10,350	11,940	16,940	10,350	10,350	10,350	10,350
Public Works Vehicle	-	-	(50,000)	-	-	-	-
TOTAL EXPENDITURES	-	-	(50,000)	-	-	-	-
NET CHANGE TO FUND BALANCE	10,350	11,940	(33,060)	10,350	10,350	10,350	10,350
Beginning Fund Balance	23,674	23,759	35,699	2,639	12,989	23,339	33,689
Ending Fund Balance	34,024	35,699	2,639	12,989	23,339	33,689	44,039
Restricted/Committed/Assigned	34,024	35,699	2,639	12,989	23,339	33,689	44,039
Unassigned Ending Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

FUND 510 - UTILITY MAINTENANCE/REPLACEMENT FUND

Interest Income	\$ 16,350	\$ 31,895	\$ 31,895	\$ 14,500	\$ 14,500	\$ 14,500	\$ 14,500
Transfers In from UF 500	5,000	5,000	5,000	5,000	5,000	5,000	5,000
TOTAL REVENUES	21,350	36,895	36,895	19,500	19,500	19,500	19,500
Sewer Easement Cleaning Machine	(45,000)	-	(67,000)	-	-	-	-
Repaint Ground Storage Tank	(90,000)	(276,200)	-	-	-	-	-
Lift Station Pump Repairs	-	-	(25,000)	-	-	-	-
Pump Station Equipment	(90,000)	-	(90,000)	-	-	-	-
TOTAL EXPENDITURES	(225,000)	(276,200)	(182,000)	-	-	-	-
NET CHANGE TO FUND BALANCE	(203,650)	(239,305)	(145,105)	19,500	19,500	19,500	19,500
Beginning Fund Balance	845,683	778,190	538,885	393,780	413,280	432,780	452,280
Ending Fund Balance	642,033	538,885	393,780	413,280	432,780	452,280	471,780
Restricted/Committed/Assigned	642,033	538,885	393,780	413,280	432,780	452,280	471,780
Unassigned Ending Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

FUND 600 - GENERAL MAINTENANCE/REPLACEMENT FUND

Firefighter Equipment Fees	Dept 14	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000
Interest Income	Dept 00	2,290	3,424	3,424	3,424	3,424	3,424
Misc Revenue	Dept 00	-	1,980	-	-	-	-
Sale of Surplus	Dept 00	-	2,545	-	-	-	-
Transfer in from GF	Dept 88	1,000,799	1,463,799	229,185	500,000	400,000	400,000
WA Facilities Allotment 50%	Dept 17	-	90,194	-	-	-	-
TOTAL REVENUES		1,009,089	1,567,942	238,609	509,424	409,424	409,424
WA-Irrigation System		(6,500)	(6,500)	(15,000)	(5,000)	(5,000)	(5,000)
WA-15 Ton Split HVAC System		(14,000)	(14,000)	(10,000)	(25,000)	(25,000)	(25,000)
WA-2 Ton Roof Top Units		(7,500)	(7,500)	(15,000)	(10,000)	(10,000)	(10,000)
WA-AC ton/7.5 ton server room		(6,500)	(6,500)	(1,500)	(20,000)	-	(5,000)
WA-HVAC System Replacement		(7,500)	(7,500)	(8,000)	(5,000)	(5,000)	(5,000)
WA-Update Security System		(2,750)	(2,750)	(20,000)	(10,000)	(8,000)	(8,000)
WA-Update Security Cameras		(10,300)	(10,300)	(5,000)	(12,000)	(12,000)	(12,000)
WA-Heater Boilers		(9,675)	(9,675)	(3,000)	(5,000)	(25,000)	(5,000)
WA-Painting/Cloth Wall R&M		(6,500)	(6,500)	(10,000)	(8,000)	(8,000)	(8,000)
WA-Ext Envrnmt Imprvmts Irrig		(7,500)	(7,500)	(15,000)	(12,000)	(12,000)	(12,000)
WA-Parking Lot		(25,000)	(25,000)	(25,000)	(5,000)	(5,000)	(5,000)

FIVE YEAR FINANCIAL FORECAST

ALL MUNICIPAL FUNDS

	ADOPTED FY 18-19	ESTIMATED FY 18-19	ADOPTED FY 19-20	Projected FY 20-21	Projected FY 21-22	Projected FY 22-23	Projected FY 23-24
WA Playground Equipment	(5,000)	-	(5,000)	-	(5,000)	-	(40,000)
WA-Plumbing Repair/Replacement	(9,000)	(9,000)	(8,000)	(5,000)	(5,000)	(5,000)	(5,000)
WA-Carpet/VCT Flooring	(35,000)	(35,000)	(30,000)	(15,000)	(15,000)	(15,000)	(15,000)
WA-Envrnmt Bldg UG light/water	(10,000)	(10,000)	(8,000)	(5,000)	(5,000)	(5,000)	(5,000)
WA-Refurbish Classrooms	(30,000)	(30,000)	(30,000)	(25,000)	(25,000)	(25,000)	(25,000)
WA-Interior Building R&M	(15,000)	(15,000)	(10,000)	(15,000)	(15,000)	(15,000)	(15,000)
WA-Exterior Paint & Wood R&M	(4,500)	(4,500)	(12,000)	(8,000)	(8,000)	(8,000)	(8,000)
WA-Roof Repairs	(47,550)	(47,550)	(60,000)	(30,000)	(25,000)	(25,000)	(25,000)
WA Facilities Allotment	-	(90,194)	-	-	-	-	-
WA-Mechanical Equipment	(25,000)	(25,000)	-	-	-	-	-
WA-Furniture/Interior Bldg	(15,000)	(7,500)	(8,000)	(10,000)	(10,000)	(10,000)	(10,000)
Dept 17 - Westlake Academy Facilities	(299,775)	(377,469)	(298,500)	(230,000)	(228,000)	(208,000)	(268,000)
Trail Repairs and Maintenance	(10,000)	(10,000)	(30,000)	(10,000)	(30,000)	(10,000)	(10,000)
Park Repairs and Maintenance	(10,000)	(10,000)	(33,029)	(15,000)	(33,029)	(10,000)	(10,000)
Dept 19 - Town Parks	(20,000)	(20,000)	(63,029)	(25,000)	(63,029)	(20,000)	(20,000)
Servers & Network Storage	(40,000)	(40,000)	(40,000)	(30,000)	(30,000)	(30,000)	(30,000)
Network Printers/Peripheal Dev	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
Network Equipment	(115,000)	(115,000)	(25,000)	(25,000)	(25,000)	(25,000)	(150,000)
Server Replacements	(20,000)	(20,000)	(20,000)	(125,000)	(20,000)	(20,000)	(20,000)
Phone System/Peripheal Devices	(65,000)	(65,000)	(100,000)	(15,000)	(15,000)	(15,000)	(65,000)
Dept 20 - Town IT Dept	(245,000)	(245,000)	(190,000)	(200,000)	(95,000)	(95,000)	(270,000)
Town-Irrigation R&M	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
Town Open Space Improvements	-	-	(8,000)	(20,000)	(1,000)	(8,000)	(10,000)
Town-15 Ton Split HVAC System	-	-	-	(30,000)	(5,000)	(3,000)	(3,000)
Town-2 Ton Roof Top Units	-	-	(3,000)	(5,000)	(5,000)	(3,000)	(3,000)
Town-AC ton/7.5 ton server roo	-	-	(3,000)	(3,000)	(8,000)	-	(3,000)
Town-HVAC System Replacement	(5,000)	(5,000)	-	(5,000)	(5,000)	(5,000)	(5,000)
Town-Contract Landscaping	-	-	-	(5,000)	(8,000)	(3,000)	(3,000)
Town-Security System	-	-	(3,000)	(5,000)	(5,000)	(10,000)	(5,000)
Town-Security Cameras	-	-	(3,000)	(5,000)	(12,000)	(5,000)	(5,000)
Town-Safety Doors	-	-	(8,000)	(8,000)	(10,000)	(8,000)	(10,000)
Town-Ground R&M	-	-	(4,000)	(4,000)	(10,000)	(5,000)	(6,000)
Town-Heater Boiler	(3,000)	(3,000)	-	(3,000)	(3,000)	(3,000)	(3,000)
Town-Painting/Cloth Wall R&M	-	-	(4,000)	(4,000)	(10,000)	(5,000)	(6,000)
Town-Signs and Signals	-	-	(4,000)	(4,000)	(4,000)	(6,000)	(6,000)
Town-Environmental Improvement	-	-	-	(4,000)	-	(5,000)	-
Town-Parking Lot	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)	(4,000)
Town-Plumbing Repair/Replace	-	-	(1,000)	(2,000)	(2,000)	(2,000)	(2,000)
Town-Carpet/Flooring R&M	-	-	-	-	-	(5,000)	-
Town-Env Bldg UG light/water	(10,000)	(10,000)	(1,000)	(10,000)	(10,000)	(10,000)	(10,000)
Town-Interior Building R&M	-	-	(5,000)	(5,000)	(10,000)	(5,000)	(5,000)
Town-Bldg Exterior Paint/R&M	-	-	-	(5,000)	(5,000)	(10,000)	(5,000)
Town-Roof Repairs	-	-	-	(6,000)	(6,000)	(6,000)	(6,000)
Town-Furniture/Interior Bldg	(2,700)	(10,200)	(10,200)	(3,000)	(5,000)	(3,000)	(5,000)
Dept 26 - Town Facilities (Fire Station)	(29,700)	(37,200)	(66,200)	(145,000)	(133,000)	(119,000)	(110,000)
TOTAL EXPENDITURES	(594,475)	(679,669)	(617,729)	(600,000)	(519,029)	(442,000)	(668,000)
NET CHANGE TO FUND BALANCE	414,614	888,273	(379,120)	(90,576)	(109,605)	(32,576)	(258,576)
Beginning Fund Balance	122,794	157,098	1,045,371	666,251	575,675	466,070	433,494
Ending Fund Balance	537,408	1,045,371	666,251	575,675	466,070	433,494	174,918
Restricted/Committed/Assigned	537,408	1,045,371	666,251	575,675	466,070	433,494	174,918
Unassigned Ending Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

FIVE YEAR FINANCIAL FORECAST

ALL MUNICIPAL FUNDS

				ADOPTED FY 18-19	ESTIMATED FY 18-19	ADOPTED FY 19-20	Projected FY 20-21	Projected FY 21-22	Projected FY 22-23	Projected FY 23-24	
FUND 605 - GF VEHICLE MAINTENANCE/REPLACEMENT FUND											
Contribution for WA Buses	dept 10	\$	-	\$	125,000	\$	-	\$	-	\$	-
Interest Earned	dept 10		2,490		7,210		7,210		7,210		7,210
Transfer In from GF	dept 88		460,266		678,266		229,185		250,000		250,000
TOTAL REVENUES			462,756		810,476		236,395		257,210		257,210
Academy Buses	dept 10		-		(125,000)		-		(150,000)		-
Fire Dept Vehicles	dept 14		(260,000)		(260,000)		-		(60,000)		(65,000)
Court Vehicle	dept 15		-		-		(68,229)		-		-
Facilities Vehicles	dept 17		-		-		-		(50,000)		-
Parks & Rec Mule	dept 19		-		-		(14,480)		-		-
TOTAL EXPENDITURES			(260,000)		(385,000)		(82,709)		(260,000)		(65,000)
NET CHANGE TO FUND BALANCE			202,756		425,476		153,686		(2,790)		192,210
Beginning Fund Balance			578,848		475,436		900,912		1,054,598		1,051,808
Ending Fund Balance			781,604		900,912		1,054,598		1,051,808		1,244,018
Restricted/Committed/Assigned			781,604		900,912		1,054,598		1,051,808		1,244,018
Unassigned Ending Balance		\$	-	\$	-	\$	-	\$	-	\$	-

FIVE YEAR FINANCIAL FORECAST

ALL MUNICIPAL FUNDS

	ADOPTED FY 18-19	ESTIMATED FY 18-19	ADOPTED FY 19-20	Projected FY 20-21	Projected FY 21-22	Projected FY 22-23	Projected FY 23-24
--	---------------------	-----------------------	---------------------	-----------------------	-----------------------	-----------------------	-----------------------

SPECIAL REVENUE FUNDS

FUND 220 - VISITORS ASSOCIATION FUND

Hotel Tax (Marriott)	1%	\$ 779,720	\$ 779,720	\$ 779,720	\$ 803,346	\$ 811,380	\$ 819,494	\$ 819,494
Hotel Tax (Other)	1%	-	230	-	230	230	230	230
Hotel Tax (Deloitte)	1%	36,982	36,982	36,982	37,000	37,000	37,000	74,000
Base Hotel Tax		816,702	816,932	816,702	840,576	848,610	856,724	893,724
Hotel Tax - Entrada	0%	-	-	-	-	300,000	600,000	600,000
Hotel Tax - Front 44	0%	-	-	-	-	-	300,000	600,000
Additional Commercial Tax		-	-	-	-	300,000	900,000	1,200,000
Total Hotel Occupancy Tax		816,702	816,932	816,702	840,576	1,148,610	1,756,724	2,093,724
Interest Income	1%	14,606	14,606	14,606	14,250	14,250	14,250	14,250
Community Tree Lighting	1%	3,675	3,675	3,675	2,756	2,784	2,811	2,811
Insur Refund/Equity Return	1%	437	437	437	860	869	878	878
Dept 10 - General Service Revenues		18,718	18,763	18,718	17,866	17,903	17,939	17,939
Membership Fees	1%	1,775	1,775	-	1,775	1,775	1,775	1,775
Special Events Revenue	1%	3,250	3,250	-	3,250	3,250	3,250	3,250
Sales of Printed Material	1%	200	200	-	200	200	200	200
Sponsors	1%	3,000	3,000	-	3,000	3,000	3,000	3,000
Misc Revenue	1%	250	-	-	-	-	-	-
Dept 24 - Historical Board Revenues		8,475	8,225	-	8,225	8,225	8,225	8,225
TOTAL REVENUES		843,895	843,920	835,420	866,667	1,174,738	1,782,888	2,119,888
Office Rent	1%	(70,295)	(70,295)	(72,472)	(73,197)	(73,929)	(74,668)	(75,415)
Telephone Service	1%	(624)	(624)	(624)	(630)	(637)	(643)	(649)
Internet Expense	1%	(2,195)	(2,195)	(2,195)	(2,217)	(2,239)	(2,262)	(2,284)
Electric Service	1%	(7,500)	(7,500)	(7,500)	(7,575)	(7,651)	(7,727)	(7,805)
Dept 10 - Rent & Utilities Expenditures		(80,614)	(80,614)	(82,791)	(83,619)	(84,455)	(85,300)	(86,153)
Operating Xfr Out to GF for Payroll Costs	1%	(555,167)	(610,971)	(564,879)	(570,528)	(576,233)	(581,996)	(587,815)
Auditor	1%	(7,250)	(6,925)	(8,000)	(8,080)	(8,161)	(8,242)	(8,325)
Marriott Marketing	1%	(50,000)	(50,000)	(50,000)	(50,500)	(51,005)	(51,515)	(52,030)
Marriott Transportation	1%	(80,000)	(80,000)	(80,000)	(80,800)	(81,608)	(82,424)	(83,248)
Other Hotels Marketing	hard coded	-	-	-	-	(100,000)	(200,000)	(200,000)
Marketing & Promotions	1%	(7,500)	(7,500)	(7,500)	(7,575)	(7,651)	(7,727)	(7,805)
Application Software Maint.	1%	(1,950)	(1,950)	(3,185)	(3,217)	(3,249)	(3,282)	(3,314)
Community Tree Lighting	1%	(11,762)	(11,762)	(11,762)	(11,880)	(11,998)	(12,118)	(12,240)
Audio/Visual	1%	(250)	-	-	-	-	-	-
Dues & Subscriptions	1%	(125)	-	-	-	-	-	-
Dept 10 - General Service Expenditures		(714,004)	(769,108)	(725,326)	(732,579)	(839,905)	(947,304)	(954,777)
Contract Services	1%	(52,709)	(52,709)	(40,000)	(40,200)	(40,401)	(40,603)	(40,806)
Community Services	1%	(13,401)	(13,401)	(13,401)	(13,468)	(13,535)	(13,603)	(13,671)
Masterworks	1%	(5,750)	(5,750)	(5,750)	(5,779)	(5,808)	(5,837)	(5,866)
Marketing & Promotions	1%	(61,809)	(60,309)	(45,862)	(46,091)	(46,322)	(46,553)	(46,786)
Community Picnic	1%	(1,170)	-	-	-	-	-	-
Advertising/Public Notices	1%	(20,615)	(20,615)	(20,615)	(20,718)	(20,822)	(20,926)	(21,030)
Special Community Events	1%	(7,239)	(8,409)	(8,409)	(8,451)	(8,493)	(8,536)	(8,578)
Dues & Subscriptions	1%	(5,794)	(7,294)	(7,294)	(7,330)	(7,367)	(7,404)	(7,441)
Postage & Supplies	1%	(139)	(139)	(139)	(140)	(140)	(141)	(142)
Printing	1%	(1,154)	(1,154)	(1,154)	(1,160)	(1,166)	(1,171)	(1,177)
Dept 22 - Communication Expenditures		(169,780)	(169,780)	(142,624)	(143,337)	(144,054)	(144,774)	(145,498)
Office Supplies	0%	\$ (10)	\$ (10)	\$ -	\$ -	\$ -	\$ -	\$ -
Car Show Expenses	0%	(5,825)	(5,825)	-	-	-	-	-
Town Historical Board Expense	0%	(2,075)	(2,075)	(5,225)	(5,225)	(5,225)	(5,225)	(5,225)
Dept 24 - Historical Board Expenditures		(7,910)	(7,910)	(5,225)	(5,225)	(5,225)	(5,225)	(5,225)
Sponsorship Expense	0%	(10,000)	(10,000)	-	-	-	-	-
Dept 25 - Public Art Expenditures		(10,000)	(10,000)	-	-	-	-	-

FIVE YEAR FINANCIAL FORECAST

ALL MUNICIPAL FUNDS

	ADOPTED FY 18-19	ESTIMATED FY 18-19	ADOPTED FY 19-20	Projected FY 20-21	Projected FY 21-22	Projected FY 22-23	Projected FY 23-24
Misc. Expense	0%	(670)	-	-	-	-	-
Contract Services	0%	-	-	-	-	-	-
Dept 26 Arbor Day Expenditures	(670)	-	-	-	-	-	-
TOTAL EXPENDITURES	(982,978)	(1,037,412)	(955,966)	(964,760)	(1,073,639)	(1,182,603)	(1,191,653)
NET CHANGE TO FUND BALANCE	(139,083)	(193,492)	(120,546)	(98,093)	101,099	600,285	928,235
Beginning Fund Balance	753,694	755,091	561,599	441,053	342,960	444,059	1,044,344
Ending Fund Balance	614,610	561,599	441,053	342,960	444,059	1,044,344	1,972,579
Restricted/Committed/Assigned	614,610	561,599	441,053	342,960	444,059	1,044,344	1,972,579
Unassigned Ending Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Expenditures	982,978	1,037,412	955,966	964,760	1,073,639	1,182,603	1,191,653
Operating Daily Cost	2,693	2,842	2,619	2,643	2,941	3,240	3,265
OPERATING DAYS	228	198	168	130	151	322	604

FUND 200 - 4B ECONOMIC DEVELOPMENT FUND

Sales & Use Tax Revenues	linked to GF sales Tax	\$ 1,400,000	\$ 1,950,000	\$ 1,812,500	\$ 1,848,750	\$ 1,885,725	\$ 1,923,440	\$ 1,961,908
TOTAL REVENUES		1,400,000	1,950,000	1,812,500	1,848,750	1,885,725	1,923,440	1,961,908
Transfer Out - DS Fund 300		(1,400,000)	(1,950,000)	(1,812,500)	(1,848,750)	(1,885,725)	(1,923,440)	(1,961,908)
TOTAL EXPENDITURES		(1,400,000)	(1,950,000)	(1,812,500)	(1,848,750)	(1,885,725)	(1,923,440)	(1,961,908)
NET CHANGE TO FUND BALANCE		-	-	-	-	-	-	-
Beginning Fund Balance		0	-	-	-	-	-	-
Ending Fund Balance		0	-	-	-	-	-	-
Restricted/Committed/Assigned		-	-	-	-	-	-	-
Unassigned Ending Balance		\$ 0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

FUND 210 - ECONOMIC DEVELOPMENT FUND

Sales & Use Tax Revenues	linked to GF sales Tax	\$ 300,000	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -
Hotel Occupancy Tax Revenues	ends 22/23	36,940	36,982	36,982	37,000	37,000	-	-
WA \$10K Lot Payment Revenues	tied to bldg permits	164,300	164,300	280,000	290,000	100,000	100,000	100,000
TOTAL REVENUES		501,240	501,282	316,982	327,000	137,000	100,000	100,000
ED - Deloitte Hotel Tax	ends 22/23	(36,940)	(36,982)	(36,982)	(37,000)	(37,000)	-	-
ED - Schwab Sales Tax		(300,000)	(300,000)	-	-	-	-	-
Transfer Out - WAE 412		(164,300)	(164,300)	(280,000)	(290,000)	(100,000)	(100,000)	(100,000)
TOTAL EXPENDITURES		(501,240)	(501,282)	(316,982)	(327,000)	(137,000)	(100,000)	(100,000)
NET CHANGE TO FUND BALANCE		-	-	-	-	-	-	-
Beginning Fund Balance		1	-	-	-	-	-	-
Ending Fund Balance		1	-	-	-	-	-	-
Restricted/Committed/Assigned		-	-	-	-	-	-	-
Unassigned Ending Balance		\$ 1	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

FUND 215 - PUBLIC IMPROVEMENT DISTRICT (LOCAL)

Miscellaneous Reimbursements	0%	\$ 60,000	\$ 60,000	\$ -	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000
TOTAL REVENUES		60,000	60,000	-	60,000	60,000	60,000	60,000
Consultant Fees	0%	-	(1,650)	-	-	-	-	-
Boyle & Lowry	0%	-	(1,455)	-	-	-	-	-
Admin Fees	0%	-	(35,225)	-	-	-	-	-
TOTAL EXPENDITURES		-	(38,330)	-	-	-	-	-
NET CHANGE TO FUND BALANCE		60,000	21,670	-	60,000	60,000	60,000	60,000
Beginning Fund Balance		377,549	370,820	392,490	392,490	452,490	512,490	572,490
Ending Fund Balance		437,549	392,490	392,490	452,490	512,490	572,490	632,490
Restricted/Committed/Assigned		437,549	392,490	392,490	452,490	512,490	572,490	632,490
Unassigned Ending Balance		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

FIVE YEAR FINANCIAL FORECAST

ALL MUNICIPAL FUNDS

	ADOPTED FY 18-19	ESTIMATED FY 18-19	ADOPTED FY 19-20	Projected FY 20-21	Projected FY 21-22	Projected FY 22-23	Projected FY 23-24
FUND 225 - PUBLIC ART PROGRAM							
Honorarium Dontations	\$ 20,000	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -
Donations - Art Pieces	10,000	-	-	-	-	-	-
TOTAL REVENUES	30,000	15,000	-	-	-	-	-
Honorarium Expense	-	(15,000)	-	-	-	-	-
TOTAL EXPENDITURES	-	(15,000)	-	-	-	-	-
NET CHANGE TO FUND BALANCE	30,000	-	-	-	-	-	-
Beginning Fund Balance	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Ending Fund Balance	60,000	30,000	30,000	30,000	30,000	30,000	30,000
Restricted/Committed/Assigned	60,000	30,000	30,000	30,000	30,000	30,000	30,000
Unassigned Ending Balance	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

FUND 418 - LONE STAR PUBLIC FUND							
Interest Income	\$ 275	\$ 1,035	\$ 1,035	\$ 260	\$ 260	\$ 260	\$ 260
TOTAL REVENUES	275	1,035	1,035	260	260	260	260
Filing Fee Expense	-	-	-	-	-	-	-
TOTAL EXPENDITURES	-	-	-	-	-	-	-
NET CHANGE TO FUND BALANCE	275	1,035	1,035	260	260	260	260
Beginning Fund Balance	14,065	14,141	15,176	16,211	16,471	16,731	16,991
Ending Fund Balance	14,340	15,176	16,211	16,471	16,731	16,991	17,251
Restricted/Committed/Assigned	14,340	15,176	16,211	16,471	16,731	16,991	17,251
Unassigned Ending Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

FIVE YEAR FINANCIAL FORECAST

ALL MUNICIPAL FUNDS

	ADOPTED FY 18-19	ESTIMATED FY 18-19	ADOPTED FY 19-20	Projected FY 20-21	Projected FY 21-22	Projected FY 22-23	Projected FY 23-24
--	---------------------	-----------------------	---------------------	-----------------------	-----------------------	-----------------------	-----------------------

DEBT SERVICE FUNDS

FUND 300 - DEBT SERVICE (revenue supported)

Transfer in - GF 100	\$ 1,005,901	\$ 455,901	\$ 175,989	\$ 174,041	\$ 140,704	\$ 95,426	\$ 59,582
Transfer In - 4B 200	1,400,000	1,950,000	1,812,500	1,848,750	1,885,725	1,923,440	1,961,908
TOTAL REVENUES	2,405,901	2,405,901	1,988,489	2,022,791	2,026,429	2,018,866	2,021,490
Bank Charge - 2011 GORB		(400)	(400)	(400)	(400)	(400)	(400)
Principal - Issue 2011 GORB		(715,000)	(715,000)	(730,000)	(750,000)	(770,000)	(790,000)
Interest - Issue 2011 GORB		(171,425)	(171,425)	(149,750)	(127,550)	(104,750)	(81,350)
TOTAL	(886,825)	(886,825)	(880,150)	(877,950)	(875,150)	(871,750)	(871,750)
Bank Charge - Issue 2013 CO		(440)	(440)	(440)	(440)	(440)	(440)
Principal - Issue 2013 CO		(182,450)	(182,450)	(33,200)	(71,875)	(75,880)	(74,756)
Interest - Issue 2013 CO		(263,568)	(263,568)	-	-	-	-
TOTAL	(446,458)	(446,458)	(33,640)	(72,315)	(76,320)	(75,196)	(77,821)
Bank Charge - Issue 2014 GORB		(440)	(440)	(440)	(450)	(450)	(450)
Principal - Issue 2014 GORB		(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
Interest - Issue 2014 GORB		(64,860)	(64,860)	(64,680)	(64,500)	(64,320)	(64,140)
TOTAL	(70,300)	(70,300)	(70,120)	(69,950)	(69,770)	(69,590)	(69,590)
Bank Charge - 2017 GORB		(450)	(450)	(450)	(450)	(450)	(450)
Principal - Issue 2017 GORB		(30,000)	(30,000)	(35,000)	(35,000)	(35,000)	(35,000)
Interest - Issue 2017 GORB		(227,025)	(227,025)	(226,375)	(225,675)	(224,888)	(223,925)
TOTAL	(257,475)	(257,475)	(261,825)	(261,125)	(260,338)	(259,375)	(259,375)
Bank Charge - 2017 Tax Note		(550)	(550)	(550)	(550)	(549)	(550)
Principal - 2017 Tax Note		(212,000)	(212,000)	(215,000)	(219,000)	(223,000)	(227,000)
Interest - 2017 Tax Note		(22,118)	(22,118)	(18,254)	(14,326)	(10,326)	(6,254)
TOTAL	(234,668)	(234,668)	(233,804)	(233,876)	(233,876)	(233,804)	(233,804)
Bank Charge - 2017 CO		(450)	(450)	(450)	(450)	(450)	(450)
Principal - Issue 2017 CO		(205,000)	(205,000)	(210,000)	(215,000)	(225,000)	(230,000)
Interest - Issue 2017 CO		(304,725)	(304,725)	(298,500)	(292,125)	(285,525)	(278,700)
TOTAL	(510,175)	(510,175)	(508,950)	(507,575)	(510,975)	(509,150)	(509,150)
TOTAL EXPENDITURES	(2,405,901)	(2,405,901)	(1,988,489)	(2,022,791)	(2,026,429)	(2,018,866)	(2,021,490)
NET CHANGE TO FUND BALANCE	-	-	-	-	-	-	-
Beginning Fund Balance	-	-	-	-	-	-	-
Ending Fund Balance	-	-	-	-	-	-	-
Restricted/Committed/Assigned	-	-	-	-	-	-	-
Unassigned Ending Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

FIVE YEAR FINANCIAL FORECAST

ALL MUNICIPAL FUNDS

	ADOPTED FY 18-19	ESTIMATED FY 18-19	ADOPTED FY 19-20	Projected FY 20-21	Projected FY 21-22	Projected FY 22-23	Projected FY 23-24
FUND 301 - DEBT SERVICE (property tax supported)							
Property Tax	\$ 256,878	\$ 299,430	\$ 666,221	\$ 669,523	\$ 668,654	\$ 672,827	\$ 667,098
TOTAL REVENUES	256,878	299,430	666,221	669,523	668,654	672,827	667,098
Bank Charge - 2011 CO		(440)	(440)	(440)	(440)	(440)	(440)
Principal - 2011 CO		(83,000)	(83,000)	(87,000)	(91,000)	(96,000)	(106,000)
Interest - 2011 CO		(34,356)	(34,356)	(32,316)	(30,180)	(27,936)	(23,088)
TOTAL 2011 CO	(117,796)	(117,796)	(119,756)	(121,620)	(124,376)	(127,012)	(129,528)
Bank Charge - Issue 2013 CO		-	-	-	-	-	-
Principal - Issue 2013 CO		-	(158,150)	(119,475)	(124,370)	(129,944)	(136,219)
Interest - Issue 2013 CO		-	(259,830)	(255,525)	(250,630)	(245,056)	(238,781)
TOTAL 2013 CO	-	-	(417,980)	(375,000)	(375,000)	(375,000)	(375,000)
Bank Charge - 2013 GORB		(440)	(440)	(440)	(440)	(440)	(440)
Principal - 2013 GORB		(135,000)	(135,000)	(140,000)	(145,000)	(145,000)	(145,000)
Interest - 2013 GORB		(34,463)	(34,463)	(31,025)	(27,463)	(23,838)	(20,375)
TOTAL 2013 GORB	(169,903)	(169,903)	(171,465)	(172,903)	(169,278)	(170,815)	(162,570)
TOTAL EXPENDITURES	(287,699)	(287,699)	(709,201)	(669,523)	(668,654)	(672,827)	(667,098)
NET CHANGE TO FUND BALANCE	(30,821)	11,731	(42,980)	-	-	-	-
Beginning Fund Balance	30,821	31,249	42,980	-	-	-	-
Ending Fund Balance	0	42,980	-	-	-	-	-
Restricted/Committed/Assigned	0	42,980	-	-	-	-	-
Unassigned Ending Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

FIVE YEAR FINANCIAL FORECAST

ALL MUNICIPAL FUNDS

	ADOPTED FY 18-19	ESTIMATED FY 18-19	ADOPTED FY 19-20	Projected FY 20-21	Projected FY 21-22	Projected FY 22-23	Projected FY 23-24
--	---------------------	-----------------------	---------------------	-----------------------	-----------------------	-----------------------	-----------------------

CAPITAL PROJECTS FUNDS

FUND 405 - FIRE STATION PROJECT

Cash (Fund Balance)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL REVENUES	-	-	-	-	-	-	-
Engineering Fees	(4,100)	(4,100)	-	-	-	-	-
Design Fees	(61,474)	(61,474)	-	-	-	-	-
Contingency	(107,700)	(107,700)	-	-	-	-	-
Advertising	(2,500)	(2,500)	-	-	-	-	-
Printing	(1,000)	(1,000)	-	-	-	-	-
Security Service	(150,500)	(150,500)	-	-	-	-	-
Misc. Expense	(258,075)	(258,075)	-	-	-	-	-
Construction Expense	(1,739,281)	(1,739,281)	-	-	-	-	-
Furniture & Fixtures	(75,000)	(75,000)	-	-	-	-	-
TOTAL EXPENDITURES	(2,399,630)	(2,399,630)	-	-	-	-	-
NET CHANGE TO FUND BALANCE	(2,399,630)	(2,399,630)	-	-	-	-	-
Beginning Fund Balance	3,829,956	3,616,683	1,217,053	1,217,053	1,217,053	1,217,053	1,217,053
Ending Fund Balance	1,430,326	1,217,053	1,217,053	1,217,053	1,217,053	1,217,053	1,217,053
Restricted Funds	1,430,326	1,217,053	1,217,053	1,217,053	1,217,053	1,217,053	1,217,053
Unassigned Ending Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

FUND 412 - ACADEMY EXPANSION FUND

Interest Earned	\$ 29,180	\$ 151,021	\$ 151,021	\$ 27,400	\$ 27,400	\$ 27,400	\$ 27,400
Contributions	-	1,000,000	-	-	-	-	-
Transfer in from ED 200	164,300	164,300	280,000	290,000	100,000	100,000	100,000
TOTAL REVENUES	193,480	1,315,321	431,021	317,400	127,400	127,400	127,400
Consultant Fees - Master Plan	(85,000)	(85,000)	-	-	-	-	-
TOTAL EXPENDITURES	(85,000)	(85,000)	-	-	-	-	-
NET CHANGE TO FUND BALANCE	108,480	1,230,321	431,021	317,400	127,400	127,400	127,400
Beginning Fund Balance	1,782,565	1,651,843	2,882,164	3,313,185	3,630,585	3,757,985	3,885,385
Ending Fund Balance	1,891,045	2,882,164	3,313,185	3,630,585	3,757,985	3,885,385	4,012,785
Restricted Funds	1,891,045	2,882,164	3,313,185	3,630,585	3,757,985	3,885,385	4,012,785
Unassigned Ending Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

FUND 410 - CAPITAL PROJECT FUND

Transfer in from GF	\$ 1,025,000	\$ 1,025,000	\$ 891,360	\$ 343,545	\$ 343,545	\$ 297,105	\$ 297,105
Interest Income	38,000	48,505	48,505	38,000	38,000	38,000	38,000
Bond Revenue	3,387,134	-	-	1,672,806	-	-	-
TOTAL REVENUES	4,450,134	1,073,505	939,865	2,054,351	381,545	335,105	335,105
FM 1938 Town Improvements	(220,000)	(112,300)	-	-	-	-	-
Roanoke Road Recon/Drain South	-	(3,625)	(540,000)	-	-	-	-
Sam School Road Recon & Drainage	(281,960)	(3,215)	-	-	(55,000)	-	-
Ottinger Road Reconstruction & Drainage	-	-	-	(1,063,800)	-	-	-
Pearson Lane Recon & Drainage	(404,125)	(22,305)	(290,016)	-	-	-	-
Dove Road/FM1938 Signalization	-	(159,360)	-	-	-	-	-
Solana/FM 1938 Signalization	-	(8,375)	-	-	-	-	-
Flashing Crosswalk Lights	(80,000)	-	(53,850)	(51,840)	-	-	-
Solana Pavement Repairs	(90,000)	-	(90,000)	-	-	-	-
Wyck Hill Pavement Resurface	(54,450)	-	(58,806)	-	-	-	-

FIVE YEAR FINANCIAL FORECAST

ALL MUNICIPAL FUNDS

	ADOPTED FY 18-19	ESTIMATED FY 18-19	ADOPTED FY 19-20	Projected FY 20-21	Projected FY 21-22	Projected FY 22-23	Projected FY 23-24
FM1938 Pavement Repairs	(80,000)	-	(80,000)	-	-	-	-
SH 114 Service Rd Construction	-	(48,000)	(96,000)	-	-	-	-
GPS Opticom Traffic Control	-	-	-	(70,000)	-	-	-
ROAD and STREET IMPROVEMENTS DEPT 16	(1,210,535)	(357,180)	(1,208,672)	(1,185,640)	(55,000)	-	-
WA - Pond Repairs	(82,000)	(82,000)	-	-	-	-	-
Maintenance and Storage Facility	-	(5,000)	(95,000)	-	-	-	-
FACILITY and GROUND IMPROVEMENTS DEPT 17	(82,000)	(87,000)	(95,000)	-	-	-	-
Trail Connection at 114 & Solana	(30,000)	-	(193,860)	-	-	-	-
Trail - Westlake Academy to Cemetery	-	-	-	(319,006)	-	-	-
Trail - Dove/Pearson/Aspen	(290,016)	-	(313,217)	-	-	-	-
Wayfinding Signage	(229,500)	-	(300,000)	(290,000)	-	-	-
Cemetery Improvements	(50,000)	(56,918)	-	-	-	-	-
PARKS/TRAIL/CEMETERY IMPROVEMENTS DEPT 19	(599,516)	(56,918)	(807,077)	(609,006)	-	-	-
Cash (Fund Balance)	-	-	-	-	-	-	-
Fiber Connectivity between Buildings	(300,000)	(25,000)	(275,000)	-	-	-	-
INFORMATION TECHNOLOGY IMPROVEMENTS	(300,000)	(25,000)	(275,000)	-	-	-	-
TOTAL REVENUES AND TRANSFERS IN	4,450,134	1,073,505	939,865	2,054,351	381,545	335,105	335,105
TOTAL EXPENDITURES AND TRANSFERS OUT	(2,192,051)	(526,098)	(2,385,749)	(1,794,646)	(55,000)	-	-
NET CHANGE TO FUND BALANCE	2,258,083	547,407	(1,445,884)	259,705	326,545	335,105	335,105
Beginning Fund Balance	1,590,074	1,976,880	2,524,287	1,078,403	1,338,108	1,664,653	1,999,758
Ending Fund Balance	3,848,157	2,524,287	1,078,403	1,338,108	1,664,653	1,999,758	2,334,863
Restricted/Committed/Assigned Contributions/Grants/Bonds	3,848,157	2,524,287	1,078,403	1,338,108	1,664,653	1,999,758	2,334,863
Unassigned Ending Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

This page is intentionally blank

SECTION 3



GENERAL FUND

This page is intentionally blank

General Fund 100

Program Summary

Fiscal Year 2019/2020

	Actuals FY 17/18	Adopted Budget FY 18/19	Estimated Budget FY 18/19	Adopted Budget FY 19/20	FY 19/20 FY 18/19	Adopted vs Estimated
REVENUES & OTHER SOURCES						
General Sales Tax	\$ 4,080,263	\$ 3,900,000	\$ 5,550,000	\$ 5,437,500	\$ (112,500)	-2%
Property Tax	1,329,237	1,733,356	1,733,356	1,634,916	(98,440)	-6%
Hotel Occupancy Tax	-	-	-	-	-	0%
Beverage Tax	62,347	62,500	62,500	62,500	-	0%
Franchise Fees	779,506	983,815	831,095	316,924	(514,171)	-62%
Permits & Fees Other	374,598	263,303	250,985	197,235	(53,750)	-21%
Permits & Fees Building	1,940,036	4,357,571	5,383,495	2,635,325	(2,748,170)	-51%
Fines & Forfeitures	633,318	715,545	548,111	547,426	(85)	0%
Investment Earnings	230,903	178,955	278,616	278,616	-	0%
Contributions	12,238	12,240	12,240	-	(12,240)	-100%
Misc Income	63,277	39,785	41,075	26,600	(14,475)	-35%
Total Revenues	9,505,721	12,247,070	14,691,473	11,137,042	(3,554,431)	-24%
Transfers In	71,466	66,539	66,539	67,225	686	100%
Other Sources	-	-	-	-	-	0%
Total Other Sources	71,466	66,539	66,539	67,225	686	100%
TOTAL REVENUES & OTHER SOURCES	\$ 9,577,187	\$ 12,313,609	\$ 14,758,012	\$ 11,204,267	\$ (3,553,745)	-24%

EXPENDITURES & OTHER USES						
Payroll Salaries	\$ 3,633,408	\$ 3,994,572	\$ 4,115,540	\$ 4,427,098	\$ 311,559	8%
Payroll Transfers In	(1,029,640)	(1,114,192)	(1,158,443)	(1,087,303)	71,140	-6%
Payroll Insurance	584,422	780,269	646,858	794,092	147,234	23%
Payroll Taxes	308,319	348,989	365,140	401,251	36,111	10%
Payroll Retirement	500,035	486,093	541,961	537,424	(4,536)	-1%
Total Payroll and Related	3,996,545	4,495,731	4,511,055	5,072,563	561,507	12%
Capital Outlay	25,298	35,710	31,470	95,680	64,210	204%
Debt Service	351,677	351,680	261,486	256,430	(5,056)	-2%
Leases and Rentals	36,384	34,674	36,345	36,759	414	1%
Public Notices	16,066	27,762	26,862	26,862	-	0%
Rent & Utilities	572,705	760,911	765,911	770,340	4,429	1%
Repair & Maintenance	242,864	279,748	265,826	401,116	135,290	51%
Services	1,880,288	2,130,773	2,410,686	2,561,647	150,961	6%
Supplies	182,258	246,473	250,434	248,054	(2,380)	-1%
Transfers Out Operating	-	1,005,901	455,901	175,989	(279,912)	-61%
Travel & Training	153,252	209,564	221,524	235,190	13,666	6%
Total Operations & Maintenance	3,460,792	5,083,195	4,726,444	4,808,067	81,622	2%
TOTAL OPERATING EXPENDITURES	7,457,337	9,578,926	9,237,500	9,880,629	643,129	7%
Transfers Out to Fund 410 Capital Projects	-	1,025,000	1,025,000	891,360	(133,640)	-13%
Transfers Out to Fund 600 General M&R	-	1,000,799	1,463,799	229,185	(1,234,614)	-84%
Transfers Out to Fund 505 UF Vehicle M&R	-	-	-	5,000	5,000	100%
Transfers Out to Fund 605 GF Vehicle M&R	-	460,266	678,266	229,185	(449,081)	-66%
TOTAL NON-OPERATING EXPENDITURES	-	2,486,065	3,167,065	1,354,730	(1,812,335)	-57%
TOTAL EXPENDITURES & OTHER USES	7,457,337	12,064,992	12,404,565	11,235,359	(1,169,206)	-9%

SUMMARY						
Excess Revenues over(under) Expenditures	\$ 2,119,851	\$ 248,618	\$ 2,353,447	\$ (31,092)	\$ (2,384,539)	101%
FUND BALANCE, BEGINNING	10,242,277	9,216,610	9,761,849	12,115,296	2,353,447	24%
FUND BALANCE, ENDING	12,362,128	9,465,228	12,115,296	12,084,204	(31,092)	0%
Restricted/Assigned/Committed Funds	357,381	304,503	290,880	298,560	7,680	3%
UNASSIGNED FUND BALANCE, ENDING	\$ 12,004,747	\$ 9,160,725	\$ 11,824,416	\$ 11,785,644	\$ (38,772)	0%
Operating Cost per Day	\$ 28,048	\$ 26,146	\$ 25,308	\$ 27,070	\$ 1,762	7%
Operating Days	428	350	467	435	-32	-7%

RESTRICTED/ASSIGNED/COMMITTED FUNDS						
Court Technology 100-10112-15-000	66,905	\$ 60,823	\$ 54,300	\$ 60,000	\$ 5,700	10%
Court Security 100-10113-15-000	129,548	117,771	108,400	110,000	1,600	1%
Court Efficiency 100-10116-15-000	10,766	9,787	10,120	10,500	380	4%
Reforestation 100-10110-00-101	61,415	61,415	63,350	63,350	-	0%
Street Escrow (TB/RA) 100-10110-00-102	54,707	54,707	54,710	54,710	-	0%
Planning & Development 100-10110-00-105	34,039	-	-	-	-	0%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS	\$ 357,381	\$ 304,503	\$ 290,880	\$ 298,560	\$ 7,680	3%

GENERAL FUND

Program Summary

By Department

FY 2018/2019

	General Services	Town Manager's Office	Planning and Development	Town Secretary's Office	Fire/EMS Department	Municipal Court	Public Works	Facilities Maintenance
REVENUES AND OTHER SOURCES								
General Sales Tax	\$ 5,437,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Property Tax	1,634,916	-	-	-	-	-	-	-
Beverage Tax	62,500	-	-	-	-	-	-	-
Franchise Fees	316,924	-	-	-	-	-	-	-
Permits & Fees Other	6,660	-	90,050	-	100,525	-	-	-
Permits & Fees Building	-	-	2,563,058	-	72,267	-	-	-
Fines and Forfeitures	-	-	-	-	-	547,426	-	-
Investment Earnings	275,000	-	-	-	-	3,616	-	-
Misc Income	11,500	-	100	-	-	-	-	15,000
Total Revenues	7,745,000	-	2,653,208	-	172,792	551,042	-	15,000
Transfers In	-	-	-	-	-	-	-	-
Total Other Sources	-	-	-	-	-	-	-	-
TOTAL REVENUES AND OTHER SOURCES	\$ 7,745,000	\$ -	\$ 2,653,208	\$ -	\$ 172,792	\$ 551,042	\$ -	\$ 15,000

EXPENDITURES AND OTHER USES								
PR Salaries	46,915	558,148	360,762	138,444	1,530,712	333,088	276,265	111,446
PR Transfer In	-	(227,867)	-	-	-	-	(292,129)	(43,108)
PR Insurance	14,279	82,449	49,445	22,599	296,926	73,038	53,274	24,908
PR Taxes	3,926	48,028	30,242	11,260	154,972	26,612	27,552	10,494
PR Retirement	5,769	68,634	44,362	17,024	184,336	40,959	33,972	13,704
Total Payroll & Related	70,890	529,393	484,812	189,327	2,166,945	473,698	98,934	117,444
Capital Outlay	-	-	750	-	71,900	1,500	5,000	7,800
Debt Service	256,430	-	-	-	-	-	-	-
Leases and Rentals	6,160	295	1,750	2,705	1,200	10,866	-	7,226
Public Notices	-	-	-	25,000	140	-	-	222
Rent & Utilities	389,349	-	-	-	45,100	-	202,864	200
Repair & Maintenance	-	-	500	-	81,145	193	83,340	90,966
Services	444,864	2,655	542,025	29,765	138,932	50,541	83,372	100,297
Supplies	26,998	1,836	24,960	3,225	97,015	15,405	5,205	34,351
Transfer Out to DS	-	-	-	-	-	-	-	-
Travel & Training	60,303	32,128	11,310	4,340	54,295	9,549	2,481	10,222
Total Operations	1,184,104	36,914	581,295	65,035	489,727	88,054	382,262	251,283
Transfers Out	-	-	-	-	-	-	-	-
Other Uses	-	-	-	-	-	-	-	-
Total Other Uses	-	-	-	-	-	-	-	-
TOTAL EXPENDITURES AND OTHER USES	1,254,994	566,307	1,066,107	254,362	2,656,672	561,752	481,196	368,727

EXCESS REVENUES OVER (UNDER) EXPENDITURES	\$ 6,490,006	\$ (566,307)	\$ 1,587,101	\$ (254,362)	\$ (2,483,880)	\$ (10,710)	\$ (481,196)	\$ (353,727)
--	---------------------	---------------------	---------------------	---------------------	-----------------------	--------------------	---------------------	---------------------

GENERAL FUND

Program Summary

By Department

FY 2018/2019

	Finance Department	Parks and Recreation	Information Technology	Human Resources	Communi- cations	Police Services	Transfers In and Out	TOTAL
REVENUES AND OTHER SOURCES								
General Sales Tax	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,437,500
Property Tax	-	-	-	-	-	-	-	1,634,916
Beverage Tax	-	-	-	-	-	-	-	62,500
Franchise Fees	-	-	-	-	-	-	-	316,924
Permits & Fees Other	-	-	-	-	-	-	-	197,235
Permits & Fees Building	-	-	-	-	-	-	-	2,635,325
Fines and Forfeitures	-	-	-	-	-	-	-	547,426
Investment Earnings	-	-	-	-	-	-	-	278,616
Misc Income	-	-	-	-	-	-	-	26,600
Total Revenues	-	-	-	-	-	-	-	11,137,042
Transfers In	-	-	-	-	-	-	67,225	67,225
Total Other Sources	-	-	-	-	-	-	67,225	67,225
TOTAL REVENUES AND OTHER SOURCES	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 67,225	\$ 11,204,267

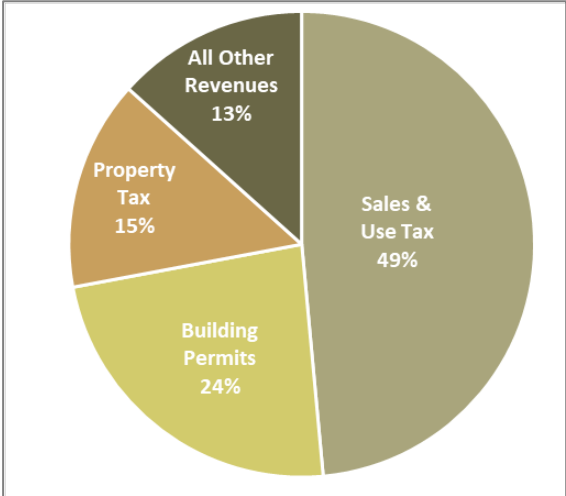
EXPENDITURES AND OTHER USES								
PR Salaries	424,886	52,422	195,404	199,069	199,536	-	-	4,427,098
PR Transfer In	(217,544)	(37,437)	-	(13,456)	(255,762)	-	-	(1,087,303)
PR Insurance	70,211	10,532	51,506	29,427	15,498	-	-	794,092
PR Taxes	34,498	5,475	15,857	16,143	16,191	-	-	401,251
PR Retirement	49,173	6,446	24,028	24,479	24,537	-	-	537,424
Total Payroll & Related	361,224	37,437	286,795	255,663	-	-	-	5,072,563
Capital Outlay	5,710	3,020	-	-	-	-	-	95,680
Debt Service	-	-	-	-	-	-	-	256,430
Leases and Rentals	1,550	-	-	3,135	1,872	-	-	36,759
Public Notices	-	-	-	1,500	-	-	-	26,862
Rent & Utilities	-	132,827	-	-	-	-	-	770,340
Repair & Maintenance	500	79,472	65,000	-	-	-	-	401,116
Services	34,272	87,791	68,212	14,680	722	963,519	-	2,561,647
Supplies	2,797	12,843	7,630	3,270	12,519	-	-	248,054
Transfer Out to DS	-	-	-	-	-	-	175,989	175,989
Travel & Training	10,935	5,000	9,618	17,250	7,759	-	-	235,190
Total Operations	55,764	320,953	150,460	39,835	22,872	963,519	175,989	4,808,067
Transfers Out	-	-	-	-	-	-	1,354,730	1,354,730
Other Uses	-	-	-	-	-	-	-	-
Total Other Uses	-	-	-	-	-	-	1,354,730	1,354,730
TOTAL EXPENDITURES AND OTHER USES	416,988	358,390	437,255	295,498	22,872	963,519	1,530,719	11,235,359

EXCESS REVENUES OVER (UNDER) EXPENDITURES	\$ (416,988)	\$ (358,390)	\$ (437,255)	\$ (295,498)	\$ (22,872)	\$ (963,519)	\$ (1,463,494)	\$ (31,092)
--	--------------	--------------	--------------	--------------	-------------	--------------	----------------	-------------

The General Fund is the Town’s principle operating fund, and is supported by sales and use taxes, ad valorem property taxes, and other revenues. These revenues may be used for a variety of purposes, as determined by the Town Council. The General Fund budget accounts for core Town services such as fire and emergency services, planning and development, public works, finance, and administrative oversight.

REVENUES HIGHLIGHTS

The adopted FY2020 General Fund budget projects \$11.2M in revenues and other sources. This reflects a 24% decrease of \$3.6M from the prior year estimated budget primarily due to the receipt of Schwab permit fees received in FY2019. The chart to the right shows the distribution of General Fund revenues and other sources.



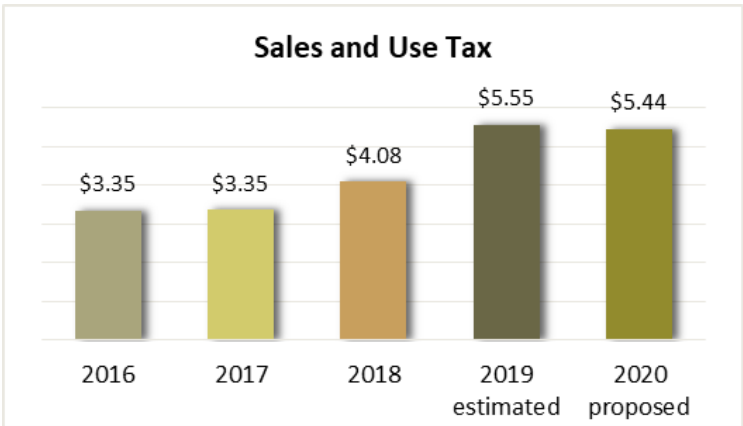
Sales and Use Tax

The largest revenue source in the adopted General Fund budget is sales and use tax revenues.

