

W THE TOWN OF ESTLAKE *DISTINCTIVE BY DESIGN*



FISCAL YEAR 2021-22 OPERATING BUDGET AND CAPITAL IMPROVEMENT PLAN



THE TOWN OF
WESTLAKE
DISTINCTIVE BY DESIGN

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**TOWN OF WESTLAKE
FISCAL YEAR 2021 – 2022
ADOPTED ANNUAL BUDGET**

This budget will raise more revenue from property taxes than last year's budget by an amount of \$166,978, which is a 6.39 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 \$177,235.

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

FOR: Mayor Pro Tem Carol Langdon, Councilmember Alesa Belvedere, Councilmember Rajiv Trivedi, Councilmember Chandrika Dasgupta, and Councilmember Anna White

AGAINST: None

PRESENT and not voting: Mayor Laura Wheat

ABSENT: None

2021-2022	2021-2022	2020-2021
Property Tax Rate	\$0.16788	\$0.16788
No New Revenue Tax Rate	\$0.16746	\$0.16809
No New Revenue Maintenance & Operations Tax Rate	\$0.12531	\$0.12494
Voter Approval Tax Rate	\$0.22181	\$0.18969
Debt Rate	\$0.06504	\$0.04298

The total debt obligation for the Town of Westlake secured by property taxes: \$1,242,150.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Town of Westlake
Texas**

For the Fiscal Year Beginning

October 01, 2020

Christopher P. Morill

Executive Director

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THE TOWN OF
WESTLAKE
DISTINCTIVE BY DESIGN

INTRODUCTION

September 13, 2021

Honorable Mayor and Town Council:

In accordance with the Texas Local Government Code, I am pleased to submit the adopted budget for the Town of Westlake Fiscal Year 2021-2022 (FY 2022). The fiscal year begins October 1, 2021 and ends September 30, 2022.

This 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 goals:

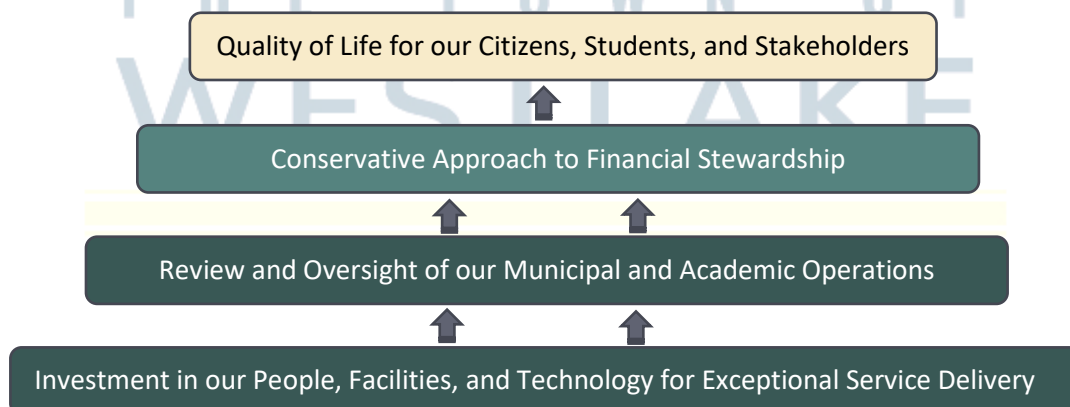
- Meeting resident expectations;
- Continuing high quality services and responsive customer service;
- Retaining and attracting employees who support the community's vision;
- Working with developers to create distinctive residential and commercial opportunities; and
- Building on our strong corporate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

BUDGET STRATEGIES

The adopted 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 the Town 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 & PRIORITIES

The Town Council's stated focus for the coming fiscal year are as follows:

- Oversight of development projects to ensure we continue meeting our strategic theme of *"High Quality Planning, Design, & Development"*;
- Investment in Westlake Academy to provide our students with a school environment that supports our strategic theme of *"IB Education for All: Preparing Students to Thrive in a Global Society"*; and
- Continued support of public safety efforts to reach our strategic objective of *"Preserving Desirability & Quality of Life"* for our residents.

FISCAL & BUDGETARY POLICIES

The Town's fiscal and budgetary policies address the Town's operating budgets, revenue management, expenditure control, fund balance/retained earnings, debt management, grants, economic development, audits, internal controls, and asset management. These policies are included in our annual budget document for residents to review and staff to use as a guiding set of principles each year.

BUDGET PRINCIPLES

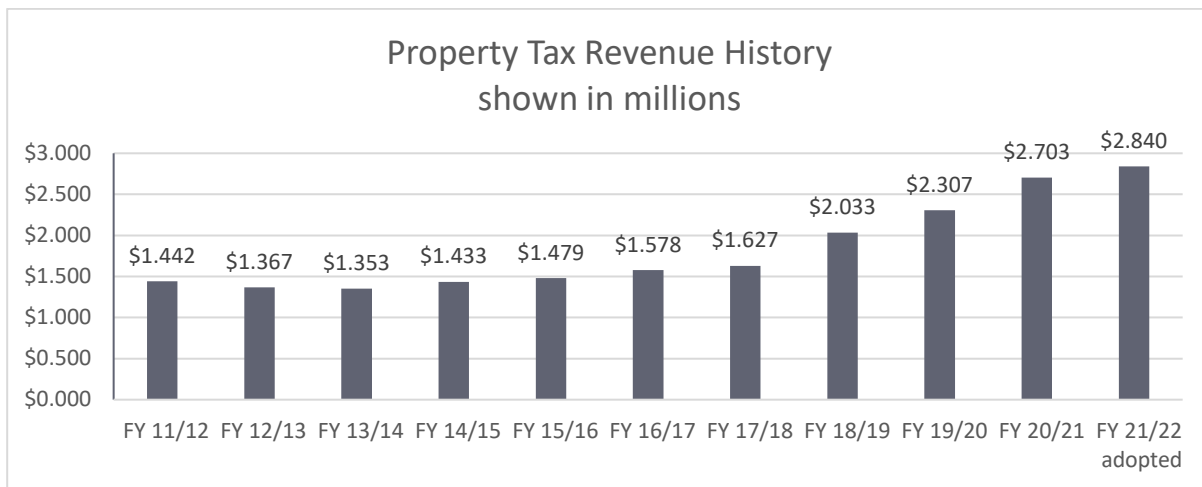
The Town's budget principles for sound fiscal management include:

- 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 exceptional and responsive public services; and
- Provide competitive employee compensation.

PROPERTY TAX

The adopted municipal property tax rate (or ad valorem rate) will maintain the current adopted rate of \$0.16788 per \$100 of assessed valuation. This rate is slightly higher this year (\$0.00042) than the no-new-revenue rate (formerly the "effective tax rate"), which is the total tax rate needed to generate the same amount of property tax revenue for the Town from the same properties between the 2020 tax year and the 2021 tax year.

This budget adheres to direction the Council gave to stabilize our ad valorem rate, monitor expenditures, and direct one-time revenue to our conduit funds – Major Maintenance & Repair, Vehicle Maintenance & Repair and Capital Improvements. These directives help ensure we plan for the Town's financial stability and are better prepared to meet the service delivery expectations of our community. Our approach to both revenue estimating and expenditure requests continue to proceed in a fiscally conservative manner without raising the rate for our property owners and still allow Westlake the ability to exceed expectations of our residents.

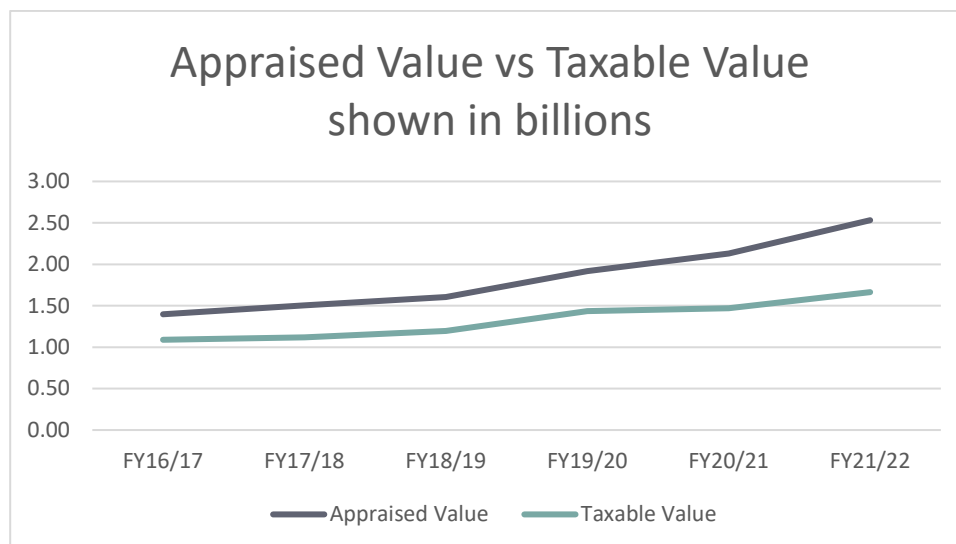


Town of Westlake Property Tax Revenue from FY11/12 – FY21/22 adopted.

The ad valorem tax is allocated between Maintenance and Operations (M&O) in the General Fund and Interest and Sinking (I&S) debt service for the Town. The allocation for M&O is \$.10284 and totals \$1.7M. The allocation for I&S debt service is \$0.06504 and totals \$1.13M. Please see the tax rate change below:

Tax Rate Change	FY20/21 Adopted	FY21/22 Adopted	Variance
M&O	\$0.12490	\$0.10284	\$(0.02206)
I&S	\$0.04298	\$0.06504	\$ 0.02206
Total	\$0.16788	\$0.16788	\$ 0.00

We have also been very fortunate that the Town's property values, for both residential and commercial categories, continue to be strong during the current economic times.



This graph shows the historical appraised and taxable value of the Town of Westlake from FY16/17 to FY21/22.

The difference between the appraised value and the taxable value are the Town's homestead and other exemptions. The Town offers the following exemptions and property tax rate reduction programs to our residents:

- Homestead Exemption
- Additional 65+ or Disabled Exemption
- Additional Tax Ceiling, or Tax Freeze, for 65+ or Disabled
- Property Tax Reduction, or Additional Sales & Use Tax

ADOPTED BUDGET – FY 2022

In FY 21/22, revenues are budgeted at \$38.7M for all funds. This is a 14% increase of \$4.7M from prior year revised. Expenditures are budgeted at \$39.8M for all funds. This is a 24% increase of \$7.7M from prior year revised, which includes the \$4 million of transfers into our conduit funds. Given the ongoing economic uncertainties due to the pandemic, revenues and expenditures remain conservatively budgeted. The adopted budget includes the planned use of fund balance in General Fund, Internal Service Funds, Special Revenue Funds and Capital Projects Funds.

FUND	Beginning Fund Balance	Revenues & Other Sources	Expenditures & Other Uses	Net Change to Fund Balance	Ending Fund Balance	Percent of Total	Percent Change
General Fund	\$ 15,333,347	\$ 10,788,545	\$ 14,070,731	\$ (3,282,186)	\$ 12,051,161	40%	-21%
Enterprise Funds	6,501,477	5,724,016	6,013,468	(289,452)	6,212,025	21%	-4%
Internal Service M&R	1,865,614	2,980,775	2,033,287	947,488	2,813,102	9%	51%
Special Revenue Funds	690,025	2,465,250	2,381,299	83,951	773,976	3%	12%
Debt Service Funds	108,588	2,760,000	2,868,588	(108,588)	(0)	0%	-100%
Capital Projects Funds	4,901,321	4,614,602	2,991,720	1,622,882	6,524,203	22%	33%
Municipal Total	29,400,373	29,333,188	30,359,093	(1,025,905)	28,374,468	94%	-3%
Academic Funds	1,958,999	9,371,746	9,432,983	(61,238)	1,897,761	6%	-3%
TOTAL ALL FUNDS	\$ 31,359,372	\$ 38,704,934	\$ 39,792,076	\$ (1,087,143)	\$ 30,272,229	100%	-3%

If only municipal operating expenditures were taken into consideration (removing all expenditures related to capital, inter-fund transfers and Westlake Academy), the FY 21/22 budget shows a 09% increase of approximately \$1.5M.

ALL FUNDS	REVISED FY 20/21	ADOPTED FY 21/22	Change Amount	Change Percent
Payroll & Related	\$ 6,013,743	\$ 6,326,993	\$ 313,250	05%
Operating Expenditures	11,854,175	13,084,092	1,229,917	10%
TOTAL	\$ 17,867,918	\$ 19,411,085	\$ 1,543,167	09%

FINANCIAL INFORMATION AND FUND SUMMARIES

GENERAL FUND

The General Fund is the Town's principle operating fund. It is supported by sales and use taxes, property (ad valorem) 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

Budgeted at \$10,788,545, this is a slight decrease (0%) of \$14,386 from prior year revised.

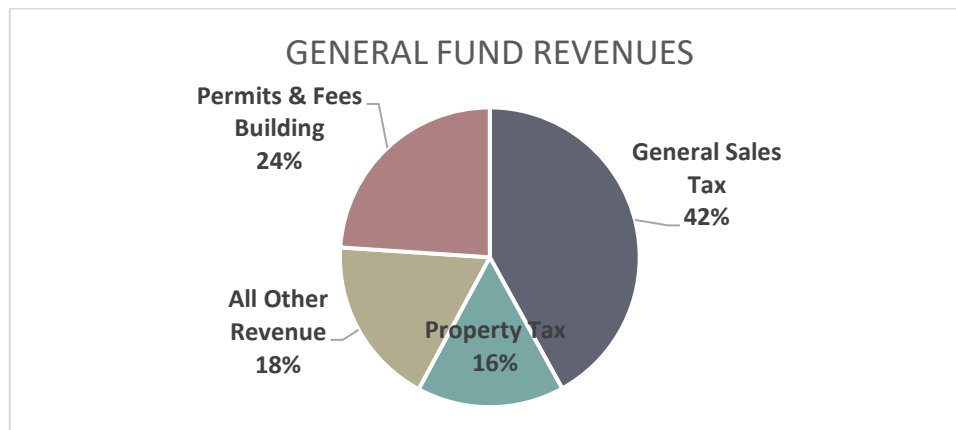
The largest revenue source in the General Fund is general sales and use tax revenues which are budgeted to be \$4.5M and represents 42% of the General Fund's total revenues and sources. With the ongoing pandemic and uncertainty of the financial impact, Staff chose to keep the projection for the coming year flat based on an analysis of the current year's collections trend.

The second largest revenue source is from building permits and fees charged for development activities which are projected to be \$2.57M, comprising 24% of the General Fund's total revenues and sources. This reflects a 37% increase of \$697K when compared to prior year revised. This increase is based on continued growth and planned development projects this upcoming fiscal year. Staff will monitor our progress each month and bring any recommended changes to the Council for review.

The third revenue source in the adopted General Fund budget is property, or ad valorem, tax revenues. The Maintenance and Operations (M&O) portion of the rate is budgeted to be \$1.7M, comprising 16% of the General Fund total revenues and sources. This reflects a 15% decrease of \$298K when compared to prior year revised, expected due to the adopted decrease of the M&O rate.

Lastly, the final revenue category reflected in the chart below is for All Other Revenue at 18%. This category contains the second and final expected distribution of funds from the federal government's American Rescue Plan Act (ARPA). With the first distribution (\$200K) expected before the current fiscal year end, and the \$211,733 included in the adopted budget, this revenue use is limited to expenditures in four statutory categories:

- Support of public health expenditures and negative economic impacts caused by the pandemic;
- Revenue replacement for specific governmental services relative to the pandemic;
- Investments in water, sewer, and broadband infrastructure; and
- Premium pay for essential workers.



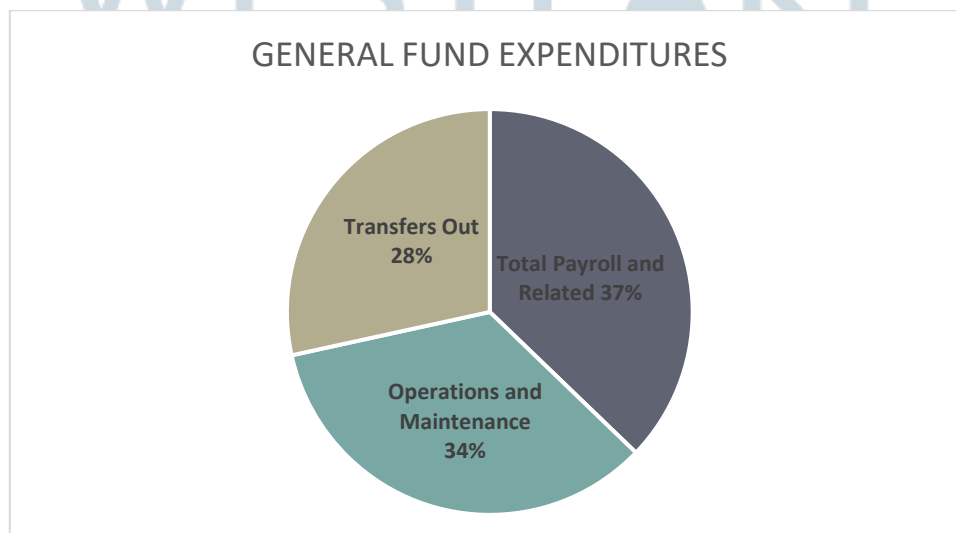
EXPENDITURES

Budgeted to be \$14M in all expenditures and other uses. This reflects a 41% increase of \$4.1M from the prior year revised, with the majority of this increase from transfers out.

The largest expenditure in the adopted General Fund budget is allocated to payroll and related benefits. This amount is budgeted to be \$5.2M and comprises 37% of General Fund total expenditures and other uses. This includes a 3% increase in payroll for municipal employees.

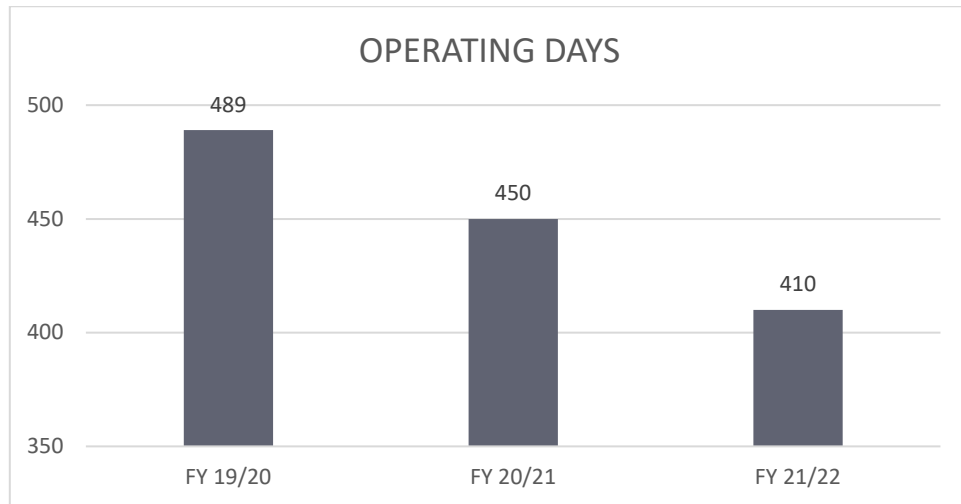
The second largest expenditure is operations and maintenance. This amount is budgeted at \$4.8M, comprising 34% of General Fund total expenditures and other uses. This reflects a 5% increase of \$217K when compared to prior year revised. The operations and maintenance costs consist of the dollars necessary to provide our public services.

The third type of expenditure is transfers out. This amount is budgeted at \$4M. This is a 3.9M increase of prior year and consists of a transfer out to the General Maintenance and Replacement Fund, Vehicle Maintenance and Replacement Fund, Visitors Association Fund, and Capital Project Funds.



FUND BALANCE

The combined ending unassigned Fund Balance for the General Fund is projected to be \$11.3M. The Town's daily operating cost is calculated at \$27,591 (410 operating days). The projected number of operating days is above the minimum number of days (180) as determined by the financial policies established by the Town Council. The graph below represents the operating days for FY 19/20, FY 20/21, and the upcoming fiscal year FY 21/22.



ENTERPRISE FUNDS

Enterprise Funds are separate from other funds and accounts of the Town. Enterprise fund revenue is used to support all operations of the enterprise activities. The Town's Enterprise Funds include the Utility Fund and the Cemetery Fund.

REVENUES

Budgeted to be \$5.7M, this reflects a 2% decrease of \$95K from the prior year revised budget. Cemetery sale revenues are projected to decrease \$15K for this upcoming fiscal year. Utility rates for water will remain the same while sewer rates are proposed to increase in January 2022 due to underperforming sewer revenue per rate study from an independent rate analyst.

EXPENSES

Budgeted to be \$6.01M, this is a 20% increase of \$994K from prior year revised. Most of this increase is attributed to the anticipated debt service payments for Hillwood Contract.

FUND BALANCE

The combined ending working capital for Enterprise Funds is projected to be \$6.2M.

- The Cemetery Fund is projected to have an ending working capital of \$302K;
- The Utility Fund is projected to have an ending working capital of \$5.9M.

INTERNAL SERVICE FUNDS

Internal Service Funds are comprised of the following: Utility Maintenance and Replacement Fund, General Maintenance and Replacement Fund, Utility Vehicle Maintenance and Replacement Fund, and the General Vehicle Maintenance and Replacement Fund. These funds allow the Town to plan for major replacement and repair as the Town's assets age.

REVENUES

Budgeted to be \$2.98M; an increase of \$2.3M from prior year revised. This includes transfers-ins from the Utility Fund (483K) and the General Fund (\$2.5M).

EXPENDITURES

Budgeted to be \$2.0M; a 179% increase of \$1.3M from the prior year revised. These expenditures consist of the following:

- Fire Dept Equipment (\$78,287) – Extrication Equipment, LifePak, and Training mannequin
- Fire Dept Motor Vehicle (\$145,000) – Command Suburban and ATV
- Maintenance and repairs for pump station equipment, sewer easement cleaning machine, water main repair and maintenance, lift station repair, duct bank repair, and sewer line repair (\$514,000).
- General maintenance and replacement include street surface treatments (\$275K), Westlake Academy facility maintenance costs (\$600K), trail and parks repair (\$45K), information technology (\$110K), and facility maintenance at the town hall building (\$123K).
- Mule Truck (\$18,000)

FUND BALANCE

The combined ending fund balance is projected to be \$2.8M.

- Utility Vehicle Maintenance and Replacement 505 is projected to be \$14K
- Utility Maintenance and Replacement 510 is projected to be \$90K
- General Maintenance and Replacement 600 is projected to be \$702K
- General Vehicle Maintenance and Replacement 605 is projected to be \$2M

SPECIAL REVENUE FUNDS

Special Revenue Funds are comprised of the following: The Visitors Association Fund, the 4B Economic Development Fund, Economic Development Fund, Local Public Improvement District, Public Arts Fund, and the Lone Star Public Fund.

REVENUES

Budgeted to be \$2.46M; a 29% increase of \$552K from prior year revised. This increase is a result of a projected gradual economic recovery from the pandemic's impact on general sales tax and hotel tax.

EXPENDITURES

Budgeted to be \$2.38M; a 16% increase of \$324K from prior year revised. Expenditures are increased due to the correlation of anticipated increase in economic activity this upcoming fiscal year, thus increasing the transfer out to debt service.

FUND BALANCE

The combined ending fund balance is projected to be \$774K.

- 4B Economic Development Fund 200 is projected to be \$0
- Economic Development Fund 210 is projected to be \$0
- Local Public Improvement District 215 is projected to be \$372K
- Visitors Association Fund 220 is projected to be \$136K
- Public Arts Fund 225 is projected to be \$250K
- Lone Star Public Fund 418 is projected to be \$14K

DEBT SERVICE FUNDS

Debt Service Funds are comprised of the Debt Service Fund 300 (revenue supported) and Debt Service Fund 301 (property tax supported). Prior to acquiring long-term debt, alternative financing sources are explored before debt is issued. Debt service is used to acquire major assets with a useful life that equals or exceeds the debt issuance. Transfers from 4B Economic Development Fund and the General Fund comprise most of the debt service fund revenues.

REVENUES

Budgeted to be \$2.76M; a \$105K increase from prior year revised.

EXPENDITURES

Budgeted to be \$2.87M; an increase of \$178K from prior year revised.

FUND BALANCE

The combined ending fund balance is projected to be \$0 for both funds.

WESTLAKE ACADEMY

The Westlake Academy Fund 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. Westlake Academy operates under a shared services model whereby the municipal operations team provides human resources, communications, financial, facilities, information technology and administrative support services to the school. General maintenance and replacement of infrastructure and equipment for the school is expensed to the municipal budget.

REVENUES

Revenues are budgeted at \$9.37M; a decrease of \$290K from prior year revised.

- Enrollment is projected at 875 students
- The adopted allotment is projected at \$154K
- Municipal contributions have been discontinued
- Bank Interest: Calculated at 0.50% rate
- Westlake Academy Foundation support remains steady at \$1.03M

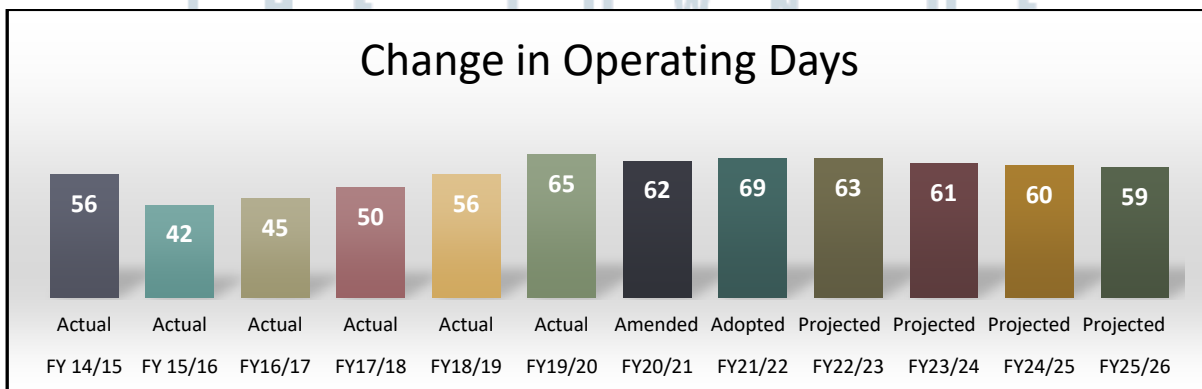
EXPENDITURES

Expenditures are budgeted at \$9.432M; a decrease of \$20K from prior year revised. This decrease in expenditures is due to allocating payroll cost to the federal ESSER III-Supplemental Grant.

- The Board of Trustees approved a step increase plus 1% for Teachers, Librarians, Counselors, & Nurses, a 2% increase for Administration, and a 3% increase for Admin Support-Hourly staff; a combined total impact less than \$18K.
- FTE: 103.52 (1.65 increase from FY20/21).
- Maintenance & Operations: \$5.8K increase for janitorial services & supplies.
- In accordance with Texas House Bill 3, kindergarten through 3rd grade teachers must complete reading training. This training started in FY20/21 and will continue through FY22/23.
- Administrative: \$15.6K increase for general legal services.
- The ESC Region 11 contract is expected to remain the same from prior year revised. This includes the Instructional Solutions Contract for Canvas distance learning support & remote professional development opportunities.

FUND BALANCE

The FY 21/22 projections will decrease fund balance by \$61,237 for an ending unassigned fund balance of \$1,785,979. The unassigned balance represents coverage for 69 operating days.



CAPITAL PROJECT FUNDS

The Town has three capital project funds including the Capital Project Fund 410, Westlake Academy Arts & Sciences Center Fund 411, and Westlake Academy Expansion Fund 412. These funds consist of 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 reflects 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 ongoing operating impacts have been identified, it is included on the project description sheets, 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 following capital projects, funded by certificates of obligations, are budgeted for FY 21/22:

- Roanoke Road Reconstruction & Drainage South - \$700,955
- SH114 Service Road Construction - \$100,000
- GPS Opticom Traffic Control - \$91,250
- Wayfinding Signage - \$214,700
- Cemetery Improvements - \$250,000
- Dove/Pearson/Aspen Trail – \$459,250
- Pearson Lane Recon/Drainage - \$475,565
- Westlake Academy Arts & Sciences Center Fund - \$250,000

Project information sheets are included in the Capital Project Section. These sheets include prior year funding, future funding requirements, project description funding sources, and associated operating costs.

REVENUES

Total revenue across all capital improvement project funds is budgeted to be \$4.6M, a 80% increase of \$2M from prior year revised due to the FY2021 bond issuance.

EXPENDITURES

Total expenditures are budgeted to be \$3M, an 38% increase of \$822K from prior year revised. Expenditures are funded through bond issuances, capital improvement fund balances, and transfers between capital project funds.

FUND BALANCE

The combined ending fund balance is projected to be \$6.5M.

- Capital Project Fund 410 is projected to be \$2.4M
- Academy Arts and Sciences Center Fund 411 is projected to be \$2.5M
- Westlake Academy Expansion Fund 412 is projected to be \$1.6M

ECONOMIC FACTORS

The COVID-19 public health crisis has presented unique challenges in this fiscal year 2021 and for planning in subsequent years. Given the level of economic uncertainty due to COVID-19, financial impacts on businesses and local governments are unknown. Town staff recommend the following cost saving adjustments:

- All departments continue to budget expenditures conservatively;
- Cautious and vetted additions to FTE positions performed;
- Deferred transfers to conduit funds; and,
- Delayed capital improvement projects.

CLOSING

In summary, the continuing COVID-19 public health event will be a factor in our operational planning for this fiscal year. We were hopeful that with the reduced case count and other indicators of the pandemic showing positive improvement over the summer months, we would move into this next year without the need to include this as prominently in our operational plans. Many of our corporate citizens have opted to delay their return to the physical campuses in Westlake into this fiscal year. We will work with our corporate partners, Fidelity Investments, Deloitte University, Charles Schwab, etc., to be of assistance should they need municipal support. Town staff will also continue to:

- Review departmental budget expenditures and delay purchases where needed;
- Limit staff replacement or new positions for service delivery;
- Increase transfers to conduit funds for responsible planning; and,
- Monitor postponed and planned capital projects.

In adherence to our fiscal policies, the budget will continue to be monitored monthly and regular updates will be provided to the Town Council. The budget is intended to be adaptable given the unfamiliar long-term fiscal impact of the pandemic and other service delivery needs that may arise within our community.

We are very fortunate to work alongside a team of professionals in our academic and municipal areas and to serve with a Town Council who is committed to successful governance policies. One of the words I have heard used most over the past 12-months in our organization is that of 'family'. We have created a community centered around family, an organization that works hard for our community and creates relationships you would find in a family, and we are blessed to serve a group of elected leaders who are focused on family. We have weathered many unforeseen events through the pandemic and I would like to thank you all for your support and assistance. We are truly *Distinctive by Design* and are proud to be a part of creating such a wonderful place.

Respectfully submitted,



Amanda DeGan
Town Manager/Superintendent

TOWN OF WESTLAKE

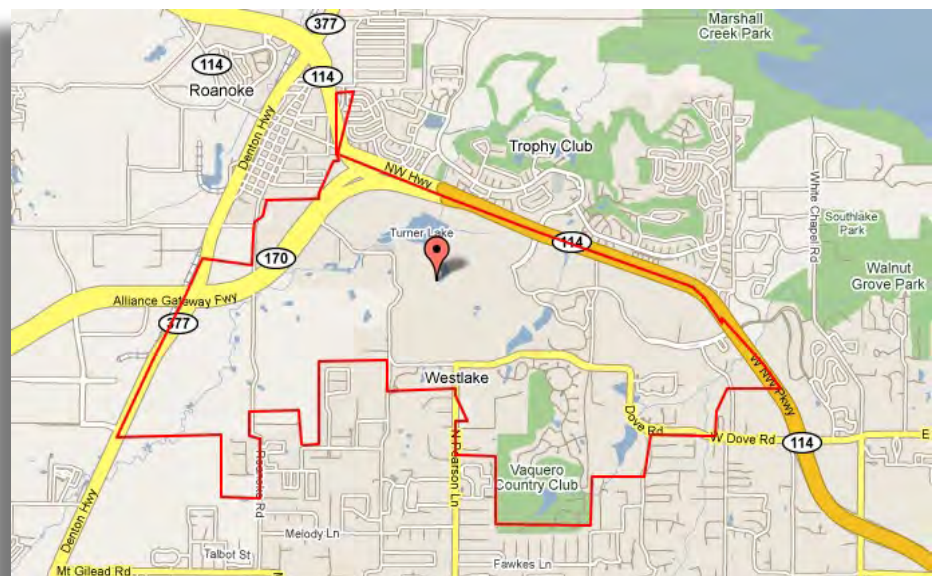
The Town of Westlake is an oasis of natural beauty that maintains open spaces in balance with distinctive development, trails, and quality of life amenities amidst an ever-expanding urban landscape. Westlake strives to maintain strong aesthetic standards and preserve the natural beauty of the town. Hospitality finds its home in Westlake as a family friendly community, welcoming, fully involved and invested in its rich heritage, vibrant present and exciting, and sustainable future.



LOCATION

The Town of 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



1930s

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.



1874

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.

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.

1940s – 1950s

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.

1960s

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.



1990s

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.



1980s

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.

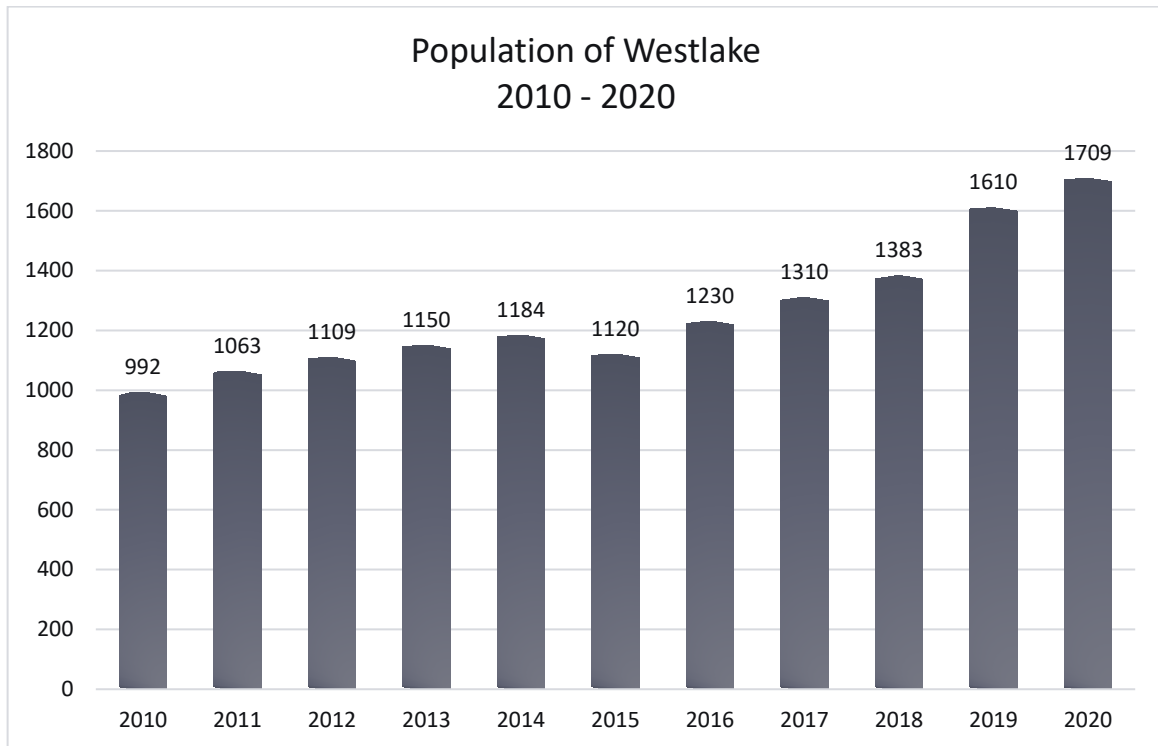


2000s

In 2003, the Town of Westlake established Westlake Academy. Westlake Academy is the only municipally owned open enrollment charter school in the State of Texas. The Academy is its own financial reporting entity and the largest operating department of the Town.

POPULATION

According to the U.S. Census Bureau, the Town of Westlake had 201 residents in 2000. From 2000 to 2010 Westlake experienced a growth in population of 393% (992 residents). Since then, the population has been increasing at a steady rate due to new developments in the area at an approximate 0.70% annual rate.



MEDIAN AGE

41.2 Years

GENDER



Male – 53%



Female – 47%

OTHER STATISTICS

Median Household Income

Westlake: \$250,000+

Texas: \$53,482

United States: \$53,756

Average Home Value

Westlake: \$2,020,028

Texas: \$131,400

United States: \$175,700

ECONOMY

The DFW Metro area is home to more Fortune 500 companies than any other area in the United States. The Town of Westlake is a Gold Level Scenic City and home to many small independent businesses and several corporate campuses.



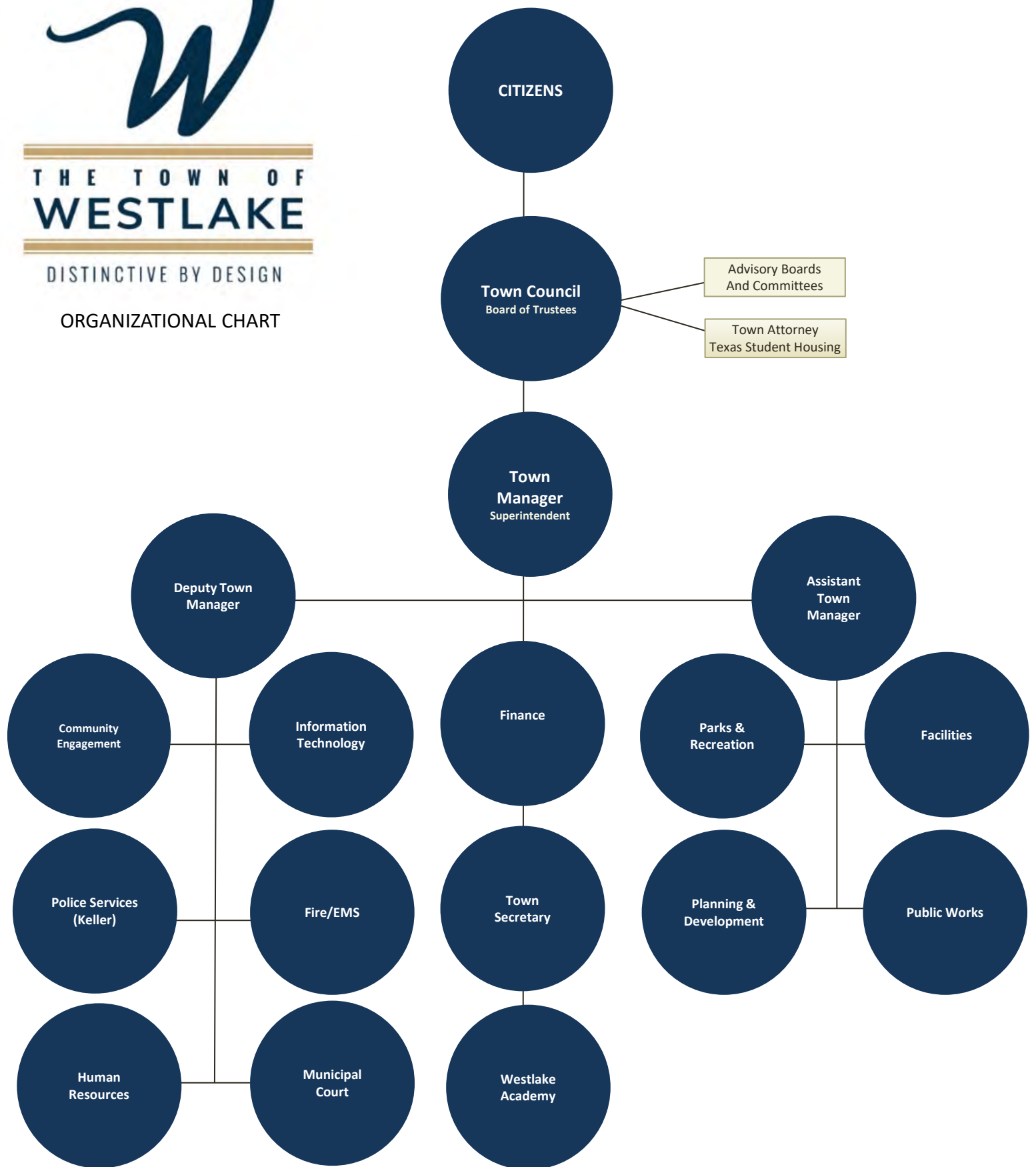
LOCAL GOVERNMENT

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.

Town Council is comprised of a mayor and five (5) council members. It is responsible for passing ordinances, adopting the budget, appointing committees, and hiring the Town Manager. 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 and overseeing the day-to-day operations of the Town. The Town provides the necessary municipal and academic services for its residents. 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.





ELECTED COUNCIL MEMBERS

Laura Wheat
Mayor
lwheat@westlake-tx.org



Carol Langdon
Mayor Pro-Tem
clangdon@westlake-tx.org



Chandrika Dasgupta
Council Member
cdasgupta@westlake-tx.org



Alesa Belvedere
Council Member
abelvedere@westlake-tx.org



Ana White
Council Member
awhite@westlake-tx.org



Rajiv Trivedi
Council Member
rtrivedi@westlake-tx.org



BOARDS & COMMISSIONS

Planning & Zoning Commission

Westlake Academy Foundation

4B Economic Development Board

Westlake Public Arts Society

Westlake Historical Preservation Society

Texas Student Housing Authority

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	817-490-1717
Miriam Dubon	Receptionist/Admin Assist	mdubon@westlake-tx.org	817-490-5730

FINANCIAL SERVICES DEPARTMENT

Ginger Awtry	Director	gawtry@westlake-tx.org	817-490-5719
Su Q. Huynh	Municipal Finance Mgr.	shuynh@westlake-tx.org	817-490-5721
Marlene Rutledge	Academic Finance Mgr.	mrutledge@westlake-tx.org	817-490-5737
Joel Valverde	Accountant I	jvalverde@westlake-tx.org	817-490-5723
Anastasia Whigham	Accountant II	awhigham@westlake-tx.org	817-490-5728

COMMUNITY ENGAGEMENT

Jon Sasser	Director	jsasser@westlake-tx.org	817-490-5736
Vacant	Manager		

EMERGENCY SERVICES

Richard Whitten	Fire Chief	rwhitten@westlake-tx.org	817-490-5785
John Ard	Deputy Chief/Fire Marshal	jard@westlake-tx.org	817-490-5786
Tamara Cole	Business Services Manager	tcollection@westlake-tx.org	817-490-5784
Various	Firefighters/Paramedics		817-490-5780
Brad G. Fortune	Police Chief	bfortune@cityofkeller.com	817-743-4500

FACILITIES AND PUBLIC WORKS

Troy Meyer	Director	tmeyer@westlake-tx.org	817-490-5735
Paul Andreason	Field Operations Coord.	pandreason@westlake-tx.org	817-490-5731
Kory Kittrell	Superintendent	kkittrell@westlake-tx.org	817-490-5733
James McGuinness	Utility & Maint. Technician	jmcguinness@westlake-tx.org	817-490-5754
Emily Mead	Facilities & Event Manager	emead@westlake-tx.org	817-490-5768
Rosie Miller	WA Facility Manager	rmiller@westlakeacademy.org	817-490-5856
Dianna Orender	Utility & Facility Coord.	dorender@westlake-tx.org	817-490-5732

INFORMATION TECHNOLOGY

Jason Power	Director	jpower@westlakeacademy.org	817-490-5750
Duston McCreedy	Network Administrator	dmccreedy@westlake-tx.org	817-490-5749
Ray Workman	Manager	rworkman@westlakeacademy.org	817-490-5751
Mitch Wells	Coordinator	mwells@westlakeacademy.org	817-490-5762
Vacant	Systems Administrator		

MUNICIPAL COURT/TOWN MARSHAL

Jeanie Roumell	Administrator	jroumell@westlake-tx.org	817-490-5746
Warren (Brad) Bradley	Judge	bbradley@westlake-tx.org	817-490-5746
Bobby Cure	Town Marshal/SRO	bcure@westlake-tx.org	817-490-5716
Shelby Orasanu	Deputy Clerk/Juv. Case Mgr.	sorasanu@westlake-tx.org	817-490-5747
Martha Solis	Lead Clerk	msolis@westlake-tx.org	817-490-5748

PLANNING AND DEVELOPMENT

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 Technician	dsamaniego@westlake-tx.org	817-490-5745

TOWN SECRETARY

Todd Wood	Town Sec./Org.Perf.Mgr.	twood@westlake-tx.org	817-490-5711
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HUMAN RESOURCES

Sandy Garza	Director	sgarza@westlake-tx.org	817-490-5734
Vacant	Generalist		

MISSION

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

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

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

STRATEGIC PLANNING & MANAGEMENT SYSTEM

The Town of Westlake utilizes a Balanced Scorecard System for strategic planning and performance management. The Balanced Scorecard System aligns operational activities to the vision and strategy of the Town, improve internal and external communications, and monitor organization performance against strategic goals. Ultimately, this system guides the way the Town does business and helps it determine how it should invest it's time and resources. In the budget process, this allows for increased transparency, clarity, and accountability, providing the Town a framework for demonstrating results. This system ensures that the Town directs its own destiny rather than allowing future events to do so.

BALANCED SCORECARD DEVELOPMENT

In 2013, Town Council worked closely with staff to adopt the Balanced Scorecard. The balanced scorecard is based on eight strategic components that build upon one another. These components include:

- Mission, Vision & Values
- Perspectives
- Themes & Results
- Strategic Objectives
- Measures & Targets
- Strategic Initiatives

Each element of the balanced scorecard allows Town Council and staff to evaluate and communicate performance with a focus on increasing both efficiency and customer satisfaction. The Balanced Scorecard was adopted by Town Council in September 2014. The Town's Balanced Scorecard is reviewed annually and updated as needed.

MISSION, VISION & VALUES

The Town's mission, vision and values are the building blocks of the balanced scorecard. These statements are used as performance objectives and metrics to determine the success of the Town.



MISSION

VISION

VALUES

PERSPECTIVES

The Town's balanced scorecard is based on four unique perspectives that allow the Town to focus on a strategy aligned to the mission, vision and values of the community.



CITIZENS, STUDENTS &
STAKEHOLDERS



FINANCIAL
STEWARDSHIP



MUNICIPAL &
ACADEMIC
OPERATIONS



PEOPLE,
FACILITIES &
TECHNOLOGIES

THEMES & RESULTS

The Town Council constructed strategic themes and results for the Town. This is the framework for a comprehensive Tier One map for The Town's program and services.

Natural Oasis

Preserve and maintain a perfect blend of the community's natural beauty.

Exemplary Service & Governance

We set the standard by delivering unparalleled municipal and educational services at the lowest cost.

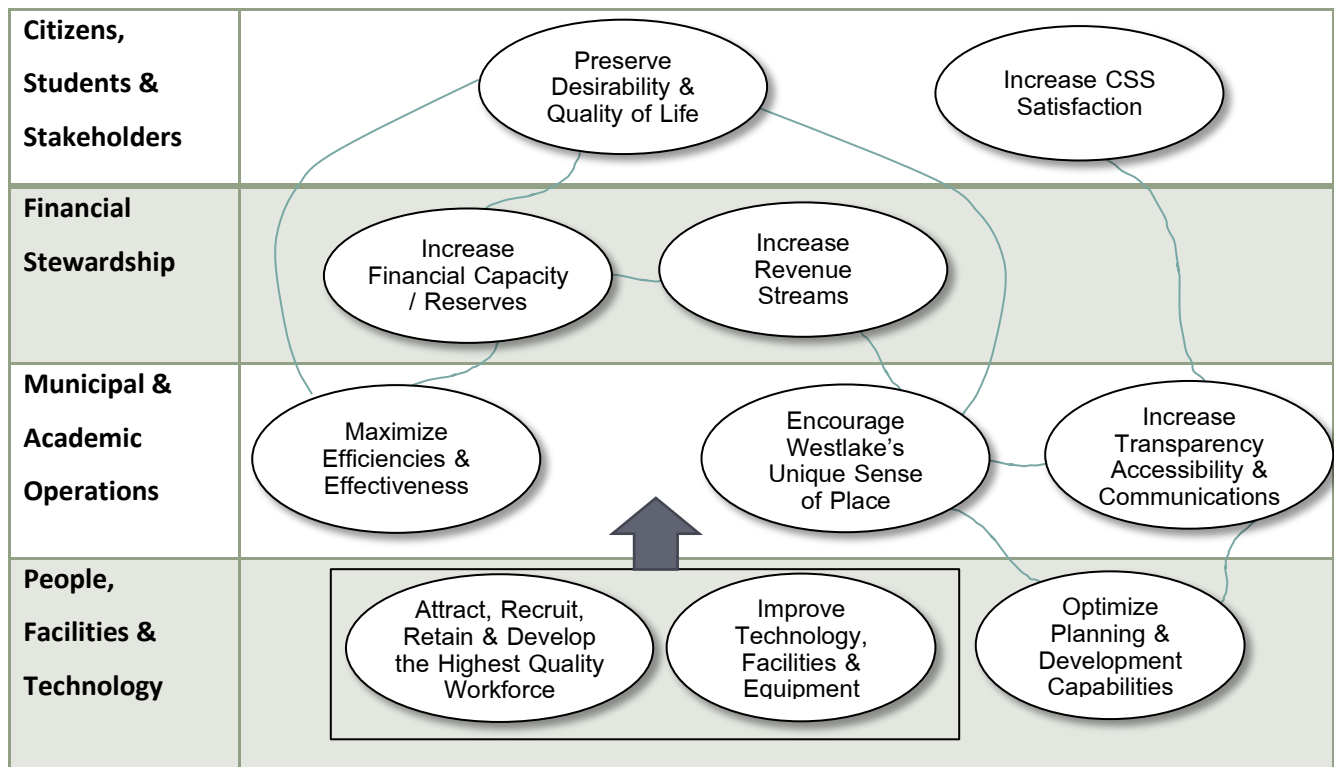
High Quality Planning, Design, & Development

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.

STRATEGY MAP



OBJECTIVES & PERFORMANCE MEASURES

Through the Balanced Scorecard System, the Town aligns its performance measures to its goals and strategic perspectives. The identified performance measures define expectations, hold departments accountable, and help determine the quantity and quality of work. The Town evaluates its performance on a quarterly basis.

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

In addition to monitoring performance measures, the Town gathers the opinion of its citizens through a survey. The survey is designed to measure government performance and to gauge the current and future needs of residents. This survey is a useful tool within the strategic management system and allows Town services to be tailored to its citizens.

As the Town evolves, the balanced scorecard, measurement units, data sources, and targets will be refined. Through quarterly performance reviews, departmental performance is documented, and trends are tracked.

STRATEGIC DEVELOPMENT & BUDGET CYCLE

Linking the Town's strategic plan and budget is fundamental to effective public budgeting. Westlake incorporates the Strategy Map into resource allocation decisions to ensure the Town budget reflects the priorities of Town Council. As seen in the illustration below, the strategic development and budget cycle never ceases.



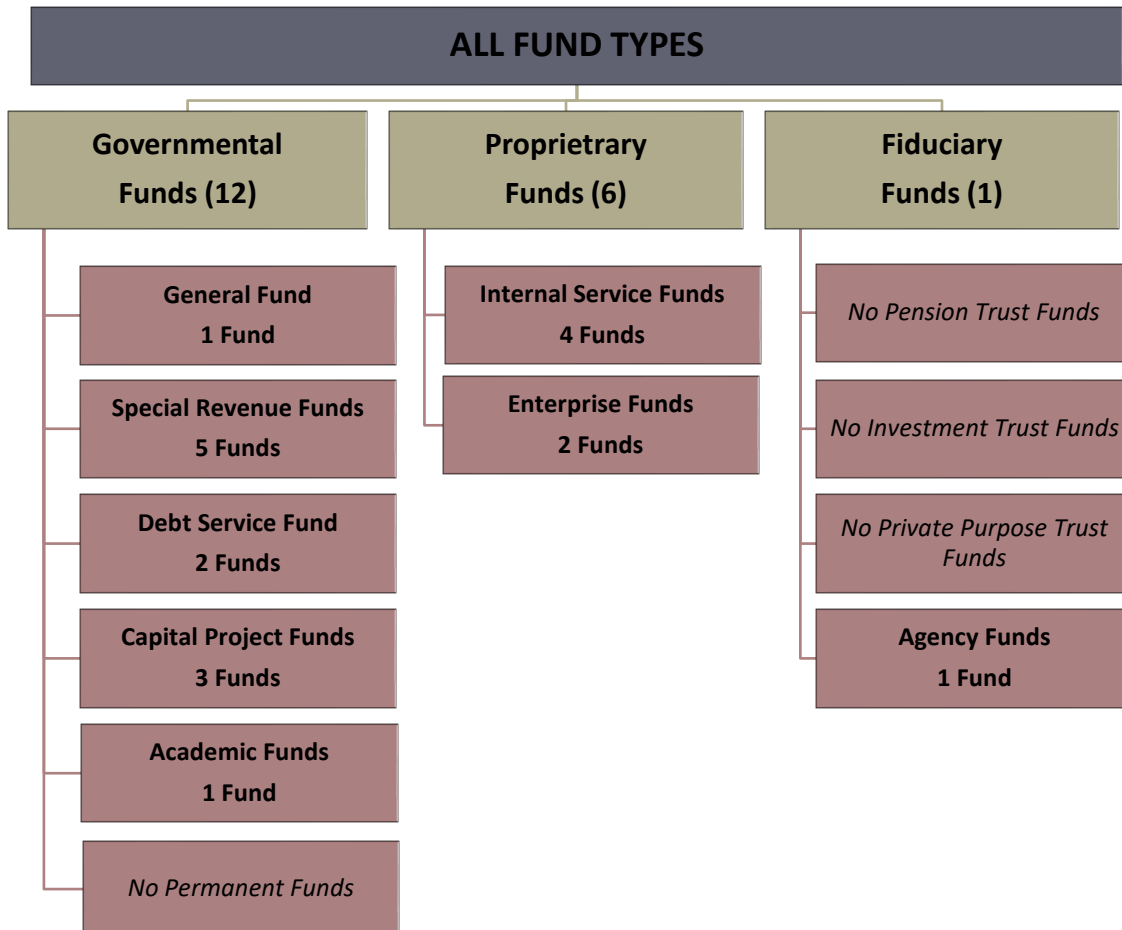


THE TOWN OF
WESTLAKE
DISTINCTIVE BY DESIGN

FINANCIAL STRUCTURE

FUND STRUCTURE

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, revenues, and expenditures/expenses. The Town of Westlake has 16 funds with specific purposes which are defined by federal, state, or local laws.



GOVERNMENTAL FUNDS

Governmental fund types finance the most governmental functions of the Town. 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. This fund type uses a modified accrual basis of accounting and budgeting. The Town of Westlake has the following Governmental Funds:

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.

Special Revenue Funds accounts for the proceeds of specific revenue sources, other than expendable trusts or major capital projects. These funds consist of the following: The 4B Economic Development Fund 200, Economic Development Fund 210, Public Arts Fund 225, Visitor Association Fund 220, Public Arts Fund 225 and Lone Star Public Fund 418.

Debt Service Funds account for 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. Debt Service Funds is comprised of the Revenue Supported Debt Service Fund 300 and Property Tax Supported Debt Service Fund 301.

Westlake Academy Fund includes 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.

Capital Projects Funds account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary fund types). These funds consist of the Capital Project Fund 410, Westlake Arts & Sciences Center Fund 411, and the Westlake Academy Expansion Fund 412.

PROPRIETARY FUND TYPES

Proprietary fund types account and budget for ongoing activities based on a cost of service. These funds use an accrual basis of accounting. The Town of Westlake has the following proprietary funds:

Enterprise Funds are separate from other funds and accounts of the Town. Revenues generated by the enterprise activity are deposited into the enterprise fund. The enterprise fund is used to support all operations of the enterprise activity. The Town's Enterprise Funds are the Utility Fund and the Cemetery Fund.

Internal Service Funds account for services and or commodities furnished by a designated program to other programs within the Town. The Town's internal service funds are comprised of the following: (1) Utility Maintenance and Replacement Fund 510; (2) General Maintenance and Replacement Fund 600; (3) Utility Vehicle Maintenance and Replacement Fund 505; and (4) General Vehicle Maintenance and Replacement Fund 605.

FIDUCIARY FUND TYPES

Fiduciary fund types report assets held in a trustee or agency capacity for others and which therefore cannot be used to support the government's own programs. The Town holds the Solana PID (public improvement district) Custodial Fund which is an agency fund. This fund accounts for bond proceeds, assessments, and related debt associated with bonds issued by the Town as an agent for the Solana PID. Because of the nature of this fund the Town does not set a budget for the purposes of this document.

MAJOR FUND TYPES

Major funds represent significant activities of the Town and 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 of EXPENDITURES
General Fund	35%
Capital Project Fund	8%
Enterprise Funds	15%
Westlake Academy	24%
TOTAL	82%

DEPARTMENT/FUND RELATIONSHIP

DEPARTMENT	GENERAL SERVICES	ADMINISTRATION	PLANNING & DEVELOPMENT	TOWN SECRETARY	EMERGENCY SERVICES	MUNICIPAL COURT	PUBLIC WORKS	FACILITIES MAINTENANCE	FINANCE	PARKS & RECREATION	INFORMATION TECHNOLOGY	HUMAN RESOURCES	COMMUNITY ENGAGEMENT	POLICE SERVICES
Department Number	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	✓													
Local Public Improvement Fund	✓													
Public Arts	✓													
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							✓							
Utility Vehicle Maint & Replacement							✓							
General Maint & Replacement					✓		✓	✓		✓	✓			
General Vehicle Maint & Replacement	✓				✓					✓				
CAPITAL PROJECT FUNDS														
Capital Project Fund	✓						✓			✓	✓			
Westlake Academy Expansion	✓	✓						✓						
ACADEMIC FUNDS														
Westlake Academy		✓		✓	✓			✓	✓		✓	✓	✓	

FUND BALANCE

Fund balance is used to describe the net position of governmental funds calculated in accordance with generally accepted accounting principles (GAAP). 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.

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**

In the Town of Westlake, the amount of fund balance for each fund is dictated by different parameters. Please note that each fund summary ends with a line named “ending fund balance.”

