



THE TOWN OF
ESTLAKE



Forging Westlake

Adopted
Annual
Operating
Budget

*Writing
The Next
Chapter*

Fiscal Year
2015-2016



THE TOWN OF WESTLAKE * 3 VILLAGE CIRCLE #202 * WESTLAKE, TEXAS 76262 * WWW.WESTLAKE-TX.ORG



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TOWN OF WESTLAKE FISCAL YEAR 2015-2016 ANNUAL BUDGET

This budget will raise more revenue from property taxes than last year's budget by an amount of \$66,748, which is a 4.88 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 \$84,477.

TOWN COUNCIL RECORD VOTE

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

FOR: Michael Barrett
Alesa Belvedere
Carol Langdon
Wayne Stoltenberg

AGAINST: None

PRESENT but abstained from Voting: None

ABSENT: Rick Rennhack

PROPERTY TAX RATE COMPARISON

Tax Rate	Adopted FY 15/16	Adopted FY 14/15
Property Tax Rate	\$0.15634/100	\$0.15634/100
Effective Tax Rate	\$0.15677/100	\$0.15634/100
Effective Maintenance & Operations Tax Rate:	\$0.14586/100	\$0.14238/100
Rollback Tax Rate:	\$0.18510/100	\$0.18277/100
Debt Rate:	\$0.01684/100	\$0.01924/100

MUNICIPAL DEBT OBLIGATIONS

The total amount of outstanding municipal debt obligations (including principal and interest) secured by property taxes is \$154,903.

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2. EXECUTIVE SECTION

- **Transmittal Letter** - This section is written to the Town Council by the Town Manager and provides a high-level preview of the Town's proposed budget. It contains information including the Ad Valorem Tax rate, fund summaries as well as short term and long term trends. The letter helps tie together the core elements which make up the budget and illustrates how those elements further the Town's goals found within the strategic management system.

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- **Strategic Plan** - The Town has adopted a Strategic Management System (SMS) which drives the way the Town conducts its business. The department directors contribute to the SMS by developing a corporate business plan and aligning their yearly budget proposals to that plan.

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- **Budget Overview & Process** - This section explains the meaning behind the numbers which are presented in this budget document. It gives perspective to the Town's budgeting process, basis of budgeting and accounting, how the budget is amended and the fund accounting system.

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

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- **Long Term Planning** - The Long-Range Financial Forecast takes a forward look at the Town's revenues and expenditures. Its purpose is to identify financial trends, shortfalls, and issues so the Town can proactively address them. It does so by projecting into the future the fiscal results of continuing the Town's current service levels and policies, providing a snapshot of what the future may look like as a result of the decisions made in the recent past.

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4. **GENERAL FUND**

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

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5. **ENTERPRISE FUNDS**

- GAAP requires state and local governments to use enterprise fund types to account for "business-type activities". These activities include services primarily funded through user charges. Water and sewer utilities are common examples of government enterprises.

197	<i>Combined Program Summary</i>
198	<i>Combining Statement</i>

- **Cemetery Fund** - The Cemetery program includes all operations associated with the 5.5 acre cemetery located on J.T. Ottinger Road. This includes interment, lot sales, record keeping, and all maintenance associated with the grounds, fences, trees and flower beds. The cemetery was donated and conveyed by deed to the Town during FY 2008-09.

200	<i>Program Summary</i>
201	<i>Fund Overview</i>

- **Utility Fund** - The Utility Fund is an enterprise or business fund. This means that the direct beneficiaries of the "business" pay for all costs through fees or rates. Water, sewer service, and garbage service revenues generated through our rates, as well as the expenses for providing these services are accounted for in the Utility Fund. As with the General Fund, prudent financial management and bond requirements make it necessary to have healthy reserves.

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6. **INTERNAL SERVICE FUNDS**

- Internal service funds are used for operations serving other funds or departments within a government on a cost-reimbursement basis.
- **Utility Major Maintenance** - The Utility Maintenance & Replacement Fund (UMR) was created to provide a mechanism for repair and replacement of capital assets such as pump stations, lift stations, elevated and ground storage facilities, etc.

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- **General Major Maintenance** - The General Maintenance & Replacement Fund (GMR) was created to provide a mechanism for the long term repair and replacement of large capital assets such as HVAC, walls, floors and ceilings, plumbing, electric, roadways, etc.

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

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7. SPECIAL REVENUE FUNDS

- This section provides a detailed spending plan for funds which account for proceeds of specific revenue sources that are legally restricted for certain purposes.

239 *Combined Program Summary*

240 *Combining Statement*

- **Visitors Association Fund** - The Visitors Association Fund was established in late FY 1999-2000 and collects a 7% hotel occupancy tax from the Marriott Solana and any future Westlake hotels.

242 *Program Summary*

243 *Fund Overview*

- **4B Economic Development** - The 4B Economic Development Fund collects a ½ cent sales tax to be allocated to qualified development projects. The 4B Fund has been committed to the repayment of the debt incurred for the Town's Civic Campus project.

246 *Program Summary*

247 *Fund Overview*

- **Economic Development** - The Economic Development Fund was set up to maintain all receipts and disbursement of funds pertaining to agreements between the Town and various corporations for economic development.

250 *Program Summary*

251 *Fund Overview*

- **Public Improvement District Fund** - accounts for monies received from bond proceeds, inspection fees and payments related to the Solana Public Improvement District. The District was created by ordinance in February 2014 to finance the construction of public infrastructure (such as water lines and streets) in the Entrada subdivision. Revenues deposited into the PID Fund are used to cover engineering, consulting, legal, and advertising costs attributable to Entrada development and construction.

254 *Program Summary*

255 *Fund Overview*

- **Lone Star Public Facilities** - This fund was set up initially with donations from several involved corporations that were going to benefit from tax-exempt bonds. The Lone Star Public Facilities Corporation was founded in 1996 and was designed "to provide for the acquisition, construction, rehabilitation, repair, equipping, furnishing and placement in service of public facilities in an orderly, planned manner and at the lowest possible borrowing costs."

258 *Program Summary*

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8. DEBT SERVICE FUND AND DEBT SCHEDULES

- This section provides a summary of the annual principal and interest payments for all outstanding bonded debt and capital leases. Also included are some fast facts about the Town's use of debt and how that debt is funded both through property tax revenue and through dedicated, self-supporting revenue streams such as sales tax revenues. The Town issues general obligation bonds and certificates of obligation to provide for the acquisition and construction of major capital facilities and infrastructure.

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9. WESTLAKE ACADEMY FUND

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

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SECTION 1

INTRODUCTION

*Writing
The Next
Chapter*



Forging Westlake

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VISION STATEMENT

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.

VISION POINTS



~ A SENSE OF PLACE ~

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

~ WE ARE LEADERS ~

A premiere place to live, leadership in public education, corporate and governmental partnerships, and high development standards. ↻



~ WE ARE A CARING COMMUNITY ~

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

~ EXEMPLARY GOVERNANCE ~

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



~ SERVICE EXCELLENCE ~

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

VALUE STATEMENTS

Transparent / Integrity-driven Government



Fiscal Responsibility



Family Friendly & Welcoming



Educational Leaders



Sense of Community



Innovation



Strong Aesthetic Standards



Informed & Engaged Citizens



Preservation of our Natural Beauty



Planned / Responsible Development



MISSION STATEMENT

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

MISSION TAG LINE

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

WESTLAKE COUNCIL MEMBERS

Mayor	Laura Wheat	lwheat@westlake-tx.org
Mayor Pro-Tem	Carol Langdon	clangdon@westlake-tx.org
Council Member	Michael Barrett	mbarrett@westlake-tx.org
Council Member	Alesa Belvedere	abelvedere@westlake-tx.org
Council Member	Rick Rennhack	rrennhack@westlake-tx.org
Council Member	Wayne Stoltenberg	wstoltenberg@westlake-tx.org

WESTLAKE BOARDS & COMMISSIONS

Westlake Historical Preservation Society



Westlake Academy Foundation



Planning & Zoning Commission



Texas Student Housing Authority



4B Economic Development Board



Arbor Day Advisory Committee



Public Arts Committee



WESTLAKE ADMINISTRATIVE OFFICIALS

TOWN MANAGER'S OFFICE

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

TOWN SECRETARY'S OFFICE

Kelly Edwards	Town Secretary	kedwards@westlake-tx.org	817-490-5710
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FINANCE DEPARTMENT

Debbie Piper	Director	dpiper@westlake-tx.org	817-490-5712
Jaymi Ford	Supervisor	jford@westlake-tx.org	817-490-5721
Daniela White	Acctg Technician	dwhite@westlake-tx.org	817-490-5737
Melinda Brown	Acctg Technician	mrbrown@westlake-tx.org	817-490-5728

MUNICIPAL COURT

Sharon Wilson	Administrator	swilson@westlake-tx.org	817-490-5746
Troy Crow	Marshal	tcrow@westlake-tx.org	817-490-5716
Martha Solis	Deputy Clerk	msolis@westlake-tx.org	817-490-5748

COMMUNICATIONS AND COMMUNITY AFFAIRS

Ginger Awtry	Director	gawtry@westlake-tx.org	817-490-5710
Susan McFarland	Specialist	smcfarland@westlake-tx.org	817-490-5736

HUMAN RESOURCES AND ADMINISTRATIVE SERVICES

Todd Wood	Director	twood@westlake-tx.org	817-490-5711
Dana Thomas	Generalist	dthomas@westlake-tx.org	817-490-5734

PARKS & RECREATION AND FACILITIES MAINTENANCE

Troy Meyer	Director	tmeyer@westlake-tx.org	817-490-5735
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PLANNING AND DEVELOPMENT

Eddie Edwards	Director	eedwards@westlake-tx.org	817-490-5726
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PUBLIC WORKS

Jarrod Greenwood	Director	jgreenwood@westlake-tx.org	817-490-5720
Paul Andreason	Technician	pandreason@westlake-tx.org	817-490-5731

EMERGENCY SERVICES

Richard Whitten	Fire Chief	rwhitten@westlake-tx.org	817-490-5785
Jason Martin	Lieutenant	jmartin@westlake-tx.org	817-490-5783
Daniel Robertson	Lieutenant	drobertson@westlake-tx.org	817-490-5783
Aaron Wilson	Lieutenant	awilson@westlake-tx.org	817-490-5783

INFORMATION TECHNOLOGY

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

CUSTOMER SERVICE

Sherry Lewis	Coordinator	slewis@westlake-tx.org	817-490-5732
Lauri Tillman	Representative	ltillman@westlake-tx.org	817-490-5730

GFOA DISTINGUISHED BUDGET AWARD



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Town of Westlake
Texas**

For the Fiscal Year Beginning

October 1, 2014

A handwritten signature in black ink, reading "Jeffrey R. Emmer".

Executive Director

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

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

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

GFOA DISTINGUISHED BUDGET AWARD

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the Town of Westlake for its annual budget for the fiscal year beginning **October 1, 2014**. The Town has received this award for **eight consecutive years (fiscal years beginning 2007-2014)**. In order to receive this award, the Town must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

THE BUDGET AS A POLICY DOCUMENT

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

GFOA REVIEWER COMMENTS FROM FY14/15 BUDGET (POLICY)

"Budget document was outstanding in identifying the short-term organization-wide factors that influence the decisions in the making of this budget. Again, the budget document did an outstanding job of highlighting the priorities and issues of the entity against the constraints."
* * *

GFOA REVIEWER COMMENTS FROM FY14/15 BUDGET (FINANCIAL PLAN)

"I thought the staff did an exceptional job outlining each revenue stream for the municipality and how those funds were utilized."
* * *

THE BUDGET AS A FINANCIAL PLAN

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

THE BUDGET AS AN OPERATIONS GUIDE

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

GFOA REVIEWER COMMENTS FROM FY14/15 BUDGET (OPERATIONS)

"I was able to find within the document a description of the goals and objectives for each of the departments so I rated this section as outstanding."
* * *

GFOA REVIEWER COMMENTS FROM FY14/15 BUDGET (COMMUNICATIONS)

"I learned quite a bit about the community so I rated this section as outstanding."
* * *

THE BUDGET AS A COMMUNICATIONS DEVICE

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

Community Profile



GENERAL INFORMATION

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

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

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

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



LOCATION

Westlake is conveniently located between DFW Airport and Alliance Airport, on the south side of State Highway 114, providing quick, easy access to all areas of the Dallas-Ft. Worth Metroplex. The unique location of Westlake is ideal for many of its major corporate campuses and residential communities. A common ideal shared by our corporate and individual residents is their support of the existing character and charm of the community as well as a commitment to excellence in new development.

HISTORY OF WESTLAKE

In the beginning...

The Town of Westlake has a fascinating history. The geographic region, known as the place where the cross timbers met the prairie, holds tales of settlers from the Peters Colony, Indian treaties signed by Sam Houston, tremendous archeological treasures, and some of the oldest settlements in north Texas. The region has always been known for its natural bounty, its trade value, and its wonderful people. The Town of Westlake and northeast Tarrant County has maintained that distinction over the years, becoming one of the most desirable and sought after places to live in America.



Early Settlers... 1847

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



The 1870's...

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

The 1930's...

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

The 1940's - 1950's

It was late in the 1940's after World War II, at about the same time that Dealey built his home, that Circle T Ranch had its beginnings with J. Glenn Turner. He used the place to raise and train Tennessee Walking horses, and as a retreat and showplace. Circle T Ranch was expanded throughout the 1950's to approximately 2,300 acres. In 1955, there were rumors of an attempt to annex Circle T Ranch; as a defensive move, J Glenn Turner organized the neighboring ranches and homeowners in the surrounding community into forming their own city. On the 27th day of December in 1956, citizens attended a meeting to declare the Town of Westlake into existence thru incorporation and to swear in the first Board of Aldermen. The area included what is known today as Westlake, plus the area north, to the northern shore of Denton Creek. This northern land was annexed from Westlake and formed the town of Trophy Club in the 1970's.



The 1960's...

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

The 1970s ...

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



The 1980's ...

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

The 1990's ...

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



The 2000's ...

- 2000 The Westlake Historical Preservation Society was established for the purpose of recording and preserving the rich history of the Town of Westlake.
- 2002 VIP's and residents of Westlake gather at the site of the new Westlake Academy to help raise the first wall of the school. Westlake approved the purchase of the first fire truck and ambulance. Westlake Historical Preservation Society holds the first Annual Decoration Day on Memorial Day. Westlake Academy opens.
- 2006 Celebrations began to commemorate the 50th anniversary of the incorporation of Westlake in December 1956.
- 2007 The Town of Westlake dedicated and sealed a time capsule containing a variety of special items. This time capsule will remain sealed until September 8, 2057, during the town's 100th anniversary celebration.
- 2009 Deloitte University announces Westlake as the site for its \$300 million learning and leadership center. Westlake Academy Arts & Sciences Center was completed.
- 2010 Westlake's first gas well was successfully drilled in Solana.
- 2011 New retail growth began along the Town's western boundary with construction of a new Quick Trip convenience store and a Centennial Fine Wine & Liquor store.
- 2013 The Town's open enrollment charter school, Westlake Academy, completed its 10th year of operations. Completed construction on the State's \$15 Million Phase 1 FM 1938 project.
- 2014 Installation of a secondary ground storage water tank. Completed Phase I expansion construction of three buildings on the Westlake Academy campus that will accommodate new students.
- 2015 Work began on Granada, a new 84 home housing development, and Entrada, a mixed-use development modeled after historic villages in Spain.

WESTLAKE LOCAL GOVERNMENT

The Town of Westlake was incorporated in 1956 as a Type A general-law municipality under the rules of the state of Texas. The Town operates under the Council-Manager form of government. The Council is comprised of a mayor and five (5) council members and is responsible for, among other things, passing ordinances, adopting the budget, appointing committees, and hiring the Town Manager. The Mayor and Town Council members serve two (2) year terms. All elected officials are elected at large for a two year staggered term each May.

The Town Manager is responsible for carrying out the policies and ordinances of the Council, for overseeing the day-to-day operations of the Town and appointing and supervising heads of various departments. The Council meets the 4th Monday of each month with the Mayor presiding at official meetings and work sessions.

Laura Wheat
Mayor



Carol Langdon
Mayor Pro-Tem



Michael Barrett
Council Member



Alesa Belvedere
Council Member



Rick Rennhack
Council Member



Wayne Stoltenberg
Council Member

The Town provides municipal and academic services that are necessary for our residents, and delivered with an eye to maintaining fiscal stewardship for the resources that are entrusted to the government. Major services provided under the general government and enterprise functions are: fire and emergency medical services, police, water and sewer utility services, park and recreational facilities, financial accounting, communications and community affairs, street improvements, education and other related administrative services. The Town utilizes a combination of both, direct service delivery along with outsourced services. The decision as to which service to deliver directly versus out-sourcing is based on analysis of cost-effectiveness, citizen responsiveness, and customer service quality.

WESTLAKE OPERATIONS

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

WESTLAKE COMMUNITY EVENTS

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



Arbor Day...

Held annually each spring, Arbor Day promotes tree conservation and is a fun-filled family event held on a Saturday. This annual celebration is an afternoon of activities, live entertainment, best cookie competitions, auctions, and a variety of great food. Kids' activities have included pony rides, face painting, games, crafts, and an obstacle course. In addition, there are educational sessions on tree care advice, and complimentary trees. Admission is free.

Historical Marker Dedication Days

Held bi-annually in the spring and fall, this short, informative dedication program is held on a local site in Westlake, previously identified by the Westlake Historical Preservation Society as having strong historical roots in the development of Westlake and the surrounding Cross Timbers region.

Decoration Day...

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



Community Tree Lighting

Held annually the week following Thanksgiving, the Community Tree Lighting is a free community event with music, warm beverages, and family fun while citizens light up the town tree on the Westlake Academy campus.



Masterwork Concert Series...

The Masterworks Music Series is a variety of free music programs sponsored by the Town of Westlake, Maguire Partners, and ARTSNET. These free concerts are for arts lovers of all ages and feature instrumental and vocal music ranging from Country & Western to Blues & Jazz with the entertainment of local, regional and national artists. Performances are held at the Solana Village Center.

WESTLAKE ACADEMY



Westlake Academy is an Open Enrollment Charter School that opened September 1, 2003. Westlake Academy distinguishes itself among neighboring educational offerings with a particular focus on producing students who are globally minded.

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

An environment rich with heritage, the Westlake Academy mission is to provide educational opportunities to each child in keeping with his or her individual needs.

Westlake Academy is a premier learning establishment and prides itself on providing a learning environment where students have the resources and facilities to excel.

The primary geographic service area for Westlake Academy is the town limits of Westlake; students from other locations may be considered if seats are available.

Westlake Academy just completed it's 11th year of operations and graduated our 5th class of seniors with 53 students.

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



RESIDENTIAL SUBDIVISIONS

The Town of Westlake is home to several communities, all of which share a commitment to excellence but possess unique character and charm.



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

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

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

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



Vaquero - Gently rolling hills and picturesque meadows comprise the private oasis of Vaquero. With approximately 333 homes, this guard-gated community surrounds a world-class golf course designed by Tom Fazio, complete with shimmering ponds and countless groves of majestic oaks. This subdivision offers the highest quality in home design and construction, maintain plus. A strong sense of community pride abounds with state-of-the-art private club facilities and personalized concierge services all within this beautiful family enclave.

Wyck Hill, Aspen Lane, Paigebrooke Farms, and coming soon...Granada!

WESTLAKE FACTS, FIGURES, & STATISTICS

The Town of Westlake has experienced exponential growth in the last decade; the national census reported 207 residents in 2000 and 992 residents in 2010.

The Town is approximately 25% built out with the majority of development continuing to be corporate campuses. There has been an increase over the last decade in high-end residential development located around the Vaquero Golf Course and in Glenwyck Farms. The Town's focus on high-quality development has led to more than 1.4 million square feet of commercial space, valued at over \$300 million, being added since 2005. The Town has seen an increase in building permits and the construction size and home values have increased significantly over the last few years. In 2015, the average size of new home construction was 9,693 square feet with an average estimated construction cost of \$1.679 million.



Vaquero Estates



Vaquero Estates Country Club

F.M. 1938, Precinct Line Road construction began in FY 09/10 and creates a major north, south corridor for our community. In addition, Deloitte University operates their \$160 million dollar, 160 acre, international training facility. The facility features over 800 rooms, office space, conference centers, amenity centers, as well as many parks, trails, and water features. This development represents another step towards Westlake's goal to become an education-centered community.

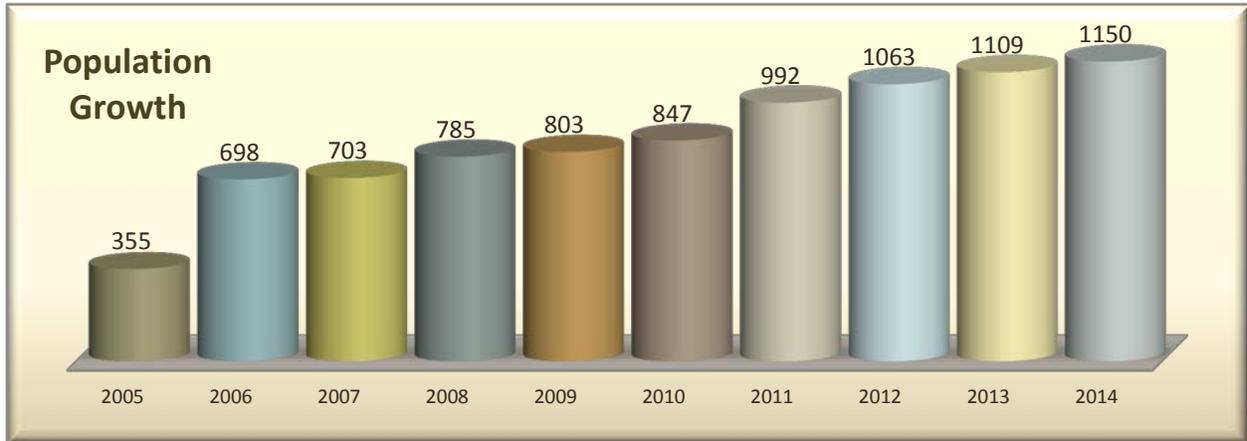


Deloitte University Campus



WESTLAKE POPULATION

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



Tarrant County Unemployment Rate

Year	Rate
2000	3.60%
2001	4.50%
2002	6.10%
2003	6.30%
2004	5.30%
2005	5.10%
2006	4.60%
2007	4.30%
2008	5.10%
2009	8.10%
2010	8.10%
2011	7.90%
2012	6.20%
2013	6.00%
2014	5.00%

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

Source: 2015 Westlake Citizen Survey

A proposed smoking ordinance was passed during the October 20th, 2015 Town Council meeting. The ordinance will be effective January 1st, 2016 and prohibits smoking in parks and trails (including medians) and within 25 feet of a building entrance.

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

Source: 2015 Westlake Citizen Survey

DEMOGRAPHIC AND ECONOMIC STATUS

Calendar Year	Estimated Population	Personal Income	Per Capita Personal Income
2000	207	\$8,743,059	\$42,237
2001	255	\$11,416,661	\$44,771
2002	289	\$13,715,216	\$47,457
2003	303	\$15,242,398	\$50,305
2004	328	\$41,027,552	\$125,084
2005	355	\$45,292,916	\$127,586
2006	698	\$90,835,901	\$130,137
2007	703	\$93,316,319	\$132,740
2008	785	\$115,891,905	\$147,633
2009	803	\$120,920,285	\$150,586
2010	847	\$102,852,057	\$121,431
2011	992	\$126,678,400	\$127,700
2012	1,063	\$138,423,531	\$130,254
2013	1,109	\$147,292,890	\$132,859
2014	1,184	\$160,462,095	\$135,516

Location

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



Tarrant County, Community College, Hospital & School Taxes

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

Denton County and School Taxes

- Northwest ISD - \$2.0741

Major Developments & Planned Developments

- Deloitte University
- TD Auto (formerly Chrysler Financial Services-Westlake Campus)
- Fidelity Investments North Texas Campus
- Solana Corporate Campus
- Westlake Corners - at SH 377/SH 170 intersection
- Entrada - an exquisite 85 acre mixed-use development

Climate

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

WESTLAKE EMPLOYERS

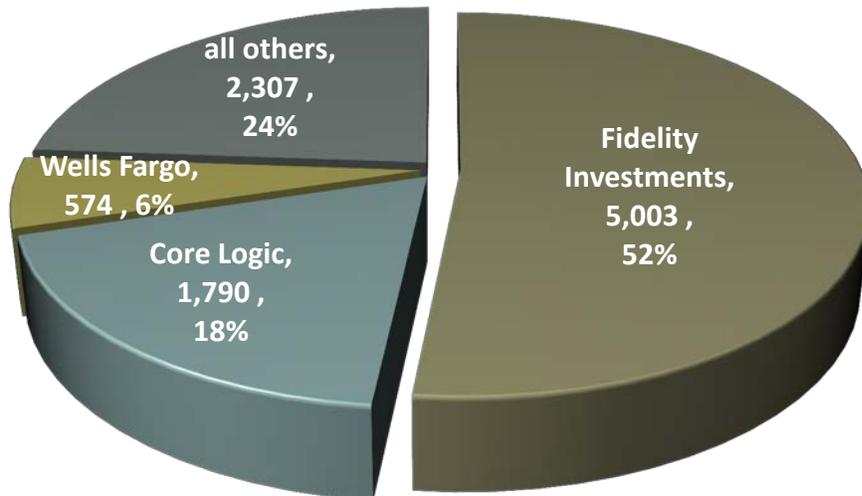
The DFW Metro area is home to more Fortune 500 companies than any other area in the United States.

Several major employers are located within the Town of Westlake.

The Solana Office Complex was the first of many corporate headquarters built by IBM in the 1980's.

Since then Westlake has added several additional corporate residents.

Employer	Employees	Percentage
Fidelity Investments	5,003	51.7%
Core Logic	1,790	18.5%
Wells Fargo	574	5.9%
Deloitte	478	4.9%
TD Auto Finance	390	4.0%
Sabre JLL Facilities	317	3.3%
First American Title	262	2.7%
Verizon Wireless	331	3.4%
Town of Westlake	28	0.3%
Westlake Academy	100	1.0%
Vaquero Country Club	123	1.3%
Marriott Solana Hotel	108	1.1%
Travelocity	90	0.9%
Lev Strauss	80	0.8%
Total	9,674	100.0%

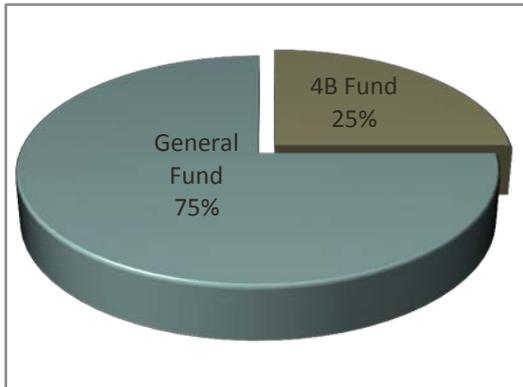
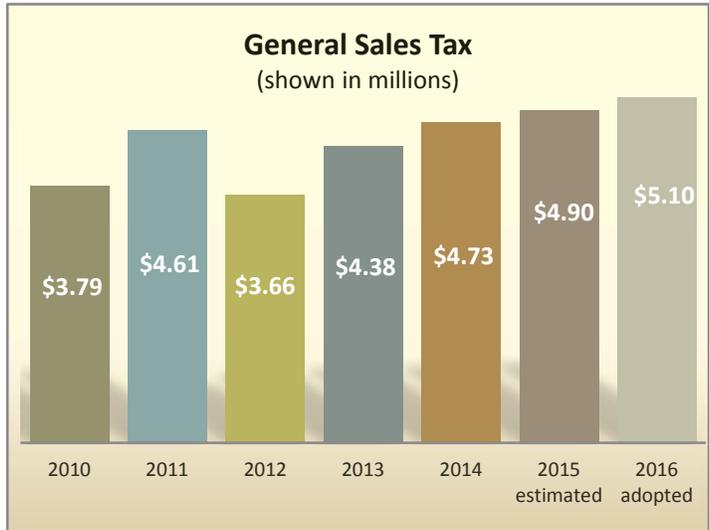


SALES TAX RATE

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

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

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



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

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

HOTEL OCCUPANCY TAX

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

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



PROPERTY TAX

The Town of Westlake instituted a property tax in 2010.

- The current adopted rate for FY 2015-2016 is \$.15634
- Maintenance and operations (M&O) is \$0.13947
- Debt service or interest & sinking (I&S) is \$0.01687

Direct and Overlapping Propoerty Taxes

	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>
City Direct Rates				
Ad Valorem Property Tax				
General Fund	0.15620	0.13835	0.14197	0.13710
Debt Service Fund	0.00390	0.01849	0.01487	0.01924
Total Direct	0.16010	0.15684	0.15684	0.15634
Overlapping Rates				
School Districts				
Carroll ISD	1.41500	1.41500	1.40000	1.40000
Northwest ISD	1.37500	1.37500	1.37500	1.45250
Keller ISD	1.53060	1.54000	1.54000	1.54000
Counties				
Denton	0.27736	0.28287	0.28287	0.27220
Tarrant	0.26400	0.26400	0.26400	0.26400
Other				
Tarrant College	0.13764	0.14897	0.14897	0.14950
Tarrant Hospital	0.22790	0.22790	0.22790	0.22790
Trophy Club Mud #1	0.19500	0.17500	0.13339	0.13339
Total Indirect	5.42250	5.42874	5.37213	5.43949
TOTAL	5.58260	5.58558	5.52897	5.59583

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

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

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

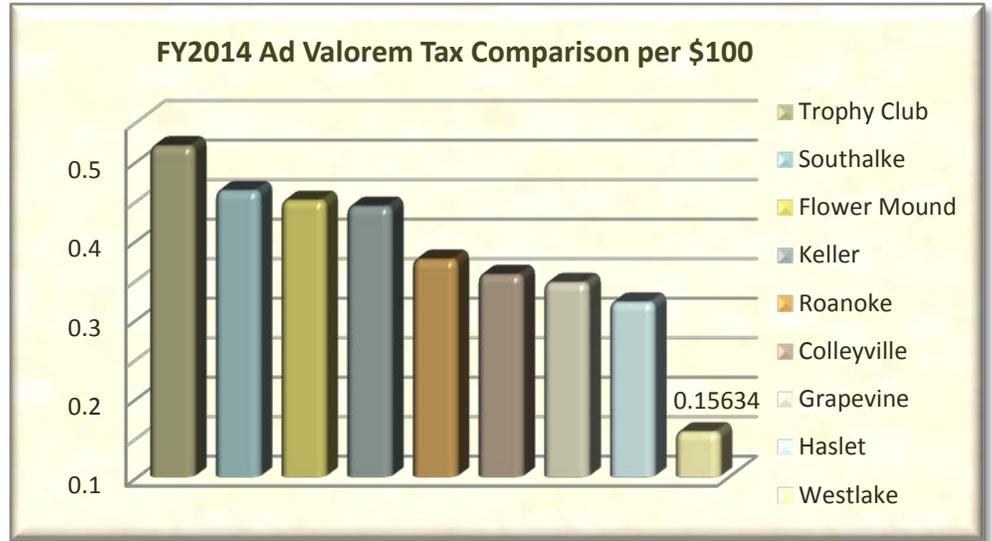
- Independent School Districts; Carroll, Keller and Northwest
- Tarrant County; College and Hospital
- Denton County and Trophy Club MUD 1

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

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

Tax Freeze

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



GENERAL BONDED DEBT OUTSTANDING

Fiscal Year	General Obligation Bonds	Certificates Of Obligation	Grand Total	Population	Debt Per Capita
2002	-	12,400,000	12,400,000	289	42,907
2003	-	331	18,810,000	303	62,079
2004	-	18,810,000	18,810,000	328	57,348
2005	-	18,810,000	18,810,000	355	52,986
2006	-	18,460,000	18,460,000	698	26,447
2007	7,365,000	11,755,000	19,120,000	703	27,198
2008	9,850,000	11,375,000	21,225,000	785	27,038
2009	9,735,000	10,975,000	20,710,000	803	25,791
2010	9,630,000	10,555,000	20,185,000	847	23,831
2011	8,962,656	12,210,000	21,172,656	992	21,343
2012	16,770,000	4,877,000	21,647,000	1063	20,369
2013	16,590,000	13,622,000	30,212,000	1109	27,251
2014	18,260,000	11,044,000	29,304,000	1184	24,748

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SECTION 2

EXECUTIVE

Writing
The Next
Chapter



Forging Westlake

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September 21, 2015

Honorable Mayor and Town Council:

On behalf of the Town of Westlake's Senior Leadership Team, I am pleased to submit for your consideration the FY 2015-16 Budget. **This year's budget theme is "Forging Westlake, Writing the Next Chapter"**. This is an exciting time for Westlake!

I. BUDGET THEME, TRENDS & OVERVIEW

Almost a quarter of a century ago, the Town of Westlake stood at a cross roads. Recognizing that growth of the Dallas Fort Worth Metroplex was imminent, the Board of Aldermen (now Town Council), Planning & Zoning Commission, and a citizen advisory committee worked diligently on and ultimately adopted Westlake's first Comprehensive Plan (Comp Plan).

Retrospectively, this 1992 Comprehensive Plan played an important role in guiding Westlake's development and growth. However, in 2013 the Town Council recognized that our circumstances had greatly changed since drafting the original 1992 version of the Comp Plan. They also recognized that our community now stood at a new crossroads as a strong possibility existed that growth in Westlake's portion of the DFW Metroplex (Metro or Metroplex) would accelerate.

These conditions served as the impetus to review and update Westlake's Comprehensive Plan to help in our planning and visioning for the next 30 years. Titled *Forging Westlake*, the Town's new Comp Plan was adopted in March 2015 after an 18 month period of extensive community involvement and input.

The process to create Westlake's new Comp Plan began by focusing on the Town's vision statement:

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

Forging Westlake, is based on an assessment by urban planners of Westlake's past growth and their projections regarding the growth we will likely face over the next 30 years. Westlake finds itself in the "vortex" of one of DFW's most desirable executive housing corridors in the Metroplex located along State Highway 114. The potential of development from existing zoning entitlements in Westlake, as well as growth in the communities that surround us, present daunting challenges for the future. These include maintaining Westlake's unique bucolic character, exceptional quality of life, and high end housing standards while at the same time managing the potential of exponential growth in both population and traffic. The Comp estimates a large population increase for the Highway 114 corridor, including Westlake, which is projected to be almost 250,000 residents.

Growth projections of this magnitude require that we plan, be proactive, and prudent in our decision making, all while continuing to offer the high quality services Westlake currently enjoys. Our goal is to maintain our position as a premier community. **"Forging Westlake and writing our next chapter" in a manner that honors our past, but embraces our future, so we can sustain our quality of life is the challenge we face in the FY15-16 Budget.**

II. THE CHALLENGES IN “FORGING WESTLAKE”

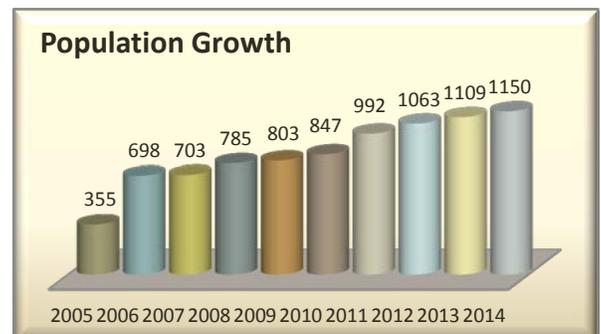
FY15-16 will be our first opportunity to fully utilize our new Comprehensive Plan as a guide to making major decisions for the community, especially as it pertains to land use and the corresponding impact of growth on both our municipal and academic services. What are these challenges? They are both regional and local in nature. Local challenges for Westlake begin at the State and/or regional level, and then migrate down to our community.

REGIONAL CHALLENGES

- 1. DFW Metro Area Growth:** Since 1970, the DFW Metro area has grown by more than 150% - a faster pace than the state and nation. At 9,500 square miles it is larger in total area than 5 of our states. With a population of nearly 6.8 million, it is the fourth largest metropolitan area in the country. Forecasts from the North Central Texas Council of Governments (NCTCOG) predict employment to grow in this 12 county standard metropolitan statistical (SMSA) area by almost 70% over the next 30 years. Population growth over this same 30 year period is forecast by NCTCOG to be 69%. This regional growth will certainly impact Westlake.
- 2. Water Demand:** Westlake is located in the State's Region C water planning area that covers all or a part of 16 North Central Texas counties. The population of Region C is projected to grow from what was nearly 6.5 million in 2010 to just over 9.9 million in 2040 and ultimately to over 14.3 million by 2070. Dry-year water demands in Region C are expected to reach 2.2 million acre-feet per year by 2040, and 2.9 million acre-feet per year by 2070, largely due to population growth. This increased demand will create a projected shortage of 1.2 million acre-feet per year by 2070 – which is why planning and development of new water management strategies is so critical.
- 3. Transportation, Mobility, and Traffic Congestion:** With the region's population and employment growth, traffic and the associated congestion has also increased. The recent 2014 amendment to Mobility 2035, the region's transportation plan, estimates that between now and 2035, an estimated \$395.3 billion is needed to eliminate the worst levels of congestion in our region. This plan only identifies \$94.5 billion in funding for these projects, meaning that congestion will worsen and mobility will be further impeded over time.

LOCAL CHALLENGES

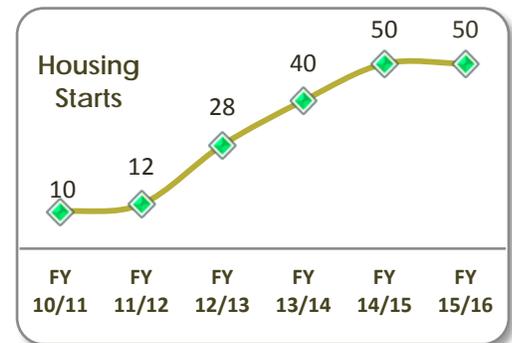
- 1. Westlake's Permanent Population Growth:** This is the portion of our population considered to be our permanent residents. An increase in population of 185 in 1990 to the present 1,150 represents a 522% increase for a net gain of 965 residents. We will need to be monitor and plan for the continued increase in these numbers in light of *Forging Westlake's* forecast of 7.12% population growth between now and 2040.



2. **Traffic Demands Due to Growth in Westlake and Surrounding Cities':** The 4 cities that surround Westlake are also projected to have a combined population of 215,000 people by 2040. As stated earlier, Westlake is estimated to grow to 7,000 by that same time. Internally current zoning entitlements, if executed, would create an estimated 300,000 vehicle trips per day. Local impacts associated with this level of growth affects the Town's street infrastructure, water and sewer system capital investment requirements, as well as demand for daily municipal services

3. **Balanced Growth to Impact Cost of Municipal Services:** Likewise, the ability to pay for municipal services utilizing a cost effective revenue format requires balanced growth that provides for commercial development and a diversified tax base, while maintaining the community's bucolic atmosphere. At the same time, we must continue to ensure the policy direction of the Town is focused on growth paying for the infrastructure for which it creates the demand.

4. **Housing Start Increases:** This past year, we continued to see single family residential construction as a result of *Granada Phase 1* receiving a final plat. Existing subdivisions such as *Vaquero* and *Terra Bella* also had strong home construction activity. This is depicted in the side-chart – prerecession starts were at 38 per year and we are estimating 50 for the coming fiscal year. Housing starts in Westlake, due to the high value, adds taxable value, but impacts the demand for our municipal services, especially the Town's charter school.



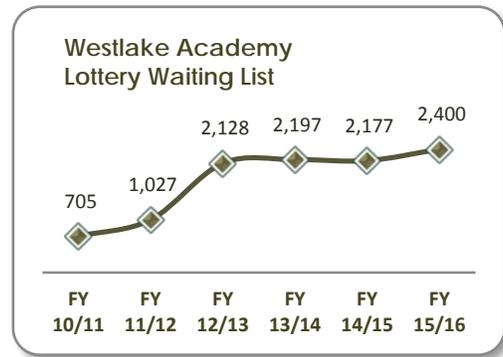
5. **Management of Development** – As the economy and the surrounding cities in the Metroplex experience commercial development and individuals continue to make the North Texas Region their home, we will need to manage our distinctive housing developments to ensure we maintain our community as an *'oasis of natural beauty'* as outlined in our Vision statement.

6. **Daytime Population:** Because Westlake is the home of many major corporate office campuses, its Monday-Friday daytime population swells to approximately 10,000 - 12,000 individuals. These office complexes are comprised of notable corporate clients that include Deloitte LLP, Core Logic and Fidelity Investments. Staff will continue to monitor our corporate stakeholders and attempt to identify avenues to strengthen these relationships and assist in drawing new corporations to Westlake.

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

8. Increase in Westlake Academy Overall Enrollment and Opening of New School Buildings:

The Academy has experienced steady enrollment growth from 491 in SY 2009-10 to a projected 832 in SY 2015-16. The current increase of student population is a result of the Phase I expansion efforts on the Academy campus and our community growth. It will require that we carefully manage our student enrollment processes to provide adequate space for children of Westlake residents. Approximately 39,000 sq. ft. of new facilities spaces was opened in SY 14/15, which was comprised of a secondary classroom building, field house, and a primary years' multi-use building. All of these buildings increased our capacity and allowed for decompression of our current facilities.



The lottery waiting list for admissions continues to grow from 705 in 2011 to 2,400 students for this coming school year.

9. Public Education Funding Shortfall: State funding of public education was decreased by the State Legislature in 2011. While it has increased somewhat since then, the allocation has not kept pace with basic cost increases. This negatively impacts Westlake since it owns and operates a public charter school, Westlake Academy, which receives 79% of its operational funding from the State.

10. Implementation of the Comprehensive Plan: With adoption of the Town's new Comp Plan, *Forging Westlake*, a number of our ordinances need to be rewritten and new ones drafted so that the Plan's recommendations can be implemented. The task of implementing the changes to the ordinances will require additional staff time and oversight to ensure we reflect the direction of the Council and the Comp Plan.

11. Pursuit of Infrastructure and Services Reinvestment While Combating Certain Cost Increases: With growth comes the need for reinvestment through capital spending for infrastructure, equipment, as well as work force attraction/retention. This must be facilitated in concert with the consideration of additional staffing needs to maintain our service levels. We have balanced all these components in light of maximizing staff efficiencies and processes to help contain large expenditure drivers such as employee health insurance.

12. Continued emphasis on long-range financial planning: The FY15-16 budget contains an updated Long-Range Financial Forecast which identifies key revenue and expenditure drivers while assessing historical financial trends and their potential impact upon the town's financial stability. The forecast must be monitored and updated during the budget formulation process as well as reviewed with the Town Council as the budget is being prepared. Staff will also continue to produce a quarterly financial report for the Council that monitors and analyzes trends in the General Fund, Utility Fund, and Visitor Association Fund. The report serves as a valuable tool to assist in developing a proactive, rather than reactive, approach to our changing financial trends.

With these challenges in mind, the FY15-16 budget was formulated to address them within the context of Town Council financial policies, available resources, our Strategy Map, and a conservative 5 year financial forecast.

III. FUND BALANCE CHANGES BY FUND TYPE

On behalf of the Senior Leadership Team and all Westlake staff members, I am presenting the FY 2014-15 budget document for the Council's consideration as follows:

Fund Categories	Projected Beginning Fund Balance	Total Revenues And Other Sources	Total Expenditures And Other Uses	Projected Ending Fund Balance	Percent Of Total	Change Amount	Change Percent
General Fund	6,808,755	8,545,767	8,146,779	7,207,742	35%	398,987	6%
Enterprise Funds	4,117,310	3,622,626	5,287,754	2,452,182	12%	(1,665,128)	-40%
Internal Services	510,977	776,383	418,080	869,280	4%	358,303	70%
Capital Funds	2,528,345	10,927,504	5,365,000	8,090,849	39%	5,562,504	220%
Special Revenue	1,108,029	2,798,083	2,879,650	1,026,462	5%	(81,566)	-7%
Debt Service	22,476	1,991,018	2,013,494	0	0%	(22,476)	0%
Westlake Academy	1,153,303	7,986,626	7,896,666	1,243,263	6%	89,961	0%
TOTAL	16,249,195	36,648,008	32,007,424	20,889,779	100%	4,640,584	28.6%

BUDGET OVERVIEW	
Total Expenditures and Other Uses	\$ 32,007,424
Fund Balance increase percentage	28.6%
Fund Balance Increase Amount	\$ 4,640,584
General Operating Fund	\$ 398,987
Capital Projects Funds	5,562,504
Academic Services	89,960
Internal Service Funds	358,303
Increase to Fund Balance	\$ 6,409,754
Enterprise Funds	\$ (1,665,128)
Debt Service Fund	(22,476)
Special Revenue Funds	(81,566)
Decrease to Fund Balance	\$ (1,769,170)

- The FY 2015-16 budgeted expenditure amount totals \$32.007M for all funds
- Fund balance shows a 28.6% increase of \$4.640M from the FY 2014-15 estimated budget.
- Operating needs total \$6.409M with capital projects at \$5.562M.
- This increase includes \$1.769M transfers in from fund balance.
 - \$600K transfer to Capital Project Fund from Utility Fund,
 - \$82K from Visitors Association Fund
 - \$1.05M payment to the City of Fort Worth.

If only Municipal Operating Expenditures were taken into consideration (removal of all expenses related to capital projects/outlay, Westlake Academy and inter-fund transfers), the FY 2015-16 budget would show a 0.2% increase of \$27,639.		FY 14/2015 Estimated	FY15/2016 Adopted	Change Amount	Change Percent
	Payroll	\$ 3,658,128	\$ 4,115,956	\$457,828	12.52%
	Expenditures	10,267,203	9,837,014	(430,189)	-4.2%
	TOTAL	\$ 13,925,331	\$ 13,952,970	\$ 27,639	0.2%

FY 14/15 Estimated Expenditures	FY 15/16 Adopted Expenditures	Change Amount \$	Change Percent %	If Westlake Academy is removed from this comparison then Municipal Expenditures would show a 8.83% increase of \$2.083M
\$ 21,514,925	\$ 23,598,199	\$2,083,274	8.83%	

IV. SERVICE LEVEL ADJUSTMENTS

The Town utilizes “service level adjustments” to create an organizational outcome of being fiscal stewards and tracking our cost increases or decreases. A service level adjustment (SLA) is a request for any dollars in excess of the baseline/target budget. (FY 2014-15 budget, adjusted for year-end estimates, less one-time purchases).

There are 2 types of “Service Level Adjustments”.

1. Maintain

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

2. New or expanded level of service.

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

	TOTAL AMOUNT	ONE-TIME	ON-GOING
REVENUES	\$ 9,229,377	\$ 8,741,183	\$ 488,194
	percentage	95%	5%
EXPENDITURES	\$ 5,907,757	\$ 5,268,270	\$ 639,487
	percentage	89%	11%

The FY 2015-16 budget reflects a net impact of \$3,321,620 in service level adjustments which are invested in major areas of emphasis through service level adjustments as follows:

REVENUE SLA REQUESTS				
SERVICE LEVEL ADJUSTMENT TYPE		TOTAL AMOUNT	ONE-TIME COSTS	ON-GOING COSTS
<i>Other resources</i>	96.1%	8,741,183	8,741,183	0
<i>All other</i>	3.9%	488,194	0	488,194
TOTAL REVENUES		\$ 9,229,377	\$ 8,741,183	\$ 488,194
		percentage	95%	5%
EXPENDITURE SLA REQUESTS				
SERVICE LEVEL ADJUSTMENT TYPE		TOTAL AMOUNT	ONE-TIME COSTS	ON-GOING COSTS
Operating Expenditures				
<i>Maintenance/replacement</i>	6.9%	9,280	9,280	0
<i>Repair & maintenance</i>	5.1%	6,885	4,000	2,885
<i>Rent & utilities</i>	30.6%	41,234	0	41,234
<i>Service/supplies</i>	57.4%	77,463	83,990	(\$6,527)
TOTAL		\$ 134,862	\$ 97,270	\$ 37,592
		percentage	72%	28%
Payroll and Related				
<i>Maintain current</i>	40.0%	240,556	0	240,556
<i>Market adjustment</i>	44.7%	269,033	0	269,033
<i>New employees</i>	15.3%	92,306	0	92,306
TOTAL		\$ 601,895	\$ 0	\$ 601,895
		percentage	0%	100%
Capital Improvement				
<i>Capital Projects</i>	100.0%	5,171,000	5,171,000	0
<i>Other Projects</i>	0.0%	0	0	0
TOTAL		\$5,171,000	\$5,171,000	\$ 0
		percentage	100%	0%
TOTAL EXPENDITURES		\$ 5,907,757	\$ 5,268,270	\$ 639,487
		percentage	89%	11%
NET IMPACT		\$ 3,321,620	\$ 3,472,913	\$ (151,293)

V. BALANCED SCORECARD

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

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

businesses, community leaders, and staff members.

A STRATEGIC PERSPECTIVE

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

SLA COSTS BY PERSPECTIVE			
PERSPECTIVE	TOTAL AMOUNT	ONE-TIME COSTS	ON-GOING COSTS
Citizens, Students & Stakeholders	168,751	81,000	87,751
Financial Stewardship	(9,229,377)	(8,721,183)	(488,194)
Municipal & Academic Operations	175	83,990	(83,815)
People, Facilities, and Technology	5,738,831	5,103,280	635,551
GRAND TOTAL	\$ (3,321,620)	\$ (3,472,913)	\$ 151,293

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

VI. BUDGET COSTS PER PERSPECTIVE & OUTCOME OBJECTIVE

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

PERSPECTIVE & OUTCOME OBJECTIVE	TOTAL COST
<p>CITIZEN, STUDENTS & STAKEHOLDERS <u>Outcome Objectives: Preserve Desirability & Quality of Life; Increase CSS Satisfaction</u></p> <ul style="list-style-type: none"> • These expenditures include among other programs: promotional videos for the community, website redesign for residential access, snow plow purchases for safety, pavement repair, landscape maintenance for quality of life, an increase in our police services contract, etc. • Continued progress in this area will address both the regional and local challenges relative to traffic congestion/demands and mobility. 	<p>TOTAL \$168,751</p>
<p>FINANCIAL STEWARDSHIP <u>Outcome Objectives: Increase Financial Capacity & Reserves; Increase Revenue Streams</u></p> <ul style="list-style-type: none"> • The reductions in revenue associated with this perspective include among other programs: reduced expenditures costs for attorney, consulting, engineering, and filing fees, increases in bond revenue for the fire station, increases in building permit fees, increases in citation revenue, franchise fees, bond refunding, etc. • Focus on this perspective and the related objectives will help us meet the challenge of balanced growth impacting the cost of municipal services. 	<p>TOTAL \$(9,229,377)</p>
<p>MUNICIPAL & ACADEMIC OPERATIONS <u>Outcome Objectives: Maximize Efficiencies & Effectiveness, Encourage Westlake's Unique Sense of Place, Increase Transparency, Accessibility & Communications</u></p> <ul style="list-style-type: none"> • Bond refunding costs (offset in stewardship SLA's), attorney fees for ordinance updates, sewer cleanout in remote sections of town, records management software modules, updating of engineering standards and ordinances with Comp Plan, water utility engineering and testing etc. • Gains in our operational efficiencies will allow us to improve in several challenge areas – such as, the management of development, implementation of the Comprehensive Plan, and service to our growing permanent population. 	<p>TOTAL \$175</p>
<p>PEOPLE, FACILITIES & TECHNOLOGY <u>Outcome Objectives: Attract, Recruit, Retain & Develop the Highest Quality Workforce, Improve Technology, Facilities & Equipment, Optimize Planning & Development Capabilities</u></p> <ul style="list-style-type: none"> • Includes capital projects for a new fire station and municipal building, reconstruction and drainage projects, classroom upgrades, software upgrades, the addition of a full time firefighter/paramedic, the cost of maintaining existing staffing levels and providing a market adjustment for current employees, along with increases in insurance and taxes, etc. • Any request for staffing increases (other than the firefighter/paramedic) will be evaluated in conjunction with the performance of our sales/use tax revenue in April of 2016. The market pay adjustment SLA is being processed with an effective date at the beginning of the corresponding pay period. • Challenges in this area will work in tandem with many of the gains found in our operational improvements; we will enhance our service delivery to our daytime population, manage enrollment at Westlake Academy and reinvest in our service delivery team 	<p>TOTAL \$5,738,831</p>

VII. REVENUE ANALYSIS

GENERAL SALES TAX

- Sales taxes for the General Fund are budgeted to increase by \$148,000 (4.0%)
 - On-going sales tax (all funds) is anticipated to increase by \$200,000 based on current year trend and analysis.
 - Presumed one-time amounts are projected to be reduced to \$100,000 (as an effort to be conservative with this type of projection).
- Sales taxes are collected on the sale of goods and services within the Town as authorized by the State of Texas.
- The maximum sales tax allowed in the State of Texas is 8.25% per dollar on all taxable goods and services. Funds are collected by the Texas Comptroller of Public Accounts and remitted to the Town on a monthly basis.
- An amount equal to 1.50% of the taxable sales (75% of local collections) is appropriated to the Town's General Fund. This total includes the .50% that is received for "Property Tax Reduction".
- The Town also receives an additional .50% sales tax that is recorded in the 4B Economic Development Corporation Fund.

AD VALOREM PROPERTY TAX

This will be the 6th year the Town has assessed a property tax. The ad valorem tax rate for the Town of Westlake continues to be the lowest for municipalities in the immediate area.

The table to the right compares the ad valorem tax rate in the FY 15/16 adopted budget to the tax rate in the FY 14/15 budget.		FY 14/15 Adopted Tax Rate	FY 15/16 Adopted Tax Rate	Change Amount
	M&O	\$0.13710	\$ 0.13947	\$ 0.00237
	I&S	\$0.01924	\$ 0.01687	\$(0.00237)
		\$0.15634	\$ 0.15634	\$ 0.00000

The adopted ad valorem tax rate per \$100 of assessed valuation will be the same as the 2014-2015 tax rate of \$.15634. This is less than the calculated effective rate of \$.15677. As a reminder, the effective tax rate is the total tax rate calculated to raise the same amount of property tax revenue for the Town from the same properties in both the 2015 tax year and the 2016 tax year.

This year's property tax levy will raise more revenue from property taxes than in the preceding year by \$66,748, which is a 4.88% increase from last year's budget. The property tax revenue to be raised from new property added to the tax roll this year is \$84,477.

The Total debt obligation for the Town secured by property taxes for various street projects totals \$154,903.

Below is a table noting our prior year tax information as well as the estimated revenue for FY 2015-16. Based on our July certified values, the Town's "net taxable value" increased by \$39,035,633 over September's supplemental information for FY 14-15. This is attributable to an 8% increase in residential and a 9% increase in commercial offset by a decrease of 20% in personal property.

	FY 11/12 Actual	FY 12/13 Actual	FY 13/14 Actual	FY 14/15 Estimated	FY 15/16 Adopted
Total Appraised Value	\$1,106,203,390	\$1,224,659,971	\$1,243,070,187	\$1,272,169,255	\$1,301,226,486
	\$65,527,041	\$118,456,581	\$18,410,216	\$29,099,068	\$29,057,231
	6.30%	10.71%	1.50%	2.34%	2.28%
Net Taxable Value	\$917,972,309	\$862,968,337	\$867,800,338	\$901,648,714	\$940,684,347
	67,008,931	-55,003,972	4,832,001	33,848,376	39,035,633
	7.87%	-5.99%	0.56%	3.90%	4.33%
Total Tax Revenue	\$1,442,069	\$1,366,542	\$1,353,355	\$1,426,249	\$1,470,666
	184,823	-75,527	-13,187	72,893	44,417
	14.70%	-5.24%	-0.96%	5.39%	3.11%

HOTEL OCCUPANCY TAX

Hotel Occupancy Taxes are obtained through the assessment of a 7% hotel occupancy tax. Authority granted by the State of Texas allows cities to levy a tax not to exceed 7% of the rental rate for a hotel/motel room. Funds generated by the occupancy tax may be used in a manner that directly enhances and promotes tourism and the convention and hotel industry. Additionally, because Westlake has broader statutory authority under State law than most cities to spend hotel/motel occupancy tax funds for any municipal purpose, the Town has used these funds to cover costs of various municipal operational costs and capital projects (an example would be payment of a portion of the debt service for Westlake Academy related bonds).

- Total revenues for FY 2015/16 are budgeted to be \$910,000
- Hotel Tax revenues are projected to increase two percent (\$20,000) when compared to FY 2014/15 estimated revenues.

UTILITY FUND REVENUES

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

- Total adopted revenues for FY 2015/16 are budgeted to be \$3,615,226
- A 3.2% increase of \$111,938 from the FY 2014/15 estimated revenues of \$3,503,288

VIII. ADOPTED BUDGET IN A MULTI-YEAR CONTEXT

Evaluating the budget within the context of a longer term forecast is important as it shows whether we are on the right road financially in FY 2015-16. This excerpt from the updated Financial Forecast for the Town's General Fund illustrates the trend for the next five years:

GENERAL FUND	ESTIMATED FY 14/15	ADOPTED FY 15/16	FIVE YEAR PROJECTION				
			FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21
Revenues & Transfers In	8,257,892	8,545,767	9,369,793	8,332,690	8,645,366	9,945,772	9,095,465
Expenditures & Transfers Out	(8,238,101)	(8,146,779)	(9,137,573)	(9,189,487)	(9,224,625)	(9,612,063)	(9,843,734)
Net Total	\$19,791	\$398,987	\$232,220	-\$856,797	-\$579,260	\$333,710	-\$748,268
Beginning Fund Balance	6,788,964	6,808,755	7,207,742	7,439,962	6,583,165	6,003,906	6,337,615
Ending Balance (projected)	\$6,808,755	\$7,207,742	\$7,439,962	\$6,583,165	\$6,003,906	\$6,337,615	\$5,589,347
Total Restricted Funds	295,886	306,659	312,792	319,048	325,429	331,938	338,576
Operating Days	338	339	304	257	230	233	199

IX. BUDGET APPROACH, FORMAT, AND METHODOLOGY

BUDGET APPROACH

As required by State law, the Town's FY 2015-16 municipal budget has been prepared with the base assumption that the Town's first priority is to have a balanced budget. The budget has also been prepared according to these criteria:

- It is our priority to fund and deliver high quality core municipal services along with academic services for our citizens, students and stakeholders.
- Service levels are in alignment with residential feedback regarding priorities from our most recent 2015 Direction Finders (citizens') survey results and the Town's strategic planning efforts through our comprehensive work in identifying strategic themes, outcome objectives, and staff initiatives.

BUDGET FORMAT: GOVERNING & MANAGING FOR OUTCOMES

As our community has grown our organization has developed a comprehensive governance system through the use of our citizen survey results, policy development by the governing board, and our strategic framework with a strategy map to help guide staff efforts to achieve our mission and vision for the Town. Our system also integrates the following elements:

- Five (5) year financial, personnel, and equipment forecasting, budgeting, and performance measurement linked to strategic priorities, objectives, and outcomes to ensure a long term approach that provides financial sustainability
- Aligning resources to prioritized outcomes
- Reporting to monitor progress in outcome achievement and accountability for results
- Utilizing citizen surveys to gauge service satisfaction levels with Town services and resident willingness to pay for those services
- Maintaining core services
- Funding and implementing a Five (5) Year Capital Improvement Plan (CIP) and major maintenance and replacement

BUDGET METHODOLOGY

Certain assumptions, parameters, and approaches were utilized as the budget document was prepared, which are consistent with our overall Town philosophy of focusing on fiscal stewardship and responsibility while providing services for our community. These include:

- Readily identifying and tracking cost increases as they relate to maintaining or increasing services
- Identifying the use of fund balance(s), inter-fund transfers, employee compensation increases
- Adherence to the Council's financial policies
- Maintaining minimum fund balances that exceed the Council policy requirements (90 day fund balance)
- Conservative revenue estimating that identifies one-time and on-going revenues
- Review of all base budgets, as well as service level adjustments due to cost increase and/or inflation. Programs of service were analyzed and 'scrubbed' during budget review sessions with the Senior Leadership Team.
- Estimated expenditures for current levels of service in FY 2015-16 were achieved by:
 - Adjusting for actual spending in FY 2014-15
 - Deducting one-time FY 2014-15 expenditures to create the base budget for the coming fiscal year. Any anticipated cost increases (due to inflation or program cost escalations) were identified and separated from the current base budget in the form of Service Level Adjustments (SLA's).

FUND BALANCE POLICIES

As a small community, we are always mindful of our existing resources and the goal we hold to be fiscally responsible. All budgetary expenditures are submitted while keeping these factors in mind and our need to maintain a healthy fund balance is monitored on a consistent basis. The policy document contains our management philosophy as it relates to being fiscally conservative, which is thoroughly explained to any new employee and routinely discussed with existing staff when expanded service levels are proposed. For instance, we consistently look to leverage intergovernmental relationships through the utilization of our surrounding municipalities for service provision and/or through the use of public-private partnerships with our stakeholders. We routinely monitor our fiscal position and report our efforts to the Council on a quarterly basis.

Our Capital Improvement Plan (CIP) is prepared prior to our budget discussion to ensure we have an accurate long-term view on infrastructure needs and the impact to our operating finances and we have created capital replacement funds with an annual analysis of fleet, facilities, and equipment needs.

Our revenue stream projections are prepared in a conservative manner to provide our elected officials with an accurate overview of our positions and to avoid any potential negative impact to our collection efforts that would create a budget shortfall. In looking toward our debt management policies, our CIP projects are prioritized and evaluated each year in tandem with our current debt service levels and in the review of potential new investments over an extended period of time.

One of our guiding principles is to provide a comprehensive financial document that ensures we continue to serve the Westlake community with the necessary resources.

X. INVESTMENTS AND ACHIEVEMENTS

Over the previous fiscal year, the Town has achieved and/or is continuing to work toward important initiatives and projects that will allow us to balance our “distinctive development, trails, and quality of life amenities amidst an ever expanding urban landscape.” These include:

- Achievement and recognition for our transparency efforts and our fiscal stewardship through receipt of the following:
 - Distinguished Budget Presentation Award from the Governmental Finance Officers Association (GFOA) marking the 7th year in a row that we have received this honor for our municipal budget and the 5th year for our educational services budget (Westlake Academy).
 - International Award for Budget Excellence from the Association of School Business Officials International for the past five years.
 - Certificate of Achievement for Excellence in Financial Reporting for our Comprehensive Annual Financial Report (CAFR), also known as the annual audit which has also been recognized through GFOA for the last six years.
 - Award for Outstanding Achievement in Popular Annual Financial Reporting (PAFR), by converting much of the CAFR document into an easy-to-read format for our residents. This was the Town's second year to achieve this award.
- Invested in an update of our existing Comprehensive Planning document as we worked with the Town Council, residents, and the appointed steering committee members to memorialize our community vision in the new document. Our current version was compiled in 1992 and many changes have occurred since that time. Progress continues through the facilitation efforts of an outside consultant as we move into the final phases with the updating of the associated ordinances that support the Plan.
- Invested in the third iteration of our strategic plan through the use of the Balanced Scorecard system. Council members worked with an outside consultant to create strategic themes and updated our vision, mission, and values statements for Westlake. Staff then identified outcome objectives, created a Tier One Strategy Map, and developed performance measures for Council adoption. We also began reporting the approved performance measures to the governing board this fiscal year.
- Invested in the Town's open enrollment charter school as Westlake Academy, completed its 12th year of operation and graduated our 6th class of seniors with 54 students.
 - Westlake Academy continues to have excellent academic and extra-curricular results and is ranked among the best high schools in America: *Washington Post* ranked us as 42nd out of 2,300 schools across the nation.
- Invested in the Town's CIP (\$1.7M) mainly through the continued progress of Phase 3 of the FM 1938/Davis Blvd. Streetscaping improvements.
 - Invested approximately \$100K in trail and park improvements; \$100K in an outdoor warning siren for emergency weather related events
 - Invested a total of \$316K in the Town's infrastructure through reconstruction and drainage improvements on Sam School Rd. and Dove Rd.

XI. PRIOR FISCAL YEAR'S BUDGET THEME

As stated previously, the theme for the budget is *"Forging Westlake, Writing the Next Chapter"*. In 2010-11, the Council set an ad valorem tax rate to address our financial sustainability, and also began investing in our infrastructure through our Capital Improvement Plan to help maintain the *sense of place* for Westlake. We have also experienced growth in residential developments, a potential mixed-use project, physical plant expansion at the Academy and multiple avenues of organizational growth.

Over the last several years, we have incorporated a 'theme' into our budget document identifying the current trends or issues facing our community and as a method to focus our service provision levels for our community. The last few themes are shown below:

- FY 2011-12 ~ *"Investing in Our Future"* (ad valorem property tax implemented to stabilize our revenue streams and provide for financial sustainability)
- FY 2012-13 ~ *"Driving Service Excellence"* (focused on our ability to deliver excellent customer service)
- FY 2013-14 ~ *"Moving Forward Together: A Growing Community, A Growing School"* (expansion at the Academy and infrastructure reinvestment)
- FY 2014-15 ~ *"Community Growth on the Horizon"* (recognizing the growth that was about to occur)

XII. CLOSING THOUGHTS

The development of a comprehensive budget document, such as this, is the result of a high performing team focused on the overall goals and objectives established by the Council according to the perspectives that create a high performance organization: customer service, excellent service delivery (operations), financial stewardship and organizational and personal development. As previously mentioned, we are extremely fortunate to have a staff team and governance structure, focused on developing Westlake into a truly unique community. We have worked with the Council to refine our strategic direction for municipal services and communicate this through the organization. This type of investment will produce relationships that sustain our community and ensure the responsible use of the public funds that have been entrusted to us for our Town.

Our community has recently faced many decisions which have helped to shape our future and guide our growth. We have expanded our capacity as an organization through:

- Continued work and professional development with the Balanced Scorecard Institute to refine and develop our strategic planning document.
- The reporting of our performance measures for municipal services.

- Elected official governance and professional development sessions to improve our proficiency in those areas.
- Short and long-term focus on fiscal management that involves responsible budgeting and transparency for our citizens.
- Communication and outreach efforts to our stakeholders via the continued use of personalized neighborhood meetings, social media outreach (Facebook, Twitter), corporate partnerships, and our website information. As well as through or *Simply Westlake* magazine publication.
- The first full use of the building expansions for the Academy campus with a Fieldhouse, Multi-purpose building and Secondary educational classrooms.
- The first full academic year of an Executive Principal / Director of Education for Westlake Academy and an MYP Principal.
- The redevelopment of the Academy strategic planning document; the Tier One Strategy Map was cascaded to our academics services department and a Tier Two map was developed to address the specific needs of the service area while maintaining alignment to the long term strategy for the Town of Westlake.
- Final platting and development for Phase 1 of, *Granada*, a new 84 home residential development; along with the associated public open space and trail enhancements that are included in the project.
- Initiation of infrastructure and construction for, *Entrada*, our 84 acre mixed-use development.

All of these efforts are necessary to create the one-of-a-kind community that Westlake residents cherish and enjoy, one that allows us to continue to focus in the coming fiscal year on growth and responsible development. We exist as a municipal corporation for one reason and one reason only: to prioritize and deliver the best services possible with the resources provided to achieve an exceptional quality of life. The staff members remain committed to this challenge and pursue this goal each day.

High praise is due to the Senior Leadership Team for their work on this budget. Additional recognition and thanks are due to our Director of Finance Debbie Piper, and Finance Supervisor Jaymi Ford, for their efforts in assembling the budget document. It takes long hours and attention to detail to assimilate all the various factors that may affect our community into a comprehensive financial and policy document that is 'user friendly'. I appreciate their dedication and the effort they have invested in this process. Finally, on behalf of myself and the entire Town Staff, I would like to extend thanks and appreciation to the Westlake Town Council. Your countless volunteer hours, late evenings, and continued support, are invested in the governance of and leadership for Westlake, which makes it a true honor to serve the community, and your dedication is foundational to any success we achieve!

Respectfully,



Thomas E. Brymer
Town Manager/Superintendent Westlake Academy

Strategic Plan



BALANCED SCORECARD

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

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

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

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

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

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

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

After the staff analyzed the Town's strengths and weaknesses, as well as the opportunities and threats we face (SWOT), the information was presented to the governing Council during a retreat in May of 2013.



MISSION

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

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

VISION

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

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

VALUES

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

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

STRATEGIC PERSPECTIVES

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

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

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

STRATEGIC THEMES

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

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

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

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

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

OBJECTIVES AND PERFORMANCE MEASURES

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

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

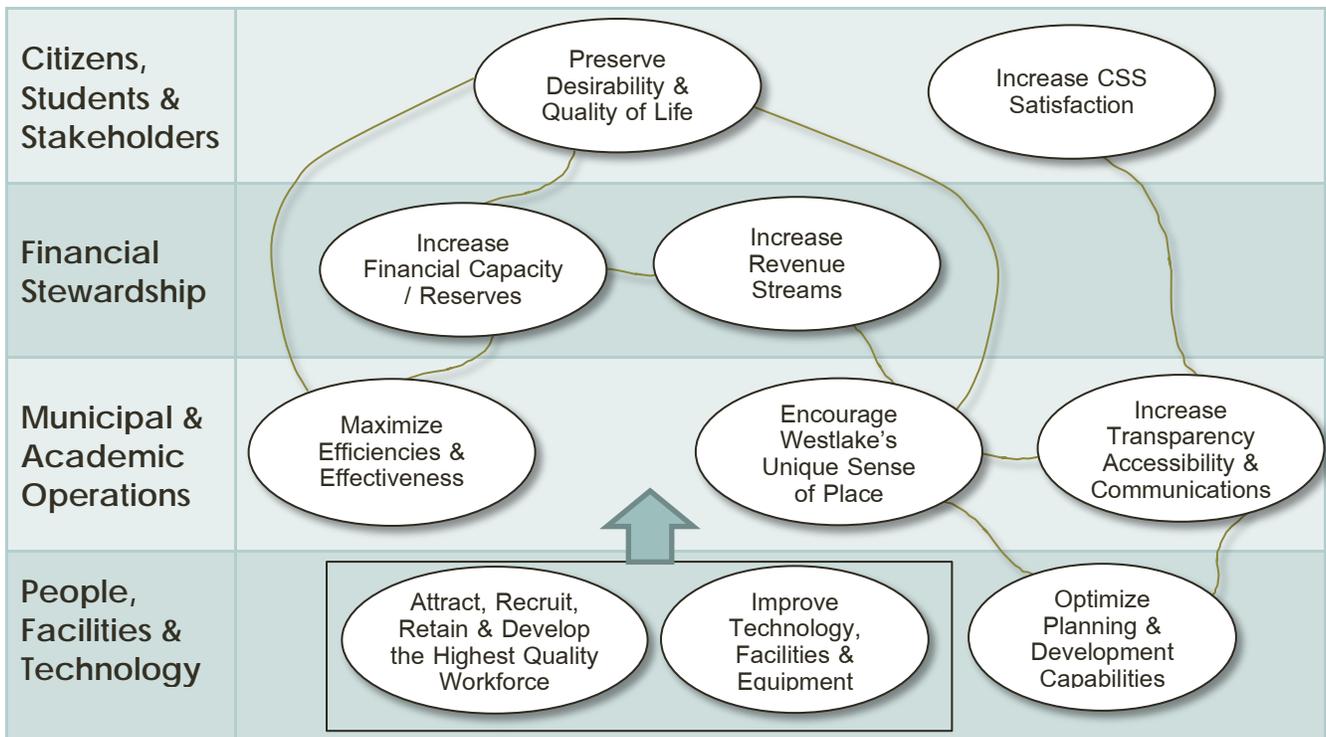
These performance measures help determine the quantity and quality of our work, as identified in our plans. We consistently evaluate our work and review our performance quarterly because we firmly believe that what gets measured gets done.

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

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

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

TOWN OF WESTLAKE STRATEGY MAP



WESTLAKE'S STRATEGIC DEVELOPMENT / BUDGET CYCLE

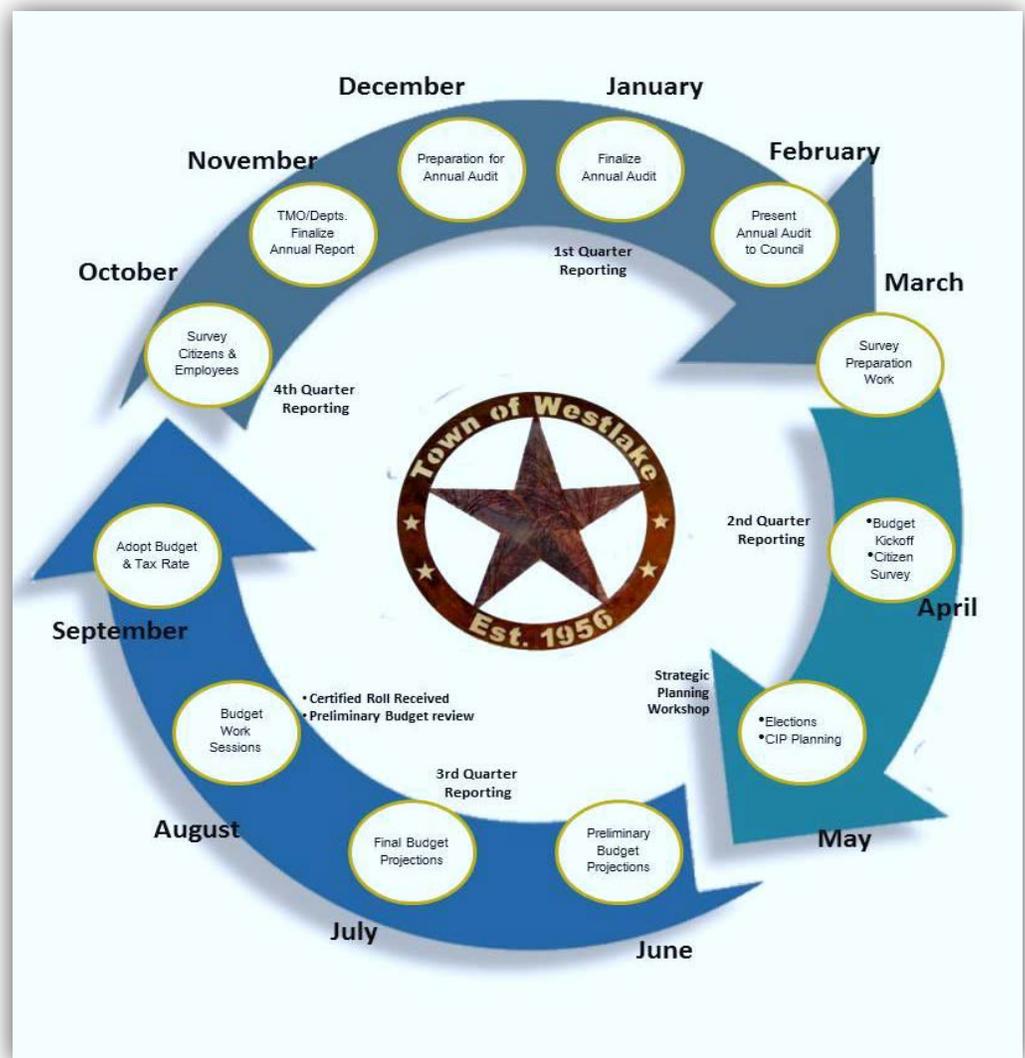
Establishing a link between a Town's strategy and budget is fundamental to effective public budgeting. Westlake works hard to connect the strategy management system to the budget process. Incorporating the Strategy Map into resource allocation decisions ensures the Town budget reflects the priorities of the Town Council. The illustration below depicts the annual process of developing the Town's budget.