Sales and Use Tax revenues are budgeted to be \$5.4M and comprises 49% of General Fund total revenues and sources. This reflects a 2% decrease of \$112K when compared to prior year estimates. The Town had previously entered into a situs agreement with Schwab regarding construction materials being sited in Westlake. It is anticipated this will end during FY 19-20. This decrease is anticipated to be offset by additional sales and use from the operations of Schwab as well as additional construction being anticipated throughout Westlake.

Sales and use 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 monthly.



An amount equal to 1.50% of taxable sales is appropriated to the Town’s General Fund.

This total includes .50% received for Property Tax Reduction.

The Town also receives an additional .50% sales tax recorded in the 4B Economic Development Corporation Fund.

Building Permit Revenues

The second largest revenue source in the adopted General Fund budget is permits and fees charged for development activities.

Budgeted to be \$2.6M; and comprises 24% of General Fund total revenues and sources. This reflects a 51% decrease of \$2.7M when compared to prior year estimates.

As stated previously, this is primarily due to the receipt of Schwab permit fees in the prior year.

Development	Lots	Residential	Commercial	TOTAL
Granada	8	\$ 230,640	\$ -	\$ 230,640
Entrada	0	-	891,360	891,360
Vaquero	4	141,960	-	141,960
Quail Hollow	8	341,520	-	341,520
Terra Bella	1	36,930	-	36,930
Knolls at Solana	10	146,920	-	146,920
Schwab/Front 44	0	-	27,645	27,645
Solana	0	-	125,000	125,000
Deloitte	0	-	40,000	40,000
Other Permits	1	254,800	398,550	653,350
TOTAL	32	\$ 1,152,770	\$ 1,482,550	\$ 2,635,325

Revenue from residential permits is projected to be \$1.152M for 32 permits with commercial permits projected at \$1.482M.

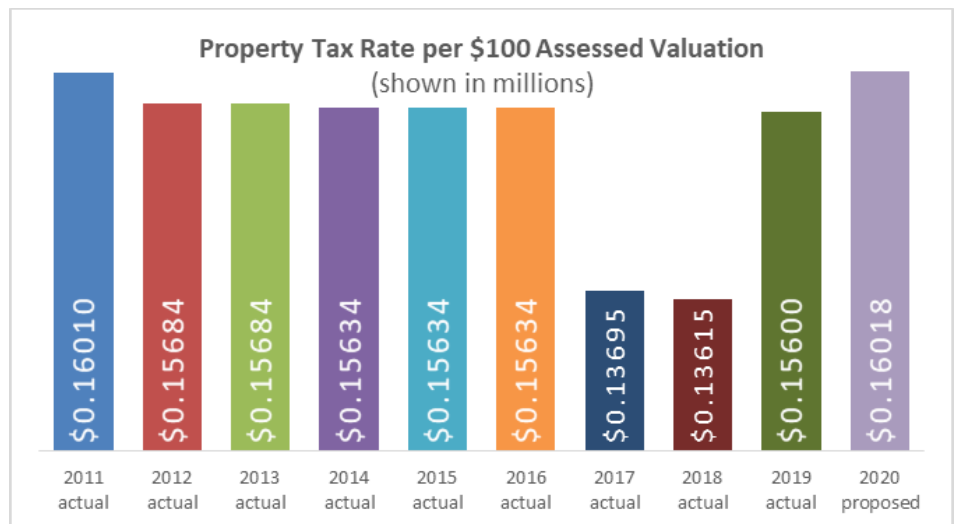
Ad Valorem Property Tax

The third largest revenue source in the adopted General Fund budget is ad valorem property tax revenues. The Maintenance and Operations (M&O) portion of the rate is budgeted to be \$1.6M and comprises 15% of the General Fund total revenues and sources, this reflects a 6% decrease of \$98K when compared to prior year estimates due to a shift from M&O to I&S for FY19/20.

The ad valorem tax rate per \$100 of assessed valuation is proposed to increase from \$0.15600 to \$0.16018 which is comparable to the tax rate adopted in 2010 and remains one of the lowest in the immediate area as well as the State.

The tax rate of \$0.16018 is allocated between

1. The General Fund for Maintenance and Operations (M&O)
2. The Debt Service Fund for Interest and Sinking (I&S)



Section 3 General Fund Overview

The breakout for general operations is \$0.11453 and generates approximately \$1.6M, while the portion for debt service is \$0.04565 and results in approximately \$655K for our debt obligations.

- 2011 Certificates of Obligation payment for street projects of \$119,756
- 2013 General Obligation Refunding payment of \$171,465 for the Sam and Margaret Lee Arts & Science Center construction
- 2013 Certificates of Obligation payment for the Westlake Academy construction expansion of \$364,621.

	FY 18/19 Adopted Tax Rate	FY19/20 Adopted Tax Rate	Change Amount
M&O	\$ 0.13201	\$ 0.11453	\$(0.01748)
I&S	0.02399	0.04565	\$ 0.02166
Total	\$ 0.15600	\$ 0.16018	\$ 0.00418

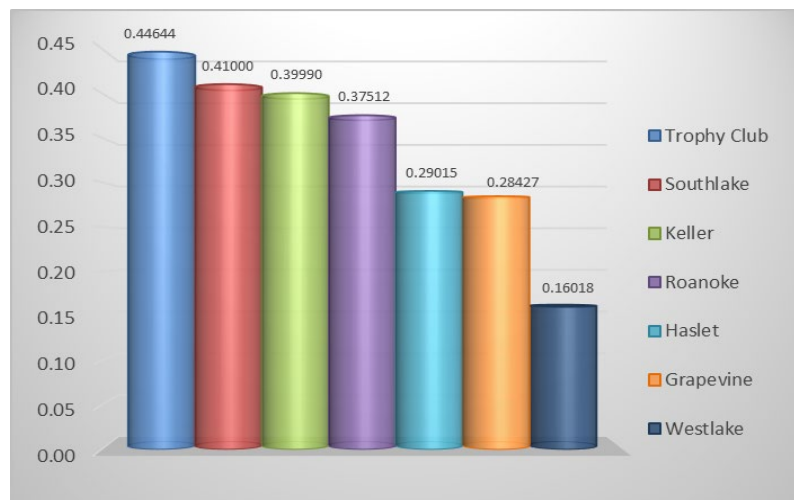
This budget will raise more revenue from property taxes than last year's adopted budget by an amount of \$430,534, which is a 23.02 percent increase from last year's budget.

As can be seen by the chart below, Westlake's ad valorem tax rate remains one of the lowest in the immediate area as well as the state.

Based on July 2019 certified values, the Town's "net taxable value" increased by \$154,432,477 over the prior year adjusted information for FY18-19

This is attributable to

- 19% residential increase
- 36% commercial increase
- 13% personal increase

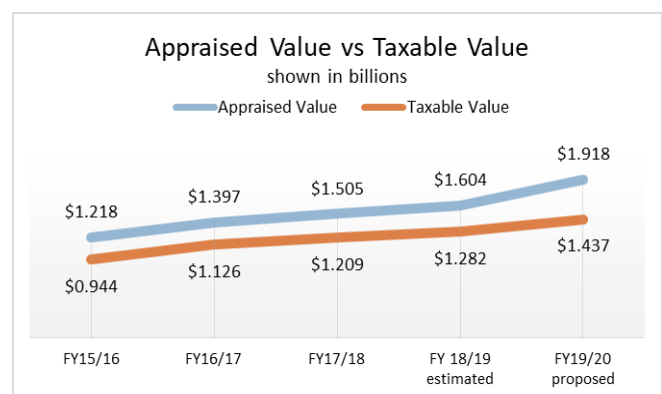


Westlake's property values have increased appreciably over time, as shown in the chart below.

The difference between assessed value and taxable value is due to values related to the Town's homestead and other exemptions. State law requires a taxing unit to calculate two rates after receiving its certified appraisal roll – the effective tax rate and the rollback tax rate.

The effective rate is the rate that will generate the same amount of property tax dollars as the previous year, excluding new construction and annexations, when the two years are compared.

Council has instituted various policies that allow



residents to reduce some of the tax assessments through programs available by law. These include the use of the homestead exemption, disabled and senior exemptions, homestead tax ceiling, and the use of property tax reduction funds.

Homestead Exemption

- This is an exemption offered by the Town which reduces the taxable value of all homes by 20%, which is the maximum amount allowed under the law.

Additional 65+ or Disabled Exemption

- A \$10,000 exemption on the taxable value of homes of 65+ or disabled residents. (The allowance categories are for 65+ or disabled and cannot be combined by law).

Homestead Tax Ceiling

- Limits the total amount of taxes residents who are 65+ or disabled pay so that in future years their taxes will not increase beyond what they are currently paying (except in the event a resident makes major renovations or expands the square footage of their home).
- Any resident that was 65 when Westlake adjusted its ad valorem rate from \$0.0 in 2010, will not pay any municipal ad valorem taxes due to this tax ceiling.
- If a resident turned 65 this year, then the amount they paid this year in municipal ad valorem taxes would remain fixed at that amount (except as noted above). They will not pay more but could potentially pay less if taxes are lowered.

Property Tax Reduction

- In October of 2006, the residents of Westlake voted to abolish one-half of one percent (½%) of additional sales and use tax for economic and industrial development, Section 4A, and to implement one-half of one percent (½%) of local sales and use tax to be used to reduce the property tax rate. This option is used by more than thirty (30) municipalities in the state of Texas with the exact amount of the reduction being printed on our annual tax statements for each resident and corporate partner.
- Prior year's sales tax revenues are used in calculating the current tax rates based on the State Comptroller's Truth and Taxation process.
- Current calculations of Westlake's tax rate take these revenues into consideration and saves our residents approximately \$0.14 off the ad valorem (property tax) rate per \$100 valuation.

All Other Revenue Sources

Investment Earnings: Budgeted to remain flat at \$278K.

Permits and Fees - Other: Budgeted to be \$197K; a 21% decrease of \$53K from prior year estimated. This account type includes fees charged by the Town for gas wells, EMS revenues, review and renewal fees, developments fees and contractor registration fees.

Court Fines and Forfeitures; Budgeted to be \$547K; a 0.01% decrease of \$685 from prior year estimated. 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.

Franchise Taxes: Budgeted to be \$316K; a 62% decrease of \$514K from prior year estimated. A reduction in franchise fee revenue is estimated based on the recent passage of SB 1152 that authorizes a cable or phone company to stop paying the lesser of its state cable franchise or telephone access line fees, whichever are less for the company statewide. Companies have until October 1st of every year to provide municipalities notice of which fee they were planning to pay. 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.

Beverage Tax: Budgeted to remain flat at \$62K. 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.

Miscellaneous Income: Budgeted to be \$67K; a 35% decrease of \$14K from prior year estimated. This account type includes fees charged by the Town for facility rentals, sales of surplus/scrap items, insurance refunds and equity returns. For FY2020, Facility department building rentals fees decreased \$7K and the Communications department donations decreased \$5K.

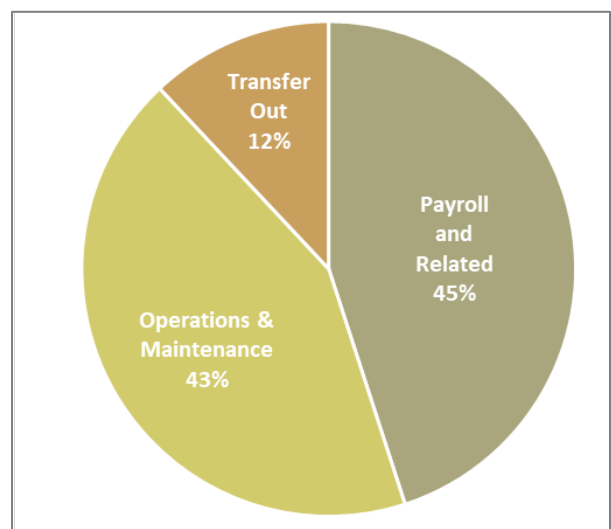
Transfers In: Budgeted to be \$67K; a 1% increase of \$686 from prior year estimated. This account only includes transfers in from the Utility fund for one-time impact fees. These fees are based on new home construction starts

EXPENDITURES HIGHLIGHTS

The adopted FY2020 General Fund budget projects \$11.2M in expenditures and other uses. This reflects a 9% decrease of \$1.2M from the prior year estimated budget. The chart to the right shows the distribution of General Fund expenditures and other uses.

Payroll and Related Expenditures

The largest expenditure use in the adopted General Fund budget is payroll and related. 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.



Section 3 General Fund Overview

Budgeted to be \$5M and comprises 45% of General Fund total expenditures and other uses. This reflects an 12% increase of \$561K when compared to prior year estimates.

1. This is due to the addition of three new positions:

- Full Time Fire Dept Business Manager (+1)
- Full Time Public Works Technician (+1)
- Part Time Academy Accounting Technician (+.5)

2. The Town is realizing a full year's salary for changes made during the last fiscal year. (-.50)

- additional employees and promotions
- changes to departmental allocation

3. The following changes are proposed for FY19/20

- Market band adjustments of \$212K
- Performance Pay of \$54K
- Adding car and phone allowances
- The Marshal's department will transition four part-time marshals into one full time employee. (+1)
- The Fire Department will transition three part-time fire fighters to one full time employee each. +(1.5) The increase in costs are partially offset by the reduction of the current part-time wages for the fire fighter positions.
- Employee Insurance reflects a 23% increase of \$147K. Due to anticipated plan changes; anticipated changes to existing employee coverage; additional insurance if FY19/20 adopted positions are approved.

Department Name	FY 18/19 Estimated	FY 19/20 Adopted	Change Amount	Change Percent
General Service	1.00	1.00	-	0%
Town Manager	3.00	4.00	1.00	33%
Planning & Development	4.00	4.00	-	0%
Town Secretary	1.50	1.50	-	0%
Emergency Services	15.50	18.00	2.50	16%
Court Dept	3.75	3.25	(0.50)	-13%
Marshal Dept	0.50	1.00	0.50	100%
Juvenile Cases	-	.050	0.50	100%
Public Works	4.00	4.33	0.33	8%
Facilities Maintenance	1.00	0.83	(0.17)	-17%
Finance Dept	4.00	4.50	0.50	13%
Park & Recreation	1.00	0.83	(0.17)	-17%
Information Technology	2.00	2.00	-	0%
Human Resources	2.00	2.00	-	0%
Communications	2.00	2.00	-	0%
Total Employees	45.25	49.75	4.50	10%

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.

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: Budgeted to be \$212K (\$175K base). The Town will conduct an annual market salary study in preparation for the upcoming fiscal year budget. 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: Budgeted to be \$54K (\$45K base). 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.

Operations and Maintenance Expenditures

The second largest expenditure use in the adopted General Fund budget is operations and maintenance. Budgeted to be \$4.8M; and comprises 43% of General Fund total expenditures and other uses. This reflects a 2% increase of \$81K when compared to prior year estimates. The General Fund includes the dollars needed to provide basic services. Operating expenditures are relatively stable from FY2019, with minimal new items.

Debt Service Payments: decreased \$5K

Leases and rentals: increased \$414

Supply expenditures: decreased \$2K

Rent & Utilities: increased \$4K based on tiered schedule for the new town hall building.

Travel & Training: increased \$13K

- Includes travel expenses related to car rentals, parking, lodging, meals, mileage, as well as training items such research books, meetings, seminars, and dues subscriptions.

Repair & Maintenance: increased \$135K

- Fire Dept vehicle repair and maintenance increased \$27K
- Public Works road repair & maintenance increased \$54K
- Facilities repair & maintenance increased \$33K
- Information Technology software/hardware repair & maintenance increased \$20K

Services expenditures: increased \$150K

- Transfers out to Westlake Academy increased \$67K to offset the payroll cost of the Westlake Academy Foundation personnel; this cost has been transferred from the Foundation to the Town in order to have additional granting funds for Westlake Academy.
- Facilities Maintenance increased \$23K for services that will now be provided to the new Fire Station Complex; construction was finalized in FY2019
- Information Technology increased \$33K for system administrative and support services
- Fire Dept increased \$15K for property insurance for new Fire Station Complex

Transfers Out to Debt Service: decrease \$279K; due to a shift in property tax rate/revenue from M&O to I&S for FY19/20. The FY18/19 adopted I&S rate was 0.02399 and was increased to 0.04565 in FY19/20.

Transfers out to conduit funds: Based on one-time planning and development building permit fees and revenues in for residential and commercial construction that decreased in FY19/20.

- Transfer Out to Capital Projects decreased \$133K
- Transfer Out to General Maintenance and Replacement decreased \$1.2M
- Transfer Out to General Vehicle Maintenance and Replacement decreased \$449K
- Transfer Out to Utility Vehicle Maintenance and Replacement increased \$5K

FUND BALANCE

The ending fund balance is projected to be \$12.1M

- This amount represents a 0.26% decrease of \$31K from prior year estimated fund balance.
- The unassigned balance of \$11.8M represents coverage for 435 operating days.

The Town of Westlake Fund Balance Policy states “The Town shall strive to maintain the General Fund undesignated minimum fund balance at, or in excess of, 180 days of operation”. The adopted budget reflects 435 operating days and follows the optimum balance defined in the Town’s policy.

This page is intentionally blank

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 17/18	Adopted Budget FY 18/19	Estimated Budget FY 18/19	Adopted Budget FY 19/20	FY 19/20 Adopted vs FY 18/19 Estimated	
REVENUES AND OTHER SOURCES						
General Sales Tax	4,080,263	3,900,000	5,550,000	5,437,500	-2.0%	(112,500)
Property Tax	1,329,237	1,733,356	1,733,356	1,634,916	-5.7%	(98,440)
Permits and Fees Other	4,751	5,433	6,660	6,660	0.0%	-
Permits and Fees Building	-	-	-	-	0.0%	-
Fines & Forfeitures	-	-	-	-	0.0%	-
Franchise Fees	779,506	983,815	831,095	316,924	-61.9%	(514,171)
Contributions	-	-	-	-	0.0%	-
Beverage Tax	62,347	62,500	62,500	62,500	0.0%	-
Interest	226,188	175,339	275,000	275,000	0.0%	-
Misc Income	27,403	11,500	11,500	11,500	0.0%	-
TOTAL	\$ 6,509,693	\$ 6,871,943	\$ 8,470,111	\$ 7,745,000	-8.6%	\$ (725,111)

EXPENDITURES AND OTHER USES						
Payroll Wages	42,611	44,968	44,968	46,915	4.3%	1,947
Payroll Transfer In	-	-	-	-	0.0%	-
Payroll Insurance	12,298	15,323	13,042	14,279	9.5%	1,237
Payroll Taxes	7,413	3,632	3,786	3,926	3.7%	140
Payroll Retirement	5,471	5,507	5,530	5,769	4.3%	239
Total Payroll & Related	\$ 67,793	\$ 69,429	\$ 67,326	\$ 70,890	5.3%	\$ 3,564
Capital Outlay	-	-	-	-	0.0%	-
Debt Service	351,677	351,680	261,486	256,430	-1.9%	(5,056)
Economic Development	-	-	-	-	0.0%	-
Leases and Rentals	6,939	6,160	6,160	6,160	0.0%	-
Public Notices	-	-	-	-	0.0%	-
Repair and Maintenance	-	-	-	-	0.0%	-
Rent and Utilities	228,935	376,366	376,366	389,349	3.4%	12,983
Service	267,129	339,116	366,098	444,864	21.5%	78,766
Supplies	29,090	26,998	26,998	26,998	0.0%	-
Travel & Training	34,972	60,303	60,303	60,303	0.0%	-
Total Operation & Maintenance	\$ 918,743	\$ 1,160,623	\$ 1,097,411	\$ 1,184,104	7.9%	\$ 86,693
TOTAL EXPENDITURES & OTHER USES	\$ 986,536	\$ 1,230,052	\$ 1,164,737	\$ 1,254,994	7.7%	\$ 90,257

NET	\$ 5,523,157	\$ 5,641,891	\$ 7,305,374	\$ 6,490,006	-11.2%	\$ (815,368)
------------	---------------------	---------------------	---------------------	---------------------	---------------	---------------------

EMPLOYEE STAFFING						
Receptionist/Admin Asst	1.00	1.00	1.00	1.00	0.0%	-
	-	-	-	-	0.0%	-
	-	-	-	-	0.0%	-
	-	-	-	-	0.0%	-
	-	-	-	-	0.0%	-
	-	-	-	-	0.0%	-
TOTAL	1.00	1.00	1.00	1.00	0.0%	-

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 revenues include sales & use taxes, ad valorem property taxes, franchise fees, beverage taxes, earned interest, permits that are not building related, and other misc, income.
- ◆ Examples of expenditure costs include payroll and related for one general service employee, rent and utilities for the town hall, professional services/leases/rentals, operating supplies, travel & training for staff.

Program Summary

Department 11

Town Manager's Office

	Actuals FY 17/18	Adopted Budget FY 18/19	Estimated Budget FY 18/19	Adopted Budget FY 19/20	FY 19/20 Adopted vs FY 18/19 Estimated	
REVENUES AND OTHER SOURCES						
General Sales Tax	-	-	-	-	0.0%	-
Property Tax	-	-	-	-	0.0%	-
Permits and Fees Other	-	-	-	-	0.0%	-
Permits and Fees Building	-	-	-	-	0.0%	-
Fines & Forfeitures	-	-	-	-	0.0%	-
Franchise Fees	-	-	-	-	0.0%	-
Contributions	-	-	-	-	0.0%	-
Beverage Tax	-	-	-	-	0.0%	-
Interest	-	-	-	-	0.0%	-
Misc Income	-	-	-	-	0.0%	-
TOTAL	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -
EXPENDITURES AND OTHER USES						
Payroll Wages	403,957	422,179	471,655	558,148	18.3%	86,493
Payroll Transfer In	(161,194)	(176,745)	(179,084)	(227,867)	27.2%	(48,783)
Payroll Insurance	44,925	57,223	46,161	82,449	78.6%	36,288
Payroll Taxes	24,985	33,773	37,094	48,028	29.5%	10,934
Payroll Retirement	97,192	75,976	97,191	68,634	-29.4%	(28,556)
Total Payroll & Related	\$ 409,865	\$ 412,406	\$ 473,017	\$ 529,393	11.9%	\$ 56,376
Capital Outlay	-	-	-	-	0.0%	-
Debt Service	-	-	-	-	0.0%	-
Economic Development	-	-	-	-	0.0%	-
Leases and Rentals	294	295	295	295	0.0%	-
Public Notices	-	-	-	-	0.0%	-
Repair and Maintenance	-	-	-	-	0.0%	-
Rent and Utilities	-	-	-	-	0.0%	-
Service	2,542	2,155	2,155	2,655	23.2%	500
Supplies	1,598	1,836	1,836	1,836	0.0%	-
Travel & Training	34,305	32,128	32,128	32,128	0.0%	-
Total Operation & Maintenance	\$ 38,739	\$ 36,414	\$ 36,414	\$ 36,914	1.4%	\$ 500
OTAL EXPENDITURES & OTHER USES	\$ 448,604	\$ 448,820	\$ 509,431	\$ 566,307	11.2%	\$ 56,876
NET	\$ (448,604)	\$ (448,820)	\$ (509,431)	\$ (566,307)	11.2%	\$ (56,876)

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

- | | | | |
|--------------------|------------------------|----------------------------|--------------|
| ◆ Amanda DeGan | Town Manager | adegan@westlake-tx.org | 817-490-5715 |
| ◆ Noah Simon | Deputy Town Manager | nsimon@westlake-tx.org | 817-490-5707 |
| ◆ Jarrod Greenwood | Assistant Town Manager | jgreenwood@westlake-tx.org | 817-490-5717 |

Program Broad Goals

- ◆ Provide municipal and academic leadership and support to the Westlake community and stakeholders.
- ◆ Ensure all growth is compliant with Westlake development standards and the vision of the community.
- ◆ Develop and strengthen excellent municipal and academic staff teams.
- ◆ Oversee budgets and provide financial forecasting for the organization.
- ◆ Identify opportunities to partner with public and private sector providers to help enhance financial sustainability.
- ◆ Assist elected officials with the implementation of organizational strategic plans.
- ◆ Monitor the growth and development of Westlake Academy.
- ◆ Provide support for Council appointed advisory committees and commissions.
- ◆ Participates in the following specific programs of service:
 - Municipal & Academic governance
 - Comprehensive Planning and Economic Development
 - Financial Development
 - Municipal & Academic Administration
 - Citizen Engagement and Communication

Program Service Description

- ◆ The Administration Department coordinates and manages all facets of the Town's operations.
- ◆ The Town Manager, reporting to the Town Council, serves as the chief executive officer for all operations. Including, serving as Superintendent for Westlake Academy. Duties include implementation of the goals and objectives established by the Town Council, preparation and submission of annual budgets for review and adoption, as well as the implementation and oversight of the adopted budgets throughout the fiscal year.

Goals and Objectives

11 Town Manager's Office

- ◆ The Town Manager guides, coordinates, and facilitates recommendations to the Town Council on strategic planning initiatives and policies as well as their implementation.
- ◆ Administration is also responsible for attracting, retaining, and developing a municipal and educational work force in order to deliver exceptional municipal and academic services.

Program Trends

- ◆ Current residential growth remains consistent with the past few year's permit requests.
- ◆ This past year, the Town approved Spencer Ranch, a residential development consisting of 38 new home sites on Pearson Lane; the development is designed to be a single source delivery system with the developer/builder being responsible for the site. The project is also planned to have a consistent architectural type.
- ◆ Centurion American continues to develop the 85-acre tract on Hwy 114 as a mixed-use development site. CVS, Primrose Child Care facility, and Sendera Title are now in operation and the commercial corner is anticipated to open in 2020. In addition, the service road project which will enhance accessibility from the highway is scheduled to begin next year.
- ◆ Capital Improvement Projects (CIP) have been approved by the Council for the coming fiscal year with \$2,385,749 in expenditures for improvements in roads, parks and trails, cemetery, facilities and grounds.
- ◆ Enrollment requests and lottery applications at Westlake Academy continue to remain strong, with approximately 2,250 students on the waiting list.

2018-2019 Highlights

- ◆ Development related activities continued with Charles Schwab working to construct Phase 2 of their corporate facility. Phase 1 progressed to the stage of partial use of the facility by their staff teams with a grand opening scheduled for the first part of 2020.
- ◆ Began discussions with TXDOT to evaluate a recommendation to close the Roanoke Road and SH 170 intersection.
- ◆ Graduated our tenth cohort of seniors from the Academy; with projected enrollment for 2019/2020 school year expected to be approximately 910 students (K-12);
- ◆ Worked with staff to create a set of building standards that support our Comprehensive Plan and will help with future development in the community.
- ◆ Restructured our administration department to provide for a broader base of support to the community and our department teams.

2019-2020 Goals and Objectives

- ◆ Continue organizational development of the municipal and academic teams into a cohesive, unified entity with a focus on providing responsive, accessible, and efficient public services.
- ◆ Streamline development processes and procedures; create a modeling software review option for a multi-dimensional look at proposed development and site layout.

Goals and Objectives 11 Town Manager's Office

- ◆ Update the strategic plans and performance measures for the organization.
- ◆ Institute the concepts conveyed through the Senior Executive Institute and LEAD to further develop our public service oriented organizational cultures.
- ◆ Review processes and improve communications between our Human Resources/Finance Departments.
- ◆ Work with shared services team to identify the enrollment demand at Westlake Academy as a result of admissions requests from Westlake resident families.
- ◆ Review the facility master plan proposal by our vendor and finalize the recommendations.
- ◆ Support the advancement of the vision, mission, and values identified by the elected officials.

Performance Measures

		Bench Mark	2018 Actual	2019 Estimated	2020 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	3.00	3.00	4.00
2.	Department Payroll & Related	n/a	\$409,865	473,017	\$529,393
3.	Department Operating Expenditures	n/a	\$36,414	\$36,414	\$36,914
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	10	12
4.	Town Q2 meetings	Quarterly	4	3	4

Program Summary

Department 12

Planning & Development

	Actuals FY 17/18	Adopted Budget FY 18/19	Estimated Budget FY 18/19	Adopted Budget FY 19/20	FY 19/20 Adopted vs FY 18/19 Estimated	
REVENUES AND OTHER SOURCES						
General Sales Tax	-	-	-	-	0.0%	-
Property Tax	-	-	-	-	0.0%	-
Permits and Fees Other	252,926	146,370	143,800	90,050	-37.4%	(53,750)
Permits and Fees Building	1,907,488	4,270,212	5,136,406	2,563,058	-50.1%	(2,573,348)
Fines & Forfeitures	-	-	-	-	0.0%	-
Franchise Fees	-	-	-	-	0.0%	-
Contributions	-	-	-	-	0.0%	-
Beverage Tax	-	-	-	-	0.0%	-
Interest	-	-	-	-	0.0%	-
Misc Income	81	-	1,315	100	-92.4%	(1,215)
TOTAL	\$ 2,160,496	\$ 4,416,582	\$ 5,281,521	\$ 2,653,208	-49.8%	\$ (2,628,313)

EXPENDITURES AND OTHER USES						
Payroll Wages	325,488	342,309	343,900	360,762	4.9%	16,863
Payroll Transfer In	-	-	-	-	0.0%	-
Payroll Insurance	43,098	53,079	45,330	49,445	9.1%	4,115
Payroll Taxes	26,219	27,645	29,122	30,242	3.8%	1,121
Payroll Retirement	41,776	41,924	42,465	44,362	4.5%	1,897
Total Payroll & Related	\$ 436,580	\$ 464,958	\$ 460,816	\$ 484,812	5.2%	\$ 23,996
Capital Outlay	-	490	750	750	0.0%	-
Debt Service	-	-	-	-	0.0%	-
Economic Development	-	-	-	-	0.0%	-
Leases and Rentals	1,947	1,134	1,750	1,750	0.0%	-
Public Notices	-	-	-	-	0.0%	-
Repair and Maintenance	102	102	-	500	100.0%	500
Rent and Utilities	-	-	-	-	0.0%	-
Service	256,882	315,227	542,025	542,025	0.0%	-
Supplies	21,936	18,210	24,960	24,960	0.0%	-
Travel & Training	4,774	7,921	11,310	11,310	0.0%	-
Total Operation & Maintenance	\$ 285,641	\$ 343,084	\$ 580,795	\$ 581,295	0.1%	\$ 500
TOTAL EXPENDITURES & OTHER USES	\$ 722,221	\$ 808,042	\$ 1,041,611	\$ 1,066,107	2.4%	\$ 24,496
NET	\$ 1,438,274	\$ 3,608,540	\$ 4,239,910	\$ 1,587,101	-62.6%	\$ (2,652,809)

EMPLOYEE STAFFING						
Director	1.00	1.00	1.00	1.00	0.0%	-
Development Coordinator	0.50	1.00	1.00	1.00	0.0%	-
Chief Building Official	0.50	1.00	1.00	1.00	0.0%	-
Permitting Clerk	1.00	1.00	1.00	1.00	0.0%	-
	-	-	-	-	0.0%	-
	-	-	-	-	0.0%	-
TOTAL	3.00	4.00	4.00	4.00	0.0%	-

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	rruthven@westlake-tx.org	817-490-5739
◆ Pat Cooke	Chief Building Official	pcooke@westlake-tx.org	817-490-5726
◆ Nick Ford	Coordinator	nford@westlake-tx.org	817-490-5742
◆ Dottie Samaniego	Permit Clerk	dsamaniego@westlake-tx.org	817-490-5745

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.
- ◆ Ensure code and ordinance compliance through effective communication, accurate records management, and by taking appropriate action when necessary to obtain compliance.
- ◆ Add in-house GIS software in order to increase effectiveness in service delivery.
- ◆ Streamline development review processes and seek technological improvements where feasible in order to increase efficiency and effectiveness in service delivery.
- ◆ Reinstate the Town's Unified Development Code
- ◆ Continue with maintenance and implementation of the comprehensive plan.

Program Service Description

- ◆ The Planning and Development Department is responsible for processing platting and zoning requests and ensuring that proposed developments conform to the Town of Westlake's comprehensive plan which requires 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.

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. Additionally, the approval of Spencer Ranch and The Knolls at Solana developments have served to add an additional 94 single family lots.
- ◆ The first phase of the Charles Schwab corporate campus located just south of the intersection of SH 170 and SH 114 will be completed in early 2020. This phase includes over 1,000,000 square feet.

Goals and Objectives

12 Planning and Development

Completion is scheduled for 2019. The second phase is under construction with completion tentatively scheduled for Spring 2021. Applications for the companion Hillwood Front 44 development are anticipated in 2020.

- ◆ Phase One public improvements in the Entrada development are complete, as are the CVS, Primrose, Sendera Title buildings and 11 single family homes. While eight additional structures are currently under construction and should be completed in 2020, progress has been slow and overall development execution and performance has been below expectations.
- ◆ Housing start increases: Westlake is expecting continued single-family residential construction as a result of The Knolls at Solana, Granada Phase 2, Quail Hollow and Entrada. At least 30 single family permits are estimated to be issued this year.
- ◆ Solana: the strong local economy has served to increase Interest in the remaining undeveloped portions of the PD1 zoning district. Staff anticipates increasing interest from prospective developers as the submarket land supply along the SH 114 corridor shrinks.
- ◆ 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 the Town's Vision statement.

2018-2019 Highlights

- ◆ Addition of ESRI GIS software
- ◆ Adoption of new Comprehensive Outdoor Lighting Ordinance
- ◆ Adoption of 2018 International Building Code
- ◆ Adoption of the Building Quality Manual
- ◆ Adoption of new residential development application requirements
- ◆ Full implementation of paperless plan review

2019-2020 Goals and Objectives

- ◆ Communicate planning and development information to stakeholders in the most effective manner possible
- ◆ Update the 2015 Comprehensive Plan
- ◆ Maximize GIS utilization through programmatic development
- ◆ Continue to implement policies and processes that maximize development design excellence
- ◆ Create a Unified Development Code and provide policy enhancements as part of the scope
- ◆ Seek solutions to improve development efficiency and performance in the Entrada development
- ◆ Develop a comprehensive strategy for Westlake to become a dark sky certified community

Goals and Objectives 12 Planning and Development

Performance Measures

		Bench Mark	2018 Actual	2019 Estimated	2020 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	4.00	4.00
2.	Department Revenues	n/a	\$2,160,496	\$5,281,521	\$2,653,208
3.	Department Payroll Expenditures	n/a	\$436,580	\$460,816	\$484,812
4.	Department Operating Expenditures	n/a	\$285,641	\$580,795	\$581,295
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	193	250	200
MEASURES OF EFFECTIVENESS (the result or consequence of achieving your output and the ability to do things well, successfully, and without waste)					
1.	Resident Rating per Survey 2019				
	Enforcing sign regulations	90%	n/a	n/a	n/a
	Enforcing exterior regulations for property	90%	n/a	n/a	n/a

Program Summary

Department 13

Town Secretary's Office

	Actuals FY 17/18	Adopted Budget FY 18/19	Estimated Budget FY 18/19	Adopted Budget FY 19/20	FY 19/20 Adopted vs FY 18/19 Estimated	
REVENUES AND OTHER SOURCES						
General Sales Tax	-	-	-	-	0.0%	-
Property Tax	-	-	-	-	0.0%	-
Permits and Fees Other	-	-	-	-	0.0%	-
Permits and Fees Building	-	-	-	-	0.0%	-
Fines & Forfeitures	-	-	-	-	0.0%	-
Franchise Fees	-	-	-	-	0.0%	-
Contributions	-	-	-	-	0.0%	-
Beverage Tax	-	-	-	-	0.0%	-
Interest	-	-	-	-	0.0%	-
Misc Income	-	-	-	-	0.0%	-
TOTAL	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -

EXPENDITURES AND OTHER USES

Payroll Wages	123,033	131,850	130,260	138,444	6.3%	8,184
Payroll Transfer In	-	-	-	-	0.0%	-
Payroll Insurance	19,003	24,653	20,119	22,599	12.3%	2,480
Payroll Taxes	9,868	10,655	10,660	11,260	5.6%	600
Payroll Retirement	15,789	16,148	15,818	17,024	7.6%	1,207
Total Payroll & Related	\$ 167,693	\$ 183,307	\$ 176,857	\$ 189,327	7.1%	\$ 12,470
Capital Outlay	-	-	-	-	0.0%	-
Debt Service	-	-	-	-	0.0%	-
Economic Development	-	-	-	-	0.0%	-
Leases and Rentals	2,242	2,705	2,705	2,705	0.0%	-
Public Notices	15,445	25,000	25,000	25,000	0.0%	-
Repair and Maintenance	-	-	-	-	0.0%	-
Rent and Utilities	-	-	-	-	0.0%	-
Service	11,170	23,690	23,690	29,765	25.6%	6,075
Supplies	2,341	3,225	3,225	3,225	0.0%	-
Travel & Training	1,109	4,340	4,340	4,340	0.0%	-
Total Operation & Maintenance	\$ 32,306	\$ 58,960	\$ 58,960	\$ 65,035	10.3%	\$ 6,075
TOTAL EXPENDITURES & OTHER USES	\$ 199,999	\$ 242,267	\$ 235,817	\$ 254,362	7.9%	\$ 18,545
NET	\$ (199,999)	\$ (242,267)	\$ (235,817)	\$ (254,362)	7.9%	\$ (18,545)

EMPLOYEE STAFFING

Town Secretary	1.00	1.00	1.00	1.00	0.0%	-
Assistant	0.50	0.50	0.50	0.50	0.0%	-
	-	-	-	-	0.0%	-
	-	-	-	-	0.0%	-
	-	-	-	-	0.0%	-
	-	-	-	-	0.0%	-
TOTAL	1.50	1.50	1.50	1.50	0.0%	-

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

- | | | | |
|----------------|------------------|-------------------------|--------------|
| ◆ Tanya Morris | Admin. Assistant | tmorris@westlake-tx.org | 817-490-5741 |
|----------------|------------------|-------------------------|--------------|

Program Broad Goals

- ◆ A commitment to leadership that ensures quality public service based on 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.

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.
 - Continue working with individual departments adding forms and workflows in an effort to increase efficiencies and streamlining processes.

Goals and Objectives

13 Town Secretary's Office

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 have increased with 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
 - Maintaining records associated with each meeting
 - Facility preparation for meeting

2018-2019 Highlights

- ◆ Implemented JustFOIA to process Public Information Act requests.
- ◆ Continued the implementation of Laserfiche Records Management software for Town and Academy records by Department.
- ◆ Received Municipal Clerks third re-certification in January
- ◆ Attended the 2019 Legislative update.
- ◆ Attended Municipal Clerks training as necessary to maintain the Texas Municipal Clerk's certification.
- ◆ Terminated the Town off-site record storage agreement.
- ◆ Trained Administrative Assistant to serve as Planning & Zoning Commission Secretary.
- ◆ Laserfiche accomplishments include:
 - Finalized and implemented the workflow automation to process Finance Accounts Payables.
 - Worked with Human Resources to process back-filing and added a metadata field to view private or public release of personal data pursuant to Public Information Act.

2019-2020 Goals and Objectives

- ◆ Administer the 2020 Local Election.
- ◆ Continue working with individual departments to design and implement forms improving and automating processes.
- ◆ Attend Municipal Clerks training as necessary to maintain the Texas Municipal Clerk's certification.
- ◆ Continue with records management best practices for records destruction.

Goals and Objectives

13 Town Secretary's Office

Performance Measures

		Bench Mark	2018 Actual	2019 Estimated	2020 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	1.5	1.5	1.5
2.	Department Payroll Expenditures	n/a	\$167,693	\$176,857	\$189,327
3.	Department Operating Expenditures	n/a	\$32,306	\$58,960	\$65,035
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	5 days	99%	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 17/18	Adopted Budget FY 18/19	Estimated Budget FY 18/19	Adopted Budget FY 19/20	FY 19/20 Adopted vs FY 18/19 Estimated	
REVENUES AND OTHER SOURCES						
General Sales Tax	-	-	-	-	0.0%	-
Property Tax	-	-	-	-	0.0%	-
Permits and Fees Other	116,921	102,525	100,525	100,525	0.0%	-
Permits and Fees Building	32,548	87,359	247,089	72,267	-70.8%	(174,822)
Fines & Forfeitures	-	-	-	-	0.0%	-
Franchise Fees	-	-	-	-	0.0%	-
Contributions	12,238	12,240	12,240	-	-100.0%	(12,240)
Beverage Tax	-	-	-	-	0.0%	-
Interest	-	-	-	-	0.0%	-
Misc Income	-	-	-	-	0.0%	-
TOTAL	\$ 161,706	\$ 202,124	\$ 359,854	\$ 172,792	-52.0%	\$ (187,062)
EXPENDITURES AND OTHER USES						
Payroll Wages	1,176,860	1,374,769	1,375,762	1,530,712	11.3%	154,951
Payroll Transfer In	-	-	-	-	0.0%	-
Payroll Insurance	199,787	263,201	218,669	296,926	35.8%	78,257
Payroll Taxes	108,566	128,748	132,437	154,972	17.0%	22,534
Payroll Retirement	142,507	148,121	169,175	184,336	9.0%	15,161
Total Payroll & Related	\$ 1,627,720	\$ 1,914,839	\$ 1,896,042	\$ 2,166,945	14.3%	\$ 270,903
Capital Outlay	25,236	27,900	21,900	71,900	228.3%	50,000
Debt Service	-	-	-	-	0.0%	-
Economic Development	-	-	-	-	0.0%	-
Leases and Rentals	1,445	1,200	1,200	1,200	0.0%	-
Public Notices	-	140	140	140	0.0%	-
Repair and Maintenance	62,964	53,945	53,945	81,145	50.4%	27,200
Rent and Utilities	27,387	36,277	41,277	45,100	9.3%	3,823
Service	63,294	104,692	122,697	138,932	13.2%	16,235
Supplies	74,455	109,040	110,040	97,015	-11.8%	(13,025)
Travel & Training	42,591	43,740	48,995	54,295	10.8%	5,300
Total Operation & Maintenance	\$ 297,371	\$ 376,934	\$ 400,194	\$ 489,727	22.4%	\$ 89,533
OTAL EXPENDITURES & OTHER USES	\$ 1,925,091	\$ 2,291,773	\$ 2,296,236	\$ 2,656,672	15.7%	\$ 360,436
NET	\$ (1,763,385)	\$ (2,089,649)	\$ (1,936,382)	\$ (2,483,880)	28.3%	\$ (547,498)

EMPLOYEE STAFFING

Fire Chief	1.00	1.00	1.00	1.00	0.0%	-
Fire Marshal/Deputy Chief	1.00	1.00	1.00	1.00	0.0%	-
Firefighter/Paramedics Lieutenant	3.00	3.00	3.00	3.00	0.0%	-
Firefighter/Paramedics Full Time	9.00	9.00	9.00	12.00	33.3%	3.00
Firefighter/Paramedics Part Time	1.50	1.50	1.50	-	-100.0%	(1.50)
Business Services Manager	-	-	-	1.00	100.0%	1.00
TOTAL	15.50	15.50	15.50	18.00	16.1%	2.50

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	Deputy Chief	jard@westlake-tx.org	817-490-5786

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 Commission on Fire Accreditation International 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 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 and engagement 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.

Goals and Objectives

14 Fire-EMS Department

- ◆ Specialized training targets firefighter/paramedic 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.

2018-2019 Highlights

- ◆ Moved into the new Fire-EMS Station.
- ◆ Conducted numerous CPR, AED, and fire extinguisher classes.
- ◆ Implemented a "Stop the Bleed Program.
- ◆ Replaced a 2003 model Frazer ambulance with a new 2019 model Frazer that included a new Power-Load system that reduces the risk of back injuries due to patient loading.
- ◆ Implemented the Annual Public Safety Fair.

2019-2020 Goals and Objectives

- ◆ Continue training the public in the use of CPR, AEDs, and fire extinguishers.
- ◆ Implement Car Seat Check Safety program.
- ◆ Continue implementing programs and policies to improve the Insurance Service Office (ISO) rating.
- ◆ Conduct a Community Risk Assessment (CRA).
- ◆ Complete a Standard's of Cover (SOC).
- ◆ Continue training all personnel in all disciplines of certification and career development.
- ◆ Enhance 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	2018 Actual	2019 Estimated	2020 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	15.50	15.50	18.00
2.	Department Revenues	n/a	\$161,706	\$359,854	\$172,792
3.	Department Payroll Expenditures	n/a	\$1,627,720	\$1,896,042	\$2,166,945
4.	Department Operating Expenditures	n/a	\$297,371	\$400,194	\$489,727
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	8	10	10
2.	Medical Incidents	n/a	265	206	250
3.	Fire/Emergency Incidents	n/a	345	236	300
4.	Fire Inspection	n/a	145	200	150
5.	Pre-Fire Plans	n/a	155	200	150
6.	Response time of 5 minutes or less	90%	41%	55%	60%
MEASURES OF EFFECTIVENESS/EFFICIENCY (the result or consequence of achieving your output and the ability to do things well, successfully, and without waste)					
1.	Resident Rating per Survey 2019				
	Overall quality of EMS	90%	n/a	n/a	n/a%
	Response time of Fire/EMS personnel	90%	n/a	n/a	n/a%
	Overall quality of fire services	90%	n/a	n/a	n/a%
	Emergency preparedness efforts	90%	n/a	n/a	n/a%

Program Summary

Department 15

Municipal Court

	Actuals FY 17/18	Adopted Budget FY 18/19	Estimated Budget FY 18/19	Adopted Budget FY 19/20	FY 19/20 Adopted vs FY 18/19 Estimated	
REVENUES AND OTHER SOURCES						
General Sales Tax	-	-	-	-	0.0%	-
Property Tax	-	-	-	-	0.0%	-
Permits and Fees Other	-	8,975	-	-	0.0%	-
Permits and Fees Building	-	-	-	-	0.0%	-
Fines & Forfeitures	633,318	715,545	548,111	547,426	-0.1%	(685)
Franchise Fees	-	-	-	-	0.0%	-
Contributions	-	-	-	-	0.0%	-
Beverage Tax	-	-	-	-	0.0%	-
Interest	4,715	3,616	3,616	3,616	0.0%	-
Misc Income	263	25	-	-	0.0%	-
TOTAL	\$ 638,295	\$ 728,161	\$ 551,727	\$ 551,042	-0.1%	\$ (685)

EXPENDITURES AND OTHER USES						
Payroll Wages	244,556	246,054	269,322	333,088	23.7%	63,766
Payroll Transfer In	-	-	-	-	0.0%	-
Payroll Insurance	52,331	54,961	59,878	73,038	22.0%	13,161
Payroll Taxes	21,268	19,876	23,927	26,612	11.2%	2,685
Payroll Retirement	28,840	22,979	30,198	40,959	35.6%	10,762
Total Payroll & Related	\$ 346,995	\$ 343,871	\$ 383,324	\$ 473,698	23.6%	\$ 90,374
Capital Outlay	-	-	1,500	1,500	0.0%	-
Debt Service	-	-	-	-	0.0%	-
Economic Development	-	-	-	-	0.0%	-
Leases and Rentals	12,574	10,866	10,866	10,866	0.0%	-
Public Notices	-	-	-	-	0.0%	-
Repair and Maintenance	1,865	1,672	1,672	193	-88.5%	(1,479)
Rent and Utilities	-	-	-	-	0.0%	-
Service	97,171	86,663	75,372	50,541	-32.9%	(24,831)
Supplies	9,415	10,749	9,715	15,405	58.6%	5,690
Travel & Training	4,496	5,225	7,407	9,549	28.9%	2,142
Total Operation & Maintenance	\$ 125,521	\$ 115,175	\$ 106,532	\$ 88,054	-17.3%	\$ (18,478)
TOTAL EXPENDITURES & OTHER USES	\$ 472,516	\$ 459,046	\$ 489,856	\$ 561,752	14.7%	\$ 71,896
NET	\$ 165,779	\$ 269,115	\$ 61,871	\$ (10,710)	-117.3%	\$ (72,581)

EMPLOYEE STAFFING						
Administrator	1.00	1.00	1.00	1.00	0.0%	-
Lead Clerk	1.00	1.00	1.00	1.00	0.0%	-
Deputy Clerks	1.50	1.50	1.50	1.00	100.0%	(0.50)
Court Judge	0.25	0.25	0.25	0.25	0.0%	-
Marshal	0.50	0.50	0.50	1.00	100.0%	0.50
Juvenile Manager	-	-	-	0.50	100.0%	0.50
TOTAL	4.25	4.25	4.25	4.75	11.8%	0.50

Goals and Objectives 16 Municipal Court

Strategic Theme & Objective(s)

- ◆ Theme ~ Exemplary Service & Governance
- ◆ Objective(s) ~ Maximize Efficiency & Effectiveness through increased knowledge and education of court staff.

Department Contact Information

◆ Jeanie Roumell	Administrator	jroumell@westlake-tx.org	817-490-5746
◆ Bobby Cure	Marshal/School Resource Officer	bcure@westlake-tx.org	817-490-5716
◆ Martha Solis	Lead Court Clerk	msolis@westlake-tx.org	817-490-5748
◆ Shelby Orasanu	Juvenile Case Mgr.	sorasanu@westlake-tx.org	817-490-5747
◆ Vickie Brown	Deputy Court Clerk	vbrown@westlake-tx.org	817-490-5724

Program Broad Goals

- ◆ Court staff will continue to provide excellent customer service in an efficient, professional and courteous manner.
- ◆ Court has appointed a Juvenile Case Manager to allow the collection and expense of a special revenue.
- ◆ The Court has reclassified the Marshal's position from part-time to full time as a Marshal/SRO to allow this position to be a part-time School Resource Officer for the Academy. This will add better security coverage as well as security procedures to ensure safety.
- ◆ Court works with the Keller Police Department, State of Texas and Utility Data Systems to comply with Legislative changes affecting processes and requirements with the State.
- ◆ The Court will conduct hearings and trials in a timely, professional and dignified manner 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. This includes processing the outstanding citations to active warrant status on a monthly basis to ensure cases are current and more collectible. Maintenance of aged and uncollectible warrants will be updated on a quarterly basis.
- ◆ Court staff will work in partnership with the Texas Department of Public Safety to operate the driver's license non-renewal program for defendants who have outstanding or delinquent fines in the Court.
- ◆ The court staff will make every effort to obtain the Texas Municipal Courts Education Centers court clerks' certification. There are three different levels of certification. Both full time clerks have achieved Level I status and are now studying to pass the Level II Certification test.
- ◆ Upgraded the court software to allow a paper light system that allows scanning to maintain records and reduces paper usage in the office.
- ◆ The court maintains a security committee to ensure security measures are followed as required by state law.

Goals and Objectives

16 Municipal 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 upholds the integrity of the court and builds public trust by providing unbiased quality service and accurate information delivered in an efficient, positive and professional manner.

Program Trends

- ◆ Processes consistent workload of approximately 5,800 new case filings annually.
- ◆ The Court is required to automatically set an additional Court setting if the defendant fails to appear at the first setting and all cases with pleas require a show cause hearing to determine the reason the fines and fees were not paid on time. This process adds thirty to sixty (30 – 60) days to the time frame of a warrant being issued.
- ◆ Legislative changes have increased the amount of Court costs the Court is required to collect with very little additional revenue going to the Town.
- ◆ The court is required to consider the defendants ability to pay and consider indigency or credit for time served on requests from defendants.

◆ 2018-2019 Highlights

- ◆ Two court staff members achieved their Level I court clerk's certification. They are both in the process of achieving their Level II Certification.
- ◆ All cases are current and set for court in a fast and efficient manner. Trials are held within 60-90 days from issuance of the citation.
- ◆ All warrants are maintained on a regular basis to ensure that they are accurate. A regular audit is completed with the actual case files as well as the active warrants in the command center at the Keller Police Department.
- ◆ Warrants over six (6) years of age and deemed uncollectible are dismissed through the proper channels each year to allow the court to concentrate on collectible cases.

◆ 2019-2020 Goals and Objectives

- ◆ Continue to audit outstanding warrants that are over 6 years old. Close case files to reduce back log in the Court and Law Enforcement Systems. These cases are considered uncollectible or prosecutable by the prosecutor as well as the Municipal Court Judge.
- ◆ Maintain the paper light system to reduce paper usage and improve procedures.
- ◆ Implement the School Resource Officer/Marshal's position to increase security, collection and accessibility.
- ◆ Take advantage of the local no cost court training within the metroplex to increase knowledge, morale and confidence of the court employees through the North Texas Court Clerks Association.
- ◆ Implement a Juvenile Case Manager Position to oversee the juvenile legally mandated requirements.