FUND	Beginning Fund Balance	Revenues & Other Sources	Expenditures & Other Uses	Net Change to Fund Balance	Ending Fund Balance	Percent of Total	Percent Change
General Fund	\$15,333,347	\$10,788,545	\$14,070,731	(\$3,282,186)	\$12,051,161	40%	(21%)
Enterprise Funds	6,501,478	5,724,016	6,013,468	(289,452)	6,212,025	21%	(4%)
Internal Service M&R	1,865,614	2,980,775	2,033,287	947,488	2,813,102	9%	51%
Special Revenue Funds	690,025	2,465,250	2,381,299	83,951	773,976	3%	12%
Debt Service Funds	108,588	2,760,000	2,868,587	(108,588)	0.04	0%	(100%)
Capital Projects Funds	4,901,321	4,614,602	2,991,720	1,622,882	6,524,203	22%	33%
Municipal Total	29,400,373	29,333,188	30,359,092	(1,025,904)	28,374,468	94%	(3%)
Academic Funds	1,958,999	9,371,746	9,432,983	(61,237)	1,897,762	6%	(3%)
TOTAL ALL FUNDS	\$15,333,347	\$10,788,545	\$14,070,731	(\$3,282,186)	\$12,051,161	40%	(21%)

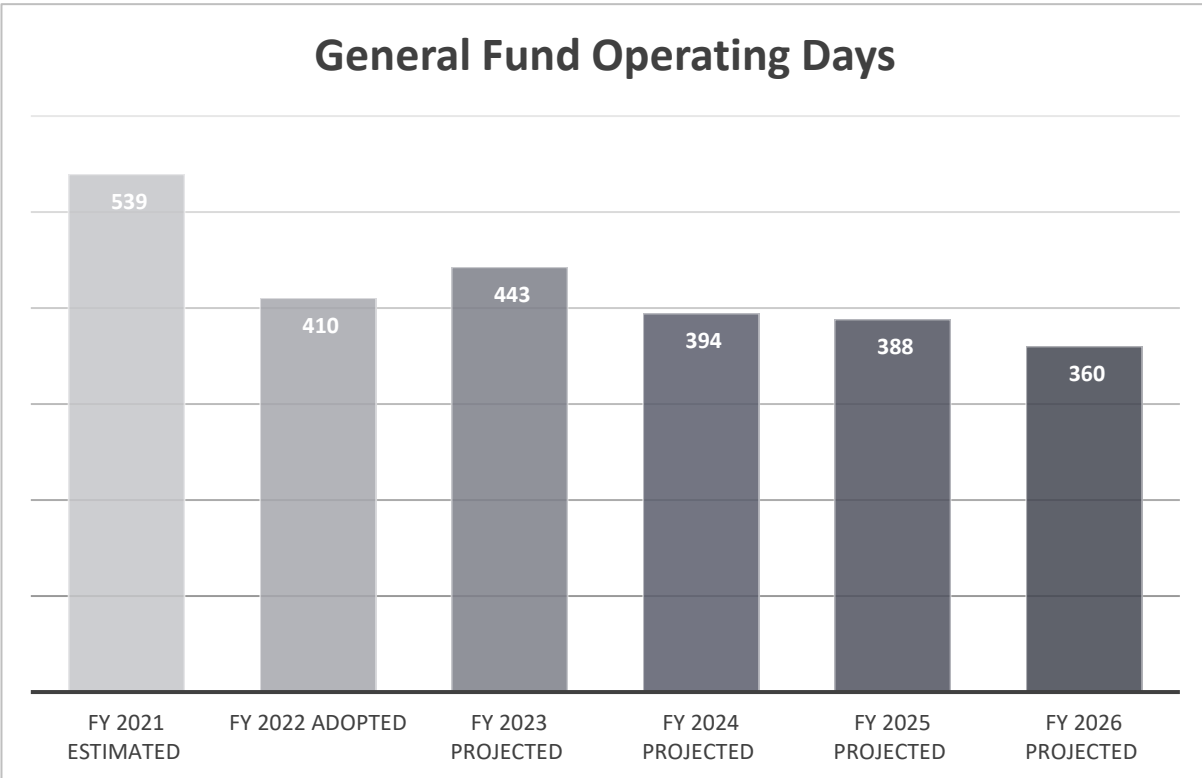
Fund Balance will only be used with Council approval and can be only be used for the following:

- Emergencies, and their related response and/or necessary repairs to major equipment failure or damage, such as a natural disaster, pandemic, epidemic, or quarantine.
- Specific capital improvement projects or be transferred to the Capital Projects Fund.
- Major maintenance projects not meeting Capital Project criteria as identified in the Adopted Budget's Capital Improvement Plan.
- Acquisition of technology hardware and/or software such as Geographic Information Systems (GIS), public safety technology enhancements, and fiber optic technology.
- Local matches on State or Federal grants.
- One-time (i.e. non-reoccurring) employee performance pay

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.

OPERATING DAYS

The Town strives to maintain the General Fund undesignated fund balance at, or in excess of, 180 days of operation. The change in the number of operating days in adopted budget FY 21/22 is well over the minimum number of operating days as determined by Town Council.



CHANGES IN FUND BALANCE

Funds	% change in Fund Balance FY21 vs. FY22	Explanation
General Fund	-22%	In FY22, the General Fund transferred \$4m to conduit funds. FY21, in comparison, only transferred \$10k during the pandemic.
Internal Service Funds	51%	As compared to FY21, FY22 transfers in from the General Fund were much higher, offset by higher expenditures.
Special Revenue Funds	12%	As compared to FY21, FY22 transfers in from the General Fund and revenues were higher, offset by elevated expenditures.
Capital Project Funds	33%	As compared to FY21, FY22 transfers in from the General Fund were much higher, offset by higher expenditures.

** Note - Changes in fund balances are a direct correlation to post-pandemic economic conditions.*

BUDGET OVERVIEW

The budget is an essential element of the financial planning, control, and evaluation process of municipal government. The “operating budget” is the Town’s documented annual financial operating plan. The budget includes all operating departments, debt service funds, capital projects funds, and the internal service funds of the Town. The budget is a resource tool for Town Council, staff, and the citizens of Westlake.

BASIS OF ACCOUNTING & BUDGETING

The Town records and reports all financial transactions using standard set by the Governmental Accounting Standards Board (GASB) and General Accepted Accounting Principles (GAAP).

The Town utilizes the *modified accrual basis* of accounting and budgeting for governmental funds (General Fund, Special Revenue Funds, Debt Service Funds, Capital Project Funds and Academic Funds). Revenues are accounted and budgeted when they are measurable and available. Expenditures are accounted and budgeted when the liability is incurred.

For proprietary funds (Enterprise and Internal Service Funds), the Town uses a *full accrual basis* of accounting and budgeting. Revenues or expenses are recorded when a transaction occurred.

The Town’s financials are fully reconciled to the accounting system at the beginning of the fiscal year when the budget is adopted and at the end of the fiscal year in the Comprehensive Annual Financial Report. GAAP adjustments are made to reflect balance sheet requirements and their effect on the budget. These include changes in designations and recognition of accrued liabilities.

BUDGET PROCESS

The Town’s fiscal year begins on October 1st and ends on September 30th. The budget is prepared by the Town Manager in collaboration with department directors.

PREPARATION

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.

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

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.

DEVELOPMENT

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, 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 during the annual budget retreat. Town Council reviews the budget information, determines their priorities for the upcoming fiscal year, and evaluates the Town's long-term plans.

PLANNING

The Town 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.

TOWN OF WESTLAKE PLANNING MATRIX	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

ADOPTION

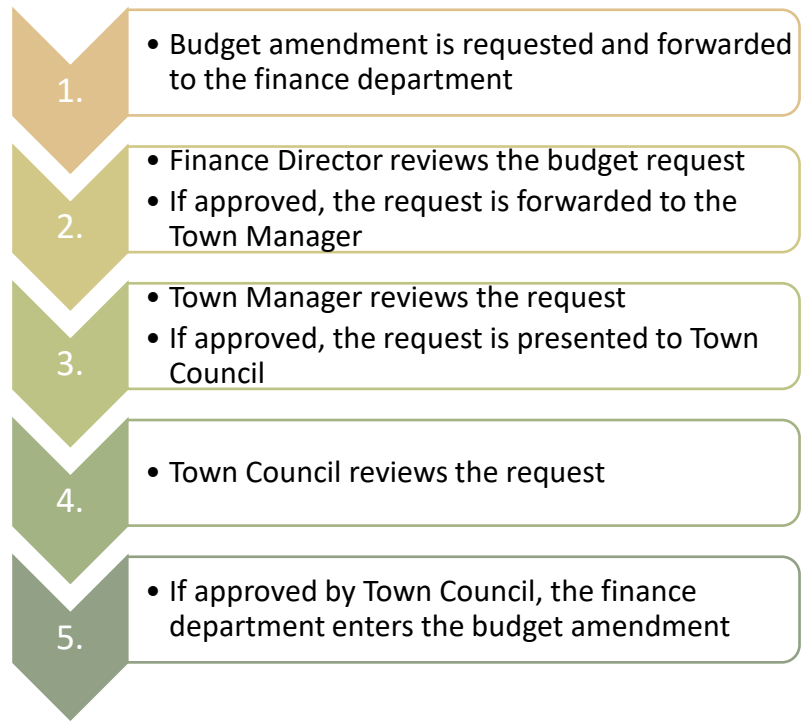
Upon the determination and presentation of the final proposed budget as established by the Council, a public hearing date and time will be set and publicized. Council will consider a resolution which, if adopted, the budget becomes the Town's Approved Annual Budget. Council adopts the budget in September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

AMENDMENTS

The finance department monitors all financial operations while department directors are responsible for monitoring their respective department budgets. Modifications within the operating categories (salaries, supplies, maintenance, services, capital, etc.) can be made with the approval of the Town Manager. Any change to reserve categories or interdepartmental budget totals requires a budget amendment from Town Council.

The budget team (finance and department head) determine whether to proceed with a budget amendment. If so, they will present the request to the Town Manager for review. If approved, the Town Manager will draft an ordinance to formally amend the current budget.

The ordinance is presented to the Town Council for consideration. If the amendment is approved, the necessary budget changes are made. All budget amendments are approved by Town Council prior to the expenditure of funds in excess of the previously authorized budgeted amounts within each fund.



BUDGET CALENDAR

APRIL

- Year-End Estimate Spreadsheets Distributed for Prior Year Amendments
- Finance Establishes Base Budget
- Departments Remove one-time Revenues & Expenditures
 - Operating Baseline Budget Available for Editing
- Service Level Adjustment Forms Available

JUNE

- Budget Module Open for Changes to Budgets Per Reviews
- Presentation of 5-Year Forecast

AUGUST

- Budget Retreat
- Publish Property Tax Notice
 - Budget Workshop
- Notice for Public Hearings Posted in Newspaper
- Present Proposed Budget to Council

OCTOBER

- New Fiscal Year Begins

MARCH

- Orientation & Overview of the Budget Process
- Five Year Projection Input
- Capital Projects & Major Maintenance Forms Available
- Review Calendar & Process with Council
- Review of Overall Town Goals

MAY

- Detail Review by Finance Department
- Goals & Objectives Available for Editing
- Town Manager and Finance Begin Review with Departments

JULY

- Prepare for Budget Retreat
- Prepare PowerPoint

SEPTEMBER

- Publish Notice of Public Hearing on Budget
- Public Hearing on Budget
- Adoption of Operating Budget and Tax Rate

TYPES OF REVENUE

General Sales & Use Tax is the largest revenue source in the General Fund. General sales & 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. Of the 8.25%, 6.25% per dollar is maintained by the State of Texas and a maximum of 2% is provided to municipalities. General sales tax funds are collected by the Texas Comptroller of Public Accounts and remitted to the Town monthly.

Of the 2% of general sales tax received by the Town, 1.50% is appropriated to the General Fund with 0.50% being used for the Property Tax Reduction Program. The Town also receives an additional 0.50% sales tax that is recorded in the 4B Economic Development Corporation Fund.

Property Tax (Ad Valorem) is the third largest revenue source in the General Fund. The ad valorem tax rate is per \$100 of assessed valuation. The adopted ad valorem tax rate of \$0.16788 is allocated between the General Fund for Maintenance and Operations (M&O) and Debt Service Interest and Sinking (I&S) for the municipality.

Beverage Tax is based on the 14% gross receipt tax on mixed beverages. Of the 14%, 10.7% is remitted to the Town and the remaining 3.3% is retained by the State of Texas.

Franchise Fees are collected from utilities and telecommunications companies that use the Town's right-of-way. Companies have until October 1st of every year to provide municipalities notice of which fee they were planning to pay. 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.

Permits & Fees – Other includes fees charged by the Town for gas wells, EMS revenues, review and renewal fees, developments fees and contractor registration fees.

Permit & Fees - Building is the second largest revenue source. This revenue consists of permits and fees charged for development activities.

Fines & Forfeitures are based on the citations and warrants issued from the Municipal Court. The Keller Police Department continues to provide police and animal control services for the Town.

Investment Income is based on interest payments, dividends, capital gains collected.

Miscellaneous Income includes fees charged by the Town for facility rentals, sales of surplus/scrap items, insurance refunds and equity return.

Transfers In includes transfers in from the Utility Fund 500 for one-time impact fees only. These fees are based on new home construction.

TYPES OF EXPENDITURES

Payroll and Related Expenditures is the largest expenditure in the General Fund. The Town utilizes a shared service model, which conserves resources and avoids duplication of efforts across municipal and academic functions.

Operations and Maintenance Expenditures is the second largest expenditure in the General Fund. These expenditures represent the dollars needed to operate and maintain basic Town services.

Capital Maintenance & Replacement includes funding for maintenance and repair costs for Town infrastructure.

Transfer Out includes transfers to General Maintenance and Replacement Fund 600, General Vehicle Maintenance and Replacement 605, and Visitor Association Fund 220.



THE TOWN OF
WESTLAKE
DISTINCTIVE BY DESIGN

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THE TOWN OF
ESTLAKE
DISTINCTIVE BY DESIGN

FINANCIAL SUMMARIES

ALL FUNDS OVERVIEW

All funds are the total resources budgeted by the Town of Westlake. This includes major revenues and expenditures, as well as other financing sources and uses.

FUND HIGHLIGHTS

REVENUES

Revenues are budgeted at \$29,333,188 which is an 20.5% increase of \$5,004,030 from prior year revised.

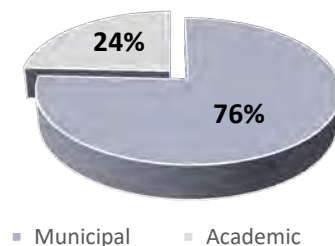
MUNICIPAL

- General Sales Tax – Projected to have no change from prior year revised.
- Property Tax (Ad Valorem) – Based on the approved no new revenue property tax rate of \$0.16788. Of the no new revenue property tax rate, \$.12531 per \$100 assessed valuation is allocated for maintenance and operation activities and \$0.06504 per \$100 assessed valuation is allocated for interest and sinking debt service.
- Charge for Services – Projected to decrease by \$136,877 from prior year revised.
- Hotel Tax – Projected to increase \$200,000 from prior year revised.
- Beverage Tax – Projected as no from prior year revised.
- Franchise Fees – Projected as no from prior year revised.
- Permits & Fees Building – Projected to increase \$526,664 from prior year revised.
- Permits & Fees Utility – Projected to increase \$74,400 from prior year revised.
- Fines & Forfeitures – Projected to decrease \$42,318 from prior year revised.
- Interest Income – Projected to increase \$17,000 from prior year revised.
- Contributions – Projected to decrease \$1,862,630 from prior year revised.
- Miscellaneous Income – Projected to decrease \$53,767 from prior year revised.
- Transfer In – Projected to increase \$2,790,773 from prior year revised.
- Other Sources – Projected to increase \$3,353,602 from prior year revised.

ACADEMIC

- Revenues are projected to decrease \$293,417 from prior year revised.
- Other Sources are not projected to change from prior year revised.

REVENUES & OTHER SOURCES



OPERATING EXPENDITURES

Expenditures are budgeted at \$19,411,085 which is a 9% increase of \$1,543,167 from prior year revised.

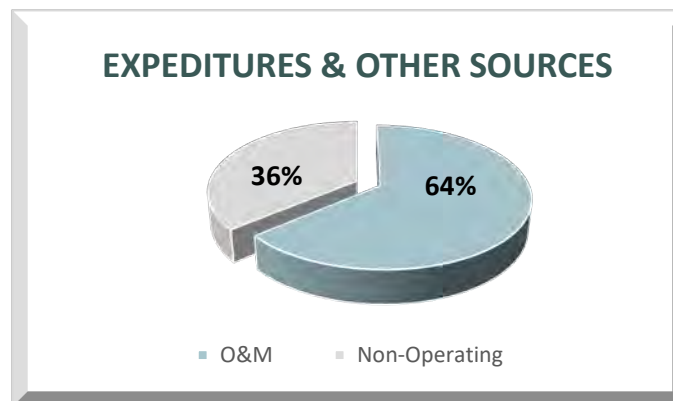
- Payroll & Related – Increased \$313,250 from prior year revised.
- Operations & Maintenance – Increased \$1,229,917 from prior year revised.
 - Capital Outlay – Increased \$8,000 from prior year revised.
 - Debt Service – Increased \$909,891 from prior year revised.
 - Economic Development – No change from prior year revised.
 - Leases & Rentals – Increased \$30,000 from prior year revised.
 - Public Notices – Increased \$4,120 from prior year revised.
 - Rent & Utilities – Increased \$32,518 from prior year revised.
 - Repair & Maintenance – Increased \$110,115 from prior year revised.
 - Services – Increased \$355,486 from prior year revised.
 - Supplies – Increased \$87,890 from prior year revised.
 - Travel & Training – Increased \$8,410 from prior year revised.
 - Transfer Out Operating – Decreased \$324,639 from prior year revised.

NON-OPERATING EXPENDITURES

Budgeted at \$19,411,085. This is a 130% increase from prior year revised.

MUNICIPAL

- Capital Project Funds – Increased \$1,822,590 from prior year revised.
- Maintenance & Replacement Funds – Increased \$1,243,787 from prior year revised.
- Transfer Outs – Increased \$3,115,412 from prior year revised.
- Other Uses – Budgeted at \$0.



ACADEMIC

- Expenditures – Decreased \$346,471 from prior year revised.
- Other Uses – Budgeted at \$0.

FUND BALANCE

The combined ending fund balance for all funds is projected to be \$28,374,468. This is a 3.5% decrease from prior year revised.

ALL FUNDS - BY FUND
Combining Revenues, Expenditures and Fund Balance
Fiscal Year 2021/2022

		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										
1	General Sales Tax	\$ 4,500,000	\$ -	\$ -	\$ 1,500,000	\$ -	\$ -	\$ 6,000,000	\$ -	\$ 6,000,000
2	Property Tax	1,705,163	-	-	-	1,134,763	-	2,839,926	-	2,839,926
3	Charge for Services	-	5,347,555	-	-	-	-	5,347,555	-	5,347,555
4	Hotel Occupancy Tax	-	-	-	456,000	-	-	456,000	-	456,000
5	Beverage Tax	40,000	-	-	-	-	-	40,000	-	40,000
6	Franchise Fees	942,125	-	-	-	-	-	942,125	-	942,125
7	Permits and Fees Other	213,563	-	-	-	-	-	213,563	-	213,563
8	Permits and Fees Building	2,567,656	-	-	-	-	-	2,567,656	-	2,567,656
9	Permits and Fees Utility	-	342,411	-	-	-	-	342,411	-	342,411
10	Fines & Forfeitures	475,600	-	-	-	-	-	475,600	-	475,600
11	Investment Earnings	48,800	15,500	5,775	3,550	-	11,000	84,625	-	84,625
12	Contributions	-	-	60,000	-	-	-	60,000	-	60,000
13	Misc Income	227,638	18,550	-	5,700	-	-	251,888	-	251,888
14	Total Revenues	10,720,545	5,724,016	65,775	1,965,250	1,134,763	11,000	19,621,349	-	19,621,349
15	Transfers In	68,000	-	2,915,000	500,000	1,625,237	1,250,000	6,358,237	-	6,358,237
16	Other Sources	-	-	-	-	-	3,353,602	3,353,602	-	3,353,602
17	Total Other Sources	68,000	-	2,915,000	500,000	1,625,237	4,603,602	9,711,839	-	9,711,839
18	GF Academic Revenues	-	-	-	-	-	-	-	9,371,746	9,371,746
19	GF Academic Other Resources	-	-	-	-	-	-	-	-	-
20	Total Academic	-	-	-	-	-	-	-	9,371,746	9,371,746
21	TOTAL REVENUES AND OTHER SOURCES	\$ 10,788,545	\$ 5,724,016	\$ 2,980,775	\$ 2,465,250	\$ 2,760,000	\$ 4,614,602	\$ 29,333,188	\$ 9,371,746	\$ 38,704,934
EXPENDITURES AND OTHER USES										
22	Payroll Salaries	\$ 4,743,851	\$ 9,195	\$ -	\$ -	\$ -	\$ -	\$ 4,753,046	\$ -	\$ 4,753,046
23	Payroll Transfer In	(1,080,019)	-	-	-	-	-	(1,080,019)	-	(1,080,019)
24	Payroll Insurance	606,511	-	-	-	-	-	606,511	-	606,511
25	Payroll Taxes	413,290	3,930	-	-	-	-	417,220	-	417,220
26	Payroll Retirement	550,216	-	-	-	-	-	550,216	-	550,216
27	Payroll Transfer Out		582,764	-	497,255			1,080,019		1,080,019
28	Total Payroll & Related	5,233,849	595,889	-	497,255	-	-	6,326,993	-	6,326,993
29	Capital Outlay	38,215	38,055	-	-	-	-	76,270	-	76,270
30	Debt	36,680	1,020,857	-	-	2,866,314	-	3,923,851	-	3,923,851
31	Economic Development	-	-	-	28,000	-	-	28,000	-	28,000
32	Leases and Rentals	50,135	1,500	-	-	-	-	51,635	-	51,635
33	Public Notices	19,140	-	-	20,000	-	-	39,140	-	39,140
34	Rent & Utilities	789,344	191,297	-	93,394	-	-	1,074,035	-	1,074,035
35	Insurance	80,387	-	-	-	-	-	80,387	-	80,387
36	Repair & Maintenance	404,600	158,940	60,000	-	-	-	623,540	-	623,540
37	Services	2,747,433	3,503,755	-	213,400	2,273	-	6,466,861	-	6,466,861
38	Supplies	318,673	9,755	-	22,000	-	-	350,428	-	350,428
39	Travel & Training	227,038	10,420	-	7,250	-	-	244,708	-	244,708
40	Transfer Out Operating	125,237	-	-	-	-	-	125,237	-	125,237
41	Total Operations & Maintenance	4,836,882	4,934,579	60,000	384,044	2,868,587	-	13,084,092	-	13,084,092
42	TOTAL OPERATING EXPENDITURES	10,070,731	5,530,468	60,000	881,299	2,868,587	-	19,411,085	-	19,411,085
43	Maintenance & Replacement	-	-	1,973,287	-	-	-	1,973,287	-	1,973,287
44	Capital Project Funds	-	-	-	-	-	2,741,720	2,741,720	-	2,741,720
45	Total Capital	-	-	1,973,287	-	-	2,741,720	4,715,007	-	4,715,007
46	Transfers Out	4,000,000	483,000	-	1,500,000	-	250,000	6,233,000	-	6,233,000
47	Other Uses	-	-	-	-	-	-	-	-	-
48	Total Other Uses	4,000,000	483,000	-	1,500,000	-	250,000	6,233,000	-	6,233,000
49	TOTAL NON-OPERATING EXPENDITURES	4,000,000	483,000	1,973,287	1,500,000	-	2,991,720	10,948,007	-	10,948,007
50	GF Academic Expenditures	-	-	-	-	-	-	-	9,432,983	9,432,983
51	GF Academic Other Uses	-	-	-	-	-	-	-	-	-
52	Total Academic	-	-	-	-	-	-	-	9,432,983	9,432,983
53	TOTAL EXPENDITURES AND OTHER USES	\$ 14,070,731	\$ 6,013,468	\$ 2,033,287	\$ 2,381,299	\$ 2,868,587	\$ 2,991,720	\$ 30,359,092	\$ 9,432,983	\$ 39,792,075
SUMMARY										
54	Excess Revenue over (under) Expenditures	\$ (3,282,186)	\$ (289,452)	\$ 947,488	\$ 83,951	\$ (108,588)	\$ 1,622,882	\$ (1,025,904)	\$ (61,237)	\$ (1,087,142)
55	BEGINNING FUND BALANCE	15,333,347	6,501,478	1,865,614	690,025	108,588	4,901,321	29,400,373	1,958,999	31,359,372
56	ENDING FUND BALANCE	\$ 12,051,161	\$ 6,212,025	\$ 2,813,102	\$ 773,976	\$ 0	\$ 6,524,203	\$ 28,374,468	\$ 1,897,762	\$ 30,272,229



THE TOWN OF
WESTLAKE
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GENERAL FUND

GENERAL FUND OVERVIEW

The General Fund is the Town's principal operating fund. It is supported by sales and use taxes, property (ad valorem) taxes, planning and development fees, 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

Budgeted at \$10,788,545, this is a slight decrease of \$14,836 from prior year revised.

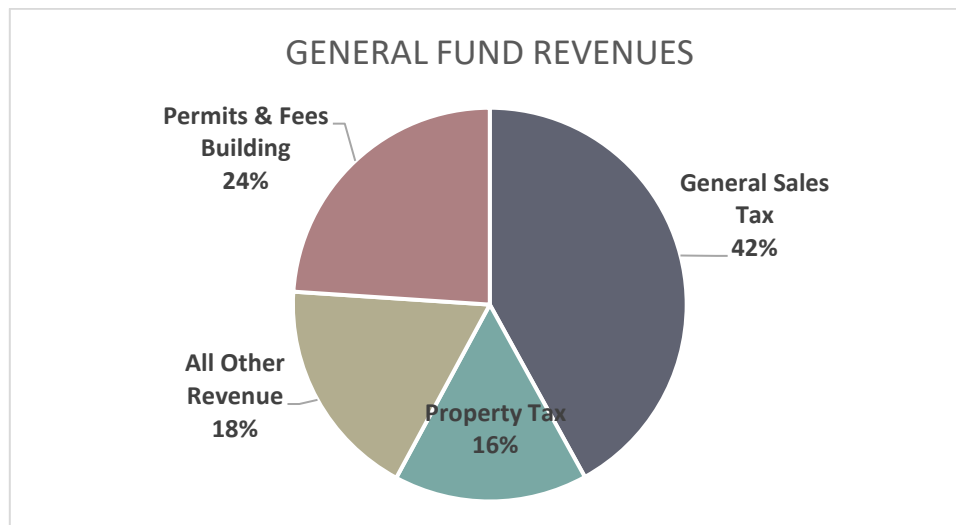
The largest revenue source in the General Fund is general sales and use tax revenues which is budgeted to be \$4.5M and represents 42% of the General Fund's total revenues and sources. This remained flat when compared to prior year revised, based on slow economic recovery and ongoing impact of COVID-19.

The second largest revenue source is from building permits and fees charged for development activities which are budgeted to be \$2.567M, comprising 24% of the General Fund's total revenues and sources. This reflects a 37% increase of \$697K when compared to prior year revised. This increase is based on continued growth and planned development projects this upcoming fiscal year.

The third relatively largest revenue source in the adopted General Fund budget is property tax (or ad valorem) revenues. The Maintenance and Operations (M&O) portion of the rate is budgeted to be \$1.7M, comprising 16% of the General Fund total revenues and sources. This reflects a 15% decrease of \$297K when compared to prior year revised, expected due to the decrease of the M&O rate this year.

Lastly, the final revenue category reflected in the chart below is for All Other Revenue at 18%. This category contains the second and final expected distribution of funds from the federal government's American Rescue Plan Act (ARPA). With the first distribution (\$200K) expected before the current fiscal year end, and the \$211,733 included in the adopted budget, this ARPA revenue use is limited to expenditures in four statutory categories:

- Support of public health expenditures and negative economic impacts caused by the pandemic
- Revenue replacement for specific governmental services relative to the pandemic
- Investments in water, sewer, and broadband infrastructure
- Premium pay for essential workers



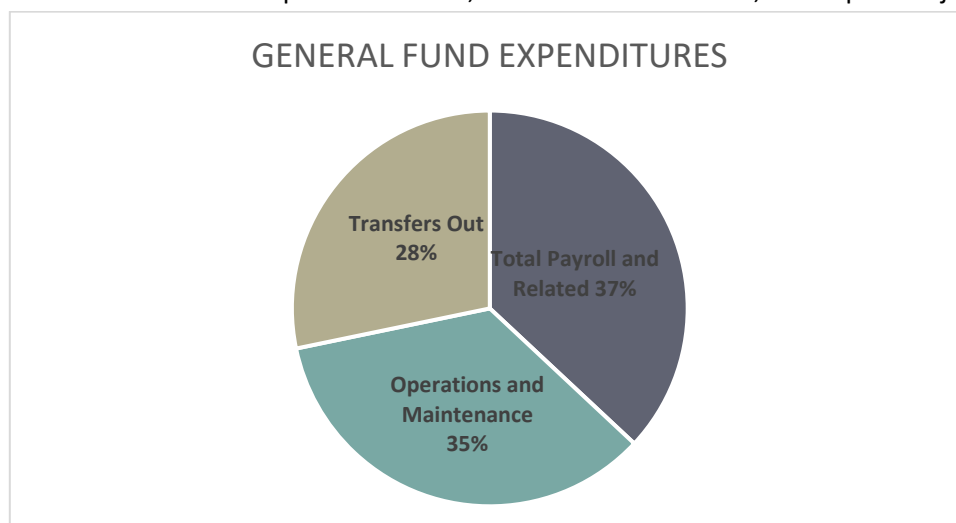
EXPENDITURES

Budgeted to be \$14M in all expenditures and other uses. This reflects a 41% increase of \$4.1M from the prior year revised, with the majority of this increase from transfers out.

The largest expenditure in the adopted General Fund budget is allocated to payroll and related benefits. This amount is budgeted to be \$5.2M and comprises 37% of General Fund total expenditures and other uses. This includes a 3% increase for municipal employees.

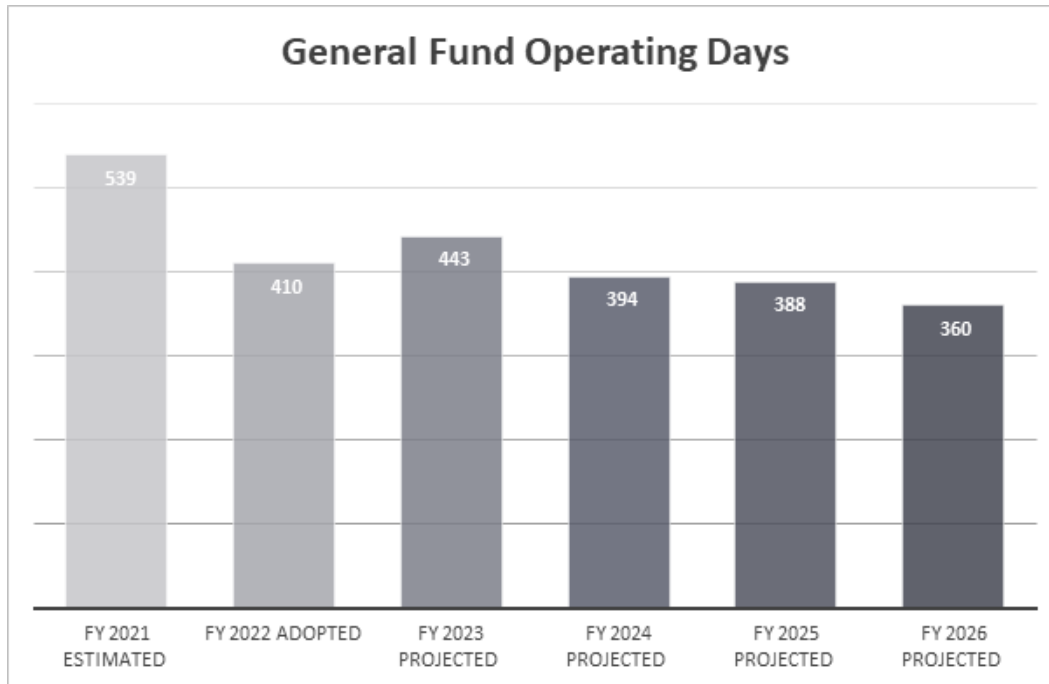
The second largest expenditure is operations and maintenance. This amount is budgeted at \$4.8M, comprising 34% of General Fund total expenditures and other uses. This reflects a 5% increase of \$217K when compared to prior year revised. The operations and maintenance costs consist of the dollars necessary to provide public services.

The third type of expenditure is transfers out. This amount is budgeted at \$4M. This is a \$3.9M increase of prior year revised. This expenditure consists of a transfer out to the General Maintenance and Replacement Fund, Vehicle Maintenance and Replacement Fund, Visitor Association Fund, and Capital Project Funds.



FUND BALANCE

The combined ending unassigned Fund Balance for the General Fund is projected to be \$11.3M. The Town's daily operating cost is calculated at \$27,591 (410 operating days). The projected number of operating days is above the minimum number of days (180) as determined by the financial policies established by the Town Council. The graph below represents the operating days for FY 19/20, FY 20/21, and this upcoming fiscal year FY 21/22.



GENERAL FUND
Program Summary
Fiscal Year 2022

	Audited Actuals FY 2020	Adopted Budget FY 2021	Revised Budget FY 2021	Adopted Budget FY 2022	FY 2022 vs FY 2021	Adopted vs Adopted	FY 2022 vs FY 2021	Adopted vs Revised
REVENUES & OTHER SOURCES								
General Sales Tax	5,534,125	3,166,125	4,500,000	4,500,000	1,333,875	42%	-	0%
Property Tax	1,725,950	1,837,577	2,003,360	1,705,163	(132,414)	-7%	(298,197)	-15%
Beverage Tax	41,949	40,000	40,000	40,000	-	0%	-	0%
Charge for Service	-	-	-	-	-	0%	-	0%
Hotel Occupancy Tax	-	-	-	-	-	0%	-	0%
Franchise Fees	972,519	942,125	942,125	942,125	-	0%	-	0%
Permits & Fees Other	628,804	246,063	384,541	213,563	(32,500)	-13%	(170,978)	-44%
Permits & Fees Building	1,370,131	2,445,154	1,870,014	2,567,656	122,502	5%	697,642	37%
Permits & Fees Utility	-	-	-	-	-	0%	-	0%
Fines & Forfeitures Court	492,434	475,600	517,918	475,600	-	0%	(42,318)	-8%
Interest Income	146,141	88,800	28,800	48,800	(40,000)	-45%	20,000	69%
Contributions	(2,100)	-	112,630	-	-	0%	(112,630)	-100%
Donations	-	-	-	-	-	0%	-	0%
Misc Income	110,192	311,230	211,405	227,638	(83,592)	-27%	16,233	8%
Total Revenues	11,020,146	9,552,674	10,610,793	10,720,545	1,167,871	12%	109,752	1%
Transfer In from Fund 500 Utility	77,158	68,000	192,588	68,000	-	0%	(124,588)	-65%
Other Sources	-	-	-	-	-	0%	-	0%
Transfer In from Fund 412 WA Expansion	-	-	-	-	-	0%	-	0%
Total Other Sources	77,158	68,000	192,588	68,000	-	0%	(124,588)	-65%
GRAND TOTAL REVENUES & OTHER SOURCES	\$ 11,097,303	\$ 9,620,674	\$ 10,803,381	\$ 10,788,545	\$ 1,167,871	12%	\$ (14,836)	0%

EXPENDITURES & OTHER USES

Salaries	4,180,153	4,559,497	4,384,954	4,743,851	\$ 184,354	4%	\$ 358,897	8%
Transfers In	(904,453)	(740,564)	(740,564)	(1,080,019)	(339,455)	46%	(339,455)	46%
Transfers Out	-	-	-	-	-	0%	-	0%
Insurance	661,635	744,589	704,625	606,511	(138,078)	-19%	(98,114)	-14%
Taxes	360,092	413,263	393,011	413,290	27	0%	20,279	5%
Retirement	494,031	516,289	521,958	550,216	33,927	7%	28,258	5%
Total Payroll and Related	4,791,458	5,493,074	5,263,984	5,233,849	(259,225)	-5%	(30,135)	-1%
Capital Outlay	85,947	37,215	37,215	38,215	1,000	3%	1,000	3%
Debt Service	256,427	36,680	36,680	36,680	-	0%	-	0%
Leases and Rentals	40,772	50,135	20,135	50,135	-	0%	30,000	149%
Public Notices	25,058	20,020	15,020	19,140	(880)	-4%	4,120	27%
Rent & Utilities	900,722	757,849	762,589	789,344	31,495	4%	26,755	4%
Insurance	-	79,080	79,080	80,387	1,307	2%	1,307	2%
Repair & Maintenance	339,021	351,785	351,785	404,600	52,815	15%	52,815	15%
Services	2,265,509	2,390,306	2,394,006	2,747,433	357,127	15%	353,427	15%
Supplies	202,844	268,043	254,483	318,673	50,630	19%	64,190	25%
Travel & Training	115,374	214,743	218,628	227,038	12,295	6%	8,410	4%
Transfer Out Operating (300)	272,089	966,816	449,876	125,237	(841,579)	-87%	(324,639)	-72%
Operations and Maintenance	4,503,763	5,172,672	4,619,497	4,836,882	(335,790)	-6%	217,385	5%
SUB-TOTAL OPERATIONS AND MAINTENANCE EXPENDITURES	\$ 9,295,221	\$ 10,665,746	\$ 9,883,481	\$ 10,070,731	\$ (595,015)	-6%	\$ 187,250	2%
Projects - Capital improvement	-	-	-	-	-	0%	-	0%
Projects - Maintenance & Replacement	-	-	-	-	-	0%	-	0%
Total Capital and Maintenance & Replacement	-	-	-	-	-	0%	-	0%
Transfer Out to VA	-	-	-	500,000	500,000	100%	500,000	100%
Transfer Out to Fund 600 GMR	-	10,000	10,000	1,500,000	1,490,000	14900%	1,490,000	14900%
Transfer Out to Fund 605 VMR-GF	-	-	75,000	1,000,000	1,000,000	100%	925,000	100%
Transfer Out to CP	-	-	-	1,000,000	1,000,000	100%	1,000,000	100%
Total Transfers Out	-	10,000	85,000	4,000,000	3,990,000	39900%	3,915,000	4606%
SUB-TOTAL NON-OPERATING EXPENDITURES	\$ -	\$ 10,000	\$ 85,000	\$ 4,000,000	\$ 3,990,000	39900%	\$ 3,915,000	4606%
GRAND TOTAL ALL EXPENDITURES & OTHER USES	\$ 9,295,221	\$ 10,675,746	\$ 9,968,481	\$ 14,070,731	\$ 3,394,985	32%	\$ 4,102,250	41%

SUMMARY

EXCESS REVENUES OVER(UNDER) EXPENDITURES	1,802,082	(1,055,072)	834,900	(3,282,186)	(2,227,114)	211%	(4,117,086)	-493%
FUND BALANCE, BEGINNING	12,696,365	14,498,447	14,498,447	15,333,347	834,900	6%	834,900	6%
FUND BALANCE, ENDING	\$ 14,498,447	\$ 13,443,375	\$ 15,333,347	\$ 12,051,161	\$ (1,392,214)	-10%	\$ (3,282,186)	-21%
Restricted/Assigned/Committed Funds	383,712	298,560	727,479	727,479	428,919	144%	-	0%
UNASSIGNED FUND BALANCE, ENDING	\$ 14,114,735	\$ 13,144,815	\$ 14,605,868	\$ 11,323,682	\$ (1,821,133)	-14%	\$ (3,282,186)	-22%
Operating Cost per Day	\$25,466	\$29,221	\$27,078	\$27,591	-\$1,630	-6%	\$513	2%
Operating Days	554	450	539	410	(39)	-9%	(129)	-24%

RESTRICTED/ASSIGNED/COMMITTED FUNDS

Court Technology 100-10112-15-000	\$ 11,716	\$ 60,000	\$ 11,731	\$ 11,731	\$ (48,269)	-411%	\$ -	0%
Court Security 100-10113-15-000	97,001	110,000	97,136	97,136	(12,864)	-13%	-	0%
Court Efficiency 100-10116-15-000	10,243	10,500	10,257	10,257	(243)	-2%	-	0%
Court Cash Drawer 100-10111-15-000	800	-	600	600	600	100%	-	0%
Court County Bonds 100-10114-15-000	38,297	-	41,449	41,449	41,449	100%	-	0%
Court Child Safety 100-10117-15-000	25	-	25	25	25	100%	-	0%
P&D Escrow 100-10110-12-105	7,569	-	38,470	38,470	38,470	100%	-	0%
Tree Escrow 100-10110-00-101	63,354	63,350	161,371	161,371	98,021	61%	-	0%
Street Escrow 100-10110-00-102	54,707	54,710	54,707	54,707	(3)	0%	-	0%
Open Space Escrow 100-10110-00-106	100,000	-	100,000	100,000	100,000	100%	-	0%
2021 CLFRF - ARPA	-	-	211,733	211,733	211,733	100%	-	0%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS	\$ 383,712	\$ 298,560	\$ 727,479	\$ 727,479	\$ 428,919	59%	\$ -	0%

GENERAL FUND
BY DEPARTMENT
PROGRAM SUMMARY
Fiscal Year 2021/2022

Department	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	4,500,000	-	-	-	-	-	-	-
Property Tax	1,705,163	-	-	-	-	-	-	-
Beverage Tax	40,000	-	-	-	-	-	-	-
Franchise Fees	942,125	-	-	-	-	-	-	-
Permits & Fees Other	6,695	-	96,868	-	110,000	-	-	-
Permits & Fees Building	-	-	2,513,522	-	54,134	-	-	-
Fines and Forfeitures	-	-	-	-	-	475,600	-	-
Investment Earnings	45,000	-	-	-	-	3,800	-	-
Misc Income	222,438	-	100	-	100	-	-	5,000
Total Revenues	7,461,421	-	2,610,490	-	164,234	479,400	-	5,000
Transfers In	-	-	-	-	-	-	-	-
Total Other Sources	-	-	-	-	-	-	-	-
TOTAL REVENUES AND OTHER SOURCES	\$ 7,461,421	\$ -	\$ 2,610,490	\$ -	\$ 164,234	\$ 479,400	\$ -	\$ 5,000

EXPENDITURES AND OTHER USES								
PR Salaries	81,456	575,480	372,356	138,946	1,696,767	323,957	311,045	88,740
PR Transfer In	(21,494)	(223,544)	-	-	-	-	(310,025)	(29,874)
PR Insurance	10,631	56,338	39,159	11,391	251,320	59,905	39,837	12,590
PR Taxes	4,146	45,941	30,608	11,179	166,210	27,833	26,062	7,776
PR Retirement	5,961	67,389	43,603	16,271	197,004	37,852	36,423	10,391
Total Payroll & Related	80,700	521,604	485,726	177,787	2,311,301	449,547	103,342	89,623
Capital Outlay	-	1,000	-	-	21,900	-	5,795	6,500
Debt Service	36,680	-	-	-	-	-	-	-
Leases and Rentals	46,265	-	2,550	250	-	1,070	-	-
Insurance	19,920	-	-	-	44,830	975	12,093	1,944
Public Notices	-	-	-	15,000	140	-	-	1,500
Rent & Utilities	441,489	-	-	-	56,090	-	180,000	2,800
Repair & Maintenance	-	-	-	-	61,945	600	84,500	73,055
Services	565,660	660	386,300	26,765	68,084	48,310	119,892	98,710
Supplies	43,225	1,750	21,025	2,070	110,445	14,140	36,725	37,328
Transfer Out to DS	-	-	-	-	-	-	-	-
Travel & Training	40,450	27,050	4,525	3,945	60,835	11,425	7,581	10,320
Total Operations	1,193,689	30,460	414,400	48,030	424,269	76,520	446,586	232,157
Transfers Out	-	-	-	-	-	-	-	-
Other Uses	-	-	-	-	-	-	-	-
Total Other Uses	-	-	-	-	-	-	-	-
TOTAL EXPENDITURES AND OTHER USES	1,274,389	552,064	900,126	225,817	2,735,570	526,067	549,928	321,780

EXCESS REVENUES OVER (UNDER) EXPENDITURES	\$ 6,187,032	\$ (552,064)	\$ 1,710,364	\$ (225,817)	\$ (2,571,336)	\$ (46,667)	\$ (549,928)	\$ (316,780)
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Finance Department	Parks and Recreation	Information Technology	Human Resources	Communications	Police Services	Transfers In and Out	TOTAL
-	-	-	-	-	-	-	\$ 4,500,000
-	-	-	-	-	-	-	1,705,163
-	-	-	-	-	-	-	40,000
-	-	-	-	-	-	-	942,125
-	-	-	-	-	-	-	213,563
-	-	-	-	-	-	-	2,567,656
-	-	-	-	-	-	-	475,600
-	-	-	-	-	-	-	48,800
-	-	-	-	-	-	-	227,638
-	-	-	-	-	-	-	10,720,545
-	-	-	-	-	-	68,000	68,000
-	-	-	-	-	-	68,000	68,000
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 68,000	\$ 10,788,545

431,313	88,740	288,576	169,860	176,615	-	-	4,743,851
(228,538)	(89,622)	-	(21,447)	(155,475)	-	-	(1,080,019)
52,790	12,590	37,979	11,263	10,718	-	-	606,511
34,878	7,776	23,278	13,399	14,204	-	-	413,290
50,507	10,391	33,792	19,950	20,682	-	-	550,216
340,950	29,875	383,625	193,025	66,744	-	-	5,233,849
-	3,020	-	-	-	-	-	38,215
-	-	-	-	-	-	-	36,680
-	-	-	-	-	-	-	50,135
-	624	-	-	-	-	-	80,386
-	-	-	2,500	-	-	-	19,140
-	108,965	-	-	-	-	-	789,344
-	74,500	110,000	-	-	-	-	404,600
142,850	133,500	100,215	15,900	225	1,040,362	-	2,747,433
6,750	10,045	11,520	7,650	16,000	-	-	318,673
-	-	-	-	-	-	125,237	125,237
17,115	6,250	11,115	19,000	7,427	-	-	227,038
166,715	336,904	232,850	45,050	23,652	1,040,362	125,237	4,836,882
-	-	-	-	-	-	4,000,000	4,000,000
-	-	-	-	-	-	-	-
-	-	-	-	-	-	4,000,000	4,000,000
507,665	366,779	616,475	238,075	90,396	1,040,362	4,125,237	14,070,731
\$ (507,665)	\$ (366,779)	\$ (616,475)	\$ (238,075)	\$ (90,396)	\$ (1,040,362)	\$ (4,057,237)	\$ (3,282,186)



THE TOWN OF
WESTLAKE
DISTINCTIVE BY DESIGN

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THE TOWN OF
WESTLAKE
DISTINCTIVE BY DESIGN

PERSONNEL OVERVIEW

PERSONNEL OVERVIEW

Personnel is budgeted to be \$6.3M and comprises 16% of all funds total expenditures and other uses. This includes a 3% pay increase for municipal employees. This results in a 2% increase of \$118,798 when compared to prior year revised.

Personnel staffing levels for the Town 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. A 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.

Department Name	FY 19/20 Actuals	FY 20/21 Adopted	FY 20/21 Revised	FY 21/22 Adopted	Adopted Change Amount	Adopted Change Percent
Administrative	1.00	1.00	1.00	1.00	-	0%
Town Manager	4.00	4.50	3.00	3.00	-	0%
Planning & Development	4.00	4.00	4.00	4.00	-	0%
Town Secretary	1.5	1.5	1.00	1.00	-	0%
Emergency Services	15.00	18.00	18.00	18.00	-	0%
Court/Marshal/Judge	4.75	4.75	4.75	4.75	-	0%
Public Works	4.33	4.33	4.33	4.33	-	0%
Facilities Maintenance	0.83	0.83	0.83	0.83	-	0%
Finance	5.00	5.00	5.00	5.00	-	0%
Human Resources	2.00	2.00	1.00	2.00	1.00	50%
Park & Recreation	0.83	0.83	0.83	0.83	-	0%
Information Technology	2.00	2.00	2.00	3.00	1.00	33%
Communications	2.00	2.00	1.00	2.00	1.00	50%
Total Employees	49.75	50.75	46.75	49.75	3.00	7%

STAFFING LEVEL CHANGES

In FY 2022, three firefighter positions will be reclassified to Driver positions upon completion of the required certifications. Additionally, the Town also has three vacant positions that are to be fill in the coming fiscal year.

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 goal of the compensation plan is to attract and retain top talent and utilize best practices in all systems and processes supporting the plan.

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.

TYPES OF SALARY ADJUSTMENTS

MARKET ADJUSTMENTS

The Town conducts a biannual market salary study. 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.

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.

GENERAL SERVICES

Department 10

General Services is comprised of revenues and expenditures in the operational budget that are not specific to any department. Revenues include general sales & use taxes, ad valorem property taxes, franchise fees, beverage taxes, earned interest, permits that are not building related, and other miscellaneous income. Expenditures 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. 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.

PERSONNEL

Position	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Forecast
Receptionist/Administrative Assistant	1.00	1.00	1.00	1.00

GENERAL SERVICES
DEPARTMENT 10
PROGRAM SUMMARY

	Actuals FY 2020	Adopted Budget FY 2021	Revised Budget FY 2021	Adopted Budget FY 2022	FY 2022 Adopted vs FY 2021 Revised	
REVENUES AND OTHER SOURCES						
General Sales Tax	5,534,125	3,166,125	4,500,000	4,500,000	0.0%	-
Property Tax	1,725,950	1,837,577	2,003,360	1,705,163	-14.9%	(298,197)
Permits and Fees Other	9,946	6,695	6,695	6,695	0.0%	-
Permits and Fees Building	-	-	-	-	0.0%	-
Fines & Forfeitures	-	-	-	-	0.0%	-
Franchise Fees	972,519	942,125	942,125	942,125	0.0%	-
Contributions	-	-	-	-	0.0%	-
Beverage Tax	41,949	40,000	40,000	40,000	0.0%	-
Interest	144,549	85,000	25,000	45,000	80.0%	20,000
Misc Income	101,117	10,705	210,705	222,438	5.6%	11,733
TOTAL	\$ 8,530,157	\$ 6,088,227	\$ 7,727,885	\$ 7,461,421	-3.4%	\$ (266,464)
EXPENDITURES AND OTHER USES						
Payroll Wages	48,635	48,870	48,870	81,456	66.7%	32,586
Payroll Transfer In	-	-	-	(21,494)	0.0%	(21,494)
Payroll Insurance	12,968	13,078	13,078	10,631	-18.7%	(2,447)
Payroll Taxes	4,086	4,107	4,107	4,146	0.9%	39
Payroll Retirement	5,820	5,946	5,946	5,961	0.3%	15
Total Payroll & Related	\$ 71,510	\$ 72,001	\$ 72,001	\$ 80,700	12.1%	\$ 8,699
Capital Outlay	-	-	-	-	0.0%	-
Debt Service	256,427	36,680	36,680	36,680	0.0%	-
Economic Development	-	-	-	-	0.0%	-
Leases and Rentals	9,008	46,265	16,265	46,265	184.4%	30,000
Insurance	20,206	22,595	22,595	19,920	-11.8%	(2,675)
Public Notices	-	-	-	-	0.0%	-
Repair and Maintenance	-	-	-	-	0.0%	-
Rent and Utilities	446,753	441,970	426,970	441,489	3.4%	14,519
Service	435,733	398,230	506,230	565,660	11.7%	59,430
Supplies	23,800	43,225	33,225	43,225	30.1%	10,000
Travel & Training	10,592	42,855	42,855	40,450	-5.6%	(2,405)
Total Operation & Maintenance	\$ 1,202,518	\$ 1,031,820	\$ 1,084,820	\$ 1,193,689	10.0%	\$ 108,869
TOTAL EXPENDITURES & OTHER USES	\$ 1,274,028	\$ 1,103,821	\$ 1,156,821	\$ 1,274,389	10.2%	\$ 117,568
NET	\$ 7,256,129	\$ 4,984,406	\$ 6,571,064	\$ 6,187,032	-5.8%	\$ (384,032)

TOWN MANAGER'S OFFICE

DEPARTMENT 11

The Town of Westlake operates according to the council-manager form of government. This type of local government system combines community leadership of elected officials with the expertise of a professionally educated public manager.

The Town Manager is appointed by the Town Council and functions as the chief executive officer with the principle responsibility of overseeing the administrative duties of the municipality, including all legal and financial obligations. The Town Manager works with the departmental directors to deliver public services to the residents and stakeholders of our community.

In Westlake, the Town Manager has the added unique responsibility of serving as the superintendent of Westlake Academy - the only municipally managed open-enrollment public charter school in the State of Texas. The superintendent coordinates the administrative functions of the school and works with the executive director and the on-campus leadership team to provide an outstanding International Baccalaureate education for our students.

Functions:

- Citizen engagement and communication
- Comprehensive planning and economic development
- Financial management
- Municipal administration
- Municipal governance
- Academic administration
- Academic governance

PERSONNEL

Position	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Forecast
Town Manager/ Superintendent	1.00	1.00	1.00	1.00
Deputy Town Manager	1.00	1.00	1.00	1.00
Assistant Town Manager	1.00	1.00	1.00	1.00
Budget Finance/Analyst	0.50	0.50	-	-
Administrative Assistant	0.50	1.00	-	-

GOALS & OBJECTIVES

GOALS

- Increase Citizen, Student, Stakeholder Satisfaction
- Preserve Desirability & Quality of Life
- Encourage Westlake's Unique Sense of Place

OBJECTIVES

- 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.

FY 2021 ACCOMPLISHMENTS

- Navigated the New Coronavirus-19 Pandemic for both the municipal and academic service delivery teams.
- Restructured municipal service delivery teams to enhance efficiencies.
- Recruited and hired an incoming Executive Director for our academic services team.
- Continued to strengthen our connections with the Affiliates of Westlake Academy – House of Commons, Westlake Academy Foundation, and the Westlake Academy Athletic Club.
- Update to the Facility Master Plan for Westlake Academy.
- Worked with a public art advisory team to create our first juried art installation within the community.
- Through a partnership with Mesa Planning, completed the creation of a “Cost Recovery Tool” to help evaluate the impact of new development on our services.

FY 2022 INITIATIVES

- 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.
- Complete the long-range planning process that would guide any expansion in our facilities on the Academy campus.

- Continue the organizational growth opportunities for both the academic and municipal teams. Including, book review, mentorship, and visioning.
- Finalize performance measures and codify the information for Council review and staff use.
- Implement the “Cost Recovery Tool” to help us make informed decisions on development.
- Evaluate the opportunities presented by the pandemic to broaden our off-site educational options.
- Support the advancement of the vision, mission, and values identified by the elected officials.

KEY PERFORMANCE MEASURES

OBJECTIVE	PERFORMANCE MEASURE	Bench Mark	2021 Actual	2022 Target	2023 Target
Increase Citizen, Student, Stakeholder Satisfaction	Town Council Update	Monthly	12	12	12
	Attend ICMA Conference	Yearly	Yes	Yes	Yes
Preserve Desirability & Quality of Life	Attend Chamber Meetings	Monthly	6	6	12
	Attend Metroport Meetings	Monthly	6	6	12
Encourage Westlake’s Unique Sense of Place	Town Q2 meetings	Quarterly	1	4	4

TOWN MANAGER'S OFFICE
DEPARTMENT 11
PROGRAM SUMMARY

	Actuals FY 2020	Adopted Budget FY 2021	Revised Budget FY 2021	Adopted Budget FY 2022	FY 2022 Adopted vs FY 2021 Revised	
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	579,812	616,211	616,211	575,480	-6.6%	(40,731)
Payroll Transfer In	(189,771)	(122,896)	(122,896)	(223,544)	81.9%	(100,648)
Payroll Insurance	67,280	79,319	79,319	56,338	-29.0%	(22,981)
Payroll Taxes	39,764	48,798	48,798	45,941	-5.9%	(2,857)
Payroll Retirement	69,385	74,981	74,981	67,389	-10.1%	(7,592)
Total Payroll & Related	\$ 566,470	\$ 696,413	\$ 696,413	\$ 521,604	-25.1%	\$ (174,809)
Capital Outlay	2,800	1,000	1,000	1,000	0.0%	-
Debt Service	-	-	-	-	0.0%	-
Economic Development	-	-	-	-	0.0%	-
Leases and Rentals	341	-	-	-	0.0%	-
Public Notices	-	-	-	-	0.0%	-
Repair and Maintenance	-	-	-	-	0.0%	-
Rent and Utilities	-	-	-	-	0.0%	-
Service	3,335	660	660	660	0.0%	-
Supplies	2,493	1,750	1,750	1,750	0.0%	-
Travel & Training	20,455	32,050	27,050	27,050	0.0%	-
Total Operation & Maintenance	\$ 29,425	\$ 35,460	\$ 30,460	\$ 30,460	0.0%	\$ -
TOTAL EXPENDITURES & OTHER USES	\$ 595,895	\$ 731,873	\$ 726,873	\$ 552,064	-24.0%	\$ (174,809)
NET	\$ (595,895)	\$ (731,873)	\$ (726,873)	\$ (552,064)	-24.0%	\$ 174,809

PLANNING & DEVELOPMENT

DEPARTMENT 12

The Planning and Development Department is responsible for processing platting and zoning requests and ensuring that existing buildings and properties, and all proposed development, conforms to the Town of Westlake's comprehensive plans, zoning regulations, building codes, and other regulations of the town.

Functions:

- Building inspection
- Code enforcement
- Municipal administration
- Municipal governance
- Plan review and inspection
- Planning and zoning
- Support for economic development
- Urban and structural design

PERSONNEL

Position	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Forecast
Director	1.00	1.00	1.00	1.00
Chief Building Official	1.00	1.00	1.00	1.00
Development Coordinator	1.00	1.00	1.00	1.00
Permit Clerk	1.00	1.00	1.00	1.00

GOALS & OBJECTIVES

GOALS

- Optimize Planning & Development Capabilities
- Preserve Desirability & Quality of Life
- Encourage Westlake's Unique Sense of Place

OBJECTIVES

- 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.
- Enhance, expand and promote 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, and enhance, the Town's Unified Development Code.
- Continue with maintenance and implementation of the comprehensive plan and provide updates as needed and directed.

FY 2021 ACCOMPLISHMENTS

- Worked with developer to approve an amended development plan for the Entrada development.
- Worked with developer to approve amendments to the Westlake Ranch (formerly Spencer Ranch) development aka PD7.
- Worked with Circle T Ranch property owner (Hillwood) to approve amendments to the Master Thoroughfare Plan.
- Completed an HOA database that includes interactive information available to residents concerning Town versus HOA open space maintenance responsibilities.
- Added interactive GIS capabilities to the Town's web page
- Updated the Town's permitting software (MyGOV) to a new, more functional module further promoting a full digital permitting process and reducing paper.

FY 2022 INITIATIVES

- Communicate planning and development information to stakeholders in the most effective manner possible
- Work with Town architect to update the 2015 Comprehensive Plan
- Maximize GIS utilization through continued 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
- Continue to 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
- Develop a Town wide strategy to create design guidelines for each development node where none currently exist

KEY PERFORMANCE MEASURES

OBJECTIVE	PERFORMANCE MEASURE	Bench Mark	2021 Actual	2022 Target	2023 Target
Optimize Planning & Development Capabilities	Permits Issued	n/a	236	300	330
Resident Rating per Survey					
Preserve Desirability & Quality of Life	Enforcing sign regulations	90%	n/a	n/a	90%
Preserve Desirability & Quality of Life	Enforcing exterior regulations for property	90%	n/a	n/a	90%

PLANNING & DEVELOPMENT
DEPARTMENT 12
PROGRAM SUMMARY

	Actuals FY 2020	Adopted Budget FY 2021	Revised Budget FY 2021	Adopted Budget FY 2022	FY 2022 Adopted vs FY 2021 Revised	
REVENUES AND OTHER SOURCES						
General Sales Tax	-	-	-	-	0.0%	-
Property Tax	-	-	-	-	0.0%	-
Permits and Fees Other	508,074	129,368	267,846	96,868	-63.8%	(170,978)
Permits and Fees Building	1,323,449	2,389,288	1,814,148	2,513,522	38.6%	699,374
Fines & Forfeitures	-	-	-	-	0.0%	-
Franchise Fees	-	-	-	-	0.0%	-
Contributions	-	-	-	-	0.0%	-
Beverage Tax	-	-	-	-	0.0%	-
Interest	-	-	-	-	0.0%	-
Misc Income	-	100	100	100	0.0%	-
TOTAL	\$ 1,831,523	\$ 2,518,756	\$ 2,082,094	\$ 2,610,490	25.4%	\$ 528,396
EXPENDITURES AND OTHER USES						
Payroll Wages	351,994	357,500	357,500	372,356	4.2%	14,856
Payroll Transfer In	-	-	-	-	0.0%	-
Payroll Insurance	45,260	45,964	45,964	39,159	-14.8%	(6,805)
Payroll Taxes	28,621	29,689	29,689	30,608	3.1%	919
Payroll Retirement	42,124	5,690	35,690	43,603	22.2%	7,913
Total Payroll & Related	\$ 467,999	\$ 438,843	\$ 468,843	\$ 485,726	3.6%	\$ 16,883
Capital Outlay	-	-	-	-	0.0%	-
Debt Service	-	-	-	-	0.0%	-
Economic Development	-	-	-	-	0.0%	-
Leases and Rentals	3,179	2,550	2,550	2,550	0.0%	-
Public Notices	-	-	-	-	0.0%	-
Repair and Maintenance	-	-	-	-	0.0%	-
Rent and Utilities	-	-	-	-	0.0%	-
Service	382,303	386,550	326,550	386,300	18.3%	59,750
Supplies	13,514	21,025	21,025	21,025	0.0%	-
Travel & Training	3,112	4,525	4,525	4,525	0.0%	-
Total Operation & Maintenance	\$ 402,108	\$ 414,650	\$ 354,650	\$ 414,400	16.8%	\$ 59,750
TOTAL EXPENDITURES & OTHER USES	\$ 870,107	\$ 853,493	\$ 823,493	\$ 900,126	9.3%	\$ 76,633
NET	\$ 961,416	\$ 1,665,263	\$ 1,258,601	\$ 1,710,364	35.9%	\$ 451,763

TOWN SECRETARY'S OFFICE

DEPARTMENT 13

The Town Secretary is appointed by the Town Council. The Town Secretary's Office provides administrative support to the Mayor and Council Members, President and Board of Trustees, and the Planning and Zoning Commission. The Town Secretary's office communicates openly and with efficiency to residents and citizens to enhance public participation by providing transparency in municipal government. In addition, the Town Secretary serves as the Organizational Performance Manager.