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

As the Budget Cycle illustration indicates, the process never ceases.

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

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



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Budget Overview



BASIS OF ACCOUNTING

The term "basis of accounting" is used to describe the timing of recognition, that is, *when* the effects of transactions or events should be recognized.

The accounts of the Town are organized on the basis of funds, each of which is considered to be a separate accounting entity. All governmental fund types are budgeted and accounted for on a Generally Accepted Accounting Practice (GAAP) basis for financial statement presentations.

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

The types of funds used are determined by generally accepted accounting principles. The number of funds established within each type is determined by sound financial administration.

GOVERNMENTAL FUND TYPES	
Accounting/Budgeting Basis; Modified Accrual	
1.	General Fund
2.	Lone Star Fund
3.	Visitor Association Fund
4.	Economic Development Fund
5.	4B Economic Development Fund
6.	Debt Service Fund
7.	Westlake Academy
8.	Capital Projects Fund
9.	Westlake Academy Expansion Fund
10.	Public Improvement District

BASIS OF BUDGETING

The term "basis of budgeting" refers to the conversions for recognition of costs and revenue in budget development and in establishing and reporting appropriations that are the legal authority to spend or collect revenues.

The Town uses a modified accrual basis for budgeting governmental funds. Proprietary funds are budgeted using full accrual concepts. All operating and capital expenditures and revenue are identified in the budgeting process because of the need for appropriation authority.

The budget is fully reconciled to the accounting system at the beginning of the fiscal year, and in preparing the CAFR at the end of the fiscal year. A number of GAAP adjustments are made to reflect balance sheet requirements and their effect on the budget. These include changes in designations and recognition, via studies and analysis, of accrued liabilities. Amounts needed for such long-term liabilities as future payoff of accumulated employee vacation is budgeted as they budgeted as projections and once recognized are adjusted for actual amounts.

PROPRIETARY FUND TYPES	
Accounting/Budgeting Basis; Full Accrual	
1.	Cemetery Fund
2.	Utility Fund
3.	Utility Maintenance & Replacement Fund
4.	General Maintenance & Replacement Fund
5.	Vehicle Maintenance & Replacement Fund

LAYOUT AND ORGANIZATION

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

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

- “Fund Overview” describing the function of the fund and explaining the variances between the revenues and expenditures of FY 2014/15 and FY 2015/16
- “Program Summary” of revenues and expenditures.

Also included are sections detailing the Capital Improvement Plan, Long-Term Planning, Glossary of Terms, Acronyms, Fiscal and Budgetary Policy, Investment Policy, Strategic Plan and the Town ordinance related to the adoption of the budget (after adoption). The final component is an Appendix section.

BUDGET FUND STRUCTURE

Governmental Fund types:

The fund types use a financial resources measurement focus and utilize the **modified accrual basis for accounting and budgeting**. Under the modified accrual basis of accounting, revenues are recorded when susceptible to accrual, meaning that it is measurable and available. Available revenues are defined as those funds that are collectable within the current period, or collectable within a timeframe to pay liabilities of the current period.

Expenditures generally represent a decrease in net financial resources and are recorded when a measurable fund liability is incurred. In some instances, such as the incurrence of long-term debt, expenditures related to interest on the debt is recorded in the period that it is due.

Proprietary Fund types:

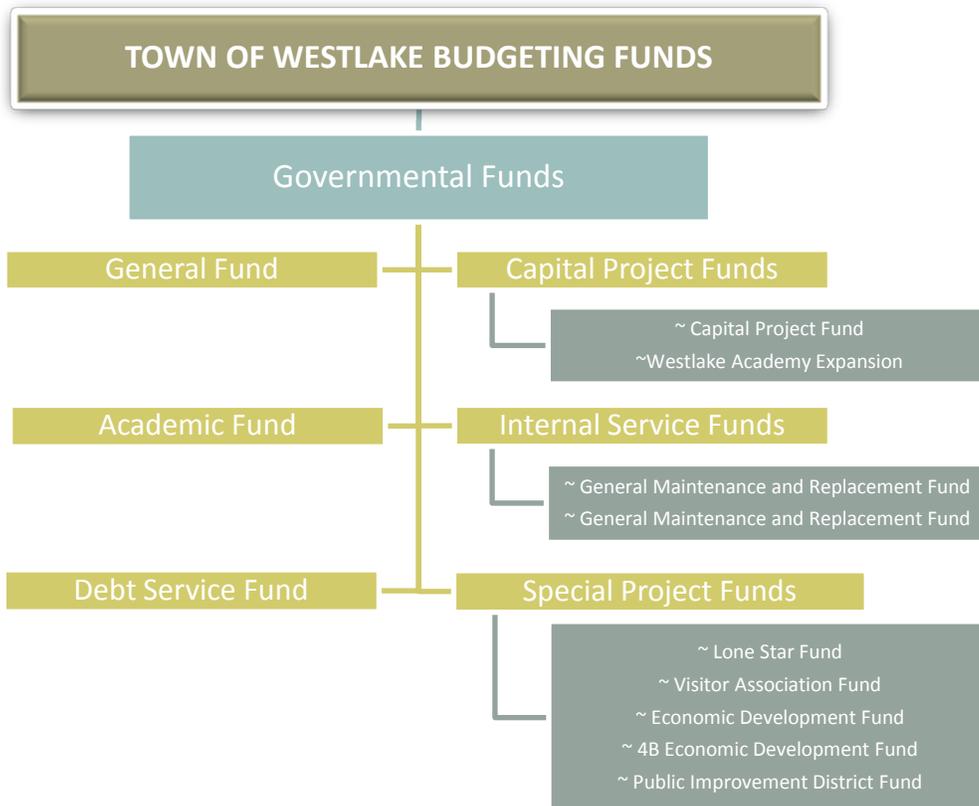
The fund types are accounted and budgeted for on a cost of services, or “Capital Maintenance” measurement focus using the **accrual basis of accounting**. Under the accrual basis of accounting, revenues are recognized when earned and expenses are recognized when incurred. For purposes of this budget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

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

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

GOVERNMENTAL FUND TYPES

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



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

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

3. **Special Revenue Funds** consist of the following:
 - The **4B Economic Development Corporation Fund** is a local option established under the Texas local government code. 4B funds are generated from a ½ cent sales tax levy and proceeds are used for debt service.

 - The **Economic Development Fund** was set up to maintain all receipts and disbursements of agreements between the Town and various corporations for economic development. There was confusion regarding the additional revenues being recorded in the General Fund and offset by expenditures. These balances offset to zero but skewed the analysis of each. This fund is used to create more transparency to the public regarding these receipts and payments.

 - The **Public Improvement District Fund** accounts for monies received from bond proceeds, inspection fees and payments related to the Solana Public Improvement District. The District was created by ordinance in February 2014 to finance the construction of public infrastructure (such as water lines and streets) in the Entrada subdivision. Revenues deposited into the PID Fund are used to cover engineering, consulting, legal, and advertising costs attributable to Entrada development and construction.

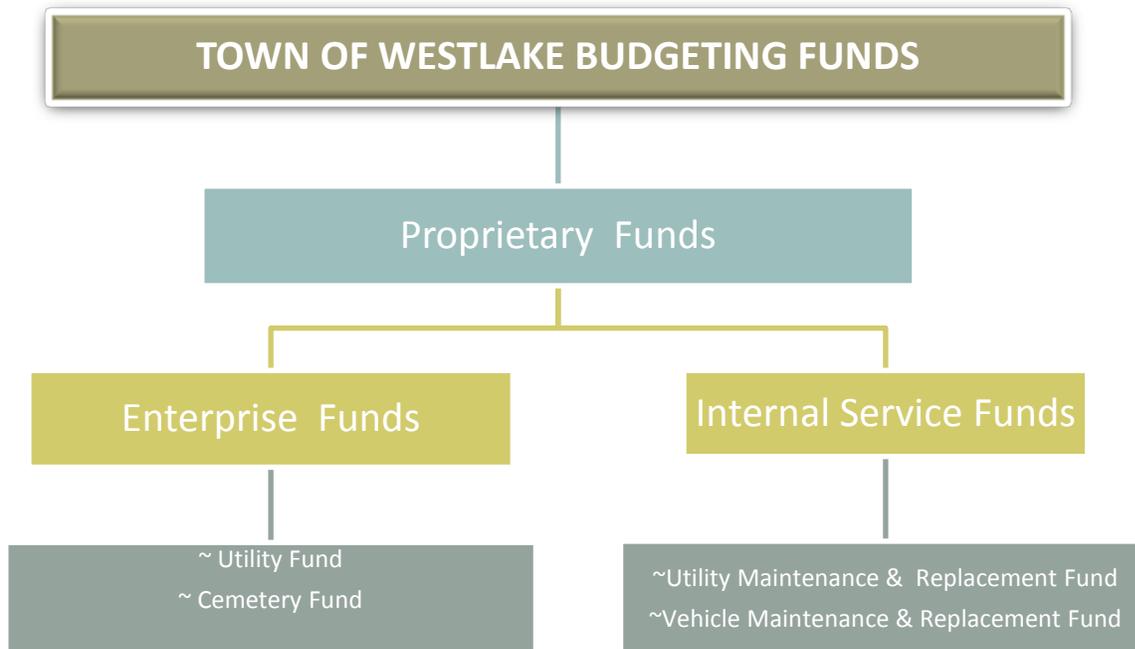
 - The **Visitors Association Fund** receives its primary funding from a 7% hotel occupancy tax adopted by the Town of Westlake in FY 1999/2000. Proceeds from the hotel occupancy tax are required to be used in accordance with statutory parameters including the promotion of travel and tourism in the Town of Westlake. Additionally, because Westlake has broader statutory authority under State law than most cities to spend hotel/motel occupancy tax funds for any municipal purpose, the Town has used these funds to cover costs of various municipal operational costs and capital projects (an example would be payment of a portion of the debt service for Westlake Academy related bonds).

 - The **Lone Star Public Facilities Corporation** was founded in 1996 and was designed “to provide for the acquisition, construction, rehabilitation, repair, equipping, furnishing and placement in service of public facilities in an orderly, planned manner and at the lowest possible borrowing costs.” The idea was to “acquire, through the issuance of installment sale obligations, office buildings located within the State of Texas but outside the boundaries of Westlake, whose tenants will be limited to those entities which are qualifying tenants under applicable federal income tax law so that the interest payable with respect to the installment sale obligations will be exempt from federal income taxation.” There has been no activity in the fund for several years.

4. **Capital Project Funds** consist of the following;
- The **Capital Projects Fund** tracks the infrastructure and building projects (other than those financed by proprietary fund types), funded with general operating transfers, intergovernmental revenue, bond funds and other special funding methods. Capital expenditures are clearly identified by their respective funding sources, and projects are shown in a clear, concise format.
 - The **Westlake Academy Expansion Fund** tracks the Westlake Academy Master Facility Plan that was adopted by the Westlake Town Council/Board of Trustees in November 2012. An Economic Development Agreement was executed between the Town and Maguire Partners-Solana Land, L.P. requiring the developer to pay \$10,000 for each residential lot associated with the Granada subdivision. These funds are transferred to the WAE fund for future expansion use.
5. The **Westlake Academy Fund** incorporates all funds related to the Town of Westlake's Charter School, Westlake Academy. This fund encompasses all operations and maintenance related to the school as well as State public school funding, Federal and state grants, and private donations used to support the daily school operations of the Academy.

PROPRIETARY FUND TYPES

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



Enterprise Funds

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

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

Internal Service Funds

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

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

RELATIONSHIP BETWEEN FUNDS AND DEPARTMENTS

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

Budget Process



The Town of Westlake staff is pleased to present the **2015/16 annual operating budget**, which is the product of many hours of preparation as well as a response to ever-changing internal and external influences. **The Town of Westlake's 2016 fiscal year begins on October 1, 2015 and ends September 30, 2016.** It provides the framework to implement the Town's vision, mission and value statements as set out by the Town Council.

BUDGET PREPARATION

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

Budgeting is an essential element of the financial planning, control and evaluation process of municipal government. The "operating budget" is the Town's annual financial operating plan. The budget includes all 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.

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

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

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

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

EFFECT OF PLANNING PROCESSES ON THE OPERATING BUDGET

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

Name	Type Of Planning Process	Description Of Planning Process	Budget Impact
General Government Long-Range Financial Forecast	Five-year operating plan to facilitate financial planning	Forecast of revenues, expenditures, service levels and staffing needs	Allows for reallocation of resources
Facilities Capital Maintenance	Five-year plan by facility and maintenance activity or project	The prioritization of departmental requests for projects along with known maintenance requirements	Stability of General fund appropriations
Parks Capital Maintenance	Five-year plan by facility, maintenance activity or project	Identifies, prioritizes and schedules improvements to parks, medians and grounds	Stability of General fund appropriations
Street Maintenance	Five-year plan to maintain and improve roadways, sidewalks, curbs and gutters	Inspection, prioritization and scheduling of surface repair and 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

BALANCED BUDGET

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

BUDGET AMENDMENT PROCESS

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

The Town Manager may request that the current year budget be amended. In this process, the Town Manager will review the documentation and draft an ordinance to formally amend the current budget. This ordinance is presented to the Town Council for consideration. Following the consideration of the proposed amendment, the Town Council will vote on the amendment ordinance. If the amendment is approved, the necessary budget changes are then made. All budget amendments will be approved by the Town Council prior to the expenditure of funds in excess of the previously authorized budgeted amounts within each fund.

THE 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:

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

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

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

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

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

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

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.

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.

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.

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.

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?

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

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

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.

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.

FY 15/16 BUDGET CALENDAR

- MAR**
- * ORIENTATION AND OVERVIEW OF FY 2015/16 BUDGET PROCESS
 - * FIVE YEAR PROJECTION SPREADSHEETS DISTRIBUTED FOR INPUT
 - * FORMS FOR CAPITAL PROJECTS AND MAJOR MAINTENANCE AVAILABLE
 - * REVIEW OF CALENDAR AND PROCESSES WITH COUNCIL
 - * REVIEW OF OVERALL TOWN GOALS
- APR**
- * YEAR-END ESTIMATE SPREADSHEETS DISTRIBUTED FOR FY 14/15 AMENDMENTS
 - * FINANCE AMENDS FY 14/15 BUDGET - BECOMES BASE FY 15/16
 - * DEPARTMENTS ACCESS BUDGET TO REMOVE ONE TIME REVENUES AND EXPENDITURES
 - * OPERATING BASELINE BUDGET AVAILABLE FOR EDITING
 - * SERVICE LEVEL ADJUSTMENT FORMS AVAILABLE ON SHARED DRIVE
- MAY**
- * DETAIL REVIEW BY FINANCE DEPARTMENT
 - * GOALS AND OBJECTIVES AVAILABLE FOR EDITING ON SHARED DRIVE
 - * TOWN MANAGER AND FINANCE BEGIN REVIEWS WITH DEPARTMENTS
- JUN**
- * BUDGET MODULE OPEN FOR CHANGES TO BUDGETS PER REVIEWS
 - * PRESENTATION OF 5-YEAR FORECAST
- JUL**
- * PREPARATION FOR BUDGET RETREAT
 - * PREPARATION OF POWER POINT
- AUG**
- * BUDGET RETREAT
 - * PUBLISH NOTICE REGARDING CONSIDERATION OF PROPERTY TAX
 - * BUDGET WORKSHOP
 - * NOTICE FOR PUBLIC HEARINGS POSTED IN NEWSPAPER
 - * PRESENT PROPOSED FY15/16 MUNICIPAL BUDGET TO COUNCIL
- SEP**
- * PUBLISH NOTICE OF PUBLIC HEARING ON BUDGET
 - * PUBLIC HEARING ON BUDGET
 - * ADOPTION OF FY 15/16 OPERATING BUDGET AND TAX RATE
- OCT**
- * FISCAL YEAR 2015/16 BEGINS

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SECTION 3

FINANCIAL ANALYSIS

*Writing
The Next
Chapter*



Forging Westlake

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**ALL FUNDS - ALL SOURCES
COMBINED PROGRAM SUMMARY
FISCAL YEAR 2015/2016**

	Actual FY 13/14	Adopted Budget FY 14/15	Estimated Budget FY 14/15	Adopted Budget FY 15/16	FY 15/16 Adopted vs FY 14/15 Estimated	
REVENUES & OTHER SOURCES						
General Sales Tax On-going	\$ 4,347,868	\$ 4,535,000	\$ 4,800,000	\$ 5,000,000	\$ 200,000	4%
General Sales Tax One-time	377,976	100,000	100,000	100,000	-	0%
Property Tax	1,353,355	1,376,063	1,424,594	1,413,765	(10,829)	-1%
Hotel Tax	796,480	777,000	890,000	910,000	20,000	2%
Charge for Services	3,037,689	3,278,520	3,287,434	3,411,772	124,338	4%
Donations	-	-	-	-	-	0%
Beverage Tax	51,601	50,500	50,500	53,025	2,525	5%
Franchise Fees	795,322	795,383	809,270	849,733	40,463	5%
Permits & Fees	1,175,075	1,460,500	1,561,350	2,307,786	746,436	48%
Fines & Forfeitures	730,442	670,000	690,000	710,000	20,000	3%
Investment Earnings	32,377	27,490	25,168	37,589	12,421	49%
Intergovernmental	3,540	-	-	-	-	0%
Contributions	80,473	760,000	957,541	460,000	(497,541)	-52%
Misc Income	714,963	270,748	517,098	259,404	(257,694)	-50%
Total Revenues	13,497,162	14,101,204	15,112,954	15,513,074	400,120	3%
Transfers In	3,321,064	4,797,277	4,609,659	4,692,163	82,504	2%
Other Sources	2,396,082	1,125,000	470,005	8,456,145	7,986,140	1699%
Total Other Sources	5,717,146	5,922,277	5,079,664	13,148,308	8,468,764	167%
GF Academic Revenues	6,560,140	7,445,897	7,699,024	7,941,626	242,602	3%
GF Academic Other Sources	239,009	45,000	45,000	45,000	-	0%
Total Academic	6,799,149	7,490,897	7,744,024	7,986,626	242,602	3%
TOTAL REVENUES & OTHER SOURCES	26,013,456	27,514,378	27,936,642	36,648,008	9,111,486	33%
EXPENDITURES & OTHER USES						
Payroll Salaries	2,263,599	2,862,360	2,719,210	3,017,646	298,436	11%
Payroll Insurance	314,296	456,028	413,616	459,648	46,032	11%
Payroll Taxes	194,757	226,713	234,261	267,606	33,345	14%
Payroll Retirement	202,719	283,131	291,041	371,055	80,015	27%
Total Payroll and Related	2,975,371	3,828,232	3,658,128	4,115,956	457,828	13%
Supplies	210,129	225,796	233,382	220,422	(12,960)	-6%
Services	2,634,188	3,352,971	4,602,144	4,504,774	(97,371)	-2%
Insurance	36,062	36,404	40,329	40,329	-	0%
Repair & Maintenance	260,233	314,675	316,775	323,660	6,885	2%
Rent & Utilities	454,441	468,812	469,617	511,641	42,024	9%
Economic Development	147,680	170,000	185,000	187,000	2,000	1%
Water Purchases	1,048,218	1,280,600	1,280,600	1,280,600	-	0%
Debt	2,884,902	2,593,742	2,331,801	2,350,209	18,408	1%
Total Operations & Maintenance	7,675,852	8,443,000	9,459,648	9,418,634	(41,014)	0%
TOTAL OPERATING EXPENDITURES	10,651,223	12,271,233	13,117,776	13,534,590	416,814	3%
Capital Outlay	41,229	36,280	50,605	50,990	385	1%
Maintenance & Replacement Funds	609,548	1,467,000	1,742,140	418,080	(1,324,060)	-76%
Capital Project Funds	9,803,561	4,492,305	1,851,286	5,414,435	3,563,149	192%
Total Capital	10,454,338	5,995,585	3,644,031	5,883,505	2,239,474	61%
Transfers Out	3,513,064	4,797,277	4,609,659	4,692,663	83,004	2%
Other Uses	1,925,315	-	-	-	-	0%
Total Other Uses	5,438,379	4,797,277	4,609,659	4,692,663	83,004	2%
GF Academic Expenditures	6,733,873	7,554,617	7,570,239	7,851,667	281,428	4%
GF Academic Other Uses	-	45,000	45,000	45,000	-	0%
Total Academic	6,733,873	7,599,617	7,615,239	7,896,667	281,428	4%
TOTAL EXPENDITURES & OTHER USES	33,277,814	30,663,712	28,986,705	32,007,424	3,020,719	10%
EXCESS REVENUES OVER(UNDER) EXPENDITURES	(7,264,357)	(3,149,334)	(1,050,063)	4,640,584	5,690,646	542%
FUND BALANCE, BEGINNING	24,210,156	16,274,740	17,299,258	16,249,195	(1,050,063)	-6%
FUND BALANCE, ENDING	\$ 16,945,799	\$ 13,125,406	\$ 16,249,195	\$ 20,889,779	\$ 4,640,584	29%

**ALL FUNDS - ALL SOURCES
COMBINING REVENUES, EXPENDITURES AND FUND BALANCE
FISCAL YEAR 2015/2016**

	General Fund	Enterprise Funds	Internal Service Funds	Special Revenue Funds	Debt Service	GF - Westlake Academy	Capital Project Funds	TOTAL
REVENUES AND OTHER SOURCES								
General Sales Tax	\$ 3,723,000	\$ -	\$ -	\$ 1,377,000	\$ -	-	\$ -	\$ 5,100,000
Property Tax	1,280,258	-	-	-	133,507	-	-	1,413,765
Hotel Tax	-	-	-	910,000	-	-	-	910,000
Charge for Services	-	3,411,772	-	-	-	-	-	3,411,772
Beverage Tax	53,025	-	-	-	-	-	-	53,025
Franchise Fees	849,733	-	-	-	-	-	-	849,733
Permits & Fees	1,571,086	-	6,000	730,700	-	-	-	2,307,786
Fines & Forfeitures	710,000	-	-	-	-	-	-	710,000
Investment Earnings	8,870	6,100	2,050	3,425	-	-	17,144	37,589
Contributions	10,000	-	-	450,000	-	-	-	460,000
Misc Income	32,750	204,754	-	21,900	-	-	-	259,404
Total Revenues	8,238,722	3,622,626	8,050	3,493,025	133,507	-	17,144	15,513,074
Transfers In	307,045	-	768,333	35,758	1,857,511	-	1,723,515	4,692,163
Other Sources	-	-	-	-	-	-	8,456,145	8,456,145
Total Other Sources	307,045	-	768,333	35,758	1,857,511	-	10,179,660	13,148,308
Academic Revenues	-	-	-	-	-	7,941,626	-	7,941,626
Academic Others Sources	-	-	-	-	-	45,000	-	45,000
Total Academic	-	-	-	-	-	7,986,626	-	7,986,626
TOTAL REVENUES AND OTHER SOURCES	8,545,767	3,622,626	776,383	3,528,783	1,991,018	7,986,626	10,196,804	36,648,008
EXPENDITURES AND OTHER USES								
Payroll Salaries	3,017,646	-	-	-	-	-	-	3,017,646
Payroll Transfers	(895,415)	404,494	-	490,920	-	-	-	0
Payroll Insurance	459,648	-	-	-	-	-	-	459,648
Payroll Taxes	267,606	-	-	-	-	-	-	267,606
Payroll Retirement	371,055	-	-	-	-	-	-	371,055
Total Payroll & Related	3,220,541	404,494	-	490,920	-	-	-	4,115,956
Supplies	207,816	8,700	-	3,906	-	-	-	220,422
Services	2,505,434	1,628,360	-	368,580	2,400	-	-	4,504,774
Insurance	33,229	7,100	-	-	-	-	-	40,329
Repair & Maintenance	167,445	156,215	-	-	-	-	-	323,660
Rent & Utilities	339,893	135,313	-	36,435	-	-	-	511,641
Economic Development	-	-	-	187,000	-	-	-	187,000
Water Purchases	-	1,280,600	-	-	-	-	-	1,280,600
Debt	36,678	266,679	-	35,758	2,011,094	-	-	2,350,209
Total Operations & Maintenance	3,290,494	3,482,967	-	631,679	2,013,494	-	-	9,418,634
TOTAL OPERATING EXPENDITURES	6,511,035	3,887,461	-	1,122,600	2,013,494	-	-	13,534,590
Capital Outlay	26,210	24,780	-	-	-	-	-	50,990
Maintenance & Replacement	-	-	418,080	-	-	-	-	418,080
Capital Project Funds	-	173,435	-	-	-	-	5,241,000	5,414,435
Total Capital	26,210	198,215	418,080	-	-	-	5,241,000	5,883,505
Transfers Out	1,609,534	1,202,078	-	1,881,050	-	-	-	4,692,663
Other Uses	-	-	-	-	-	-	-	-
Total Other Uses	1,609,534	1,202,078	-	1,881,050	-	-	-	4,692,663
Academic Expenditures	-	-	-	-	-	7,851,666	-	7,851,666
Academic Others Uses	-	-	-	-	-	45,000	-	45,000
Total Academic	-	-	-	-	-	7,896,666	-	7,896,666
TOTAL NON-OPERATING EXPENDITURES	1,635,744	1,400,293	418,080	1,881,050	-	7,896,666	5,241,000	18,472,834
TOTAL EXPENDITURES AND OTHER USES	8,146,779	5,287,754	418,080	3,003,650	2,013,494	7,896,666	5,241,000	32,007,424
EXCESS REVENUES OVER (UNDER) EXPENDITURES	398,987	(1,665,128)	358,303	525,134	(22,476)	89,960	4,955,804	4,640,584
BEGINNING FUND BALANCE	6,808,755	4,117,310	510,977	1,462,319	22,476	1,153,303	2,174,055	16,249,195
ENDING FUND BALANCE	\$ 7,207,742	\$ 2,452,182	\$ 869,280	\$ 1,987,452	\$ 0	\$ 1,243,264	\$ 7,129,859	\$ 20,889,779

Revenues and Transfers In

Revenues and transfers in for FY 2015/16 are budgeted to be \$36,648,008, a 33% increase of \$9,111,486 from FY 14/15 estimated revenues and transfers in of \$27,936,642.

- Revenues are budgeted at \$15,513,074; a 3% increase of \$400,120
 - General Sales Tax – increased \$200,000
 - Permits and Fees – increased \$746,436
 - Charges for Services – increased \$124,338
 - Contributions – decreased \$497,541
 - Misc Income – decreased \$257,694
- Other Sources are budgeted at \$13,148,308; a 167% increase of \$8,468,764
 - Transfers In – increased \$82,504
 - Bond Proceeds – increased \$7,986,140
- Academic Revenues are budgeted at \$7,98,6626; a 3% increase of \$242,602

Expenditures and Transfers Out

Expenditures and transfers out for FY 2015/16 are budgeted to be \$32,007,424, a 10% increase of \$3,020,719 from the FY 14/15 estimated expenditures and transfers out of \$28,986,705.

- Payroll and Related is budgeted at \$4,115,956; a 13% increase of \$457,828
 - Wages - increased \$298,436
 - Insurances - increased \$46,032
 - Taxes - increased \$33,345
 - Retirement - increased \$80,015
- Operations and Maintenance is budgeted at \$9,418,634; a .01% decrease of \$41,014
 - Supplies – decreased \$12,960
 - Services – decreased \$97,371
 - Repair & Maintenance – increased \$6,885
 - Rent & Utilities – increased \$42,024
 - Economic Development – increased \$2,000
 - Debt – increased \$18,408
- Capital is budgeted at \$5,883,505; a 61% increase of \$2,239,474
 - Capital Outlay – increased \$385
 - Maintenance and Replacement Funds – decreased \$1,324,060
 - Capital Project Funds – increased \$3,563,149
- Other Uses is budgeted at \$4,692,663; a 2% increase of \$83,004
 - Transfers In – increased 83,004
- Academic Expenditures are budgeted at \$7,986,667; a 4% increase of \$281,428

AD VALOREM PROPERTY TAX SIX YEAR ANALYSIS Fiscal Year 2015/2016

APPRAISED VALUES

	FY 10/11 Actual	FY 11/12 Actual	FY 12/13 Actual	FY 13/14 Actual	FY 14/15 Estimated	FY 15/16 Adopted
\$	1,040,676,349	\$ 1,106,203,390	\$ 1,224,659,971	\$ 1,243,070,187	\$ 1,272,169,255	\$ 1,301,226,486
amount change		65,527,041	118,456,581	18,410,216	29,099,068	29,057,231
percent change		6.30%	10.71%	1.50%	2.34%	2.28%

NET TAXABLE VALUES

	FY 10/11 Actual	FY 11/12 Actual	FY 12/13 Actual	FY 13/14 Actual	FY 14/15 Estimated	FY 15/16 Adopted
\$	850,963,378	\$ 917,972,309	\$ 862,968,337	\$ 867,800,338	\$ 901,648,714	\$ 940,684,347
amount change		67,008,931	(55,003,972)	4,832,001	33,848,376	39,035,633
percent change		7.87%	-5.99%	0.56%	3.90%	4.33%
Residential	\$ 451,789,354	\$ 463,311,801	\$ 471,409,028	\$ 494,062,920	\$ 530,229,036	\$ 573,040,585
Commercial	\$ 354,361,708	\$ 398,732,749	\$ 294,559,502	\$ 288,880,663	\$ 288,318,142	\$ 313,254,102
Personal	\$ 72,900,417	\$ 86,462,635	\$ 115,049,496	\$ 115,051,251	\$ 110,305,420	\$ 88,007,021

TOTAL TAX REVENUE GENERATED

	FY 10/11 Actual	FY 11/12 Actual	FY 12/13 Actual	FY 13/14 Actual	FY 14/15 Estimated	FY 15/16 Adopted
\$	1,257,246	\$ 1,442,069	\$ 1,366,542	\$ 1,353,355	\$ 1,426,249	\$ 1,470,666
amount change		184,823	(75,527)	(13,187)	72,894	44,417
percent change		14.70%	-5.24%	-0.96%	5.39%	3.11%

TAX RATE DISTRIBUTION \$ \$

	FY 10/11 Actual	FY 11/12 Actual	FY 12/13 Actual	FY 13/14 Actual	FY 14/15 Estimated	FY 15/16 Adopted
General Fund	0.15620	0.13835	0.14197	0.13907	0.13710	0.13947
Debt Service	0.00390	0.01849	0.01487	0.01777	0.01924	0.01687
TOTAL	\$ 0.16010	\$ 0.15684	\$ 0.15684	\$ 0.15684	\$ 0.15634	\$ 0.15634
amount change		(0.00326)	-	-	(0.00050)	-
percent change		-2.04%	0.00%	0.00%	-0.32%	0.00%

TAX RATE DISTRIBUTION % %

	FY 10/11 Actual	FY 11/12 Actual	FY 12/13 Actual	FY 13/14 Actual	FY 14/15 Estimated	FY 15/16 Adopted
General Fund	97.56%	88.21%	90.52%	88.67%	87.69%	89.21%
Debt Service	2.44%	11.79%	9.48%	11.33%	12.31%	10.79%
TOTAL	100%	100%	100%	100%	100%	100%

Employee Staffing



CITIZENS OF WESTLAKE

MAYOR AND TOWN COUNCIL

Advisory Boards

Committees

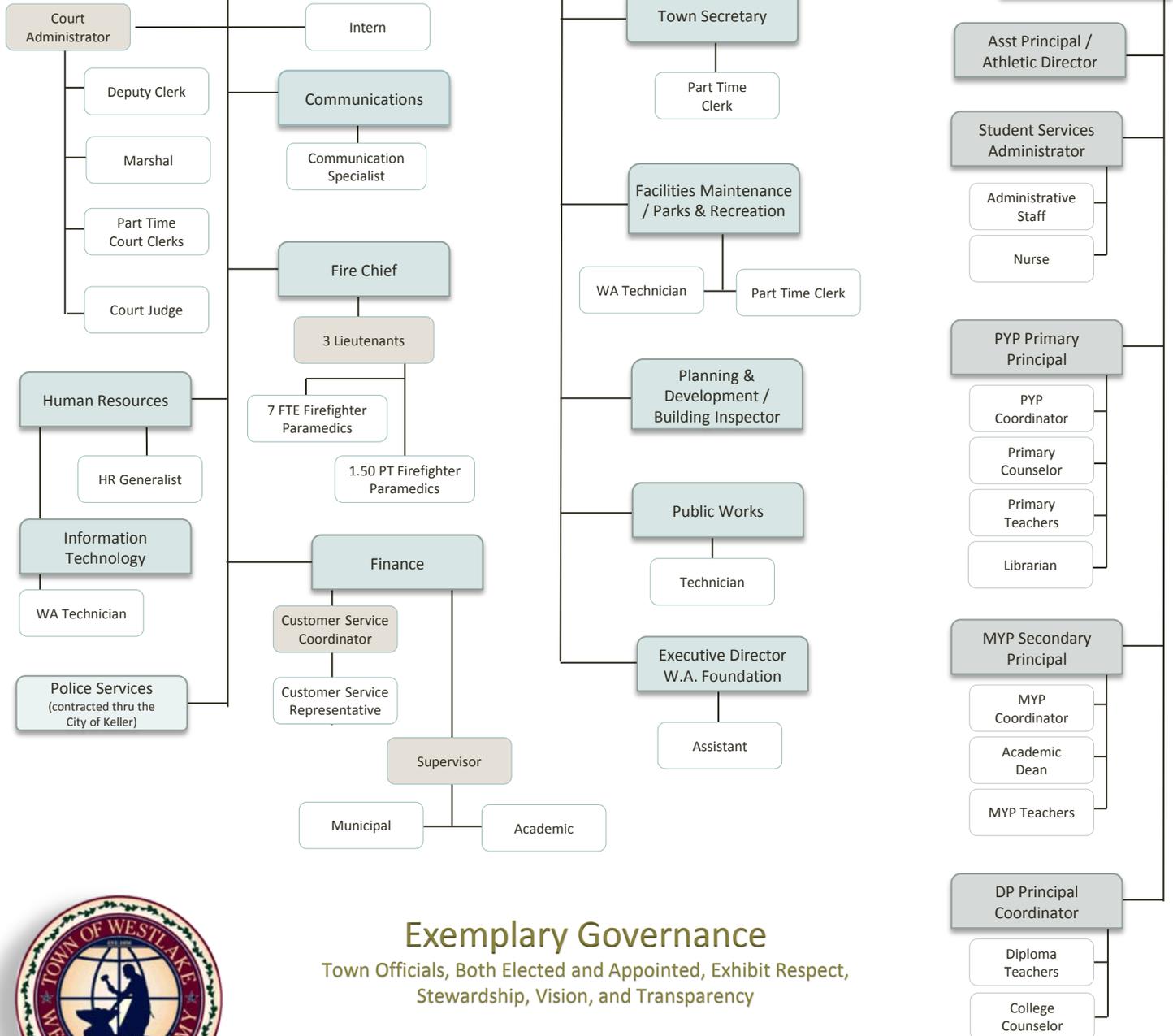
Town Attorney

Texas Student Housing

TOWN MANAGER AND WA SUPERINTENDENT

Assistant Town Manager

Executive Principal Director of Education



Exemplary Governance

Town Officials, Both Elected and Appointed, Exhibit Respect, Stewardship, Vision, and Transparency

Service Excellence

Public Service that is Responsive and Professional, while balancing Efficiency, Effectiveness and Financial Stewardship



Personnel Position Summary All Years

Dept	Position	FY 12/13 Actual	FY 13/14 Actual	FY 14/15 Estimated	FY 15/16 Adopted	change
11	Town Manager	1.00	1.00	1.00	1.00	-
	Assistant Town Manager	-	0.75	0.90	1.00	0.10
	Assistant to the Town Manager	0.75	-	-	-	-
	Part-Time Interns	1.00	0.75	0.50	0.50	-
12	Planning & Development Director	1.00	1.00	1.00	1.00	-
	Customer Service Coordinator	-	0.33	0.33	0.33	-
	Customer Service Representative	-	0.33	0.33	0.33	-
13	Town Secretary	1.00	1.00	1.00	1.00	-
	Part-Time Clerk	-	-	-	0.25	0.25
14	Fire Chief	1.00	1.00	1.00	1.00	-
	Lt. Firefighter/Paramedics	2.00	3.00	3.00	3.00	-
	Fire Marshal part-time	-	0.75	0.75	0.75	-
	Firefighter/Paramedics FTE	6.00	6.00	7.00	8.00	1.00
	Firefighter/Paramedics part-time	1.50	1.50	1.50	1.50	-
15	Court Administrator	0.25	0.25	0.10	-	(0.10)
	Supervisor	1.00	1.00	1.00	1.00	-
	Deputy Clerk	1.00	1.00	1.00	1.00	-
	Judge	1.00	1.00	1.00	1.00	-
	Marshal	1.00	1.00	1.00	1.00	-
	Part-Time Clerk	0.50	0.50	1.00	1.00	-
16	Public Works Director	1.00	1.00	1.00	1.00	-
	Utility Technician	1.00	1.00	1.00	1.00	-
	Customer Service Coordinator	-	0.33	0.33	0.33	-
	Customer Service Representative	-	0.33	0.33	0.33	-
17	Facilities Maintenance Director	0.50	0.50	0.50	0.50	-
	PT Summer Technicians	0.25	0.25	0.25	0.25	-
	Administrative Assistant	0.33	-	-	0.25	0.25
	Customer Service Coordinator	-	0.17	0.17	0.17	-
	Customer Service Representative	-	0.17	0.17	0.17	-
18	Finance Director	1.00	1.00	1.00	1.00	-
	Finance Supervisor	1.00	1.00	1.00	1.00	-
	Finance Assistant	-	-	-	-	-
	Accounting Technicians	1.00	1.00	2.00	2.00	-
19	Parks & Recreation Director	0.50	0.50	0.50	0.50	-
	Customer Service Coordinator	-	0.17	0.17	0.17	-
	Customer Service Representative	-	0.17	0.17	0.17	-
20	Information Technology Director	0.25	-	1.00	1.00	-
21	Human Resources Director	0.75	1.00	1.00	1.00	-
	Part-Time Clerk	0.50	-	-	-	-
	Administrative Assistant	0.34	-	-	-	-
	HR Generalist	-	1.00	1.00	1.00	-
22	Communications Director	1.00	1.00	1.00	1.00	-
	Specialist	-	0.25	1.00	1.00	-
99	Westlake Academy	73.07	77.18	89.55	93.65	4.10
Grand Total All Positions		103.57	110.18	126.55	132.15	5.60

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

PAYROLL & RELATED COSTS

- Payroll related expenses comprise 13% of Combined All Funds expenditures with a total of \$3,220,541.
- This amount represents an 11% increase of \$327,130 from FY 14/15 estimated payroll expenditures of \$2,893,411.

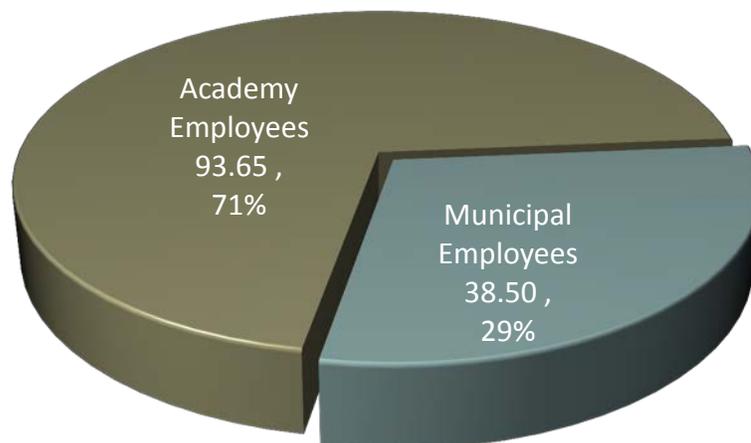
Description	FY 14/15 Estimated	FY 15/16 Adopted	Change Amount	Change Percent		Maintain Staffing	Market Adjustments	Additional Employees
Wages	2,719,210	3,017,646	298,436	11%	>>	30,167	208,761	59,509
Insurance	413,616	459,648	46,032	11%	>>	24,687	-	21,345
Taxes	234,261	267,606	33,345	14%	>>	9,432	18,242	5,670
Retirement	291,041	371,055	80,015	27%	>>	50,163	24,070	5,782
Transfers In	(764,717)	(895,415)	(130,698)	17%	>>	(54,800)	(75,898)	-
TOTAL	\$2,893,411	\$3,220,541	\$327,130	11%	>>	\$ 59,648	\$ 175,175	\$ 92,306

- This includes the following
 - An increase of \$59,648 to maintain our current staffing levels.
 - An increase of \$175,175 in market pay adjustments (inclusive of taxes and insurance) for work force retention and attraction.
 - Personnel additions totaling \$92,306:
 - Full time firefighter/paramedic; start date of January 1, 2016.
 - Part time clerk for Town Secretary; start date no earlier than April 1, 2016.
 - Part time clerk for facilities/parks; start date no earlier than April 1, 2016.
- All payroll and related expenditures are paid via the General Fund. Portions of these expenditures are subsidized by the Utility Fund and the Visitors Association Fund.
 - Total payroll transfers in are \$895,414
 - Utility Fund \$404,494
 - Visitors Association Fund \$490,920

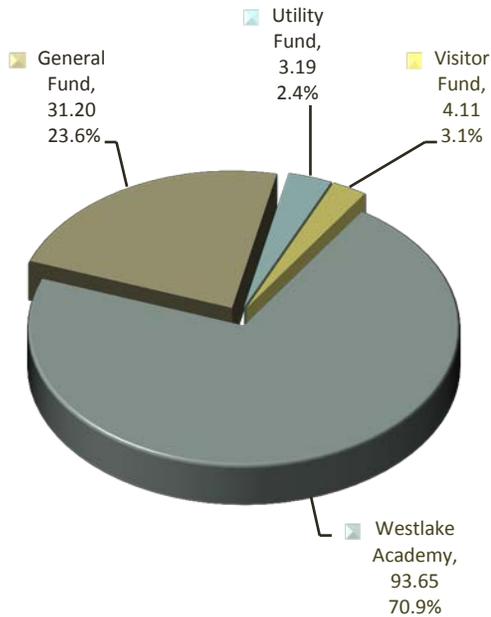
EMPLOYEE ALLOCATIONS BY DEPARTMENT

- The total personnel staffing for the Town of Westlake in FY 2015-2016 is budgeted at 132.15 positions.
- This represents an increase of 5.60 employees from the FY 2014-2015 total of 126.55.
- Police Services continue to be outsourced and contracted through the Keller Police Department.

Department Name	FY 14/15 Estimated	FY 15/16 Adopted	Change Amount	Percent of total
Town Manager	2.40	2.50	0.10	2%
Planning & Development	1.67	1.67	-	1%
Town Secretary	1.00	1.25	0.25	1%
Emergency Services	13.25	14.25	1.00	11%
Municipal Court	5.10	5.00	(0.10)	4%
Public Works	2.67	2.67	-	2%
Facilities Maintenance	1.08	1.33	0.25	1%
Finance Department	4.00	4.00	-	3%
Park & Recreation	0.83	0.83	-	1%
Information Technology	1.00	1.00	-	1%
Human Resources	2.00	2.00	-	2%
Communications	2.00	2.00	-	2%
Municipal Employees	37.00	38.50	1.50	29%
Westlake Academy	89.55	93.65	4.10	71%
Total Employees	126.55	132.15	5.60	4%



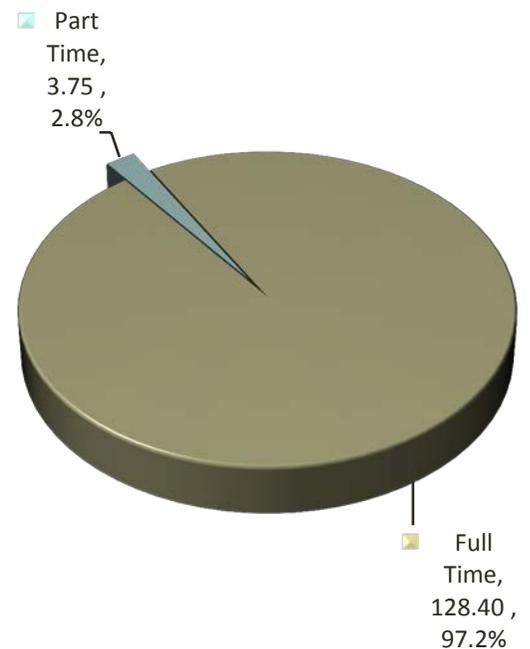
EMPLOYEE ALLOCATIONS BY FUND



Department Name	General Fund	Utility Fund	Visitor Fund	Westlake Academy	TOTAL
Town Manager	1.75	0.38	0.38	-	2.50
Planning & Development	1.67	-	-	-	1.67
Town Secretary	1.25	-	-	-	1.25
Emergency Services	14.25	-	-	-	14.25
Municipal Court	5.00	-	-	-	5.00
Public Works	0.50	2.17	-	-	2.67
Facilities Maintenance	0.67	-	0.67	-	1.33
Finance Department	2.80	0.60	0.60	-	4.00
Park & Recreation	0.42	-	0.42	-	0.83
Information Technology	1.00	-	-	-	1.00
Human Resources	1.90	0.05	0.05	-	2.00
Communications	-	-	2.00	-	2.00
Westlake Academy	-	-	-	93.65	93.65
Total Employees	31.20	3.19	4.11	93.65	132.15

EMPLOYEES BY CLASSIFICATION

Department Name	Full Time	Part Time	TOTAL
Town Manager	2.00	0.50	2.50
Planning & Development	1.67	-	1.67
Town Secretary	1.00	-	1.25
Emergency Services	12.00	2.25	14.25
Municipal Court	4.00	1.00	5.00
Public Works	2.67	-	2.67
Facilities Maintenance	1.33	-	1.33
Finance Department	4.00	-	4.00
Park & Recreation	0.83	-	0.83
Information Technology	1.00	-	1.00
Human Resources	2.00	-	2.00
Communications	2.00	-	2.00
Westlake Academy	93.65	-	93.65
Total Employees	128.40	3.75	132.15

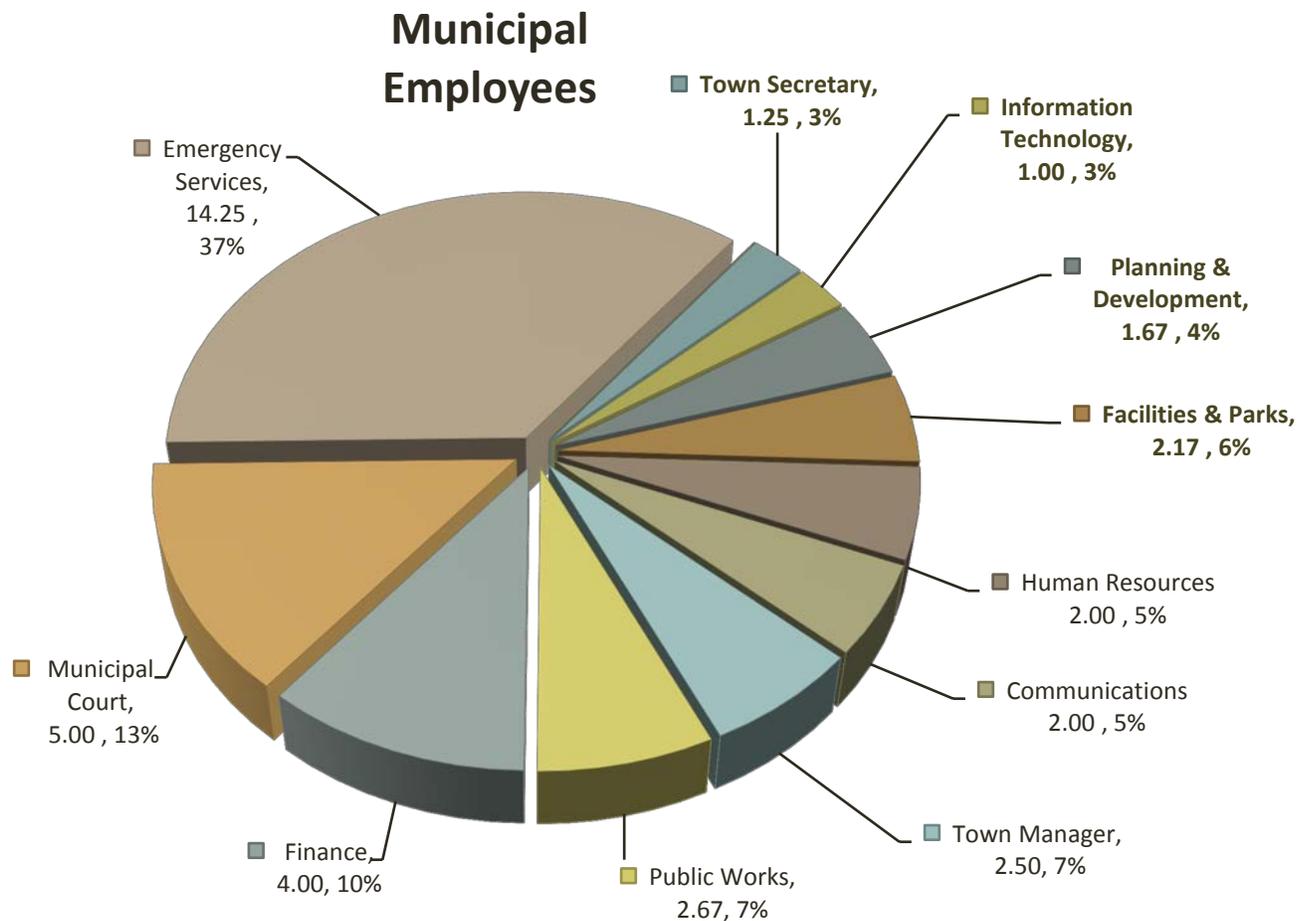


RATIO OF MUNICIPAL EMPLOYEES TO RESIDENTS

At the end of FY 14/15 there is projected to be 1,191 residents and 37 employees. This equals a ratio of 32.19 residents per each full-time equivalent employee.

This is a decrease of 2.66 based on the FY 13/14 FTE positions of 33 and 1,150 residents.

Position	FY09/10 Actual	FY10/11 Actual	FY11/12 Actual	FY12/13 Actual	FY13/14 Estimated	FY14/15 Estimated	Change
Municipal Employees	28.50	28.75	29.50	30.50	33.00	37.00	4.00
Westlake Residents	847	992	1063	1109	1150	1191	41
Residents per Employee	29.72	34.50	36.03	36.36	34.85	32.19	(2.66)



MUNICIPAL EMPLOYEES BENEFITS

Description	FY 14/15 Estimated	FY 15/16 Adopted	Change Amount	Change Percent
Medical Insurance	368,355	411,919	43,565	12%
Dental Insurance	24,681	26,087	1,406	6%
LTD/AD&D/Life Insurance	20,581	21,641	1,061	5%
Total Insurance	413,616	459,648	46,032	11%
Social Security	161,926	187,077	25,151	16%
Medicare	37,823	43,697	5,873	16%
Unemployment Taxes	3,060	3,914	854	28%
Worker's Compensation	31,452	32,919	1,467	5%
Total Taxes	234,261	267,606	33,345	14%
TMRS	266,841	346,855	80,015	30%
ICMA 457 Plan	24,200	24,200	-	0%
Total Retirement	291,041	371,055	80,015	27%
TOTAL EMPLOYEE BENEFITS	\$ 938,918	\$1,098,310	\$159,392	17%

Municipal employee benefits have increased \$159,392 (17%). This increase is caused by many factors, including the addition 1.5 additional employees and increases in wages for existing employees.

COMPENSATION PLAN

Non-Exempt Positions

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

Non-Exempt Positions (Fire/EMS Department)

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

Exempt Positions

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

Fair Labor Standards Act (FLSA)

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

Salary Survey

In the previous fiscal year, staff received a 3% across-the-board market adjustment. This adjustment was to coincide with the development of a comprehensive compensation plan. After issuing an RFP for a market survey and development of the compensation plan, staff determined that the market survey would be conducted internally, and the Town would continue to solicit the services of an independent consultant to complete the compensation plan in FY 15-16.

The market survey utilized data from cities in the immediate geographical area, in addition to cities with similar demographics and citizen expectations of the high quality customer service. In previous years, the Town's salary survey focused on average actual salaries of other cities, rather than the respective pay ranges of the positions. The survey for FY 15-16 focused on the average midpoint of the pay ranges, rather than average actuals. From a policy perspective, this methodology brings municipal employees into alignment with the compensation policy we have utilized for some time with our academic employees, by being within 3 percent of the median of the market.

The Town of Westlake salary survey has historically utilized data from the Waters Consulting Group. Data was gathered from this database in addition to data obtained directly from other cities. Where possible, data has been collected for comparable positions from a list of "core cities." However, data is not always reported for every position from these core cities, or the positions listed are not sufficiently comparable. For these reasons, data has also obtained from alternate cities in the DFW area to supplement data from the core cities in order to provide a sufficient sampling of the market in our geographical region.

In FY 2015-2016, the methodology for our annual salary survey will be reviewed by an outside consultant in conjunction with the development of the compensation plan. The ultimate goal of the compensation plan is to attract and retain top talent, and utilize best practices in all systems and processes supporting the plan.

Core Cities		Alternate Cities	
Bedford	Hurst	Burleson	McKinney
Colleyville	Keller	Cedar Hill	Northwest ISD
Coppell	Lewisville	Denton	Richland Hills
Eules	North Richland Hills	Garland	Rockwall
Flower Mound	Roanoke	Highland Park	The Colony
Frisco	Southlake	Lancaster	White Settlement
Grapevine	University Park	Keller ISD	

Pay Increases

It is the policy of the Town of Westlake to conduct salary survey of surrounding cities. Salary adjustments will be made in order to remain competitive. Merit increases are awarded at the discretion of the Town Manager.

At the Town Manager's discretion, employees may receive additional pay adjustments above the standard annual merit increase. In the event that additional pay adjustments are authorized, the authorization date will become the new anniversary date for future pay increases. This policy does not apply to one-time merit payments.

All forms of compensation (including but not limited to; and pay increases, cost of living adjustments, merit pay, market adjustments, and position reclassifications) are subject to available funding and approved appropriation of the Town Council.

Market Adjustments

The Human Resources Department will conduct a yearly market analysis. If any market adjustment is approved, all pay ranges and steps will be adjusted accordingly on the first day of the fiscal year.

The Town maintains a compensation plan for all employees, except the Town Manager, whose compensation is determined by the Town Council. In FY 15-16, the Town will utilize the services of a outside consultant to design and implement an employee compensation plan. This plan will be designed to meet the needs of the Town's unique organizational structure, and maintain a competitive compensation and benefit package.

Long Term Planning



GOALS OF LONG-RANGE PLANNING

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

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

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

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

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

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

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

KEY REVENUE DRIVERS

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

KEY EXPENDITURE DRIVERS

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

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

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

1. GAAP financial statements report up to five separate categories of fund balance based on the type and source of constraints placed on how resources can be spent (presented in descending order from most constraining to least constraining):
 - a. nonspendable fund balance,
 - b. restricted fund balance,
 - c. committed fund balance,
 - d. assigned fund balance,
 - e. unassigned fund balance.

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

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

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

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

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

FORECAST ASSUMPTIONS

FY 2015-16 ADOPTED BUDGET

REVENUES AND OTHER FINANCING SOURCES:

- General Fund
 - Sales tax revenue is budgeted at a 4% increase
 - The Town's economic development funds appear to be stabilizing at approximately \$17,000/monthly of which 50% must be returned.
 - One-time revenues and audit receipts have been conservatively estimated at \$100,000 each. In prior years these two numbers have been anywhere from \$100,000 to \$1,000,000 combined; therefore, because of the uncertainty of the funds, we are conservative with these estimates.
 - On-going sales tax receipts are forecasted to increase by approximately 10% from FY 2014-2015 based on the prior years' trending.
 - Includes the Property Tax Reduction portion of the Sales tax receipts
 - Property tax revenue is estimated at \$1,413,765 based on Certified Tax Roll and M&O tax rate of \$.13947 per \$100 of valuation.
 - No new gas well revenue is projected
 - No additional one-time revenues related to economic development agreements are anticipated to be received
 - Building permits/inspection/plan review fees are increased by 7% due primarily to the Granada and Entrada developments
 - Based on current year receipts, franchise fees are budgeted at a 5% increase

EXPENDITURES AND OTHER FINANCING USES:

- General Fund
 - Payroll and Related operating expenditures increased approximately 5.7%
 - This increase includes \$327K in personnel changes which includes an increase in base costs of \$50,085 to maintain our current staff levels along with \$190,224 in market pay adjustments (inclusive of the taxes and insurance noted below) for work force attraction and retention.
 - \$46,032 increase for medical, dental and life Insurance costs (11%)
 - \$33,345 increase for social security and Medicare taxes (14%)
 - \$80,015 increase for ICMA and TMRS costs (28%)
 - This increase also includes the following personnel changes
 - Full time firefighter/paramedic
 - Part time clerk for Town Secretary
 - Part time clerk for Facilities/Parks Department
 - Operating expenditures and transfers out decreased by \$420K primarily due to the reduction of the transfer out to Debt Service Fund because more funds are being paid from 4B Economic Development fund based on projected sales tax.

Section 3 Financial Analysis
Forecast Narrative

- Visitors Association Fund – Total expenditures and other uses increased by 10% primarily due to operating transfers related to payroll and the transition of a part-time Communication Specialist to full time and additional funds budgeted for marketing and web-site upgrade
- Utility Fund - Total expenses and other uses increased 9% and is composed primarily of a \$600K transfer from this fund to the Capital Projects Fund for the allocated use of the future municipal building.
- CIP – Based on adopted CIP
- All Funds - Includes all adopted maintenance projects and equipment replacement to maintain current level of service.

FY 2015/2016

Fund Categories	Projected Beginning Fund Balance	Total Revenues And Other Sources	Total Expenditures And Other Uses	Projected Ending Fund Balance	Percent Of Total	Change Amount	Change Percent
General Fund	6,808,755	8,545,767	8,146,779	7,207,742	35%	398,987	6%
Enterprise Funds	4,117,310	3,622,626	5,287,754	2,452,182	12%	(1,665,128)	-40%
Internal Services	510,977	776,383	418,080	869,280	4%	358,303	70%
Capital Funds	2,528,345	10,927,504	5,365,000	8,090,849	39%	5,562,504	220%
Special Revenue	1,108,029	2,798,083	2,879,650	1,026,462	5%	(81,566)	-7%
Debt Service	22,476	1,991,018	2,013,494	0	0%	(22,476)	0%
Westlake Academy	1,153,303	7,986,626	7,896,666	1,243,263	6%	89,961	0%
TOTAL	16,249,195	36,648,008	32,007,424	20,889,779	100%	4,640,584	28.6%

- Projected ending fund balance for FY15/16 is \$20.889M; this is a 28.6% increase of \$4.640M from the FY 2014-15 estimated budget.
- Operating needs total \$6.409M with capital projects at \$5.562M.
- This increase includes \$1.769M transfers in from fund balance.
 - \$600K transfer to Capital Project Fund from Utility Fund,
 - \$82K from Visitors Association Fund
 - \$1.05M payment to the City of Fort Worth.

FORECAST ASSUMPTIONS FY 2016-2017 AND BEYOND PROJECTION

REVENUES AND OTHER FINANCING SOURCES:

- Sales tax revenue - increase 3% annually
- Property tax revenue – currently increased 2% for current evaluation
 - Estimate value on the roll two years from date of permit for new construction– separate line-item on forecast
- Other revenue - increase 2% annually
 - Building permits/inspection/plan review fees are currently only increased by 2%.
 - Breakout of additional building permits/fees/inspections based on Granada growth is reflected on separate line.
 - Anticipate commercial revenues of \$1.0M in FY 19/20

EXPENDITURES AND OTHER FINANCING USES:

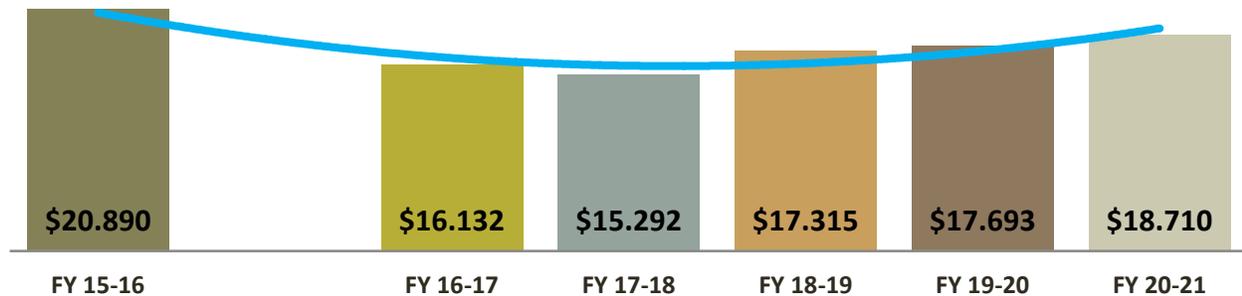
- Includes all adopted maintenance projects and equipment replacement to maintain current level of service
- Salary and wages increase by 3% annually
- Payroll - increase by fire department personnel only until there are 4 per shift
- Includes 5-year personnel forecast
- Includes capital projects impact to operating budget
- Includes anticipated debt payments based on adopted CIP
- Includes 5-year technology plan
- Other expenditures increase by 3% (excluding any one-time expenditures)
- CIP based on adopted CIP
- Reduces Fire Department current expenditure related to utilities, etc. in future years upon construction of Fire Station
- Westlake Academy reserve - \$300K/annually (Student enrollment remains flat)
- Transfer from GF to CPF of one-time permits from Entrada/Granada for FY 15-16 and subsequent years (Based on forecast)
- Granada lot fees of \$10K/lot transferred to Westlake Academy Expansion for future construction
- Annual transfers to maintenance and replacement funds

FUND BALANCE ANALYSIS

FORECASTED ENDING FUND BALANCE BY FUND CATEGORIES

	Adopted FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21
General Fund	7,207,742	7,439,962	6,583,165	6,003,906	6,337,615	5,589,347
Enterprise Funds	2,452,182	2,654,827	2,167,992	2,673,738	3,169,245	3,787,245
Internal Service Funds	869,280	961,716	1,433,106	1,780,498	2,336,894	2,792,959
Capital Project Funds	7,129,859	1,931,547	1,983,105	3,830,629	2,995,454	3,497,289
Special Revenue Funds	1,987,452	1,869,234	1,779,224	1,675,293	1,562,561	1,813,607
Debt Service Funds	0	0	0	0	0	0
Academic Funds	1,243,262	1,274,905	1,345,741	1,351,404	1,291,300	1,229,995
ENDING FUND BALANCE	\$20,889,778	\$16,132,191	\$15,292,334	\$17,315,467	\$17,693,069	\$18,710,442

Ending Fund Balance - Five Year Forecast (shown in millions)



FUND BALANCE CHANGES

	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21
Ending Fund Balance	\$20.890	\$16.132	\$15.292	\$17.315	\$17.693	\$18.710
Change \$ from PY		-\$4.758	-\$0.840	\$2.023	\$0.378	\$1.017
Change % from PY		-22.8%	-5.2%	13.2%	2.2%	5.8%

FIVE YEAR FORECAST AT-A-GLANCE

	ADOPTED FY 15-16	PROJECTION				
		FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21
Revenues/Other Sources	8,545,767	9,369,793	8,332,690	8,645,366	9,945,772	9,095,465
Expenditures/Other Uses	(8,146,779)	(9,137,573)	(9,189,487)	(9,224,625)	(9,612,063)	(9,843,734)
Beginning Fund Balance	6,808,755	7,207,742	7,439,962	6,583,165	6,003,906	6,337,615
GENERAL FUND	\$7,207,742	\$7,439,962	\$6,583,165	\$6,003,906	\$6,337,615	\$5,589,347
<i>operating days</i>	<i>339</i>	<i>304</i>	<i>257</i>	<i>230</i>	<i>233</i>	<i>199</i>
Revenues/Other Sources	7,400	7,400	7,400	7,400	7,400	7,400
Expenditures/Other Uses	(13,940)	(13,940)	(13,940)	(13,940)	(13,940)	(13,940)
Beginning Fund Balance	141,789	135,249	128,709	122,169	115,629	109,089
CF Ending Fund Balance	\$135,249	\$128,709	\$122,169	\$115,629	\$109,089	\$102,549
Revenues/Other Sources	3,615,226	3,687,531	3,761,282	3,836,507	3,913,237	3,991,502
Expenditures/Other Uses	(5,273,814)	(3,478,346)	(4,241,576)	(3,324,222)	(3,411,190)	(3,366,962)
Beginning Fund Balance	3,975,522	2,316,934	2,526,118	2,045,824	2,558,109	3,060,157
UF Ending Fund Balance	\$2,316,934	\$2,526,118	\$2,045,824	\$2,558,109	\$3,060,157	\$3,684,697
ENTERPRISE FUNDS	\$2,452,182	\$2,654,827	\$2,167,992	\$2,673,738	\$3,169,245	\$3,787,245
Revenues/Other Sources	300,300	300,303	300,306	300,309	300,312	300,315
Expenditures/Other Uses	(45,000)	(187,500)	(90,000)	(90,000)	(135,000)	(90,000)
Beginning Fund Balance	231,135	486,435	599,238	809,544	1,019,853	1,185,165
UMR Ending Fund Balance	\$486,435	\$599,238	\$809,544	\$1,019,853	\$1,185,165	\$1,395,481
Revenues/Other Sources	357,750	478,750	478,750	478,750	478,750	478,750
Expenditures/Other Uses	(373,080)	(597,450)	(316,000)	(340,000)	(236,000)	(273,000)
Beginning Fund Balance	211,508	196,178	77,478	240,228	378,978	621,728
GMR Ending Fund Balance	\$196,178	\$77,478	\$240,228	\$378,978	\$621,728	\$827,478
Revenues/Other Sources	118,333	148,333	148,333	148,333	148,333	140,000
Expenditures/Other Uses	-	(50,000)	(50,000)	(150,000)	-	(100,000)
Beginning Fund Balance	68,333	186,667	285,000	383,333	381,667	530,000
VMR Ending Fund Balance	\$186,667	\$285,000	\$383,333	\$381,667	\$530,000	\$570,000
INTERNAL SERVICE FUNDS	\$869,280	\$961,716	\$1,433,106	\$1,780,498	\$2,336,894	\$2,792,959
Revenues/Other Sources	9,746,304	904,187	304,161	2,585,019	205,451	201,330
Expenditures/Other Uses	(5,241,000)	(6,643,000)	(703,105)	(1,037,998)	(1,341,131)	-
Beginning Fund Balance	1,733,939	6,239,243	500,430	101,486	1,648,507	512,827
CP Ending Fund Balance	\$6,239,243	\$500,430	\$101,486	\$1,648,507	\$512,827	\$714,157
Revenues/Other Sources	450,500	540,501	450,502	300,503	300,504	300,505
Expenditures/Other Uses	-	-	-	-	-	-
Beginning Fund Balance	440,117	890,617	1,431,118	1,881,620	2,182,123	2,482,627
WAE Ending Fund Balance	\$890,617	\$1,431,118	\$1,881,620	\$2,182,123	\$2,482,627	\$2,783,132
Revenues/Other Sources	730,700	157,541	-	-	-	-
Expenditures/Other Uses	(124,000)	(157,541)	(372,844)	(372,844)	(372,844)	-
Beginning Fund Balance	354,290	960,990	960,990	588,146	215,301	(157,542)
PID Ending Fund Balance	\$960,990	\$960,990	\$588,146	\$215,302	-\$157,542	-\$157,542
CAPITAL PROJECT FUNDS	\$8,090,849	\$2,892,537	\$2,571,251	\$4,045,931	\$2,837,912	\$3,339,747
Revenues/Other Sources	1,275,500	1,362,250	1,400,103	1,439,091	1,479,248	1,520,611
Expenditures/Other Uses	(1,275,500)	(1,362,250)	(1,400,103)	(1,439,091)	(1,479,248)	(1,520,611)
Beginning Fund Balance	-	-	-	-	-	-
4B Ending Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0
Revenues/Other Sources	672,758	731,760	646,646	501,661	506,809	512,093
Expenditures/Other Uses	(672,758)	(731,760)	(646,646)	(501,661)	(506,809)	(512,093)
Beginning Fund Balance	-	-	-	-	-	-
ED Ending Fund Balance	\$0	\$0	\$0	\$0	\$0	\$0
Revenues/Other Sources	25	25	25	25	25	25
Expenditures/Other Uses	-	-	-	-	-	-
Beginning Fund Balance	13,665	13,690	13,715	13,740	13,765	13,790
LS Ending Fund Balance	\$13,690	\$13,715	\$13,740	\$13,765	\$13,790	\$13,815
Revenues/Other Sources	849,800	866,300	1,283,130	1,300,297	1,317,807	1,335,667
Expenditures/Other Uses	(931,391)	(984,544)	(1,000,320)	(1,031,409)	(1,057,719)	(1,084,646)
Beginning Fund Balance	1,094,364	1,012,772	894,528	1,177,338	1,446,226	1,706,313
VA Ending Fund Balance	\$1,012,772	\$894,528	\$1,177,338	\$1,446,226	\$1,706,313	\$1,957,334
SPECIAL REVENUE FUNDS	\$1,026,462	\$908,244	\$1,191,078	\$1,459,991	\$1,720,103	\$1,971,149
Revenues/Other Sources	1,991,018	2,494,855	2,492,090	2,491,944	2,663,608	2,661,111
Expenditures/Other Uses	(2,013,494)	(2,494,855)	(2,492,090)	(2,491,944)	(2,663,608)	(2,661,111)
Beginning Fund Balance	22,476	0	0	0	0	0
DEBT SERVICE FUND	\$0	\$0	\$0	\$0	\$0	\$0
Revenues/Other Sources	7,986,626	7,942,058	7,950,784	7,955,332	7,959,984	8,119,184
Expenditures/Other Uses	(7,896,666)	(7,910,415)	(7,879,949)	(7,949,669)	(8,020,088)	(8,180,489)
Beginning Fund Balance	1,153,302	1,243,262	1,274,905	1,345,741	1,351,404	1,291,300
ACADEMIC SERVICE FUND	\$1,243,262	\$1,274,905	\$1,345,741	\$1,351,404	\$1,291,300	\$1,229,995
ENDING FUND BALANCE	\$ 20,889,778	\$ 16,132,191	\$ 15,292,334	\$ 17,315,467	\$ 17,693,069	\$ 18,710,442

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

Bring to Market 100%; Additional Staff Delayed in 15/16; 1 firefighter in 16/17
No additional beverage/sales tax on new commercial

DESCRIPTION			Adopted FY 15-16	1 FY 16-17	2 FY 17-18	3 FY 18-19	4 FY 19-20	5 FY 20-21
GENERAL FUND 100								
Sales Tax (ongoing 100% minus one time)	3.0%		4,900,000	5,047,000	5,198,410	5,354,362	5,514,993	5,680,443
Sales Tax (audit/one-time)	fixed		200,000	200,000	200,000	200,000	200,000	200,000
Sales Tax - additional due to commercial	2.0%		0	0	0	50,000	51,000	52,020
Sales Tax Allocation to 4B	linked		(1,275,000)	(1,311,750)	(1,349,603)	(1,388,591)	(1,428,748)	(1,470,111)
Sales Tax Allocation to ED	3.0%		(102,000)	(105,060)	(108,212)	(111,458)	(114,802)	(118,246)
Sales Tax Subtotal			3,723,000	3,830,190	3,940,596	4,104,314	4,222,443	4,344,106
Property Tax	2.0%		1,280,258	1,305,863	1,331,980	1,358,620	1,385,792	1,413,508
Additional Property Tax residential			0	82,260	178,299	261,792	309,709	347,137
Additional Property Tax commercial			0	0	0	105,485	105,485	105,485
Property Tax Subtotal			1,280,258	1,388,123	1,510,279	1,725,897	1,800,986	1,866,130
Liquor Permit Fees	10 2.0%		3,310	3,376	3,444	3,513	3,583	3,655
Other Misc Permits	10 2.0%		1,450	1,479	1,509	1,539	1,570	1,601
EMS Revenues	14 2.0%		136,500	139,230	142,015	144,855	147,752	150,707
Firefighter Equipment Fees	14 2.0%		2,000	2,040	2,081	2,122	2,165	2,208
Fire Code Inspections	14 2.0%		525	536	546	557	568	580
EMS Permit/Inspection Fees	14 2.0%		13,650	13,923	14,201	14,485	14,775	15,071
Court Administrative Fees	15 2.0%		8,800	8,976	9,156	9,339	9,525	9,716
Total Permits and Fees OTHER DEPTS			166,235	169,560	172,951	176,410	179,938	183,537
Reforestation Tree Escrow	12 2.0%		5,100	5,202	5,306	5,412	5,520	5,631
Grading/Excavation Permits	12 2.0%		22,889	23,347	23,814	24,290	24,776	25,271
Gas Well Misc Fees	12 2.0%		22,950	23,409	23,877	24,355	24,842	25,339
Insurance & Surety Review Fees	12 0.0%		3,000	3,000	3,000	3,000	3,000	3,000
Renewal Fees	12 0.0%		1,000	1,000	1,000	1,000	1,000	1,000
Engineer Review/Civil	12 2.0%		15,000	15,300	15,606	15,918	16,236	16,561
Development Fees	12 2.0%		44,829	45,726	46,640	47,573	48,524	49,495
Contractor Registration Fees	12 2.0%		14,523	14,813	15,110	15,412	15,720	16,035
Inspection/Plan Reviews	12 2.0%		204,000	208,080	212,242	216,486	220,816	225,232
Building Permits	12 2.0%		139,155	141,938	144,777	147,672	150,626	153,638
Increased permits/fees for Granada residential			479,850	383,880	0	0	0	0
Increased permits/fees for Entrada residential			100,665	201,330	301,995	201,330	201,330	201,330
Increased permits/fees other lots residential			351,890	223,930	159,950	159,950	159,950	159,950
Major Commercial - Entrada commercial			0	731,981	0	0	0	0
Small Commercial - Entrada commercial			0	223,823	0	0	0	0
Major Commercial - All Other commercial			0	0	0	0	1,072,500	0
Total Permits and Fees P&D DEPT 12 ONLY			1,404,851	2,246,759	953,316	862,399	1,944,841	882,482
Flex Plan Gain	10 1.0%		0	0	0	0	0	0
Facility Rental	10 2.0%		4,450	4,539	4,630	4,722	4,817	4,913
Parking Lot Rental	10 2.0%		13,000	13,260	13,525	13,796	14,072	14,353
Special Events	10 1.0%		2,750	2,778	2,805	2,833	2,862	2,890
Insurance Refund/Equity Return	10 0.0%		9,800	9,800	9,800	9,800	9,800	9,800
Misc Revenue Dept 10	10 1.0%		2,500	2,525	2,550	2,576	2,602	2,628
Misc Revenue Dept 12	12 1.0%		250	253	255	258	260	263
Misc Income			32,750	33,154	33,566	33,985	34,412	34,847
AT&T/SBC	2.0%		318,150	324,513	331,003	337,623	344,376	351,263
Verizon	2.0%		52,242	53,287	54,353	55,440	56,549	57,680
TXU/Atmos Gas	2.0%		47,828	48,784	49,760	50,755	51,770	52,805
Charter	2.0%		1,258	1,283	1,309	1,335	1,361	1,389
One Source	2.0%		4,594	4,686	4,779	4,875	4,972	5,072
Southwestern Bell	1.0%		184	186	187	189	191	193
Tri-County Electric	2.0%		349,965	356,964	364,104	371,386	378,813	386,390
Trinity Waste/AWIN Mgmt	2.0%		27,313	27,859	28,417	28,985	29,565	30,156
Misc. Franchise Fees	2.0%		48,200	49,164	50,147	51,150	52,173	53,216
Franchise Fees			849,733	866,726	884,058	901,738	919,771	938,164
Beverage Tax	2.0%		53,025	54,086	55,167	56,271	57,396	58,544
Fines & Forfeitures (Court)	0.0%		710,000	710,000	710,000	710,000	710,000	710,000
Interest	2.0%		8,870	9,047	9,228	9,413	9,601	9,793
Contributions	2.0%		10,000	10,200	10,404	10,612	10,824	11,041
Other Revenues			781,895	783,333	784,799	786,295	787,821	789,378
Transfer In - UF 500 Impact	linked		37,500	38,250	39,015	39,795	40,591	41,403
Transfer In - UF (Loan repaymt of \$500K plus int)			256,245	0	0	0	0	0
Transfer In - VA 220 Dept 22	3.0%		13,300	13,699	14,110	14,533	14,969	15,418
Transfers In			307,045	51,949	53,125	54,329	55,560	56,821
Total Revenues & Transfers In			8,545,767	9,369,793	8,332,690	8,645,366	9,945,772	9,095,465
Payroll Salaries	3.0%	(2,867,659)	(2,867,659)	(2,953,689)	(3,042,299)	(3,133,568)	(3,227,575)	(3,324,403)
Payroll Insurance (Health/Dental/Life)	11.5%	(459,648)	(459,648)	(512,508)	(571,446)	(637,162)	(710,436)	(792,136)
Payroll Taxes (SSM/WC/TWC)	3.0%	(267,606)	(267,606)	(275,635)	(283,904)	(292,421)	(301,193)	(310,229)
Payroll Retirement (TMRS/ICMA)	2.0%	(371,055)	(371,055)	(378,476)	(386,046)	(393,767)	(401,642)	(409,675)
Payroll Transfers In	3.0%	895,415	895,415	922,277	949,945	978,444	1,007,797	1,038,031
Staff Forecast - TS Clerk (15/16)	0.50000 3.0%	(20,303)	(20,303)	(20,912)	(21,539)	(22,186)	(22,851)	(23,537)
Staff Forecast - Firefighter(2) 15/16	1.00000 3.0%	(102,410)	(102,410)	(105,482)	(108,647)	(111,906)	(115,263)	(118,721)
Staff Forecast - FM Clerk (15/16)	0.62500 3.0%	(27,274)	(27,274)	(28,092)	(28,935)	(29,803)	(30,697)	(31,618)
Staff Forecast - Firefighter(3) 16/17	1.00000 3.0%	0	0	(105,482)	(108,646)	(111,906)	(115,263)	(118,721)
Total Payroll and Related		(3,220,541)	(3,220,541)	(3,457,999)	(3,601,517)	(3,754,275)	(3,917,124)	(4,091,009)
Service (inc CP operational impact for 14-15)	3.0%	(2,205,434)	(2,205,434)	(2,271,597)	(2,339,744)	(2,409,937)	(2,482,235)	(2,556,702)
Service(K-5 Westlake reserve slots)		(300,000)	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)
Additional Plan Review/Insp Expenditure \$3K/lot		0	0	(126,000)	(81,000)	(54,000)	(54,000)	(54,000)
Additional Infrastructure Inspection Expenditure		0	0	(100,000)	0	0	0	0
Total Service Expenditures		(2,505,434)	(2,505,434)	(2,797,597)	(2,720,744)	(2,763,937)	(2,836,235)	(2,910,702)