Goals and Objectives 16 Municipal Court

◆ Performance Measures

	Performance Measures	Bench Mark	2018 Actual	2019 Estimated	2020 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	4.25	4.25	4.75
2.	Department Revenues	n/a	\$638,295	\$551,727	\$551,042
3.	Department Payroll Expenditures	n/a	\$346,995	\$383,324	\$473,698
4.	Department Operating Expenditures	n/a	\$125,521	\$106,532	\$88,054
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	5,706	5,800	6,000
2.	Number of Speeding Violations	n/a	3,633	2,864	2,500
3.	Expired Dismissible Violations	n/a	591	600	700
4.	Number of Filed Violations	n/a	5,719	7,146	7,000
5.	Number of Cleared Arrest Warrants	n/a	1,900	2,100	2,300

Program Summary

Department 16

Public Works

	Actuals FY 17/18	Adopted Budget FY 18/19	Estimated Budget FY 18/19	Adopted Budget FY 19/20	FY 19/20 Adopted vs FY 18/19 Estimated	
REVENUES AND OTHER SOURCES						
General Sales Tax	-	-	-	-	0.0%	-
Property Tax	-	-	-	-	0.0%	-
Permits and Fees Other	-	-	-	-	0.0%	-
Permits and Fees Building	-	-	-	-	0.0%	-
Fines & Forfeitures	-	-	-	-	0.0%	-
Franchise Fees	-	-	-	-	0.0%	-
Contributions	-	-	-	-	0.0%	-
Beverage Tax	-	-	-	-	0.0%	-
Interest	-	-	-	-	0.0%	-
Misc Income	-	1,460	1,460	-	-100.0%	(1,460)
TOTAL	\$ -	\$ 1,460	\$ 1,460	\$ -	-100.0%	\$ (1,460)

EXPENDITURES AND OTHER USES						
Payroll Wages	275,164	317,945	319,978	276,265	-13.7%	(43,714)
Payroll Transfer In	(299,881)	(357,549)	(331,506)	(292,129)	-11.9%	39,377
Payroll Insurance	52,893	88,428	50,690	53,274	5.1%	2,584
Payroll Taxes	26,739	31,418	31,993	27,552	-13.9%	(4,440)
Payroll Retirement	35,423	38,940	39,347	33,972	-13.7%	(5,375)
Total Payroll & Related	\$ 90,338	\$ 119,183	\$ 110,502	\$ 98,934	-10.5%	\$ (11,568)
Capital Outlay	-	5,000	5,000	5,000	100.0%	-
Debt Service	-	-	-	-	0.0%	-
Economic Development	-	-	-	-	0.0%	-
Leases and Rentals	-	-	-	-	0.0%	-
Public Notices	-	-	-	-	0.0%	-
Repair and Maintenance	34,216	28,605	28,605	83,340	191.3%	54,735
Rent and Utilities	281,418	215,341	215,341	202,864	-5.8%	(12,477)
Service	99,607	83,372	83,372	83,372	0.0%	-
Supplies	5,008	4,465	4,465	5,205	16.6%	740
Travel & Training	1,737	2,481	2,481	2,481	0.0%	-
Total Operation & Maintenance	\$ 421,986	\$ 339,264	\$ 339,264	\$ 382,262	12.7%	\$ 42,998
TOTAL EXPENDITURES & OTHER USES	\$ 512,324	\$ 458,447	\$ 449,766	\$ 481,196	7.0%	\$ 31,430
NET	\$ (512,324)	\$ (456,987)	\$ (448,306)	\$ (481,196)	7.3%	\$ (32,890)

EMPLOYEE STAFFING						
Director	1.00	1.00	1.00	0.33	-67.0%	(0.67)
Utility Technician #1	1.00	1.00	1.00	1.00	0.0%	-
Utility Billing Coordinator	1.00	1.00	1.00	1.00	0.0%	-
Utility Technician #2	-	-	-	1.00	100.0%	1.00
Superintendent	-	-	-	1.00	100.0%	1.00
Project Manager	1.00	1.00	1.00	-	-100.0%	(1.00)
TOTAL	4.00	4.00	4.00	4.33	8.3%	0.33

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

◆ Troy J. Meyer	Director	tmeyer@westlake-tx.org	817-490-5735
◆ Kory Kittrell	Superintendent	kkittrell@westlake-tx.org	817-490-5733
◆ Paul Andreason	Technician	pandreason@westlake-tx.org	817-490-5731
◆ Dianna Orender	Assistant	dorender@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.
- ◆ Regularly schedule utility billing and apply payments properly to customer accounts.

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; maintaining utility billing
- ◆ Public Works also assists other departments, the Academy, and volunteer groups as needed:
 - Setting up for community events
 - Providing traffic control devices for Department of Public Safety 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.
- ◆ 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 Dallas/Fort Worth Metroplex.
- ◆ Completed signalization projects at FM 1938/Solana and FM 1938/Dove intersections.

2018 - 2019 Highlights

- ◆ Developed and implemented water quality monitoring plans for bacteriological and nitrate/nitrite sampling.
- ◆ Passed Texas Commission on Environmental Quality three-year inspection on the water system.
- ◆ Developed and implemented a Cross Connection Control Program.
- ◆ Restored FM 1938 landscaping.
- ◆ Opened Schwab Way and Phase I office complex.
- ◆ Rehabilitated the 685,000 gallon ground storage reservoir.
- ◆ Reduced or added the following:
 - ◆ Vaquero lift station pump
 - ◆ Four 16" gate valves at the pump station on HWY 377
 - ◆ Added a small communication tower at the HWY 377 pump station.
- ◆ Major repairs to the Southlake/Westlake N-1 Sewer line. Total cost \$127,765.00, Westlake cost \$58,484.00.
- ◆ Utility Billing schedule reformed from 6-week cycle to a more traditional 4-week cycle.
- ◆ Public Works website reorganized and updated to focus on customer service and information distribution.

2019 - 2020 Goals and Objectives

- ◆ Continue to pursue transfer of N-1 sewer line to Trinity River Authority.
- ◆ Continue to work with the Entrada, Schwab, and Hillwood to ensure adherence to our approved plans, Town standards, and developer agreements.
- ◆ Work with TxDOT on SH 114 service roads and Solana/Kirkwood improvements.
- ◆ Partner with Hillwood on the SH 170 main lane and Parish Lane project.
- ◆ Partner with Tarrant County to reconstruction & drainage of Roanoke Road., Pearson Lane, Ottinger Road, and the Maintenance Facility Parking lot.
- ◆ Use new H5 overlay product for Aspen Lane, Wyck Hill roads and Westlake Academy parking lot.
- ◆ Updated and replace valves at the 377 pump station.
- ◆ Hire consultant to create a Way Finding program for the Town.
- ◆ Review and update the master drainage plan.
- ◆ Start the MS5 Stormwater management program.
- ◆ Create past due process for the water bills
- ◆ Water leak adjustment policy
- ◆ Internal water and sewer rate study
- ◆ Compare and evaluate utility billing benchmark policies from nearby cities and industry standards for implementation

Goals and Objectives

16 Public Works

	Performance Measures	Bench Mark	2018 Actual	2019 Estimated	2020 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	4.00	4.33
	Department Payroll & Related	n/a	\$90,338	110,502	98,934
2.	Department Operating Expenditures	n/a	\$512,324	\$449,766	\$481,196
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	1400	15,000
2.	Streets (miles)	n/a	10.25	10.75	11.00
3.	Traffic Signals	n/a	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	85%	90%
	Condition of major streets	90%	N/A	81%	90%
	Condition of neighborhood streets	90%	N/A	81%	90%
	Traffic Flow and congestion management	90%	N/A	56%	90%
2.	Class A water operator certification	Yes	Yes	Yes	Yes
3.	Class II Wastewater Collection operator certification (2 staff)	Yes	Yes	Yes	Yes
4.	Class C Water Distribution operator certification (2 staff)	Yes	Yes	Yes	Yes

Program Summary

Department 17

Facilities Maintenance

	Actuals FY 17/18	Adopted Budget FY 18/19	Estimated Budget FY 18/19	Adopted Budget FY 19/20	FY 19/20 Adopted vs FY 18/19 Estimated	
REVENUES AND OTHER SOURCES						
General Sales Tax	-	-	-	-	0.0%	-
Property Tax	-	-	-	-	0.0%	-
Permits and Fees Other	-	-	-	-	0.0%	-
Permits and Fees Building	-	-	-	-	0.0%	-
Fines & Forfeitures	-	-	-	-	0.0%	-
Franchise Fees	-	-	-	-	0.0%	-
Contributions	-	-	-	-	0.0%	-
Beverage Tax	-	-	-	-	0.0%	-
Interest	-	-	-	-	0.0%	-
Misc Income	30,004	21,800	21,800	15,000	-31.2%	(6,800)
TOTAL	\$ 30,004	\$ 21,800	\$ 21,800	\$ 15,000	-31.2%	\$ (6,800)

EXPENDITURES AND OTHER USES						
Payroll Wages	82,514	97,444	125,059	111,446	-10.9%	(13,613)
Payroll Transfer In	(56,625)	(76,638)	(88,902)	(43,108)	-51.5%	45,794
Payroll Insurance	12,025	34,372	26,114	24,908	-4.6%	(1,206)
Payroll Taxes	7,888	9,526	11,252	10,494	-6.7%	(758)
Payroll Retirement	9,863	11,934	15,378	13,704	-10.9%	(1,674)
Total Payroll & Related	\$ 55,665	\$ 76,638	\$ 88,902	\$ 117,444	32.1%	\$ 28,543
Capital Outlay	-	-	-	7,800	100.0%	7,800
Debt Service	-	-	-	-	0.0%	-
Economic Development	-	-	-	-	0.0%	-
Leases and Rentals	4,224	4,226	4,226	7,226	71.0%	3,000
Public Notices	621	622	222	222	0.0%	-
Repair and Maintenance	32,023	39,205	28,965	90,966	214.1%	62,001
Rent and Utilities	455	200	200	200	0.0%	-
Service	9,291	13,822	24,547	100,297	308.6%	75,750
Supplies	4,663	13,601	13,001	34,351	164.2%	21,350
Travel & Training	1,716	3,283	3,783	10,222	170.2%	6,439
Total Operation & Maintenance	\$ 52,993	\$ 74,958	\$ 74,943	\$ 251,283	235.3%	\$ 176,340
TOTAL EXPENDITURES & OTHER USES	\$ 108,658	\$ 151,596	\$ 163,845	\$ 368,727	125.0%	\$ 204,883

NET	\$ (78,654)	\$ (129,796)	\$ (142,045)	\$ (353,727)	149.0%	\$ (211,683)
------------	--------------------	---------------------	---------------------	---------------------	---------------	---------------------

EMPLOYEE STAFFING						
Director	0.50	0.50	0.50	0.33	-34.0%	(0.17)
Assistant	0.75	0.50	0.50	0.50	0.0%	-
	-	-	-	-	0.0%	-
	-	-	-	-	0.0%	-
	-	-	-	-	0.0%	-
	-	-	-	-	0.0%	-
TOTAL	1.25	1.00	1.00	0.83	-17.0%	(0.17)

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
◆ Darcy McFarlane	Assistant	dmcfarlane@westlake-tx.org	817-490-5768
◆ Rosie Miller	Facilities Manager	rmiller@westlakeacademy.org	817-490-5856

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 power and water usage will be operated in a cost and energy efficient manner.

Program Service Description

- ◆ The Town of Westlake will provide facilities to enhance future community and educational programs and endeavors.
- ◆ Long-range plans include maintenance, renovation and construction of facilities as related to stakeholder use and educational programs with the goal of providing efficient facilities to meet program needs.
- ◆ Westlake Academy Campus facilities are generally available to the community. The Town will continue to develop cooperative projects with the community and other stakeholders.

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.
 - Oversight of the rented facilities for municipal administration at the Solana office complex.
 - Acquisition and maintenance of the municipal properties and the Westlake I.O.O.F. Cemetery.
- ◆ Completed the extension of the temporary fire station metal building which was used to provide living quarters after the mobile home burned in December of 2014.
- ◆ Westlake Academy increased the student population to approximately 825 in FY 2015-16.
- ◆ Security remains a priority on campus. A full security audit was completed in April 2013 which included interviewing of staff, assessing security systems and creating written emergency and threat assessment plans. As a result of these efforts, the front office was remodeled to improve the visitor check- in/out process at the school.
- ◆ A fire station location study was completed in the summer of 2015.
- ◆ The new Town Hall Offices at Solana were opened in August 2016.
- ◆ A five-acre tract of land was sold and approved by the Town Council in March 2017.
- ◆ The Westlake Fire-EMS Station No. 1 opened in February 2019.

Goals and Objectives

17 Facilities Maintenance

2018 - 2019 Highlights

- ◆ Continue replacement of all fluorescent lamps with LED lamps at Westlake Academy.
- ◆ Updated the Facility Use Guidelines and Policies for Westlake Academy, the Fire Station and the Town Hall facilities.
- ◆ Negotiated the purchase of a second, 71-passenger activity bus for Westlake Academy which was delivered in August 2018.
- ◆ Continue review and update of the Westlake Academy master plan which includes a parking and traffic flow assessment.
- ◆ Replaced six roofs at Westlake Academy on the PYP I & II buildings.
- ◆ Replaced all the carpet in the PYP I & II buildings at Westlake Academy.
- ◆ Transitioned the old Fire Station site to the Westlake Maintenance Facility for the Facilities and Public Works departments. This included painting the exterior, replacing the fence, installing an irrigation system and asphaltting the parking lot. This facility will also serve as storage for the school, Westlake Historical Preservation Society and special events supplies. (In 2019 the Parchman house was torn down.)

2019-2020 Goals and Objectives

- ◆ Make repairs to the retention pond located on the Westlake Academy campus.
- ◆ Crosstrain both Facilities and Public Works departments.
- ◆ Ensure the Christmas Tree Lighting, Arbor Day, Car Show and Decoration Day events have a quality, reliable location.
- ◆ Create a safe working and learning environment for teachers, administration staff, students and visitors, by maintaining quarterly and monthly maintenance agreements for the Westlake Academy Campus, Solana Campus, Maintenance Facilities, and the Fire-EMS Station No. 1.
- ◆ Re-bid the Janitorial contract for Westlake Academy and the Fire Station and landscaping services.
- ◆ Explore options to design and fund the approximal 8,500 sq. ft. addition to the Sam & Margret Lee Arts & Science Center.
- ◆ Resurface the asphalt driveway and parking area at Westlake Academy.
- ◆ Review the availability of parking spaces for all users at Westlake Academy.
- ◆ Provide maintenance to the Fire-EMS Station No. 1 including the HVAC, security, landscaping, and other exterior and interior elements.
- ◆ Ensure the Academy is in compliance with Senate Bill 11 which includes a Safety and Security Audit of the campus, creating safety teams and updating our EOP.

Goals and Objectives

17 Facilities Maintenance

	Performance Measures	Bench Mark	2018 Actual	2019 Estimated	2020 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	1.25	1.00	.83
2.	Department Payroll & Related	n/a	\$55,665	\$88,902	\$117,444
3.	Department Expenditures	n/a	\$52,993	\$74,943	\$251,283
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	40	40	40
	Athletic Field Mowing	Weekly	40	40	40
10.	Fire-EMS Station No. 1				
	Mowing & Water Feature	Weekly	40	40	40

Program Summary

Department 18

Finance Department

	Actuals FY 17/18	Adopted Budget FY 18/19	Estimated Budget FY 18/19	Adopted Budget FY 19/20	FY 19/20 Adopted vs FY 18/19 Estimated	
REVENUES AND OTHER SOURCES						
General Sales Tax	-	-	-	-	0.0%	-
Property Tax	-	-	-	-	0.0%	-
Permits and Fees Other	-	-	-	-	0.0%	-
Permits and Fees Building	-	-	-	-	0.0%	-
Fines & Forfeitures	-	-	-	-	0.0%	-
Franchise Fees	-	-	-	-	0.0%	-
Contributions	-	-	-	-	0.0%	-
Beverage Tax	-	-	-	-	0.0%	-
Interest	-	-	-	-	0.0%	-
Misc Income	-	-	-	-	0.0%	-
TOTAL	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -

EXPENDITURES AND OTHER USES						
Payroll Wages	373,591	378,665	398,829	424,886	6.5%	26,057
Payroll Transfer In	(225,195)	(213,114)	(271,223)	(217,544)	-19.8%	53,679
Payroll Insurance	63,296	78,187	65,627	70,211	7.0%	4,583
Payroll Taxes	28,257	30,589	32,292	34,498	6.8%	2,205
Payroll Retirement	47,946	46,376	48,677	49,173	1.0%	496
Total Payroll & Related	\$ 287,895	\$ 320,703	\$ 274,203	\$ 361,224	31.7%	\$ 87,021
Capital Outlay	-	1,800	1,800	5,710	217.2%	3,910
Debt Service	-	-	-	-	0.0%	-
Leases and Rentals	2,563	1,550	1,550	1,550	0.0%	-
Public Notices	-	-	-	-	0.0%	-
Repair and Maintenance	-	-	-	500	100.0%	500
Rent and Utilities	-	-	-	-	0.0%	-
Service	34,128	29,511	30,261	34,272	13.3%	4,011
Supplies	2,184	6,707	6,707	2,797	-58.3%	(3,910)
Travel & Training	6,319	10,935	10,935	10,935	0.0%	-
Total Operation & Maintenance	\$ 45,193	\$ 50,503	\$ 51,253	\$ 55,764	8.8%	\$ 4,511
TOTAL EXPENDITURES & OTHER USES	\$ 333,088	\$ 371,206	\$ 325,456	\$ 416,988	28.1%	\$ 91,532
NET	\$ (333,088)	\$ (371,206)	\$ (325,456)	\$ (416,988)	28.1%	\$ (91,532)

EMPLOYEE STAFFING						
Director	1.00	1.00	1.00	1.00	0.0%	-
Supervisor	1.00	1.00	1.00	-	0.0%	(1.00)
Senior Accountant	-	-	-	1.00	100.0%	1.00
Accting Tech Level 2 Municipal	1.00	1.00	1.00	1.00	0.0%	-
Business Manager WA	-	-	-	1.00	10.0%	1.00
Accting Tech Level 1 Academic	-	-	-	0.50	100.0%	0.50
Accting Tech Level 2 Academic	1.00	1.00	1.00	-	-100.0%	(1.00)
TOTAL	4.00	4.00	4.00	4.50	12.5%	0.50

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	Senior Accountant	jford@westlake-tx.org	817-490-5721
◆ Anastasia Whigham	Accounting Technician II	awhigham@westlake-tx.org	817-490-5728
◆ Marlene Rutledge	Business Manager	mrutledge@westlake-tx.org	817-490-5737

Program Broad Goals

- ◆ Provide Town Council, departments and stakeholders 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).
- ◆ 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, municipal government
 - Westlake Academy, charter school
 - Westlake Academy Foundation, 501(c)3 non-profit organization

Program Trends

- ◆ Finance and accounting are core functions that often expand in direct correlation with a growing organization.
- ◆ Residential population increases and economic development as well as plans for future expansion at Westlake Academy combined will continue to challenge the Finance Department's ability to maintain the highest levels of service and quality with our existing staffing.

2018-2019 Highlights

- ◆ **FINANCE AWARDS**
 - Prepared, submitted and received the GFOA Municipal Distinguished Budget Presentation Award. Award has been received since 2007.

Goals and Objectives 18 Finance Department

- Prepared, submitted and received the GFOA Municipal Comprehensive Annual Financial Report. Award has been received since 2007.
- Prepared, submitted and received Westlake Academy's International Award for Budget Excellence for recognition from the Association of School Business Officials International. Awards have been received since 2009.

◆ **INTERNAL PROCESSES**

- Fund balance days for General Fund changed from 90 days to 180 days
- McClain Decision Support Systems software implementation for Budget, Personnel and Capital Improvement Plan
- Forecast5 budgeting and forecasting implementation (5Cast) for finance/student data comparisons with Public Education Information Management System (PEIMS) data (5Sight)
- BBVA Compass Bank implementation of new credit card module.
- Sports Engine software implementation for athletic/field trip registrations
- Set up per diem for Academic faculty professional development
- Set up ACH direct deposits for Academic faculty/staff reimbursements and per diems
- Developed International City/County Managers Association (ICMA-RC) process for monthly 457 contributions

2019-2020 Goals and Objectives

- ◆ Continuous training of municipal and academic staff related to financial processes, procedures and internal controls related to accounts payable, receivable, travel, etc.
- ◆ Prepare and submit the municipal budget to GFOA for the Distinguished Budget Presentation Award.
- ◆ Prepare and submit the municipal Comprehensive Annual Financial Report to GFOA for the Financial Reporting Award.
- ◆ Receive an unqualified audit opinion on the municipal Comprehensive Annual Financial Report.
- ◆ Maintain fund balance for municipal General Fund at 180 days or greater.
- ◆ Prepare and submit the academic budget to the Association of School Business Officials International for the International Award for Budget Excellence.
- ◆ Maintain fund balance for the academic General Fund at 45 days or greater.
- ◆ Receive an unqualified audit opinion on the academic Annual Financial Report.
- ◆ Prepare Request for Proposal (RFP) and obtain auditing services for the town, academy, Westlake Academy Foundation and Texas Student Housing.
- ◆ Prepare RFP and obtain services for a depository contract for the town and academy.

Goals and Objectives

18 Finance Department

Performance Measures

		Bench Mark	2018 Actual	2019 Estimated	2020 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	4.00	4.50
2.	Department Payroll Expenditures	n/a	\$287,895	\$274,203	\$361,224
3.	Department Operating Expenditures	n/a	\$45,193	\$51,253	\$55,764
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.	Prepare CAFR/Audit (Municipal)	Annual	Annual	Annual	Annual
2.	Prepare AFR/Audit (Academic)	Annual	Annual	Annual	Annual
3.	Prepare AFR/Audit (Foundation)	Annual	Annual	Annual	Annual
4.	Prepare Budget (Municipal)	Annual	Annual	Annual	Annual
5.	Prepare Budget (Academic)	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)					
MUNICIPAL MEASURES					
1.	Fund balance 180 days or greater	180 days	428 days audited	467 days estimated	435 days projected
2.	Standard & Poors Rating	AAA/stable	AAA/stable	AAA/stable	AAA/stable
3.	CAFR with Clean Opinion	Yes	Yes	Yes	Yes
4.	GFOA Award for CAFR	Yes	Yes	Yes	Yes
5.	GFOA Award for Budget	Yes	Yes	Yes	Yes
ACDEMIC MEASURES					
1.	Fund balance 45 days or greater	45 days	46 days audited	48 days estimated	52 days projected
2.	CAFR with Clean Opinion	Yes	Yes	Yes	Yes
3.	ASBO Award for Budget	Yes	Yes	Yes	Yes
FOUNDATION MEASURES					
1.	CAFR with Clean Opinion	Yes	Yes	Yes	Yes

Program Summary

Department 19

Parks and Recreation

	Actuals FY 17/18	Adopted Budget FY 18/19	Estimated Budget FY 18/19	Adopted Budget FY 19/20	FY 19/20 Adopted vs FY 18/19 Estimated	
REVENUES AND OTHER SOURCES						
General Sales Tax	-	-	-	-	0.0%	-
Property Tax	-	-	-	-	0.0%	-
Permits and Fees Other	-	-	-	-	0.0%	-
Permits and Fees Building	-	-	-	-	0.0%	-
Fines & Forfeitures	-	-	-	-	0.0%	-
Franchise Fees	-	-	-	-	0.0%	-
Contributions	-	-	-	-	0.0%	-
Beverage Tax	-	-	-	-	0.0%	-
Interest	-	-	-	-	0.0%	-
Misc Income	527	-	-	-	0.0%	-
TOTAL	\$ 527	\$ -	\$ -	\$ -	0.0%	\$ -

EXPENDITURES AND OTHER USES						
Payroll Wages	63,519	67,379	71,039	52,422	-26.2%	(18,617)
Payroll Transfer In	(45,467)	(34,794)	(34,729)	(37,437)	7.8%	(2,708)
Payroll Insurance	12,025	16,808	12,976	10,532	-18.8%	(2,444)
Payroll Taxes	6,119	6,972	6,476	5,475	-15.5%	(1,001)
Payroll Retirement	8,150	8,252	8,736	6,446	-26.2%	(2,289)
Total Payroll & Related	\$ 44,346	\$ 64,617	\$ 64,497	\$ 37,437	-42.0%	\$ (27,060)
Capital Outlay	63	520	520	3,020	480.8%	2,500
Debt Service	-	-	-	-	0.0%	-
Economic Development	-	-	-	-	0.0%	-
Leases and Rentals	260	261	261	-	-100.0%	(261)
Public Notices	-	-	-	-	0.0%	-
Repair and Maintenance	63,469	79,472	79,472	79,472	0.0%	-
Rent and Utilities	34,510	132,327	132,327	132,827	0.4%	500
Service	34,263	76,236	76,236	87,791	15.2%	11,555
Supplies	6,763	12,343	12,343	12,843	4.1%	500
Travel & Training	144	1,545	1,545	5,000	223.6%	3,455
Total Operation & Maintenance	\$ 139,471	\$ 302,704	\$ 302,704	\$ 320,953	6.0%	\$ 18,249
TOTAL EXPENDITURES & OTHER USES	\$ 183,817	\$ 367,321	\$ 367,201	\$ 358,390	-2.4%	\$ (8,811)
NET	\$ (183,291)	\$ (367,321)	\$ (367,201)	\$ (358,390)	-2.4%	\$ 8,811

EMPLOYEE STAFFING						
Director	0.50	0.50	0.50	0.33	-34.0%	(0.17)
Assistant	-	0.50	0.50	0.50	0.0%	-
	-	-	-	-	0.0%	-
	-	-	-	-	0.0%	-
	-	-	-	-	0.0%	-
	-	-	-	-	0.0%	-
TOTAL	0.50	1.00	1.00	0.83	-17.0%	(0.17)

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 |
| ◆ Darcy McFarlane | Assistant | dmcfarlane@westlake-tx.org | 817-490-5768 |

Program Broad Goals

- ◆ Provide park and green space , open spaces adequate in size and condition to serve the stakeholders of Westlake.
- ◆ Use of the park system to preserve and protect environmentally significant areas for public enjoyment and education.
- ◆ Maintain, secure and manage parks in a manner that promotes and encourages the use of public spaces.
- ◆ Maximize public/private partnerships to assist in all aspects of parks and recreation planning and development.

Program Service Description

- ◆ Maintain a 39.5-acre park and other open spaces, including parks within Glenwyck Farms and Terra Bella sub-divisions.
- ◆ Maintain trees along Westlake's roadways and trails to ensure the safety of drivers and pedestrians.
- ◆ Maintain the Westlake I.O.O.F. Cemetery to provide a reverent and serene place of solace while embracing the natural beauty that resides within the five-acre park.
- ◆ Manage, maintain and enhance the 16 miles of trails and two pedestrian underpasses that run throughout the community.
- ◆ Maintain Westlake Academy's campus facilities and open spaces for public use, facility rentals and sporting events; additionally, for Town sponsored community events such as Arbor Day, Bandana Bonanza and Decoration Day.
- ◆ Evaluate the 2015 Comprehensive Plan to ensure the connectivity throughout the Town trail system continues to be functional and efficiently serve the surrounding community and key connection points.

Program Trends

- ◆ Town growth, both the permanent and commuter population, has increased the use of the park and trail system.
- ◆ The Town prides itself on offering community stewardship opportunities to those within Westlake which benefits 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 sixth year of this partnership.
 - On-going service opportunities are provided for Eagle Scouts and the Young Men's Service League projects.

Goals and Objectives 19 Parks and Recreation

- ◆ In tandem with our Capital Improvement Plan and partnership projects that include roadway improvements, we are expanding our trail systems to promote 'walkability' and fulfill the Town's strategic outcome objective to *"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.
- ◆ In 2014 The Town partnered with TD Auto Finance to plant 10 trees in the Town's open space on Roanoke Road for annual Arbor Day event. Staff and Westlake Academy students planted six trees on the Westlake Academy campus while educating students on how to plant and prune trees.
- ◆ Park improvements were made including installation of light poles and updating the electrical panels in Glenwyck Park and repairing the dam on the pond.
- ◆ New playground equipment was installed on the Westlake Academy campus in August 2015.

2018-2019 Highlights

- ◆ Young Men's Service League projects were completed in the cemetery which included painting the fence and replacing the mulch on the trail.
- ◆ Clean-up of Cemetery plots and green space was completed in fall of 2019.
- ◆ Cemetery Rules & Regulation were updated in the summer of 2019.
- ◆ The Town received its 19th annual Tree City USA award.
- ◆ The addition of Schwab Way trail and open space was completed.
- ◆ A 22.8-acre Cross Timbers Conservation Area south of the Knolls development and 11.6-acre public open space on Sam School road was conveyed to the Town in 2018.
- ◆ Town of Westlake Trails Map was updated.
- ◆ The trail connection from Sam School Road to Kirkwood on the west side of Solana Boulevard was completed in 2019.

2019-2020 Goals and Objectives

- ◆ Continue working with Planning and Development to coordinate park land acquisitions and long-range growth and development planning.
- ◆ Enhance and expand the linear park system along creeks and roadways.
- ◆ 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 provide natural benefits to surrounding areas.
- ◆ Review master trail plan and work with stakeholder to connect trails at the following locations
 - Southwest corner of Capital & Solana Boulevard
 - Schwab Way to Trophy Club, under HWY 114
 - Parish Lane from Roanoke to HWY 170
 - Aspen Lane to Dove Road
 - Schwab Way to the Cemetery
- ◆ Utilize partnerships, wherever appropriate, to help develop, manage and maintain parks and recreation facilities.
- ◆ Create an electric scooter and bike use policy.
- ◆ Develop marketing strategies for the Westlake I.O.O.F. Westlake Cemetery to increase plots sales.

Goals and Objectives 19 Parks and Recreation

	Performance Measures	Bench Mark	2018 Actual	2019 Estimated	2020 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	.50	1.00	.83
	Department Payroll & Related		\$44,346	\$64,497	\$37,437
2.	Department Expenditures	n/a	\$139,471	\$302,704	\$320,953
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	76	78	78
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
5.	Outdoor Learning Station	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

Program Summary

Department 20

Information Technology

	Actuals FY 17/18	Adopted Budget FY 18/19	Estimated Budget FY 18/19	Adopted Budget FY 19/20	FY 19/20 Adopted vs FY 18/19 Estimated	
REVENUES AND OTHER SOURCES						
General Sales Tax	-	-	-	-	0.0%	-
Property Tax	-	-	-	-	0.0%	-
Permits and Fees Other	-	-	-	-	0.0%	-
Permits and Fees Building	-	-	-	-	0.0%	-
Fines & Forfeitures	-	-	-	-	0.0%	-
Franchise Fees	-	-	-	-	0.0%	-
Contributions	-	-	-	-	0.0%	-
Beverage Tax	-	-	-	-	0.0%	-
Interest	-	-	-	-	0.0%	-
Misc Income	-	-	-	-	0.0%	-
TOTAL	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -
EXPENDITURES AND OTHER USES						
Payroll Wages	164,906	192,030	186,822	195,404	4.6%	8,582
Payroll Transfer In	-	-	-	-	0.0%	-
Payroll Insurance	33,778	45,983	47,058	51,506	9.5%	4,447
Payroll Taxes	12,457	15,522	15,254	15,857	4.0%	603
Payroll Retirement	21,232	23,519	22,973	24,028	4.6%	1,055
Total Payroll & Related	\$ 232,373	\$ 277,054	\$ 272,108	\$ 286,795	5.4%	\$ 14,688
Capital Outlay	-	-	-	-	0.0%	-
Debt Service	-	-	-	-	0.0%	-
Economic Development	-	-	-	-	0.0%	-
Leases and Rentals	-	-	-	-	0.0%	-
Public Notices	-	-	-	-	0.0%	-
Repair and Maintenance	48,225	44,607	44,607	65,000	45.7%	20,393
Rent and Utilities	-	-	-	-	0.0%	-
Service	40,339	44,842	44,842	68,212	52.1%	23,370
Supplies	14,768	7,630	7,630	7,630	0.0%	-
Travel & Training	4,798	9,618	9,618	9,618	0.0%	-
Total Operation & Maintenance	\$ 108,131	\$ 106,697	\$ 106,697	\$ 150,460	41.0%	\$ 43,763
OTAL EXPENDITURES & OTHER USES	\$ 340,503	\$ 383,751	\$ 378,805	\$ 437,255	15.4%	\$ 58,451
NET	\$ (340,503)	\$ (383,751)	\$ (378,805)	\$ (437,255)	15.4%	\$ (58,451)

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@westlake-tx.org	817-490-5750
◆ Ray Workman	Coordinator	rworkman@westlakeacademy.org	817-490-5751
◆ Mitch Wells	Technician	mwells@westlakeacademy.org	817-490-5752
◆ Duston McCready	Network Administrator	dmccready@westlake-tx.org	817-490-5749

Program Broad Goals

- ◆ Provide support to all departments (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's office to establish IT policies, 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.
- ◆ 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.

2018-2019 Highlights

Overall:

- Reduced costs by keeping outsourced technical services to a minimum.
 - Successful and timely resolutions to over 1200 IT-related incidents and requests reported through our SchoolDude tracking system since August 2018.
 - Migrated more on-site systems to virtual or hosted systems, increasing our ability to backup and restore core services efficiently and quickly.
- ◆ **Town Hall / Municipal Court / Fire Department:**
- Installed, configured and deployed new network switches, routers, and firewalls for the new Westlake Fire EMS Station No. 1.
 - Setup disaster recovery and EOC functionality in the new EOC at the Westlake Fire EMS Station No. 1

Goals and Objectives 20 Information Technology

◆ Academy:

- Replaced all iPad Air 2 tablets with iPad (6th Generation) tablets and rugged keyboard cases as part of our continuing 1-to-1 device program.
- Replaced staff MacBook Pro laptops with new MacBook Air laptops, moving old staff laptops to classroom carts to be available for use by students.
- Continued use of a managed printing/copying solution to better track use and costs associated with printing and copying on campus.
- Added storage and processing capacity to on-site virtual server host to allow for better performance, reliability, and the ability to quickly create and restore backups.

2019-2020 Goals and Objectives

- ◆ 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.
- ◆ Create a redundant dark fiber network between town offices utilizing the town's duct bank allowing the town to expand its Wide Area Network (WAN) with a common and stable infrastructure.

Performance Measures

		Bench Mark	2019 Actual	2020 Estimated	2020 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 Payroll Expenditures	n/a	\$232,373	\$272,108	\$286,795
3.	Department Operating Expenditures	n/a	\$108,131	\$106,697	\$150,460
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 17/18	Adopted Budget FY 18/19	Estimated Budget FY 18/19	Adopted Budget FY 19/20	FY 19/20 Adopted vs FY 18/19 Estimated	
REVENUES AND OTHER SOURCES						
General Sales Tax	-	-	-	-	0.0%	-
Property Tax	-	-	-	-	0.0%	-
Permits and Fees Other	-	-	-	-	0.0%	-
Permits and Fees Building	-	-	-	-	0.0%	-
Fines & Forfeitures	-	-	-	-	0.0%	-
Franchise Fees	-	-	-	-	0.0%	-
Contributions	-	-	-	-	0.0%	-
Beverage Tax	-	-	-	-	0.0%	-
Interest	-	-	-	-	0.0%	-
Misc Income	-	-	-	-	0.0%	-
TOTAL	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -
EXPENDITURES AND OTHER USES						
Payroll Wages	178,696	191,419	190,386	199,069	4.6%	8,684
Payroll Transfer In	(12,077)	(13,091)	(12,814)	(13,456)	5.0%	(642)
Payroll Insurance	25,456	31,483	26,945	29,427	9.2%	2,482
Payroll Taxes	14,273	15,472	15,534	16,143	3.9%	609
Payroll Retirement	22,935	23,444	23,411	24,479	4.6%	1,068
Total Payroll & Related	\$ 229,282	\$ 248,727	\$ 243,462	\$ 255,663	5.0%	\$ 12,201
Capital Outlay	-	-	-	-	0.0%	-
Debt Service	-	-	-	-	0.0%	-
Leases and Rentals	1,947	1,635	3,135	3,135	0.0%	-
Public Notices	-	1,500	1,500	1,500	0.0%	-
Economic Development	-	-	-	-	0.0%	-
Repair and Maintenance	-	-	-	-	0.0%	-
Rent and Utilities	-	-	-	-	0.0%	-
Service	4,408	14,080	13,680	14,680	7.3%	1,000
Supplies	218	3,770	3,270	3,270	0.0%	-
Travel & Training	10,054	17,336	17,250	17,250	0.0%	-
Total Operation & Maintenance	\$ 16,627	\$ 38,321	\$ 38,835	\$ 39,835	2.6%	\$ 1,000
OTAL EXPENDITURES & OTHER USES	\$ 245,910	\$ 287,048	\$ 282,297	\$ 295,498	4.7%	\$ 13,201
NET	\$ (245,910)	\$ (287,048)	\$ (282,297)	\$ (295,498)	4.7%	\$ (13,201)

EMPLOYEE STAFFING

Director	1.00	1.00	1.00	1.00	0.0%	-
Generalist	1.00	1.00	1.00	1.00	0.0%	-
	-	-	-	-	0.0%	-
	-	-	-	-	0.0%	-
	-	-	-	-	0.0%	-
TOTAL	2.00	2.00	2.00	2.00	0.0%	-

Goals and Objectives

21 Human Resources

Strategic Vision Points

- ◆ Theme: Exemplary service & governance
- ◆ Objectives: Increase transparency, accessibility & communications; encourage Westlake's unique sense of place; maximize efficiencies & effectiveness

Department Contact Information

◆ Todd Wood	Director	twood@westlake-tx.org	817-490-5711
◆ Blair Wilson	Generalist	bwilson@westlake-tx.org	817-490-5734

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.
- ◆ Minimize liability exposure 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 comprehensive competitive bidding processes.
- ◆ Recruit and retain the highest quality employees to deliver excellent customer service to all stakeholders 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.
- ◆ These services include all HR functions, including general administrative services, recruiting & hiring, Payroll support, 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.

Program Trends

- ◆ Continued growth of municipal and academic 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 of administration and employee benefits.
- ◆ Additional regulatory compliance requirements on federal and state levels.

Goals and Objectives 21 Human Resources

- ◆ Unpredictability of sales tax collections and 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.
- ◆ Sustained organizational growth and organizational complexity will require the need to develop and sustain a world-class Human Resources Department to attract, recruit, and retain a top-talent workforce.

2018-2019 Highlights

- ◆ Develop and implement a new comprehensive employee training program to maximize effective employee development and retention.
- ◆ Enhance the employee performance evaluation instruments to maximize the effectiveness of communication and achievement of goals and objectives.
- ◆ Complete an annual risk assessment of all areas affected by potential property, liability, or worker's compensation losses.
- ◆ Updated employee personnel manuals with additional policies.
- ◆ Conducted a comprehensive compensation study for the Town of Westlake and Westlake Academy.
- ◆ In partnership with the Finance Department, assisted in the preparation of the municipal and academic budgets and audit processes.
- ◆ Completed regulatory filings in a timely manner.
- ◆ Obtained insurance bids for municipal and academic insurance programs, ensuring seamless enrollment.
- ◆ Recruited new positions within the organization; assisting with organizational changes and realignment.
- ◆ Analyzed and updated municipal and academic position descriptions.
- ◆ Researched and implemented updated leave policies, including a summer hours policy.

2019-2020 Goals and Objectives

- ◆ Develop and implement a new comprehensive employee training program to maximize effective employee development and retention. This includes collaboration with employees to "find and perform their passion" that support the Vision, Values, and Mission of the organization and establish a clear pathway to achievement.
- ◆ Utilizing the input of all employees, review the employee performance evaluation system to maximize the effectiveness of communication and achievement of goals and objectives.
- ◆ In partnership with the Finance Department, continue to research and align cooperative processes to reflect municipal government best practices.
- ◆ Continue to assess, develop, and implement cooperative inter-departmental procedures to reflect best practices, transparency, and efficiency.
- ◆ 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.
- ◆ Research the feasibility of 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 Leadership Team.
- ◆ Review needs for employee policy amendments, additions, and deletions.

Goals and Objectives 21 Human Resources

- ◆ In cooperation with the Town of Westlake and Westlake Academy Leadership Teams, research, recommend, and implement retention strategies across the organization.
- ◆ Analyze all positions by actual job duties and review and/or update position descriptions.
- ◆ In partnership with the Finance Department, complete the integration of the TxEIS position requisition system into existing modules.
- ◆ Assess the integration of Frontline software modules for the school (timekeeping & absence management, along with potential HRIS solutions).
- ◆ Assess and recommend enhancements for employee timekeeping and exception reporting.
- ◆ Update position descriptions for the Town of Westlake and Westlake Academy.
- ◆ Assess and update employee onboarding processes.
- ◆ Design and implement position change forms for Westlake Academy to provide proper paper trails and approval steps.
- ◆ Conduct a comprehensive employee benefits survey for the Town of Westlake.
- ◆ Research and assess the Municipal health and dental insurance bid processes for enhancements, or as an alternative explore neighboring city interest in a health and dental insurance consortium with neighboring cities beginning in January 2021.
- ◆ Research the possibilities of incorporating wellness and health screenings on a quarterly or semi-annual basis, in cooperation with our health insurance carriers and/or outside entities.
- ◆ Assess opportunities to mitigate risk at all municipal facilities, issue recommendations.
- ◆ Explore the expansion of the “work for a day” concept. This allows opportunities for others to be educated of the jobs that peers perform, fostering greater levels of cohesion and understanding the various roles within the Town.
- ◆ Assess additional employee recognition opportunities that have not been previously implemented.
- ◆ Develop a system that provides additional training opportunities for employees, promoting the attainment of certifications and/or relevant job training.
- ◆ Perform a comprehensive five-year analysis of turnover within the organization.
- ◆ Continue the improvement of the organization’s onboarding process to maximize employee retention and cohesion with the organizational culture.

Performance Measures

		Bench Mark	2018 Actual	2019 Estimated	2020 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	\$16,627	\$38,835	\$39,835
3.	Department Payroll & Related	n/a	\$229,282	\$243,462	\$255,663
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 Department

	Actuals FY 17/18	Adopted Budget FY 18/19	Estimated Budget FY 18/19	Adopted Budget FY 19/20	FY 19/20 Adopted vs FY 18/19 Estimated	
REVENUES AND OTHER SOURCES						
General Sales Tax	-	-	-	-	0.0%	-
Property Tax	-	-	-	-	0.0%	-
Permits and Fees Other	-	-	-	-	0.0%	-
Permits and Fees Building	-	-	-	-	0.0%	-
Fines & Forfeitures	-	-	-	-	0.0%	-
Franchise Fees	-	-	-	-	0.0%	-
Contributions	-	-	-	-	0.0%	-
Beverage Tax	-	-	-	-	0.0%	-
Interest	-	-	-	-	0.0%	-
Misc Income	5,000	5,000	5,000	-	-100.0%	(5,000)
TOTAL	\$ 5,000	\$ 5,000	\$ 5,000	\$ -	-100.0%	\$ (5,000)
EXPENDITURES AND OTHER USES						
Payroll Wages	178,512	187,560	187,560	199,536	6.4%	11,976
Payroll Transfer In	(229,201)	(242,261)	(240,186)	(255,762)	6.5%	(15,576)
Payroll Insurance	13,510	16,569	14,249	15,498	8.8%	1,249
Payroll Taxes TWC/WC	14,268	15,161	15,313	16,191	5.7%	878
Payroll Taxes SS/M	-	-	-	-	0.0%	-
Payroll Retirement	22,911	22,971	23,064	24,537	6.4%	1,473
Total Payroll & Related	\$ (0)	\$ -	\$ -	\$ -	0.0%	\$ (0)
Capital Outlay	-	-	-	-	0.0%	-
Debt Service	-	-	-	-	0.0%	-
Leases and Rentals	1,947	1,622	1,872	1,872	0.0%	-
Public Notices	-	-	-	-	0.0%	-
Economic Development	-	-	-	-	0.0%	-
Repair and Maintenance	-	-	-	-	0.0%	-
Rent and Utilities	-	-	-	-	0.0%	-
Service	302	333	222	722	225.2%	500
Supplies	9,821	10,199	12,519	12,519	0.0%	-
Travel & Training	6,237	7,039	7,759	7,759	0.0%	-
Total Operation & Maintenance	\$ 18,307	\$ 19,193	\$ 22,372	\$ 22,872	2.2%	\$ 500
OTAL EXPENDITURES & OTHER USES	\$ 18,307	\$ 19,193	\$ 22,372	\$ 22,872	2.2%	\$ 500
NET	\$ (13,307)	\$ (14,193)	\$ (17,372)	\$ (22,872)	31.7%	\$ (5,500)

Goals and Objectives

22 Communications Department

Strategic Theme & Objectives(s)

Theme ~ Exemplary Service & Governance

- ◆ Objective(s) ~ Increase Transparency, Accessibility, & Communications

Department Contact Information

◆ Ginger Awtry	Director	gawtry@westlake-tx.org	817-490-5719
◆ Jon Sasser	Manager	jsasser@westlake-tx.org	817-490-5736

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, and transparency of information on the municipal and academic websites for relevant data and work with department directors as it relates to their respective content development; All communication department personnel are to serve as primary contact for municipal website updates and support personnel with their departmental website initiatives and help identify areas of improvement.
- ◆ Develop, implement, and collaborate on programs, tactics and initiatives related to all forms of communication, promotion, public information, and community engagement to build sense of community and community-mindedness for 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 (WHPS) and other affiliate boards as needed; attend board meetings and provide support when prudent, assist with WHPS related community events including promotion efforts, and assist with all affiliate organizations promotion initiatives when possible.

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 community engagement.
- ◆ The Director position has senior level management duties and reports to the Deputy Town Manager. The position coordinates facilitation of neighborhood and Westlake Academy (WA) parent meetings, publication of our email blasts, limited advertising, contractor/vendor management (marketing services), web site development, various community events and gatherings, social media, resident and business outreach initiatives, serves/supports our local chambers of commerce at meetings and events, assists in various economic development efforts for the Town along with any community

Goals and Objectives

22 Communications Department

related affairs and, serves/supports the WHPS as Town liaison and all other affiliate boards as deemed necessary.

- ◆ The Communications Manager position reports to the director of communications and provides overall assistance as requested with department responsibilities. This position manages all aspects of the Town's social media platforms; and is team lead on website updates and maintenance, story writing/content management, photography and video work, department's records management with Laserfiche, and coordination and assistance as necessary with media relations, press releases, events, and affiliate board efforts as needed.

Program Trends

- ◆ Utilize identified metrics for measuring effectiveness and trends in satisfaction of communication efforts and resident/business/parent engagement for both municipal and academic services. Also, utilize resident/business focus groups periodically with bi-annual survey results to provide deeper insight and collaboration for continuous improvement efforts.
- ◆ Broadened engagement opportunities and community involvement continues to expand, especially important as the Town grows, to increase our residents and business engagement, transparency and education in their local government, and help to grow the community's sense of place.
- ◆ Branding efforts to continue after new creation in late 2018 to help increase community pride and ownership in their hometown, with branded giveaway items and continued Town presence at most meetings and events to help with engagement and community promotion
- ◆ Continued collaboration and joint oversight of new 2018 creation of one-half communication position needed on Academy campus to increase strategically focused and centralized messaging process regarding school communication efforts.
- ◆ Benchmarks gathered are being used with Tier One Strategy Map for our Balanced Score Card system relative to the Town's websites (municipal & academic), social media platforms, and engagement to better improve customer needs and service.
- ◆ Simply Westlake, a monthly resident newsletter/magazine now in 6+ year of publication, continues to garner increased support each year with increased growth in resident contributors, advertisers, and requests to be a feature family months in advance.
- ◆ Advertising and events in major local and social publications/websites on a state level and in local DFW publications regularly occur throughout the year in order to maintain brand awareness and knowledge about Town of Westlake and Westlake Academy. This process has also been implemented on the academic international level and overall efforts continue to raise and/or maintain our presence on each level every year.
- ◆ Due to the continuing growth in the Westlake community and increasing demands on departmental personnel, continue utilizing services of external marketing consultants to assist in branding, promotion, and strategic messaging efforts for continued success in stakeholders' education and engagement efforts, local government awareness, and increased sense of community.

Goals and Objectives

22 Communications Department

2018-2019 Highlights

- ◆ Completed creation and promotion of new municipal brand with targeted mail-out and included car decal and laptop sticker; Purchased and distributed new branded giveaway items at all meetings and events; Facilitated purchase of municipal wide business cards, nametags, clothing items, Town vehicle identity decals, and all new branded stationery items needed.
- ◆ National award winning Simply Westlake resident publication completed its 6th year, with continued support and positive feedback from residents for their appreciation, satisfaction, and enjoyment; now experiencing a wait list for the featured families' cover.
- ◆ Increased in-house video coverage and production planning for both municipal and academic departments; Produced five (5) new in-house municipal videos (CIP, New Fire-EMS Station, Mayor's State of the Community, Entrada Update, and Staff team culture), plus three (3) new business promo stories/videos, and an entertaining promo video regarding visiting gnomes in Westlake. The latter video was picked up by local news station and used in their tv broadcast; In academic related videography- reproduced/edited WA Diploma Program (DP) Math video, produced 2018 Alumni International Baccalaureate (IB) Reunion/DP Ceremony video and one for nationally known guest speaker, author and advocate, Josh Ochs.
- ◆ Added in-house live streaming/broadcasting of municipal and academic events to the communication program when feasible to increase stakeholder satisfaction and engagement. Examples of events: WA Commencement, Seniors graduation events, IB Graduate Reunion & DP Ceremony, Homecoming, Personal Project Exhibition, Town of Westlake Public Safety Fair, Decoration Day, Classic Car Show, and Tree Lighting.
- ◆ Experienced significant gains in municipal engagement via Social Media accounts during past fiscal year as follows: Facebook Likes increased by 33% and Twitter Followers by 11%; Facebook Engagement increased 86% while Twitter Mentions/Engagements increased by 43%.
- ◆ Began preliminary work and collaboration for upcoming Academy website redesign with possible mobile app upgrade.
- ◆ Procured and collaborated with Academy communications team regarding implementation of new streamlined communication program for emergency notifications to parents, students, and teachers
- ◆ Served on Westlake Academy Emergency Operations Team and helped further develop the emergency operations plan, its defined roles, and team participation in emergency operations drills and exercises.
- ◆ Communications team attended annual state conferences for the Texas Association of Municipal Information Officers and the Texas Schools Public Relations Association.
- ◆ Hosted and assisted in committee coordination of Westlake's new Fire-EMS Station No. 1 grand opening event including creation of invitations, program, tour details, gift items, traditional washing and push-in of truck, food service, volunteers, and special guests with more than 150 in attendance.
- ◆ Hosted and coordinated our 10th annual graduation ceremony for Westlake Academy at the Hurst Conference Center with 65 Class of 2019 graduates and over 850 people in attendance.
- ◆ Hosted and coordinated the 2018 Alumni Reunion & IB Diploma Ceremony with over 52% of alumni class returning to attend this event.

Goals and Objectives

22 Communications Department

- ◆ Coordinated, hosted, assisted, and promoted several events this past year not mentioned elsewhere: WHPS first Veteran's Day Program, MasterWorks Spring concerts, WA Golden Tassel Banquet, WA Teacher of the Year Reception, WA End of Year Picnic, Board of Trustees (BOT) hosted Back-to-School Breakfast, Chamber of Commerce State of the Communities program and presentation, ADF Luncheon, and North Texas Commercial Assoc. of Realtors Economic Development Expo, Westlake New Resident and New WA Parent Dinner Receptions (2), Annual Tree Lighting, Neighborhood Town Meetings, and several *Simply Westlake* resident events.
- ◆ Wrote approximately 58 stories with photos for our *Simply Westlake resident* magazine in 2018-19 and repurposed many to also place in press releases and on website news as appropriate.
- ◆ Purchased trial program in news and social media monitoring service for evaluation of its effectiveness in measuring citizen engagement and sentiment prior to a long-term commitment; Program also included media influencer contact list to see if improvements to media and story coverage are realized.
- ◆ Completed production and distribution/promotion of our new Westlake Marketing video with great reviews received from residents and external stakeholders.