General responsibilities of the Town Secretary's Office include:

- Accepting and processing requests for public information and ensuring all requests are processed in a timely manner in accordance with state laws.
- Coordinating the annual board and commission appointment process.
- Ensuring publication and codification of town ordinances.
- Issuing local alcoholic beverage licenses.
- Overseeing joint elections with Tarrant and Denton County election administrators in accordance with state election regulations.
- Preparing and distributing agenda packet materials, public postings, and official meeting minutes for both the Town Council, Westlake Academy Board of Trustee and Planning & Zoning Commission agendas in accordance with state regulations.
- Posting agendas for and minutes for affiliate boards.
- Serving as the custodian of the town corporate seal and attesting to the mayor's signature on official documents.
- Serving as the records management officer and managing, improving efficiency, and adequately protecting and preserving essential town records.
- Gathering, analyzing, and reporting organizational performance data to the Town Manager's Office and the Town Council based on strategic initiatives and key performance measures.

PERSONNEL

Position	FY 2020 Actual	FY 2021 Actual	FY2022 Adopted	FY 2023 Forecast
Town Secretary/Organizational	1.00	1.00	1.00	1.00
Performance Manager	-	-	-	-

GOALS & OBJECTIVES

GOALS

- Increase Transparency, Accessibility & Communication
- Maximize Efficiencies & Effectiveness
- Encourage Westlake's Unique Sense of Place
- Increase Customer Service Satisfaction

OBJECTIVES

- 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, in coordination with implementing additional workflow processes within Laserfiche.

FY 2021 ACCOMPLISHMENTS

- Prepared agendas, agenda packets, and minutes for approval in a timely manner.
- Expanded details of meeting minutes to include "capturing the story" behind public governance and policy decisions to provide greater context and understanding to the public.
- Facilitated public meetings electronically in accordance with State guidelines in response to the COVID-19 pandemic.
- Provided responsive records to over 200 Open Records Requests in accordance with the Public Information Act.

FY 2022 INITIATIVES

- Administer the 2022 General Election.
- Continue working with individual departments to design and implement forms to improve and automate processes.
- Attend Municipal Clerks training as necessary to obtain the Texas Municipal Clerk's certification.
- Continue with records management best practices for records destruction in accordance with State retention schedules.
- Work with each department to identify, update and measure strategic performance.

KEY PERFORMANCE MEASURES

OBJECTIVE	PERFORMANCE MEASURE	Bench Mark	2021 Actual	2022 Target	2023 Target
Increase Transparency, Accessibility & Communication	Post all Board meeting agendas to website at least 72-hours prior to the meeting date and time.	100%	100%	100%	100%
	Complete Minutes of regularly scheduled meetings and workshops	5 days	75%	99%	99%
Increase Transparency, Accessibility & Communication	Assess and update (as necessary) that all goals, objectives, and key performance measures are relevant, achievable, and reported in a timely manner.	N/A	N/A	100%	100%
	Response to open records requests	5-7 days	95%	100%	100%
Maximize Efficiencies & Effectiveness	Assess and update (as necessary) that all goals, objectives, and key performance measures are relevant, achievable, and reported in a timely manner.	N/A	N/A	100%	100%
Maximize Efficiencies & Effectiveness	International Certified Municipal Clerk	Yes	No	No	Yes
	Texas Municipal Clerks State Certification	Yes	No	No	Yes
	Notary Public	Yes	Yes	Yes	Yes

TOWN SECRETARY'S OFFICE
DEPARTMENT 13
PROGRAM SUMMARY

	Actuals FY 2020	Adopted Budget FY 2021	Revised Budget FY 2021	Adopted Budget FY 2022	FY 2022 Adopted vs FY 2021 Revised	
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	163,631	134,926	134,926	138,946	3.0%	4,020
Payroll Transfer In	-	-	-	-	0.0%	-
Payroll Insurance	16,349	13,828	13,828	11,391	-17.6%	(2,437)
Payroll Taxes	12,787	10,800	10,800	11,179	3.5%	379
Payroll Retirement	19,586	16,418	16,418	16,271	-0.9%	(147)
Total Payroll & Related	\$ 212,353	\$ 175,972	\$ 175,972	\$ 177,787	1.0%	\$ 1,815
Capital Outlay	-	-	-	-	0.0%	-
Debt Service	-	-	-	-	0.0%	-
Economic Development	-	-	-	-	0.0%	-
Leases and Rentals	2,466	250	250	250	0.0%	-
Public Notices	22,720	15,000	10,000	15,000	50.0%	5,000
Repair and Maintenance	-	-	-	-	0.0%	-
Rent and Utilities	-	-	-	-	0.0%	-
Service	2,549	26,765	14,765	26,765	81.3%	12,000
Supplies	1,291	2,070	3,070	2,070	-32.6%	(1,000)
Travel & Training	1,574	3,945	9,945	3,945	-60.3%	(6,000)
Total Operation & Maintenance	\$ 30,599	\$ 48,030	\$ 38,030	\$ 48,030	26.3%	\$ 10,000
TOTAL EXPENDITURES & OTHER USES	\$ 242,952	\$ 224,002	\$ 214,002	\$ 225,817	5.5%	\$ 11,815
NET	\$ (242,952)	\$ (224,002)	\$ (214,002)	\$ (225,817)	5.5%	\$ (11,815)

FIRE-EMS

DEPARTMENT 14

The Westlake Fire-EMS Department strives to provide our residents, business owners and visitors with the highest level of professional service. We are a progressive department that aspires to continually improve the quality of service that we provide in the areas of fire, rescue, medical emergencies, hazardous materials incidents, and other emergency services. We pledge to serve the Westlake community with dedication, compassion, and excellence.

Westlake Fire-EMS Department includes a staff of fifteen Firefighter/Paramedics, one Firefighter/Paramedic assigned to Westlake Academy nurse's office, and three Administrative Staff positions. Operations is staffed by five positions per shift, covering an engine and ambulance. There are three 48-hour shifts. Currently, there is only one fire station, located at 2000 Dove Road, providing emergency services coverage for the entire town.

The department is comprised of four divisions:

- Operations
- Risk Reduction
- Business Services
- Emergency Management

Responsibilities of the Fire-EMS Department include, but are not limited to, the following primary areas:

- Fire Suppression
- Emergency Medical Services
- Hazardous Materials Mitigation
- General Emergency Response
- All Hazard Risk Reduction
- Emergency Management

PERSONNEL

Position	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Forecast
Fire Chief	1.00	1.00	1.00	1.00
Deputy Chief	1.00	1.00	1.00	1.00
Business Services Manager	1.00	1.00	1.00	1.00
Firefighter/Paramedic - WA	0.00	0.00	0.00	1.00
Fire Inspector	0.00	0.00	0.00	1.00
Lieutenants/Captains	3.00	3.00	3.00	3.00
Driver/Engineers	0.00	0.00	3.00	3.00
Firefighter/Paramedics	12.00	12.00	9.00	12.00

GOALS & OBJECTIVES

GOALS

- Preserve Desirability & Quality of Life
- Maximize Efficiencies & Effectiveness
- Increase Citizen, Student & Stakeholder Satisfaction

OBJECTIVES

- 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 toward the development and increased capacity of our Emergency Response Force (ERF)
- 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.

FY 2022 ACCOMPLISHMENTS

- Hired Firefighter/Paramedic assigned to Westlake Academy nurse's office to serve in partnership with the school's nurse
- Reclassified three Firefighter/Paramedic positions to Driver/Engineer
- Implemented testing process for the three Driver/Engineer positions and as a result promoted three new Driver/Engineers
- Changed Operations schedule to a 48/96-hour schedule from a traditional 24/48
- Hired four new firefighter/paramedics to replace turnover
- Two firefighters graduated from paramedic school
- Continued feasibility study for possible consolidation with Keller Fire Department
- Chief Richard Whitten continues serving as the Interim Fire Chief for Keller Fire – Rescue, while still holding the role of Fire Chief for Westlake Fire-EMS Department
- Successfully completed new annual medical, physical, and psychological assessments for all sworn department members
- Continue development of a firefighter mental health program that will include peer support
- Completed revising Westlake Academy's Emergency Operations Plan (EOP)

FY 2023 INITIATIVES

1. Improve Emergency Operations and Fire Administration Effectiveness
 - A. Add Three Firefighter Positions
 - B. Add Fire Inspector
 - C. Purchase new Ladder Truck
 - D. Purchase new replacement Fire Engine
2. Implement Town of Westlake Emergency Operations Plan (EOP)
 - A. Develop EOC Organizational Chart
 - B. Develop Annex N: Direction & Control
 - C. Complete required NIMS classes
 - D. Execute Tabletop Exercises
3. Implement Town of Westlake Continuity of Operations Plan (COOP)
 - A. Establish Staffing Roles
 - B. Develop Policy/Procedures
4. Complete Fire Records Management System Transition (RMS)
 - A. Implement Asset Management
 - B. Implement Properties & Inspections
5. Implement Fit for Duty Program
 - A. Develop and Implement New Hire Testing Policy
 - B. Develop and Implement Annual Firefighter Testing Policy
 - C. Develop and Implement Return to Work Policy
6. Continue Leader of Character Development Model
 - E. Evolve Boot Camp Onboarding Program
 - F. Improve Performance Appraisals
 - G. Continue Interview Board Training
 - H. Continue Mentorship
 - I. Continue Professional Development

KEY PERFORMANCE MEASURES

OBJECTIVE	PERFORMANCE MEASURE	Bench Mark	2021 Actual	2022 Projected	2023 Target
Preserve Desirability & Quality of Life	Public Education Events	10	8	28	20
	Medical Incidents	n/a	272	285	290
	Fire/Emergency Incidents	n/a	371	372	375
	Inspections/Plan Reviews	n/a	208	100	100
Maximize Efficiencies & Effectiveness	District 481 Travel Time (90% of time)	5 min or less	6:31	5:29	5:00
	District 481 Travel Time (90% of time)	5 min or less	8:58	8:26	5:00
Resident Rating per Survey 2019					
Increase Citizen, Student & Stakeholder Satisfaction	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
Maximize Efficiencies & Effectiveness	Emergency preparedness efforts	90%	n/a	n/a	n/a

FIRE/EMS
DEPARTMENT 14
PROGRAM SUMMARY

	Actuals FY 2020	Adopted Budget FY 2021	Revised Budget FY 2021	Adopted Budget FY 2022	FY 2022 Adopted vs FY 2021 Revised	
REVENUES AND OTHER SOURCES						
General Sales Tax	-	-	-	-	0.0%	-
Property Tax	-	-	-	-	0.0%	-
Permits and Fees Other	110,783	110,000	110,000	110,000	0.0%	-
Permits and Fees Building	46,682	55,866	55,866	54,134	-3.1%	(1,732)
Fines & Forfeitures	-	-	-	-	0.0%	-
Franchise Fees	-	-	-	-	0.0%	-
Contributions	-	-	-	-	0.0%	-
Beverage Tax	-	-	-	-	0.0%	-
Interest	-	-	-	-	0.0%	-
Misc Income	100	285,425	100	100	0.0%	-
TOTAL	\$ 157,565	\$ 451,291	\$ 165,966	\$ 164,234	-1.0%	\$ (1,732)
EXPENDITURES AND OTHER USES						
Payroll Wages	1,372,679	1,799,817	1,599,859	1,696,767	6.1%	96,908
Payroll Transfer In	-	-	-	-	0.0%	-
Payroll Insurance	240,728	306,609	266,645	251,320	-5.7%	(15,325)
Payroll Taxes	133,888	180,865	160,613	166,210	3.5%	5,597
Payroll Retirement	163,171	219,002	194,671	197,004	1.2%	2,333
Total Payroll & Related	\$ 1,910,466	\$ 2,506,293	\$ 2,221,788	\$ 2,311,301	4.0%	\$ 89,513
Capital Outlay	72,407	21,900	21,900	21,900	0.0%	-
Debt Service	-	-	-	-	0.0%	-
Economic Development	-	-	-	-	0.0%	-
Leases and Rentals	3,320	-	-	-	0.0%	-
Insurance	43,121	47,450	47,450	44,830	-5.5%	(2,620)
Public Notices	-	140	140	140	0.0%	-
Repair and Maintenance	86,009	56,745	56,745	61,945	9.2%	5,200
Rent and Utilities	92,976	53,350	56,090	56,090	0.0%	-
Service	103,648	113,975	77,975	68,084	-12.7%	(9,891)
Supplies	93,554	107,175	103,615	110,445	6.6%	6,830
Travel & Training	47,229	58,835	59,835	60,835	1.7%	1,000
Total Operation & Maintenance	\$ 542,265	\$ 459,570	\$ 423,750	\$ 424,269	0.1%	\$ 519
TOTAL EXPENDITURES & OTHER USES	\$ 2,452,731	\$ 2,965,863	\$ 2,645,538	\$ 2,735,570	3.4%	\$ 90,032
NET	\$ (2,295,166)	\$ (2,514,572)	\$ (2,479,572)	\$ (2,571,336)	3.7%	\$ (91,764)

MUNICIPAL COURT

DEPARTMENT 15

The Municipal Court performs the duties necessary to support municipal judicial functions, assist the public, and manage court operations. Westlake Municipal Court interprets and adjudicates applicable state laws and supports the local community by providing efficient and effective services through the promotion of justice. In addition to providing fair and equal access to all citizens, the court strives to facilitate the timely disposition of cases with prompt and courteous service.

Additional responsibilities of the Municipal Court include the following:

- Case Processing
- Collection Services
- Docketing
- Judiciary and Administration
- Warrant Processing
- Court Security
- School Resource Officer
- Background Checks for Volunteers
- Juvenile Case Manager

PERSONNEL

Position	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Forecast
Court Administrator	1.00	1.00	1.00	1.00
Town Marshall/SRO	1.00	1.00	1.00	1.00
Lead Court Clerk	1.00	1.00	1.00	1.00
Deputy Court Clerk/Juvenile Case Manager	1.00	1.00	1.00	1.00
Deputy Court Clerk	0.50	0.50	0.50	0.50
Court Judge	0.25	0.25	0.25	0.25

GOALS & OBJECTIVES

GOALS

- Preserve Desirability & Quality of Life
- Maximize Efficiencies & Effectiveness
- Increase Citizen, Student & Stakeholder Satisfaction

OBJECTIVES

- Provide excellent customer service in an efficient, professional, and courteous manner.
- Collect and expense special revenue.
- Ensure court security measures are followed as required by state law.
- Comply with Legislative changes that affect processes and requirements with the State.
- 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.
- 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 are updated on a quarterly basis.
- 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.
- Continue to participate with TMCEC's Certification Program until all clerks are Level III certified.
- Maintain current court software to allow a paper light system that allows scanning to maintain records and reduces paper usage in the office.
- Continue to keep case files current and up to date with the court processes.
- Continue to work closely with the Keller Police Department to coordinate and improve the Marshal/SRO position performance.
- The Marshall will train all Academy Personnel for the Standard Response Protocol Program (S.R.P. is an action-based standardized response to weather events, fires, accidents, intruders, and other threats to student safety).
- Process and update all COVID backlog to current status.
- Implement Text Message Capabilities to increase case resolution.

FY 2021 ACCOMPLISHMENTS

- Finalized a Marshal's Policy manual to direct the Marshal on policy and procedures allowed and followed within the Towns jurisdiction.
- Improved the process in which the Marshal verifies information through the CLEAR background software.
- Increased security in the courtroom by creating a COVID operating procedure and utilizing the Garret walk through metal detector.
- Utilizing the Marshal's knowledge and relationships with the surrounding law enforcement agencies to increase our knowledge and improve our procedures.
- Clerks have obtained both their Level I and Level II certifications.

- Continually update online forms to allow defendants to request most options online. This helps reduce personal interaction for COVID 19 reasons as well as allows defendants easier ways to handle their fines.
- Manage the court procedure manual to assist personnel with cross training to cover vacant and out of office employees.

FY 2022 INITIATIVES

- 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 non-prosecutable by the prosecutor as well as the Municipal Court Judge.
- Maintain the paper light system to reduce paper usage and improve procedures.
- 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.
- Work closely with school counselors with mentoring students.
- Have clerks continue to attend education courses to increase their levels of certifications to increase their knowledge and value.
- Cross train staff to be versatile, knowledgeable, and proficient in all phases of duties within the Municipal Court.
- The Court Administrator has completed her education and is now Nationally Court Clerk Certified in the Nation.

KEY PERFORMANCE MEASURES

OBJECTIVE	PERFORMANCE MEASURE	Bench Mark	2021 Actual	2022 Target	2023 Target
Preserve Desirability & Quality of Life	Number of Speeding Violations	n/a	3,360	3,500	3,500
Maximize Efficiencies & Effectiveness	Expired Dismissible Violations	n/a	40	60	80
Preserve Desirability & Quality of Life	Number of Filed Violations	n/a	4,342	4,500	4,700
Maximize Efficiencies & Effectiveness	Number of Cleared Warrants	n/a	610	800	800
	Number of Closed Violations	n/a	4,795	5,000	5,000

**MUNICIPAL COURT
DEPARTMENT 15
PROGRAM SUMMARY**

	Actuals FY 2020	Adopted Budget FY 2021	Revised Budget FY 2021	Adopted Budget FY 2022	FY 2022 Adopted vs FY 2021 Revised	
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	492,434	475,600	517,918	475,600	-8.2%	(42,318)
Franchise Fees	-	-	-	-	0.0%	-
Contributions	-	-	-	-	0.0%	-
Beverage Tax	-	-	-	-	0.0%	-
Interest	1,592	3,800	3,800	3,800	0.0%	-
Misc Income	-	-	-	-	0.0%	-
TOTAL	\$ 494,026	\$ 479,400	\$ 521,718	\$ 479,400	-8.1%	\$ (42,318)
EXPENDITURES AND OTHER USES						
Payroll Wages	322,317	334,036	334,036	323,957	-3.0%	(10,079)
Payroll Transfer In	-	-	-	-	0.0%	-
Payroll Insurance	70,685	73,631	73,631	59,905	-18.6%	(13,726)
Payroll Taxes	26,779	29,638	29,638	27,833	-6.1%	(1,805)
Payroll Retirement	33,453	40,578	40,578	37,852	-6.7%	(2,726)
Total Payroll & Related	\$ 453,234	\$ 477,883	\$ 477,883	\$ 449,547	-5.9%	\$ (28,336)
Capital Outlay	-	-	-	-	0.0%	-
Debt Service	-	-	-	-	0.0%	-
Economic Development	-	-	-	-	0.0%	-
Leases and Rentals	13,284	1,070	1,070	1,070	0.0%	-
Insurance	-	-	-	975	0.0%	975
Public Notices	-	-	-	-	0.0%	-
Repair and Maintenance	1,257	600	600	600	0.0%	-
Rent and Utilities	-	-	-	-	0.0%	-
Service	51,353	48,060	34,060	48,310	41.8%	14,250
Supplies	7,067	15,360	15,360	14,140	-7.9%	(1,220)
Travel & Training	2,493	8,340	8,340	11,425	37.0%	3,085
Total Operation & Maintenance	\$ 75,453	\$ 73,430	\$ 59,430	\$ 76,520	28.8%	\$ 17,090
TOTAL EXPENDITURES & OTHER USES	\$ 528,687	\$ 551,313	\$ 537,313	\$ 526,067	-2.1%	\$ (11,246)
NET	\$ (34,661)	\$ (71,913)	\$ (15,595)	\$ (46,667)	199.2%	\$ (31,072)

PUBLIC WORKS
DEPARTMENT 16

The Public Works Department is responsible for utility billing, infrastructure maintenance, water/sewer line maintenance, water meter installation/maintenance, and utility line locates.

Additional responsibilities include:

- Trash/recycling requests & feedback
- Code enforcement
- Eye on Water program
- Road, signal, & signage maintenance
- Water conservation efforts
- Cross train with the Facility Department

PERSONNEL

Position	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Forecast
Director	0.33	0.33	0.33	0.33
Superintendent	1.00	1.00	1.00	1.00
Utility & Facility Coordinator	1.00	1.00	1.00	1.00
Field Operations Coordinator	1.00	1.00	1.00	1.00
Technician	1.00	1.00	1.00	1.50

GOALS & OBJECTIVES

GOALS

- Increase Citizen, Student, and Stakeholder Satisfaction
- Improve Technology, Facilities & Equipment
- Maximize Efficiencies & Effectiveness

OBJECTIVES

- Maintain streets and shoulders in safe travelable condition.
- Maintain water and wastewater infrastructure to provide safe and reliable potable water to Town customers.
- Maintain accurate inventory of streets, water, wastewater, storm sewers, duct bank assets 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.
- Improve reliability and efficiency of our existing Lift Stations.

FY 2021 ACCOMPLISHMENTS

- Continue to pursue transfer of N-1 sewer line to Trinity River Authority.
- Continue to work with the Entrada and Hillwood to ensure adherence to our approved plans, Town standards, and developer agreements.
- Rebuilt Pump 3 at the pump station for increased efficiency.
- Completed 30" water main installation to the pump station from Fort Worth for maximum capacity.
- Stagecoach drainage flume improvements.
- Solana Pavement repairs.
- Dove Rd preventive maintenance using crack sealant from Terra Bella to FM 1938.
- Completed Vaquero Sanitary Sewer Improvements.
- Coordinated with TxDOT the Hwy 170 and 114 Improvements.
- Completed annual inspections of our Knox, 1MGD and 685 water storage tanks.
- Hired Parkhill/Schricket Rollins to create a Way Finding program for the Town.
- Partner with Tarrant County to complete the Ottinger Rd reconstruction
- Accept Schwab Way phase II

FY 2022 INITIATIVES

- Continue to pursue transfer of N-1 sewer line to Trinity River Authority.
- Continue to work with the Entrada and Hillwood to ensure adherence to our approved plans, Town standards, and developer agreements.
- Work with Westlake Ranch Developer on infrastructure placement
- 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.
- Update and replace valves at the 377 pump station.
- Review and update the master drainage plan.
- Start the MS4 Stormwater management program.
- Add to the town Utility Policy Manual which may includes:
 - After utility repairs, who pays for landscaping restoration? And at what level?
 - Who maintains drainage easements?
 - Utility deposit refunds prior to account termination
 - Policies for unpaid utility bills, late fees, & disconnections
- Installation Pump 5 at the HYW 377 pump station
- Partner with Tarrant County road crew to reconstruction proposed Roanoke Rd.
- Replace and add addition motors to the 3 Lift Stations.
- Repainting improvements of the U-turns and retaining walls on 114
- Conduct internal water and sewer rate study
- Compare and evaluate utility billing benchmark policies from nearby cities and industry standards for implementation.

KEY PERFORMANCE MEASURES

OBJECTIVE	PERFORMANCE MEASURE	Bench Mark	2021 Actual	2022 Target	2023 Target
	Resident Survey Results				
Improve Technology, Facilities & Equipment	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%
Maximize Efficiencies & Effectiveness	Traffic Flow and congestion management	90%	N/A	56%	90%
	Class A water operator certification	Yes	Yes	Yes	Yes
	Class II Wastewater Collection operator certification (2 staff)	Yes	Yes	Yes	Yes
	Class C Water Distribution operator certification (2 staff)	Yes	Yes	Yes	Yes

PUBLIC WORKS
DEPARTMENT 16
PROGRAM SUMMARY

	Actuals FY 2020	Adopted Budget FY 2021	Revised Budget FY 2021	Adopted Budget FY 2022	FY 2022 Adopted vs FY 2021 Revised	
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	266,529	280,348	280,348	311,045	10.9%	30,697
Payroll Transfer In	(230,401)	(290,076)	(290,076)	(310,025)	6.9%	(19,949)
Payroll Insurance	42,162	50,850	50,850	39,837	-21.7%	(11,013)
Payroll Taxes	28,336	27,261	27,261	26,062	-4.4%	(1,199)
Payroll Retirement	31,894	33,480	33,480	36,423	8.8%	2,943
Total Payroll & Related	\$ 138,519	\$ 101,863	\$ 101,863	\$ 103,342	1.5%	\$ 1,479
Capital Outlay	6,152	5,795	5,795	5,795	0.0%	-
Debt Service	-	-	-	-	0.0%	-
Economic Development	-	-	-	-	0.0%	-
Leases and Rentals	-	-	-	-	0.0%	-
Insurance	-	-	-	12,093	0.0%	12,093
Public Notices	-	-	-	-	0.0%	-
Repair and Maintenance	41,009	84,175	84,175	84,500	0.4%	325
Rent and Utilities	241,671	152,864	207,864	180,000	-13.4%	(27,864)
Service	70,711	113,392	96,392	119,892	24.4%	23,500
Supplies	8,149	6,465	6,465	36,725	468.1%	30,260
Travel & Training	2,090	2,541	2,541	7,581	198.3%	5,040
Total Operation & Maintenance	\$ 369,783	\$ 365,232	\$ 403,232	\$ 446,586	10.8%	\$ 43,354
TOTAL EXPENDITURES & OTHER USES	\$ 508,302	\$ 467,095	\$ 505,095	\$ 549,928	8.9%	\$ 44,833
NET	\$ (508,302)	\$ (467,095)	\$ (505,095)	\$ (549,928)	8.9%	\$ (44,833)

FACILITIES

DEPARTMENT 17

The Facilities Department provides for the maintenance and upkeep of the Town's capital assets including, Town Hall, Fire Station, Pump Station and Westlake Academy

Additional responsibilities include:

- Facilities Planning
- Security Audit of the campus and update the WA EOP
- Facility management- Westlake Academy
- Repair & Replacement
- Renovation & Construction

PERSONNEL

Position	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Forecast
Director	0.33	0.33	0.33	0.33
Facilities & Event Manager	0.50	0.50	0.50	0.50
Day Porter	1	1	1	1

GOALS & OBJECTIVES

GOALS

- Improve Technology, Facilities & Equipment
- Maximize Efficiencies & Effectiveness

OBJECTIVES

- 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.

FY 2021 ACCOMPLISHMENTS

- Prepared the Westlake Academy students to return to campus dearing the COVID 19 Pandemic.
- Made repairs to the retention pond located on the Westlake Academy campus.
- Crosstrain both Facilities and Public Works departments.
- Repainted gym floor.
- Replace 2 roof at the Westlake Academy Campus, all roof in the PYP I & II have been replaces over the last three years.
- Updated Main fire panels on the Academy Campus.
- Created three options the Sam & Margret Lee Arts & Science Center
- Complete a facility assessment for the academy campus.
- Completed a HVAC Assesment for the Academy Campus.
- Crosstrain both Facilities and Public Works departments.
- Ensure the Academy is in compliance with Senate Bill 11 which includes a Safety and Security Audit of the campus, creating safety teams and update our EOP.
- Completed a sport field assessment for the Academy Campus.

FY 2022 INITIATIVES

- Update all HVAC unit in the PYP I & II and Gym building over the next 4 years. Two units per year.
- Implement recommendation HVAC Assessment, outside air dampers repaired, Review outside air setting on all units, improve return grills in gym building
- Updated the HVAC Web base control system at the Academy Campus.
- Make adjustment to the gas line that feeds the boilers and back up generator for the Academy.
- 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 Facilites, and the Fire-EMS Station No. 1.
- Provide maintence to the Fire-EMS Station No. 1 including the HVAC, security, landscaping, and other exterior and interior elements.
- Crosstrain both Facilities and Public Works departments.

KEY PERFORMANCE MEASURES

OBJECTIVE	PERFORMANCE MEASURE	Bench Mark	2021 Actual	2022 Target	2023 Target
Maximize Efficiencies & Effectiveness	HVAC maintenance	Quarterly	4	4	4
	Electric Systems	Quarterly	4	4	4
	Security Systems	Semi Annual	2	2	2
	Fire Sprinklers	Annual	1	1	1
	Alarm Systems	Annual	1	1	1
	Elevator Inspections	Annual	1	1	1
	Windows, Carpet, Tile	Semi Annual	2	2	2
Improve Technology, Facilities & Equipment	Cleaning Service	Daily	365	365	365
Westlake Academy					
Improve Technology, Facilities & Equipment	Mow, Fertilize, Weed Control	Weekly	40	40	40
	Athletic Field Mowing	Weekly	40	40	40
Fire-EMS Station No. 1					
Improve Technology, Facilities & Equipment	Mowing & Water Feature	Weekly	40	40	40

FACILITIES
DEPARTMENT 17
PROGRAM SUMMARY

	Actuals FY 2020	Adopted Budget FY 2021	Revised Budget FY 2021	Adopted Budget FY 2022	FY 2022 Adopted vs FY 2021 Revised	
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	8,975	15,000	500	5,000	900.0%	4,500
TOTAL	\$ 8,975	\$ 15,000	\$ 500	\$ 5,000	900.0%	\$ 4,500
EXPENDITURES AND OTHER USES						
Payroll Wages	118,050	119,129	119,129	88,740	-25.5%	(30,389)
Payroll Transfer In	(67,647)	(42,013)	(42,013)	(29,874)	-28.9%	12,139
Payroll Insurance	20,694	23,326	23,326	12,590	-46.0%	(10,736)
Payroll Taxes	10,598	11,100	11,100	7,776	-29.9%	(3,324)
Payroll Retirement	14,128	14,496	14,496	10,391	-28.3%	(4,105)
Total Payroll & Related	\$ 95,823	\$ 126,038	\$ 126,038	\$ 89,623	-28.9%	\$ (36,415)
Capital Outlay	1,042	6,500	6,500	6,500	0.0%	-
Debt Service	-	-	-	-	0.0%	-
Economic Development	-	-	-	-	0.0%	-
Leases and Rentals	2,125	-	-	-	0.0%	-
Insurance	618	1,595	1,595	1,944	21.9%	349
Public Notices	-	2,380	2,380	1,500	-37.0%	(880)
Repair and Maintenance	45,381	73,055	73,055	73,055	0.0%	-
Rent and Utilities	1,722	700	700	2,800	300.0%	2,100
Service	72,709	101,010	101,010	98,710	-2.3%	(2,300)
Supplies	10,273	35,398	35,398	37,328	5.5%	1,930
Travel & Training	2,161	10,320	10,320	10,320	0.0%	-
Total Operation & Maintenance	\$ 136,031	\$ 230,958	\$ 230,958	\$ 232,157	0.5%	\$ 1,199
TOTAL EXPENDITURES & OTHER USES	\$ 231,854	\$ 356,996	\$ 356,996	\$ 321,780	-9.9%	\$ (35,216)
NET	\$ (222,879)	\$ (341,996)	\$ (356,496)	\$ (316,780)	-11.1%	\$ 39,716

FINANCE

DEPARTMENT 18

The Finance Department is responsible for the accurate maintenance of all fiscal and budget records pertaining to the operations of the Town, the Academy and the Westlake Academy Foundation.

Additional responsibilities of the department include the following:

- Collecting, recording, summarizing, and reporting the results of all financial transactions in a timely manner.
- Complies with generally accepted accounting principles, applicable state and federal statutes, bond covenants, and grant contracts.
- Prepares and coordinates external financial audits for the Town of Westlake, Westlake Academy and Westlake Academy Foundation's IRS 990 report.
- Developing and publishing the annual operating and capital budgets.
- Reviewing all invoices for making payments of all legally incurred and properly authorized obligations.
- Operates two payroll systems concurrently.
- Establishes strong internal controls for accounts receivable cash collections to prevent mishandling of funds and to safeguard against loss.

PERSONNEL

Position	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Forecast
Director	1.00	1.00	1.00	1.00
Municipal Finance Manager	1.00	1.00	1.00	1.00
Academic Finance Manager	1.00	1.00	1.00	1.00
Accountant II	1.00	1.00	1.00	1.00
Accountant I	0.00	1.00	1.00	1.00

GOALS & OBJECTIVES

GOALS

- Increase Financial Capacity/Reserves
- Increase Transparency, Accessibility, & Communications
- Maximize Efficiencies & Effectiveness

OBJECTIVES

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

FY 2021 ACCOMPLISHMENTS

- Increased collaboration between Finance/HR regarding processes.
- Realigned working assignments within the department to include Municipal Finance Manager and Accountant I.
- Received an unqualified audit opinion on the municipal Comprehensive Annual Financial Report from FY 2020.
- Received a superior 100% on Westlake Academy Charter FIRST financial rating.

FY 2022 INITIATIVES

- Continuous training of municipal and academic staff related to financial processes, procedures and internal controls related to accounts payable, receivable, travel, etc.
- 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 RFP and obtain services for a depository contract for the town and academy.

KEY PERFORMANCE MEASURES

OBJECTIVE	PERFORMANCE MEASURE	Bench Mark	2021 Actual	2022 Target	2023 Target
Increase Transparency, Accessibility, & Communications	Prepare CAFR/Audit (Municipal)	Annual	Annual	Annual	Annual
	Prepare AFR/Audit (Academic)	Annual	Annual	Annual	Annual
	Prepare AFR/Audit (Foundation)	Annual	Annual	Annual	Annual
	Prepare Budget (Municipal)	Annual	Annual	Annual	Annual
	Prepare Budget (Academic)	Annual	Annual	Annual	Annual
MUNICIPAL MEASURES					
Increase Financial Capacity/Reserves	Fund balance 180 days or greater	180 days	537 days	455 days	474 days
Maximize Efficiencies & Effectiveness	Standard & Poors Rating	AAA/stable	AAA/stable	AAA/stable	AAA/stable
Increase Transparency, Accessibility, & Communications	CAFR with Clean Opinion	Yes	Yes	Yes	Yes
	GFOA Award for CAFR	Yes	Yes	Yes	Yes
	GFOA Award for Budget	Yes	Yes	Yes	Yes
ACDEMIC MEASURES					
Increase Financial Capacity/Reserves	Fund balance 45 days or greater	45 days	48 days	48 days	52 days
Increase Transparency, Accessibility, & Communications	CAFR with Clean Opinion	Yes	Yes	Yes	Yes
	ASBO Award for Budget	Yes	Yes	Yes	Yes
FOUNDATION MEASURES					
Increase Transparency, Accessibility, & Communications	CAFR with Clean Opinion	Yes	Yes	Yes	Yes

FINANCE
DEPARTMENT 18
PROGRAM SUMMARY

	Actuals FY 2020	Adopted Budget FY 2021	Revised Budget FY 2021	Adopted Budget FY 2022	FY 2022 Adopted vs FY 2021 Revised	
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	388,683	383,252	408,667	431,313	5.5%	22,646
Payroll Transfer In	(164,578)	(200,270)	(200,270)	(228,538)	14.1%	(28,268)
Payroll Insurance	56,990	59,250	59,250	52,790	-10.9%	(6,460)
Payroll Taxes	29,695	30,868	30,868	34,878	13.0%	4,010
Payroll Retirement	46,514	46,634	46,634	50,507	8.3%	3,873
Total Payroll & Related	\$ 357,305	\$ 319,734	\$ 345,149	\$ 340,950	-1.2%	\$ (4,199)
Capital Outlay	3,376	-	-	-	0.0%	-
Debt Service	-	-	-	-	0.0%	-
Economic Development	-	-	-	-	0.0%	-
Leases and Rentals	2,800	-	-	-	0.0%	-
Public Notices	150	-	-	-	0.0%	-
Repair and Maintenance	-	-	-	-	0.0%	-
Rent and Utilities	-	-	-	-	0.0%	-
Service	50,245	52,950	101,650	142,850	40.5%	41,200
Supplies	3,196	2,750	2,750	6,750	145.5%	4,000
Travel & Training	12,791	11,890	16,275	17,115	5.2%	840
Total Operation & Maintenance	\$ 72,559	\$ 67,590	\$ 120,675	\$ 166,715	38.2%	\$ 46,040
TOTAL EXPENDITURES & OTHER USES	\$ 429,864	\$ 387,324	\$ 465,824	\$ 507,665	9.0%	\$ 41,841
NET	\$ (429,864)	\$ (387,324)	\$ (465,824)	\$ (507,665)	9.0%	\$ (41,841)

PARKS & RECREATION

DEPARTMENT 19

The Parks and Recreation Department promotes the protection and preservation of environmentally sensitive areas for public enjoyment and education. The department maintains, secures and manages parks and open spaces in a manner that encourages their appropriate use.

Additional responsibilities include:

- Citizen communication and engagement
- Event Planning
- Municipal administration
- Plan review
- Open space and trail planning
- Working with the Town Art committee
- Westlake I.O.F.F. Cemetery

PERSONNEL

Position	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Forecast
Director	0.33	0.33	0.33	1.00
Facilities & Event Manager	0.50	0.50	0.50	0.50
Technician	-	-	-	0.50

GOALS & OBJECTIVES

GOALS

- Encourage Westlake's Unique Sense of Place
- Preserve Desirability & Quality of Life

OBJECTIVES

- 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.

FY 2021 ACCOMPLISHMENTS

- Replaced plants that was impacted by the February freeze, all town facilities and FM 1938.
- Working with HOA to replace all dead plant along Davis and Solana.
- Planted 18 additional pine trees on Solana Blvd.
- Update Landscaping on East side of Davis Blvd
- Received the 21th Tree City USA awarded
- Working to Public Art Committee on location of first Public Art project
- Completed the trails connection at the Southwest corner of Capital Parkway and Davis
- Completed the WyckHill to Dove Rd. Trail Project.

FY 2022 INITIATIVES

- Continue working with Planning and Development to coordinate park land acquisitions and long-range growth and development planning.
- Get internal roads design for the Cemetery completed and out for bid by December 2021.
- Ensure the Christmas Tree Lighting, Arbor Day, Car Show and Decoration Day events have a quality, reliable location.
- Develop marketing strategies for the Westlake I.O.O.F. Westlake Cemetery to increase plots sales.
- 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.
- Create a plan for the Open space on Sam School Rd. Mayor Hill's.

- Review master trail plan and work with stakeholder to connect trails at the following locations
 - 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.

KEY PERFORMANCE MEASURES

OBJECTIVE	PERFORMANCE MEASURE	Bench Mark	2021 Actual	2022 Target	2023 Target
Encourage Westlake's Unique Sense of Place	Open Space (acreage)	n/a	76	78	78
Preserve Desirability & Quality of Life	Academy Playgrounds	n/a	2	2	2
	Softball/Soccer Field	n/a	1	1	1
	Football Field	n/a	1	1	1
	Outdoor Learning Station	n/a	1	1	1
Encourage Westlake's Unique Sense of Place	Obtain Tree City Award	Yes	Yes	Yes	Yes

PARKS & RECREATION
DEPARTMENT 19
PROGRAM SUMMARY

	Actuals FY 2020	Adopted Budget FY 2021	Revised Budget FY 2021	Adopted Budget FY 2022	FY 2022 Adopted vs FY 2021 Revised	
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	(2,100)	-	112,630	-	-100.0%	(112,630)
Beverage Tax	-	-	-	-	0.0%	-
Interest	-	-	-	-	0.0%	-
Misc Income	-	-	-	-	0.0%	-
TOTAL	\$ (2,100)	\$ -	\$ 112,630	\$ -	-100.0%	\$ (112,630)
EXPENDITURES AND OTHER USES						
Payroll Wages	49,222	52,829	52,829	88,740	68.0%	35,911
Payroll Transfer In	(29,582)	(37,414)	(37,414)	(89,622)	139.5%	(52,208)
Payroll Insurance	7,665	10,152	10,152	12,590	24.0%	2,438
Payroll Taxes	5,012	5,418	5,418	7,776	43.5%	2,358
Payroll Retirement	5,890	6,428	6,428	10,391	61.7%	3,963
Total Payroll & Related	\$ 38,207	\$ 37,413	\$ 37,413	\$ 29,875	-20.1%	\$ (7,538)
Capital Outlay	169	2,020	2,020	3,020	49.5%	1,000
Debt Service	-	-	-	-	0.0%	-
Economic Development	-	-	-	-	0.0%	-
Leases and Rentals	-	-	-	-	0.0%	-
Insurance	618	620	620	624	0.6%	4
Public Notices	-	-	-	-	0.0%	-
Repair and Maintenance	77,718	72,210	72,210	74,500	3.2%	2,290
Rent and Utilities	117,599	108,965	70,965	108,965	53.5%	38,000
Service	28,331	83,500	88,000	133,500	51.7%	45,500
Supplies	697	8,545	7,545	10,045	33.1%	2,500
Travel & Training	1,075	5,000	1,500	6,250	316.7%	4,750
Total Operation & Maintenance	\$ 226,208	\$ 280,860	\$ 242,860	\$ 336,904	38.7%	\$ 94,044
TOTAL EXPENDITURES & OTHER USES	\$ 264,415	\$ 318,273	\$ 280,273	\$ 366,779	30.9%	\$ 86,506
NET	\$ (266,515)	\$ (318,273)	\$ (167,643)	\$ (366,779)	118.8%	\$ (199,136)

INFORMATION TECHNOLOGY

DEPARTMENT 20

The Information Technology Department provides a diverse array of services to both the Town and Westlake Academy. In partnership with the Town Manager's office, the IT department establishes IT policies, evaluates and recommends technology solutions for specific departmental needs and provides administrative support to network infrastructure, systems and staff.

Additional responsibilities of the department include the following:

- IT Help Desk / Support (Municipal & Academic)
- Local and Cloud Server Management and Support
- Applications and Cloud Services Management and Support
- Network/System Security
- Data Archiving
- Disaster Recovery

PERSONNEL

Position	FY 2020 Actual	FY 2021 Actual	FY2022 Adopted	FY 2023 Forecast
Director	1.00	1.00	1.00	1.00
Network Administrator	1.00	1.00	1.00	1.00
Systems Administrator	-	-	1.00	1.00
Database Administrator	-	-	-	1.00

GOALS & OBJECTIVES

GOALS

- Maximize Efficiencies & Effectiveness
- Increase Transparency, Accessibility, & Communications
- Improve Technology, Facilities & Equipment

OBJECTIVES

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

FY 2021 ACCOMPLISHMENTS

- IT Staff shifted focus to remote support needs, including cybersecurity, hardware availability and support, server and cloud service maintenance and support, and internet network needs.
- Successfully facilitated the move to a hybrid work environment for all employees with improvements and update to our network, servers and services to facilitate work from anywhere.
- Continued network improvements to better facilitate a hybrid learning environment at Westlake Academy to better handle both on-site and remote staff and students
- Complete network hardware replacements and upgrades at Westlake Academy, Town Hall, Fire EMS station and Maintenance Building, including switches, routers, and battery backup devices.
- Dark Fiber project completed in July 2021. All municipal and academic locations are connected via a municipally owned fiber network with updated hardware for improved security and performance.

FY 2022 INITIATIVES

- Improve data security, backup and resiliency by taking advantage of available cloud backup and disaster recovery solutions.
- 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.

KEY PERFORMANCE MEASURES

OBJECTIVE	PERFORMANCE MEASURE	Bench Mark	2021 Actual	2022 Target	2023 Target
Maximize Efficiencies & Effectiveness	Network connectivity & telephone functionality	99.5%	97%	99.8%	99.8%
Improve Technology, Facilities & Equipment	Response to all service requests with 24 hours	95%	90%	99.5%	99.5%

INFORMATION TECHNOLOGY

DEPARTMENT 20

PROGRAM SUMMARY

	Actuals FY 2020	Adopted Budget FY 2021	Revised Budget FY 2021	Adopted Budget FY 2022	FY 2022 Adopted vs FY 2021 Revised	
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	196,227	199,156	199,156	288,576	44.9%	89,420
Payroll Transfer In	-	-	-	-	0.0%	-
Payroll Insurance	46,895	47,716	47,716	37,979	-20.4%	(9,737)
Payroll Taxes	14,422	15,974	15,974	23,278	45.7%	7,304
Payroll Retirement	23,483	24,233	24,233	33,792	39.4%	9,559
Total Payroll & Related	\$ 281,027	\$ 287,079	\$ 287,079	\$ 383,625	33.6%	\$ 96,546
Capital Outlay	-	-	-	-	0.0%	-
Debt Service	-	-	-	-	0.0%	-
Economic Development	-	-	-	-	0.0%	-
Leases and Rentals	-	-	-	-	0.0%	-
Public Notices	-	-	-	-	0.0%	-
Repair and Maintenance	87,647	65,000	65,000	110,000	69.2%	45,000
Rent and Utilities	-	-	-	-	0.0%	-
Service	14,535	68,215	53,215	100,215	88.3%	47,000
Supplies	32,909	7,630	7,630	11,520	51.0%	3,890
Travel & Training	3,206	9,615	9,615	11,115	15.6%	1,500
Total Operation & Maintenance	\$ 138,297	\$ 150,460	\$ 135,460	\$ 232,850	71.9%	\$ 97,390
TOTAL EXPENDITURES & OTHER USES	\$ 419,324	\$ 437,539	\$ 422,539	\$ 616,475	45.9%	\$ 193,936
NET	\$ (419,324)	\$ (437,539)	\$ (422,539)	\$ (616,475)	45.9%	\$ (193,936)

HUMAN RESOURCES

DEPARTMENT 21

The Human Resources and Administrative Services Department utilizes a shared services model to provide a diverse array of services to both the Town and Westlake Academy. These services include: all human resource functions, general administrative services, payroll processing, benefits administration, and risk management.

Support is offered in partnership with other departments for bidding and purchasing, strategic planning, policy development, general administration, and risk management.

Additional responsibilities of the department include the following:

- Employment services
- Financial management
- Human resources administration
- Risk management
- Total compensation

PERSONNEL

Position	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Forecast
Director	1.00	1.00	1.00	1.00
Generalist	1.00	1.00	1.00	1.00

GOALS & OBJECTIVES

GOALS

- Recruit, Retain and Develop the Highest Quality Workforce
- Increase Transparency, Accessibility, & Communications

OBJECTIVES

- 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.
- 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).

FY 2021 ACCOMPLISHMENTS

- Provided employee education on COVID leave and benefits in accordance with Town policies and the FFCRA.
- Improved the onboarding process for Town and Academy personnel.
- Updated internal formulas and calculations for Academy FTE.
- Tripled employee participation in the ICMA 457 program.
- Engaged OneDigital as the Town's health, dental and vision insurance broker.
- In partnership with the Finance Department, completed the integration of the TxEIS budget module system into existing modules.

FY 2022 INITIATIVES

- 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.
- 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.
- Review needs for employee policy amendments, additions, and deletions.
- In cooperation with the Town of Westlake and Westlake Academy Leadership Teams, research, recommend, and implement retention strategies across the organization.
- 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.
- 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 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.
- Assess additional employee recognition opportunities that have not been previously implemented.
- Continue the improvement of the organization’s onboarding process to maximize employee retention and cohesion with the organizational culture.
- Increase employee knowledge of health insurance options.

KEY PERFORMANCE MEASURES

OBJECTIVE	PERFORMANCE MEASURES	Bench Mark	2021 Actual	2022 Target	2023 Target
Recruit, Retain and Develop the Highest Quality Workforce	Time to fill vacant positions	45	32	45	45
	Town Turnover	12.00%	6.30%	6.00%	6.00%
	Town Turnover – Preventable	12.00%	2.10%	3.00%	3.00%
	Academy Turnover	16.00%	10.80%	8.00%	8.00%
	Academy Turnover – Preventable	16.00%	3.10%	4.00%	4.00%
	ICMA – 457 Participation	12	9	12	12

HUMAN RESOURCES

DEPARTMENT 21

PROGRAM SUMMARY

	Actuals FY 2020	Adopted Budget FY 2021	Revised Budget FY 2021	Adopted Budget FY 2022	FY 2022 Adopted vs FY 2021 Revised	
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	123,818	135,563	135,563	169,860	25.3%	34,297
Payroll Transfer In	(6,579)	(18,310)	(18,310)	(21,447)	17.1%	(3,137)
Payroll Insurance	19,737	20,146	20,146	11,263	-44.1%	(8,883)
Payroll Taxes	10,200	10,892	10,892	13,399	23.0%	2,507
Payroll Retirement	14,823	16,495	16,495	19,950	20.9%	3,455
Total Payroll & Related	\$ 161,999	\$ 164,786	\$ 164,786	\$ 193,025	17.1%	\$ 28,239
Capital Outlay	-	-	-	-	0.0%	-
Debt Service	-	-	-	-	0.0%	-
Economic Development	-	-	-	-	0.0%	-
Leases and Rentals	2,125	-	-	-	0.0%	-
Public Notices	2,188	2,500	2,500	2,500	0.0%	-
Repair and Maintenance	-	-	-	-	0.0%	-
Rent and Utilities	-	-	-	-	0.0%	-
Service	6,631	15,900	12,400	15,900	28.2%	3,500
Supplies	3,507	4,150	4,150	7,650	84.3%	3,500
Travel & Training	4,765	18,200	19,200	19,000	-1.0%	(200)
Total Operation & Maintenance	\$ 19,215	\$ 40,750	\$ 38,250	\$ 45,050	17.8%	\$ 6,800
TOTAL EXPENDITURES & OTHER USES	\$ 181,214	\$ 205,536	\$ 203,036	\$ 238,075	17.3%	\$ 35,039
NET	\$ (181,214)	\$ (205,536)	\$ (203,036)	\$ (238,075)	17.3%	\$ (35,039)

COMMUNICATIONS & COMMUNITY AFFAIRS

DEPARTMENT 22

The Department of Communications and Community Engagement is responsible for leadership and representation on matters related to communications, promotion, and citizen / parent engagement for both the Town of Westlake and Westlake Academy.

The department also leads and assists in facilitating: neighborhood town meetings, publication of our community news via personal emails from the Westlake Wire and also the monthly publication of Simply Westlake, advertising and press coverage, website development, video presentations, economic development, and various community events and gatherings.

Additional responsibilities of the department include the following:

- Academic administration
- Academic governance
- Citizen engagement and communication
- Comprehensive planning and economic development
- Financial management
- Municipal administration
- Municipal governance

PERSONNEL

Position	FY 2020 Actual	FY 2021 Actual	FY 2022 Adopted	FY 2023 Forecast
Director	1.00	1.00	1.00	1.00
Manager	1.00	1.00	1.00	1.00

GOALS & OBJECTIVES

GOALS

- Preserve Desirability & Quality of Life
- Increase Transparency, Accessibility, Engagement, and Communications

OBJECTIVES

- Implement strategies and goals recommended in the pending Cooksey Communications audit of the Communications Department.
- Integrate our new Communications Department staff member into our plans and educate them on our philosophies and culture on the municipal and Academy levels.
- Streamline processes and workflow with Westlake Academy communications staff with the municipal staff.
- Work with Town Council to align them with the goals, objectives, and processes of the Communications Department and to help them better understand the tools we use to communicate so that they have first-hand knowledge of our methods when speaking with residents, stakeholders, and Westlake Academy families.
- 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.

FY 2021 ACCOMPLISHMENTS

- Increase partnership and outreach with local businesses (videos for new businesses, wrote stories featuring businesses, promoted local businesses on social media channels, Terrance & Solana features on social media and Simply Westlake magazine, and expanded the business welcome program).

- Maintained COVID-19 webpages for Town of Westlake and Westlake Academy.
- Increased social media and Town of Westlake website engagements/visits.
- Produced, wrote, edited and shot a record number of videos in a calendar year.
- Numerous Facebook Live events with hundreds of viewers for each video (Westlake Academy & Town of Westlake).
- Kept residents informed during an historic winter storm that greatly impacted Westlake residents and families of Westlake Academy.
- Navigated communications team through a global pandemic.
- Sent out a record number of resident welcome baskets.

FY 2022 INITIATIVES

- Follow Cooksey Communications' recommendations to increase engagement and streamline processes with the Communications Department.
- Continue to grow community engagement through new initiatives.
- Stream all meetings (Town Council, Board of Trustees, and Planning & Zoning) live
- Increase crossover presence with Westlake Academy communications team
- Increase social media engagement
- Increase Town of Westlake website visits
- Aid and take part in training for new Westlake Academy website
- Implement new resident engagement tool for Town of Westlake
- Continue momentum with partnering with local businesses for outreach purposes
- 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.
- 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.
- 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.
- Consideration of new related phone app for Westlake Academy community.
- 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.

- 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.
- 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.

KEY PERFORMANCE MEASURES

OBJECTIVE	PERFORMANCE MEASURE	Bench Mark	2021 Actual	2022 Target	2023 Target
MUNICIPAL SERVICES					
Preserve Desirability & Quality of Life	Neighborhood Meetings	Quarterly	0	2	4
	New Resident Meetings	Annually	0	2	2
Increase Transparency, Accessibility, & Communications	Resident Email (Westlake Wire, Meeting Notice)	Monthly	31	34	37
	Resident Welcome Baskets	Yearly	18	25	30
	In-House Video Production	Yearly	22	24	26
	Simply Westlake Issues	Monthly	12	12	12
	Effectiveness of Communications	70%	N/A	N/A	85%
	Social Media Engagement FB Reactions, Shares, Comments, new likes, Twitter mentions	20,000 average	8,958	9,500	10,000
	Email Open Rate (IT change occurred in Aug. 2018)	21%	53%	55%	57%
ACADEMIC SERVICES					
Preserve Desirability & Quality of Life	New Parent Meetings	Annually	0	2	2
Increase Transparency, Accessibility, & Communications	Parents Communique	Weekly	33	34	35
	Parent Rating Survey	N/A	N/A	N/A	N/A
	Quality of Communications	60%	N/A	67%	70%
	Social Media Engagement FB Reactions, Shares, Comments, new likes, Twitter mentions	8,700 average	17,830	18,000	19,000
	Email Open Rate	24%	68%	70%	68%

COMMUNICATIONS
DEPARTMENT 22
PROGRAM SUMMARY

	Actuals FY 2020	Adopted Budget FY 2021	Revised Budget FY 2021	Adopted Budget FY 2022	FY 2022 Adopted vs FY 2021 Revised	
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	198,554	97,860	97,860	176,615	80.5%	78,755
Payroll Transfer In	(215,894)	(29,585)	(29,585)	(155,475)	425.5%	(125,890)
Payroll Insurance	14,221	720	720	10,718	1388.6%	9,998
Payroll Taxes	15,905	7,853	7,853	14,204	80.9%	6,351
Payroll Retirement	23,761	11,908	11,908	20,682	73.7%	8,774
Total Payroll & Related	\$ 36,547	\$ 88,756	\$ 88,756	\$ 66,744	-24.8%	\$ (22,012)
Capital Outlay	-	-	-	-	0.0%	-
Debt Service	-	-	-	-	0.0%	-
Economic Development	-	-	-	-	0.0%	-
Leases and Rentals	2,125	-	-	-	0.0%	-
Public Notices	-	-	-	-	0.0%	-
Repair and Maintenance	-	-	-	-	0.0%	-
Rent and Utilities	-	-	-	-	0.0%	-
Service	210	225	225	225	0.0%	-
Supplies	2,395	12,500	12,500	16,000	28.0%	3,500
Travel & Training	3,833	6,627	6,627	7,427	12.1%	800
Total Operation & Maintenance	\$ 8,562	\$ 19,352	\$ 19,352	\$ 23,652	22.2%	\$ 4,300
TOTAL EXPENDITURES & OTHER USES	\$ 45,109	\$ 108,108	\$ 108,108	\$ 90,396	-16.4%	\$ (17,712)
NET	\$ (45,109)	\$ (108,108)	\$ (108,108)	\$ (90,396)	-16.4%	\$ 17,712

POLICE SERVICES

DEPARTMENT 23

The Keller Police Department provides police services for the Town of Westlake.

Additional services include:

- Jail Services
- Emergency Communication
- Animal Services
- Police Records

PERSONNEL

Given that police services are contracted out, there are no individual program personnel allocations for this department. Please see Keller Police Department's contact information below:

Keller Police Department
300 Rufe Snow Dr.
Keller, TX 76248-0770
Telephone: 817-743-4500
Dispatch Non-Emergency: 817-743-4522
police@cityofkeller.com
www.KellerPD.com

GOALS & OBJECTIVES

GOALS

- Preserve Desirability & Quality of Life
- Maximize Efficiencies & Effectiveness
- Increase Citizen, Student, and Stakeholder Satisfaction

OBJECTIVES

- 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 professional relationships with our partners, including residents/stakeholders within the community, Westlake staff members, and surrounding municipalities and business partners.

FY 2021 ACCOMPLISHMENTS

- Successfully implemented Text-to-911
- Enhanced officer position to Traffic Sergeant to supervise Traffic unit
- Expanded the regional contract to include providing Animal Control services and full Jail Services to the City of Roanoke (previously only housed Roanoke Class C arrests)
- Increased our CPR training to the department.
- Completed a radio service agreement with the City of Fort Worth to increase the range and reliability of radio connectivity in the northern portion of Keller and Westlake by utilizing nearby Fort Worth radio towers.
- Conduct a personnel staffing study through the Texas Police Chief's Association (TPCA)

FY 2022 INITIATIVES

- 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.
- Maintain visibility on pedestrian and biking trails
- 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 & RapidSOS Medical Portal to enhance emergency response times.
- Begin the inaugural year of the Westlake Academy - Police Chief's Student Forum
- Implement a new CAD/RMS system scheduled for the spring of 2022

KEY PERFORMANCE MEASURES

○ Mission:

The Keller Police Department is a value driven organization committed to excellence and will partnership with the community to make Keller a better place to live, visit, and conduct business.