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

Bring to Market 100%; Additional Staff Delayed in 15/16; 1 firefighter in 16/17
No additional beverage/sales tax on new commercial

DESCRIPTION	Adopted FY 15-16	1 FY 16-17	2 FY 17-18	3 FY 18-19	4 FY 19-20	5 FY 20-21
Office Rent (70% of total \$242,860)	3.0%	(141,706)	(145,957)	(150,336)	(154,846)	(159,492)
Additional needed for proposed RENT			0	(19,666)	(15,156)	(10,510)
Electric Service (70% of \$4071)	3.0%	(22,000)	(22,660)	(23,340)	(24,040)	(24,761)
Electric Service - Fire Station	3.0%	(4,430)	(4,563)	(4,700)	(4,841)	(4,986)
Electric Service - Public Works	3.0%	(1,700)	(1,751)	(1,804)	(1,858)	(1,913)
Electric Service - Parks/Rec	3.0%	(8,780)	(9,043)	(9,315)	(9,594)	(9,882)
Electric Service - Parchamn	3.0%	(20)	(21)	(21)	(22)	(23)
Telephone Service - Town	3.0%	(5,750)	(5,923)	(6,100)	(6,283)	(6,472)
Telephone Service - Fire Dept	3.0%	(4,295)	(4,424)	(4,557)	(4,693)	(4,834)
Telephone Service - Court	3.0%	(350)	(361)	(371)	(382)	(394)
Internet Service - Town	3.0%	(7,600)	(7,828)	(8,063)	(8,305)	(8,554)
Internet Service - Fire Dept	3.0%	(850)	(876)	(902)	(929)	(957)
Internet Service - Court	3.0%	(2,387)	(2,459)	(2,532)	(2,608)	(2,687)
Internet Service - Facilities	3.0%	(500)	(515)	(530)	(546)	(563)
Water Service - Town	3.0%	0	0	0	0	0
Water Service - Fire Dept	3.0%	(2,450)	(2,524)	(2,599)	(2,677)	(2,757)
Water Service - ROW Irrigation	3.0%	(135,000)	(139,050)	(143,222)	(147,518)	(151,944)
Water Service - Parks & Rec	3.0%	(575)	(592)	(610)	(628)	(647)
Gas Service - Town	3.0%	0	0	0	0	0
Gas Service - Fire Station	3.0%	(1,500)	(1,545)	(1,591)	(1,639)	(1,688)
Total Rent & Utilities		(339,893)	(350,090)	(380,259)	(386,566)	(393,063)
Supplies	3.0%	(207,816)	(214,050)	(220,472)	(227,086)	(233,898)
Insurance	3.0%	(33,229)	(34,226)	(35,253)	(36,310)	(37,399)
Repair & Maintenance	3.0%	(167,445)	(172,468)	(177,642)	(182,972)	(188,461)
Capital Operating Impact - Parks/Rec	Project	0	(6,323)	(6,513)	(6,708)	(6,909)
Capital Operating Impact - Facilities	Project	0	(6,550)	(264,197)	(224,872)	(226,019)
Capital Operating Impact - Roads	Project	0	(5,305)	(5,464)	(10,568)	(10,885)
Total Operating Expenditures		(408,490)	(438,922)	(709,541)	(688,516)	(703,572)
Debt (repaying to BBP loan 1)		(36,678)	(36,678)	(36,678)	(36,678)	(36,678)
Total Debt		(36,678)	(36,678)	(36,678)	(36,678)	(36,678)
Capital Outlay	3.0%	(26,210)	(26,996)	(27,806)	(28,640)	(29,500)
Total Capital		(26,210)	(26,996)	(27,806)	(28,640)	(29,500)
Transfer Out - ED 210		(35,758)	0	0	0	0
Transfer Out - GMR 600		(350,000)	(475,000)	(475,000)	(475,000)	(475,000)
Transfer Out - VMR 605		(110,000)	(140,000)	(140,000)	(140,000)	(140,000)
Transfer Out - DS (Including 5-year CIP)		(440,261)	(380,349)	(350,775)	(303,665)	(428,381)
Transfer Out - DS (for Academy Exp \$8.5M)		0	(448,732)	(445,172)	(446,018)	(451,180)
Transfers Out - Operating		(936,019)	(1,444,082)	(1,410,947)	(1,364,683)	(1,494,561)
Transfer Out - CP 410		(93,000)	0	0	0	0
Transfer out - CP 410 - (Entrada/Granada fees)		(580,515)	(585,210)	(301,995)	(201,330)	(201,330)
Transfers Out - Non Operating		(673,515)	(585,210)	(301,995)	(201,330)	(201,330)
Total Expenditures & Transfers Out		(8,146,779)	(9,137,573)	(9,189,487)	(9,224,625)	(9,843,734)
NET R&TI Over(Under) E&TO		398,987	232,220	(856,797)	(579,260)	333,710
Beginning Fund Balance		6,808,755	7,207,742	7,439,962	6,583,165	6,003,906
Ending Fund Balance		7,207,742	7,439,962	6,583,165	6,003,906	5,589,347
Restricted/Committed/Assigned	2.0%	306,659	312,792	319,048	325,429	331,938
Unassigned Ending Balance		6,901,083	7,127,170	6,264,117	5,678,477	5,250,770
\$ per Day for Operations (including GMR transfer)		20,329	23,431	24,349	24,721	25,783
Operating Days		339	304	257	230	199

GENERAL FUND TOTAL						
Total Revenues & Transfers in		8,545,767	9,369,793	8,332,690	8,645,366	9,945,772
Total Expenditures & Transfers Out		(8,146,779)	(9,137,573)	(9,189,487)	(9,224,625)	(9,843,734)
NET R&TI Over(Under) E&TO		398,987	232,220	(856,797)	(579,260)	333,710
Beginning Fund Balance		6,808,755	7,207,742	7,439,962	6,583,165	6,003,906
Ending Fund Balance		7,207,742	7,439,962	6,583,165	6,003,906	5,589,347
Restricted/Committed/Assigned		306,659	312,792	319,048	325,429	331,938
Unassigned Ending Balance		6,901,083	7,127,170	6,264,117	5,678,477	5,250,770
\$ per Day for Operations		20,329	23,431	24,349	24,721	25,783
Operating Days		339	304	257	230	199

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

Bring to Market 100%; Additional Staff Delayed in 15/16; 1 firefighter in 16/17
No additional beverage/sales tax on new commercial

DESCRIPTION	Adopted FY 15-16	1 FY 16-17	2 FY 17-18	3 FY 18-19	4 FY 19-20	5 FY 20-21
CEMETERY FUND						
Revenues	0.0%	7,400	7,400	7,400	7,400	7,400
Expenditures	0.0%	(13,940)	(13,940)	(13,940)	(13,940)	(13,940)
NET R&TI Over(Under) E&TO		(6,540)	(6,540)	(6,540)	(6,540)	(6,540)
Beginning Fund Balance		141,789	135,249	128,709	122,169	115,629
Ending Fund Balance		135,249	128,709	122,169	115,629	109,089
Restricted/Committed/Assigned		135,249	128,709	122,169	115,629	109,089
Unassigned Ending Balance		0	0	0	0	0

DESCRIPTION	Adopted FY 15-16	1 FY 16-17	2 FY 17-18	3 FY 18-19	4 FY 19-20	5 FY 20-21
UTILITY FUND						
Water Revenue	2.0%	2,516,326	2,566,652	2,617,985	2,670,345	2,723,752
DS - Hillwood Service Area	2.0%	48,000	48,960	49,939	50,938	51,957
DS - Town Service Area Accts	2.0%	43,000	43,860	44,737	45,632	46,545
Waste Management	2.0%	5,252	5,357	5,464	5,573	5,685
Sewer Revenue - Westlake	2.0%	722,817	737,273	752,018	767,059	782,400
Sewer Revenue - Keller	2.0%	1,248	1,273	1,298	1,324	1,351
Water Tap Fees	2.0%	19,916	20,314	20,721	21,135	21,558
Sewer Tap Fees	2.0%	10,764	10,979	11,199	11,423	11,651
Fort Worth Impact fees	2.0%	37,500	38,250	39,015	39,795	40,591
Meter Repair & Replacement	2.0%	1,970	2,009	2,050	2,091	2,132
Interest Income	2.0%	6,000	6,120	6,242	6,367	6,495
Duct Bank Leases	2.0%	30,964	31,583	32,215	32,859	33,516
TRA Wastewater Settle-Up	2.0%	91,655	93,488	95,358	97,265	99,210
Duct Bank Permit Fees - other	2.0%	74,400	75,888	77,406	78,954	80,533
Insurance Refund/Equity Return	2.0%	1,650	1,683	1,717	1,751	1,786
Misc Revenue Dept 16	2.0%	3,765	3,840	3,917	3,995	4,075
Total Revenues & Transfers In		3,615,226	3,687,531	3,761,282	3,836,507	3,913,237
PR Transfer Out	3.0%	(404,494)	(416,629)	(429,128)	(442,002)	(455,262)
Office Rent (15% of total \$242,860)	3.0%	(30,675)	(31,595)	(32,543)	(33,519)	(34,525)
Electric Service (15% of \$4071)	3.0%	(3,560)	(3,667)	(3,777)	(3,890)	(4,007)
Telephone Service Dept 10	3.0%	(1,100)	(1,133)	(1,167)	(1,202)	(1,238)
Telephone Service Dept 16	3.0%	(2,000)	(2,060)	(2,122)	(2,185)	(2,251)
Internet Service	3.0%	(1,600)	(1,648)	(1,697)	(1,748)	(1,801)
Water Service - Town	3.0%	(500)	(515)	(530)	(546)	(563)
Water - Pump Station	3.0%	(20,600)	(21,218)	(21,855)	(22,510)	(23,185)
Electric - Pump Station	3.0%	(72,100)	(74,263)	(76,491)	(78,786)	(81,149)
Electric - Lift Station	3.0%	(2,678)	(2,758)	(2,841)	(2,926)	(3,014)
Gas Service Dept 10	3.0%	(500)	(515)	(530)	(546)	(563)
Capital Outlay	3.0%	(24,780)	(25,523)	(26,289)	(27,078)	(27,890)
Insurance	3.0%	(7,100)	(7,313)	(7,532)	(7,758)	(7,991)
Repair & Maintenance	3.0%	(149,000)	(153,470)	(158,074)	(162,816)	(167,701)
Service	3.0%	(572,135)	(589,299)	(606,978)	(625,187)	(643,943)
Supplies	3.0%	(8,200)	(8,446)	(8,699)	(8,960)	(9,229)
Fort Worth Payment	0.0%	(1,050,000)	0	(1,000,000)	0	0
Water Purchases	3.0%	(890,000)	(916,700)	(944,201)	(972,527)	(1,001,703)
Water Service Charge	3.0%	(600)	(618)	(637)	(656)	(675)
Peak Payment	3.0%	(390,000)	(401,700)	(413,751)	(426,164)	(438,948)
Transfer Out - UMR 510	fixed	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)
Transfer to Capital Project for Municipal Bldg (1/3)		(600,000)	(316,667)	0	0	0
Transfer Out - VMR Fund 605	linked	(8,333)	(8,333)	(8,333)	(8,333)	(8,333)
Transfer Out - GF 100 Loan Repayment	linked	(256,245)	0	0	0	0
Transfer Out - GF 100 Impact Fees	linked	(37,500)	(38,250)	(39,015)	(39,795)	(40,591)
N1 Sewer Line Transfer	0.0%	(96,435)	0	0	0	0
Meter Reading Equipment	0.0%	(77,000)	0	0	0	0
DS - Principal Keller OH Storage		(99,336)	(104,143)	(108,950)	(113,756)	(120,165)
DS - Interest Keller OH Storage		(20,542)	(16,395)	(11,986)	(7,393)	(2,523)
DS - Hillwood Service Area	3.0%	(48,240)	(49,687)	(51,178)	(52,713)	(54,295)
DS - Town Service Area	3.0%	(43,215)	(44,511)	(45,847)	(47,222)	(48,639)
DS - Principal - 2013 CO Ground Storage Tank	\$1.025M	(21,450)	(22,000)	(22,000)	(22,550)	(23,650)
DS - Interest - 2013 CO Ground Storage Tank		(33,896)	(33,461)	(33,021)	(32,576)	(32,114)
Total Expenditures & Transfers Out		(5,273,814)	(3,478,346)	(4,241,576)	(3,324,222)	(3,411,190)
NET R&TI Over(Under) E&TO		(1,658,588)	209,185	(480,294)	512,285	502,048
Beginning Fund Balance		3,975,522	2,316,934	2,526,118	2,045,824	2,558,109
Ending Fund Balance		2,316,934	2,526,118	2,045,824	2,558,109	3,060,157
Restricted/Committed/Assigned	2.0%	1,268,625	270,197	1,272,982	276,211	281,386
Unassigned Ending Balance		1,048,309	2,255,921	772,842	2,281,898	2,778,771

DESCRIPTION	Adopted FY 15-16	1 FY 16-17	2 FY 17-18	3 FY 18-19	4 FY 19-20	5 FY 20-21
ENERPRISE FUND TOTAL						
Total Revenues & Transfers In		3,622,626	3,694,931	3,768,682	3,843,907	3,920,637
Total Expenditures & Transfers Out		(5,287,754)	(3,492,286)	(4,255,516)	(3,338,162)	(3,425,130)
NET R&TI Over(Under) E&TO		(1,665,128)	202,645	(486,834)	505,745	495,508
Beginning Fund Balance		4,117,310	2,452,182	2,654,827	2,167,992	2,673,738
Ending Fund Balance		2,452,182	2,654,827	2,167,992	2,673,738	3,169,245
Restricted/Committed/Assigned		1,403,874	398,906	1,395,151	391,839	390,474
Unassigned Ending Balance		1,048,309	2,255,921	772,842	2,281,898	2,778,771

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

Bring to Market 100%; Additional Staff Delayed in 15/16; 1 firefighter in 16/17
No additional beverage/sales tax on new commercial

DESCRIPTION	Adopted FY 15-16	1 FY 16-17	2 FY 17-18	3 FY 18-19	4 FY 19-20	5 FY 20-21
UTILITY MAINT & REPLACEMENT						
Revenues	1.0% 300	303	306	309	312	315
Transfers In - UF 500	linked 300,000	300,000	300,000	300,000	300,000	300,000
Total Revenues & Transfers In	300,300	300,303	300,306	300,309	300,312	300,315
Expenditures	linked (45,000)	(187,500)	(90,000)	(90,000)	(135,000)	(90,000)
Transfers Out	-	-	-	-	-	-
Total Expenditures & Transfers Out	(45,000)	(187,500)	(90,000)	(90,000)	(135,000)	(90,000)
NET R&TI Over(Under) E&TO	255,300	112,803	210,306	210,309	165,312	210,315
Beginning Fund Balance	231,135	486,435	599,238	809,544	1,019,853	1,185,165
Ending Fund Balance	486,435	599,238	809,544	1,019,853	1,185,165	1,395,481
Restricted/Committed/Assigned	486,435	599,238	809,544	1,019,853	1,185,165	1,395,481
Assigned Ending Balance (projected)	-	-	-	-	-	-

DESCRIPTION	Adopted FY 15-16	1 FY 16-17	2 FY 17-18	3 FY 18-19	4 FY 19-20	5 FY 20-21
GENERAL MAINT & REPLACEMENT						
Misc Income Receivable	1.0% -	-	-	-	-	-
Firefighter Equipment Fees	6,000	2,000	2,000	2,000	2,000	2,000
Interest Income	1,750	1,750	1,750	1,750	1,750	1,750
Insurance Proceeds	-	-	-	-	-	-
Transfer in from GF	350,000	475,000	475,000	475,000	475,000	475,000
Other Sources	-	-	-	-	-	-
Total Revenues & Transfers In	357,750	478,750	478,750	478,750	478,750	478,750
Expenditures dept 14	-	-	-	-	-	-
Expenditures dept 16	(60,000)	(224,450)	(80,000)	(60,000)	-	-
Expenditures dept 17	(261,330)	(258,000)	(131,000)	(225,000)	(176,000)	(218,000)
Expenditures dept 19	(22,000)	(10,000)	(10,000)	(10,000)	(15,000)	(10,000)
Expenditures dept 20	(29,750)	(105,000)	(95,000)	(45,000)	(45,000)	(45,000)
Transfers Out dept 99	-	-	-	-	-	-
Total Expenditures & Transfers Out	(373,080)	(597,450)	(316,000)	(340,000)	(236,000)	(273,000)
NET R&TI Over(Under) E&TO	(15,330)	(118,700)	162,750	138,750	242,750	205,750
Beginning Fund Balance	211,508	196,178	77,478	240,228	378,978	621,728
Ending Fund Balance	196,178	77,478	240,228	378,978	621,728	827,478
Restricted/Committed/Assigned	196,178	77,478	240,228	378,978	621,728	827,478
Unassigned Ending Balance	-	-	-	-	-	-

DESCRIPTION	Adopted FY 15-16	1 FY 16-17	2 FY 17-18	3 FY 18-19	4 FY 19-20	5 FY 20-21
VEHICLE MAINT & REPLACEMENT						
Transfer in from GF 100	110,000	140,000	140,000	140,000	140,000	140,000
Transfer in from UF 500	8,333	8,333	8,333	8,333	8,333	-
Total Revenues & Transfers In	118,333	148,333	148,333	148,333	148,333	140,000
Dept 14 Fire Vehicles	-	(50,000)	-	(150,000)	-	-
Dept 15 Court Vehicle	-	-	(50,000)	-	-	-
Dept 16 Public Works Vehicle	-	-	-	-	-	(50,000)
Dept 17 Facilities Vehicles	-	-	-	-	-	(50,000)
Total Expenditures & Transfers Out	-	(50,000)	(50,000)	(150,000)	-	(100,000)
NET R&TI Over(Under) E&TO	118,333	98,333	98,333	(1,667)	148,333	40,000
Beginning Fund Balance	68,333	186,667	285,000	383,333	381,667	530,000
Ending Fund Balance	186,667	285,000	383,333	381,667	530,000	570,000
Restricted/Committed/Assigned	186,667	285,000	383,333	381,667	530,000	570,000
Unassigned Ending Balance	-	-	-	-	-	-

DESCRIPTION	Adopted FY 15-16	1 FY 16-17	2 FY 17-18	3 FY 18-19	4 FY 19-20	5 FY 20-21
INTERNAL SERVICE FUNDS TOTAL						
Total Revenues & Transfers in	776,383	927,386	927,389	927,392	927,396	919,065
Total Expenditures & Transfers Out	(418,080)	(834,950)	(456,000)	(580,000)	(371,000)	(463,000)
NET R&TI Over(Under) E&TO	358,303	92,436	471,389	347,392	556,396	456,065
Beginning Fund Balance	510,977	869,280	961,716	1,433,106	1,780,498	2,336,894
Ending Fund Balance	869,280	961,716	1,433,106	1,780,498	2,336,894	2,792,959
Restricted/Committed/Assigned	869,280	961,716	1,433,106	1,780,498	2,336,894	2,792,959
Unassigned Ending Balance	-	-	-	-	-	-

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

Bring to Market 100%; Additional Staff Delayed in 15/16; 1 firefighter in 16/17
No additional beverage/sales tax on new commercial

DESCRIPTION	Adopted FY 15-16	1 FY 16-17	2 FY 17-18	3 FY 18-19	4 FY 19-20	5 FY 20-21	
VISITORS ASSOCIATION FUND							
Hotel Tax (Marriott & Deloitte)	2.0%	825,000	841,500	858,330	875,497	893,007	910,867
Hotel Tax (Entrada) (50% occupancy)				400,000	400,000	400,000	400,000
Interest		2,900	2,900	2,900	2,900	2,900	2,900
Misc Income		21,900	21,900	21,900	21,900	21,900	21,900
Total Revenues & Transfers In		849,800	866,300	1,283,130	1,300,297	1,317,807	1,335,667
Office Rent (15% of total \$242,860)	3.0%	(30,675)	(31,595)	(32,543)	(33,519)	(34,525)	(35,561)
Electric Service (15% of \$4071)	3.0%	(3,560)	(3,667)	(3,777)	(3,890)	(4,007)	(4,127)
Telephone Service	3.0%	(1,000)	(1,030)	(1,061)	(1,093)	(1,126)	(1,159)
Internet Service	3.0%	(1,200)	(1,236)	(1,273)	(1,311)	(1,351)	(1,391)
PR Transfer Out	3.0%	(490,920)	(505,648)	(520,818)	(536,442)	(552,535)	(569,111)
Service	3.0%	(244,580)	(251,917)	(259,475)	(267,259)	(275,277)	(283,535)
Supplies	3.0%	(3,906)	(4,023)	(4,144)	(4,268)	(4,396)	(4,528)
Transfer Out - GF 100 Dept 22 exp	linked	(13,300)	(13,699)	(14,110)	(14,533)	(14,969)	(15,418)
Transfer Out - DS 300	Schedule	(142,250)	(169,950)	(162,400)	(169,463)	(171,025)	(172,463)
Total Expenditures & Transfers Out		(931,391)	(984,544)	(1,000,320)	(1,031,409)	(1,057,719)	(1,084,646)
NET R&TI Over(Under) E&TO		(81,591)	(118,244)	282,810	268,887	260,088	251,021
Beginning Fund Balance		1,094,364	1,012,772	894,528	1,177,338	1,446,226	1,706,313
Ending Fund Balance		1,012,772	894,528	1,177,338	1,446,226	1,706,313	1,957,334
Restricted/Committed/Assigned		142,250	169,950	162,400	169,463	171,025	172,463
Unassigned Ending Balance		870,522	724,578	1,014,938	1,276,763	1,535,288	1,784,871
4B ECONOMIC DEVELOPMENT FUND							
Sales tax (on-going)	linked	1,225,000	1,311,750	1,349,603	1,388,591	1,428,748	1,470,111
Sales tax (one-time)	fixed	50,000	50,000	50,000	50,000	50,000	50,000
Interest	fixed	500	500	500	500	500	500
Transfer Out - DS 300		(1,275,500)	(1,362,250)	(1,400,103)	(1,439,091)	(1,479,248)	(1,520,611)
NET R&TI Over(Under) E&TO		-	-	-	-	-	-
Beginning Fund Balance		-	-	-	-	-	-
Ending Fund Balance		-	-	-	-	-	-
Restricted/Committed/Assigned		-	-	-	-	-	-
Unassigned Ending Balance		-	-	-	-	-	-
ECONOMIC DEVELOPMENT FUND							
General Sales Tax	2.0%	102,000	105,060	108,212	111,458	114,802	118,246
Hotel/Motel Tax	2.0%	85,000	86,700	88,434	90,203	92,007	93,847
Economic Development for WA	10K/Lot	450,000	540,000	450,000	300,000	300,000	300,000
Total Revenues & Transfers In		672,758	731,760	646,646	501,661	506,809	512,093
ED Principal - Fidelity 1		(30,237)	-	-	-	-	-
ED Interest - Fidelity 1		(5,522)	-	-	-	-	-
ED - Deloitte Sales Tax		(102,000)	(105,060)	(108,212)	(111,458)	(114,802)	(118,246)
ED - Deloitte Hotel Tax		(85,000)	(86,700)	(88,434)	(90,203)	(92,007)	(93,847)
Transfer Out to WA Expansion		(450,000)	(540,000)	(450,000)	(300,000)	(300,000)	(300,000)
Total Expenditures & Transfers Out		(672,758)	(731,760)	(646,646)	(501,661)	(506,809)	(512,093)
NET R&TI Over(Under) E&TO		-	-	-	-	-	-
Beginning Fund Balance		-	-	-	-	-	-
Ending Fund Balance		-	-	-	-	-	-
Restricted/Committed/Assigned		-	-	-	-	-	-
Unassigned Ending Balance		-	-	-	-	-	-
PUBLIC IMPROVEMENT DISTRICT							
Revenues	3.0%	730,700	157,541	-	-	-	-
Expenditures	3.0%	(124,000)	(157,541)	(372,844)	(372,844)	(372,844)	-
NET R&TI Over(Under) E&TO		606,700	-	(372,844)	(372,844)	(372,844)	-
Beginning Fund Balance		354,290	960,990	960,990	588,146	215,302	(157,542)
Ending Fund Balance		960,990	960,990	588,146	215,302	(157,542)	(157,542)
Restricted/Committed/Assigned		960,990	960,990	588,146	215,302	(157,542)	(157,542)
Unassigned Ending Balance		-	-	-	-	-	-
LONE STAR FUND							
Revenues	3.0%	25	25	25	25	25	25
Expenditures	3.0%	-	-	-	-	-	-
NET R&TI Over(Under) E&TO		25	25	25	25	25	25
Beginning Fund Balance		13,665	13,690	13,715	13,740	13,765	13,790
Ending Fund Balance		13,690	13,715	13,740	13,765	13,790	13,815
Restricted/Committed/Assigned		13,690	13,715	13,740	13,765	13,790	13,815
Unassigned Ending Balance		-	-	-	-	-	-
SPECIAL REVENUES FUNDS TOTAL							
Total Revenues & Transfers in		3,528,783	3,117,876	3,329,903	3,241,073	3,303,888	3,368,395
Total Expenditures & Transfers Out		(3,003,650)	(3,236,095)	(3,419,913)	(3,345,005)	(3,416,620)	(3,117,350)
NET R&TI Over(Under) E&TO		525,134	(118,219)	(90,009)	(103,932)	(112,731)	251,046
Beginning Fund Balance		1,462,319	1,987,452	1,869,234	1,779,224	1,675,293	1,562,561
Ending Fund Balance		1,987,452	1,869,234	1,779,224	1,675,293	1,562,561	1,813,607
Restricted/Committed/Assigned		1,116,930	1,144,655	764,286	398,530	27,273	28,736
Unassigned Ending Balance		870,522	724,578	1,014,938	1,276,763	1,535,288	1,784,871

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

Bring to Market 100%; Additional Staff Delayed in 15/16; 1 firefighter in 16/17
No additional beverage/sales tax on new commercial

DESCRIPTION	Adopted FY 15-16	1 FY 16-17	2 FY 17-18	3 FY 18-19	4 FY 19-20	5 FY 20-21	
DEBT SERVICE FUND							
Property Tax	0.05%	133,507	133,574	133,641	133,707	133,774	133,841
Transfer in - GF 100- including 5-year CIP		(7,537)	380,349	350,775	303,665	428,381	387,322
Transfer in - GF 100 - Phase I		447,798	448,732	445,172	446,018	451,180	446,875
Transfer In - VA 220	linked	142,250	169,950	162,400	169,463	171,025	172,463
Transfer In - 4B 200	linked	1,275,000	1,362,250	1,400,103	1,439,091	1,479,248	1,520,611
Total Revenues & Transfers In		1,991,018	2,494,855	2,492,090	2,491,944	2,663,608	2,661,111
DS Principal - Issue 2007 GORB	Refunding	(410,000)	(425,000)	(40,000)	(40,000)	(45,000)	(50,000)
DS Interest - Issue 2007 GORB		(291,983)	(276,608)	(259,608)	(258,008)	(256,408)	(254,608)
Bank Charge - 2007 GORB		(400)	(400)	(400)	(400)	(400)	(400)
DS Principal - Issue 2011 GORB	Refunding	(100,000)	(275,000)	(700,000)	(715,000)	(730,000)	(750,000)
DS Interest - Issue 2011 GORB		(212,400)	(207,275)	(192,650)	(171,425)	(149,750)	(127,550)
Bank Charge - 2011 GORB		(400)	(400)	(400)	(400)	(400)	(400)
DS Principal - Issue 2011 CO	Taxes	(100,000)	(75,000)	(79,000)	(83,000)	(87,000)	(91,000)
DS Interest - Issue 2011 CO		(54,503)	(79,475)	(75,625)	(71,575)	(67,325)	(62,875)
Bank Charge - 2011 CO		(400)	(400)	(400)	(400)	(400)	(400)
DS Principal - Issue 2013 CO	WA	(173,550)	(178,000)	(178,000)	(182,450)	(191,350)	(191,350)
DS Interest - Issue 2013 CO	Expansion	(274,248)	(270,732)	(267,172)	(263,568)	(259,830)	(255,525)
Bank Charge - 2013 CO		(400)	(400)	(400)	(400)	(400)	(400)
DS Principal - Issue 2013 GORB	Ref 2008	(100,000)	(130,000)	(125,000)	(135,000)	(140,000)	(145,000)
DS Interest - Issue 2013 GORB	A&S	(42,250)	(39,950)	(37,400)	(34,463)	(31,025)	(27,463)
Bank Charge - 2013 GORB		(400)	(400)	(400)	(400)	(400)	(400)
DS Principal - Issue 2014 GORB	Ref 2003	(185,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
DS Interest - Issue 2014 GORB		(67,160)	(65,220)	(65,040)	(64,860)	(64,680)	(64,500)
Bank Charge - 2014 GORB		(400)	-	-	-	-	-
2015-16 CO (FS Land/Bldg) (\$60K per \$1M) (30yr)(\$8.4M)		-	(465,595)	(465,595)	(465,595)	(465,595)	(465,595)
Total Expenditures & Transfers Out		(2,013,494)	(2,494,855)	(2,492,090)	(2,491,944)	(2,663,608)	(2,661,111)
NET R&TI Over(Under) E&TO		(22,476)	-	-	-	-	-
Beginning Fund Balance		22,476	0	0	0	0	0
Ending Fund Balance		0	0	0	0	0	0
Restricted/Committed/Assigned		0	0	0	0	0	0
Unassigned Ending Balance		-	-	-	-	-	-
DEBT SERVICE FUND TOTAL							
Total Revenues & Transfers in		1,991,018	2,494,855	2,492,090	2,491,944	2,663,608	2,661,111
Total Expenditures & Transfers Out		(2,013,494)	(2,494,855)	(2,492,090)	(2,491,944)	(2,663,608)	(2,661,111)
NET R&TI Over(Under) E&TO		(22,476)	-	-	-	-	-
Beginning Fund Balance		22,476	0	0	0	0	0
Ending Fund Balance		0	0	0	0	0	0
Restricted/Committed/Assigned		0	0	0	0	0	0
Unassigned Ending Balance		-	-	-	-	-	-
ACADEMIC SERVICES FUND							
Total Revenues	2.00%	7,986,626	7,942,058	7,950,784	7,955,332	7,959,984	8,119,184
Total Expenditures	2.00%	(7,896,666)	(7,910,415)	(7,879,949)	(7,949,669)	(8,020,088)	(8,180,489)
NET R&TI Over(Under) E&TO		89,960	31,643	70,836	5,663	(60,103)	(61,305)
Beginning Fund Balance		1,153,302	1,243,262	1,274,905	1,345,741	1,351,404	1,291,300
Ending Fund Balance		1,243,262	1,274,905	1,345,741	1,351,404	1,291,300	1,229,995
Restricted/Committed/Assigned		136,350	136,350	136,350	136,350	136,350	136,350
Unassigned Ending Balance		1,106,912	1,138,555	1,209,391	1,215,054	1,154,950	1,093,645

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

Bring to Market 100%; Additional Staff Delayed in 15/16; 1 firefighter in 16/17
No additional beverage/sales tax on new commercial

DESCRIPTION	Adopted FY 15-16	1 FY 16-17	2 FY 17-18	3 FY 18-19	4 FY 19-20	5 FY 20-21
CAPITAL PROJECTS FUND						
FM1938 Streetscape/Wayfinding Contribution	-	-	-	-	-	-
Interest Income	16,644	2,310	2,166	4,560	4,121	-
Fire Station Complex - Bond Proceeds	8,456,145	-	-	-	-	-
Streets - Bond Proceeds	-	-	-	2,379,129	-	-
Total Revenues	8,472,789	2,310	2,166	2,383,689	4,121	-
Transfer in from UF (1/3 Municipal Bldg)	600,000	316,667	-	-	-	-
Transfer in from GF (regular) linked	93,000	-	-	-	-	-
Transfer in from GF (Addl permits Granada) linked	580,515	585,210	301,995	201,330	201,330	201,330
Total Transfers In	1,273,515	901,877	301,995	201,330	201,330	201,330
Total Revenues & Transfers In	9,746,304	904,187	304,161	2,585,019	205,451	201,330
FIRE STATION COMPLEX NEW	(2,815,000)	(5,200,000)	(421,145)	-	-	-
MAINTENANCE & STORAGE FACILITY NEW	-	(40,000)	-	-	-	-
MUNICIPAL TOWN HALL BUILDING NEW	(1,800,000)	(950,000)	-	-	-	-
FM 1938/DOVE ROAD SIGNALIZATION NEW	(260,000)	-	-	-	-	-
S. Roanoke Road Reconstruction & Drainage	-	(453,000)	-	-	-	-
Sam School Road Reconstruction & Drainage	-	-	(281,960)	-	-	-
E. Dove Road Reconstruction & Drainage (Vaq - TB)	(366,000)	-	-	(343,857)	(56,228)	-
Pearson Lane Recon/Drain One Project	-	-	-	(404,125)	-	-
Trail - Dove/Pearson/Aspen	-	-	-	(290,016)	-	-
Ottinger Road Recon/Drain One Project	-	-	-	-	(983,954)	-
Trail - WA to Cemetery	-	-	-	-	(300,949)	-
Total Expenditures & Transfers Out	(5,241,000)	(6,643,000)	(703,105)	(1,037,998)	(1,341,131)	-
NET R&TI Over(Under) E&TO	4,505,304	(5,738,813)	(398,944)	1,547,021	(1,135,680)	201,330
Beginning Fund Balance	1,733,939	6,239,243	500,430	101,486	1,648,507	512,827
Ending Fund Balance	6,239,243	500,430	101,486	1,648,507	512,827	714,157
Restricted/Committed/Assigned	6,239,243	500,430	101,486	1,648,507	512,827	714,157
Unassigned Ending Balance	-	-	-	-	-	-

WESTLAKE ACADEMY EXPANSION						
Interest Earned	500	501	502	503	504	505
Transfer in from ED 200 ada/Entrada \$10K/lot	450,000	540,000	450,000	300,000	300,000	300,000
Total Revenues & Transfers In	450,500	540,501	450,502	300,503	300,504	300,505
Expenditures	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-
Total Expenditures & Transfers Out	-	-	-	-	-	-
NET R&TI Over(Under) E&TO	450,500	540,501	450,502	300,503	300,504	300,505
Beginning Fund Balance	440,117	890,617	1,431,118	1,881,620	2,182,123	2,482,627
Ending Fund Balance	890,617	1,431,118	1,881,620	2,182,123	2,482,627	2,783,132
Restricted Funds	890,617	1,431,118	1,881,620	2,182,123	2,482,627	2,783,132
Unassigned Ending Balance (projected)	-	-	-	-	-	-

CAPITAL PROJECT FUNDS TOTAL						
Total Revenues & Transfers in	10,196,804	1,444,688	754,663	2,885,522	505,955	501,835
Total Expenditures & Transfers Out	(5,241,000)	(6,643,000)	(703,105)	(1,037,998)	(1,341,131)	-
NET R&TI Over(Under) E&TO	4,955,804	(5,198,312)	51,558	1,847,524	(835,176)	501,835
Beginning Fund Balance	2,174,055	7,129,859	1,931,547	1,983,105	3,830,629	2,995,454
Ending Fund Balance	7,129,859	1,931,547	1,983,105	3,830,629	2,995,454	3,497,289
Restricted/Committed/Assigned	7,129,859	1,931,547	1,983,105	3,830,629	2,995,454	3,497,289
Unassigned Ending Balance	-	-	-	-	-	-

GRAND TOTAL ALL FUNDS						
Total Revenues & Transfers in	0 36,648,008	28,064,201	26,628,813	29,063,144	28,299,846	27,744,893
Total Expenditures & Transfers Out	0 (32,007,424)	(32,914,225)	(27,940,059)	(27,387,403)	(28,478,639)	(27,183,585)
NET R&TI Over(Under) E&TO	0 4,282,281	(4,850,023)	(1,311,247)	1,675,741	(178,793)	561,307
Beginning Fund Balance	1 16,249,194	20,889,778	16,132,191	15,292,334	17,315,467	17,693,069
Ending Fund Balance	1 20,889,778	16,132,191	15,292,334	17,315,467	17,693,069	18,710,442
Restricted/Committed/Assigned	10,093,672	3,924,250	4,597,940	5,082,777	3,881,489	4,264,752
Unassigned Ending Balance	\$ 9,926,826	\$ 11,246,224	\$ 9,261,288	\$ 10,452,192	\$ 11,474,687	\$ 11,652,731

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SECTION 4

GENERAL FUND

*Writing
The Next
Chapter*



Forging Westlake

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General Fund Program Summary Fiscal Year 2015/2016

	Actual FY 13/14	Adopted Budget FY 14/15	Estimated Budget FY 14/15	Adopted Budget FY 15/16	FY 15/16 Adopted vs FY 14/15 Estimated	
REVENUES & OTHER SOURCES						
General Sales Tax On-going	\$ 3,093,368	\$ 3,276,250	\$ 3,475,000	\$ 3,623,000	\$ 148,000	4.3%
General Sales Tax One-time	377,976	100,000	100,000	100,000	-	0.0%
Property Tax	1,198,373	1,209,094	1,248,094	1,280,258	32,164	2.6%
Charge for Services	-	-	-	-	-	0.0%
Beverage Tax	51,601	50,500	50,500	53,025	2,525	5.0%
Franchise Fees	795,322	795,383	809,270	849,733	40,463	5.0%
Permits & Fees	1,171,075	1,458,500	1,486,050	1,571,086	85,036	5.7%
Fines & Forfeitures	730,442	670,000	690,000	710,000	20,000	2.9%
Investment Earnings	8,433	8,670	8,670	8,870	200	2.3%
Contributions	-	-	10,000	10,000	-	0.0%
Misc Income	70,328	60,094	73,344	32,750	(40,594)	-55.3%
Total Revenues	7,496,918	7,628,491	7,950,927	8,238,722	287,794	3.6%
Transfers In	56,419	306,965	306,965	307,045	80	0.0%
Total Other Sources	56,419	306,965	306,965	307,045	287,874	93.8%
TOTAL REVENUES & OTHER SOURCES	7,553,337	7,935,456	8,257,892	8,545,767	287,874	3.5%
EXPENDITURES & OTHER USES						
Payroll Salaries	2,256,210	2,862,360	2,719,210	3,017,646	298,436	11.0%
Payroll Transfers In from UF & VF	(607,660)	(809,308)	(764,717)	(895,415)	(130,698)	17.1%
Payroll Insurance	314,296	456,028	413,616	459,648	46,032	11.1%
Payroll Taxes	194,757	226,713	234,261	267,606	33,345	14.2%
Payroll Retirement	202,719	283,131	291,041	371,055	80,015	27.5%
Total Payroll and Related	2,360,322	3,018,925	2,893,411	3,220,541	327,130	11.3%
Supplies	200,468	213,041	222,166	207,816	(14,350)	-6.5%
Services	1,813,609	2,572,259	2,524,006	2,505,434	(18,572)	-0.7%
Insurance	30,626	31,614	33,229	33,229	-	0.0%
Repair & Maintenance	110,836	159,060	159,145	167,445	8,300	5.2%
Rent & Utilities	319,399	299,842	300,647	339,893	39,246	13.1%
Debt	36,558	18,339	36,678	36,678	-	100.0%
Total Operations & Maintenance	2,511,495	3,294,154	3,275,870	3,290,494	14,624	0.4%
TOTAL OPERATING EXPENDITURES	4,871,817	6,313,079	6,169,281	6,511,035	341,754	5.7%
Capital Outlay	15,741	16,280	24,410	26,210	1,800	7.4%
Total Capital	15,741	16,280	24,410	26,210	1,800	7.4%
Transfers Out - Operating (DS/ED/GMR)	867,398	1,126,612	780,082	936,019	155,937	20.0%
Transfers Out - Non Operating (CP/UF/WAE)	822,000	1,150,000	1,264,328	673,515	(590,813)	-46.7%
Total Other Uses	1,689,398	2,276,612	2,044,410	1,609,534	(434,876)	-21.3%
TOTAL EXPENDITURES & OTHER USES	6,576,955	8,605,971	8,238,101	8,146,779	(91,322)	-1.1%
EXCESS REVENUES OVER(UNDER) EXPENDITURES	976,382	(670,515)	19,791	398,987	379,196	-1916.0%
FUND BALANCE, BEGINNING	5,812,583	6,788,964	6,788,964	6,808,755	19,791	0.3%
FUND BALANCE, ENDING	6,788,964	6,118,448	6,808,755	7,207,742	398,987	5.9%
Restricted/Assigned/Committed Funds	273,524	197,800	295,886	306,659	10,772	3.6%
UNASSIGNED FUND BALANCE, ENDING	6,515,440	5,920,648	6,512,869	6,901,084	388,215	6.0%
Operating Days (without non-operating transfers)	413	290	341	337	(4)	-1.1%
Daily Operating Expense	15,767	20,427	19,106	20,475		
Restricted/Assigned/Committed Funds						
C Court Technology 100 10112 00 000	74,414	66,000	92,446	97,068	4,622	5.0%
C Court Security 100 10113 00 000	110,975	89,000	114,536	120,263	5,727	5.0%
C Court Efficiency 100 10116 00 000	7,693	2,800	8,463	8,886	423	5.0%
R Reforestation 100 10110 00 101	51,294	16,000	51,294	51,294	-	0.0%
R Street Escrow (TB/RA) 100 10110 00 102	29,147	24,000	29,147	29,147	-	0.0%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS	\$ 273,524	\$ 197,800	\$ 295,886	306,659	10,772	3.6%

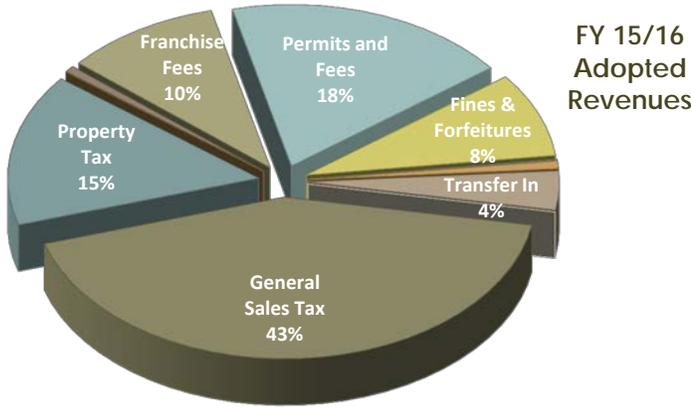
General Fund Overview

Revenues and Transfers In

Total General Fund revenues and transfers in for FY 2015/16 are budgeted to be \$8,545,767, a 3.5% increase of \$287,874 from FY 14/15 estimated revenues and transfers in of \$8,257,892.

Revenue increases are attributable to:

- General Sales Tax – \$148,000
- Property Tax – \$32,164
- Beverage Tax – \$2,525
- Franchise Fees – \$40,463
- Permits and Fees – \$85,036
- Fines and Forfeitures – \$20,000
- Franchise Fees – \$40,463

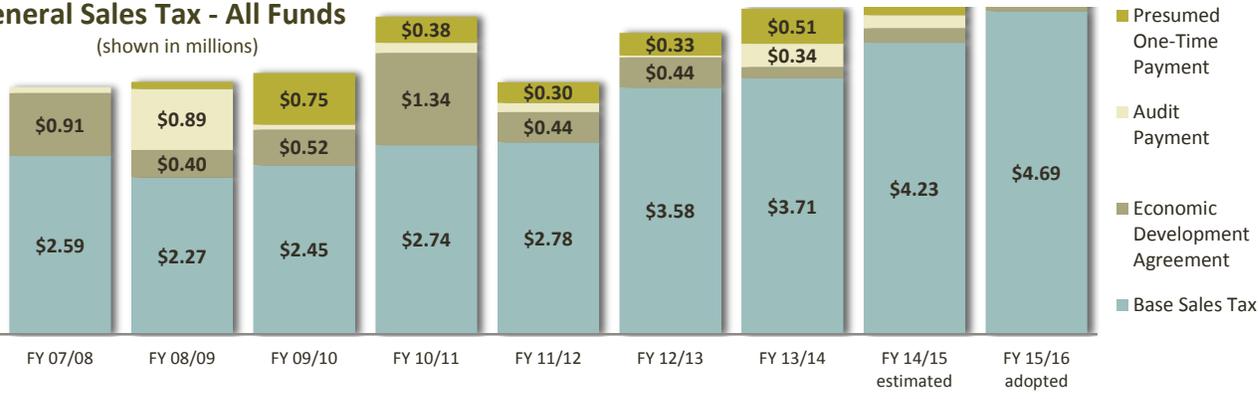


General Sales Tax

- Sales tax receipts comprise 43% of FY 2015/16 General Fund revenues.
- Sales tax monies allocated to the General Fund are budgeted to increase by \$148,000.
 - Total sales tax receipts (all funds) are anticipated to increase by \$200,000 based on current year trend and analysis.
- Sales taxes are collected on the sale of goods and services within the Town as authorized by the State of Texas.
- The maximum sales tax allowed in the State of Texas is 8.25% per dollar on all taxable goods and services. 6.25% per dollar is kept by the State; municipalities receive a maximum of 2%. Funds are collected by the Texas Comptroller of Public Accounts and remitted to the Town on a monthly basis.
- An amount equal to 1.50% of taxable sales is appropriated to the Town's General Fund. This total includes .50% that is received for property tax reduction.
- The Town also receives an additional .50% sales tax that is recorded in the 4B Economic Development Corporation Fund.

General Sales Tax - All Funds

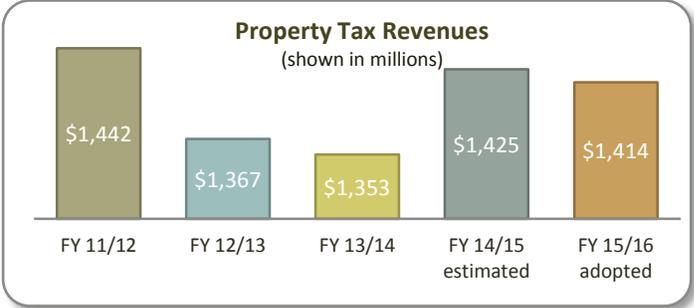
(shown in millions)



General Fund Overview

Beverage Tax

- The Town collects a 14% gross receipt tax on mixed beverages.
- Of this percentage, 10.7% of gross liquor receipts are remitted to the Town, and the remaining 3.3% is retained by the State of Texas.
- A \$2,525 increase is budgeted for FY 15/16.

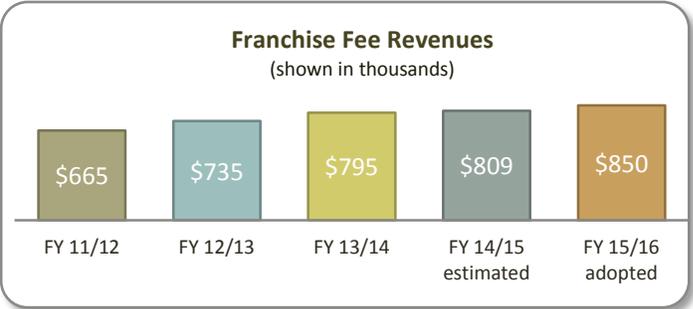


Property Tax

- Property tax receipts comprise 15% of General Fund revenues.
- The total tax rate of \$.15634 remains the same as FY 14/15.

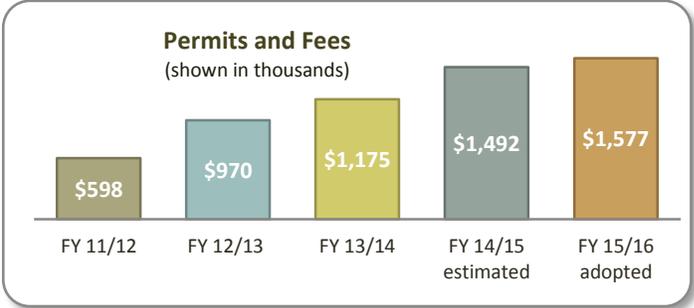
Franchise Taxes

- Franchise fees comprise 10% of General Fund revenues.
- Fees are collected from utilities and telecommunications companies that use Town right-of-way.
- A flat rate is charged to both telephone operators (adjusted annually) and Tri-County Electric based on the number of access lines and services rendered, respectively.
- Franchise fee revenue is projected to increase by 5% (\$40,463) in FY 2015/16.



Permits and Fees

- Permits and Fees comprise 18% of General Fund revenues.
- Revenues for FY 15/16 are anticipated to be \$1,571,086 based on continuing growth in residential construction.
- License and permit revenues include fees charged by the Town for certain types of operator licenses, as well as permits for construction and other items regulated by Town ordinances.
- Increased permits and fees are projected for residential development in the Entrada subdivision.



General Fund Overview

Municipal Court Revenue

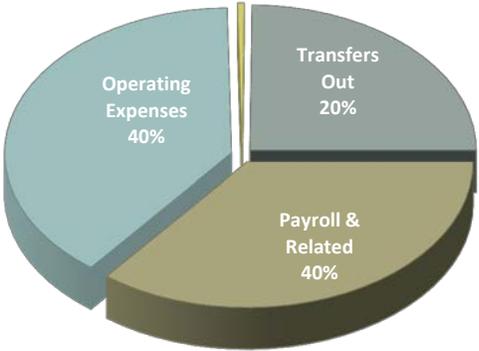
- Fines and Forfeitures comprise 8% of General Fund revenues.
- Revenue generated from the Municipal Court is based on citations and warrants issued.
- The Keller Police Department will continue to provide police services for Westlake in FY 15/16.

Transfers In

- Transfers In account for 3% of General Fund revenues, including:
 - Transfer In from the Visitor Association Fund of \$13,300
 - This transfer in will be used to offset the operating expenditures for Department 22, Communications & Community Affairs.
 - Transfer In from Utility Fund of \$293,745
 - \$256,245 for Utility Fund loan repayment for construction of Ground Storage Tank in FY13/14. This is the second of two total payments.
 - \$37,500 for the collection of Fort Worth Impact Fees, which are collected with initial water deposits and tap fees on new water meters. These funds are collected by the Utility Fund and transferred to the General Fund due to an agreement with the City of Fort Worth. When the transferred total reaches \$2,000,000 (remaining balance is \$1.226M) the accumulated funds will be paid to the City of Fort Worth in compliance with the wholesale water customer agreement.

Expenditures and Transfers Out

Total General Fund expenditures and transfers out for FY 2015/16 are budgeted to be \$8,146,779, a 1.1% decrease of \$91,822 from the FY 14/15 estimated expenditures and transfers out of \$8,238,601.



As in recent years, Town staff continues to operate conservatively by controlling costs while maintaining the highest possible levels of service. These goals are only possible through continued strategic planning and the innovative use of available resources.

Our overall budget philosophy focuses on meeting stated goals and objectives and maintaining a 90 day operating fund balance.

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

- Payroll related expenses comprise 40% of General Fund expenditures with a total of \$3,220,541.
- This amount represents an 11.3% increase of \$327,130 from FY 14/15 estimated payroll expenditures of \$2,893,411.

General Fund Overview

TYPE	MAINTAIN	MARKET	NEW	TOTAL
Base Salaries	30,167	208,761	59,509	298,436
Insurance	24,687	-	21,345	46,032
Taxes	9,432	18,242	5,670	33,345
Retirement	50,163	24,070	5,782	80,015
Transfers In	(54,800)	(75,898)	-	(130,698)
GRAND TOTAL	\$ 59,648	\$ 175,175	\$ 92,306	\$ 327,130

- This includes the following
 - An increase of \$59,648 to maintain our current staffing levels.
 - An increase of \$175,175 in market pay adjustments (inclusive of taxes and insurance) for work force retention and attraction.
 - Personnel additions totaling \$92,306:
 - Full time firefighter/paramedic; start date of January 1, 2016.
 - Part time clerk for Town Secretary; start date no earlier than April 1, 2016.
 - Part time clerk for facilities/parks; start date no earlier than April 1, 2016.
- All payroll and related expenditures are paid via the General Fund. Portions of these expenditures are subsidized by the Utility Fund and the Visitors Association Fund.
 - Total payroll transfers in are \$895,414
 - Utility Fund \$404,494
 - Visitors Association Fund \$490,920

Operations and Maintenance

- Operations and Maintenance account for 40% of General Fund expenditures.
- Projected expenditures are \$3,290,794, an increase of \$14,924 from FY14/15 estimated expenditures of \$3,275,870.

Transfers Out

- Transfers Out comprises 20% of General Fund expenditures.
- Projected Transfers Out are \$1,609,534, a decrease of \$435,376 from FY 14/15 estimated expenditures of \$2,044,910. Transfers Out include:
 - Debt Service Fund – \$440,261
 - Supplements debt service payments associated with Westlake Academy facilities and various street projects
 - Economic Development Fund – \$35,758
 - Sales tax refunded to Fidelity Investments as part of an economic development agreement (final payment)
 - General Maintenance and Replacement Fund – \$350,000
 - Planned transfer to cover future capital repair and replacement costs
 - Capital Projects Fund –\$673,515
 - Transfer primarily due to Dove Road reconstruction and drainage project and FM1938/Dove Road signalization project
 - Vehicle Maintenance and Repair Fund – \$110,000
 - Planned transfer to cover future vehicle repair and replacement costs

Fund Balance

- The audited beginning fund balance as of October 1, 2014 was \$6,788,964.

- **FY 2014/15 Adopted Budget**
 - Projected an excess of expenditures and other financing uses over revenues and other financing sources by \$670,515.
 - This would have resulted in a budgeted fund balance of \$6,118,448.

- **FY 2014/15 Estimated Budget**
 - Projects an excess of revenues and other financing sources over expenditures and other financing uses by \$19,791.
 - This amount represents an increase in estimated over adopted fund balance of \$690,306

 - Increase in fund balance is primarily due to:
 - \$199K increase in sales tax revenues
 - \$39K increase in property tax
 - \$14K increase in franchise fee revenues
 - \$28K increase in building permits and inspection/plan review revenues
 - \$20K increase in fines and forfeitures
 - \$18K decrease in operations and maintenance expenditures
 - \$126K decrease in payroll and related expenses
 - \$231K decrease in transfers out

 - The ending fund balance as of September 30, 2015 is estimated at \$6,808,755.
 - The undesignated balance of \$6,901,084 represents coverage for 337 operating days.

- **FY 2015/16 Adopted Budget**
 - Projects an excess of revenues and other financing uses over expenditures and other financing sources by \$398,987.
 - Results in a budgeted ending fund balance of \$7,207,742
 - The unassigned balance of \$6,901,084 represents coverage for 337 operating days.

Program Summary

Department 10

General Services

	Actual FY 13/14	Adopted Budget FY 14/15	Estimated Budget FY 14/15	Adopted Budget FY 15/16	FY 15/16 Proposed vs FY 14/15 Estimated	
REVENUE CATEGORIES						
General Sales Tax	3,471,344	3,376,250	3,575,000	3,723,000	4.1%	148,000
Property Tax	1,198,373	1,209,094	1,248,094	1,280,258	2.6%	32,164
Permits and Fees	1,525	3,710	4,760	4,760	0.0%	-
Fines & Forfeitures	-	-	-	-	0.0%	-
Franchise Fees	795,322	795,383	809,270	849,733	5.0%	40,463
Contributions	-	-	-	-	0.0%	-
Beverage Tax	51,601	50,500	50,500	53,025	5.0%	2,525
Interest	8,052	7,200	7,200	7,400	2.8%	200
Intergovernmental	-	-	-	-	0.0%	-
Misc Income	23,155	15,050	28,050	28,050	0.0%	-
GRAND TOTAL	\$ 5,549,372	\$ 5,457,187	\$ 5,722,874	\$ 5,946,226	3.9%	\$ 223,352

EXPENDITURE CATEGORIES						
Capital Outlay	-	-	-	-	0.0%	-
Debt Service	18,339	18,339	36,678	36,678	0.0%	-
Economic Development	-	-	-	-	0.0%	-
Insurance	22,749	22,978	23,613	23,613	0.0%	-
Repair and Maintenance	7	-	-	-	0.0%	-
Rent and Utilities	153,645	173,600	173,620	177,076	2.0%	3,456
Service	193,736	723,615	718,257	666,535	-7.2%	(51,722)
Supplies	32,737	35,822	38,927	26,727	-31.3%	(12,200)
GRAND TOTAL	\$ 421,213	\$ 974,354	\$ 991,095	\$ 930,629	-6.1%	\$ (60,466)

Program Summary

Department 10

General Services

Actual FY 13/14	Adopted Budget FY 14/15	Estimated Budget FY 14/15	Adopted Budget FY 15/16	FY 15/16 Proposed vs FY 14/15 Estimated
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EMPLOYEE STAFFING					
There is no staffing in this dept					
TOTAL POSITIONS	-	-	-	-	0.0% -



PAYROLL & REALTED CATEGORIES					
Payroll Wages	-	-	-	-	0.0% -
Payroll Insurance	-	-	-	-	0.0% -
Payroll Taxes	-	-	-	-	0.0% -
Payroll Retirement	-	-	-	-	0.0% -
GRAND TOTAL	\$ -	\$ -	\$ -	\$ -	0.0% \$ -

Program Budget

General Services

Program	Activity	Budget	Percent
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Municipal Governance

1	Legislative Affairs	23,295	2.50%
2	Policy Development, Council Meetings and Workshops	44,592	4.79%
3	Council Governance Training and Education	42,545	4.57%
		\$ 110,432	11.87%

Academic Governance

1	Legislative & Authorizing Agency Affairs	12,245	1.32%
2	Policy Development, Board Meetings and Workshops	7,917	0.85%
3	Board Governance Training and Education	5,870	0.63%
		\$ 26,032	2.80%

Comprehensive Planning and Economic Development

1	Development Recruiting and Assistance	25,517	2.74%
2	Comprehensive Planning	16,920	1.82%
3	Development Oversight and Regulation	16,920	1.82%
4	Development Agreement Oversight	16,920	1.82%
		\$ 76,277	8.20%

Financial Management

1	Managing and Budgeting for Outcomes	11,045	1.19%
2	Oversight of Five-Year Financial Forecast	6,885	0.74%
3	Review and Planning for Financial Sustainability	11,045	1.19%
		\$ 28,976	3.11%

Municipal Administration

1	Departmental Coordination and Employee Management	100,291	10.78%
2	Contract Management	91,706	9.85%
3	Agenda Preparation and Calendar Maintenance	21,206	2.28%
4	Strategic Plan Development and Implementation	21,206	2.28%
5	Professional Development	25,301	2.72%
6	Direction of Leadership Team	25,215	2.71%
7	Affiliate Board Liaison and Support	21,206	2.28%
		\$ 306,130	32.89%

Academic Administration

1	Departmental Coordination and Employee Management	316,310	33.99%
2	Financial Management and Budget Preparation	5,870	0.63%
3	Agenda Preparation and Calendar Maintenance	5,870	0.63%
4	Strategic Plan Development and Implementation	5,870	0.63%
5	Organizational Development	9,879	1.06%
6	Parent and Student Communication	5,870	0.63%
7	Affiliate Board Liaison and Support	5,870	0.63%
		\$ 355,540	38.20%

Citizen Engagement and Communication

1	Communication	5,870	0.63%
2	Neighborhood Gatherings and Outreach	9,631	1.03%
3	Community Activities	5,870	0.63%
4	Direction Finders and Other Surveys	5,870	0.63%
		\$ 27,242	2.93%

\$ 930,629	100%
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Goals and Objectives 10 General Services

Strategic Theme & Objective(s)

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

Program Description

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



Westlake, Texas

Program Summary

Department 11

Town Manager's Office

	Actual FY 13/14	Adopted Budget FY 14/15	Estimated Budget FY 14/15	Adopted Budget FY 15/16	FY 15/16 Adopted vs FY 14/15 Estimated	
REVENUE CATEGORIES						
General Sales Tax	-	-	-	-	0.0%	-
Property Tax	-	-	-	-	0.0%	-
Permits and Fees	-	-	-	-	0.0%	-
Fines & Forfeitures	-	-	-	-	0.0%	-
Franchise Fees	-	-	-	-	0.0%	-
Contributions	-	-	-	-	0.0%	-
Beverage Tax	-	-	-	-	0.0%	-
Interest	-	-	-	-	0.0%	-
Intergovernmental	-	-	-	-	0.0%	-
Misc Income	-	-	-	-	0.0%	-
GRAND TOTAL	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -
EXPENDITURE CATEGORIES						
Capital Outlay	2,355	-	-	-	0.0%	-
Debt Service	-	-	-	-	0.0%	-
Economic Development	-	-	-	-	0.0%	-
Insurance	-	-	-	-	0.0%	-
Repair and Maintenance	-	-	-	-	0.0%	-
Rent and Utilities	-	-	-	-	0.0%	-
Service	29,974	32,018	32,018	32,018	0.0%	-
Supplies	2,464	3,825	4,200	4,200	0.0%	-
GRAND TOTAL	\$ 34,793	\$ 35,843	\$ 36,218	\$ 36,218	0.0%	\$ -

Program Summary

Department 11

Town Manager's Office

	Actual FY 13/14	Adopted Budget FY 14/15	Estimated Budget FY 14/15	Adopted Budget FY 15/16	FY 15/16 Adopted vs FY 14/15 Estimated	
EMPLOYEE STAFFING						
Assistant Town Manager	0.25	0.10	0.10	-	-100.0%	(0)
Administrator	1.00	1.00	1.00	1.00	0.0%	-
Deputy Clerk	1.00	1.00	1.00	1.00	0.0%	-
Judge	1.00	1.00	1.00	1.00	0.0%	-
Marshal	1.00	1.00	1.00	1.00	0.0%	-
Part-Time Clerks	0.50	0.50	0.50	0.50	0.0%	-
TOTAL POSITIONS	4.75	4.60	4.60	4.50	-2.2%	(0.10)



PAYROLL & RELATED CATEGORIES						
Payroll Wages	269,536	296,611	289,436	345,380	19.3%	55,944
Payroll Transfers In	(102,708)	(123,293)	(123,293)	(139,755)	13.4%	(16,462)
Payroll Insurance	28,592	36,272	36,272	40,895	12.7%	4,623
Payroll Taxes	18,122	23,632	23,632	27,599	16.8%	3,967
Payroll Retirement	62,149	54,462	54,462	64,022	17.6%	9,561
GRAND TOTAL	\$ 275,691	\$ 287,684	\$ 280,509	\$ 338,142	20.5%	\$ 57,633

Program Budget

Town Manager's Office

Program	Activity	Budget	Percent
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Municipal Governance

1	Legislative Affairs	3,579	0.96%
2	Policy Development, Council Meetings and Workshops	6,960	1.86%
3	Council Governance Training and Education	6,960	1.86%
		\$ 17,499	4.67%

Academic Governance

1	Legislative & Authorizing Agency Affairs	3,579	0.96%
2	Policy Development, Board Meetings and Workshops	6,960	1.86%
3	Board Governance Training and Education	6,960	1.86%
		\$ 17,499	4.67%

Comprehensive Planning and Economic Development

1	Development Recruiting and Assistance	2,717	0.73%
2	Comprehensive Planning	2,182	0.58%
3	Development Oversight and Regulation	6,115	1.63%
4	Development Agreement Oversight	5,439	1.45%
		\$ 16,452	4.39%

Financial Management

1	Managing and Budgeting for Outcomes	22,740	6.07%
2	Oversight of Five-Year Financial Forecast	22,740	6.07%
3	Review and Planning for Financial Sustainability	22,740	6.07%
		\$ 68,220	18.22%

Municipal Administration

1	Departmental Coordination and Employee Management	7,710	2.06%
2	Contract Management	6,960	1.86%
3	Agenda Preparation and Calendar Maintenance	17,104	4.57%
4	Strategic Plan Development and Implementation	19,894	5.31%
5	Professional Development	35,833	9.57%
6	Direction of Leadership Team	7,583	2.03%
7	Affiliate Board Liaison and Support	6,960	1.86%
		\$ 102,045	27.26%

Academic Administration

1	Departmental Coordination and Employee Management	10,342	2.76%
2	Financial Management and Budget Preparation	34,012	9.09%
3	Agenda Preparation and Calendar Maintenance	17,104	4.57%
4	Strategic Plan Development and Implementation	32,321	8.63%
5	Organizational Development	23,867	6.38%
6	Parent and Student Communication	13,723	3.67%
7	Affiliate Board Liaison and Support	3,579	0.96%
		\$ 134,947	36.05%

Citizen Engagement and Communication

1	Communication	6,960	1.86%
2	Neighborhood Gatherings and Outreach	3,579	0.96%
3	Community Activities	3,579	0.96%
4	Direction Finders and Other Surveys	3,579	0.96%
		\$ 17,696	4.73%

\$ 374,360	100%
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Goals and Objectives 11 Town Manager's Office

Strategic Theme(s) & Objective(s)

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

Program Description

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



Program Broad Goals

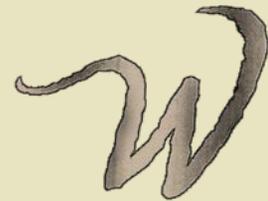
- ◆ Assure all growth is compliant with Westlake development standards.
- ◆ Maintain and develop a competent and competitive municipal/Academy work force.
- ◆ Analyze and report new revenue generating ventures as well as analyze and report new ways to partner with public and private sector service providers to control cost and improve services.
- ◆ Monitor the municipal and academic budgets and oversee all finances of the Town so as to apprise the Town Council of the Town's financial condition and future needs in a timely manner.
- ◆ Assist the Board of Trustees/Town Council with the growth and development of Westlake Academy.
- ◆ Provide support for Council appointed advisory committees and commissions.

Goals and Objectives 11 Town Manager's Office

- ◆ The Town Manager's Office participates in the following specific programs of service:
 - Municipal governance
 - Academic governance
 - Comprehensive Planning and Economic Development
 - Financial Development
 - Municipal Administration
 - Academic Administration
 - Citizen Engagement and Communication

Program Trends

- ◆ Current residential growth remains comparable with the previous year's permit requests and is expected to trend higher in the coming fiscal years.
- ◆ The Town recently approved, Granada, a Centurion American residential development consisting of 84 new homes at the corner of Solana Blvd. and Davis Blvd. (FM 1938); Phase 1 is well underway with 11 homes having received their permit and Phase 2 will be reviewed for a final plat in the coming fiscal year.
- ◆ Centurion American is also developing an 85 acre tract on Hwy 114 as a mixed-use development site; construction for this project is also in progress with the preparation of the infrastructure prior to the commercial/residential components.
- ◆ Facility related Capital Improvement Projects (CIP) have been approved by the Council for the coming fiscal year; with \$4.9 million in projects for the beginning of the Fire Station Complex, Dove Road Reconstruction/Drainage, TRA Assumption of N-1 Sewer Line, meter reading equipment.
- ◆ Major roadway and mobility related Capital Improvement Projects (CIP) are in the final stages of completion with our FM 1938 / Davis Blvd. project in Phase 3 of the landscaping work. This is a major north/south thoroughfare for our community and is viewed as a showpiece project. Enrollment requests and lottery applications at Westlake Academy continue to remain at an all-time high, with over 2,400 students on the current waiting list.
- ◆ Westlake is entering the sixth year of our assessment of an ad-valorem property tax. Although the calculated effective tax rate was \$.15677 per \$100 of assessed valuation, the tax rate is proposed to be the same as FY 14/15 at \$.15634.



DID YOU KNOW

Westlake owns and operates the only public charter school in the state of Texas. As such, we are also the only municipality in which the town manager also serves in their official capacity as the superintendent of a public school.

Goals and Objectives 11 Town Manager's Office

2014-2015 Highlights

- ◆ Development related activities continued to progress over this fiscal year with the realization and mobilization of construction crews in both the new residential project, *Granada*, and the mixed-use development, *Entrada*.
- ◆ All 42 home sites have been sold in Phase I of the *Granada* project and 11 homes are currently under construction.
- ◆ Graduated our sixth class of seniors from Westlake Academy with each student being accepted into at least one 4-year college;
 - projected enrollment for 2015/2016 school year is expected to be 832 students (K-12);
 - opened the latest expansion project on the campus with over 39K square feet of new educational space for the students.
- ◆ FM 1938 (Precinct Line Rd) streetscaping Phase 3 is in its final round of completion; delays were experienced due to the contractor delays, and weather related issues. The new shade structures and sidewalks are complete and they are being used by both residents and visitors to the community. This type of project helps us achieve our outcome objective of creating a *Sense of Place* and *Preserving Desirability & Quality of Life* within Westlake for our residents and stakeholders.
- ◆ Completed the update to the Town's Comprehensive Plan, which had last been updated in 1992. Plans are now underway to align our ordinances with the information and vision set by the community.
- ◆ The Town Council and staff team completed the third iteration of our Balanced Scorecard strategic planning system along with a corresponding organization-wide Tier One strategy map. Performance measures were developed and reported out for each outcome objective to help provide our community, staff and Council with an overview of our progress.
- ◆ We also cascaded the Tier One Strategy Map to the Academy through the development of A Tier Two Departmental Strategy Map specific to their operations. This will provide them with a communication tool and road map to help reach our mission and vision for the department.



Goals and Objectives 11 Town Manager's Office

2015-2016 Goals and Objectives

- ◆ Continue integration of the Municipal and Academy operations into a cohesive, unified organization.
- ◆ Strengthen Academy management and internal support systems.
- ◆ Facilitate the Academy and Town's approved strategic plans along with the approved Balanced Scorecard structure and the corresponding strategy map objectives; update the academic strategic planning document and link to the Academy budget process.
- ◆ Develop applicable performance measures for the academic service team and report out on our progress to the Board of Trustees.
- ◆ Strengthen the municipal performance measures through additional refinement and professional development for staff.
- ◆ Institute the concepts conveyed through SEI and LEAD to further develop high performance teams and department directors for both the Academy and Town staff.
- ◆ Further advancement of the vision, mission, and values created by the elected officials for both municipal and academic services.