2019-2020 Goals and Objectives

- ◆ Complete development and distribution of the internal municipal style guide, electronic signatures and e-letterhead to assist staff in our branding initiatives for a cohesive and consistent professional appearance.
- ◆ Complete production and promotion of first budget video (white-board style) to help residents understand and know where their tax dollars are being utilized.
- ◆ Collaborate and work with public works department as needed to facilitate completion of new branding efforts such as entry monuments, planning of new wayfinding signage, and with office window decals, rugs, etc.
- ◆ Expand current welcome and outreach efforts with Westlake businesses to help build relationships and partner with them for promotion of their arrival in Westlake; Work on expansion of the business welcome program by making personal visits with introductions to key staff and delivery of branded Westlake items gift basket.
- ◆ Renew current efforts with delivery of our new resident welcome basket program and seek ways to improve the timing of delivery for new residents while also pursuing ways to help increase their engagement.
- ◆ Continue to support municipal staff in their consistent review and improvement of related website content to keep information fresh and accurate; Collaborate with departments to implement strategies for sustained storytelling and information sharing to increase our stakeholder's engagement, satisfaction, and understanding of their local government.
- ◆ Maintain position on Westlake Academy's EOP committee, collaboration of the EO plan and participation in additional preparation exercises and training as needed.
- ◆ Complete Westlake Academy website's refresh and consideration of new related phone app.

Goals and Objectives

22 Communications Department

- ◆ Work together with Academy team members and marketing consultant to produce several new informational marketing brochures for Westlake Academy and the three IB Programmes and for possible brand awareness/story-telling efforts at Deloitte University and Marriott Solana.
- ◆ Resume management and with marketing consultant for creation and distribution of additional informational and promotional brochures related to various municipal departments and for overall marketing and strategic messaging needs.
- ◆ Continue to collaborate with academic communication team regarding new campus initiatives including internal communication website and Academy communications plan annex; Also resume work on overarching municipal communications plan and the various components.
- ◆ Co-host and pool resources with WA affiliate boards to bring *Screenagers: The Next Chapter* movie screening to all Westlake community members and continue with promotion of various parent forums and guest speakers to encourage resident participation in these community-wide opportunities.
- ◆ Support partnership and work together with all WA affiliate and advisory boards, as well as WA staff, in their mission to serve and support our students and parents with fundraising, promotion and communication efforts across the community and beyond.
- ◆ Work to develop a “good neighbor” type program for engagement with our elderly and/or severely ill residents; Also, implement and/or partner with WHPS to record/interview our long-time residents in efforts to capture their story and preserve the history of our community for future generations.
- ◆ Review and seek ways to enhance the annual resident and Academy parent meetings to improve community engagement, support, and open/transparent lines of communication.
- ◆ Communication team members to attend a minimum of two related professional development organizational conferences and/or training seminars for both municipal & academic services; Team to share applicable information with other staff & departmental team members for continuous improvement of organization.

Goals and Objectives 22 Communications Department

Performance Measures

	Performance Measures	Bench Mark	2018 Actual	2019 Estimated	2020 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	2	3.5
	Department Revenues	n/a	\$5,000	\$5,000	\$5,000
2.	Department Payroll Expenditures	n/a	\$229,201	\$240,186	\$255,762
3.	Department Operating Expenditures	n/a	\$18,307	\$22,372	\$22,872
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.					
	MUNICIPAL SERVICES				
1.	Neighborhood Meetings	Quarterly	3	2	4
2.	New Resident Meetings	Annually	2	2	2
3.	Resident Email (WWire, Mtg Notice)	Monthly	38	37	38
4.	Westlake Wire Year End Review	Yearly	1	1	1
5.	In-House Video Production	Quarterly	4	12	8
6.	Simply Westlake Issues	Monthly	12	12	12
	ACADEMIC SERVICES				
7.	New Parent Meetings	Annually	2	2	2
8.	Parents Communique	Weekly	39	39	39
MEASURES OF EFFECTIVENESS/EFFICIENCY (the result or consequence of achieving your output - (the ability to do things well, successfully, and without waste)					
	MUNICIPAL SERVICES				
1.	Resident Rating Survey	N/A	N/A	N/A	N/A
2.	Effectiveness of Communications	70%	N/A	N/A	85%
3.	Social Media Engagement FB Reactions, Shares, Comments combined w/Twitter engagement)	20,000 average	14,066	27,000	28,000
4.	Email Open Rate (IT change occurred in Aug. 2018)	21%	39%	20%	30%
	ACADEMIC SERVICES				
5.	Parent Rating Survey	N/A	N/A	N/A	N/A
	Quality of Communications	60%	N/A	67%	70%
6.	Social Media Engagement Currently Mentions w/ future expansion	8,700 average	8,169	9,229	9,500
8.	Email Open Rate	24%	65%	64%	68%

Program Summary

Department 23

Police Service

	Actuals FY 17/18	Adopted Budget FY 18/19	Estimated Budget FY 18/19	Adopted Budget FY 19/20	FY 19/20 Adopted vs FY 18/19 Estimated	
REVENUES AND OTHER SOURCES						
General Sales Tax	-	-	-	-	0.0%	-
Property Tax	-	-	-	-	0.0%	-
Permits and Fees Other	-	-	-	-	0.0%	-
Permits and Fees Building	-	-	-	-	0.0%	-
Fines & Forfeitures	-	-	-	-	0.0%	-
Franchise Fees	-	-	-	-	0.0%	-
Contributions	-	-	-	-	0.0%	-
Beverage Tax	-	-	-	-	0.0%	-
Interest	-	-	-	-	0.0%	-
Misc Income	-	-	-	-	0.0%	-
TOTAL	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -

EXPENDITURES AND OTHER USES						
Payroll Wages	-	-	-	-	0.0%	-
Payroll Transfer In	-	-	-	-	0.0%	-
Payroll Insurance	-	-	-	-	0.0%	-
Payroll Taxes	-	-	-	-	0.0%	-
Payroll Retirement	-	-	-	-	0.0%	-
Total Payroll & Related	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -
Capital Outlay	-	-	-	-	0.0%	-
Debt Service	-	-	-	-	0.0%	-
Leases and Rentals	-	-	-	-	0.0%	-
Public Notices	-	-	-	-	0.0%	-
Economic Development	-	-	-	-	0.0%	-
Repair and Maintenance	-	-	-	-	0.0%	-
Rent and Utilities	-	-	-	-	0.0%	-
Service	963,519	963,519	963,519	963,519	0.0%	-
Supplies	-	-	-	-	0.0%	-
Travel & Training	-	-	-	-	0.0%	-
Total Operation & Maintenance	\$ 963,519	\$ 963,519	\$ 963,519	\$ 963,519	0.0%	\$ -
TOTAL EXPENDITURES & OTHER USES	\$ 963,519	\$ 963,519	\$ 963,519	\$ 963,519	0.0%	\$ -

NET	\$ (963,519)	\$ (963,519)	\$ (963,519)	\$ (963,519)	0.0%	\$ -
------------	---------------------	---------------------	---------------------	---------------------	-------------	-------------

EMPLOYEE STAFFING						
Polices services are contracted	-	-	-	-	0.0%	-
thru the city of Keller Police Dept	-	-	-	-	0.0%	-
	-	-	-	-	0.0%	-
	-	-	-	-	0.0%	-
	-	-	-	-	0.0%	-
	-	-	-	-	0.0%	-
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
 - Police Station: Open 24 hours
 - Administration Hours: 8 a.m. to 5 p.m., Monday-Friday

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.
- ◆ The Department is in the distinguished group of the 2% of police departments in the United States who are accredited. 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.

Program Trends

- ◆ Westlake experienced 27, Part 1 Crimes in 2019, down from 34 in 2018 – a 21% 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.

Goals and Objectives

23 Police Services

- ◆ 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 10% from 2018 (2,448 in 2018 to 2,726 in 2019)
 - Animal control calls have increased approximately 12% from 2018 (74 in 2018 to 85 in 2019)
- ◆ 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.

2018 - 2019 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.
- ◆ The launch of Siren GPS enhanced 911 services for mobile device users.

2019 - 2020 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.
- ◆ Continue to provide Crime Prevention material through the Director of Communication and Community Affairs and social media.
- ◆ Continue to be proactive and highly responsive to the corporate campuses in Westlake.
- ◆ Work to expand enrollment into Siren GPS to enhance emergency response times.

Goals and Objectives 23 Police Services

Performance Measures

		Bench Mark	2018 Actual	2019 Actual	2020 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	\$863,720	\$899,537	\$948,957
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.	Westlake Police Information				
	Motor Vehicle Stops	n/a	10,489	8594	11,000
	Traffic Accident Investigations	n/a	347	318	350
	Part 1 Reported Crime	n/a	34	19	20
	DWI Arrests	n/a	48	27	45
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	Yes	Yes	Yes
2.	Commission on Accreditation for Law Enforcement Agencies Gold Standard Assessment	Yes	Yes	Yes	Yes
2.	Resident Rating per Survey				
	Police response time to emergencies	90%	89%	n/a	90%
	Efforts of Town to prevent crime	90%	83%	n/a	85%
	Satisfaction with local police station	90%	81%	n/a	85%
	Level of Traffic Enforcement	90%	73%	n/a	75%
	Visibility of police in the neighborhood	90%	70%	n/a	75%
	Quality of public safety services	95%	92%	n/a	95%

This page is intentionally blank

SECTION 4



ENTERPRISE FUNDS

This page is intentionally blank

ENTERPRISE FUNDS

Combined Program Summary

Fiscal Year 2019/2020

	Actuals FY 17/18	Adopted Budget FY 18/19	Estimated Budget FY 18/19	Adopted Budget FY 19/20	FY 19/20 vs FY 18/19	Adopted Estimated
REVENUES & OTHER SOURCES						
General Sales Tax	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Property Tax	-	-	-	-	-	0%
Hotel Tax	-	-	-	-	-	0%
Charge for Services	5,522,635	4,585,075	4,588,050	5,336,812	748,762	16%
Beverage Tax	-	-	-	-	-	0%
Franchise Fees	-	-	-	-	-	0%
Permits & Fees Other	-	-	-	-	-	0%
Permits & Fees Buildings	-	-	-	-	-	0%
Permits & Fees Utility	306,066	274,441	229,241	255,841	26,600	12%
Fines & Forfeitures	-	-	-	-	-	0%
Investment Earnings	58,410	57,765	60,900	60,900	-	0%
Contributions	-	-	-	-	-	0%
Misc Income	(3,172)	23,460	23,460	17,850	(5,610)	-24%
Total Revenues	5,883,939	4,940,741	4,901,651	5,671,403	769,752	16%
Transfers In	-	-	-	-	-	0%
Other Sources	-	2,600,000	2,100,000	-	(2,100,000)	100%
Total Other Sources	-	2,600,000	2,100,000	-	(2,100,000)	100%
TOTAL REVENUES & OTHER SOURCES	\$ 5,883,939	\$ 7,540,741	\$ 7,001,651	\$ 5,671,403	\$ (1,330,248)	-19%

EXPENDITURES & OTHER USES						
Payroll Salaries	\$ 19,698	\$ -	\$ 9,195	\$ 9,195	\$ -	0%
Payroll Transfer Out	-	-	-	-	-	0%
Total Payroll and Related	19,698	-	9,195	9,195	-	0%
Capital Outlay	27,228	31,055	31,055	31,055	-	0%
Debt Service	887,151	303,786	303,786	408,027	104,241	34%
Economic Development	-	-	-	-	-	0%
Leases and Rentals	-	500	500	1,500	1,000	200%
Payroll Transfer Out	456,849	559,024	547,472	522,424	(25,048)	-5%
Rent & Utilities	117,659	177,544	177,544	179,721	2,177	1%
Repair & Maintenance	170,582	163,065	163,065	165,565	2,500	2%
Services	3,859,917	3,320,694	3,323,557	3,481,382	157,825	5%
Supplies	8,366	7,040	7,040	7,040	-	0%
Travel & Training	4,312	7,920	7,920	10,420	2,500	32%
Total Operations & Maintenance	5,532,064	4,570,629	4,561,940	4,807,134	245,194	5%
TOTAL OPERATING EXPENDITURES	5,551,762	4,570,629	4,571,135	4,816,329	245,194	5%
Capital Project Funds	907,166	1,711,840	1,996,332	-	(1,996,332)	-100%
Maintenance & Replacement Funds	-	-	-	-	-	0%
Total Capital	907,166	1,711,840	1,996,332	-	(1,996,332)	-100%
Transfers Out	77,716	81,539	81,539	82,225	686	1%
Other Uses	-	-	-	-	-	0%
Total Other Uses	77,716	81,539	81,539	82,225	686	1%
TOTAL NON-OPERATING EXPENDITURES	984,883	1,793,379	2,077,871	82,225	(1,995,646)	-96%
TOTAL EXPENDITURES & OTHER USES	6,536,644	6,364,008	6,649,006	4,898,554	(1,750,452)	-26%

SUMMARY						
Excess Revenue over(under) Expenditures	(652,705)	1,176,733	352,645	772,849	420,204	-119%
Beginning Fund Balance	(189,342)	432,719	(189,342)	2,115,385	2,304,727	-1217%
Prior Period Adjustment (TWDB)	-	-	1,952,082	-	(1,952,082)	-100%
RESTATED FUND BALANCE, BEGINNING	(189,342)	432,719	1,762,740	2,115,385	352,645	20%
FUND BALANCE, ENDING	(842,047)	1,609,452	2,115,385	2,888,234	772,849	37%
Restricted/Assigned/Committed Funds	1,330,335	1,311,169	1,315,654	1,313,640	(2,014)	0%
UNASSIGNED FUND BALANCE, ENDING	\$ (2,172,382)	\$ 298,283	\$ 799,731	\$ 1,574,594	\$ 774,863	97%

RESTRICTED/ASSIGNED/COMMITTED FUNDS						
Cemetery Fund	\$ 237,039	\$ 237,039	\$ 241,524	\$ 239,510	\$ (2,014)	-1%
Hillwood	907,166	888,000	888,000	888,000	-	0%
Deposits	186,130	186,130	186,130	186,130	-	0%
					-	0%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS	\$ 1,330,335	\$ 1,311,169	\$ 1,315,654	\$ 1,313,640	\$ (2,014)	0%

ENTERPRISE FUNDS

Current Year Fund Detail

Fiscal Year 2019/2020

Cemetery Fund 255	Utility Fund 500	TOTAL
----------------------	---------------------	-------

REVENUES & OTHER SOURCES

General Sales Tax	\$ -	\$ -	\$ -
Property Tax	-	-	-
Hotel Tax	-	-	-
Charge for Services	14,150	5,322,662	5,336,812
Beverage Tax	-	-	-
Franchise Fees	-	-	-
Permits & Fees Other	-	-	-
Permits & Fees Buildings	-	-	-
Permits & Fees Utility	-	255,841	255,841
Fines & Forfeitures	-	-	-
Investment Earnings	5,600	55,300	60,900
Contributions	-	-	-
Misc Income	1,625	16,225	17,850
Total Revenues	21,375	5,650,028	5,671,403
Transfers In	-	-	-
Other Sources	-	-	-
Total Other Sources	-	-	-
TOTAL REVENUES AND OTHER SOURCES	\$ 21,375	\$ 5,650,028	\$ 5,671,403

EXPENDITURES AND OTHER USES

Payroll Salaries	\$ -	\$ 9,195	\$ 9,195
Payroll Transfers In	-	-	-
Total Payroll & Related	-	9,195	9,195
Debt	-	408,027	408,027
Leases and Rentals	-	1,500	1,500
Payroll Transfers Out	-	522,424	522,424
Repair & Maintenance	4,500	161,065	165,565
Rent & Utilities	-	179,721	179,721
Services	16,264	3,465,118	3,481,382
Supplies	-	7,040	7,040
Travel & Training	2,625	7,795	10,420
Total Operations & Maintenance	23,389	4,752,690	4,776,079
TOTAL OPERATING EXPENDITURES	23,389	4,761,885	4,785,274
Capital Project Funds	-	-	-
Capital Outlay	-	31,055	31,055
Maintenance & Replacement Funds	-	-	-
Total Capital	-	31,055	31,055
Transfers Out	-	82,225	82,225
Other Uses	-	-	-
Total Other Uses	-	82,225	82,225
TOTAL NON-OPERATING EXPENDITURES	-	113,280	113,280
TOTAL EXPENDITURES AND OTHER USES	\$ 23,389	\$ 4,875,165	\$ 4,898,554

SUMMARY

Excess Revenue over(under) Expenditures	(2,014)	774,863	772,849
---	---------	---------	---------

Beginning Fund Balance	241,524	(78,220)	163,304
Prior Period Adjstment (TWDB)	-	1,952,082	1,952,082
RESTATED BGINNING FUND BALANCE	241,524	1,873,862	2,115,386
ENDING FUND BALANCE	\$ 239,510	\$ 2,648,725	\$ 2,888,234

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 255

Program Summary

Fiscal Year 2019/2020

	Actuals FY 17/18	Adopted Budget FY 18/19	Estimated Budget FY 18/19	Adopted Budget FY 19/20	FY 19/20 vs FY 18/19	Adopted Estimated
REVENUES & OTHER SOURCES						
General Sales Tax	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Property Tax	-	-	-	-	-	0%
Charge for Service	29,440	14,150	17,125	14,150	(2,975)	-17%
Hotel Occupancy Tax	-	-	-	-	-	0%
Beverage Tax	-	-	-	-	-	0%
Franchise Fees	-	-	-	-	-	0%
Permits & Fees Other	-	-	-	-	-	0%
Permits & Fees Building	-	-	-	-	-	0%
Permits & Fees Utility	-	-	-	-	-	0%
Fines & Forfeitures	-	-	-	-	-	0%
Investment Earnings	3,258	2,465	5,600	5,600	-	0%
Contributions	-	-	-	-	-	0%
Misc Income	1,271	1,625	1,625	1,625	-	0%
Total Revenues	33,969	18,240	24,350	21,375	(2,975)	-12%
Transfers In	-	-	-	-	-	0%
Other Sources	-	-	-	-	-	0%
Total Other Sources	-	-	-	-	-	0%
TOTAL REVENUES & OTHER SOURCES	\$ 33,969	\$ 18,240	\$ 24,350	\$ 21,375	\$ (2,975)	-12%

EXPENDITURES & OTHER USES						
Payroll Salaries	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Payroll Transfers In	-	-	-	-	-	0%
Total Payroll and Related	-	-	-	-	-	0%
Debt	-	-	-	-	-	0%
Economic Development	-	-	-	-	-	0%
Notices	-	-	-	-	-	0%
Payroll Transfers Out	-	-	-	-	-	0%
Repair & Maintenance	1,975	2,000	2,000	4,500	2,500	125%
Rent & Utilities	-	-	-	-	-	0%
Services	6,808	14,639	16,264	16,264	-	0%
Supplies	699	-	-	-	-	0%
Travel & Training	273	125	125	2,625	2,500	2000%
Total Operations & Maintenance	9,755	16,764	18,389	23,389	5,000	27%
TOTAL OPERATING EXPENDITURES	9,755	16,764	18,389	23,389	5,000	27%
Capital Project Funds	-	-	-	-	-	0%
Capital Outlay	-	-	-	-	-	0%
Maintenance & Replacement Funds	-	-	-	-	-	0%
Total Capital and M&R Projects	-	-	-	-	-	0%
Transfers Out	-	-	-	-	-	0%
Other Sources	-	-	-	-	-	0%
Total Other Uses	-	-	-	-	-	0%
TOTAL NON-OPERATING EXPENDITURES	-	-	-	-	-	0%
TOTAL EXPENDITURES & OTHER USES	9,755	16,764	18,389	23,389	5,000	27%

SUMMARY						
Excess Revenues over(under) Expenditures	24,214	1,476	5,961	(2,014)	(7,975)	134%
FUND BALANCE, BEGINNING	211,349	235,563	235,563	241,524	5,961	3%
FUND BALANCE, ENDING	235,563	237,039	241,524	239,510	(2,014)	-1%
Restricted/Assigned/Committed Funds	235,563	237,039	241,524	239,510	(2,014)	-1%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	\$ -	\$ -	\$ -	0%

RESTRICTED/ASSIGNED/COMMITTED FUNDS						
Cash	255 10110 00 000	235,563	237,039	241,524	239,510	(2,014) -1%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS	\$ 235,563	\$ 237,039	\$ 241,524	\$ 239,510	\$ (2,014)	-1%

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 and Other Sources

- Revenues and other sources are budgeted at \$21,375
- This represents a 12% decrease of \$2,975 when compared to prior year estimated.
 - Charges for services decreased \$2,975 related to section sales of cemetery plots

Operating Expenditures and Other Uses

- Operating expenditures are budgeted to be \$23,389
- This represents a 27% increase of \$5,000 when compared to prior year estimated.
 - Repairs and maintenance decreased \$2,500 due to irrigation projects in FY19/20.
 - Travel and training increased \$2,500 for training/meeting/seminar costs in FY19/20.

Fund Balance

- Excess revenues over(under) expenditures is projected to be (\$2,014)
- The beginning fund balance is projected to \$241,524
- The ending fund balance is projected to be \$239,510

This page is intentionally blank

Utility Fund

The Utility Fund is an enterprise or business fund. This means 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 500

Program Summary

Fiscal Year 2019/2020

	Actuals FY 17/18	Adopted Budget FY 18/19	Estimated Budget FY 18/19	Adopted Budget FY 19/20	FY 19/20 vs FY 18/19	Adopted Estimated
REVENUES & OTHER SOURCES						
General Sales Tax	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Property Tax	-	-	-	-	-	0%
Charge for Service	5,493,195	4,570,925	4,570,925	5,322,662	751,737	16%
Hotel Occupancy Tax	-	-	-	-	-	0%
Beverage Tax	-	-	-	-	-	0%
Franchise Fees	-	-	-	-	-	0%
Permits & Fees Other	-	-	-	-	-	0%
Permits & Fees Building	-	-	-	-	-	0%
Permits & Fees Utility	306,066	274,441	229,241	255,841	26,600	12%
Fines & Forfeitures	-	-	-	-	-	0%
Investment Earnings	55,153	55,300	55,300	55,300	-	0%
Contributions	-	-	-	-	-	0%
Misc Income	(4,443)	21,835	21,835	16,225	(5,610)	-26%
Total Revenues	5,849,970	4,922,501	4,877,301	5,650,028	772,727	16%
Transfers In	-	-	-	-	-	0%
Other Sources	-	2,600,000	2,100,000	-	(2,100,000)	-100%
Total Other Sources	-	2,600,000	2,100,000	-	(2,100,000)	-100%
TOTAL REVENUES & OTHER SOURCES	\$ 5,849,970	\$ 7,522,501	\$ 6,977,301	\$ 5,650,028	\$ (1,327,273)	-19%

EXPENDITURES & OTHER USES

Payroll Salaries	\$ 19,698	\$ -	\$ 9,195	\$ 9,195	\$ -	100%
Payroll Transfers In	-	-	-	-	-	0%
Total Payroll and Related	19,698	-	9,195	9,195	-	0%
Debt	887,151	303,786	303,786	408,027	104,241	34%
Economic Development	-	-	-	-	-	0%
Leases and Rentals	-	500	500	1,500	1,000	200%
Payroll Transfers Out	456,849	559,024	547,472	522,424	(25,048)	-5%
Repair & Maintenance	168,607	161,065	161,065	161,065	-	0%
Rent & Utilities	117,659	177,544	177,544	179,721	2,177	1%
Services	3,853,108	3,306,055	3,307,293	3,465,118	157,825	5%
Supplies	7,667	7,040	7,040	7,040	-	0%
Travel & Training	4,039	7,795	7,795	7,795	-	0%
Total Operations & Maintenance	5,495,081	4,522,810	4,512,496	4,752,690	240,194	5%
TOTAL OPERATING EXPENDITURES	5,514,779	4,522,810	4,521,691	4,761,885	240,194	5%
Capital Project Funds	907,166	1,711,840	1,996,332	-	(1,996,332)	-100%
Capital Outlay	27,228	31,055	31,055	31,055	-	0%
Maintenance & Replacement Funds	-	-	-	-	-	0%
Total Capital and M&R Projects	934,394	1,742,895	2,027,387	31,055	(1,996,332)	-98%
Transfers Out	77,716	81,539	81,539	82,225	686	1%
Other Sources	-	-	-	-	-	0%
Total Other Uses	77,716	81,539	81,539	82,225	686	1%
TOTAL NON-OPERATING EXPENDITURES	1,012,111	1,824,434	2,108,926	113,280	(1,995,646)	-95%
TOTAL EXPENDITURES & OTHER USES	6,526,890	6,347,244	6,630,617	4,875,165	(1,755,452)	-26%

SUMMARY

Excess Revenues over(under) Expenditures	(676,919)	1,175,257	346,684	774,863	428,179	-124%
Beginning Fund Balance	779,124	(424,904)	(424,904)	(78,220)	346,684	-82%
Prior Period Adjustment (TWDB)	-	-	-	1,952,082	1,952,082	100%
RESTATED BEGINNING FUND BALANCE	779,124	(424,904)	(424,904)	1,873,862	2,298,766	-541%
FUND BALANCE, ENDING	102,205	750,353	(78,220)	2,648,725	2,726,945	-3486%
Restricted/Assigned/Committed Funds	1,093,296	1,074,130	1,074,130	1,074,130	-	0%
UNASSIGNED FUND BALANCE, ENDING	\$ (991,091)	\$ (323,777)	\$ (1,152,350)	\$ 1,574,595	\$ 2,726,945	-237%

RESTRICTED/ASSIGNED/COMMITTED FUNDS

Hillwood	\$ 907,166	\$ 888,000	\$ 888,000	\$ 888,000	\$ -	0%
Deposits	186,130	186,130	186,130	186,130	\$ -	0%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS	\$ 1,093,296	\$ 1,074,130	\$ 1,074,130	\$ 1,074,130	\$ -	0%

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.

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 2019 and approved by the Town Council at the December 2019 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 town staff will update the rate study annually which will help guide future rate policy.

Revenues and Other Sources

- Total revenues and other sources are budgeted to be \$5,650,028
- This represents a 19% decrease of \$1,327,273 from prior year estimated revenues.
 - Charges for Service increased \$751,737 based on anticipated residential increase for FY19/20.
 - Utility permits fees increased \$26,600 due to one-time planning and development building permit fees and revenues.
 - Investment earnings are budgeted to remain flat at \$55,300
 - Miscellaneous income decreased \$5,610
 - Other Sources decreased \$2,100,000 due to one-time bond proceeds in the prior year from the Texas Water Development Board to be used for the Fort Worth Waterline project.

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 \$3,811,177:**
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 \$1,380,220:**
Wastewater revenue is the second largest component of the Utility Fund. Revenue is expected to grow proportionate to future non-irrigation water demands.

- **Tap and Impact Fees \$119,015:**

These revenues are a direct reflection of new home starts.

- **Waste Management \$6,190:**

Waste Management: The Town receives a 12% fee from its franchisee and 3% fee from license holders providing construction waste services. The current rate for solid waste and recycling service was adopted in June 2019.

- **Ductbank Permit Fees \$186,091:**

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.

Operating Expenditures

- Total operating expenditures are budgeted to be \$4,761,885
- This represents a 5% decrease of \$240,194 from prior year estimated.
 - Debt increased \$104,241; due to increased payments (\$102K) to the Texas Water Development Board for the Fort Worth Waterline project.
 - Leases and rentals increased \$1,000
 - Payroll transfers out to the General Fund decreased \$25,048; A percentage of salaries are paid from the Visitors Association Fund; Town Manager's office, Facilities, Parks and Recreation, Finance and Human Resources. Several department positions were changed midway thru FY18/19 resulting in changes to fund allocations for FY19/20.
 - Repair and maintenance will remain flat at \$161,065
 - Rent and utilities increased \$2,177; based on the tiered leasing cost of the new municipal building space in July 2017.
 - Services increased \$157,825; the purchase of water from the City of Fort Worth will increase based on anticipated residential increase for FY19/20.
 - Supplies will remain flat at \$7,040
 - Travel and training will remain flat at \$7,795

Non-Operating Expenditures

- Total non-operating expenditures are budgeted to be \$113,280.
- This represents an 95% decrease of \$1,995,646 from prior year estimated.
 - Capital outlay will remain flat at \$31,055
 - Capital Projects decreased \$1,996,332; due to one-time project in the prior year for the Fort Worth Waterline project.
 - Transfers out increased \$686

Fund Balance

- Excess revenues over(under) expenditures are projected to be \$774,863
- The restated beginning fund balance is projected to be \$1,873,862
- The ending fund balance is projected to be \$2,648,725

Outstanding Long-Term Obligations.

- **Joint Westlake/Keller water tower.**
 - This tower was constructed to provide necessary water storage and pressures within Westlake.
- **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.
- **Texas Water Development Board**
 - Fort Worth Water Line Project that will provide for the Town's projected water capacity needs at build-out.
- **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.

UTILITY FUND

SERIES 2013 CERTIFICATES OF OBLIGATION

Ground Storage Tank - Debt Payable

Original Issue \$1,000,000 by US Bank in April 2013

Pymt No.	Fiscal Year	500-48840-16-00	500-48850-16-00	TOTAL
		Principal	Interest	
1	2/15/2015	\$ 21,450	\$ 34,325	\$ 55,775
2	2/15/2016	21,450	33,896	55,346
3	2/15/2017	22,000	33,461	55,461
4	2/15/2018	22,000	33,021	55,021
5	2/15/2019	22,550	32,576	55,126
6	2/15/2020	23,650	32,114	55,764
7	2/15/2021	23,650	31,582	55,232
8	2/15/2022	24,750	30,977	55,727
9	2/15/2023	25,300	30,288	55,588
10	2/15/2024	26,400	29,512	55,912
11	2/15/2025	26,400	28,720	55,120
12	2/15/2026	28,050	27,904	55,954
13	2/15/2027	28,600	27,018	55,618
14	2/15/2028	29,700	26,071	55,771
15	2/15/2029	42,900	24,837	67,737
16	2/15/2030	44,550	23,307	67,857
17	2/15/2031	45,650	21,728	67,378
18	2/15/2032	65,450	19,621	85,071
19	2/15/2033	34,650	17,619	52,269
20	2/15/2034	36,300	16,200	52,500
21	2/15/2035	37,950	14,715	52,665
22	2/15/2036	39,600	13,164	52,764
23	2/15/2037	40,700	11,634	52,334
24	2/15/2038	42,350	10,129	52,479
25	2/15/2039	44,000	8,564	52,564
26	2/15/2040	45,650	6,853	52,503
27	2/15/2041	47,300	4,994	52,294
28	2/15/2042	49,500	3,058	52,558
29	2/15/2043	51,700	1,034	52,734
TOTAL		\$ 1,014,200	\$ 628,918	\$ 1,643,118

UTILITY FUND
CITY OF KELLER TEXAS
Keller Overhead Storage Debt
True-Up from City of Keller 01/22/18

Pymt No.	Fiscal Year	500-48810-16-00	500-48811-16-00	TOTAL
		Principal	Interest	
1	9/15/2015	\$ 96,132	\$ 11,189	\$ 107,321
2	9/15/2016	97,734	15,682	113,417
3	9/15/2017	104,143	12,918	117,061
4	9/15/2018	108,950	10,063	119,012
5	9/15/2019	113,756	6,570	120,327
6	9/15/2020	120,165	2,523	122,688
TOTAL		\$ 640,880	\$ 58,945	\$ 699,825

UTILITY FUND
TEXAS WATER DEVELOPMENT BOARD
Fort Worth Water Line Project
Original Issue \$2,100,000 by US Bank in November 2018

Pymt No.	Fiscal Year	500-48840-16-00	500-48850-16-00	TOTAL
		Principal	Interest	
0	9/30/2018	-	-	-
1	9/30/2019	5,000	31,056	36,056
2	9/30/2020	95,000	43,120	138,120
3	9/30/2021	100,000	41,984	141,984
4	9/30/2022	100,000	40,744	140,744
5	9/30/2023	100,000	39,404	139,404
6	9/30/2024	100,000	37,949	137,949
7	9/30/2025	100,000	36,394	136,394
8	9/30/2026	105,000	34,696	139,696
9	9/30/2027	105,000	32,858	137,858
10	9/30/2028	105,000	30,937	135,937
11	9/30/2029	110,000	28,850	138,850
12	9/30/2030	110,000	26,545	136,545
13	9/30/2031	110,000	24,065	134,065
14	9/30/2032	115,000	21,357	136,357
15	9/30/2033	115,000	18,459	133,459
16	9/30/2034	120,000	15,409	135,409
17	9/30/2035	120,000	12,223	132,223
18	9/30/2036	125,000	8,915	133,915
19	9/30/2037	130,000	5,421	135,421
20	9/30/2038	130,000	1,814	131,814
21				
22				
23				
24				
25				
TOTAL		\$ 2,100,000	\$ 532,196	\$ 2,632,196

SECTION 5



INTERNAL SERVICE FUNDS

This page is intentionally blank

INTERNAL SERVICE FUNDS

Combined Program Summary

Fiscal Year 2019/2020

	Actuals FY 17/18	Adopted Budget FY 18/19	Estimated Budget FY 18/19	Adopted Budget FY 19/20	FY 16/17 vs FY 15/16	Adopted vs 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 Other	300	6,000	6,000	6,000	-	0%
Permits & Fees Buildings	-	-	-	-	-	0%
Permits & Fees Utility	-	-	-	-	-	0%
Fines & Forfeitures	-	-	-	-	-	0%
Investment Earnings	27,811	21,480	44,469	44,469	-	0%
Contributions	25,000	-	215,194	-	(215,194)	-100%
Misc Income	0	-	4,525	-	(4,525)	-100%
Total Revenues	53,111	27,480	270,188	50,469	(219,719)	-81%
Transfers In	744,811	1,476,065	2,157,065	478,370	(1,678,695)	-78%
Other Sources	-	-	-	-	-	0%
Total Other Sources	744,811	1,476,065	2,157,065	478,370	(1,678,695)	0%
TOTAL REVENUES & OTHER SOURCES	797,922	1,503,545	2,427,253	528,839	(1,898,414)	-78%

EXPENDITURES & OTHER USES

Payroll Salaries	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Payroll Transfer In	-	-	-	-	-	0%
Total Payroll and Related	-	-	-	-	-	0%
Debt	-	-	-	-	-	0%
Economic Development	-	-	-	-	-	0%
Insurance	-	-	-	-	-	0%
Payroll Transfer Out	-	-	-	-	-	0%
Repair & Maintenance	-	-	-	-	-	0%
Rent & Utilities	-	-	-	-	-	0%
Services	-	-	-	-	-	0%
Supplies	-	-	-	-	-	0%
Water Purchases	-	-	-	-	-	0%
Total Operations & Maintenance	-	-	-	-	-	0%
TOTAL OPERATING EXPENDITURES	-	-	-	-	-	0%
Capital Project Funds	-	-	-	-	-	0%
Capital Outlay	-	-	-	-	-	0%
Maintenance & Replacement Funds	416,583	1,079,475	1,340,869	932,438	(408,431)	-30%
Total Capital	416,583	1,079,475	1,340,869	932,438	(408,431)	-30%
Transfers Out	-	-	-	-	-	0%
Other Uses	-	-	-	-	-	0%
Total Other Uses	-	-	-	-	-	0%
TOTAL NON-OPERATING EXPENDITURES	416,583	1,079,475	1,340,869	932,438	(408,431)	-30%
TOTAL EXPENDITURES & OTHER USES	416,583	1,079,475	1,340,869	932,438	(408,431)	-30%

SUMMARY

Excess Revenue over(under) Expenditures	381,339	424,070	1,086,384	(403,599)	(1,489,983)	137%
FUND BALANCE, BEGINNING	1,036,070	1,570,999	1,434,482	2,520,867	1,086,384	76%
FUND BALANCE, ENDING	1,417,408	1,995,069	2,520,867	2,117,268	(403,599)	-16%
Restricted/Assigned/Committed Funds	1,417,408	1,995,069	2,520,867	2,117,268	(403,599)	-16%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	\$ -	\$ -	\$ -	0%

RESTRICTED/ASSIGNED/COMMITTED FUNDS

Cash	\$ 1,417,408	\$ 1,995,069	\$ 2,520,867	\$ 2,117,268	\$ (403,599)	-16%
					-	0%
					-	0%
					-	0%
					-	0%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS	\$ 1,417,408	\$ 1,995,069	\$ 2,520,867	\$ 2,117,268	\$ (403,599)	-16%

INTERNAL SERVICE FUNDS

Current Year Fund Detail

Fiscal Year 2019/2020

Utility Maintenance & Replacement Fund 510	General Maintenance & Replacement Fund 600	Utility Vehicle Maintenance & Replacement Fund 505	General Vehicle Maintenance & Replacement Fund 605	TOTAL
---	---	---	---	-------

REVENUES & OTHER SOURCES

General Sales Tax	\$ -	\$ -	\$ -	\$ -	\$ -
Property Tax	-	-	-	-	-
Charge for Services	-	-	-	-	-
Hotel Tax	-	-	-	-	-
Beverage Tax	-	-	-	-	-
Franchise Fees	-	-	-	-	-
Permits and Fees Other	-	6,000	-	-	6,000
Permits and Fees Building	-	-	-	-	-
Permits and Fees Utility	-	-	-	-	-
Fines and Forfeitures	-	-	-	-	-
Investment Earnings	31,895	3,424	1,940	7,210	44,469
Contributions	-	-	-	-	-
Misc Income	-	-	-	-	-
Total Revenues	31,895	9,424	1,940	7,210	50,469
Transfers In	5,000	229,185	15,000	229,185	478,370
Other Sources	-	-	-	-	-
Total Other Sources	5,000	229,185	15,000	229,185	478,370
TOTAL REVENUES AND OTHER SOURCES	\$ 36,895	\$ 238,609	\$ 16,940	\$ 236,395	\$ 528,839

EXPENDITURES AND OTHER USES

Payroll Salaries	\$ -	\$ -	\$ -	\$ -	\$ -
Payroll Transfers In	-	-	-	-	-
Total Payroll & Related	-	-	-	-	-
Debt	-	-	-	-	-
Economic Development	-	-	-	-	-
Payroll Transfers Out	-	-	-	-	-
Repair & Maintenance	-	-	-	-	-
Rent & Utilities	-	-	-	-	-
Services	-	-	-	-	-
Supplies	-	-	-	-	-
Travel & Training	-	-	-	-	-
Total Operations & Maintenance	-	-	-	-	-
TOTAL OPERATING EXPENDITURES	-	-	-	-	-
Capital Project Funds	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Maintenance & Replacement Funds	182,000	617,729	50,000	82,709	932,438
Total Capital	182,000	617,729	50,000	82,709	932,438
Transfers Out	-	-	-	-	-
Other Uses	-	-	-	-	-
Total Other Uses	-	-	-	-	-
TOTAL NON-OPERATING EXPENDITURES	182,000	617,729	50,000	82,709	932,438
TOTAL EXPENDITURES AND OTHER USES	182,000	617,729	50,000	82,709	932,438

SUMMARY

Excess Revenues over(under) Expenditures	(145,105)	(379,120)	(33,060)	153,686	(403,599)
BEGINNING FUND BALANCE	538,885	1,045,371	35,699	900,912	2,520,867
ENDING FUND BALANCE	\$ 393,780	\$ 666,251	\$ 2,639	\$ 1,054,598	\$ 2,117,268

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 and Replacement Fund 510

Program Summary

Fiscal Year 2019/2020

	Actuals FY 17/18	Adopted Budget FY 18/19	Estimated Budget FY 18/19	Adopted Budget FY 19/20	FY 19/20 vs FY 18/19	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 Other	-	-	-	-	-	0%
Permits & Fees Building	-	-	-	-	-	0%
Permits & Fees Utility	-	-	-	-	-	0%
Fines & Forfeitures	-	-	-	-	-	0%
Investment Earnings	21,115	16,350	31,895	31,895	-	0%
Contributions	-	-	-	-	-	0%
Misc Income	-	-	-	-	-	0%
Total Revenues	21,115	16,350	31,895	31,895	-	0%
Transfers In	-	5,000	5,000	5,000	-	100%
Other Sources	-	-	-	-	-	0%
Total Other Sources	-	5,000	5,000	5,000	-	100%
TOTAL REVENUES & OTHER SOURCES	\$ 21,115	\$ 21,350	\$ 36,895	\$ 36,895	\$ -	0%

EXPENDITURES & OTHER USES

Payroll Salaries	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Payroll Transfers In	-	-	-	-	-	0%
Total Payroll and Related	-	-	-	-	-	0%
Debt	-	-	-	-	-	0%
Economic Development	-	-	-	-	-	0%
Insurance	-	-	-	-	-	0%
Payroll Transfers Out	-	-	-	-	-	0%
Repair & Maintenance	-	-	-	-	-	0%
Rent & Utilities	-	-	-	-	-	0%
Services	-	-	-	-	-	0%
Supplies	-	-	-	-	-	0%
Water Purchases	-	-	-	-	-	0%
Total Operations & Maintenance	-	-	-	-	-	0%
TOTAL OPERATING EXPENDITURES	-	-	-	-	-	0%
Capital Project Funds	-	-	-	-	-	0%
Capital Outlay	-	-	-	-	-	0%
Maintenance & Replacement Funds	72,259	225,000	276,200	182,000	(94,200)	-34%
Total Capital and M&R Projects	72,259	225,000	276,200	182,000	(94,200)	-34%
Transfers Out	-	-	-	-	-	0%
Other Sources	-	-	-	-	-	0%
Total Other Uses	-	-	-	-	-	0%
TOTAL NON-OPERATING EXPENDITURES	72,259	225,000	276,200	182,000	(94,200)	-34%
TOTAL EXPENDITURES & OTHER USES	72,259	225,000	276,200	182,000	(94,200)	-34%

SUMMARY

Excess Revenues over(under) Expenditures	(51,144)	(203,650)	(239,305)	(145,105)	94,200	39%
FUND BALANCE, BEGINNING	829,333	778,190	778,190	538,885	(239,305)	-31%
FUND BALANCE, ENDING	778,190	574,540	538,885	393,780	(145,105)	-27%
Restricted/Assigned/Committed Funds	778,190	574,540	538,885	393,780	(145,105)	-27%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	\$ -	\$ -	\$ -	0%

RESTRICTED/ASSIGNED/COMMITTED FUNDS

Cash	510	10110	00	000	\$ 778,190	\$ 574,540	\$ 538,885	\$ 393,780	\$ (145,105)	-27%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS					\$ 778,190	\$ 574,540	\$ 538,885	393,780	\$ (145,105)	-27%

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 Other Sources

- Revenues and other sources are budgeted at \$36,895.
- This represents a 0% change from the prior year estimated.
 - Investment earnings are budgeted to remain flat at \$31,895
 - Transfers in from the Utility Fund are budgeted to remain flat at \$5,000

Expenditures and Other Uses

- Expenditures and other uses are budgeted at \$182,000.
- This represents a 34% decrease of \$94,200 from the prior year estimated.
- One project was scheduled for FY18/19; repainting the ground storage tank at \$276,200
 - The following projects were pushed out from FY18/19 to FY19/20.
 - Pump Station Equipment \$90,000
 - Lift Station Pump Repairs \$25,000
 - Sewer Easement Cleaning Machine \$67,000

Fund Balance

- Excess revenues over(under) expenditures are projected to the (\$145,105)
- The beginning fund balance is projected to be \$538,885
- The ending fund balance is projected to be \$393,780

UTILITY

Maintenance & Replacement Fund 510

Five Year Forecast

Description	Account Number	Estimated FY 18/19	Adopted FY 19/20	1 FY 20/21	2 FY 21/22	3 FY 22/23	4 FY 23/24
-------------	----------------	-----------------------	---------------------	---------------	---------------	---------------	---------------

REVENUES & OTHER SOURCES

Interest Income	510-36110-16-000	\$ 31,895	\$ 31,895	\$ 14,500	\$ 14,500	\$ 14,500	\$ 14,500
Transfer in from UF	510-52550-88-000	5,000	5,000	5,000	5,000	5,000	5,000
TOTAL REVENUES AND OTHER SOURCES		\$ 36,895	\$ 36,895	\$ 19,500	\$ 19,500	\$ 19,500	\$ 19,500

MAINTENANCE/REPLACEMENT PROJECTS

Pump Station Equipment	510-44123-16-000-000005	\$ -	\$ 90,000	\$ -	\$ -	\$ -	\$ -
Lift Station Pump Repairs	510-44117-16-000-000010	-	25,000	-	-	-	-
Sewer Easement Cleaning Machine	510-44114-16-000-000014	-	67,000	-	-	-	-
Repaint Ground Storage Tank	510-44119-16-000-000015	276,200	-	-	-	-	-
TOTAL PROJECTS		276,200	182,000	-	-	-	-

OTHER USES

Transfer Out to GMR	510-62600-99-000	-	-	-	-	-	-
TOTAL OTHER USES		-	-	-	-	-	-

Excess Revenues over(under) Expenditures		(239,305)	(145,105)	19,500	19,500	19,500	19,500
--	--	-----------	-----------	--------	--------	--------	--------

BEGINNING FUND BALANCE		778,190	538,885	393,780	413,280	432,780	452,280
ENDING FUND BALANCE		\$ 538,885	\$ 393,780	\$ 413,280	\$ 432,780	\$ 452,280	\$ 471,780

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 and Replacement Fund 600

Program Summary

Fiscal Year 2019/2020

	Actuals FY 17/18	Adopted Budget FY 18/19	Estimated Budget FY 18/19	Adopted Budget FY 19/20	FY 19/20 vs FY 18/19	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 Other	300	6,000	6,000	6,000	-	0%
Permits & Fees Building	-	-	-	-	-	0%
Permits & Fees Utility	-	-	-	-	-	0%
Fines & Forfeitures	-	-	-	-	-	0%
Investment Earnings	3,066	2,290	3,424	3,424	-	0%
Contributions	25,000	-	90,194	-	(90,194)	-100%
Misc Income	0	-	4,525	-	(4,525)	-100%
Total Revenues	28,366	8,290	104,143	9,424	(94,719)	-91%
Transfers In	388,561	1,000,799	1,463,799	229,185	(1,234,614)	-84%
Other Sources	-	-	-	-	-	0%
Total Other Sources	388,561	1,000,799	1,463,799	229,185	(1,234,614)	-84%
TOTAL REVENUES & OTHER SOURCES	\$ 416,927	\$ 1,009,089	\$ 1,567,942	\$ 238,609	\$ (1,329,333)	-85%

EXPENDITURES & OTHER USES

Payroll Salaries	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Payroll Transfers In	-	-	-	-	-	0%
Total Payroll and Related	-	-	-	-	-	0%
Debt	-	-	-	-	-	0%
Economic Development	-	-	-	-	-	0%
Insurance	-	-	-	-	-	0%
Payroll Transfers Out	-	-	-	-	-	0%
Repair & Maintenance	-	-	-	-	-	0%
Rent & Utilities	-	-	-	-	-	0%
Services	-	-	-	-	-	0%
Supplies	-	-	-	-	-	0%
Water Purchases	-	-	-	-	-	0%
Total Operations & Maintenance	-	-	-	-	-	0%
TOTAL OPERATING EXPENDITURES	-	-	-	-	-	0%
Capital Project Funds	-	-	-	-	-	0%
Capital Outlay	-	-	-	-	-	0%
Maintenance & Replacement Funds	240,208	594,475	679,669	617,729	(61,940)	-9%
Total Capital and M&R Projects	240,208	594,475	679,669	617,729	(61,940)	-9%
Transfers Out	-	-	-	-	-	0%
Other Sources	-	-	-	-	-	0%
Total Other Uses	-	-	-	-	-	0%
TOTAL NON-OPERATING EXPENDITURES	240,208	594,475	679,669	617,729	(61,940)	-9%
TOTAL EXPENDITURES & OTHER USES	240,208	594,475	679,669	617,729	(61,940)	-9%

SUMMARY

Excess Revenues over(under) Expenditures	176,719	414,614	888,273	(379,120)	(1,267,393)	143%
FUND BALANCE, BEGINNING	(19,621)	157,098	157,098	1,045,371	888,273	565%
FUND BALANCE, ENDING	157,098	571,712	1,045,371	666,251	(379,120)	-36%
Restricted/Assigned/Committed Funds	157,098	571,712	1,045,371	666,251	(379,120)	-36%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	\$ -	\$ -	\$ -	0%

RESTRICTED/ASSIGNED/COMMITTED FUNDS

Cash	600 10110 00 000	\$ 157,098	\$ 571,712	\$ 1,045,371	\$ 666,251	\$ (379,120)	-36%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS		\$ 157,098	\$ 571,712	\$ 1,045,371	\$ 666,251	\$ (379,120)	-36%

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 (1) avoid future bond programs, (2) encourage a conservative pattern of spending, (3) minimize reliance on revenue streams that are vulnerable to fluctuations in the economy, such as the sales tax, and (4) 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 Other Sources

- Revenues and Other Sources are budgeted to be \$ 238,609.
- This represents a 85% decrease of \$1,329,333 from the prior year estimated.
 - Permits and Fees are budgeted to remain flat at \$6,000
 - Investment earnings are budgeted to remain flat at \$3,424
 - Contributions decreased due to one-time receipts in the prior year from Westlake Academy for facilities allotment payment from the state.
 - Misc income reflects a 100% decrease of \$4,525 from prior year for sales of surplus (\$2.5K) and other misc revenues \$(1.9k).
 - Transfers in from the General Fund decreased \$1,234,614 based on one-time planning and development building permit fees and revenues.

Expenditures and Other Uses

- Expenditures and Other Uses are budgeted to be \$617,729
- This represents a 9% decrease of \$61,940 from the prior year estimated.
 - Dept 17 Westlake Academy Facilities maintenance decreased \$78,969; due to one-time projects in the prior year paid for with facilities allotment funds from the state.
 - Dept 19 Town Parks and Recreations increased \$43,029; park repair and maintenance increased \$20K and trail repairs increased \$20K
 - Dept 20 Town Information Technology department decreased \$55,000 due to one time network equipment purchased in the prior year
 - Dept 26 Town Facilities maintenance increased \$29,000; the majority of this increase is due to the opening of the new fire station complex in FY18/19.