○ E4 Core Values:

Empathy, Edification, Enthusiasm, Excellence

○ Performance Measures:

2020 End of Year

- Crime Rate (Part 1 Crimes: Murder, Rape, Robbery, Agg Assault, Burglary, Larceny/Theft, Auto Theft, Arson): 3.72 per 1,000 in daytime population
- Traffic Safety: 13.8% decrease in reported traffic collisions
- Timely Service: 3:27 minute average response time to a priority one (1) emergency call after being dispatched
- Quality of Service: Keller-Westlake Police Services Survey Jan/Feb 2020 - 92.8% rating of very professional and caring; exceeding expectations; and 93.3% overall rating of excellent

OBJECTIVE	PERFORMANCE MEASURE	Bench Mark	2021 Actual	2022 Target	2023 Target
Westlake Police Information					
Preserve Desirability & Quality of Life	Motor Vehicle Stops	n/a	7,729	9,000	9,000
	Traffic Crashes	n/a	314	300	300
	Part 1 Reported Crime	n/a	14	25	25
	DWI Arrests	n/a	25	40	40
Maximize Efficiencies & Effectiveness	Commission on Accreditation for Law Enforcement Agencies (CALEA)	Yes	Yes	Yes	Yes
	CALEA Communications Accreditation	Yes	Yes	Yes	Yes
	Texas Police Chiefs Association (TPCA) Best Practices Recognition Program	Yes	Yes	Yes	Yes
Resident Rating per Survey					
Increase Citizen, Student, and Stakeholder Satisfaction	Police response time to emergencies	90%	n/a	n/a	90%
	Efforts of Town to prevent crime	90%	n/a	n/a	90%
	Satisfaction with local police station	90%	n/a	n/a	90%
	Level of Traffic Enforcement	90%	n/a	n/a	90%
	Visibility of police in the neighborhood	90%	n/a	n/a	90%
	Quality of public safety services	95%	n/a	n/a	90%

POLICE SERVICES
DEPARTMENT 23
PROGRAM SUMMARY

	Actuals FY 2020	Adopted Budget FY 2021	Revised Budget FY 2021	Adopted Budget FY 2022	FY 2022 Adopted vs FY 2021 Revised	
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%	-
Economic Development	-	-	-	-	0.0%	-
Leases and Rentals	-	-	-	-	0.0%	-
Public Notices	-	-	-	-	0.0%	-
Repair and Maintenance	-	-	-	-	0.0%	-
Rent and Utilities	-	-	-	-	0.0%	-
Service	978,651	987,694	987,694	1,040,362	5.3%	52,668
Supplies	-	-	-	-	0.0%	-
Travel & Training	-	-	-	-	0.0%	-
Total Operation & Maintenance	\$ 978,651	\$ 987,694	\$ 987,694	\$ 1,040,362	5.3%	\$ 52,668
TOTAL EXPENDITURES & OTHER USES	\$ 978,651	\$ 987,694	\$ 987,694	\$ 1,040,362	5.3%	\$ 52,668
NET	\$ (978,651)	\$ (987,694)	\$ (987,694)	\$ (1,040,362)	5.3%	\$ (52,668)



THE TOWN OF
WESTLAKE
DISTINCTIVE BY DESIGN

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THE TOWN OF
WESTLAKE
DISTINCTIVE BY DESIGN

ENTERPRISE FUNDS

ENTERPRISE FUNDS

Combined Program Summary

Fiscal Year 2021/2022

Audited Actuals FY 19/20	Adopted Budget FY 20/21	Revised Budget FY 20/21	Adopted Budget FY 21/22	FY 21/22 FY 20/21	Adopted vs Adopted	FY 21/22 FY 20/21	Adopted vs Revised
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REVENUES & OTHER SOURCES

General Sales Tax	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Property Tax	-	-	-	-	-	0%	-	0%
Beverage Tax	-	-	-	-	-	0%	-	0%
Charge for Service	6,119,686	5,476,889	5,484,432	5,347,555	(129,334)	-2%	(136,877)	-2%
Hotel Occupancy Tax	-	-	-	-	-	0%	-	0%
Franchise Fees	-	-	-	-	-	0%	-	0%
Permits & Fees Other	-	-	-	-	-	0%	-	0%
Permits & Fees Building	-	-	-	-	-	0%	-	0%
Permits & Fees Utility	344,533	268,011	268,011	342,411	74,400	28%	74,400	28%
Fines & Forfeitures Court	-	-	-	-	-	0%	-	0%
Investment Earnings	57,287	56,353	10,500	15,500	(40,853)	-72%	5,000	48%
Contributions	-	-	-	-	-	100%	-	100%
Donations	-	-	-	-	-	0%	-	0%
Misc Income	14,112	18,550	18,550	18,550	-	0%	-	0%
Total Revenues	6,535,618	5,819,803	5,781,493	5,724,016	5,724,016	98%	(95,787)	-2%
Transfer In	-	-	-	-	-	0%	-	0%
Other Sources	-	-	-	-	-	0%	-	0%
Total Transfer In and Other Sources	-	-	-	-	-	0%	-	0%
GRAND TOTAL REVENUES & OTHER SOURCES	6,535,618	5,819,803	5,781,493	5,724,016	5,724,016	98%	(95,787)	-2%

EXPENSES & OTHER USES

Salaries	(23,027)	9,195	9,195	9,195	-	0%	-	0%
Transfers Out	410,866	543,088	543,088	582,764	39,676	7%	39,676	7%
Insurance	-	-	-	-	-	0%	-	0%
Taxes	-	-	-	3,930	3,930	100%	3,930	100%
Retirement	-	-	-	-	-	0%	-	0%
Total Payroll and Related	387,839	552,283	552,283	595,889	43,606	8%	43,606	8%
Capital Outlay	44,781	31,055	31,055	38,055	7,000	23%	7,000	23%
Debt Service	1,982,542	1,031,671	288,671	1,020,857	(10,814)	-1%	732,186	254%
Economic Development	-	-	-	-	-	0%	-	0%
Leases and Rentals	-	1,500	1,500	1,500	-	0%	-	0%
Public Notices	-	-	-	-	-	0%	-	0%
Rent & Utilities	163,781	188,328	188,328	191,297	2,969	2%	2,969	2%
Repair & Maintenance	306,565	165,940	161,640	158,940	(7,000)	-4%	(2,700)	-2%
Services	2,904,887	3,494,755	3,494,755	3,503,755	9,000	0%	9,000	0%
Supplies	9,888	7,255	7,255	9,755	2,500	34%	2,500	34%
Travel & Training	165	10,420	10,420	10,420	-	0%	-	0%
Operations and Maintenance	5,412,608	4,930,924	4,183,624	4,934,579	3,655	0%	750,955	18%
SUB-TOTAL OPERATIONS and MAINTENANCE EXPENSES	5,800,447	5,483,207	4,735,907	5,530,468	47,261	1%	794,561	17%
Projects - Capital improvement	-	-	-	-	-	0%	-	0%
Projects - Maintenance & Replacement	-	-	-	-	-	0%	-	0%
Total Capital and Maintenance & Replacement	-	-	-	-	-	0%	-	0%
Transfer Out	97,158	158,000	282,588	483,000	325,000	206%	200,412	71%
Other Uses	-	-	-	-	-	0%	-	0%
Total Transfers Out and Other Uses	97,158	158,000	282,588	483,000	325,000	206%	200,412	71%
SUB-TOTAL NON-OPERATING EXPENSES	97,158	158,000	282,588	483,000	325,000	206%	200,412	71%
GRAND TOTAL ALL EXPENSES & OTHER USES	5,897,605	5,641,207	5,018,495	6,013,468	372,261	7%	994,973	20%

SUMMARY

Excess Revenue over(under) Expenses	638,013	178,596	762,998	(289,452)	(468,048)	-262%	(1,052,450)	-138%
FUND BALANCE, BEGINNING (WORKING CAPITAL)	5,100,467	5,738,480	5,738,480	6,501,478	762,998	13%	762,998	13%
FUND BALANCE, ENDING (WORKING CAPITAL)	\$ 5,738,480	\$ 5,917,076	\$ 6,501,478	\$ 6,212,025	\$ 294,950	5%	\$ (289,452)	-4%
Restricted/Assigned/Committed Funds	1,436,054	1,453,433	1,331,426	1,281,832	(171,601)	-12%	(49,594)	-4%
UNASSIGNED FUND BALANCE, ENDING (WORKING CAPITAL)	\$ 4,302,426	\$ 4,463,643	\$ 5,170,052	\$ 4,930,193	\$ 466,551	10%	\$ (239,858)	-5%

RESTRICTED/ASSIGNED/COMMITTED FUNDS

Utility Fund Hillwood	888,000	888,000	888,000	750,000	(138,000)	-16%	(138,000)	-16%
Utility Fund Deposits	239,750	229,830	229,830	229,830	-	0%	-	0%
Cemetery Fund	308,304	335,603	314,903	302,002	(33,601)	-10%	(12,901)	-4%
					-	0%	-	0%
					-	0%	-	0%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS	\$ 1,436,054	\$ 1,453,433	\$ 1,432,733	\$ 1,281,832	\$ (171,601)	-12%	\$ (150,901)	-11%

CEMETERY FUND 255 OVERVIEW

The Cemetery Fund includes all operations associated with the 5.5-acre cemetery located on JT Ottinger Road. In FY 08/09, the cemetery was donated and conveyed by deed to the Town. This fund accounts for operational activities such as interment, lot sales, record keeping, and maintenance (grounds, fences, trees and flower beds).

FUND HIGHLIGHTS

REVENUES

Budgeted at \$11,125. This is a 58% decrease of \$15,200 from prior year revised. The decrease in revenue is due to a projected \$15,200 decrease in cemetery section sales.

EXPENSES

Budgeted at \$24,026. This is a 22% increase of \$4,300 from prior year revised. The increase in expenses is a result of projected repair and maintenance.

WORKING CAPITAL

The ending working capital for the cemetery fund is projected to be \$302,002. This is a 4% decrease of \$12,901 from prior year revised.

CEMETERY FUND 255
Program Summary
FISCAL YEAR 2022

Audited Actuals FY 2020	Adopted Budget FY 2021	Revised Budget FY 2021	Adopted Budget FY 2022	FY 2022 FY 2021	Adopted vs Adopted	FY 2022 FY 2021	Adopted vs Revised
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REVENUES & OTHER SOURCES

General Sales Tax	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Property Tax	-	-	-	-	-	0%	-	0%
Beverage Tax	-	-	-	-	-	0%	-	0%
Charge for Service	67,578	50,300	25,300	10,100	(40,200)	-80%	(15,200)	-60%
Hotel Occupancy Tax	-	-	-	-	-	0%	-	0%
Franchise Fees	-	-	-	-	-	0%	-	0%
Permits & Fees Other	-	-	-	-	-	0%	-	0%
Permits & Fees Building	-	-	-	-	-	0%	-	0%
Permits & Fees Utility	-	-	-	-	-	0%	-	0%
Fines & Forfeitures Court	-	-	-	-	-	0%	-	0%
Investment Earnings	2,292	500	500	500	-	0%	-	0%
Contributions	-	-	-	-	-	0%	-	0%
Donations	-	-	-	-	-	0%	-	0%
Misc Income	-	525	525	525	-	0%	-	0%
Total Revenues	69,869	51,325	26,325	11,125	(40,200)	-78%	(15,200)	-58%
Transfer In	-	-	-	-	-	0%	-	0%
Other Sources	-	-	-	-	-	0%	-	0%
Total Transfers In and Other Sources	-	-	-	-	-	0%	-	0%
GRAND TOTAL REVENUES & OTHER SOURCES	69,869	51,325	26,325	11,125	(40,200)	-78%	(15,200)	-58%

EXPENSES & OTHER USES

Compensated Absences	-	-	-	-	-	0%	-	0%
Transfers Out	-	-	-	-	-	0%	-	0%
Insurance	-	-	-	-	-	0%	-	0%
Taxes	-	-	-	-	-	0%	-	0%
Retirement	-	-	-	-	-	0%	-	0%
Total Payroll and Related	-	-	-	-	-	0%	-	0%
Capital Outlay	-	-	-	-	-	0%	-	0%
Debt Service	-	-	-	-	-	0%	-	0%
Economic Development	-	-	-	-	-	0%	-	0%
Leases and Rentals	-	-	-	-	-	0%	-	0%
Public Notices	-	-	-	-	-	0%	-	0%
Rent & Utilities	-	-	-	-	-	0%	-	0%
Repair & Maintenance	6,685	4,875	575	4,875	-	0%	4,300	748%
Services	13,052	16,311	16,311	16,311	-	0%	-	0%
Supplies	1,997	215	215	215	-	100%	-	0%
Transfer Out Operating	-	-	-	-	-	0%	-	0%
Travel & Training	-	2,625	2,625	2,625	-	0%	-	0%
Operations and Maintenance	21,734	24,026	19,726	24,026	-	0%	4,300	22%
SUB-TOTAL OPERATIONS and MAINTENANCE EXPENSES	21,734	24,026	19,726	24,026	-	0%	4,300	22%
Projects - Capital improvement	-	-	-	-	-	0%	-	0%
Projects - Maintenance & Replacement	-	-	-	-	-	0%	-	0%
Total Capital and Maintenance & Replacement	-	-	-	-	-	0%	-	0%
Transfer Out	-	-	-	-	-	0%	-	0%
Other Uses	-	-	-	-	-	0%	-	0%
Total Transfers Out and Other Uses	-	-	-	-	-	0%	-	0%
SUB-TOTAL NON-OPERATING EXPENSES	-	-	-	-	-	0%	-	0%
GRAND TOTAL ALL EXPENSES & OTHER USES	21,734	24,026	19,726	24,026	-	0%	4,300	22%

SUMMARY

EXCESS REVENUES OVER(UNDER) EXPENSES	48,136	27,299	6,599	(12,901)	(40,200)	-147%	(19,500)	-295%
FUND BALANCE, BEGINNING (Working Capital)	260,168	308,304	308,304	314,903	6,599	2%	6,599	2%
FUND BALANCE, ENDING (Working Capital)	\$ 308,304	\$ 335,603	\$ 314,903	\$ 302,002	\$ (33,601)	-10%	\$ (12,901)	-4%
Restricted/Assigned/Committed Funds	308,304	335,603	314,903	302,002	(33,601)	-10%	(12,901)	-4%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%

UTILITY FUND 500 OVERVIEW

The Utility Fund accounts for the acquisition, operation, and maintenance of water, sewer, and trash services. This fund is primarily supported by service charges to utility (water and sewer) customers. The intent of this fund is for the direct beneficiaries to pay for all costs of the fund, including debt service for utility system improvement bonds, through fees for service.

FUND HIGHLIGHTS

REVENUE

Budgeted to be \$5,712,891. This is a 1% decrease of \$42,277 from the prior year revised. The decrease in revenue is a result of the following:

- Charge for Service revenue is projected to decrease by \$121,677. Utility rates for water will remain the same while sewer rates are adopted to increase in January 2022 due to underperforming sewer revenue per rate study from an independent rate analyst.
- Permits & Fees – Utility revenue is projected to increase by \$74,400. This change in revenue is due to the Trinity River Authority wastewater settle-up and duct bank permit fees.
- Investment Earnings are projected to increase \$5,000 due to new interest rates.
- Miscellaneous income is projected to stay consistent due to cross connection fees.

EXPENSES

Budgeted to be \$5,989,442. This is a 20% increase of \$990,673 from prior year revised. The increase in expenses is a result of the following:

- Increase of \$732K from prior year revised for anticipated debt service payments due to Hillwood .
- Increased rent and utilities for town hall of \$2,969.
- \$7,000 decrease in water, sewer, and pump station repair costs.
- \$200,412 increase in transfers out. This includes: \$5K to the Utility Vehicle Maintenance and Replacement Fund 505, decrease of \$124K to the General Fund for Impact Fees, and \$320K to Utility Maintenance and Replacement Fund 510.

WORKING CAPITAL

The Utility Fund is projected to have an ending working capital of \$5,910,023. This is a 4% decrease of \$276,551 from prior year revised.

UTILITY FUND 500

Program Summary

Fiscal Year 2022

Audited Actuals FY 2020	Adopted Budget FY 2021	Revised Budget FY 2021	Adopted Budget FY 2022	FY 2022 FY 2021	Adopted vs Adopted	FY 2022 FY 2021	Adopted vs Revised
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REVENUES & OTHER SOURCES

General Sales Tax	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Property Tax	-	-	-	-	-	0%	-	0%
Beverage Tax	-	-	-	-	-	0%	-	0%
Charge for Service	6,052,109	5,426,589	5,459,132	5,337,455	(89,134)	-2%	(121,677)	-2%
Hotel Occupancy Tax	-	-	-	-	-	0%	-	0%
Franchise Fees	-	-	-	-	-	0%	-	0%
Permits & Fees Other	-	-	-	-	-	0%	-	0%
Permits & Fees Building	-	-	-	-	-	0%	-	0%
Permits & Fees Utility	344,533	268,011	268,011	342,411	74,400	28%	74,400	28%
Fines & Forfeitures Court	-	-	-	-	-	0%	-	0%
Investment Earnings	54,995	55,853	10,000	15,000	(40,853)	-73%	5,000	50%
Contributions	-	-	-	-	-	0%	-	0%
Donations	-	-	-	-	-	0%	-	0%
Misc Income	14,112	18,025	18,025	18,025	-	0%	-	0%
Total Revenues	6,465,748	5,768,478	5,755,168	5,712,891	(55,587)	-1%	(42,277)	-1%
Transfer In	-	-	-	-	-	0%	-	0%
Other Sources	-	-	-	-	-	0%	-	0%
Total Transfer In and Other Sources	-	-	-	-	-	0%	-	0%
GRAND TOTAL REVENUES & OTHER SOURCES	6,465,748	5,768,478	5,755,168	5,712,891	(55,587)	-1%	(42,277)	-1%

EXPENSES & OTHER USES

Compensated Absences	(23,027)	9,195	9,195	9,195	-	0%	-	0%
Transfers Out	410,866	543,088	543,088	582,764	39,676	7%	39,676	7%
Insurance	-	-	-	-	-	0%	-	0%
Taxes	-	-	-	3,930	3,930	100%	3,930	100%
Retirement	-	-	-	-	-	0%	-	0%
Total Payroll and Related	387,839	552,283	552,283	595,889	43,606	8%	43,606	8%
Capital Outlay	44,781	31,055	31,055	38,055	7,000	23%	7,000	23%
Debt Service	1,982,542	1,031,671	288,671	1,020,857	(10,814)	-1%	732,186	254%
Economic Development	-	-	-	-	-	0%	-	0%
Leases and Rentals	-	1,500	1,500	1,500	-	0%	-	0%
Public Notices	-	-	-	-	-	0%	-	0%
Rent & Utilities	163,781	188,328	188,328	191,297	2,969	2%	2,969	2%
Repair & Maintenance	299,880	161,065	161,065	154,065	(7,000)	-4%	(7,000)	-4%
Services	2,891,836	3,478,444	3,478,444	3,487,444	9,000	0%	9,000	0%
Supplies	7,891	7,040	7,040	9,540	2,500	36%	2,500	36%
Travel & Training	165	7,795	7,795	7,795	-	0%	-	0%
Operations and Maintenance	5,390,875	4,906,898	4,163,898	4,910,553	3,655	0%	746,655	18%
SUB-TOTAL OPERATIONS and MAINTENANCE EXPENSES	5,778,714	5,459,181	4,716,181	5,506,442	47,261	1%	790,261	17%
Projects - Capital improvement	-	-	-	-	-	0%	-	0%
Projects - Maintenance & Replacement	-	-	-	-	-	0%	-	0%
Total Capital and Maintenance & Replacement	-	-	-	-	-	0%	-	0%
Transfer out to Fund 100 General Fund	77,158	68,000	192,588	68,000	-	0%	(124,588)	-65%
Transfer out to Fund 505 Utility Vehicle	20,000	60,000	60,000	65,000	5,000	8%	5,000	8%
Transfer out to Fund 510 Utility M&R	-	30,000	30,000	350,000	320,000	1067%	320,000	1067%
Total Transfers Out and Other Uses	97,158	158,000	282,588	483,000	325,000	206%	200,412	71%
SUB-TOTAL NON-OPERATING EXPENSES	97,158	158,000	282,588	483,000	325,000	206%	200,412	71%
GRAND TOTAL ALL EXPENSES & OTHER USES	5,875,871	5,617,181	4,998,769	5,989,442	372,261	7%	990,673	20%

SUMMARY

EXCESS REVENUES OVER(UNDER) EXPENSES	589,877	151,297	756,399	(276,551)	(427,848)	-283%	(1,032,950)	-137%
FUND BALANCE, BEGINNING (Working Capital)	4,840,299	5,430,176	5,430,176	6,186,575	756,399	14%	756,399	14%
FUND BALANCE, ENDING (WORKING CAPITAL)	\$ 5,430,176	\$ 5,581,473	\$ 6,186,575	\$ 5,910,023	\$ 328,551	6%	\$ (276,551)	-4%
Restricted/Assigned/Committed Funds	1,127,750	1,118,065	1,118,065	980,065	(138,000)	-12%	(138,000)	-12%
UNASSIGNED FUND BALANCE, ENDING	\$ 4,302,426	\$ 4,463,408	\$ 5,068,510	\$ 4,929,958	\$ 466,551	10%	\$ (138,551)	-3%

RESTRICTED/ASSIGNED/COMMITTED FUNDS

Hillwood	\$ 888,000	\$ 888,000	\$ 888,000	750,000	(138,000)	-16%	(138,000)	-16%
Deposits	239,750	230,065	230,065	230,065	-	0%	-	0%
					-	0%	-	0%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS	\$ 1,127,750	\$ 1,118,065	\$ 1,118,065	\$ 980,065	\$ (138,000)	-12%	\$ (138,000)	-12%



THE TOWN OF
WESTLAKE
DISTINCTIVE BY DESIGN

**INTERNAL SERVICE
FUNDS**

INTERNAL SERVICE FUND OVERVIEW

Internal Service Funds are comprised of the following: (1) Utility Maintenance and Replacement Fund 510; (2) General Maintenance and Replacement Fund 600; (3) Utility Vehicle Maintenance and Replacement Fund 505; and (4) General Vehicle Maintenance and Replacement Fund 605.

The Maintenance and Replacement Funds provide money to plan for future facility financial requirements. Given the size and complexity of the Town's facility infrastructure, we will strive to continue our practice of transferring money into these funds as economically prudent. Many of the smaller daily maintenance efforts of the facilities are absorbed into the various operating budgets, as appropriate. However, we recognize that it is important to have a proactive maintenance program that addresses larger scale projects and prudently prepares for increased maintenance and repair costs as the facilities age.

The Vehicle Replacement Fund accounts for the resources needed 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 expenses for the Town's fleet from year to year and provides a logical method for purchasing and retiring vehicles. A five-year purchase plan has been developed to detail future capital investment needs.

FUND HIGHLIGHTS

REVENUES

Budgeted to be \$2.98M; an increase of \$2.3M from prior year revised.

Contribution & Investment Earnings - (\$65,775)

Decreased \$303K; due to one-time donation and new projected interest rates.

Transfers in from Other Funds - (\$2.9M)

Increased \$2.7M; The transfers in from other funds consists of the following:

- \$65K from Utility Fund to Utility Vehicle Maintenance and Replacement Fund 505;
- \$350K from Utility Fund to Utility Maintenance and Replacement Fund 510;
- \$1.5M from General Fund to General Maintenance and Replacement Fund 600; and
- \$1M from General Fund to General Vehicle Maintenance and Replacement Fund 605.

EXPENDITURES

Budgeted to be \$2.0M; a 179% increase of \$1,303,787 from the prior year revised. These expenditures consist of the following:

- Fund 505 – Public Works Vehicle - \$65K
- Fund 510 - Maintenance and Replacement Fund - \$514,000
 - Pump station equipment - \$190K
 - Lift station pump repairs - \$20K
 - Sewer easement cleaning machine - \$68K

- Water main repair and maintenance - \$20K
- Lift station repair and maintenance - \$15K
- Pump/motor repair/replacement - \$175K
- Duct bank repair and maintenance - \$5K
- Sewer line repair and maintenance - \$15K
- Public works equipment - \$6K
- Fund 600 - General Maintenance and Replacement - \$1,291,287
 - Fire/EMS – extrication equipment, LifePak, training mannequin and communications - \$138K
 - Public Works – street surface treatments, signs and lighting - \$275K
 - Academy - facility maintenance costs - \$600K
 - Parks & Recreation - trail and parks repair - \$45K
 - Information Technology – service replacement, network equipment, storage, and devices - \$110K
 - Town Hall - facility maintenance - \$123K
- Fund 605 – Vehicle Maintenance & Replacement - \$163,000
 - Fire Department – Command vehicle - \$75K; Attack ATV - \$70K
 - Parks & Recreation – Mule truck - \$18K

FUND BALANCE

The combined ending fund balance is projected to be \$2.8M.

- Utility Vehicle Maintenance and Replacement 505 is projected to be \$14K
- Utility Maintenance and Replacement 510 is projected to be \$90K
- General Maintenance and Replacement 600 is projected to be \$702K
- General Vehicle Maintenance and Replacement 605 is projected to be \$2.0M

INTERNAL SERVICE FUNDS
Combined Program Summary
Fiscal Year 2021/22

Audited Actuals FY 19/20	Adopted Budget FY 20/21	Revised Budget FY 20/21	Adopted Budget FY 21/22	FY 21/22 vs FY 20/21	Adopted Adopted	FY 21/22 vs FY 20/21	Adopted Revised
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REVENUES & OTHER SOURCES

General Sales Tax	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Property Tax	-	-	-	-	-	0%	-	0%
Beverage Tax	-	-	-	-	-	0%	-	0%
Charge for Service	-	-	-	-	-	0%	-	0%
Hotel Occupancy Tax	-	-	-	-	-	0%	-	0%
Franchise Fees	-	-	-	-	-	0%	-	0%
Permits & Fees Other	-	-	-	-	-	0%	-	0%
Permits & Fees Building	-	-	-	-	-	0%	-	0%
Permits & Fees Utility	-	-	-	-	-	0%	-	0%
Fines & Forfeitures Court	-	-	-	-	-	0%	-	0%
Investment Earnings	28,787	9,275	9,275	5,775	(3,500)	-38%	(3,500)	-38%
Contributions	12,860	-	360,000	60,000	60,000	100%	(300,000)	100%
Donations	-	-	-	-	-	0%	-	0%
Misc Income	27,250	-	70,000	-	-	0%	(70,000)	-100%
Total Revenues	68,897	9,275	439,275	65,775	56,500	609%	(373,500)	-85%
Transfer In	20,000	100,000	175,000	2,915,000	2,815,000	2815%	2,740,000	1566%
Other Sources	-	-	-	-	-	0%	-	0%
Total Transfer In and Other Sources	20,000	100,000	175,000	2,915,000	2,815,000	2815%	2,740,000	1566%
GRAND TOTAL REVENUES & OTHER SOURCES	88,897	109,275	614,275	2,980,775	2,871,500	2628%	2,366,500	385%

EXPENDITURES & OTHER USES

Salaries	-	-	-	-	-	0%	-	0%
Transfers Out	-	-	-	-	-	0%	-	0%
Insurance	-	-	-	-	-	0%	-	0%
Taxes	-	-	-	-	-	0%	-	0%
Retirement	-	-	-	-	-	0%	-	0%
Total Payroll and Related	-	-	-	-	-	0%	-	0%
Capital Outlay	-	-	-	-	-	0%	-	0%
Debt Service	-	-	-	-	-	0%	-	0%
Economic Development	-	-	-	-	-	0%	-	0%
Leases and Rentals	-	-	-	-	-	0%	-	0%
Public Notices	-	-	-	-	-	0%	-	0%
Rent & Utilities	-	-	-	-	-	0%	-	0%
Repair & Maintenance	-	-	-	60,000	60,000	100%	60,000	100%
Services	47,690	-	-	-	-	0%	-	0%
Supplies	-	-	-	-	-	0%	-	0%
Travel & Training	-	-	-	-	-	0%	-	0%
Operations and Maintenance	47,690	-	-	60,000	60,000	100%	60,000	100%
SUB-TOTAL OPERATIONS and MAINTENANCE EXPENDITURES	47,690	-	-	60,000	60,000	100%	60,000	100%
Projects - Maintenance & Replacement	703,439	1,143,500	729,500	1,973,287	829,787	73%	1,243,787	170%
Total Capital and Maintenance & Replacement	703,439	1,143,500	729,500	1,973,287	829,787	73%	1,243,787	170%
Transfer Out	-	-	-	-	-	0%	-	0%
Other Uses	-	-	-	-	-	0%	-	0%
Total Transfers Out and Other Uses	-	-	-	-	-	0%	-	0%
SUB-TOTAL NON-OPERATING EXPENDITURES	703,439	1,143,500	729,500	1,973,287	829,787	73%	1,243,787	170%
GRAND TOTAL ALL EXPENDITURES & OTHER USES	751,129	1,143,500	729,500	2,033,287	889,787	78%	1,303,787	179%

SUMMARY

Excess Revenue over(under) Expenditures	(662,231)	(1,034,225)	(115,225)	947,488	1,981,713	-192%	1,062,713	-922%
FUND BALANCE, BEGINNING	2,643,070	1,980,839	1,980,839	1,865,614	(115,225)	-6%	(115,225)	-6%
FUND BALANCE, ENDING	\$ 1,980,839	\$ 946,614	\$ 1,865,614	\$ 2,813,102	\$ 1,866,488	197%	\$ 947,488	51%
Restricted/Assigned/Committed Funds	1,980,839	946,614	1,865,614	2,813,102	1,866,488	197%	947,488	51%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%

UTILITY VEHICLE MAINTENANCE & REPLACEMENT FUND 505 OVERVIEW

The Utility Fund Vehicle Maintenance & Replacement Fund allows for the long-term repair and replacement of Town Utility Fund vehicles. 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 vehicle maintenance and replacement funding calculations.

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. Vehicle maintenance and replacement is designed to avoid future bond programs and encourage a more conservative pattern of spending that minimizes reliance on elastic revenue streams.

FUND HIGHLIGHTS

REVENUES

Budgeted at \$65,025. This is an 8% increase of \$5,000 from prior year revised. The increase in revenue is due to an additional \$5K transfer in from Utility Fund 500.

EXPENDITURES

Budgeted at \$65,000. This is a 30% increase of \$5,000 from prior year revised. This expenditure consists of the purchase of a new utility vehicle.

FUND BALANCE

The projected ending fund balance is \$14,735. This is a .17% increase of \$25 from prior year revised.

UTILITY VEHICLE MAINTENANCE & REPLACEMENT FUND 505

Program Summary

Fiscal Year 2022

	Audited Actuals FY 2020	Adopted Budget FY 2021	Revised Budget FY 2021	Adopted Budget FY 2022	FY 2022 FY 2021	Adopted vs Adopted	FY 2022 FY 2021	Adopted vs Revised
REVENUES & OTHER SOURCES								
General Sales Tax	-	-	-	-	-	0%	-	0%
Property Tax	-	-	-	-	-	0%	-	0%
Beverage Tax	-	-	-	-	-	0%	-	0%
Charge for Service	-	-	-	-	-	0%	-	0%
Hotel Occupancy Tax	-	-	-	-	-	0%	-	0%
Franchise Fees	-	-	-	-	-	0%	-	0%
Permits & Fees Other	-	-	-	-	-	0%	-	0%
Permits & Fees Building	-	-	-	-	-	0%	-	0%
Permits & Fees Utility	-	-	-	-	-	0%	-	0%
Fines & Forfeitures Court	-	-	-	-	-	0%	-	0%
Investment Earnings	357	25	25	25	-	0%	-	0%
Contributions	-	-	-	-	-	0%	-	0%
Donations	-	-	-	-	-	0%	-	0%
Misc Income	-	-	-	-	-	0%	-	0%
Total Revenues	357	25	25	25	-	0%	-	0%
Transfer In from Fund 100 General Fund	-	-	-	-	-	0%	-	0%
Transfer In from Fund 500 Utility Fund	20,000	60,000	60,000	65,000	5,000	8%	5,000	8%
Total Transfers In and Other Sources	20,000	60,000	60,000	65,000	5,000	8%	5,000	8%
GRAND TOTAL REVENUES & OTHER SOURCES	\$ 20,357	\$ 60,025	\$ 60,025	\$ 65,025	\$ 5,000	8%	\$ 5,000	8%

EXPENDITURES & OTHER USES

Salaries	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Transfers Out	-	-	-	-	-	0%	-	0%
Insurance	-	-	-	-	-	0%	-	0%
Taxes	-	-	-	-	-	0%	-	0%
Retirement	-	-	-	-	-	0%	-	0%
Total Payroll and Related	-	-	-	-	-	0%	-	0%
Capital Outlay	-	-	-	-	-	0%	-	0%
Debt Service	-	-	-	-	-	0%	-	0%
Economic Development	-	-	-	-	-	0%	-	0%
Leases and Rentals	-	-	-	-	-	0%	-	0%
Public Notices	-	-	-	-	-	0%	-	0%
Rent & Utilities	-	-	-	-	-	0%	-	0%
Repair & Maintenance	-	-	-	-	-	0%	-	0%
Services	-	-	-	-	-	0%	-	0%
Supplies	-	-	-	-	-	0%	-	0%
Transfer Out Operating	-	-	-	-	-	0%	-	0%
Travel & Training	-	-	-	-	-	0%	-	0%
Operations and Maintenance	-	-	-	-	-	0%	-	0%
SUB-TOTAL OPERATIONS and MAINTENANCE EXPENDITURES	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Projects - Capital improvement	-	-	-	-	-	0%	-	0%
Projects - Maintenance & Replacement	50,060	60,000	50,000	65,000	5,000	8%	15,000	30%
Total Capital and Maintenance & Replacement	50,060	60,000	50,000	65,000	5,000	8%	15,000	30%
Transfers Out	-	-	-	-	-	0%	-	0%
Other Uses	-	-	-	-	-	0%	-	0%
Total Transfers Out and Other Uses	-	-	-	-	-	0%	-	0%
SUB-TOTAL NON-OPERATING EXPENDITURES	\$ 50,060	\$ 60,000	\$ 50,000	\$ 65,000	\$ 5,000	8%	\$ 15,000	30%
GRAND TOTAL ALL EXPENDITURES & OTHER USES	\$ 50,060	\$ 60,000	\$ 50,000	\$ 65,000	\$ 5,000	8%	\$ 15,000	30%

SUMMARY

EXCESS REVENUES OVER(UNDER) EXPENDITURES	(29,703)	25	10,025	25	-	0%	(10,000)	-100%
FUND BALANCE, BEGINNING	34,387	4,685	4,685	14,710	10,025	214%	10,025	214%
FUND BALANCE, ENDING	\$ 4,685	\$ 4,710	\$ 14,710	\$ 14,735	\$ 10,025	213%	\$ 25	0%
Restricted/Assigned/Committed Funds	4,685	4,710	14,710	14,735	10,025	213%	25	0%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%

UTILITY MAINTENANCE & REPLACEMENT FUND 510 OVERVIEW

The Utility Maintenance & Replacement Fund 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. This fund is designed to 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.

FUND HIGHLIGHTS

REVENUES

Budgeted at \$351,750. This is a 1008% increase of \$320,000 from prior year revised. The increase in revenue is a result of \$1,750 in investment earnings and \$320,000 transfer in from the Utility Fund 500.

EXPENDITURES

Budgeted at \$514,000. This is a 764% increase of \$454,500 from prior year revised. The increase in expenditures is due to required maintenance and replacement projects including, sewer easement cleaning machine, lift station repair and maintenance, pump/motor repair and maintenance, pump station equipment, and sewer line repair and maintenance.

FUND BALANCE

The projected ending fund balance is \$90,657. This is a 64% decrease of \$162,250 from prior year revised.

UTILITY MAINTENANCE & REPLACEMENT FUND 510

Program Summary

Fiscal Year 2022

Audited Actuals FY 2020	Adopted Budget FY 2021	Revised Budget FY 2021	Adopted Budget FY 2022	FY 2022 vs FY 2021	Adopted vs Adopted	FY 2022 vs FY 2021	Adopted vs Revised
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REVENUES & OTHER SOURCES

General Sales Tax	-	-	-	-	-	0%	-	0%
Property Tax	-	-	-	-	-	0%	-	0%
Beverage Tax	-	-	-	-	-	0%	-	0%
Charge for Service	-	-	-	-	-	0%	-	0%
Hotel Occupancy Tax	-	-	-	-	-	0%	-	0%
Franchise Fees	-	-	-	-	-	0%	-	0%
Permits & Fees Other	-	-	-	-	-	0%	-	0%
Permits & Fees Building	-	-	-	-	-	0%	-	0%
Permits & Fees Utility	-	-	-	-	-	0%	-	0%
Fines & Forfeitures Court	-	-	-	-	-	0%	-	0%
Investment Earnings	4,533	1,750	1,750	1,750	-	0%	-	0%
Contributions	-	-	-	-	-	0%	-	0%
Donations	-	-	-	-	-	0%	-	0%
Misc Income	-	-	-	-	-	0%	-	0%
Total Revenues	4,533	1,750	1,750	1,750	-	0%	-	0%
Transfer In from Fund 500 Utility Fund	-	30,000	30,000	350,000	320,000	1067%	320,000	1067%
Other Sources	-	-	-	-	-	0%	-	0%
Total Transfers In and Other Sources	-	30,000	30,000	350,000	320,000	1067%	320,000	1067%
GRAND TOTAL REVENUES & OTHER SOURCES	\$ 4,533	\$ 31,750	\$ 31,750	\$ 351,750	\$ 320,000	1008%	\$ 320,000	1008%

EXPENDITURES & OTHER USES

Salaries	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Transfers Out	-	-	-	-	-	0%	-	0%
Insurance	-	-	-	-	-	0%	-	0%
Taxes	-	-	-	-	-	0%	-	0%
Retirement	-	-	-	-	-	0%	-	0%
Total Payroll and Related	-	-	-	-	-	0%	-	0%
Capital Outlay	-	-	-	-	-	0%	-	0%
Debt Service	-	-	-	-	-	0%	-	0%
Economic Development	-	-	-	-	-	0%	-	0%
Leases and Rentals	-	-	-	-	-	0%	-	0%
Public Notices	-	-	-	-	-	0%	-	0%
Rent & Utilities	-	-	-	-	-	0%	-	0%
Repair & Maintenance	-	-	-	-	-	0%	-	0%
Services	47,690	-	-	-	-	0%	-	0%
Supplies	-	-	-	-	-	0%	-	0%
Transfer Out Operating	-	-	-	-	-	0%	-	0%
Travel & Training	-	-	-	-	-	0%	-	0%
Operations and Maintenance	47,690	-	-	-	-	0%	-	0%
SUB-TOTAL OPERATIONS and MAINTENANCE EXPENDITURES	\$ 47,690	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Projects - Capital improvement	-	-	-	-	-	0%	-	0%
Projects - Maintenance & Replacement	130,538	321,500	59,500	514,000	192,500	60%	454,500	764%
Total Capital and Maintenance & Replacement	130,538	321,500	59,500	514,000	192,500	60%	454,500	764%
Transfers out	-	-	-	-	-	0%	-	0%
Other Uses	-	-	-	-	-	0%	-	0%
Total Transfers Out and Other Uses	-	-	-	-	-	0%	-	0%
SUB-TOTAL NON-OPERATING EXPENDITURES	\$ 130,538	\$ 321,500	\$ 59,500	\$ 514,000	\$ 192,500	60%	\$ 454,500	764%
GRAND TOTAL ALL EXPENDITURES & OTHER USES	\$ 178,228	\$ 321,500	\$ 59,500	\$ 514,000	\$ 192,500	60%	\$ 454,500	764%

SUMMARY

EXCESS REVENUES OVER(UNDER) EXPENDITURES	(173,695)	(289,750)	(27,750)	(162,250)	127,500	-44%	(134,500)	485%
FUND BALANCE/WORKING CAPITAL, BEGINNING	454,352	280,657	280,657	252,907	(27,750)	-10%	(27,750)	-10%
FUND BALANCE/WORKING CAPITAL, ENDING	\$ 280,657	\$ (9,093)	\$ 252,907	\$ 90,657	\$ 99,750	-1097%	\$ (162,250)	-64%
Restricted/Assigned/Committed Funds	280,657	(9,093)	252,907	90,657	99,750	-1097%	(162,250)	-64%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%

GENERAL MAINTENANCE & REPLACEMENT FUND 600 OVERVIEW

The General Maintenance & Replacement Fund allows 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. This fund is designed to avoid future bond programs, encourage a conservative pattern of spending, and minimize reliance on revenue streams that are vulnerable to fluctuations in the economy. 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.

FUND HIGHLIGHTS

REVENUES

Budgeted at \$1,562,000. This is a 637% increase of \$1,350,000 from prior year revised. The increase in revenue is due to new projected interest rates, WA Facilities allotment contribution and transfer in from General Fund 100.

EXPENDITURES

Budgeted at \$1,291,287. This is a 108% increase of \$671,287 from prior year revised. The increase in expenditures is a result of needed maintenance and replacement including, but not limited to, street signs, street staining and maintenance, Westlake Academy building repairs, trail and park repairs and maintenance, server replacement, network equipment, and Town building maintenance and repair.

FUND BALANCE

The projected ending fund balance is \$702,239. This is a 63% increase of \$270,713 from prior year revised.

GENERAL MAINTENANCE & REPLACEMENT FUND 600

Program Summary

Fiscal Year 2022

Audited Actuals FY 2020	Adopted Budget FY 2021	Revised Budget FY 2021	Adopted Budget FY 2022	FY 2022 FY 2021	Adopted vs Adopted	FY 2022 FY 2021	Adopted vs Revised
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REVENUES & OTHER SOURCES

General Sales Tax	-	-	-	-	-	0%	-	0%
Property Tax	-	-	-	-	-	0%	-	0%
Beverage Tax	-	-	-	-	-	0%	-	0%
Charge for Service	-	-	-	-	-	0%	-	0%
Hotel Occupancy Tax	-	-	-	-	-	0%	-	0%
Franchise Fees	-	-	-	-	-	0%	-	0%
Permits & Fees Other	-	-	-	-	-	0%	-	0%
Permits & Fees Building	-	-	-	-	-	0%	-	0%
Permits & Fees Utility	-	-	-	-	-	0%	-	0%
Fines & Forfeitures Court	-	-	-	-	-	0%	-	0%
Interest Income	13,026	4,500	4,500	2,000	(2,500)	-56%	(2,500)	-56%
Contributions	12,860	-	172,500	60,000	60,000	100%	(112,500)	-65%
Donations	-	-	-	-	-	0%	-	0%
Misc Income/Grant	27,250	-	25,000	-	-	0%	(25,000)	-100%
Total Revenues	53,136	4,500	202,000	62,000	57,500	1278%	(140,000)	-69%
Transfer In from Fund 100 General Fund	-	10,000	10,000	1,500,000	1,490,000	14900%	1,490,000	14900%
Other Sources	-	-	-	-	-	0%	-	0%
Total Transfers In and Other Sources	-	10,000	10,000	1,500,000	1,490,000	14900%	1,490,000	14900%
GRAND TOTAL REVENUES & OTHER SOURCES	\$ 53,136	\$ 14,500	\$ 212,000	1,562,000	1,547,500	10672%	1,350,000	637%

EXPENDITURES & OTHER USES

Salaries	\$ -	\$ -	\$ -	-	-	0%	-	0%
Transfers Out	-	-	-	-	-	0%	-	0%
Insurance	-	-	-	-	-	0%	-	0%
Taxes	-	-	-	-	-	0%	-	0%
Retirement	-	-	-	-	-	0%	-	0%
Total Payroll and Related	-	-	-	-	-	0%	-	0%
Capital Outlay	-	-	-	-	-	0%	-	0%
Debt Service	-	-	-	-	-	0%	-	0%
Economic Development	-	-	-	-	-	0%	-	0%
Leases and Rentals	-	-	-	-	-	0%	-	0%
Public Notices	-	-	-	-	-	0%	-	0%
Rent & Utilities	-	-	-	-	-	0%	-	0%
Repair & Maintenance	-	-	-	60,000	60,000	100%	60,000	100%
Services	-	-	-	-	-	0%	-	0%
Supplies	-	-	-	-	-	0%	-	0%
Transfer Out Operating	-	-	-	-	-	0%	-	0%
Travel & Training	-	-	-	-	-	0%	-	0%
Operations and Maintenance	-	-	-	60,000	60,000	100%	60,000	100%
SUB-TOTAL OPERATIONS and MAINTENANCE EXPENDITURES	\$ -	\$ -	\$ -	60,000	60,000	100%	60,000	100%
Projects - Capital improvement	-	-	-	-	-	0%	-	0%
Projects - Maintenance & Replacement	441,751	744,000	620,000	1,231,287	487,287	65%	611,287	99%
Total Capital and Maintenance & Replacement	441,751	744,000	620,000	1,231,287	487,287	65%	611,287	99%
Transfers Out	-	-	-	-	-	0%	-	0%
Other Uses	-	-	-	-	-	0%	-	0%
Total Transfers Out and Other Uses	-	-	-	-	-	0%	-	0%
SUB-TOTAL NON-OPERATING EXPENDITURES	\$ 441,751	\$ 744,000	\$ 620,000	1,231,287	487,287	65%	611,287	99%
GRAND TOTAL ALL EXPENDITURES & OTHER USES	\$ 441,751	\$ 744,000	\$ 620,000	1,291,287	547,287	74%	671,287	108%

SUMMARY

EXCESS REVENUES OVER(UNDER) EXPENDITURES	(388,614)	(729,500)	(408,000)	270,713	1,000,213	-137%	678,713	-166%
FUND BALANCE, BEGINNING	1,228,140	839,526	839,526	431,526	(408,000)	-49%	(408,000)	-49%
FUND BALANCE, ENDING	\$ 839,526	\$ 110,026	\$ 431,526	702,239	592,213	538%	270,713	63%
Restricted/Assigned/Committed Funds	839,526	110,026	431,526	702,239	592,213	538%	270,713	63%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	\$ -	-	-	0%	-	0%

GENERAL VEHICLE MAINTENANCE & REPLACEMENT FUND 605 OVERVIEW

The General Vehicle Maintenance & Replacement Fund provides 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. This fund 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 funding calculations.

FUND HIGHLIGHTS

REVENUES

Budgeted at \$1,002,000. This is a 223% increase of \$691,500 from prior year revised. The decrease in revenue is due to projected new interest rates and transfer in from the General Fund 100.

EXPENDITURES

Budgeted at \$163,000. This is a 100% increase from prior year revised. The expenditures in this fund are for a Command Suburban and ATV Attack Vehicle for the Fire Department, and a mule truck for the Parks and Recreation Department.

FUND BALANCE

The projected ending fund balance is \$2,005,472. This is an 72% increase of \$839,000 from prior year revised.

GENERAL VEHICLE MAINTENANCE & REPLACEMENT FUND 605

Program Summary

Fiscal Year 2022

Audited Actuals FY 2020	Adopted Budget FY 2021	Revised Budget FY 2021	Adopted Budget FY 2022	FY 2022 vs FY 2021	Adopted vs Adopted	FY 2022 vs FY 2021	Adopted vs Revised
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REVENUES & OTHER SOURCES

General Sales Tax	-	-	-	-	-	0%	-	0%
Property Tax	-	-	-	-	-	0%	-	0%
Beverage Tax	-	-	-	-	-	0%	-	0%
Charge for Service	-	-	-	-	-	0%	-	0%
Hotel Occupancy Tax	-	-	-	-	-	0%	-	0%
Franchise Fees	-	-	-	-	-	0%	-	0%
Permits & Fees Other	-	-	-	-	-	0%	-	0%
Permits & Fees Building	-	-	-	-	-	0%	-	0%
Permits & Fees Utility	-	-	-	-	-	0%	-	0%
Fines & Forfeitures Court	-	-	-	-	-	0%	-	0%
Investment Earnings	10,870	3,000	3,000	2,000	(1,000)	-33%	(1,000)	-33%
Contributions	-	-	187,500	-	-	100%	(187,500)	100%
Donations	-	-	-	-	-	0%	-	0%
Misc Income	-	-	45,000	-	-	0%	(45,000)	-100%
Total Revenues	10,870	3,000	235,500	2,000	(1,000)	-33%	(233,500)	-99%
Transfer In from Fund 100 General Fund	-	-	75,000	1,000,000	1,000,000	100%	925,000	1233%
Other Sources	-	-	-	-	-	0%	-	0%
Total Transfers In and Other Sources	-	-	75,000	1,000,000	1,000,000	100%	925,000	1233%
GRAND TOTAL REVENUES & OTHER SOURCES	\$ 10,870	\$ 3,000	\$ 310,500	\$ 1,002,000	\$ 999,000	33300%	\$ 691,500	223%

EXPENDITURES & OTHER USES

Salaries	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Transfers Out	-	-	-	-	-	0%	-	0%
Insurance	-	-	-	-	-	0%	-	0%
Taxes	-	-	-	-	-	0%	-	0%
Retirement	-	-	-	-	-	0%	-	0%
Total Payroll and Related	-	-	-	-	-	0%	-	0%
Capital Outlay	-	-	-	-	-	0%	-	0%
Debt Service	-	-	-	-	-	0%	-	0%
Economic Development	-	-	-	-	-	0%	-	0%
Leases and Rentals	-	-	-	-	-	0%	-	0%
Public Notices	-	-	-	-	-	0%	-	0%
Rent & Utilities	-	-	-	-	-	0%	-	0%
Repair & Maintenance	-	-	-	-	-	0%	-	0%
Services	-	-	-	-	-	0%	-	0%
Supplies	-	-	-	-	-	0%	-	0%
Transfer Out Operating	-	-	-	-	-	0%	-	0%
Travel & Training	-	-	-	-	-	0%	-	0%
Operations and Maintenance	-	-	-	-	-	0%	-	0%
SUB-TOTAL OPERATIONS and MAINTENANCE EXPENDITURES	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Projects - Vehicles	-	-	-	-	-	0%	-	0%
Projects - Maintenance & Replacement	81,090	18,000	-	163,000	145,000	806%	163,000	100%
Total Capital and Maintenance & Replacement	81,090	18,000	-	163,000	145,000	806%	163,000	100%
Transfers Out	-	-	-	-	-	0%	-	0%
Other Uses	-	-	-	-	-	0%	-	0%
Total Transfers Out and Other Uses	-	-	-	-	-	0%	-	0%
SUB-TOTAL NON-OPERATING EXPENDITURES	\$ 81,090	\$ 18,000	\$ -	\$ 163,000	\$ 145,000	806%	\$ 163,000	100%
GRAND TOTAL ALL EXPENDITURES & OTHER USES	\$ 81,090	\$ 18,000	\$ -	\$ 163,000	\$ 145,000	806%	\$ 163,000	100%

SUMMARY

EXCESS REVENUES OVER(UNDER) EXPENDITURES	(70,220)	(15,000)	310,500	839,000	854,000	-5693%	528,500	170%
FUND BALANCE, BEGINNING	926,191	855,972	855,972	1,166,472	310,500	36%	310,500	36%
FUND BALANCE, ENDING	\$ 855,972	\$ 840,972	\$ 1,166,472	\$ 2,005,472	\$ 1,164,500	138%	\$ 839,000	72%
Restricted/Assigned/Committed Funds	855,972	840,972	1,166,472	2,005,472	1,164,500	138%	839,000	72%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%



THE TOWN OF
WESTLAKE
DISTINCTIVE BY DESIGN

**SPECIAL REVENUE
FUNDS**

SPECIAL REVENUE FUNDS

Special Revenue Funds are comprised of the six following funds: The 4B Economic Development Fund 200, Economic Development Fund 210, Local Public Improvement District Fund 215, the Visitor Association Fund 220, Public Arts Fund 225 and Lone Star Public Facilities Fund 418.

Economic Development Fund 200 is the 4B Economic Development Fund. This 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.

Economic Development Fund 210 is used as a pass-through based on economic development agreements to easily identify the revenues and expenditures pertaining to the agreements.

Local Public Improvement District (PID) Fund 215 is comprised of revenues used to cover costs attributable to Entrada development and construction.

Visitors Association Fund 220 collects a Hotel Occupancy Tax from the Marriott Solana, Deloitte, and any future Westlake hotels. A 7% municipal 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 occupancy tax funds for any municipal purpose. Therefore, the Town uses these funds to cover various operational costs and capital projects, including community events.

Public Arts Fund 225 accounts for contributions received for Westlake Public Arts Projects. Westlake is pending a Public Art installation in the 1600 Block of Solana Boulevard median. This is the first in a series of such pieces planned for the Town and will, therefore, set an artistic standard for future works.

Lone Star Public Fund 418 was created to account for the financial activities of the Lone Star Public Facilities Corporation. The purpose of the corporation was 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. No bonds were ever issued. Monies in this fund were from corporate donations that were received shortly after the fund was created.

SPECIAL REVENUE FUNDS HIGHLIGHTS

REVENUES

Budgeted to be \$2.5M; a 29% increase of \$553K from prior year revised.

General Sales Tax – (\$1,500,000)

Conservatively projected to be consistent from prior year revised primarily due to consistent trend base on historical data of sales and use taxes received in the 4B Economic Development Fund as well as the Economic Development Fund.

Hotel Occupancy Tax - (\$456,000)

A 78% increase of \$200K from prior year revised as tourism is expected to normalize in the upcoming fiscal year.

Investment Earnings – (\$3,550)

Adjusted to projected market interest rates.

Contributions – (\$0)

No contributions are projected for this upcoming fiscal year.

Miscellaneous Income – (\$5,700)

Conservatively projected to be consistent from prior year revised for developments expected this upcoming fiscal year.

Transfer In – (\$500,000)

A 100% increase of \$500K from the General Fund to aid Visitor Association Fund as it recovers from economic shortfall due to the impact of COVID.

EXPENDITURES

Budgeted to be \$2.4M; a 16% increase of \$324K from prior year revised.

Payroll Transfers Out – (\$497,255)

An increase of \$299K from prior revised; all payroll and related expenditures are paid via the General Fund and portions of these expenditures are supported by the Visitors Association Fund to accurately reflect true workforce functions.

Economic Development - (\$28,000)

Conservatively projected to be consistent from prior year revised as part of an economic agreement this upcoming year with Deloitte related hotel-motel tax.

Public Notices – (\$20,000)

Conservatively projected to be consistent from prior year revised as historical and projected data for economic activity this upcoming fiscal year.

Rent and Utilities – (\$93,394)

Based on tiered rent schedule for the town hall. The total rental payment is allocated 70% General Fund, and 15% each to the Utility Fund and the Visitors Association Fund.

Services – (\$213,400)

Conservatively projected to be consistent from prior year revised as historical and projected data for economic activity this upcoming fiscal year.

Travel and Training - (\$7,250)

No increase in projected in-person training and travel this upcoming fiscal year.

Transfer Out- (\$1,500,000)

No increase in projection from prior year revised budget. The transfer out is due to transfers for debt service from the 4B Economic Development Fund 200.

FUND BALANCE

The combined ending fund balance is projected to be \$773K.

- 4B Economic Development Fund 200 is projected to be \$0
- Economic Development Fund 210 is projected to be \$0
- Local Public Improvement District 215 is projected to be \$372K
- Visitors Association Fund 220 is projected to be \$136K
- Public Arts Fund 225 is projected to be \$250K
- Lone Star Public Fund 418 is projected to be \$15K

SPECIAL REVENUE FUNDS

Combined Program Summary

Fiscal Year 2021/2022

Audited Actuals FY 2020	Adopted Budget FY 2021	Revised Budget FY 2021	Adopted Budget FY 2022	FY 2022 vs FY 2021	Adopted vs Adopted	FY 2022 vs FY 2021	Adopted vs Revised
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REVENUES & OTHER SOURCES

General Sales Tax	\$ 1,844,775	\$ 1,055,375	\$ 1,500,000	\$ 1,500,000	\$ 444,625	42%	\$ -	0%
Hotel Occupancy Tax	369,144	406,000	256,000	456,000	50,000	12%	200,000	78%
Investment Earnings	7,770	3,550	1,050	3,550	-	0%	2,500	238%
Contributions	280,000	-	150,000	-	-	0%	(150,000)	-100%
Misc Income	24,980	5,700	5,700	5,700	-	0%	-	0%
Total Revenues	2,526,668	1,470,625	1,912,750	1,965,250	494,625	34%	52,500	3%
Transfer In	100,000	-	-	500,000	500,000	100%	500,000	100%
Total Transfer In and Other Sources	100,000	-	-	500,000	500,000	100%	500,000	100%
GRAND TOTAL REVENUES & OTHER SOURCES	2,626,668	1,470,625	1,912,750	2,465,250	994,625	68%	552,500	29%

EXPENDITURES & OTHER USES

Salaries	-	-	-	-	-	0%	-	0%
Transfers Out	493,588	197,476	197,476	497,255	299,779	152%	299,779	152%
Total Payroll and Related	493,588	197,476	197,476	497,255	299,779	152%	299,779	152%
Economic Development	150,037	28,000	28,000	28,000	-	0%	-	0%
Public Notices	22,482	20,000	20,000	20,000	-	0%	-	0%
Rent & Utilities	95,676	91,400	90,600	93,394	1,994	2%	2,794	3%
Services	136,462	213,215	213,215	213,400	185	0%	185	0%
Supplies	31,143	-	800	22,000	22,000	100%	21,200	2750%
Travel & Training	6,973	7,250	7,250	7,250	-	0%	-	0%
Operations and Maintenance	442,773	359,865	359,865	384,044	24,179	7%	24,179	7%
SUB-TOTAL OPERATIONS and MAINTENANCE EXPENDITURES	936,361	557,341	557,341	\$ 881,299	\$ 323,958	58%	\$ 323,958	58%
Transfer Out	2,124,725	1,055,375	1,500,000	1,500,000	444,625	42%	-	0%
Other Uses	-	-	-	-	-	0%	-	0%
Total Transfers Out and Other Uses	2,124,725	1,055,375	1,500,000	1,500,000	444,625	42%	-	0%
SUB-TOTAL NON-OPERATING EXPENDITURES	2,124,725	1,055,375	1,500,000	1,500,000	444,625	42%	-	0%
GRAND TOTAL ALL EXPENDITURES & OTHER USES	3,061,086	1,612,716	2,057,341	2,381,299	768,583	48%	323,958	16%

SUMMARY

Excess Revenues over(under) Expenditures	(434,417)	(142,091)	(144,591)	83,951	226,042	-159%	228,542	-158%
FUND BALANCE, BEGINNING	1,269,034	834,616	834,616	690,025	(144,591)	-17%	(144,591)	-17%
FUND BALANCE, ENDING	\$ 834,616	\$ 692,525	\$ 690,025	\$ 773,976	\$ 81,451	12%	83,951	12%
Restricted/Assigned/Committed Funds	834,616	692,525	690,025	773,976	81,451	12%	83,951	12%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%

ECONOMIC DEVELOPMENT FUND 200 OVERVIEW

The Economic Development Fund 200 is the 4B Economic Development Fund. This 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.

FUND HIGHLIGHTS

REVENUES

Budgeted at \$1,500,000; there is no change from prior year revised. The projected revenue is based on collections of a half-cent sales tax to be allocated to qualified development projects.

EXPENDITURES

Budgeted at \$1,500,000; no change from prior year revised. The only expenditure in this fund is a transfer out to Debt Service Fund 300.

FUND BALANCE

The projected ending fund balance is \$0.

4B ECONOMIC DEVELOPMENT FUND 200

Program Summary

Fiscal Year 2021/2022

Audited Actuals FY 2020	Adopted Budget FY 2021	Revised Budget FY 2021	Adopted Budget FY 2022	FY 2022 FY 2021	Adopted vs Adopted	FY 2022 FY 2021	Adopted vs Revised
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REVENUES & OTHER SOURCES

General Sales Tax	\$ 1,844,725	\$ 1,055,375	\$ 1,500,000	\$ 1,500,000	\$ 444,625	42%	-	0%
Hotel Occupancy Tax	-	-	-	-	-	0%	-	0%
Investment Earnings	-	-	-	-	-	0%	-	0%
Contributions	-	-	-	-	-	0%	-	0%
Donations	-	-	-	-	-	0%	-	0%
Misc Income	-	-	-	-	-	0%	-	0%
Total Revenues	1,844,725	1,055,375	1,500,000	1,500,000	444,625	42%	-	0%
Transfer In	-	-	-	-	-	0%	-	0%
Total Transfers In and Other Sources	-	-	-	-	-	0%	-	0%
GRAND TOTAL REVENUES & OTHER SOURCES	1,844,725	1,055,375	1,500,000	1,500,000	444,625	42%	-	0%

EXPENDITURES & OTHER USES

Salaries	-	-	-	-	-	0%	-	0%
Transfers Out	-	-	-	-	-	0%	-	0%
Total Payroll and Related	-	-	-	-	-	0%	-	0%
Economic Development	-	-	-	-	-	0%	-	0%
Public Notices	-	-	-	-	-	0%	-	0%
Rent & Utilities	-	-	-	-	-	0%	-	0%
Repair & Maintenance	-	-	-	-	-	0%	-	0%
Services	-	-	-	-	-	0%	-	0%
Supplies	-	-	-	-	-	0%	-	0%
Transfer Out Operating	-	-	-	-	-	0%	-	0%
Travel & Training	-	-	-	-	-	0%	-	0%
Operations and Maintenance	-	-	-	-	-	0%	-	0%
SUB-TOTAL OPERATIONS and MAINTENANCE EXPENDITURES	-	-	-	-	-	0%	-	0%
Projects - Capital improvement	-	-	-	-	-	0%	-	0%
Projects - Maintenance & Replacement	-	-	-	-	-	0%	-	0%
Total Capital and Maintenance & Replacement	-	-	-	-	-	0%	-	0%
Transfer Out to Fund 300 Debt Service	1,844,725	1,055,375	1,500,000	1,500,000	444,625	42%	-	0%
Other Uses	-	-	-	-	-	0%	-	0%
Total Transfers Out and Other uses	1,844,725	1,055,375	1,500,000	1,500,000	444,625	42%	-	0%
SUB-TOTAL NON-OPERATING EXPENDITURES	1,844,725	1,055,375	1,500,000	1,500,000	444,625	42%	-	0%
GRAND TOTAL ALL EXPENDITURES & OTHER USES	1,844,725	1,055,375	1,500,000	1,500,000	444,625	42%	-	0%

SUMMARY

EXCESS REVENUES OVER(UNDER) EXPENDITURES	-	-	-	-	-	100%	-	100%
FUND BALANCE, BEGINNING	-	-	-	-	-	0%	-	0%
FUND BALANCE, ENDING	\$ -	\$ -	\$ -	\$ -	\$ -	100%	\$ -	100%
Restricted/Assigned/Committed Funds	-	-	-	-	-	100%	-	100%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%

ECONOMIC DEVELOPMENT FUND 210 OVERVIEW

Economic Development Fund 210 is used to transparently account for all receipts and disbursements related to economic development agreements.

FUND HIGHLIGHTS

REVENUES

Budgeted at \$28,000 for hotel occupancy tax receipts which remains consistent with the prior year. The historical data in revenue is projected to stay consistent with the prior year revised budget as our economy begins to normalize in the upcoming fiscal year. There are no economic development contributions for Westlake Academy.

EXPENDITURES

Budgeted at \$28,000. There is no change from prior year revised. The economic development expenditure is to Deloitte University as a tax abatement in accordance with an economic development agreement.

FUND BALANCE

The projected ending fund balance is \$0.