Efficiency/Effectiveness Measures

	Performance Measure	Actual FY 13/14	Adopted FY 14/5	Estimated FY 14/15	Adopted FY 15/16
1.	Produce monthly update for Town Council	100%	100%	100%	100%
2.	Complete program of services within adopted or amended budget	100%	100%	100%	100%
3.	Maintain annual 90 day balance in General Fund	413 days	290 days	324 days	313 days

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Program Summary

Department 12

Planning and Development

	Actual FY 13/14	Adopted Budget FY 14/15	Estimated Budget FY 14/15	Adopted Budget FY 15/16	FY 15/16 Adopted vs FY 14/15 Estimated	
REVENUE CATEGORIES						
General Sales Tax	-	-	-	-	0.0%	-
Property Tax	-	-	-	-	0.0%	-
Permits and Fees	1,039,770	1,309,990	1,326,990	1,404,851	5.9%	77,861
Fines & Forfeitures	-	-	-	-	0.0%	-
Franchise Fees	-	-	-	-	0.0%	-
Contributions	-	-	-	-	0.0%	-
Beverage Tax	-	-	-	-	0.0%	-
Interest	-	-	-	-	0.0%	-
Intergovernmental	-	-	-	-	0.0%	-
Misc Income	200	-	250	250	0.0%	-
GRAND TOTAL	\$ 1,039,970	\$ 1,309,990	\$ 1,327,240	\$ 1,405,101	5.9%	\$ 77,861

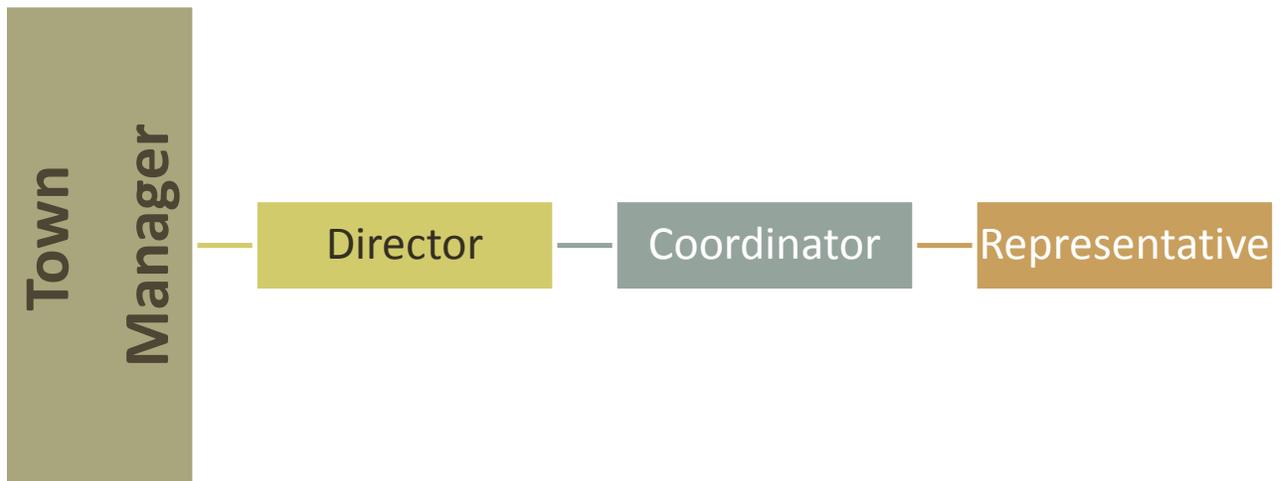
EXPENDITURE CATEGORIES						
Capital Outlay	-	-	2,800	1,685	-39.8%	(1,115)
Debt Service	-	-	-	-	0.0%	-
Economic Development	-	-	-	-	0.0%	-
Insurance	422	489	489	489	0.0%	-
Repair and Maintenance	72	-	-	-	0.0%	-
Rent and Utilities	-	-	-	-	0.0%	-
Service	369,288	452,455	455,105	395,895	-13.0%	(59,210)
Supplies	2,750	27,600	27,735	28,300	2.0%	565
GRAND TOTAL	\$ 372,532	\$ 480,544	\$ 486,129	\$ 426,369	-12.3%	\$ (59,760)

Program Summary

Department 12

Planning and Development

	Actual FY 13/14	Adopted Budget FY 14/15	Estimated Budget FY 14/15	Adopted Budget FY 15/16	FY 15/16 Adopted vs FY 14/15 Estimated	
EMPLOYEE STAFFING						
Director	1.00	1.00	1.00	1.00	0.0%	-
Customer Service Representative	0.33	0.33	0.33	0.33	0.0%	-
Customer Service Coordinator	0.33	0.33	0.33	0.33	0.0%	-
TOTAL POSITIONS	1.67	1.67	1.67	1.67	0.0%	-



PAYROLL & REALTED CATEGORIES						
Payroll Wages	129,687	144,158	141,241	156,758	11.0%	15,517
Payroll Insurance	20,029	29,062	29,062	31,567	8.6%	2,505
Payroll Taxes	10,119	11,932	11,942	12,962	8.5%	1,021
Payroll Retirement	10,084	14,708	14,708	18,074	22.9%	3,367
GRAND TOTAL	\$ 169,919	\$ 199,859	\$ 196,952	\$ 219,361	11.4%	\$ 22,409

Program Budget Planning and Development

Program	Activity	Budget	Percent
Building Inspections			
1	Code Research, Interpretation, & Technical Clarification	35,874	5.56%
2	Code/Fee Schedule Update	35,874	5.56%
3	Permitting / Plan Review Coordination and Fee Calculation	35,874	5.56%
4	Coordinate Addressing with other Depts & Agencies	35,874	5.56%
		\$ 143,496	22.22%
Plan Review & Inspections			
1	Building Code - Plan Review	35,874	5.56%
2	Building Code - Inspections	35,874	5.56%
3	Zoning/Code - Plan Review	35,874	5.56%
4	Zoning/Code - Inspections	35,874	5.56%
		\$ 143,496	22.22%
Gas Well Permit Administration			
1	Administration of the Gas Well Provisions	35,874	5.56%
		35,874	5.56%
Code Enforcement			
1	Notices and Citations	35,874	5.56%
		\$ 35,874	5.56%
Fire Prevention			
1	Coordinate Fire/Building Code Inspections & Plan Review	35,874	5.56%
2	Code Research, Interpretation & Technical Clarification	35,874	5.56%
3	Assist Fire Dept access to Buildings & Subdivisions	35,874	5.56%
		\$ 107,622	16.67%
Planning and Zoning			
1	Process Zoning, SUP, Site Plan, ZBA & Platting Cases, etc.	35,874	5.56%
2	Comprehensive Plan Update	35,874	5.56%
		\$ 71,748	11.11%
Municipal Governance			
1	Town Council Meetings/Workshops	35,874	5.56%
		\$ 35,874	5.56%
Municipal Administration			
1	Contract Management	35,874	5.56%
2	Support Services	35,874	5.56%
		\$ 71,748	11.11%
		\$ 645,730	100%

Goals and Objectives

12 Planning and Development

Strategic Theme & Objective(s)

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

Program Description

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



Program Broad Goals

- ◆ Prepare ordinances to amend existing ordinances as necessary to efficiently and logically guide development within the Town of Westlake.
- ◆ Provide the administrative, technical, and clerical services necessary to professionally regulate the codes and ordinances related to the construction and use of Commercial and Residential structures and properties within the community.
- ◆ Insure code and ordinance compliance through effective communication, accurate records management, and by taking appropriate action when necessary to obtain compliance.

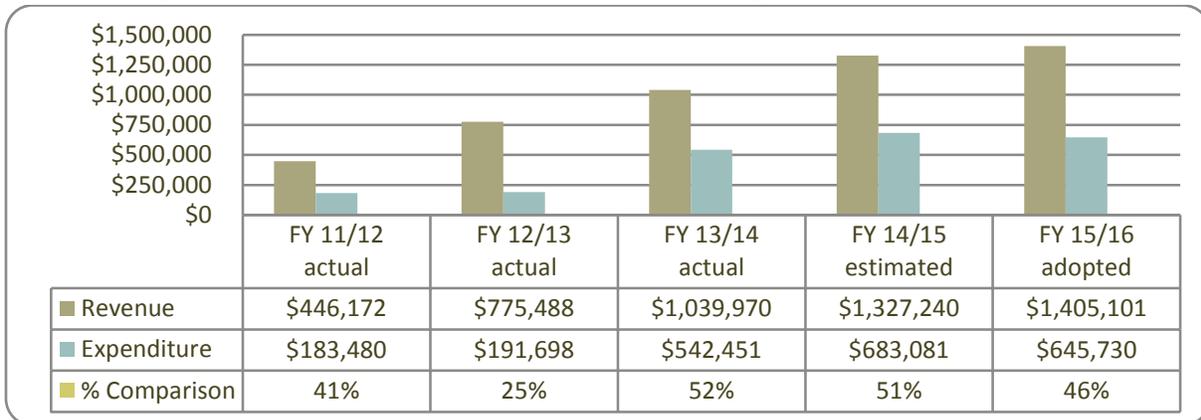
Goals and Objectives

12 Planning and Development

Program Trends

- ◆ **Permanent Population Growth:** Residential and mixed-use developments have the potential to significantly increase our permanent population.
- ◆ Over the past year, our community has had the opportunity to invest in our growth through the approval of a new Comprehensive Plan.
- ◆ The second phase of the Granada residential subdivision, at the corner of Solana Blvd. and FM 1938/Davis Blvd., should be completed in this budget year.
- ◆ The adopted Entrada mixed-use development, along SH 114, is planned to be constructed over the next several years. It will include both commercial and residential components and feature a Spanish village theme.
- ◆ **Housing Start Increases:** Westlake is expecting continued single family residential construction as a result of Granada. This is depicted in the side-chart – prerecession starts were at 38 per year and we are estimating 50 for the coming fiscal year.
- ◆ **Management of Development:** As the economy and the surrounding cities in the Metroplex experience commercial development and the influx of individuals continues to make the North Texas Region their home, we will need to manage our distinctive housing developments to ensure we maintain our community as an ‘oasis of natural beauty’ as contained in our Vision statement.

- ◆ Percentage of expenditures in comparison to revenues generated



2014-2015 Highlights

- ◆ Provided Maximum 10 day turn-around time for SFR plans review submittal to permit issued.
- ◆ Established a system for the annual renewal processes for Gas Well Pad Sites and Gas Wells, including the monitoring of compliance requirements unique to each site.
- ◆ Process all applications for platting, zoning, and site plans within prescribed deadlines.

Goals and Objectives 12 Planning and Development

- ◆ Completed the Comprehensive Plan Update process. Held Public Input meeting and formed Stakeholder Steering Committee which met on numerous occasions to guide the update process. The Comprehensive Plan Update included updating the following Master Plans:

- ◆ Land Use
- ◆ Master Thoroughfare
- ◆ Open space / Trails
- ◆ Water and Sewer
- ◆ Streetscape / Landscape



2015-2016 Goals and Objectives

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

Efficiency/Effectiveness Measures

	Objective	Actual FY12/13	Actual FY13/14	Estimated FY14/15	Adopted FY 15/16
1.	% Single-family residential plans reviewed within 10 days of submittal.	100%	100%	100%	100%
2.	% Commercial plans reviewed within 30 days of submittal.	95%	95%	95%	95%
3.	% Building inspections made within 24 hours of request.	90%	95%	95%	95%

Program Summary

Department 13

Town Secretary's Office

	Actual FY 13/14	Adopted Budget FY 14/15	Estimated Budget FY 14/15	Adopted Budget FY 15/16	FY 15/16 Adopted vs FY 14/15 Estimated	
REVENUE CATEGORIES						
General Sales Tax	-	-	-	-	0.0%	-
Property Tax	-	-	-	-	0.0%	-
Permits and Fees	-	-	-	-	0.0%	-
Fines & Forfeitures	-	-	-	-	0.0%	-
Franchise Fees	-	-	-	-	0.0%	-
Contributions	-	-	-	-	0.0%	-
Beverage Tax	-	-	-	-	0.0%	-
Interest	-	-	-	-	0.0%	-
Intergovernmental	-	-	-	-	0.0%	-
Misc Income	36,459	40,594	40,594	-	-100.0%	(40,594)
GRAND TOTAL	\$ 36,459	\$ 40,594	\$ 40,594	\$ -	-100.0%	\$ (40,594)

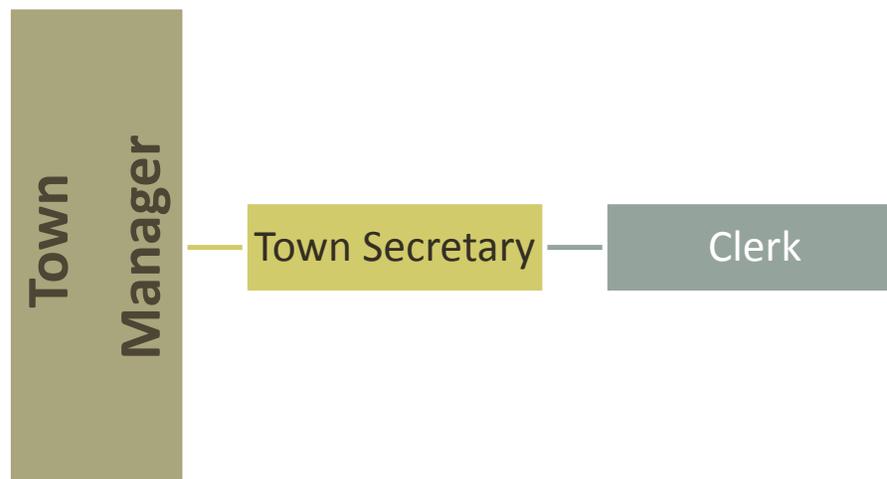
EXPENDITURE CATEGORIES						
Capital Outlay	-	-	-	-	0.0%	-
Debt Service	-	-	-	-	0.0%	-
Economic Development	-	-	-	-	0.0%	-
Insurance	-	-	-	-	0.0%	-
Repair and Maintenance	-	-	-	-	0.0%	-
Rent and Utilities	-	-	-	-	0.0%	-
Service	21,811	31,797	31,987	31,987	0.0%	-
Supplies	4,161	3,773	3,773	3,773	0.0%	-
GRAND TOTAL	\$ 25,973	\$ 35,570	\$ 35,760	\$ 35,760	0.0%	\$ -

Program Summary

Department 13

Town Secretary's Office

	Actual FY 13/14	Adopted Budget FY 14/15	Estimated Budget FY 14/15	Adopted Budget FY 15/16	FY 15/16 Adopted vs FY 14/15 Estimated	
EMPLOYEE STAFFING						
Assistant Town Manager	0.25	0.10	0.10	-	-100.0%	(0)
Administrator	1.00	1.00	1.00	1.00	0.0%	-
Deputy Clerk	1.00	1.00	1.00	1.00	0.0%	-
Judge	1.00	1.00	1.00	1.00	0.0%	-
Marshal	1.00	1.00	1.00	1.00	0.0%	-
Part-Time Clerks	0.50	0.50	0.50	0.50	0.0%	-
TOTAL POSITIONS	4.75	4.60	4.60	4.50	-2.2%	(0.10)



PAYROLL & REALTED CATEGORIES						
Payroll Wages	82,339	87,680	85,930	97,665	13.7%	11,735
Payroll Insurance	10,196	12,327	8,327	8,180	-1.8%	(147)
Payroll Taxes	6,669	7,031	7,031	7,923	12.7%	892
Payroll Retirement	6,474	8,946	8,946	10,182	13.8%	1,236
GRAND TOTAL	\$ 105,677	\$ 115,983	\$ 110,233	\$ 123,949	12.4%	\$ 13,716

Program Budget

Town Secretary's Office

Program	Activity	Budget	Percent
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Municipal Governance

1	Agenda and Packet Preparation	21,032	13.17%
2	Minute Preparation	6,386	4.00%
3	Board Appointments	3,379	2.12%
		\$ 30,797	19.28%

Academic Governance

1	Agenda and Packet Preparation	18,773	11.75%
2	Minutes Preparation	5,746	3.60%
		\$ 24,519	15.35%

Election Administration

1	Elections	22,859	14.31%
		\$ 22,859	14.31%

Records Management

1	Town Records Management	39,307	24.61%
2	Codification	19,756	12.37%
3	Public Information Request	8,020	5.02%
		\$ 67,083	42.00%

Municipal Administration

1	Support Services	11,969	7.49%
2	Marketing/Communications/Public Relations	2,482	1.55%
		\$ 14,451	9.05%
		\$ 159,709	100%

Goals and Objectives

13 Town Secretary's Office

Strategic Theme & Objective(s)

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

Program Description

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

Program Broad Goals

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

Program Trends

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

Goals and Objectives 13 Town Secretary's Office

Town of Westlake

- ◆ Meetings continue to be scheduled once a month for the Town Council, Board of Trustees and Planning and Zoning Commission. Planning and Zoning meetings may continue increase due to the recent approval of zoning changes allowing for a new subdivision and mixed use development.
- ◆ Time required on pre and post meeting activities are impacted by the actual number of meetings per year and the information generated for each meeting packet. The amount of time will fluctuate year to year based on the total number of meetings.

Agenda preparation includes:

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

2014-2015 Highlights

- ◆ Continued a separate meeting email notification for residents through Constant Contact.
- ◆ Prepared agendas, electronic packets and minutes for approval in a timely manner.
- ◆ Continued the implementation of Laserfiche Records Management software for Town records by Department.
- ◆ Completed Graduate Institute and Election Law training to maintain the Municipal Clerks certification.
- ◆ Continued an inventory of records, encouraged all departments to continue adding records to Laserfiche and completed two destructions of records (Town, TSH and WA) reducing file storage space on and off-site.
- ◆ Completed an electronic records inventory and paper destruction of Texas Student Housing Authority Records.
- ◆ Increased transparency by adding additional records, Town and Academy resolutions, to the public information searchable archive on the website.
- ◆ Laserfiche department accomplishments include:
 - Academy - scanning 3 grades of student records and the Class of 2014
 - Communications - Importing the Westlake Wire and Black Cow
 - Utility Billing – scanning all current and original applications
 - Texas Student Housing – scanning all budgets and audits



DID YOU KNOW

Since the law was enacted in 1995 the Town has been able to cancel 10 out of 24 Town Council elections.

Goals and Objectives 13 Town Secretary's Office

- ◆ Design and oversee the implementation of the Laserfiche workflow for Personnel and Student records.
- ◆ Increased transparency by redesign the Building Inspection webpage to include a monthly building report reducing monthly request for information. Added a link providing access to Food Inspection Scores as provided by Tarrant County Health Department.

2015-2016 Goals and Objectives

- ◆ Continue with the implementation of Laserfiche workflow automating the process for Finance Accounts Payables.
- ◆ Collaborate with departments to begin Laserfiche Forms.
- ◆ Attend Municipal Clerks training as necessary to maintain the Texas Municipal Clerk's certification.
- ◆ Continue destruction of paper records further reducing on and off-site storage.
- ◆ Electronic records inventory of the Town's Secretary's Office, encourage all departments to upload additional records into Laserfiche and complete an electronic destruction for records which have met retention requirements.
- ◆ Implement workflows for Personnel and Student records automating the records management process of documents.
- ◆ Continue to increase transparency by uploading Planning and Zoning, Zoning Board of Adjustments, Public Arts Society and Historical Society minutes to Laserfiche Weblink searchable database.

Efficiency/Effectiveness Measures

	Performance Measure	Actual FY 12/13	Actual FY 13/14	Estimated 14/15	Adopted FY 15/16
1.	Post all Board meeting agendas to website at least 72-hours prior to the meeting date and time.	100%	100%	100%	100%
2.	Complete Minutes of regularly scheduled meetings and workshops within five (5) business days.	98%	99%	99%	99%
3.	Respond to all open records request within 10 business days.	100%	100%	100%	100%

Program Summary

Department 14

Emergency Services

	Actual FY 13/14	Adopted Budget FY 14/15	Estimated Budget FY 14/15	Adopted Budget FY 15/16	FY 15/16 Adopted vs FY 14/15 Estimated
REVENUE CATEGORIES					
General Sales Tax	-	-	-	-	0.0% -
Property Tax	-	-	-	-	0.0% -
Permits and Fees	119,653	136,000	145,500	152,675	4.9% 7,175
Fines & Forfeitures	-	-	-	-	0.0% -
Franchise Fees	-	-	-	-	0.0% -
Contributions	-	-	10,000	10,000	0.0% -
Beverage Tax	-	-	-	-	0.0% -
Interest	-	-	-	-	0.0% -
Intergovernmental	3,540	-	-	-	0.0% -
Misc Income	-	-	-	-	0.0% -
GRAND TOTAL	\$ 123,194	\$ 136,000	\$ 155,500	\$ 162,675	4.6% \$ 7,175

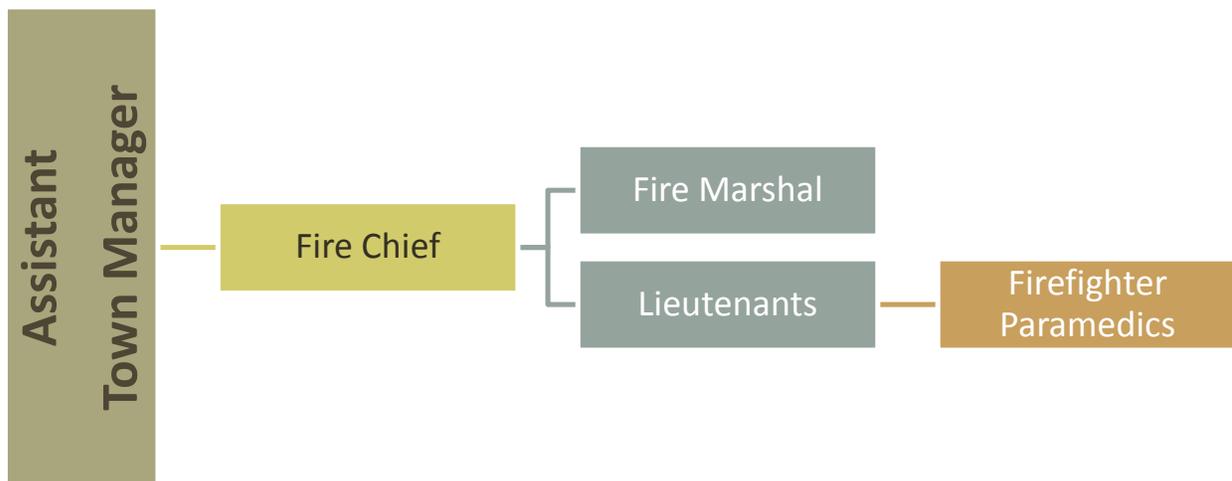
EXPENDITURE CATEGORIES					
Capital Outlay	12,769	10,480	15,900	15,900	0.0% -
Debt Service	18,220	-	-	-	0.0% -
Economic Development	-	-	-	-	0.0% -
Insurance	7,046	7,425	8,395	8,395	0.0% -
Repair and Maintenance	48,453	45,345	45,345	45,345	0.0% -
Rent and Utilities	16,722	13,525	13,525	13,525	0.0% -
Service	72,997	73,906	75,646	75,646	0.0% -
Supplies	118,125	76,883	79,168	82,168	3.8% 3,000
GRAND TOTAL	\$ 294,332	\$ 227,564	\$ 237,979	\$ 240,979	1.3% \$ 3,000

Program Summary

Department 14

Emergency Services

	Actual FY 13/14	Adopted Budget FY 14/15	Estimated Budget FY 14/15	Adopted Budget FY 15/16	FY 15/16 Adopted vs FY 14/15 Estimated	
EMPLOYEE STAFFING						
Fire Chief	1.00	1.00	1.00	1.00	0.0%	-
Lieutenants	3.00	3.00	3.00	3.00	0.0%	-
Fire Marshal (part-time)	0.75	0.75	0.75	0.75	0.0%	-
Firefighter Paramedics (full-time)	6.00	7.00	7.00	8.00	14.3%	1.00
Firefighter Paramedics (part-time)	1.50	1.50	1.50	1.50	0.0%	-
TOTAL POSITIONS	12.25	13.25	13.25	14.25	7.5%	1.00



PAYROLL & REALTED CATEGORIES						
Payroll Wages	813,961	1,007,506	988,256	1,076,956	9.0%	88,701
Payroll Insurance	100,970	169,595	129,595	160,886	24.1%	31,291
Payroll Taxes	78,610	89,237	90,627	103,627	14.3%	13,000
Payroll Retirement	51,182	94,656	94,656	124,173	31.2%	29,517
GRAND TOTAL	\$ 1,044,723	\$ 1,360,994	\$ 1,303,134	\$ 1,465,643	12.5%	\$ 162,509

Program Budget

Emergency Services

Program	Activity	Budget	Percent
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Emergency Operations

1	Fire/Emergency Services	461,238	27.03%
2	Emergency Medical Services	463,109	27.14%
3	Part Time Employees	280,346	16.43%
		\$ 1,204,693	70.59%

Operations Support

1	Medical Director Services	2,151	0.13%
2	Hydrant Maintenance/Testing	19,236	1.13%
3	Recruiting	4,209	0.25%
		\$ 25,596	1.50%

Emergency Prevention

1	Inspection Services	105,903	6.21%
2	Plan Review	5,305	0.31%
3	Public Education	15,985	0.94%
		\$ 127,193	7.45%

Billing Services

1	Billing Services	12,000	0.70%
		\$ 12,000	0.70%

Municipal Administration

1	Administration and Management	284,283	16.66%
2	Staff Training and Development	52,857	3.10%
		\$ 337,139	19.75%
		\$ 1,706,622	100%

Goals and Objectives 14 Emergency Services

Strategic Vision Points

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

Program Description

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



Program Broad Goals

- ◆ Provide safe, efficient, and professional emergency services to the Town.
- ◆ Broaden the foundation of the department to initiate superior programs and interact with the citizens.
- ◆ Work towards achieving the Texas Fire Chief's Best Practices.
- ◆ Develop the Department using the Center for Public Safety Excellence (CFAI) 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.

Goals and Objectives 14 Emergency Services

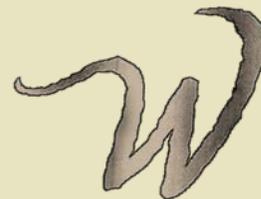
Program Trends

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



2014-2015 Highlights

- ◆ Implemented programs and policies in compliance with the Texas Fire Chief's Best Practices.
- ◆ Conducted numerous CPR, AED, and fire extinguisher classes.
- ◆ Completed the installation of three outdoor warning sirens, which will enhance our Early Warning Notification System.
- ◆ Purchased a new fire engine, which will enhance our service level capabilities.
- ◆ Began the process of acquiring the necessary property for a new fire station



DID YOU KNOW

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

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

Goals and Objectives 14 Emergency Services

2015-2016 Goals and Objectives

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



Efficiency/Effectiveness Measures

	Performance Measure	Actual FY 12/13	Actual FY 13/14	Estimated FY 14/15	Adopted FY 15/16
1.	Emergency incidents with a response time of 6 minutes or less	56.8%	48.2%	41.3%	55%
2.	Fire incidents with a turn-out time of 80 seconds or less	76.8%	59.3%	67.5%	75%
3.	EMS incidents with a turn-out time of 60 seconds or less	57.0%	39.7%	43.1%	75%

- *Turn-out time (reaction time) is the time frame that a call is dispatched to the time that units respond.*
- *NR = Not Reported.*

Program Summary

Department 15

Municipal Court

	Actual FY 13/14	Adopted Budget FY 14/15	Estimated Budget FY 14/15	Adopted Budget FY 15/16	FY 15/16 Adopted vs FY 14/15 Estimated
REVENUE CATEGORIES					
General Sales Tax	-	-	-	-	0.0% -
Property Tax	-	-	-	-	0.0% -
Permits and Fees	10,128	8,800	8,800	8,800	0.0% -
Fines & Forfeitures	730,442	670,000	690,000	710,000	2.9% 20,000
Franchise Fees	-	-	-	-	0.0% -
Contributions	-	-	-	-	0.0% -
Beverage Tax	-	-	-	-	0.0% -
Interest	380	1,470	1,470	1,470	0.0% -
Intergovernmental	-	-	-	-	0.0% -
Misc Income	-	-	-	-	0.0% -
GRAND TOTAL	\$ 740,950	\$ 680,270	\$ 700,270	\$ 720,270	2.9% \$ 20,000

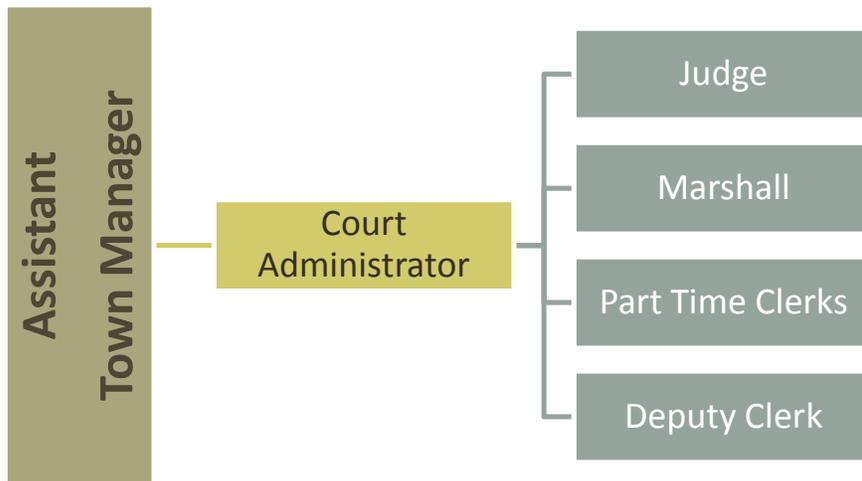
EXPENDITURE CATEGORIES					
Capital Outlay	-	1,000	2,325	2,325	0.0% -
Debt Service	-	-	-	-	0.0% -
Economic Development	-	-	-	-	0.0% -
Insurance	408	480	490	490	0.0% -
Repair and Maintenance	818	2,600	2,600	2,600	0.0% -
Rent and Utilities	-	2,737	2,737	2,737	0.0% -
Service	90,950	117,413	117,413	117,413	0.0% -
Supplies	9,789	10,796	10,826	10,826	0.0% -
GRAND TOTAL	\$ 101,966	\$ 135,026	\$ 136,391	\$ 136,391	0.0% \$ -

Program Summary

Department 15

Municipal Court

	Actual FY 13/14	Adopted Budget FY 14/15	Estimated Budget FY 14/15	Adopted Budget FY 15/16	FY 15/16 Adopted vs FY 14/15 Estimated	
EMPLOYEE STAFFING						
Assistant Town Manager	0.25	0.10	0.10	-	-100.0%	(0.10)
Administrator	1.00	1.00	1.00	1.00	0.0%	-
Deputy Clerk	1.00	1.00	1.00	1.00	0.0%	-
Judge	1.00	1.00	1.00	1.00	0.0%	-
Marshal	1.00	1.00	1.00	1.00	0.0%	-
Part-Time Clerks	0.50	0.50	0.50	0.50	0.0%	-
TOTAL POSITIONS	4.75	4.60	4.60	4.50	-2.2%	(0.10)



PAYROLL & REALTED CATEGORIES						
Payroll Wages	208,739	233,564	228,139	234,921	3.0%	6,782
Payroll Insurance	45,919	56,526	56,526	55,064	-2.6%	(1,463)
Payroll Taxes	16,963	18,825	18,940	20,575	8.6%	1,634
Payroll Retirement	15,133	21,831	21,831	27,086	24.1%	5,256
GRAND TOTAL	\$ 286,754	\$ 330,746	\$ 325,436	\$ 337,646	3.8%	\$ 12,210

Program Budget Municipal Court

Program	Activity	Budget	Percent
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Case Processing

1	Citation Management	41,415	8.74%
2	Customer Service	41,383	8.73%
3	Financial Processing	22,885	4.83%
		\$ 105,683	22.29%

Docketing

1	Plea Docket	44,275	9.34%
2	Pre-Trial Docket	42,315	8.93%
3	Trial Docket	23,266	4.91%
		\$ 109,856	23.17%

Warrant and Jail Services

1	Issuance Function	14,631	3.09%
2	Field & Office Arrests	87,402	18.44%
3	Jail Processing	39,376	8.31%
		\$ 141,409	29.83%

Collection Services

1	Case Submission	4,598	0.97%
2	Financial Processing	17,189	3.63%
3	Contract Management	8,993	1.90%
		\$ 30,780	6.49%

Judiciary & Administration

1	Case Review & Archival	24,501	5.17%
2	Staff Management	23,432	4.94%
3	Legislative & Legal Compliance	28,468	6.01%
4	Monthly Reporting, Financial Oversight and Budgeting	9,908	2.09%
		\$ 86,310	18.21%

\$ 474,037	100%
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Goals and Objectives

15 Municipal Court

Strategic Theme & Objective(s)

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

Program Description

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



Program Broad Goals

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

Program Trends

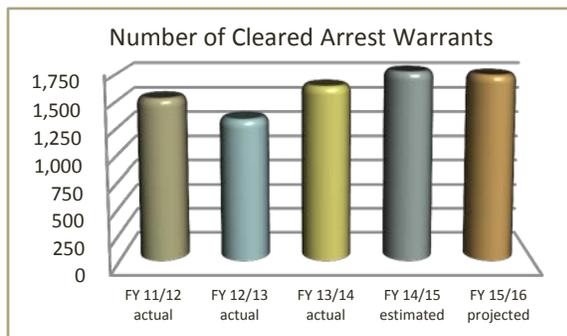
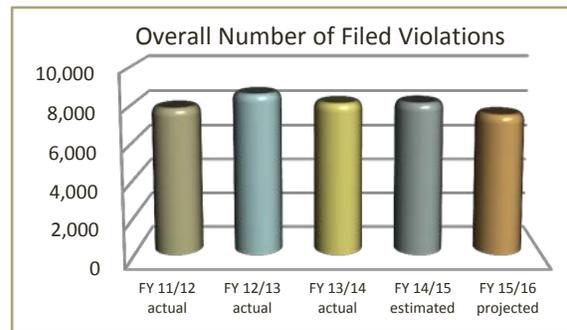
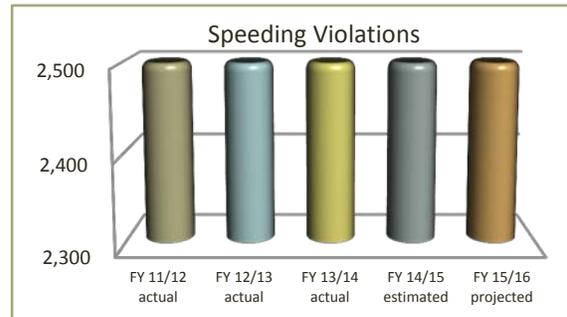
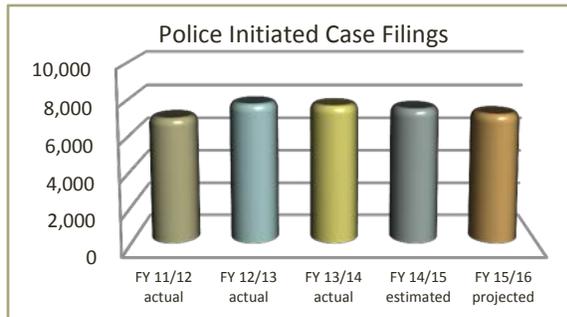
- ◆ Processes consistent workload of approximately 7,000 new case filings annually.
- ◆ The issuance levels in the speeding citations show a projected increase of 09% for the current fiscal year, due to targeted enforcement within the community.
- ◆ The equipment, insurance, and driver license related violations (expired registration, expired license, failure to maintain financial resp., etc.) show a continued decrease of 28% this year. The legislature eliminated the violation for an expired inspection, which contributes to the decrease.
- ◆ Staff continues to participate in the State-wide Warrant Round-up (seventh year) with the following results; approximate decrease of 14% (252 vs. 291) of cases cleared and a 59% decrease in cash collections (\$34,950 vs. \$84,300) in comparison to last year's program. This was hampered by several weather related events, which resulted in office closures.



DID YOU KNOW

An epidemic
is sweeping across America?
The epidemic causes drivers
everywhere to black out for 5
seconds at a time!
It's called:
TEXTING & DRIVING.

Goals and Objectives 15 Municipal Court



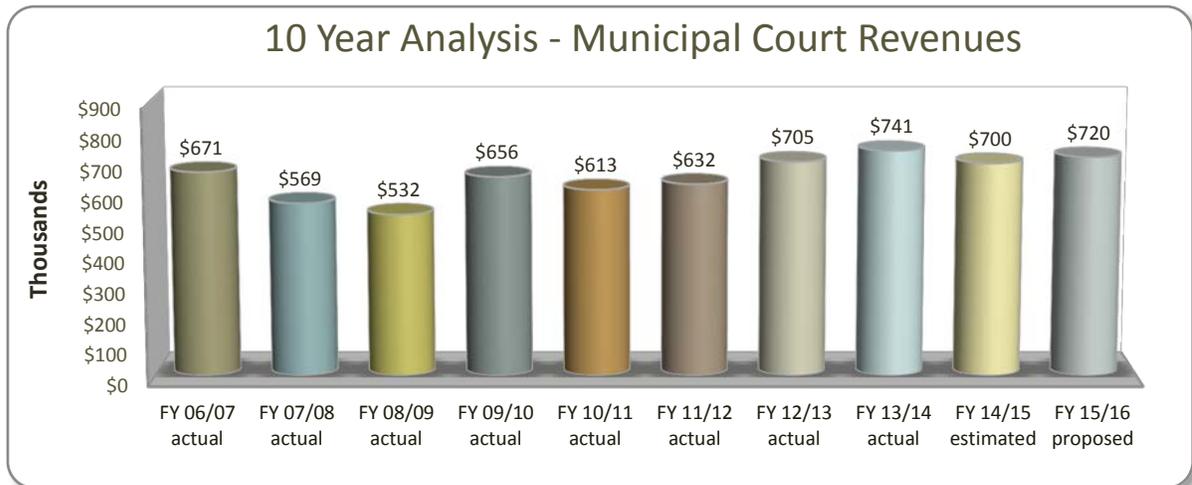
2014-2015 Highlights

- ◆ State-wide Warrant Round-up participation; 1,544 warrants issued; 252 cleared = 17% clearance rate
- ◆ Leading, Educating, and Developing (LEAD) training opportunities were extended to court staff this year. The department now has more than 50% of the staff trained as "LEAD"ers.
- ◆ Integration that allows our court software to talk to Laserfiche is finally completed, allowing us to move forward to a paper-lite system.
- ◆ A new reporting system has been developed for the court. This tool will allow us to track our progress on a monthly basis helping us to achieve our goals.
- ◆ The court welcomed a new part-time employee this year. We will now be able to process our cases to closure much quicker and work on reducing the backlog of outstanding warrants.

Goals and Objectives 15 Municipal Court

2015-2016 Goals and Objectives

- ◆ Institute additional "Rules of the Court" to guide staff in routine issues per the Judges direction and utilize as basis for policy and procedures manual for front office.
- ◆ Begin court observation process for court supervisor to obtain Level III certification; work toward Level I certification for deputy court clerk.
- ◆ Expand jail transfers for individuals arrested on Westlake warrants in partnership with the Keller Police Department.
- ◆ Facilitate marshal field service of arrest warrants a minimum of two (2) days per week
- ◆ Establish monthly team meetings for the department.



Efficiency/Effectiveness Measures

	Performance Measures	Actual FY 12/13	Actual FY 13/14	Estimated FY 14/15	Adopted FY 15/16
1.	Violations entered within 3 business days of receipt	95%	95%	100%	100%
2.	Collections of warrant division in both cash and non-cash clearances. Benchmark is equal to \$35,000 per month	15% above benchmark	4% above benchmark	20% above benchmark	At benchmark
3.	Issue arrest warrants at 45 day delinquency	80%	90%	100%	100%

Program Summary

Department 16

Public Works

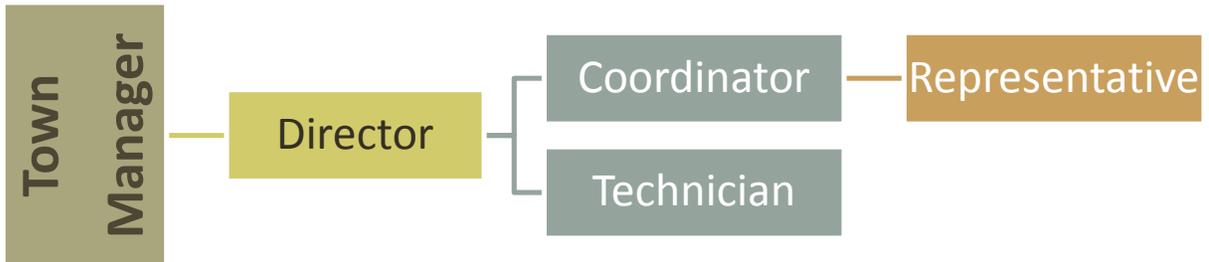
	Actual FY 13/14	Adopted Budget FY 14/15	Estimated Budget FY 14/15	Adopted Budget FY 15/16	FY 15/16 Adopted vs FY 14/15 Estimated	
REVENUE CATEGORIES						
General Sales Tax	-	-	-	-	0.0%	-
Property Tax	-	-	-	-	0.0%	-
Permits and Fees	-	-	-	-	0.0%	-
Fines & Forfeitures	-	-	-	-	0.0%	-
Franchise Fees	-	-	-	-	0.0%	-
Contributions	-	-	-	-	0.0%	-
Beverage Tax	-	-	-	-	0.0%	-
Interest	-	-	-	-	0.0%	-
Intergovernmental	-	-	-	-	0.0%	-
Misc Income	-	-	-	-	0.0%	-
GRAND TOTAL	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -
EXPENDITURE CATEGORIES						
Capital Outlay	617	500	500	500	0.0%	-
Debt Service	-	-	-	-	0.0%	-
Economic Development	-	-	-	-	0.0%	-
Insurance	-	-	-	-	0.0%	-
Repair and Maintenance	34,437	25,000	25,000	29,000	16.0%	4,000
Rent and Utilities	141,319	100,700	100,910	136,700	35.5%	35,790
Service	102,504	60,500	60,835	98,500	61.9%	37,665
Supplies	5,249	3,041	3,716	4,216	13.5%	500
GRAND TOTAL	\$ 284,126	\$ 189,741	\$ 190,961	\$ 268,916	40.8%	\$ 77,955

Program Summary

Department 16

Public Works

	Actual FY 13/14	Adopted Budget FY 14/15	Estimated Budget FY 14/15	Adopted Budget FY 15/16	FY 15/16 Adopted vs FY 14/15 Estimated	
EMPLOYEE STAFFING						
Director	1.00	1.00	1.00	1.00	0.0%	-
Utility Technician	1.00	1.00	1.00	1.00	0.0%	-
Customer Service Coordinator	0.33	0.33	0.33	0.33	0.0%	-
Customer Service Representative	0.33	0.33	0.33	0.33	0.0%	-
TOTAL POSITIONS	2.67	2.67	2.67	2.67	0.0%	-



PAYROLL & REALTED CATEGORIES						
Payroll Wages	154,044	179,456	174,790	203,538	16.4%	28,748
Payroll Transfer In	(171,113)	(198,748)	(198,748)	(217,745)	9.6%	(18,997)
Payroll Insurance	25,309	32,515	28,515	26,392	-7.4%	(2,123)
Payroll Taxes	15,289	18,315	18,445	20,797	12.7%	2,351
Payroll Retirement	12,112	18,309	18,309	23,468	28.2%	5,159
GRAND TOTAL	\$ 35,642	\$ 49,848	\$ 41,312	\$ 56,450	36.6%	\$ 15,139

Program Budget

Public Works

Program	Activity	Budget	Percent
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ROW Management

1	Drainage	67,983	20.89%
2	Line Locates	3,730	1.15%
3	Duct Bank Management	7,460	2.29%
4	Open Space Services	173,943	53.46%
		\$ 253,117	77.79%

Transportation Services

1	Sign and Signal Maintenance	10,737	3.30%
2	Pavement & Shoulder Maintenance	37,933	11.66%
3	Street Reconstruction	11,147	3.43%
		\$ 59,817	18.38%

Municipal Governance

1	Town Council Meetings/Workshops	11,190	3.44%
		\$ 11,190	3.44%

Citizen Engagement and Communication

1	Neighborhood Gatherings and Outreach	1,243	0.38%
		\$ 1,243	0.38%
		\$ 325,366	100%

Goals and Objectives

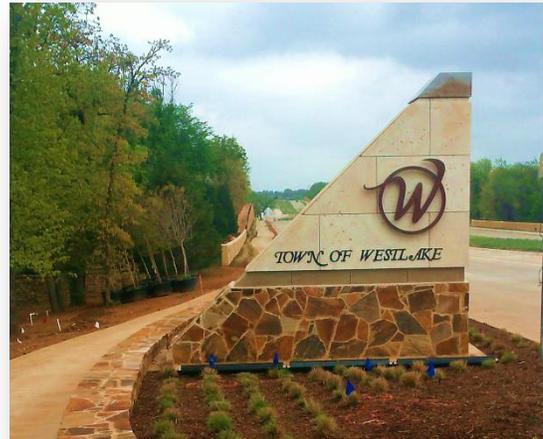
16 Public Works

Strategic Theme & Objective(s)

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

Program Description

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



Program Broad Goals

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

Program Trends

- ◆ The Town's population continues to increase (see Planning & Development Section), which also generates a significant increase in the demand for Public Works services.
- ◆ With the continued influx of new residents we experience a demand for services that rivals surrounding municipalities as many are accustomed to receiving a broad base of public services. Staff



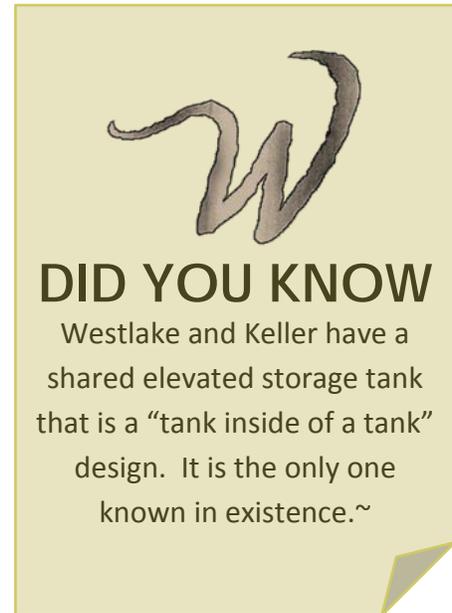
Goals and Objectives 16 Public Works

manages these expectations and provides an accessible department that values the personal relationship with our residents.

- ◆ The Entrada and Granada developments as well as additional development projects will require staff attention as our community continues to expand within the DFW Metroplex.

2014-2015 Highlights

- ◆ Implemented the new cellular based meter upgrade program to be completed over two fiscal years.
- ◆ Worked with TxDOT to complete the FM 1938 Median Landscape enhancements after the contractor abandoned the project.
- ◆ Completed the FM 1938 Phase 3 Landscape enhancements and transferred maintenance responsibilities to adjacent developments.
- ◆ Completed the SCADA system upgrades to improve reliability and infrastructure management as the system was 10 years old and had reached the end of its anticipated life span. The new system enhances our ability to monitor and control the system.



2015-2016 Goals and Objectives

- ◆ Continue to work with Streetscape consultant for enhancement of FM 1938 and SH114/170 projects.
- ◆ Continue to pursue transfer of N-1 sewer line to TRA.
- ◆ Continue to work with the Entrada and Granada developer to ensure adherence to our approved plans, Town standards, and the developer agreements.

Efficiency/Effectiveness Measures

	Performance Measures	Actual FY 12/13	Actual FY 13/14	Estimated FY 14/15	Adopted FY 15/16
1.	LF of Drainage Ditch and Culvert Repair/Maintenance	2,500 LF	300 LF	250 LF	200 LF
2.	LF of street reconstruction	10,000 LF	0 LF	100 LF	100 LF

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Program Summary

Department 17

Facilities Maintenance

	Actual FY 13/14	Adopted Budget FY 14/15	Estimated Budget FY 14/15	Adopted Budget FY 15/16	FY 15/16 Adopted vs FY 14/15 Estimated
REVENUE CATEGORIES					
General Sales Tax	-	-	-	-	0.0% -
Property Tax	-	-	-	-	0.0% -
Permits and Fees	-	-	-	-	0.0% -
Fines & Forfeitures	-	-	-	-	0.0% -
Franchise Fees	-	-	-	-	0.0% -
Contributions	-	-	-	-	0.0% -
Beverage Tax	-	-	-	-	0.0% -
Interest	-	-	-	-	0.0% -
Intergovernmental	-	-	-	-	0.0% -
Misc Income	10,482	4,450	4,450	4,450	0.0% -
GRAND TOTAL	\$ 10,482	\$ 4,450	\$ 4,450	\$ 4,450	0.0% \$ -

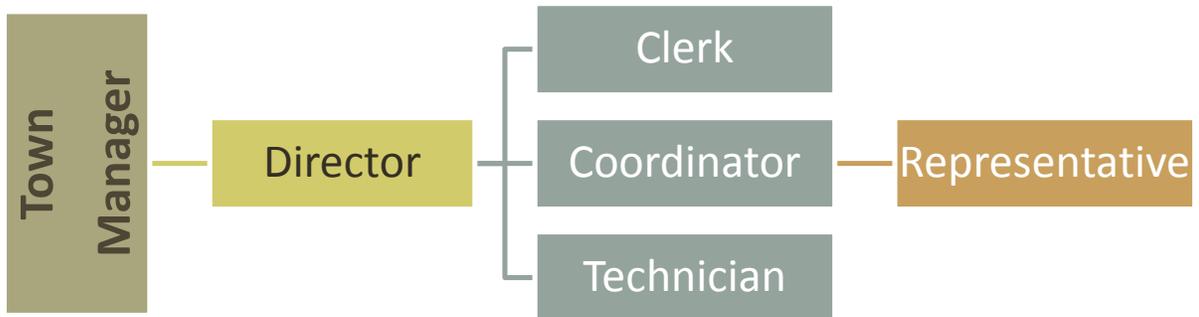
EXPENDITURE CATEGORIES					
Capital Outlay	-	-	-	1,500	#DIV/0! 1,500
Debt Service	-	-	-	-	0.0% -
Economic Development	-	-	-	-	0.0% -
Insurance	-	242	242	242	0.0% -
Repair and Maintenance	10,718	23,615	23,700	31,000	30.8% 7,300
Rent and Utilities	510	500	500	500	0.0% -
Service	7,040	22,633	22,678	22,568	-0.5% (110)
Supplies	7,188	13,043	13,368	16,968	26.9% 3,600
GRAND TOTAL	\$ 25,457	\$ 60,033	\$ 60,488	\$ 72,778	20.3% \$ 12,290

Program Summary

Department 17

Facilities Maintenance

	Actual FY 13/14	Adopted Budget FY 14/15	Estimated Budget FY 14/15	Adopted Budget FY 15/16	FY 15/16 Adopted vs FY 14/15 Estimated	
EMPLOYEE STAFFING						
Director	0.500	0.500	0.500	0.500	0.0%	-
Facility Technician (part-time)	0.250	0.250	0.250	0.250	0.0%	-
Customer Service Coordinator	0.167	0.167	0.167	0.167	0.0%	-
Customer Service Representative	0.167	0.167	0.167	0.167	0.0%	-
Clerk (part-time)	-	-	-	0.250		
TOTAL POSITIONS	1.084	1.084	1.084	1.334	0.0%	-



PAYROLL & REALTED CATEGORIES						
Payroll Wages	67,354	75,999	74,541	90,966	22.0%	16,425
Payroll Transfer In	(24,629)	(55,416)	(55,416)	(60,175)	8.6%	(4,759)
Payroll Insurance	11,069	19,728	13,228	13,156	-0.5%	(72)
Payroll Taxes	5,940	7,350	7,350	8,777	19.4%	1,427
Payroll Retirement	4,918	7,754	7,754	10,488	35.3%	2,735
GRAND TOTAL	\$ 64,652	\$ 55,416	\$ 47,457	\$ 63,213	33.2%	\$ 15,756

Program Budget

Facilities Maintenance

Program	Activity	Budget	Percent
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Academic Administration

1	Support Services	16,514	12.14%
2	Life Safety	5,472	4.02%
3	Facilities Maintenance	53,531	39.36%
		\$ 75,517	55.53%

Municipal Administration

1	Life Safety	3,263	2.40%
2	Facilities Maintenance	10,426	7.67%
3	Open Space Services	16,980	12.49%
4	Support Services	16,659	12.25%
		\$ 47,328	34.80%

Academic Governance

1	Board of Trustee Meetings/Workshops	5,563	4.09%
		\$ 5,563	4.09%

Municipal Governance

1	Town Council Meetings/Workshops	7,584	5.58%
		\$ 7,584	5.58%

		\$ 135,991	100%
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Goals and Objectives

17 Facilities Maintenance

Strategic Theme & Objective(s)

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

Program Description

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



Program Broad Goals

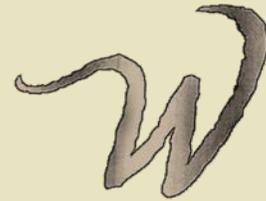
- ◆ Ensure the Town has an effective long-range plan for facilities development and maintenance.
- ◆ Facilities planning process will be communicated in a clear and concise format, including input from residents, Academy and Town staff.
- ◆ Town facilities will be operated in a cost efficient and energy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

Trends

- ◆ Continued maintenance and oversight of the various capital assets for the community, including the facilitation of any expansion planning and construction along with temporary rental units.
 - Arts and Sciences Center parking lot expansion which added 128 parking spaces to the campus.
 - Replacement of the temporary fire station, from a 14' X 60' mobile home, with a pre-owned 40' X 60' mobile home that was donated in January 2011 by WB Texas Resort Communities, LP.
 - Oversight of the rented facilities for municipal administration at the Solana office complex.
 - Acquisition and maintenance of the Parchman property and the IOOF cemetery.

Goals and Objectives 17 Facilities Maintenance

- Installation of three (3) temporary classroom buildings to the west of the Sam & Margaret Lee Arts and Sciences Center for an additional 4,680 sq. ft. of classroom space and restrooms.
- ◆ A facility master plan was drafted for our Westlake Academy campus in the spring of 2011 and updated by an additional architect firm.
 - Staff continues to oversee the evolution of the master plan with updates and evaluation according to building construction and student enrollment.
- ◆ Westlake Academy increased the student population to approximately 812 in FY 2014-15.
- ◆ Security remains a priority on campus, with a full security audit completed in April 2013 including the interviewing of staff, accessing security systems, written plans, and threat assessment. As a result the front office was remodeled to improve how visitors check in and out of the school.
- ◆ Jacob Engineering completed a second traffic study for the pick-up and drop-off flow for both MYP and PYP due to an increase in student enrollment in the fall 2014 and input from the D.O.G parent group.
- ◆ Repairs on the spillway location on the east side of the park were completed in August 2015. Two power racks in the park were also updated.
- ◆ Completed fire station location study in the summer 2015.



DID YOU KNOW

Westlake Academy Phase one expansion was completed in the fall of 2014 which brings the campus to a total of 108,000 sq. ft.

2014-2015 Highlights

- ◆ Staff is conducting bi-monthly table exercise with the emergency response and Westlake Academy staff.
- ◆ The Secondary building was completed in August 2014 followed by the Sam & Margaret Lee Fieldhouse in October 2014.
- ◆ Completed irrigation project for the cemetery in September 2015.
- ◆ Completed the extension of the temporary fire station metal building to provide living quarters after the mobile home burned in December of 2014.
- ◆ Completed the northwest parking lot improvement at the Westlake Academy for the 2014 - 2015 school year.

Goals and Objectives 17 Facilities Maintenance

2015-2016 Goals and Objectives

- ◆ Facilities Plan will be developed, including an annual maintenance, periodic maintenance, and facilities use plan.
- ◆ The Westlake Academy facility master plan will be reviewed.
- ◆ Ensure the Christmas Lighting, Arbor Day and Decoration Day events have a quality setting.
- ◆ Create a safe working and learning environment for teachers, administration staff, students and visitors, by maintaining a quarterly and monthly maintenance agreement for the Academy, Solana, Fire Station and Municipal Campus for the following systems:
 - Cleaning service – Daily and semi-annual, window, carpet and tile floors
 - HVAC and heating – Quarterly
 - Electrical systems – Quarterly
 - Security systems – Semi-annual
 - Fire sprinkler and alarm systems – Annual
 - Maintain the campus landscaping: 36 mowings, fertilizations, weed control
- ◆ Athletic Field Maintenance:
 - Athletic Field - 2 field mowings around athletic field
 - Athletic Field – 36 mowings by staff
- ◆ Parchman house maintenance
- ◆ Cemetery maintenance
- ◆ Fire station maintenance
- ◆ Serve as back-up for the Public Works department



Efficiency/Effectiveness Measures

	Performance Measures	Actual FY 12/13	Actual FY 13/14	Estimated FY 14/15	Adopted FY 15/16
1.	100% compliant with fire sprinkler and alarm inspection schedule	100%	100%	100%	100%
2.	Projects completed on time (Remodeling, A & S, Water Well, Camera update, etc.)	100%	100%	100%	100%
3.	Maintain the campus and park contract services	Yes	Yes	Yes	Yes

Program Summary

Department 18

Finance Department

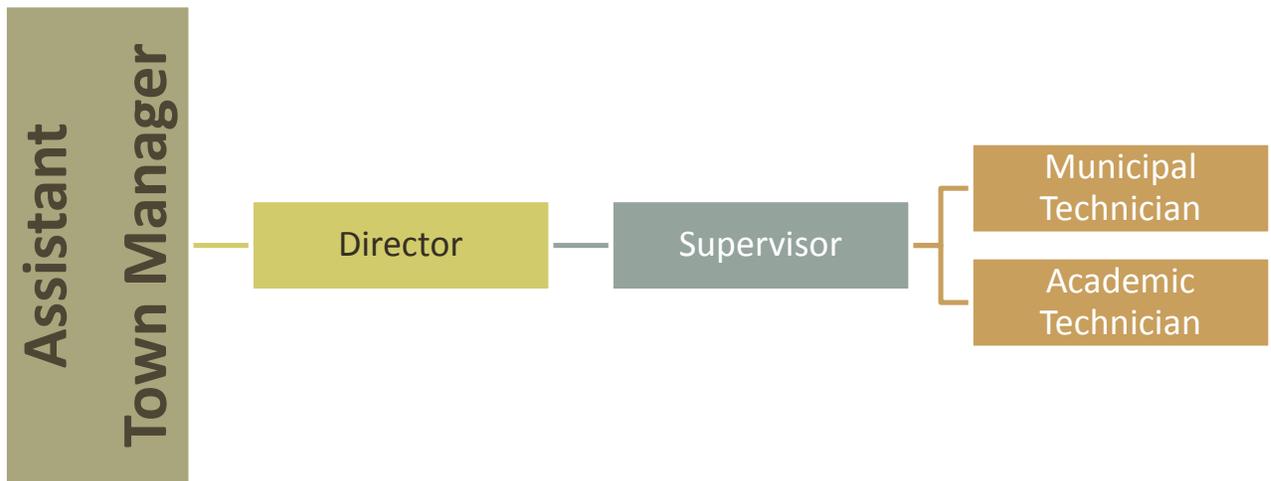
	Actual FY 13/14	Adopted Budget FY 14/15	Estimated Budget FY 14/15	Adopted Budget FY 15/16	FY 15/16 Adopted vs FY 14/15 Estimated	
REVENUE CATEGORIES						
General Sales Tax	-	-	-	-	0.0%	-
Property Tax	-	-	-	-	0.0%	-
Permits and Fees	-	-	-	-	0.0%	-
Fines & Forfeitures	-	-	-	-	0.0%	-
Franchise Fees	-	-	-	-	0.0%	-
Contributions	-	-	-	-	0.0%	-
Beverage Tax	-	-	-	-	0.0%	-
Interest	-	-	-	-	0.0%	-
Intergovernmental	-	-	-	-	0.0%	-
Misc Income	-	-	-	-	0.0%	-
GRAND TOTAL	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -
EXPENDITURE CATEGORIES						
Capital Outlay	-	2,800	2,800	2,800	0.0%	-
Debt Service	-	-	-	-	0.0%	-
Economic Development	-	-	-	-	0.0%	-
Insurance	-	-	-	-	0.0%	-
Repair and Maintenance	-	-	-	-	0.0%	-
Rent and Utilities	-	-	-	-	0.0%	-
Service	21,000	38,341	38,591	38,591	0.0%	-
Supplies	3,961	5,675	6,340	6,340	0.0%	-
GRAND TOTAL	\$ 24,961	\$ 46,816	\$ 47,731	\$ 47,731	0.0%	\$ -

Program Summary

Department 18

Finance Department

	Actual FY 13/14	Adopted Budget FY 14/15	Estimated Budget FY 14/15	Adopted Budget FY 15/16	FY 15/16 Adopted vs FY 14/15 Estimated	
EMPLOYEE STAFFING						
Director	1.00	1.00	1.00	1.00	0.0%	-
Supervisor	1.00	1.00	1.00	1.00	0.0%	-
Accounting Technician Municipal	1.00	1.00	1.00	1.00	0.0%	-
Accounting Technician Academic	-	1.00	1.00	1.00	0.0%	-
TOTAL POSITIONS	3.00	4.00	4.00	4.00	0.0%	-



PAYROLL & RELATED CATEGORIES						
Payroll Wages	238,251	329,023	322,023	319,489	-0.8%	(2,535)
Payroll Transfer In	(172,465)	(172,952)	(172,952)	(222,940)	28.9%	(49,987)
Payroll Insurance	31,686	37,911	53,221	63,898	20.1%	10,677
Payroll Taxes	19,082	20,894	21,021	25,656	22.1%	4,635
Payroll Retirement	18,727	26,580	26,580	36,837	38.6%	10,257
GRAND TOTAL	\$ 135,281	\$ 241,455	\$ 249,892	\$ 222,940	-10.8%	\$ (26,953)

Program Budget

Finance Office

Program	Activity	Budget	Percent
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Financial Management - Municipal

1	Municipal Annual Budget	53,909	19.92%
2	Capital Improvement Plan (CIP)	8,749	3.23%
		\$ 62,658	23.15%

Utility Billing

1	Utility Billing and Processing	2,893	1.07%
		\$ 2,893	1.07%

Accounting Services - Municipal

1	Accounts Payable	7,388	2.73%
2	Accounts Receivable	5,819	2.15%
3	Payroll	23,208	8.57%
4	Financial Reporting	49,570	18.31%
5	Cash & Investment Management	10,160	3.75%
		\$ 96,144	35.52%

Municipal Governance

1	Town Council Meetings/Workshops	6,974	2.58%
		\$ 6,974	2.58%

Accounting Services - Academic

1	Accounts Payable	4,625	1.71%
2	Accounts Receivable	3,689	1.36%
3	Payroll	7,092	2.62%
4	Financial Reporting	28,799	10.64%
5	Cash & Investment Management	3,656	1.35%
6	Academic Annual Budget	32,499	12.01%
		\$ 80,360	29.69%

Academic Governance

1	Board of Trustees Meetings/Workshops	3,201	1.18%
		\$ 3,201	1.18%

Accounting Services - Foundation

1	Accounts Payable	3,647	1.35%
2	Accounts Receivable	3,647	1.35%
3	Payroll	2,514	0.93%
4	Financial Reporting	7,740	2.86%
		\$ 17,549	6.48%

Foundation Governance

1	Board Meetings/Workshops	892	0.33%
		\$ 892	0.33%

\$ 270,671	100%
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Strategic Theme & Objective(s)

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

Program Description

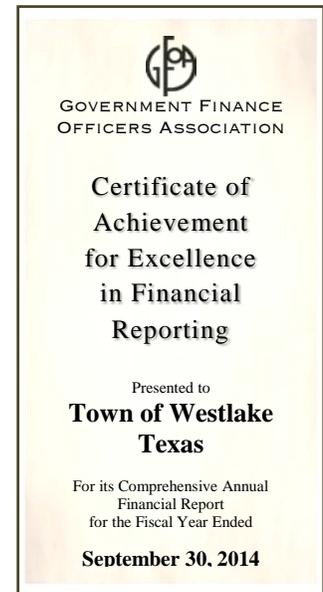
- ◆ The Finance Department is responsible for collecting, recording, summarizing, and reporting the results of all financial transactions of the following entities in a timely manner and in accordance with generally accepted accounting principles while ensuring compliance with applicable state and federal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

- ◆ **Payroll Processing** - The Finance Department is responsible for the payment of salaries and wages according to established procedures on specified days according to the adopted payroll calendar. The Town of Westlake operates two payroll systems concurrently; one for employees who are on a normal 40-hour work week, and another cycle for DPS employees who work 24-hour shifts. This dual system is commonplace in cities to accommodate FLSA requirements.

- ◆ **Budgets** - The Town's annual budget is prepared in the context of a five (5-8) year financial forecast. The proposed budget is submitted to the Council approximately thirty to forty-five days prior to the beginning of the fiscal year for their consideration. The Town's budget is allocated by fund and is designed to provide a clear picture of the Town's spending, allocation of financial resources, and priorities as well as how they are set to carry out the policy direction of the Council.

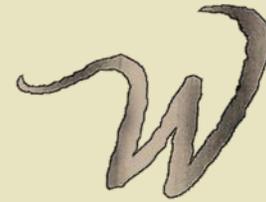


- ◆ **Westlake Academy** - The Department works with the Education Service Center (Region XI) to maintain Westlake Academy's financial system and fiscal controls, i.e. general ledger, payroll, accounts payable, accounts receivable and cash management.



Goals and Objectives 18 Finance Office

- ◆ **Cash Collections** - The establishment of strong internal controls for cash collections is necessary to prevent mishandling of funds and to safeguard against loss. In addition, strong internal controls are designed to protect employees from inappropriate charges of mishandling funds by defining employee responsibilities in the cash handling process. Cash is considered to include coin, currency, checks, money orders, and credit card transactions.
- ◆ **Audits** - In conjunction with maintaining financial records, the Department is responsible for the preparation for and coordination of the annual external financial audits for the Town of Westlake, Westlake Academy and Westlake Academy Foundation.
- ◆ **Fraud** - The Town of Westlake is committed to protecting its revenue, property, information and other assets from any attempt, either by members of the public, contractors, agents, intermediaries or its own employees, to gain by deceit, financial or other benefits. It is Westlake's intent to fully investigate any suspected acts of fraud, misappropriation or other similar irregularity.
- ◆ **Accounts Payable** - The Accounts Payable Section of the Finance Department is responsible for reviewing all invoices for making payments of all legally incurred and property authorized obligations. Payments will be issued in a manner to maintain the credit worthiness of Westlake Academy and to take advantage of all available discounts.



DID YOU KNOW

- If you could stack 14.5 million dollars, in \$1 notes; that pile of currency would reach a mile high.
- In 1861, when the U.S. issued its first major issue of paper currency, each note had to be signed **by hand** by representatives of the Register of the Treasury of the Treasurer.

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Program Broad Goals

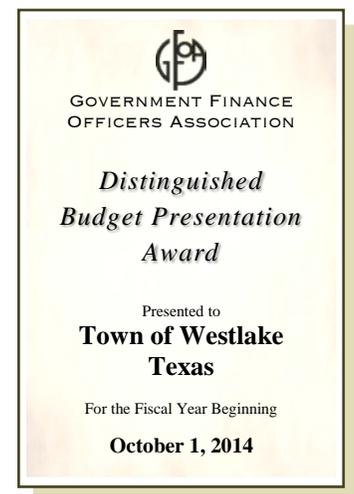
- ◆ Provide Town Council, management, departments and citizens with accurate and timely financial records and reports in the most efficient manner.
- ◆ Maintain the accounting and financial reporting systems in conformance with all state and federal laws, Generally Accepted Accounting Principles (GAAP),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

Program Trends

- ◆ Finance and accounting are core functions that often expand in direct correlation with an organization that continues to expand
- ◆ Increases in the number of Academy employees, the number of utility customers, and the number of necessary fiduciary processes over past five years
- ◆ Plans for continued future expansion at Westlake Academy combined with residential population increases and economic development will continue to challenge the Finance Department's ability to maintain the highest levels of service and quality with existing staffing.

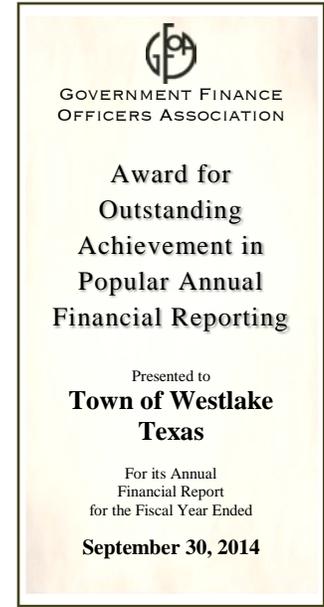
2014-2015 Highlights

- ◆ **Prepared, submitted and received the Town's**
 - Distinguished Budget Presentation Award for recognition from the Government Finance Officers Association. Awards received for 2007 thru 2014
 - Comprehensive Annual Financial Report for recognition from the Government Finance Officers Association. Awards received for 2007 thru 2014
 - Popular Annual Financial Reporting Award for recognition from the Government Finance Officers Association. Awards received for 2011 thru 2014
- ◆ **Prepared, submitted and received Westlake Academy's**
 - Distinguished Budget Presentation Award for recognition from the Government Finance Officers Association. Awards received for 2009 thru 2014
 - International Award for Budget Excellence for recognition from the Association of School Business Officials International. Awards received for 2009 thru 2014
- ◆ Received an unqualified audit opinion on the 09/30/2014 Comprehensive Annual Financial Report.
- ◆ Documents are continuing to be scanned and available to be retrieved by not only the finance department but all departments which has completely eliminated the need to contact the department for research.
- ◆ Efficiencies were gained during the current year with the implementation of several improvements to the payroll process. The benefits accrual, which was hand prepared previously, is now being tracked with the software. Additionally, check stub copies are now electronically e-mailed to each employee. They now have access to review a portal with all prior payroll information available and the access to make changes to exemptions and addresses.



2015-2016 Goals and Objectives

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



- ◆ Streamline the accounts payable process using Workflow through Laserfiche. Invoices will be scanned and forwarded to each department for coding and approval; alleviating the down-time between receiving the invoice in Finance and routing to each Department Head for approval. Once the approval and coding is complete, the invoice can be paid and the system will automatically match the check and the invoice and file in Laserfiche, saving both time and effort.

Efficiency/Effectiveness Measures

	Performance Measures	Actual FY 12/13	Actual FY 13/14	Estimated FY 14/15	Adopted FY 15/16
1.	Auditor prepared audit adjustments not to exceed 5	4	2	5	5
2.	Prepare five year budget forecast for subsequent year	May	May	May	May
3.	Annual CIP update	May	May	May	May

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Program Summary

Department 19

Parks and Recreation

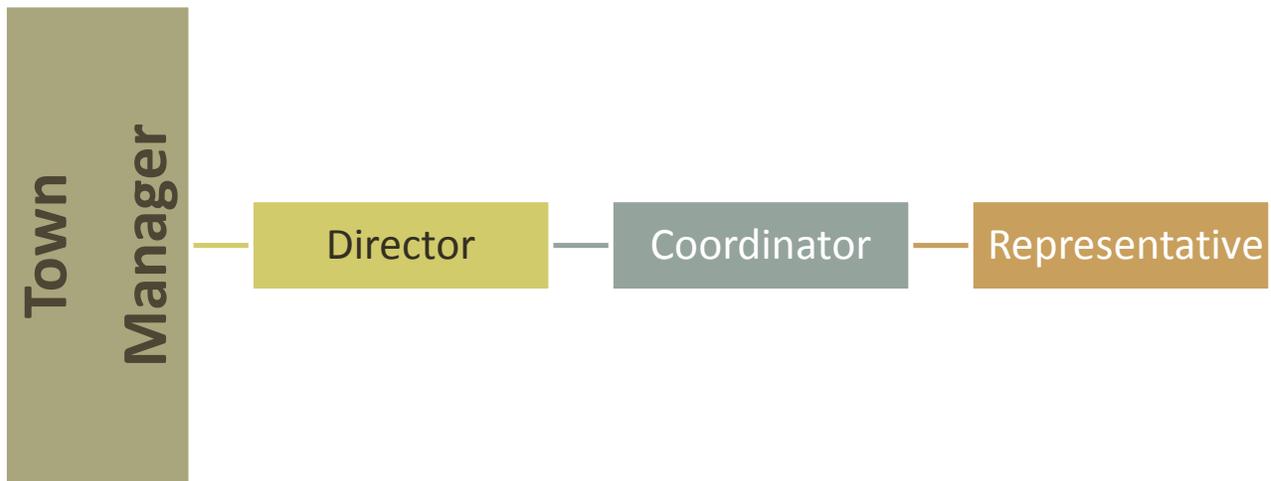
	Actual FY 13/14	Adopted Budget FY 14/15	Estimated Budget FY 14/15	Adopted Budget FY 15/16	FY 15/16 Adopted vs FY 14/15 Estimated	
REVENUE CATEGORIES						
General Sales Tax	-	-	-	-	0.0%	-
Property Tax	-	-	-	-	0.0%	-
Permits and Fees	-	-	-	-	0.0%	-
Fines & Forfeitures	-	-	-	-	0.0%	-
Franchise Fees	-	-	-	-	0.0%	-
Contributions	-	-	-	-	0.0%	-
Beverage Tax	-	-	-	-	0.0%	-
Interest	-	-	-	-	0.0%	-
Intergovernmental	-	-	-	-	0.0%	-
Misc Income	-	-	-	-	0.0%	-
GRAND TOTAL	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -
EXPENDITURE CATEGORIES						
Capital Outlay	-	1,500	1,500	1,500	0.0%	-
Debt Service	-	-	-	-	0.0%	-
Economic Development	-	-	-	-	0.0%	-
Insurance	-	-	-	-	0.0%	-
Repair and Maintenance	16,330	62,500	62,500	59,500	-4.8%	(3,000)
Rent and Utilities	10,744	8,780	9,355	9,355	0.0%	-
Service	35,844	49,250	49,250	52,250	6.1%	3,000
Supplies	288	8,933	8,978	8,978	0.0%	-
GRAND TOTAL	\$ 63,206	\$ 130,963	\$ 131,583	\$ 131,583	0.0%	\$ -

Program Summary

Department 19

Parks and Recreation

	Actual FY 13/14	Adopted Budget FY 14/15	Estimated Budget FY 14/15	Adopted Budget FY 15/16	FY 15/16 Adopted vs FY 14/15 Estimated	
EMPLOYEE STAFFING						
Director	0.500	0.500	0.500	0.500	0.0%	-
Customer Service Coordinator	0.167	0.167	0.167	0.167	0.0%	-
Customer Service Representative	0.167	0.167	0.167	0.167	0.0%	-
TOTAL POSITIONS	0.834	0.834	0.834	0.834	0.0%	-



PAYROLL & RELATED CATEGORIES						
Payroll Wages	63,249	73,500	72,042	79,367	10.2%	7,325
Payroll Transfer In	(24,538)	(53,639)	(53,639)	(54,124)	0.9%	(484)
Payroll Insurance	11,079	19,181	12,831	13,156	2.5%	325
Payroll Taxes	5,626	7,099	7,100	6,573	-7.4%	(527)
Payroll Retirement	4,918	7,499	7,499	9,151	22.0%	1,652
GRAND TOTAL	\$ 60,334	\$ 53,639	\$ 45,832	\$ 54,124	18.1%	\$ 8,292

Program Budget

Parks and Recreation

Program	Activity	Budget	Percent
Parks and Recreation Maintenance			
1	Open Space Services	85,520	46.05%
2	Trail Development and Maintenance	55,876	30.09%
		\$ 141,396	76.14%
Citizen Communication & Engagement			
1	Community Services	12,080	6.50%
		12,080	6.50%
Academic Administration			
1	Academy Partnerships	14,325	7.71%
		\$ 14,325	7.71%
Municipal Administration			
1	Purchasing	4,352	2.34%
2	Support Services	7,059	3.80%
		\$ 11,411	6.14%
Academic Governance			
1	Board of Trustee Meetings/Workshops	3,247	1.75%
		\$ 3,247	1.75%
Municipal Governance			
1	Town Council Meetings/Workshops	3,247	1.75%
		\$ 3,247	1.75%
		\$ 185,707	100%

Goals and Objectives 19 Parks and Recreation

Strategic Theme & Objective(s)

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

Program Description

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



Program Broad Goals

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

Program Trends

- ◆ The population growth, both permanent and daytime population, has increased the use of the park and trail system.
- ◆ The Town prides itself on offering community stewardship opportunities to those within Westlake - to the benefit of our residents and those serving the surrounding communities. Such as those listed below:



Goals and Objectives 19 Parks and Recreation

- Community Storehouse continues to lease the Academy buildings for three weeks in July to provide a reading camp for 1st and 2nd grade students of the surrounding communities. We are in our fifth year of this partnership.
 - Ongoing opportunities are provided for Eagle Scout projects
 - Boy Scout Troop 170 continues to partner with the Town through the establishment of a wood lot adjacent to the Parchman property in exchange for cleaning up the cemetery and parks.
- ◆ In tandem with our CIP and partnership projects that include roadways, we are expanding our trail systems to promote 'walk-ability' and fulfill our strategic outcome objective of "Encourage Westlake's Unique Sense of Place" by connecting these systems for our residents and visitors. This trend is anticipated to be a priority for the future.
- ◆ The Town partnered with TD Financial to plant 10 trees in the Town's open space on Roanoke Road for the 2014 annual Arbor Day event. In April, 2014, the Town received its fifteenth (15th) Tree City USA award from the National Arbor Day Foundation. Due to the wet weather the 2015 Arbor Day event was canceled. Staff and students planted six trees on the WA campus and educated student on how to plant and prune trees and received our sixteenth (16th) Tree City USA award.