Fund Balance

- Excess revenues over(under) expenditures are projected to be (\$379,120)
- Beginning fund balance is projected to be \$1,045,371
- The ending fund balance is projected to be \$666,251

GENERAL

Maintenance & Replacement Fund 600

Five Year Forecast

Description		Account Number	Estimated FY 18/19	Adopted FY 19/20	1 FY 20/21	2 FY 21/22	3 FY 22/23	4 FY 23/24
-------------	--	----------------	-----------------------	---------------------	---------------	---------------	---------------	---------------

REVENUES & OTHER SOURCES

Contributions	n/a	600-33700-14-101	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
WA Facilities Allotment	n/a	600-33700-17-000	90,194	-	-	-	-	-
Firefighter Equipment Fees	n/a	600-34008-14-000	6,000	6,000	6,000	6,000	6,000	6,000
Sale of Surplus	n/a	600-34144-00-000	2,545	-	-	-	-	-
Interest Income	n/a	600-36110-00-000	3,424	3,424	3,424	3,424	3,424	3,424
Misc Revenue	n/a	600-39400-00-000	1,980	-	-	-	-	-
Transfer in from GF	n/a	600-52510-88-000	1,463,799	229,185	500,000	400,000	400,000	400,000
TOTAL REVENUES AND OTHER SOURCES			\$ 1,567,942	\$ 238,609	\$ 509,424	\$ 409,424	\$ 409,424	\$ 409,424

MAINTENANCE/REPLACEMENT PROJECTS

WA Facilities Allotment Exp	-	600-46190-17-000	90,194	-	-	-	-	-
WA-Irrigation System	7	600-43340-17-000-000007	6,500	15,000	5,000	5,000	5,000	5,000
WA-Carpet/VCT Flooring	8	600-45908-17-000-000008	35,000	30,000	15,000	15,000	15,000	15,000
WA-Ext Envrnmt Imprvmts Irrig	9	600-44306-17-000-000009	7,500	15,000	12,000	12,000	12,000	12,000
WA-Envrnmt Bldg UG light/water	10	600-45908-17-000-000010	10,000	8,000	5,000	5,000	5,000	5,000
WA-Exterior Paint & Wood R&M	11	600-45909-17-000-000011	4,500	12,000	8,000	8,000	8,000	8,000
WA-Painting/Cloth Wall R&M	12	600-44220-17-000-000012	6,500	10,000	8,000	8,000	8,000	8,000
WA-Roof Repairs	13	600-45909-17-000-000013	47,550	60,000	30,000	25,000	25,000	25,000
WA-Parking Lot	15	600-44306-17-000-000015	25,000	25,000	5,000	5,000	5,000	5,000
WA-Refurbish Classrooms	17	600-45908-17-000-000017	30,000	30,000	25,000	25,000	25,000	25,000
WA-Update Security System	18	600-43354-17-000-000018	2,750	20,000	10,000	8,000	8,000	8,000
WA-Update Security Cameras	19	600-43354-17-000-000019	10,300	5,000	12,000	12,000	12,000	12,000
WA-Interior Building R&M	23	600-45908-17-000-000023	15,000	10,000	15,000	15,000	15,000	15,000
WA-15 Ton Split HVAC System	24	600-43347-17-000-000024	14,000	10,000	25,000	25,000	25,000	25,000
WA-2 Ton Roof Top Units	25	600-43347-17-000-000025	7,500	15,000	10,000	10,000	10,000	10,000
WA-AC ton/7.5 ton server room	26	600-43347-17-000-000026	6,500	1,500	20,000	-	5,000	5,000
WA-Heater Boilers	29	600-44219-17-000-000029	9,675	3,000	5,000	25,000	5,000	25,000
WA-HVAC System Replacement	32	600-43347-17-000-000032	7,500	8,000	5,000	5,000	5,000	5,000
WA-Plumbing Repair/Replacement	36	600-45904-17-000-000036	9,000	8,000	5,000	5,000	5,000	5,000
WA Playground Equipment	40	600-44311-17-000-000040	-	5,000	-	5,000	-	40,000
WA-Furniture/Interior Bldg	45	600-47415-17-000-000045	7,500	8,000	10,000	10,000	10,000	10,000
WA-Mech Eqpmt 2 Man Lift	55	600-47411-17-000-000055	25,000	-	-	-	-	-
TOTAL ACADEMY FACILITIES MAINTENANCE		Department 17	377,469	298,500	230,000	228,000	208,000	268,000

Park R&M	43	600-45911-19-000-000043	10,000	33,029	15,000	33,029	10,000	10,000
Trail Repairs	14	600-43343-19-000-000014	10,000	30,000	10,000	30,000	10,000	10,000
TOTAL PARKS & RECREATION		Department 19	20,000	63,029	25,000	63,029	20,000	20,000

Servers & Network Storage	20	600-43405-20-000-000020	40,000	40,000	30,000	30,000	30,000	30,000
Network Printers/Peripheal Dev	21	600-43405-20-000-000021	5,000	5,000	5,000	5,000	5,000	5,000
Network Equipment	27	600-43405-20-000-000027	115,000	25,000	25,000	25,000	25,000	150,000
Principal Expense	27	600-47120-20-000-000027	-	-	-	-	-	-
Phone System/Peripheal Devices	28	600-45305-20-000-000028	65,000	100,000	15,000	15,000	15,000	65,000
Server Replacements	33	600-43405-20-000-000033	20,000	20,000	125,000	20,000	20,000	20,000
TOTAL INFORMATION TECHNOLOGY		Department 20	245,000	190,000	200,000	95,000	95,000	270,000

Town-Irrigation R&M	7	600-43340-26-000-000007	5,000	5,000	5,000	5,000	5,000	5,000
Town-Carpet/Flooring R&M	8	600-45908-26-000-000008	-	-	-	-	5,000	-
Town-Environmental Improvement	9	600-44306-26-000-000009	-	-	4,000	-	5,000	-
Town-Env Bldg UG light/water	10	600-45908-26-000-000010	10,000	1,000	10,000	10,000	10,000	10,000
Town-Bldg Exterior Paint/R&M	11	600-45909-26-000-000011	-	-	5,000	5,000	10,000	5,000
Town-Painting/Cloth Wall R&M	12	600-44220-26-000-000012	-	4,000	4,000	10,000	5,000	6,000
Town-Roof Repairs	13	600-45909-26-000-000013	-	-	6,000	6,000	6,000	6,000
Town-Parking Lot	15	600-44306-26-000-000015	4,000	4,000	4,000	4,000	4,000	4,000
Town-Security System	18	600-43354-26-000-000018	-	3,000	5,000	5,000	10,000	5,000
Town-Security Cameras	19	600-43354-26-000-000019	-	3,000	5,000	12,000	5,000	5,000
Town-Interior Building R&M	23	600-45908-26-000-000023	-	5,000	5,000	10,000	5,000	5,000
Town-15 Ton Split HVAC System	24	600-43347-26-000-000024	-	-	30,000	5,000	3,000	3,000

GENERAL

Maintenance & Replacement Fund 600

Five Year Forecast

Description		Account Number	Estimated FY 18/19	Adopted FY 19/20	1 FY 20/21	2 FY 21/22	3 FY 22/23	4 FY 23/24
Town-2 Ton Roof Top Units	25	600-43347-26-000-000025	-	3,000	5,000	5,000	3,000	3,000
Town-AC ton/7.5 ton server roo	26	600-43347-26-000-000026	-	3,000	3,000	8,000	-	3,000
Town-Heater Boiler	29	600-44219-26-000-000029	3,000	-	3,000	3,000	3,000	3,000
Town-HVAC System Replacement	32	600-43347-26-000-000032	5,000	-	5,000	5,000	5,000	5,000
Town-Plumbing Repair/Replace	36	600-45904-26-000-000036	-	1,000	2,000	2,000	2,000	2,000
Town-Furniture/Interior Bldg	45	600-47415-26-000-000045	10,200	10,200	3,000	5,000	3,000	5,000
Town Open Space Improvements	52	600-43343-26-000-000052	-	8,000	20,000	1,000	8,000	10,000
Town-Contract Landscaping	56	600-43348-26-000-000056	-	-	5,000	8,000	3,000	3,000
Town-Ground R&M	57	600-44216-26-000-000057	-	4,000	4,000	10,000	5,000	6,000
Town-Safety Doors	58	600-44211-26-000-000058	-	8,000	8,000	10,000	8,000	10,000
Town-Signs and Signals	59	600-44304-26-000-000059	-	4,000	4,000	4,000	6,000	6,000
TOTAL TOWN FACILITIES MAINTENANCE		Department 26	37,200	66,200	145,000	133,000	119,000	110,000
GRAND TOTAL PROJECTS			679,669	617,729	600,000	519,029	442,000	668,000

SUMMARY

Excess Revenues over(under) Expenditures			888,273	(379,120)	(90,576)	(109,605)	(32,576)	(258,576)
BEGINNING FUND BALANCE			157,098	1,045,371	666,251	575,675	466,070	433,494
ENDING FUND BALANCE			\$ 1,045,371	\$ 666,251	\$ 575,675	\$ 466,070	\$ 433,494	\$ 174,918

This page is intentionally blank

Vehicle Maintenance & Replacement Guidelines

The Town of Westlake owns, operates, and maintains a fleet of vehicles and recognizes that deferred maintenance and not anticipating capital replacement needs increases future capital costs.

These guidelines provide a fiscally responsible vehicle and equipment replacement policy that enables the Town to maximize vehicle and equipment utilization, while maintaining the Town's desired public image and high-quality program of services for our residents.

BUDGETING FOR RECURRING CAPITAL EXPENDITURES

Planning for non-periodic recurring capital expenditures may at first glance seem like a difficult endeavor, but in fact dealing with them can be as simple as setting aside a small portion of revenue over time. For example, if a piece of necessary capital has been estimated to have an operational life of 10 years and costs \$10,000, the town could set aside \$1,000 toward the recurring capital expenditures account each year. Then, when it comes time to replace the unit, there will be little, if any, disruption to the town's cash flow. Note that changing market forces, such as inflation, also need to be accounted for in the calculation, since an item that cost \$10,000 a decade ago likely cost more today.

EXAMPLE OF RECURRING CAPITAL EXPENSE IN TRANSPORTATION

Municipalities that rely on motor vehicles for their livelihood face a recurring, though sometimes unpredictable, capital expense in the form of vehicle repairs and replacement. A few different approaches are available that can be used to deal with the realities of this expense. The most common and simplest way is to make repairs as vehicle damage crops up and replace the vehicles once they are completely unusable, which under most circumstances is a reasonable policy. The Town has approved guidelines for replacement based on a point system. Staff reviews each vehicle annually to determine the feasibility of the service length of the vehicle based on the total points.

VEHICLE MAINTENANCE AND REPLACEMENT

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 or Utility Maintenance Replacement Fund) for major maintenance/ replacement of street, building roof, flooring, air conditioning, equipment, etc.

Vehicle and equipment replacement criteria will be developed according to each item anticipated useful service life. Typically, this is based upon the type or "category" of the vehicle/equipment and its usage. Each item will be surveyed annually and assigned a score based upon the Point Range and Guideline document. A vehicle will be replaced according to the established criteria unless the Department Head(s) and the Town Manager's office determine that: 1) mechanical failure or vehicle damage warrants earlier replacement, or 2) the vehicle is still serviceable and may serve additional years beyond its original anticipated service life.

Funding for vehicle/equipment replacement should be incrementally allocated from department operating funds to a restricted Capital Maintenance and Replacement Fund, subject to funding availability on an annual basis. Future vehicle/equipment replacements should be funded from this restricted fund, which receives accumulated operating fund transfers based upon the Vehicle and Equipment Depreciation Schedule. Funding will consist of an annual set-aside based upon a straight-line depreciation for each vehicle over the course of its useful life and budgeted as part of the annual budget development process.

Guidelines for Vehicle Maintenance & Replacement

Depreciation fees should commence the same fiscal year of each new and replacement vehicle/equipment purchase. Likewise, depreciation expenses should be expensed from the respective department operating budget and deposited into the Capital Maintenance and Replacement Fund. Depreciation expenses shall continue through the service life of the new vehicle/equipment and shall cease upon retirement of said vehicle/equipment.

REPLACEMENT AND DEPRECIATION GUIDELINES

Purpose - To provide a fiscally responsible vehicle and equipment replacement and depreciation policy, which will enable the Town of Westlake to maximize asset utilization while maintaining a positive public image and being fiscally responsible in our budgeting and fleet replacement programs.

Policy - Replacement criteria for Town-owned vehicles and equipment will depend primarily on a point system, which is based upon the following factors:

- Age
- Miles/Hour Usage
- Type of Service
- Reliability
- Maintenance and Repair Costs (not to include incident repairs)
- Condition

Point Range Chart Note: The Town may decide to retain a vehicle beyond the stated criteria after an evaluation of anticipated usage, repairs and operating costs. Each Town vehicle and small equipment have been placed in a specific category (as listed below) in order to allow for uniformity in our replacement standards.

Category "A" - This category consists of the one (1) 18-passenger and one (1) 20-passenger school bus. The life span for school bus is 10 years. The Fire Department which includes engines, ladder truck, ambulances, and attack truck which are used primarily as a front-line response vehicle. The front-line life-span of the Engine is 15 years and has a reserve life-span for additional five years. The ambulance front-line life-span is seven years and has a reserve vehicle life-span for additional seven. The Town currently has one (1) Engine, one (1) Attack Truck and two (2) Ambulances.

Category "B" - This category consists of Maintenances and Public Works vehicles which are used to serve the public on a day-to-day basis and pull trailers. Due to the heavy use, these vehicles may be scheduled for replacement at 100,000 miles provided the maintenance cost is considerably higher than vehicles of the same type. The Town currently has two (2) Public Works trucks.

Category "C" - This category consists of all other cars and pickups, which include administration pool car, building inspection truck, warrant officer public safety vehicle. These vehicles are generally assigned to a designated staff member and should not be replaced earlier than 100,000 miles provided the maintenance cost is considerably higher than vehicles of the same type.

Guidelines for Vehicle Maintenance & Replacement

Category "D" - This category consists of other off-road equipment (mule and mowers) that are used to serve the public on an "as needed" basis. Replacement of this category may be made after 2,500 operating hours, or provided the maintenance cost is considerably higher than equipment of the same type. The Town currently has one (1) Kawasaki utility vehicle and (1) mower.

Category "E" - This category consists of light equipment (weed-eaters, chain saw and pumps, generators, trailers, and other small hand-operated equipment) which are used to serve the public on an "as needed" basis. Replacements in this category may be made after the total maintenance cost exceeds the original purchase price of a particular piece of equipment. The cost of upgrading a piece of equipment will be the responsibility of the operating division. The Town currently has one weed-trimmer, chain saw, blower, small generator and a trailer.

GUIDE FOR EARLY REPLACEMENT OF TOWN-OWNED VEHICLES

Early Replacement - The consideration of early replacement of a vehicle often arises when major expenditures are necessary to restore it to a safe operating condition (e.g., major component failure or incident damage). The economic effect of such repairs cannot be avoided because the cost to the Town is normally about the same whether the vehicle is sold in un-repaired condition or restored to repaired condition.

However, replacement prior to the normal criteria for vehicles will result in an acceleration of all future replacement cost cycles required to satisfy a continuing vehicle need. This acceleration of cost cycles causes a sizable increase in the total present value cost of all fixture cycles and should be avoided whenever possible. Major vehicle repairs should always be made, with two exceptions:

1. Major expenditures for repair should not be made when the cost of the repair plus the vehicle salvage in un-repaired condition exceeds its wholesale value in repaired condition.
2. Major deferrable expenditures should not be made when a vehicle is in the final six months of its retention cycle. During this period, the penalty for early replacement is small and, therefore, the vehicle should be replaced rather than repaired.

Depreciation Formula - Current acquisition price of each vehicle divided by the utilization cycle (mileage or total maintenance cost) will provide the yearly depreciation allowance.

EXAMPLE A – Vehicles

Mileage: \$30,000 vehicle divided by the target replacement cycle of 100,000 miles will give you a depreciation cost of \$.30 per mile.

\$.30 times the number of miles (20,000) the vehicle was driven the previous year will give you the yearly depreciation amount \$6,000.

Guidelines for Vehicle Maintenance & Replacement

EXAMPLE B – Small Equipment

Maintenance Cost: depreciate the original purchase price by 15% per year, for power hand tools, trailers, etc. Replace the item only when the maintenance cost reaches the original purchase price.

Factor	Points	Description
Age Usage	1	Each 10,000 miles of usage
Type of Service	1	Standard sedans, SUV's and pickups
	2	Each year of chronological age
	3	Vehicles that pulls trailer, haul heavy loads and continued off-road usage
	4	Any vehicle involved in ice or snow removal or road treatment
Reliability Preventive Maintenance Work Not Included	1	In shop one time within 3-month time period, no major breakdowns/roadside assistance call with 3-month period
	2	In shop one time within three-month time period, 1 breakdown/ roadside assistance call within 3-month period
	3	In shop, more than once within 3-month time period, 1 or more breakdown/roadside assistance call within same period
	4	In shop, more than twice within one-month time period, 1 or more breakdowns/roadside assistance call in same time period
	5	Two or more breakdowns within one-month time period
M&R Cost Incident Repair Not Include	1	Maintenance cost are less than or equal to 20% of replacement
	2	Maintenance cost are 21-40% of replacement cost
	3	Maintenance cost are 41-60% of replacement cost
	4	Maintenance cost are 61-80% of replacement cost
	5	Maintenance cost are greater than or equal to 81% of replacement cost
Condition	1	No visual damage or rust
	2	Minor imperfections in body and paint, interior fair (no rips, tears, burn)
	3	Noticeable imperfections in body and paint surface, minor rust, minor damage for add-on equipment, worn interior (one or more rips, tears, burns).
	4	Poor paint and body condition, rust (holes), interior (rips, tears, burns, cracked dash) and major damage for add-on equipment
	5	Previous accident damage, poor paint and body condition, rust (holes), interior (rips, tears, burns, cracked dash) and major damage for add-on equipment
TOTAL	60	

Section 5 Internal Service Funds

Guidelines for Vehicle Maintenance & Replacement

Point Ranges for Replacement Consideration

Point Scale	Condition	Description
20 points & under	Excellent	Do not replace
21 to 25 points	Very Good	Re-evaluate for the following year's budget
26 to 31 points	Fair	Qualifies for replacement if M/R cost exceed 60% of cost
32 to 37 points	Poor	Replacement if budget allows
Above 38 points	failed	Needs priority replacement

Below are two examples on how the point range and guidelines for Category "B" and "C" would work.

Data	Description	Points
Year	1999	26
Type	Crown Victoria Passenger Car	1
Mileage	64,000	6
Maintenance	Repair driver side window motor	2
Condition	Poor paint and body condition, hail damage, rust spots, small dents, interior has rips, tears, stains, cracking on seat covers	5
Total Points		40

Staff recommendation = Replacement this year

Data	Description	Points
Year	2005	14
Type	Silverado F150 extended cab truck	1
Mileage	35,000	3
Maintenance	low	1
Condition	Very good exterior and interior condition	1
Total Points		20

Staff recommendation = Include the replacement cost in the five-year forecast

Point range and guidelines for Category "B" and "C"

Point Ranges	Condition	Description
0-20	Excellent	Do not replace
21-25	Very Good	Re-evaluate for next year' budget (5-year forecast)
26-31	Good	Qualifies for replacement this year if M/R cost exceed 60% of cost
32-37	Fair	Qualities for replacement this if budget allows
38+	Poor	Needs priority

Fund
505

Vehicle Maintenance & Replacement Fund (Utility)

The Vehicle Maintenance & Replacement Fund was created to provide a mechanism for the long-term repair and replacement of the Town's Utility Fund vehicles.

Utility Vehicle Maintenance and Replacement Fund 505

Program Summary

Fiscal Year 2019/2020

	Actuals FY 17/18	Adopted Budget FY 18/19	Estimated Budget FY 18/19	Adopted Budget FY 19/20	FY 19/20 vs FY 18/19	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 Other	-	-	-	-	-	0%
Permits & Fees Building	-	-	-	-	-	0%
Permits & Fees Utility	-	-	-	-	-	0%
Fines & Forfeitures	-	-	-	-	-	0%
Investment Earnings	435	350	1,940	1,940	-	0%
Contributions	-	-	-	-	-	0%
Misc Income	-	-	-	-	-	0%
Total Revenues	435	350	1,940	1,940	-	0%
Transfers In	6,250	10,000	10,000	15,000	5,000	100%
Other Sources	-	-	-	-	-	0%
Total Other Sources	6,250	10,000	10,000	15,000	5,000	50%
TOTAL REVENUES & OTHER SOURCES	\$ 6,685	\$ 10,350	\$ 11,940	\$ 16,940	\$ 5,000	42%

EXPENDITURES & OTHER USES

Payroll Salaries	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Payroll Transfers In	-	-	-	-	-	0%
Total Payroll and Related	-	-	-	-	-	0%
Debt	-	-	-	-	-	0%
Economic Development	-	-	-	-	-	0%
Insurance	-	-	-	-	-	0%
Payroll Transfers Out	-	-	-	-	-	0%
Repair & Maintenance	-	-	-	-	-	0%
Rent & Utilities	-	-	-	-	-	0%
Services	-	-	-	-	-	0%
Supplies	-	-	-	-	-	0%
Water Purchases	-	-	-	-	-	0%
Total Operations & Maintenance	-	-	-	-	-	0%
TOTAL OPERATING EXPENDITURES	-	-	-	-	-	0%
Capital Project Funds	-	-	-	-	-	0%
Capital Outlay	-	-	-	-	-	0%
Maintenance & Replacement Funds	-	-	-	50,000	50,000	100%
Total Capital and M&R Projects	-	-	-	50,000	50,000	100%
Transfers Out	-	-	-	-	-	0%
Other Sources	-	-	-	-	-	0%
Total Other Uses	-	-	-	-	-	0%
TOTAL NON-OPERATING EXPENDITURES	-	-	-	50,000	50,000	100%
TOTAL EXPENDITURES & OTHER USES	-	-	-	50,000	50,000	100%

SUMMARY

Excess Revenues over(under) Expenditures	6,685	10,350	11,940	(33,060)	(45,000)	377%
FUND BALANCE, BEGINNING	17,074	23,759	23,759	35,699	11,940	50%
FUND BALANCE, ENDING	23,759	34,109	35,699	2,639	(33,060)	-93%
Restricted/Assigned/Committed Funds	23,759	34,109	35,699	2,639	(33,060)	-93%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	\$ -	\$ -	\$ -	0%

RESTRICTED/ASSIGNED/COMMITTED FUNDS

Cash	505	10110	00	000	\$ 23,759	\$ 34,109	\$ 35,699	\$ 2,639	\$ (33,060)	-93%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS	\$ 23,759	\$ 34,109	\$ 35,699	\$ 2,639	\$ (33,060)	-93%				

Utility Vehicle Maintenance & Replacement

The Utility Fund Vehicle Maintenance & Replacement Fund (VMR) was created to provide a mechanism for the long-term repair and replacement of Town Utility Fund 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 Other Sources

- Revenues and other sources are budgeted at \$16,940
- This represents a 42% increase of \$5,000 from the prior year estimated.
 - Transfers in from the Utility Fund are budgeted to remain flat at \$10,000
 - Transfers in from General Fund increased 100% to increase \$5,000

Expenditures and Other Uses

- Expenditures and other uses are budgeted at \$50,000
- This represents a 100% increase of \$50,000 from the prior year estimated.
 - The purchase of a new Utility truck is budgeted at \$50,000 for FY19/20.

Fund Balance

- Excess revenues over(under) expenditures are budgeted to be (\$33,060)
- The beginning fund balance is projected to be \$35,699
- The ending fund balance is projected to be \$2,639

UTILITY
Vehicle Maintenance & Replacement Fund 505
Five Year Forecast

Description	Account Number	Estimated FY 18/19	Adopted FY 19/20	1 FY 20/21	2 FY 21/22	3 FY 22/23	4 FY 23/24
-------------	----------------	-----------------------	---------------------	---------------	---------------	---------------	---------------

REVENUES & OTHER SOURCES

Transfer in from Utility Fund	505-52550-88-000	10,000	10,000	5,000	5,000	5,000	5,000
Transfer in from General Fund	505-52510-88-000	-	5,000	5,000	5,000	5,000	5,000
Sales of Surplus	505-34144-16-000	-	-	-	-	-	-
Insurance Proceeds	505-39100-16-000	-	-	-	-	-	-
Interest Income	505-36110-16-000	1,940	1,940	350	350	350	350
TOTAL REVENUES AND OTHER SOURCES		\$ 11,940	\$ 16,940	\$ 10,350	\$ 10,350	\$ 10,350	\$ 10,350

EXPENDITURES & OTHER USES

Public Works Vehicle	505-47410-16-000	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -
TOTAL EXPENDITURES		-	50,000	-	-	-	-

SUMMARY

Excess Revenues over(under) Expenditures	11,940	(33,060)	10,350	10,350	10,350	10,350
BEGINNING FUND BALANCE	23,759	35,699	2,639	12,989	23,339	33,689
ENDING FUND BALANCE	\$ 35,699	\$ 2,639	\$ 12,989	\$ 23,339	\$ 33,689	\$ 44,039

Fund 605

Vehicle Maintenance & Replacement Fund (General)

The Vehicle Maintenance & Replacement Fund was created to provide a mechanism for the long-term repair and replacement of Town vehicles.

General Vehicle Maintenance and Replacement Fund 605

Program Summary

Fiscal Year 2019/2020

	Actuals FY 17/18	Adopted Budget FY 18/19	Estimated Budget FY 18/19	Adopted Budget FY 19/20	FY 19/20 vs FY 18/19	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 Other	-	-	-	-	-	0%
Permits & Fees Building	-	-	-	-	-	0%
Permits & Fees Utility	-	-	-	-	-	0%
Fines & Forfeitures	-	-	-	-	-	0%
Investment Earnings	3,195	2,490	7,210	7,210	-	0%
Contributions	-	-	125,000	-	(125,000)	-100%
Misc Income	-	-	-	-	-	0%
Total Revenues	3,195	2,490	132,210	7,210	(125,000)	-95%
Transfers In	350,000	460,266	678,266	229,185	(449,081)	-66%
Other Sources	-	-	-	-	-	0%
Total Other Sources	350,000	460,266	678,266	229,185	(449,081)	-66%
TOTAL REVENUES & OTHER SOURCES	\$ 353,195	\$ 462,756	\$ 810,476	\$ 236,395	\$ (574,081)	-71%

EXPENDITURES & OTHER USES

Payroll Salaries	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Payroll Transfers In	-	-	-	-	-	0%
Total Payroll and Related	-	-	-	-	-	0%
Debt	-	-	-	-	-	0%
Economic Development	-	-	-	-	-	0%
Insurance	-	-	-	-	-	0%
Payroll Transfers Out	-	-	-	-	-	0%
Repair & Maintenance	-	-	-	-	-	0%
Rent & Utilities	-	-	-	-	-	0%
Services	-	-	-	-	-	0%
Supplies	-	-	-	-	-	0%
Water Purchases	-	-	-	-	-	0%
Total Operations & Maintenance	-	-	-	-	-	0%
TOTAL OPERATING EXPENDITURES	-	-	-	-	-	0%
Capital Project Funds	-	-	-	-	-	0%
Capital Outlay	-	-	-	-	-	0%
Maintenance & Replacement Funds	104,117	260,000	385,000	82,709	(302,291)	-79%
Total Capital and M&R Projects	104,117	260,000	385,000	82,709	(302,291)	-79%
Transfers Out	-	-	-	-	-	0%
Other Sources	-	-	-	-	-	0%
Total Other Uses	-	-	-	-	-	0%
TOTAL NON-OPERATING EXPENDITURES	104,117	260,000	385,000	82,709	(302,291)	-79%
TOTAL EXPENDITURES & OTHER USES	104,117	260,000	385,000	82,709	(302,291)	-79%

SUMMARY

Excess Revenues over(under) Expenditures	249,078	202,756	425,476	153,686	(271,790)	64%
FUND BALANCE, BEGINNING	226,358	475,436	475,436	900,912	425,476	89%
FUND BALANCE, ENDING	475,436	678,192	900,912	1,054,598	153,686	17%
Restricted/Assigned/Committed Funds	475,436	678,192	900,912	1,054,598	153,686	17%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	\$ -	\$ -	\$ -	0%

RESTRICTED/ASSIGNED/COMMITTED FUNDS

Cash	605	10110	00	000	\$ 475,436	\$ 678,192	\$ 900,912	\$ 1,054,598	\$ 153,686	17%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS	\$ 475,436	\$ 678,192	\$ 900,912	\$ 1,054,598	\$ 153,686	17%				

General 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 Other Sources

- Revenues and other sources are budgeted to be \$236,395
- This represents a 71% decrease of \$574,081 from the prior year estimated.
 - Contributions decreased \$125,000 due to one-time funds from the Foundation for the purchase of a school bus.
 - Transfer In from General Fund decreased \$449,081 based on one-time building permits and fees forecast.
 - Investment earnings are budgeted to remain flat at \$7,210.

Expenditures and Other Uses

- Expenditures and other uses are budgeted to be \$82,709.
- This represents a 79% decrease of \$302,291 from the prior year estimated.
 - One-time purchase in the prior year; \$125K passenger bus for Westlake Academy.
 - One time purchase in the prior year; \$260K ambulance for the fire department.

Fund Balance

- Excess revenues over(under) expenditures are projected to be \$153,686
- The beginning fund balance is projected to be \$900,912
- The ending fund balance is projected to be \$1,054,598

GENERAL
Vehicle Maintenance & Replacement Fund 605
Five Year Forecast

Description	Account Number	Estimated FY 18/19	Adopted FY 19/20	1 FY 20/21	2 FY 21/22	3 FY 22/23	4 FY 23/24
-------------	----------------	-----------------------	---------------------	---------------	---------------	---------------	---------------

REVENUES & OTHER SOURCES

Transfer In from General Fund	605-52510-88-000	\$ 678,266	\$ 229,185	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000
Transfer in from Utility Fund	605-52550-88-000	-	-	-	-	-	-
Contributions (WA Foundation)	605-33700-10-000	125,000	-	-	-	-	-
Sales of Surplus	605-34144-16-000	-	-	-	-	-	-
Sales of Surplus	605-34144-14-000	-	-	-	-	-	-
Insurance Proceeds	605-39100-14-000	-	-	-	-	-	-
Interest Income	605-36110-10-000	7,210	7,210	7,210	7,210	7,210	7,210
TOTAL REVENUES AND OTHER SOURCES		\$ 810,476	\$ 236,395	\$ 257,210	\$ 257,210	\$ 257,210	\$ 257,210

EXPENDITURES & OTHER USES

Westlake Academy Buses	605-47410-10-000	\$ 125,000	\$ -	\$ 150,000	\$ -	\$ -	\$ -
Fire Dept - Ambulance	605-47410-14-000	260,000	-	-	-	-	-
Fire Dept - Ambulance M&R	605-47410-14-000	-	-	60,000	65,000	-	-
Fire Dept - Ladder Truck	605-47410-14-000	-	-	-	-	-	1,600,000
Marshal - Truck	605-47410-15-001	-	68,229	-	-	-	-
Parks/Rec - Mule Truck	605-47410-19-000	-	14,480	-	-	-	-
Facilities Maintenance Vehicle	605-47410-17-000	-	-	50,000	-	-	-
TOTAL EXPENDITURES		385,000	82,709	260,000	65,000	-	1,600,000

Excess Revenues over(under) Expenditures	425,476	153,686	(2,790)	192,210	257,210	(1,342,790)
--	---------	---------	---------	---------	---------	-------------

BEGINNING FUND BALANCE	475,436	900,912	1,054,598	1,051,808	1,244,018	1,501,228
ENDING FUND BALANCE	\$ 900,912	\$ 1,054,598	\$ 1,051,808	\$ 1,244,018	\$ 1,501,228	\$ 158,438

SECTION 6



SPECIAL REVENUE FUNDS

This page is intentionally blank

SPECIAL REVENUE FUNDS

Combined Program Summary

Fiscal Year 2019/2020

	Actuals FY 17/18	Adopted Budget FY 18/19	Estimated Budget FY 18/19	Adopted Budget FY 19/20	FY 19/20 vs FY 18/19	Adopted vs Estimated
REVENUES & OTHER SOURCES						
General Sales Tax	\$ 1,923,343	\$ 1,700,000	\$ 2,250,000	\$ 1,812,500	\$ (437,500)	-19%
Property Tax	-	-	-	-	-	0%
Hotel Tax	849,166	853,642	853,914	853,684	(230)	0%
Charge for Services	-	-	-	-	-	0%
Beverage Tax	-	-	-	-	-	0%
Franchise Fees	-	-	-	-	-	0%
Permits & Fees	-	-	-	-	-	0%
Permits & Fees Buildings	-	-	-	-	-	0%
Permits & Fees Utility	-	-	-	-	-	0%
Fines & Forfeitures	-	-	-	-	-	0%
Investment Earnings	19,455	14,881	15,641	15,641	-	0%
Contributions	230,000	194,300	182,300	280,000	97,700	54%
Misc Income	153,410	72,587	69,382	4,112	(65,270)	-94%
Total Revenues	3,175,374	2,835,410	3,371,237	2,965,937	(405,300)	-12%
Transfers In	-	-	-	-	-	0%
Other Sources	-	-	-	-	-	0%
Total Other Sources	-	-	-	-	-	0%
TOTAL REVENUES & OTHER SOURCES	\$ 3,175,374	\$ 2,835,410	\$ 3,371,237	\$ 2,965,937	\$ (405,300)	-12%

EXPENDITURES & OTHER USES

Payroll Salaries	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Payroll Transfer In	-	-	-	-	-	0%
Total Payroll and Related	-	-	-	-	-	0%
Debt	-	-	-	-	-	0%
Economic Development	469,851	336,940	336,982	36,982	(300,000)	-89%
Notices	22,216	20,615	20,615	20,615	-	0%
Payroll Transfer Out	518,510	555,167	610,971	564,879	(46,092)	-8%
Repair & Maintenance	-	-	-	-	-	0%
Rent & Utilities	50,013	80,614	80,614	82,791	2,177	3%
Services	527,792	308,901	344,486	268,625	(75,861)	-22%
Supplies	11,582	11,762	26,762	11,762	(15,000)	-56%
Travel & Training	5,899	5,919	7,294	7,294	-	0%
Total Operations & Maintenance	1,605,863	1,319,918	1,427,724	992,948	(434,776)	-30%
TOTAL OPERATING EXPENDITURES	1,605,863	1,319,918	1,427,724	992,948	(434,776)	-30%
Capital Project Funds	-	-	-	-	-	0%
Capital Outlay	-	-	-	-	-	0%
Maintenance & Replacement Funds	-	-	-	-	-	0%
Total Capital	-	-	-	-	-	0%
Transfers Out	1,700,901	1,564,300	2,114,300	2,092,500	(21,800)	-1%
Other Uses	-	-	-	-	-	0%
Total Other Uses	1,700,901	1,564,300	2,114,300	2,092,500	(21,800)	-1%
TOTAL NON-OPERATING EXPENDITURES	1,700,901	1,564,300	2,114,300	2,092,500	(21,800)	-1%
TOTAL EXPENDITURES & OTHER USES	3,306,765	2,884,218	3,542,024	3,085,448	(456,576)	-13%

SUMMARY

Excess Revenues over(under) Expenditures	(131,390)	(48,808)	(170,787)	(119,511)	51,276	30%
FUND BALANCE, BEGINNING	1,301,443	1,175,308	1,170,053	999,266	(170,787)	-15%
FUND BALANCE, ENDING	1,170,053	1,126,500	999,266	879,755	(119,511)	-12%
Restricted/Assigned/Committed Funds	1,170,053	1,126,500	999,266	879,755	(119,511)	-12%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	\$ -	\$ -	\$ -	0%

RESTRICTED/ASSIGNED/COMMITTED FUNDS

Cash	\$ 1,170,053	\$ 1,126,500	\$ 999,266	\$ 879,755	\$ (119,511)	-12%
					-	0%
					-	0%
					-	0%
					-	0%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS	\$ 1,170,053	\$ 1,126,500	\$ 999,266	\$ 879,755	\$ (119,511)	-12%

SPECIAL REVENUE FUNDS

Current Year Fund Detail

Fiscal Year 2019/2020

Visitors Association Fund 220	4B Economic Developemnt Fund 200	Economic Developemnt Fund 200	Local Public Improvement Distric Fund 215	Public Arts Fund 225	Lone Star Public Facilities Fund 418	TOTAL
-------------------------------------	--	-------------------------------------	--	-------------------------	---	-------

REVENUES & OTHER SOURCES

General Sales Tax	\$ -	\$ 1,812,500	\$ -	\$ -	\$ -	\$ -	\$ 1,812,500
Property Tax	-	-	-	-	-	-	-
Charge for Services	-	-	-	-	-	-	-
Hotel Tax	816,702	-	36,982	-	-	-	853,684
Beverage Tax	-	-	-	-	-	-	-
Franchise Fees	-	-	-	-	-	-	-
Permits and Fees	-	-	-	-	-	-	-
Permits and Fees Building	-	-	-	-	-	-	-
Fines and Forfeitures	-	-	-	-	-	-	-
Investment Earnings	14,606	-	-	-	1,035	-	15,641
Contributions	-	-	280,000	-	-	-	280,000
Misc Income	4,112	-	-	-	-	-	4,112
Total Revenues	835,420	1,812,500	316,982	-	-	1,035	2,965,937
Transfers In	-	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-	-
Total Other Sources	-	-	-	-	-	-	-
TOTAL REVENUES AND OTHER SOURCES	\$ 835,420	\$ 1,812,500	\$ 316,982	\$ -	\$ -	\$ 1,035	\$ 2,965,937

EXPENDITURES AND OTHER USES

Payroll Salaries	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Payroll Transfers In	-	-	-	-	-	-	-
Total Payroll & Related	-	-	-	-	-	-	-
Debt	-	-	-	-	-	-	-
Economimc Development	-	-	36,982	-	-	-	36,982
Notices	20,615	-	-	-	-	-	20,615
Payroll Transfers Out	564,879	-	-	-	-	-	564,879
Repair & Maintenance	-	-	-	-	-	-	-
Rent & Utilities	82,791	-	-	-	-	-	82,791
Services	268,625	-	-	-	-	-	268,625
Supplies	11,762	-	-	-	-	-	11,762
Travel & Training	7,294	-	-	-	-	-	7,294
Total Operations & Maintenance	955,966	-	36,982	-	-	-	992,948
TOTAL OPERATING EXPENDITURES	955,966	-	36,982	-	-	-	992,948
Capital Project Funds	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Maintenance & Replacement Funds	-	-	-	-	-	-	-
Total Capital	-	-	-	-	-	-	-
Transfers Out	-	1,812,500	280,000	-	-	-	2,092,500
Other Uses	-	-	-	-	-	-	-
Total Other Uses	-	1,812,500	280,000	-	-	-	2,092,500
TOTAL NON-OPERATING EXPENDITURES	-	1,812,500	280,000	-	-	-	2,092,500
TOTAL EXPENDITURES AND OTHER USES	\$ 955,966	\$ 1,812,500	\$ 316,982	\$ -	\$ -	\$ -	\$ 3,085,448

SUMMARY

Excess Revenus over(under) Expenditures	(120,546)	-	-	-	-	1,035	(119,511)
BEGINNING FUND BALANCE	561,599	-	-	392,490	30,000	15,176	999,266
ENDING FUND BALANCE	\$ 441,053	\$ -	\$ -	\$ 392,490	\$ 30,000	\$ 16,211	\$ 879,755

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 and any future Westlake hotels.

Visitor Association Fund 220

Program Summary

Fiscal Year 2019/2020

	Actuals FY 17/18	Adopted Budget FY 18/19	Estimated Budget FY 18/19	Adopted Budget FY 19/20	FY 19/20 vs FY 18/19	Adopted Estimated
REVENUES & OTHER SOURCES						
General Sales Tax	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Property Tax	-	-	-	-	-	0%
Charge for Service	-	-	-	-	-	0%
Hotel Occupancy Tax	801,756	816,702	816,932	816,702	(230)	0%
Beverage Tax	-	-	-	-	-	0%
Franchise Fees	-	-	-	-	-	0%
Permits & Fees Other	-	-	-	-	-	0%
Permits & Fees Building	-	-	-	-	-	0%
Permits & Fees Utility	-	-	-	-	-	0%
Fines & Forfeitures	-	-	-	-	-	0%
Investment Earnings	19,104	14,606	14,606	14,606	-	0%
Contributions	-	-	-	-	-	0%
Misc Income	10,383	12,587	22,192	4,112	(18,080)	-81%
Total Revenues	831,242	843,895	853,730	835,420	(18,310)	-2%
Transfers In	-	-	-	-	-	0%
Other Sources	-	-	-	-	-	0%
Total Other Sources	-	-	-	-	-	0%
TOTAL REVENUES & OTHER SOURCES	\$ 831,242	\$ 843,895	\$ 853,730	\$ 835,420	\$ (18,310)	-2%
EXPENDITURES & OTHER USES						
Payroll Salaries	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Payroll Transfers In	-	-	-	-	-	0%
Total Payroll and Related	-	-	-	-	-	0%
Debt	-	-	-	-	-	0%
Economic Development	-	-	-	-	-	0%
Notices	22,064	20,615	20,615	20,615	-	0%
Payroll Transfers Out	518,510	555,167	610,971	564,879	(46,092)	-8%
Repair & Maintenance	-	-	-	-	-	0%
Rent & Utilities	50,013	80,614	80,614	82,791	2,177	3%
Services	267,251	308,901	315,466	268,625	(46,841)	-15%
Supplies	11,582	11,762	12,262	11,762	(500)	-4%
Travel & Training	5,899	5,919	7,294	7,294	-	0%
Total Operations & Maintenance	875,319	982,978	1,047,222	955,966	(91,256)	-9%
TOTAL OPERATING EXPENDITURES	875,319	982,978	1,047,222	955,966	(91,256)	-9%
Capital Project Funds	-	-	-	-	-	0%
Capital Outlay	-	-	-	-	-	0%
Maintenance & Replacment Funds	-	-	-	-	-	0%
Total Capital and M&R Projects	-	-	-	-	-	0%
Transfers Out	-	-	-	-	-	0%
Other Sources	-	-	-	-	-	0%
Total Other Uses	-	-	-	-	-	0%
TOTAL NON-OPERATING EXPENDITURES	-	-	-	-	-	0%
TOTAL EXPENDITURES & OTHER USES	875,319	982,978	1,047,222	955,966	(91,256)	-9%
SUMMARY						
Excess Revenues over(under) Expenditures	(44,077)	(139,083)	(193,492)	(120,546)	72,946	38%
FUND BALANCE, BEGINNING	799,168	755,091	755,091	561,599	(193,492)	-26%
FUND BALANCE, ENDING	755,091	616,008	561,599	441,053	(120,546)	-21%
Restricted/Assigned/Committed Funds	755,091	616,008	561,599	441,053	(120,546)	-21%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	\$ -	\$ -	\$ -	0%
RESTRICTED/ASSIGNED/COMMITTED FUNDS						
Cash 220 10110 00 000	\$ 755,091	\$ 616,008	\$ 561,599	\$ 441,053	\$ (120,546)	-21%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS	\$ 755,091	\$ 616,008	\$ 561,599	\$ 441,053	\$ (120,546)	-21%

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, and so the Town has used these funds to cover various operational costs and capital projects.

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 Committee, and Westlake’s annual Arbor Day celebration.

In prior years, the Visitors Association Fund was used (via transfer out) to make the debt service payment for the Westlake Academy Arts and Sciences building; however, as of FY17/18 the series 2013 refunding debt payments (originally series 2008) for has been moved to Debt Service Fund 301 to be covered by property tax revenues as these bonds are tax supported.

Revenues

- Total revenues are budgeted to be \$835,420
- This represents a 2% decrease of \$18,310 from prior year estimated revenues.
 - Hotel Occupancy Tax is budgeted at \$816,702; a decrease of \$230.
 - Investment earnings are budgeted to remain flat at \$14,606.
 - Miscellaneous income is budgeted at \$4,112; an 81% decrease of \$18,080
 - This revenue type is comprised of the Westlake Historical Preservation Society and encompasses several fund raising components; Membership sales decreased \$500; Decoration Day decreased \$10,925 due to a reduction in the poppy sales fundraiser; Car Show revenues decreased \$5,960 due to sponsors, registrations and pine car derby sales; printed materials sales decreased \$150; misc sponsor revenues decreased \$500

Operating Expenditures

- Total operating expenditures are budgeted to be \$955,966
- This represents an 9% decrease of \$91,256 from prior year estimated expenditures.
 - Payroll transfers out to the General Fund are budgeted to decrease \$46,092
 - A percentage of salaries are paid from the Visitors Association Fund; Town Manager’s office, Facilities, Parks and Recreation, Finance and Human Resources
 - Several department positions were changed midway thru FY18/19 resulting in changes to fund allocations for FY19/20.
 - Rent and Utilities increased \$2,117 based on the tiered leasing cost of the new municipal building space in July 2017.

- Service expenditures decreased \$46,841
 - The Administrative department increased \$2,310 due to auditor services and software maintenance costs; the Communications department decreased \$27,156 for marketing and promotions (\$14K) and contracted services (\$12K); the Westlake Historical Preservation Society showed decreases in administrative (\$500); Car Show (\$5.6K) Constitution Day (\$1K); Decoration Day (\$2K); Dedication markers and other expenses (\$2.5K)
- Supplies decreased \$500
- Travel and Training costs are budgeted to remain flat at \$7,294

Non-Operating Expenditures

- There are no budgeted non-operating expenditures for this fiscal year.
- In prior years, Transfers out to the Debt Service Fund were made from the Visitors Association Fund and moved to the property tax supported Debt Service Fund 301. These funds were originally used for debt service payments on Series 2013 General Obligation Refunding Bonds related to the construction of the Westlake Academy Arts and Sciences Center. Also, Transfers Out to General Fund for the Communication's department operating expenditures were removed from the Visitors Association Fund; these expenditures will now be absorbed by the General Fund.

Fund Balance

- Excess revenues over(under) expenditures are budgeted to be \$(120,546).
- The beginning fund balance is projected to \$561,599
- The ending fund balance is projected to be \$441,053

Fund
200

4B Economic Development Fund

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 200

Program Summary

Fiscal Year 2019/2020

	Actuals FY 17/18	Adopted Budget FY 18/19	Estimated Budget FY 18/19	Adopted Budget FY 19/20	FY 19/20 vs FY 18/19	Adopted Estimated
REVENUES & OTHER SOURCES						
General Sales Tax	\$ 1,500,901	\$ 1,400,000	\$ 1,950,000	\$ 1,812,500	\$ (137,500)	-7%
Property Tax	-	-	-	-	-	0%
Charge for Service	-	-	-	-	-	0%
Hotel Occupancy Tax	-	-	-	-	-	0%
Beverage Tax	-	-	-	-	-	0%
Franchise Fees	-	-	-	-	-	0%
Permits & Fees Other	-	-	-	-	-	0%
Permits & Fees Building	-	-	-	-	-	0%
Permits & Fees Utility	-	-	-	-	-	0%
Fines & Forfeitures	-	-	-	-	-	0%
Investment Earnings	-	-	-	-	-	0%
Contributions	-	-	-	-	-	0%
Misc Income	-	-	-	-	-	0%
Total Revenues	1,500,901	1,400,000	1,950,000	1,812,500	(137,500)	-7%
Transfers In	-	-	-	-	-	100%
Other Sources	-	-	-	-	-	0%
Total Other Sources	-	-	-	-	-	100%
TOTAL REVENUES & OTHER SOURCES	\$ 1,500,901	\$ 1,400,000	\$ 1,950,000	\$ 1,812,500	\$ (137,500)	-7%

EXPENDITURES & OTHER USES

Payroll Salaries	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Payroll Transfers In	-	-	-	-	-	0%
Total Payroll and Related	-	-	-	-	-	0%
Debt	-	-	-	-	-	0%
Economic Development	-	-	-	-	-	0%
Insurance	-	-	-	-	-	0%
Payroll Transfers Out	-	-	-	-	-	0%
Repair & Maintenance	-	-	-	-	-	0%
Rent & Utilities	-	-	-	-	-	0%
Services	-	-	-	-	-	0%
Supplies	-	-	-	-	-	0%
Water Purchases	-	-	-	-	-	0%
Total Operations & Maintenance	-	-	-	-	-	0%
TOTAL OPERATING EXPENDITURES	-	-	-	-	-	0%
Capital Project Funds	-	-	-	-	-	0%
Capital Outlay	-	-	-	-	-	0%
Maintenance & Replacement Funds	-	-	-	-	-	0%
Total Capital and M&R Projects	-	-	-	-	-	0%
Transfers Out	1,500,901	1,400,000	1,950,000	1,812,500	(137,500)	-7%
Other Sources	-	-	-	-	-	0%
Total Other Uses	1,500,901	1,400,000	1,950,000	1,812,500	(137,500)	-7%
TOTAL NON-OPERATING EXPENDITURES	1,500,901	1,400,000	1,950,000	1,812,500	(137,500)	-7%
TOTAL EXPENDITURES & OTHER USES	1,500,901	1,400,000	1,950,000	1,812,500	(137,500)	-7%

SUMMARY

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 \$1,812,500
 - This amount represents a 7% decrease of \$137,500 from prior year estimated.

Transfers Out

- Transfers out to the Debt Service Fund are budgeted to be \$1,812,500, representing 100% of revenues.
 - This amount represents a 7% decrease of \$137,500 from prior year estimated.

Fund Balance

- Budgeted to be zero.

This page is intentionally blank

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 210

Program Summary

Fiscal Year 2019/2020

	Actuals FY 17/18	Adopted Budget FY 18/19	Estimated Budget FY 18/19	Adopted Budget FY 19/20	FY 19/20 vs FY 18/19	Adopted Estimated
REVENUES & OTHER SOURCES						
General Sales Tax	\$ 422,441	\$ 300,000	\$ 300,000	\$ -	\$ (300,000)	-100%
Property Tax	-	-	-	-	-	0%
Charge for Service	-	-	-	-	-	0%
Hotel Occupancy Tax	47,411	36,940	36,982	36,982	-	0%
Beverage Tax	-	-	-	-	-	0%
Franchise Fees	-	-	-	-	-	0%
Permits & Fees Other	-	-	-	-	-	0%
Permits & Fees Building	-	-	-	-	-	0%
Permits & Fees Utility	-	-	-	-	-	0%
Fines & Forfeitures	-	-	-	-	-	0%
Investment Earnings	-	-	-	-	-	0%
Contributions	200,000	164,300	164,300	280,000	115,700	70%
Misc Income	-	-	-	-	-	0%
Total Revenues	669,852	501,240	501,282	316,982	(184,300)	-37%
Transfers In	-	-	-	-	-	0%
Other Sources	-	-	-	-	-	0%
Total Other Sources	-	-	-	-	-	0%
TOTAL REVENUES & OTHER SOURCES	\$ 669,852	\$ 501,240	\$ 501,282	\$ 316,982	\$ (184,300)	-37%

EXPENDITURES & OTHER USES

Payroll Salaries	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Payroll Transfers In	-	-	-	-	-	0%
Total Payroll and Related	-	-	-	-	-	0%
Debt	-	-	-	-	-	0%
Economic Development	469,851	336,940	336,982	36,982	(300,000)	-89%
Insurance	-	-	-	-	-	0%
Payroll Transfers Out	-	-	-	-	-	0%
Repair & Maintenance	-	-	-	-	-	0%
Rent & Utilities	-	-	-	-	-	0%
Services	-	-	-	-	-	0%
Supplies	-	-	-	-	-	0%
Water Purchases	-	-	-	-	-	0%
Total Operations & Maintenance	469,851	336,940	336,982	36,982	(300,000)	-89%
TOTAL OPERATING EXPENDITURES	469,851	336,940	336,982	36,982	(300,000)	-89%
Capital Project Funds	-	-	-	-	-	0%
Capital Outlay	-	-	-	-	-	0%
Maintenance & Replacement Funds	-	-	-	-	-	0%
Total Capital and M&R Projects	-	-	-	-	-	0%
Transfers Out	200,000	164,300	164,300	280,000	115,700	70%
Other Sources	-	-	-	-	-	0%
Total Other Uses	200,000	164,300	164,300	280,000	115,700	70%
TOTAL NON-OPERATING EXPENDITURES	200,000	164,300	164,300	280,000	115,700	70%
TOTAL EXPENDITURES & OTHER USES	669,851	501,240	501,282	316,982	(184,300)	-37%

SUMMARY

Excess Revenues over(under) Expenditures	-	-	-	-	-	0%
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 development agreement

Hotel/motel tax is 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 and Other Sources

- Total revenues and other sources are budgeted to be \$316,982.
- This represents a 37% decrease of \$184,300 from the prior year estimated.
 - General Sales Tax for Schwab decreased from \$300,000 to zero.
 - Hotel Occupancy Tax for Deloitte University remained flat at \$36,982.
 - Contributions are budgeted at \$280,000, an increase of \$115,700 (70%)
 - These payments are for the expected final platting of lots as noted above and are recorded in the Economic Development Fund and transferred to the Westlake Academy Expansion Fund.

Operating Expenditures

- Total operating expenditures are budgeted to be \$316,982
- This represents a 7% decrease of \$184,300 from the prior year estimated.
 - Economic development for Schwab Sales Tax decreased from \$300,000 to zero.

Non-Operating Expenditures

- Total non-operating expenditures are budgeted to be \$164,300
- This represents a 70% increase of \$115,700 from the prior year estimated.
 - Transfers out to the Westlake Academy Expansion Fund increased based on the expected platting of lots as noted above.

Fund Balance

- Budgeted to be zero

This page is intentionally blank

Fund 215

Local Public Improvement District

The Local 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.