ECONOMIC DEVELOPMENT FUND 210

Program Summary

Fiscal Year 2022

Audited Actuals FY 19/20	Adopted Budget FY 2021	Revised Budget FY 2021	Adopted Budget FY 2022	FY 2022 FY 2021	Adopted vs Adopted	FY 2022 FY 2021	Adopted vs Revised
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REVENUES & OTHER SOURCES

General Sales Tax	\$ 50	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Hotel Occupancy Tax	19,335	28,000	28,000	28,000	-	0%	-	0%
Investment Earnings	-	-	-	-	-	0%	-	0%
Contributions	280,000	-	-	-	-	0%	-	0%
Donations	-	-	-	-	-	0%	-	0%
Misc Income	-	-	-	-	-	0%	-	0%
Total Revenues	299,384	28,000	28,000	28,000	-	0%	-	0%
Transfer In	-	-	-	-	-	0%	-	0%
Total Transfers In and Other Sources	-	-	-	-	-	0%	-	0%
GRAND TOTAL REVENUES & OTHER SOURCES	299,384	28,000	28,000	28,000	-	0%	-	0%

EXPENDITURES & OTHER USES

Salaries	-	-	-	-	-	0%	-	0%
Transfers Out	-	-	-	-	-	0%	-	0%
Total Payroll and Related	-	-	-	-	-	0%	-	0%
Economic Development	150,037	28,000	28,000	28,000	-	0%	-	0%
Public Notices	-	-	-	-	-	0%	-	0%
Rent & Utilities	-	-	-	-	-	0%	-	0%
Repair & Maintenance	-	-	-	-	-	0%	-	0%
Services	-	-	-	-	-	0%	-	0%
Supplies	-	-	-	-	-	0%	-	0%
Transfer Out Operating	-	-	-	-	-	0%	-	0%
Travel & Training	-	-	-	-	-	0%	-	0%
Operations and Maintenance	150,037	28,000	28,000	28,000	-	0%	-	0%
SUB-TOTAL OPERATIONS and MAINTENANCE EXPENDITURES	150,037	28,000	28,000	28,000	-	0%	-	0%
Projects - Capital improvement	-	-	-	-	-	0%	-	0%
Projects - Maintenance & Replacement	-	-	-	-	-	0%	-	0%
Total Capital and Maintenance & Replacement	-	-	-	-	-	0%	-	0%
Transfer out to Fund 412 WA Expansion	280,000	-	-	-	-	0%	-	0%
Other Uses	-	-	-	-	-	0%	-	0%
Total Transfers Out and Other Uses	280,000	-	-	-	-	0%	-	0%
SUB-TOTAL NON-OPERATING EXPENDITURES	280,000	-	-	-	-	0%	-	0%
GRAND TOTAL ALL EXPENDITURES & OTHER USES	430,037	28,000	28,000	28,000	-	0%	-	0%

SUMMARY

EXCESS REVENUES OVER(UNDER) EXPENDITURES	(130,652)	-	-	-	-	0%	-	0%
FUND BALANCE, BEGINNING	130,652	0	0	0	-	0%	-	0%
FUND BALANCE, ENDING	(0)	0	0	0	-	0%	-	0%
Restricted/Assigned/Committed Funds	(0)	0	0	0	-	0%	-	0%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%

LOCAL PUBLIC IMPROVEMENT FUND 215 OVERVIEW

The Local Public Improvement District (PID) Fund 215 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.

FUND HIGHLIGHTS

REVENUES

No revenue is budgeted this fiscal year.

EXPENDITURES

Budgeted at \$12,100. This is no change from prior year revised. The budgeted expenditures consist of administrative, consultant, and attorney services.

FUND BALANCE

The projected ending fund balance is \$372,365. This is a 3% decrease of \$12,100 from prior year revised.

LOCAL PUBLIC IMPROVEMENT DISTRICT FUND 215

Program Summary

Fiscal Year 2021/2022

Audited Actuals FY 2020	Adopted Budget FY 2021	Revised Budget FY 2021	Adopted Budget FY 2022	FY 2022 FY 2021	vs Adopted	FY 2022 FY 2021	vs Adopted
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REVENUES & OTHER SOURCES

General Sales Tax	\$ -	\$ -	\$ -	\$ -	\$ -	0%	-	0%
Hotel Occupancy Tax	-	-	-	-	-	0%	-	0%
Investment Earnings	-	-	-	-	-	0%	-	0%
Contributions	-	-	-	-	-	0%	-	0%
Donations	-	-	-	-	-	0%	-	0%
Misc Income	13,501	-	-	-	-	0%	-	0%
Total Revenues	13,501	-	-	-	-	0%	-	0%
Transfer In	-	-	-	-	-	0%	-	0%
Total Transfers In and Other Sources	-	-	-	-	-	0%	-	0%
GRAND TOTAL REVENUES & OTHER SOURCES	13,501	-	-	-	-	0%	-	0%

EXPENDITURES & OTHER USES

Salaries	-	-	-	-	-	0%	-	0%
Transfers Out	-	-	-	-	-	0%	-	0%
Total Payroll and Related	-	-	-	-	-	0%	-	0%
Economic Development	-	-	-	-	-	0%	-	0%
Public Notices	-	-	-	-	-	0%	-	0%
Rent & Utilities	-	-	-	-	-	0%	-	0%
Repair & Maintenance	-	-	-	-	-	0%	-	0%
Services	4,441	12,100	12,100	12,100	-	0%	-	0%
Supplies	-	-	-	-	-	0%	-	0%
Transfer Out Operating	-	-	-	-	-	0%	-	0%
Travel & Training	-	-	-	-	-	0%	-	0%
Operations and Maintenance	4,441	12,100	12,100	12,100	-	0%	-	0%
SUB-TOTAL OPERATIONS and MAINTENANCE EXPENDITURES	4,441	12,100	12,100	12,100	-	0%	-	0%
Projects - Capital improvement	-	-	-	-	-	0%	-	0%
Projects - Maintenance & Replacement	-	-	-	-	-	0%	-	0%
Total Capital and Maintenance & Replacement	-	-	-	-	-	0%	-	0%
Transfer Out to Fund 300 Debt Service	-	-	-	-	-	0%	-	0%
Other Uses	-	-	-	-	-	0%	-	0%
Total Transfers Out and Other uses	-	-	-	-	-	0%	-	0%
SUB-TOTAL NON-OPERATING EXPENDITURES	-	-	-	-	-	0%	-	0%
GRAND TOTAL ALL EXPENDITURES & OTHER USES	4,441	12,100	12,100	12,100	-	0%	-	0%

SUMMARY

EXCESS REVENUES OVER(UNDER) EXPENDITURES	9,060	(12,100)	(12,100)	(12,100)	-	100%	-	100%
FUND BALANCE, BEGINNING	387,505	396,565	396,565	384,465	(12,100)	-3%	(12,100)	-3%
FUND BALANCE, ENDING	\$ 396,565	\$ 384,465	\$ 384,465	\$ 372,365	\$ (12,100)	-3%	\$ (12,100)	-3%
Restricted/Assigned/Committed Funds	396,565	384,465	384,465	372,365	(12,100)	-3%	(12,100)	-3%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%

VISITORS ASSOCIATION FUND 220 OVERVIEW

The Visitors Association Fund 220 collects a Hotel Occupancy Tax from the Marriott Solana, Deloitte, and any future Westlake hotels. A 7% municipal tax is levied on the cost of nightly room rentals which is the maximum allowable under State law. Funds generated by the occupancy tax are generally restricted to uses that directly promote tourism and the hotel industry. However, Westlake has broader statutory authority under State law than most cities and may spend occupancy tax funds for any municipal purpose. Therefore, the Town uses these funds to cover various operational costs and capital projects, including community events.

FUND HIGHLIGHTS

REVENUES

Budgeted at \$937,200. This is a 299% increase of \$702,500 from prior year revised. Revenue projections are based on new interest rates, conversations with local hotels, and the projected economic impact for the upcoming fiscal year.

EXPENDITURES

Budgeted at \$41,199. This is a 63% increase of \$23,958 from prior year revised. The majority of the increase in expenditures consist of \$22,000 in supplies and \$299,779 in payroll and related transfers.

FUND BALANCE

The projected ending fund balance is \$136,792. This is a 335% increase of \$96,001 from prior year revised.

VISITORS ASSOCIATION FUND 220

Program Summary

Fiscal Year 2021/2022

Audited Actuals FY 2020	Adopted Budget FY 2021	Revised Budget FY 2021	Adopted Budget FY 2022	FY 2022 FY 2021	Adopted vs Adopted	FY 2022 FY 2021	Adopted vs Revised
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REVENUES & OTHER SOURCES

General Sales Tax	\$ -	\$ -	\$ -	\$ -	\$ -	0%	-	0%
Hotel Occupancy Tax	349,809	378,000	228,000	428,000	50,000	13%	200,000	88%
Investment Earnings	7,594	3,500	1,000	3,500	-	0%	2,500	250%
Contributions	-	-	-	-	-	0%	-	0%
Donations	-	-	-	-	-	0%	-	0%
Misc Income	11,479	5,700	5,700	5,700	-	0%	-	0%
Total Revenues	368,882	387,200	234,700	437,200	50,000	13%	202,500	86%
Transfer In	-	-	-	500,000	500,000	100%	500,000	100%
Total Transfers In and Other Sources	-	-	-	500,000	500,000	100%	500,000	100%
GRAND TOTAL REVENUES & OTHER SOURCES	368,882	387,200	234,700	937,200	550,000	142%	702,500	299%

EXPENDITURES & OTHER USES

Salaries	-	-	-	-	-	0%	-	0%
Transfers Out	493,588	197,476	197,476	497,255	299,779	152%	299,779	152%
Total Payroll and Related	493,588	197,476	197,476	497,255	299,779	152%	299,779	152%
Economic Development	-	-	-	-	-	0%	-	0%
Public Notices	22,482	20,000	20,000	20,000	-	0%	-	0%
Rent & Utilities	95,676	91,400	90,600	93,394	1,994	2%	2,794	3%
Repair & Maintenance	-	-	-	-	-	0%	-	0%
Services	132,021	201,115	201,115	201,300	185	0%	185	0%
Supplies	21,143	-	800	22,000	22,000	100%	21,200	2750%
Transfer Out Operating	-	-	-	-	-	0%	-	0%
Travel & Training	6,973	7,250	7,250	7,250	-	0%	-	0%
Operations and Maintenance	278,296	319,765	319,765	343,944	24,179	8%	24,179	8%
SUB-TOTAL OPERATIONS and MAINTENANCE EXPENDITURES	771,883	517,241	517,241	841,199	323,958	63%	323,958	63%
Projects - Capital improvement	-	-	-	-	-	0%	-	0%
Projects - Maintenance & Replacement	-	-	-	-	-	0%	-	0%
Total Capital and Maintenance & Replacement	-	-	-	-	-	0%	-	0%
Transfer Out to Fund 300 Debt Service	-	-	-	-	-	0%	-	0%
Other Uses	-	-	-	-	-	0%	-	0%
Total Transfers Out and Other uses	-	-	-	-	-	0%	-	0%
SUB-TOTAL NON-OPERATING EXPENDITURES	-	-	-	-	-	0%	-	0%
GRAND TOTAL ALL EXPENDITURES & OTHER USES	771,883	517,241	517,241	841,199	323,958	63%	323,958	63%

SUMMARY

EXCESS REVENUES OVER(UNDER) EXPENDITURES	(403,001)	(130,041)	(282,541)	96,001	226,042	-74%	378,542	-34%
FUND BALANCE, BEGINNING	726,333	323,332	323,332	40,791	(282,541)	-87%	(282,541)	-87%
FUND BALANCE, ENDING	\$ 323,332	\$ 193,291	\$ 40,791	\$ 136,792	\$ (56,499)	71%	\$ 96,001	335%
Restricted/Assigned/Committed Funds	323,332	193,291	40,791	136,792	(56,499)	71%	96,001	335%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%

PUBLIC ARTS FUND 225 OVERVIEW

The Public Arts Fund 225 accounts for contributions received for Westlake Public Arts Projects. Westlake is pending a Public Art installation in the 1600 Block of Solana Boulevard median. This is the first in a series of such pieces planned for the Town and will set an artistic standard for future works.

FUND HIGHLIGHTS

REVENUES

No revenue is budgeted for this fiscal year. The prior year revenue related to a one-time contribution.

EXPENDITURES

No expenditure is budgeted for this fiscal year.

FUND BALANCE

The projected ending fund balance remains at \$250,000.

PUBLIC ARTS FUND 225

Program Summary

Fiscal Year 2021/2022

Audited Actuals FY 2020	Adopted Budget FY 2021	Revised Budget FY 2021	Adopted Budget FY 2022	FY 2022 FY 2021	Adopted vs Adopted	FY 2022 FY 2021	Adopted vs Revised
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REVENUES & OTHER SOURCES

General Sales Tax	\$ -	\$ -	\$ -	\$ -	\$ -	0%	-	0%
Hotel Occupancy Tax	-	-	-	-	-	0%	-	0%
Investment Earnings	-	-	-	-	-	0%	-	0%
Contributions	-	-	150,000	-	-	0%	(150,000)	-100%
Donations	-	-	-	-	-	0%	-	0%
Misc Income	-	-	-	-	-	0%	-	0%
Total Revenues	-	-	150,000	-	-	0%	(150,000)	-100%
Transfer In	100,000	-	-	-	-	0%	-	0%
Total Transfers In and Other Sources	100,000	-	-	-	-	0%	-	0%
GRAND TOTAL REVENUES & OTHER SOURCES	100,000	-	150,000	-	-	0%	(150,000)	-100%

EXPENDITURES & OTHER USES

Salaries	-	-	-	-	-	0%	-	0%
Transfers Out	-	-	-	-	-	0%	-	0%
Total Payroll and Related	-	-	-	-	-	0%	-	0%
Economic Development	-	-	-	-	-	0%	-	0%
Public Notices	-	-	-	-	-	0%	-	0%
Rent & Utilities	-	-	-	-	-	0%	-	0%
Repair & Maintenance	-	-	-	-	-	0%	-	0%
Services	-	-	-	-	-	0%	-	0%
Supplies	10,000	-	-	-	-	0%	-	0%
Transfer Out Operating	-	-	-	-	-	0%	-	0%
Travel & Training	-	-	-	-	-	0%	-	0%
Operations and Maintenance	10,000	-	-	-	-	0%	-	0%
SUB-TOTAL OPERATIONS and MAINTENANCE EXPENDITURES	10,000	-	-	-	-	0%	-	0%
Projects - Capital improvement	-	-	-	-	-	0%	-	0%
Projects - Maintenance & Replacement	-	-	-	-	-	0%	-	0%
Total Capital and Maintenance & Replacement	-	-	-	-	-	0%	-	0%
Transfer Out to Fund 300 Debt Service	-	-	-	-	-	0%	-	0%
Other Uses	-	-	-	-	-	0%	-	0%
Total Transfers Out and Other uses	-	-	-	-	-	0%	-	0%
SUB-TOTAL NON-OPERATING EXPENDITURES	-	-	-	-	-	0%	-	0%
GRAND TOTAL ALL EXPENDITURES & OTHER USES	10,000	-	-	-	-	0%	-	0%

SUMMARY

EXCESS REVENUES OVER(UNDER) EXPENDITURES	90,000	-	150,000	-	-	100%	(150,000)	0%
FUND BALANCE, BEGINNING	10,000	100,000	100,000	250,000	150,000	150%	150,000	150%
FUND BALANCE, ENDING	\$ 100,000	\$ 100,000	\$ 250,000	\$ 250,000	\$ 150,000	250%	\$ -	100%
Restricted/Assigned/Committed Funds	100,000	100,000	250,000	250,000	150,000	250%	-	100%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%

LONE STAR PUBLIC FUND 418 OVERVIEW

The Lone Star Public Fund 418 was created to account for the financial activities of the Lone Star Public Facilities Corporation. The purpose of the corporation was 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. No bonds were ever issued. Monies in this fund were from corporate donations that were received shortly after the fund was created.

FUND HIGHLIGHTS

REVENUES

Budgeted at \$50. There is no change in estimate from prior year revised. Revenues for this fund are based on interest rates for investment earnings.

EXPENDITURES

No expenditures are budgeted for this fund.

FUND BALANCE

The projected ending fund balance is \$14,819. This is a 0.3% increase of \$50 from prior year revised.

LONE STAR PUBLIC FACILITIES FUND 418

Program Summary

Fiscal Year 2021/2022

Audited Actuals FY 2020	Adopted Budget FY 2021	Revised Budget FY 2021	Adopted Budget FY 2022	FY 2022 FY 2021	Adopted vs Adopted	FY 2022 FY 2021	Adopted vs Revised
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REVENUES & OTHER SOURCES

General Sales Tax	\$ -	\$ -	\$ -	\$ -	\$ -	0%	-	0%
Hotel Occupancy Tax	-	-	-	-	-	0%	-	0%
Investment Earnings	176	50	50	50	-	0%	-	0%
Contributions	-	-	-	-	-	0%	-	0%
Donations	-	-	-	-	-	0%	-	0%
Misc Income	-	-	-	-	-	0%	-	0%
Total Revenues	176	50	50	50	-	0%	-	0%
Transfer In	-	-	-	-	-	0%	-	0%
Total Transfers In and Other Sources	-	-	-	-	-	0%	-	0%
GRAND TOTAL REVENUES & OTHER SOURCES	176	50	50	50	-	0%	-	0%

EXPENDITURES & OTHER USES

Salaries	-	-	-	-	-	0%	-	0%
Transfers Out	-	-	-	-	-	0%	-	0%
Total Payroll and Related	-	-	-	-	-	0%	-	0%
Economic Development	-	-	-	-	-	0%	-	0%
Public Notices	-	-	-	-	-	0%	-	0%
Rent & Utilities	-	-	-	-	-	0%	-	0%
Repair & Maintenance	-	-	-	-	-	0%	-	0%
Services	-	-	-	-	-	0%	-	0%
Supplies	-	-	-	-	-	0%	-	0%
Transfer Out Operating	-	-	-	-	-	0%	-	0%
Travel & Training	-	-	-	-	-	0%	-	0%
Operations and Maintenance	-	-	-	-	-	0%	-	0%
SUB-TOTAL OPERATIONS and MAINTENANCE EXPENDITURES	-	-	-	-	-	0%	-	0%
Projects - Capital improvement	-	-	-	-	-	0%	-	0%
Projects - Maintenance & Replacement	-	-	-	-	-	0%	-	0%
Total Capital and Maintenance & Replacement	-	-	-	-	-	0%	-	0%
Transfer Out to Fund 300 Debt Service	-	-	-	-	-	0%	-	0%
Other Uses	-	-	-	-	-	0%	-	0%
Total Transfers Out and Other uses	-	-	-	-	-	0%	-	0%
SUB-TOTAL NON-OPERATING EXPENDITURES	-	-	-	-	-	0%	-	0%
GRAND TOTAL ALL EXPENDITURES & OTHER USES	-	-	-	-	-	0%	-	0%

SUMMARY

EXCESS REVENUES OVER(UNDER) EXPENDITURES	176	50	50	50	-	100%	-	100%
FUND BALANCE, BEGINNING	14,543	14,719	14,719	14,769	50	0%	50	0%
FUND BALANCE, ENDING	\$ 14,719	\$ 14,769	\$ 14,769	\$ 14,819	\$ 50	100%	\$ 50	100%
Restricted/Assigned/Committed Funds	14,719	14,769	14,769	14,819	50	100%	50	100%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%



THE TOWN OF
WESTLAKE
DISTINCTIVE BY DESIGN

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THE TOWN OF
WESTLAKE

DISTINCTIVE BY DESIGN

DEBT SERVICE FUNDS

DEBT SERVICE FUNDS OVERVIEW

Town Council and staff are dedicated to a conservative pattern of debt issuance that ensures property tax rates remain attractive to prospective businesses and residents. Prior to acquiring any debt, alternative financing sources are evaluated. When debt is issued, it is used to acquire major assets with expected lives which equal or exceed the average life of the debt issue.

The Town's debt service funds are comprised of the revenue supported Debt Service Fund 300 and property tax supported Debt Service Fund 301. Debt Service Fund 300 is used to manage payments on all general government related debt. Debt Service Fund 301 is property tax supported debt for street infrastructure improvements, Westlake Academy Expansion, and funding the Westlake Academy's Arts & Sciences Center.

DEBT SERVICE PROCESS

DEBT MANAGEMENT POLICIES

The Town's debt management policies are reviewed annually and revised as necessary. The Town's policies address the following:

- Direct Debt - debt payable from property tax (or ad valorem I&S tax), and other available funds of the Town.
- Interfund Borrowing – loans for short-term cash flow needs.

LIMITS

The Town's only legal limit to debt is the tax rate limit.

ANALYSIS

Any consideration of debt issuance for major capital assets are prepared within the framework of a Council approved multi-year capital improvement plan and forecast for all Town facilities and infrastructures.

Staff explore alternative funding sources prior to the issuance of debt for capital acquisitions and construction projects. These alternatives include, but are not limited to:

- Grants-In-Aid
- Use of Reserves
- Use of either current on-going general revenues or one-time revenues
- Contributions from developers or others
- Leases
- User Fees
- Impact Fees.

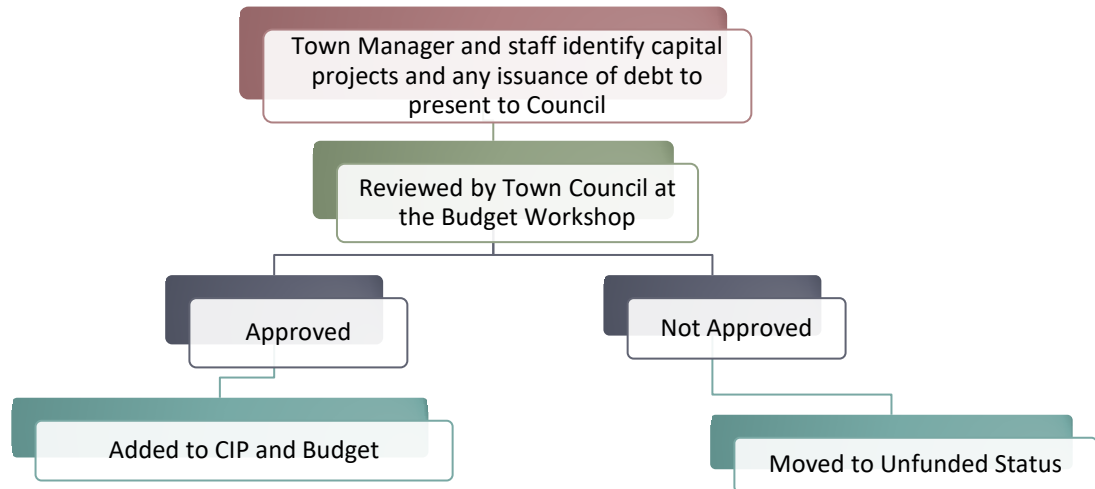
If debt is determined as the funding source it is presented to Council for approval.

RATING

The Town's rating of AAA/stable was reconfirmed by Standard & Poor's Ratings Services for the Town's most recent debt issuance.

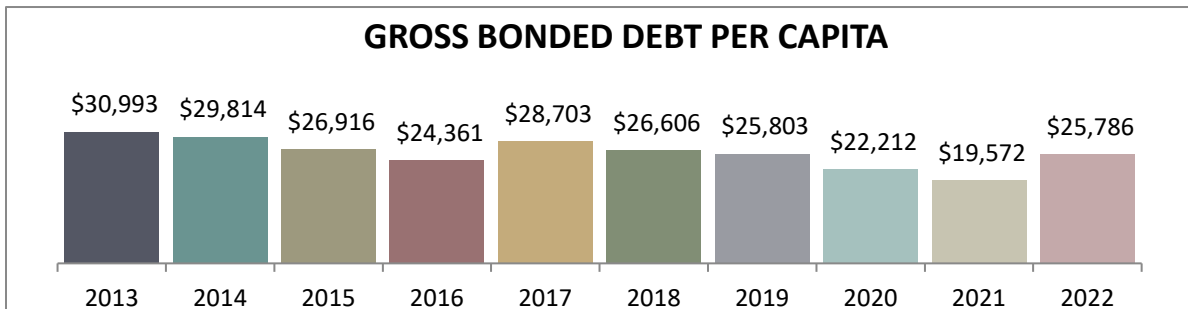
APPROVAL PROCESS

The debt approval process aligns with the approval of capital project(s) in the Capital Improvement Plan. Please see the approval process below:



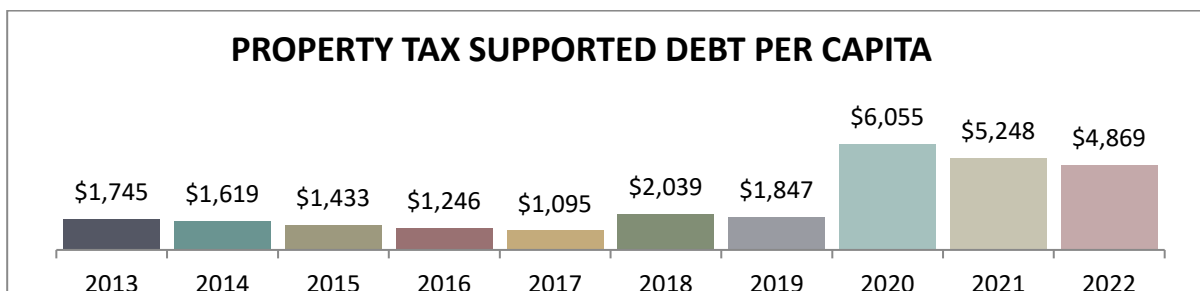
DEBT PER CAPITA

Debt per capita is the measure of how much debt the Town has per citizen. The Town's gross bonded debt per capita for FY 2022 is \$25,786. This does not include interest.



While the Town's gross bonded debt is secured by its property tax (or ad valorem tax), most of it is paid from sales tax revenues and other sources. The Town's property tax supported bonded debt per capita for FY 2021 is \$4,869. The following bonds are paid with property taxes:

- Series 2011 CO for street infrastructure improvements and repairs
- Series 2011 GO-Refunding (Partial) of Series 2002 & 2003 (Phase I & II) for Westlake Academy
- Series 2014 GO-Refunding of Series 2003 (Phase II) of Westlake Academy
- Series 2021 CO for capital improvements



DEBT SERVICE FUNDS

Combined Program Summary

Fiscal Year 2021/2022

Audited Actuals FY 19/20	Adopted Budget FY 20/21	Revised Budget FY 20/21	Adopted Budget FY 21/22	FY 21/22 FY 20/21	Adopted vs Adopted	FY 21/22 FY 20/21	Adopted vs Revised
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REVENUES & OTHER SOURCES

General Sales Tax	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Property Tax	685,914	632,381	699,383	1,134,763	502,382	79%	435,380	62%
Beverage Tax	-	-	-	-	-	0%	-	0%
Charge for Service	-	-	-	-	-	0%	-	0%
Hotel Occupancy Tax	-	-	-	-	-	0%	-	0%
Franchise Fees	-	-	-	-	-	0%	-	0%
Permits & Fees Other	-	-	-	-	-	0%	-	0%
Permits & Fees Building	-	-	-	-	-	0%	-	0%
Permits & Fees Utility	-	-	-	-	-	0%	-	0%
Fines & Forfeitures Court	-	-	-	-	-	0%	-	0%
Investment Earnings	-	-	-	-	-	0%	-	0%
Contributions	-	-	-	-	-	0%	-	0%
Donations	-	-	-	-	-	0%	-	0%
Misc Income	-	-	-	-	-	0%	-	0%
Total Revenues	685,914	632,381	699,383	1,134,763	1,134,763	179%	502,382	72%
Transfer In	2,116,814	2,022,191	1,949,876	1,625,237	(396,954)	-20%	(324,639)	-17%
Other Sources	-	-	-	-	-	0%	-	0%
Total Transfer In and Other Sources	2,116,814	2,022,191	1,949,876	1,625,237	1,625,237	80%	(396,954)	-20%
GRAND TOTAL REVENUES & OTHER SOURCES	2,802,728	2,654,572	2,649,259	2,760,000	2,760,000	104%	105,428	4%

EXPENDITURES & OTHER USES

Salaries	-	-	-	-	-	0%	-	0%
Transfers Out	-	-	-	-	-	0%	-	0%
Insurance	-	-	-	-	-	0%	-	0%
Taxes	-	-	-	-	-	0%	-	0%
Retirement	-	-	-	-	-	0%	-	0%
Total Payroll and Related	-	-	-	-	-	0%	-	0%
Capital Outlay	-	-	-	-	-	0%	-	0%
Debt Service	2,694,013	2,688,694	2,688,609	2,866,314	177,620	7%	177,705	7%
Economic Development	-	-	-	-	-	0%	-	0%
Leases and Rentals	-	-	-	-	-	0%	-	0%
Public Notices	-	-	-	-	-	0%	-	0%
Rent & Utilities	-	-	-	-	-	0%	-	0%
Repair & Maintenance	-	-	-	-	-	0%	-	0%
Services	2,880	2,580	2,580	2,273	(307)	-12%	(307)	-12%
Supplies	-	-	-	-	-	0%	-	0%
Travel & Training	-	-	-	-	-	0%	-	0%
Operations and Maintenance	2,696,893	2,691,274	2,691,189	2,868,587	177,313	7%	177,398	7%
SUB-TOTAL OPERATIONS and MAINTENANCE EXPENDITURES	2,696,893	2,691,274	2,691,189	\$ 2,868,587	\$ 177,313	7%	177,398	7%
Projects - Capital improvement	-	-	-	-	-	0%	-	0%
Projects - Maintenance & Replacement	-	-	-	-	-	0%	-	0%
Total Capital and Maintenance & Replacement	-	-	-	-	-	0%	-	0%
Transfer Out	-	-	-	-	-	0%	-	0%
Other Uses	-	-	-	-	-	0%	-	0%
Total Transfers Out and Other Uses	-	-	-	-	-	0%	-	0%
SUB-TOTAL NON-OPERATING EXPENDITURES	-	-	-	-	-	0%	-	0%
GRAND TOTAL ALL EXPENDITURES & OTHER USES	2,696,893	2,691,274	2,691,189	2,868,587	177,313	7%	177,398	7%

SUMMARY

Excess Revenue over(under) Expenditures	105,835	(36,702)	(41,930)	(108,587)	(71,885)	196%	(66,657)	159%
FUND BALANCE, BEGINNING	44,683	150,518	150,518	108,588	(41,930)	-28%	(41,930)	-28%
FUND BALANCE, ENDING	\$ 150,518	\$ 113,816	\$ 108,588	\$ 0	(113,816)	-100%	(108,588)	-100%
Restricted/Assigned/Committed Funds	150,518	113,816	108,588	0	(113,816)	-100%	(108,588)	-100%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%

DEBT SERVICE FUND 300 OVERVIEW

The Debt Service Fund 300 is used to manage payments on all general government related debt. Prior to acquiring long-term debt, alternative financing sources are explored before debt is issued. Debt service is used to acquire major assets with a useful life that equals or exceeds the debt issuance. Transfers from 4B Economic Development Fund and the General Fund comprise the bulk of this debt service fund revenues.

FUND HIGHLIGHTS

REVENUES

Budgeted at \$1,625,237. This is a 72% decrease of \$324,639 from prior year revised. Revenue is supported by the General Fund (\$125,237) and 4B Economic Development Fund (\$1,500,000). Transfers from the General Fund decreased 72% or \$324,639 from prior year revised. Transfers from the 4B Economic Development Fund remained the same at \$1,500,000.

EXPENDITURES

Budgeted at \$1,624,852. This is a 17% decrease of \$325,409 from prior year revised due to the reallocation of expenditures to Fund 301 which is funded by property taxes. For expenditures, debt service increased 17%% and bank charges service decreased 35%.

FUND BALANCE

The projected ending fund balance is \$0.

DEBT SERVICE FUND 300

Program Summary

Fiscal Year 2022

Audited Actuals FY 2020	Adopted Budget FY 2021	Revised Budget FY 2021	Adopted Budget FY 2022	FY 2022 FY 2021	Adopted vs Adopted	FY 2022 FY 2021	Adopted vs Revised
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REVENUES & OTHER SOURCES

General Sales Tax	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Property Tax	-	-	-	-	-	0%	-	0%
Contributions	-	-	-	-	-	0%	-	0%
Donations	-	-	-	-	-	0%	-	0%
Misc Income	-	-	-	-	-	0%	-	0%
Total Revenues	-	-	-	-	-	0%	-	0%
Transfer In from Fund 100 General Fund	272,089	966,816	449,876	125,237	(841,579)	-87%	(324,639)	-72%
Transfer In from Fund 200 4B Economic Development	1,844,725	1,055,375	1,500,000	1,500,000	444,625	42%	-	0%
Total Transfers in and Other Sources	2,116,814	2,022,191	1,949,876	1,625,237	(396,954)	-20%	(324,639)	-17%
GRAND TOTAL REVENUES & OTHER SOURCES	2,116,814	2,022,191	1,949,876	1,625,237	(396,954)	-20%	(324,639)	-17%

EXPENDITURES & OTHER USES

Capital Outlay	-	-	-	-	-	0%	-	0%
Debt Service	2,114,674	2,020,051	1,948,121	1,623,457	(396,594)	-20%	(324,664)	-17%
Services	2,140	2,140	2,140	1,395	(745)	-35%	(745)	-35%
Supplies	-	-	-	-	-	0%	-	0%
Transfer Out Operating	-	-	-	-	-	0%	-	0%
Operations and Maintenance	2,116,814	2,022,191	1,950,261	1,624,852	(397,339)	-20%	(325,409)	-17%
SUB-TOTAL OPERATIONS and MAINTENANCE EXPENDITURES	2,116,814	2,022,191	1,950,261	1,624,852	(397,339)	-20%	(325,409)	-17%
Projects - Capital improvement	-	-	-	-	-	0%	-	0%
Projects - Maintenance & Replacement	-	-	-	-	-	0%	-	0%
Total Capital and Maintenance & Replacement	-	-	-	-	-	0%	-	0%
Transfers Out	-	-	-	-	-	0%	-	0%
Other Uses	-	-	-	-	-	0%	-	0%
Total Transfers Out and Other Uses	-	-	-	-	-	0%	-	0%
SUB-TOTAL NON-OPERATING EXPENDITURES	-	-	-	-	-	0%	-	0%
GRAND TOTAL ALL EXPENDITURES & OTHER USES	2,116,814	2,022,191	1,950,261	1,624,852	(397,339)	-20%	(325,409)	-17%

SUMMARY

EXCESS REVENUES OVER(UNDER) EXPENDITURES	-	-	(385)	385	385	100%	770	-200%
FUND BALANCE, BEGINNING	-	-	-	(385)	(385)	100%	(385)	100%
FUND BALANCE, ENDING	\$ -	\$ -	\$ (385)	\$ -	\$ -	0%	\$ 385	-100%
Restricted/Assigned/Committed Funds	-	-	(385)	-	-	0%	385	-100%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%

DEBT SERVICE FUND 300

REVENUE SUPPORTED DEBT

		Fire Station Complex					
		Fire Station Complex			Fire Station Complex		
		SERIES 2017 Texas Tax Note			SERIES 2016 CO		
Pymt No.	Fiscal Year	Program 16		TOTAL	Program 17		TOTAL
		Principal	Interest		Principal	Interest	
1	2022	\$ 223,000	\$ 10,326	\$ 233,326	\$ 225,000	\$ 285,525	\$ 510,525
2	2023	227,000	6,254	233,254	230,000	278,700	508,700
3	2024	232,000	2,100	234,100	235,000	271,725	506,725
4	2025	-	-	-	245,000	264,525	509,525
5	2026	-	-	-	250,000	257,100	507,100
6	2027	-	-	-	260,000	249,450	509,450
7	2028	-	-	-	265,000	241,575	506,575
8	2029	-	-	-	275,000	233,475	508,475
9	2030	-	-	-	285,000	225,075	510,075
10	2031	-	-	-	290,000	216,450	506,450
11	2032	-	-	-	300,000	207,600	507,600
12	2033	-	-	-	310,000	198,450	508,450
13	2034	-	-	-	320,000	189,000	509,000
14	2035	-	-	-	330,000	179,250	509,250
15	2036	-	-	-	340,000	169,200	509,200
16	2037	-	-	-	350,000	158,850	508,850
17	2038	-	-	-	360,000	146,400	506,400
18	2039	-	-	-	375,000	131,700	506,700
19	2040	-	-	-	390,000	116,400	506,400
20	2041	-	-	-	410,000	100,400	510,400
21	2042	-	-	-	425,000	83,700	508,700
22	2043	-	-	-	440,000	66,400	506,400
23	2044	-	-	-	460,000	48,400	508,400
24	2045	-	-	-	480,000	29,600	509,600
25	2046	-	-	-	500,000	10,000	510,000
TOTAL		\$ 682,000	\$ 18,679	\$ 700,679	\$ 8,350,000	\$ 4,358,950	\$ 12,708,950
Issued By:		The Independent Bank			US Bank		
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 Series 2008		
		SERIES 2017 GO-Refunding			SERIES 2013 GO-Refunding		
Pymt No.	Fiscal Year	Program 15		TOTAL	Program 10		TOTAL
		Principal	Interest		Principal	Interest	
1	2022	\$ 35,000	\$ 224,888	\$ 259,888	\$ 145,000	\$ 23,838	\$ 168,838
2	2023	35,000	223,925	258,925	150,000	20,375	170,375
3	2024	40,000	222,800	262,800	145,000	17,130	162,130
4	2025	605,000	210,100	815,100	155,000	13,830	168,830
5	2026	625,000	185,500	810,500	165,000	10,063	175,063
6	2027	645,000	160,100	805,100	160,000	6,000	166,000
7	2028	675,000	133,700	808,700	160,000	2,000	162,000
8	2029	715,000	105,900	820,900	-	-	-
9	2030	735,000	76,900	811,900	-	-	-
10	2031	775,000	46,700	821,700	-	-	-
11	2032	780,000	15,600	795,600	-	-	-
12	2033	-	-	-	-	-	-
13	2034	-	-	-	-	-	-
14	2035	-	-	-	-	-	-
15	2036	-	-	-	-	-	-
16	2037	-	-	-	-	-	-
17	2038	-	-	-	-	-	-
18	2039	-	-	-	-	-	-
19	2040	-	-	-	-	-	-
20	2041	-	-	-	-	-	-
21	2042	-	-	-	-	-	-
22	2043	-	-	-	-	-	-
23	2044	-	-	-	-	-	-
24	2045	-	-	-	-	-	-
25	2046	-	-	-	-	-	-
TOTAL		\$ 5,665,000	\$ 1,606,113	\$ 7,271,113	\$ 1,080,000	\$ 93,236	\$ 1,173,236
Issued By:		US Bank			US Bank		
Original Issue:		\$5,795,000			\$2,200,000		
Issue Date:		February 2007			April 2013		
End Date:		30 years = 2032			15 years - 2028		

DEBT SERVICE FUND 300

REVENUE SUPPORTED DEBT

Pymt No.	Fiscal Year
1	2022
2	2023
3	2024
4	2025
5	2026
6	2027
7	2028
8	2029
9	2030
10	2031
11	2032
12	2033
13	2034
14	2035
15	2036
16	2037
17	2038
18	2039
19	2040
20	2041
21	2042
22	2043
23	2044
24	2045
25	2046
TOTAL	
Issued By:	
Original Issue:	
Issue Date:	
End Date:	

Westlake Academy					
WA EXPANSION (Governmental Portion)					
SERIES 2013 CO					
Program 13			TOTAL		
Principal	Interest				
\$	200,250	\$	250,630	\$	450,880
	204,700		245,056		449,756
	213,600		238,781		452,381
	213,600		232,373		445,973
	226,950		225,765		452,715
	231,400		218,601		450,001
	240,300		210,936		451,236
	347,100		200,956		548,056
	360,450		188,574		549,024
	369,350		175,803		545,153
	529,550		158,748		688,298
	280,350		142,550		422,900
	293,700		131,069		424,769
	307,050		119,054		426,104
	320,400		106,505		426,905
	329,300		94,129		423,429
	342,650		81,950		424,600
	356,000		69,287		425,287
	369,350		55,447		424,797
	382,700		40,406		423,106
	400,500		24,742		425,242
	418,300		8,366		426,666
	-		-		-
	-		-		-
\$	6,937,550	\$	3,219,728	\$	10,157,278
US Bank					
\$8,294,800					
April 2013					
30 years = ends 2043					

GRAND TOTAL		
Principal	Interest	TOTAL
\$ 828,250	\$ 795,207	\$ 1,623,457
846,700	774,310	1,621,010
865,600	752,536	1,618,136
1,218,600	720,828	1,939,428
1,266,950	678,428	1,945,378
1,296,400	634,151	1,930,551
1,340,300	588,211	1,928,511
1,337,100	540,331	1,877,431
1,380,450	490,549	1,870,999
1,434,350	438,953	1,873,303
1,609,550	381,948	1,991,498
590,350	341,000	931,350
613,700	320,069	933,769
637,050	298,304	935,354
660,400	275,705	936,105
679,300	252,979	932,279
702,650	228,350	931,000
731,000	200,987	931,987
759,350	171,847	931,197
792,700	140,806	933,506
825,500	108,442	933,942
858,300	74,766	933,066
460,000	48,400	508,400
480,000	29,600	509,600
500,000	10,000	510,000
\$ 22,714,550	\$ 9,296,706	\$ 32,011,256

DEBT SERVICE FUND 300

REVENUE SUPPORTED DEBT

		Fire Station Complex											
		Fire Station Complex				Fire Station Complex							
		SERIES 2017 Texas Tax Note				SERIES 2016 CO							
Pymt No.	Fiscal Year	Program 16		TOTAL	Program 17		TOTAL						
		Principal	Interest		Principal	Interest							
1	2022	\$	223,000	\$	10,326	\$	233,326	\$	225,000	\$	285,525	\$	510,525
2	2023		227,000		6,254		233,254		230,000		278,700		508,700
3	2024		232,000		2,100		234,100		235,000		271,725		506,725
4	2025		-		-		-		245,000		264,525		509,525
5	2026		-		-		-		250,000		257,100		507,100
6	2027		-		-		-		260,000		249,450		509,450
7	2028		-		-		-		265,000		241,575		506,575
8	2029		-		-		-		275,000		233,475		508,475
9	2030		-		-		-		285,000		225,075		510,075
10	2031		-		-		-		290,000		216,450		506,450
11	2032		-		-		-		300,000		207,600		507,600
12	2033		-		-		-		310,000		198,450		508,450
13	2034		-		-		-		320,000		189,000		509,000
14	2035		-		-		-		330,000		179,250		509,250
15	2036		-		-		-		340,000		169,200		509,200
16	2037		-		-		-		350,000		158,850		508,850
17	2038		-		-		-		360,000		146,400		506,400
18	2039		-		-		-		375,000		131,700		506,700
19	2040		-		-		-		390,000		116,400		506,400
20	2041		-		-		-		410,000		100,400		510,400
21	2042		-		-		-		425,000		83,700		508,700
22	2043		-		-		-		440,000		66,400		506,400
23	2044		-		-		-		460,000		48,400		508,400
24	2045		-		-		-		480,000		29,600		509,600
25	2046		-		-		-		500,000		10,000		510,000
TOTAL		\$	682,000	\$	18,679	\$	700,679	\$	8,350,000	\$	4,358,950	\$	12,708,950
Issued By:		The Independent Bank							US Bank				
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 Series 2008		
		SERIES 2017 GO-Refunding			SERIES 2013 GO-Refunding		
Pymt No.	Fiscal Year	Program 15		TOTAL	Program 10		TOTAL
		Principal	Interest		Principal	Interest	
1	2022	\$ 35,000	\$ 224,888	\$ 259,888	\$ 145,000	\$ 23,838	\$ 168,838
2	2023	35,000	223,925	258,925	150,000	20,375	170,375
3	2024	40,000	222,800	262,800	145,000	17,130	162,130
4	2025	605,000	210,100	815,100	155,000	13,830	168,830
5	2026	625,000	185,500	810,500	165,000	10,063	175,063
6	2027	645,000	160,100	805,100	160,000	6,000	166,000
7	2028	675,000	133,700	808,700	160,000	2,000	162,000
8	2029	715,000	105,900	820,900	-	-	-
9	2030	735,000	76,900	811,900	-	-	-
10	2031	775,000	46,700	821,700	-	-	-
11	2032	780,000	15,600	795,600	-	-	-
12	2033	-	-	-	-	-	-
13	2034	-	-	-	-	-	-
14	2035	-	-	-	-	-	-
15	2036	-	-	-	-	-	-
16	2037	-	-	-	-	-	-
17	2038	-	-	-	-	-	-
18	2039	-	-	-	-	-	-
19	2040	-	-	-	-	-	-
20	2041	-	-	-	-	-	-
21	2042	-	-	-	-	-	-
22	2043	-	-	-	-	-	-
23	2044	-	-	-	-	-	-
24	2045	-	-	-	-	-	-
25	2046	-	-	-	-	-	-
TOTAL		\$ 5,665,000	\$ 1,606,113	\$ 7,271,113	\$ 1,080,000	\$ 93,236	\$ 1,173,236
Issued By:		US Bank			US Bank		
Original Issue:		\$5,795,000			\$2,200,000		
Issue Date:		February 2007			April 2013		
End Date:		30 years = 2032			15 years - 2028		

DEBT SERVICE FUND 300

REVENUE SUPPORTED DEBT

		Westlake Academy			GRAND TOTAL		
		WA EXPANSION (Governmental Portion)					
		SERIES 2013 CO					
Pymt No.	Fiscal Year	Program 13		TOTAL	Principal	Interest	TOTAL
		Principal	Interest				
1	2022	\$ 200,250	\$ 250,630	\$ 450,880	\$ 828,250	\$ 795,207	\$ 1,623,457
2	2023	204,700	245,056	449,756	846,700	774,310	1,621,010
3	2024	213,600	238,781	452,381	865,600	752,536	1,618,136
4	2025	213,600	232,373	445,973	1,218,600	720,828	1,939,428
5	2026	226,950	225,765	452,715	1,266,950	678,428	1,945,378
6	2027	231,400	218,601	450,001	1,296,400	634,151	1,930,551
7	2028	240,300	210,936	451,236	1,340,300	588,211	1,928,511
8	2029	347,100	200,956	548,056	1,337,100	540,331	1,877,431
9	2030	360,450	188,574	549,024	1,380,450	490,549	1,870,999
10	2031	369,350	175,803	545,153	1,434,350	438,953	1,873,303
11	2032	529,550	158,748	688,298	1,609,550	381,948	1,991,498
12	2033	280,350	142,550	422,900	590,350	341,000	931,350
13	2034	293,700	131,069	424,769	613,700	320,069	933,769
14	2035	307,050	119,054	426,104	637,050	298,304	935,354
15	2036	320,400	106,505	426,905	660,400	275,705	936,105
16	2037	329,300	94,129	423,429	679,300	252,979	932,279
17	2038	342,650	81,950	424,600	702,650	228,350	931,000
18	2039	356,000	69,287	425,287	731,000	200,987	931,987
19	2040	369,350	55,447	424,797	759,350	171,847	931,197
20	2041	382,700	40,406	423,106	792,700	140,806	933,506
21	2042	400,500	24,742	425,242	825,500	108,442	933,942
22	2043	418,300	8,366	426,666	858,300	74,766	933,066
23	2044	-	-	-	460,000	48,400	508,400
24	2045	-	-	-	480,000	29,600	509,600
25	2046				500,000	10,000	510,000
TOTAL		\$ 6,937,550	\$ 3,219,728	\$ 10,157,278	\$ 22,714,550	\$ 9,296,706	\$ 32,011,256
Issued By:		US Bank					
Original Issue:		\$8,294,800					
Issue Date:		April 2013					
End Date:		30 years = ends 2043					

DEBT SERVICE FUND 301 OVERVIEW

Debt Service Fund 301 is Property Tax Supported Debt. Property tax is allocated between Maintenance and Operations in the General Fund and Interest and Sinking in the Debt Service Fund 301. The debt service rate includes the debt service necessary to pay the Town's debt payments in the coming year. This rate accounts for principal and interest on bonds and other debt secured by property tax revenue. This fund is used for street infrastructure improvements, Westlake Academy Expansion, and funding the Westlake Academy's Arts & Sciences Center. Prior to acquiring long-term debt, alternative financing sources are explored before debt is issued.

FUND HIGHLIGHTS

REVENUES

Budgeted at \$1,134,763. This is a 62% increase of \$435,380 from the prior year revised. Revenues for this fund are based on the approved no new revenue property tax rate. Of the no new revenue property tax rate, \$0.06504 per \$100 of assessed valuation is allocated for interest and sinking debt service.

Please see the interest and sinking tax rate change below:

Tax Rate Change	FY 20/21 Adopted	FY21/22 Adopted	Variance
I&S	\$0.04298	\$0.06504	\$(0.02206)

EXPENDITURES

Budgeted at \$1,243,736. This is a 68% increase of \$502,808 from the prior year revised. This increase is due to the increase of the interest and sinking rate as well as the reallocation of debt service from Fund 300 to Fund 301.

FUND BALANCE

The projected ending fund balance is \$0.

DEBT SERVICE FUND 301

Program Summary

Fiscal Year 2022

	Audited Actuals FY 2020	Adopted Budget FY 2021	Revised Budget FY 2021	Adopted Budget FY 2022	FY 2022 FY 2021 vs Adopted	Adopted Adopted	FY 2022 FY 2021 vs Adopted	Adopted Revised
REVENUES & OTHER SOURCES								
General Sales Tax	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Property Tax	685,914	632,381	699,383	1,134,763	502,382	79%	435,380	62%
Contributions	-	-	-	-	-	0%	-	0%
Donations	-	-	-	-	-	0%	-	0%
Misc Income	-	-	-	-	-	0%	-	0%
Total Revenues	685,914	632,381	699,383	1,134,763	502,382	79%	435,380	62%
Transfer In	-	-	-	-	-	0%	-	0%
Other Sources	-	-	-	-	-	0%	-	0%
Total Transfers In and Other Sources	-	-	-	-	-	0%	-	0%
GRAND TOTAL REVENUES & OTHER SOURCES	685,914	632,381	699,383	1,134,763	502,382	79%	435,380	62%
EXPENDITURES & OTHER USES								
Total Payroll and Related	-	-	-	-	-	0%	-	0%
Capital Outlay	-	-	-	-	-	0%	-	0%
Debt Service	579,340	668,643	740,488	1,242,856	574,213	86%	502,368	68%
Repair & Maintenance	-	-	-	-	-	0%	-	0%
Services	740	440	440	880	440	100%	440	100%
Operations and Maintenance	580,080	669,083	740,928	1,243,736	574,653	86%	502,808	68%
SUB-TOTAL OPERATIONS and MAINTENANCE EXPENDITURES	580,080	669,083	740,928	1,243,736	574,653	86%	502,808	68%
Projects - Capital improvement	-	-	-	-	-	0%	-	0%
Projects - Maintenance & Replacement	-	-	-	-	-	0%	-	0%
Total Capital and Maintenance & Replacement	-	-	-	-	-	0%	-	0%
Transfer Out	-	-	-	-	-	0%	-	0%
Other Uses	-	-	-	-	-	0%	-	0%
Total Transfers Out and Other Uses	-	-	-	-	-	0%	-	0%
SUB-TOTAL NON-OPERATING EXPENDITURES	-	-	-	-	-	0%	-	0%
GRAND TOTAL ALL EXPENDITURES & OTHER USES	580,080	669,083	740,928	1,243,736	574,653	86%	502,808	68%
SUMMARY								
EXCESS REVENUES OVER(UNDER) EXPENDITURES	105,835	(36,702)	(41,545)	(108,973)	(72,271)	197%	(67,428)	162%
FUND BALANCE, BEGINNING	44,683	150,518	150,518	108,973	(41,545)	-28%	(41,545)	-28%
FUND BALANCE, ENDING	\$ 150,518	\$ 113,816	\$ 108,973	(0)	\$ (113,816)	-100%	\$ (108,973)	-100%
Restricted/Assigned/Committed Funds	150,518	113,816	108,973	(0)	(113,816)	-100%	(108,973)	-100%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	\$ -	-	\$ -	0%	\$ -	0%

DEBT SERVICE FUND 301
PROPERTY TAX SUPPORTED DEBT

Pymt No.	Fiscal Year
1	2022
2	2023
3	2024
4	2025
5	2026
6	2027
7	2028
8	2029
9	2030
10	2031
11	2032
12	2033
13	2034
14	2035
15	2036
16	2037
17	2038
18	2039
19	2040
20	2041
21	2042
22	2043
TOTAL	
<div>Issued By:</div> <div>Original Issue:</div> <div>Issue Date:</div> <div>End Date:</div>	

[illegible]

WESTLAKE ACADEMY			
Refunding of 2003 (2nd Phase of WA)			
SERIES 2014 GO-REFUNDING			
Principal		Interest	Total
\$	5,000	\$ 64,320	\$ 69,320
	5,000	64,140	69,140
	5,000	63,960	68,960
	5,000	63,780	68,780
	5,000	63,600	68,600
	5,000	63,420	68,420
	5,000	63,240	68,240
	350,000	56,150	406,150
	360,000	41,950	401,950
	375,000	27,250	402,250
	395,000	9,874	404,874
	-	-	-
	-	-	-
	-	-	-
	-	-	-
	-	-	-
	-	-	-
	-	-	-
	-	-	-
	-	-	-
	-	-	-
	-	-	-
\$	1,515,000	\$ 581,684	\$ 2,096,684
US Bank			
\$8,500,000			
April 2013			
25 years = 2043			

DEBT SERVICE FUND 301

PROPERTY TAX SUPPORTED DEBT

Pymt No.	Fiscal Year
1	2022
2	2023
3	2024
4	2025
5	2026
6	2027
7	2028
8	2029
9	2030
10	2031
11	2032
12	2033
13	2034
14	2035
15	2036
16	2037
17	2038
18	2039
19	2040
20	2041
21	2042
22	2043
TOTAL	
Issued By: Original Issue: Issue Date: End Date:	

MUNICIPAL		
Street Infrastructure Improvements		
2011 CO - AMENDED		
Principal	Interest	Total
\$ 80,000	\$ 37,725	\$ 117,725
117,000	15,783	132,783
106,000	23,088	129,088
111,000	20,484	131,484
117,000	17,748	134,748
123,000	14,868	137,868
129,000	11,844	140,844
136,000	8,664	144,664
143,000	5,316	148,316
150,000	1,800	151,800
-	-	-
-	-	-
-	-	-
-	-	-
-	-	-
-	-	-
-	-	-
-	-	-
-	-	-
-	-	-
-	-	-
-	-	-
\$ 1,212,000	\$ 157,320	\$ 1,369,320
US Bank \$2,095,000 March 2011 20 years = 2031		

MUNICIPAL		
Capital Improvements for Municipality		
SERIES 2021		
Principal	Interest	Total
\$ 125,000	\$ 79,789	\$ 204,789
115,000	84,600	199,600
125,000	79,700	204,700
130,000	74,600	204,600
135,000	69,300	204,300
140,000	63,800	203,800
145,000	58,000	203,000
150,000	52,200	202,200
155,000	46,100	201,100
160,000	39,800	199,800
165,000	34,950	199,950
170,000	31,600	201,600
175,000	28,150	203,150
180,000	24,600	204,600
180,000	21,000	201,000
185,000	17,350	202,350
190,000	13,600	203,600
190,000	9,800	199,800
195,000	5,950	200,950
200,000	2,000	202,000
-	-	-
\$ 3,210,000	\$ 836,889	\$ 4,046,889
US BANK \$3,215,000 September 2021 20 years = 2041		

DEBT SERVICE FUND 301

PROPERTY TAX SUPPORTED DEBT

		GRAND TOTAL		
Pymt No.	Fiscal Year	Principal	Interest	TOTAL
1	2022	\$ 940,000	\$ 299,334	\$ 1,239,334
2	2023	1,067,000	233,123	1,300,123
3	2024	1,056,000	221,898	1,277,898
4	2025	506,000	195,114	701,114
5	2026	517,000	177,798	694,798
6	2027	543,000	159,188	702,188
7	2028	569,000	138,884	707,884
8	2029	636,000	117,014	753,014
9	2030	658,000	93,366	751,366
10	2031	685,000	68,850	753,850
11	2032	560,000	44,824	604,824
12	2033	170,000	31,600	201,600
13	2034	175,000	28,150	203,150
14	2035	180,000	24,600	204,600
15	2036	180,000	21,000	201,000
16	2037	185,000	17,350	202,350
17	2038	190,000	13,600	203,600
18	2039	190,000	9,800	199,800
19	2040	195,000	5,950	200,950
20	2041	200,000	2,000	202,000
21	2042	-	-	-
22	2043	-	-	-
TOTAL		\$ 9,402,000	\$ 1,903,443	\$ 11,305,443
Issued By:				
Original Issue:				
Issue Date:				
End Date:				



THE TOWN OF
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THE TOWN OF
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**WESTLAKE ACADEMY
FUND**

WESTLAKE ACADEMY FUND OVERVIEW

Westlake Academy is owned and operated by the Town of Westlake. It is the only municipally owned and operated open enrollment K-12 charter school in the State of Texas. While Westlake Academy is a department of the Town, it is its own financial reporting entity as defined by Government Accounting Standards Board (GASB) in its Statement No. 14, "The Financial Reporting Entity." Therefore, Westlake Academy prepares its basic financial statements in accordance with generally accepted accounting principles promulgated by the GASB and other authoritative sources identified in Statement on Auditing Standards No. 69 of the American Institute of Certified Public Accountants.

The Westlake Academy Fund 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. Westlake Academy operates under a shared services model whereby the municipal operations team provides human resources, communications, financial, facilities, information technology and administrative support services to the school. General maintenance and replacement of infrastructure and equipment for the school is expensed to the municipal budget. The shared services model is an integral part of the state charter application process, supporting 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. For detailed information regarding Westlake Academy's operating budget, please visit www.westlakeacademy.org.

FUND HIGHLIGHTS

REVENUES

Budgeted at \$9,371,746. This is a 3% decrease of \$289,953 from prior year revised. Revenues are based on the following underlying assumptions:

- Future revenue projections are based on the student average daily attendance (ADA), which is used to calculate the cost of public education for the next biennium. With the ongoing pandemic, revenues are expected to remain flat for FY 2021-22 and are calculated based on the ADA from the prior year.
- Charter schools do not have taxing authority, making them reliant upon state and local funding sources.
- As an open enrollment charter school, all State funding is determined each legislative session and channeled to Westlake Academy through the State's Foundation School Program (FSP).
- Enrollment is projected at 875 students.
- The allotment is projected at \$154K
- Municipal contributions have been discontinued
- Bank Interest: Calculated at 0.50% rate
- 100% use of Westlake Academy Foundation (WAF) Annual Program revenues (proposed \$1.03 million).

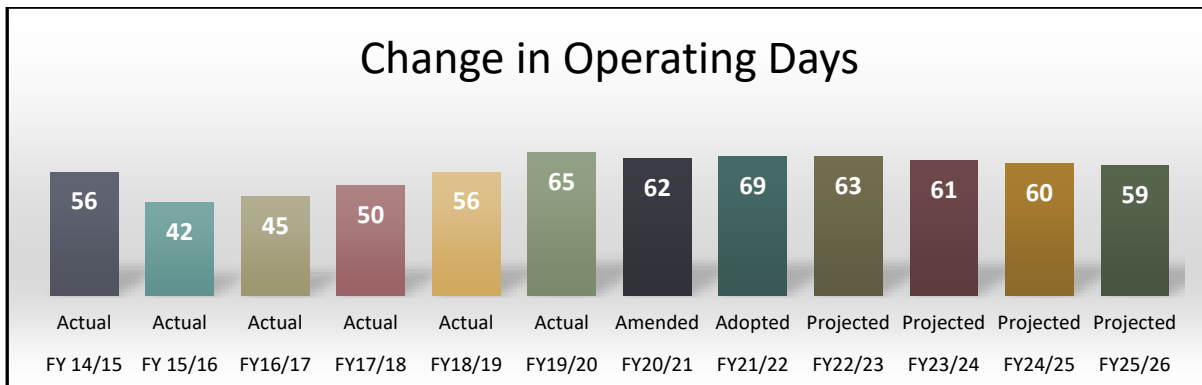
EXPENDITURES

Budgeted at \$9,432,983. This is a slight decrease of \$20,894 from prior year revised. This decrease in expenditures is due to allocating payroll cost to the federal ESSER III-Supplemental Grant.

- The Board of Trustees approved a step increase plus 1% for Teachers, Librarians, Counselors, & Nurses, a 2% increase for Administration, and a 3% for Admin Support-Hourly staff; a combined total impact less than \$18K.
- FTE: 103.52 (1.65 increase from FY20/21).
- Maintenance & Operations: \$5.8K increase for janitorial services & supplies.
- In accordance with Texas House Bill 3, kindergarten through 3rd grade teachers must complete reading training. This training started in FY20/21 and will continue through FY22/23.
- Administrative: \$15.6K increase for general legal services.
- The ESC Region 11 contract is expected to remain the same from prior year revised. This includes the Instructional Solutions Contract for Canvas distance learning support & remote professional development opportunities.

FUND BALANCE

The FY 21/22 projections will decrease fund balance by \$61,237 for an ending unassigned fund balance of \$1,785,979. The unassigned balance represents coverage for 69 operating days.