2014-2015 Highlights

- ◆ Three Eagle Scout projects were completed in the cemetery.
- ◆ Received 15th annual Tree City USA award.
- ◆ Completed trail from Capital Parkway to Dove Rd. on the west side of FM 1938.
- ◆ The Town's comprehensive plan was adopted in February 2015 which included elements that contain the parks and trail systems.
- ◆ Added irrigation system to the cemetery for watering purposes.
- ◆ Parking improvement which included lighting in Glenwyck Park, repair to the pond on the east side of the park and updating the electrical panels.
- ◆ New playground equipment was installed in August 2015 at the Westlake Academy campus.
- ◆ Updated the Dove Rd median to the west of FM 1938 and the Dove Rd. Randol Mill triangle.

Goals and Objectives 19 Parks and Recreation

2015-2016 Goals and Objectives

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



Efficiency/Effectiveness Measures

	Performance Measures	Actual FY12/13	Actual FY13/14	Estimated FY 14/15	Adopted FY 15/16
1.	Dove Road – 30 medians mowed, fertilized and weed controlled	100%	100%	100%	100%
2.	Park – 5 field mows and 36 mows around walkways and open spaces	100%	100%	100%	100%
3.	Other – annual tree trimming for road ways and park area	100%	100%	100%	100%

Program Summary

Department 20

Information Technology

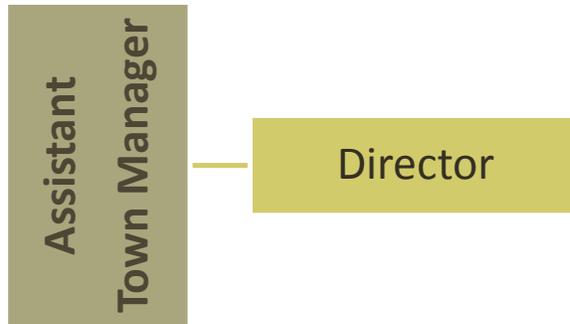
	Actual FY 13/14	Adopted Budget FY 14/15	Estimated Budget FY 14/15	Adopted Budget FY 15/16	FY 15/16 Adopted vs FY 14/15 Estimated	
REVENUE CATEGORIES						
General Sales Tax	-	-	-	-	0.0%	-
Property Tax	-	-	-	-	0.0%	-
Permits and Fees	-	-	-	-	0.0%	-
Fines & Forfeitures	-	-	-	-	0.0%	-
Franchise Fees	-	-	-	-	0.0%	-
Contributions	-	-	-	-	0.0%	-
Beverage Tax	-	-	-	-	0.0%	-
Interest	-	-	-	-	0.0%	-
Intergovernmental	-	-	-	-	0.0%	-
Misc Income	-	-	-	-	0.0%	-
GRAND TOTAL	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -
EXPENDITURE CATEGORIES						
Capital Outlay	-	-	-	-	0.0%	-
Debt Service	-	-	-	-	0.0%	-
Economic Development	-	-	-	-	0.0%	-
Insurance	-	-	-	-	0.0%	-
Repair and Maintenance	-	-	-	-	0.0%	-
Rent and Utilities	-	-	-	-	0.0%	-
Service	27,335	81,250	30,000	52,200	74.0%	22,200
Supplies	9,357	14,250	14,250	5,850	-58.9%	(8,400)
GRAND TOTAL	\$ 36,692	\$ 95,500	\$ 44,250	\$ 58,050	31.2%	\$ 13,800

Program Summary

Department 20

Information Technology

	Actual FY 13/14	Adopted Budget FY 14/15	Estimated Budget FY 14/15	Adopted Budget FY 15/16	FY 15/16 Adopted vs FY 14/15 Estimated	
EMPLOYEE STAFFING						
Director	-	1.00	1.00	1.00	0.0%	-
TOTAL POSITIONS	-	1.00	1.00	1.00	0.0%	-



PAYROLL & REALTED CATEGORIES						
Payroll Wages	29,861	120,860	77,997	102,922	32.0%	24,925
Payroll Insurance	2,605	-	11,628	10,763	-7.4%	(865)
Payroll Taxes	2,410	-	5,878	8,235	40.1%	2,358
Payroll Retirement	2,146	-	7,910	11,867	50.0%	3,957
GRAND TOTAL	\$ 37,023	\$ 120,860	\$ 103,413	\$ 133,787	29.4%	\$ 30,374

PROGRAM BUDGET
Information Technology

Program	Activity	Budget	Percent
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IT Operations

1	Information Technology Support	37,442	19.52%
2	PC Support	51,721	26.96%
3	Enterprise Support Systems	23,109	12.05%
4	Data Center	8,274	4.31%
5	Website Services	4,334	2.26%
		\$ 124,879	65.10%

Network Operations

1	WAN Operations	8,274	4.31%
2	Physical & Electronic Network Security	5,537	2.89%
		\$ 13,812	7.20%

Westlake Academy

1	Information Technology Support	10,894	5.68%
2	PC Support	655	0.34%
3	Enterprise Support Systems	25,109	13.09%
4	Data Center	4,792	2.50%
5	Website Services	667	0.35%
6	WAN Operations	4,792	2.50%
7	Physical & Electronic Network Security	6,237	3.25%
		\$ 53,147	27.70%

\$ 191,837	100%
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Goals and Objectives 20 Information Technology

Strategic Theme & Objective(s)

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

Program Description

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

Program Broad Goals

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



Program Trends

- ◆ Information Technology is in a state of perpetual change, and policies, strategies, and system implementation must accommodate these realities.
- ◆ Network/system security requires ongoing analysis and adjustments to meet emerging threats.
- ◆ Equipment must be updated to remain reliable and secure.
- ◆ Data communication links between locations require evaluation of alternate information storage and backup process to ensure optimal performance.
- ◆ Service demands of internal and external customers continue to increase exponentially each year. The number of devices and staff the IT department supports has increased more than 1000% in the past five years (from approximately 300 devices total in 2009 to over 3000 devices in 2015) while the number of IT staff has increased 33.3% (from 1.5 in 2009 to 2 in 2012). The number of overall FTE (does not include part-time/temporary positions) staff supported by the IT Department has also increased over 50% in the past five years (from 89 employees in 2009 to 133 employees in 2015).

Goals and Objectives 20 Information Technology

2014-2015 Highlights

Overall:

- ◆ Reduced costs by keeping outsourced technical services to a minimum.
- ◆ Successful and timely resolutions to over 700 IT-related incidents and requests reported through our SchoolDude tracking system since May 2014.

Academy:

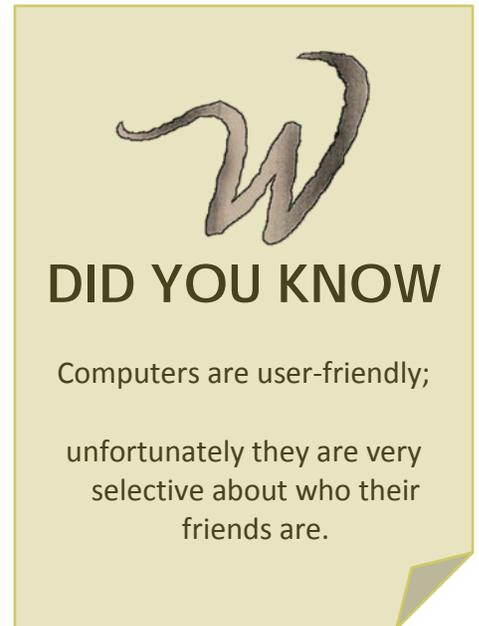
- ◆ Successfully opened three new buildings on campus incorporating additional network devices into our existing network.
- ◆ Installed 20 additional wireless access points across campus to support increased number of devices on network and our 1-to-1 initiative.
- ◆ Successfully implemented 1-to-1 iPad mini's which includes 874 iPad Mini's and 40 AppleTV's (for wireless projection) for Staff and Grades 1 through 12.
- ◆ Installed 15 SMART Boards the new Secondary School and 12 SMART LCDs in the PYP buildings and Portable Buildings.

Town Hall / Municipal Court:

- ◆ Replaced large format printer with current model
- ◆ Upgraded to newer version of Laserfiche including setting up another server dedicated to hosting the Laserfiche SQL database

Fire Department:

- ◆ Computer and laptop upgrades



2015-2016 Goals and Objectives

- ◆ Implement enhanced 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.



Goals and Objectives 20 Information Technology

- ◆ 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.

Efficiency/Effectiveness Measures

	Performance Measures	Actual FY12/13	Actual FY 13/14	Estimated FY14/15	Adopted FY15/16
1.	Network connectivity and telephone functionality at or above 99.5%	99.7%	99.8%	99.8%	99.8%
2.	Response to all service requests with 24 hours at or above 99%	99.5%	99.5%	99.5%	99.5%

Goals and Objectives 20 Information Technology

Academy Technology Forecast	Actual	Estimated	Proposed	Projection		TOTAL
	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	

LIFECYCLE MAINTENANCE & REPLACEMENT						
Server Replacements	2,500	2,500	5,000	5,000	5,000	20,000
IPad / Tablet Replacements	30,000	-	10,000	10,000	10,000	60,000
Laptop / iMac Replacements	60,000	10,000	70,000	20,000	20,000	180,000
PC Replacements	2,500	1,500	1,500	1,500	1,500	8,500
Telephone System Replacements	2,500	2,500	2,500	2,500	2,500	12,500
Network Hardware Replacements	5,000	5,000	10,000	10,000	10,000	40,000
	\$102,500	\$21,500	\$99,000	\$49,000	\$49,000	\$321,000

ONGOING TECHNOLOGY PROGRAMS						
Information Technology Training	2,500	2,500	3,500	3,500	3,500	15,500
Campus Security System / Upgrades	6,000	8,000	9,000	10,000	10,000	43,000
Hardware & Software Support Contracts	6,000	8,000	15,000	20,000	25,000	74,000
Website Hosting, Maintenance, Upgrades	1,500	15,000	3,000	2,000	2,000	23,500
Email Service & Archival	2,200	2,400	2,600	2,800	2,800	12,800
Internet & Network Service & Support	16,000	17,000	20,000	22,500	25,000	100,500
Security / Disaster Recovery Equipment & Support	7,500	7,500	7,500	7,500	7,500	37,500
	\$41,700	\$60,400	\$60,600	\$68,300	\$75,800	\$306,800

GROWTH						
Expand Network Infrastructure	7,000	12,000	15,000	15,000	15,000	64,000
Network Monitoring & Management System	1,500	1,500	3,000	3,000	3,000	12,000
Procure Additional End-User & Educational Equipment	25,000	25,000	25,000	25,000	25,000	125,000
	\$33,500	\$38,500	\$43,000	\$43,000	\$43,000	\$201,000

TOTAL ACADEMY FORECAST	\$ 177,700	\$ 120,400	\$ 202,600	\$ 160,300	\$ 167,800	\$ 828,800
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Goals and Objectives 20 Information Technology

Municipal Technology Forecast	Actual	Estimated	Proposed	Projection		TOTAL
	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	

LIFECYCLE MAINTENANCE & REPLACEMENT						
Servers (moving to hosted rather than physical assets)	7,000	25,000	17,500	19,000	21,000	89,500
PC/iPad/Tablet Replacements	4,000	2,000	5,000	6,000	6,000	23,000
Printer Replacements	7,500	8,000	5,000	5,000	5,000	30,500
Security System Upgrades & Replacements	2,000	2,000	1,000	1,000	1,000	7,000
Network Hardware / Telephone Replacements	12,000	15,000	15,000	20,000	15,000	77,000
	\$32,500	\$52,000	\$43,500	\$51,000	\$48,000	\$227,000

STRATEGIC INITIATIVES/PROJECT IMPLEMENTATION						
Laserfiche Implementation / Licensing / Support	11,500	13,000	15,000	15,000	15,000	69,500
Online Utility Billing Payment System & Support	1,500	1,500	1,500	1,500	1,500	7,500
Security System Upgrades / Support	2,000	1,000	1,000	1,000	1,000	6,000
GIS service for Public safety Dispatch	7,000	7,000	7,000	7,000	7,000	35,000
	\$22,000	\$22,500	\$24,500	\$24,500	\$24,500	\$118,000

ONGOING TECHNOLOGY PROGRAMS						
Information Technology Training	2,500	3,500	3,500	4,000	4,000	17,500
Email Service & Archival	6,000	9,300	10,000	100,000	100,000	225,300
Website Hosting, Maintenance, Upgrades	5,000	5,000	5,000	5,000	5,000	25,000
Hardware & software support contracts	5,000	5,000	15,000	16,000	17,000	58,000
Application software service & Support	13,000	40,000	17,500	19,000	21,000	110,500
Internet & Network Service & Support	16,000	17,000	19,000	21,000	23,000	96,000
Security / Disaster Recovery Equipment & Support	7,500	7,500	7,500	7,500	7,500	37,500
	\$55,000	\$87,300	\$77,500	\$172,500	\$177,500	\$569,800

GROWTH						
Network Monitoring & Management System	1,500	1,500	2,000	2,000	2,000	9,000
Additional PCs / laptops / tablets	3,500	4,000	4,500	5,000	5,000	22,000
	\$5,000	\$5,500	\$6,500	\$7,000	\$7,000	\$31,000

TOTAL MUNICIPAL FORECAST	\$ 114,500	\$ 167,300	\$ 152,000	\$ 255,000	\$ 257,000	\$ 945,800
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Program Summary

Department 21

Human Resources

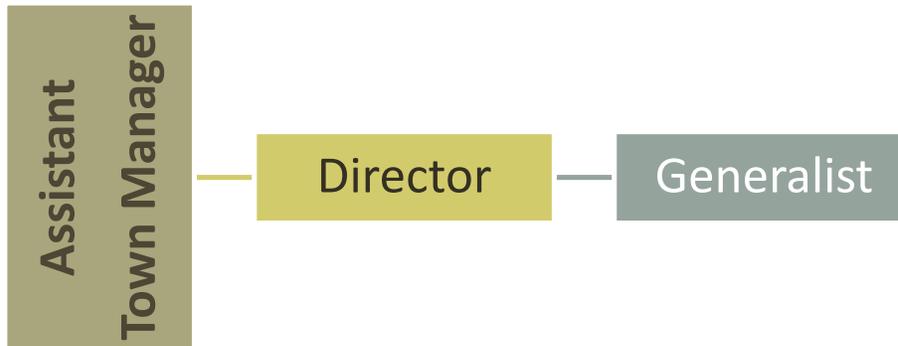
	Actual FY 13/14	Adopted Budget FY 14/15	Estimated Budget FY 14/15	Adopted Budget FY 15/16	FY 15/16 Adopted vs FY 14/15 Estimated	
REVENUE CATEGORIES						
General Sales Tax	-	-	-	-	0.0%	-
Property Tax	-	-	-	-	0.0%	-
Permits and Fees	-	-	-	-	0.0%	-
Fines & Forfeitures	-	-	-	-	0.0%	-
Franchise Fees	-	-	-	-	0.0%	-
Contributions	-	-	-	-	0.0%	-
Beverage Tax	-	-	-	-	0.0%	-
Interest	-	-	-	-	0.0%	-
Intergovernmental	-	-	-	-	0.0%	-
Misc Income	-	-	-	-	0.0%	-
GRAND TOTAL	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -
EXPENDITURE CATEGORIES						
Capital Outlay	-	-	-	-	0.0%	-
Debt Service	-	-	-	-	0.0%	-
Economic Development	-	-	-	-	0.0%	-
Insurance	-	-	-	-	0.0%	-
Repair and Maintenance	-	-	-	-	0.0%	-
Rent and Utilities	-	-	-	-	0.0%	-
Service	7,247	11,400	14,545	14,545	0.0%	-
Supplies	2,741	4,900	4,970	4,970	0.0%	-
GRAND TOTAL	\$ 9,989	\$ 16,300	\$ 19,515	\$ 19,515	0.0%	\$ -

Program Summary

Department 21

Human Resources

	Actual FY 13/14	Adopted Budget FY 14/15	Estimated Budget FY 14/15	Adopted Budget FY 15/16	FY 15/16 Adopted vs FY 14/15 Estimated	
EMPLOYEE STAFFING						
Director	1.00	1.00	1.00	1.00	0.0%	-
Generalist	1.00	1.00	1.00	1.00	0.0%	-
TOTAL POSITIONS	2.00	2.00	2.00	2.00	0.0%	-



PAYROLL & REALTED CATEGORIES						
Payroll Wages	108,540	156,356	154,656	167,146	8.1%	12,489
PR Transfer In	(7,740)	(10,655)	(10,655)	(10,804)	1.4%	(150)
Payroll Insurance	15,705	28,225	16,725	16,259	-2.8%	(466)
Payroll Taxes	8,877	12,560	12,560	13,413	6.8%	852
Payroll Retirement	8,435	15,952	15,952	19,272	20.8%	3,320
GRAND TOTAL	\$ 133,817	\$ 202,440	\$ 189,240	\$ 205,285	8.5%	\$ 16,045

Program Budget

Human Resources

Program	Activity	Budget	Percent
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Human Resources Administration

1	Administrative Support Services	10,888	4.84%
2	Employee Records	3,110	1.38%
3	Payroll	6,221	2.77%
		\$ 20,219	8.99%

Total Compensation

1	Compensation and Classification	3,110	1.38%
2	Benefits Management	3,110	1.38%
		\$ 6,220	2.77%

Risk Management

1	Property & Casualty Insurance Management	10,375	4.62%
2	Worker's Compensation	1,555	0.69%
3	Loss Prevention	1,165	0.52%
		\$ 13,095	5.83%

Employment Services

1	Employment Application Services	5,180	2.30%
2	Recruitment and Placement	2,334	1.04%
3	Employee Skills Development	2,334	1.04%
		\$ 9,848	4.38%

Westlake Academy Foundation

1	Fundraising Support	779	0.35%
2	Employment services	388	0.17%
3	General Administrative Support	779	0.35%
		\$ 1,945	0.87%

Westlake Academy

1	Administrative Support Services	41,427	18.43%
2	Employee Records	20,715	9.21%
3	Payroll	20,715	9.21%
4	Compensation and Classification	15,534	6.91%
5	Benefits Management	20,715	9.21%
6	Property & Casualty Insurance Management	7,768	3.46%
7	Worker's Compensation	2,589	1.15%
8	Loss Prevention	5,179	2.30%
9	Employment Application Services	15,534	6.91%
10	Recruitment and Placement	18,125	8.06%
11	Employee Skills Development	5,176	2.30%
		\$ 173,475	77.17%

\$ 224,801	100%
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Strategic Theme & Objective(s)

- ◆ Theme ~ Exemplary Service & Governance
- ◆ Objective(s) ~ Attract, Recruit, Retain and Develop the Highest Quality Workforce



Program Description

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

Program Broad Goals

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

Goals and Objectives 21 Human Resources

- ◆ Recruit and retain the highest quality employees to sustain excellent customer service reflective of a High-Performance Organization (HPO).

Program Trends

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

2014-2015 Highlights

- ◆ Processed all payroll, benefit transactions, and regulatory filings in a timely manner in partnership with the Finance Department.
- ◆ Facilitated all tasks and procedures pertaining to Risk Management, in response to the organization's required service demands.
- ◆ Completed updates to the Town and Academy's personnel manuals with additional and amended policies.
- ◆ Facilitated the recruiting and/or onboarding process of 67 full-time and part-time employees for the Town and Westlake Academy.
- ◆ Completed comprehensive municipal and academic salary surveys to ensure competitive employee compensation.
- ◆ Began development of a new web-based employee evaluation system.
- ◆ Was elected as a voting member of the Region XI Benefits Cooperative Board for 2015-2016.
- ◆ Implemented a web portal for access to attendance and payroll data for municipal employees.
- ◆ Completed SHRM-SCP certification.



DID YOU KNOW?

The Town of Westlake HR Department receives over 1,200 job applications each year; more than Westlake's residential population.

Goals and Objectives 21 Human Resources

2015-2016 Goals and Objectives

- ◆ Implement a comprehensive municipal employee compensation plan in cooperation with the Leadership Team and independent consulting firm.
- ◆ Implement a new employee performance evaluation instrument and establish completion timeframes to enhance employee performance and development.
- ◆ Complete an annual risk assessment of all areas affected by potential property, liability, or worker's compensation losses.
- ◆ Complete the implementation of an electronic employee absence request and attendance tracking system for municipal employees.
- ◆ Develop a performance pay component to complement the current teacher compensation system, including analysis of and improvements of current stipend and extra-duty payment practices in cooperation with the Westlake Academy LEAD Team.

Efficiency/Effectiveness Measures

	Performance Measures	Actual FY12/13	Actual FY 13/14	Estimated FY14/15	Adopted FY15/16
1.	Review need for policy amendments, additions, and deletions	Semi-Annually	Semi-Annually	Semi-Annually	Semi-Annually
2.	Development and implementation of a comprehensive compensation plan for the Town of Westlake	N/A	N/A	N/A	March 2016
3.	Research and development of a performance pay component for Westlake Academy teachers.	N/A	N/A	N/A	April 2016
4.	Average time to fill vacant positions is 45 days or less	N/A	N/A	43 days	40 days
5.	All positions analyzed by actual job duty and review of position descriptions	N/A	N/A	Annually	Annually
6.	Full Implementation a web-based performance evaluation system for municipal employees	N/A	N/A	N/A	December 2015

Program Summary

Department 22

Communications & Community Affairs

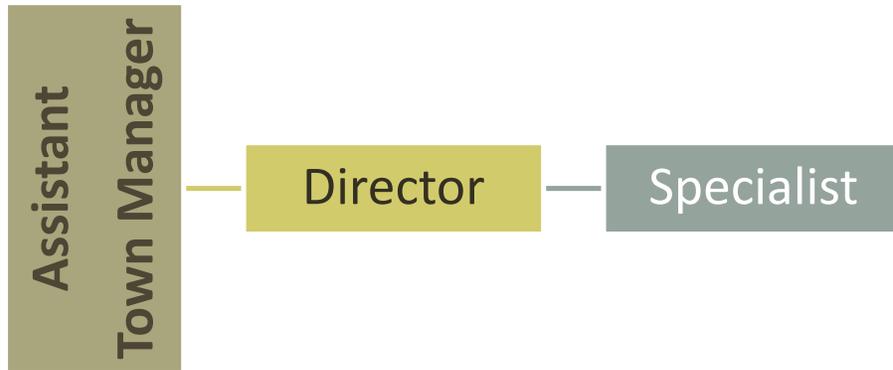
	Actual FY 13/14	Adopted Budget FY 14/15	Estimated Budget FY 14/15	Adopted Budget FY 15/16	FY 15/16 Adopted vs FY 14/15 Estimated	
REVENUE CATEGORIES						
General Sales Tax	-	-	-	-	0.0%	-
Property Tax	-	-	-	-	0.0%	-
Permits and Fees	-	-	-	-	0.0%	-
Fines & Forfeitures	-	-	-	-	0.0%	-
Franchise Fees	-	-	-	-	0.0%	-
Contributions	-	-	-	-	0.0%	-
Beverage Tax	-	-	-	-	0.0%	-
Interest	-	-	-	-	0.0%	-
Intergovernmental	-	-	-	-	0.0%	-
Misc Income	-	-	-	-	0.0%	-
GRAND TOTAL	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -
EXPENDITURE CATEGORIES						
Capital Outlay	-	-	-	-	0.0%	-
Debt Service	-	-	-	-	0.0%	-
Economic Development	-	-	-	-	0.0%	-
Insurance	-	-	-	-	0.0%	-
Repair and Maintenance	-	-	-	-	0.0%	-
Rent and Utilities	-	-	-	-	0.0%	-
Service	8,134	9,520	9,520	8,800	-7.6%	(720)
Supplies	1,656	4,500	4,500	4,500	0.0%	-
GRAND TOTAL	\$ 9,790	\$ 14,020	\$ 14,020	\$ 13,300	-5.1%	\$ (720)

Program Summary

Department 22

Communications & Community Affairs

	Actual FY 13/14	Adopted Budget FY 14/15	Estimated Budget FY 14/15	Adopted Budget FY 15/16	FY 15/16 Adopted vs FY 14/15 Estimated	
EMPLOYEE STAFFING						
Director	1.00	1.00	1.00	1.00	0.0%	-
Specialist	0.25	1.00	1.00	1.00	0.0%	-
TOTAL POSITIONS	1.25	2.00	2.00	2.00	0.0%	-



PAYROLL & REALTED CATEGORIES						
Payroll Wages	90,649	157,647	110,159	142,537	29.4%	32,378
Payroll Transfer In	(115,277)	(194,605)	(150,014)	(189,872)	26.6%	(39,858)
Payroll Insurance	11,139	14,684	17,684	19,432	9.9%	1,747
Payroll Taxes	7,049	9,837	9,734	11,469	17.8%	1,734
Payroll Retirement	6,440	12,436	12,436	16,435	32.2%	3,998
GRAND TOTAL	\$ (0)	\$ (0)	\$ (0)	\$ (0)	100.0%	\$ (0)

PROGRAM BUDGET
Communications and Community Affairs

Program	Activity	Budget	Percent
Municipal Governance			
1	Policy Development, Council Meetings and Workshops	665	5.00%
		\$ 665	5.00%
Academic Governance			
1	Policy Development, Board Meetings and Workshops	399	3.00%
		\$ 399	3.00%
Comprehensive Planning and Economic Development			
1	Development Recruiting and Assistance	266	2.00%
2	Development Oversight and Regulation	133	1.00%
3	Development Agreement Oversight	133	1.00%
		\$ 532	4.00%
Financial Management			
1	Managing and Budgeting for Outcomes	532	4.00%
		\$ 532	4.00%
Municipal Administration			
1	Departmental Coordination and Employee Management	665	5.00%
2	Contract Management	266	2.00%
2	Agenda Preparation and Calendar Maintenance	399	3.00%
3	Strategic Plan Development and Implementation	532	4.00%
4	Professional Development	532	4.00%
5	Direction of Leadership Team	399	3.00%
6	Affiliate Board Liaison and Support	532	5.00%
		\$ 3,325	26.00%
Academic Administration			
1	Departmental Coordination and Employee Management	266	2.00%
2	Financial Management and Budget Preparation	266	2.00%
3	Agenda Preparation and Calendar Maintenance	266	2.00%
4	Strategic Plan Development and Implementation	133	1.00%
5	Organizational Development	266	2.00%
6	Parent and Student Communication	532	4.00%
7	Affiliate Board Liaison and Support	266	2.00%
		\$ 1,995	15.00%
Citizen Engagement and Communication			
1	Communication	2,926	22.00%
2	Neighborhood Gatherings and Outreach	1,330	10.00%
3	Community Activities	1,330	10.00%
4	Direction Finders and Other Surveys	266	1.00%
		\$ 5,852	43.00%
		\$ 13,300	100%

Goals and Objectives

22 Communications & Community Affairs

Strategic Theme & Objectives(s)

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



Program Description

- ◆ The department of Communications & Community Affairs is responsible for leadership and representation on matters related to Town (both municipal and academic) services' communications, promotion, and citizen/parent engagement.
- ◆ The Director position has senior level management duties and reports to the Town Manager. The position coordinates facilitation of neighborhood and WA parent meetings, publication of our email blasts, advertising, web site development, various community events and gatherings, social media, serves/supports our local chambers of commerce at meetings and events, assists in various economic development efforts for the Town, and serves/supports the Westlake Historical Preservation Society as Town liaison.
- ◆ The Communications Specialist/Administrative Assistant position reports to the director of communications and provides overall assistance as requested/expected with department responsibilities. This position is responsible for all aspects of the town's social media platforms; and also executes main duties of website updates and maintenance, town meeting summary notes, photography and video work, department's records management with laser fiche, and heavily assists with media relations and coordination regarding press releases, events, and also with the WHPS board as needed.

Trends

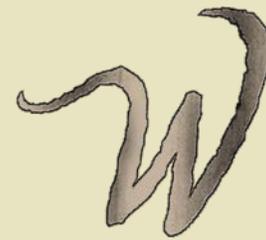
- ◆ Over the past two years, *DirectionFinders* Survey results show an approximate approval rate average of 74% for overall satisfaction concerning the Town's communication effectiveness.
- ◆ Survey results taken from the bi-annual Westlake Academy Parents demonstrated an approximate approval rate of 78% regarding the quality of communication received from the Academy; a 20% increase over the last two years.
- ◆ Benchmarks are now set with the implementation of the Balanced Score Card for the communications department regarding the municipality's website, social media platform, and citizen engagement; areas will be monitored for growth and exposure of our organization on a monthly basis, reporting to Council on a quarterly basis.

Goals and Objectives 22 Communications & Community Affairs

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

Program Broad Goals

- ◆ Continue to develop key relationships with community affairs and public information strategies and programs designed to inform and engage residents, parents, all Town/Academy employees, media contacts and members of the business community in order to increase awareness and promotion of both Town and Academy.
- ◆ Increase the review, consistency, & transparency of information on the municipal and academic websites for relevant data and work with respective department directors as it relates to content development; All communication department personnel are to serve as primary contact for municipal website updates.
- ◆ Continually review internal procedures for Westlake Academy employees to include and submit information to the department in order to improve visibility and promote awareness of accomplishments and events; including regular meetings with Academy personnel to share student and staff achievements.
- ◆ Develop, implement, and collaborate on strategic plans, programs, tactics and initiatives related to all Town and Academy communication, promotion, public information and citizen/parent engagement to build sense of community and community-mindedness with multiple target audiences, including, but not limited to, Town residents, Academy parents, Town/Academy employees, students, alumni, area businesses, development interests, and other support groups; including consistent efforts to streamline communication processes for all stakeholders



DID YOU KNOW...

The industry standard for open rates of governmental agency's emails per Constant Contact is 34%; and, our Town's open rate for the Westlake Wire consistently averages 51%, indicating our communication & citizen engagement efforts are working.

Goals and Objectives 22 Communications & Community Affairs

- ◆ Communication department personnel serve as primary contact/Town representative to local chambers of commerce and provide support including attendance at meetings, events, etc. to increase knowledge of Westlake community while building relationships and assistance in economic development efforts.
- ◆ Communication department personnel serve as liaison to the Westlake Historical Preservation Society; attend board meetings and provide support when possible, and help organize related community events and promotion.

2014-2015 Highlights

- ◆ Increased Facebook Likes to 283 and Twitter Followers to 375 in first 1 1/2 years of municipal Facebook and Twitter social media sites' existence
- ◆ Set effective benchmarks per Balanced Score Card and completed first quarterly report to Council.
- ◆ Hosted and coordinated our 6th annual graduation ceremony for Westlake Academy at the Southlake Hilton Town Square hotel with a 2016 U.S. presidential candidate as guest speaker and over 750 people in attendance.
- ◆ Added full-time position of a Communication Specialist/Administrative Assistant to the department of communications and community affairs.
- ◆ Received many positive comments via email and during Neighborhood Town Meetings regarding success of department's efforts to strengthen relationship with police personnel thus providing more timely and effective communications for residents with burglary/crime incidents, safety programs, and services.
- ◆ Department personnel attended first national social media conference, learning best practices to increase Town's exposure to citizens, increase resident satisfaction with social media communication, and with community relations and engagement, as a whole.
- ◆ Completed Laserfiche initiative for increased transparency and municipal records' availability in department for all Westlake Wires, press releases, and WA Black Cow issues.
- ◆ Proactively implemented and completed Westlake communication campaign regarding Ebola crisis, thus eliminating any negative problems and garnering positive comments regarding our efforts to inform and educate all stakeholders



Goals and Objectives

22 Communications & Community Affairs

- ◆ Successfully completed citizen engagement campaign for completed Comp Plan regarding citizen input and accessibility of final product via numerous media efforts; e.g. Westlake Wire, website, meetings, press releases, community magazine, and mailings.
- ◆ Increased attendance at MasterWorks spring concerts with an average of 50+ in attendance, possibly as a result of providing fewer numbers of concerts with better known bands, and good weather!
- ◆ Partnered with IT department regarding new Academy website and formed stakeholder input committee from WA to help staff successfully complete implementation of new website for the 2015-16 school year.
- ◆ Began production of new promotional video for Westlake Academy via vendor selection, planning and process meetings, and partial filming of student/alumni interviews for completion next fiscal year.
- ◆ Department director completed TCU post graduate course to become a Certified Public Communicator, completing 96 hour program and a detailed outline for Town's first communication plan.

2015-2016 Goals and Objectives

- ◆ Continue/consistent monitoring of benchmarks now set for new municipal social media and on-going academic social media; review growth and engagement efforts; review new survey results; report these results at least quarterly to Council and/or Town Manager.
- ◆ Complete WA video to be used over next several years for awareness and promotion; Also begin work for production of new municipal video to be used for economic development and promotional purposes.
- ◆ Continue and complete records management with laser fiche for remaining department items such as advertisements, resident mail outs, meeting notes, event flyers and programs.
- ◆ Perform in-depth review of department's operations to streamline processes for better efficiency since addition of Communications Specialist.
- ◆ Continue and seek ways to improve and/or keep fresh the annual resident and school-parent meetings to help increase citizen/parent engagement, support, and open/transparent lines of communication; Similar in relation to events, volunteer



Goals and Objectives

22 Communications & Community Affairs

opportunities, and citizen's knowledge of both municipal and academic operations and amenities through our various communication efforts.

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

Efficiency/Effectiveness Measures

	Performance Measure	Actual FY12/13	Actual FY13/14	Estimated FY14/15	Adopted FY15/16
1.	Update all printed publications for the Town on an annual basis	100%	100%	80%	100%
2.	Coordinate and schedule four neighborhood meetings	100%	100%	100%	100%
3.	Coordinate and schedule new resident and new parent meetings	100%	100%	100%	100%
4.	Coordinate and schedule one extended boundary parent meeting	100%	100%	100%	100%
5.	Draft and distribute a minimum of 12 resident email blasts per year and one electronic Westlake	100%	100%	100%	100%

Program Summary

Department 23

Police Services

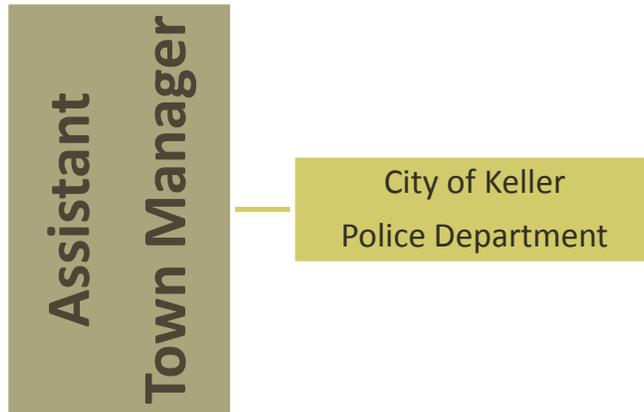
	Actual FY 13/14	Adopted Budget FY 14/15	Estimated Budget FY 14/15	Adopted Budget FY 15/16	FY 15/16 Adopted vs FY 14/15 Estimated	
REVENUE CATEGORIES						
General Sales Tax	-	-	-	-	0.0%	-
Property Tax	-	-	-	-	0.0%	-
Permits and Fees	-	-	-	-	0.0%	-
Fines & Forfeitures	-	-	-	-	0.0%	-
Franchise Fees	-	-	-	-	0.0%	-
Contributions	-	-	-	-	0.0%	-
Beverage Tax	-	-	-	-	0.0%	-
Interest	-	-	-	-	0.0%	-
Intergovernmental	-	-	-	-	0.0%	-
Misc Income	-	-	-	-	0.0%	-
GRAND TOTAL	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -
EXPENDITURE CATEGORIES						
Capital Outlay	-	-	-	-	0.0%	-
Debt Service	-	-	-	-	0.0%	-
Economic Development	-	-	-	-	0.0%	-
Insurance	-	-	-	-	0.0%	-
Repair and Maintenance	-	-	-	-	0.0%	-
Rent and Utilities	-	-	-	-	0.0%	-
Service	825,748	868,161	868,161	898,486	3.5%	30,325
Supplies	-	-	-	-	0.0%	-
GRAND TOTAL	\$ 825,748	\$ 868,161	\$ 868,161	\$ 898,486	3.5%	\$ 30,325

Program Summary

Department 23

Police Services

	Actual FY 13/14	Adopted Budget FY 14/15	Estimated Budget FY 14/15	Adopted Budget FY 15/16	FY 15/16 Adopted vs FY 14/15 Estimated	
EMPLOYEE STAFFING						
Police Services are Contracted thru the City of Keller Police Dept	1.00	1.00	1.00	1.00	0.0%	-
TOTAL POSITIONS	1.00	1.00	1.00	1.00	0.0%	-



PAYROLL & REALTED CATEGORIES						
Payroll Wages	-	-	-	-	0.0%	-
Payroll Insurance	-	-	-	-	0.0%	-
Payroll Taxes	-	-	-	-	0.0%	-
Payroll Retirement	-	-	-	-	0.0%	-
GRAND TOTAL	\$ -	\$ -	\$ -	\$ -	0.0%	\$ -

Program Budget

Police Services

Program	Activity	Budget	Percent
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Police Services

1	Police Services	\$ 898,486	100.00%
		\$ 898,486	100.00%

\$ 898,486	100%
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Goals and Objectives

23 Police Services

Strategic Theme & Objective(s)

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

Program Description

- ◆ The Keller Police Department provides law enforcement services for the Town of Westlake. In June of 2002, the communities entered into an interlocal agreement, which would benefit both organizations through the provision of police related services for the Westlake citizens and bring additional staff resources via the contract commitments for the City of Keller.



- ◆ The police department was accredited through the Commission on Accreditation for Law Enforcement Agencies (CALEA) in July of 2006 and in March of 2015 completed the CALEA Gold Standard Assessment. Only 2% of police departments in the United States achieve this recognition. The police department also received Texas Law Enforcement Best Practices Recognition in 2013 making it the only municipal police agency in Texas that is dual accredited.
- ◆ Jail, Emergency Communications, and Animal Services are provided through a regional configuration – serving the communities, of Westlake, Keller, Roanoke, Southlake and Colleyville.

Program Broad Goals

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

Program Trends

- ◆ Westlake experienced 34, Part 1 Crimes in 2014, a third of the reported Part 1 Crimes occurred during a single episode in September where the perpetrator was apprehended.
- ◆ The frequency and severity of motor vehicle collisions on the streets within the Town remains a priority for the police department and they continue to monitor traffic enforcement and direct patrols to maintain the lowest possible number of injuries and accidents.
- ◆ Over the course of our service provision arrangement and as the community has continued to grow, we noted the following:
 - Citizen calls for service decreased approximately 16% from 2013 (3,000 in 2013 to 2,528 in 2014)
 - Animal control calls have decreased approximately 34% from 2013 (114 in 2013 to 75 in 2014)
- ◆ School security and the safety of the students at Westlake Academy also remains a high priority and the department has been working with Academy staff to take steps to improve school security.

2014-2015 Highlights

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

2015-2016 Goals and Objectives

- ◆ Continue an emphasis on school security and safety with the Campus Patrol Program.
- ◆ Attend neighborhood meetings with elected officials and staff.
- ◆ Assess and monitor traffic safety on the newly improved roadways.
- ◆ Work with developers to prevent thefts at construction sites.
- ◆ Continue to provide Crime Prevention material through the Director of Communication and Community Affairs.
- ◆ Continue to be proactive and highly responsive to the corporate campuses in Westlake.



DID YOU KNOW

The Keller Police Department recently increased their transparency efforts by 'tweeting' their daily traffic enforcement efforts for both the Westlake and Keller communities.

Goals and Objectives 23 Police Services

Efficiency/Effectiveness Measures

	Performance Measure	Actual FY 12/13	Actual FY 13/14	Estimated FY 14/15	Adopted FY 15/16
1.	Traffic Enforcement Stops	11,861	9,562	9,700	10,600
2.	Respond to Citizen Calls for Service	2,880	2,557	2,718	3,000
3.	Part 1 Reported Crime	9	34	24	20
4.	Fire/EMS Calls Dispatched	445	403	450	500

SECTION 5

ENTERPRISE FUNDS

*Writing
The Next
Chapter*



Forging Westlake

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ENTERPRISE FUNDS
Combined Program Summary
Fiscal Year 2015/2016

Cemetery Fund - Utility Fund

	Actual FY 13/14	Adopted Budget FY 14/15	Estimated Budget FY 14/15	Adopted Budget FY 15/16	FY 15/16 vs 0%	Adopted 0%
REVENUES & OTHER SOURCES						
General Sales Tax On-going	\$ -	\$ -	\$ -	\$ -	\$ -	0%
General Sales Tax One-time	-	-	-	-	-	0%
Property Tax	-	-	-	-	-	0%
Hotel Tax	-	-	-	-	-	0%
Charge for Services	3,037,689	3,278,520	3,287,434	3,411,772	124,338	4%
Donations	-	-	-	-	-	0%
Beverage Tax	-	-	-	-	-	0%
Franchise Fees	-	-	-	-	-	0%
Permits & Fees	-	-	-	-	-	0%
Fines & Forfeitures	-	-	-	-	-	0%
Investment Earnings	7,107	6,100	6,100	6,100	-	0%
Contributions	-	-	-	-	-	0%
Misc Income	405,062	192,004	217,154	204,754	(12,400)	-6%
Total Revenues	3,449,858	3,476,624	3,510,688	3,622,626	111,938	3%
Transfers In	32,102	-	-	-	-	0%
Other Sources	-	-	-	-	-	0%
Total Other Sources	32,102	-	-	-	111,938	100%
TOTAL REVENUES & OTHER SOURCES	3,481,960	3,476,624	3,510,688	3,622,626	111,938	3%
EXPENDITURES & OTHER USES						
Payroll Salaries	7,389	-	-	-	-	0%
Payroll Transfer Out	321,554	352,198	352,198	404,494	52,296	15%
Payroll Insurance	-	-	-	-	-	0%
Payroll Taxes	-	-	-	-	-	0%
Payroll Retirement	-	-	-	-	-	0%
Total Payroll and Related	328,943	352,198	352,198	404,494	52,296	15%
Supplies	5,745	8,600	8,475	8,700	225	3%
Services	580,764	569,489	1,604,894	1,628,360	23,466	1%
Insurance	5,437	4,790	7,100	7,100	-	0%
Repair & Maintenance	149,397	155,615	157,630	156,215	(1,415)	-1%
Rent & Utilities	97,255	132,535	132,535	135,313	2,778	2%
Economic Development	-	-	-	-	-	0%
Water Purchases	1,048,218	1,280,600	1,280,600	1,280,600	-	0%
Debt	769,070	246,987	246,987	266,679	19,692	8%
Total Operations & Maintenance	2,655,886	2,398,616	3,438,221	3,482,967	44,746	1%
TOTAL OPERATING EXPENDITURES	2,984,829	2,750,814	3,790,419	3,887,461	97,042	3%
Capital Outlay	25,488	20,000	24,780	24,780	-	0%
Capital Projects	(139,495)	288,500	288,500	173,435	(115,065)	-40%
Total Capital	(114,007)	308,500	313,280	198,215	(115,065)	-37%
Transfers Out	245,150	743,745	752,078	1,202,078	450,000	60%
Other Uses	-	-	-	-	-	0%
Total Other Uses	245,150	743,745	752,078	1,202,078	450,000	60%
TOTAL EXPENDITURES & OTHER USES	3,115,971	3,803,059	4,855,777	5,287,754	431,977	9%
EXCESS REVENUES OVER(UNDER) EXPENDITURES	365,989	(326,435)	(1,345,089)	(1,665,128)	(320,039)	-24%
FUND BALANCE, BEGINNING	12,389,793	5,462,400	5,462,400	4,117,310	(1,345,089)	-25%
FUND BALANCE, ENDING	\$ 12,755,782	\$ 5,135,965	\$ 4,117,310	2,452,182	(1,665,128)	-40%

**ENTERPRISE FUNDS
COMBINING REVENUES, EXPENDITURES AND FUND BALANCE
FISCAL YEAR 2015/2016**

	Utility Fund	Cemetery Fund	TOTAL
REVENUES AND OTHER SOURCES			
General Sales Tax	\$ -	\$ -	\$ -
Property Tax	-	-	-
Beverage Tax	-	-	-
Franchise Fees	-	-	-
Permits/Fees	-	-	-
Fines/Forfeits	-	-	-
Interest	6,000	100	6,100
Misc Income	204,404	350	204,754
Charge for Services	3,404,822	6,950	3,411,772
Contributions	-	-	-
Hotel Tax	-	-	-
Total Revenues	3,615,226	7,400	3,622,626
Transfers In	-	-	-
Other Sources	-	-	-
Total Other Sources	-	-	-
TOTAL REVENUES AND OTHER SOURCES	3,615,226	7,400	3,622,626

EXPENDITURES AND OTHER USES			
Payroll Salaries	-	-	-
Payroll Transfers	404,494	-	404,494
Insurance	-	-	-
Taxes	-	-	-
Retirement	-	-	-
Total Payroll & Related	404,494	-	404,494
Supplies	8,200	500	8,700
Services	1,622,135	6,225	1,628,360
Insurance	7,100	-	7,100
Maintenance	149,000	7,215	156,215
Rent & Utilities	135,313	-	135,313
Interfund Advance	-	-	-
Debt	266,679	-	266,679
Water Purchases	1,280,600	-	1,280,600
Total Operations & Maintenance	3,469,027	13,940	3,482,967
Capital Outlay	24,780	-	24,780
Maintenance and Replacement Funds	-	-	-
Capital Project Funds	173,435	-	173,435
Total Capital	198,215	-	198,215
Transfers Out	1,202,078	-	1,202,078
Other Uses	-	-	-
Total Other Uses	1,202,078	-	1,202,078
TOTAL EXPENDITURES AND OTHER USES	5,273,814	13,940	5,287,754

EXCESS REVENUES OVER (UNDER) EXPENDITURES	(1,658,588)	(6,540)	(1,665,128)
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BEGINNING FUND BALANCE	3,975,522	141,789	4,117,310
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ENDING FUND BALANCE	\$ 2,316,934	\$ 135,249	\$ 2,452,182
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Fund 255

Cemetery Fund



Cemetery Fund

Program Summary

Fiscal Year 2015/2016

	Actual FY 13/14	Adopted Budget FY 14/15	Estimated Budget FY 14/15	Adopted Budget FY 14/15	FY 15/16 Adopted vs FY 14/15 Estimated
REVENUES & OTHER SOURCES					
General Sales Tax	\$ -	\$ -	\$ -	\$ -	\$ - 0%
Property Tax	-	-	-	-	- 0%
Hotel Tax	-	-	-	-	- 0%
Charges for Services	7,750	5,960	6,950	6,950	- 0%
Beverage Tax	-	-	-	-	- 0%
Franchise Fees	-	-	-	-	- 0%
Permits & Fees	-	-	-	-	- 0%
Fines & Forfeitures	-	-	-	-	- 0%
Investment Earnings	79	100	100	100	- 0%
Contributions	-	-	-	-	- 0%
Misc Income	-	-	350	350	- 0%
Total Revenues	7,829	6,060	7,400	7,400	- 0%
Transfers In	-	-	-	-	- 0%
Total Other Sources	-	-	-	-	- 0%
TOTAL REVENUES & OTHER SOURCES	7,829	6,060	7,400	7,400	- 0%
EXPENDITURES & OTHER USES					
Payroll Salaries	-	-	-	-	- 0%
Payroll Insurance	-	-	-	-	- 0%
Payroll Taxes	-	-	-	-	- 0%
Payroll Retirement	-	-	-	-	- 0%
Payroll Transfers	-	-	-	-	- 0%
Total Payroll and Related	-	-	-	-	- 0%
Supplies	0	500	500	500	- 100%
Services	596	6,225	6,225	6,225	- 0%
Insurance	-	-	-	-	- 0%
Repair & Maintenance	6,525	7,215	7,215	7,215	- 0%
Rent & Utilities	-	-	-	-	- 0%
Interfund Advances	-	-	-	-	- 0%
Debt	-	-	-	-	- 0%
Total Operations & Maintenance	7,122	13,940	13,940	13,940	- 0%
TOTAL OPERATING EXPENDITURES	7,122	13,940	13,940	13,940	- 0%
Capital Outlay	-	-	-	-	- 0%
Capital Projects	-	-	-	-	- 0%
Total Capital	-	-	-	-	- 0%
Transfers Out	-	-	-	-	- 0%
Total Other Uses	-	-	-	-	- 0%
TOTAL EXPENDITURES & OTHER USES	7,122	13,940	13,940	13,940	- 0%
EXCESS REVENUES OVER(UNDER) EXPENDITURES	707	(7,880)	(6,540)	(6,540)	- 0%
FUND BALANCE, BEGINNING	147,621	148,329	148,329	141,789	- 0%
FUND BALANCE, ENDING	148,329	140,449	141,789	135,249	- 0%
Restricted/Assigned/Committed Funds	148,328	140,448	141,789	135,249	- 0%
UNASSIGNED FUND BALANCE, ENDING	\$ 0	\$ 0	\$ (0)	\$ (0)	\$ - 0%
Restricted/Assigned/Committed Funds					
A Cash 255 10110 00 000	\$ 50,198	\$ 44,062	\$ 58,267	\$ 65,667	\$ 7,400 13%
Cemetery Lot Inventory	98,130	96,386	83,522	69,582	(13,940) -17%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS	\$ 148,328	\$ 140,448	\$ 141,789	135,249	(6,540) -5%

Section 5 Enterprise Funds
Cemetery Fund Overview

The Cemetery Fund includes all operations associated with the 5.5 acre cemetery located on J.T. Ottinger Road. Program activities include interment, lot sales, record keeping, and all maintenance associated with the grounds, fences, trees and flower beds. The cemetery was donated and conveyed by deed to the Town during FY 2008/09.

Revenues

- Total revenues for FY 2015/16 are \$7,400
- Revenue will remain flat compared to FY 2014/15 estimated revenues

Expenditures

- Total expenditures for FY 2015/16 are \$13,940
- Expenditures will remain flat compared to FY 2014/15 estimated expenditures

Fund Balance

- Projected ending fund balance for FY 2015/16 is \$135,249
 - \$42,574 Operating Cash
 - \$92,675 Open Cemetery Lots



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Fund 500

Utility Fund



Utility Fund Program Summary Fiscal Year 2015/2016

	Actual FY 13/14	Adopted Budget FY 14/15	Estimated Budget FY 14/15	Adopted Budget FY 15/16	FY 15/16 Adopted vs FY 14/15 Estimated	
REVENUES & OTHER SOURCES						
Charges for Services Water	2,091,489	2,510,544	2,510,544	2,607,326	96,782	4%
Charges for Services Sewer	851,196	696,216	696,216	724,065	27,849	4%
Charges for Services Trash	5,432	5,050	5,050	5,252	202	4%
Charges for Services Other	81,822	60,750	68,674	68,180	(494)	-1%
Franchise Fees	-	-	-	-	-	0%
Permits & Fees	-	-	-	-	-	0%
Fines & Forfeitures	-	-	-	-	-	0%
Investment Earnings	7,028	6,000	6,000	6,000	-	0%
Contributions	-	-	-	-	-	0%
Misc Income	405,062	192,004	216,804	204,404	(12,400)	-6%
Total Revenues	3,442,029	3,470,564	3,503,288	3,615,226	111,938	3%
Transfers In	32,102	-	-	-	-	0%
Other Sources	-	-	-	-	-	0%
Total Other Sources	32,102	-	-	-	-	0%
TOTAL REVENUES & OTHER SOURCES	3,474,131	3,470,564	3,503,288	3,615,226	111,938	3%
EXPENDITURES & OTHER USES						
Payroll Salaries	5,410	-	-	-	-	0%
Payroll Insurance	-	-	-	-	-	0%
Payroll Taxes	-	-	-	-	-	0%
Payroll Retirement	-	-	-	-	-	0%
Payroll Transfers	323,533	352,198	352,198	404,494	52,296	15%
Total Payroll and Related	328,943	352,198	352,198	404,494	52,296	15%
Supplies	5,745	8,100	7,975	8,200	225	3%
Services	580,168	563,264	1,598,669	1,622,135	23,466	1%
Insurance	5,437	4,790	7,100	7,100	-	0%
Repair & Maintenance	142,872	148,400	150,415	149,000	(1,415)	-1%
Rent & Utilities	97,255	132,535	132,535	135,313	2,778	2%
Debt	769,070	246,987	246,987	266,679	19,692	8%
Capital Outlay	25,488	20,000	24,780	24,780	-	0%
Water Purchases	1,048,218	1,280,600	1,280,600	1,280,600	-	0%
Total Operating Expenses	2,674,252	2,404,676	3,449,061	3,493,807	44,746	1%
TOTAL EXPENSES	3,003,195	2,756,874	3,801,259	3,898,301	97,042	3%
Capital Projects	(139,495)	288,500	288,500	173,435	(115,065)	-40%
Total Capital	(139,495)	288,500	288,500	173,435	(115,065)	-40%
Transfers Out	245,150	743,745	752,078	1,202,078	450,000	60%
Total Other Uses	245,150	743,745	752,078	1,202,078	450,000	60%
TOTAL EXPENSES & OTHER USES	3,108,849	3,789,119	4,841,837	5,273,814	431,977	9%
EXCESS REVENUES OVER(UNDER) EXPENSES	365,282	(318,555)	(1,338,549)	(1,658,588)	(320,039)	24%
FUND BALANCE, BEGINNING	5,550,572	5,314,071	5,314,071	3,975,522	(1,338,549)	-25%
FUND BALANCE, ENDING	5,915,854	4,995,516	3,975,522	2,316,934	(1,658,588)	-42%
Restricted/Assigned/Committed Funds	194,710	197,465	1,268,010	1,270,190	2,180	0%
UNASSIGNED FUND BALANCE, ENDING	5,721,144	4,798,051	2,707,512	1,046,744	(1,660,768)	-61%
Operating Expenditures	3,028,683	2,776,874	3,826,039	3,923,081	97,042	3%
# Operating Days	689	631	258	97	(161)	-62%
Restricted/Assigned/Committed Funds						
R Water/Sewer Deposits 10112	194,710	218,010	218,010	220,190	2,180	1%
A Fort Worth Water Payment	-	-	1,050,000	1,050,000	-	0%
	-	-	-	-	-	0%
	-	-	-	-	-	0%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS	\$ 194,710	\$ 218,010	\$ 1,268,010	\$ 1,270,190	\$ 2,180	0%

**Program Budget
Utility Fund**

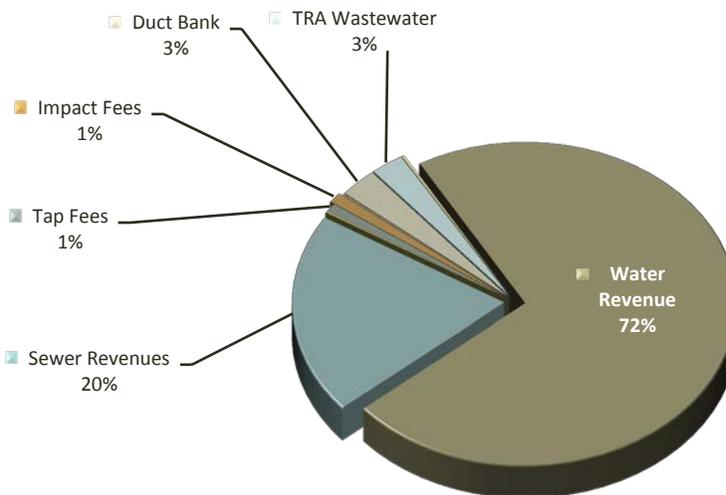
Program	Activity	Budget	Percent
Water Services			
1	Maintenance & Repairs	267,617	6.86%
2	Regulatory Monitoring & Reporting	56,332	1.45%
3	Water Conservation	24,337	0.62%
4	Customer Service	72,327	1.86%
5	Meter Testing & Replacement	88,332	2.27%
6	Wholesale Water Purchases	1,280,601	32.85%
7	Contract Management	225,142	5.78%
		\$ 2,014,687	51.7%
Sewer Services			
1	Maintenance & Repairs	29,874	0.77%
2	Regulatory Monitoring & Reporting	8,647	0.22%
3	Wastewater Treatment	430,001	11.03%
4	Contract Management	31,870	0.82%
		\$ 500,391	12.8%
Solid Waste & Recycling			
1	Solid Waste	1,088,133	27.91%
2	Recycling	28,133	0.72%
		\$ 1,116,267	28.6%
Utility Billing Services			
1	Utility Billing	98,263	2.52%
		\$ 98,263	2.5%
Municipal Governance			
1	Town Council Meetings/Workshops	67,042	1.72%
		\$ 67,042	1.7%
Citizen Engagement and Communication			
1	Neighborhood Gatherings & Outreach	7,753	0.20%
		\$ 7,753	0.2%
Accounting Services - Municipal			
1	Accounts Payable	6,056	0.16%
2	Accounts Receivable	5,752	0.15%
3	Payroll	8,602	0.22%
4	Financial Reporting	24,136	0.62%
5	Cash & Investment Management	2,860	0.07%
6	Annual Budget	37,007	0.95%
		\$ 84,413	2.2%
Municipal Administration			
1	Support Services - Human Resources	9,494	0.24%
		\$ 9,494	0.2%
** Does not include Capital Projects		\$ 3,898,302	100%

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

Revenues and Other Resources

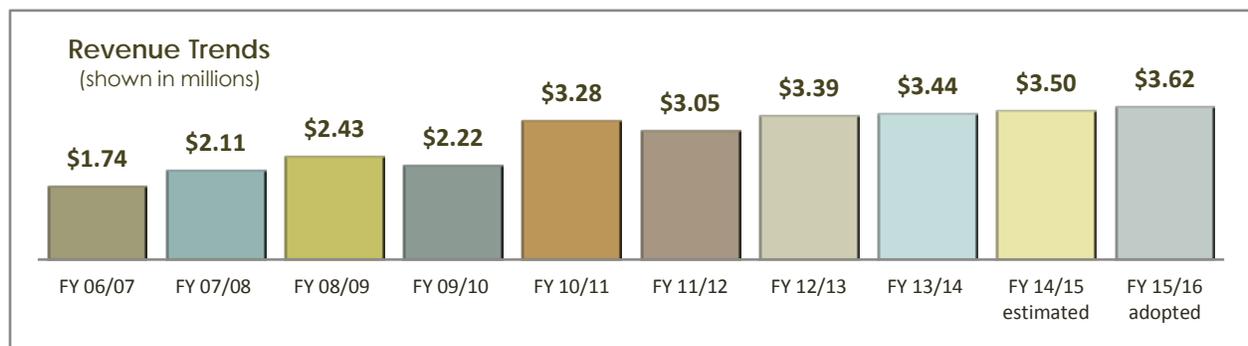
- Total revenues for FY 2015/16 are budgeted to be \$3,615,226, which is a 3% increase of \$111,938 from FY 2014/15 estimated revenues of \$3,503,288.
- Utility Fund revenue is primarily comprised of fees for water and wastewater services.
- The fund also receives a small portion of its revenue through tap fees and interest income, and currently serves as a mechanism for collecting and distributing debt service and impact fees.

FY15/16
Adopted
Revenues



Water Revenue

- Water revenues comprise 72% of FY 2015/16 Utility Fund revenues.
 - The Utility Fund is the recipient of all revenue generated from water sales in the Town.
 - As Westlake's customer base continues to expand, additional demands will be placed on the utility system, requiring incremental expansion and maintenance of infrastructure.



Wastewater Revenue

- Wastewater revenues comprise 20% of FY 2015/16 Utility Fund revenues.
 - Wastewater revenue is the second largest component of the Utility Fund.
 - Revenue is expected to grow proportionate to future non-irrigation water demands.

Ductbank Permit Fees

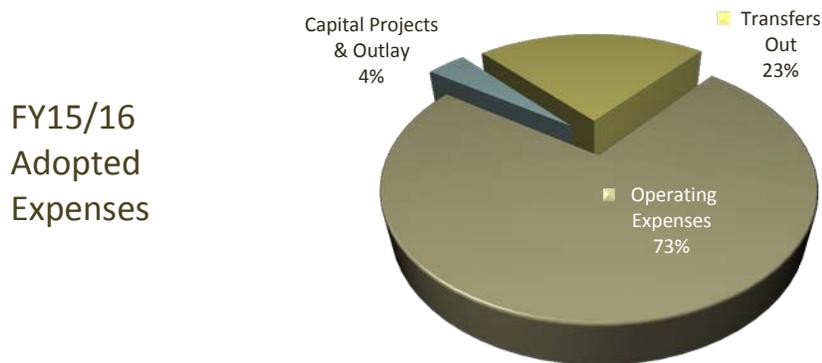
- Ductbank permit fees and lease revenues comprise 3% of FY 2015/16 Utility Fund revenues.
 - The ductbank is a series of Town owned conduit that houses underground telecommunication infrastructure in portions of Westlake.
 - Revenues are contingent upon utility companies leasing out portions of the ductbank.
 - The Town continues to anticipate growth in new ductbank leases with telecommunications companies.

Waste Management

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

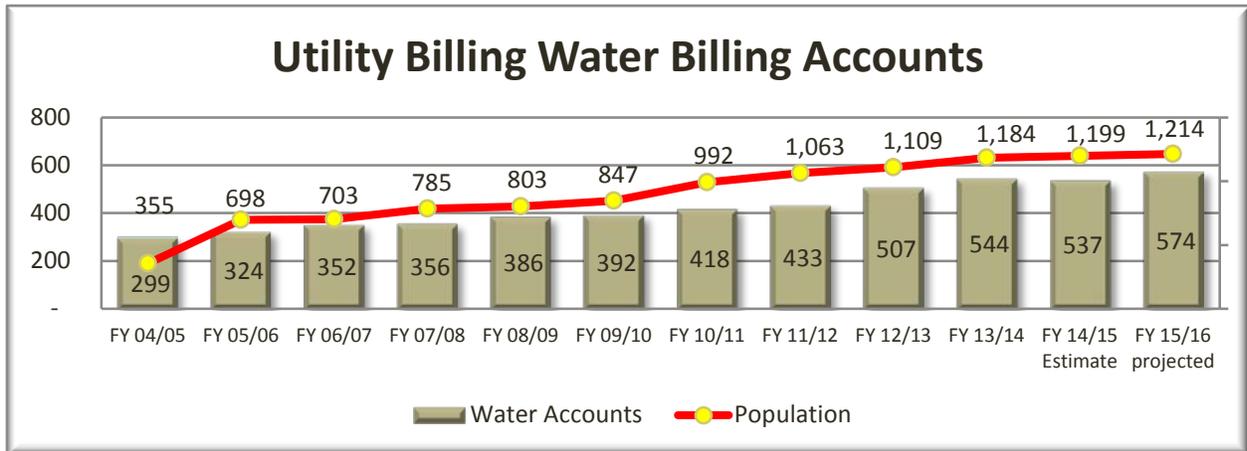
Expenses and Other Uses

- Total adopted expenses for FY 2015/16 are \$5,273,814, a 9% increase of \$431,977 from FY 14/15 estimated expenses.
- This increase is primarily due to a \$600,000 transfer from the Utility Fund to the Capital Projects Fund for the allocated use of the future municipal building.



Water and Wastewater Rates

The Utility Fund budget is designed to fully recover all system costs as well as provide for capital improvements and maintenance of Westlake's water and wastewater infrastructure. Water and wastewater rates are based on a rate study conducted in FY 10-11 and a "pass-through" rate adjustment ordinance that provides for an automatic adjustment to rates based on unit volume costs from the Town's wholesale providers. Staff is committed to maintaining an up to date utility rate analysis to maintain the integrity of the fund. To that end the Town has commissioned a rate study to be completed in FY 15-16 which will help guide future rate policy.



Long-Term Obligations

The Utility Fund is burdened with three outstanding long-term obligations. The first is the proportionate buyout of infrastructure owned by the Hunt Trust which sold the Circle T Ranch to Hillwood. The Town agreed with Hillwood that in exchange for the dissolution of existing Municipal Utility Districts (MUDs), the Utility Fund will reimburse Hillwood the share of purchased MUD infrastructure for each development based upon the acres removed from the MUDs. Hillwood, in turn, must deposit these funds into an escrow account owned by the Hunt Trust.

The second long term liability is the loan from Hillwood to the Town to construct 16" and 20" transmission water lines and the US 377 Pump Station. The Town is contractually obligated to pay for this infrastructure through a surcharge on water rates. The Town is divided into two service areas, one being the Circle T Ranch, and the remaining areas within the Town's limits which constitute the "Town" service area. The Town pays Hillwood \$.25 cents per 1,000 gallons of water distributed to consumers in these two service areas. Each service area pays its respective portion of the overall debt based on the volume of water used. The contract clearly stipulates that this debt is not a general obligation of the Town. It is, however, required to be paid back through this assessment being attached to the water rate. The rate would have to be significantly increased to pay this debt off in the twenty years contemplated under the agreement. Hillwood has stated that once the Town and Hillwood agree on proportionate future infrastructure funding, this liability will be erased. Nevertheless, the obligation does exist and water rates should always be reviewed with this obligation in mind.

The third long term liability is the joint Westlake/Keller water tower that was constructed to provide necessary water storage and pressures within Westlake.

UTILITY FUND

Debt Payable Schedule

Keller Overhead Storage

Pymt #	Pymt Date	TOTAL PAYABLE			WESTLAKE'S PORTION OF PAYABLE 32%				
		Principal	Interest	Total	Payable	Principal	Interest	Total	Balance
1	Sep-06	\$ 190,000	\$ 173,730	\$ 363,730	\$ 116,554	\$ 60,884	\$ 55,670	\$ 116,554	\$ 1,257,727
2	Sep-07	200,000	163,344	363,344	116,430	64,088	52,342	116,430	1,193,639
3	Sep-08	210,000	151,575	361,575	115,863	67,292	48,571	115,863	1,126,347
4	Sep-09	225,000	138,219	363,219	116,390	72,099	44,291	116,390	1,054,248
5	Sep-10	235,000	127,169	362,169	116,053	75,303	40,750	116,053	978,944
6	Sep-11	245,000	118,463	363,463	116,468	78,508	37,960	116,468	900,436
7	Sep-12	255,000	109,088	364,088	116,668	81,712	34,956	116,668	818,724
8	Sep-13	270,000	98,906	368,906	118,212	86,519	31,694	118,212	732,205
9	Sep-14	285,000	87,806	372,806	119,462	91,325	28,137	119,462	640,880
10	Sep-15	295,000	76,206	371,206	118,949	94,530	24,420	118,949	546,350
11	Sep-16	310,000	64,106	374,106	119,879	99,336	20,542	119,879	447,014
12	Sep-17	325,000	51,163	376,163	120,538	104,143	16,395	120,538	342,871
13	Sep-18	340,000	37,406	377,406	120,936	108,950	11,986	120,936	233,921
14	Sep-19	355,000	23,072	378,072	121,149	113,756	7,393	121,149	120,165
15	Sep-20	375,000	7,875	382,875	122,688	120,165	2,523	122,688	-
TOTAL		\$ 4,115,000	\$ 1,428,127	\$ 5,543,127	\$ 1,776,240	\$ 1,318,611	\$ 457,629	\$ 1,776,240	

UTILITY FUND

Debt Payable Schedule

Ground Storage Tank

SERIES 2013 CERTIFICATES OF OBLIGATION				
Pymt No.	Fiscal Year	500-48840-16-00	500-48850-16-00	TOTAL
		Principal	Interest	
1	2/15/2015	21,450	34,325	55,775
2	2/15/2016	21,450	33,896	55,346
3	2/15/2017	22,000	33,461	55,461
4	2/15/2018	22,000	33,021	55,021
5	2/15/2019	22,550	32,576	55,126
6	2/15/2020	23,650	32,114	55,764
7	2/15/2021	23,650	31,582	55,232
8	2/15/2022	24,750	30,977	55,727
9	2/15/2023	25,300	30,288	55,588
10	2/15/2024	26,400	29,512	55,912
11	2/15/2025	26,400	28,720	55,120
12	2/15/2026	28,050	27,904	55,954
13	2/15/2027	28,600	27,018	55,618
14	2/15/2028	29,700	26,071	55,771
15	2/15/2029	42,900	24,837	67,737
16	2/15/2030	44,550	23,307	67,857
17	2/15/2031	45,650	21,728	67,378
18	2/15/2032	65,450	19,621	85,071
19	2/15/2033	34,650	17,619	52,269
20	2/15/2034	36,300	16,200	52,500
21	2/15/2035	37,950	14,715	52,665
22	2/15/2036	39,600	13,164	52,764
23	2/15/2037	40,700	11,634	52,334
24	2/15/2038	42,350	10,129	52,479
25	2/15/2039	44,000	8,564	52,564
26	2/15/2040	45,650	6,853	52,503
27	2/15/2041	47,300	4,994	52,294
28	2/15/2042	49,500	3,058	52,558
29	2/15/2043	51,700	1,034	52,734
TOTAL		\$ 1,014,200	\$ 628,918	\$ 1,643,118
		Original Issue: \$1,000,000		
		Issue Date: April 1, 2013		
		Issued By: US Bank		

FUNDED CAPITAL IMPROVEMENT

TRA Assumption of N-1 Sewer Line

Project Description:

This project is intended to transfer ownership of a section of sewer line from Westlake and Southlake to TRA. It includes the design and construction of a metering station with SCADA equipment at the proposed Town of Westlake "Point of Entry."



PROJECT EXPENSE								
EXPENDITURE TYPE	Totals Thru	Estimated	5 Year Projection					Project Total
	FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20	
Engineering	-	12,467		-	-	-	-	12,467
Construction	-	141,098	96,435	-	-	-	-	237,533
Design	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	-	153,565	96,435	-	-	-	-	250,000

PROJECT FUNDING								
FUNDING TYPE	Totals Thru	Estimated	5 Year Projection					Project Total
	FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20	
Cash/Transfers	-	153,565	96,435	-	-	-	-	250,000
Contributions/Grants	-	-	-	-	-	-	-	-
Bond Issuance	-	-	-	-	-	-	-	-
UnFunded	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	-	153,565	96,435	-	-	-	-	250,000

IMPACT ON OPERATING BUDGET								
IMPACT TYPE	Totals Thru	Estimated	5 Year Projection					TOTAL
	FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20	
Supplies	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Repair & Maintenance	-	-	-	-	-	-	-	-
Rent & Utilities	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
OPERATING IMPACT	-	-	-	-	-	-	-	-

FUNDED CAPITAL IMPROVEMENT

Meter Reading & Equipment

Project Description:

The Town currently utilizes a drive by radio frequency method to read water meters. This requires the Town to purchase a laptop and proprietary reading software from the meter company and is only supported for 5 years. The Town's system is 6 years old and is in need of being upgraded/replaced. This project will consist of replacing all radio read meters within the Town with the next generation system that would allow for instantaneous, remote meter reading; increased customer service, and a customer web portal that would allow customers to view their water consumption. The new system would require a monthly charge of \$0.89 per meter.