Public Improvement District Local Fund 215

Program Summary

Fiscal Year 2019/2020

	Actuals FY 17/18	Adopted Budget FY 18/19	Estimated Budget FY 18/19	Adopted Budget FY 19/20	FY 19/20 vs FY 18/19	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 Other	-	-	-	-	-	0%
Permits & Fees Building	-	-	-	-	-	0%
Permits & Fees Utility	-	-	-	-	-	0%
Fines & Forfeitures	-	-	-	-	-	0%
Investment Earnings	-	-	-	-	-	0%
Contributions	-	-	-	-	-	0%
Misc Income	143,028	60,000	60,000	-	(60,000)	-100%
Total Revenues	143,028	60,000	60,000	-	(60,000)	-100%
Transfers In	-	-	-	-	-	100%
Other Sources	-	-	-	-	-	0%
Total Other Sources	-	-	-	-	-	100%
TOTAL REVENUES & OTHER SOURCES	\$ 143,028	\$ 60,000	\$ 60,000	\$ -	\$ (60,000)	-100%

EXPENDITURES & OTHER USES

Payroll Salaries	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Payroll Transfers In	-	-	-	-	-	0%
Total Payroll and Related	-	-	-	-	-	0%
Debt	-	-	-	-	-	0%
Economic Development	-	-	-	-	-	0%
Insurance	-	-	-	-	-	0%
Payroll Transfers Out	-	-	-	-	-	0%
Repair & Maintenance	-	-	-	-	-	0%
Rent & Utilities	-	-	-	-	-	0%
Services	260,541	-	38,330	-	(38,330)	-100%
Supplies	-	-	-	-	-	0%
Water Purchases	-	-	-	-	-	0%
Total Operations & Maintenance	260,541	-	38,330	-	(38,330)	-100%
TOTAL OPERATING EXPENDITURES	260,541	-	38,330	-	(38,330)	-100%
Capital Project Funds	-	-	-	-	-	0%
Capital Outlay	-	-	-	-	-	0%
Maintenance & Replacement Funds	-	-	-	-	-	0%
Total Capital and M&R Projects	-	-	-	-	-	0%
Transfers Out	-	-	-	-	-	0%
Other Sources	-	-	-	-	-	0%
Total Other Uses	-	-	-	-	-	0%
TOTAL NON-OPERATING EXPENDITURES	-	-	-	-	-	0%
TOTAL EXPENDITURES & OTHER USES	260,541	-	38,330	-	(38,330)	-100%

SUMMARY

Excess Revenues over(under) Expenditures	(117,513)	60,000	21,670	-	(21,670)	100%
FUND BALANCE, BEGINNING	488,485	370,820	370,820	392,490	21,670	6%
FUND BALANCE, ENDING	370,972	430,820	392,490	392,490	-	0%
Restricted/Assigned/Committed Funds	370,972	430,820	392,490	392,490	-	0%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	\$ -	\$ -	\$ -	0%

RESTRICTED/ASSIGNED/COMMITTED FUNDS

Cash	215	10110	00	000	\$ 370,972	\$ 430,820	\$ 392,490	\$ 392,490	\$ -	0%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS	\$ 370,972	\$ 430,820	\$ 392,490	\$ 392,490	\$ -	\$ -	\$ -	\$ -	\$ -	0%

Section 6 Special Revenue Funds

Local 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

- There are no budgeted revenues for FY19/20
- This reflects a 100% decrease of \$60,000 when compared to prior year estimated.
 - Misc. Income decreased \$15,000 due to one-time PID reimbursements receipts received in the prior year.

Expenditures and Transfers Out

- There are no budgeted expenditures for FY19/20
- This reflects a 100% decrease of \$38,330 when compared to prior year estimated.
 - Services decreased \$38,330 due to one-time costs in the prior year for consultant and attorney fees.

Fund Balance

- The ending fund balance is projected to be \$392,490.

This page is intentionally blank

Public Arts Fund

Westlake's Public Art Program is a visionary initiative which seeks to spread awareness of art within the larger culture of the Town and its process of governance.

Westlake seeks art that is enduring, timeless, and a treasure from the present that is given to the citizens of the future.

Public Arts Fund 225
Program Summary
Fiscal Year 2019/2020

	Actuals FY 17/18	Adopted Budget FY 18/19	Estimated Budget FY 18/19	Adopted Budget FY 19/20	FY 19/20 vs FY 18/19	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 Other	-	-	-	-	-	0%
Permits & Fees Building	-	-	-	-	-	0%
Permits & Fees Utility	-	-	-	-	-	0%
Fines & Forfeitures	-	-	-	-	-	0%
Investment Earnings	-	-	-	-	-	0%
Contributions	30,000	30,000	15,000	-	(15,000)	-100%
Misc Income	-	-	-	-	-	0%
Total Revenues	30,000	30,000	15,000	-	(15,000)	-100%
Transfers In	-	-	-	-	-	100%
Other Sources	-	-	-	-	-	0%
Total Other Sources	-	-	-	-	-	100%
TOTAL REVENUES & OTHER SOURCES	\$ 30,000	\$ 30,000	\$ 15,000	\$ -	\$ (15,000)	-100%

EXPENDITURES & OTHER USES						
Payroll Salaries	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Payroll Transfers In	-	-	-	-	-	0%
Total Payroll and Related	-	-	-	-	-	0%
Debt	-	-	-	-	-	0%
Economic Development	-	-	-	-	-	0%
Insurance	-	-	-	-	-	0%
Payroll Transfers Out	-	-	-	-	-	0%
Repair & Maintenance	-	-	-	-	-	0%
Rent & Utilities	-	-	-	-	-	0%
Services	-	-	-	-	-	0%
Supplies	-	-	15,000	-	(15,000)	-100%
Water Purchases	-	-	-	-	-	0%
Total Operations & Maintenance	-	-	15,000	-	(15,000)	-100%
TOTAL OPERATING EXPENDITURES	-	-	15,000	-	(15,000)	-100%
Capital Project Funds	-	-	-	-	-	0%
Capital Outlay	-	-	-	-	-	0%
Maintenance & Replacement Funds	-	-	-	-	-	0%
Total Capital and M&R Projects	-	-	-	-	-	0%
Transfers Out	-	-	-	-	-	0%
Other Sources	-	-	-	-	-	0%
Total Other Uses	-	-	-	-	-	0%
TOTAL NON-OPERATING EXPENDITURES	-	-	-	-	-	0%
TOTAL EXPENDITURES & OTHER USES	-	-	15,000	-	(15,000)	-100%

SUMMARY						
Excess Revenues over(under) Expenditures	30,000	30,000	-	-	-	0%
FUND BALANCE, BEGINNING	-	30,000	30,000	30,000	-	0%
FUND BALANCE, ENDING	30,000	60,000	30,000	30,000	-	0%
Restricted/Assigned/Committed Funds	30,000	60,000	30,000	30,000	-	0%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	\$ -	\$ -	\$ -	0%

RESTRICTED/ASSIGNED/COMMITTED FUNDS						
Cash	225 10110 00 000	\$ 30,000	\$ 60,000	\$ 30,000	\$ 30,000	\$ - 0%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS		\$ 30,000	\$ 60,000	\$ 30,000	\$ 30,000	\$ - 0%

The Town of Westlake, through its Texas Public Arts Competition Advisory Committee, is accepting qualifications from artists for a Public Art installation in the Solana median, east of the Solana and Granada/Cortes intersection in Westlake Texas.

This is the first in a series of such pieces planned for the Town and will, therefore, set an artistic standard for future works. The site is part of a larger tract shared with Westlake's new Fire Station Complex, now under construction.

Revenues and Transfers In

- There are no budgeted revenues for FY19/20
- This reflects a 100% decrease of \$15,000 when compared to prior year estimated.
 - Contributions decreased \$15,000 due to one-time honorarium receipts received in the prior year.

Expenditures and Transfers Out

- There are no budgeted expenditures for FY19/20
- This reflects a 100% decrease of \$15,000 when compared to prior year estimated.
 - Supplies decreased \$15,000 due to one-time honorarium costs in the prior year.

Fund Balance

- The ending fund balance is projected to be \$30,000.

This page is intentionally blank

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 Transportation Fund 418

Program Summary

Fiscal Year 2019/2020

	Actuals FY 17/18	Adopted Budget FY 18/19	Estimated Budget FY 18/19	Adopted Budget FY 19/20	FY 19/20 vs FY 18/19	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 Other	-	-	-	-	-	0%
Permits & Fees Building	-	-	-	-	-	0%
Permits & Fees Utility	-	-	-	-	-	0%
Fines & Forfeitures	-	-	-	-	-	0%
Investment Earnings	351	275	1,035	1,035	-	0%
Contributions	-	-	-	-	-	0%
Misc Income	-	-	-	-	-	0%
Total Revenues	351	275	1,035	1,035	-	0%
Transfers In	-	-	-	-	-	0%
Other Sources	-	-	-	-	-	0%
Total Other Sources	-	-	-	-	-	0%
TOTAL REVENUES & OTHER SOURCES	\$ 351	\$ 275	\$ 1,035	\$ 1,035	\$ -	0%

EXPENDITURES & OTHER USES

Payroll Salaries	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Payroll Transfers In	-	-	-	-	-	0%
Total Payroll and Related	-	-	-	-	-	0%
Debt	-	-	-	-	-	0%
Economic Development	-	-	-	-	-	0%
Insurance	-	-	-	-	-	0%
Payroll Transfers Out	-	-	-	-	-	0%
Repair & Maintenance	-	-	-	-	-	0%
Rent & Utilities	-	-	-	-	-	0%
Services	-	-	-	-	-	0%
Supplies	-	-	-	-	-	0%
Water Purchases	-	-	-	-	-	0%
Total Operations & Maintenance	-	-	-	-	-	0%
TOTAL OPERATING EXPENDITURES	-	-	-	-	-	0%
Capital Project Funds	-	-	-	-	-	0%
Capital Outlay	-	-	-	-	-	0%
Maintenance & Replacement Funds	-	-	-	-	-	0%
Total Capital and M&R Projects	-	-	-	-	-	0%
Transfers Out	-	-	-	-	-	0%
Other Sources	-	-	-	-	-	0%
Total Other Uses	-	-	-	-	-	0%
TOTAL NON-OPERATING EXPENDITURES	-	-	-	-	-	0%
TOTAL EXPENDITURES & OTHER USES	-	-	-	-	-	0%

SUMMARY

Excess Revenues over(under) Expenditures	351	275	1,035	1,035	-	0%
FUND BALANCE, BEGINNING	13,790	14,141	14,141	15,176	1,035	7%
FUND BALANCE, ENDING	14,141	14,416	15,176	16,211	1,035	7%
Restricted/Assigned/Committed Funds	14,141	14,416	15,176	16,211	1,035	7%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	\$ -	\$ -	\$ -	0%

RESTRICTED/ASSIGNED/COMMITTED FUNDS

Cash	418	10110	00	000	\$ 14,141	\$ 14,416	\$ 15,176	\$ 16,211	\$ 1,035	7%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS					\$ 14,141	\$ 14,416	\$ 15,176	\$ 16,211	\$ 1,035	7%

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 \$1,035 in interest earnings.

Expenditures

- There have been no fund expenditures since inception.

Fund Balance

- The ending fund balance is projected to be \$16,211.

This page is intentionally blank

SECTION 7



DEBT SERVICE FUNDS

This page is intentionally blank

DEBT SERVICE FUNDS

Combined Program Summary

Fiscal Year 2019/2020

	Actuals FY 17/18	Adopted Budget FY 18/19	Estimated Budget FY 18/19	Adopted Budget FY 19/20	FY 19/20 vs FY 18/19	Adopted vs Estimated
REVENUES & OTHER SOURCES						
General Sales Tax	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Property Tax	297,461	256,878	299,430	666,221	366,791	122%
Hotel Tax	-	-	-	-	-	0%
Charge for Services	-	-	-	-	-	0%
Beverage Tax	-	-	-	-	-	0%
Franchise Fees	-	-	-	-	-	0%
Permits & Fees Other	-	-	-	-	-	0%
Permits & Fees Buildings	-	-	-	-	-	0%
Permits & Fees Utility	-	-	-	-	-	0%
Fines & Forfeitures	-	-	-	-	-	0%
Investment Earnings	-	-	-	-	-	0%
Contributions	-	-	-	-	-	0%
Misc Income	-	-	-	-	-	0%
Total Revenues	297,461	256,878	299,430	666,221	366,791	122%
Transfers In	2,412,169	2,405,901	2,405,901	1,988,489	(417,412)	-17%
Other Sources	-	-	-	-	-	0%
Total Other Sources	2,412,169	2,405,901	2,405,901	1,988,489	(417,412)	100%
TOTAL REVENUES & OTHER SOURCES	\$ 2,709,630	\$ 2,662,779	\$ 2,705,331	\$ 2,654,710	\$ (50,621)	-2%

EXPENDITURES & OTHER USES

Payroll Salaries	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Payroll Transfer In	-	-	-	-	-	0%
Total Payroll and Related	-	-	-	-	-	0%
Debt	2,688,113	2,689,990	2,689,990	2,694,080	4,090	0%
Economic Development	-	-	-	-	-	0%
Insurance	-	-	-	-	-	0%
Payroll Transfer Out	-	-	-	-	-	0%
Repair & Maintenance	-	-	-	-	-	0%
Rent & Utilities	-	-	-	-	-	0%
Services	2,229	3,610	3,610	3,610	-	0%
Supplies	-	-	-	-	-	0%
Water Purchases	-	-	-	-	-	0%
Total Operations & Maintenance	2,690,342	2,693,600	2,693,600	2,697,690	4,090	0%
TOTAL OPERATING EXPENDITURES	2,690,342	2,693,600	2,693,600	2,697,690	4,090	0%
Capital Project Funds	-	-	-	-	-	0%
Capital Outlay	-	-	-	-	-	0%
Maintenance & Replacement Funds	-	-	-	-	-	0%
Total Capital	-	-	-	-	-	0%
Transfers Out	-	-	-	-	-	0%
Other Uses	-	-	-	-	-	0%
Total Other Uses	-	-	-	-	-	0%
TOTAL NON-OPERATING EXPENDITURES	-	-	-	-	-	0%
TOTAL EXPENDITURES & OTHER USES	2,690,342	2,693,600	2,693,600	2,697,690	4,090	0%

SUMMARY

Excess Revenues over(under) Expenditures	19,288	(30,821)	11,731	(42,980)	(54,711)	466%
FUND BALANCE, BEGINNING	11,961	31,249	31,249	42,980	11,731	38%
FUND BALANCE, ENDING	31,249	428	42,980	(0)	(42,980)	-100%
Restricted/Assigned/Committed Funds	31,249	428	42,980	(0)	(42,980)	-100%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	\$ -	\$ -	\$ -	0%

RESTRICTED/ASSIGNED/COMMITTED FUNDS

Cash	\$ 31,249	\$ 428	\$ 42,980	\$ (0)	\$ (42,980)	-100%
	-	-	-	-	-	0%
	-	-	-	-	-	0%
	-	-	-	-	-	0%
	-	-	-	-	-	0%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS	\$ 31,249	\$ 428	\$ 42,980	\$ (0)	\$ (42,980)	-100%

DEBT SERVICE FUNDS

Current Year Fund Detail

Fiscal Year 2019/2020

Debt Service Fund 300 (revenue supported)	Debt Service Fund 301 (property tax supported)	TOTAL
---	--	-------

REVENUES & OTHER SOURCES

General Sales Tax	\$ -	\$ -	\$ -
Property Tax	-	666,221	666,221
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	-	666,221	666,221
Transfers In	1,988,489	-	1,988,489
Other Sources	-	-	-
Total Other Sources	1,988,489	-	1,988,489
TOTAL REVENUES AND OTHER SOURCES	\$ 1,988,489	\$ 666,221	\$ 2,654,710

EXPENDITURES AND OTHER USES

Payroll Salaries	\$ -	\$ -	\$ -
Payroll Transfers In	-	-	-
Total Payroll & Related	-	-	-
Debt	1,985,759	708,321	2,694,080
Economimc Development	-	-	-
Insurance	-	-	-
Payroll Transfers Out	-	-	-
Repair & Maintenance	-	-	-
Rent & Utilities	-	-	-
Services	2,730	880	3,610
Supplies	-	-	-
Water Purchases	-	-	-
Total Operations & Maintenance	1,988,489	709,201	2,697,690
TOTAL OPERATING EXPENDITURES	1,988,489	709,201	2,697,690
Capital Project Funds	-	-	-
Capital Outlay	-	-	-
Maintenance & Replacement Funds	-	-	-
Total Capital	-	-	-
Transfers Out	-	-	-
Other Uses	-	-	-
Total Other Uses	-	-	-
TOTAL NON-OPERATING EXPENDITURES	-	-	-
TOTAL EXPENDITURES AND OTHER USES	\$ 1,988,489	\$ 709,201	\$ 2,697,690

SUMMARY

Excess Revenus over(under) Expenditures	-	(42,980)	(42,980)
BEGINNING FUND BALANCE	-	42,980	42,980
ENDING FUND BALANCE	\$ -	\$ (0)	\$ (0)

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

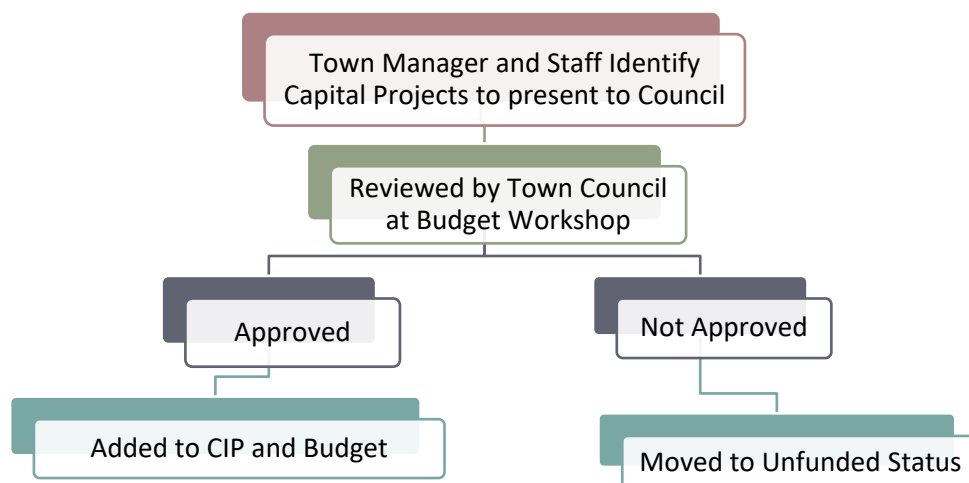
Debt management policies are written guidelines and restrictions that affect the amount and type of debt issued by a state or local government, the issuance process, and the management of a debt portfolio. A debt management policy improves the quality of decisions, provides justification for the structure 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 funds 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:
 - State constitution and/or law which limit the Town's ad valorem rate.
 - Local charter, by-laws, resolution or ordinance, or covenant.
- b. *Public Policy* limits include:
 - Purposes for which debt proceeds may be used or prohibited,
 - Types of debt that may be issued or prohibited,
 - Relationship to and integration with the Capital Improvement Program,
 - 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
 - Debt per capita,
 - Debt to personal income,
 - Debt to taxable property value, and
 - Debt service payments as a percentage of general fund revenues or expenditures.

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, Leases, User fees, Impact fees
- Use of reserves
- Use of either current on-going general revenues or one-time revenues
- Contributions from developers and others

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:**
 - 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.
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.

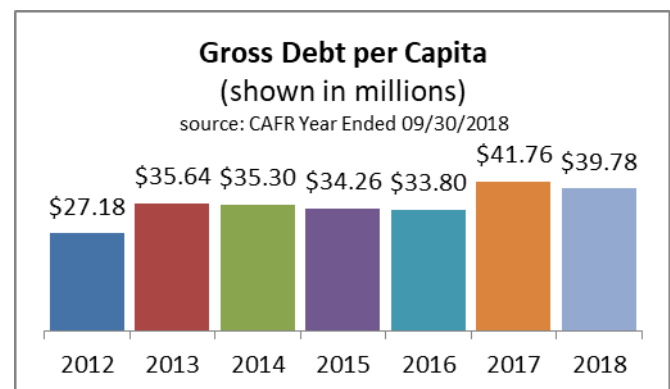
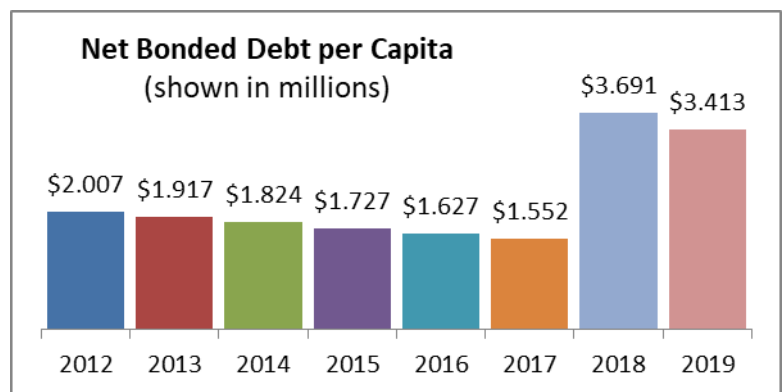
It is important to note, the rating agencies take into consideration not only gross debt ratios, but more notably net debt ratios.

While the Town's bonded debt is ultimately secured by a pledge of its ad valorem tax, the majority of it is actually paid from municipal sales tax revenues and other sources.

The following series will be paid with property taxes.

- Series 2011 CO for street infrastructure improvements and repairs
- Series 2013 CO for the Westlake Academy Expansion
- Series 2013 GO-Refunding for the Arts and Sciences Center

This comparison results in a more accurate reflection of the Town's net debt per capita.



Debt Service Fund

(non-property tax revenue supported)

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.

Debt Service Fund 300 (Non-Tax Revenue Supported)

Program Summary

Fiscal Year 2019/2020

	Actuals FY 17/18	Adopted Budget FY 18/19	Estimated Budget FY 18/19	Adopted Budget FY 19/20	FY 19/20 vs FY 18/19	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 Other	-	-	-	-	-	0%
Permits & Fees Building	-	-	-	-	-	0%
Permits & Fees Utility	-	-	-	-	-	0%
Fines & Forfeitures	-	-	-	-	-	0%
Investment Earnings	-	-	-	-	-	0%
Contributions	-	-	-	-	-	0%
Misc Income	-	-	-	-	-	0%
Total Revenues	-	-	-	-	-	0%
Transfers In	2,412,169	2,405,901	2,405,901	1,988,489	(417,412)	-17%
Other Sources	-	-	-	-	-	0%
Total Other Sources	2,412,169	2,405,901	2,405,901	1,988,489	(417,412)	-17%
TOTAL REVENUES & OTHER SOURCES	\$ 2,412,169	\$ 2,405,901	\$ 2,405,901	\$ 1,988,489	\$ (417,412)	-17%
EXPENDITURES & OTHER USES						
Payroll Salaries	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Payroll Transfers In	-	-	-	-	-	0%
Total Payroll and Related	-	-	-	-	-	0%
Debt	2,410,429	2,403,171	2,403,171	1,985,759	(417,412)	-17%
Economic Development	-	-	-	-	-	0%
Insurance	-	-	-	-	-	0%
Payroll Transfers Out	-	-	-	-	-	0%
Repair & Maintenance	-	-	-	-	-	0%
Rent & Utilities	-	-	-	-	-	0%
Services	1,740	2,730	2,730	2,730	-	0%
Supplies	-	-	-	-	-	0%
Water Purchases	-	-	-	-	-	0%
Total Operations & Maintenance	2,412,169	2,405,901	2,405,901	1,988,489	(417,412)	-17%
TOTAL OPERATING EXPENDITURES	2,412,169	2,405,901	2,405,901	1,988,489	(417,412)	-17%
Capital Project Funds	-	-	-	-	-	0%
Capital Outlay	-	-	-	-	-	0%
Maintenance & Replacment Funds	-	-	-	-	-	0%
Total Capital and M&R Projects	-	-	-	-	-	0%
Transfers Out	-	-	-	-	-	0%
Other Sources	-	-	-	-	-	0%
Total Other Uses	-	-	-	-	-	0%
TOTAL NON-OPERATING EXPENDITURES	-	-	-	-	-	0%
TOTAL EXPENDITURES & OTHER USES	2,412,169	2,405,901	2,405,901	1,988,489	(417,412)	-17%
SUMMARY						
Excess Revenues over(under) Expenditures	-	-	-	-	-	0%
FUND BALANCE, BEGINNING	-	-	-	-	-	0%
FUND BALANCE, ENDING	-	-	-	-	-	0%
Restricted/Assigned/Committed Funds	-	-	-	-	-	0%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	\$ -	\$ -	\$ -	0%
RESTRICTED/ASSIGNED/COMMITTED FUNDS						
Cash 300 10110 00 000	\$ -	\$ -	\$ -	\$ -	\$ -	0%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS	\$ -	\$ -	\$ -	\$ -	\$ -	0%

Section 7 Debt Service Funds
Debt Service Fund 300 Overview

This Debt Service Fund is used to manage payments on all general government related debt except for property tax supported debt which is paid through Fund 301. 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 long-term debt is usually a more expensive financing method, alternative financing sources are 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. Transfers from 4B Economic Development Fund and the General Fund comprise the bulk of this debt service fund revenues.

The following series have been moved to Fund 301 to be covered by property tax revenues as these bonds are tax supported.

- In FY11/12 the series 2011 Certificates of Obligation debt payment for the improvements to street infrastructure.
- In FY17/18 the series 2013 refunding debt payments (originally series 2008 noted below) for the Westlake Academy Arts and Sciences building.
- In FY19/20 a partial amount of series 2013 Certificates of Obligation debt payment for the expansion construction at Westlake Academy.

Revenues and Other Sources

- Total Transfers In are budgeted to be \$1,988,489
- This represents a 17% decrease of \$417,412 from prior year estimated.
 - Due to a partial amount of series 2013 CO being moved to fund 301 as noted above.

Expenditures and Other Uses

- Expenditures and Other Sources are budgeted to be \$1,988,489;
- This represents a 17% decrease of \$417,412 from prior year estimated.
 - Bank service charges are budgeted to remain flat at \$2,730
 - Debt service expenditures are budgeted to be \$1,985,759; a 17% decrease of \$417,412 from prior year estimated due to a partial amount of series 2013 CO being moved to fund 301 as noted above.

Debt Service Fund 300

Revenue Supported Debt

		Fire Station Complex						
Pymt No.	Fiscal Year	Fire Station Complex			Fire Station Complex			
		SERIES 2017 Texas Tax Note			SERIES 2016 CO			
		Program 16		TOTAL	Program 17		TOTAL	
		Principal	Interest		Principal	Interest		
1	2020	\$ 215,000	\$ 18,254	\$ 233,254	\$ 210,000	\$ 298,500	\$ 508,500	
2	2021	219,000	14,326	233,326	215,000	292,125	507,125	
3	2022	223,000	10,326	233,326	225,000	285,525	510,525	
4	2023	227,000	6,254	233,254	230,000	278,700	508,700	
5	2024	232,000	2,100	234,100	235,000	271,725	506,725	
6	2025	-	-	-	245,000	264,525	509,525	
7	2026	-	-	-	250,000	257,100	507,100	
8	2027	-	-	-	260,000	249,450	509,450	
9	2028	-	-	-	265,000	241,575	506,575	
10	2029	-	-	-	275,000	233,475	508,475	
11	2030	-	-	-	285,000	225,075	510,075	
12	2031	-	-	-	290,000	216,450	506,450	
13	2032	-	-	-	300,000	207,600	507,600	
14	2033	-	-	-	310,000	198,450	508,450	
15	2034	-	-	-	320,000	189,000	509,000	
16	2035	-	-	-	330,000	179,250	509,250	
17	2036	-	-	-	340,000	169,200	509,200	
18	2037	-	-	-	350,000	158,850	508,850	
19	2038	-	-	-	360,000	146,400	506,400	
20	2039	-	-	-	375,000	131,700	506,700	
21	2040	-	-	-	390,000	116,400	506,400	
22	2041	-	-	-	410,000	100,400	510,400	
23	2042	-	-	-	425,000	83,700	508,700	
24	2043	-	-	-	440,000	66,400	506,400	
25	2044	-	-	-	460,000	48,400	508,400	
26	2045	-	-	-	480,000	29,600	509,600	
30	2046	-	-	-	500,000	10,000	510,000	
TOTAL		\$ 1,116,000	\$ 51,259	\$ 1,167,259	\$ 8,775,000	\$ 4,949,575	\$ 13,724,575	
Issued By:		The Independent Bank			US Bank			
Account No:		ML-0000-93465			251-965-000			
Original Issue:		\$1,530,000			\$9,180,000			
Issue Date:		May 2017			December 2016			
End Date:		7 years = 2024			30 years = 2046			

Debt Service Fund 300

Revenue Supported Debt

		Westlake Academy					
		Refunding of 2007 (orig 2002)			Refunding of 2003		
		SERIES 2017 GO-Refunding			SERIES 2014 GO-Refunding		
Pymt No.	Fiscal Year	Program 15		TOTAL	Program 14		TOTAL
		Principal	Interest		Principal	Interest	
1	2020	\$ 35,000	\$ 226,375	\$ 261,375	\$ 5,000	\$ 64,680	\$ 69,680
2	2021	35,000	225,675	260,675	5,000	64,500	69,500
3	2022	35,000	224,888	259,888	5,000	64,320	69,320
4	2023	35,000	223,925	258,925	5,000	64,140	69,140
5	2024	40,000	222,800	262,800	5,000	63,960	68,960
6	2025	605,000	210,100	815,100	5,000	63,780	68,780
7	2026	625,000	185,500	810,500	5,000	63,600	68,600
8	2027	645,000	160,100	805,100	5,000	63,420	68,420
9	2028	675,000	133,700	808,700	5,000	63,240	68,240
10	2029	715,000	105,900	820,900	350,000	56,150	406,150
11	2030	735,000	76,900	811,900	360,000	41,950	401,950
12	2031	775,000	46,700	821,700	375,000	27,250	402,250
13	2032	780,000	15,600	795,600	395,000	9,874	404,874
14	2033	-	-	-	-	-	-
15	2034	-	-	-	-	-	-
16	2035	-	-	-	-	-	-
17	2036	-	-	-	-	-	-
18	2037	-	-	-	-	-	-
19	2038	-	-	-	-	-	-
20	2039	-	-	-	-	-	-
21	2040	-	-	-	-	-	-
22	2041	-	-	-	-	-	-
23	2042	-	-	-	-	-	-
24	2043	-	-	-	-	-	-
25	2044	-	-	-	-	-	-
26	2045	-	-	-	-	-	-
30	2046	-	-	-	-	-	-
TOTAL		\$ 5,735,000	\$ 2,058,163	\$ 7,793,163	\$ 1,525,000	\$ 710,864	\$ 2,235,864
Issued By:		US Bank			US Bank		
Account No:		231-799-000			207-801-000		
Original Issue:		\$5,795,000			\$1,910,000		
Issue Date:		February 2007			January 2014		
End Date:		30 years = 2032			30 years = 2032		

Debt Service Fund 300

Revenue Supported Debt

		Westlake Academy					
		Partial refunding of 2002 & 2003			Academy Expansion		
		SERIES 2011 GO-Refunding			SERIES 2013 CO		
Pymt No.	Fiscal Year	Program 10		TOTAL	Program 12		TOTAL
		Principal	Interest		Principal	Interest	
1	2020	\$ 730,000	\$ 149,750	\$ 879,750	\$ -	\$ 33,200	\$ 33,200
2	2021	750,000	127,550	877,550	-	71,875	71,875
3	2022	770,000	104,750	874,750	-	75,880	75,880
4	2023	790,000	81,350	871,350	-	74,756	74,756
5	2024	820,000	55,150	875,150	-	77,381	77,381
6	2025	260,000	36,250	296,250	-	70,973	70,973
7	2026	260,000	27,150	287,150	-	77,715	77,715
8	2027	275,000	17,100	292,100	-	75,001	75,001
9	2028	290,000	5,800	295,800	-	76,236	76,236
10	2029	-	-	-	-	173,056	173,056
11	2030	-	-	-	-	174,024	174,024
12	2031	-	-	-	-	170,153	170,153
13	2032	-	-	-	154,550	158,748	313,298
14	2033	-	-	-	-	47,900	47,900
15	2034	-	-	-	-	49,769	49,769
16	2035	-	-	-	-	51,104	51,104
17	2036	-	-	-	-	51,905	51,905
18	2037	-	-	-	-	48,429	48,429
19	2038	-	-	-	-	49,600	49,600
20	2039	-	-	-	-	50,287	50,287
21	2040	-	-	-	-	49,797	49,797
22	2041	-	-	-	7,700	40,406	48,106
23	2042	-	-	-	25,500	24,742	50,242
24	2043	-	-	-	43,300	8,366	51,666
25	2044	-	-	-	-	-	-
26	2045	-	-	-	-	-	-
30	2046	-	-	-	-	-	-
TOTAL		\$ 4,945,000	\$ 604,850	\$ 5,549,850	\$ 231,050	\$ 1,781,303	\$ 2,012,353
Issued By:		US Bank			US Bank		
Account No:		156-460-000			203-909-000		
Original Issue:		\$7,375,000			\$8,500,000		
Issue Date:		December 2011			April 2013		
End Date:		20 years = ends 2028			25 years = ends 2043		

Debt Service Fund 300

Revenue Supported Debt

		GRAND TOTAL		
Pymt No.	Fiscal Year	Principal	Interest	TOTAL
1	2020	\$ 1,195,000	\$ 790,759	\$ 1,985,759
2	2021	1,224,000	796,051	2,020,051
3	2022	1,258,000	765,689	2,023,689
4	2023	1,287,000	729,125	2,016,125
5	2024	1,332,000	693,116	2,025,116
6	2025	1,115,000	645,628	1,760,628
7	2026	1,140,000	611,065	1,751,065
8	2027	1,185,000	565,071	1,750,071
9	2028	1,235,000	520,551	1,755,551
10	2029	1,340,000	568,581	1,908,581
11	2030	1,380,000	517,949	1,897,949
12	2031	1,440,000	460,553	1,900,553
13	2032	1,629,550	391,822	2,021,372
14	2033	310,000	246,350	556,350
15	2034	320,000	238,769	558,769
16	2035	330,000	230,354	560,354
17	2036	340,000	221,105	561,105
18	2037	350,000	207,279	557,279
19	2038	360,000	196,000	556,000
20	2039	375,000	181,987	556,987
21	2040	390,000	166,197	556,197
22	2041	417,700	140,806	558,506
23	2042	450,500	108,442	558,942
24	2043	483,300	74,766	558,066
25	2044	460,000	48,400	508,400
26	2045	480,000	29,600	509,600
30	2046	500,000	10,000	510,000
TOTAL		\$ 22,327,050	\$ 10,156,014	\$ 32,483,064
Issued By:				
Account No:				
Original Issue:				
Issue Date:				
End Date:				

This page is intentionally blank

Fund 301

Debt Service Fund

(Property Tax Supported)

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 Fund 301 (Property Tax Supported)

Program Summary

Fiscal Year 2019/2020

	Actuals FY 17/18	Adopted Budget FY 18/19	Estimated Budget FY 18/19	Adopted Budget FY 19/20	FY 19/20 vs FY 18/19	Adopted Estimated
REVENUES & OTHER SOURCES						
General Sales Tax	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Property Tax	297,461	256,878	299,430	666,221	366,791	122%
Charge for Service	-	-	-	-	-	0%
Hotel Occupancy Tax	-	-	-	-	-	0%
Beverage Tax	-	-	-	-	-	0%
Franchise Fees	-	-	-	-	-	0%
Permits & Fees Other	-	-	-	-	-	0%
Permits & Fees Building	-	-	-	-	-	0%
Permits & Fees Utility	-	-	-	-	-	0%
Fines & Forfeitures	-	-	-	-	-	0%
Investment Earnings	-	-	-	-	-	0%
Contributions	-	-	-	-	-	0%
Misc Income	-	-	-	-	-	0%
Total Revenues	297,461	256,878	299,430	666,221	366,791	122%
Transfers In	-	-	-	-	-	100%
Other Sources	-	-	-	-	-	0%
Total Other Sources	-	-	-	-	-	100%
TOTAL REVENUES & OTHER SOURCES	\$ 297,461	\$ 256,878	\$ 299,430	\$ 666,221	\$ 366,791	122%

EXPENDITURES & OTHER USES						
Payroll Salaries	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Payroll Transfers In	-	-	-	-	-	0%
Total Payroll and Related	-	-	-	-	-	0%
Debt	277,684	286,819	286,819	708,321	421,502	147%
Economic Development	-	-	-	-	-	0%
Insurance	-	-	-	-	-	0%
Payroll Transfers Out	-	-	-	-	-	0%
Repair & Maintenance	-	-	-	-	-	0%
Rent & Utilities	-	-	-	-	-	0%
Services	489	880	880	880	-	0%
Supplies	-	-	-	-	-	0%
Water Purchases	-	-	-	-	-	0%
Total Operations & Maintenance	278,173	287,699	287,699	709,201	421,502	147%
TOTAL OPERATING EXPENDITURES	278,173	287,699	287,699	709,201	421,502	147%
Capital Project Funds	-	-	-	-	-	0%
Capital Outlay	-	-	-	-	-	0%
Maintenance & Replacement Funds	-	-	-	-	-	0%
Total Capital and M&R Projects	-	-	-	-	-	0%
Transfers Out	-	-	-	-	-	0%
Other Sources	-	-	-	-	-	0%
Total Other Uses	-	-	-	-	-	0%
TOTAL NON-OPERATING EXPENDITURES	-	-	-	-	-	0%
TOTAL EXPENDITURES & OTHER USES	278,173	287,699	287,699	709,201	421,502	147%

SUMMARY						
Excess Revenues over(under) Expenditures	19,288	(30,821)	11,731	(42,980)	(54,711)	466%
FUND BALANCE, BEGINNING	11,961	31,249	31,249	42,980	11,731	38%
FUND BALANCE, ENDING	31,249	428	42,980	(0)	(42,980)	-100%
Restricted/Assigned/Committed Funds	31,249	428	42,980	(0)	(42,980)	-100%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	\$ -	\$ -	\$ -	0%

RESTRICTED/ASSIGNED/COMMITTED FUNDS						
Cash 301 10110 00 000	\$ 31,249	\$ 428	\$ 42,980	\$ (0)	\$ (42,980)	-100%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS	\$ 31,249	\$ 428	\$ 42,980	\$ (0)	\$ (42,980)	-100%

Section 7 Debt Service Funds
Debt Service Fund 301 Overview

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. In prior years, this Debt Service Fund was used primarily to manage debt service payments associated with the various street projects.

- In FY11/12 this fund absorbed the series 2011 Certificates of Obligation debt payment for the improvements to street infrastructure. This debt payment was originally in Debt Service Fund 300 and was paid via a transfer in from the 4B Economic Development Fund. The decision was made to move this payment to Debt Service Fund 301 to be covered by property tax revenues as these bonds are tax supported.
- In FY17/18 this fund absorbed the series 2013 refunding debt payments (originally series 2008) of the Westlake Academy Arts and Sciences building. This increased the interest & sinking portion of the rate by \$0.01669. This debt payment was originally in Debt Service Fund 300 and was paid via a transfer in from the Visitors Association Fund. The decision was made to move this payment to Debt Service Fund 301 to be covered by property tax revenues as these bonds are tax supported.
- In FY19/20 this fund absorbed a partial amount of series 2013 Certificates of Obligation debt payment for the expansion construction at Westlake Academy. This increased the interest & sinking portion of the rate by \$0.02166. This debt payment was originally in Debt Service Fund 300 and was paid via a transfer in from the 4B Economic Development Fund. The decision was made to move this payment to Debt Service Fund 301 to be covered by property tax revenues as these bonds are tax supported.

Year	Rate	Change
FY15/16	0.01687	
FY16/17	0.00813	(0.00874)
FY17/18	0.02482	0.01669
FY18/19	0.02399	(0.00083)
FY19/20	0.04565	0.02166

Revenues and Other Sources

Property Tax revenues are budgeted to be \$666,221:

This amount represents a 122% increase of \$366,791 from prior year estimated.

- Due to additional property tax supported debt (2013 CO).

Expenditures and Other Uses

Budgeted to be \$709,201; a 147% increase of \$421,502 from the prior year estimated.

- Principal and interest payments increased \$421,502 based on the original payment schedules for FY 19-20 and the inclusion of 2013 CO noted above.
- Bank Charge services are projected to remain flat at \$880

Debt Service Fund 301

Property Tax Supported Debt

		WESTLAKE ACADEMY			WESTLAKE ACADEMY		
		Refunding of 2008 for A&S Bldg			Academy Expansion		
		SERIES 2013 GO-REFUNDING			SERIES 2013 CO		
		Program 13			Program 12		
Pymt No.	Fiscal Year	Principal	Interest	Total	Principal	Interest	Total
1	2020	\$ 140,000	\$ 31,025	\$ 171,025	\$ 191,350	\$ 226,630	\$ 417,980
2	2021	145,000	27,463	172,463	191,350	183,650	375,000
3	2022	145,000	23,838	168,838	200,250	174,750	375,000
4	2023	150,000	20,375	170,375	204,700	170,300	375,000
5	2024	145,000	17,130	162,130	213,600	161,400	375,000
6	2025	155,000	13,830	168,830	213,600	161,400	375,000
7	2026	165,000	10,063	175,063	226,950	148,050	375,000
8	2027	160,000	6,000	166,000	231,400	143,600	375,000
9	2028	160,000	2,000	162,000	240,300	134,700	375,000
10	2029			-	347,100	27,900	375,000
11	2030			-	360,450	14,550	375,000
12	2031			-	369,350	5,650	375,000
13	2032			-	375,000	-	375,000
14	2033			-	280,350	94,650	375,000
15	2034			-	293,700	81,300	375,000
16	2035			-	307,050	67,950	375,000
17	2036			-	320,400	54,600	375,000
18	2037			-	329,300	45,700	375,000
19	2038			-	342,650	32,350	375,000
20	2039			-	356,000	19,000	375,000
21	2040			-	369,350	5,650	375,000
22	2041			-	375,000	-	375,000
23	2042			-	375,000	-	375,000
24	2043			-	375,000	-	375,000
TOTAL		\$ 1,365,000	\$ 151,723	\$ 1,516,723	\$ 7,089,200	\$ 1,953,780	\$ 9,042,980
Issued By:		US Bank			US Bank		
Account No:		203-258-000			203-258-000		
Original Issue:		\$2,200,000			\$8,500,000		
Issue Date:		March 2013			April 2013		
End Date:		15 years = 2028			25 years = 2043		

Debt Service Fund 301

Property Tax Supported Debt

		MUNICIPAL			GRAND TOTAL		
		Street Infrastructure Improvements					
		SERIES 2011 CO					
		Program 11					
Pymt No.	Fiscal Year	Principal	Interest	Total	Principal	Interest	TOTAL
1	2020	\$ 87,000	\$ 32,316	\$ 119,316	\$ 418,350	\$ 289,971	\$ 708,321
2	2021	91,000	30,180	121,180	427,350	241,293	668,643
3	2022	96,000	27,936	123,936	441,250	226,524	667,774
4	2023	101,000	25,572	126,572	455,700	216,247	671,947
5	2024	106,000	23,088	129,088	464,600	201,618	666,218
6	2025	111,000	20,484	131,484	479,600	195,714	675,314
7	2026	117,000	17,748	134,748	508,950	175,861	684,811
8	2027	123,000	14,868	137,868	514,400	164,468	678,868
9	2028	129,000	11,844	140,844	529,300	148,544	677,844
10	2029	136,000	8,664	144,664	483,100	36,564	519,664
11	2030	143,000	5,316	148,316	503,450	19,866	523,316
12	2031	150,000	1,800	151,800	519,350	7,450	526,800
13	2032	-	-	-	375,000	-	375,000
14	2033	-	-	-	280,350	94,650	375,000
15	2034	-	-	-	293,700	81,300	375,000
16	2035	-	-	-	307,050	67,950	375,000
17	2036	-	-	-	320,400	54,600	375,000
18	2037	-	-	-	329,300	45,700	375,000
19	2038	-	-	-	342,650	32,350	375,000
20	2039	-	-	-	356,000	19,000	375,000
21	2040	-	-	-	369,350	5,650	375,000
22	2041	-	-	-	375,000	-	375,000
23	2042	-	-	-	375,000	-	375,000
24	2043	-	-	-	375,000	-	375,000
TOTAL		\$ 1,390,000	\$ 219,816	\$ 1,609,816	\$ 9,844,200	\$ 2,325,319	\$ 12,169,519
Issued By:		Independent Bank					
Account No:		ML-0000-90886					
Original Issue:		\$2,095,000					
Issue Date:		March 2011					
End Date:		20 years = 2031					

This page is intentionally blank

SECTION 8

A large, faint, light blue diamond shape is centered on the page, serving as a background for the title text. The background is a dark blue with a bokeh effect of out-of-focus light spots in shades of blue and gold.

WESTLAKE ACADEMY FUNDS

This page is intentionally blank

Westlake Academy

Program Summary

Fiscal Year 2019/2020

	Actuals FY 17/18	Adopted Budget FY 18/19	Estimated Budget FY 18/19	Adopted Budget FY 19/20	FY 19/20 Adopted vs FY 18/19 Estimated
REVENUES & OTHER SOURCES					
Transportation	\$ 17,979	\$ 10,500	\$ 10,500	\$ 10,500	\$ - 0%
Parking	14,911	15,000	15,000	15,000	- 0%
Athletic Activities	82,602	94,200	94,200	88,100	(6,100) -6%
Interest Earned	9,878	9,000	20,000	20,000	- 0%
WAF Blacksmith Donation	1,012,367	1,000,000	1,040,000	1,030,000	(10,000) -1%
Salary Reimbursement for WAF staff	67,313	69,834	69,834	67,911	(1,923) -3%
Town Contribution - Westlake Reserve	-	300,000	209,806	219,750	9,944 5%
Town Contribution	-	15,000	15,000	-	(15,000) -100%
Other Local Revenue (sub, tech, prnt, misc)	44,133	47,300	47,300	47,300	- 0%
Technology Equipment Sale Proceeds	-	-	-	85,000	85,000 100%
Food Services	-	7,000	7,000	7,000	- 0%
Total Local Revenues	1,249,182	1,567,834	1,528,640	1,590,561	61,921 4%
TEA - Available School Funds	186,422	365,166	401,000	212,000	(189,000) -47%
TEA - Foundation School Funds (Inc. accrual)	6,018,152	5,741,074	6,107,000	6,774,800	667,800 11%
CTE Funding (addtl TEA-FSP Funds)	424,933	508,316	239,000	495,800	256,800 107%
Facilities Allotment (addtl TEA-FSP Funds)	-	184,856	180,300	160,500	(19,800) -11%
TEA - Advanced Placement Training	2,850	3,000	3,000	3,000	- 0%
TRS On-behalf/Medicare Part B	444,663	477,583	464,373	481,272	16,899 4%
Total State Revenues	7,077,020	7,279,995	7,394,673	8,127,372	732,699 10%
TOTAL REVENUES	\$ 8,326,202	\$ 8,847,829	\$ 8,923,313	\$ 9,717,933	\$ 794,620 9%
EXPENDITURES & OTHER USES					
Function 11 - Instructional	4,924,708	5,008,974	4,897,434	5,273,571	376,137 8%
Function 12 - Resources & Media	86,094	90,935	89,675	96,371	6,696 7%
Function 13 - Curriculum & Staff Development	83,902	84,545	83,545	83,545	- 0%
Function 21 - Instructional Leadership	153,295	170,216	161,610	182,919	21,309 13%
Function 23 - School Leadership	888,589	924,198	953,591	1,030,836	77,245 8%
Function 31 - Guidance & Counseling	311,250	321,467	489,522	568,295	78,773 16%
Function 33 - Health Services	72,233	72,919	71,630	75,686	4,056 6%
Function 36 - Co/Extracurricular Activities	215,236	219,169	277,024	279,323	2,299 1%
Function 41 - Administrative	324,975	308,772	224,928	253,649	28,721 13%
Function 51 - Maintenance & Operations	931,623	947,445	965,759	970,081	4,322 0%
Function 52 - Security & Monitoring	-	40,000	40,000	37,000	(3,000) -8%
Function 53 - Data Processing	192,034	216,103	219,198	228,360	9,162 4%
Function 61 - Community Services	130,862	138,322	134,148	142,862	8,714 6%
Function 71 - Debt Service	167,067	167,068	167,068	350,005	182,937 109%
TOTAL EXPENDITURES BY FUNCTION	\$ 8,481,868	\$ 8,710,133	\$ 8,775,132	\$ 9,572,502	\$ 797,370 9%
OTHER SOURCES AND USES					
Transfer in - Athletics/Transportation	85,000	76,000	90,000	90,000	- 0%
Other Uses - Local	(85,000)	(76,000)	(90,000)	(90,000)	- 0%
NET OTHER RESOURCES AND USES	\$ -	\$ -	\$ -	\$ -	\$ - 0%
SUMMARY					
EXCESS REVENUES OVER(UNDER) EXPENDITURES	(155,666)	137,696	148,181	145,431	(2,750) -2%
FUND BALANCE, BEGINNING	939,271	1,105,605	1,105,605	1,253,786	148,181 13%
FUND BALANCE, ENDING	783,605	1,243,301	1,253,786	1,399,217	145,431 12%
Restricted/Assigned/Committed	39,090	34,000	90,450	34,000	(56,450) -62%
UNASSIGNED FUND BALANCE, ENDING	\$ 744,515	\$ 1,209,301	\$ 1,163,336	\$ 1,365,217	\$ 201,881 17%
Operating Cost per Day	23,238	23,863	24,041	26,226	2,185 9%
Operating Days	46	51	48	52	4 8%
RESTRICTED/ASSIGNED/COMMITTED FUNDS					
Assigned - Bus Maintenance	24,090	19,000	19,000	19,000	- 0%
Assigned - Technology/FFE	-	-	56,450	-	(56,450) -100%
Assigned - Uniform/Equipment Replacement	15,000	15,000	15,000	15,000	- 0%
TOTAL	\$ 39,090	\$ 34,000	\$ 90,450	\$ 34,000	\$ - 0%

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 current year operating budget, available online at www.westlakeacademy.org.

Revenues and Other Sources

- Revenues are budgeted at \$9,717,933;
- This represents a 9% increase of \$794,620 from prior year estimated.
 - \$85K increase for student iPad equipment sales
 - \$715K overall increase in state funding due to changes in HB3 and an increase in students from the amended count of 869 to the budgeted count of 910 (41 student increase)
 - \$17K increase in TRS On-Behalf benefits
 - \$10K decrease in WAF donations
 - \$5K decrease in Town contributions to WA
 - \$6K decrease in Athletic credit card and PayPal fees
 - \$2K decrease in WAF salary reimbursement
- Other sources are budgeted to remain flat at \$90,000

Expenditures and Other Uses

- Expenditures are budgeted at \$9,572,502
- This represents a 9% increase of \$797,370 from prior year estimated.
 - \$707K increase in payroll costs due to adding 4.5 instructional staff and specialist positions, and taking janitorial services in-house (adding 2)
 - \$14K increase in miscellaneous operating costs due to increases in commercial insurance, graduation expenses, and post-season athletic tournaments
 - \$183K increase in debt service due to the addition of a new student iPad lease and paying off the old lease
 - \$79K decrease in contracted services due to moving janitorial services in-house
 - \$28K decrease in supplies & materials
- Other uses are budgeted to remain flat at \$90,000

Fund Balance

- Excess revenues over(under) expenditures are budgeted to be \$145,431.
- The beginning fund balance is projected to \$1,253,786
- The ending fund balance is projected to be \$1,399,217
- The unassigned balance of \$1,365,217 represents coverage for 52 operating days.

August 5, 2019

Honorable Board of Trustees,

I am pleased to present the Academic Budget for the 2019-2020 school year for your consideration. The shared services teams for both our academic and municipal staff members worked together to prepare a comprehensive document, which will implement the changes passed during the 86th legislative session and continue to provide an outstanding educational opportunity for our students.

On behalf of our entire community, I would like to thank the Board for the governance, leadership, dedication, and support in making Westlake Academy a school that allows students to reach their highest individual potential through our commitment to educational excellence!

I. INTRODUCTION

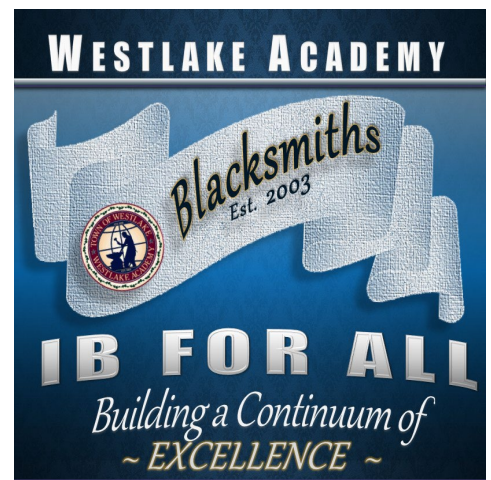
The budget reflects Westlake Academy's continuing initiatives that support the vision, mission, and values established by the governing board. We remain a school that is focused on the college readiness of our students and also on helping them work toward being internationally minded and well-balanced, life-long learners.