Academy
Program Summary
Fiscal Year 2021/2022

Adopted Budget FY20/21	Amended Budget FY20/21	Adopted Budget FY 21/22	FY21/22 vs FY20/21	Adopted vs. Revised
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REVENUES

Transportation	\$ 10,500	\$ 10,500	\$ 10,500	\$ -	0%
Parking	15,000	15,000	15,000	-	0%
Athletic Activities	88,100	88,100	88,100	-	0%
Interest Earned	10,000	5,000	5,000	-	0%
WAF Blacksmith Donation	1,030,000	1,030,000	1,030,000	-	0%
Salary Reimbursement for WAF staff	71,235	71,235	71,771	536	1%
Municipal Transfer	-	-	-	-	100%
Other Local Revenue (sub, tech, prnt, misc)	47,300	32,200	35,000	2,800	9%
Technology Equipment Sale Proceeds	-	-	-	-	0%
Food Services	7,000	4,000	7,000	3,000	75%
Total Local Revenues	1,279,135	1,256,035	1,262,371	6,336	1%
TEA - Available School Funds	212,000	423,750	336,158	(87,592)	-21%
TEA - Foundation School Funds (Inc. accrual)	7,024,142	6,865,155	6,646,293	(218,862)	-3%
CTE Funding (addt'l TEA-FSP Funds)	263,366	472,503	466,175	(6,328)	-1%
Facilities Allotment (addt'l TEA-FSP Funds)	160,500	151,421	154,507	3,086	2%
TEA - Advanced Placement Training	6,750	6,750	6,750	-	0%
SB-500 SPED Services	-	-	-	-	100%
TRS On-behalf/Medicare Part B	486,085	486,085	499,492	13,407	3%
Total State Revenues	8,152,843	8,405,664	8,109,375	(296,289)	-4%
TOTAL REVENUES	\$ 9,431,978	\$ 9,661,699	\$ 9,371,746	\$ (289,953)	-3%

EXPENDITURES

Function 11 - Instructional	\$ 5,141,964	\$ 5,108,409	\$ 4,884,668	(223,741)	-4%
Function 12 - Resources & Media	95,802	95,802	135,797	39,995	42%
Function 13 - Curriculum & Staff Development	64,045	55,595	55,795	200	0%
Function 21 - Instructional Leadership	191,240	191,240	225,326	34,086	18%
Function 23 - School Leadership	1,117,395	1,121,368	1,258,754	137,386	12%
Function 31 - Guidance & Counseling	604,282	613,976	618,426	4,450	1%
Function 33 - Health Services	82,673	84,867	81,257	(3,610)	-4%
Function 36 - Co/Extracurricular Activities	272,047	282,547	228,089	(54,458)	-19%
Function 41 - Administrative	241,995	242,579	241,964	(615)	0%
Function 51 - Maintenance & Operations	983,676	1,043,676	967,763	(75,913)	-7%
Function 52 - Security & Monitoring	26,800	26,800	26,800	-	0%
Function 53 - Data Processing	221,565	236,625	356,879	120,254	51%
Function 61 - Community Services	142,471	142,471	143,543	1,072	1%
Function 71 - Debt Service	207,922	207,922	207,922	-	0%
TOTAL EXPENDITURES BY FUNCTION	\$ 9,393,877	\$ 9,453,877	\$ 9,432,983	\$ (20,894)	0%

Transfer in - Athletics/Transportation	90,000	90,000	45,000	(45,000)	-50%
Transfer Out - General Fund	(90,000)	(90,000)	(45,000)	45,000	-50%
NET OTHER RESOURCES (USES)	-	-	-	-	0%

SUMMARY

EXCESS REVENUES OVER(UNDER) EXPENDITURES	38,101	207,822	(61,237)	(269,059)	-129%
FUND BALANCE, BEGINNING	1,751,177	1,751,177	1,958,999	207,822	12%
FUND BALANCE, ENDING	1,789,278	1,958,999	1,897,761	(61,238)	-3%
Restricted/Assigned/Committed	88,000	90,621	111,782	21,161	23%
UNASSIGNED FUND BALANCE, ENDING	\$ 1,701,278	\$ 1,868,378	\$ 1,785,979	\$ (82,399)	-4%



THE TOWN OF
WESTLAKE
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**CAPITAL PROJECT
FUNDS**

CAPITAL PROJECT FUNDS OVERVIEW

The Capital Projects Funds consist of the Capital Project Fund 410, Westlake Arts & Sciences Center Fund 411, and the Westlake Academy Expansion Fund 412. Please see fund descriptions below:

Capital Project Fund 410 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.

Westlake Academy Arts & Sciences Center Fund 411 tracks and accumulates resources to finance the Arts and Sciences Center expansion. Westlake Academy has identified an immediate need for three additional science labs on campus. This moves the science classrooms out of the portable buildings and ensures students have adequate equipment, gas and water lab stations. The estimated cost of this project is \$8.6M. The funding source for the project includes funds provided per economic development agreements by residential developments, anonymous matching funds, and Westlake Academy affiliates.

Westlake Academy Expansion Fund 412 tracks and accumulates resources intended to finance future Academy expansions. In FY 12/13, approximately 8.5 million dollars of bond proceeds were used to fund construction of three new buildings at Westlake Academy. In February of 2013, an Economic Development Agreement was executed that requires the developer to pay \$10K for lots in the Granada subdivision and \$5K for lots in the Quail Hollow subdivision. These payments are recorded in the Economic Development Fund 210 and are transferred to the Westlake Academy Fund 412.

Individual project information sheets provide a detailed listing of projects, with prior year funding, future funding requirements and project description. These sheets indicate when the project has multiple sources of funding and the associated operating costs.

FUND HIGHLIGHTS

REVENUES

Revenues are budgeted at \$4.6M; an 80% increase of \$2M from prior year revised. This increase is due to the anticipated Series 2021 bond issuance in September 2021.

Investment Earnings – (\$11,000)

Decreased \$20K due to decrease in interest rates and economic impact of the ongoing pandemic.

Other Sources – (\$3.4M)

Series 2021 issue \$3.4M in bonds for capital projects, , projected related this upcoming fiscal year.

Transfer in from Other Funds – (\$1,250,000)

Transfers in from Fund 412 to Fund 411 for \$250K and from Fund 100 to Fund 410 of \$1M for capital related expenditures.

EXPENDITURES

Expenditures are budgeted at \$3M; a 38% increase of \$823K from prior year revised.

Capital Project Fund 410 – (\$2,491,720)

This consists of Capital Project Fund activities, which increased \$1.6M given the expected economic activity this upcoming fiscal year. The budgeted capital projects include the following:

- Roanoke Road Reconstruction & Drainage South - \$700,955
- SH114 Service Road Construction - \$100,000
- GPS Opticom Traffic Control - \$91,250
- Wayfinding Signage - \$214,700
- Cemetery Improvements - \$250,000
- Dove/Pearson/Aspen Trail – \$459,250
- Pearson Lane Recon/Drainage - \$475,565
- Software Upgrades for Westlake Academy - \$200,000

Westlake Academy Arts & Sciences Center Fund 411 – (\$250,000)

Includes preliminary design fee services for the WA Arts & Sciences Center.

Transfer Outs - (\$250,000)

Transfer out to from Fund 412 to Fund 411.

FUND BALANCE

The combined ending fund balance is projected to be \$6.5M.

- Capital Project Fund 410 is projected to be \$2.4M
- Westlake Academy Arts and Sciences Center Fund 411 is projected to be \$2.5M
- Westlake Academy Expansion Fund 412 is projected to be \$1.6M

CAPITAL PROJECT FUNDS

Combined Program Summary

Fiscal Year 2021/2022

Audited Actuals FY 2020	Adopted Budget FY 2021	Revised Budget FY 2021	Adopted Budget FY 2022	FY 2022 vs FY 2021	Adopted vs Adopted	FY 2022 vs FY 2021	Adopted vs Revised
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REVENUES & OTHER SOURCES

General Sales Tax	-	-	-	-	-	0%	-	0%
Property Tax	-	-	-	-	-	0%	-	0%
Beverage Tax	-	-	-	-	-	0%	-	0%
Charge for Service	-	-	-	-	-	0%	-	0%
Hotel Occupancy Tax	-	-	-	-	-	0%	-	0%
Franchise Fees	-	-	-	-	-	0%	-	0%
Permits & Fees Other	-	-	-	-	-	0%	-	0%
Permits & Fees Building	-	-	-	-	-	0%	-	0%
Permits & Fees Utility	-	-	-	-	-	0%	-	0%
Fines & Forfeitures Court	-	-	-	-	-	0%	-	0%
Investment Earnings	63,910	30,000	18,000	11,000	(19,000)	-63%	(7,000)	-39%
Contributions	(565)	-	1,300,000	-	-	100%	(1,300,000)	100%
Donations	-	-	-	-	-	100%	-	100%
Misc Income	-	-	-	-	-	0%	-	0%
Total Revenues	63,345	30,000	1,318,000	11,000	11,000	37%	(1,307,000)	-99%
Transfer In	380,000	250,000	1,250,000	1,250,000	1,000,000	400%	-	0%
Other Sources	(3,323)	-	-	3,353,602	3,353,602	100%	3,353,602	100%
Total Transfer In and Other Sources	376,677	250,000	1,250,000	4,603,602	4,603,602	1841%	3,353,602	268%
GRAND TOTAL REVENUES & OTHER SOURCES	\$ 440,022	\$ 280,000	\$ 2,568,000	\$ 4,614,602	\$ 4,614,602	1648%	\$ 2,046,602	80%

EXPENDITURES & OTHER USES

Salaries	-	-	-	-	-	0%	-	0%
Transfers Out	-	-	-	-	-	0%	-	0%
Insurance	-	-	-	-	-	0%	-	0%
Taxes	-	-	-	-	-	0%	-	0%
Retirement	-	-	-	-	-	0%	-	0%
Total Payroll and Related	-	-	-	-	-	0%	-	0%
Capital Outlay	-	-	-	-	-	0%	-	0%
Debt Service	-	-	-	-	-	0%	-	0%
Economic Development	-	-	-	-	-	0%	-	0%
Leases and Rentals	-	-	-	-	-	0%	-	0%
Public Notices	-	-	-	-	-	0%	-	0%
Rent & Utilities	-	-	-	-	-	0%	-	0%
Repair & Maintenance	-	-	-	-	-	0%	-	0%
Services	-	-	-	-	-	0%	-	0%
Supplies	-	-	-	-	-	0%	-	0%
Travel & Training	-	-	-	-	-	0%	-	0%
Operations and Maintenance	-	-	-	-	-	0%	-	0%
SUB-TOTAL OPERATIONS and MAINTENANCE EXPENDITURES	-	-	-	\$ -	\$ -	0%	\$ -	0%
Projects - Capital improvement	1,343,927	1,363,830	919,130	2,741,720	1,377,890	101%	1,822,590	198%
Projects - Maintenance & Replacement	-	-	-	-	-	0%	-	0%
Total Capital and Maintenance & Replacement	1,343,927	1,363,830	919,130	2,741,720	1,377,890	101%	1,822,590	198%
Transfer Out	100,000	250,000	1,250,000	250,000	-	100%	(1,000,000)	-80%
Other Uses	-	-	-	-	-	0%	-	0%
Total Transfers Out and Other Uses	100,000	250,000	1,250,000	250,000	-	100%	(1,000,000)	-80%
SUB-TOTAL NON-OPERATING EXPENDITURES	\$ 1,443,927	\$ 1,613,830	\$ 2,169,130	\$ 2,991,720	\$ 1,377,890	85%	\$ 822,590	38%
GRAND TOTAL ALL EXPENDITURES & OTHER USES	\$ 1,443,927	\$ 1,613,830	\$ 2,169,130	\$ 2,991,720	\$ 1,377,890	85%	\$ 822,590	38%

SUMMARY

Excess Revenue over(under) Expenditures	(1,003,905)	(1,333,830)	398,870	1,622,882	2,956,712	-222%	1,224,012	307%
FUND BALANCE, BEGINNING	5,506,356	4,502,451	4,502,451	4,901,321	398,870	9%	398,870	9%
FUND BALANCE, ENDING	\$ 4,502,451	\$ 3,168,621	\$ 4,901,321	\$ 6,524,203	\$ 3,355,582	106%	\$ 1,622,882	33%
Restricted/Assigned/Committed Funds	4,502,451	3,168,621	4,901,321	6,524,203	3,355,582	106%	1,622,882	33%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%

CAPITAL PROJECT FUND 410 OVERVIEW

Capital Project Fund 410 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.

FUND HIGHLIGHTS

REVENUE

Budgeted at \$4.3M. This is an increase of \$4.3M from prior year revised. The influx of increase in revenue is due to the projected bond issuance in the coming fiscal year as well as a transfer in from the General Fund.

EXPENDITURES

Budgeted at \$2,491,720. This is a 171% increase of \$1,572,590 from prior year revised. Expenditures consist of the following budgeted capital projects:

- Roanoke Road Reconstruction & Drainage South - \$700,955
- SH114 Service Road Construction - \$100,000
- GPS Opticom Traffic Control - \$91,250
- Wayfinding Signage - \$214,700
- Cemetery Improvements - \$250,000
- Dove/Pearson/Aspen Trail - \$459,250
- Pearson Lane Recon/Drainage - \$475,565
- Software update for Academy - \$200,000

FUND BALANCE

The projected ending fund balance is \$2,391,603. This is a 356% increase of \$1,866,882 from prior year revised.

IMPACT ON OPERATING BUDGET

Capital projects often have a 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 four years. Upon approval of the project, the ongoing fiscal impact is integrated into the operating budget.

When evaluating the impact to the operating budget, staff consider the following:

- 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?

Please see the impact to the operating budget for the approved capital expenditures in the chart below:

IMPACT TO THE OPERATING BUDGET						
Dept	Proj	Account Description	FY 22/23	FY 23/24	FY 24/25	FY 25/26
16	34	Roanoke Road Reconstruction & Drainage	-	\$ 5,464	\$ 5,628	\$ 10,000
16	82	SH 114 Service Road Construction	11,330	12,236	13,214	14,271
16	83	GPS Opticom Traffic Control Equipment	2,700	3,970	4,267	1,500
18	86	Software Upgrades for Academy	50,000	50,000	50,000	50,000
19	67	Wayfinding Signage	-	10,000	10,800	11,664
19	76	Cemetery Improvements	2,000	2,060	2,122	2,185
16/19	52/58	Ottinger Road Reconstruction/Drainage & Trail	10,000	10,300	10,609	10,927
16/19	53/60	Pearson Lane Reconstruction, Drainage & Trail	3,240	3,499	3,778	4,080
		TOTAL OPERATING IMPACT	\$79,260	\$97,529	\$ 100,418	\$104,627

CAPITAL PROJECTS FUND 410

Program Summary

Fiscal Year 2022

	Audited Actuals FY 2020	Adopted Budget FY 2021	Revised Budget FY 2021	Adopted Budget FY 2022	FY 2022 vs FY 2021	Adopted vs Adopted	FY 2022 vs FY 2021	Adopted vs Revised
REVENUES & OTHER SOURCES								
General Sales Tax	-	-	-	-	-	0%	-	0%
Property Tax	-	-	-	-	-	0%	-	0%
Beverage Tax	-	-	-	-	-	0%	-	0%
Charge for Service	-	-	-	-	-	0%	-	0%
Hotel Occupancy Tax	-	-	-	-	-	0%	-	0%
Franchise Fees	-	-	-	-	-	0%	-	0%
Permits & Fees Other	-	-	-	-	-	0%	-	0%
Permits & Fees Building	-	-	-	-	-	0%	-	0%
Permits & Fees Utility	-	-	-	-	-	0%	-	0%
Fines & Forfeitures Court	-	-	-	-	-	0%	-	0%
Investment Earnings	30,095	15,000	3,000	5,000	(10,000)	-67%	2,000	67%
Contributions	(565)	-	-	-	-	0%	-	0%
Donations	-	-	-	-	-	0%	-	0%
Misc Income	-	-	-	-	-	0%	-	0%
Total Revenues	29,530	15,000	3,000	5,000	(10,000)	-67%	2,000	67%
Transfers In	-	-	-	1,000,000	1,000,000	100%	1,000,000	100%
Other Sources	(3,323)	-	-	3,353,602	3,353,602	100%	3,353,602	100%
Total Other Sources	(3,323)	-	-	4,353,602	4,353,602	100%	4,353,602	100%
GRAND TOTAL REVENUES & OTHER SOURCES	\$ 26,207	\$ 15,000	\$ 3,000	\$ 4,358,602	\$ 4,343,602	28957%	\$ 4,355,602	145187%
EXPENDITURES & OTHER USES								
Salaries	-	-	-	\$ -	\$ -	0%	\$ -	0%
Transfers Out	-	-	-	-	-	0%	-	0%
Insurance	-	-	-	-	-	0%	-	0%
Taxes	-	-	-	-	-	0%	-	0%
Retirement	-	-	-	-	-	0%	-	0%
Total Payroll and Related	-	-	-	-	-	0%	-	0%
Capital Outlay	-	-	-	-	-	0%	-	0%
Debt Service	-	-	-	-	-	0%	-	0%
Economic Development	-	-	-	-	-	0%	-	0%
Leases and Rentals	-	-	-	-	-	0%	-	0%
Public Notices	-	-	-	-	-	0%	-	0%
Rent & Utilities	-	-	-	-	-	0%	-	0%
Repair & Maintenance	-	-	-	-	-	0%	-	0%
Services	-	-	-	-	-	0%	-	0%
Supplies	-	-	-	-	-	0%	-	0%
Transfer Out Operating	-	-	-	-	-	0%	-	0%
Travel & Training	-	-	-	-	-	0%	-	0%
Operations and Maintenance	-	-	-	-	-	0%	-	0%
SUB-TOTAL OPERATIONS and MAINTENANCE EXPENDITURES	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Projects - Capital improvement	1,293,500	1,113,830	919,130	2,491,720	1,377,890	124%	1,572,590	171%
Projects - Maintenance & Replacement	-	-	-	-	-	0%	-	0%
Total Capital and Maintenance & Replacement	1,293,500	1,113,830	919,130	2,491,720	1,377,890	124%	1,572,590	171%
Transfers Out	-	-	-	-	-	0%	-	0%
Other Uses	-	-	-	-	-	0%	-	0%
Total Transfers Out & Other Uses	-	-	-	-	-	0%	-	0%
SUB-TOTAL NON-OPERATING EXPENDITURES	\$ 1,293,500	\$ 1,113,830	\$ 919,130	\$ 2,491,720	\$ 1,377,890	124%	\$ 1,572,590	171%
GRAND TOTAL ALL EXPENDITURES & OTHER USES	\$ 1,293,500	\$ 1,113,830	\$ 919,130	\$ 2,491,720	\$ 1,377,890	124%	\$ 1,572,590	171%
SUMMARY								
EXCESS REVENUES OVER(UNDER) EXPENDITURES	(1,267,293)	(1,098,830)	(916,130)	1,866,882	2,965,712	-270%	2,783,012	-304%
FUND BALANCE, BEGINNING	2,708,144	1,440,851	1,440,851	524,721	(916,130)	-	(916,130)	-
FUND BALANCE, ENDING	\$ 1,440,851	\$ 342,021	\$ 524,721	\$ 2,391,603	\$ 2,049,582	599%	\$ 1,866,882	356%
Restricted/Assigned/Committed Funds	1,440,851	342,021	524,721	2,391,603	2,049,582	599%	1,866,882	356%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%

WESTLAKE ACADEMY ARTS & SCIENCES CENTER FUND 411 OVERVIEW

Westlake Academy Arts & Sciences Center Fund 411 tracks and accumulates resources to finance the Arts and Sciences Center expansion. Westlake Academy has identified an immediate need for three additional science labs on campus. This moves the science classrooms out of the portable buildings and ensures students have adequate equipment, gas and water lab stations. The estimated cost of this project is \$8.6M. The funding source for the project includes funds provided per economic development agreements by residential developments, anonymous matching funds, and Westlake Academy affiliates.

FUND HIGHLIGHTS

REVENUE

Budgeted at \$251,000. This is a 90% decrease of \$2,249,000 from prior year revised. Revenues are a transfer in from Westlake Academy Expansion Fund 412 as well as investment earnings.

EXPENDITURES

Budgeted at \$250,000, which is flat from prior year revised. Expenditures are budgeted for preliminary planning services of the Westlake Academy Arts & Sciences Center.

FUND BALANCE

The projected ending fund balance is \$2.6M.

WESTLAKE ACADEMY ARTS & SCIENCES CENTER FUND 411

Program Summary

Fiscal Year 2022

	Audited Actuals FY 2020	Adopted Budget FY 2021	Revised Budget FY 2021	Adopted Budget FY 2022	FY 2022 vs FY 2021	Adopted vs Adopted	FY 2022 vs FY 2021	Adopted vs Revised
REVENUES & OTHER SOURCES								
General Sales Tax	-	-	-	-	-	0%	-	0%
Property Tax	-	-	-	-	-	0%	-	0%
Beverage Tax	-	-	-	-	-	0%	-	0%
Charge for Service	-	-	-	-	-	0%	-	0%
Hotel Occupancy Tax	-	-	-	-	-	0%	-	0%
Franchise Fees	-	-	-	-	-	0%	-	0%
Permits & Fees Other	-	-	-	-	-	0%	-	0%
Permits & Fees Building	-	-	-	-	-	0%	-	0%
Permits & Fees Utility	-	-	-	-	-	0%	-	0%
Fines & Forfeitures Court	-	-	-	-	-	0%	-	0%
Investment Earnings	109	-	-	1,000	1,000	100%	1,000	100%
Contributions	-	-	1,250,000	-	-	100%	(1,250,000)	100%
Donations	-	-	-	-	-	100%	-	100%
Misc Income	-	-	-	-	-	0%	-	0%
Total Revenues	109	-	1,250,000	1,000	1,000	100%	(1,249,000)	100%
Transfer In from Fund 412 WA Expansion	100,000	250,000	1,250,000	250,000	-	100%	(1,000,000)	-80%
Other Sources	-	-	-	-	-	0%	-	0%
Total Transfers In and Other Sources	100,000	250,000	1,250,000	250,000	-	100%	(1,000,000)	-80%
GRAND TOTAL REVENUES & OTHER SOURCES	\$ 100,109	\$ 250,000	\$ 2,500,000	\$ 251,000	\$ 1,000	100%	\$ (2,249,000)	-90%
EXPENDITURES & OTHER USES								
Salaries	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Transfers Out	-	-	-	-	-	0%	-	0%
Insurance	-	-	-	-	-	0%	-	0%
Taxes	-	-	-	-	-	0%	-	0%
Retirement	-	-	-	-	-	0%	-	0%
Total Payroll and Related	-	-	-	-	-	0%	-	0%
Capital Outlay	-	-	-	-	-	0%	-	0%
Debt Service	-	-	-	-	-	0%	-	0%
Economic Development	-	-	-	-	-	0%	-	0%
Leases and Rentals	-	-	-	-	-	0%	-	0%
Public Notices	-	-	-	-	-	0%	-	0%
Rent & Utilities	-	-	-	-	-	0%	-	0%
Repair & Maintenance	-	-	-	-	-	0%	-	0%
Services	-	-	-	-	-	0%	-	0%
Supplies	-	-	-	-	-	0%	-	0%
Transfer Out Operating	-	-	-	-	-	0%	-	0%
Travel & Training	-	-	-	-	-	0%	-	0%
Operations and Maintenance	-	-	-	-	-	0%	-	0%
SUB-TOTAL OPERATIONS and MAINTENANCE EXPENDITURES	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Projects - Capital improvement	50,427	250,000	-	250,000	-	100%	250,000	100%
Projects - Maintenance & Replacement	-	-	-	-	-	0%	-	0%
Total Capital and Mainteance & Replacement	50,427	250,000	-	250,000	-	100%	250,000	100%
Transfers Out	-	-	-	-	-	0%	-	0%
Other Uses	-	-	-	-	-	0%	-	0%
Total Transfers Out & Other Uses	-	-	-	-	-	0%	-	0%
SUB-TOTAL NON-OPERATING EXPENDITURES	\$ 50,427	\$ 250,000	\$ -	\$ 250,000	\$ -	100%	\$ 250,000	100%
GRAND TOTAL ALL EXPENDITURES & OTHER USES	\$ 50,427	\$ 250,000	\$ -	\$ 250,000	\$ -	100%	\$ 250,000	100%
SUMMARY								
EXCESS REVENUES OVER(UNDER) EXPENDITURES	49,682	-	2,500,000	1,000	1,000	#DIV/0!	(2,499,000)	-100%
FUND BALANCE, BEGINNING	-	49,682	49,682	2,549,682	2,500,000	5032%	2,500,000	5032%
FUND BALANCE, ENDING	\$ 49,682	\$ 49,682	\$ 2,549,682	\$ 2,550,682	\$ 2,501,000	5034%	\$ 1,000	0%
Restricted/Assigned/Committed Funds	49,682	49,682	2,549,682	2,550,682	2,501,000	5034%	1,000	0%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%

WESTLAKE ACADEMY EXPANSION FUND 412 OVERVIEW

Westlake Academy Expansion Fund 412 tracks and accumulates resources intended to finance future Academy expansions. In FY 12/13, approximately 8.5 million dollars of bond proceeds were used to fund construction of three new buildings at Westlake Academy. In February of 2013, an Economic Development Agreement was executed that requires the developer to pay \$10K for lots in the Granada subdivision, \$5K for lots in the Quail Hollow subdivision and \$5K for lot the Knolls. These payments are recorded in the Economic Development Fund 210 and are transferred to the Westlake Academy Fund 412.

FUND HIGHLIGHTS

REVENUE

Budgeted at \$5,000. This is a 92% decrease of \$60,000 from prior year revised. The decrease in revenue is due to the projected new interest rates, no projected contributions or transfers in from other funds.

EXPENDITURES

Budgeted at \$250,000. This is an 80% decrease of \$1,000,000 from prior year revised. Expenditures consist of a transfer to Fund 411 for preliminary planning services for the Westlake Academy Art & Sciences Center.

FUND BALANCE

The projected ending fund balance is \$1.6M. This is a 13% decrease of \$245,000 from prior year revised.

WESTLAKE ACADEMY EXPANSION FUND 412

Program Summary

Fiscal Year 2022

	Audited Actuals FY 2020	Adopted Budget FY 2021	Revised Budget FY 2021	Adopted Budget FY 2022	FY 2022 vs FY 2021	Adopted vs Adopted	FY 2022 vs FY 2021	Adopted vs Revised
REVENUES & OTHER SOURCES								
General Sales Tax	-	-	-	-	-	0%	-	0%
Property Tax	-	-	-	-	-	0%	-	0%
Beverage Tax	-	-	-	-	-	0%	-	0%
Charge for Service	-	-	-	-	-	0%	-	0%
Hotel Occupancy Tax	-	-	-	-	-	0%	-	0%
Franchise Fees	-	-	-	-	-	0%	-	0%
Permits & Fees Other	-	-	-	-	-	0%	-	0%
Permits & Fees Building	-	-	-	-	-	0%	-	0%
Permits & Fees Utility	-	-	-	-	-	0%	-	0%
Fines & Forfeitures Court	-	-	-	-	-	0%	-	0%
Investment Earnings	33,706	15,000	15,000	5,000	(10,000)	-67%	(10,000)	-67%
Contributions	-	-	50,000	-	-	0%	(50,000)	-100%
Donations	-	-	-	-	-	0%	-	0%
Misc Income	-	-	-	-	-	0%	-	0%
Total Revenues	33,706	15,000	65,000	5,000	(10,000)	-67%	(60,000)	-92%
Transfer In from Fund 210 Economic Development	280,000	-	-	-	-	0%	-	0%
Other Sources	-	-	-	-	-	0%	-	0%
Total Transfers In and Other Sources	280,000	-	-	-	-	0%	-	0%
GRAND TOTAL REVENUES & OTHER SOURCES	\$ 313,706	\$ 15,000	\$ 65,000	\$ 5,000	\$ (10,000)	-67%	\$ (60,000)	-92%
EXPENDITURES & OTHER USES								
Salaries	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Transfers Out	-	-	-	-	-	0%	-	0%
Insurance	-	-	-	-	-	0%	-	0%
Taxes	-	-	-	-	-	0%	-	0%
Retirement	-	-	-	-	-	0%	-	0%
Total Payroll and Related	-	-	-	-	-	0%	-	0%
Capital Outlay	-	-	-	-	-	0%	-	0%
Debt Service	-	-	-	-	-	0%	-	0%
Economic Development	-	-	-	-	-	0%	-	0%
Leases and Rentals	-	-	-	-	-	0%	-	0%
Public Notices	-	-	-	-	-	0%	-	0%
Rent & Utilities	-	-	-	-	-	0%	-	0%
Repair & Maintenance	-	-	-	-	-	0%	-	0%
Services	-	-	-	-	-	0%	-	0%
Supplies	-	-	-	-	-	0%	-	0%
Transfer Out Operating	-	-	-	-	-	0%	-	0%
Travel & Training	-	-	-	-	-	0%	-	0%
Operations and Maintenance	-	-	-	-	-	0%	-	0%
SUB-TOTAL OPERATIONS and MAINTENANCE EXPENDITURES	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Projects - Capital improvement	-	-	-	-	-	0%	-	0%
Projects - Maintenance & Replacement	-	-	-	-	-	0%	-	0%
Total Capital and Maintenance & Replacement	-	-	-	-	-	100%	-	0%
Transfers Out to Fund 100 General Fund	-	-	-	-	-	0%	-	0%
Transfers Out to Fund 411 A&S Building	100,000	250,000	1,250,000	250,000	-	0%	(1,000,000)	-80%
Total Transfers Out & Other Uses	100,000	250,000	1,250,000	250,000	-	0%	(1,000,000)	-80%
SUB-TOTAL NON-OPERATING EXPENDITURES	\$ 100,000	\$ 250,000	\$ 1,250,000	\$ 250,000	\$ -	100%	\$ (1,000,000)	-80%
GRAND TOTAL ALL EXPENDITURES & OTHER USES	\$ 100,000	\$ 250,000	\$ 1,250,000	\$ 250,000	\$ -	100%	\$ (1,000,000)	-80%
SUMMARY								
EXCESS REVENUES OVER(UNDER) EXPENDITURES	213,706	(235,000)	(1,185,000)	(245,000)	(10,000)	4%	940,000	-79%
FUND BALANCE, BEGINNING	2,798,212	3,011,918	3,011,918	1,826,918	(1,185,000)	-39%	(1,185,000)	-39%
FUND BALANCE, ENDING	\$ 3,011,918	\$ 2,776,918	\$ 1,826,918	\$ 1,581,918	\$ (1,195,000)	-43%	\$ (245,000)	-13%
Restricted/Assigned/Committed Funds	3,011,918	2,776,918	1,826,918	1,581,918	(1,195,000)	-43%	(245,000)	-13%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%



THE TOWN OF
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THE TOWN OF
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DISTINCTIVE BY DESIGN

LONG-TERM PLANNING

LONG-TERM PLANNING

Long-term planning is a key component of Town's financial principles. Without proper planning, multi-year sustainability would not be attainable. To maximize the benefit of long-term 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.

Long-term planning ensures Council has time to strategize a course for the Town in both the short and long-term.

FORECASTING

The Town develops a financial forecast by assessing key revenue and expenditure drivers. Key revenue forecasts are based on projected development projects and data driven assessments of the local, regional, state and national economy. Key expenditure forecasts are based on the goods and service needs of the Town, useful life of major assets, and the operational impact of projects or programs.

KEY REVENUES

General Sales Tax
Property Tax Rate
Net Taxable Value
Franchise Fees
Licenses & Permits
Charges for Services
Intergovernmental Revenues
Fines & Forfeitures

KEY EXPENDITURES

Overtime
Maintenance
Travel & Training
Utility Costs
Professional Services
Insurance Costs
Fleet Replacements
Capital Equipment Replacements

Key revenues and expenditures are monitored quarterly and annually to identify financial trends, shortfalls, and potential issues so that they can be addressed proactively. Forecasting is essential to budgeting and multi-year planning as it allows Council to make informed decisions about the Town's financial health and strategic goals.

LONG-TERM PLAN

The Town's long-term plan is depicted in the five-year financial forecast for all municipal funds and the five-year Capital Improvement Plan.

SIGNIFICANT FORECAST ASSUMPTIONS

GENERAL FUND

REVENUES

General Sales Tax

- Held flat from previous year's revised with an annual increase of 3%
- Charles Schwab Phase I and II added in FY 2023 – FY 2025
- Front 44 added in FY 2023 – FY 2025

Ad Valorem (Property) Tax

- Based on the permit date of new construction plus two years.

Permits & Fees Building

- Based on the schedule of annual permits for commercial and residential growth
- Commercial projections include \$220K in fees for Lifetime Fitness & 7-Eleven Store, a small island building permit at Retail Corner
- Anticipated approval of Entertainment/Restaurants/Hotel/Office blocks in Entrada; Residential projections include 68 new residential units

Transfer In

- Based on projected impact fees from the Utility Fund

All other revenues are projected to increase annually by 1%.

EXPENDITURES

Payroll & Related

- Increase annually by 3%
- Medical Insurance increases annually by 8%
- Social Security, Medicare, and TMRS Retirement increases annually by 3%
- All other taxes and insurance costs increase annually by 1%

Capital Outlay

- Remains flat until FY 2026

Debt Service

- Remains flat until FY 2026

Rent and Utilities

- Town hall office is based on a tiered rent payment schedule
- All other rent and utilities costs increase annually by 1%

Supplies

- No COVID-19 related expenses are projected in future years
- All other supplies increase annually by 1%

Transfer Out to Debt Service

- Covers general sales tax shortages from 4B Economic Development Funds that are used for Debt Service Fund 300.

Transfer Out

- Transfers to conduit funds are expected to resume in FY 2022 to FY 2025.

All other expenditures are projected to increase annually by 1%.

UTILITY FUND 500

REVENUES

- Projected to increase annually by 2% based on new constructions

EXPENDITURES

- Payroll & Related increases annually by 3%
- Debt Service is based on the tiered schedules or specific Utility Fund revenues
- All other expenditures are projected to increase annually by 2%

VISITORS ASSOCIATION FUND 200

REVENUES

- Projected to increase annually by 1%
- The Entrada hotel is projected to be added in FY 2023
- The Front 44 hotel is projected to be added in FY 2024

EXPENDITURES

- Projected to increase annually by 1%

FIVE YEAR FINANCIAL FORECAST

FUND	ADOPTED FY 20/21	REVISED FY 20/21	ADOPTED FY 21/22	Projected FY 22/23	Projected FY 23/24	Projected FY 24/25	Projected FY 25/26
GENERAL FUND							
Total Revenues and Other Sources	\$ 15,620,674	\$ 10,803,381	\$ 10,788,545	\$ 12,595,182	\$ 11,146,167	\$ 13,077,992	\$ 11,870,153
Total Expenditures and Other Uses	(10,675,746)	(9,968,481)	(14,070,731)	(11,742,412)	(12,223,542)	(12,979,575)	(12,456,975)
NET CHANGE TO FUND BALANCE	4,944,928	834,900	(3,282,186)	852,770	(1,077,375)	98,417	(586,821)
Beginning Fund Balance	14,252,036	14,498,447	15,333,347	12,051,161	12,903,931	11,826,556	11,924,973
Ending Fund Balance	19,196,964	15,333,347	12,051,161	12,903,931	11,826,556	11,924,973	11,338,151
Restricted/Committed/Assigned	298,560	727,479	727,479	727,479	727,479	727,479	727,479
Unassigned Ending Balance	\$ 18,898,404	\$ 14,605,868	\$ 11,323,682	\$ 12,176,452	\$ 11,099,077	\$ 11,197,494	\$ 10,610,672
Operating Expenditures	\$10,665,746	\$9,883,481	\$10,070,731	\$10,042,412	\$10,273,542	\$10,529,575	\$10,756,975
Operating Cost per Day	\$29,221	\$27,078	\$27,591	\$27,513	\$28,147	\$28,848	\$29,471
OPERATING DAYS	647	539	410	443	394	388	360

ENTERPRISE FUNDS							
Total Revenues and Other Sources	\$ 5,819,803	\$ 5,781,493	\$ 5,724,016	\$ 5,799,081	\$ 5,910,367	\$ 6,020,717	\$ 6,108,474
Total Expenditures and Other Uses	(5,641,207)	(5,018,495)	(6,013,468)	(5,748,112)	(5,883,531)	(5,892,159)	(5,965,320)
NET CHANGE TO FUND BALANCE	178,596	762,998	(289,452)	50,969	26,836	128,558	143,154
Beginning Working Capital	5,738,480	5,738,480	6,501,477	6,212,025	6,262,994	6,289,830	6,418,388
Ending Working Capital	5,917,075	6,501,477	6,212,025	6,262,994	6,289,830	6,418,388	6,561,542
Restricted/Committed/Assigned	1,453,668	1,432,968	1,282,067	1,273,527	1,264,836	1,251,207	1,237,331
Unassigned Working Capital	\$ 4,463,408	\$ 5,068,510	\$ 4,929,958	\$ 4,989,467	\$ 5,024,993	\$ 5,167,181	\$ 5,324,211

INTERNAL SERVICE FUNDS							
Total Revenues and Other Sources	\$ 109,275	\$ 614,275	\$ 2,980,775	\$ 1,665,050	\$ 1,980,050	\$ 2,415,050	\$ 1,665,050
Total Expenditures and Other Uses	(1,143,500)	(729,500)	(2,033,287)	(972,000)	(1,518,000)	(3,785,000)	(1,218,515)
NET CHANGE TO FUND BALANCE	(1,034,225)	(115,225)	947,488	693,050	462,050	(1,369,950)	446,535
Beginning Fund Balance	1,980,839	1,980,839	1,865,614	2,813,102	3,506,152	3,968,202	2,598,252
Ending Fund Balance	946,614	1,865,614	2,813,102	3,506,152	3,968,202	2,598,252	3,044,787
Restricted/Committed/Assigned	946,614	1,865,614	2,813,102	3,506,152	3,968,202	2,598,252	3,044,787
Unassigned Ending Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

SPECIAL REVENUE FUNDS							
Total Revenues and Other Sources	\$ 1,470,625	\$ 1,912,750	\$ 2,465,250	\$ 2,308,667	\$ 2,387,206	\$ 2,469,361	\$ 2,527,348
Total Expenditures and Other Uses	(1,612,716)	(2,057,341)	(2,381,299)	(2,497,682)	(2,485,319)	(2,830,146)	(2,844,829)
NET CHANGE TO FUND BALANCE	(142,091)	(144,591)	83,951	(189,015)	(98,113)	(360,785)	(317,481)
Beginning Fund Balance	834,616	834,616	690,025	773,976	584,962	486,849	126,064
Ending Fund Balance	692,525	690,025	773,976	584,962	486,849	126,064	(191,417)
Restricted/Committed/Assigned	692,525	690,025	773,976	584,962	486,849	126,064	(191,417)
Unassigned Ending Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

FIVE YEAR FINANCIAL FORECAST

FUND	ADOPTED FY 20/21	REVISED FY 20/21	ADOPTED FY 21/22	Projected FY 22/23	Projected FY 23/24	Projected FY 24/25	Projected FY 25/26
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DEBT SERVICE FUNDS

Total Revenues and Other Sources	\$ 2,654,572	\$ 2,649,259	2,760,000	3,122,425	3,127,621	3,423,779	3,413,229
Total Expenditures and Other Uses	(2,691,274)	(2,691,189)	(2,868,589)	(3,122,425)	(3,127,621)	(3,423,779)	(3,413,229)
NET CHANGE TO FUND BALANCE	(36,702)	(41,930)	(108,589)	-	-	-	-
Beginning Fund Balance	150,518	150,518	108,588	(0)	(0)	(0)	(0)
Ending Fund Balance	113,816	108,588	(0)	(0)	(0)	(0)	(0)
Restricted/Committed/Assigned	113,816	108,973	(0)	(0)	(0)	(0)	(0)
Unassigned Ending Balance	\$ -	\$ (385)	\$ (0)	\$ -	\$ -	\$ -	\$ -

CAPITAL PROJECT FUNDS

Total Revenues and Other Sources	\$ 280,000	\$ 2,568,000	\$ 4,614,602	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Total Expenditures and Other Uses	(1,613,830)	(2,169,130)	(2,991,720)	(579,017)	(682,865)	0	0
NET CHANGE TO FUND BALANCE	(1,333,830)	398,870	1,622,882	(569,017)	(672,865)	10,000	10,000
Beginning Fund Balance	4,502,451	4,502,451	4,901,321	6,524,203	5,955,186	5,282,321	5,292,321
Ending Fund Balance	3,168,621	4,901,321	6,524,203	5,955,186	5,282,321	5,292,321	5,302,321
Restricted/Committed/Assigned	3,168,621	4,901,321	6,524,203	5,955,186	5,282,321	5,292,321	5,302,321
Unassigned Ending Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

GRAND TOTAL ALL MUNICIPAL FUND TYPES

Total Revenues and Other Sources	\$ 25,954,949	\$ 24,329,158	\$ 29,333,188	\$ 25,500,405	\$ 24,561,411	\$ 27,416,899	\$ 25,594,254
Total Expenditures and Other Uses	(23,378,273)	(22,634,136)	(30,359,093)	(24,661,647)	(25,920,878)	(28,910,659)	(25,898,867)
NET CHANGE TO FUND BALANCE	2,576,676	1,695,022	(1,025,905)	838,758	(1,359,468)	(1,493,760)	(304,613)
Beginning Fund Balance	27,458,940	27,705,351	25,005,509	28,374,467	29,213,225	27,853,757	26,359,997
Ending Fund Balance	30,035,616	29,400,373	28,374,468	29,213,225	27,853,757	26,359,997	26,055,384
Restricted/Committed/Assigned	6,673,804	9,726,380	12,120,827	12,047,305	11,729,687	9,995,323	10,120,500
Unassigned Ending Balance	\$ 23,361,812	\$ 19,673,993	\$ 16,253,641	\$ 17,165,920	\$ 16,124,071	\$ 16,364,675	\$ 15,934,884



THE TOWN OF
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CAPITAL IMPROVEMENT PLAN

CAPITAL IMPROVEMENT PLAN OVERVIEW

The Capital Improvement Plan (CIP) is the Town's strategy for infrastructure development and improvement. This includes, road expansion, repairs on publicly owned buildings, and the acquisition of new water sources. The CIP is a multi-year document that summarizes capital projects for the next five (5) years. Each project has individual cost estimates and financing methods for improvements. The CIP establishes the Town's priorities and serves as a blueprint for investment in capital infrastructure in the short and long-term.

CAPITAL IMPROVEMENT PLAN PROCESS

IDENTIFYING A NEED

The CIP process begins with identifying capital project needs based on the Town's balanced scorecard and comprehensive plan.

FUNDING SOURCES

Once a capital project need is identified, staff analyze potential funding sources.

There are four primary funding sources for capital projects:

- Cash Funding (revenue sources such as sales, hotel/motel and property taxes);
- State/Federal funding (public grants);
- Private Funding (developmental impact fees or charitable donations); and
- Bond Issuance.

WHAT IS A CAPITAL EXPENDITURE?

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.

All funding considerations are based on collaborative discussions with stakeholders and the source of the revenue.

STAFF ANALYSIS

Projects proposed for the CIP are reviewed, evaluated, and recommended based on the following criteria:

- The project is within the debt limitations established by state law and within a maximum local levy debt service established by Town Council.
- The project meets 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

- Highways and streets provide safe and effective vehicular access and efficient urban traffic flow. This includes:

- New projects that will reduce future maintenance requirements; and
- Good streets and roadways to serve Town facilities.

- Adequate water supply is available for existing neighborhoods, planned growth and development of the Town.
- Improvements for beautification and landscaping are conducted on arterials and highways, facilities, etc.
- The CIP is balanced for all types of Town assets.

WHAT IS A CAPITAL PROJECT?

Capital projects are the individual action plans that make up a CIP. Capital projects are categorized into the following groups: Parks & Recreation, Facilities, Transportation, Vehicles and Utilities.

CIP PRIORITIZATION STRATEGY

The Town's CIP prioritization strategy is to preserve, protect and 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.

PRESERVE



PROTECT



PLAN



IMPACT TO OPERATING BUDGET

The Town's operating budget is directly affected by the 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 planned to prevent shocks to operating budgets. Several projects are currently included in the adopted CIP and may have future impacts on the operating budget.

ADOPTION OF THE CIP

CIP recommendations are forwarded to the Town Manager and then to Town Council. Town Council may shift, add, or delete projects in the proposed CIP. Like the operating budget, Town Council will adopt the CIP.

FUNDED vs. UNFUNDED PROJECTS

The CIP includes funded and unfunded capital projects. Funded capital projects have been approved and adopted by Town Council. Unfunded projects are capital needs that are subject to more discussion. These projects may be moved to the “Funded” section of the CIP or moved out into future years depending on the Town’s priorities, funding availability, or other considerations. Documenting unfunded projects ensures stakeholders are aware of the Town’s capital needs so that funding can be secured or through further evaluation eliminate the project entirely.

IMPLEMENTATION

After the CIP is adopted by Town Council, departments use the CIP as a guide for implementing capital improvements.

BUDGETING FOR ONGOING OPERATING COSTS OF CAPITAL PROJECTS

The CIP is developed and revised with the Town’s annual operating budget. Departments provide estimated ongoing costs for capital projects to reduce any impact to cash flow. When a project is completed, the operating costs are included in the department’s operating budget.

FUNDED CAPITAL IMPROVEMENT PROJECT FORECAST

PROJ #	Project Description	Totals thru FY 2020	FY 2021		FY 2022 Adopted Budget	FY 2023 Projected Budget	FY 2024 Projected Budget	FY 2025 Projected Budget	PROJECT GRAND TOTAL
			Adopted Budget	Revised Budget					
CP20	FM1938 Town Improvements	3,432,780	-	-	-	-	-	-	3,432,780
CP34	Roanoke Road Reconstruction & Drainage South	72,118	-	-	700,955	-	-	-	773,073
CP40	Sam School Road Reconstruction & Drainage	26,828	-	-	-	-	72,160	-	98,988
CP75	Flashing Crosswalk - Dove @ Pearson/Ottinger	31,044	25,000	26,302	-	-	-	-	57,346
CP78	Solana Pavement Repairs	376,196	-	-	-	-	-	-	376,196
CP80	FM1938 Pavement Repairs	-	90,400	34,222	-	-	-	-	34,222
CP82	SH114 Service Road Construction	157,450	108,480	108,480	100,000	100,000	50,000	-	515,930
CP83	GPS Opticom Traffic Control	-	-	-	91,250	-	-	-	91,250
Total - Road Improvements - Dept 16		4,096,415	223,880	169,004	892,205	100,000	122,160	-	5,379,784
CP77	WA Pond Repairs	-	82,000	17,395	-	-	-	-	17,395
Total - Facility Improvements - Dept 17		-	82,000	17,395	-	-	-	-	17,395
CP67	Wayfinding Signage	3,965	214,700	20,000	214,700	214,700	-	-	453,365
CP76	Cemetery Improvements	113,752	-	-	250,000	64,317	-	-	428,069
Total - Trail/Park/Cemetery - Dept 19		117,717	214,700	20,000	464,700	279,017	-	-	881,434
CP52	Trail - Academy to Cemetery	-	-	-	-	-	560,705	-	560,705
CP58	Ottinger Road Recon/Drainage	44,770	593,250	593,250	-	-	-	-	638,020
CP53	Trail - Dove/Pearson/Aspen	4,220	-	74,867	459,250	-	-	-	538,337
CP60	Pearson Lane Recon/Drainage	77,713	-	20,831	475,565	-	-	-	574,109
Total - Trail and Road Improvements - Dept 16 & 19		126,703	593,250	688,948	934,815	-	560,705	-	2,311,171
CP86	Software Upgrades for WA	-	-	-	200,000	-	-	-	200,000
CP87	Software Upgrades for Municipality	-	-	-	-	200,000	-	-	200,000
CP81	Fiber Connectivity Project	193,846	-	23,783	-	-	-	-	217,629
Total - Information Technology - Dept 18 & 20		193,846	-	23,783	200,000	200,000	-	-	617,629
TOTAL GOVERNMENTAL PROJECTS		\$ 4,534,680	\$ 1,113,830	\$ 919,130	\$ 2,491,720	\$ 579,017	\$ 682,865	\$ -	\$ 9,207,412

Funding Summary	Totals thru FY 2020	FY 2021		FY 2022 Adopted Budget	FY 2023 Projected Budget	FY 2024 Projected Budget	FY 2025 Projected Budget	PROJECT GRAND TOTAL
		Adopted Budget	Revised Budget					
Cash/Fund Balance (Formerly adopted)	\$ 4,534,680	\$ 1,113,830	\$ 919,130	\$ 200,000	\$ 200,000	\$ -	\$ -	\$ 5,853,810
FY21/22 Bonds 30 Year	-	-	-	2,291,720	379,017	682,865	-	3,353,602
GRAND TOTAL ALL PROJECTS	\$ 4,534,680	\$ 1,113,830	\$ 919,130	\$ 2,491,720	\$ 579,017	\$ 682,865	\$ -	\$ 9,207,412

FUNDED CAPITAL IMPROVEMENT PROJECT #34

Roanoke Road Reconstruction and Drainage South

(Highway 170 south to Town limits)

Project Description:

The project will provide stabilization of road subgrade and 6" of asphalt to approximately 4,000 LF of Roanoke Road and replace/improve culverts and ditches, consistent with 2011 Graham Pavement Evaluation Study. Project improvements will be from Highway 170 south to the Town limits. Anticipate crack sealing during the 2nd year after completion. This project would be funded through bond proceeds.



PROJECT EXPENSE

410-73000-16-000-000034	Actuals Thru	Amended	Adopted	----- Projection-----				Project
EXPENDITURE TYPE	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Engineering	72,118	-	700,955	-	-	-	-	773,073
Construction	-	-	-	-	-	-	-	-
Design	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	72,118	-	700,955	-	-	-	-	773,073

PROJECT FUNDING

410-33501-16-000-000034	Actuals Thru	Amended	Adopted	----- Projection-----				Project
FUNDING TYPE	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Cash (Fund Balance)	72,118	-	-	-	-	-	-	72,118
Contributions/Grants	-	-	-	-	-	-	-	-
Bonds FY 21/22 CO	-	-	700,955	-	-	-	-	700,955
Unfunded	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	72,118	-	700,955	-	-	-	-	773,073

IMPACT ON OPERATING BUDGET

	Actuals Thru	Amended	Adopted	----- Projection-----				
IMPACT TYPE	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	
Supplies	-	-	-	-	-	-	-	
Services	-	-	-	-	-	-	-	
Insurance	-	-	-	-	-	-	-	
Repair & Maintenance	-	-	-	-	5,464	5,628	10,000	
Rent & Utilities	-	-	-	-	-	-	-	
Debt Service	-	-	-	-	-	-	-	
OPERATING IMPACT	-	-	-	-	5,464	5,628	10,000	

FUNDED CAPITAL IMPROVEMENT PROJECT #40

Sam School Road Reconstruction and Drainage

(Solana to Town limits)

Project Description:

The project will provide stabilization of road subgrade and 6" of asphalt to approximately 2,000 LF of Sam School Road and replace/improve culverts and ditches, consistent with 2011 Graham Pavement Evaluation Study. Anticipate crack sealing 2nd year from completion. Includes 150 linear feet of sidewalk. This project would be funded through bond proceeds.



PROJECT EXPENSE

410-73000-16-000-000040	Actuals Thru	Amended	Adopted	----- Projection -----				Project
EXPENDITURE TYPE	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Engineering	-	-	-	-	-	-	-	-
Construction	26,828	-	-	-	72,160	-	-	98,988
Design	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	26,828	-	-	-	72,160	-	-	98,988

PROJECT FUNDING

410-33501-16-000-000040	Actuals Thru	Amended	Adopted	----- Projection -----				Project
FUNDING TYPE	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Cash (Fund Balance)	26,828	-	-	-	-	-	-	26,828
Contributions/Grants	-	-	-	-	-	-	-	-
Bonds FY 23/24	-	-	-	-	72,160	-	-	72,160
Unfunded	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	26,828	-	-	-	72,160	-	-	98,988

IMPACT ON OPERATING BUDGET

	Actuals Thru	Amended	Adopted	----- Projection -----				
IMPACT TYPE	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	
Supplies	-	-	-	-	-	-	-	
Services	-	-	-	-	-	-	-	
Insurance	-	-	-	-	-	-	-	
Repair & Maintenance	-	-	-	-	5,835	6,710	7,381	
Rent & Utilities	-	-	-	-	-	-	-	
Debt Service	-	-	-	-	-	-	-	
OPERATING IMPACT	-	-	-	-	5,835	6,710	7,381	

FUNDED CAPITAL IMPROVEMENT PROJECT #82

SH114 Service Road Construction

Project Description:

TxDOT has started 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 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, Southlake has agreed to pay for all irrigation relocation cost with their city limits. The Solana POA will continue to provide landscape service to the intersection of Solana/Kirkwood and SH 114.



PROJECT EXPENSE								
410-73000-16-000-000082	Actuals Thru	Amended	Adopted	----- Projection -----				Project
EXPENDITURE TYPE	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Engineering	-	-	-	-	-	-	-	-
Construction	157,450	108,480	100,000	100,000	50,000	-	-	515,930
Design	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	157,450	108,480	100,000	100,000	50,000	-	-	515,930

PROJECT FUNDING								
410-33501-16-000-000080	Actuals Thru	Amended	Adopted	----- Projection -----				Project
FUNDING TYPE	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Cash (Fund Balance)	157,450	108,480	-	-	-	-	-	265,930
Contributions/Grants	-	-	-	-	-	-	-	-
Bonds FY 21/22 CO	-	-	100,000	100,000	50,000	-	-	250,000
Unfunded	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	157,450	108,480	100,000	100,000	50,000	-	-	515,930

IMPACT ON OPERATING BUDGET								
	Actuals Thru	Amended	Adopted	----- Projection -----				
IMPACT TYPE	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	
Supplies	-	-	-	-	-	-	-	
Services	-	-	-	-	-	-	-	
Insurance	-	-	-	-	-	-	-	
Repair & Maintenance	-	-	-	11,330	12,236	13,214	14,271	
Rent & Utilities	-	-	-	-	-	-	-	
Debt Service	-	-	-	-	-	-	-	
OPERATING IMPACT	-	-	-	11,330	12,236	13,214	14,271	

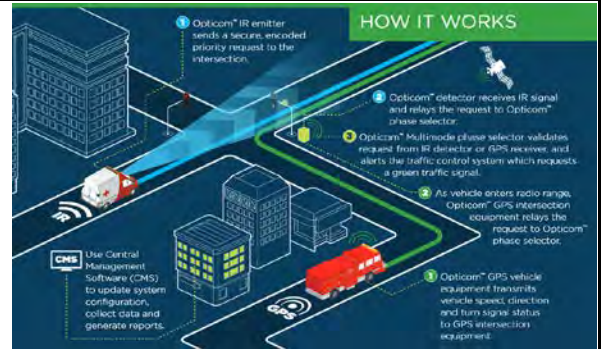
FUNDED CAPITAL IMPROVEMENT PROJECT #83

Traffic Control Equipment - GPS Opticom for 5 Intersections

Project Description:

This project will provide Opticom GPS Systems to assist emergency vehicles (fire & Police) 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	Amended	Adopted	----- Projection -----				Project
EXPENDITURE TYPE	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Engineering	-	-	-	-	-	-	-	-
Construction	-	-	91,250	-	-	-	-	91,250
Design	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	-	-	91,250	-	-	-	-	91,250

PROJECT FUNDING

410-33501-16-000-000080	Actuals Thru	Amended	Adopted	----- Projection -----				Project
FUNDING TYPE	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Cash (Fund Balance)	-	-	-	-	-	-	-	-
Contributions/Grants	-	-	-	-	-	-	-	-
Bonds FY 21/22 CO	-	-	91,250	-	-	-	-	91,250
Unfunded	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	-	-	91,250	-	-	-	-	91,250

IMPACT ON OPERATING BUDGET

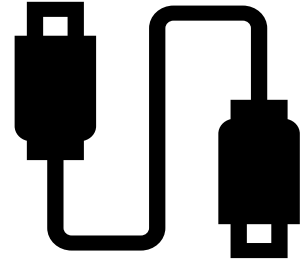
	Actuals Thru	Amended	Adopted	----- Projection -----				
IMPACT TYPE	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	
Supplies	-	-	-	-	-	-	-	
Services	-	-	-	2,700	2,970	3,267	-	
Insurance	-	-	-	-	-	-	-	
Repair & Maintenance	-	-	-	-	1,000	1,000	1,500	
Rent & Utilities	-	-	-	-	-	-	-	
Debt Service	-	-	-	-	-	-	-	
OPERATING IMPACT	-	-	-	2,700	3,970	4,267	1,500	

FUNDED CAPITAL IMPROVEMENT PROJECT #86 & 87

Software Upgrades for Municipality & Academy

Project Description:

The project includes a new budget/finance software for the Town and Academy. The new software updates the Town's out-of-date finance system to account and budget more efficiently in the shared services model. The new software for the Academy consists of a student information system that houses all of the required data that the state of Texas requires for yearly submissions. It also tracks all grades, cumulative records, historical data, attendance records, finance etc. It is the database for all school operations.



PROJECT EXPENSE

EXPENDITURE TYPE	Actuals Thru FY 2020	Revised FY 2021	Adopted FY 2022	----- Projection -----				Project Total
				FY 2023	FY 2024	FY 2025	FY 2026	
Engineering	-	-	-	-	-	-	-	-
Software WA	-	-	200,000	-	-	-	-	200,000
Software - Municipality	-	-	-	200,000	-	-	-	200,000
Contingency	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	-	-	200,000	200,000	-	-	-	400,000

PROJECT FUNDING

FUNDING TYPE	Actuals Thru FY 2020	Revised FY 2021	Adopted FY 2022	----- Projection -----				Project Total
				FY 2023	FY 2024	FY 2025	FY 2026	
Cash (Fund Balance)	-	-	200,000	200,000	-	-	-	400,000
Contributions/Grants	-	-	-	-	-	-	-	-
Bonds	-	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	-	-	200,000	200,000	-	-	-	400,000

IMPACT ON OPERATING BUDGET

IMPACT TYPE	Actuals Thru FY 2020	Revised FY 2021	Adopted FY 2022	----- Projection -----				
				FY 2023	FY 2024	FY 2025	FY 2026	
Supplies	-	-	-	-	-	-	-	
Services	-	-	-	-	-	-	-	
Insurance	-	-	-	-	-	-	-	
Repair & Maintenance	-	-	-	50,000	50,000	50,000	50,000	
Rent & Utilities	-	-	-	-	-	-	-	
Debt Service	-	-	-	-	-	-	-	
OPERATING IMPACT	-	-	-	50,000	50,000	50,000	50,000	

FUNDED CAPITAL IMPROVEMENT PROJECT #67

Wayfinding Signage

Project Description:

The "Wayfinding" Sign Project will showcase the Town's major venues as well as direct visitors through major corridors that lead to various Town destinations and trails. The project includes 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 guideline and template
- 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	Amended	Adopted	----- Projection -----				Project
EXPENDITURE TYPE	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Engineering	-	-	-	-	-	-	-	-
Construction	3,965	20,000	214,700	214,700	-	-	-	453,365
Design	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	3,965	20,000	214,700	214,700	-	-	-	453,365

PROJECT FUNDING

410-33501-19-000-000067	Actuals Thru	Amended	Adopted	----- Projection -----				Project
FUNDING TYPE	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Cash/Transfers	3,965	20,000	214,700	214,700	-	-	-	453,365
Contributions/Grants	-	-	-	-	-	-	-	-
Bonds FY 21/22 CO	-	-	-	-	-	-	-	-
UnFunded	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	3,965	20,000	214,700	214,700	-	-	-	453,365

IMPACT ON OPERATING BUDGET

	Actuals Thru	Amended	Adopted	----- Projection -----				
IMPACT TYPE	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	
Supplies	-	-	-	-	-	-	-	
Services	-	-	-	-	-	-	-	
Insurance	-	-	-	-	-	-	-	
Repair & Maintenance	-	-	-	-	10,000	10,800	11,664	
Rent & Utilities	-	-	-	-	-	-	-	
Debt Service	-	-	-	-	-	-	-	
OPERATING IMPACT	-	-	-	-	10,000	10,800	11,664	

FUNDED CAPITAL IMPROVEMENT PROJECT #76

Cemetery Improvements

Project Description:

This project would include installing an asphalt looped road within the cemetery, a niche wall on the east side of the cemetery and, new fence on the north, east and west side of the property. It's a small landscape areas with irrigation to the trees.