PROJECT EXPENSE								
EXPENDITURE TYPE	Totals Thru	Estimated	5 Year Projection					Project
	FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20	Total
Engineering	-	-	-	-	-	-	-	-
Construction	-	77,000	77,000	-	-	-	-	154,000
Design	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	-	77,000	77,000	-	-	-	-	154,000

PROJECT FUNDING								
FUNDING TYPE	Totals Thru	Estimated	5 Year Projection					Project
	FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20	Total
Cash/Transfers	-	77,000	77,000	-	-	-	-	154,000
Contributions/Grants	-	-	-	-	-	-	-	-
Bond Issuance	-	-	-	-	-	-	-	-
UnFunded	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	-	77,000	77,000	-	-	-	-	154,000

IMPACT ON OPERATING BUDGET								
IMPACT TYPE	Totals Thru	Estimated	5 Year Projection					TOTAL
	FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20	
Supplies	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Repair & Maintenance	-	-	12,600	25,200	25,956	26,735	27,537	118,027
Rent & Utilities	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
OPERATING IMPACT	-	-	12,600	25,200	25,956	26,735	27,537	118,027

SECTION 6

INTERNAL SERVICE FUNDS



*Writing
The Next
Chapter*

Forging Westlake

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INTERNAL SERVICE FUNDS
Combined Program Summary
Fiscal Year 2015/2016

Maintenance & Replacement Funds
 Utility 510 - General 600 - Vehicle 605

	Actual FY 13/14	Adopted Budget FY 14/15	Estimated Budget FY 14/15	Adopted Budget FY 15/16	FY 15/16 FY 14/15	Proposed vs Estimated
REVENUES & OTHER SOURCES						
General Sales Tax On-going	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Property Tax	-	-	-	-	-	0%
Hotel Tax	-	-	-	-	-	0%
Charge for Services	-	-	-	-	-	0%
Beverage Tax	-	-	-	-	-	0%
Franchise Fees	-	-	-	-	-	0%
Permits & Fees	-	2,000	6,000	6,000	-	0%
Fines & Forfeitures	-	-	-	-	-	0%
Investment Earnings	2,078	1,875	2,225	2,050	(175)	-8%
Contributions	-	-	-	-	-	0%
Misc Income	-	-	206,000	-	(206,000)	-100%
Total Revenues	2,078	3,875	214,225	8,050	(206,175)	-96%
Transfers In	476,751	725,000	793,333	768,333	(25,000)	-3%
Other Sources	34,710	-	85,005	-	(85,005)	-100%
Total Other Sources	511,460	725,000	878,338	768,333	(316,180)	-36%
TOTAL REVENUES & OTHER SOURCES	513,538	728,875	1,092,563	776,383	(316,180)	-29%
EXPENDITURES & OTHER USES						
Payroll Salaries	-	-	-	-	-	0%
Payroll Insurance	-	-	-	-	-	0%
Payroll Taxes	-	-	-	-	-	0%
Payroll Retirement	-	-	-	-	-	0%
Total Payroll and Related	-	-	-	-	-	0%
Supplies	-	-	-	-	-	0%
Services	-	-	-	-	-	0%
Insurance	-	-	-	-	-	0%
Repair & Maintenance	-	-	-	-	-	0%
Rent & Utilities	-	-	-	-	-	0%
Economic Development	-	-	-	-	-	0%
Water Purchases	-	-	-	-	-	0%
Debt	11,681	-	-	-	-	0%
Total Operations & Maintenance	11,681	-	-	-	-	0%
TOTAL OPERATING EXPENDITURES	11,681	-	-	-	-	0%
Capital Outlay	-	-	-	-	-	0%
Capital Projects	609,548	1,467,000	1,742,140	418,080	(1,324,060)	-76%
Total Capital	609,548	1,467,000	1,742,140	418,080	(1,324,060)	-76%
Transfers Out	32,102	-	-	-	-	0%
Other Uses	-	-	-	-	-	0%
Total Other Uses	32,102	-	-	-	-	0%
TOTAL EXPENDITURES & OTHER USES	653,331	1,467,000	1,742,140	418,080	(1,324,060)	-76%
EXCESS REVENUES OVER(UNDER) EXPENDITURES	(139,793)	(738,125)	(649,577)	358,303	1,007,880	155%
FUND BALANCE, BEGINNING	1,300,346	1,160,553	1,160,553	510,977	(649,577)	-56%
FUND BALANCE, ENDING	1,160,553	422,428	510,977	869,280	358,303	70%
Restricted/Assigned/Committed Funds	-	422,428	510,977	749,280	238,303	47%
UNASSIGNED FUND BALANCE, ENDING	-	-	-	-	-	
Restricted/Assigned/Committed Funds						
A UMR 510 10110 00 000	-	247,125	231,135	486,435	255,300	110%
A GMR 600 10110 00 000	1,160,553	175,303	189,508	124,178	(65,330)	-34%
A GMR (EMS) 600 10110 14 101	-	-	22,000	22,000	-	0%
A Cash 605 10110 00 000	-	-	68,333	116,667	48,333	71%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS	\$ 1,160,553	\$ 422,428	\$ 510,977	\$ 749,280	\$ 238,303	47%

**INTERNAL SERVICE FUNDS
COMBINING REVENUES, EXPENDITURES AND FUND BALANCE
FISCAL YEAR 2015/2016**

	Utility Maintenance & Replacement	General Maintenance & Replacement	Vehicle Maintenance & Replacement	TOTAL
REVENUES AND OTHER SOURCES				
General Sales Tax	\$ -	\$ -	\$ -	\$ -
Property Tax	-	-	-	-
Beverage Tax	-	-	-	-
Franchise Fees	-	-	-	-
Permits/Fees	-	6,000	-	6,000
Fines/Forfeits	-	-	-	-
Interest	300	1,750	-	2,050
Misc Income	-	-	-	-
Charge for Services	-	-	-	-
Contributions	-	-	-	-
Hotel Tax	-	-	-	-
Total Revenues	300	7,750	-	8,050
Transfers In	300,000	350,000	118,333	768,333
Other Sources	-	-	-	-
Total Other Sources	300,000	350,000	118,333	768,333
TOTAL REVENUES AND OTHER SOURCES	300,300	357,750	118,333	776,383

EXPENDITURES AND OTHER USES				
Payroll Salaries	-	-	-	-
Payroll Transfers	-	-	-	-
Insurance	-	-	-	-
Taxes	-	-	-	-
Retirement	-	-	-	-
Total Payroll & Related	-	-	-	-
Supplies	-	-	-	-
Services	-	-	-	-
Insurance	-	-	-	-
Maintenance	-	-	-	-
Rent & Utilities	-	-	-	-
Interfund Advance	-	-	-	-
Debt	-	-	-	-
Water Purchases	-	-	-	-
Total Operations & Maintenance	-	-	-	-
Capital Outlay	-	-	-	-
Maintenance and Replacement Funds	45,000	373,080	-	418,080
Capital Project Funds	-	-	-	-
Total Capital	45,000	373,080	-	418,080
Transfers Out	-	-	-	-
Other Uses	-	-	-	-
Total Other Uses	-	-	-	-
TOTAL EXPENDITURES AND OTHER USES	45,000	373,080	-	418,080

EXCESS REVENUES OVER (UNDER) EXPENDITURES	255,300	(15,330)	118,333	358,303
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BEGINNING FUND BALANCE	231,135	211,508	68,333	510,977
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ENDING FUND BALANCE	\$ 486,435	\$ 196,178	\$ 186,667	\$ 869,280
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Fund 510

*Utility Maintenance
and Replacement*



Utility Maintenance & Replacement Fund

Program Summary

Fiscal Year 2015/2016

	Actual FY 13/14	Adopted Budget FY 14/15	Estimated Budget FY 14/15	Adopted Budget FY 15/16	FY 15/16 Adopted vs FY 14/15 Estimated	
REVENUES & OTHER SOURCES						
General Sales Tax	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Property Tax	-	-	-	-	-	0%
Hotel Tax	-	-	-	-	-	0%
Charges for Services	-	-	-	-	-	0%
Beverage Tax	-	-	-	-	-	0%
Franchise Fees	-	-	-	-	-	0%
Permits & Fees	-	-	-	-	-	0%
Fines & Forfeitures	-	-	-	-	-	0%
Investment Earnings	7	125	475	300	(175)	-37%
Contributions	-	-	-	-	-	0%
Misc Income	-	-	-	-	-	0%
Total Revenues	7	125	475	300	(175)	-37%
Transfers In	201,751	450,000	450,000	300,000	(150,000)	-33%
Total Other Sources	201,751	450,000	450,000	300,000	(150,000)	-33%
TOTAL REVENUES & OTHER SOURCES	201,758	450,125	450,475	300,300	(150,175)	-33%
EXPENDITURES & OTHER USES						
Payroll Salaries	-	-	-	-	-	0%
Payroll Insurance	-	-	-	-	-	0%
Payroll Taxes	-	-	-	-	-	0%
Payroll Retirement	-	-	-	-	-	0%
Payroll Transfers	-	-	-	-	-	0%
Total Payroll and Related	-	-	-	-	-	0%
Supplies	-	-	-	-	-	0%
Services	-	-	-	-	-	0%
Insurance	-	-	-	-	-	0%
Repair & Maintenance	-	-	-	-	-	0%
Rent & Utilities	-	-	-	-	-	0%
Interfund Advances	-	-	-	-	-	0%
Debt	-	-	-	-	-	0%
Total Operations & Maintenance	-	-	-	-	-	0%
TOTAL OPERATING EXPENDITURES	-	-	-	-	-	0%
Capital Outlay	-	-	-	-	-	0%
Capital Projects	230,954	203,000	219,340	45,000	(174,340)	-79%
Total Capital	230,954	203,000	219,340	45,000	(174,340)	-79%
Transfers Out	32,102	-	-	-	-	0%
Total Other Uses	32,102	-	-	-	-	0%
TOTAL EXPENDITURES & OTHER USES	263,056	203,000	219,340	45,000	(174,340)	-79%
EXCESS REVENUES OVER(UNDER) EXPENDITURES	(61,298)	247,125	231,135	255,300	24,165	10%
FUND BALANCE, BEGINNING	61,298	-	-	231,135	231,135	100%
FUND BALANCE, ENDING	-	247,125	231,135	486,435	255,300	110%
Restricted/Assigned/Committed Funds	-	247,125	231,135	486,435	255,300	110%
UNASSIGNED FUND BALANCE, ENDING	-	-	-	-	-	-
Restricted/Assigned/Committed Funds						
A Cash 510 10110 00 000	-	247,125	231,135	486,435	255,300	110%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS	\$ -	\$ 247,125	\$ 231,135	\$ 486,435	\$ 255,300	110%

Utility Maintenance & Replacement Overview

The Utility Maintenance & Replacement Fund (UMR) was created to provide a mechanism for repair and replacement of existing capital assets such as pump stations, lift stations, elevated and ground storage facilities, water and sewer lines, etc.

This fund receives planned revenue transfers from the Utility Fund that are intended to cover the cost of future capital repair and replacement. Similar to the General Maintenance and Replacement Fund, the UMR was created to help avoid future bond programs and encourage a conservative pattern of spending that minimizes reliance on elastic revenue streams.

Projects are included each year from a long-range maintenance schedule which incorporates routine scheduled maintenance, recommended replacement guidelines and evaluations, and upgrades of lines and permanent capital assets.

Revenues and Transfers In

- FY 2015/2016 adopted revenues are \$300,300, which represents a 33% decrease of \$150,475 from the FY 14/15 estimated revenues of \$450,475.
 - Transfers in from the Utility fund decreased \$150K due to capital project funding needs that have constrained the amount of monies available for transfer to the UMR.
 - Additional funds will be transferred from the Utility Fund when available.

Expenditures

- FY 2015/2016 adopted expenditures are \$45,000, which represents a 79% decrease of \$174,340 from FY 14/15 estimated expenses of \$219,340.
 - \$30,000 decrease – Water Main Repair and Maintenance
 - \$20,000 decrease – Lift Station Pump Repairs
 - \$80,000 decrease – Pump Station Equipment
 - \$40,000 decrease – SCADA Replacement
 - \$45,000 decrease – Utility Truck
 - \$45,000 increase – Sewer Easement Cleaning Machine
- Decreases are due to one-time expenditures that will not carry over into this fiscal year.
- Increases are due to the purchase of a sanitary sewer easement cleaning machine that will clear lines in remote areas (such as creeks or behind houses) that would be difficult or impossible to clean with conventional equipment.

Fund Balance

- Fund balance at FY 15/16 year-end is projected to be \$486,435.

Utility Maintenance and Replacement Fund

5 Year Projection

Description	Account Number	Adopted	1	2	3	4	5
		FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21
REVENUES AND OTHER SOURCES							
Interest Income	510-36110-00-00	300	125	125	125	125	-
Transfer in from UF	510-52550-88-00	300,000	300,000	300,000	300,000	300,000	-
TOTAL REVENUES AND OTHER SOURCES		300,300	300,125	300,125	300,125	300,125	-
UTILITY MAINTENANCE/REPLACEMENT PROJECTS							
Pump Station Equipment	510-44123-16-00-000005	-	87,500	-	-	-	-
Sewer Easement Cleaning Machine	510-44114-16-00-000014	45,000	-	-	-	-	-
Repaint Ground Storage Tank	510-44119-16-00-000015	-	100,000	-	-	-	-
GRAND TOTAL PROJECTS		45,000	187,500	-	0.00	0.00	0.00
NET REVENUES OVER (UNDER) PROJECTS		\$ 255,300	\$ 112,625	\$ 300,125	\$ 300,125	\$ 300,125	\$ -
BEGINNING FUND BALANCE		231,135	486,435	599,060	899,185	899,185	1,199,310
ENDING FUND BALANCE		486,435	599,060	899,185	1,199,310	1,199,310	1,199,310

Fund 600

*General Maintenance
and Replacement*



General Maintenance & Replacement Fund Program Summary Fiscal Year 2015/2016

	Actual FY 13/14	Adopted Budget FY 14/15	Estimated Budget FY 14/15	Adopted Budget FY 15/16	FY 15/16 Adopted vs FY 14/15 Estimated	
REVENUES & OTHER SOURCES						
General Sales Tax	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Property Tax	-	-	-	-	-	0%
Hotel Tax	-	-	-	-	-	0%
Charges for Services	-	-	-	-	-	0%
Beverage Tax	-	-	-	-	-	0%
Franchise Fees	-	-	-	-	-	0%
Permits & Fees	-	2,000	6,000	6,000	-	0%
Fines & Forfeitures	-	-	-	-	-	0%
Investment Earnings	2,071	1,750	1,750	1,750	-	0%
Contributions	-	-	-	-	-	0%
Misc Income	-	-	-	-	-	0%
Total Revenues	2,071	3,750	7,750	7,750	-	0%
Transfers In	275,000	275,000	275,000	350,000	75,000	27%
Other Sources	34,710	-	291,005	-	(291,005)	0%
Total Other Sources	309,710	275,000	566,005	350,000	(216,005)	-38%
TOTAL REVENUES & OTHER SOURCES	311,781	278,750	573,755	357,750	(216,005)	-38%
EXPENDITURES & OTHER USES						
Payroll / Salaries	-	-	-	-	-	0%
Payroll Related & Benefits	-	-	-	-	-	0%
Payroll Transfers In	-	-	-	-	-	0%
Payroll Transfers Out	-	-	-	-	-	0%
Total Payroll and Related	-	-	-	-	-	0%
Supplies	-	-	-	-	-	0%
Services	-	-	-	-	-	0%
Insurance	-	-	-	-	-	0%
Repair & Maintenance	-	-	-	-	-	0%
Rent & Utilities	-	-	-	-	-	0%
Interfund Advances	-	-	-	-	-	0%
Debt	11,681	-	-	-	-	0%
Total Operations & Maintenance	11,681	-	-	-	-	0%
TOTAL OPERATING EXPENDITURES	11,681	-	-	-	-	0%
Capital Outlay	-	-	-	-	-	0%
Capital Projects	378,594	1,264,000	1,522,800	373,080	(1,149,720)	-76%
Total Capital	378,594	1,264,000	1,522,800	373,080	(1,149,720)	-76%
Transfers Out	-	-	-	-	-	0%
Total Other Uses	-	-	-	-	-	0%
TOTAL EXPENDITURES & OTHER USES	390,275	1,264,000	1,522,800	373,080	(1,149,720)	-76%
EXCESS REVENUES OVER(UNDER) EXPENDITURES	(78,495)	(985,250)	(949,045)	(15,330)	933,715	-98%
FUND BALANCE, BEGINNING	1,239,048	1,160,553	1,160,553	211,508	(949,045)	-82%
FUND BALANCE, ENDING	1,160,553	175,303	211,508	196,178	(15,330)	-7%
Restricted/Assigned/Committed Funds	1,160,553	175,303	211,508	196,178	(15,330)	-7%
UNASSIGNED FUND BALANCE, ENDING	-	-	-	-	-	-
Restricted/Assigned/Committed Funds						
A Cash 600 10110 00 000	1,160,553	175,303	189,508	174,178	(15,330)	-8%
A Cash EMS 600 10110 14 101	-	-	22,000	22,000	-	0%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS	\$ 1,160,553	\$ 175,303	\$ 211,508	\$ 196,178	\$ (15,330)	-7%

General Maintenance & Replacement Overview

The General Maintenance & Replacement Fund (GMR) was created to provide a mechanism for the long term repair and replacement of large capital assets such as HVAC, walls, floors and ceilings, plumbing, electric, roadways, etc.

This fund receives planned revenue transfers from each operating fund that owns and maintains capital assets. Accumulated funds are intended to cover the cost of future capital repair and replacement. The GMR is designed to (1) avoid future bond programs, (2) encourage a conservative pattern of spending, (3) minimize reliance on revenue streams that are vulnerable to fluctuations in the economy, such as the sales tax, and (4) prevent excessive maintenance and repair costs via the timely replacement of capital assets.

Project lists are developed annually from a long-range facility maintenance schedule and incorporated into a routine schedule for maintenance and replacement of major facility equipment, infrastructure and permanent capital assets.

Revenues and Transfers In

- FY15/16 projected revenues are \$307,750, a 46% decrease of \$266,005 from the FY 14/15 estimated budget of \$573,755.

Expenditures/Projects

- FY15/16 expenditures are \$373,080, a 75% decrease of \$1,149,720 from the FY 14/15 estimated budget of \$1,522,800. The majority of the decrease is due to one-time capital purchases in FY 14-15 such as a fire engine/pumper, a building addition to the fire station, and WA playground equipment that will not carry over into the 15/16 fiscal year.
- Project highlights include:
 - Solana Blvd. pavement repair (\$60,000)
 - WA Environmental Building upgrades (\$63,750)
 - WA classroom refurbishes (\$34,680)
 - Municipal furniture/interior building (\$34,000)

Fund Balance

- Fund balance at FY 15/16 year-end is projected to be \$146,178.

General - Maintenance and Replacement Fund

5 Year Projection

Description	Account Number	Adopted	1	2	3	4	5
		FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21
REVENUES AND OTHER SOURCES							
Firefighter Equipment Fees	600-34008-14-000	6,000	2,000	2,000	2,000	2,000	2,000
Interest Income	600-36110-00-000	1,750	1,750	1,750	1,750	1,750	1,750
Transfer in from GF	600-52510-88-000	350,000	475,000	475,000	475,000	475,000	475,000
TOTAL REVENUES AND OTHER SOURCES		357,750	478,750	478,750	478,750	478,750	478,750
Illuminated Street Signs	600-44304-16-000-000035	-	70,000	-	-	-	-
Solana Pavement Repair	600-45909-16-000-000046	60,000	-	-	60,000	-	-
Wyck Hill Pavement Resurface	600-44303-16-000-000041	-	54,450	-	-	-	-
FM 1938 Enhanced Pavement Repairs	600-44303-16-000-000047	-	-	80,000	-	-	-
SH 114 Repainting	600-44303-16-000-000048	-	100,000	-	-	-	-
Dept 16 - Total Public Works		60,000	224,450	80,000	60,000	-	-
WA-Irrigation System	600-43340-17-000-000007	17,000	15,000	10,000	5,000	15,000	5,000
WA-Carpet/VCT Flooring	600-45908-17-000-000008	12,750	25,000	15,000	15,000	15,000	15,000
WA-Ext Environmental Improvements Irrig	600-44306-17-000-000009	8,500	7,000	-	10,000	-	12,000
WA-Envrnmt Bldg UG light/water	600-45908-17-000-000010	63,750	-	5,000	10,000	-	5,000
WA-Exterior Paint & Wood R&M	600-45909-17-000-000011	9,350	8,000	8,000	4,000	4,000	8,000
WA-Painting/Cloth Wall R&M	600-44220-17-000-000012	12,750	8,000	10,000	8,000	10,000	8,000
WA-Roof Repairs	600-45909-17-000-000013	8,500	10,000	5,000	9,000	15,000	5,000
WA-Parking Lot	600-44306-17-000-000015	-	-	-	25,000	-	-
WA-Refurbish Classrooms	600-45908-17-000-000017	34,680	30,000	25,000	30,000	35,000	25,000
WA-Update Security System	600-43354-17-000-000018	4,250	5,000	5,000	25,000	5,000	8,000
WA-Update Security Cameras	600-43354-17-000-000019	4,250	6,000	10,000	-	2,000	12,000
Interior Building R&M	600-45908-17-000-000023	14,450	12,000	8,000	15,000	10,000	15,000
WA-15 Ton Split HVAC System	600-43347-17-000-000024	12,750	12,000	-	15,000	10,000	25,000
WA-2 Ton Roof Top Units	600-43347-17-000-000025	15,000	5,000	10,000	5,000	15,000	10,000
WA-AC ton/7.5 ton server room	600-43347-17-000-000026	-	15,000	-	5,000	-	20,000
WA-Heater Boilers	600-44219-17-000-000029	-	7,000	5,000	5,000	-	25,000
WA-HVAC System Replacement	600-43347-17-000-000032	4,250	13,000	-	10,000	-	5,000
WA-Plumbing Repair/Replacement	600-45904-17-000-000036	5,100	5,000	5,000	9,000	15,000	5,000
Facilities Maintenance Vehicle/Equipment	600-47410-17-000-000039	-	5,000	-	-	15,000	-
Park R&M	600-45911-19-000-000043	10,000	30,000	-	10,000	-	-
Town Furniture/Interior Bldg	600-47415-17-000-000045	34,000	40,000	10,000	10,000	10,000	10,000
Dept 17 - Total Facilities & Grounds Maintenance		271,330	258,000	131,000	225,000	176,000	218,000
Trail Repairs	600-43343-19-000-000014	12,000	10,000	10,000	10,000	15,000	10,000
Dept 19 - Total Parks and Recreation		12,000	10,000	10,000	10,000	15,000	10,000
Network Equipment/Fiber Optic upgrade	600-43405-20-000-000027	14,000	70,000	70,000	20,000	20,000	20,000
Network Printers/Peripheal Dev	600-43405-20-000-000021	3,500	5,000	5,000	5,000	5,000	5,000
Phone System/Peripheal Devices	600-45305-20-000-000028	5,250	20,000	10,000	10,000	10,000	10,000
Server Replacements	600-43405-20-000-000033	7,000	10,000	10,000	10,000	10,000	10,000
Dept 20 - Total Information Technology		29,750	105,000	95,000	45,000	45,000	45,000
GRAND TOTAL PROJECTS		373,080	597,450	316,000	340,000	236,000	273,000
NET REVENUES OVER (UNDER) PROJECTS		\$ (15,330)	\$ (118,700)	\$ 162,750	\$ 138,750	\$ 242,750	\$ 205,750
BEGINNING FUND BALANCE		211,508	196,178	77,478	240,228	378,978	621,728
ENDING FUND BALANCE		\$ 196,178	\$ 77,478	\$ 240,228	\$ 378,978	\$ 621,728	\$ 827,478

Fund 605

*Vehicle Maintenance
and Replacement*



Vehicle Maintenance & Replacement Fund Program Summary Fiscal Year 2015/2016

	Actual FY 13/14	Adopted Budget FY 14/15	Estimated Budget FY 14/15	Adopted Budget FY 15/16	FY 15/16 Adopted vs FY 14/15 Estimated	
REVENUES & OTHER SOURCES						
General Sales Tax	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Property Tax	-	-	-	-	-	0%
Hotel Tax	-	-	-	-	-	0%
Charges for Services	-	-	-	-	-	0%
Beverage Tax	-	-	-	-	-	0%
Franchise Fees	-	-	-	-	-	0%
Permits & Fees	-	-	-	-	-	0%
Fines & Forfeitures	-	-	-	-	-	0%
Investment Earnings	-	-	-	-	-	0%
Contributions	-	-	-	-	-	0%
Misc Income	-	-	-	-	-	0%
Total Revenues	-	-	-	-	-	0%
Transfers In	-	-	68,333	118,333	50,000	73%
Other Sources	-	-	-	-	-	0%
Total Other Sources	-	-	68,333	118,333	50,000	73%
TOTAL REVENUES & OTHER SOURCES	-	-	68,333	118,333	50,000	73%
EXPENDITURES & OTHER USES						
Payroll / Salaries	-	-	-	-	-	0%
Payroll Related & Benefits	-	-	-	-	-	0%
Payroll Transfers In	-	-	-	-	-	0%
Payroll Transfers Out	-	-	-	-	-	0%
Total Payroll and Related	-	-	-	-	-	0%
Supplies	-	-	-	-	-	0%
Services	-	-	-	-	-	0%
Insurance	-	-	-	-	-	0%
Repair & Maintenance	-	-	-	-	-	0%
Rent & Utilities	-	-	-	-	-	0%
Interfund Advances	-	-	-	-	-	0%
Debt	-	-	-	-	-	0%
Total Operations & Maintenance	-	-	-	-	-	0%
TOTAL OPERATING EXPENDITURES	-	-	-	-	-	0%
Capital Outlay	-	-	-	-	-	0%
Capital Projects	-	-	-	-	-	0%
Total Capital	-	-	-	-	-	0%
Transfers Out	-	-	-	-	-	0%
Total Other Uses	-	-	-	-	-	0%
TOTAL EXPENDITURES & OTHER USES	-	-	-	-	-	0%
EXCESS REVENUES OVER(UNDER) EXPENDITURES	-	-	68,333	118,333	50,000	73%
FUND BALANCE, BEGINNING	-	-	-	68,333	68,333	0%
FUND BALANCE, ENDING	-	-	68,333	186,667	118,333	173%
Restricted/Assigned/Committed Funds	-	-	68,333	186,667	118,333	173%
UNASSIGNED FUND BALANCE, ENDING	-	-	-	-	-	0%
Restricted/Assigned/Committed Funds						
A Cash 605 10110 00 000	-	-	68,333	186,667	118,333	173%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS	\$ -	\$ -	\$ 68,333	\$ 186,667	\$ 118,333	173%

Vehicle Maintenance & Replacement Overview

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

This fund receives planned revenue transfers from each operating fund that owns and maintains vehicles. Accumulated funds are intended to cover the cost of future vehicle repair and replacement. The VMR is designed to avoid future bond programs and encourage a more conservative pattern of spending that minimizes reliance on elastic revenue streams.

Vehicles are designated for replacement based on a long-range depreciation schedule, periodic evaluations of repair versus replacement costs, and recommended replacement guidelines. Routine scheduled maintenance is also factored into VMR funding calculations.

Revenues and Transfers In

- FY15/16 revenues are \$48,333, a 29% decrease of \$20,000 from the FY 14/15 estimated budget of \$68,333.

Expenditures/Projects

- There are no expenditures budgeted for the 15/16 fiscal year.

Fund Balance

- Fund balance at FY 15/16 year-end is projected to be \$116,667.



Vehicle Maintenance & Replacement Overview

Vehicle and Equipment Overview

Vehicles and equipment represent approximately 6% of the Town's assets or roughly \$3.4M. While the current CIP does not contain any proposals for vehicles, it is important to note that of the seven vehicles (including a utility truck) the Town currently owns, three are completely depreciated and three more will become completely depreciated within the next five years. Similarly, of the fourteen FF&E asset groups, eight are currently fully depreciated and the remainder will be within the next five years.

Whether or not an asset has been fully depreciated does not by itself warrant the need to replace it, however, depreciation does serve as an indicator that the likelihood the asset will need to be replaced in the near future is fairly high.

The Town maintains a General Maintenance & Replacement Fund and is working towards funding annually for any replacement items needed in subsequent years. We anticipate a replacement vehicle for the Parks and Recreation Department to be paid from the funds that have been transferred to this fund for just this purpose.

Dept Name	Vehicle Make/Model	Vehicle Description	Vehicle Cost
Fire Dept	Ford F450	Ambulance Reserve	\$144,981
Fire Dept	Spartan	Engine Pumper Reserve	\$236,423
Fire Dept	Chevy Tahoe	Fire Marshal	\$41,108
Fire Dept	Ford F450	Ambulance Primary	\$200,000
Fire Dept	Ford F550	Attack Truck	\$169,746
Fire Dept	Chevy Suburban	Command Vehicle	\$49,084
Fire Dept	Ferrara	Engine Pumper Primary	\$700,000
Municipal Court	Dodge Charger	4 door car	\$23,000
Public Works	Chevy Silverado	2 door single cab truck	\$15,704
Public Works	Ford Ranger	2 door single cab truck	\$21,519
Public Works	Chevy Silverado	2 door single cab truck	\$11,105
Public Works	Ford F350 Supercrew	4x4 Crewcab Truck	\$45,000
Facilities & Parks	Ford F350 Supercrew	4x4 Crewcab Truck	\$40,962
Westlake Academy	Startrans Senator II	Passenger Bus	\$41,625
Westlake Academy	Girardin 18	Passenger Bus	\$41,625
			\$1,781,882

Vehicle Maintenance & Replacement Overview

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 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 item's 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.

Vehicle Maintenance & Replacement Overview

Vehicle and 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 Maintenance 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.

Vehicle Maintenance & Replacement Overview

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:

Vehicle Maintenance & Replacement Overview

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 point	Poor	Replacement if budget allows
Above 38 points	failed	Needs priority replacement

Vehicle Maintenance & Replacement Overview

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

Example: Pool Vehicle

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

Vehicle Maintenance & Replacement

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

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

Vehicle - Maintenance and Replacement Fund

5 Year Projection

Description	Adopted	1	2	3	4	5	TOTALS
	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	

GENERAL FUND							
Transfer In from General Fund	\$ 110,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	370,000
Fire Marshal Vehicle	-	(50,000)	-	-	-	-	(50,000)
Ambulance M&R	-	-	-	(150,000)	-	-	(150,000)
Municipal Court Vehicle	-	-	(50,000)	-	-	-	(50,000)
Facilities Maintenance Vehicle	-	-	-	-	-	(50,000)	(50,000)
TOTAL	110,000	(10,000)	(10,000)	(110,000)	40,000	(10,000)	(300,000)
FUND BALANCE - General Fund Projects	170,000	160,000	150,000	40,000	80,000	70,000	

UTILITY FUND							
Transfer in from Utility Fund	\$ 8,333	\$ 8,333	\$ 8,333	\$ 8,333	\$ 8,333	\$ -	\$ 50,000
Public Works Vehicle	-	-	-	-	-	(50,000)	(50,000)
TOTAL	8,333	8,333	8,333	8,333	8,333	(50,000)	(50,000)
FUND BALANCE - Utility Fund Projects	16,667	25,000	33,333	41,667	50,000	(0)	

GRAND TOTAL - ALL PROJECTS	118,333	(1,667)	(1,667)	(101,667)	48,333	(60,000)	(350,000)
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BEGINNING FUND BALANCE	68,333	186,667	185,000	183,333	81,667	130,000	
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ENDING FUND BALANCE	\$ 186,667	\$ 185,000	\$ 183,333	\$ 81,667	\$ 130,000	\$ 70,000	
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SECTION 7

SPECIAL REVENUE FUNDS

A scroll of parchment is unrolled, showing the text 'Writing The Next Chapter' in a cursive font. A quill pen with a green and orange feather is resting on the scroll. The scroll is set against a dark background with a light blue glow.

*Writing
The Next
Chapter*

Forging Westlake

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SPECIAL REVENUE FUNDS
Combined Program Summary
Fiscal Year 2015/2016

VISITOR FUND - 4B FUND - ED FUND

PID FUND - LONE STAR FUND

	Actual FY 13/14	Adopted Budget FY 14/15	Estimated Budget FY 14/15	Adopted Budget FY 15/16	FY 15/16 Adopted vs FY 14/15 Estimated
REVENUES & OTHER SOURCES					
General Sales Tax On-going	\$ 1,254,500	\$ 1,258,750	\$ 1,325,000	\$ 1,377,000	\$ 52,000 4%
Property Tax	-	-	-	-	- 0%
Hotel Tax	796,480	777,000	890,000	910,000	20,000 2%
Charge for Services	-	-	-	-	- 0%
Beverage Tax	-	-	-	-	- 0%
Franchise Fees	-	-	-	-	- 0%
Permits & Fees	-	-	69,300	730,700	661,400 954%
Fines & Forfeitures	-	-	-	-	- 0%
Investment Earnings	1,864	3,445	3,445	3,425	(20) -1%
Contributions	-	440,000	567,541	450,000	(117,541) -21%
Misc Income	6,072	18,650	20,600	21,900	1,300 6%
Total Revenues	2,058,916	2,497,845	2,875,886	3,493,025	617,139 21%
Transfers In	47,741	35,758	35,758	35,758	- 0%
Other Sources	-	-	385,000	-	(385,000) -100%
Total Other Sources	47,741	35,758	420,758	35,758	232,139 55%
TOTAL REVENUES & OTHER SOURCES	2,106,658	2,533,603	3,296,644	3,528,783	232,139 7%
EXPENDITURES & OTHER USES					
Payroll Salaries	-	-	-	-	- 0%
PR Transfer Out	286,107	457,110	412,519	490,920	78,401 19%
Payroll Insurance	-	-	-	-	- 0%
Payroll Taxes	-	-	-	-	- 0%
Payroll Retirement	-	-	-	-	- 0%
Total Payroll and Related	286,107	457,110	412,519	490,920	78,401 19%
Supplies	3,917	4,155	4,156	3,906	(250) -6%
Services	168,815	209,224	471,245	368,580	(102,665) -22%
Insurance	-	-	-	-	- 0%
Repair & Maintenance	-	-	-	-	- 0%
Rent & Utilities	34,246	36,435	36,435	36,435	- 0%
Economic Development	147,680	170,000	185,000	187,000	2,000 1%
Water Purchases	-	-	-	-	- 0%
Debt	35,758	35,758	35,758	35,758	- 0%
Total Operations & Maintenance	390,416	455,572	732,594	631,679	(100,915) -14%
TOTAL OPERATING EXPENDITURES	676,523	912,682	1,145,113	1,122,600	(22,514) -2%
Capital Outlay	-	-	-	-	- 0%
Capital Projects	-	-	-	-	- 0%
Total Capital	-	-	-	-	- 0%
Transfers Out	1,346,415	1,776,920	1,813,170	1,881,050	67,880 4%
Other Uses	-	-	-	-	- 0%
Total Other Uses	1,346,415	1,776,920	1,813,170	1,881,050	67,880 4%
TOTAL EXPENDITURES & OTHER USES	2,022,938	2,689,602	2,958,283	3,003,650	45,366 2%
EXCESS REVENUES OVER(UNDER) EXPENDITURES	83,720	(155,999)	338,361	525,134	186,773 -55%
FUND BALANCE, BEGINNING	1,040,238	1,123,958	1,123,958	1,462,319	338,361 30%
FUND BALANCE, ENDING	1,123,958	967,959	1,462,319	1,987,452	525,134 36%
Restricted/Assigned/Committed Funds	165,320	178,115	165,365	155,940	(9,425) -6%
UNASSIGNED FUND BALANCE, ENDING	958,638	789,844	1,296,954	1,831,512	534,559 41%
Restricted/Assigned/Committed Funds					
A Debt Service Payments VA	151,700	164,450	151,700	142,250	(9,450) -6%
A Cash LS 10110 00 000	13,620	13,665	13,665	13,690	25 0%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS	\$ 165,320	\$ 178,115	\$ 165,365	\$ 155,940	\$ (9,425) -6%

**SPECIAL REVENUE FUNDS
COMBINING REVENUES, EXPENDITURES AND FUND BALANCE
FISCAL YEAR 2015/2016**

	Visitor Association	4B Economic Development	Economic Development	Public Improvement District	Lone Star Fund	TOTAL
REVENUES AND OTHER SOURCES						
General Sales Tax	\$ -	\$ 1,275,000	\$ 102,000	\$ -	\$ -	\$ 1,377,000
Property Tax	-	-	-	-	-	-
Beverage Tax	-	-	-	-	-	-
Franchise Fees	-	-	-	-	-	-
Permits/Fees	-	-	-	730,700	-	730,700
Fines/Forfeits	-	-	-	-	-	-
Interest	2,900	500	-	-	25	3,425
Misc Income	21,900	-	-	-	-	21,900
Charge for Services	-	-	-	-	-	-
Contributions	-	-	450,000	-	-	450,000
Hotel Tax	825,000	-	85,000	-	-	910,000
Total Revenues	849,800	1,275,500	637,000	730,700	25	3,493,025
Transfers In	-	-	35,758	-	-	35,758
Other Sources	-	-	-	-	-	-
Total Other Sources	-	-	35,758	-	-	35,758
TOTAL REVENUES AND OTHER SOURCES	849,800	1,275,500	672,758	730,700	25	3,528,783
EXPENDITURES AND OTHER USES						
Payroll Salaries	-	-	-	-	-	-
Payroll Transfers	490,920	-	-	-	-	490,920
Insurance	-	-	-	-	-	-
Taxes	-	-	-	-	-	-
Retirement	-	-	-	-	-	-
Total Payroll & Related	490,920	-	-	-	-	490,920
Supplies	3,906	-	-	-	-	3,906
Services	244,580	-	-	124,000	-	368,580
Insurance	-	-	-	-	-	-
Maintenance	-	-	-	-	-	-
Rent & Utilities	36,435	-	-	-	-	36,435
Interfund Advance	-	-	187,000	-	-	187,000
Debt	-	-	35,758	-	-	35,758
Water Purchases	-	-	-	-	-	-
Total Operations & Maintenance	284,921	-	222,758	124,000	-	631,679
Capital Outlay	-	-	-	-	-	-
Maintenance and Replacement Funds	-	-	-	-	-	-
Capital Project Funds	-	-	-	-	-	-
Total Capital	-	-	-	-	-	-
Transfers Out	155,550	1,275,500	450,000	-	-	1,881,050
Other Uses	-	-	-	-	-	-
Total Other Uses	155,550	1,275,500	450,000	-	-	1,881,050
TOTAL EXPENDITURES AND OTHER USES	931,391	1,275,500	672,758	124,000	-	3,003,650
EXCESS REVENUES OVER (UNDER) EXPENDITURES	(81,591)	-	-	606,700	25	525,134
BEGINNING FUND BALANCE	1,094,364	-	-	354,290	13,665	1,462,319
ENDING FUND BALANCE	\$ 1,012,772	\$ -	\$ -	\$ 960,990	\$ 13,690	\$ 1,987,452

Fund 220

Visitor Fund



Visitors Association Fund Program Summary Fiscal Year 2015/2016

	Actual FY 13/14	Adopted Budget FY 14/15	Estimated Budget FY 14/15	Adopted Budget FY 15/16	FY 15/16 Adopted vs FY 14/15 Estimated	
REVENUES & OTHER SOURCES						
General Sales Tax	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Property Tax	-	-	-	-	-	0%
Hotel Tax	733,823	707,000	805,000	825,000	20,000	2%
Charges for Services	-	-	-	-	-	0%
Beverage Tax	-	-	-	-	-	0%
Franchise Fees	-	-	-	-	-	0%
Permits & Fees	-	-	-	-	-	0%
Fines & Forfeitures	-	-	-	-	-	0%
Investment Earnings	1,605	2,900	2,900	2,900	-	0%
Contributions	-	-	-	-	-	0%
Misc Income	6,072	18,650	20,600	21,900	1,300	6%
Total Revenues	741,499	728,550	828,500	849,800	21,300	3%
Transfers In	-	-	-	-	-	0%
Total Other Sources	-	-	-	-	-	0%
TOTAL REVENUES & OTHER SOURCES	741,499	728,550	828,500	849,800	21,300	3%
EXPENDITURES & OTHER USES						
Payroll Salaries	-	-	-	-	-	0%
Payroll Insurance	-	-	-	-	-	0%
Payroll Taxes	-	-	-	-	-	0%
Payroll Retirement	-	-	-	-	-	0%
Payroll Transfers	286,107	457,110	412,519	490,920	78,401	19%
Total Payroll and Related	286,107	457,110	412,519	490,920	78,401	19%
Supplies	3,916.50	4,155	4,156	3,906	(250)	-6%
Services	168,810	209,224	213,694	244,580	30,886	14%
Insurance	-	-	-	-	-	0%
Repair & Maintenance	-	-	-	-	-	0%
Rent & Utilities	34,246	36,435	36,435	36,435	-	0%
Interfund Advances	-	-	-	-	-	0%
Debt	-	-	-	-	-	0%
Total Operations & Maintenance	206,973	249,814	254,285	284,921	30,636	12%
TOTAL OPERATING EXPENDITURES	493,080	706,924	666,804	775,841	109,037	16%
Capital Outlay	-	-	-	-	-	0%
Capital Projects	-	-	-	-	-	0%
Total Capital	-	-	-	-	-	0%
Transfers Out	164,720	177,670	177,670	155,550	(22,120)	-12%
Total Other Uses	164,720	177,670	177,670	155,550	(22,120)	-12%
TOTAL EXPENDITURES & OTHER USES	657,800	884,594	844,474	931,391	86,917	10%
EXCESS REVENUES OVER(UNDER) EXPENDITURES	83,700	(156,044)	(15,974)	(81,591)	(65,617)	411%
FUND BALANCE, BEGINNING	1,026,639	1,110,338	1,110,338	1,094,364	(15,974)	-1%
FUND BALANCE, ENDING	1,110,338	954,294	1,094,364	1,012,772	(81,591)	-7%
Restricted/Assigned/Committed Funds	151,700	164,450	151,700	142,250	(9,450)	-6%
UNASSIGNED FUND BALANCE, ENDING	958,638	789,844	942,664	870,522	(72,141)	-8%
Restricted/Assigned/Committed Funds						
A Debt Service Payments	151,700	164,450	151,700	142,250	(9,450)	-6%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS	\$ 151,700	\$ 164,450	\$ 151,700	\$ 142,250	\$ (9,450)	-6%

Section 7 Special Revenue Funds
Visitor's Association Fund

The Visitor's Association Fund was established in late FY 1999-2000 and collects a Hotel Occupancy Tax from the Marriott Solana, Deloitte, and any future Westlake hotels. A 7% tax is levied on the cost of nightly room rentals, the maximum allowable under State law.

Funds generated by the occupancy tax are generally restricted to uses that directly promote tourism and the convention and hotel industry. However, Westlake has broader statutory authority under State law than most cities, and may spend hotel/motel occupancy tax funds for any municipal purpose. The Town has used these funds to cover various operational costs and capital projects (for example, a payment of a portion of the debt service for Westlake Academy related bonds).

Since FY 2004/05, the Town has used Visitor's Association Fund revenues to sponsor a shuttle service and a "Group Business Incentive Program" in partnership with the Marriott Solana that have drawn additional visitors to Westlake.

The Visitor's Fund also accounts for activities related to the Westlake Historical Board, public art, and Westlake's annual Arbor Day celebration.

Revenues

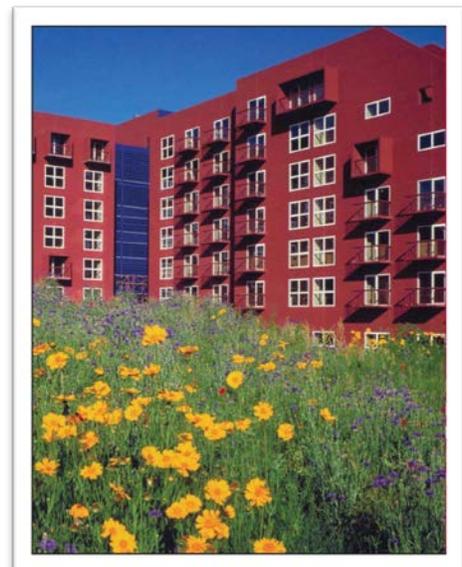
- Total revenues for FY 2015/16 are budgeted to be \$849,800
- Hotel Occupancy Tax revenues are projected to increase 2%, or \$20,000, when compared to FY 2014/15 estimated revenues

Expenditures and Transfers Out

- Total expenditures and transfers out for FY 2015/16 are budgeted to be \$931,391.
- This represents a 10% increase of \$86,917 from FY 2014/15 estimated expenditures of \$844,474.
 - Transfers Out to the Debt Service Fund decreased by \$22,200 to \$142,250. Transferred funds are used for debt service payments on Series 2013 General Obligation Refunding Bonds related to the construction of the Westlake Academy Arts and Sciences Center.
 - Payroll transfers out to the General Fund increased \$78,401 from the FY 2014/15 estimated budget due to a planned payroll market adjustment and the transitioning of a part-time Communication Specialist to full time with 100% of the salary being paid from the Visitors Association Fund.

Fund Balance

- FY 2015-16 ending fund balance is projected to be \$1,012,772.



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Fund 200

4B Economic

Development Fund



4B Economic Development Fund Program Summary Fiscal Year 2015/2016

	Actual FY 13/14	Adopted Budget FY 14/15	Estimated Budget FY 14/15	Adopted Budget FY 15/16	FY 15/16 Adopted vs FY 14/15 Estimated	
REVENUES & OTHER SOURCES						
General Sales Tax	\$ 1,181,461	\$ 1,158,750	\$ 1,225,000	\$ 1,275,000	\$ 50,000	4%
Property Tax	-	-	-	-	-	0%
Hotel Tax	-	-	-	-	-	0%
Charges for Services	-	-	-	-	-	0%
Donations	-	-	-	-	-	0%
Beverage Tax	-	-	-	-	-	0%
Franchise Fees	-	-	-	-	-	0%
Permits & Fees	-	-	-	-	-	0%
Fines & Forfeitures	-	-	-	-	-	0%
Investment Earnings	239	500	500	500	-	0%
Contributions	-	-	-	-	-	0%
Misc Income	-	-	-	-	-	0%
Total Revenues	1,181,700	1,159,250	1,225,500	1,275,500	50,000	4%
Transfers In	-	-	-	-	-	0%
Other Sources	-	-	-	-	-	0%
Total Other Sources	-	-	-	-	-	0%
TOTAL REVENUES & OTHER SOURCES	1,181,700	1,159,250	1,225,500	1,275,500	50,000	4%
EXPENDITURES & OTHER USES						
Payroll Salaries	-	-	-	-	-	0%
Payroll Insurance	-	-	-	-	-	0%
Payroll Taxes	-	-	-	-	-	0%
Payroll Retirement	-	-	-	-	-	0%
Payroll Transfers	-	-	-	-	-	0%
Total Payroll and Related	-	-	-	-	-	0%
Supplies	-	-	-	-	-	0%
Services	5	-	-	-	-	0%
Insurance	-	-	-	-	-	0%
Repair & Maintenance	-	-	-	-	-	0%
Rent & Utilities	-	-	-	-	-	0%
Interfund Advances	-	-	-	-	-	0%
Debt	-	-	-	-	-	0%
Total Operations & Maintenance	5	-	-	-	-	0%
TOTAL OPERATING EXPENDITURES	5	-	-	-	-	0%
Capital Outlay	-	-	-	-	-	0%
Capital Projects	-	-	-	-	-	0%
Total Capital	-	-	-	-	-	0%
Transfers Out	1,181,695	1,159,250	1,225,500	1,275,500	50,000	4%
Total Other Uses	1,181,695	1,159,250	1,225,500	1,275,500	50,000	4%
TOTAL EXPENDITURES & OTHER USES	1,181,700	1,159,250	1,225,500	1,275,500	50,000	4%
EXCESS REVENUES OVER(UNDER) EXPENDITURES	-	-	-	-	-	0%
FUND BALANCE, BEGINNING	-	-	-	-	-	0%
FUND BALANCE, ENDING	-	-	-	-	-	0%
Restricted/Assigned/Committed Funds	-	-	-	-	-	0%
UNASSIGNED FUND BALANCE, ENDING	-	-	-	-	-	0%
Restricted/Assigned/Committed Funds						
A Cash 200 10110 00 000	-	-	-	-	-	0%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS	\$ -	\$ -	\$ -	\$ -	\$ -	0%

4B Economic Development Fund Overview

The 4B Economic Development Fund collects a half-cent sales tax to be allocated to qualified development projects. Since FY 2006 the 4B Fund has been committed to the repayment of the debt incurred for the Town's Civic Campus project.

Revenues

- FY 15/16 revenues are budgeted to be \$1,275,500
 - This amount represents a 4% increase of \$50,000 from the FY 14/15 estimated budget of \$1,225,500.

Expenditures and Other Uses

- Transfers out to the Debt Service Fund for FY 15/16 are budgeted to be \$1,275,500, representing 100% of revenues.

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Fund 210

Economic

Development Fund



Economic Development Fund Program Summary Fiscal Year 2015/2016

	Actual FY 13/14	Adopted Budget FY 14/15	Estimated Budget FY 14/15	Adopted Budget FY 15/16	FY 15/16 Adopted vs FY 14/15 Estimated	
REVENUES & OTHER SOURCES						
General Sales Tax	\$ 73,039	\$ 100,000	\$ 100,000	\$ 102,000	2,000	2%
Property Tax	-	-	-	-	-	0%
Hotel Tax	62,658	70,000	85,000	85,000	-	0%
Charges for Services	-	-	-	-	-	0%
Beverage Tax	-	-	-	-	-	0%
Franchise Fees	-	-	-	-	-	0%
Permits & Fees	-	-	-	-	-	0%
Fines & Forfeitures	-	-	-	-	-	0%
Investment Earnings	-	-	-	-	-	0%
Contributions	-	440,000	410,000	450,000	40,000	100%
Misc Income	-	-	-	-	-	0%
Total Revenues	135,697	610,000	595,000	637,000	42,000	7%
Transfers In	47,741	35,758	35,758	35,758	-	0%
Total Other Sources	47,741	35,758	35,758	35,758	-	0%
TOTAL REVENUES & OTHER SOURCES	183,438	645,758	630,758	672,758	42,000	7%
EXPENDITURES & OTHER USES						
Payroll Salaries	-	-	-	-	-	0%
Payroll Insurance	-	-	-	-	-	0%
Payroll Taxes	-	-	-	-	-	0%
Payroll Retirement	-	-	-	-	-	0%
Payroll Transfers	-	-	-	-	-	0%
Total Payroll and Related	-	-	-	-	-	0%
Supplies	-	-	-	-	-	0%
Services	-	-	-	-	-	0%
Insurance	-	-	-	-	-	0%
Repair & Maintenance	-	-	-	-	-	0%
Rent & Utilities	-	-	-	-	-	0%
Interfund Advances	-	-	-	-	-	0%
Debt	35,758	35,758	35,758	35,758	-	0%
Economic Development Incentives	147,680	170,000	185,000	187,000	2,000	1%
Total Operations & Maintenance	183,438	205,758	220,758	222,758	2,000	1%
TOTAL OPERATING EXPENDITURES	183,438	205,758	220,758	222,758	2,000	1%
Capital Outlay	-	-	-	-	-	0%
Capital Projects	-	-	-	-	-	0%
Total Capital	-	-	-	-	-	0%
Transfers Out	-	440,000	410,000	450,000	40,000	100%
Total Other Uses	-	440,000	410,000	450,000	40,000	100%
TOTAL EXPENDITURES & OTHER USES	183,438	645,758	630,758	672,758	42,000	101%
EXCESS REVENUES OVER(UNDER) EXPENDITURES	-	-	-	-	-	0%
FUND BALANCE, BEGINNING	-	-	-	-	-	0%
FUND BALANCE, ENDING	-	-	-	-	-	0%
Restricted/Assigned/Committed Funds	-	-	-	-	-	0%
UNASSIGNED FUND BALANCE, ENDING	-	-	-	-	-	0%
Restricted/Assigned/Committed Funds						
A Cash 210 10110 00 000					-	0%
					-	0%
					-	0%
					-	0%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS	\$ -	\$ -	\$ -	\$ -	\$ -	0%

Economic Development Fund Overview

The Economic Development Fund was created to transparently account for all receipts and disbursements related to economic development agreements.

Currently, revenues and transfers in are used to

1. fulfill incentive obligations negotiated with Fidelity Investments and Deloitte University as part of their relocation to Westlake
 2. transfer to the Westlake Academy Expansion Fund as part of the development agreement between the Town and Maguire Partners-Solana Land L.P., developer of the Granada subdivision.
- The Town is obligated to refund \$35,758 of sales tax receipts generated by Fidelity Investments annually through fiscal year 15/16.
 - The economic development agreement with Deloitte University includes a 50% reimbursement of the 1% general sales tax receipts and 50% of the hotel/motel tax receipts generated through business activities in Westlake.
 - The agreement with Maguire Partners-Solana Land LP includes a \$10,000 per lot contribution for the benefit of Westlake Academy from the final platting of lots in the Granada residential subdivision.

Revenues and Transfers In

- Total revenues for FY 2015/16 are anticipated to be \$672,758.
 - \$102,000 in sales tax from Deloitte University
 - \$ 85,000 in hotel/motel tax from Deloitte University
 - \$ 35,758 transfer in from the General Fund for the payment to Fidelity (Phase I)
 - \$450,000 contribution from Maguire Partners-Solana LP for the expected final platting of 45 lots (Phase 2) of Granada residential subdivision

Expenditures and Transfers Out

- Total expenditures for FY 2015/16 are anticipated to be \$672,758.
 - Transfers out to Westlake Academy Expansion Fund of \$450,000
 - \$222,758 in development agreement payments to Fidelity Investments and Deloitte University

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Fund 215

Public Improvement

District Fund



Public Improvement District Fund Program Summary Fiscal Year 2015/2016

	Actual FY 13/14	Adopted Budget FY 14/15	Estimated Budget FY 14/15	Adopted Budget FY 15/16	FY 15/16 Adopted vs FY 14/15 Estimated	
REVENUES & OTHER SOURCES						
General Sales Tax	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Property Tax	-	-	-	-	-	0%
Hotel Tax	-	-	-	-	-	0%
Charges for Services	-	-	69,300	730,700	661,400	954%
Beverage Tax	-	-	-	-	-	0%
Franchise Fees	-	-	-	-	-	0%
Permits & Fees	-	-	-	-	-	0%
Fines & Forfeitures	-	-	-	-	-	0%
Investment Earnings	-	-	-	-	-	0%
Contributions	-	-	157,541	-	(157,541)	-100%
Misc Income	-	-	-	-	-	0%
Total Revenues	-	-	226,841	730,700	503,859	222%
Other Sources	-	-	385,000	-	(385,000)	-100%
Total Other Sources	-	-	385,000	-	(385,000)	-100%
TOTAL REVENUES & OTHER SOURCES	-	-	611,841	730,700	118,859	19%
EXPENDITURES & OTHER USES						
Payroll Salaries	-	-	-	-	-	0%
Payroll Insurance	-	-	-	-	-	0%
Payroll Taxes	-	-	-	-	-	0%
Payroll Retirement	-	-	-	-	-	0%
Payroll Transfers	-	-	-	-	-	0%
Total Payroll and Related	-	-	-	-	-	0%
Supplies	-	-	-	-	-	0%
Services	-	-	257,551	124,000	(133,551)	-52%
Insurance	-	-	-	-	-	0%
Repair & Maintenance	-	-	-	-	-	0%
Rent & Utilities	-	-	-	-	-	0%
Interfund Advances	-	-	-	-	-	0%
Debt	-	-	-	-	-	0%
Economic Development Incentives	-	-	-	-	-	0%
Total Operations & Maintenance	-	-	257,551	124,000	(133,551)	-52%
TOTAL OPERATING EXPENDITURES	-	-	257,551	124,000	(133,551)	-52%
Capital Outlay	-	-	-	-	-	0%
Capital Projects	-	-	-	-	-	0%
Total Capital	-	-	-	-	-	0%
Transfers Out	-	-	-	-	-	100%
Total Other Uses	-	-	-	-	-	100%
TOTAL EXPENDITURES & OTHER USES	-	-	257,551	124,000	(133,551)	-52%
EXCESS REVENUES OVER(UNDER) EXPENDITURES	-	-	354,290	606,700	252,410	71%
FUND BALANCE, BEGINNING	-	-	-	354,290	354,290	100%
FUND BALANCE, ENDING	-	-	354,290	960,990	606,700	171%
Restricted/Assigned/Committed Funds	-	-	354,290	960,990	606,700	171%
UNASSIGNED FUND BALANCE, ENDING	-	-	-	-	-	0%
Restricted/Assigned/Committed Funds						
A Cash 215 10110 00 000	-	-	354,290	960,990	606,700	171%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS	\$ -	\$ -	\$ 354,290	\$ 960,990	\$ 606,700	171%

Public Improvement District Overview

The Public Improvement District (PID) Fund accounts for monies received from bond proceeds, inspection fees and payments related to the Solana Public Improvement District.

The District was created by ordinance in February 2014 to finance the construction of public infrastructure (such as water lines and streets) in the Entrada subdivision.

Revenues deposited into the PID Fund are used to cover engineering, consulting, legal, and advertising costs attributable to Entrada development and construction.

Revenues and Transfers In

- Revenues for FY 2015/16 are anticipated to be \$730,700 from Entrada related inspection fees.

Expenditures and Transfers Out

- Total expenditures for FY 2015/16 are \$124,000 to cover engineering, consulting, legal, and advertising costs

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Fund 418

*Lone Star Public
Facilities Fund*



Lone Star Public Fund Program Summary Fiscal Year 2015/2016

	Actual FY 13/14	Adopted Budget FY 14/15	Estimated Budget FY 14/15	Adopted Budget FY 15/16	FY 15/16 Adopted vs FY 14/15 Estimated	
REVENUES & OTHER SOURCES						
General Sales Tax	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Property Tax	-	-	-	-	-	0%
Hotel Tax	-	-	-	-	-	0%
Charges for Services	-	-	-	-	-	0%
Donations	-	-	-	-	-	0%
Beverage Tax	-	-	-	-	-	0%
Franchise Fees	-	-	-	-	-	0%
Permits & Fees	-	-	-	-	-	0%
Fines & Forfeitures	-	-	-	-	-	0%
Investment Earnings	21	45	45	25	(20)	-44%
Contributions	-	-	-	-	-	0%
Misc Income	-	-	-	-	-	0%
Total Revenues	21	45	45	25	(20)	-44%
Transfers In	-	-	-	-	-	0%
Total Other Sources	-	-	-	-	-	0%
TOTAL REVENUES & OTHER SOURCES	21	45	45	25	(20)	-44%
EXPENDITURES & OTHER USES						
Payroll Salaries	-	-	-	-	-	0%
Payroll Insurance	-	-	-	-	-	0%
Payroll Taxes	-	-	-	-	-	0%
Payroll Retirement	-	-	-	-	-	0%
Payroll Transfers	-	-	-	-	-	0%
Total Payroll and Related	-	-	-	-	-	0%
Supplies	-	-	-	-	-	0%
Services	-	-	-	-	-	0%
Insurance	-	-	-	-	-	0%
Repair & Maintenance	-	-	-	-	-	0%
Rent & Utilities	-	-	-	-	-	0%
Interfund Advances	-	-	-	-	-	0%
Debt	-	-	-	-	-	0%
Total Operations & Maintenance	-	-	-	-	-	0%
TOTAL OPERATING EXPENDITURES	-	-	-	-	-	0%
Capital Outlay	-	-	-	-	-	0%
Capital Projects	-	-	-	-	-	0%
Total Capital	-	-	-	-	-	0%
Transfers Out	-	-	-	-	-	0%
Total Other Uses	-	-	-	-	-	0%
TOTAL EXPENDITURES & OTHER USES	-	-	-	-	-	0%
EXCESS REVENUES OVER(UNDER) EXPENDITURES	21	45	45	25	(20)	-44%
FUND BALANCE, BEGINNING	13,599	13,620	13,620	13,665	45	0%
FUND BALANCE, ENDING	13,620	13,665	13,665	13,690	25	0%
Restricted/Assigned/Committed Funds	13,620	13,665	13,665	13,690	25	0%
UNASSIGNED FUND BALANCE, ENDING	-	-	-	-	-	0%
Restricted/Assigned/Committed Funds						
A Cash 418 10110 00 000	13,620	13,665	13,665	13,690	25	0%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS	\$ 13,620	\$ 13,665	\$ 13,665	\$ 13,690	\$ 25	0%

Lone Star Public Facilities Overview

In 1996, the Westlake Board of Aldermen authorized the creation of the Lone Star Public Facilities Corporation, a nonprofit corporation designed to “assist the Town of Westlake, Texas in financing, refinancing, or providing public facilities.”

It was anticipated that the Corporation would issue bonds to finance the purchase or construction of public facilities, and then lease those facilities to qualifying tenants. The Lone Star Public Facilities Fund was created to account for the financial activities of the Corporation.

No bonds were ever issued. The fund is earning interest annually. Existing fund balance is due to corporate donations that were received shortly after the Fund was created.

Revenues

- Total revenues for FY 2015-16 are \$25 in interest earnings.

Expenditures

- There have been no fund expenditures since inception.

Fund Balance

- Fund balance at FY 15/16 year-end is projected to be \$13,690

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SECTION 8

DEBT SERVICE FUND

*Writing
The Next
Chapter*



Forging Westlake

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Debt Service Fund Program Summary Fiscal Year 2015/2016

	Actual FY 13/14	Adopted Budget FY 14/15	Estimated Budget FY 14/15	Adopted Budget FY 15/16	FY 15/16 Adopted vs FY 14/15 Estimated	
REVENUES & OTHER SOURCES						
General Sales Tax	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Property Tax	154,982	166,969	176,500	133,507	(42,993)	-24%
Hotel Tax	-	-	-	-	-	0%
Charges for Services	-	-	-	-	-	0%
Beverage Tax	-	-	-	-	-	0%
Franchise Fees	-	-	-	-	-	0%
Permits & Fees	-	-	-	-	-	0%
Fines & Forfeitures	-	-	-	-	-	0%
Investment Earnings	-	-	-	-	-	0%
Contributions	-	-	-	-	-	0%
Misc Income	0	-	-	-	-	0%
Total Revenues	154,982	166,969	176,500	133,507	(42,993)	-24%
Transfers In GF/4B/VA	1,878,051	2,139,554	1,859,274	1,857,511	(1,763)	0%
Other Sources	1,994,598	-	-	-	-	0%
Total Other Sources	3,872,649	2,139,554	1,859,274	1,857,511	(1,763)	0%
TOTAL REVENUES & OTHER SOURCES	4,027,631	2,306,523	2,035,774	1,991,018	(44,756)	-2%
EXPENDITURES & OTHER USES						
Payroll Salaries	-	-	-	-	-	0%
Payroll Insurance	-	-	-	-	-	0%
Payroll Taxes	-	-	-	-	-	0%
Payroll Retirement	-	-	-	-	-	0%
Payroll Transfers	-	-	-	-	-	0%
Total Payroll and Related	-	-	-	-	-	0%
Supplies	-	-	-	-	-	0%
Services	70,883	2,000	2,000	2,400	400	20%
Insurance	-	-	-	-	-	0%
Repair & Maintenance	-	-	-	-	-	0%
Rent & Utilities	-	-	-	-	-	0%
Debt	2,031,834	2,292,658	2,012,378	2,011,094	(1,284)	0%
Total Operations & Maintenance	2,102,717	2,294,658	2,014,378	2,013,494	(884)	0%
TOTAL EXPENDITURES	2,102,717	2,294,658	2,014,378	2,013,494	(884)	0%
Capital Outlay	-	-	-	-	-	0%
Capital Projects	-	-	-	-	-	0%
Total Capital	-	-	-	-	-	0%
Transfers Out	-	-	-	-	-	0%
Other Uses Bond Refunding	1,925,315	-	-	-	-	0%
Total Other Uses	1,925,315	-	-	-	-	0%
TOTAL EXPENDITURES & OTHER USES	4,028,032	2,294,658	2,014,378	2,013,494	(884)	0%
EXCESS REVENUES OVER(UNDER) EXPENDITURES	(401)	11,865	21,396	(22,476)	(43,872)	-205%
FUND BALANCE, BEGINNING	1,481	1,080	1,080.40	22,476	21,396	1980%
FUND BALANCE, ENDING	1,080	12,945	22,476	0	(22,476)	0%
Restricted/Assigned/Committed Funds	1,080	12,945	22,476	0	(22,476)	0%
UNASSIGNED FUND BALANCE, ENDING	-	-	-	-	-	0%
Restricted/Assigned/Committed Funds	-	-	-	-	-	0%
	-	-	-	-	-	0%
	-	-	-	-	-	0%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS	\$ -	\$ -	\$ -	\$ -	\$ -	0%

The Debt Service Fund is used to manage payments on all general government related debt. Required by Texas law, the Debt Service Fund is linked to the Interest and Sinking (I&S) component of the ad valorem (property) tax rate. In most Texas municipalities, the I&S levy funds the majority of annual debt service payments.

In Westlake, Interest and Sinking revenues are only a subsidiary element of total Debt Service revenues. Transfers from the 4B Economic Development Fund, General Fund and the Visitors Association Fund comprise the bulk (93%) of Debt Service Fund revenues.

Currently the Debt Service Fund is used to manage debt service payments associated with the construction of Westlake Academy facilities and various street projects. Any future debt issuances will also be paid from this Fund. Town Council and staff are dedicated to a conservative pattern of debt issuance that ensures property tax rates remain among the lowest in the region and attractive to prospective businesses and residents.

Recognizing that long-term debt is usually a more expensive financing method, alternative financing sources will be explored before debt is issued. When debt is issued, it will be used to acquire major assets with expected lives which equal or exceed the average life of the debt issue.

Revenues

- Total ad valorem property tax revenue for FY 2015/16 is budgeted to be \$133,507.
- This amount represents a 24% decrease of \$42,993 from the FY14/15 estimated revenues of \$176,500 due to an additional \$22K in receipts which reduced the tax rate needed to cover the debt for various street projects.

Transfers In

- Total Transfers In for FY 2015/16 are budgeted to be \$1,857,511, a less than 1% decrease of \$1,763 from FY14/15 estimated transfers in of \$1,859,274.
 - Transfers in from 4B Economic Development Fund account for \$1,275,000
 - Transfers in from General Fund account for \$440,261.
 - Transfers in from Visitors Association Fund account for \$142,250.

Expenditures

- FY 2015/16 debt service expenditures are projected to be \$2,013,494
- This is a less than 1% increase of \$884 compared to FY 2014/15 estimated expenditures of \$2,014,378.

FY 15/16 Debt Service Payment Breakdown

- Payments related to street infrastructure projects:
 - \$154,903 on Series 2011 Certificates of Obligation

Debt Limitations

Westlake's legal debt capacity is limited by state rules which specify that the Town must be able to fulfill debt service payments on all outstanding general obligation debt from a maximum combined property tax rate of \$1.50 per \$100 of assessed valuation.

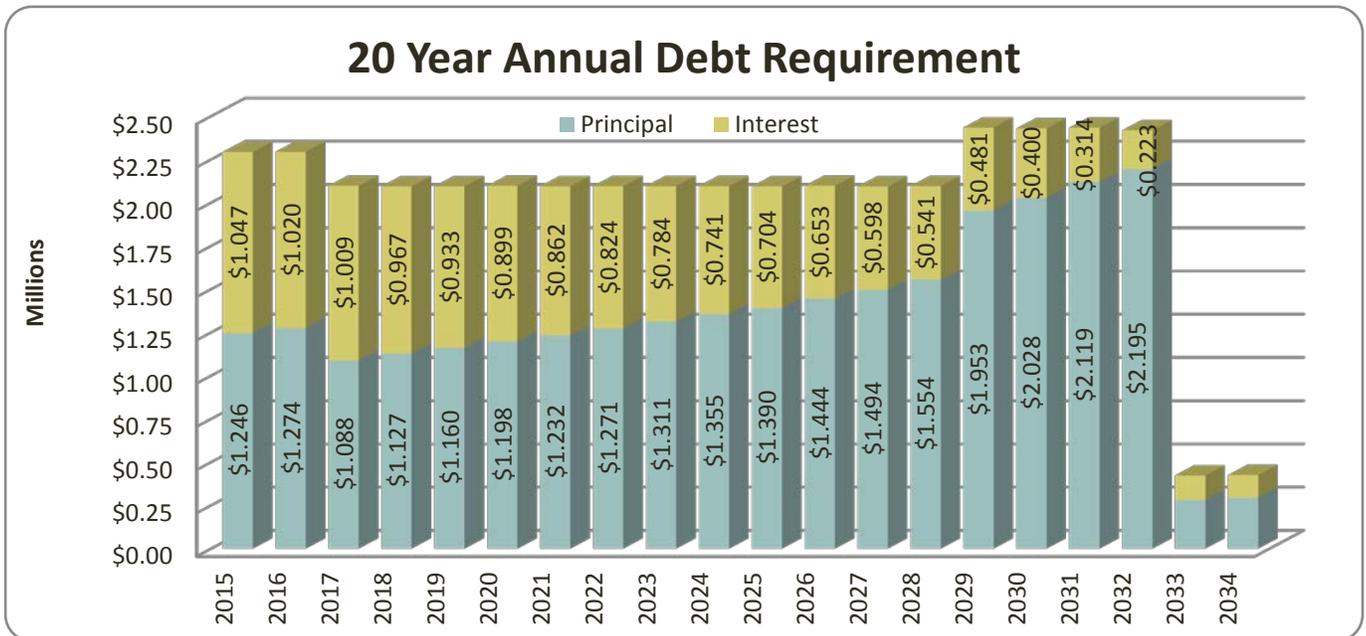
There are no debt limitations defined by local ordinance. Since Town Council and staff are committed to keeping the property tax rate at its current level, additional debt capacity must come from growth in the tax base.

- Payments related to the construction of Westlake Academy facilities:
 - \$702,383 on Series 2007 General Obligation Refunding Bonds
 - \$312,800 on Series 2011 General Obligation Refunding Bonds
 - \$448,198 on Series 2013 Certificates of Obligation
 - \$142,650 on Series 2013 General Obligation Refunding Bonds
 - \$252,560 on Series 2014 General Obligation Refunding Bonds

Historical Bond Issuances

- Issuances related to street infrastructure projects:
 - \$ 2,095,000 Series 2011 Certificates of Obligation
- Issuances related to the construction of Westlake Academy facilities:
 - \$12,400,000 Series 2002 Certificates of Obligation (refunded)
 - Westlake Academy Phase 1
 - \$6,410,000 Series 2003 Certificates of Obligation (refunded)
 - Westlake Academy Phase 2
 - \$7,465,000 Series 2007 General Obligation Refunding Bonds
 - Partial refinance of Series 2002 Certificates of Obligation
 - \$2,500,000 Series 2008 General Obligation Bonds
 - Westlake Academy Arts & Sciences Building
 - \$7,375,000 Series 2011 General Obligation Refunding Bonds
 - Partial refinance of Series 2002 and 2003 Certificates of Obligation
 - \$2,200,000 Series 2013 General Obligation Refunding Bonds
 - Refinance of Series 2008 General Obligation Bonds
 - \$ 8,500,000 Series 2013 Certificates of Obligation
 - Westlake Academy Expansion
 - \$ 1,980,000 Series 2014 General Obligation Refunding Bonds
 - Partial refinance of 2003 Certificates of Obligation

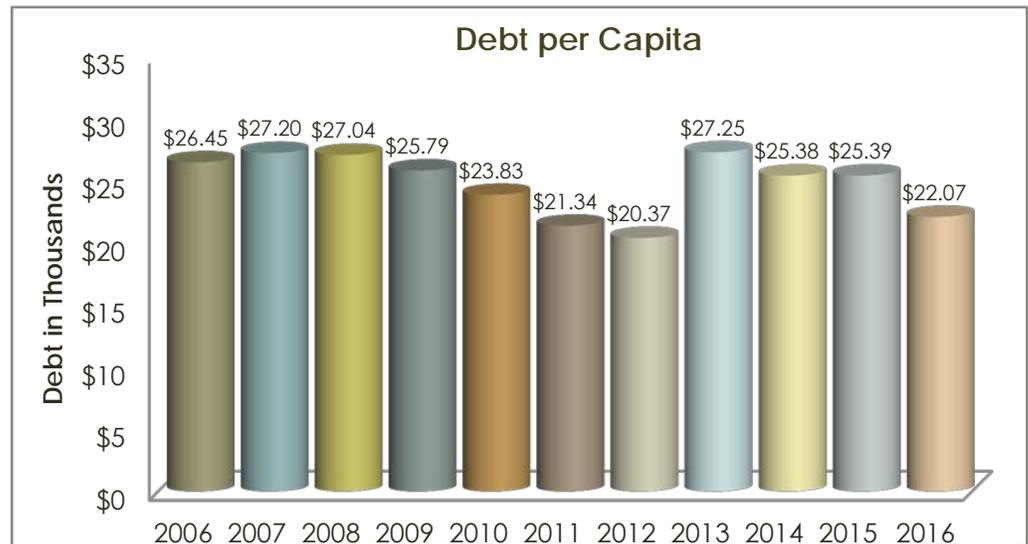
*Municipalities frequently refinance debt issuances to take advantage of changes in bond market interest rates.



Debt per Capita

In order to make apples-to-apples comparisons of debt levels between different municipalities, analysts often use measures like debt per capita, or the amount of governmental debt outstanding for each resident. Direct debt includes all long-term obligations directly supported by general revenues and taxes. It does not include interest expense.

Westlake’s debt per capita for FY15/16 is calculated at \$22,070 and represents a 13% decrease of \$3K from the previous year.



Debt Management Practices

Debt management policies are written guidelines and restrictions that affect the amount and type of debt issued by a state or local government, the issuance process, and the management of a debt portfolio.

A debt management policy improves the quality of decisions, provides justification for the structure of debt issuance, identifies policy goals, and demonstrates a commitment to long-term financial planning, including a multi-year capital plan.

Adherence to a debt management policy signals to rating agencies and the capital markets that a government is well managed and should meet its obligations in a timely manner.

Debt levels and their related annual costs are important long-term obligations that must be managed within available resources. An effective debt management policy provides guidelines for a government to manage its debt program in line with those resources.

The Town of Westlake debt management policies are reviewed annually and revised as necessary and address the following:

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

1. **Debt Limits** - defines specific limits or acceptable ranges for each type of debt. Limits are generally set for legal, public policy, and financial reasons. For the Town of Westlake there is no legal limit to debt except by way of a tax rate limit.

a. *Legal limits* are determined by:

- o State constitution and/or law which limit the Town's ad valorem rate.
- o Local charter, by-laws, resolution or ordinance, or covenant.

b. *Public Policy* limits include:

- o Purposes for which debt proceeds may be used or prohibited,
- o Types of debt that may be issued or prohibited,
- o Relationship to and integration with the Capital Improvement Program,
- o Policy goals related to economic development, capital improvement financings, tax increment financing, and public-private partnerships.

c. *Financial limits* generally reflect policy or other financial resource constraints.

Appropriate debt limits can positively impact bond ratings, if the government demonstrates adherence to such policies over time.

Financial limits are often expressed as ratios customarily used by credit analysts. Different criteria for determining credit worthiness i.e. credit rating). Direct Debt can be measured or limited by the following ratios

- o Debt per capita,
- o Debt to personal income,
- o Debt to taxable property value
- o Debt service payments as a percentage of general fund revenues or expenditures.

2. **Debt Structuring Practices.** Includes specific policies regarding the debt structuring practices for each type of bond, including:

- o Maximum term (often stated in absolute terms or based on the useful life of the asset),
- o Average maturity,
- o Debt service pattern such as equal payments or equal principal amortization,
- o Use of optional redemption features that reflect market conditions and/or needs of the government,
- o Use of variable or fixed-rate debt, credit enhancements, and short-term debt, and limitations as to when each can be used, and
- o Other structuring practices should be considered such as capitalized interest, deferral of principal and/or other internal credit support, including general obligation pledges.

DID YOU KNOW?

Westlake holds a AA+/stable bond rating from Standard & Poor's.

Their assessment reflects the Town's historically strong finances and management, fund reserves in excess of 50% of General Fund expenditures, and Westlake's participation in the Dallas - Fort Worth metro area economy.

A strong rating allows Westlake to keep borrowing costs low.

3. **Debt Issuance Practices.** Provides guidance regarding the issuance process, which may differ for each type of debt. These practices include:
 - o Criteria for determining the sale method (competitive, negotiated, placement) and investment of proceeds,
 - o Criteria for issuance of advance refunding and current refunding bonds,
 - o Selection and use of professional service providers,
 - o Use of comparative bond pricing services or market indices as a benchmark in negotiated transactions, as well as to evaluate final bond pricing results, and
 - o Use of credit ratings, minimum bond ratings, determination of the number of ratings, and selection of rating services.

4. **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.

5. **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,
 - o grants- in- aid
 - o use of reserves
 - o use of either current on-going general revenues or one-time revenues
 - o contributions from developers and others
 - o leases
 - o user fees
 - o impact fees

6. **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:

- o General obligation bonds - These must be authorized by a vote of the citizens of Westlake.
 - o Revenue bonds - These bonds generate capital requirements necessary for continuation or expansion of a service which produces revenue and for which the asset may reasonable be expected to provide for a revenue stream to fund the debt service requirement.
 - o Certificates of obligation - These can be authorized by Council approval with debt service by either general revenues or backed by a specific revenue stream or a combination of both.
 - o Lease/purchase agreements - These shall only be used to purchase capital assets that cannot be financed from either current revenues or fund balance/retained earnings and to fund infrastructure improvements and additions.
7. **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.

- 8. 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.
- 9. 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.
- 10. 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.
- 11. 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.
- 12. Continuing Disclosure** - The Town is committed to continuing disclosure of financial and pertinent credit information relevant to the Town's outstanding securities.
- 13. Debt Refunding** - Town staff and the financial advisor shall monitor the municipal bond market for opportunities to obtain interest savings by refunding outstanding debt. As a general rule, the present value savings of a particular refunding should exceed 3.5% of the refunded maturities.