The International Baccalaureate (IB) continuum builds upon each other to prepare students for post-secondary success and life in our fast paced and knowledge rich world. As we see in multiple professions, and businesses, our graduates must compete on a global stage and will need specific 21st century skills to be able to successfully navigate an ever-changing internationally minded marketplace. As such, alignment to our vision, mission, and values is a key driver in our success. The proposed budget reflects the following:

- ★ continued increases in student enrollment that are a result of the residential growth of the Town of Westlake, and the success the Academy has had in preparing students for post-secondary achievements,
- ★ additional state revenue, expenditures for salaries, and retirement, which was mandated through the approval of House Bill 3,
- ★ an increase of \$30,000 in Blacksmith Fund donations,
- ★ an English teaching position, a new PYP Interventionist for Literacy, and an additional MYP Counselor Position.

As with our previous budget submittals, the financial information has been prepared according to conservative revenue projections and expenditures that are targeted to create a learning environment for student success. This document contains a high-level summary showing proposed Academy budget numbers for SY 2019/2020. Statistical data, summaries, and charts are intended to provide a review of the proposed budget, which will provide both staff and administration with a guidance tool for this year and a forecast for the future.

The theme for the new school year is also in keeping with our directives from the Board: ***IB for All: Building a Continuum of Excellence***



General Fund Budget Summary

A public-school operating budget is legally required to include the Academy's General Operating, Debt Service, and Food Service Funds. Because the Academy does not maintain the latter two, the ***General Fund is the only legally adopted fund. For informational purposes only, budgets for Special Revenue Funds are included throughout the presentation.***

	Amended FY 18/19	Proposed FY 19/20	\$ Increase (Decrease)	% Increase (Decrease)
Total Revenues	\$ 8,923,313	\$ 9,717,933	\$ 794,620	8.90%
Total Expenditures	8,775,132	9,572,502	797,370	9.09%
Other Resources	90,000	90,000	-	0.00%
Other Uses	(90,000)	(90,000)	-	0.00%
Net Change to Fund Balance	148,181	145,151	(2,750)	-1.86%
FUND BALANCE BEGINNING	1,105,605	1,253,786	148,181	13.40%
FUND BALANCE ENDING	1,235,786	1,399,217	145,431	11.60%
Assigned	90,450	34,000	(56,450)	-62.41%
FUND BALANCE ENDING (Unassigned)	\$ 1,163,336	\$ 1,365,217	\$ 201,881	17.35%
# Days Operating (Based on 365)	48	52	4	7.58%
Students Enrolled	869	910	41	4.72%
TEA Funding per Student	\$ 7,972	\$ 8,399	\$ 427	5.36%
Operating Cost per Student	\$ 10,098	\$ 10,519	\$ 421	4.17%
Teachers	66.17	70.30	4.13	6.24%
Student/Teacher Ratio	13.13	12.90	(0.23)	-1.75%

II. CURRENT CONDITIONS AND FUTURE CONSIDERATIONS

The Town of Westlake, and therefore Westlake Academy, finds itself in one of DFW's most desirable executive housing corridors and rapid growth regions for the Metroplex - located along State Highway 114. Growth associated with the region necessitates that we not only understand and deal with the associated changes, but also understand the impact future growth presents for our community. As our state educational charter is held by the municipality, any challenge or opportunity experienced by the community as a whole also affects the Academy. The most pressing challenges include:

Westlake's Permanent Population Growth: This is the portion of our population considered to be our permanent residential base. The growth from the 1990 population of 185 to 2019's number of approximately 1,450 residents, represents an increase of 684% equal to roughly 1,265 additional residents. We continually monitor and plan for increases in these numbers considering our Comprehensive Plan's (Forging Westlake) forecast of approximately 7.21% annual population growth between now and 2040. This would bring us to around 7,000 residents.

The number of Westlake residents who are selecting Westlake Academy as the educational choice for their students has doubled in the past several years. Resident surveys continually indicate that the Academy is a strong motivator for our residents to locate in Westlake, along with other quality of life amenities and our public safety services.

Planning for student enrollment growth in light of residential development continues to be a challenge. Westlake Academy has experienced steady expansion across our Kindergarten through G12 cohorts - from 491 students in SY 09/10 to a projected 910 in just 10 years' time (SY 19/20). Current efforts to monitor our enrollment, includes the use of a consulting firm to review our existing facility master plan. The coming

school year we will see the plan updated with new information, projections for student enrollment, and recommendations to help us prepare for both our immediate and long-term facility needs. Our current growth requires that we carefully manage our student enrollment processes to help ensure that we provide available space for children in our primary boundary.

DFW Metro Area Employment and Population Growth: Since 1970, the Dallas Fort Worth Metroplex 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 7.2 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 also forecasted to be 69%. This regional growth will impact the Westlake community and any further residential growth will affect the demand for enrollment opportunities at the school.

Public Education Funding: Funding of public education remains a prominent topic across the state and within the legislature. During the 86th Legislative Session, changes were made to the funding formulary and many school districts (ISD's) and charters have received additional revenue for on-going student based operational costs. We continue to receive updated direction from the Texas Education Agency (TEA) regarding the calculation of the new formulary and teacher compensation requirements. While the new funding for the 2019 year has been a welcome addition to our revenue stream, the amount that has been reported that we will receive does not return us to the higher per student allocations from the pre-2011 funding levels.

The municipal government continues to allocate significant resources to the school to help deal with State funding limitations, maintain high quality educational services, provide for the Academy's facilities, and shared services teams. Additionally, we rely on our affiliate groups to help bridge gaps in our revenue. The Westlake Academy Foundation (WAF) raises significant operating funds for the Academy, without which the school could not offer the rich slate of special programs, professional development, and technology-based applications. We also benefit from the House of Commons (HOC) and Westlake Academy Athletic Club (WAAC) fundraising efforts. The HOC helps to provide additional support to our teachers and staff teams through appreciation-based events, spirit wear, and other parent/teacher type events. And, the WAAC is the affiliate group who works to support our athletic opportunities.

Strategic Planning: As we move into the school year, we will be working with both the academic and municipal teams to update our current strategic plan. We have a strong set of vision, mission, and values that help guide our efforts. With the help of a Balanced Scorecard, we will validate or redefine our strategic outcomes based on student demand and opportunities and ensure we are utilizing the correct measures for success and benchmarking. Any new strategic plan proposals will be submitted to the Board for review, consideration, and adoption.

Continued Emphasis on Long-Range Financial Planning: The proposed budget also 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 prepared. Staff will also continue to produce quarterly financial reports 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.

Facility Planning for Today and the Future: At the direction of the Board, we began working with a consulting firm to evaluate our current needs for facilities and infrastructure. Staff anticipates that this plan will be finished in the first quarter of the fiscal year and presented to the governing board for review. Immediate needs for lab space have been identified and, based on primary boundary enrollment projections, the facility space is being reviewed to help us plan for educational offerings and physical space needs.

III. SHARED SERVICE MODEL

The Academy operates under a shared services model whereby the municipal operations team provides human resources, communications, financial, facilities, and administrative support services to the school. General maintenance and replacement of infrastructure and equipment for the school is also expensed to the municipal budget. The shared services model was an integral part of the state charter application process that helped bolster the Town's case for having a community school. This model conserves resources and avoids the duplication of efforts across the municipal and academic functions.

MUNICIPAL ALLOCATIONS	Amended FY 2018/19	Proposed FY 2019/20	\$ Increase (Decrease)	% Increase (Decrease)
Municipal-Transfer to WA Operating Budget	\$ 209,806	\$ 287,661	\$ 77,855	37.00%
Annual Debt Service (Municipal budget)	1,830,961	1,835,190	4,229	00.23%
Major Maintenance and Replacement	377,182	388,407	11,225	02.98%
In-direct Operating Costs	837,873	966,144	128,271	15.31%
Total Municipal Costs	\$ 3,255,822	\$ 3,477,402	\$ 221,580	06.81%

DEBT SERVICE - As part of the Academy's unique financial structure the Town of Westlake is responsible for debt service payments associated with the 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.

CAPITAL PROJECTS - Note that there are no major capital projects budgeted or planned through FY 19/20, and there are no future Academy capital projects discussed in the Town of Westlake's Capital Improvement Plan. This will be updated should the Board offer direction relative to the review of the existing facility master planning document.

IV. FY19/20 GENERAL FUND BUDGET

This budget encompasses all teaching and extra-/co-curricular operating expenditures as well as State public school funding, local funds, and private donations used to support and enhance the daily operations of Westlake Academy. The SY 19/20 General Fund budget totals \$9,717,933, which represents an 8.90% increase from the prior year.

It is important to note that 50% of the annual State Facilities Allotment is being held in the Academy's "Undesignated" fund balance and accumulates throughout the years. It is our intent that these funds be held in reserve in the event of an emergency. \$34,000 is earmarked in the Academy's fund balance for Athletic uniform and equipment replacement and bus maintenance.

The FY 19/20 projections will increase fund balance by \$145,431 for an ending unassigned fund balance of \$1,365,217 (including the Facilities Allotment funds). This balance represents 52 operating days.

Section 8 Academic Funds
Executive Transmittal Letter

As mentioned previously, Westlake Academy's current enrollment increase has been driven by residential developments and housing opportunities within the Town of Westlake. This trend will continue with the addition of Spencer Ranch – a 38 acre planned development with 38 single family residential units.

We will also see additional demand when the developments that are in progress continue or are nearing completion – Quail Hollow, Entrada, Granada, Carlyle Court, and Vaquero. With the estimated increase of 41 students from our previous school year, total enrollment will rise to a projected 910 this fall. We will continue to evaluate enrollment options and manage the number of students as we move toward the maximum campus capacity.

With this trend of growth in the Academy's resident (primary boundary) student population, a corresponding outcome will likely be that overall lottery enrollment opportunities for secondary boundary students will decline or will be held static. Growth will be monitored and managed until financial resources become available and the Board of Trustees reviews and approves any update to the Facility Master Plan.

COMBINED: GENERAL FUND ACADEMIC AND MUNICIPAL SERVICES	Amended FY 18/19	Proposed FY 19/20	\$ Increase (Decrease)	% Increase (Decrease)
Operating Expenditures	\$ 8,565,326	\$ 9,284,841	\$ 719,515	8.40%
Municipal-Transfer to WA Operating Budget	209,806	219,750	9,944	4.74%
Municipal – Transfer to WA WAF Staff	-	67,911	67,911	100.00%
Total Academic Costs (General Fund Only)	8,775,132	9,572,502	797,370	9.09%
Annual Debt Service (Municipal budget)	1,830,961	1,835,190	4,229	0.23%
Major Maintenance and Replacement	377,182	388,407	11,225	2.98%
In-direct Operating Costs	837,873	966,144	128,271	15.31%
Total Municipal Costs	3,046,016	3,189,741	143,725	4.72%
TOTAL EXPENDITURE COSTS	\$ 11,821,148	\$ 12,762,243	\$ 941,095	7.96%
Number of Students	869	910	41	4.72%
Total Expenditure Cost per Student	\$ 13,603	\$ 14,024	\$ 421	3.10%

Over the last year, many hours have been spent to further develop our vision of the future, determine the best methodologies that help us accomplish our mission and truly become the school where students can reach *"their highest individual potential"*. 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"*, ensuring that we are consistently taking measure of our successes and making course corrections where needed.

The Academy is a one-of-a-kind educational opportunity for our community and region – offering the full continuum of the International Baccalaureate programmes. We are proud of our successes and look forward to all the future has to offer. It is through our talented faculty, staff, students, and their supportive families, that help make us unique and ensure we prepare students for their future educational goals. The daily operation of the Academy is made possible through our partnerships with the Town of Westlake, the Westlake Academy Foundation, and our affiliate groups.

Respectfully submitted,



Amanda DeGan

Town Manager/Superintendent Westlake Academy

This page is intentionally blank

SECTION 9



CAPITAL PROJECT FUNDS

This page is intentionally blank

CAPITAL PROJECT FUNDS

Combined Program Summary

Fiscal Year 2019/2020

	Actuals FY 17/18	Adopted Budget FY 18/19	Estimated Budget FY 18/19	Adopted Budget FY 19/20	FY 19/20 Adopted vs FY 18/19 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 Other	-	-	-	-	- 0%
Permits & Fees Buildings	-	-	-	-	- 0%
Permits & Fees Utility	-	-	-	-	- 0%
Fines & Forfeitures	-	-	-	-	- 0%
Investment Earnings	41,600	67,180	199,526	199,526	- 0%
Contributions	175,000	-	1,000,000	-	(1,000,000) -100%
Misc Income	-	-	-	-	- 0%
Total Revenues	216,600	67,180	1,199,526	199,526	(1,000,000) -83%
Transfers In	1,765,324	1,189,300	1,189,300	1,171,360	(17,940) -2%
Other Sources	-	3,387,134	-	-	- 100%
Total Other Sources	1,765,324	4,576,434	1,189,300	1,171,360	(17,940) 100%
TOTAL REVENUES & OTHER SOURCES	\$ 1,981,924	\$ 4,643,614	\$ 2,388,826	\$ 1,370,886	\$ (1,017,940) -43%

EXPENDITURES & OTHER USES

Payroll Salaries	\$ -	\$ -	\$ -	\$ -	\$ - 0%
Payroll Transfer In	-	-	-	-	- 0%
Total Payroll and Related	-	-	-	-	- 0%
Debt	-	-	-	-	- 0%
Economic Development	-	-	-	-	- 0%
Insurance	-	-	-	-	- 0%
Payroll Transfer Out	54,565	-	-	-	- 0%
Repair & Maintenance	-	-	-	-	- 0%
Rent & Utilities	-	-	-	-	- 0%
Services	-	-	-	-	- 0%
Supplies	-	-	-	-	- 0%
Water Purchases	-	-	-	-	- 0%
Total Operations & Maintenance	54,565	-	-	-	- 100%
TOTAL OPERATING EXPENDITURES	54,565	-	-	-	- 100%
Capital Project Funds	10,288,000	4,676,681	3,010,728	2,385,749	(624,979) -21%
Capital Outlay	-	-	-	-	- 0%
Maintenance & Replacement Funds	-	-	-	-	- 0%
Total Capital	10,288,000	4,676,681	3,010,728	2,385,749	(624,979) -21%
Transfers Out	-	-	-	-	- 0%
Other Uses	-	-	-	-	- 0%
Total Other Uses	-	-	-	-	- 0%
TOTAL NON-OPERATING EXPENDITURES	10,288,000	4,676,681	3,010,728	2,385,749	(624,979) -21%
TOTAL EXPENDITURES & OTHER USES	10,342,565	4,676,681	3,010,728	2,385,749	(624,979) -21%

SUMMARY

Excess Revenues over(under) Expenditures	(8,360,641)	(33,067)	(621,902)	(1,014,863)	(392,961) -63%
FUND BALANCE, BEGINNING	14,283,223	7,202,555	7,245,405	6,623,503	(621,902) -9%
FUND BALANCE, ENDING	5,922,582	7,169,488	6,623,503	5,608,640	(1,014,863) -15%
Restricted/Assigned/Committed Funds	5,922,582	7,169,488	6,623,503	5,608,640	(1,014,863) -15%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	\$ -	\$ -	\$ - 0%

RESTRICTED/ASSIGNED/COMMITTED FUNDS

Cash	\$ 5,922,582	\$ 7,169,488	\$ 6,623,503	\$ 5,608,640	\$ (1,014,863) -15%
					- 0%
					- 0%
					- 0%
					- 0%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS	\$ 5,922,582	\$ 7,169,488	\$ 6,623,503	\$ 5,608,640	\$ (1,014,863) -15%

CAPITAL PROJECT FUNDS

Current Year Fund Detail

Fiscal Year 2019/2020

Municipal Fund 405	Capital Fund 410	Academy Fund 412	TOTAL
-----------------------	---------------------	---------------------	-------

REVENUES & 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	-	48,505	151,021	199,526
Contributions	-	-	-	-
Misc Income	-	-	-	-
Total Revenues	-	48,505	151,021	199,526
Transfers In	-	891,360	280,000	1,171,360
Other Sources	-	-	-	-
Total Other Sources	-	891,360	280,000	1,171,360
TOTAL REVENUES AND OTHER SOURCES	\$ -	\$ 939,865	\$ 431,021	\$ 1,370,886

EXPENDITURES AND OTHER USES

Payroll Salaries	\$ -	\$ -	\$ -	\$ -
Payroll Transfers In	-	-	-	-
Total Payroll & Related	-	-	-	-
Debt	-	-	-	-
Economic Development	-	-	-	-
Insurance	-	-	-	-
Payroll Transfers Out	-	-	-	-
Repair & Maintenance	-	-	-	-
Rent & Utilities	-	-	-	-
Services	-	-	-	-
Supplies	-	-	-	-
Water Purchases	-	-	-	-
Total Operations & Maintenance	-	-	-	-
TOTAL OPERATING EXPENDITURES	-	-	-	-
Capital Project Funds	-	2,385,749	-	2,385,749
Capital Outlay	-	-	-	-
Maintenance & Replacement Funds	-	-	-	-
Total Capital	-	2,385,749	-	2,385,749
Transfers Out	-	-	-	-
Other Uses	-	-	-	-
Total Other Uses	-	-	-	-
TOTAL NON-OPERATING EXPENDITURES	-	2,385,749	-	2,385,749
TOTAL EXPENDITURES AND OTHER USES	\$ -	\$ 2,385,749	\$ -	\$ 2,385,749

SUMMARY

Excess Revenue over(under) Expenditures	-	(1,445,884)	431,021	(1,014,863)
BEGINNING FUND BALANCE	1,217,053	2,524,287	2,882,164	6,623,503
ENDING FUND BALANCE	\$ 1,217,053	\$ 1,078,403	\$ 3,313,185	\$ 5,608,640

Fund
405

Capital Projects Fund (Municipal Facilities)

The Municipal Facilities Capital Project Fund
tracks and accumulates resources intended
to finance future facility projects.

Capital Project Fund 405

Program Summary

Fiscal Year 2019/2020

	Actuals FY 17/18	Adopted Budget FY 18/19	Estimated Budget FY 18/19	Adopted Budget FY 19/20	FY 19/20 vs FY 18/19	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 Other	-	-	-	-	-	0%
Permits & Fees Building	-	-	-	-	-	0%
Permits & Fees Utility	-	-	-	-	-	0%
Fines & Forfeitures	-	-	-	-	-	0%
Investment Earnings	-	-	-	-	-	0%
Contributions	-	-	-	-	-	0%
Misc Income	-	-	-	-	-	0%
Total Revenues	-	-	-	-	-	0%
Transfers In	-	-	-	-	-	100%
Other Sources	-	-	-	-	-	0%
Total Other Sources	-	-	-	-	-	100%
TOTAL REVENUES & OTHER SOURCES	\$ -	\$ -	\$ -	\$ -	\$ -	0%

EXPENDITURES & OTHER USES						
Payroll Salaries	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Payroll Transfers In	-	-	-	-	-	0%
Total Payroll and Related	-	-	-	-	-	0%
Debt	-	-	-	-	-	0%
Economic Development	-	-	-	-	-	0%
Insurance	-	-	-	-	-	0%
Payroll Transfers Out	-	-	-	-	-	0%
Repair & Maintenance	-	-	-	-	-	0%
Rent & Utilities	-	-	-	-	-	0%
Services	-	-	-	-	-	0%
Supplies	-	-	-	-	-	0%
Water Purchases	-	-	-	-	-	0%
Total Operations & Maintenance	-	-	-	-	-	0%
TOTAL OPERATING EXPENDITURES	-	-	-	-	-	0%
Capital Project Funds	7,552,946	2,399,630	2,399,630	-	(2,399,630)	-100%
Capital Outlay	-	-	-	-	-	0%
Maintenance & Replacement Funds	-	-	-	-	-	0%
Total Capital and M&R Projects	7,552,946	2,399,630	2,399,630	-	(2,399,630)	-100%
Transfers Out	-	-	-	-	-	0%
Other Sources	-	-	-	-	-	0%
Total Other Uses	-	-	-	-	-	0%
TOTAL NON-OPERATING EXPENDITURES	7,552,946	2,399,630	2,399,630	-	(2,399,630)	-100%
TOTAL EXPENDITURES & OTHER USES	7,552,946	2,399,630	2,399,630	-	(2,399,630)	-100%

SUMMARY						
Excess Revenues over(under) Expenditures	(7,552,946)	(2,399,630)	(2,399,630)	-	2,399,630	100%
FUND BALANCE, BEGINNING	11,169,629	3,616,683	3,616,683	1,217,053	(2,399,630)	-66%
FUND BALANCE, ENDING	3,616,683	1,217,053	1,217,053	1,217,053	-	0%
Restricted/Assigned/Committed Funds	3,616,683	1,217,053	1,217,053	1,217,053	-	0%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	\$ -	\$ -	\$ -	0%

RESTRICTED/ASSIGNED/COMMITTED FUNDS						
Cash 405 10110 00 000	\$ 3,616,683	\$ 1,217,053	\$ 1,217,053	\$ 1,217,053	\$ -	0%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS	\$ 3,616,683	\$ 1,217,053	\$ 1,217,053	\$ 1,217,053	\$ -	0%

Municipal Facility Project Fund Overview

Fund 405 The Municipal Expansion Fund tracks and accumulates resources intended to finance future Municipal expansions. This fund was being used to provide an iconic Fire-EMS Station, which includes 4 bays, sleeping areas for staff members, kitchen/food preparation, storage, multi-purpose space to serve as a community/staff training, and offices for administration. The station has approximately 18K square feet of usable space and includes the Town's Emergency Operations Center (EOC) with a back-up generator for sustainability. It does not include any apparatus or a fire training facility. The project included the acquisition of land by private donation.

A detailed listing of projects, with prior year funding, future funding requirements and a project description is included in the Capital Improvements section of this document. Note that individual project information sheets are also provided. These sheets indicate when the project has multiple sources of funding and the associated operating costs.

Revenues and Other Sources

- There are no budgeted revenues for FY19/20.

Operating Expenditures

- There are no budgeted operating expenditures for FY19/20.

Non-Operating Expenditures

- There are no budgeted non-operating expenditures for FY19/20.

Fund Balance

- Beginning fund balance is projected to be \$1,217,053
- The ending fund balance is projected to be \$1,217,053

This page is intentionally blank

Fund 410

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 Project Fund 410

Program Summary

Fiscal Year 2019/2020

	Actuals FY 17/18	Adopted Budget FY 18/19	Estimated Budget FY 18/19	Adopted Budget FY 19/20	FY 19/20 vs FY 18/19	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 Other	-	-	-	-	-	0%
Permits & Fees Building	-	-	-	-	-	0%
Permits & Fees Utility	-	-	-	-	-	0%
Fines & Forfeitures	-	-	-	-	-	0%
Investment Earnings	41,479	38,000	48,505	48,505	-	0%
Contributions	224,944	-	-	-	-	0%
Misc Income	333	-	-	-	-	0%
Total Revenues	266,755	38,000	48,505	48,505	-	0%
Transfers In	950,450	1,025,000	1,025,000	891,360	(133,640)	100%
Other Sources	(200)	3,387,134	-	-	-	0%
Total Other Sources	950,250	4,412,134	1,025,000	891,360	(133,640)	100%
TOTAL REVENUES & OTHER SOURCES	\$ 1,217,005	\$ 4,450,134	\$ 1,073,505	\$ 939,865	\$ (133,640)	-12%
EXPENDITURES & OTHER USES						
Payroll Salaries	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Payroll Transfers In	-	-	-	-	-	0%
Total Payroll and Related	-	-	-	-	-	0%
Debt	-	-	-	-	-	0%
Economic Development	-	-	-	-	-	0%
Insurance	-	-	-	-	-	0%
Payroll Transfers Out	54,565	-	-	-	-	0%
Repair & Maintenance	-	-	-	-	-	0%
Rent & Utilities	-	-	-	-	-	0%
Services	-	-	-	-	-	0%
Supplies	-	-	-	-	-	0%
Water Purchases	-	-	-	-	-	0%
Total Operations & Maintenance	54,565	-	-	-	-	0%
TOTAL OPERATING EXPENDITURES	54,565	-	-	-	-	0%
Capital Project Funds	885,810	2,192,051	526,098	2,385,749	1,859,651	353%
Capital Outlay	-	-	-	-	-	0%
Maintenance & Replacment Funds	-	-	-	-	-	0%
Total Capital and M&R Projects	885,810	2,192,051	526,098	2,385,749	1,859,651	353%
Transfers Out	-	-	-	-	-	0%
Other Sources	-	-	-	-	-	0%
Total Other Uses	-	-	-	-	-	0%
TOTAL NON-OPERATING EXPENDITURES	885,810	2,192,051	526,098	2,385,749	1,859,651	353%
TOTAL EXPENDITURES & OTHER USES	940,375	2,192,051	526,098	2,385,749	1,859,651	353%
SUMMARY						
Excess Revenues over(under) Expenditures	276,630	2,258,083	547,407	(1,445,884)	(1,993,291)	364%
FUND BALANCE, BEGINNING	1,700,249	1,976,880	1,976,880	2,524,287	547,407	28%
FUND BALANCE, ENDING	1,976,880	4,234,963	2,524,287	1,078,403	(1,445,884)	-57%
Restricted/Assigned/Committed Funds	1,976,880	4,234,963	2,524,287	1,078,403	(1,445,884)	-57%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	\$ -	\$ -	\$ -	0%
RESTRICTED/ASSIGNED/COMMITTED FUNDS						
Cash 410 10110 00 000	\$ 1,976,880	\$ 4,234,963	\$ 2,524,287	\$ 1,078,403	\$ (1,445,884)	-57%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS	\$ 1,976,880	\$ 4,234,963	\$ 2,524,287	\$ 1,078,403	\$ (1,445,884)	-57%

Section 9 Capital Project Funds

Capital Project Fund Overview

Fund 410 The Capital Project 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.

A detailed listing of projects, with prior year funding, future funding requirements and a project description is included in the Capital Improvements section of this document. Note that individual project information sheets are also provided. These sheets indicate when the project has multiple sources of funding and the associated operating costs.

Revenues and Other Sources

- Revenues and other sources are budgeted to be \$939,865.
- This represents a 12% decrease of \$133,640 from prior year estimated.
 - Investment earnings remained flat at \$48,505
 - Transfers in from General Fund decreased \$133,640 for one-time planning and development building permit fees and revenues.

Operating Expenditures

- There are no operating expenditures budget for FY19/20.

Non-Operating Expenditures

- Capital Projects are budgeted to be \$2,385,749
- This represents a 353% increase of \$1,859,651 from prior year estimated.
- The following is a list of budgeted projects for FY 19/20.

Account Formatted	Account Description	FY18/19 Estimated Budget	FY19/20 Proposed Budget	Change Amount
410-73000-16-000-000034	Roanoke Road R&D South	\$ 3,625	\$ 540,000	\$ 536,375
410-73000-16-000-000060	Pearson Lane R&D	22,305	290,016	267,711
410-73000-16-000-000082	SH114 Service Road Const	48,000	96,000	48,000
410-74400-16-000-000020	FM1938 Town Improvements	112,300	-	(112,300)
410-73000-16-000-000040	Sam School Road R&D	3,215	-	(3,215)
410-74400-16-000-000068	Dove Rd/FM1938 Signalization	159,360	-	(159,360)
410-74400-16-000-000070	Solana/FM1938 Signal	8,375	-	(8,375)
410-73000-16-000-000075	Flashing Crosswalk Lights	-	53,850	53,850
410-73000-16-000-000078	Solana Pavement Repair	-	90,000	90,000
410-73000-16-000-000079	Wyck Hill Pavement Resurface	-	58,806	58,806
410-73000-16-000-000080	FM1938 Pavement Repairs	-	80,000	80,000
	Street Projects	\$ 357,180	\$ 1,208,672	\$ 851,492

Section 9 Capital Project Funds
Capital Project Fund Overview

Account Formatted	Account Description	FY18/19 Estimated Budget	FY19/20 Proposed Budget	Change Amount
410-72000-17-000-000065	Maintenance & Storage Facility	\$ 5,000	\$ 95,000	\$ 90,000
410-73000-17-000-000077	WA-Pond Repairs	82,000	-	(82,000)
	Facility Projects	87,000	95,000	8,000
410-73000-19-000-000076	Cemetery Improvements	56,918	-	-
410-74400-19-000-000042	Trail Connection at 114/Solana	-	193,860	193,860
410-74400-19-000-000053	Trail - Dove/Pearson/Aspen	-	313,217	313,217
410-74400-19-000-000067	Wayfinding Signage	-	300,000	300,000
	Parks/Recreation Projects	56,918	807,077	807,077
410-74400-20-000-000081	Fiber Connectivity	25,000	275,000	250,000
	IT Dept Projects	25,000	275,000	250,000
	TOTAL ALL PROJECTS	\$ 526,098	\$ 2,385,749	\$ 1,859,651

Fund Balance

- Excess revenues over(under) expenditures are projected to be (\$1,445,884)
- The projected beginning fund balance is \$2,524,287.
- The ending fund balance is projected to be \$1,078,403.

Impact of Capital on Operating Budget

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.

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?

The purpose of the chart below 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.

Section 9 Capital Project Funds
Capital Project Fund Overview

Operating Budget Impact by Project Name

Dept	Acct	Proj	Account Description	20/21	21/22	22/23	23/24
16	73000	34	Roanoke Road Reconstruction & Drainage	\$ 5,000	\$ 5,150	\$ 5,305	\$ 5,464
16	73000	58	Ottinger Road Reconstruction & Drainage	-	69,194	69,194	69,194
16	73000	60	Pearson Lane Reconstruction & Drainage	-	23,631	23,361	23,361
16	73000	68	FM1938 and Dove Road Signalization	-	-	-	-
16	73000	70	FM1938 and Solana Blvd Signalization	200	200	200	200
16	73000	75	Flashing Crosswalk Lights	2,000	2,060	2,122	2,185
16	73000	78	Solana Pavement Repair	-	-	-	-
16	73000	79	Wyck Hill Pavement Resurface	-	-	-	-
16	73000	80	FM1938 Pavement Repairs	-	-	-	-
16	73000	82	SH 114 Service Road Construction	-	-	-	-
16	73000	83	GPS Opticom Traffic Control Equipment	-	2,500	4,500	4,500
16	74400	20	FM1938 Town Improvements	-	-	-	-
17	72000	65	Maintenance and Storage Facility	3,000	3,090	3,183	3,278
17	73000	77	Westlake Academy Pond Repairs	2,060	2,122	2,185	2,251
19	74400	42	Trail Connection at 114/Solana	2,100	2,100	2,100	2,100
19	74400	52	Ottinger Road Trail	-	20,749	20,749	20,749
19	74400	53	Pearson Lane Trail	-	25,230	25,230	25,230
19	74400	67	Wayfinding Signage	8,514	8,514	8,514	8,514
19	74400	76	Cemetery Improvements	2,000	2,000	2,000	2,000
20	74400	81	Fiber Connectivity	-	-	-	-
TOTAL OPERATING IMPACT				\$ 24,874	\$ 166,540	\$ 168,643	\$ 169,026

CAPITAL PROJECT FUND 410

FIVE YEAR FORECAST

PROJECT DESCRIPTION		ESTIMATED FY 18-19	ADOPTED FY 19-20	1 FY 20-21	2 FY 21-22	3 FY 22-23	4 FY 23-24
Transfer in from GF		\$ 1,025,000	\$ 891,360	\$ 343,545	\$ 343,545	\$ 297,105	\$ 297,105
Interest Income		48,505	48,505	38,000	38,000	38,000	38,000
Bond Revenues		-	-	1,672,806	-	-	-
TOTAL REVENUES		1,073,505	939,865	2,054,351	381,545	335,105	335,105
proj 20	Cash (Fund Balance) \$112,300	-	-	-	-	-	-
	Capital Project Expense	(112,300)	-	-	-	-	-
	FM1938 TOWN IMPROVEMENTS	(112,300)	-	-	-	-	-
proj 34	Cash (Fund Balance) \$543,625	-	-	-	-	-	-
	Capital Project Expense	(3,625)	(540,000)	-	-	-	-
	ROANOKE ROAD RECON/DRAIN SOUTH	(3,625)	(540,000)	-	-	-	-
proj 40	Cash (Fund Balance) \$58,215	-	-	-	-	-	-
	Capital Project Expense	(3,215)	-	-	(55,000)	-	-
	SAM SCHOOL ROAD RECON & DRAINAGE	(3,215)	-	-	(55,000)	-	-
proj 42	Cash (Fund Balance) \$193,860	-	-	-	-	-	-
	Capital Project Expense	-	(193,860)	-	-	-	-
	TRAIL CONNECTION AT 114/SOLANA	-	(193,860)	-	-	-	-
proj 52	Bond Revenue \$319,006	-	-	-	-	-	-
	Capital Project Expense	-	-	(319,006)	-	-	-
	TRAIL - WESTLAKE ACADEMY TO CEMETERY	-	-	(319,006)	-	-	-
proj 53	Cash (Fund Balance) \$313,217	-	-	-	-	-	-
	Capital Project Expense	-	(313,217)	-	-	-	-
	TRAIL - DOVE/PEARSON/ASPEN	-	(313,217)	-	-	-	-
proj 58	Bond Revenue \$1,063,800	-	-	-	-	-	-
	Capital Project Expense	-	-	(1,063,800)	-	-	-
	OTTINGER ROAD RECON & DRAINAGE	-	-	(1,063,800)	-	-	-
proj 60	Cash (Fund Balance) \$312,321	-	-	-	-	-	-
	Capital Project Expense	(22,305)	(290,016)	-	-	-	-
	PEARSON LANE RECON & DRAINAGE	(22,305)	(290,016)	-	-	-	-
proj 65	Cash (Fund Balance) \$100,000	-	-	-	-	-	-
	Capital Project Expense	(5,000)	(95,000)	-	-	-	-
	MAINTENANACE & STORAGE FACILITY	(5,000)	(95,000)	-	-	-	-
proj 67	Cash (Fund Balance) \$300,000	-	-	-	-	-	-
	Bond Revenue \$290,000	-	-	-	-	-	-
	Capital Project Expense	-	(300,000)	(290,000)	-	-	-
	WAYFINDING SIGNAGE	-	(300,000)	(290,000)	-	-	-
proj 68	Cash (Fund Balance) \$159,360	-	-	-	-	-	-
	Capital Project Expense	(159,360)	-	-	-	-	-
	DOVE ROAD/FM1938 SIGNALIZATION	(159,360)	-	-	-	-	-

CAPITAL PROJECT FUND 410

FIVE YEAR FORECAST

PROJECT DESCRIPTION		ESTIMATED FY 18-19	ADOPTED FY 19-20	1 FY 20-21	2 FY 21-22	3 FY 22-23	4 FY 23-24
proj 70	Cash (Fund Balance) \$8,375	-	-	-	-	-	-
	Capital Project Expense	(8,375)	-	-	-	-	-
	SOLANA/FM1938 SIGNALIZATION	(8,375)	-	-	-	-	-
proj 75	Cash (Fund Balance) \$105,690	-	-	-	-	-	-
	Capital Project Expense	-	(53,850)	(51,840)	-	-	-
	FLASHING CROSSWALK LIGHTS	-	(53,850)	(51,840)	-	-	-
proj 76	Contribution (received in prior years) \$56,918	-	-	-	-	-	-
	Capital Project Expense	(56,918)	-	-	-	-	-
	CEMETARY IMPROVEMENTS	(56,918)	-	-	-	-	-
proj 77	Cash (Fund Balance) \$82,000	-	-	-	-	-	-
	Capital Project Expense	(82,000)	-	-	-	-	-
	WA - POND REPAIRS	(82,000)	-	-	-	-	-
proj 78	Cash (Fund Balance) \$90,000	-	-	-	-	-	-
	Capital Project Expense	-	(90,000)	-	-	-	-
	SOLANA PAVEMENT REPAIRS	-	(90,000)	-	-	-	-
proj 79	Cash (Fund Balance) \$58,806	-	-	-	-	-	-
	Capital Project Expense	-	(58,806)	-	-	-	-
	WYCK HILL PAVEMENT RESURFACE	-	(58,806)	-	-	-	-
proj 80	Cash (Fund Balance) \$80,000	-	-	-	-	-	-
	Capital Project Expense	-	(80,000)	-	-	-	-
	FM1938 PAVEMENT REPAIRS	-	(80,000)	-	-	-	-
proj 81	Cash (Fund Balance) \$300,000	-	-	-	-	-	-
	Capital Project Expense	(25,000)	(275,000)	-	-	-	-
	FIBER CONNECTIVITY	(25,000)	(275,000)	-	-	-	-
proj 82	Cash (Fund Balance) \$144,000	-	-	-	-	-	-
	Capital Project Expense	(48,000)	(96,000)	-	-	-	-
	SH 114 SERVICE ROAD CONSTRUCTION	(48,000)	(96,000)	-	-	-	-
proj 83	Cash (Fund Balance) \$70,000	-	-	-	-	-	-
	Capital Project Expense	-	-	(70,000)	-	-	-
	GPS OPTICOM TRAFFIC CONTROL	-	-	(70,000)	-	-	-
Total Revenues & Transfers in		1,073,505	939,865	2,054,351	381,545	335,105	335,105
Total Expenditures & Transfers Out		(526,098)	(2,385,749)	(1,794,646)	(55,000)	-	-
NET CHANGE TO FUND BALANCE		547,407	(1,445,884)	259,705	326,545	335,105	335,105
Beginning Fund Balance		1,976,880	2,524,287	1,078,403	1,338,108	1,664,653	1,999,758
Ending Fund Balance		2,524,287	1,078,403	1,338,108	1,664,653	1,999,758	2,334,863
Restricted/Committed/Assigned		2,524,287	1,078,403	1,338,108	1,664,653	1,999,758	2,334,863
Unassigned Ending Balance		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

This page is intentionally blank

Fund
412

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 412

Program Summary

Fiscal Year 2019/2020

	Actuals FY 17/18	Adopted Budget FY 18/19	Estimated Budget FY 18/19	Adopted Budget FY 19/20	FY 19/20 vs FY 18/19	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 Other	-	-	-	-	-	0%
Permits & Fees Building	-	-	-	-	-	0%
Permits & Fees Utility	-	-	-	-	-	0%
Fines & Forfeitures	-	-	-	-	-	0%
Investment Earnings	38,498	29,180	151,021	151,021	-	0%
Contributions	-	-	1,000,000	-	(1,000,000)	-100%
Misc Income	-	-	-	-	-	0%
Total Revenues	38,498	29,180	1,151,021	151,021	(1,000,000)	-87%
Transfers In	200,000	164,300	164,300	280,000	115,700	100%
Other Sources	-	-	-	-	-	0%
Total Other Sources	200,000	164,300	164,300	280,000	115,700	100%
TOTAL REVENUES & OTHER SOURCES	\$ 238,498	\$ 193,480	\$ 1,315,321	\$ 431,021	\$ (884,300)	-67%

EXPENDITURES & OTHER USES						
Payroll Salaries	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Payroll Transfers In	-	-	-	-	-	0%
Total Payroll and Related	-	-	-	-	-	0%
Debt	-	-	-	-	-	0%
Economic Development	-	-	-	-	-	0%
Insurance	-	-	-	-	-	0%
Payroll Transfers Out	-	-	-	-	-	0%
Repair & Maintenance	-	-	-	-	-	0%
Rent & Utilities	-	-	-	-	-	0%
Services	-	-	-	-	-	0%
Supplies	-	-	-	-	-	0%
Water Purchases	-	-	-	-	-	0%
Total Operations & Maintenance	-	-	-	-	-	0%
TOTAL OPERATING EXPENDITURES	-	-	-	-	-	0%
Capital Project Funds	-	85,000	85,000	-	(85,000)	-100%
Capital Outlay	-	-	-	-	-	0%
Maintenance & Replacment Funds	-	-	-	-	-	0%
Total Capital and M&R Projects	-	85,000	85,000	-	(85,000)	-100%
Transfers Out	-	-	-	-	-	0%
Other Sources	-	-	-	-	-	0%
Total Other Uses	-	-	-	-	-	0%
TOTAL NON-OPERATING EXPENDITURES	-	85,000	85,000	-	(85,000)	-100%
TOTAL EXPENDITURES & OTHER USES	-	85,000	85,000	-	(85,000)	-100%

SUMMARY						
Excess Revenues over(under) Expenditures	238,498	108,480	1,230,321	431,021	(799,300)	65%
FUND BALANCE, BEGINNING	1,413,345	1,651,843	1,651,843	2,882,164	1,230,321	74%
FUND BALANCE, ENDING	1,651,843	1,760,323	2,882,164	3,313,185	431,021	15%
Restricted/Assigned/Committed Funds	1,651,843	1,760,323	2,882,164	3,313,185	431,021	15%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	\$ -	\$ -	\$ -	0%

RESTRICTED/ASSIGNED/COMMITTED FUNDS						
Cash	412 10110 00 000	\$ 1,651,843	\$ 1,760,323	\$ 2,882,164	\$ 3,313,185	\$ 431,021 15%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS		\$ 1,651,843	\$ 1,760,323	\$ 2,882,164	\$ 3,313,185	\$ 431,021 15%

Section 9 Capital Project Funds

Westlake Academy Expansion Overview

Fund 412 The Westlake Academy Expansion (WAE) Fund tracks and accumulates resources intended to finance future Academy expansions.

In February of 2013, an Economic Development Agreement was executed that requires the developer to pay the following for each residential lot

- \$10,000 for lots in the Granada subdivision.
- \$ 5,000 for lots in the Quail Hollow subdivision.

Note these payments are recorded in the Economic Development Fund 210 and are transferred to the Westlake Academy Fund 412.

Revenues and Other Sources

- Budgeted to be \$431,021. This represents a 67% decrease of \$884,300 from the prior year estimated.
 - Investment earnings are budgeted to remain flat at \$151,021.
 - Transfers in from the Economic Development fund for developer lot fee payments are budgeted to be \$280,000; this reflects a 70% increase of \$115,700.

Operating Expenditures

- There are no budgeted operating expenditures for FY19/20.

Non-Operating Expenditures

- There are no budgeted non-operating expenditures for FY19/20.

Fund Balance

- Excess revenues over(under) budget are projected to be \$431,021
- Beginning fund balance is projected to be \$2,885,164
- The ending fund balance is projected to be \$3,313,185

This page is intentionally blank

SECTION 10



CAPITAL IMPROVEMENT PLAN

This page is intentionally blank

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 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 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
2. Certificates of Obligation (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 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.

BUDGETING FOR RECURRING CAPITAL EXPENDITURES

Planning for nonperiodic recurring capital expenditures may at first glance seem like a difficult endeavor, but in fact dealing with them can be as simple as setting aside a small portion of revenue over time. For example, if a piece of necessary capital has been estimated to have an operational life of 10 years and costs \$10,000, the town could set aside \$1,000 toward the recurring capital expenditures account each year. Then, when it comes time to replace the unit, there will be little, if any, disruption to the town’s cash flow. Note that changing market forces, such as inflation, also need to be accounted for in the calculation, since an item that cost \$10,000 a decade ago will likely cost more today.

EXAMPLE OF RECURRING CAPITAL EXPENSE

Municipalities that rely on motor vehicles for their livelihood face a recurring, though sometimes unpredictable, capital expense in the form of vehicle repairs and replacement. A few different approaches are available that can be used to deal with the realities of this expense. The most common and simplest way is to make repairs as vehicle damage crops up and replace the vehicles once they are completely unusable, which under most circumstances is a reasonable policy. The Town has approved guidelines for replacement based on a point system. Staff reviews each vehicle annually to determine the feasibility of the service length of the vehicle based on the total points.

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:
 - Sales tax revenue
 - Interest earnings on the fund balance and current revenues contribute to CIP
 - Transfers from other funds, such as the General Fund are considered in revenue estimating.
 - 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 the Town Council. Projects proposed for the CIP are reviewed, evaluated, and recommended under the following guidelines:

Section 10 Capital Improvement Plan
CIP Impact to Operating Budget

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.

This page is intentionally blank

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.

CAPITAL PROJECT FORECAST

Formerly Adopted and New Proposed Projects

PROJ #	Project Description	Totals thru FY 17/18	FY 18-19 Estimated Budget	FY 19-20 Adopted Budget	FY 20-21 Projected Budget	FY 21-22 Projected Budget	PROJECT GRAND TOTAL
CP20	FM1938 Town Improvements	\$ 3,310,317	\$ 112,300	\$ -	\$ -	\$ -	\$ 3,422,617
CP34	Roanoke Road Reconstruction & Drainage South	2,900	3,625	540,000	-	-	546,525
CP40	Sam School Road Reconstruction & Drainage	-	3,215	-	-	55,000	58,215
CP68	FM 1938 & Dove Road Traffic Signal (Cash)	278,370	159,360	-	-	-	464,119
	FM 1938 & Dove Road Traffic Signal (Contribution)	26,389	-	-	-	-	
CP70	FM 1938 and Solana Traffic Signalization	305,479	8,375	-	-	-	313,854
CP75	Flashing Crosswalk - Dove @ Pearson/Ottinger	31,044	-	53,850	51,840	-	136,734
CP78	Solana Pavement Repairs	-	-	90,000	-	-	90,000
CP79	Wyck Hill Pavement Resurface	-	-	58,806	-	-	58,806
CP80	FM1938 Pavement Repairs	-	-	80,000	-	-	80,000
CP82	SH114 Service Road Construction	-	48,000	96,000	-	-	144,000
CP83	GPS Opticom Traffic Control	-	-	-	70,000	-	70,000
Total - Road/Street Improvements - Dept 16		3,954,499	334,875	918,656	121,840	55,000	5,384,870
CP65	Maintenance & Storage Facility	-	5,000	95,000	-	-	100,000
CP77	WA Pond Repairs	-	82,000	-	-	-	82,000
Total - Academic Facilities - Dept 17		-	87,000	95,000	-	-	182,000
CP42	Trail Connection at Hwy 114 & Solana Blvd.	-	-	193,860	-	-	193,860
CP67	Wayfinding Signage	-	-	300,000	290,000	-	590,000
CP76	Cemetery Improvements	93,082	56,918	-	-	-	150,000
Total - Trail/Park/Cemetery - Dept 19		93,082	56,918	493,860	290,000	-	933,860
CP52	Trail - Academy to Cemetery	-	-	-	319,006	-	1,382,806
CP58	Ottinger Road Recon/Drainage	-	-	-	1,063,800	-	
CP53	Trail - Dove/Pearson/Aspen	-	-	313,217	-	-	625,538
CP60	Pearson Lane Recon/Drainage	-	22,305	290,016	-	-	
Total - Trail and Road Improvements - Dept 16-19		-	22,305	603,233	1,382,806	-	2,008,344
CP81	Firber Connectivity Project	-	25,000	275,000	-	-	300,000
Total - Information Technology - Dept 20		-	25,000	275,000	-	-	300,000
TOTAL GOVERNMENTAL PROJECTS		\$ 4,047,581	\$ 526,098	\$ 2,385,749	\$ 1,794,646	\$ 55,000	\$ 8,809,074

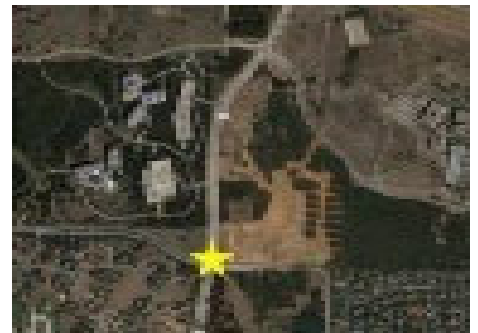
	Funding Summary	Totals thru FY 17/18	FY 18-19 Estimated Budget	FY 19-20 Proposed Budget	FY 20-21 Projected Budget	FY 21-22 Projected Budget	PROJECT GRAND TOTAL
	Contributions (Formerly adopted)	\$ 424,950	\$ 56,918	\$ -	\$ -	\$ -	\$ 481,868
	Cash/Fund Balance (Formerly adopted)	3,622,631	469,180	2,385,749	121,840	55,000	6,654,400
	FY20/21 Bonds 20 Year - Street/Trail	-	-	-	1,672,806	-	1,672,806
GRAND TOTAL ALL PROJECTS		\$ 4,047,581	\$ 526,098	\$ 2,385,749	\$ 1,794,646	\$ 55,000	\$ 8,809,074

FUNDED CAPITAL IMPROVEMENT PROJECT #68

FM 1938 and Dove Road Signalization

Project Description:

This project will provide for the signalization of the FM1938 and Dove Road intersection consistent with the enhancements at SH114. The need to signalize is being caused by the proposed signalization of FM1938 and Solana Blvd/Capital Pkwy that is currently included with the Entrada development improvements. The installation of a proposed traffic signal at FM1938 and Solana Blvd/Capital Pkwy in connection with the Granada and Entrada developments, the intersection would decrease traffic congestion and increase safety at the FM1938 and Dove Road intersection. While FM1938 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 was completed in FY 17-18. Holding the worksheet open for final TxDot audit.



PROJECT EXPENSE								
410-73000-16-000-000068	Actuals Thru	Estimated	Adopted	----- Projection-----				Project
EXPENDITURE TYPE	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	Total
Engineering		-	-	-	-	-	-	-
Construction	304,759	159,360	-	-	-	-	-	464,119
Design	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	304,759	159,360	-	-	-	-	-	464,119

PROJECT FUNDING								
410-10110-16-000-000034	Actuals Thru	Estimated	Adopted	----- Projection-----				Project
FUNDING TYPE	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	Total
Cash (Fund Balance)	278,370	159,360	-	-	-	-	-	437,730
Contributions (Fidelity)	26,389	-	-	-	-	-	-	26,389
Bonds FY 20/21 CO	-	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	304,759	159,360	-	-	-	-	-	464,119

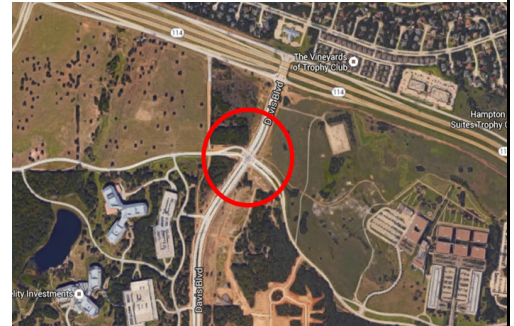
IMPACT ON OPERATING BUDGET								
	Actuals Thru	Estimated	Adopted	----- Projection-----				
IMPACT TYPE	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	
Supplies	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Repair & Maintenance	-	-	-	-	-	-	-	-
Rent & Utilities	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
OPERATING IMPACT	-	-	-	-	-	-	-	-

FUNDED CAPITAL IMPROVEMENT PROJECT #70

FM 1938 and Solana Blvd 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 decrease traffic congestion and frustration. Staff is also currently working with TxDot for a proposed signal at the FM 1938/Dove Road intersection. Project was completed during FY17/18. Holding the worksheet open for final TxDot audit.



PROJECT EXPENSE								
410-74400-16-000-000070	Actuals Thru	Estimated	Adopted	----- Projection-----				Project
EXPENDITURE TYPE	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	Total
Engineering	-	-	-	-	-	-	-	-
Construction	305,479	8,375	-	-	-	-	-	313,854
Design	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	305,479	8,375	-	-	-	-	-	313,854

PROJECT FUNDING								
410-33700-16-000-000070	Actuals Thru	Estimated	Adopted	----- Projection-----				Project
FUNDING TYPE	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	Total
Cash (Fund Balance)	45,939	8,375	-	-	-	-	-	54,314
Contributions/Grants	259,540	-	-	-	-	-	-	259,540
Bonds FY 20/21 CO	-	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	305,479	8,375	-	-	-	-	-	313,854

IMPACT ON OPERATING BUDGET								
	Actuals Thru	Estimated	Adopted	----- Projection-----				
IMPACT TYPE	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	
Supplies	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Repair & Maintenance	-	-	-	-	-	-	-	-
Rent & Utilities	-	-	-	200	200	200	200	-
Debt Service	-	-	-	-	-	-	-	-
OPERATING IMPACT	-	-	-	200	200	200	200	-

FUNDED CAPITAL IMPROVEMENT PROJECT #75

Flashing Crosswalk Lights (Dove @ Pearson & Ottinger)

The town trail system currently starts and/or stops at the Westlake Academy campus. The use of the trail has increased over the past two years due to the growth of the community and the Academy. Flashing light at the crosswalk would give vehicles a warning that pedestrians are crossing at Dove Rd & Ottinger or Dove Rd & Pearson. This project includes flashing signs and lights being installed in the pavement. Includes three flashing lights and striping of the crosswalk at Dove and Pearson. Lights would be activated by pedestrians walking on the trail that would need to cross over Dove to go north on Pearson.