PROJECT EXPENSE								
410-73000-19-000-000076	Actuals Thru	Amended	Adopted	----- Projection -----				Project
EXPENDITURE TYPE	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Engineering	-	-	-	-	-	-	-	-
Construction	113,752	-	250,000	100,000	-	-	-	463,752
Design	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-
Other Admin cost	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	113,752	-	250,000	100,000	-	-	-	463,752

PROJECT FUNDING								
410-33700-19-000-000076	Actuals Thru	Amended	Adopted	----- Projection -----				Project
FUNDING TYPE	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Total
Cash/Transfers	-	-	-	-	-	-	-	-
Contributions	149,435	-	-	-	-	-	-	149,435
Bonds FY 21/22 CO	-	-	250,000	64,317	-	-	-	314,317
UnFunded	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	149,435	-	250,000	64,317	-	-	-	463,752

IMPACT ON OPERATING BUDGET								
	Actuals Thru	Amended	Adopted	----- Projection -----				
IMPACT TYPE	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	
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 East to West interconnectivity (from Westlake Academy to Schwab Way within the Westlake trail system, along J.T. Ottinger Road.



PROJECT EXPENSE

410-74400-19-000-000052 410-73000-16-000-000058	Actuals Thru FY 2020	Amended FY 2021	Adopted FY 2022	----- Projection -----				Project Total
				FY 2023	FY 2024	FY 2025	FY 2026	
Trail - Engineering/Design	-	-	-	-	-	-	-	-
Trail - Construction	-	-	-	-	475,565	-	-	475,565
Trail - Design	-	-	-	-	-	-	-	-
Road/Bridge - Engineering	-	-	-	-	-	-	-	-
Road/Bridge - Construction	44,770	593,250	-	-	-	-	-	638,020
EXPENDITURES TOTAL	-	-	-	-	475,565	-	-	1,113,585

PROJECT FUNDING

410-33501-19-000-000052 410-33501-16-000-000058	Actuals Thru FY 2020	Amended FY 2021	Adopted FY 2022	----- Projection -----				Project Total
				FY 2023	FY 2024	FY 2025	FY 2026	
Cash (Fund Balance)	44,770	593,250	-	-	-	-	-	638,020
Bonds FY 23/24 CO	-	-	-	-	475,565	-	-	475,565
Bonds	-	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	-	-	-	-	475,565	-	-	1,113,585

IMPACT ON OPERATING BUDGET

IMPACT TYPE	Actuals Thru FY 2020	Amended FY 2021	Adopted FY 2022	----- Projection -----				
				FY 2023	FY 2024	FY 2025	FY 2026	
Supplies	-	-	-	-	-	-	-	
Trail - Services	-	-	-	-	-	-	-	
Insurance	-	-	-	-	-	-	-	
Trail - Repair & Maintenance	-	-	-	10,000	10,300	10,609	10,927	
Trail - Rent & Utilities	-	-	-	-	-	-	-	
Debt Service	-	-	-	-	-	-	-	
OPERATING IMPACT	-	-	-	10,000	10,300	10,609	10,927	

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 to Dove Road along the east side of Pearson Road. 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 from Keller city limits to Dove Road, consistent with 2011 Graham Pavement Evaluation Study. Anticipate crack sealing during the 2nd year after completion.



PROJECT EXPENSE

410-74400-19-000-000053 410-73000-16-000-000060	Actuals Thru FY 2020	Amended FY 2021	Adopted FY 2022	----- Projection -----				Project Total
				FY 2023	FY 2024	FY 2025	FY 2026	
Trail - Engineering	-	-	-	-	-	-	-	-
Trail - Construction	4,220	74,867	459,250	-	-	-	-	538,337
Trail - Contingency	-	-	-	-	-	-	-	-
Road - Engineering	-	-	-	-	-	-	-	-
Road - Construction	77,713	20,831	475,565	-	-	-	-	574,109
EXPENDITURES TOTAL	81,933	95,698	934,815	-	-	-	-	1,112,446

PROJECT FUNDING

410-33501-19-000-000053 410-33501-16-000-000060	Actuals Thru FY 2020	Amended FY 2021	Adopted FY 2022	----- Projection -----				Project Total
				FY 2023	FY 2024	FY 2025	FY 2026	
Cash (Fund Balance) Trail	4,220	74,867	-	-	-	-	-	79,087
Cash (Fund Balance) Road	77,713	20,831	-	-	-	-	-	98,543
Bonds FY 21/22 CO	-	-	934,815	-	-	-	-	934,815
Unfunded	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	81,933	95,698	934,815	-	-	-	-	1,112,446

IMPACT ON OPERATING BUDGET

IMPACT TYPE	Actuals Thru FY 2020	Amended FY 2021	Adopted FY 2022	----- Projection -----				
				FY 2023	FY 2024	FY 2025	FY 2026	
Supplies	-	-	-	-	-	-	-	
Trail - Services	-	-	-	-	-	-	-	
Insurance	-	-	-	-	-	-	-	
Trail - Repair & Maint	-	-	-	3,240	3,499	3,778	4,080	
Trail - Rent & Utilities	-	-	-	-	-	-	-	
Debt Service	-	-	-	-	-	-	-	
OPERATING IMPACT	-	-	-	3,240	3,499	3,778	4,080	

UNFUNDED/UNDER DISCUSSION CAPITAL IMPROVEMENT PROJECT FORECAST

Dept No.	Project Description	Totals Thru FY 2020	FY 2021 Revised Budget	FY 2022 Adopted Budget	FY 2023 Projected Budget	FY 2024 Projected Budget	FY 2025 Projected Budget	FY 2026 Projected Budget	PROJECT GRAND TOTAL
16	Hwy 170, 377 and Schwab Way Traffic Signal Upgrade	\$ -	\$ -	\$ -	\$ -	\$ 495,000	\$ -	\$ -	\$ 495,000
16	Dove Road & Randol Mill Traffic Circle	-	-	-	-	-	83,600	1,108,800	1,192,400
16	Glenwyck Farms Telecommunications Ductbank	-	-	-	-	1,003,200	-	-	1,003,200
16	SH 114/170 Enhancements	239,433	-	-	-	-	913,651	-	1,153,084
Sub-Total - Road/Street Improvements		239,433	-	-	-	1,498,200	997,251	1,108,800	3,843,684
17	Fire Station No. 2 West Side of town						1,000,000	9,000,000	\$ 10,000,000
17	Municipal Town Hall	-	-	-	-	10,000,000	-	-	10,000,000
17	WA Arts & Sciences Center Expansion	-	-	-	9,500,000	-	-	-	9,500,000
Sub-Total - Facility Improvements		-	-	-	9,500,000	10,000,000	1,000,000	9,000,000	29,500,000
19	ADA trail enchantments Solana/Sam School Rd.				150,000	-	-	-	-
19	Hwy 377 Landscape Improvements (Phase I and II)	-	-	-	-	-	577,500	110,000	687,500
19	Trail - Fidelity Campus to WL Parkway at Hwy 114	-	-	-	-	412,500	-	-	412,500
19	Cemetery Improvements	-	-	-	150,000	50,000	-	-	200,000
19	15-30 Acre Community Park	-	-	-	-	-	10,500	211,000	221,500
Sub-Total - Trail/Park/Cemetery Improvements		-	-	-	300,000	462,500	588,000	321,000	1,521,500
TOTAL UNFUNDED (UNDER DISCUSSION)		\$ 239,433	\$ -	\$ -	\$ 9,800,000	\$ 11,960,700	\$ 2,585,251	\$ 10,429,800	\$ 34,865,184

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, US 377 and Schwab Way Westbound intersection with poles and internally illuminated street name signs consistent with the enhanced signals on FM 1938.



PROJECT EXPENSE

EXPENDITURE TYPE	Actuals Thru FY 2020	Revised FY 2021	Adopted FY 2022	----- Projection -----				Project Total
				FY 2023	FY 2024	FY 2025	FY 2026	
Engineering	-	-	-	-	-	-	-	-
Construction	-	-	-	-	495,000	-	-	495,000
Design	-	-	-	-	-	-	-	-
Painting	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	-	-	-	-	495,000	-	-	495,000

PROJECT FUNDING

FUNDING TYPE	Actuals Thru FY 2020	Revised FY 2021	Adopted FY 2022	----- Projection -----				Project Total
				FY 2023	FY 2024	FY 2025	FY 2026	
Cash (Fund Balance)	-	-	-	-	-	-	-	-
Contributions/Grants	-	-	-	-	-	-	-	-
Bonds	-	-	-	-	-	-	-	-
Unfunded	-	-	-	-	495,000	-	-	495,000
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	-	-	-	-	495,000	-	-	495,000

IMPACT ON OPERATING BUDGET

IMPACT TYPE	Actuals Thru FY 2020	Revised FY 2021	Adopted FY 2022	----- Projection -----				
				FY 2023	FY 2024	FY 2025	FY 2026	
Supplies	-	-	-	-	-	-	-	
Services	-	-	-	-	-	-	-	
Insurance	-	-	-	-	-	-	-	
Repair & Maintenance	-	-	-	-	-	5,000	5,150	
Rent & Utilities	-	-	-	-	-	-	-	
Debt Service	-	-	-	-	-	-	-	
OPERATING IMPACT	-	-	-	-	-	5,000	5,150	

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 2020	Revised FY 2021	Adopted FY 2022	----- Projection -----				Project Total
				FY 2023	FY 2024	FY 2025	FY 2026	
Engineering	-	-	-	-	-	83,600		83,600
Construction	-	-	-	-	-		1,108,800	1,108,800
Design	-	-	-	-			-	-
Contingency	-	-	-	-	-	-	-	-
Other	-	-	-	-			-	-
EXPENDITURES TOTAL	-	-	-	-			1,108,800	1,192,400

PROJECT FUNDING

FUNDING TYPE	Actuals Thru FY 2020	Revised FY 2021	Adopted FY 2022	----- Projection -----				Project Total
				FY 2023	FY 2024	FY 2025	FY 2026	
Cash (Fund Balance)	-	-	-	-	-	-	-	-
Contributions/Grants	-	-	-	-	-	-	-	-
Bonds	-	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	83,600	1,108,800	1,192,400
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	-	-	-	-	-	83,600	1,108,800	1,192,400

IMPACT ON OPERATING BUDGET

IMPACT TYPE	Actuals Thru FY 2020	Revised FY 2021	Adopted FY 2022	----- Projection -----				
				FY 2023	FY 2024	FY 2025	FY 2026	
Supplies	-	-	-	-	-	-	-	
Services	-	-	-	-	-	-	-	
Insurance	-	-	-	-	-	-	-	
Repair & Maintenance	-	-	-	-	-	-	2,971	
Rent & Utilities	-	-	-	-	-	-	5,941	
Debt Service	-	-	-	-	-	-		
OPERATING IMPACT	-	-	-	-	-	-	8,912	

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 accommodate 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 2020	Revised FY 2021	Adopted FY 2022	----- Projection -----				Project Total
				FY 2023	FY 2024	FY 2025	FY 2026	
Engineering	-	-	-	-	1,003,200	-	-	1,003,200
Construction	-	-	-	-	-	-	-	-
Design	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	-	-	-	-	1,003,200	-	-	1,003,200

PROJECT FUNDING

FUNDING TYPE	Actuals Thru FY 2020	Revised FY 2021	Adopted FY 2022	----- Projection -----				Project Total
				FY 2023	FY 2024	FY 2025	FY 2026	
Cash (Fund Balance)	-	-	-	-	-	-	-	-
Contributions/Grants	-	-	-	-	-	-	-	-
Bonds	-	-	-	-	-	-	-	-
Unfunded	-	-	-	-	1,003,200	-	-	1,003,200
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	-	-	-	-	1,003,200	-	-	1,003,200

IMPACT ON OPERATING BUDGET

IMPACT TYPE	Actuals Thru FY 2020	Revised FY 2021	Adopted FY 2022	----- Projection -----				
				FY 2023	FY 2024	FY 2025	FY 2026	
Supplies	-	-	-	-	-	-	-	
Services	-	-	-	-	-	-	-	
Insurance	-	-	-	-	-	-	-	
Repair & Maintenance	-	-	-	-	-	4,000	4,120	
Rent & Utilities	-	-	-	-	-	-	-	
Debt Service	-	-	-	-	-	-	-	
OPERATING IMPACT	-	-	-	-	-	4,000	4,120	

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).



PROJECT EXPENSE

EXPENDITURE TYPE	Actuals Thru FY 2020	Revised FY 2021	Adopted FY 2022	----- Projection -----				Project Total
				FY 2023	FY 2024	FY 2025	FY 2026	
Engineering	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	913,651	-	913,651
Design	-	-	-	-	-	-	-	-
Painting	239,433	-	-	-	-	-	-	239,433
Other	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	239,433	-	-	-	-	913,651	-	1,153,084

PROJECT FUNDING

FUNDING TYPE	Actuals Thru FY 2020	Revised FY 2021	Adopted FY 2022	----- Projection -----				Project Total
				FY 2023	FY 2024	FY 2025	FY 2026	
Cash (Fund Balance)	-	-	-	-	-	-	-	-
Contributions/Grants	149,622	-	-	-	-	-	-	149,622
Bonds 2011 CO \$2.095M	89,811	-	-	-	-	-	-	89,811
Bonds	-	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	913,651	-	913,651
FUNDING TOTAL	239,433	-	-	-	-	913,651	-	1,153,084

IMPACT ON OPERATING BUDGET

IMPACT TYPE	Actuals Thru FY 2020	Revised FY 2021	Adopted FY 2022	----- Projection -----				
				FY 2023	FY 2024	FY 2025	FY 2026	
Supplies	-	-	-	-	-	-	-	
Services	-	-	-	-	-	-	-	
Insurance	-	-	-	-	-	-	-	
Repair & Maintenance	-	-	-	-	-	-	-	
Rent & Utilities	-	-	-	-	-	-	-	
Debt Service	-	-	-	-	-	-	-	
OPERATING IMPACT	-	-	-	-	-	-	-	

UNFUNDED (UNDER DISCUSSION) CAPITAL IMPROVEMENT

Westlake Academy Arts & Sciences Center Expansion

Project Description:

Westlake Academy has identified an immediate need for three science labs and two art rooms on campus. This project consists of moving science classrooms out of the portable buildings. The expansion of the Arts & Sciences building ensures students have adequate equipment, gas, and water lab stations. The estimated cost of this project is \$9.5M for the one- level basic floor plan.



PROJECT EXPENSE

EXPENDITURE TYPE	Actuals Thru FY 2020	Revised FY 2021	Adopted FY 2022	----- Projection -----				Project Total
				FY 2023	FY 2024	FY 2025	FY 2026	
Engineering	-	-	-	9,500,000	-	-	-	9,500,000
Construction Phase II	-	-	-	-	-	-	-	-
Construction Phase II	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	-	-	-	9,500,000	-	-	-	9,500,000

PROJECT FUNDING

FUNDING TYPE	Actuals Thru FY 2020	Revised FY 2021	Adopted FY 2022	----- Projection -----				Project Total
				FY 2023	FY 2024	FY 2025	FY 2026	
Cash (Fund Balance)	-	-	-	-	-	-	-	-
Contributions/Grants	-	-	-	-	-	-	-	-
Bonds	-	-	-	-	-	-	-	-
Unfunded	-	-	-	9,500,000	-	-	-	9,500,000
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	-	-	-	9,500,000	-	-	-	9,500,000

IMPACT ON OPERATING BUDGET

IMPACT TYPE	Actuals Thru FY 2020	Revised FY 2021	Adopted FY 2022	----- Projection -----				
				FY 2023	FY 2024	FY 2025	FY 2026	
Supplies	-	-	-	-	-	-	-	
Services	-	-	-	-	-	-	-	
Insurance	-	-	-	-	-	-	-	
Repair & Maintenance	-	-	-	-	-	-	-	
Rent & Utilities	-	-	-	-	-	-	-	
Debt Service	-	-	-	-	-	-	-	
OPERATING IMPACT	-	-	-	-	-	-	-	

UNFUNDED (UNDER DISCUSSION) CAPITAL IMPROVEMENT

Municipal Town Hall

Project Description:

The 10 year town hall lease expires in 2027. This project includes the architecture, design, engineering and construction of the new municipal town hall.



PROJECT EXPENSE

EXPENDITURE TYPE	Actuals Thru FY 2020	Revised FY 2021	Adopted FY 2022	----- Projection -----				Project Total
				FY 2023	FY 2024	FY 2025	FY 2026	
Engineering	-	-	-	-	10,000,000	-	-	10,000,000
Construction Phase II	-	-	-	-	-	-	-	-
Construction Phase II	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	-	-	-	-	10,000,000	-	-	10,000,000

PROJECT FUNDING

FUNDING TYPE	Actuals Thru FY 2020	Revised FY 2021	Adopted FY 2022	----- Projection -----				Project Total
				FY 2023	FY 2024	FY 2025	FY 2026	
Cash (Fund Balance)	-	-	-	-	-	-	-	-
Contributions/Grants	-	-	-	-	-	-	-	-
Bonds	-	-	-	-	-	-	-	-
Unfunded	-	-	-	-	10,000,000	-	-	10,000,000
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	-	-	-	-	10,000,000	-	-	10,000,000

IMPACT ON OPERATING BUDGET

IMPACT TYPE	Actuals Thru FY 2020	Revised FY 2021	Adopted FY 2022	----- Projection -----				
				FY 2023	FY 2024	FY 2025	FY 2026	
Supplies	-	-	-	-	-	-	-	
Services	-	-	-	-	-	-	-	
Insurance	-	-	-	-	-	-	-	
Repair & Maintenance	-	-	-	-	-	-	-	
Rent & Utilities	-	-	-	-	-	-	-	
Debt Service	-	-	-	-	-	-	-	
OPERATING IMPACT	-	-	-	-	-	-	-	

UNFUNDED (UNDER DISCUSSION) CAPITAL IMPROVEMENT

Fire Station No. 2 West Side of town

Project Description:

Fire Station No. 2 would serve the West side of Town and includes four equipment/apparatus bays, sleeping quarters for staff members, storage, kitchen, staff training room and back-up generator for sustainability. This projects would meet the iconic look and high Westlake standards.



PROJECT EXPENSE

EXPENDITURE TYPE	Actuals Thru FY 2020	Revised FY 2021	Adopted FY 2022	----- Projection -----				Project Total
				FY 2023	FY 2024	FY 2025	FY 2026	
Engineering	-	-	-		-	1,000,000	9,000,000	10,000,000
Construction Phase II	-	-	-	-	-	-	-	-
Construction Phase II	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	-	-	-	-	-	1,000,000	9,000,000	10,000,000

PROJECT FUNDING

FUNDING TYPE	Actuals Thru FY 2020	Revised FY 2021	Adopted FY 2022	----- Projection -----				Project Total
				FY 2023	FY 2024	FY 2025	FY 2026	
Cash (Fund Balance)	-	-	-	-	-	-	-	-
Contributions/Grants	-	-	-	-	-	-	-	-
Bonds	-	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	1,000,000	9,000,000	10,000,000
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	-	-	-	-	-	1,000,000	9,000,000	10,000,000

IMPACT ON OPERATING BUDGET

IMPACT TYPE	Actuals Thru FY 2020	Revised FY 2021	Adopted FY 2022	----- Projection -----				
				FY 2023	FY 2024	FY 2025	FY 2026	
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 2020	Revised FY 2021	Adopted FY 2022	----- Projection -----				Project Total
				FY 2023	FY 2024	FY 2025	FY 2026	
Engineering	-	-	-	-	-	33,000	-	33,000
Construction Phase I	-	-	-	-	-	544,500	-	544,500
Construction Phase II	-	-	-	-	-	-	110,000	110,000
Contingency	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	-	-	-	-	-	577,500	110,000	687,500

PROJECT FUNDING

FUNDING TYPE	Actuals Thru FY 2020	Revised FY 2021	Adopted FY 2022	----- Projection -----				Project Total
				FY 2023	FY 2024	FY 2025	FY 2026	
Cash (Fund Balance)	-	-	-	-	-	-	-	-
Contributions/Grants	-	-	-	-	-	-	-	-
Bonds	-	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	577,500	110,000	687,500
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	-	-	-	-	-	577,500	110,000	687,500

IMPACT ON OPERATING BUDGET

IMPACT TYPE	Actuals Thru FY 2020	Revised FY 2021	Adopted FY 2022	----- Projection -----				
				FY 2023	FY 2024	FY 2025	FY 2026	
Supplies	-	-	-	-	-	-	-	
Services	-	-	-	-	-	-	-	
Insurance	-	-	-	-	-	-	-	
Repair & Maintenance	-	-	-	-	-	-	5,305	
Rent & Utilities	-	-	-	-	-	-	-	
Debt Service	-	-	-	-	-	-	-	
OPERATING IMPACT	-	-	-	-	-	-	5,305	

UNFUNDED (UNDER DISCUSSION) CAPITAL IMPROVEMENT

Trail - Fidelity Campus to Westlake Parkway at Hwy 114

Project Description:

This project will provide trail connectivity from Hwy 114 to Capital Parkway along the east side of Westlake Parkway.



PROJECT EXPENSE

EXPENDITURE TYPE	Actuals Thru FY 2020	Revised FY 2021	Adopted FY 2022	----- Projection -----				Project Total
				FY 2023	FY 2024	FY 2025	FY 2026	
Engineering	-	-	-	-	77,000	-	-	77,000
Construction	-	-	-	-	190,162	-	-	190,162
Design	-	-	-	-	145,338	-	-	145,338
Contingency	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	-	-	-	-	412,500	-	-	412,500

PROJECT FUNDING

FUNDING TYPE	Actuals Thru FY 2020	Revised FY 2021	Adopted FY 2022	----- Projection -----				Project Total
				FY 2023	FY 2024	FY 2025	FY 2026	
Cash (Fund Balance)	-	-	-	-	-	-	-	-
Contributions/Grants	-	-	-	-	-	-	-	-
Bonds	-	-	-	-	-	-	-	-
Unfunded	-	-	-	-	412,500	-	-	412,500
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	-	-	-	-	412,500	-	-	412,500

IMPACT ON OPERATING BUDGET

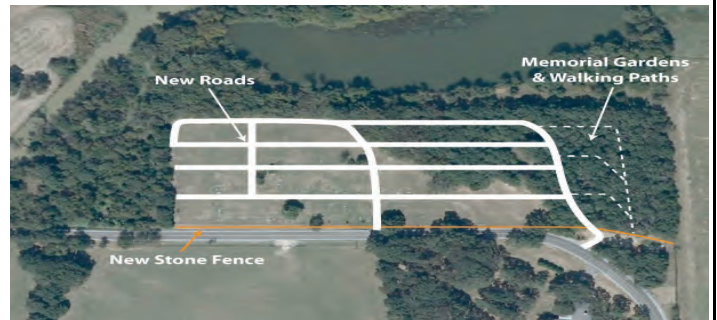
IMPACT TYPE	Actuals Thru FY 2020	Revised FY 2021	Adopted FY 2022	----- Projection -----				
				FY 2023	FY 2024	FY 2025	FY 2026	
Supplies	-	-	-	-	-	-	-	
Services	-	-	-	-	-	-	-	
Insurance	-	-	-	-	-	-	-	
Repair & Maintenance	-	-	-	-	-	5,000	5,150	
Rent & Utilities	-	-	-	-	-	-	-	
Debt Service	-	-	-	-	-	-	-	
OPERATING IMPACT	-	-	-	-	-	5,000	5,150	

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 2020	Revised FY 2021	Adopted FY 2022	----- Projection -----				Project Total
				FY 2023	FY 2024	FY 2025	FY 2026	
Engineering	-	-	-	-	-	-	-	-
Construction	-	-	-	150,000	50,000	-	-	200,000
Design	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	-	-	-	150,000	50,000	-	-	200,000

PROJECT FUNDING

FUNDING TYPE	Actuals Thru FY 2020	Revised FY 2021	Adopted FY 2022	----- Projection -----				Project Total
				FY 2023	FY 2024	FY 2025	FY 2026	
Cash (Fund Balance)	-	-	-	-	-	-	-	-
Contributions/Grants	-	-	-	-	-	-	-	-
Bond Issuance	-	-	-	-	-	-	-	-
Unfunded	-	-	-	150,000	50,000	-	-	200,000
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	-	-	-	150,000	50,000	-	-	200,000

IMPACT ON OPERATING BUDGET

IMPACT TYPE	Actuals Thru FY 2020	Revised FY 2021	Adopted FY 2022	----- Projection -----				
				FY 2023	FY 2024	FY 2025	FY 2026	
Supplies	-	-	-	-	-	-	-	
Services	-	-	-	-	5,614	5,782	5,955	
Insurance	-	-	-	-	-	-	-	
Repair & Maintenance	-	-	-	-	16,841	17,346	17,866	
Rent & Utilities	-	-	-	-	-	-	-	
Debt Service	-	-	-	-	-	-	-	
OPERATING IMPACT	-	-	-	-	22,455	23,128	23,821	

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 2020	Revised FY 2021	Adopted FY 2022	----- Projection -----				Project Total
				FY 2023	FY 2024	FY 2025	FY 2026	
Engineering	-	-	-	-	-		91,767	91,767
Construction	-	-	-	-	-			-
Design	-	-	-	-	-	10,500	70,473	80,973
Contingency	-	-	-	-	-		48,760	48,760
Land Purchase (390K for 10 Acres)	-	-	-	-	-			-
EXPENDITURES TOTAL	-	-	-	-	-	10,500	211,000	221,500

PROJECT FUNDING

FUNDING TYPE	Actuals Thru FY 2020	Revised FY 2021	Adopted FY 2022	----- Projection -----				Project Total
				FY 2023	FY 2024	FY 2025	FY 2026	
Cash (Fund Balance)	-	-	-	-	-	-	-	-
Contributions/Grants	-	-	-	-	-	-	-	-
Bond Issuance	-	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	10,500	211,000	221,500
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	-	-	-	-	-	10,500	211,000	221,500

IMPACT ON OPERATING BUDGET

IMPACT TYPE	Actuals Thru FY 2020	Revised FY 2021	Adopted FY 2022	----- Projection -----				
				FY 2023	FY 2024	FY 2025	FY 2026	
Supplies	-	-	-	-	-	-	-	
Services	-	-	-	-	-	-	-	
Insurance	-	-	-	-	-	-	-	
Repair & Maintenance	-	-	-	-	-	-	-	
Rent & Utilities	-	-	-	-	-	-	-	
Debt Service	-	-	-	-	-	-	-	
OPERATING IMPACT	-	-	-	-	-	-	-	

UNFUNDED (UNDER DISCUSSION) CAPITAL IMPROVEMENT

ADA trail enchantments Solana/Sam School Rd.

Project Description:

The Town requests that TxDOT consider the existing 8-ft wide sidewalk as the pedestrian accommodation in this area instead of constructing an additional sidewalk along the State Highway 114 frontage road from Davis Blvd. to Dove Rd. This would take pedestrians through the wooded section of the Westlake trail and open wildflower prairies. Town of Westlake would be committed to any improvements need to ensure this 8 ft wide trail meets all ADA standards over the next two years along Sam School Road. TxDOT has approved the new route and Staff is waiting for official documentation from TXDOT.



PROJECT EXPENSE

EXPENDITURE TYPE	Actuals Thru FY 2020	Revised FY 2021	Adopted FY 2022	----- Projection -----				Project Total
				FY 2023	FY 2024	FY 2025	FY 2026	
Engineering	-	-	-	-	-	-	-	-
Construction	-	-	-	150,000	-	-	-	150,000
Design	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-
Land Purchase (390K for 10 Acres)	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	-	-	-	150,000	-	-	-	150,000

PROJECT FUNDING

FUNDING TYPE	Actuals Thru FY 2020	Revised FY 2021	Adopted FY 2022	----- Projection -----				Project Total
				FY 2023	FY 2024	FY 2025	FY 2026	
Cash (Fund Balance)	-	-	-	-	-	-	-	-
Contributions/Grants	-	-	-	-	-	-	-	-
Bond Issuance	-	-	-	-	-	-	-	-
Unfunded	-	-	-	150,000	-	-	-	150,000
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	-	-	-	150,000	-	-	-	150,000

IMPACT ON OPERATING BUDGET

IMPACT TYPE	Actuals Thru FY 2020	Revised FY 2021	Adopted FY 2022	----- Projection -----				
				FY 2023	FY 2024	FY 2025	FY 2026	
Supplies	-	-	-	-	-	-	-	
Services	-	-	-	-	-	-	-	
Insurance	-	-	-	-	-	-	-	
Repair & Maintenance	-	-	-	-	-	-	-	
Rent & Utilities	-	-	-	-	-	-	-	
Debt Service	-	-	-	-	-	-	-	
OPERATING IMPACT	-	-	-	-	-	-	-	



THE TOWN OF
WESTLAKE
DISTINCTIVE BY DESIGN

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THE TOWN OF
WESTLAKE
DISTINCTIVE BY DESIGN

POLICIES

MUNICIPAL FISCAL & BUDGETARY POLICIES

I. STATEMENT OF PURPOSE

The overall intent of the following Fiscal and Budgetary Policy Statements is to enable the Town to achieve a long-term stable and positive financial condition. The watchwords of the Town's financial management include integrity, prudence, stewardship, planning, accountability, and full disclosure.

The more specific purpose is to provide guidelines to the Town Manager and Finance Director in planning and directing the Town's day-to-day financial affairs and in developing recommendations to the Town Manager and Town Council.

The scope of these policies generally span, among other issues, accounting, purchasing, auditing, financial reporting, internal controls, operating and capital budgeting, revenue management, cash and investment management, expenditure control, asset management, debt management, and planning concepts, in order to:

- A. Present fairly and with full disclosure the financial position and results of the financial operations of the Town in conformity with generally accepted accounting principles (GAAP), and
- B. Determine and demonstrate compliance with finance related legal and contractual issues in accordance with provisions of the Texas Local Government Code and other pertinent legal documents and mandates.

The Town Council will annually review and approve the Fiscal and Budgetary Policy Statements as part of the budget process.

II. SUMMARY OF POLICY INTENDED OUTCOMES

This policy framework mandates pursuit of the following fiscal objectives:

- A. **Operating Budget:** Prepare, conservatively estimate revenues, present, and adopt the Town's annual operating plan.
- B. **Revenues Management:** Design, maintain, and administer a revenue system that will assure a reliable, equitable, diversified, and sufficient revenue stream to support desired Town services.
- C. **Expenditure Control:** Identify priority services, establish appropriate service levels, and administer the expenditure of available resources to assure fiscal stability and the effective and efficient delivery of services.
- D. **Fund Balance/Retained Earnings:** Maintain the fund balance and retained earnings of the various operating funds at levels sufficient to protect the Town's credit worthiness as well as its financial position from emergencies.
- E. **Debt Management:** Establish guidelines for debt financing that will provide needed capital equipment and infrastructure improvements while minimizing the impact of debt payments on current revenues.
- F. **Intergovernmental Relationships:** Where feasible, coordinate efforts with other governmental agencies to achieve common policy objectives, share the cost of providing governmental services on an equitable basis and support favorable legislation at the State and Federal level.

- G. **Grants:** Seek, apply for and effectively administer within this policy's guidelines, Federal, State, and foundation grants-in-aid which address the Town's current priorities and policy objectives.
- H. **Economic Development:** Initiate where feasible, encourage, and participate in economic development efforts to create job opportunities and strengthen the local tax base and economy
- I. **Fiscal Monitoring:** Prepare and present regular reports that analyze, evaluate, and forecast the Town's financial performance and economic condition.
- J. **Financial Consultants:** With available resources, seek out and employ the assistance of qualified financial advisors and consultants in the management and administration of the Town's financial functions.
- K. **Accounting, Auditing, and Financial Reporting:** Comply with prevailing Federal, State and local statutes and regulations. Conform to generally accepted accounting principles as promulgated by the Government Accounting Standards Board (GASB), the American Institute of Certified Public Accountants (AICPA), and the Government Finance Officers Association (GFOA).
- L. **Capital Improvement Plan/Budget and Program:** Multi-year planning, forecasting, preparation, and control of the Town's capital improvement plan/budget.
- M. **Capital Maintenance and Replacement:** Annually review and monitor the state of the Town's capital equipment and infrastructure, setting priorities for its replacement and renovation based on needs, finding alternatives, and availability of resources.
- N. **Internal Controls:** To establish and maintain an internal control structure designed to provide reasonable assurances that the Town's assets are safeguarded and that the possibilities for material errors in the Town's financial records are minimized.

III. **OPERATING BUDGET**

- A. **Preparation:** Budgeting is an essential element of the financial planning, control and evaluation process of municipal government. The "operating budget" is the Town's annual financial operating plan. The budget includes all of the operating departments of the Town, the debt service fund, all capital projects funds, and the internal service funds of the Town. The proposed budget will be prepared with the cooperation of all Town departments and is submitted to the Town Manager who makes any necessary changes and transmits the document to the Town Council. A budget preparation calendar and timetable will be established and followed in accordance with State law.
- B. **Revenue Estimates for Budgeting:** In order to maintain a stable level of services, the Town shall use a conservative, objective, and analytical approach when preparing revenue estimates. The process shall include analysis of probable economic changes and their impacts on revenues, historical collection rates, and trends in revenues. This approach should reduce the likelihood of actual revenues falling short of budget estimates during the year and should avoid mid-year service reductions.
- C. **Balanced Budget:** As per State Law, current operating revenues, including Property Tax Reduction Sales Tax transfers (which can be used for operations), will be sufficient to support current operating expenditures. Annually recurring revenue will not be less than annually recurring operating budget expenditures (operating budget minus capital outlay). Debt or bond financing will not be used to finance current expenditures.

- D. **Proposed Budget Process:** a proposed budget shall be prepared by the Town Manager with the participation of all of the Town's department directors.
- The proposed budget shall include four basic segments for review and evaluation: (1) personnel costs, (2) base budget for operations and maintenance costs, (3) service level adjustments for increases of existing service levels or additional services, and (4) revenues.
 - The proposed budget review process shall include Council participation in the review of each of the four segments of the proposed budget and a public hearing to allow for citizen participation in the budget preparation.
 - The proposed budget process shall allow sufficient time to provide review, as well as address policy and fiscal issues, by the Town Council.
 - A copy of the proposed budget shall be filed with the Town Secretary when it is submitted to the Town Council as well as placed on the Town's website.
- E. **Budget Adoption:** Upon the determination and presentation of the final iteration of the proposed budget as established by the Council, a public hearing date and time will be set and publicized. The Council will subsequently consider a resolution which, if adopted, such budget becomes the Town's Approved Annual Budget. The adopted budget will be effective for the fiscal year beginning October 1. The approved budget will be placed on the Town's web site.
- F. **Budget Award:** Each year the Council approved operating budget will be submitted annually to the Government Finance Officers Association (GFOA) for evaluation and consideration for the Award for Distinguished Budget Presentation.
- G. **Budget Amendments:** Department Directors are responsible for monitoring their respective department budgets. The Finance Department will monitor all financial operations. The budget team will decide whether to proceed with a budget amendment and, if so, will then present the request to the Town Council. If the Council decides a budget amendment is necessary, the amendment is adopted in resolution format and the necessary budgetary changes are then made.
- H. **Central Control:** Modifications within the operating categories (salaries, supplies, maintenance, services, capital, etc.) can be made with the approval of the Town Manager. Modifications to reserve categories and interdepartmental budget totals will be made only by Town Council consent with formal briefing and Council action.
- I. **Planning:** The budget process will be coordinated so as to identify major policy issues for Town Council by integrating it into the Council's overall strategic planning process for the Town. Each department shall have a multi-year business plan that integrates with the Town's overall strategic plan.
- J. **Reporting:** Monthly financial reports will be prepared by the Finance Department and distributed to and reviewed by each Director. Information obtained from financial reports and other operating reports is to be used by Directors to monitor and control departmental budget. Summary financial reports will be presented to the Town Council quarterly.
- K. **Performance Measures & Productivity Indicators:** Where appropriate, performance measures and productivity indicators will be used as guidelines to measure efficiency, effectiveness, and outcomes of Town services. This information will be included in the annual budget process as needed.

- L. **Contingent Appropriation:** During the budget process, staff will attempt to establish an adequate contingent appropriation in each of the operating funds. The expenditure for this appropriation shall be made only in cases of emergency, and a detailed account shall be recorded and reported. The proceeds shall be disbursed only by transfer to departmental appropriation. All transfers from the contingent appropriation will be evaluated using the following criteria:
- Is the request of such an emergency nature that it must be made immediately?
 - Why was the item not budgeted in the normal budget process?
 - Why can't the transfer be made within the department?

IV. REVENUES MANAGEMENT

- A. **Revenue Design Parameter:** The Town will pursue the following optimum characteristics in its revenue system:
- **Simplicity** - The Town, where possible and without sacrificing accuracy, will strive to keep the revenue system simple in order to reduce costs, achieve transparency, and increase citizen understanding of Town revenue sources.
 - **Certainty** - A knowledge and understanding of revenue sources reliability increases the viability of the revenue system. The Town will understand, to the best of its ability, all aspects of its revenue sources and their performance, as well as enact consistent collection policies to provide assurances that the revenue base will materialize according to budgets, forecasts, and plans.
 - **Equity** - The Town shall make every effort to maintain equity in its revenue system: i.e. the Town shall seek to minimize or eliminate all forms of subsidization between entities, funds, services utilities, and customer classes within a utility.
 - **Administration** - The benefits of a revenue source will not exceed the cost of collecting that revenue. Every effort will be made for the cost of collection to be reviewed annually for cost effectiveness as a part of the Town's indirect cost and cost of service analysis.
 - **Adequacy, Diversification and Stability** - The Town shall attempt, in as much as is practical, to achieve a balance in its revenue system. The Town shall also strive to maintain a balanced and diversified revenue system to protect the Town from fluctuations in any one source due to changes in local economic conditions which adversely impact that revenue source.
- B. **Other Considerations.** The following considerations and issues will guide the Town in its revenue policies concerning specific sources of funds:
- **Cost/Benefit of Incentives for Economic Development** - The Town will use due caution in the analysis of any tax or fee incentives that are being considered to encourage economic development. A cost/benefit (fiscal impact) analysis will be performed as a part of the evaluation for each proposed economic development project.
 - **Non-Recurring Revenues** - One-time or non-recurring revenues will not be used to finance on-going operational costs. Non-recurring revenues will be used only for one-time expenditures such as long-lived capital needs or one-time major maintenance projects that occur infrequently. Non-recurring revenues will not be used for budget balancing purposes except to cover the one-time expenditures described above.
 - **Investment Income** - Earnings from investment of available monies, whether pooled or not, will be distributed to the funds in accordance with the equity balance of the fund from which monies were provided to be invested.
 - **Property Tax Revenues** - The Town shall endeavor to avoid a property tax by revenue diversification, implementation of user fees, and economic development.

- C. **User-Based (Demand Driven) Fees and Service Charges.** For services that are demand driven and can be associated with a user fee or charge, the direct and indirect costs of that service will be offset by a fee where possible. The Town staff will endeavor to prepare a review of all fees and charges annually, but not less than once every three years, in order to ensure that these fees provide for, at minimum, full cost recovery of service.
- D. **Enterprise Fund Rates.** Utility rates and rate structures for water and sewer services will be constructed to target full cost of service recovery. Annually the Town will review and adopt water and sewer utility rates and a rate structure that generates revenue sufficient to fully cover operating expenses, meet the legal restrictions of all applicable bond covenants, provide for an adequate level of working capital, and recover applicable general/administrative costs. The Solid Waste function will have rates that fully recover all costs and maintain an adequate balance. The Cemetery Fund will be structured to operate on lot sales and endowments.
 - **General and Administrative (G&A) Charges** – Where feasible, G&A costs will be charged to all funds for services of indirect general overhead costs, which may include general administration, finance, customer billing, facility use, personnel, technology, engineering, legal counsel, and other costs as deemed appropriate. These charges will be determined through an indirect cost allocation study following accepted practices and procedures.
- E. **Intergovernmental Revenues.** As a general rule, intergovernmental revenues (grants) will not be utilized for on-going operating costs. Any potential grant opportunity will be examined to identify all costs related to matching and continuation of program requirements. Staff will focus on one-time grants to avoid long-term implications. If it is determined that accepting a grant with on-going cost conditions is in the interests of the Town, all the operating and maintenance costs must be included in the financial forecast and their ultimate effect on operations and revenue requirements be known.
- F. **Revenue Monitoring.** Revenues as they are received will be regularly compared to budgeted revenues and variances will be investigated. This process will be summarized in the appropriate budget report.
- G. **Special Revenue/Educational Funds.** Where feasible and practical, General and Administrative Charges (G&A) for special revenue and educational funds of the Town of Westlake will be determined on an annual basis and transfers will be made where sufficient revenue exists to cover the associated expenditures.

V. EXPENDITURE CONTROL

- A. **Appropriations** – The point of budgetary control is at the department level in the General Fund and at the fund level in all other funds. When budget adjustments among Departments and/or funds are necessary, they must be approved by the Town Council.
- B. **Current Funding Basis** - The Town shall operate on a current funding basis. Expenditures shall be budgeted and controlled so as not to exceed current revenues plus the planned use of fund balance accumulated through prior year savings. (The use of fund balance shall be guided by the Fund Balance/Retained Earnings Policy Statements.)
- C. **Avoidance of Operating Deficits** - The Town shall take immediate corrective actions if at any time during the fiscal year expenditure and revenue re-estimates are such that an operating deficit (i.e., projected expenditures in excess of projected revenues) is projected at year-end. Corrective actions can include a hiring freeze, expenditure reductions, fee increases, or use of fund balance within the Fund.
- D. **Balance/Retained Earnings Policy** - Expenditure deferrals into the following fiscal year, short-term loans, or use of one-time revenue sources shall be avoided to balance the budget.

- E. **Maintenance of Capital Assets** - Within the resources available each fiscal year, the Town shall maintain capital assets and infrastructure at a sufficient level to protect the Town's investment, to minimize future replacement and maintenance costs, and to continue service levels.
- F. **Periodic Program Reviews** - The Town Manager shall undertake periodic staff and third-party reviews of Town programs for both efficiency and effectiveness. Privatization and contracting with other governmental agencies will be evaluated as alternative approaches to service delivery. Programs which are determined to be inefficient and/or ineffective shall be reduced in scope or eliminated.
- G. **Salary** - The Town shall strive to maintain competitive salary levels for municipal employees. A salary survey will be conducted through a sampling of surrounding and comparable municipal organizations to create a comparison. The Town will strive to maintain salary levels within three percent (3%) of the median of surveyed benchmark municipalities.
- H. **Purchasing** - The Town shall make every effort to maximize any discounts offered by creditors/vendors. Staff shall also use competitive bidding in accordance to State law, as well as intergovernmental partnerships and purchasing cooperatives to attain the best possible price on goods and services.
- I. **Prompt Payment** - All invoices will be paid within 30 days of receipt in accordance with the prompt payment requirements of State law.

VI. **FUND BALANCE/RETAINED EARNINGS**

- A. **General Fund Undesignated Fund Balance** - The Town shall strive to maintain the General Fund undesignated minimum 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, such as a natural disaster, pandemic, epidemic, or quarantine.
 - 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.
- D. **General Fund Balance Specifically**- Amounts of the General Fund's Fund Balance above the 180 day minimum in the General Fund may, with Council approval, be used for the following in descending order of priority:
 - Emergencies, and their related response and/or necessary repairs to major equipment failure or damage, such as a natural disaster, pandemic, epidemic, or quarantine.
 - Specific capital improvement projects or be transferred to the Capital Projects Fund.

- Major maintenance projects not meeting Capital Project criteria as identified in the Adopted Budget's Capital Improvement Plan.
- Acquisition of technology hardware and/or software such as Geographic Information Systems (GIS), public safety technology enhancements, and fiber optic technology.
- Local matches on State or Federal grants.
- One-time (i.e. non-reoccurring) employee performance pay

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
 - 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.

MUNICIPAL INVESTMENT POLICY

I. POLICY STATEMENT

It is the policy of the Town of Westlake (the "Town") that the administration of its funds and the investment of those funds shall be handled as its highest public trust. Investments shall be made in a manner which will provide the maximum security of principal invested through limitations and diversification while meeting the daily cash flow needs of the Town and conforming to all applicable state and Town statutes governing the investment of public funds. The receipt of a market rate of return will be secondary to the requirements for safety and liquidity.

It is the intent of the Town to be in complete compliance with local law and the Texas Public Funds Investment Act (the "Act", Texas Government Code 2256). The earnings from investments will be used in a manner that best serves the public trust and interests of the Town.

II. SCOPE

This Investment Policy applies to all the financial assets and funds held of the Town.

Any new funds created by the Town will be managed under the provisions of this Policy unless specifically exempted by the Town Council and this Policy.

III. OBJECTIVES AND STRATEGY

It is the policy of the Town that all funds shall be managed and invested with four primary objectives, listed in order of their priority: safety, liquidity, diversification and yield. These objectives encompass the following.

- **Safety of Principal** - Safety of principal is the foremost objective of the Town. Investments shall be undertaken in a manner that seeks to insure the preservation of capital in the overall portfolio. The suitability of each investment decision will be made on the basis of safety.
- **Liquidity** - The Town's investment portfolio will remain sufficiently liquid to enable it to meet all operating requirements which might be reasonably anticipated. Investment decisions will be based on cash flow analysis of anticipated expenditures.
- **Diversification** - Diversification is required in the portfolio's composition. Diversification of the portfolio will include diversification by maturity and market sector and will include the use of a number of broker/dealers or banks for diversification and market coverage. Competitive bidding will be used on each sale or purchase.
- **Yield** - The Town's investment portfolio shall be designed with the objective of attaining a reasonable market yield, taking into account the Town's risk constraints and cash flow needs. A reasonable market yield for the portfolio will be defined as the six-month (180 day) U.S. Treasury Bill which compares to the portfolio's maximum weighted average maturity of six months.

The authorized investment purchased will be of the highest credit quality and marketability supporting the objectives of safety and liquidity. Securities, when not matched to a specific liability, will be short term to provide adequate liquidity. The portfolio shall be diversified to protect against market and credit risk in any one sector.

The maximum weighted average maturity of the portfolio will be no more than 180 days and the maximum stated maturity of any security will not exceed two years. The funds are combined for investment purposes but the unique needs of all the funds in the portfolio are recognized and represented.

Effective cash management is recognized as essential to good fiscal management. Cash management is defined as the process of managing monies in order to ensure maximum cash availability. The Town shall maintain a cash management program which includes timely collection of accounts receivable, prudent investment, disbursement of payments within invoice terms and the management of banking services.

IV. LEGAL LIMITATIONS, RESPONSIBILITIES AND AUTHORITY

Specific investment parameters for the investment of public funds in Texas are stipulated in the Public Funds Investment Act, Chapter 2256, Texas Government Code, (the "Act"). The Act is attached as Exhibit A.

The Public Funds Collateral Act, Chapter 2257, Texas Government Code, specifies collateral requirements for all public funds deposits. The Collateral Act is attached as Exhibit B.

The Interlocal Cooperation Act, Chapter 791, Texas Government Code, authorizes local governments in Texas to participate in a Texas investment pool established thereunder.

V. DELEGATION OF INVESTMENT AUTHORITY

The Town Manager or their designee, acting on behalf of the Council, is designated as the Investment Officer of the Town and is responsible for all investment management decisions and activities. The Council is responsible for considering the quality and capability of staff, investment advisors, and consultants involved in investment management and procedures. All participants in the investment process shall seek to act responsibly as custodians of the public trust.

The Investment Officer shall develop and maintain written administrative procedures for the operation of the investment program which are consistent with this Investment Policy. Procedures will include safekeeping, wire transfers, banking services contracts, and other investment related activities.

The Investment Officer shall be responsible for all transactions undertaken and shall establish a system of controls to regulate the activities of subordinate officials and staff.

The Investment Officer shall designate a staff person as a liaison/deputy in the event circumstances require timely action and the Investment Officer is not available.

No officer or designee may engage in an investment transaction except as provided under the terms of this Policy and the procedures established by the Investment Officer and approved by the Town Manager.

VI. PRUDENCE

The standard of prudence to be used in the investment function shall be the "prudent person" standard and shall be applied in the context of managing the overall portfolio.

This standard states:

"Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion, and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the expected income to be derived."

Limitation of Personal Liability - The Investment Officer and those delegated investment authority, when acting in accordance with the written procedures and this Policy and in accord with the Prudent Person Rule, shall be relieved of personal liability in the management of the portfolio provided that deviations from expectations for a specific security's credit risk or market price change are reported in a timely manner and that appropriate action is taken to control adverse market effects.

VII. INTERNAL CONTROLS

The Investment Officer shall establish a system of written internal controls which will be reviewed annually with the independent auditor of the Town. The controls shall be designed to prevent loss of public funds due to fraud, employee error, and misrepresentation by third parties, or imprudent actions by employees of the Town.

VIII. AUTHORIZED INVESTMENTS

Acceptable investments under this policy shall be limited to the instruments listed below. The choice of high-grade government investments and high-grade, money market instruments are designed to assure the marketability of those investments should liquidity needs arise.

- Obligations of the United States Government, its agencies and instrumentalities, not to exceed two (2) years to stated maturity and excluding mortgage backed securities;
- Fully insured or collateralized certificates of deposit from a bank doing business in the State of Texas and under the terms of a written depository agreement with that bank, not to exceed one year to stated maturity;
- No-load, SEC registered money market mutual funds. No more than 80% of the entity's monthly average balance may be invested in money market funds
- Public Funds interest bearing accounts; and
- Constant dollar, AAA-rated Texas Local Government Investment Pools as defined by the Public Funds Investment Act.

If additional types of securities are approved for investment by public funds by state statute, they will not be eligible for investment until this Policy has been amended and the amended version adopted by the Council.

Delivery versus Payment - All investment security transactions shall be conducted on a delivery versus payment (DVP) basis to assure that the Town has control of its assets and/or funds at all times.

IX. AUTHORIZED FINANCIAL DEALERS AND INSTITUTIONS

Securities broker/dealers may be *primary* or regional broker/dealers and will meet other criteria as determined by the Investment Officer including state registration and completion of a Town Broker/Dealer questionnaire (attached as Exhibit D). The following criteria must be met by authorized firms.

- annual provision of an audited financial statement,
- proof of certification by the National Association of Securities Dealers (NASD)
- proof of current registration with the Texas State Securities Commission, and
- completion of the Town's broker/dealer questionnaire.

Every bank and broker/dealer with whom the Town transacts business will be provided a copy of this Investment Policy to assure that they are familiar with the goals and objectives of the investment program. The firm will be required to return a signed copy of the Certification Form (attached as Exhibit C) certifying that the Policy has been received and reviewed and only those securities approved by the Policy will be sold to the Town.

X. DIVERSIFICATION AND MATURITY LIMITATIONS

It is the policy of the Town to diversify its investment portfolio. Invested funds shall be diversified to minimize risk or loss resulting from over-concentration of assets in a specific maturity, specific issuer, or specific class of securities. Diversification strategies shall be established and periodically reviewed.

XI. SAFEKEEPING AND COLLATERALIZATION

The laws of the State and prudent treasury management require that all purchased securities be bought on a delivery versus payment (DVP) basis and be held in safekeeping by either an approved, independent third party financial institution or the Town's designated depository.

Securities Owned by the Town - All safekeeping arrangements shall be approved by the Investment Officer and an agreement of the terms executed in writing. The safekeeping bank may not be within the same holding company as the bank from which the securities are purchased. The custodian shall be required to issue original safekeeping receipts to the Town listing each specific security, rate, description, maturity, CUSIP number, and other pertinent information.

Collateral - Collateralization shall be required on all bank time and demand deposits for principal and accrued interest amounts over the FDIC insurance coverage of \$100,000 (by tax identification number). In order to anticipate market changes and provide a level of additional security for all funds, collateral with a market value equal to 102% of the total deposits are required. The pledging bank will be made contractually liable for monitoring and maintaining the collateral levels at all times. All collateral will be held by an independent third-party bank outside the holding company of the bank, pledged to the Town.

Authorized collateral will include only:

- Obligations of the US Government, its agencies and instrumentalities to include mortgage backed securities which pass the bank test,
- Municipal obligations rated at least A by two nationally recognized rating agencies.
- The custodian shall be required to provide original safekeeping receipts clearly marked that the security is pledged to the Town.

XII. REPORTING

The Investment Officer shall submit quarterly reports to the Council containing sufficient information to permit an informed outside reader to evaluate the performance of the investment program and in full compliance with the Act. At a minimum the report shall contain:

- Beginning and ending market value of the portfolio by market sector and total portfolio
- Beginning and ending book value of the portfolio by market sector and total portfolio
- Change in market value during the period
- Detail on each asset (book, market, description, par ad maturity date)
- Earnings for the period
- Overall weighted average maturity of the portfolio

The report will be prepared jointly by all involved in the investment activity and be signed by the Investment Officer. It will contain all elements as required by the Act and be signed by the Investment Officers as in compliance with the Act and this Policy. Market prices for assignment of market values will be obtained from an independent source. The three month Treasury Bill average yield for the reporting period will be reported as a gauge of performance and risk.

XIII. DEPOSITORIES

The Town will designate one banking institution through a competitive process as its central banking services provider at least every five years. This institution will be used for normal banking services including disbursements, deposits, and safekeeping of Town owned securities. Other banking institutions from which the Town may purchase only certificates of deposit will also be designated as a depository.

All banking arrangements will be in written form in accordance with FIRREA which requires a resolution of approval of the agreement by the Bank Council or Bank Loan Committee.

XIV. INVESTMENT POLICY ADOPTION BY COUNCIL

The Town's Investment Policy and its incorporated strategies shall be adopted by ordinance annually by the Council.

EMPLOYEE PAY PLAN POLICY

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:

1. **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.
2. **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.
3. **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.

1. **First**, the responsibilities and qualifications required of each position are analyzed.
2. **Second**, using this position analysis, pay for these positions are surveyed against the market to create a broad set of occupation groups that become the pay bands.

Each pay band has a minimum, mid-point, and a maximum rate of pay; however, within each band there is flexibility for hiring and provision of performance pay.

Utilization of a broad band pay system by an organization is intended to:

- Reward employees for positive behaviors that contribute to the effectiveness of the Town's service delivery to our stakeholders;

- Assist the Town in fulfilling its vision and mission by offering increased opportunities for career advancement and recognition of the Town's municipal employees;
- Provide the organization's leadership greater flexibility with a pay system that can be used to adjust to changes in market conditions, enhance hiring practices, and reward outstanding performance;
- Adjust to changes in market conditions as it relates to increases in pay for groups of employees within each band; ensuring the Town's pay system remains competitive to the comparable market.

III. IMPLEMENTATION AND MAINTENANCE OF THE PAY PLAN

For its first year of implementation (FY 16-17), most employees will be placed within the established pay band for their position at their current rate of pay, with up to a three (3) percent market adjustment of the employee's base pay rate. To promote internal equity, positions that have surveyed further below market may receive a higher market adjustment, at the discretion of their supervisor.

In the fiscal years following FY 16-17, depending on market survey results and availability of funding, the municipal broad band pay system may have both a market adjustment and performance pay component, as defined below.

IV. CLASSIFICATION AND PAY BAND PLACEMENT

The following criteria will be used when classifying positions to determine band placement:

- Nature or type of work performed
- Level of responsibility
- Impact of position on the organization
- Reporting relationships
- Scope of duties
- Complexity of work
- Supervision received and/or exercised
- Knowledge, skills, and abilities (KSAs) required to perform required job duties.

Factors that will not be considered in classifying a position:

- Incumbent of the position
- Performance of the employee or incumbent
- Longevity of the employee or incumbent in position
- Qualifications of the employee or incumbent that are not required by the position

Employee pay progression within a band can occur if there is a market adjustment approved for that band. Progression in a band can also occur if an employee's job performance, as determined by review of job performance, results in a performance pay increase. Pay progression is defined as movement within a band that increases the employee's pay on an on-going basis.

Other instances that can create employee progression in a pay band include:

- Promotion
- Significant increase in job skills, job-related education or training or competencies
- Position reclassification: These instances can only occur after proper analysis and with criteria established by the Human Resources Department and approved by the Town Manager or their designate.

V. PAY PLAN PARAMETERS

In order to successfully practice this pay philosophy using this policy, as well as reach our objectives, the Town will use the following parameters to utilize this pay system:

Internal Equity

- a. In order to maintain accurate position classifications, the Town of Westlake will conduct a position analysis of 1/3 (one-third) of the organization's positions each year. This ensures that all positions are reviewed on a rolling three-year basis.
- b. Upon review of the position analysis by the Director of Human Resources, and with the approval of the Town Manager or their designee, position classifications may be adjusted to a new band. This can occur if a new position classification is created, or if the duties, roles, and responsibilities have substantially evolved, resulting in a position that is greater similarity to another classification band.

Performance Pay

- a. On-going performance pay may be awarded to individuals or teams who, as determined in their performance evaluation, have clearly gone "above and beyond" their traditional roles, job duties, and assignments over the evaluation period.
- b. Performance pay is awarded through the review process and the established criteria outlined by the HR department
- c. One-time performance pay may be offered to employees or teams who, based on performance evaluation, have been determined to have gone above and beyond expectations. One-time performance pay is a lump-sum, one-time payment and will not impact the base pay of the employee and will not move their pay within their position's assigned band.
- d. All performance pay, whether on-going or one-time adjustments, is dependent upon the availability of financial resources.

Market-Based Pay

- a. The Town of Westlake will conduct a biannual 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 biannual 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 biannually 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

BAND	KIND	TITLE	SUB BAND	KIND	TITLE
E	Policy Making	Top Management	10	Coordinating	Town Manager
			9	Policy	Asst. Town Manager
D	Programming	Senior Management	8	Coordinating	Director
			7	Programming	Asst. Director
C	Interpretive	Middle Management	6	Coordinating	Dept. Manager
			5	Interpretive	Superintendent
B	Routine	Skilled	4	Coordinating	Supervisor
			3	Routine	Technician
A	Automatic	Semi Skilled	2	Coordinating	Coordinators
			1	Automatic	Engineers
O	Defined	Unskilled	0	Defined	Laborers

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).

VEHICLE MAINTENANCE & REPLACEMENT POLICY

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

The Town of Westlake owns, operates, and maintains a number of vehicles. To 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. Therefore, the Town of Westlake will maintain a Vehicle and Equipment Replacement and Depreciation Schedule; said schedule will be maintained by the Finance Department.

Vehicle and equipment replacement criteria will be developed according to each items 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.

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.

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.

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.

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

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

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	1	In shop one time within 3-month time period, no major breakdowns/roadside assistance call with 3-month period
Preventive Maintenance	2	In shop one time within three-month time period, 1 breakdown/ roadside assistance call within 3-month period
Work Not Included	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	1	Maintenance cost are less than or equal to 20% of replacement
Incident	2	Maintenance cost are 21-40% of replacement cost
Repair Not	3	Maintenance cost are 41-60% of replacement cost
Include	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, won 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
GRAND TOTAL	60	

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

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

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

Staff recommendation = Replacement this year

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

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



THE TOWN OF
WESTLAKE
DISTINCTIVE BY DESIGN

APPENDIX



THE TOWN OF
WESTLAKE
DISTINCTIVE BY DESIGN

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TOWN OF WESTLAKE

ORDINANCE NO. 936

AN ORDINANCE OF THE TOWN COUNCIL OF THE TOWN OF WESTLAKE, TEXAS, REVISING THE BUDGET FOR THE 2020-2021 FISCAL YEAR; ADOPTING THE BUDGET FOR THE TOWN OF WESTLAKE, TEXAS FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2021 AND ENDING SEPTEMBER 30, 2022 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 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,

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 13, 2021; 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, this budget will raise more revenue from property taxes than last year's budget by an amount of \$166,978, a 6.39% increase from last year's budget, and the property tax revenue to be raised from new property added to the tax roll this year is \$177,235.

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, 2020, and ending September 30, 2021, as shown within *Exhibit "A."*

SECTION 3: That the Town Council does hereby approve the proposed Municipal Budget attached in *Exhibit "A"*, adopting the budget for the fiscal year beginning October 1, 2021, and ending September 30, 2022.

SECTION 4: That the Town Council does hereby adopt the presented Investment Policy, Pay Plan Policy, Fiscal and Budgetary Policies, and the Restricted, Committed and Assigned Fund Balances.

SECTION 5: That the Town Council hereby gives the Town Manager authorization to approve any appropriated funds up to the amount of \$50,000.

SECTION 6: That a copy of the official adopted 2021-2022 budget document shall be kept on file in the office of the Town Secretary.

SECTION 7: 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.

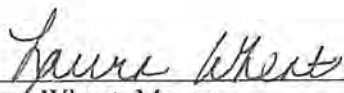
SECTION 8: This Ordinance shall take effect immediately from and after its passage as the law in such case provides.

PASSED AND APPROVED ON THIS 13th DAY OF SEPTEMBER, 2021.