Debt Service Fund

Long-Term Debt Summary

		SERIES 2014 GO - Refunding			SERIES 2013 GO-Refunding			SERIES 2013 CO (Bldgs Only)		
		*refunding of 2003			*partial refunding of 2003/2008			Certificates of Obligation		
		funded by 4B Fund/General Fund			funded by 4B Fund/General Fund			funded by 4B Fund/General Fund		
Pymt No.	Fiscal Year	300.48840.00.13	300.48850.00.13	TOTAL	300.48840.00.13	300.48850.00.13	TOTAL	300.48840.00.12	300.48850.00.12	TOTAL
		Principal	Interest		Principal	Interest		Principal	Interest	
1	2016	185,000	67,160	252,160	100,000	42,250	142,250	173,550	274,248	447,798
2	2017	5,000	65,220	70,220	130,000	39,950	169,950	178,000	270,732	448,732
3	2018	5,000	65,040	70,040	125,000	37,400	162,400	178,000	267,172	445,172
4	2019	5,000	64,860	69,860	135,000	34,463	169,463	182,450	263,568	446,018
5	2020	5,000	64,680	69,680	140,000	31,025	171,025	191,350	259,830	451,180
6	2021	5,000	64,500	69,500	145,000	27,463	172,463	191,350	255,525	446,875
7	2022	5,000	64,320	69,320	145,000	23,838	168,838	200,250	250,630	450,880
8	2023	5,000	64,140	69,140	150,000	20,375	170,375	204,700	245,056	449,756
9	2024	5,000	63,960	68,960	145,000	17,130	162,130	213,600	238,781	452,381
10	2025	5,000	63,780	68,780	155,000	13,830	168,830	213,600	232,373	445,973
11	2026	5,000	63,600	68,600	165,000	10,063	175,063	226,950	225,765	452,715
12	2027	5,000	63,420	68,420	160,000	6,000	166,000	231,400	218,601	450,001
13	2028	5,000	63,240	68,240	160,000	2,000	162,000	240,300	210,936	451,236
14	2029	350,000	56,150	406,150	-	-	-	347,100	200,956	548,056
15	2030	360,000	41,950	401,950	-	-	-	360,450	188,574	549,024
16	2031	375,000	27,250	402,250	-	-	-	369,350	175,803	545,153
17	2032	395,000	9,874	404,874	-	-	-	529,550	158,748	688,298
18	2033	-	-	-	-	-	-	280,350	142,550	422,900
19	2034	-	-	-	-	-	-	293,700	131,069	424,769
20	2035	-	-	-	-	-	-	307,050	119,054	426,104
21	2036	-	-	-	-	-	-	320,400	106,505	426,905
22	2037	-	-	-	-	-	-	329,300	94,129	423,429
23	2038	-	-	-	-	-	-	342,650	81,950	424,600
24	2039	-	-	-	-	-	-	356,000	69,287	425,287
25	2040	-	-	-	-	-	-	369,350	55,447	424,797
26	2041	-	-	-	-	-	-	382,700	40,406	423,106
27	2042	-	-	-	-	-	-	400,500	24,742	425,242
30	2043	-	-	-	-	-	-	418,300	8,366	426,666
TOTAL		\$1,725,000	\$973,144	\$2,698,144	\$1,855,000	\$305,785	\$2,160,785	\$8,032,250	\$4,810,803	\$12,843,053
Original Issue:		\$1,910,000			\$2,200,000			\$8,500,000		
Issue Date:		January 7, 2014			April 2013			April 2013		
Rate:		3.47%			2.23%			3.42%		
Use:		Refunding of 2003			Refunding of 2008 (A&S Building)			WA Expansion / Ground Storage Tank		
Issued By:		US Bank			US Bank			US Bank		

Debt Service Fund Long-Term Debt Summary

		SERIES 2011 CO			SERIES 2011 GO-Refunding			SERIES 2007 GO-Refunding		
		Certificates of Obligation			*partial refunding of 2002/2003			*partial refunding of 2002		
		funded by DS 300 Property Tax			funded by 4B Fund/General Fund			funded by 4B Fund/General Fund		
Pymt No.	Fiscal Year	300.48840.00.11	300.48850.00.11	TOTAL	300.48840.00.10	300.48850.00.10	TOTAL	300.48840.00.07	300.48850.00.07	TOTAL
		Principal	Interest		Principal	Interest		Principal	Interest	
1	2016	100,000	54,503	154,503	100,000	212,400	312,400	410,000	291,983	701,983
2	2017	75,000	79,475	154,475	275,000	207,275	482,275	425,000	276,608	701,608
3	2018	79,000	75,625	154,625	700,000	192,650	892,650	40,000	259,608	299,608
4	2019	83,000	71,575	154,575	715,000	171,425	886,425	40,000	258,008	298,008
5	2020	87,000	67,325	154,325	730,000	149,750	879,750	45,000	256,408	301,408
6	2021	91,000	62,875	153,875	750,000	127,550	877,550	50,000	254,608	304,608
7	2022	96,000	58,200	154,200	770,000	104,750	874,750	55,000	252,608	307,608
8	2023	101,000	53,275	154,275	790,000	81,350	871,350	60,000	250,408	310,408
9	2024	106,000	48,100	154,100	820,000	55,150	875,150	65,000	248,008	313,008
10	2025	111,000	42,675	153,675	260,000	36,250	296,250	645,000	245,408	890,408
11	2026	117,000	36,975	153,975	260,000	27,150	287,150	670,000	219,608	889,608
12	2027	123,000	30,975	153,975	275,000	17,100	292,100	700,000	192,808	892,808
13	2028	129,000	24,675	153,675	290,000	5,800	295,800	730,000	164,808	894,808
14	2029	136,000	18,050	154,050	-	-	-	760,000	134,695	894,695
15	2030	143,000	11,075	154,075	-	-	-	790,000	103,345	893,345
16	2031	150,000	3,750	153,750	-	-	-	825,000	70,560	895,560
17	2032	-	-	-	-	-	-	855,000	35,910	890,910
18	2033	-	-	-	-	-	-	-	-	-
19	2034	-	-	-	-	-	-	-	-	-
20	2035	-	-	-	-	-	-	-	-	-
21	2036	-	-	-	-	-	-	-	-	-
22	2037	-	-	-	-	-	-	-	-	-
23	2038	-	-	-	-	-	-	-	-	-
24	2039	-	-	-	-	-	-	-	-	-
25	2040	-	-	-	-	-	-	-	-	-
26	2041	-	-	-	-	-	-	-	-	-
27	2042	-	-	-	-	-	-	-	-	-
30	2043	-	-	-	-	-	-	-	-	-
TOTAL		\$1,727,000	\$739,128	\$2,466,128	\$6,735,000	\$1,388,600	\$8,123,600	\$7,165,000	\$3,515,383	\$10,680,383
Original Issue:		\$2,095,000			\$7,375,000			\$7,465,000		
Issue Date:		March 29, 2011			December 29, 2011			March 15, 2007		
Rate:		4.12%			2.58%			4.19%		
Use:		Various street projects			Partial refunding of 2002 & 2003			Partial refunding of Series 2002		
Issued By:		Independent Bank			US Bank			US Bank		

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SECTION 9

WESTLAKE ACADEMY

*Writing
The Next
Chapter*



Forging Westlake

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Westlake Academy

Program Summary - General Fund

Fiscal Year 2015/2016

	Actual FY 13/14	Adopted Budget FY 14/15	Estimated Budget FY 14/15	Adopted Budget FY 15/16	FY 15/16 Adopted vs FY 14/15 Estimated	
REVENUES & OTHER SOURCES						
Local Revenues	\$ 1,369,832	\$ 1,663,805	\$ 1,628,365	\$ 1,648,720	\$ 20,355	1%
TEA - Available School Funds	167,900	172,854	172,854	222,779	49,925	29%
TEA - FSP Funds	4,697,314	5,280,952	5,532,180	5,671,950	139,770	3%
TEA - IB Training (15 Teachers)	-	-	-	6,750	6,750	100%
TRS On-behalf/Medicare Part B	325,094	328,286	365,625	391,427	25,802	7%
					-	0%
					-	0%
					-	0%
					-	0%
					-	0%
					-	0%
					-	0%
					-	0%
					-	0%
Total Revenues	6,560,140	7,445,897	7,699,024	7,941,626	242,602	3%
Other Sources	239,009	45,000	45,000	45,000	-	0%
Total Other Sources	239,009	45,000	45,000	45,000	0	0%
TOTAL REVENUES & OTHER SOURCES	6,799,149	7,490,897	7,744,024	7,986,626	242,602	3%
EXPENDITURES & OTHER USES						
61 Payroll Related & Benefits	4,911,121	5,431,205	5,523,798	5,912,800	389,003	7%
62 Professional & Contracted Services	910,036	1,032,369	1,093,539	940,445	(153,094)	-14%
63 Supplies and Materials	621,114	645,390	429,779	483,115	53,336	12%
64 Other Operating Costs	287,869	361,468	432,559	424,741	(7,818)	-2%
65 Debt Service	3,733	84,186	90,565	90,565	-	0%
	-	-	-	-	-	0%
	-	-	-	-	-	0%
	-	-	-	-	-	0%
	-	-	-	-	-	0%
	-	-	-	-	-	0%
	-	-	-	-	-	0%
	-	-	-	-	-	0%
	-	-	-	-	-	0%
Total Expenditures	6,733,873	7,554,617	7,570,239	7,851,666	281,427	4%
Other Uses	-	45,000	45,000	45,000	-	0%
Total Other Uses	-	45,000	45,000	45,000	0	0%
TOTAL EXPENDITURES & OTHER USES	6,733,873	7,599,617	7,615,239	7,896,666	281,427	4%
EXCESS REVENUES OVER(UNDER) EXPENDITURES	65,277	(108,720)	128,785	89,960	(38,825)	-30%
FUND BALANCE, BEGINNING	959,240	1,024,516	1,024,516	1,153,303	128,787	13%
FUND BALANCE, ENDING	1,024,516	915,796	1,153,303	1,243,263	89,960	8%
Restricted/Assigned/Committed Funds	-	130,000	136,350	136,350	-	0%
UNASSIGNED FUND BALANCE, ENDING	1,024,516	785,796	1,016,953	1,106,913	89,960	9%
# of Operating Days	56	38	49	51	2.43	5%
Restricted/Assigned/Committed Funds						
A Technology/FFE	-	125,000	125,000	125,000	\$ -	0%
A Uniform/Equipment Replacement	-	5,000	11,350	11,350	-	0%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS	\$ -	\$ 130,000	\$ 136,350	\$ 136,350	\$ -	0%

Founded in 2003, Westlake Academy is an open enrollment charter school that is owned and operated by the Town of Westlake. The Academy is the Town's largest operating department, and is required under state law to publish a separate budget document. The Westlake Academy Fund was incorporated into the Town's budget structure in FY2010/11 in order to capture the total cost of municipal programs and services in a single document.

Note that revenues and expenditures are aligned with the school fiscal year, which begins on September 1 and ends on August 31.

For detailed information concerning Academy revenues and expenditures, see Westlake Academy's 2015/16 operating budget, available online at www.westlakeacademy.org.

Revenues and Other Sources

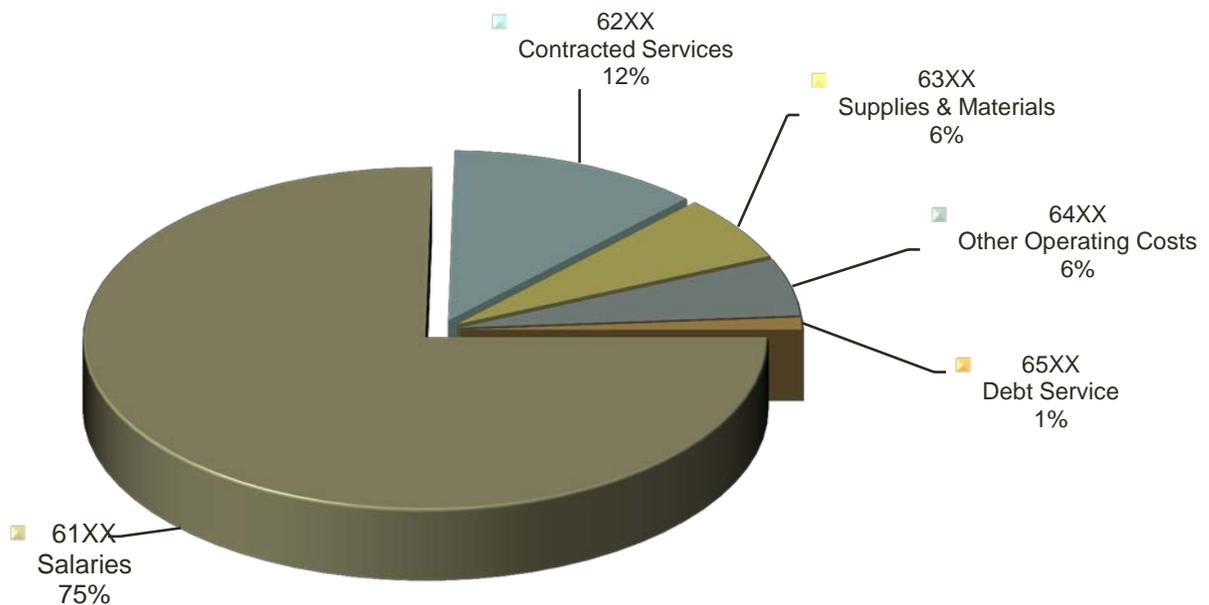
- General Fund FY 2015/16 adopted revenues and other sources are \$7,986,626.

Expenditures and Other Uses

- General Fund FY 2015/16 adopted expenditures and other uses total \$7,896,666.

Fund Balance

- FY 2015/16 ending fund balance is projected to be \$1,246,263.



Excerpt from Westlake Academy Budget

EXECUTIVE SUMMARY

As Superintendent of Westlake Academy, and in tandem with the administrative teams for both municipal and academic services, I am submitting for your consideration the Budget for FY 2015/16. Westlake Academy has faced a number of challenges over the last several years, including decreased state funding, increased rigor in state assessments, recruitment and retention of legacy teachers, facility expansion, and unprecedented growth. The students, staff, and faculty have shown an enormous amount of resiliency and determination to continually hold to our vision and rise to any challenge we have faced. It is with this in mind that we present this year's budget theme, **"Dream...Create...Achieve: Building a Collective Legacy of Excellence."**

This budget encompasses all teaching and extra-curricular operating expenditures as well as State public school funding and private donations used to support the daily school operations of Westlake Academy. The FY 2015/16 General Fund budget totals \$7,851,666, representing a 4% increase from the prior year primarily due to growth in staffing and instructional supplies and materials. Increases in FY 15/16 salary related expenditures include the direct and indirect costs associated with the addition of 4.10 full-time equivalent positions, increases in unemployment insurance and other employer contributions, and a realignment of the salary scale that will enhance our teacher recruiting and retention efforts.

Even with the proposed 4% rise in expenditures, this year's budget increases fund balance by \$89,960 for an ending balance of \$1,106,911 which includes assigned funds to Technology and Uniform/Equipment Replacement. The daily operation of the Academy is made possible through our partnerships with the Town, Westlake Academy Foundation, and our affiliate groups. With their assistance, the Academy will be able to balance the budget beyond the five-year forecast.

As mentioned above, one of the challenges we have recently faced is a reduction in state allocated funding for student education. We are pleased to report that we anticipate state public education funding will increase slightly over the levels of 2014/15, by approximately \$60 per student.

GENERAL FUND BUDGET SUMMARY	Estimated FY 2014/2015	Adopted FY 2015/2016	\$ Increase (Decrease)	% Increase (Decrease)
Revenues	\$ 7,699,024	\$ 7,941,626	\$ 242,602	3%
Expenditures	(7,570,239)	(7,851,666)	(281,427)	4%
Other Resources	45,000	45,000	-	0%
Other Uses	(45,000)	(45,000)	-	0%
EXCESS REVENUES OVER(UNDER) EXPENDITURES	128,785	89,960	(38,825)	-30%
FUND BALANCE BEGINNING	1,024,517	1,153,302	128,785	13%
FUND BALANCE ENDING	1,153,301	1,243,262	89,960	8%
Assigned	(136,350)	(136,350)	-	0%
FUND BALANCE ENDING (Unassigned)	\$ 1,016,952	\$ 1,106,912	\$ 89,960	9%
# Days Operating (Based on 365)	49	51	2	5%
Daily Operating Expenditure	\$20,740	\$21,511	\$771	4%

As part of the Academy's unique financial structure the Town of Westlake is responsible for debt service payments associated with Westlake Academy's capital infrastructure. The Town's Debt Service Fund is used to manage debt service payments, and Academy debt is accounted for in the annual municipal budget. In addition, the Academy operates under a shared services model whereby the Town provides HR, Financial, Facilities, and Administrative support services to the Academy. General maintenance and replacement of infrastructure and equipment is also expensed to the Town's budget. The total cost of academic services is summarized below:

Excerpt from Westlake Academy Budget

Academic & Municipal Costs	Estimated FY 2014/15	Adopted FY 2015/16
WA Operating Expenditures	\$ 8,130,181	\$ 8,288,953
Municipal-Transfer to WA Operating Budget	300,000	300,000
Total Academic Costs	8,430,181	8,588,953
Annual Debt Service Payments	1,859,274	1,858,591
Major Maintenance and Replacement	361,800	227,330
Indirect Operating Costs (Shared Services)	579,537	579,492
Total Municipal Costs	2,800,611	2,665,413
Total Academic and Municipal Costs	\$ 11,230,792	\$ 11,254,366

With the projected addition of 20 students, total enrollment will rise to 832 this school year, putting the Academy at full capacity in accordance with the adopted Facility Master Plan. Enrollment numbers are expected to remain at this level until additional financial resources become available and the Board of Trustees approves Phase II of the Facility Master Plan. Note that there are no major capital projects budgeted or planned through FY 18/19, and that future Academy capital projects discussed in the Town of Westlake's Capital Improvement Plan are currently unfunded, under discussion only.

Over the last year, many hours have been spent to further develop our vision of the future, determining the best opportunities that lay before us to help us accomplish our mission and truly become the "shining school on the hill." While we have many successes to celebrate, we are constantly striving to improve the Academy through multiple avenues, including getting the right people on the bus, making sure that we are consistently taking measure of our course, and making adjustments as we move towards our goal; it is through our talented faculty, staff, students, and their supportive families, that we are able to unfailingly rise to challenges and hold to our vision.

On behalf of our entire learning community, I would like to thank the Board for their leadership, dedication to excellence, and their support in making Westlake Academy and the Town of Westlake a truly shining example of what can be accomplished when people come together with a common purpose: great things can happen!

As with all good teams, it becomes necessary to draw attention to performers who go above and beyond to make sure we accomplish our goals. I would like to recognize the hard work of the Academic and Municipal Leadership Teams, and specifically Debbie Piper, Jaymi Ford, and Dr. Mechelle Bryson for their efforts in completing this award winning document. I know with the team we have in place, we will "build a collective legacy of excellence."



Thomas E. Brymer
Town Manager/Superintendent Westlake Academy

THE HISTORY OF WESTLAKE ACADEMY

In 2002, the Town of Westlake successfully petitioned the Texas Education Agency (TEA) to establish a municipally operated open-enrollment charter school under Subchapter D, Chapter 12 of the Texas Education Code (TEC). Charter schools are public schools that are operated under a contract called a charter. Contracts are issued by an authorizing agent(s) in each state as determined by the state legislature. In Texas, the Texas Education Agency (TEA) acts as the authorizing body. In September of 2003, the Academy opened its doors for the first time, becoming the only municipally operated charter school in the State of Texas. The Academy is considered the largest operating department of the Town of Westlake and receives both financial and personnel support services from the municipality.

The officials who pioneered the school decided to follow another bold path by aligning Westlake Academy with the globally recognized and acclaimed International Baccalaureate (IB) curriculum. The International Baccalaureate Organization is a non-profit educational foundation based in Geneva, Switzerland that offers four highly respected programmes of international education that develop the intellectual, personal, emotional and social skills needed to live, learn, and work in a rapidly globalizing world. Leading universities and government organizations recognize an IB education as excellent preparation for success in higher education, future careers, and personal life. In fact, colleges actively recruit IB graduates, frequently offering them credit or advanced standing for their IB coursework. Students who earn an IB diploma are equipped with the knowledge, skills, and abilities to compete with students around the world. IB instruction is currently being provided in over 900 schools nationwide and over 2,300 in 128 countries worldwide.



Excerpt from Westlake Academy Budget

Westlake Academy became an IB World School in 2006 after it was authorized to offer the Primary Years Programme (grades K-5); further accreditation followed in 2007 with the Middle Years Programme (grades 6-10), and 2008 with the Diploma Programme (grades 11-12), making it the first school in Texas and fifth school in the United States to offer all three IB programmes and a truly world class K-12 education. The Academy graduated its first MYP class in 2008, followed by the first DP graduates in 2010.

The land and buildings that comprise the Westlake Academy campus are owned by the Town of Westlake. The campus is located on 23 acres adjacent to J.T. Ottinger Road, near the intersection of State Highways 114 and 170. The original campus included three stand-alone academic buildings with 29 classrooms, administrative offices, restrooms, a library, a breakout area, a performance hall, dining and kitchen area, locker rooms, and a gym, totaling 52,600 square feet. The Sam and Margaret Lee Arts & Sciences Center opened in August of 2009, adding another 8,400 square feet of building space to the campus. This facility includes one art room, two science labs, five offices, a workroom, conference room, restrooms and a breakout space. Three portable classroom buildings were placed into service in the fall of 2013 to accommodate enrollment growth, followed by an addition three in the fall of 2014. Phase One of the Facility Master Plan was completed in FY 14/15, adding three new buildings and approximately 38,000 square feet, including a classroom building with additional administrative office space, a multi-purpose hall that serves as both a cafeteria and gymnasium, and a field house that includes a classroom, weight room, locker room and showers, and storage space.



BUDGET DOCUMENT STRUCTURE

The goal of the budget document is to provide timely, transparent information concerning the past, current, and projected financial status of the Academy. The budget is a holistic planning document used in concert with our strategic plan to facilitate decisions that support the educational goals and strategic objectives of the Academy. Discussion and review of the information contained in both the strategic plan and the budget document consistently leads to operational and educational improvements that impact the students and parents of Westlake Academy.

The development, review, and consideration of the 2015/16 Governmental Fund budgets (the General Fund and Special Revenue Funds) were completed with a detailed and exhaustive review of every revenue and expenditure item within the context of the Academy's Vision, Mission and Values statements, strategic planning efforts, and Board policy. The Board of Trustees provides governance and policy direction, while the Superintendent, finance department and campus and administrative staff develop the budget document for the Board's review. Staff reviews each existing expenditure request and the proposed allocations for the coming school year and asks "is this the best use of public funds?"

The budget document and the year-end comprehensive annual financial audit are the primary vehicles through which the Academy's financial plans are presented. The budget document is organized into the following sections:

- **Executive Summary** – Introduces the reader to the document as a whole. It highlights important information contained in the budget. Users rely on this section to get an overview of what they can expect to find in the rest of the document.
- **Organizational Section** – Provides the context and framework within which the budget is developed and managed. This section includes the Academy's organizational and financial structure as well as the controls that direct and regulate the development and administration of the budget.
- **Financial Section** – Presents the heart of the Academy's budget document. The adopted budget is presented as a series of financial schedules along with past budget figures and future projections.
- **Informational Section** – Contains additional information about the Academy, including descriptions of the IB curriculum and programmes, enrollment and employment figures, testing and performance scores, benchmark data, academic achievements, and other miscellaneous data.

Excerpt from Westlake Academy Budget

BOARD MEMBERS AND ADMINISTRATION

The Westlake Academy Board of Trustees consists of five trustees and the Board President. Each member of the Board serves a two year term with two members and the president being elected on alternate years.

Several members of the Westlake Academy Leadership Team operate under a shared service agreement with the Town of Westlake and serve dual roles.