PROJECT EXPENSE								
410-73000-16-000-000075	Actuals Thru	Estimated	Adopted	----- Projection-----				Project
EXPENDITURE TYPE	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	Total
Engineering	-	-	-	-	-	-	-	-
Construction	31,044	-	53,850	51,840	-	-	-	136,734
Design	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	31,044	-	53,850	51,840	-	-	-	136,734

PROJECT FUNDING								
410-33501-16-000-000075	Actuals Thru	Estimated	Adopted	----- Projection-----				Project
FUNDING TYPE	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	Total
Cash (Fund Balance)	31,044	-	53,850	51,840	-	-	-	136,734
Contributions/Grants	-	-	-	-	-	-	-	-
Bonds FY 20/21 CO	-	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	31,044	-	53,850	51,840	-	-	-	136,734

IMPACT ON OPERATING BUDGET								
	Actuals Thru	Estimated	Adopted	----- Projection-----				
IMPACT TYPE	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	
Supplies	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Repair & Maintenance	-	-	-	2,000	2,060	2,122	2,185	-
Rent & Utilities	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
OPERATING IMPACT	-	-	-	2,000	2,060	2,122	2,185	-

FUNDED CAPITAL IMPROVEMENT PROJECT #78

Solana Pavement Repair

Project Description:

This project will provide repairs to several sections of concrete pavement failures on Solana Boulevard. The repairs will consist of removal/replacement of concrete and failed subgrade and barricades to control traffic.



PROJECT EXPENSE								
410-73000-16-000-000078	Actuals Thru	Estimated	Adopted	----- Projection-----				Project
EXPENDITURE TYPE	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	Total
Engineering	-	-	90,000	-	-	-	-	90,000
Construction	-	-	-	-	-	-	-	-
Design	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	-	-	90,000	-	-	-	-	90,000

PROJECT FUNDING								
410-33501-16-000-000078	Actuals Thru	Estimated	Adopted	----- Projection-----				Project
FUNDING TYPE	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	Total
Cash (Fund Balance)	-	-	90,000	-	-	-	-	90,000
Contributions/Grants	-	-	-	-	-	-	-	-
Bonds FY 20/21 CO	-	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	-	-	90,000	-	-	-	-	90,000

IMPACT ON OPERATING BUDGET								
	Actuals Thru	Estimated	Adopted	----- Projection-----				
IMPACT TYPE	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	
Supplies	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Repair & Maintenance	-	-	-	-	-	-	-	-
Rent & Utilities	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
OPERATING IMPACT	-	-	-	-	-	-	-	-

FUNDED CAPITAL IMPROVEMENT PROJECT #79

Wyck Hill Pavement Resurface

Project Description:

This project will provide for the removal and replacement of 1" to 2" of the existing 6" asphalt on Wyck Hill Lane. The existing subgrade is in excellent condition and does not require re-stabilization.



PROJECT EXPENSE								
410-73000-16-000-000079	Actuals Thru	Estimated	Adopted	----- Projection-----				Project
EXPENDITURE TYPE	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	Total
Engineering	-	-	-	-	-	-	-	-
Construction	-	-	58,806	-	-	-	-	58,806
Design	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	-	-	58,806	-	-	-	-	58,806

PROJECT FUNDING								
410-33501-16-000-000079	Actuals Thru	Estimated	Adopted	----- Projection-----				Project
FUNDING TYPE	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	Total
Cash (Fund Balance)	-	-	58,806	-	-	-	-	58,806
Contributions/Grants	-	-	-	-	-	-	-	-
Bonds FY 20/21 CO	-	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	-	-	58,806	-	-	-	-	58,806

IMPACT ON OPERATING BUDGET								
	Actuals Thru	Estimated	Adopted	----- Projection-----				
IMPACT TYPE	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	
Supplies	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Repair & Maintenance	-	-	-	-	-	-	-	-
Rent & Utilities	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
OPERATING IMPACT	-	-	-	-	-	-	-	-

FUNDED CAPITAL IMPROVEMENT PROJECT #80

FM1938 Pavement Repair

Project Description:

This project will provide repairs to several sections of stamped/stained concrete pavement failures on FM 1938. The repairs will consist of removal/replacement of concrete and failed subgrade and barricade to control traffic.



PROJECT EXPENSE								
410-73000-16-000-000080	Actuals Thru	Estimated	Adopted	----- Projection-----				Project
EXPENDITURE TYPE	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	Total
Engineering	-	-	-	-	-	-	-	-
Construction	-	-	80,000	-	-	-	-	80,000
Design	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	-	-	80,000	-	-	-	-	80,000

PROJECT FUNDING								
410-33501-16-000-000080	Actuals Thru	Estimated	Adopted	----- Projection-----				Project
FUNDING TYPE	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	Total
Cash (Fund Balance)	-	-	80,000	-	-	-	-	80,000
Contributions/Grants	-	-	-	-	-	-	-	-
Bonds FY 20/21 CO	-	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	-	-	80,000	-	-	-	-	80,000

IMPACT ON OPERATING BUDGET								
	Actuals Thru	Estimated	Adopted	----- Projection-----				
IMPACT TYPE	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	
Supplies	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Repair & Maintenance	-	-	-	-	-	-	-	-
Rent & Utilities	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
OPERATING IMPACT	-	-	-	-	-	-	-	-

FUNDED CAPITAL IMPROVEMENT PROJECT #82

SH114 Service Road Construction

Project Description:

TxDOT has recently presented plans for the construction of frontage roads and Texas U-Turns along the SH 114 corridor from FM 1938 to Dove Road. Due to the SH 114 Service Road project's pace and the impact to adjacent developments and Westlake residents, Jerry Hodge & Associates, LLC has been retained to help ensure that all Westlake stakeholders are represented in the design and construction process and that the Town's aesthetic standards are included in the construction plans. The service road project is expected to take approximately 24 to 36 months. The contract with Jerry Hodge & Associates is a 12-month contract that can be extended based on TxDOT's construction schedule. Staff is in discussions with adjacent property owners regarding some cost participation arrangements, which would require an economic development agreement with each.



PROJECT EXPENSE								
410-73000-16-000-000082	Actuals Thru	Estimated	Adopted	----- Projection-----				Project
EXPENDITURE TYPE	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	Total
Engineering	-	-	-	-	-	-	-	-
Construction	-	48,000	96,000	-	-	-	-	144,000
Design	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	-	48,000	96,000	-	-	-	-	144,000

PROJECT FUNDING								
410-33501-16-000-000080	Actuals Thru	Estimated	Adopted	----- Projection-----				Project
FUNDING TYPE	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	Total
Cash (Fund Balance)	-	48,000	96,000	-	-	-	-	144,000
Contributions/Grants	-	-	-	-	-	-	-	-
Bonds FY 20/21 CO	-	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	-	48,000	96,000	-	-	-	-	144,000

IMPACT ON OPERATING BUDGET								
	Actuals Thru	Estimated	Adopted	----- Projection-----				
IMPACT TYPE	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	
Supplies	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Repair & Maintenance	-	-	-	-	-	-	-	-
Rent & Utilities	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
OPERATING IMPACT	-	-	-	-	-	-	-	-

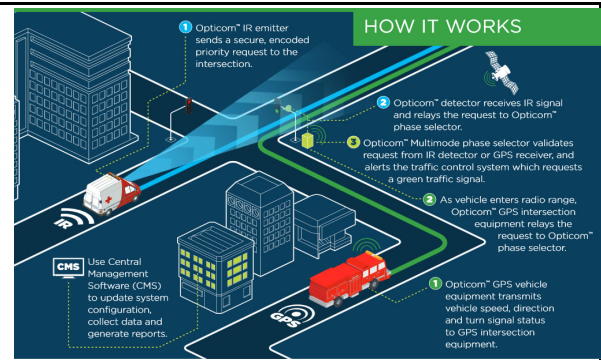
FUNDED CAPITAL IMPROVEMENT PROJECT #80

Traffic Control Equipment - GPS Opticom for 5 Intersections

Project Description:

This project will provide Opticom GPS Systems to assist emergency vehicles through signalized intersections by providing temporary right-of-way through the use of common traffic controller functions. This project would include 4 intersections in Westlake.

- 1 - Hwy 377 & Hwy 170
- 2 - Hwy 114 & Davis Blvd
- 3 - Hwy 114 & Trophy Lake Drive
- 4 - Hwy 114 & Westlake Parkway



PROJECT EXPENSE								
410-73000-16-000-000083	Actuals Thru	Estimated	Adopted	----- Projection -----				Project
EXPENDITURE TYPE	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	Total
Engineering	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-
Design	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-
Other	-	-	-	70,000	-	-	-	70,000
EXPENDITURES TOTAL	-	-	-	70,000	-	-	-	70,000

PROJECT FUNDING								
410-33501-16-000-000080	Actuals Thru	Estimated	Adopted	----- Projection -----				Project
FUNDING TYPE	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	Total
Cash (Fund Balance)	-	-	-	70,000	-	-	-	70,000
Contributions/Grants	-	-	-	-	-	-	-	-
Bonds FY 20/21 CO	-	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	-	-	-	70,000	-	-	-	70,000

IMPACT ON OPERATING BUDGET								
	Actuals Thru	Estimated	Adopted	----- Projection -----				
IMPACT TYPE	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	
Supplies	-	-	-	-	-	-	-	-
Services	-	-	-	-	2,500	3,500	3,500	-
Insurance	-	-	-	-	-	-	-	-
Repair & Maintenance	-	-	-	-	-	1,000	1,000	-
Rent & Utilities	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
OPERATING IMPACT	-	-	-	-	2,500	4,500	4,500	-

FUNDED CAPITAL IMPROVEMENT PROJECT #65

Maintenance and Storage Facility

Project Description:

The proposed Maintenance and Public Works building utilizes the existing Fire Department engine bay now that the permanent Fire Station has been constructed. The building provides storage space for weather event supplies, small equipment, and pumps and also serves as a work area to make repairs on equipment, etc.



PROJECT EXPENSE								
410-72000-17-000-000065	Totals Thru	Estimated	Adopted	----- Projection-----				Project
EXPENDITURE TYPE	FY 16/17	FY 18/19	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	Total
Engineering	-	-	-	-	-	-	-	-
Construction	-	5,000	95,000	-	-	-	-	100,000
Design	-	-	-	-	-	-	-	-
FF&E	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-
EXPENDITURE TOTAL	-	5,000	95,000	-	-	-	-	100,000

PROJECT FUNDING								
410-10110-17-000-000065	Totals Thru	Estimated	Adopted	----- Projection-----				Project
FUNDING TYPE	FY 16/17	FY 18/19	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	Total
Cash (Fund Balance)	-	5,000	95,000	-	-	-	-	100,000
Transfer in from General Fund	-	-	-	-	-	-	-	-
Transfer in from Utility Fund	-	-	-	-	-	-	-	-
Bonds 2019/20 CO Bonds	-	-	-	-	-	-	-	-
FUNDING TOTAL	-	5,000	95,000	-	-	-	-	100,000

IMPACT ON OPERATING BUDGET								
	Totals Thru	Estimated	Adopted	----- Projection-----				
IMPACT TYPE	FY 16/17	FY 18/19	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	
Services	-	-	-	1,000	1,030	1,061	1,093	-
Insurance	-	-	-	-	-	-	-	-
Repair & Maintenance	-	-	-	2,000	2,060	2,122	2,185	-
Rent & Utilities	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
OPERATING IMPACT	-	-	-	3,000	3,090	3,183	3,278	-

FUNDED CAPITAL IMPROVEMENT PROJECT #77

Westlake Academy Pond Repairs

Project Description:

The irrigation pond at the Westlake Academy is leaking on the east side with water running onto the property east of the campus. In March of 2017 a clay dam was installed which has slowed the water flow. This project will remove the silt from the pond and install a clay liner.



PROJECT EXPENSE								
410-74400-17-000-000077	Actuals Thru	Estimated	Adopted	----- Projection-----				Project
EXPENDITURE TYPE	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	Total
Engineering	-	-	-	-	-	-	-	-
Construction	-	82,000	-	-	-	-	-	82,000
Design	-	-	-	-	-	-	-	-
FF&E	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	-	82,000	-	-	-	-	-	82,000

PROJECT FUNDING								
410-33700-17-000-000077	Actuals Thru	Estimated	Adopted	----- Projection-----				Project
FUNDING TYPE	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	Total
Cash (Fund Balance)	-	82,000	-	-	-	-	-	82,000
Transfer in from General Fund	-	-	-	-	-	-	-	-
Transfer in from Utility Fund	-	-	-	-	-	-	-	-
Bonds 2019/20 CO Bonds	-	-	-	-	-	-	-	-
FUNDING TOTAL	-	82,000	-	-	-	-	-	82,000

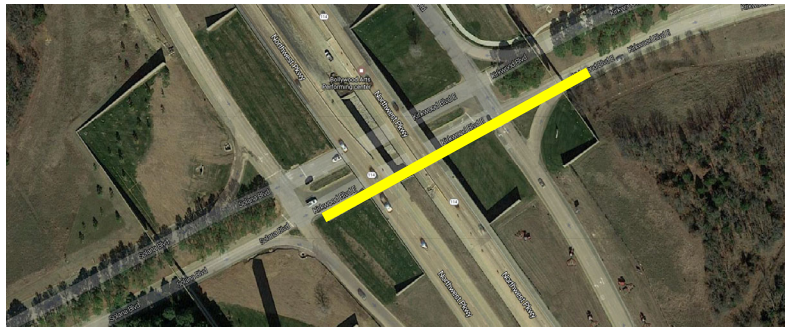
IMPACT ON OPERATING BUDGET								
	Actuals Thru	Estimated	Adopted	----- Projection-----				
OPERATING IMPACT	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	
Services	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Repair & Maintenance	-	-	-	2,060	2,122	2,185	2,251	-
Rent & Utilities	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
OPERATING IMPACT	-	-	-	2,060	2,122	2,185	2,251	-

FUNDED CAPITAL IMPROVEMENT PROJECT #42

Trail Connection at Hwy 114 and Solana Blvd.

Project Description:

This project will extend the existing 8 ft. concrete trail an estimated 1,000 feet from the west side of Hwy 114 to the east side of Hwy 114. This project will start at the same time the signal project for the intersection of Solana Blvd and Hwy 114 begins.



PROJECT EXPENSE								
410-74400-19-000-000042	Actuals Thru	Estimated	Adopted	----- Projection-----				Project
EXPENDITURE TYPE	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	Total
Engineering	-	-	-	-	-	-	-	-
Construction	-	-	193,860	-	-	-	-	193,860
Design	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-
Other Admin cost	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	-	-	193,860	-	-	-	-	193,860

PROJECT FUNDING								
410-33501-19-000-000042	Actuals Thru	Estimated	Adopted	----- Projection-----				Project
FUNDING TYPE	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	Total
Cash (Fund Balance)	-	-	193,860	-	-	-	-	193,860
Bonds FY 18/19 CO	-	-	-	-	-	-	-	-
Transfer in from Utility Fund	-	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	-	-	193,860	-	-	-	-	193,860

IMPACT ON OPERATING BUDGET								
	Actuals Thru	Estimated	Adopted	----- Projection-----				
IMPACT TYPE	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	
Supplies	-	-	-	-	-	-	-	
Services	-	-	-	-	-	-	-	
Insurance	-	-	-	-	-	-	-	
Repair & Maintenance	-	-	-	-	-	-	-	
Utilities	-	-	-	-	-	-	-	
Debt Service	-	-	-	2,100	2,100	2,100	2,100	
OPERATING IMPACT	-	-	-	2,100	2,100	2,100	2,100	

FUNDED CAPITAL IMPROVEMENT PROJECT #67

Wayfinding Signage

Project Description:

The "Wayfinding" Sign Project will showcase the town's major venues, direct visitors through major corridors that lead to various Town destinations and trails. The project would include the locations, design and cost estimate to create and install the wayfinding signage.

The package would include but not limited to the following,

- Development of a Master Plan to provide staff a guideline and template for wayfinding
- Implementation.
- Recognizable wayfinding system that is easily adaptable for future development
- Create a signage system that blends into Westlake
- Material selections
- Define trail access points



PROJECT EXPENSE								
410-74400-19-000-000067	Actuals Thru	Estimated	Adopted	----- Projection-----				Project
EXPENDITURE TYPE	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	Total
Engineering	-	-	-	-	-	-	-	-
Construction	-	-	300,000	290,000	-	-	-	590,000
Design	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	-	-	300,000	290,000	-	-	-	590,000

PROJECT FUNDING								
410-33501-19-000-000067	Actuals Thru	Estimated	Adopted	----- Projection-----				Project
FUNDING TYPE	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	Total
Cash/Transfers	-	-	300,000	-	-	-	-	300,000
Contributions/Grants	-	-	-	-	-	-	-	-
Bonds FY 20/21 CO	-	-	-	290,000	-	-	-	290,000
UnFunded	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	-	-	300,000	290,000	-	-	-	590,000

IMPACT ON OPERATING BUDGET								
	Actuals Thru	Estimated	Adopted	----- Projection-----				
IMPACT TYPE	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	
Supplies	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Repair & Maintenance	-	-	-	-	-	-	-	-
Rent & Utilities	-	-	-	-	-	-	-	-
Debt Service	-	-	-	8,514	8,514	8,514	8,514	-
OPERATING IMPACT	-	-	-	8,514	8,514	8,514	8,514	-

FUNDED CAPITAL IMPROVEMENT PROJECT #76

Cemetery Improvements

Project Description:

This project would include a new water well, storage tanks, irrigation system, fence on the southeast corner and underground power for the water well.



PROJECT EXPENSE								
410-73000-19-000-000076	Actuals Thru	Estimated	Adopted	----- Projection-----				Project
EXPENDITURE TYPE	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	Total
Engineering	-	-	-	-	-	-	-	-
Construction	93,082	56,918	-	-	-	-	-	150,000
Design	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-
Other Admin cost	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	93,082	56,918	-	-	-	-	-	150,000

PROJECT FUNDING								
410-33700-19-000-000076	Actuals Thru	Estimated	Adopted	----- Projection-----				Project
FUNDING TYPE	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	Total
Cash/Transfers	-	-	-	-	-	-	-	-
Contributions	150,000	-	-	-	-	-	-	150,000
Bonds FY 18/19 CO	-	-	-	-	-	-	-	-
UnFunded	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	150,000	-	-	-	-	-	-	150,000

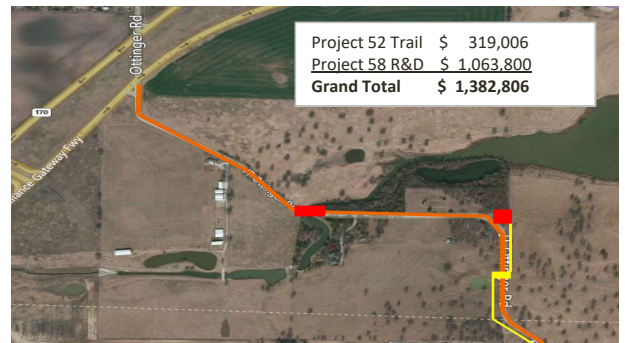
IMPACT ON OPERATING BUDGET								
	Actuals Thru	Estimated	Adopted	----- Projection-----				
IMPACT TYPE	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	
Supplies	-	-	-	-	-	-	-	
Services	-	-	-	-	-	-	-	
Insurance	-	-	-	-	-	-	-	
Repair & Maintenance	-	-	-	2,000	2,060	2,122	2,185	
Utilities	-	-	-	-	-	-	-	
Debt Service	-	-	-	-	-	-	-	
OPERATING IMPACT	-	-	-	2,000	2,060	2,122	2,185	

FUNDED CAPITAL IMPROVEMENT PROJECT #52/58

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 EXPENSE								
410-74400-19-000-000052	Actuals Thru	Estimated	Adopted	----- Projection-----				Project
410-73000-16-000-000058	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	Total
Trail- Engineering/Design	-	-	-	-	-	-	-	-
Trail - Construction	-	-	-	319,006	-	-	-	319,006
Trail - Design	-	-	-	-	-	-	-	-
Road/Bridge - Engineering	-	-	-	-	-	-	-	-
Road/Bridge - Construction	-	-	-	1,063,800	-	-	-	1,063,800
EXPENDITURES TOTAL	-	-	-	1,382,806	-	-	-	1,382,806

PROJECT FUNDING								
410-33501-19-000-000052	Actuals Thru	Estimated	Adopted	----- Projection-----				Project
410-33501-16-000-000058	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	Total
Cash (Fund Balance)	-	-	-	-	-	-	-	-
Bonds FY 20/21 CO	-	-	-	319,006	-	-	-	319,006
Bonds FY 20/21 CO	-	-	-	1,063,800	-	-	-	1,063,800
Unfunded	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	-	-	-	1,382,806	-	-	-	1,382,806

IMPACT ON OPERATING BUDGET								
	Actuals Thru	Estimated	Adopted	----- Projection-----				
IMPACT TYPE	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	
Supplies	-	-	-	-	-	-	-	-
Trail - Services	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Trail - Repair & Maintenance	-	-	-	-	-	-	-	-
Trail - Rent & Utilities	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	89,943	89,943	89,943	-
OPERATING IMPACT	-	-	-	-	89,943	89,943	89,943	-

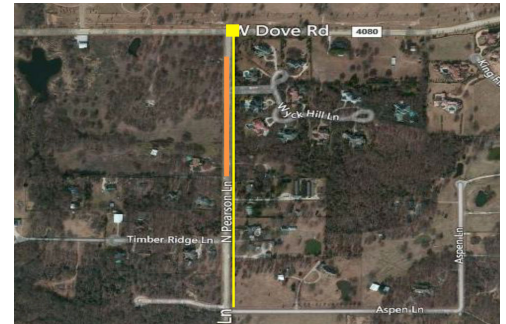
FUNDED CAPITAL IMPROVEMENT PROJECT #53/60

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
\$ 313,217
Project 60 R&D



PROJECT EXPENSE								
410-74400-19-000-000053	Actuals Thru	Estimated	Adopted	----- Projection-----				Project
410-73000-16-000-000060	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	Total
Trail - Engineering	-	-	-	-	-	-	-	-
Trail - Construction	-	-	313,217	-	-	-	-	313,217
Trail - Contingency	-	-	-	-	-	-	-	-
Road - Engineering	-	-	-	-	-	-	-	-
Road - Construction	-	22,305	290,016	-	-	-	-	312,321
EXPENDITURES TOTAL	-	22,305	603,233	-	-	-	-	625,538

PROJECT FUNDING								
410-33501-19-000-000053	Actuals Thru	Estimated	Adopted	----- Projection-----				Project
410-33501-16-000-000060	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	Total
Cash (Fund Balance) Trail	-	-	313,217	-	-	-	-	313,217
Cash (Fund Balance) Road	-	22,305	290,016	-	-	-	-	312,321
Bonds	-	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	-	22,305	603,233	-	-	-	-	625,538

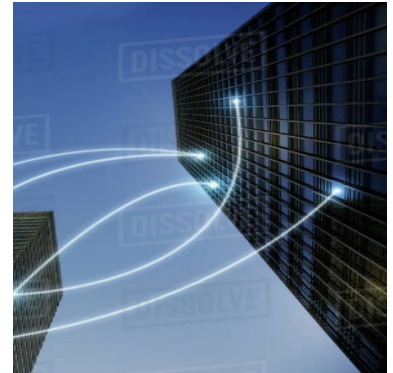
IMPACT ON OPERATING BUDGET								
	Actuals Thru	Estimated	Adopted	----- Projection-----				
IMPACT TYPE	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	
Supplies	-	-	-	-	-	-	-	-
Trail - Services	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Trail - Repair & Maint	-	-	-	-	-	-	-	-
Trail - Rent & Utilities	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	48,591	48,591	48,591	-
OPERATING IMPACT	-	-	-	-	48,591	48,591	48,591	-

FUNDED CAPITAL IMPROVEMENT PROJECT #81

Fiber Connectivity between Buildings (Municipal/Academy)

Project Description:

Improve Technology, Facilities and Equipment: Reduce critical infrastructure downtime - With the addition of the EOC at the new Fire/EMS station and a complete fiber duct between all of our locations, we have the opportunity to install our own fiber between all of the locations to provide faster connectivity than we can afford through vendors. With this rollout we would start with 10Gbps connectivity between all of our locations (approximately 100X faster than our current connections), with the ability to increase to 40Gbps and 100Gbps in the future. Using our own fiber will allow us flexibility in internet connectivity - options to combine the internet connection at each location into a single faster connection, or reduce or remove internet connectivity costs at one or more locations and route all internet traffic through a single location. Since we have moved to a virtual server architecture, having our own fast fiber connectivity between locations will allow us to move virtual servers to any location when necessary (disaster recovery, scheduled hardware down time for updates, upgrades, repairs, etc.) We will be able to have our data available at any of the locations without any reduction in speed or productivity.



PROJECT EXPENSE

410-74400-20-000-000081	Totals Thru	Estimated	Adopted	----- Projection -----				Project
EXPENDITURE TYPE	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	Total
Engineering	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-
Design	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-
Other Cost	-	25,000	275,000	-	-	-	-	300,000
EXPENDITURES TOTAL	-	25,000	275,000	-	-	-	-	300,000

PROJECT FUNDING

410-10110-20-000-000081	Totals Thru	Estimated	Adopted	----- Projection -----				Project
FUNDING TYPE	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	Total
Cash (Fund Balance)	-	25,000	275,000	-	-	-	-	300,000
Bonds FY 18/19 CO	-	-	-	-	-	-	-	-
Transfer in from Utility Fund	-	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	-	25,000	275,000	-	-	-	-	300,000

IMPACT ON OPERATING BUDGET

	Totals Thru	Estimated	Adopted	----- Projection -----				
IMPACT TYPE	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	
Supplies	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Repair & Maintenance	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
OPERATING IMPACT	-	-	-	-	-	-	-	-

This page is intentionally blank

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.

CAPITAL IMPROVEMENT PROJECTS FORECAST

Unfunded / Under Discussion

Dept No.	Project Description	Totals Thru FY 17/18	FY 18/19 Estimated Budget	FY 19/20 Adopted Budget	FY 20/21 Projected Budget	FY 21/22 Projected Budget	FY 22/23 Projected Budget	FY 23/24 Projected Budget	PROJECT GRAND TOTAL
16	SH114 and Schwab Way Traffic Signal Upgrade	\$ -	\$ -	\$ -	\$ 257,500	\$ -	\$ -	\$ -	\$ 257,500
16	Hwy 170 and 377 Traffic Signal Upgrade	-	-	-	265,000	-	-	-	265,000
16	Dove Road & Randol Mill Traffic Circle	-	-	-	-	674,238	892,427	-	1,566,665
16	Hwy 170 and Roanoke Traffic Signal Upgrade	-	-	-	15,000	257,500	-	-	272,500
16	Glenwyck Farms Telecommunications Ductbank	-	-	-	806,400	-	-	-	806,400
16	SH 114/170 Enhancements	239,433	-	-	-	-	-	830,592	1,070,025
Sub-Total - Road/Street Improvements		239,433	-	-	1,343,900	931,738	892,427	830,592	4,238,090
19	Hwy 377 Landscape Improvements (Phase I and II)	-	-	-	411,100	436,000	-	-	847,100
19	Trail - Fidelity Campus to WL Parkway at Hwy 114	-	-	-	330,338	-	-	-	330,338
19	Westlake Academy Pedestrian Underpass	-	-	-	-	-	741,600	-	741,600
19	Cemetery Improvements	-	-	-	-	73,609	77,904	-	151,513
19	15-30 Acre Community Park	-	-	-	-	8,623,423	183,706	-	8,807,129
Sub-Total - Trail/Park/Cemetery Improvements		-	-	-	741,438	9,133,032	1,003,210	-	10,877,680
TOTAL UNFUNDED (UNDER DISCUSSION)		\$ 239,433	\$ -	\$ -	\$ 2,085,338	\$ 10,064,770	\$ 1,895,637	\$ 830,592	\$ 15,115,770
PROJECTS FOR FUTURE YEARS (TBD)									
	Municipal Town Hall	-	-	-	-	-	-	-	-
	WA Land Expansion	-	-	-	-	-	-	-	-
	WA Labs	-	-	-	-	-	-	-	-
	WA Phase II Construction	-	-	-	-	-	-	-	-
	WA Phase III Construction	-	-	-	-	-	-	-	-
TOTAL TO BE DECIDED		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

UNFUNDED (UNDER DISCUSSION) CAPITAL IMPROVEMENT

SH114 and Schwab Way Traffic Signal Upgrade

Project Description:

This project will upgrade the current signal poles at the SH 170/Roanoke Road intersection with poles and internally illuminated street name signs consistent with the enhanced signals on FM 1938. The current configuration of Roanoke Road will change once the main lanes of SH 170 are constructed, resulting in the reduction of the traffic signalization for northbound and southbound traffic



PROJECT EXPENSE								
EXPENDITURE TYPE	Actuals Thru FY 17/18	Estimated FY 18/19	Adopted FY 19/20	----- Projection -----				Project Total
				FY 20/21	FY 21/22	FY 22/23	FY 23/24	
Engineering	-	-	-	15,000	-	-	-	15,000
Construction	-	-	-	242,500	-	-	-	242,500
Design	-	-	-	-	-	-	-	-
Painting	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	-	-	-	257,500	-	-	-	257,500

PROJECT FUNDING								
FUNDING TYPE	Actuals Thru FY 17/18	Estimated FY 18/19	Adopted FY 19/20	----- Projection -----				Project Total
				FY 20/21	FY 21/22	FY 22/23	FY 23/24	
Cash (Fund Balance)	-	-	-	-	-	-	-	-
Contributions/Grants	-	-	-	-	-	-	-	-
Bonds	-	-	-	-	-	-	-	-
Unfunded	-	-	-	257,500	-	-	-	257,500
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	-	-	-	257,500	-	-	-	257,500

IMPACT ON OPERATING BUDGET								
IMPACT TYPE	Actuals Thru FY 17/18	Estimated FY 18/19	Adopted FY 19/20	----- Projection -----				Project Total
				FY 20/21	FY 21/22	FY 22/23	FY 23/24	
Supplies	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Repair & Maintenance	-	-	-	-	-	-	-	-
Rent & Utilities	-	-	-	200	206	212	219	-
Debt Service	-	-	-	-	-	-	-	-
OPERATING IMPACT	-	-	-	200	206	212	219	-

UNFUNDED (UNDER DISCUSSION) CAPITAL IMPROVEMENT

Hwy 170 and 377 Traffic Signal Upgrade

Project Description:

This project will upgrade the current signalization of the SH 170 and US 377 intersection with poles and internally illuminated street name signs consistent with the enhanced signals on FM 1938.



PROJECT EXPENSE								
EXPENDITURE TYPE	Actuals Thru FY 17/18	Estimated FY 18/19	Adopted FY 19/20	----- Projection -----				Project Total
				FY 20/21	FY 21/22	FY 22/23	FY 23/24	
Engineering	-	-	-	15,000	-	-	-	15,000
Construction	-	-	-	250,000	-	-	-	250,000
Design	-	-	-	-	-	-	-	-
Painting	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	-	-	-	265,000	-	-	-	265,000

PROJECT FUNDING								
FUNDING TYPE	Actuals Thru FY 17/18	Estimated FY 18/19	Adopted FY 19/20	----- Projection -----				Project Total
				FY 20/21	FY 21/22	FY 22/23	FY 23/24	
Cash (Fund Balance)	-	-	-	-	-	-	-	-
Contributions/Grants	-	-	-	-	-	-	-	-
Bonds	-	-	-	-	-	-	-	-
Unfunded	-	-	-	265,000	-	-	-	265,000
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	-	-	-	265,000	-	-	-	265,000

IMPACT ON OPERATING BUDGET								
IMPACT TYPE	Actuals Thru FY 17/18	Estimated FY 18/19	Adopted FY 19/20	----- Projection -----				Project Total
				FY 20/21	FY 21/22	FY 22/23	FY 23/24	
Supplies	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Repair & Maintenance	-	-	-	-	-	-	-	-
Rent & Utilities	-	-	-	-	200	206	212	-
Debt Service	-	-	-	-	-	16,200	16,200	-
OPERATING IMPACT	-	-	-	-	200	16,406	16,412	-

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	Actuals Thru FY 17/18	Estimated FY 18/19	Adopted FY 19/20	----- Projection -----				Project Total
				FY 20/21	FY 21/22	FY 22/23	FY 23/24	
Engineering	-	-	-	-	-	106,090		106,090
Construction	-	-	-	-	-	786,337		786,337
Design	-	-	-	-	36,050		-	36,050
Contingency	-	-	-	-	-	-	-	-
Other	-	-	-	-	638,188		-	638,188
EXPENDITURES TOTAL	-	-	-	-	674,238	892,427	-	1,566,665

PROJECT FUNDING								
FUNDING TYPE	Actuals Thru FY 17/18	Estimated FY 18/19	Adopted FY 19/20	----- Projection -----				Project Total
				FY 20/21	FY 21/22	FY 22/23	FY 23/24	
Cash (Fund Balance)	-	-	-	-	-	-	-	-
Contributions/Grants	-	-	-	-	-	-	-	-
Bonds	-	-	-	-	-	-	-	-
Unfunded	-	-	-	-	674,238	892,427	-	1,566,665
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	-	-	-	-	674,238	892,427		1,566,665

IMPACT ON OPERATING BUDGET								
IMPACT TYPE	Actuals Thru FY 17/18	Estimated FY 18/19	Adopted FY 19/20	----- Projection -----				Project Total
				FY 20/21	FY 21/22	FY 22/23	FY 23/24	
Supplies	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Repair & Maintenance	-	-	-	-	-	2,971	3,060	-
Rent & Utilities	-	-	-	-	-	5,941	6,119	-
Debt Service	-	-	-	-	-	-	94,200	-
OPERATING IMPACT	-	-	-	-	-	8,912	103,379	-

UNFUNDED (UNDER DISCUSSION) CAPITAL IMPROVEMENT

Hwy 170 and Roanoke Road Traffic Signal Upgrade

Project Description:

This project will upgrade the current signalization of the SH 170/Roanoke Road intersection with poles and internally illuminated street name signs consistent with the enhanced signals on FM 1938. The current configuration of Roanoke Road will change once the main lanes of SH 170 are constructed, resulting in the reduction of the traffic signalization for northbound and southbound traffic.



PROJECT EXPENSE								
EXPENDITURE TYPE	Actuals Thru FY 17/18	Estimated FY 18/19	Adopted FY 19/20	----- Projection -----				Project Total
				FY 20/21	FY 21/22	FY 22/23	FY 23/24	
Engineering	-	-	-	15,000	-	-	-	15,000
Construction	-	-	-	-	257,500	-	-	257,500
Design	-	-	-	-	-	-	-	-
Painting	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	-	-	-	15,000	257,500	-	-	272,500

PROJECT FUNDING								
FUNDING TYPE	Actuals Thru FY 17/18	Estimated FY 18/19	Adopted FY 19/20	----- Projection -----				Project Total
				FY 20/21	FY 21/22	FY 22/23	FY 23/24	
Cash (Fund Balance)	-	-	-	-	-	-	-	-
Contributions/Grants	-	-	-	-	-	-	-	-
Bonds	-	-	-	-	-	-	-	-
Unfunded	-	-	-	15,000	257,500	-	-	272,500
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	-	-	-	15,000	257,500	-	-	272,500

IMPACT ON OPERATING BUDGET								
IMPACT TYPE	Actuals Thru FY 17/18	Estimated FY 18/19	Adopted FY 19/20	----- Projection -----				Project Total
				FY 20/21	FY 21/22	FY 22/23	FY 23/24	
Supplies	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Repair & Maintenance	-	-	-	-	-	-	-	-
Rent & Utilities	-	-	-	-	200	206	212	-
Debt Service	-	-	-	-	-	-	16,350	-
OPERATING IMPACT	-	-	-	-	200	206	16,562	-

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	Actuals Thru FY 17/18	Estimated FY 18/19	Adopted FY 19/20	----- Projection -----				Project Total
				FY 20/21	FY 21/22	FY 22/23	FY 23/24	
Engineering	-	-	-	806,400	-	-	-	806,400
Construction	-	-	-	-	-	-	-	-
Design	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	-	-	-	806,400	-	-	-	806,400

PROJECT FUNDING								
FUNDING TYPE	Actuals Thru FY 17/18	Estimated FY 18/19	Adopted FY 19/20	----- Projection -----				Project Total
				FY 20/21	FY 21/22	FY 22/23	FY 23/24	
Cash (Fund Balance)	-	-	-	-	-	-	-	-
Contributions/Grants	-	-	-	-	-	-	-	-
Bonds	-	-	-	-	-	-	-	-
Unfunded	-	-	-	806,400	-	-	-	806,400
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	-	-	-	806,400	-	-	-	806,400

IMPACT ON OPERATING BUDGET								
IMPACT TYPE	Actuals Thru FY 17/18	Estimated FY 18/19	Adopted FY 19/20	----- Projection -----				Project Total
				FY 20/21	FY 21/22	FY 22/23	FY 23/24	
Supplies	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Repair & Maintenance	-	-	-	-	-	-	-	-
Rent & Utilities	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
OPERATING IMPACT	-	-	-	-	-	-	-	-

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	Actuals Thru FY 17/18	Estimated FY 18/19	Adopted FY 19/20	----- Projection -----				Project Total
				FY 20/21	FY 21/22	FY 22/23	FY 23/24	
Engineering	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	830,592	830,592
Design	-	-	-	-	-	-	-	-
Painting	239,433	-	-	-	-	-	-	239,433
Other	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	239,433	-	-	-	-	-	830,592	1,070,025

PROJECT FUNDING

FUNDING TYPE	Actuals Thru FY 17/18	Estimated FY 18/19	Adopted FY 19/20	----- Projection -----				Project Total
				FY 20/21	FY 21/22	FY 22/23	FY 23/24	
Cash (Fund Balance)	-	-	-	-	-	-	-	-
Contributions/Grants	149,622	-	-	-	-	-	-	149,622
Bonds 2011 CO \$2.095M	89,811	-	-	-	-	-	-	89,811
Bonds	-	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	830,592	830,592
FUNDING TOTAL	239,433	-	-	-	-	-	830,592	1,070,025

IMPACT ON OPERATING BUDGET

IMPACT TYPE	Actuals Thru FY 17/18	Estimated FY 18/19	Adopted FY 19/20	----- Projection -----				Project Total
				FY 20/21	FY 21/22	FY 22/23	FY 23/24	
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	Actuals Thru FY 17/18	Estimated FY 18/19	Adopted FY 19/20	----- Projection -----				Project Total
				FY 20/21	FY 21/22	FY 22/23	FY 23/24	
Engineering	-	-	-	30,000	-	-	-	30,000
Construction Phase II	-	-	-	381,100	-	-	-	381,100
Construction Phase II	-	-	-	-	436,000	-	-	436,000
Contingency	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	-	-	-	411,100	436,000	-	-	847,100

PROJECT FUNDING								
FUNDING TYPE	Actuals Thru FY 17/18	Estimated FY 18/19	Adopted FY 19/20	----- Projection -----				Project Total
				FY 20/21	FY 21/22	FY 22/23	FY 23/24	
Cash (Fund Balance)	-	-	-	-	-	-	-	-
Contributions/Grants	-	-	-	-	-	-	-	-
Bonds	-	-	-	-	-	-	-	-
Unfunded	-	-	-	411,100	436,000	-	-	847,100
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	-	-	-	411,100	436,000	-	-	847,100

IMPACT ON OPERATING BUDGET								
IMPACT TYPE	Actuals Thru FY 17/18	Estimated FY 18/19	Adopted FY 19/20	----- Projection -----				Project Total
				FY 20/21	FY 21/22	FY 22/23	FY 23/24	
Supplies	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Repair & Maintenance	-	-	-	-	-	5,150	5,305	-
Rent & Utilities	-	-	-	-	-	10,300	10,609	-
Debt Service	-	-	-	-	-	-	-	-
OPERATING IMPACT	-	-	-	-	-	15,450	15,914	-

UNFUNDED (UNDER DISCUSSION) CAPITAL IMPROVEMENT

Trail - Fidelity Campus to Westlake Parkway at Hwy 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	Actuals Thru FY 17/18	Estimated FY 18/19	Adopted FY 19/20	----- Projection -----				Project Total
				FY 20/21	FY 21/22	FY 22/23	FY 23/24	
Engineering	-	-		70,000		-	-	70,000
Construction	-	-		115,000		-	-	115,000
Design	-	-		145,338			-	145,338
Contingency	-	-					-	-
Other	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	-	-	-	330,338	-	-	-	330,338

PROJECT FUNDING								
FUNDING TYPE	Actuals Thru FY 17/18	Estimated FY 18/19	Adopted FY 19/20	----- Projection -----				Project Total
				FY 20/21	FY 21/22	FY 22/23	FY 23/24	
Cash (Fund Balance)	-	-	-	-	-	-	-	-
Contributions/Grants	-	-	-	-	-	-	-	-
Bonds	-	-	-	330,338	-	-	-	330,338
Unfunded	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	-	-	-	330,338	-	-	-	330,338

IMPACT ON OPERATING BUDGET								
IMPACT TYPE	Actuals Thru FY 17/18	Estimated FY 18/19	Adopted FY 19/20	----- Projection -----				Project Total
				FY 20/21	FY 21/22	FY 22/23	FY 23/24	
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	Actuals Thru FY 17/18	Estimated FY 18/19	Adopted FY 19/20	----- Projection -----				Project Total
				FY 20/21	FY 21/22	FY 22/23	FY 23/24	
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	Actuals Thru FY 17/18	Estimated FY 18/19	Adopted FY 19/20	----- Projection -----				Project Total
				FY 20/21	FY 21/22	FY 22/23	FY 23/24	
Cash (Fund Balance)	-	-	-	-	-	-	-	-
Contributions/Grants	-	-	-	-	-	-	-	-
Bonds	-	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	741,600	-	741,600
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	-	-	-	-	-	741,600	-	741,600

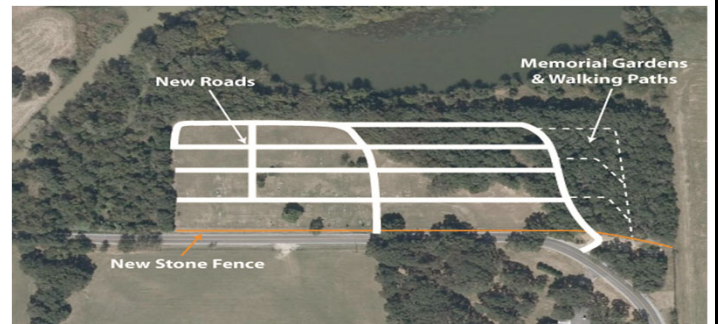
IMPACT ON OPERATING BUDGET								
IMPACT TYPE	Actuals Thru FY 17/18	Estimated FY 18/19	Adopted FY 19/20	----- Projection -----				Project Total
				FY 20/21	FY 21/22	FY 22/23	FY 23/24	
Supplies	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Repair & Maintenance	-	-	-	-	-	-	-	-
Rent & Utilities	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
OPERATING IMPACT	-	-	-	-	-	-	-	-

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	Actuals Thru FY 17/18	Estimated FY 18/19	Adopted FY 19/20	----- Projection -----				Project Total
				FY 20/21	FY 21/22	FY 22/23	FY 23/24	
Engineering	-	-	-	-	-	-	-	-
Construction	-	-	-	-	73,609	77,904	-	151,513
Design	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	-	-	-	-	73,609	77,904	-	151,513

PROJECT FUNDING								
FUNDING TYPE	Actuals Thru FY 17/18	Estimated FY 18/19	Adopted FY 19/20	----- Projection -----				Project Total
				FY 20/21	FY 21/22	FY 22/23	FY 23/24	
Cash (Fund Balance)	-	-	-	-	-	-	-	-
Contributions/Grants	-	-	-	-	-	-	-	-
Bond Issuance	-	-	-	-	-	-	-	-
Unfunded	-	-	-	-	73,609	77,904	-	151,513
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	-	-	-	-	73,609	77,904	-	151,513

IMPACT ON OPERATING BUDGET								
IMPACT TYPE	Actuals Thru FY 17/18	Estimated FY 18/19	Adopted FY 19/20	----- Projection -----				Project Total
				FY 20/21	FY 21/22	FY 22/23	FY 23/24	
Supplies	-	-	-	-	-	-	-	-
Services	-	-	-	-	5,614	5,782	5,955	-
Insurance	-	-	-	-	-	-	-	-
Repair & Maintenance	-	-	-	-	16,841	17,346	17,866	-
Rent & Utilities	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	9,000	-
OPERATING IMPACT	-	-	-	-	22,455	23,128	32,821	-

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	Actuals Thru FY 17/18	Estimated FY 18/19	Adopted FY 19/20	----- Projection -----				Project Total
				FY 20/21	FY 21/22	FY 22/23	FY 23/24	
Engineering	-	-	-	-	655,805	67,473	-	723,278
Construction	-	-	-	-	3,476,610		-	3,476,610
Design	-	-	-	-	65,508	67,473	-	132,981
Contingency	-	-	-	-	58,300	48,760	-	107,060
Land Purchase (350K for 10 Acres)	-	-	-	-	4,367,200		-	4,367,200
EXPENDITURES TOTAL	-	-	-	-	8,623,423	183,706	-	8,807,129

PROJECT FUNDING								
FUNDING TYPE	Actuals Thru FY 17/18	Estimated FY 18/19	Adopted FY 19/20	----- Projection -----				Project Total
				FY 20/21	FY 21/22	FY 22/23	FY 23/24	
Cash (Fund Balance)	-	-	-	-	-	-	-	-
Contributions/Grants	-	-	-	-	-	-	-	-
Bond Issuance	-	-	-	-	-	-	-	-
Unfunded	-	-	-	-	8,623,423	183,706	-	8,807,129
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	-	-	-	-	8,623,423	183,706	-	8,807,129

IMPACT ON OPERATING BUDGET								
IMPACT TYPE	Actuals Thru FY 17/18	Estimated FY 18/19	Adopted FY 19/20	----- Projection -----				Project Total
				FY 20/21	FY 21/22	FY 22/23	FY 23/24	
Supplies	-	-	-			2,975	3,065	-
Services	-	-	-			17,851	18,387	-
Insurance	-	-	-			-	-	-
Repair & Maintenance	-	-	-			2,975	3,065	-
Rent & Utilities	-	-	-			9,521	9,807	-
Debt Service	-	-	-	-	-	-	528,600	-
OPERATING IMPACT	-	-	-	-	-	33,323	562,923	-

SECTION 11



MUNICIPAL POLICIES

This page is intentionally blank

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 Manger 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.

Section 11 Municipal Policies
Municipal Fiscal & Budgetary Policies

- 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.
- 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.

Section 11 Municipal Policies
Municipal Fiscal & Budgetary Policies

- 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.
- 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.

Section 11 Municipal Policies
Municipal Fiscal & Budgetary Policies

- 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.
- 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.

Section 11 Municipal Policies
Municipal Fiscal & Budgetary Policies

- **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.
 - **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.

Section 11 Municipal Policies
Municipal Fiscal & Budgetary Policies

- 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, 180 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.
- 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.

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.

- 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.
- 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.
- 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

Section 11 Municipal Policies
Municipal Fiscal & Budgetary Policies

- 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.

This page is intentionally blank

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 based on 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, considering 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 state:

"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 if 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). 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.

This page is intentionally blank

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 viewscapes, 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. 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 marketplace, 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 were 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 subsequent years, 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

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. 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.

VI. BROADBAND CLASSIFICATIONS

BROAD BAND	SUB BAND	SUB GRADE	TITLE	DECISION BAND	DEFINITION BAND	TITLE
E	10	5	Town Manager	Coordinating	Policy Making	Top Management
		4		Policy		
	3					
	2					
1	Asst. Town Manager					
D	8	5	Directors and Fire Chief	Coordinating	Programming	Senior Management
		4	Asst. Directors (n/a)	Programming		
	3					
	2					
1						
C	6	5	Communications Manager	Coordinating	Interpretive	Middle Management
		4	Fire Marshal	Interpretive		
	3					
	2					
1						
B	4	5	Fire Dept Lieutenants, Finance Supervisor, Court Administrator	Coordinating	Routine	Skilled
		4	Accounting Technicians, HR Generalist	Routine		
	3					
	2					
1						
A	2	5	UB Coordinator	Coordinating	Automatic	Semi Skilled
		4	Firefighter Paramedics, Town Marshal, Court Clerks, UB Technician	Automatic		
	3					
	2					
1						
O	0		Laborers	Defined	Defined	Unskilled

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).

This page is intentionally blank

SECTION 12



APPENDIX

This page is intentionally blank

TOWN OF WESTLAKE

ORDINANCE NO. 892

AN ORDINANCE OF THE TOWN COUNCIL OF THE TOWN OF WESTLAKE, TEXAS, REVISING THE BUDGET FOR THE 2018- 2019 FISCAL YEAR; ADOPTING THE BUDGET FOR THE TOWN OF WESTLAKE, TEXAS FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2019 AND ENDING SEPTEMBER 30, 2020 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 23, 2019; 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, 2018 and ending September 30, 2019 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, 2019 and ending September 30, 2020.

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 2019- 20 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: This Ordinance shall take effect immediately from and after its passage as the law in such case provides.

PASSED AND APPROVED ON THIS 23rd DAY OF SEPTEMBER 2019.

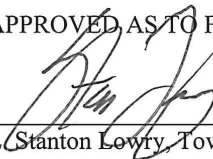
ATTEST:


Kelly Edwards, Town Secretary




Carol K. Langdon, Mayor Pro Tem

APPROVED AS TO FORM:


L. Stanton Lowry, Town Attorney

Ordinance to Adopt Property Tax Rate

TOWN OF WESTLAKE

ORDINANCE NO. 893

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 2019 (FISCAL YEAR 2019-2020); 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, 2019 and ending on September 30, 2020, 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 23, 2019, 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 \$430,534 or 23.02%, and of that amount, \$259,232 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.

Ordinance to Adopt Property Tax Rate

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 2019 (Fiscal year 2019-2020) for the purposes stipulated below, to-wit:

(a) \$ 0.11453 For General Fund Maintenance and Operations (M& O)

(b) \$ 0.04565 For Interest and Sinking Fund (debt service)

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.

Ordinance to Adopt Property Tax Rate

SECTION 4: State Law Required Statements:

A) THIS TAX RATE WILL NOT RAISE MORE TAXES FOR MAINTENANCE AND OPERATIONS THAN LAST YEAR'S TAX RATE.

B) The tax rate for the upcoming fiscal year will be \$ 0.16018 (M&O of \$0.11453 and interest and sinking fund of \$0.04565 totaling \$0.16018). The taxes raised for maintenance and operations will be approximately \$91.62 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.

PASSED AND APPROVED ON THIS 23rd DAY OF SEPTEMBER 2019.


ATTEST:


Kelly Edwards, Town Secretary




Carol K. Langdon, Mayor Pro Tem

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.
- **Activity**: A service performed by a department or division.
- **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.
- **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.
- **Ad Valorem Tax**: A tax based on value (e.g., a property tax)
- **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.
- **Appraised Value**: Either the market value or value determined by using another method of valuation according to the Property Tax Code Chapter 23.
- **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.
- **Assessed Valuation**: A value that is established for real or personal property for use as a basis for levying property taxes.
- **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.
- **Effective Tax Rate:** The rate that would generate the same amount of levy as the prior year's rate based on the current year's values.
- **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.
- **Levy**: To impose taxes, special assessments, or service charges for the support of Town activities. Also, the amount of tax for an individual property or the sum of all individual amounts of tax.
- **Liabilities**: Probably future sacrifices of economic benefits, arising from present obligations of an entity to transfer assets or to provide services to other entities in the future because of past transactions or events; what you owe.
- **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 and Operations (M&O)**: Taxes that are generated by the taxing unit for general expenses.
- **Major Funds**: Funds whose revenues, expenditures/expenses, assets, or liabilities (excluding extraordinary items) are at least 10 percent of corresponding totals for all governmental or enterprise funds and at least 5 percent of the aggregate

amount for all governmental and enterprise funds.

- **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-major Funds**: Funds whose revenues, expenditures, expenses, assets, or liabilities (excluding extraordinary items) are at least 10 percent of corresponding totals for all governmental and enterprise funds.
- **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.
- **Personal Property**: Items that can be owned but are not real property – divided into two types: tangible and intangible.
- **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:** Taxes levied on both real and personal property according to the property's valuation and the tax rate.
- **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 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



**T H E T O W N O F
W E S T L A K E**

DISTINCTIVE BY DESIGN