ATTEST:



Todd Wood, Town Secretary



Laura Wheat, Mayor



Amanda DeGan, Town Manager

APPROVED AS TO FORM:



L. Stanton Lowry, Town Attorney



TOWN OF WESTLAKE

ORDINANCE NO. 937

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 2021 (FISCAL YEAR 2021-2022); 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 October 1, 2021, and ending on September 30, 2022, 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 held on August 23, 2021, and all citizens were invited to participate and be heard on September 13, 2021; 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 to provide the necessary funds to provide municipal services to its citizens and to meet all municipal commitments; and

WHEREAS, The Town of Westlake's budget will raise more revenue from property taxes than last year's budget by \$166,978, which is a 6.39% increase from last year's budget, and the property tax revenue to be raised from new property added to the tax roll this year is \$177,235; and

WHEREAS, the Town of Westlake has passed exemptions to certain applicable taxes which were previously adopted by earlier Resolution and recognized and adopted a tax limitation set out in the Town Municipal Code and such exemptions and limitation are included and adopted as part of this Ordinance; and

WHEREAS, the Town Council finds the passage of this Ordinance to be in the best interest for the citizens of Westlake, for the preservation of public health, safety, and welfare of the citizens of the Town.

NOW, THEREFORE, BE IT ORDAINED BY THE TOWN COUNCIL OF THE TOWN OF WESTLAKE, TEXAS:

SECTION 1: That all matters stated in the findings hereinabove are found to be true and correct and are incorporated herein by reference as if copied in their entirety.

SECTION 2: That the Town Council of the Town of Westlake, Texas shall hereby levy the following taxes on each One Hundred Dollars (\$100.00) of taxable valuation on all taxable property within the Town limits of the Town of Westlake, Texas to be assessed and collected by the Tax Assessor/Collector for the tax year 2021 (Fiscal year 2021-2022) for the purposes stipulated below, to-wit:

- (a) \$0.10284 For General Fund Maintenance and Operations (M&O)
- (b) \$0.06504 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.

SECTION 4: 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 5: 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.

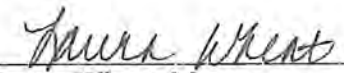
SECTION 6: That this Ordinance shall become effective from and after its date of passage.

PASSED AND APPROVED ON THIS 13th DAY OF SEPTEMBER 2021.

ATTEST:



Todd Wood, Town Secretary



Laura Wheat, Mayor



Amanda DeGan, Town Manager

APPROVED AS TO FORM:

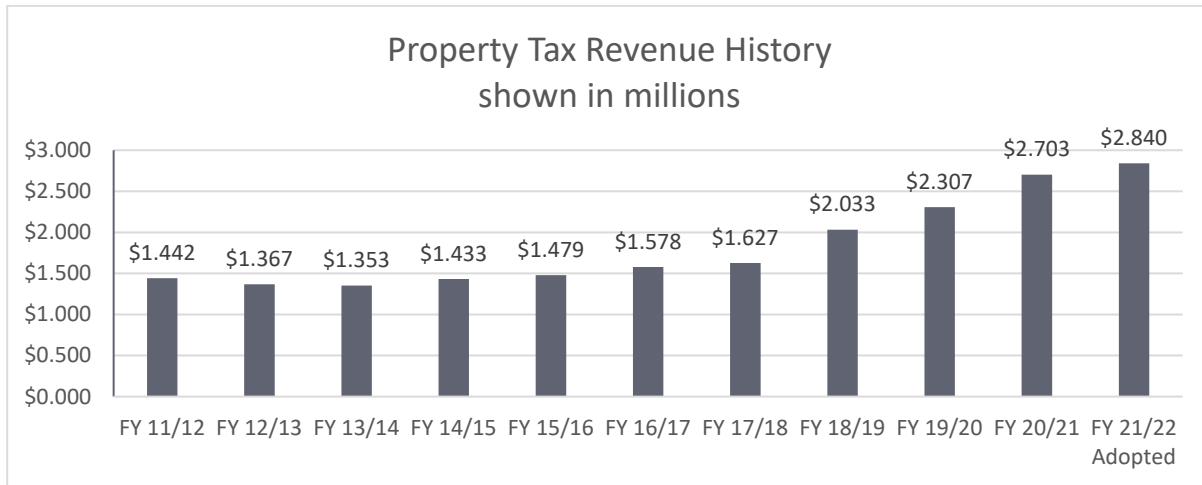


L. Stanton Lowry, Town Attorney

PROPERTY TAX OVERVIEW

The municipal property tax rate (or ad valorem rate) proposed will maintain the current adopted rate of \$0.16788 per \$100 of assessed valuation.

The tax rate is the no-new-revenue tax rate (formerly the effective tax rate). This rate is slightly higher this year (\$0.00042) than the no-new-revenue rate, which is the total tax rate needed to raise the same amount of property tax revenue for the Town from the same properties between the 2020 tax year and the 2021 tax year.



Town of Westlake Property Tax Revenue from FY11/12 – FY21/22 adopted.

This budget will raise more revenue from property taxes than last year's budget by an amount of \$166,978, which is a 6.39% 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 \$177,235.

The Town of Westlake will comply with all truth in taxation laws to protect the public's right-to-know about tax rate decisions.

ALLOCATION

Property tax is the third largest revenue source in the General Fund. This tax is allocated between Maintenance and Operations (M&O) in the General Fund and Interest and Sinking (I&S) in the Debt Service fund for the Town.

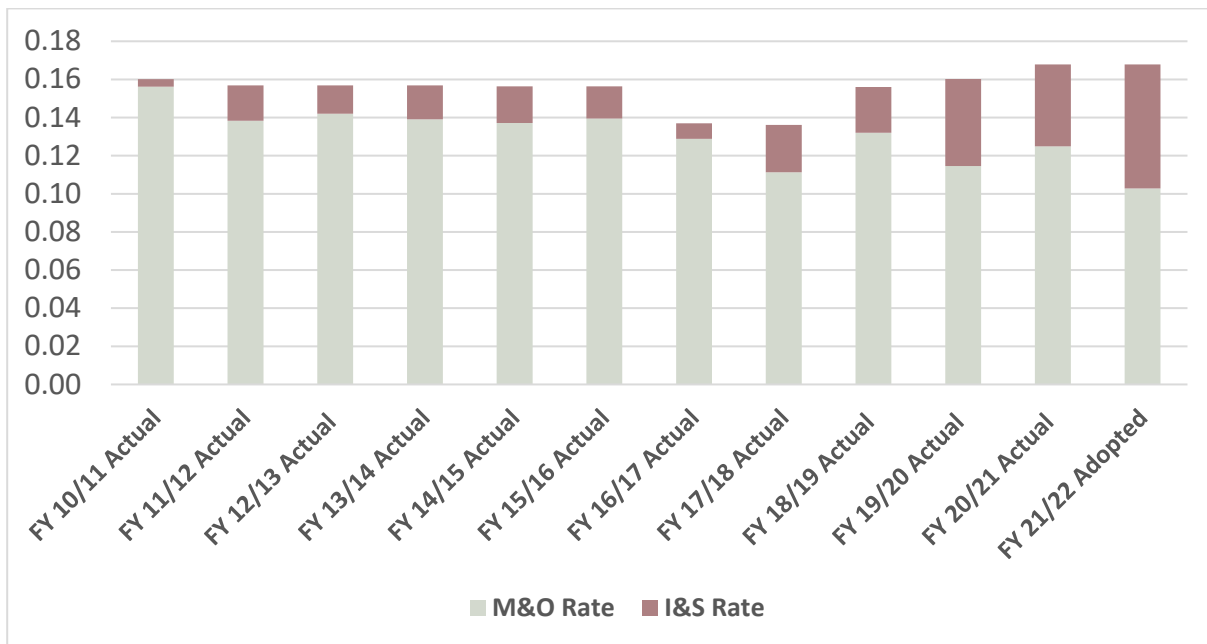
M&O: The M&O is the tax rate that is needed to raise the same amount of taxes that the Town levied in the prior year plus the applicable percentage allowed by law. This rate accounts for such thing as utilities and day-to-day operations.

I&S: The debt service rate includes the debt service necessary to pay the Town's debt payments in the coming year. This rate accounts for principal and interest on bonds and other debt secured by property tax revenue.

Please see the tax rate change from FY20/21 adopted to FY21/22 adopted below:

Tax Rate Change	FY20/21 Adopted	FY21/22 Adopted	Variance
M&O	\$0.12490	\$0.10284	\$(0.02206)
I&S	\$0.04298	\$0.06504	\$ 0.02206
Total	\$0.16788	\$0.16788	\$ 0.00

The allocation for M&O is \$.10284 and totals \$1.7M. The allocation for I&S debt service is \$0.06504 and totals \$1.1M.

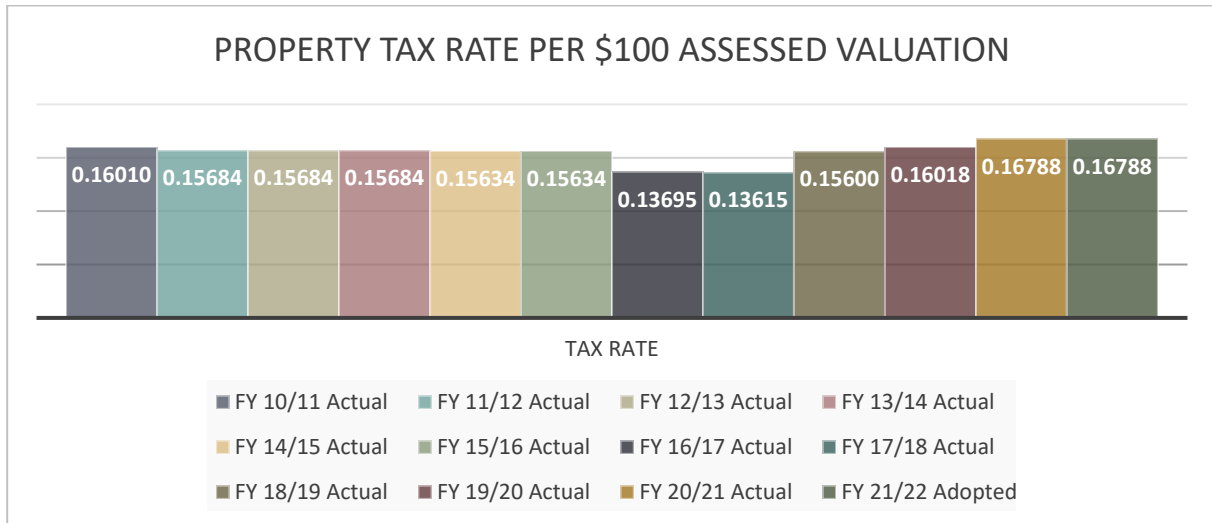


This graph depicts the historical allocation of property tax between Maintenance and Operations and Interest and Sinking from FY10/11 – FY21/22 Adopted.

TRENDS

PROPERTY TAX RATE

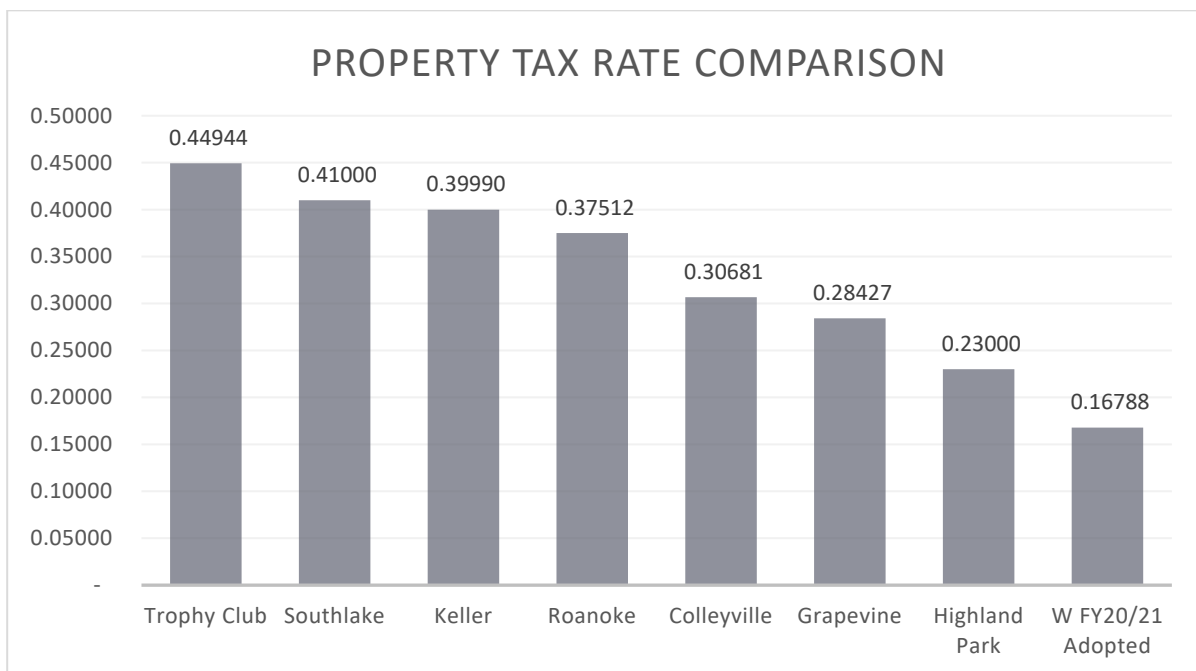
This year is the 12th year the Town of Westlake has assessed a local property tax.



The graph represents the historical tax rate for the Town of Westlake.

PROPERTY TAX RATE COMPARISON

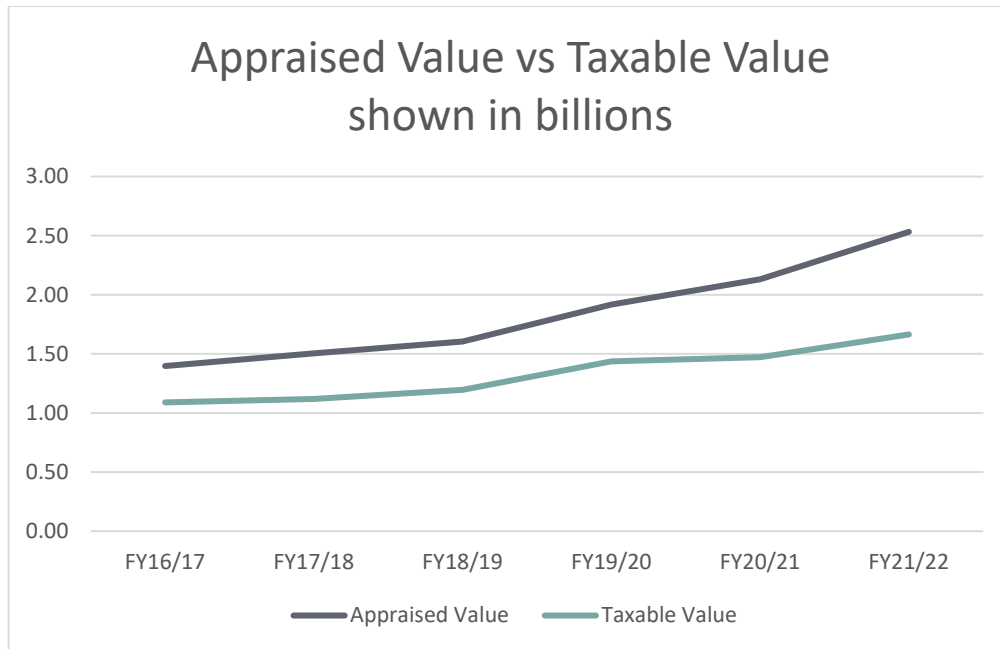
The property tax rate of \$0.16788 per \$100 valuation for the Town continues to be one of the lowest for municipalities in the immediate area and Westlake will remain in the bottom third of ALL municipalities in the State.



Based on FY20/21 property tax rates for surrounding cities and Westlake's FY21/22 adopted tax rate.

APPRAISED VALUE vs. TAXABLE VALUE

The Town of Westlake's property values have increased over time. The difference between the appraised value and the taxable value are the Town's homestead and other exemptions.



This graph shows the historical appraised and taxable value of the Town of Westlake from FY16/17 to FY21/22.

EXEMPTIONS & PROPERTY TAX REDUCTION

The Town of Westlake offer the following exemptions and property tax reduction programs to its residents:

HOMESTEAD EXEMPTION

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).

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).

HOMESTEAD TAX CEILING, OR TAX FREEZE (for 65+ or disabled)

This exemption limits the total amount of taxes residents who are 65+ or disabled pay so that their future years' taxes will not increase beyond what they currently pay upon qualification. Any resident that was 65 or disabled when the Town increased its zero, or 0%, ad valorem rate in 2010, did not pay any municipal ad valorem taxes for the 2009 tax year due to this tax ceiling. After the 2010 tax levy, persons over 65 or disabled with a Westlake residence homestead can freeze their municipal tax levy in the tax year of qualification for the tax ceiling exemption, or tax freeze, and their municipal ad valorem taxes will remain fixed at that amount. Additionally, they will not pay more but could potentially pay less if taxes are lowered.

PROPERTY TAX REDUCTION

The residents 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 the State Comptroller's Truth and Taxation process. Calculations of Westlake's tax rate take these revenues into consideration every year.

AD VALOREM PROPERTY TAX FIVE YEAR ANALYSIS

Homestead exemption 20% (max.) Over 65 or disabled exemption - \$10,000
Over 65 or disabled Tax Freeze (tax ceiling)

APPRAISED VALUES

Based on July Certified Rolls

	FY 17/18	FY18/19	FY19/20	FY20/21	FY 21/22 Adopted
\$	1,504,837,430	\$ 1,604,301,084	\$ 1,917,557,292	\$ 2,130,399,725	\$ 2,532,082,770
amount change		\$ 99,463,654	\$ 313,256,208	\$ 212,842,433	\$ 401,683,045
percent change		7%	20%	11%	19%
\$ cumulative chg		\$ 99,463,654	\$ 412,719,862	\$ 625,562,295	\$ 1,027,245,340
% cumulative chg		7%	27%	42%	68%

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

	FY 17/18	FY18/19	FY19/20	FY20/21	FY 21/22 Adopted
Total Taxable Values	\$ 1,118,795,450	\$ 1,195,417,827	\$ 1,436,594,268	\$ 1,471,238,802	\$ 1,664,104,380
amount change		\$ 76,622,377	\$ 241,176,441	\$ 34,644,534	\$ 192,865,578
percent change		7%	20%	2%	13%
\$ cumulative chg		\$ 76,622,377	\$ 317,798,818	\$ 352,443,352	\$ 545,308,930
% cumulative chg		7%	27%	25%	37%
Residential	\$ 767,948,881	\$ 838,903,265	\$ 997,353,112	\$ 1,088,117,123	\$ 1,079,322,315
amount change		\$ 70,954,384	\$ 158,449,847	\$ 90,764,011	\$ (8,794,808)
percent change		9%	19%	9%	-1%
\$ cumulative chg		\$ 70,954,384	\$ 229,404,231	\$ 320,168,242	\$ 311,373,434
% cumulative chg		9%	27%	32%	29%
Commercial	\$ 334,367,110	\$ 330,041,633	\$ 449,366,350	\$ 432,703,427	\$ 440,744,502
amount change		\$ (4,325,477)	\$ 119,324,717	\$ (16,662,923)	\$ 8,041,075
percent change		-1%	36%	-4%	2%
\$ cumulative chg		\$ (4,325,477)	\$ 114,999,240	\$ 98,336,317	\$ 106,377,392
% cumulative chg		-1%	35%	22%	25%
Personal	\$ 113,747,318	\$ 114,657,858	\$ 130,064,496	\$ 124,224,258	\$ 143,826,034
amount change		\$ 910,540	\$ 15,406,638	\$ (5,840,238)	\$ 19,601,776
percent change		1%	13%	-4%	16%
\$ cumulative chg		\$ 910,540	\$ 16,317,178	\$ 10,476,940	\$ 30,078,716
% cumulative chg		1%	14%	8%	24%
Ag Properties	\$ 400,144	\$ 3,359,052	\$ 252,818	\$ 484,021	\$ 211,529

Based on Tarrant and Denton County Appraisal Districts.

AD VALOREM PROPERTY TAX FIVE YEAR ANALYSIS

Homestead exemption 20% (max.)

Over 65 or disabled exemption - \$10,000

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

	FY 17/18	FY18/19	FY19/20	FY20/21	FY 21/22 Adopted
New Residential	\$ 29,301,506	\$ 33,659,179	\$ 72,482,544	\$ 55,130,358	\$ 69,979,365
	<i>amount change</i>	\$ 4,357,673	\$ 38,823,365	\$ (17,352,186)	\$ 14,849,007
	<i>percent change</i>	15%	115%	-24%	27%
	<i>\$ cumulative chg</i>	\$ 4,357,673	\$ 43,181,038	\$ 25,828,852	\$ 40,677,859
	<i>% cumulative chg</i>	15%	128%	36%	74%
New Commercial	\$ 13,586,641	\$ 2,201,041	\$ 89,355,469	\$ 19,542,605	\$ 3,037,719
	<i>amount change</i>	\$ (11,385,600)	\$ 87,154,428	\$ (69,812,864)	\$ (16,504,886)
	<i>percent change</i>	0%	100%	-78%	-84%
	<i>\$ cumulative chg</i>	\$ (11,385,600)	\$ 75,768,828	\$ 5,955,964	\$ (10,548,922)
	<i>% cumulative chg</i>	-84%	3442%	7%	-54%

AVERAGE VALUE PER HOME

	FY 17/18	FY18/19	FY19/20	FY20/21	FY 21/22 Adopted
Avg Market Value	\$ 1,758,822	\$ 1,827,975	\$ 1,946,157	\$ 1,946,146	\$ 2,111,458
	<i>amount change</i>	\$ 69,153	\$ 118,182	\$ (11)	\$ 165,312
	<i>percent change</i>	4%	6.47%	0.00%	8.49%
	<i>\$ cumulative chg</i>	\$ 69,153	\$ 187,335	\$ 187,324	\$ 352,636
	<i>% cumulative chg</i>	4%	10%	10%	18%

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

	FY 17/18	FY18/19	FY19/20	FY20/21	FY 21/22 Adopted
Avg Taxable Value	\$ 1,451,120	\$ 1,505,483	\$ 1,612,692	\$ 1,612,042	\$ 1,769,060
Tax Payment	1,581	1,879	2,067	2,165	2,376
	<i>amount change</i>	\$ 298	\$ 188	\$ 98	\$ 211
	<i>percent change</i>	18.87%	9.99%	4.76%	9.74%

Based on the Tarrant and Denton County Appraisal Districts.

AD VALOREM PROPERTY TAX FIVE YEAR ANALYSIS

Homestead exemption 20% (max.)

Over 65 or disabled exemption - \$10,000

TOTAL TAX REVENUE GENERATED

	FY 17/18	FY18/19	FY19/20	FY20/21	FY 21/22 Adopted
Total Revenue	\$ 1,626,698	\$ 1,956,241	\$ 2,426,220	\$ 2,702,743	\$ 2,793,698
	amount change	\$ 329,543	\$ 469,979	\$ 276,523	\$ 90,955
	percent change	20.26%	24.02%	11.40%	3.37%
New Residential	\$ 39,894	\$ 52,508	\$ 116,103	\$ 92,553	\$ 117,481
	amount change	\$ 12,614	\$ 63,594	\$ (23,550)	\$ 24,929
	percent change	31.62%	121.11%	-20.28%	26.93%
New Commercial	\$ 18,498	\$ 3,434	\$ 143,130	\$ 32,808	\$ 5,100
	amount change	\$ (15,065)	\$ 139,696	\$ (110,321)	\$ (27,708)
	percent change	-81.44%	4068.47%	-77.08%	-84.46%
Raised from New	\$ 61,533	\$ 55,942	\$ 259,232	\$ 125,361	\$ 122,581
Raised from Existing	\$ 1,417,919	\$ 1,900,299	\$ 2,166,988	\$ 2,577,382	\$ 2,671,117

TAX RATE DISTRIBUTION AMOUNT

	FY 17/18	FY18/19	FY19/20	FY20/21	FY 21/22 Adopted
General Fund	\$ 0.11133	\$ 0.13201	\$ 0.11453	\$ 0.12490	\$ 0.06504
Debt Service	0.02482	0.02399	0.04565	0.04298	0.10284
TOTAL TAX RATE	\$ 0.13615	\$ 0.15600	\$ 0.16018	\$ 0.16788	\$ 0.16788
	amount change	0.01985	0.00418	0.00770	-
	percent change	14.58%	2.68%	4.81%	0.00%

TAX RATE DISTRIBUTION PERCENT

	FY 17/18	FY18/19	FY19/20	FY20/21	FY 21/22 Adopted
General Fund	81.77%	84.62%	71.50%	74.40%	38.74%
Debt Service	18.23%	15.38%	28.50%	25.60%	61.26%
TOTAL	100%	100%	100%	100%	100%

TAX REVENUE BY FUND TYPE

	FY 17/18	FY18/19	FY19/20	FY20/21	FY 21/22 Adopted
General Fund	\$ 1,329,237	\$ 1,655,548	\$ 1,725,950	\$ 1,953,282	1,705,163
Debt Service	\$ 297,461	\$ 300,693	\$ 685,914	\$ 699,865	1,134,763
TOTAL	\$ 1,626,698	\$ 1,956,241	\$ 2,411,864	\$ 2,653,147	\$ 2,839,926
	amount change	\$ 329,543	\$ 455,623	\$ 241,283	\$ 186,779
	percent change	20.26%	23.29%	10.00%	7.04%

Based on the Tarrant and Denton County Appraisal Districts.

2021 Tax Rate Calculation Worksheet

Date: 08/18/2021 12:45 PM

Taxing Units Other Than School Districts or Water Districts

Town of Westlake

Taxing Unit Name

1500 Solana Boulevard, Bldg.7, Suite 7200

Taxing Unit's Address, City, State, ZIP Code

817-430-0941

Phone (area code and number)

Westlake-TX.org

Taxing Unit's Website Address

GENERAL INFORMATION: Tax Code Section 26.04(c) requires an officer or employee designated by the governing body to calculate the No-New-Revenue (NNR) tax rate and Voter-Approval tax rate for the taxing unit. These tax rates are expressed in dollars per \$100 of taxable value calculated. The calculation process starts after the chief appraiser delivers to the taxing unit the certified appraisal roll and the estimated values of properties under protest. The designated officer or employee shall certify that the officer or employee has accurately calculated the tax rates and used values shown for the certified appraisal roll or certified estimate. The officer or employee submits the rates to the governing body by Aug. 7 or as soon thereafter as practicable.

School districts do not use this form, but instead use Comptroller Form 50-859 *Tax Rate Calculation Worksheet, School Districts without Chapter 313 Agreements* or Comptroller Form 50-884 *Tax Rate Calculation Worksheet, School District with Chapter 313 Agreements*.

Water districts as defined under Water Code Section 49.001(1) do not use this form, but instead use Comptroller Form 50-858 *Water District Voter-Approval Tax Rate Worksheet for Low Tax Rate and Developing Districts* or Comptroller Form 50-860 *Developed Water District Voter-Approval Tax Rate Worksheet*.

The Comptroller's office provides this worksheet to assist taxing units in determining tax rates. The information provided in this worksheet is offered as technical assistance and not legal advice. Taxing units should consult legal counsel for interpretations of law regarding tax rate preparation and adoption.

SECTION 1: No-New-Revenue Tax Rate

The NNR tax rate enables the public to evaluate the relationship between taxes for the prior year and for the current year based on a tax rate that would produce the same amount of taxes (no new taxes) if applied to the same properties that are taxed in both years. When appraisal values increase, the NNR tax rate should decrease.

The NNR tax rate for a county is the sum of the NNR tax rates calculated for each type of tax the county levies.

While uncommon, it is possible for a taxing unit to provide an exemption for only maintenance and operations taxes. In this case, the taxing unit will need to calculate the NNR tax rate separately for the maintenance and operations tax and the debt tax, then add the two components together.

No-New-Revenue Tax Rate Worksheet	Amount/Rate
1. 2020 total taxable value. Enter the amount of 2020 taxable value on the 2020 tax roll today. Include any adjustments since last year's certification; exclude Tax Code Section 25.25(d) one-fourth and one-third over-appraisal corrections from these adjustments. Exclude any property value subject to an appeal under Chapter 42 as of July 25 (will add undisputed value in Line 6). This total includes the taxable value of homesteads with tax ceilings (will deduct in Line 2) and the captured value for tax increment financing (adjustment is made by deducting TIF taxes, as reflected in Line 17). ¹	\$1,631,266,552
2. 2020 tax ceilings. Counties, cities and junior college districts. Enter 2020 total taxable value of homesteads with tax ceilings. These include the homesteads of homeowners age 65 or older or disabled. Other taxing units enter 0. If your taxing units adopted the tax ceiling provision in 2020 or a prior year for homeowners age 65 or older or disabled, use this step. ²	\$137,774,414
3. Preliminary 2020 adjusted taxable value. Subtract Line 2 from Line 1.	\$1,493,492,138
4. 2020 total adopted tax rate.	\$0.16788/\$100
5. 2020 taxable value lost because court appeals of ARB decisions reduced 2020 appraised value.	\$4,875,337
A. Original 2020 ARB values:	
B. 2020 values resulting from final court decisions:	\$2,987,973
C. 2020 value loss. Subtract B from A. ³	\$1,887,364
6. 2020 taxable value subject to an appeal under Chapter 42, as of July 25.	\$19,882,893
A. 2020 ARB certified value:	
B. 2020 disputed value:	\$2,385,947
C. 2020 undisputed value. Subtract B from A. ⁴	\$17,496,946

7. 2020 Chapter 42 related adjusted values Add Line 5C and Line 6C.	\$19,384,310
8. 2020 taxable value, adjusted for actual and potential court-ordered adjustments. Add Line 3 and Line 7.	\$1,512,876,448
9. 2020 taxable value of property in territory the taxing unit deannexed after Jan. 1, 2020. Enter the 2020 value of property in deannexed territory. ⁵	\$0
10. 2020 taxable value lost because property first qualified for an exemption in 2021. If the taxing unit increased an original exemption, use the difference between the original exempted amount and the increased exempted amount. Do not include value lost due to freeport, goods-in-transit, temporary disaster exemptions. Note that lowering the amount or percentage of an existing exemption in 2021 does not create a new exemption or reduce taxable value. A. Absolute exemptions. Use 2020 market value: B. Partial exemptions. 2021 exemption amount or 2021 percentage exemption times 2020 value: C. Value loss. Add A and B. ⁵	\$0 \$9,922,398 \$9,922,398
11. 2020 taxable value lost because property first qualified for agricultural appraisal (1-d or 1-d-1), timber appraisal, recreational/scenic appraisal or public access airport special appraisal in 2021. Use only properties that qualified in 2021 for the first time; do not use properties that qualified in 2020. A. 2020 market value: B. 2021 productivity or special appraised value: C. Value loss. Subtract B from A. ⁷	\$0 \$0 \$0
12. Total adjustments for lost value. Add lines 9, 10C and 11C.	\$9,922,398
13. 2020 captured value of property in a TIF. Enter the total value of 2020 captured appraised value of property taxable by a taxing unit in a tax increment financing zone for which 2020 taxes were deposited into the tax increment fund. ⁸ If the taxing unit has no captured appraised value in line 18D, enter 0.	\$0
14. 2020 total value. Subtract Line 12 and Line 13 from Line 8.	\$1,502,954,050
15. Adjusted 2020 total levy. Multiply Line 4 by Line 14 and divide by \$100.	\$2,523,159
16. Taxes refunded for years preceding tax year 2020. Enter the amount of taxes refunded by the taxing unit for tax years preceding tax year 2020. Types of refunds include court decisions, Tax Code Section 25.25(b) and (c) corrections and Tax Code Section 31.11 payment errors. Do not include refunds for tax year 2020. This line applies only to tax years preceding tax year 2020. ⁸	\$73,536
17. Adjusted 2020 levy with refunds and TIF adjustment. Add Lines 15 and 16. ¹⁰	\$2,596,695
18. Total 2021 taxable value on the 2021 certified appraisal roll today. This value includes only certified values or certified estimate of values and includes the total taxable value of homesteads with tax ceilings (will deduct in Line 20). These homesteads include homeowners age 65 or older or disabled. ¹¹ A. Certified values: B. Counties: Include railroad rolling stock values certified by the Comptroller's office: C. Pollution control and energy storage system exemption: Deduct the value of property exempted for the current tax year for the first time as pollution control or energy storage	\$1,664,104,380 \$0

system property:	\$0
D. Tax increment financing: Deduct the 2021 captured appraised value of property taxable by a taxing unit in a tax increment financing zone for which the 2021 taxes will be deposited into the tax increment fund. Do not include any new property value that will be included in Line 23 below. ¹²	\$0
E. Total 2021 value. Add A and B, then subtract C and D.	\$1,664,104,380
19. Total value of properties under protest or not included on certified appraisal roll. ¹³	\$63,120,069
A. 2021 taxable value of properties under protest. The chief appraiser certifies a list of properties still under ARB protest. The list shows the appraisal district's value and the taxpayer's claimed value, if any, or an estimate of the value if the taxpayer wins. For each of the properties under protest, use the lowest of these values. Enter the total value under protest. ¹⁴	\$53,147,821
B. 2021 value of properties not under protest or included on certified appraisal roll. The chief appraiser gives taxing units a list of those taxable properties that the chief appraiser knows about, but are not included in the appraisal roll certification. These properties also are not on the list of properties that are still under protest. On this list of properties, the chief appraiser includes the market value, appraised value and exemptions for the preceding year and a reasonable estimate of the market value, appraised value and exemptions for the current year. Use the lower market, appraised or taxable value (as appropriate). Enter the total value of property not on the certified roll. ¹⁵	
C. Total value under protest or not certified: Add A and B.	\$116,267,890
20. 2021 tax ceilings. Counties, cities and junior colleges enter 2021 total taxable value of homesteads with tax ceilings. These include the homesteads of homeowners age 65 or older or disabled. Other taxing units enter 0. If your taxing units adopted the tax ceiling provision in 2020 or a prior year for homeowners age 65 or older or disabled, use this step. ¹⁶	\$124,230,822
21. 2021 total taxable value. Add Lines 18E and 19C. Subtract Line 20. ¹⁷	\$1,656,141,448
22. Total 2021 taxable value of properties in territory annexed after Jan. 1, 2020. Include both real and personal property. Enter the 2021 value of property in territory annexed. ¹⁸	\$0
23. Total 2021 taxable value of new improvements and new personal property located in new improvements. New means the item was not on the appraisal roll in 2020. An improvement is a building, structure, fixture or fence erected on or affixed to land. New additions to existing improvements may be included if the appraised value can be determined. New personal property in a new improvement must have been brought into the taxing unit after Jan. 1, 2020, and be located in a new improvement. New improvements do include property on which a tax abatement agreement has expired for 2021. ¹⁹	\$105,572,501
24. Total adjustments to the 2021 taxable value. Add Lines 22 and 23.	\$105,572,501
25. Adjusted 2021 taxable value. Subtract Line 24 from Line 21.	\$1,550,568,947
26. 2021 NNR tax rate. Divide Line 17 by Line 25 and multiply by \$100. ²⁰	\$0.16746/\$100
27. COUNTIES ONLY. Add together the NNR tax rates for each type of tax the county	

SECTION 2: Voter-Approval Tax Rate

The voter-approval tax rate is the highest tax rate that a taxing unit may adopt without holding an election to seek voter approval of the rate. The voter-approval tax rate is split into two separate rates:

1. **Maintenance and Operations (M&O) Tax Rate:** The M&O portion is the tax rate that is needed to raise the same amount of taxes that the taxing unit levied in the prior year plus the applicable percentage allowed by law. This rate accounts for such things as salaries, utilities and day-to-day operations
2. **Debt Rate:** The debt rate includes the debt service necessary to pay the taxing unit's debt payments in the coming year. This rate accounts for principal and interest on bonds and other debt secured by property tax revenue.

The Voter-Approval tax rate for a county is the sum of the Voter-Approval tax rates calculated for each type of tax the county levies. In most cases the Voter-Approval tax rate exceeds the No-New-Revenue tax rate, but occasionally decreases in a taxing unit's debt service will cause the NNR tax rate to be higher than the voter-approval tax rate.

Voter-Approval Tax Rate Worksheet

	Amount/Rate
28. 2020 M&O tax rate. Enter the 2020 M&O tax rate.	\$0.12490/\$100
29. 2020 taxable value, adjusted for actual and potential court-ordered adjustments. Enter the amount in Line 8 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$1,512,876,448
30. Total 2020 M&O levy. Multiply Line 28 by Line 29 and divide by \$100.	\$1,889,582
31. Adjusted 2020 levy for calculating NNR M&O rate.	
A. M&O taxes refunded for years preceding tax year 2020 Enter the amount of M&O taxes refunded in the preceding year for taxes before that year. Types of refunds include court decisions, Tax Code Section 25.25(b) and (c) corrections and Tax Code Section 31.11 payment errors. Do not include refunds for tax year 2020. This line applies only to tax years preceding tax year 2020.	\$53,489
B. 2020 taxes in TIF Enter the amount of taxes paid into the tax increment fund for a reinvestment zone as agreed by the taxing unit. If the taxing unit has no 2021 captured appraised value in Line 18D, enter 0.	\$0
C. 2020 transferred function. If discontinuing all of a department, function or activity and transferring it to another taxing unit by written contract, enter the amount spent by the taxing unit discontinuing the function in the 12 months preceding the month of this calculation. If the taxing unit did not operate this function for this 12-month period, use the amount spent in the last full fiscal year in which the taxing unit operated the function. The taxing unit discontinuing the function will subtract this amount in D below. The taxing unit receiving the function will add this amount in D below. Other taxing units enter 0.	\$0
D. 2020 M&O levy adjustments. Subtract B from A. For taxing unit with C, subtract if discontinuing function and add if receiving function.	\$53,489
E. Add Line 30 to 31D.	\$1,943,071
32. Adjusted 2021 taxable value. Enter the amount in Line 25 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$1,550,568,947
33. 2021 NNR M&O rate (unadjusted). Divide Line 31E by Line 32 and multiply by \$100.	\$0.12531/\$100
34. Rate adjustment for state criminal justice mandate.²³	
A. 2021 state criminal justice mandate: Enter the amount spent by a county in the previous 12 months providing for the maintenance and operation cost of keeping inmates in county-paid facilities after they have been sentenced. Do not include any state reimbursement received by the county for the same purpose.	\$0
B. 2020 state criminal justice mandate: Enter the amount spent by a county in the 12 months prior to the previous 12 months providing for the maintenance and operation cost of keeping inmates in county-paid facilities after they have been sentenced. Do not include any state reimbursement received by the county for the same purpose. Enter zero if this is the first time the mandate applies.	\$0

C. Subtract B from A and divide by Line 32 and multiply by \$100.	\$0.00000/\$100
D. Enter the rate calculated in C. If not applicable, enter 0.	\$0.00000/\$100
35. Rate adjustment for indigent health care expenditures.²⁴	\$0
A. 2021 indigent health care expenditures: Enter the amount paid by a taxing unit providing for the maintenance and operation cost of providing indigent health care for the period beginning on July 1, 2020 and ending on June 30, 2021, less any state assistance received for the same purpose.	\$0
B. 2020 indigent health care expenditures: Enter the amount paid by a taxing unit providing for the maintenance and operation cost of providing indigent health care for the period beginning on July 1, 2019 and ending on June 30, 2020, less any state assistance received for the same purpose.	\$0
C. Subtract B from A and divide by Line 32 and multiply by \$100.	\$0.00000/\$100
D. Enter the rate calculated in C. If not applicable, enter 0.	\$0.00000/\$100
36. Rate adjustment for county indigent defense compensation.²⁵	\$0
A. 2021 indigent defense compensation expenditures: Enter the amount paid by a county to provide appointed counsel for indigent individuals for the period beginning on July 1, 2020 and ending on June 30, 2021, less any state grants received by the county for the same purpose.	\$0
B. 2020 indigent defense compensation expenditures: Enter the amount paid by a county to provide appointed counsel for indigent individuals for the period beginning on July 1, 2019 and ending on June 30, 2020, less any state grants received by the county for the same purpose.	\$0
C. Subtract B from A and divide by Line 32 and multiply by \$100.	\$0.00000/\$100
D. Multiply B by 0.05 and divide by Line 32 and multiply by \$100.	\$0.00000/\$100
E. Enter the lessor of C and D. If not applicable, enter 0.	\$0.00000/\$100
37. Rate adjustment for county hospital expenditures.²⁶	\$0
A. 2021 eligible county hospital expenditures: Enter the amount paid by the county or municipality to maintain and operate an eligible county hospital for the period beginning on July 1, 2020 and ending on June 30, 2021.	\$0
B. 2020 eligible county hospital expenditures: Enter the amount paid by the county or	\$0

municipality to maintain and operate an eligible county hospital for the period beginning on July 1, 2019 and ending on June 30, 2020.	\$0
C. Subtract B from A and divide by Line 32 and multiply by \$100.	
D. Multiply B by 0.08 and divide by Line 32 and multiply by \$100.	\$0.00000/\$100
E. Enter the lessor of C and D, if applicable. If not applicable, enter 0.	\$0.00000/\$100
	\$0.00000/\$100
38. Rate adjustment for defunding municipality. This adjustment only applies to a municipality that is considered to be a defunding municipality for the current tax year under Chapter 109, Local Government Code. Chapter 109, Local Government Code only applies to municipalities with a population of more than 250,000 and includes a written determination by the Office of the Governor. See Tax Code 26.0444 for more information.	\$0
A. Amount appropriated for public safety in 2020. Enter the amount of money appropriated for public safety in the budget adopted by the municipality for the preceding fiscal year	\$0
B. Expenditures for public safety in 2020. Enter the amount of money spent by the municipality for public safety during the preceding fiscal year.	
C. Subtract B from A and divide by Line 32 and multiply by \$100.	\$0.00000/\$100
D. Enter the rate calculated in C. If not applicable, enter 0.	\$0.00000/\$100
39. Adjusted 2021 NNR M&O rate. Add Lines 33, 34D, 35D, 36E, and 37E. Subtract Line 38D.	\$0.12531/\$100
40. Adjustment for 2020 sales tax specifically to reduce property values. Cities, counties and hospital districts that collected and spent additional sales tax on M&O expenses in 2020 should complete this line. These entities will deduct the sales tax gain rate for 2021 in Section 3. Other taxing units, enter zero.	\$1,572,636
A. Enter the amount of additional sales tax collected and spent on M&O expenses in 2020, if any. Counties must exclude any amount that was spent for economic development grants from the amount of sales tax spent.	\$0.10142/\$100
B. Divide Line 40A by Line 32 and multiply by \$100.	\$0.22673/\$100
C. Add Line 40B to Line 39.	\$0.23466/\$100
41. 2021 voter-approval M&O rate. Enter the rate as calculated by the appropriate scenario below.	
Special Taxing Unit. If the taxing unit qualifies as a special taxing unit, multiply Line 40C by 1.08.	

- or -	
Other Taxing Unit. If the taxing unit does not qualify as a special taxing unit, multiply Line 40C by 1.035.	
D41. Disaster Line 41 (D41): 2021 voter-approval M&O rate for taxing unit affected by disaster declaration. If the taxing unit is located in an area declared a disaster area and at least one person is granted an exemption under Tax Code Section 11.35 for property located in the taxing unit, the governing body may direct the person calculating the voter-approval tax rate to calculate in the manner provided for a special taxing unit. The taxing unit shall continue to calculate the voter-approval tax rate in this manner until the earlier of <ol style="list-style-type: none"> 1. the first year in which total taxable value on the certified appraisal roll exceeds the total taxable value of the tax year in which the disaster occurred, or 2. the third tax year after the tax year in which the disaster occurred. <p>If the taxing unit qualifies under this scenario, multiply Line 40C by 1.08.²⁷ If the taxing unit does not qualify, do not complete Disaster Line 41 (Line D41).</p>	\$0.00000/\$100
42. Total 2021 debt to be paid with property taxes and additional sales tax revenue. Debt means the interest and principal that will be paid on debts that: <ol style="list-style-type: none"> (1) are paid by property taxes, (2) are secured by property taxes, (3) are scheduled for payment over a period longer than one year and (4) are not classified in the taxing unit's budget as M&O expenses <p>A. Debt also includes contractual payments to other taxing units that have incurred debts on behalf of this taxing unit, if those debts meet the four conditions above. Include only amounts that will be paid from property tax revenue. Do not include appraisal district budget payments. If the governing body of a taxing unit authorized or agreed to authorize a bond, warrant, certificate of obligation, or other evidence of indebtedness on or after Sept. 1, 2021, verify if it meets the amended definition of debt before including it here.²⁸ Enter debt amount.</p> <p>B. Subtract unencumbered fund amount used to reduce total debt.</p> <p>C. Subtract certified amount spent from sales tax to reduce debt (enter zero if none)</p> <p>D. Subtract amount paid from other resources.</p> <p>E. Adjusted debt. Subtract B, C, and D from A.</p>	 \$1,244,146 \$109,383 \$0 \$0 \$1,134,763
43. Certified 2020 excess debt collections. Enter the amount certified by the collector. ²⁸	\$57,445
44. Adjusted 2021 debt. Subtract Line 43 from Line 42E.	\$1,077,318
45. 2021 anticipated collection rate. <p>A. Enter the 2021 anticipated collection rate certified by the collector.²⁹</p> <p>B. Enter the 2020 actual collection rate</p> <p>C. Enter the 2019 actual collection rate</p> <p>D. Enter the 2018 actual collection rate</p> <p>E. If the anticipated collection rate in A is lower than actual collection rates in B, C and D, enter the lowest collection rate from B, C and D. If the anticipated rate in A is higher than at</p>	 100.00% 99.29% 100.83% 99.67% 100.00%

least one of the rates in the prior three years, enter the rate from A. Note that the rate can be greater than 100%. ³¹	
46. 2021 debt adjusted for collections. Divide Line 44 by Line 45E	\$1,077,318
47. 2021 total taxable value. Enter the amount on Line 21 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$1,656,141,448
48. 2021 debt tax rate. Divide Line 46 by Line 47 and multiply by \$100.	\$0.06504/\$100
49. 2021 voter-approval tax rate. Add Lines 41 and 48.	\$0.29970/\$100
D49. Disaster Line 49 (D49): 2021 voter-approval tax rate for taxing unit affected by disaster declaration. Complete this line if the taxing unit calculated the voter-approval tax rate in the manner provided for a special taxing unit on Line D41. Add Line D41 and 48.	\$0.00000/\$100
50. COUNTIES ONLY. Add together the voter-approval tax rates for each type of tax the county levies. The total is the 2021 county voter-approval tax rate.	

²³Tex. Tax Code Section 26.044

²⁴Tex. Tax Code Section 26.0441

²⁵Tex. Tax Code Section 26.0442

²⁶Tex. Tax Code Section 26.0443

²⁷Tex. Tax Code Section 26.042(a)

²⁸Tex. Tax Code Section 26.012(7)

²⁹Tex. Tax Code Section 26.012(10) and 26.04(b)

³⁰Tex. Tax Code Section 26.04(b)

³¹Tex. Tax Code Section 26.04(h),(h-1) and (h-2)

SECTION 3: NNR Tax Rate and Voter-Approval Tax Rate Adjustments for Additional Sales Tax to Reduce Property Taxes

Cities, counties and hospital districts may levy a sales tax specifically to reduce property taxes. Local voters by election must approve imposing or abolishing the additional sales tax. If approved, the taxing unit must reduce its NNR and voter-approval tax rates to offset the expected sales tax revenue.

This section should only be completed by a county, city or hospital district that is required to adjust its NNR tax rate and/or voter-approval tax rate because it adopted the additional sales tax.

Additional Sales and Use Tax Worksheet	Amount/Rate
51. Taxable Sales. For taxing units that adopted the sales tax in November 2020 or May 2021, enter the Comptroller's estimate of taxable sales for the previous four quarters. ²⁰ Estimates of taxable sales may be obtained through the Comptroller's Allocation Historical Summary webpage. Taxing units that adopted the sales tax before November 2020, enter 0.	\$0
52. Estimated sales tax revenue. Counties exclude any amount that is or will be spent for economic development grants from the amount of estimated sales tax revenue. ³³ Taxing units that adopted the sales tax in November 2020 or in May 2021. Multiply the amount on Line 51 by the sales tax rate (.01, .005 or .0025, as applicable) and multiply the result by .95. ³⁴ - or - Taxing units that adopted the sales tax before November 2020. Enter the sales tax revenue for the previous four quarters. Do not multiply by .95.	\$1,607,602
53. 2021 total taxable value. Enter the amount from Line 21 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$1,656,141,448
54. Sales tax adjustment rate. Divide Line 52 by Line 53 and multiply by \$100.	\$0.09707/\$100
55. 2021 NNR tax rate, unadjusted for sales tax. ³⁵ Enter the rate from Line 26 or 27, as applicable, on the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$0.16746/\$100
56. 2021 NNR tax rate, adjusted for sales tax. Taxing units that adopted the sales tax in November 2020 or in May 2021. Subtract Line 54 from Line 55. Skip to Line 57 if you adopted the additional sales tax before November 2020.	\$0.16746/\$100
57. 2021 voter-approval tax rate, unadjusted for sales tax. ³⁶ Enter the rate from Line 49, Line D49 (disaster), or Line 50 (counties), as applicable, of the <i>Voter-Approval Tax Rate Worksheet</i> .	\$0.29970/\$100
58. 2021 voter-approval tax rate, adjusted for sales tax. Subtract Line 54 from Line 57.	\$0.20263/\$100

³¹Reserved for expansion

³⁴Tex. Tax Code Section 26.041(d)

³²Tex. Tax Code Section 26.041(d)

³⁵Tex. Tax Code Section 26.04(c)

³³Tex. Tax Code Section 26.041(i)

³⁶Tex. Tax Code Section 26.04(c)

SECTION 4: Voter-Approval Tax Rate Adjustment for Pollution Control

A taxing unit may raise its rate for M&O funds used to pay for a facility, device or method for the control of air, water or land pollution. This includes any land, structure, building, installation, excavation, machinery, equipment or device that is used, constructed, acquired or installed wholly or partly to meet or exceed pollution control requirements. The taxing unit's expenses are those necessary to meet the requirements of a permit issued by the Texas Commission on Environmental Quality (TCEQ). The taxing unit must provide the tax assessor with a copy of the TCEQ letter of determination that states the portion of the cost of the installation for pollution control.

This section should only be completed by a taxing unit that uses M&O funds to pay for a facility, device or method for the control of air, water or land pollution.

Voter-Approval Protection for Pollution Control Worksheet	Amount/Rate
59. Certified expenses from the Texas Commission on Environmental Quality (TCEQ). Enter the amount certified in the determination letter from TCEQ. ³⁷ The taxing unit shall provide its tax assessor-collector with a copy of the letter. ³⁸	\$0
60. 2021 total taxable value. Enter the amount from Line 21 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$1,656,141,448
61. Additional rate for pollution control. Divide Line 59 by Line 60 and multiply by \$100.	\$0.00000/\$100
62. 2021 voter-approval tax rate, adjusted for pollution control. Add Line 61 to one of the following lines (as applicable): Line 49, Line D49 (disaster), Line 50 (counties) or Line 58 (taxing units with the additional sales tax).	\$0.20263/\$100

³⁷Tex. Tax Code Section 26.045(d)

³⁸Tex. Tax Code Section 26.045(i)

SECTION 5: Voter-Approval Tax Rate Adjustment for Unused Increment Rate

The unused increment rate is the rate equal to the difference between the adopted tax rate and voter-approval tax rate before the unused increment rate for the prior three years.³⁹ In a year where a taxing unit adopts a rate by applying any portion of the unused increment rate, the unused increment rate for that year would be zero.

The difference between the adopted tax rate and voter-approval tax rate is considered zero in the following scenarios:

- a tax year before 2020; and⁴⁰
- a tax year in which the municipality is a defunding municipality, as defined by Tax Code Section 26.0501(a);⁴¹ or
- after Jan. 1, 2022, a tax year in which the comptroller determines that the county implemented a budget reduction or reallocation described by Local Government Code Section 120.002(a) without the required voter approval.⁴²

This section should only be completed by a taxing unit that does not meet the definition of a special taxing unit.⁴³

Unused Increment Rate Worksheet	Amount/Rate
63. 2020 unused increment rate. Subtract the 2020 actual tax rate and the 2020 unused increment rate from the 2020 voter-approval tax rate. If the number is less than zero, enter zero. If the year is prior to 2020, enter zero.	\$0.01918
64. 2019 unused increment rate. Subtract the 2019 actual tax rate and the 2019 unused increment rate from the 2019 voter-approval tax rate. If the number is less than zero, enter zero. If the year is prior to 2020, enter zero.	\$0
65. 2018 unused increment rate. Subtract the 2018 actual tax rate and the 2018 unused increment rate from the 2018 voter-approval tax rate. If the number is less than zero, enter zero. If the year is prior to 2020, enter zero.	\$0.00000
66. 2021 unused increment rate. Add Lines 63, 64 and 65.	\$0.01918/\$100
67. 2021 voter-approval tax rate, adjusted for unused increment rate. ²³ Add Line 66 to one of the following lines (as applicable): Line 49, Line D49(disaster), Line 50 (counties), Line 58 (taxing units with the additional sales tax) or Line 62 (taxing units with pollution control).	\$0.22181/\$100

³⁹Tex. Tax Code Section 26.013(a)

⁴⁰Tex. Tax Code Section 26.013(c)

⁴¹Tex. Tax Code Section 26.0501(a) and (c)

⁴²Tex. Tax Code Section Local Gov't Code Section 120.007(d), effective Jan. 1, 2022

⁴³Tex. Tax Code Section 26.063(a)(1)

SECTION 6: De Minimis Rate

The de minimis rate is the rate equal to the sum of the no-new-revenue maintenance and operations rate, the rate that will raise \$500,000, and the current debt rate for a taxing unit.⁴⁴

This section should only be completed by a taxing unit that is a municipality of less than 30,000 or a taxing unit that does not meet the definition of a special taxing unit.⁴⁵

De Minimis Rate Worksheet**Amount/Rate**

68. Adjusted 2021 NNR M&O tax rate. Enter the rate from Line 39 of the <i>Voter-Approval Tax Rate Worksheet</i>	\$0.12531/\$100
69. 2021 total taxable value. Enter the amount on Line 21 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$1,656,141,448
70. Rate necessary to impose \$500,000 in taxes. Divide \$500,000 by Line 69 and multiply by \$100.	\$0.03019
71. 2021 debt rate. Enter the rate from Line 48 of the <i>Voter-Approval Tax Rate Worksheet</i> .	\$0.06504/\$100
72. De minimis rate. ²³ Add Lines 68, 70 and 71.	\$0.22054/\$100

⁴⁴Tex. Tax Code Section 26.012(8-a)

⁴⁵Tex. Tax Code Section 26.063(a)(1)

SECTION 7: Voter-Approval Tax Rate Adjustment for Emergency Revenue Rate

In the tax year after the end of the disaster calculation time period detailed in Tax Code Section 26.042(a), a taxing unit that calculated its voter-approval tax rate in the manner provided for a special taxing unit due to a disaster must calculate its emergency revenue rate and reduce its voter-approval tax rate for that year.⁴⁶

Similarly, if a taxing unit adopted a tax rate that exceeded its voter-approval tax rate, calculated normally, without holding an election to respond to a disaster, as allowed by Tax Code Section 26.042(d), in the prior year, it must also reduce its voter-approval tax rate for the current tax year.⁴⁷

NOTE: This section will not apply to any taxing units in 2021. It is added to implement Senate Bill 1438 (87th Regular Session) and does not apply to a taxing unit that calculated its voter-approval tax rate in the manner provided for a special taxing unit due to a declared disaster in 2020, as provided for in the recently repealed Tax Code Sections 26.04(c-1) and 26.041(c-1).

In future tax years, this section will apply to a taxing unit other than a special taxing unit that:

- directed the designated officer or employee to calculate the voter-approval tax rate of the taxing unit in the manner provided for a special taxing unit in the prior year; and
- the current year is the first tax year in which the total taxable value of property taxable by the taxing unit as shown on the appraisal roll for the taxing unit submitted by the assessor for the taxing unit to the governing body exceeds the total taxable value of property taxable by the taxing unit on January 1 of the tax year in which the disaster occurred or the disaster occurred four years ago.

In future tax years, this section will also apply to a taxing unit in a disaster area that adopted a tax rate greater than its voter-approval tax rate without holding an election in the prior year.

Note: This section does not apply if a taxing unit is continuing to calculate its voter-approval tax rate in the manner provided for a special taxing unit because it is still within the disaster calculation time period detailed in Tax Code Section 26.042(a) because it has not met the conditions in Tax Code Section 26.042(a)(1) or (2).

Emergency Revenue Rate Worksheet	Amount/Rate
73. 2020 adopted tax rate. Enter the rate in Line 4 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	N/A
74. Adjusted 2020 voter-approval tax rate. Use the taxing unit's Tax Rate Calculation Worksheets from the prior year(s) to complete this line. If a disaster occurred in 2020 and the taxing unit calculated its 2020 voter-approval tax rate using a multiplier of 1.08 on Disaster Line 41 (D41) of the 2020 worksheet due to a disaster, enter the 2020 voter-approval tax rate as calculated using a multiplier of 1.035 from Line 49. - or - If a disaster occurred prior to 2020 for which the taxing unit continued to calculate its voter-approval tax rate using a multiplier of 1.08 on Disaster Line 41 (D41) in 2020, complete the separate <i>Adjusted Voter-Approval Tax Rate for Taxing Units in Disaster Area Calculation Worksheet</i> to recalculate the voter-approval tax rate the taxing unit would have calculated in 2020 if it had generated revenue based on an adopted tax rate using a multiplier of 1.035 in the year(s) following the disaster. ⁴⁸ Enter the final adjusted 2020 voter-approval tax rate from the worksheet. - or - If the taxing unit adopted a tax rate above the 2020 voter-approval tax rate without calculating a disaster tax rate or holding an election due to a disaster, no recalculation is necessary. Enter the voter-approval tax rate from the prior year's worksheet.	N/A
75. Increase in 2020 tax rate due to disaster. Subtract Line 74 from Line 73.	N/A
76. Adjusted 2020 taxable value. Enter the amount in Line 14 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	N/A
77. Emergency revenue. Multiply Line 75 by Line 76 and divide by \$100.	N/A
78. Adjusted 2021 taxable value. Enter the amount in Line 25 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	N/A
79. Emergency revenue rate. Divide Line 77 by Line 78 and multiply by \$100. ⁴⁹	N/A
80. 2021 voter-approval tax rate, adjusted for emergency revenue. Subtract Line 79 from one of the following lines (as applicable): Line 49, Line D49(disaster), Line 50 (counties), Line 58 (taxing units with the additional sales tax), Line 62 (taxing units with pollution control) or Line 67 (taxing units with the unused increment rate).	N/A

⁴⁶Tex. Tax Code Section 26.042(b)

⁴⁷Tex. Tax Code Section 26.042(f)

⁴⁸Tex. Tax Code Section 26.042(c)

⁴⁹Tex. Tax Code Section 26.042(b)

⁵⁰Tex. Tax Code Section 26.04(c-2) and (d-2)

SECTION 8: Total Tax Rate

Indicate the applicable total tax rates as calculated above.

No-New-Revenue tax rate

As applicable, enter the 2021 NNR tax rate from: Line 26, Line 27 (counties), or Line 56 (adjusted for sales tax). \$0.16746/\$100

Indicate the line number used: 26

Voter-Approval tax rate

As applicable, enter the 2021 voter-approval tax rate from: Line 49, Line 50 (counties), Line 58 (adjusted for sales tax), Line 62 (adjusted for pollution control), Line 67 (adjusted for unused increment), or Line 80 (adjusted for emergency revenue). \$0.22181/\$100

Indicate the line number used: 67

De minimis rate

If applicable, enter the de minimis rate from Line 72. \$0.22054/\$100

SECTION 9: Taxing Unit Representative Name and Signature

Enter the name of the person preparing the tax rate as authorized by the governing body of the taxing unit. By signing below, you certify that you are the designated officer or employee of the taxing unit and have accurately calculated the tax rates using values that are the same as the values shown in the taxing unit's certified appraisal roll or certified estimate of taxable value, in accordance with requirements in Tax Code.⁵⁰

print here Ginger R. Awtry, Director of Finance

Printed Name of Taxing Unit Representative

sign here

Taxing Unit Representative



Date

8/18/21

GLOSSARY OF TERMS

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 Budgeting: Method used to determine when revenues and expenditures are recognized for budgetary purposes; relates to the timing of the measurements made regardless of the measurement focus applied.

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.

ACRONYMS

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	General Obligation Bonds	XFR	Transfer