BOARD OF TRUSTEES



Laura Wheat

Board President



Alesa Belvedere



Michael Barrett



Rick Rennhack



Carol Langdon



Wayne Stoltenberg

~~~~~Board of Trustees~~~~~

WESTLAKE ACADEMY LEADERSHIP TEAM

|                                                                                                                              |                                                                                        |
|------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------|
| *Thomas E. Brymer<br><b>Superintendent of Schools</b>                                                                        | Dr. Mechelle Bryson<br><b>Executive Principal</b>                                      |
| *Amanda DeGan<br><b>Assistant Town Manager</b>                                                                               | Alan Burt<br><b>Assistant Principal and Director of Athletics</b>                      |
| *Debbie Piper<br><b>Director of Finance</b>                                                                                  | Stacy Stoyanoff<br><b>DP Principal</b>                                                 |
| *Troy Meyer<br><b>Director of Facilities</b>                                                                                 | Dr. Andra Barton<br><b>Middle Years Principal</b>                                      |
| *Jason Power<br><b>Director of Information Technology</b>                                                                    | Terri Watson<br><b>MYP Coordinator</b>                                                 |
| *Ginger Awtry<br><b>Director of Communications &amp; Community Affairs</b>                                                   | Rod Harding<br><b>Primary Years Principal</b>                                          |
| *Todd Wood<br><b>Director of Human Resources and Admin Services</b>                                                          | Alison Schneider<br><b>PYP Coordinator</b>                                             |
| <i>*Asterisk denotes shared services personnel between the academic and municipal service teams of the Town of Westlake.</i> | Jennifer Furnish<br><b>Student Services Administrator</b>                              |
|                                                                                                                              | Dr. Shelly Myers<br><b>Executive Director of the WAF &amp; Director of Development</b> |

## Excerpt from Westlake Academy Budget

### WESTLAKE ACADEMY MISSION, VISION & VALUES

Founded in 2003 with a mission to achieve academic excellence and develop life-long learners who become well-balanced, responsible global citizens, Westlake Academy is the first and only municipally-owned charter school in the State of Texas. The Academy is the fifth school of only ten in the United States, and the only public school, to offer the full IB curriculum for grades K-12.

During this year's budget retreat great care and consideration was given to the mission and vision of the Academy and the impact that these have on both the long-term goals of the Academy and its day-to-day operation. The vision and mission statements represent the outcome of this discussion and evidence the Board's continued dedication to academic excellence and personal achievement. The values statements are currently being reviewed by the Board and are listed here for reference only.

#### MISSION

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



#### VISION

*"Westlake Academy inspires college bound students to achieve their highest individual potential in a nurturing environment that fosters the traits found in the IB learner profile."*

*~ Inquirers, Knowledgeable, Thinkers, Communicators, Principled, Open-minded, Caring, Risk-takers, Balanced, and Reflective~*



#### VALUES

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



#### DESIRED OUTCOMES

The following desired outcomes summarize the goals and objectives established by the Board of Trustees and leadership staff at the Academy:

*High Student Achievement  
Strong Parent & Community Connections  
Financial Stewardship & Sustainability  
Student Engagement-Extracurricular Activities  
Effective Educators & Staff*



## BUDGET FRAMEWORK

### GOVERNING AND MANAGING FOR OUTCOMES

The budget document is but one part of a system designed to link together critical governance and management decision making tools. This system is called “**Governing and Managing for Outcomes**” and is designed to integrate:

- Strategic planning
- Five (5) year financial forecasting, budgeting, and performance measurement linked to priorities, objectives, and outcomes
- Reporting to monitor progress in outcome achievement and accountability for results
- Aligning human and financial resources to prioritized outcomes and objectives
- Long term approach to ensure financial sustainability
- Working within Board adopted financial policies for the Academy
- Maintaining core services

### BALANCED SCORECARD SYSTEM

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

The Balanced Scorecard provides a systematic way to answer the questions:

1. What are we trying to accomplish?
2. Are we doing the right things?
3. If we are doing the right things, are we doing them efficiently and effectively?

### **STRATEGIC PLANNING & MANAGEMENT WITH A BALANCED SCORECARD**



## Excerpt from Westlake Academy Budget

### **BUDGET PROCESS**

Projecting the budget allocations of the Academy is a continual process that responds to the changing needs of the Academy students and staff as well as variations in the fiscal environment such as the reduced State funding from FY 09/10. The development of the Academy budget for fiscal year 15/16 began with the Westlake Board of Trustees meeting that was held in May of 2015. Following is a summary of the main steps taken in preparation of the adopted budget:

- **Board of Trustee Budget Review** - The Board of Trustees regularly receives quarterly budget updates, some of which are detailed in the trend analysis and the five-year financial forecast discussed later in this document. Upon receipt of the adopted annual budget, the Board holds budget workshops to review adopted changes, their associated outcomes for the next fiscal year, as well as their impact in a five (5) year financial forecast.
- **Budget Adoption** - The Board of Trustees conducts the required public meeting and adopts the budget in August prior to beginning the fiscal year which runs from September 1st to August 31st.
- **Budget Amendments** - The Final Amended Budget for the Year Ending August 31, 2015, will be submitted at the August 2015 Board meeting. It will reflect all amendments previously approved by the Board of Trustees plus any final amendments. Often, these amendments influence the shaping of the current budget as actual trends in revenues and expenditures are realized and accounted for at that time.
- **Academy Approach** - The Academy approach to balancing the combination of fast student growth in a restricted funding environment along with increasing academic standards requires that the budget process be instructionally driven and guided by the Academy's Strategic Plan. During the budget development process the staff reviewed all revenues and expenditures and focused on aligning the allocation of resources, both personnel and financial, with the accomplishment of established goals and outcome objectives contained in our Strategy Map.
- **Budget Calendar** - The Budget Process covers the financial cycle starting with budget planning and ending with the audited annual financial report.

| Timeline              | Description of Activities                                                                                              |
|-----------------------|------------------------------------------------------------------------------------------------------------------------|
| October thru December | Strategic Plan review and development occurs<br>Annual financial audit                                                 |
| December              | Westlake Academy Instructional Leadership Team (ILT) begins planning upcoming budget                                   |
| January thru March    | ILT meets with WA affiliates for joint planning<br>Review/Develop CIP, Five Year Projection & Personnel Cost Estimates |
| April                 | Develop improvement plans for each grade level/dept.                                                                   |
| May                   | Strategic Plan preparation process occurs; preliminary budgets developed                                               |
| May                   | BOT Budget Retreat                                                                                                     |
| June                  | Current budget review; budget amendments for current year if necessary                                                 |
| August                | BOT consideration/adoption of Westlake Academy Budget for Upcoming School Year                                         |

## Excerpt from Westlake Academy Budget

### SUMMARY OF MAJOR BUDGET COMPONENTS

#### REVENUES

The revenues received by Westlake Academy are classified into one of three broad categories: State, Federal and Local.

- **State funding** is the Academy's largest revenue source, making up over 78% of total revenues. Staff estimates that aid received through the State's Foundation School Program (FSP) in FY 15/16 will be approximately \$7,085 per student; this represents a small (less than 1%) increase from FY 14/15.
- **Local funding** consists of two major sources, the Town of Westlake and the Westlake Academy Foundation (WAF). The Town provides administrative, HR, facilities, and financial services for the Academy and is responsible for all debt service payments relating to Academy facilities and infrastructure. The Foundation is an independent, non-profit organization that raises funds through donations and various fundraising efforts. Annual fundraising activities include the Blacksmith Campaign, which is used to close the funding gap between State allocations and school needs. The Blacksmith Campaign is directed towards the parents of Academy students and tries to leverage individual donations with employers who have charitable matching programs. The Blacksmith Campaign is held each year in the month of October with the goal of raising \$2,500 per student.
- **Federal funding** is received through grants that support special education and accounts for approximately one percent (1%) of revenues for all funds.

#### EXPENDITURES & SHARED SERVICES MODEL

Compensation and benefits are Westlake Academy's largest operating cost. In FY 15/16, staff recommends a realignment of the salary scale, following Board policy which states a desire to maintain the median salary within three percent (3%) of the districts surveyed for market comparison purposes. This realignment would result in an average salary increase of 3.9% from FY 14/15. Pay steps furthest from the estimated market median would be increased by up to 5.52%. The pay steps furthest from the market median are primarily in years 0-7, and will consequently require larger adjustments to realize our desired market position. The increase equals approximately \$130,500 with an additional \$12,500 in insurance increases. Realignment of the salary scale will be a valuable tool in the Academy's recruiting and retention effort.

Administrative, financial, human resources and facilities services are provided by the Town of Westlake under a **shared services model**. These service costs were previously booked to the Westlake Academy operating budget, but were removed from the operating budget in the FY 12/13 school year. The following table illustrates indirect operating costs which are booked to the Town of Westlake's General Fund and Debt Service Fund.

## Excerpt from Westlake Academy Budget

| Academic & Municipal Costs                  | Estimated<br>FY 2014/15 | Adopted<br>FY 2015/16 | \$ Increase<br>(Decrease) | % Increase<br>(Decrease) |
|---------------------------------------------|-------------------------|-----------------------|---------------------------|--------------------------|
| Operating Expenditures                      | \$ 8,130,181            | \$ 8,288,953          | \$ 158,772                | 1.95%                    |
| Municipal-Transfer to WA Operating Budget   | 300,000                 | 300,000               | -                         | 0.00%                    |
| <b>Total Academic Costs</b>                 | <b>8,430,181</b>        | <b>8,588,953</b>      | <b>158,772</b>            | <b>1.88%</b>             |
| Annual Debt Service Payments                | 1,859,274               | 1,858,591             | (683)                     | -0.04%                   |
| Major Maintenance and Replacement           | 361,800                 | 227,330               | (134,470)                 | -37.17%                  |
| Indirect Operating Costs (Shared Services)  | 579,537                 | 579,492               | (45)                      | -0.01%                   |
| <b>Total Municipal Costs</b>                | <b>2,800,611</b>        | <b>2,665,413</b>      | <b>(135,198)</b>          | <b>-4.83%</b>            |
| <b>Total Academic &amp; Municipal Costs</b> | <b>\$ 11,230,792</b>    | <b>\$ 11,254,366</b>  | <b>\$ 23,574</b>          | <b>0.21%</b>             |
| Number of Students                          | 812                     | 832                   | 20                        | 2.46%                    |
| <b>Cost per Student</b>                     | <b>\$ 13,831</b>        | <b>\$ 13,527</b>      | <b>\$ (304)</b>           | <b>-2.20%</b>            |

## DEBT SERVICE & CAPITAL EXPENDITURES

The Town of Westlake is responsible for debt service payments associated with Westlake Academy's capital infrastructure. The Town's Debt Service Fund is used to manage payments, and Academy debt is accounted for in the annual municipal budget. Approximately \$30M in debt has been issued since 2002 to develop Academy facilities; this debt will be fully retired in 2043. The average annual debt service for Academy facilities paid by the Town of Westlake is approximately \$1.856M.

FY 15/16 debt service payments related to the construction of Westlake Academy facilities include:

- \$702,383 on Series 2007 General Obligation Refunding Bonds
- \$312,800 on Series 2011 General Obligation Refunding Bonds
- \$448,198 on Series 2013 Certificates of Obligation
- \$142,650 on Series 2013 General Obligation Refunding Bonds
- \$252,560 on Series 2014 General Obligation Refunding Bonds

For more information, see Town of Westlake FY 15/16 Annual Municipal Budget, available online at [www.westlake-tx.org](http://www.westlake-tx.org).



Excerpt from Westlake Academy Budget

### FINANCIAL SUMMARY

The budget is developed within the guidelines established by the Texas Education Agency and is organized into a series of accounts called funds. The total revenue for all funds of the Academy is estimated to be \$8,279,913 and total expenditure appropriations amount to \$8,288,953.

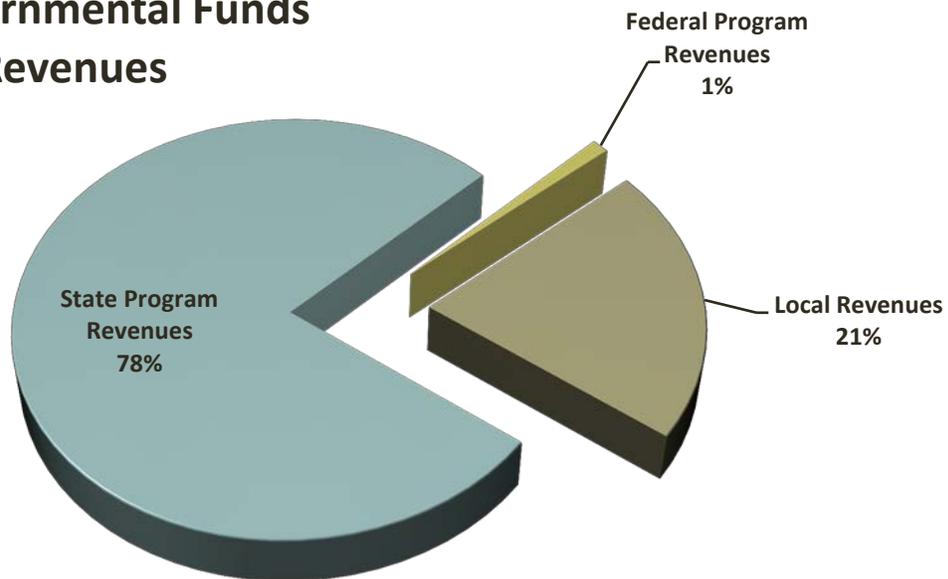
The following schedules present a comparison of revenues and expenditures for all Governmental Funds in the Academy's Budget. A public school operating budget is legally required to include the Academy's General, Debt Service, and Food Service Funds. However, the Academy does not maintain a Food Service Fund or a Debt Service Fund, so the General Fund is the only legally adopted fund. For informational purposes only, budgets for Special Revenue Funds are included throughout the presentation.

**REVENUE SUMMARY – ALL GOVERNMENTAL FUNDS**

The largest revenue source for Westlake Academy is State Foundation School Program funding which makes up approximately three-quarters of All Governmental fund revenues.

|                  | Audited<br>FY 11/12 | Audited<br>FY 12/13 | Audited<br>FY 13/14 | Adopted<br>Budget<br>FY 14/15 | Estimated<br>Budget<br>FY 14/15 | Adopted<br>Budget<br>FY 15/16 |
|------------------|---------------------|---------------------|---------------------|-------------------------------|---------------------------------|-------------------------------|
| Local Revenues   | \$ 1,237,004        | \$ 1,158,045        | \$ 1,636,975        | \$ 1,711,305                  | \$ 2,132,698                    | \$ 1,754,220                  |
| State Revenues   | 4,362,921           | 4,696,540           | 5,269,641           | 5,782,092                     | 6,104,248                       | 6,435,693                     |
| Federal Revenues | 152,351             | 81,958              | 80,103              | 73,896                        | 162,270                         | 90,000                        |
|                  | \$ 5,752,276        | \$ 5,936,543        | \$ 6,986,719        | \$ 7,567,293                  | \$ 8,399,215                    | \$ 8,279,913                  |

**All Governmental Funds  
Revenues**

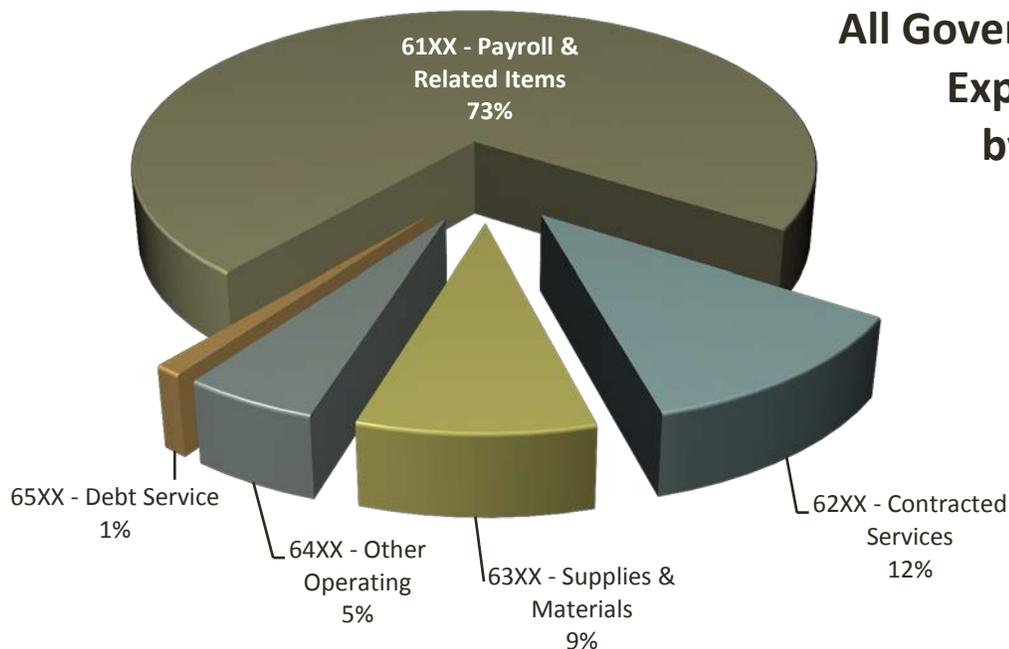


## Excerpt from Westlake Academy Budget

### EXPENDITURES BY FUNCTION – ALL GOVERNMENTAL FUNDS

The largest expenditure category is Payroll & Related items which makes up approximately three-quarters of all Governmental fund expenditures.

|    |                                   | Audited<br>FY 11/12 | Audited<br>FY 12/13 | Audited<br>FY 13/14 | Adopted<br>Budget<br>FY 14/15 | Estimated<br>Budget<br>FY 14/15 | Adopted<br>Budget<br>FY 15/16 |
|----|-----------------------------------|---------------------|---------------------|---------------------|-------------------------------|---------------------------------|-------------------------------|
| 11 | Instructional                     | \$3,170,372         | \$3,458,116         | \$4,264,664         | \$4,621,940                   | \$4,725,156                     | \$4,906,188                   |
| 12 | Resources & Media                 | 89,129              | 57,784              | 57,884              | 66,252                        | 68,452                          | 74,801                        |
| 13 | Staff Development                 | 74,656              | 130,442             | 148,356             | 129,589                       | 220,260                         | 197,590                       |
| 21 | Instructional Leadership          | 135,962             | 93,964              | 165,116             | 237,967                       | 260,737                         | 264,259                       |
| 23 | School Leadership                 | 347,515             | 341,039             | 597,075             | 660,620                       | 724,498                         | 801,866                       |
| 31 | Guidance & Counseling             | 232,419             | 244,900             | 282,334             | 246,539                       | 280,169                         | 205,230                       |
| 33 | Health Services                   | 60,917              | 58,208              | 61,890              | 68,711                        | 69,585                          | 66,617                        |
| 35 | Food Services                     | 11,517              | -                   | -                   | 500                           | -                               | -                             |
| 36 | Co-Curricular/ Extra. Activities  | 131,972             | 125,139             | 152,261             | 171,255                       | 164,461                         | 171,774                       |
| 41 | Administrative                    | 675,763             | 363,548             | 389,673             | 343,835                       | 353,992                         | 306,986                       |
| 51 | Maintenance & Operations          | 596,913             | 614,042             | 733,367             | 956,091                       | 950,567                         | 915,068                       |
| 52 | Security & Monitoring Services    |                     | -                   |                     |                               | 700                             | 5,695                         |
| 53 | Data Processing                   | 173,587             | 160,695             | 177,063             | 105,015                       | 111,015                         | 169,678                       |
| 61 | Community Services                | 76,880              | 86,845              | 113,995             | 110,824                       | 110,024                         | 112,638                       |
| 71 | Debt Service                      | -                   | -                   | 3,733               | 84,186                        | 90,565                          | 90,565                        |
| 81 | Facility Acquisition/Construction | 15,960              | 27,930              | -                   | -                             | -                               | -                             |
|    |                                   | <b>\$5,793,561</b>  | <b>\$5,762,652</b>  | <b>\$7,147,411</b>  | <b>\$7,803,324</b>            | <b>\$8,130,180</b>              | <b>\$8,288,953</b>            |



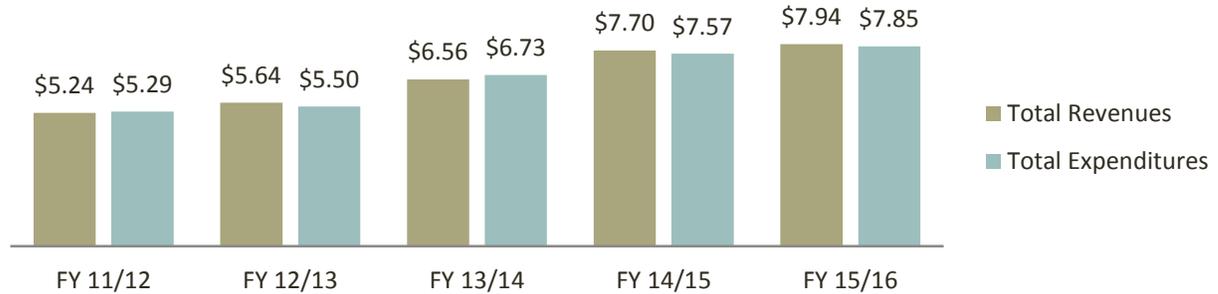
## Excerpt from Westlake Academy Budget

## INDIVIDUAL FUND SUMMARY

**GENERAL FUND**

The *General Fund* is a governmental fund with budgetary control which is used to show transactions resulting from operations of on-going organizations and activities from a variety of revenue sources.

**Revenue & Expenditure Comparison**  
(shown in millions)

**SPECIAL REVENUE FUNDS**

Special Revenue Funds account for local, state and federally financed programs or expenditures legally restricted for specified purposes or where unused balances are returned to the grantor at the close of a specified project period.

|                                                             | Estimated<br>FY 14/15 | Adopted<br>FY 15/16 | Variance     |
|-------------------------------------------------------------|-----------------------|---------------------|--------------|
| <b>Federal Grants through TEA</b>                           |                       |                     |              |
| Fund 224 - IDEA B                                           | \$ 162,270            | \$ 90,000           | \$ (72,270)  |
| Sub-total Federal Grants                                    | 162,270               | 90,000              | (72,270)     |
| <b>State Grants through TEA</b>                             |                       |                     |              |
| Fund 410 - Material Allotment Disbursement                  | 33,589                | 142,787             | 109,198      |
| Sub-total State Grants                                      | 33,589                | 142,787             | 109,198      |
| <b>Local Activities</b>                                     |                       |                     |              |
| Fund 461 - Local Campus Activity                            | 26,000                | 26,000              | -            |
| Fund 484 - Local Grants (HOC & WAF)                         | 18,000                | -                   | (18,000)     |
| Fund 498 - International Mindedness Symposium               |                       | 6,000               | 6,000        |
| Sub-total Local Activities                                  | 44,000                | 32,000              | (12,000)     |
| <b>Hudson Foundation Grants</b>                             |                       |                     |              |
| Fund 481 - Hudson Foundation Curriculum Development         |                       | (3,460)             | (3,460)      |
| Fund 485 - MYP Principal & Discretionary Funds              | 100,000               | -                   | (100,000)    |
| Fund 493 - Salary & Curriculum Support                      | 55,000                | -                   | (55,000)     |
| Fund 496 - Hudson Foundation                                | 55,000                | 120,000             | 65,000       |
| Sub-total Hudson Foundation Grants                          | 213,460               | 120,000             | (93,460)     |
| <b>Westlake Academy Foundation (WAF) Grants</b>             |                       |                     |              |
| Fund 494 - Science Department                               | 27,850                | -                   | (27,850)     |
| Fund 495 - Fund an Item                                     | 77,773                | 50,000              | (27,773)     |
| Fund 497 - Financial Assistance                             | 1,000                 | 2,500               | 1,500        |
| Sub-total Foundation Grants                                 | 106,623               | 52,500              | (54,123)     |
| <b>Grant Total - All Special Revenue Funds Expenditures</b> | \$ 559,941            | \$ 437,287          | \$ (122,654) |

## Excerpt from Westlake Academy Budget

### SERVICE LEVEL ADJUSTMENTS

This budget makes use of Service Level Adjustments (SLA) to track cost changes. There are four types of Service Level Adjustments: (1) increased operating costs to maintain current levels of service, (2) increased operating costs due to expanded levels of service, (3) increased costs due to the development of new services, and (4) cost savings. Cost savings may occur for any number of reasons, but primarily arise due to increased efficiency, service level reductions, or not expending budgeted resources. Note that totals in brackets ( ) denote a decrease in expenditures.

For FY 2015/16, staff recommends the following adjustments:

#### Salary Related Expenditures Total: \$389,003

Balanced Scorecard Perspective: *People, Facilities, & Technology*

Outcome Objective: *Attract, Recruit, Retain, & Develop the Highest Quality Workforce*

- Increases in FY 15/16 salary related expenditures are primarily due to the direct and indirect costs associated with the addition of 4.10 full-time equivalent positions, increases in unemployment insurance and other employer contributions, and a realignment of the salary scale that will enhance our teacher recruiting and retention efforts.

#### Professional & Contracted Services Total: \$(153,094)

Balanced Scorecard Perspective: *Academic Operations*

Outcome Objective: *Improve the Efficiencies of Operational Systems*

- This category includes expenditures related to professional and contracted services rendered to the Academy by firms, individuals, and other organizations. Cost savings in contract services are the result of a staff analysis that concluded it would be more cost effective to directly employ certain support staff, including a speech language pathologist, as opposed to contracting out for services.

#### Supplies & Materials Total: \$53,336

Balanced Scorecard Perspective: *Academic Operations*

Outcome Objective: *Optimize Student Potential*

- Supplies and materials costs are associated with consumables that are used in the classroom, maintenance of the campus, books, iPads, testing materials, furniture, and classroom supplies.

#### Other Operating Costs Total: \$(7,818)

Balanced Scorecard Perspective: *People, Facilities, & Technology*

Outcome Objective: *Increase the Capacity of Teachers & Staff*

- Other operating costs are associated with insurance, professional development, travel, membership fees and dues, graduations expenses, and miscellaneous costs. Cost savings in this category were shifted to Supplies and Materials.

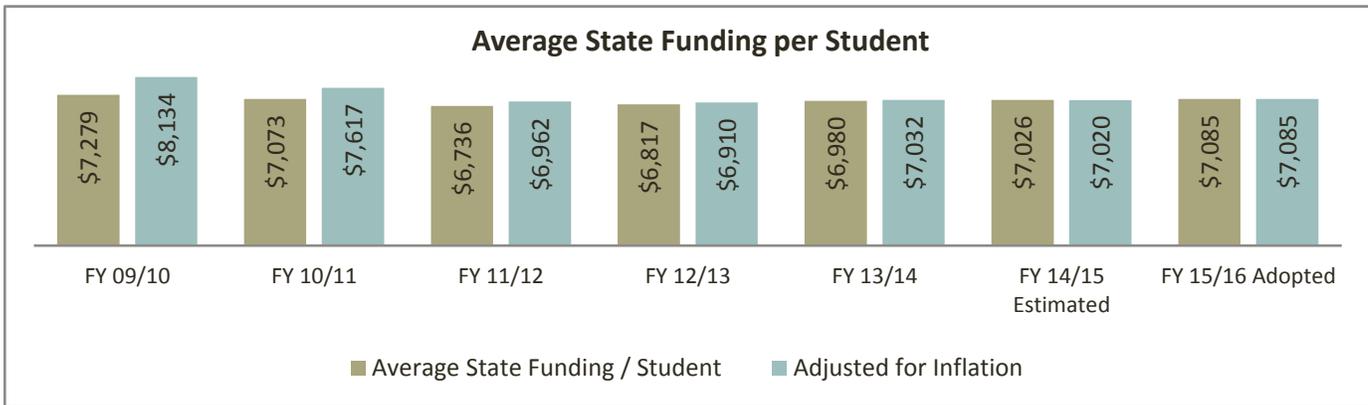
## Excerpt from Westlake Academy Budget

### BUDGET TRENDS

#### GENERAL FUND – STATE FUNDING

Despite a 4% historical average annual growth rate, the State of Texas continues to lag behind the national per pupil funding average, providing \$1,000 to \$1,500 less per pupil than the national average. Westlake Academy receives even less State funding per student than the Texas average because public charter schools in the State of Texas do not receive facility funding. The Academy's State funding per pupil peaked in FY 09/10 but was cut the following two years due to State budget shortfalls. The State increased funding by approximately four percent (4%) in 2013. In FY 2015/16, the Academy anticipates that state funding will increase slightly (less than 1%) from FY 2014/15.

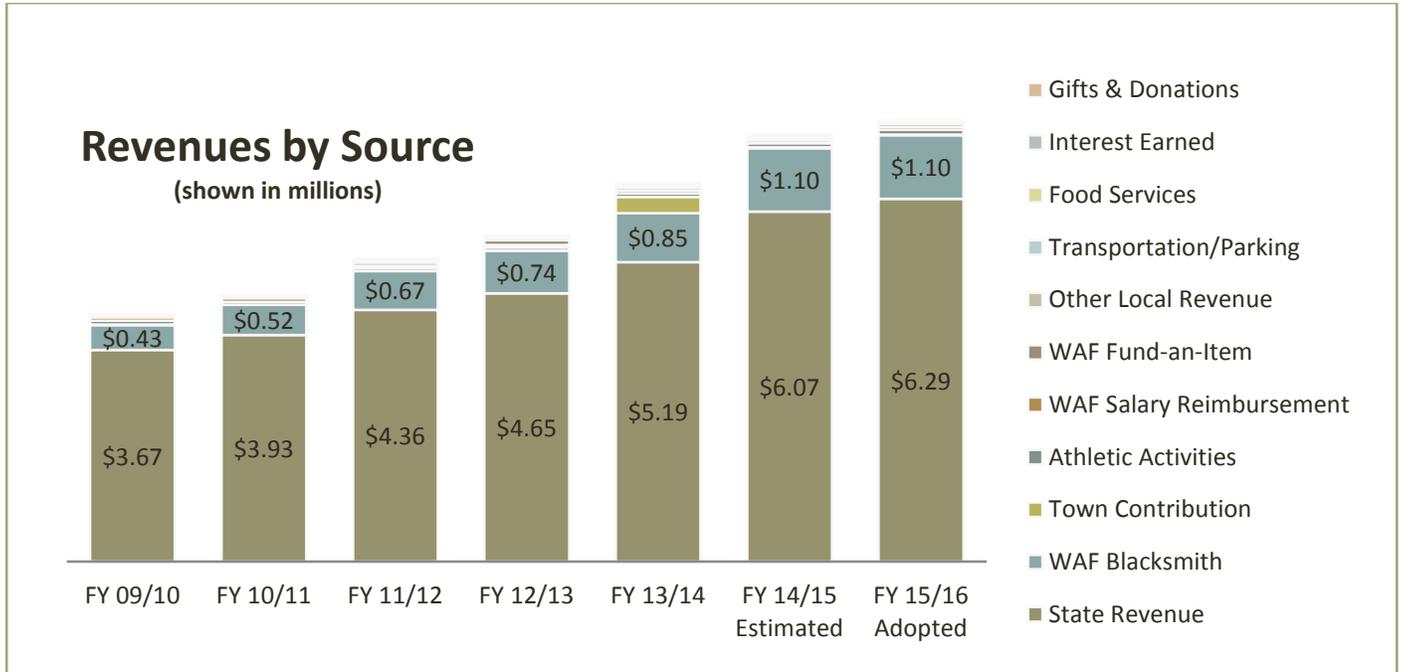
Westlake Academy receives minimal federal funding, (IDEA B – Special Education Funds) depending primarily upon state education funds and private donations to cover operating costs.



Due to prior state funding reductions, the Academy has become more dependent upon private donations for operating costs and further financial support from the Town of Westlake. Funding ongoing operating costs with one-time dollars raised through private donations places the Academy in a potentially tenuous situation. If private donations do not meet the levels necessary to offset public education reductions, then the Town of Westlake must increase financial support or consider reducing the associated service levels.



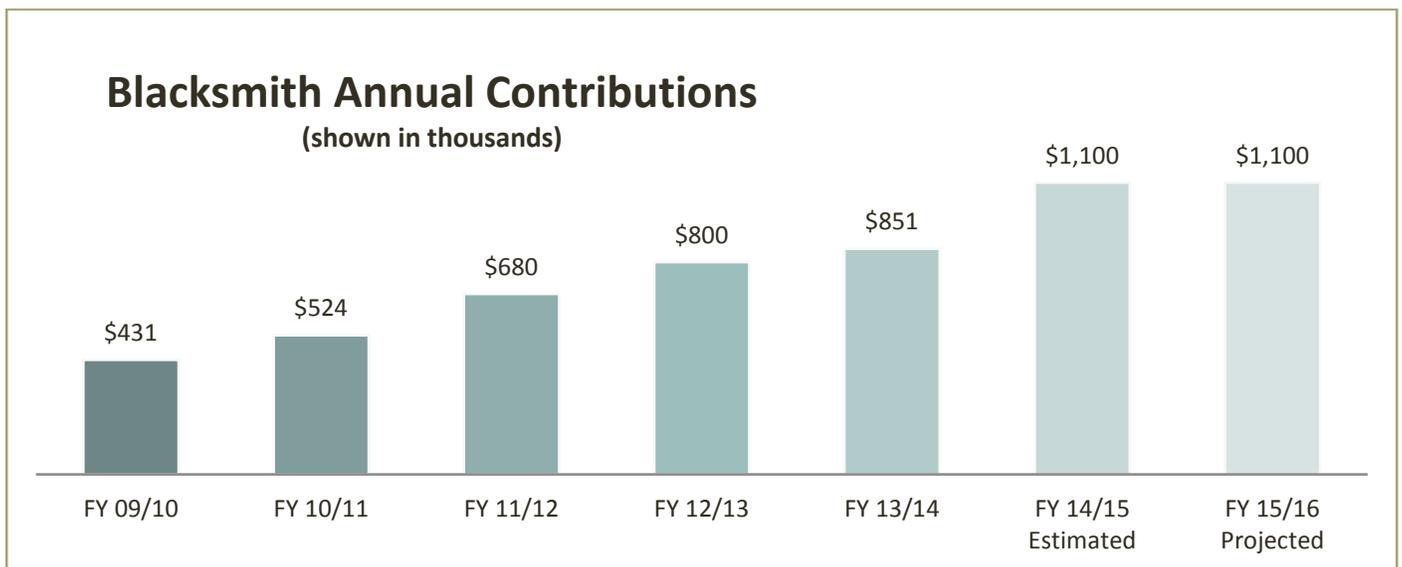
## Excerpt from Westlake Academy Budget



The Academy's primary revenue sources continue to be the Foundation School Program and the Westlake Academy Foundation. State funding has fallen from 86% of General Fund revenues in FY 09/10 to approximately 79% in FY 15/16. Westlake Academy Foundation contributions have climbed from less than 10% to approximately 14% of the Academy's total General Fund Revenues in FY 15/16.

### GENERAL FUND - LOCAL FUNDING

WAF Annual Program contributions have increased each year since FY 06/07. The average contribution has increased sharply in response to public education funding decreases. Total WAF contributions are projected at \$1.1 million in FY 15/16.



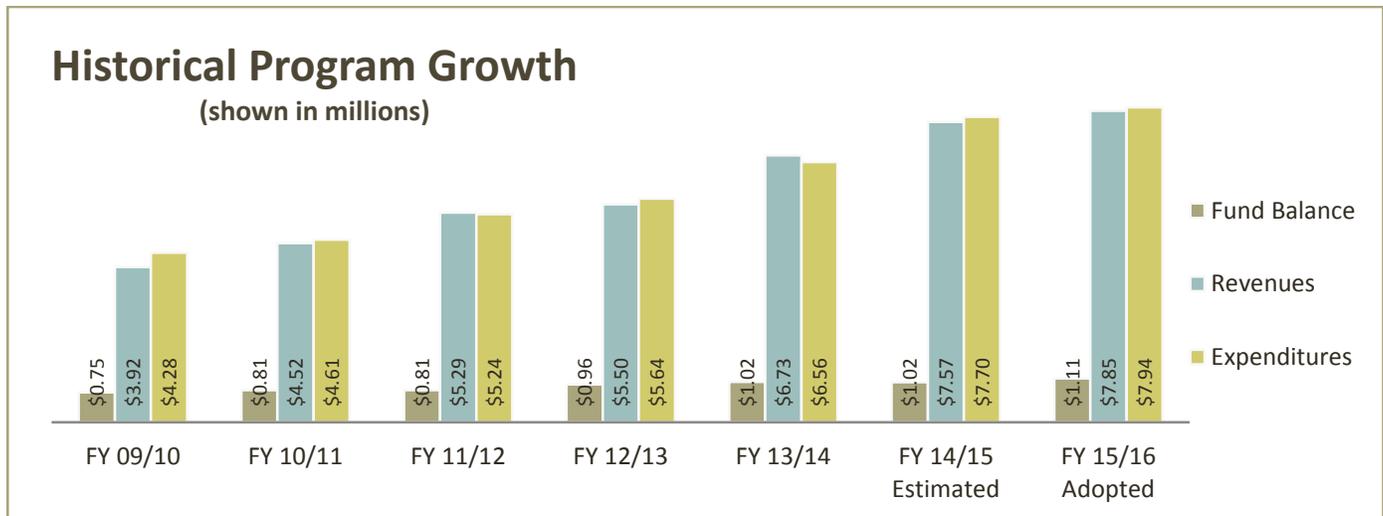
## Excerpt from Westlake Academy Budget

### WORKING LEAN

Given the new paradigm of decreasing State aid and increasing demand, Westlake Academy and the Town of Westlake are committed to providing for the long-term viability of the Academy through municipal financial support, bolstering and effectively leveraging funds raised by the Westlake Academy Foundation and the annual Blacksmith Campaign, and an unwavering focus on financial stewardship in all aspects of Academy operations and expenditures. These initiatives combined with conservative financial forecasts will help offset decreases in State funding and ensure that the students of Westlake Academy will enjoy a first-class education for years to come.

### MULTI-YEAR FINANCIAL FORECAST

Due to increased student enrollment, slight increases in State of Texas public education funding, additional support from the Westlake Academy Foundation and the Town of Westlake, the Academy anticipates that the General Fund balance will remain above the TEA's recommended 45 days. The FY 15/16 budget will increase fund balance by \$89,960.



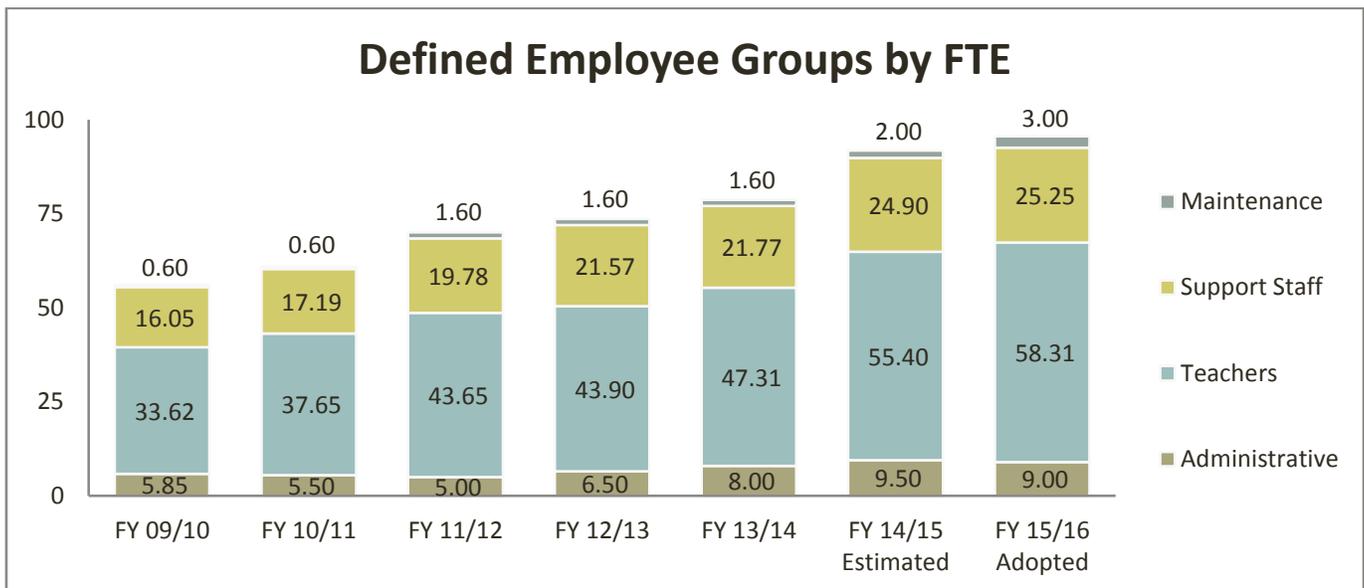
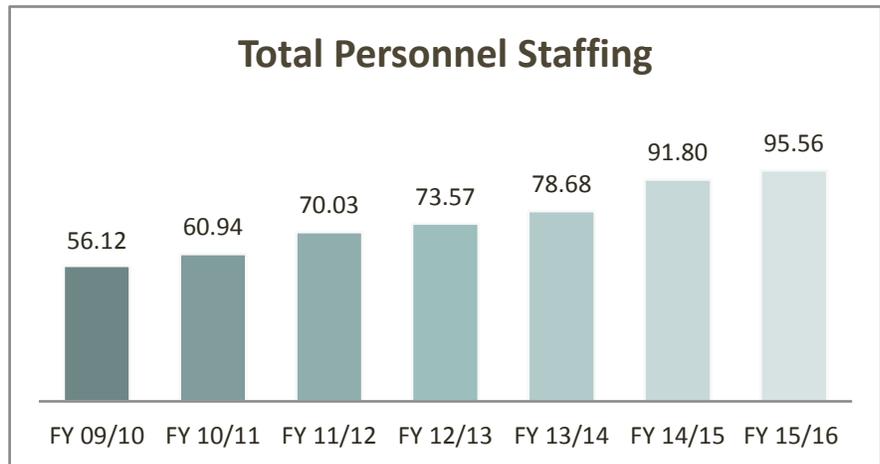
Historically, revenues and expenditures have increased at relatively the same rate which has dictated the need for a higher fund balance in order to sustain the 45-day minimum requirement established by Board policy. It is anticipated that this trend will continue over the next five years, with a relatively slow but steady growth in fund balance.

| Five Year Financial Forecast |              |              |              |
|------------------------------|--------------|--------------|--------------|
| Year                         | Revenues     | Expenditures | Fund Balance |
| FY 15/16                     | \$ 7,941,626 | \$ 7,851,667 | \$ 1,243,262 |
| FY 16/17                     | 7,942,058    | 7,910,415    | 1,274,905    |
| FY 17/18                     | 7,950,784    | 7,879,949    | 1,345,741    |
| FY 18/19                     | 7,955,332    | 7,949,669    | 1,351,404    |
| FY 19/20                     | 7,959,984    | 8,020,088    | 1,291,301    |

## Excerpt from Westlake Academy Budget

### PERSONNEL TRENDS

The Academy has added personnel each year since its opening to support new grade levels and classes as well as curriculum expansion. In FY 2015/16 an additional 4.01 FTE positions have been added for a total of 95.56 FTE employees.



### PROGRAMS & FACILITIES

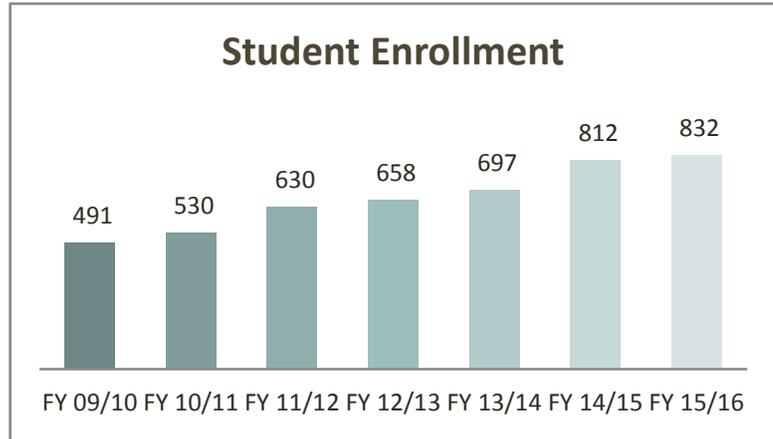
Westlake Academy was originally designed and built to serve approximately 675 students; expansions in 2009 and 2014 have raised capacity to over 800 students. With the addition of almost 150 students since FY 13/14, facilities at the school are projected to reach full capacity this year. Over the last several fiscal years the Academy has also increased course offerings in a number of areas, including foreign languages, technology, and science. Expansion of services has been driven by increased enrollment, academic needs of the students, and the IB curriculum, all of which place unique demands on staff and resources.

Growth is directed by the Board of Trustees Facility Master Plan, which was adopted and developed to provide a clear understanding of future growth needs at the Academy. The Facility Master Plan can be viewed at [www.westlake-tx.org](http://www.westlake-tx.org) or at [www.westlakeacademy.org](http://www.westlakeacademy.org).

## STUDENT ENROLLMENT TRENDS & BENCHMARK DATA

### ENROLLMENT TRENDS

Westlake Academy's student enrollment is established by two sets of boundaries. The primary boundary encompasses the Town of Westlake and allows Westlake residents automatic entry into the Academy. The secondary boundaries are comprised of 31 of the surrounding school districts. While any school-age child from these districts is allowed to attend the Academy, demand for entrance has exceeded the Academy's capacity necessitating an annual lottery system that is carried out according to the standards and practices dictated by Federal law.

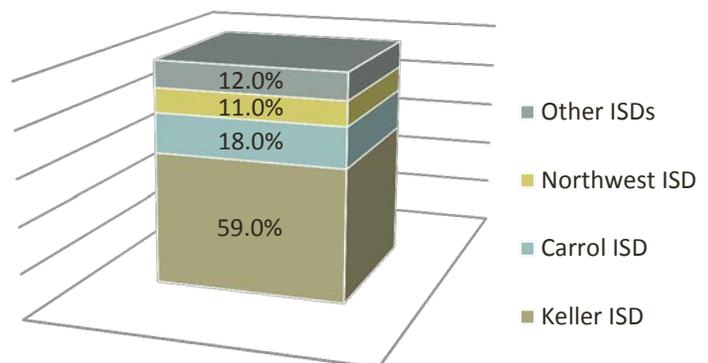


In FY 15/16 the campus facilities at the Academy are expected to reach full capacity with the addition of approximately 20 students. We anticipate future enrollment numbers to remain flat (as approved by the Board of Trustees and the Town Council, per the Facility Master Plan (Phase 1), Resolution 12-37 dated 11-12-2012) until funding for additional facilities becomes available.



As an open enrollment charter school, Westlake Academy has the ability to set and maintain enrollment numbers at levels determined by the Board of Trustees. The Academy currently has over 2,000 students on a waiting list spanning Kindergarten through grade eleven. The waiting list which is developed each year through a lottery process, allows the Academy to fill seats if student attrition occurs, maintaining a stable student population number and classroom size.

- Students residing within the boundaries of Keller ISD, which includes Vaquero, currently account for approximately 59% of the student population.
- Students residing in Carroll ISD's jurisdiction, which includes Glenwyck Farms and Terra Bella, account for 18%. These percentages have remained fairly consistent over time.



## Excerpt from Westlake Academy Budget

### PERFORMANCE RESULTS

In FY 14/15, Westlake Academy was recognized by the Washington Post as one of the best public high schools in America. This is the fourth year in which the Academy has been recognized by national ranking organizations due to rigorous and extraordinary academic performance.

The State of Texas is currently phasing in the use of the State of Texas Academic Achievement and Readiness (STAAR) test to assess student aptitude in reading, writing, math, science, and social studies as required under Texas education standards. The STAAR exam has increased rigor over previous testing standards and complies with the requirements of the No Child Left Behind Act (NCLB). The following tables display student standardized test performance for the last two years.

| SCIENCE     |                 |                                  |                    |                                                      |
|-------------|-----------------|----------------------------------|--------------------|------------------------------------------------------|
| Grade Level | Comparison Year | Level II Satisfactory Phase-In 1 | Level III Advanced | Level II Satisfactory Phase-In 2 (Effective 2015-16) |
|             | 2013-2014       | 94%                              | 13%                | N/A                                                  |
| 5           | 2014-2015       | 87%                              | 20%                | 83%                                                  |
|             | 2013-2014       | 87%                              | 26%                | N/A                                                  |
| 8           | 2014-2015       | 97%                              | 28%                | 88%                                                  |
| 9 EOC       | 2013-2014       | 100%                             | 34%                | N/A                                                  |
| Biology     | 2014-2015       | 99%                              | 38%                | 88%                                                  |

| WRITING     |                 |                                  |                    |                                                      |
|-------------|-----------------|----------------------------------|--------------------|------------------------------------------------------|
| Grade Level | Comparison Year | Level II Satisfactory Phase-In 1 | Level III Advanced | Level II Satisfactory Phase-In 2 (Effective 2015-16) |
|             | 2013-2014       | 93%                              | 11%                | N/A                                                  |
| 4           | 2014-2015       | 93%                              | 20%                | 83%                                                  |
|             | 2013-2014       | 94%                              | 26%                | N/A                                                  |
| 7           | 2014-2015       | 97%                              | 39%                | 93%                                                  |

| ENGLISH - END OF COURSE |                 |                                  |                    |                                                      |
|-------------------------|-----------------|----------------------------------|--------------------|------------------------------------------------------|
| Grade Level             | Comparison Year | Level II Satisfactory Phase-In 1 | Level III Advanced | Level II Satisfactory Phase-In 2 (Effective 2015-16) |
|                         | 2013-2014       | 97%                              | 35%                | N/A                                                  |
| 9 English I             | 2014-2015       | 100%                             | 60%                | 100%                                                 |
|                         | 2013-2014       | 95%                              | 9%                 | N/A                                                  |
| 10 English II           | 2014-2015       | 99%                              | 24%                | 99%                                                  |

## Excerpt from Westlake Academy Budget

| READING     |                 |                                  |                    |                                                      |
|-------------|-----------------|----------------------------------|--------------------|------------------------------------------------------|
| Grade Level | Comparison Year | Level II Satisfactory Phase-In 1 | Level III Advanced | Level II Satisfactory Phase-In 2 (Effective 2015-16) |
|             | 2013-2014       | 93%                              | 21%                | N/A                                                  |
| 3           | 2014-2015       | 94%                              | 47%                | 89.5%                                                |
|             | 2013-2014       | 91%                              | 36%                | N/A                                                  |
| 4           | 2014-2015       | 98%                              | 38%                | 98%                                                  |
|             | 2013-2014       | 98%                              | 43%                | N/A                                                  |
| 5           | 2014-2015       | 98%                              | 38%                | 98%                                                  |
|             | 2013-2014       | 98%                              | 38%                | N/A                                                  |
| 6           | 2014-2015       | 100%                             | 54%                | 96%                                                  |
|             | 2013-2014       | 97%                              | 54%                | N/A                                                  |
| 7           | 2014-2015       | 99%                              | 58%                | 93%                                                  |
|             | 2013-2014       | 95%                              | 61%                | N/A                                                  |
| 8           | 2014-2015       | 100%                             | 65%                | 100%                                                 |

| HUMANITIES   |                 |                                  |                    |                                                      |
|--------------|-----------------|----------------------------------|--------------------|------------------------------------------------------|
| Grade Level  | Comparison Year | Level II Satisfactory Phase-In 1 | Level III Advanced | Level II Satisfactory Phase-In 2 (Effective 2015-16) |
|              | 2013-2014       | 80%                              | 9%                 | N/A                                                  |
| 8            | 2014-2015       | 99%                              | 31%                | 89.5%                                                |
| 11 EOC       | 2013-2014       | 98%                              | 22%                | N/A                                                  |
| U.S. History | 2014-2015       | 100%                             | 62%                | 100%                                                 |

| ALGEBRA 1 END OF COURSE |                 |                                  |                    |                                                      |
|-------------------------|-----------------|----------------------------------|--------------------|------------------------------------------------------|
| Grade Level             | Comparison Year | Level II Satisfactory Phase-In 1 | Level III Advanced | Level II Satisfactory Phase-In 2 (Effective 2015-16) |
| 8 EOC                   | 2013-2014       | 87%                              | 17%                | N/A                                                  |
| Algebra                 | 2014-2015       | 100%                             | 52%                | 97%                                                  |

# Excerpt from Westlake Academy Budget

## BENCHMARK DATA

Westlake Academy has achieved a four and one-half star rating from the Texas State Comptroller's FAST School District Rating System for providing quality education at a reasonable cost per student. Future enrollment increases will further improve efficiencies and reduced per student cost.

| DISTRICT NAME                       | COUNTY   | ENROLLMENT | 2014 TEA ACCOUNTABILITY RATING | MATH PROGRESS PERCENTILE | READING PROGRESS PERCENTILE | FAST COMPONENTS               |   |                |                |
|-------------------------------------|----------|------------|--------------------------------|--------------------------|-----------------------------|-------------------------------|---|----------------|----------------|
|                                     |          |            |                                |                          |                             | COMPOSITE PROGRESS PERCENTILE | + | SPENDING INDEX | = *FAST RATING |
| WESLACO ISD                         | HIDALGO  | 17,830     | MET STANDARD                   | 57                       | 11                          | 26 ■■■■■                      | + | AVERAGE        | = ★★★★★        |
| WEST HARDIN COUNTY CISD             | HARDIN   | 584        | MET STANDARD                   | 25                       | 25                          | 22 ■■■■■                      | + | LOW            | = ★★★★★        |
| WEST HOUSTON CHARTER SCHOOL (C)     | HARRIS   | 320        | MET STANDARD                   | 2                        | 43                          | 8 ■■■■■                       | + | VERY LOW       | = ★★★★★        |
| WEST ISD                            | MCLENNAN | 1,440      | MET STANDARD                   | **                       | **                          | **                            | + | AVERAGE        | = **           |
| WEST ORANGE-COVE CISD               | ORANGE   | 2,349      | MET STANDARD                   | 15                       | 31                          | 20 ■■■■■                      | + | AVERAGE        | = ★★★★★        |
| WEST OSO ISD                        | NUECES   | 2,030      | MET STANDARD                   | 44                       | 33                          | 36 ■■■■■                      | + | VERY HIGH      | = ★★★★★        |
| WEST RUSK ISD                       | RUSK     | 998        | MET STANDARD                   | 25                       | 34                          | 28 ■■■■■                      | + | AVERAGE        | = ★★★★★        |
| WEST SABINE ISD                     | SABINE   | 649        | MET STANDARD                   | 53                       | 19                          | 32 ■■■■■                      | + | LOW            | = ★★★★★        |
| WESTBROOK ISD                       | MITCHELL | 219        | MET STANDARD                   | 52                       | 35                          | 40 ■■■■■                      | + | VERY HIGH      | = ★★★★★        |
| WESTHOFF ISD                        | DEWITT   | 69         | MET STANDARD                   | 7                        | 23                          | 11 ■■■■■                      | + | VERY HIGH      | = ★★★★★        |
| WESTLAKE ACADEMY CHARTER SCHOOL (C) | TARRANT  | 670        | MET STANDARD                   | 84                       | 95                          | 94 ■■■■■                      | + | LOW            | = ★★★★★        |
| WESTPHALIA ISD                      | FALLS    | 155        | MET STANDARD                   | 98                       | 74                          | 95 ■■■■■                      | + | AVERAGE        | = ★★★★★        |



## Excerpt from Westlake Academy Budget

Benchmarking against the surrounding local ISDs, Westlake Academy's expenditures are near the median when comparing expenditures per student, excluding debt service and capital expenditures. Westlake's student-teacher ratio compares favorably to surrounding school districts.

### Student – Teacher Ratio Comparison

| Fiscal Year | Keller ISD | Carroll ISD | Northwest ISD | Westlake Academy |
|-------------|------------|-------------|---------------|------------------|
| 13/14       | 16.40      | NA          | 15.26         | 14.73            |
| 12/13       | 17.20      | 15.06       | 14.79         | 14.99            |
| 11/12       | 17.70      | 14.90       | 14.94         | 14.43            |
| 10/11       | 16.40      | 14.69       | 13.74         | 14.08            |
| 09/10       | 16.20      | 14.20       | 14.06         | 14.60            |

### Per Pupil Expenditure Comparison

| Fiscal Year | Keller ISD | Carroll ISD | Northwest ISD | Westlake Academy |
|-------------|------------|-------------|---------------|------------------|
| 13/14       | \$ 7,686   | \$ 8,674    | \$ 8,498      | \$ 10,249        |
| 12/13       | 7,082      | 8,336       | 8,264         | 8,715            |
| 11/12       | 6,538      | 8,137       | 8,175         | 9,171            |
| 10/11       | 6,322      | 8,130       | 9,085         | 8,967            |
| 09/10       | 6,551      | 8,314       | 8,806         | 8,429            |
| 08/09       | 6,348      | 8,546       | 8,238         | 8,927            |
| 07/08       | 6,620      | 8,247       | 8,046         | 8,721            |
| 06/07       | 6,325      | 7,266       | 7,845         | 7,725            |
| 05/06       | 6,052      | 7,702       | 8,116         | 6,944            |
| 04/05       | 5,747      | 7,790       | 8,025         | 7,111            |

### Westlake Academy Unaudited Per Pupil Expenditures

| Fiscal Year | Projected Enrollment | Estimated Operating Expenditures | PPE       |
|-------------|----------------------|----------------------------------|-----------|
| 14/15       | 812                  | \$ 8,130,181                     | \$ 10,013 |
| 15/16       | 832                  | \$ 8,228,953                     | \$ 9,891  |

\*Sources: Westlake Academy Comprehensive Annual Financial Reports (FY04/05 – FY 13/14), available online at [www.westlake-tx.org](http://www.westlake-tx.org); Keller Independent School District FY 13/14 Comprehensive Annual Financial Report, available online at [www.kellerisd.net](http://www.kellerisd.net); Northwest Independent School District FY 13/14 Comprehensive Annual Financial Report, available online at [www.nisdtx.org](http://www.nisdtx.org); Carroll Independent School District Financial Services Department

\*\*Comparisons are based on operating expenditures, which include general and special revenue funds, but exclude objects of debt service, capital outlay, and intergovernmental charges.

Excerpt from Westlake Academy Budget

### PARENT SURVEY RESULTS

Westlake Academy is focused on delivering high quality educational services and depends upon input from our stakeholders. Westlake Academy routinely conducts an Annual Parent Survey to help identify any future needs and to prioritize resource allocation. The FY 14/15 Westlake Academy Parent Survey was conducted in May of 2015 and we saw an overall decrease in the satisfaction rate of 10% with the quality of educational services that were provided.

| <p>A 3D pie chart with three segments. The largest segment, colored olive green, represents 'Very Satisfied or Satisfied' at 71%. The second largest, a lighter olive green, represents 'Neutral' at 14%. The smallest, a greyish-green, represents 'Dissatisfied' at 15%.</p> <table border="1"> <thead> <tr> <th>Satisfaction Level</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Very Satisfied or Satisfied</td> <td>71%</td> </tr> <tr> <td>Neutral</td> <td>14%</td> </tr> <tr> <td>Dissatisfied</td> <td>15%</td> </tr> </tbody> </table> | Satisfaction Level | Percentage | Very Satisfied or Satisfied | 71% | Neutral | 14% | Dissatisfied | 15% | <p><b>Overall Satisfaction with Quality of Education</b></p> <p>71% of the parent's surveyed were very satisfied or satisfied with the overall quality of education Westlake Academy delivers to its students.</p> |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|------------|-----------------------------|-----|---------|-----|--------------|-----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Satisfaction Level                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Percentage         |            |                             |     |         |     |              |     |                                                                                                                                                                                                                    |
| Very Satisfied or Satisfied                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 71%                |            |                             |     |         |     |              |     |                                                                                                                                                                                                                    |
| Neutral                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 14%                |            |                             |     |         |     |              |     |                                                                                                                                                                                                                    |
| Dissatisfied                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 15%                |            |                             |     |         |     |              |     |                                                                                                                                                                                                                    |
| <p>A 3D pie chart with three segments. The largest segment, colored dark teal, represents 'Very Satisfied or Satisfied' at 72%. The second largest, a medium teal, represents 'Neutral' at 20%. The smallest, a light teal, represents 'Dissatisfied' at 8%.</p> <table border="1"> <thead> <tr> <th>Satisfaction Level</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Very Satisfied or Satisfied</td> <td>72%</td> </tr> <tr> <td>Neutral</td> <td>20%</td> </tr> <tr> <td>Dissatisfied</td> <td>8%</td> </tr> </tbody> </table>                | Satisfaction Level | Percentage | Very Satisfied or Satisfied | 72% | Neutral | 20% | Dissatisfied | 8%  | <p><b>Overall Satisfaction with the IB Framework</b></p> <p>72% of our respondents were very satisfied or satisfied with the IB Curriculum / Framework</p>                                                         |
| Satisfaction Level                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Percentage         |            |                             |     |         |     |              |     |                                                                                                                                                                                                                    |
| Very Satisfied or Satisfied                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 72%                |            |                             |     |         |     |              |     |                                                                                                                                                                                                                    |
| Neutral                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 20%                |            |                             |     |         |     |              |     |                                                                                                                                                                                                                    |
| Dissatisfied                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 8%                 |            |                             |     |         |     |              |     |                                                                                                                                                                                                                    |
| <p>A 3D pie chart with three segments. The largest segment, colored brown, represents 'Very Satisfied or Satisfied' at 70%. The second largest, a medium brown, represents 'Neutral' at 15%. The smallest, a light brown, represents 'Dissatisfied' at 15%.</p> <table border="1"> <thead> <tr> <th>Satisfaction Level</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Very Satisfied or Satisfied</td> <td>70%</td> </tr> <tr> <td>Neutral</td> <td>15%</td> </tr> <tr> <td>Dissatisfied</td> <td>15%</td> </tr> </tbody> </table>                | Satisfaction Level | Percentage | Very Satisfied or Satisfied | 70% | Neutral | 15% | Dissatisfied | 15% | <p><b>Overall Satisfaction with Academic Progress of Child</b></p> <p>70% of the parent's surveyed were either very satisfied or satisfied with the academic progress of their child</p>                           |
| Satisfaction Level                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Percentage         |            |                             |     |         |     |              |     |                                                                                                                                                                                                                    |
| Very Satisfied or Satisfied                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 70%                |            |                             |     |         |     |              |     |                                                                                                                                                                                                                    |
| Neutral                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 15%                |            |                             |     |         |     |              |     |                                                                                                                                                                                                                    |
| Dissatisfied                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 15%                |            |                             |     |         |     |              |     |                                                                                                                                                                                                                    |

## Excerpt from Westlake Academy Budget

### FINANCIAL AWARDS

- ❖ The Association of School Business Officials International (ASBO) has presented the Meritorious Budget Award to Westlake Academy for six consecutive years.
- ❖ The Academy has been awarded the Distinguished Budget Presentation Award from the Government Finance Officers Association (GFOA) for six consecutive years.

These awards are significant achievements that reflect both the dedication and commitment of the Board of Trustees and staff to meeting the highest principles of governmental accounting.



# SECTION 10

## CAPITAL IMPROVEMENT PLAN

---

A scroll of parchment is unrolled, showing the text 'Writing The Next Chapter' in a cursive font. A quill pen with a green and orange feather is resting on the scroll. The scroll is set against a dark, gradient background.

*Writing  
The Next  
Chapter*

*Forging Westlake*

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## **Introduction**

This document provides a comprehensive plan of capital improvements that are to be undertaken by the Town over the next five (5) years. Cost estimates and financing methods for the improvements are included and are referenced by individual project. The development of the Town's Capital Improvement Plan is one of the more complex and multi-faceted processes of the Town. Striking a balance between the needs and interests of the residents and the financial capacity of the Town is a challenging proposition.

For this community vision to have meaning, it must be accompanied by deliberate planning that leads the organization and community to its desired future. This requires clearly defined goals, proactive strategies, committed leadership, effective management and above all, the resources to carry out these plans and objectives.

## **What is a CIP?**

First, what it is not; a CIP (Capital Improvement Plan) is not a wish list, rather it is a realistic plan designed to fulfill the strategic goals and objectives necessary to achieve the mission and vision of the community.

A CIP is a multi-year document that summarizes the capital needs of a community over a specific time period. It outlines the individual capital projects, their strategic value and relationship to the community's long-term goals and objectives as well as the fiscal impact that they pose to the community.

## **Why have a CIP?**

- Informs the employees, departments, elected officials and the public of an entity's intent to invest in its infrastructure and community
- Represents a long-term financial plan and identifies resources or financing strategies that an entity plans to use to fund the plan
- Establishes priorities and serves as a planning document or blueprint for an organization's investment in capital infrastructure both short-term and long-term
- Provides a breakdown of major project costs and phasing as necessary
- DOES NOT appropriate money

## **CIP Prioritization Strategy – Preserve \* Protect \* Plan**

- Preserve the past by investing in the continued upgrade of town assets and infrastructure
- Protect the present with improvements and/or additions to facilities, roads, and capital investments
- Plan for the future of the organization

## What is a Capital Project?

Capital includes all long-lived infrastructures such as water facilities, sewers, streets, parks and buildings along with major equipment like fire trucks, radio systems, vehicles, computers and fixtures. Capital projects are the individual action plans that make up a Capital Improvement Plan. The capital projects in this CIP have been categorized into the following groups: Parks & Recreation, Facilities, Transportation, Vehicles and Utilities.

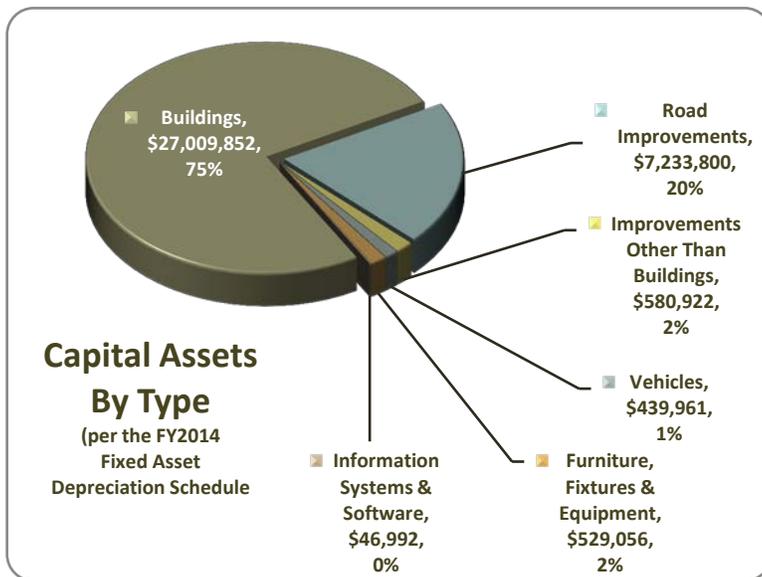
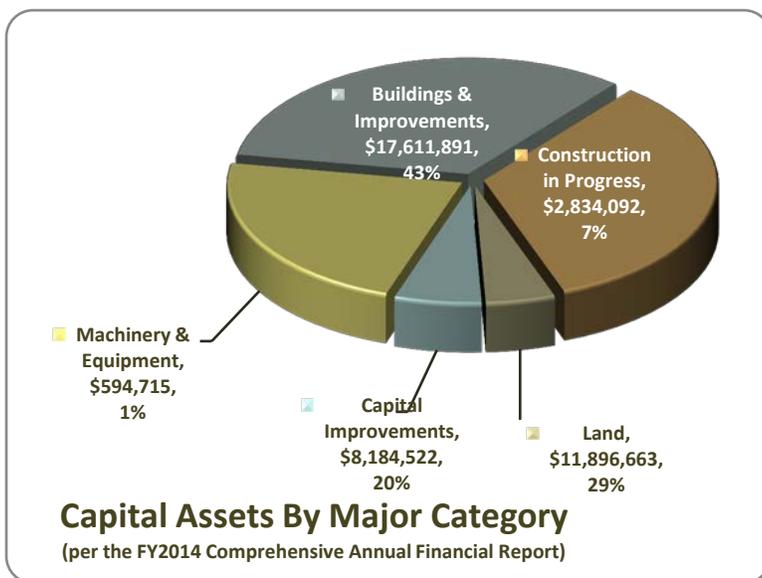
## Capital Assets by Category and Type

When most people think of the Town's capital assets, they automatically think of the Westlake Academy campus. While the campus is certainly a very important and visible asset owned by the Town, it is but one of many. Included in the assets of the Town are all of the Town's infrastructure such as its streets, water and sewer mains, vehicles and other equipment. In preparing this year's CIP, the staff utilized our annual audit to determine value of the Town's assets.

The chart to the right depicts the Town's capital assets from the Comprehensive Annual Financial Report (page 13) as of Fiscal Year Ended September 30, 2014.

## Funding Considerations

In all communities the cost associated with capital projects far outweighs the available resources necessary to pay for them; in short there is not enough money. This requires prioritization of the projects based upon their perceived impact on the community. Due to the vast number of individual desires it is near impossible to satisfy everyone and requires a collaborative effort to create situations where the benefits are shared equitably with community stakeholders. In addition, dedicated revenues will, in most cases, determine which projects get funded. For example, the Utility Fund may only contribute towards capital projects that improve water and wastewater projects.



## Sources of Funding

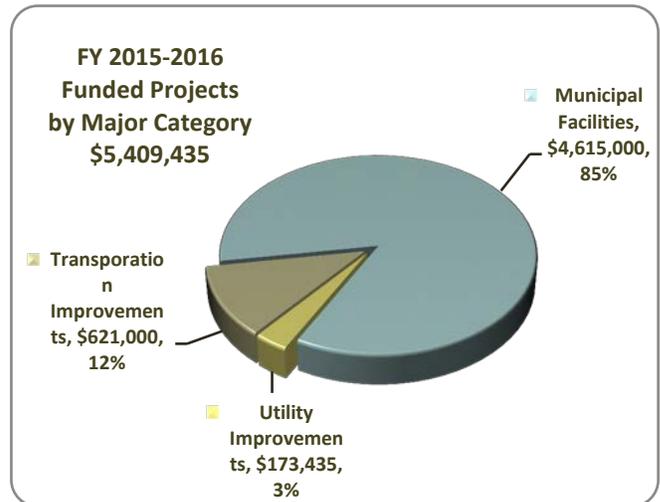
There are four primary funding sources for capital improvements:

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

The proposed projects in this CIP rely on bond proceeds and other revenues in the Governmental and Enterprise Funds as well as contributions from corporate partners for funding. There are two types of bonds: General Obligation (GO) bonds which require voter approval and Certificates of Obligation (CO) bonds which do not require voter approval. The current CIP is funded primarily from four sources: Capital Projects & Utility funds (cash on hand), Contributions and CO bonds.

## How Inflation Impacts the CIP

Inflation is defined as a rise in the price of all goods and services over time. This implies that the purchasing power, or value, of currency will decline in the future relative to costs. Therefore, more money will be required to fund CIP related expenditures and must be accounted for. This data is important in calculating the Town's future liability; by utilizing inflation trends to calculate future capital replacement costs, we can determine how 'waiting' a year or more impacts the total project cost. Most are aware of the benefits of compounding when it comes to investing. Unfortunately, this same principle works in reverse as inflation causes costs to compound higher over time.



## Overview

On September 22, 2014, the Town Council adopted the fourth annual plan (Fiscal years 2015-2019). These original projects as well as additional staff recommended projects are included in this plan. This Capital Improvement Plan presents the Town's plan for infrastructure development and improvements. The Capital Improvement Plan is evaluated annually by the Town leadership to determine the financial availability of resources for design, construction, operations, and maintenance. The following chart provides a graphical comparison of the previous capital improvement plans.

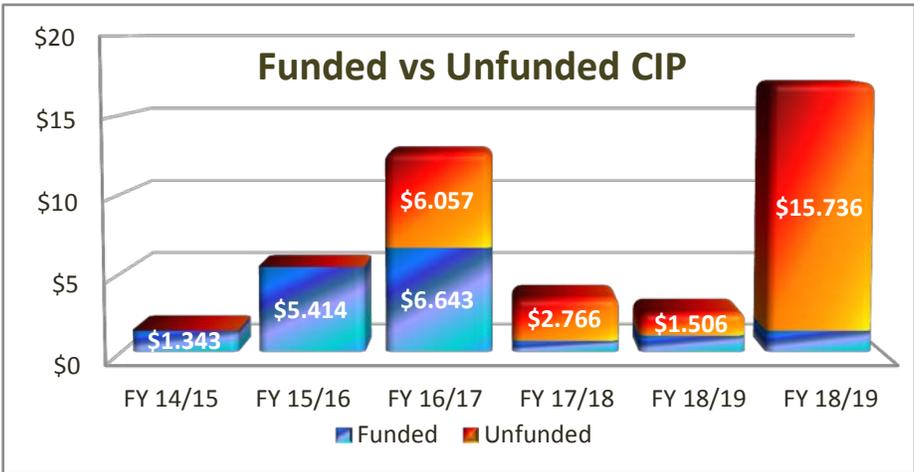
In prior years, the majority of capital improvements in Westlake have been unfunded. These projects represent capital needs that are subject to more discussion and are included to convey to the Town leaders and other interested parties the general parameters and breadth of those capital needs. These projects may be moved to the "Funded" section of this CIP in future years, depending on priorities, funding availability, and other considerations.

Several of these projects such as the permanent fire station and municipal complex are multi-million dollar projects that have been carried forward since the Academy Complex was established. Balancing these priorities, while at the same time being cognizant of the fiscal challenges of our Town, has become a difficult task.

**Funded vs Unfunded (Under Discussion) Capital Improvements**

The following chart depicts the current adopted Capital Improvement Plan funded vs unfunded CIP. This multi-year capital plan will provide Council with a guide that communicates the program need or deficiency, as well as the funding requirements.

It is important to note that projects which do not receive funding in a given year are moved out to the future years in order to communicate to those with decision making responsibility the need to provide necessary funding, or through evaluation, eliminate the project entirely.



**Funding of Previously Adopted and Current Proposed Projects**

This Capital Improvement Plan anticipates additional revenues related to permits and fees and the use of two bond issuances to complete the Fire Station Complex and various road projects.

## Summary of Policy Intended Outcome

- A. **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.
- B. **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.
- C. **Non-Recurring Revenues** - 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.
- D. **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.
- E. **Fund Balance Use** - Fund balance will only be used with Council approval and can be only be used for 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.
- F. **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.
- G. **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
- H. **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.

## 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.
- F. **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

## Capital Improvement Plan Overview

- 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.

### 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.

### Conclusions

Capital Improvement Plans play an integral role in helping a municipality reach its stated strategic objectives. Equally important to the capital project development process are funding and economic considerations. Prudent financial stewardship should be based on cost minimization and long-range strategic capital preservation. While there are many methods for funding capital projects, consideration to who benefits from the project, the life of the capital asset and the affordability of the funding method are all important factors to consider.

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# ALL FUNDED AND ADOPTED CAPITAL PROJECTS FIVE YEAR PROJECTION

★ new project added or moved from unfunded (under consideration) this year

| Proj No.                                          | Project Description              | FY 15/16            | FY 16/17            | FY 17/18          | FY 18/19            | FY 19/20            | TOTAL                |
|---------------------------------------------------|----------------------------------|---------------------|---------------------|-------------------|---------------------|---------------------|----------------------|
| ----- Five Year Projection -----                  |                                  |                     |                     |                   |                     |                     |                      |
| CP64                                              | Fire Station Complex (bonds)     | 2,815,000           | 5,200,000           | 421,145           | -                   | -                   | 8,436,145            |
| CP63                                              | Municipal Building (Cash)        | 1,800,000           | 950,000             | -                 | -                   | -                   | 2,750,000            |
| CP65                                              | Maintenance & Storage Facility   | -                   | 40,000              | -                 | -                   | -                   | 40,000               |
| <b>Sub-Total - Facilities Improvements</b>        |                                  | <b>4,615,000</b>    | <b>6,190,000</b>    | <b>421,145</b>    | <b>-</b>            | <b>-</b>            | <b>11,226,145</b>    |
| CP34                                              | Roanoke Road Recon/Drain South   | -                   | 453,000             | -                 | -                   | -                   | 453,000              |
| CP68                                              | FM 1938/Dove Road Signalization  | 260,000             | -                   | -                 | -                   | -                   | 260,000              |
| CP40                                              | Sam School Rd Recon/Drainage     | -                   | -                   | 281,960           | -                   | -                   | 281,960              |
| CP41                                              | Dove Rd Recon/Drain (Vaq/TB)     | 366,000             | -                   | -                 | 343,857             | 56,228              | 766,085              |
| CP60                                              | Pearson Lane Recon/Drainage      | -                   | -                   | -                 | 404,125             | -                   | 404,125              |
| CP53                                              | Trail - Dove/Pearson/Aspen       | -                   | -                   | -                 | 290,016             | -                   | 290,016              |
| CP58                                              | Ottinger Road Recon/Drainage     | -                   | -                   | -                 | -                   | 983,954             | 983,954              |
| CP52                                              | Trail - Academy to Cemetery      | -                   | -                   | -                 | -                   | 300,949             | 300,949              |
| <b>Sub-Total - Road/Street/Trail Improvements</b> |                                  | <b>626,000</b>      | <b>453,000</b>      | <b>281,960</b>    | <b>1,037,998</b>    | <b>1,341,131</b>    | <b>3,740,089</b>     |
| <b>TOTAL GOVERNMENTAL</b>                         |                                  | <b>5,241,000</b>    | <b>6,643,000</b>    | <b>703,105</b>    | <b>1,037,998</b>    | <b>1,341,131</b>    | <b>14,966,234</b>    |
| UF30                                              | TRA Assumption of N-1 Sewer Line | 96,435              | -                   | -                 | -                   | -                   | 96,435               |
| UF38                                              | Meter Reading & Equipment        | 77,000              | -                   | -                 | -                   | -                   | 77,000               |
| <b>TOTAL UTILITY FUND</b>                         |                                  | <b>173,435</b>      | <b>-</b>            | <b>-</b>          | <b>-</b>            | <b>-</b>            | <b>173,435</b>       |
| <b>GRAND TOTAL</b>                                |                                  | <b>\$ 5,414,435</b> | <b>\$ 6,643,000</b> | <b>\$ 703,105</b> | <b>\$ 1,037,998</b> | <b>\$ 1,341,131</b> | <b>\$ 15,139,669</b> |

| FUNDING ANALYSIS                           | FY 15/16            | FY 16/17            | FY 17/18          | FY 18/19            | FY 19/20            | PROJECTS COST        |
|--------------------------------------------|---------------------|---------------------|-------------------|---------------------|---------------------|----------------------|
| ----- Five Year Projection -----           |                     |                     |                   |                     |                     |                      |
| Previously Adopted Projects - Cash         | 2,599,435           | 1,443,000           | 281,960           | -                   | -                   | 4,324,395            |
| FY 15/16 Fire Station & Land - 30 yr Bonds | 2,815,000           | 5,200,000           | 421,145           | -                   | -                   | 8,436,145            |
| FY 18/19 Street/Trail - 20 yr Bonds        | -                   | -                   | -                 | 1,037,998           | 1,341,131           | 2,379,129            |
| <b>GRAND TOTAL</b>                         | <b>\$ 5,414,435</b> | <b>\$ 6,643,000</b> | <b>\$ 703,105</b> | <b>\$ 1,037,998</b> | <b>\$ 1,341,131</b> | <b>\$ 15,139,669</b> |

# ALL UNFUNDED (UNDER DISCUSSION) CAPITAL PROJECTS FIVE YEAR PROJECTION

★ new project added this year

| Project Description                                                    | FY 15/16                         | FY 16/17           | FY 17/18           | FY 18/19           | FY 19/20            | TOTAL               |
|------------------------------------------------------------------------|----------------------------------|--------------------|--------------------|--------------------|---------------------|---------------------|
|                                                                        | ----- Five Year Projection ----- |                    |                    |                    |                     |                     |
| Cemetery Improvements                                                  | -                                | 78,023             | 63,654             | 65,564             | 67,531              | 274,772             |
| 15-30 Acre Community Park                                              | -                                | 4,253,900          | 2,702,308          | -                  | -                   | 6,956,208           |
| Roanoke Road Open Space                                                | -                                | -                  | -                  | 44,908             | 86,520              | 131,428             |
| <b>Total Parks/Cemetery</b>                                            | <b>-</b>                         | <b>4,331,923</b>   | <b>2,765,962</b>   | <b>110,472</b>     | <b>154,051</b>      | <b>7,362,408</b>    |
| WA Phase II - 15 Classroom Secondary Addition                          | -                                | -                  | -                  | -                  | 4,676,839           | 4,676,839           |
| WA Phase II - 4 Classroom Kindergarten Addition                        | -                                | -                  | -                  | -                  | 2,515,775           | 2,515,775           |
| WA Phase III - Art & Science Classrooms                                | -                                | -                  | -                  | -                  | 1,934,422           | 1,934,422           |
| WA Phase III - Performing Arts Center                                  | -                                | -                  | -                  | -                  | 5,391,638           | 5,391,638           |
| ★ WA Sports Field Lighting                                             | -                                | 285,000            | -                  | -                  | -                   | 285,000             |
| <b>Total Facilities Improvements</b>                                   | <b>-</b>                         | <b>285,000</b>     | <b>-</b>           | <b>-</b>           | <b>14,518,674</b>   | <b>14,803,674</b>   |
| SH114/170 Enhancements (Moved from Funded after 1st project completed) | -                                | -                  | -                  | -                  | 689,467             | 689,467             |
| Hwy 377 Landscape Improvements                                         | -                                | -                  | -                  | 721,000            | -                   | 721,000             |
| Dove & Randol Mill Traffic Circle                                      | -                                | -                  | -                  | 674,238            | 742,630             | 1,416,868           |
| Trail - Fidelity Campus to Westlake Parkway on 114                     | -                                | -                  | -                  | -                  | 302,820             | 302,820             |
| Trail Connection at 114/Solana                                         | -                                | -                  | -                  | -                  | 17,345              | 17,345              |
| ★ Glenwyck Telecommunications Ductbank                                 | -                                | 720,000            | -                  | -                  | -                   | 720,000             |
| ★ WA Pedestrian Underpass                                              | -                                | 720,000            | -                  | -                  | -                   | 720,000             |
| <b>Total Road/Street Improvements/Trails</b>                           | <b>-</b>                         | <b>1,440,000</b>   | <b>-</b>           | <b>1,395,238</b>   | <b>1,062,795</b>    | <b>4,155,533</b>    |
| <b>TOTAL UNFUNDED (UNDER DISCUSSION)</b>                               | <b>\$ -</b>                      | <b>\$6,056,923</b> | <b>\$2,765,962</b> | <b>\$1,505,710</b> | <b>\$15,735,520</b> | <b>\$26,321,615</b> |

## **PARKS/CEMETERY OVERVIEW**

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The Parks & Recreation Department is responsible for maintaining the Town's parks and trails. The Town of Westlake provides residents with one Town Park which is located near the Glenwyck subdivision. The trees along roadways and the cemetery are maintained to ensure the safety of drivers and pedestrians.



The Town also maintains several trails located near the Glenwyck and Vaquero subdivisions. While additional trails have been discussed, no funding has been provided in recent years. In resident surveys, parks and trails have consistently rated as high priority/low satisfaction items suggesting a need for improvement.

One of the goals of the current CIP is to begin creating the trails that will provide connectivity from the Town's West side to its Eastern limits as well as interconnectivity with neighboring jurisdiction's trail systems. Trails have been moved to the Streets/Road Improvements/Trails section of this CIP.

### **PROPOSED PROJECTS - FY15/16 THRU FY19/20**

- No Proposed Projects

### **UNFUNDED/UNDER DISCUSSION PROJECTS**

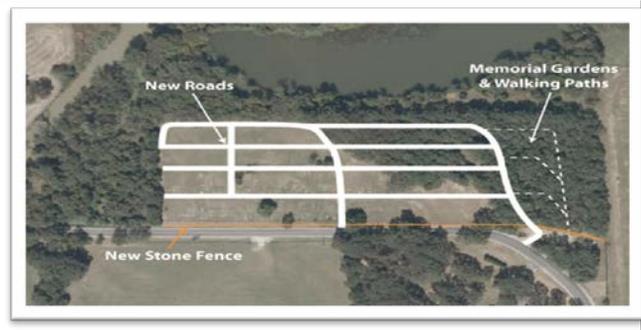
- Cemetery Improvements
- 15-30 Acre Community Park
- Roanoke Road Open Space

# 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. The project would be completed in four phases. Phase I & II includes the road improvements and Phase III & IV will consist of the landscaping and trail improvements.



| PROJECT EXPENSE           |             |           |                   |               |               |               |               |                |
|---------------------------|-------------|-----------|-------------------|---------------|---------------|---------------|---------------|----------------|
| EXPENDITURE TYPE          | Totals Thru | Estimated | 5 Year Projection |               |               |               |               | Project        |
|                           | FY 13/14    | FY 14/15  | FY 15/16          | FY 16/17      | FY 17/18      | FY 18/19      | FY 19/20      | Total          |
| Engineering               | -           | -         | -                 | -             | -             | -             | -             | -              |
| Construction              | -           | -         | -                 | 78,023        | 63,654        | 65,564        | 67,531        | 274,772        |
| Design                    | -           | -         | -                 | -             | -             | -             | -             | -              |
| Contingency               | -           | -         | -                 | -             | -             | -             | -             | -              |
| Other                     | -           | -         | -                 | -             | -             | -             | -             | -              |
| <b>EXPENDITURES TOTAL</b> | -           | -         | -                 | <b>78,023</b> | <b>63,654</b> | <b>65,564</b> | <b>67,531</b> | <b>274,772</b> |

| PROJECT FUNDING      |             |           |                   |               |               |               |               |                |
|----------------------|-------------|-----------|-------------------|---------------|---------------|---------------|---------------|----------------|
| FUNDING TYPE         | Totals Thru | Estimated | 5 Year Projection |               |               |               |               | Project        |
|                      | FY 13/14    | FY 14/15  | FY 15/16          | FY 16/17      | FY 17/18      | FY 18/19      | FY 19/20      | Total          |
| Cash (Fund Balance)  | -           | -         | -                 | -             | -             | -             | -             | -              |
| Contributions/Grants | -           | -         | -                 | -             | -             | -             | -             | -              |
| Bond Issuance        | -           | -         | -                 | -             | -             | -             | -             | -              |
| Unfunded             | -           | -         | -                 | 78,023        | 63,654        | 65,564        | 67,531        | 274,772        |
| Other                | -           | -         | -                 | -             | -             | -             | -             | -              |
| <b>FUNDING TOTAL</b> | -           | -         | -                 | <b>78,023</b> | <b>63,654</b> | <b>65,564</b> | <b>67,531</b> | <b>274,772</b> |

| IMPACT ON OPERATING BUDGET |             |           |                   |          |               |               |               |               |
|----------------------------|-------------|-----------|-------------------|----------|---------------|---------------|---------------|---------------|
| IMPACT TYPE                | Totals Thru | Estimated | 5 Year Projection |          |               |               |               | TOTAL         |
|                            | FY 13/14    | FY 14/15  | FY 15/16          | FY 16/17 | FY 17/18      | FY 18/19      | FY 19/20      |               |
| Supplies                   | -           | -         | -                 | -        | -             | -             | -             | -             |
| Services                   | -           | -         | -                 | -        | 5,614         | 5,782         | 5,955         | 17,351        |
| Insurance                  | -           | -         | -                 | -        | -             | -             | -             | -             |
| Repair & Maintenance       | -           | -         | -                 | -        | 16,841        | 17,346        | 17,866        | 52,052        |
| Rent & Utilities           | -           | -         | -                 | -        | -             | -             | -             | -             |
| Debt Service               | -           | -         | -                 | -        | -             | -             | -             | -             |
| <b>OPERATING IMPACT</b>    | -           | -         | -                 | -        | <b>22,454</b> | <b>23,128</b> | <b>23,821</b> | <b>69,403</b> |

# UNFUNDED (UNDER DISCUSSION) CAPITAL IMPROVEMENT

## 15-30 Acre Community Park

### Project Description:

This project would include the purchase of 15 to 30 acres of open space with the ability to add amenities such as small covered pavilions, trail heads, playground stations, sports fields, general use open spaces, dog park, restroom, football field, running track, cross country trail, outdoor tennis and basketball courts, baseball and softball fields. The project would include restrooms, concession area with outdoor eating area and parking. This facility would provide programs and activities to the Westlake community and Westlake Academy.



### PROJECT EXPENSE

| EXPENDITURE TYPE          | Totals Thru | Estimated | 5 Year Projection |                  |                  |          |          | Project          |
|---------------------------|-------------|-----------|-------------------|------------------|------------------|----------|----------|------------------|
|                           | FY 13/14    | FY 14/15  | FY 15/16          | FY 16/17         | FY 17/18         | FY 18/19 | FY 19/20 | Total            |
| Engineering               | -           | -         | -                 | 61,800           | 63,654           | -        | -        | 125,454          |
| Construction              | -           | -         | -                 | -                | 2,575,000        | -        | -        | 2,575,000        |
| Design                    | -           | -         | -                 | 61,800           | 63,654           | -        | -        | 125,454          |
| Contingency               | -           | -         | -                 | 10,300           | -                | -        | -        | 10,300           |
| Land Purchase             | -           | -         | -                 | 4,120,000        | -                | -        | -        | 4,120,000        |
| <b>EXPENDITURES TOTAL</b> | <b>-</b>    | <b>-</b>  | <b>-</b>          | <b>4,253,900</b> | <b>2,702,308</b> | <b>-</b> | <b>-</b> | <b>6,956,208</b> |

### PROJECT FUNDING

| FUNDING TYPE         | Totals Thru | Estimated | 5 Year Projection |                  |                  |          |          | Project          |
|----------------------|-------------|-----------|-------------------|------------------|------------------|----------|----------|------------------|
|                      | FY 13/14    | FY 14/15  | FY 15/16          | FY 16/17         | FY 17/18         | FY 18/19 | FY 19/20 | Total            |
| Cash (Fund Balance)  | -           | -         | -                 | -                | -                | -        | -        | -                |
| Contributions/Grants | -           | -         | -                 | -                | -                | -        | -        | -                |
| Bond Issuance        | -           | -         | -                 | -                | -                | -        | -        | -                |
| Unfunded             | -           | -         | -                 | 4,253,900        | 2,702,308        | -        | -        | 6,956,208        |
| Other                | -           | -         | -                 | -                | -                | -        | -        | -                |
| <b>FUNDING TOTAL</b> | <b>-</b>    | <b>-</b>  | <b>-</b>          | <b>4,253,900</b> | <b>2,702,308</b> | <b>-</b> | <b>-</b> | <b>6,956,208</b> |

### IMPACT ON OPERATING BUDGET

| IMPACT TYPE             | Totals Thru | Estimated | 5 Year Projection |          |               |               |               | TOTAL         |
|-------------------------|-------------|-----------|-------------------|----------|---------------|---------------|---------------|---------------|
|                         | FY 13/14    | FY 14/15  | FY 15/16          | FY 16/17 | FY 17/18      | FY 18/19      | FY 19/20      |               |
| Supplies                | -           | -         | -                 | -        | 2,807         | 2,891         | 2,978         | 8,675         |
| Services                | -           | -         | -                 | -        | 16,841        | 17,346        | 17,866        | 52,052        |
| Insurance               | -           | -         | -                 | -        | -             | -             | -             | -             |
| Repair & Maintenance    | -           | -         | -                 | -        | 2,807         | 2,891         | 2,978         | 8,675         |
| Rent & Utilities        | -           | -         | -                 | -        | 8,982         | 9,251         | 9,529         | 27,761        |
| Debt Service            | -           | -         | -                 | -        | -             | -             | -             | -             |
| <b>OPERATING IMPACT</b> | <b>-</b>    | <b>-</b>  | <b>-</b>          | <b>-</b> | <b>31,436</b> | <b>32,379</b> | <b>33,350</b> | <b>97,164</b> |

# UNFUNDED (UNDER DISCUSSION) CAPITAL IMPROVEMENT

## Roanoke Road Open Space

### Project Description:

The town owns two acres of undeveloped open space located south HWY 170 on Roanoke Road. This project would be completed in two phases. Phase I includes the removal of all the brush and mesquite trees, adding park benches and planting trees. Phase II would include adding a trail head with a five to six space parking area.



### PROJECT EXPENSE

| EXPENDITURE TYPE          | Totals Thru | Estimated | 5 Year Projection |          |          |               |               | Project        |
|---------------------------|-------------|-----------|-------------------|----------|----------|---------------|---------------|----------------|
|                           | FY 13/14    | FY 14/15  | FY 15/16          | FY 16/17 | FY 17/18 | FY 18/19      | FY 19/20      | Total          |
| Engineering               | -           | -         | -                 | -        | -        | -             | -             | -              |
| Construction              | -           | -         | -                 | -        | -        | 32,373        | 86,520        | 118,893        |
| Design                    | -           | -         | -                 | -        | -        | 12,535        | -             | 12,535         |
| Contingency               | -           | -         | -                 | -        | -        | -             | -             | -              |
| Other                     | -           | -         | -                 | -        | -        | -             | -             | -              |
| <b>EXPENDITURES TOTAL</b> | -           | -         | -                 | -        | -        | <b>44,908</b> | <b>86,520</b> | <b>131,428</b> |

### PROJECT FUNDING

| FUNDING TYPE         | Totals Thru | Estimated | 5 Year Projection |          |          |               |               | Project        |
|----------------------|-------------|-----------|-------------------|----------|----------|---------------|---------------|----------------|
|                      | FY 13/14    | FY 14/15  | FY 15/16          | FY 16/17 | FY 17/18 | FY 18/19      | FY 19/20      | Total          |
| Cash (Fund Balance)  | -           | -         | -                 | -        | -        | -             | -             | -              |
| Contributions/Grants | -           | -         | -                 | -        | -        | -             | -             | -              |
| Bond Issuance        | -           | -         | -                 | -        | -        | -             | -             | -              |
| Unfunded             | -           | -         | -                 | -        | -        | 44,908        | 86,520        | 131,428        |
| Other                | -           | -         | -                 | -        | -        | -             | -             | -              |
| <b>FUNDING TOTAL</b> | -           | -         | -                 | -        | -        | <b>44,908</b> | <b>86,520</b> | <b>131,428</b> |

### IMPACT ON OPERATING BUDGET

| IMPACT TYPE             | Totals Thru | Estimated | 5 Year Projection |          |          |          |          | TOTAL |
|-------------------------|-------------|-----------|-------------------|----------|----------|----------|----------|-------|
|                         | FY 13/14    | FY 14/15  | FY 15/16          | FY 16/17 | FY 17/18 | FY 18/19 | FY 19/20 |       |
| Supplies                | -           | -         | -                 | -        | -        | -        | -        | -     |
| Services                | -           | -         | -                 | -        | -        | -        | -        | -     |
| Insurance               | -           | -         | -                 | -        | -        | -        | -        | -     |
| Repair & Maintenance    | -           | -         | -                 | -        | -        | -        | -        | -     |
| Rent & Utilities        | -           | -         | -                 | -        | -        | -        | -        | -     |
| Debt Service            | -           | -         | -                 | -        | -        | -        | -        | -     |
| <b>OPERATING IMPACT</b> | -           | -         | -                 | -        | -        | -        | -        | -     |

## FACILITIES OVERVIEW

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Currently, The Town of Westlake owns and operates three facilities: Westlake Academy, the temporary buildings that house our emergency services personnel and equipment, and the Parchman house which is currently being utilized for storage. The Town also leases approximately 12,000 square feet of office space.

This Capital Improvement Plan proposes increasing the number of buildings on the Westlake Academy campus as well as providing new municipal buildings for staff and community events.



### PROPOSED PROJECTS - FY15/16 THRU FY19/20

- Fire Station Complex Land Purchase and Construction
- Maintenance and Storage Facility
- Municipal Building

### UNFUNDED/UNDER DISCUSSION PROJECTS

- WA Phase II – 15 Classroom Secondary Addition
- WA Phase II – 4 classroom Kindergarten Addition
- WA Phase III – Arts & Science Classroom Addition
- WA Phase III – Performing Arts Center
- WA Sports Field Lighting

# FUNDED CAPITAL IMPROVEMENT

## Fire Station Complex

### Project Description:

This project will provide a fire station, which includes four (4) bays, sleeping areas for staff members, meeting room, kitchen/food preparation, storage and offices for administration. The station is estimated to be 22K square feet of usable space and would also include the Town's Emergency Operations Center (EOC) with a back-up generator for sustainability. The project includes the acquisition of land and foundation upgrades; however, it does not include any apparatus or a training facility.



### PROJECT EXPENSE

| EXPENDITURE TYPE            | Totals Thru | Estimated     | 5 Year Projection |                  |                |          |          | Project Total    |
|-----------------------------|-------------|---------------|-------------------|------------------|----------------|----------|----------|------------------|
|                             | FY 13/14    | FY 14/15      | FY 15/16          | FY 16/17         | FY 17/18       | FY 18/19 | FY 19/20 |                  |
| Consultant/Engineering      | -           | 20,000        | 40,000            | 30,000           | 3,600          |          | -        | 93,600           |
| Construction inc. inflation | -           | -             | 1,000,000         | 4,000,000        | 317,545        |          | -        | 5,317,545        |
| Design                      | -           | -             | 200,000           | 232,500          | 100,000        |          | -        | 532,500          |
| FF&E                        | -           | -             | -                 | 275,000          | -              | -        | -        | 275,000          |
| IT/Security                 | -           | -             | -                 | 212,500          | -              | -        | -        | 212,500          |
| Contingency                 | -           | -             | -                 | 150,000          | -              | -        | -        | 150,000          |
| Other (Foundation)          | -           | -             | -                 | 300,000          | -              | -        | -        | 300,000          |
| Land (3.5 acre@ \$450K)     | -           | -             | 1,575,000         | -                | -              | -        | -        | 1,575,000        |
| <b>EXPENDITURES TOTAL</b>   | <b>-</b>    | <b>20,000</b> | <b>2,815,000</b>  | <b>5,200,000</b> | <b>421,145</b> | <b>-</b> | <b>-</b> | <b>8,456,145</b> |

### PROJECT FUNDING

| FUNDING TYPE         | Totals Thru | Estimated     | 5 Year Projection |                  |                |          |          | Project Total    |
|----------------------|-------------|---------------|-------------------|------------------|----------------|----------|----------|------------------|
|                      | FY 13/14    | FY 14/15      | FY 15/16          | FY 16/17         | FY 17/18       | FY 18/19 | FY 19/20 |                  |
| Cash (Fund Balance)  | -           | -             | -                 | -                | -              | -        | -        | -                |
| Contributions        | -           | -             |                   | -                |                |          |          | -                |
| Bonds 2015/16 CO     | -           | 20,000        | 2,815,000         | 5,200,000        | 421,145        | -        | -        | 8,456,145        |
| <b>FUNDING TOTAL</b> | <b>-</b>    | <b>20,000</b> | <b>2,815,000</b>  | <b>5,200,000</b> | <b>421,145</b> | <b>-</b> | <b>-</b> | <b>8,456,145</b> |

### IMPACT ON OPERATING BUDGET

| IMPACT TYPE             | Totals Thru | Estimated | 5 Year Projection |                |                |                |                | TOTAL            |
|-------------------------|-------------|-----------|-------------------|----------------|----------------|----------------|----------------|------------------|
|                         | FY 13/14    | FY 14/15  | FY 15/16          | FY 16/17       | FY 17/18       | FY 18/19       | FY 19/20       |                  |
| Services                | -           | -         | -                 | -              | 5,000          | 5,150          | 5,305          | 15,455           |
| Insurance               | -           | -         | -                 | -              | 4,750          | 4,893          | 5,039          | 14,682           |
| Repair & Maintenance    | -           | -         | -                 | -              | 50,000         | 20,000         | 15,000         | 85,000           |
| Rent & Utilities        | -           | -         | -                 | -              | 62,700         | 64,581         | 66,518         | 193,799          |
| Debt Service            | -           | -         | -                 | 507,369        | 507,369        | 507,369        | 507,369        | 2,029,476        |
| <b>OPERATING IMPACT</b> | <b>-</b>    | <b>-</b>  | <b>-</b>          | <b>507,369</b> | <b>629,819</b> | <b>601,993</b> | <b>599,231</b> | <b>2,338,412</b> |

# FUNDED CAPITAL IMPROVEMENT

## Municipal Building

### Project Description:

Currently this facility is proposed to be a 20,000 – 30,000 square foot municipal building that will be privately owned and leased to the Town with defined points in time when the Town can purchase the building. Staff believes it will become a catalyst for Entrada and anchor the Town's identity. The cost to the Town of approximately \$2.75M will not impact the tax rate. A site for the building has already been given to the Town by the developer of Entrada.



### PROJECT EXPENSE

| EXPENDITURE TYPE              | Totals Thru | Estimated | 5 Year Projection |                  |                  |          |          | Project          |
|-------------------------------|-------------|-----------|-------------------|------------------|------------------|----------|----------|------------------|
|                               | FY 13/14    | FY 14/15  | FY 15/16          | FY 16/17         | FY 17/18         | FY 18/19 | FY 19/20 | Total            |
| Engineering                   | -           | -         | 100,000           | 330,000          | -                | -        | -        | 430,000          |
| Construction ( 10% inflation) | -           | -         | -                 | 4,767,710        | 1,000,000        | -        | -        | 5,767,710        |
| Design                        | -           | -         | 200,000           | 250,000          | 100,000          | -        | -        | 550,000          |
| FF&E                          | -           | -         | -                 | 400,000          | -                | -        | -        | 400,000          |
| IT/Security                   | -           | -         | -                 | 300,000          | -                | -        | -        | 300,000          |
| Contingency                   | -           | -         | -                 | 250,000          | -                | -        | -        | 250,000          |
| Other (Foundation)            | -           | -         | -                 | 300,000          | -                | -        | -        | 300,000          |
| Other Admin cost              | -           | -         | 50,000            | 75,000           | -                | -        | -        | 125,000          |
| <b>EXPENDITURES TOTAL</b>     | -           | -         | <b>350,000</b>    | <b>6,672,710</b> | <b>1,100,000</b> | -        | -        | <b>8,122,710</b> |

### PROJECT FUNDING

| FUNDING TYPE                  | Totals Thru | Estimated | 5 Year Projection |                |                  |          |          | Project          |
|-------------------------------|-------------|-----------|-------------------|----------------|------------------|----------|----------|------------------|
|                               | FY 13/14    | FY 14/15  | FY 15/16          | FY 16/17       | FY 17/18         | FY 18/19 | FY 19/20 | Total            |
| Cash (Fund Balance)           | -           | -         | 526,485           | 633,333        | -                | -        | -        | 1,476,485        |
| Transfer in from General Fund | -           | -         | 673,515           | -              | -                | -        | -        | 673,515          |
| Transfer in from Utility Fund | -           | -         | 600,000           | 316,667        | -                | -        | -        | 600,000          |
| Contribution (Private Party)  | -           | -         | -                 | -              | 5,372,710        | -        | -        | 5,372,710        |
| Other                         | -           | -         | -                 | -              | -                | -        | -        | -                |
| <b>FUNDING TOTAL</b>          | -           | -         | <b>1,800,000</b>  | <b>950,000</b> | <b>5,372,710</b> | -        | -        | <b>8,122,710</b> |

### IMPACT ON OPERATING BUDGET

| IMPACT TYPE             | Totals Thru | Estimated | 5 Year Projection |          |                |                |                | TOTAL          |
|-------------------------|-------------|-----------|-------------------|----------|----------------|----------------|----------------|----------------|
|                         | FY 13/14    | FY 14/15  | FY 15/16          | FY 16/17 | FY 17/18       | FY 18/19       | FY 19/20       |                |
| Supplies                | -           | -         | -                 | -        | 25,000         | 10,000         | 10,300         | 45,300         |
| Services                | -           | -         | -                 | -        | 15,000         | 15,450         | 15,914         | 46,364         |
| Insurance               | -           | -         | -                 | -        | 5,000          | 5,150          | 5,305          | 15,455         |
| Repair & Maintenance    | -           | -         | -                 | -        | 30,000         | 30,900         | 31,827         | 92,727         |
| Utilities (\$3/sq ft)   | -           | -         | -                 | -        | 60,000         | 61,800         | 63,654         | 185,454        |
| Debt Service            | -           | -         | -                 | -        | -              | -              | -              | -              |
| <b>OPERATING IMPACT</b> | -           | -         | -                 | -        | <b>135,000</b> | <b>123,300</b> | <b>126,999</b> | <b>385,299</b> |

# FUNDED CAPITAL IMPROVEMENT

## Maintenance & Storage Facility

### Project Description:

The proposed Maintenance and Public Works facility would utilize the existing Fire Department engine bay once new permanent Fire Station has been constructed. The building would provide storage space for weather event supplies, small equipment, and pumps. It will also serve as a work area to make repairs on equipment, etc.



### PROJECT EXPENSE

| EXPENDITURE TYPE          | Totals Thru | Estimated | 5 Year Projection |               |          |          |          | Project Total |
|---------------------------|-------------|-----------|-------------------|---------------|----------|----------|----------|---------------|
|                           | FY 13/14    | FY 14/15  | FY 15/16          | FY 16/17      | FY 17/18 | FY 18/19 | FY 19/20 |               |
| Engineering               | -           | -         | -                 | -             | -        | -        | -        | -             |
| Construction              | -           | -         | -                 | 2,000         | -        | -        | -        | 2,000         |
| Design                    | -           | -         | -                 | -             | -        | -        | -        | -             |
| FF&E                      | -           | -         | -                 | 20,000        | -        | -        | -        | 20,000        |
| Building retrofit         | -           | -         | -                 | 18,000        | -        | -        | -        | 18,000        |
| Other                     | -           | -         | -                 | -             | -        | -        | -        | -             |
| <b>EXPENDITURES TOTAL</b> | -           | -         | -                 | <b>40,000</b> | -        | -        | -        | <b>40,000</b> |

### PROJECT FUNDING

| FUNDING TYPE         | Totals Thru | Estimated | 5 Year Projection |          |          |          |          | Project Total |
|----------------------|-------------|-----------|-------------------|----------|----------|----------|----------|---------------|
|                      | FY 13/14    | FY 14/15  | FY 15/16          | FY 16/17 | FY 17/18 | FY 18/19 | FY 19/20 |               |
| Cash (Fund Balance)  | -           | -         | -                 | 40,000   | -        | -        | -        | 40,000        |
| Contributions/Grants | -           | -         | -                 | -        | -        | -        | -        | -             |
| Bonds                | -           | -         | -                 | -        | -        | -        | -        | -             |
| Other                | -           | -         | -                 | -        | -        | -        | -        | -             |
| <b>FUNDING TOTAL</b> | -           | -         | -                 | -        | -        | -        | -        | <b>40,000</b> |

### IMPACT ON OPERATING BUDGET

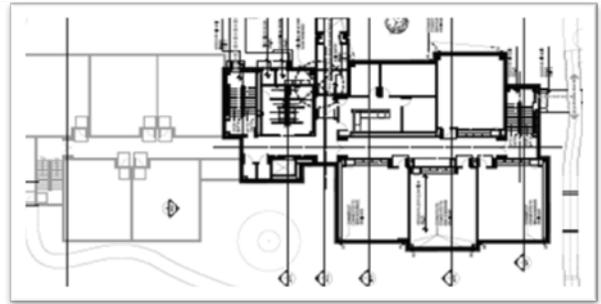
| IMPACT TYPE             | Totals Thru | Estimated | 5 Year Projection |              |              |              |              | TOTAL  |
|-------------------------|-------------|-----------|-------------------|--------------|--------------|--------------|--------------|--------|
|                         | FY 13/14    | FY 14/15  | FY 15/16          | FY 16/17     | FY 17/18     | FY 18/19     | FY 19/20     |        |
| Supplies                | -           | -         | -                 | -            | -            | -            | -            | -      |
| Services                | -           | -         | -                 | -            | -            | -            | -            | -      |
| Insurance               | -           | -         | -                 | 550          | 567          | 583          | 601          | 2,301  |
| Repair & Maintenance    | -           | -         | -                 | 1,000        | 1,030        | 1,061        | 1,093        | 4,184  |
| Rent & Utilities        | -           | -         | -                 | 5,000        | 5,150        | 5,305        | 5,464        | 20,918 |
| Debt Service            | -           | -         | -                 | -            | -            | -            | -            | -      |
| Other                   | -           | -         | -                 | -            | -            | -            | -            | -      |
| <b>OPERATING IMPACT</b> | -           | -         | -                 | <b>6,550</b> | <b>6,747</b> | <b>6,949</b> | <b>7,157</b> |        |

# UNFUNDED (UNDER DISCUSSION) CAPITAL IMPROVEMENT

## Westlake Academy - Phase II - 15 Classroom Secondary Addition

### Project Description:

As part of Phase II of the Westlake Academy Master Plan, this project includes a 15 classroom addition to the Secondary School. The building will total approximately 11,000 sq. feet and will be attached onto the north side of the existing building. The adopted Master Plan shows 12 classrooms for Phase II. The additional 3 classrooms are due to value engineering when Phase I was bid. Phase II will bring an additional 276 students to total 1,098. K-5 = 18 students and 6-12 = 24 students.



### PROJECT EXPENSE

| EXPENDITURE TYPE          | Totals Thru | Estimated | 5 Year Projection |          |          |          |                  | Project          |
|---------------------------|-------------|-----------|-------------------|----------|----------|----------|------------------|------------------|
|                           | FY 13/14    | FY 14/15  | FY 15/16          | FY 16/17 | FY 17/18 | FY 18/19 | FY 19/20         | Total            |
| Engineering               | -           | -         | -                 | -        | -        | -        | 344,169          | 344,169          |
| Construction              | -           | -         | -                 | -        | -        | -        | 3,441,719        | 3,441,719        |
| Design                    | -           | -         | -                 | -        | -        | -        | 180,250          | 180,250          |
| FF&E                      | -           | -         | -                 | -        | -        | -        | 247,200          | 247,200          |
| IT/Security               | -           | -         | -                 | -        | -        | -        | 154,500          | 154,500          |
| Contingency               | -           | -         | -                 | -        | -        | -        | 154,500          | 154,500          |
| Other (Foundation)        | -           | -         | -                 | -        | -        | -        | 103,000          | 103,000          |
| Other Admin costs         | -           | -         | -                 | -        | -        | -        | 51,500           | 51,500           |
| <b>EXPENDITURES TOTAL</b> | -           | -         | -                 | -        | -        | -        | <b>4,676,839</b> | <b>4,676,839</b> |

### PROJECT FUNDING

| FUNDING TYPE              | Totals Thru | Estimated      | 5 Year Projection |                |          |                |                  | Project          |
|---------------------------|-------------|----------------|-------------------|----------------|----------|----------------|------------------|------------------|
|                           | FY 13/14    | FY 14/15       | FY 15/16          | FY 16/17       | FY 17/18 | FY 18/19       | FY 19/20         | Total            |
| Cash/Transfers            | -           | -              | -                 | -              | -        | -              | -                | -                |
| Granada Lots (\$10K x 84) | -           | 400,000        | 300,000           | 240,000        | -        | 300,000        | 300,000          | 1,540,000        |
| Unfunded                  | -           | -              | -                 | -              | -        | -              | 3,136,839        | 3,136,839        |
| <b>FUNDING TOTAL</b>      | -           | <b>400,000</b> | <b>300,000</b>    | <b>240,000</b> | <b>-</b> | <b>300,000</b> | <b>3,436,839</b> | <b>4,676,839</b> |

### IMPACT ON OPERATING BUDGET (ACADEMY)

| IMPACT TYPE             | Totals Thru | Estimated | 5 Year Projection |          |          |          |          | TOTAL |
|-------------------------|-------------|-----------|-------------------|----------|----------|----------|----------|-------|
|                         | FY 13/14    | FY 14/15  | FY 15/16          | FY 16/17 | FY 17/18 | FY 18/19 | FY 19/20 |       |
| Supplies                | -           | -         | -                 | -        | -        | -        | -        | -     |
| Services                | -           | -         | -                 | -        | -        | -        | -        | -     |
| Insurance               | -           | -         | -                 | -        | -        | -        | -        | -     |
| Repair & Maintenance    | -           | -         | -                 | -        | -        | -        | -        | -     |
| Rent & Utilities        | -           | -         | -                 | -        | -        | -        | -        | -     |
| Other                   | -           | -         | -                 | -        | -        | -        | -        | -     |
| <b>OPERATING IMPACT</b> | -           | -         | -                 | -        | -        | -        | -        | -     |

# UNFUNDED (UNDER DISCUSSION) CAPITAL IMPROVEMENT

## Westlake Academy - Phase II - 4 Classroom Kindergarten Addition

### Project Description:

Per the Master Plan this project is part of Phase II. The Kindergarten addition would be located east of the original primary building. This would include: 4 classrooms with individual restrooms in each room for a total of 4,600 square feet that will match existing exterior building features. Phase II will bring an additional 276 students to total 1,098. K-5 grades = 18 students and 6-12 grades = 24 students.



### PROJECT EXPENSE

| EXPENDITURE TYPE          | Totals Thru | Estimated | 5 Year Projection |          |          |          |                  | Project          |
|---------------------------|-------------|-----------|-------------------|----------|----------|----------|------------------|------------------|
|                           | FY 13/14    | FY 14/15  | FY 15/16          | FY 16/17 | FY 17/18 | FY 18/19 | FY 19/20         | Total            |
| Engineering               | -           | -         | -                 | -        | -        | -        | 24,205           | 24,205           |
| Construction              | -           | -         | -                 | -        | -        | -        | 1,800,440        | 1,800,440        |
| Design                    | -           | -         | -                 | -        | -        | -        | 11,330           | 11,330           |
| FF&E                      | -           | -         | -                 | -        | -        | -        | 128,750          | 128,750          |
| IT/Security               | -           | -         | -                 | -        | -        | -        | 82,400           | 82,400           |
| Contingency               | -           | -         | -                 | -        | -        | -        | 103,000          | 103,000          |
| Other (Foundation)        | -           | -         | -                 | -        | -        | -        | 309,000          | 309,000          |
| Other Admin costs         | -           | -         | -                 | -        | -        | -        | 56,650           | 56,650           |
| <b>EXPENDITURES TOTAL</b> | -           | -         | -                 | -        | -        | -        | <b>2,515,775</b> | <b>2,515,775</b> |

### PROJECT FUNDING

| FUNDING TYPE         | Totals Thru | Estimated | 5 Year Projection |          |          |          |                  | Project          |
|----------------------|-------------|-----------|-------------------|----------|----------|----------|------------------|------------------|
|                      | FY 13/14    | FY 14/15  | FY 15/16          | FY 16/17 | FY 17/18 | FY 18/19 | FY 19/20         | Total            |
| Cash/Transfers       | -           | -         | -                 | -        | -        | -        | -                | -                |
| Unfunded             | -           | -         | -                 | -        | -        | -        | 2,515,775        | 2,515,775        |
| Other                | -           | -         | -                 | -        | -        | -        | -                | -                |
| <b>FUNDING TOTAL</b> | -           | -         | -                 | -        | -        | -        | <b>2,515,775</b> | <b>2,515,775</b> |

### IMPACT ON OPERATING BUDGET (ACADEMY)

| IMPACT TYPE             | Totals Thru | Estimated | 5 Year Projection |          |          |          |          | TOTAL |
|-------------------------|-------------|-----------|-------------------|----------|----------|----------|----------|-------|
|                         | FY 13/14    | FY 14/15  | FY 15/16          | FY 16/17 | FY 17/18 | FY 18/19 | FY 19/20 |       |
| Supplies                | -           | -         | -                 | -        | -        | -        | -        | -     |
| Services                | -           | -         | -                 | -        | -        | -        | -        | -     |
| Insurance               | -           | -         | -                 | -        | -        | -        | -        | -     |
| Repair & Maintenance    | -           | -         | -                 | -        | -        | -        | -        | -     |
| Rent & Utilities        | -           | -         | -                 | -        | -        | -        | -        | -     |
| Other                   | -           | -         | -                 | -        | -        | -        | -        | -     |
| <b>OPERATING IMPACT</b> | -           | -         | -                 | -        | -        | -        | -        | -     |

# UNFUNDED (UNDER DISCUSSION) CAPITAL IMPROVEMENT

## Westlake Academy - Phase III - Arts & Science Classroom Addition

**Project Description:**

As part of Phase III of the WA Master Plan. This would be an additional 5,200 square foot single-story building attached to the existing Sam & Margret Lee Arts and Sciences Center. This addition would include 3 classrooms, labs and offices.



### PROJECT EXPENSE

| EXPENDITURE TYPE          | Totals Thru | Estimated | 5 Year Projection |          |          |          |                  | Project Total    |
|---------------------------|-------------|-----------|-------------------|----------|----------|----------|------------------|------------------|
|                           | FY 13/14    | FY 14/15  | FY 15/16          | FY 16/17 | FY 17/18 | FY 18/19 | FY 19/20         |                  |
| Engineering               | -           | -         | -                 | -        | -        | -        | 17,304           | 17,304           |
| Construction              | -           | -         | -                 | -        | -        | -        | 1,602,350        | 1,602,350        |
| Design                    | -           | -         | -                 | -        | -        | -        | 160,268          | 160,268          |
| Other (FF&E)              | -           | -         | -                 | -        | -        | -        | 154,500          | 154,500          |
| IT/Security               | -           | -         | -                 | -        | -        | -        | -                | -                |
| Contingency               | -           | -         | -                 | -        | -        | -        | -                | -                |
| Other (Foundation)        | -           | -         | -                 | -        | -        | -        | -                | -                |
| Other Admin costs         | -           | -         | -                 | -        | -        | -        | -                | -                |
| <b>EXPENDITURES TOTAL</b> | -           | -         | -                 | -        | -        | -        | <b>1,934,422</b> | <b>1,934,422</b> |

### PROJECT FUNDING

| FUNDING TYPE         | Totals Thru | Estimated | 5 Year Projection |          |          |          |                  | Project Total    |
|----------------------|-------------|-----------|-------------------|----------|----------|----------|------------------|------------------|
|                      | FY 13/14    | FY 14/15  | FY 15/16          | FY 16/17 | FY 17/18 | FY 18/19 | FY 19/20         |                  |
| Cash/Transfers       | -           | -         | -                 | -        | -        | -        | -                | -                |
| Unfunded             | -           | -         | -                 | -        | -        | -        | 1,934,422        | 1,934,422        |
| Other                | -           | -         | -                 | -        | -        | -        | -                | -                |
| <b>FUNDING TOTAL</b> | -           | -         | -                 | -        | -        | -        | <b>1,934,422</b> | <b>1,934,422</b> |

### IMPACT ON OPERATING BUDGET (ACADEMY)

| IMPACT TYPE             | Totals Thru | Estimated | 5 Year Projection |          |          |          |          | TOTAL |
|-------------------------|-------------|-----------|-------------------|----------|----------|----------|----------|-------|
|                         | FY 13/14    | FY 14/15  | FY 15/16          | FY 16/17 | FY 17/18 | FY 18/19 | FY 19/20 |       |
| Supplies                | -           | -         | -                 | -        | -        | -        | -        | -     |
| Services                | -           | -         | -                 | -        | -        | -        | -        | -     |
| Insurance               | -           | -         | -                 | -        | -        | -        | -        | -     |
| Repair & Maintenance    | -           | -         | -                 | -        | -        | -        | -        | -     |
| Rent & Utilities        | -           | -         | -                 | -        | -        | -        | -        | -     |
| Other                   | -           | -         | -                 | -        | -        | -        | -        | -     |
| <b>OPERATING IMPACT</b> | -           | -         | -                 | -        | -        | -        | -        | -     |

# UNFUNDED (UNDER DISCUSSION) CAPITAL IMPROVEMENT

## Westlake Academy - Phase III - Performing Arts Center

### Project Description:

In the Phase III of the Westlake Academy Master Plan a new 16,000 square feet auditorium is constructed with raised stage, fixed seating, dressing rooms, lighting, restrooms, offices, and lobby. This building would be located to the west of the Sam and Margaret Lee Arts & Sciences Building. We anticipate the cost of the interior amenities to be provided through contributions/grants.



### PROJECT EXPENSE

| EXPENDITURE TYPE          | Totals Thru<br>FY 13/14 | Estimated<br>FY 14/15 | 5 Year Projection |          |          |          |                  | Project<br>Total |
|---------------------------|-------------------------|-----------------------|-------------------|----------|----------|----------|------------------|------------------|
|                           |                         |                       | FY 15/16          | FY 16/17 | FY 17/18 | FY 18/19 | FY 19/20         |                  |
| Engineering               | -                       | -                     | -                 | -        | -        | -        | 28,840           | 28,840           |
| Construction              | -                       | -                     | -                 | -        | -        | -        | 4,486,680        | 4,486,680        |
| Design                    | -                       | -                     | -                 | -        | -        | -        | 438,368          | 438,368          |
| Other (FF&E)              | -                       | -                     | -                 | -        | -        | -        | 437,750          | 437,750          |
| IT/Security               | -                       | -                     | -                 | -        | -        | -        | -                | -                |
| Contingency               | -                       | -                     | -                 | -        | -        | -        | 103,000          | 103,000          |
| Other (Foundation)        | -                       | -                     | -                 | -        | -        | -        | -                | -                |
| Other Admin costs         | -                       | -                     | -                 | -        | -        | -        | -                | -                |
| <b>EXPENDITURES TOTAL</b> | -                       | -                     | -                 | -        | -        | -        | <b>5,391,638</b> | <b>5,391,638</b> |

### PROJECT FUNDING

| FUNDING TYPE         | Totals Thru<br>FY 13/14 | Estimated<br>FY 14/15 | 5 Year Projection |          |          |          |                  | Project<br>Total |
|----------------------|-------------------------|-----------------------|-------------------|----------|----------|----------|------------------|------------------|
|                      |                         |                       | FY 15/16          | FY 16/17 | FY 17/18 | FY 18/19 | FY 19/20         |                  |
| Cash/Transfers       | -                       | -                     | -                 | -        | -        | -        | -                | -                |
| Unfunded             | -                       | -                     | -                 | -        | -        | -        | 5,391,638        | 5,391,638        |
| Other                | -                       | -                     | -                 | -        | -        | -        | -                | -                |
| <b>FUNDING TOTAL</b> | -                       | -                     | -                 | -        | -        | -        | <b>5,391,638</b> | <b>5,391,638</b> |

### IMPACT ON OPERATING BUDGET (ACADEMY)

| IMPACT TYPE             | Totals Thru<br>FY 13/14 | Estimated<br>FY 14/15 | 5 Year Projection |          |          |          |          | TOTAL |
|-------------------------|-------------------------|-----------------------|-------------------|----------|----------|----------|----------|-------|
|                         |                         |                       | FY 15/16          | FY 16/17 | FY 17/18 | FY 18/19 | FY 19/20 |       |
| Supplies                | -                       | -                     | -                 | -        | -        | -        | -        | -     |
| Services                | -                       | -                     | -                 | -        | -        | -        | -        | -     |
| Insurance               | -                       | -                     | -                 | -        | -        | -        | -        | -     |
| Repair & Maintenance    | -                       | -                     | -                 | -        | -        | -        | -        | -     |
| Rent & Utilities        | -                       | -                     | -                 | -        | -        | -        | -        | -     |
| Other                   | -                       | -                     | -                 | -        | -        | -        | -        | -     |
| <b>OPERATING IMPACT</b> | -                       | -                     | -                 | -        | -        | -        | -        | -     |

# UNFUNDED (UNDER DISCUSSION) CAPITAL IMPROVEMENT

## Westlake Academy - Sports Field Lighting

### Project Description:

Sports field lighting located at the Westlake Academy. This would include four 70 foot tall light poles with 1500-watt fixtures on each pole.



### PROJECT EXPENSE

| EXPENDITURE TYPE          | Totals Thru | Estimated | 5 Year Projection |                |          |          |          | Project Total  |
|---------------------------|-------------|-----------|-------------------|----------------|----------|----------|----------|----------------|
|                           | FY 13/14    | FY 14/15  | FY 15/16          | FY 16/17       | FY 17/18 | FY 18/19 | FY 19/20 |                |
| Engineering               | -           | -         | -                 | 15,000         | -        | -        | -        | 15,000         |
| Construction              | -           | -         | -                 | 250,000        | -        | -        | -        | 250,000        |
| Design                    | -           | -         | -                 | -              | -        | -        | -        | -              |
| Other (FF&E)              | -           | -         | -                 | -              | -        | -        | -        | -              |
| IT/Security               | -           | -         | -                 | -              | -        | -        | -        | -              |
| Contingency               | -           | -         | -                 | 20,000         | -        | -        | -        | 20,000         |
| Other (Foundation)        | -           | -         | -                 | -              | -        | -        | -        | -              |
| Other Admin costs         | -           | -         | -                 | -              | -        | -        | -        | -              |
| <b>EXPENDITURES TOTAL</b> | -           | -         | -                 | <b>285,000</b> | -        | -        | -        | <b>285,000</b> |

### PROJECT FUNDING

| FUNDING TYPE         | Totals Thru | Estimated | 5 Year Projection |                |          |          |          | Project Total  |
|----------------------|-------------|-----------|-------------------|----------------|----------|----------|----------|----------------|
|                      | FY 13/14    | FY 14/15  | FY 15/16          | FY 16/17       | FY 17/18 | FY 18/19 | FY 19/20 |                |
| Cash/Transfers       | -           | -         | -                 | -              | -        | -        | -        | -              |
| Unfunded             | -           | -         | -                 | 285,000        | -        | -        | -        | 285,000        |
| Other                | -           | -         | -                 | -              | -        | -        | -        | -              |
| <b>FUNDING TOTAL</b> | -           | -         | -                 | <b>285,000</b> | -        | -        | -        | <b>285,000</b> |

### IMPACT ON OPERATING BUDGET (ACADEMY)

| IMPACT TYPE             | Totals Thru | Estimated | 5 Year Projection |          |          |          |          | TOTAL |
|-------------------------|-------------|-----------|-------------------|----------|----------|----------|----------|-------|
|                         | FY 13/14    | FY 14/15  | FY 15/16          | FY 16/17 | FY 17/18 | FY 18/19 | FY 19/20 |       |
| Supplies                | -           | -         | -                 | -        | -        | -        | -        | -     |
| Services                | -           | -         | -                 | -        | -        | -        | -        | -     |
| Insurance               | -           | -         | -                 | -        | -        | -        | -        | -     |
| Repair & Maintenance    | -           | -         | -                 | -        | -        | -        | -        | -     |
| Rent & Utilities        | -           | -         | -                 | -        | -        | -        | -        | -     |
| Other                   | -           | -         | -                 | -        | -        | -        | -        | -     |
| <b>OPERATING IMPACT</b> | -           | -         | -                 | -        | -        | -        | -        | -     |

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## ROADS/STREET IMPROVEMENTS/TRAILS

One of the major concerns for any municipality is its infrastructure of streets. With the approval of the previous year's CIP and accompanying bond issuance, the Council recently addressed many of the most pressing street maintenance concerns in Westlake; this type of commitment is essential to maintain these valuable Town assets.



Trails are not being consolidated with this section. The Town maintains several trails located near the Glenwyck and Vaquero subdivisions. While additional trails have been discussed, no funding has been provided in recent years. In resident surveys, parks and trails have consistently rated as high priority/low satisfaction items suggesting a need for improvement.

One of the goals of the current CIP is to begin creating the trails that will provide connectivity from the Town's West side to its Eastern limits as well as interconnectivity with neighboring jurisdiction's trail systems.

### PROPOSED PROJECTS - FY15/16 THRU FY19/20

- FM 1938/Dove Road Signalization
- Dove Road Reconstruction & Drainage (Vaquero/Terra Bella)
- Roanoke Road Reconstruction & Drainage South
- Sam School Road Reconstruction & Drainage
- Pearson Lane Recon/Drainage
- Trail - Dove/Pearson/Aspen
- Ottinger Road Recon/Drainage & Trail
- Trail - Academy to Cemetery

### UNFUNDED/UNDER DISCUSSION PROJECTS

- SH114/Hwy 170 Enhancements (Second portion of project)
- Hwy 377 Landscape Improvements
- Dove & Randol Mill Traffic Circle
- Trail Connection at 114/Solana (moved from Funded)
- Trail – Fidelity Campus to Westlake Parkway on 114 (moved from Funded)
- Glenwyck Telecommunications Ductbank
- Westlake Academy Pedestrian Underpass

# FUNDED CAPITAL IMPROVEMENT

## FM 1938 Streetscape/Wayfinding

### Project Description:

Project consists of the design and construction of landscape and hardscape improvements to the FM 1938 corridor from SH 114 south to Randol Mill Road, including sidewalks, trailheads, signage, rest areas, plantings, entry monuments. Per developer's agreements: Fidelity is to provide funding for landscape enhancements to the median and ROW (est. \$380K). The Town is required to install sidewalk on the west side of FM 1938 from Dove to SH 114 per the Fidelity developer's agreement at our cost. Utility cost is for irrigation only. A reduction to the total project cost of \$670,000 is due to a direct payment to the contractor from TxDot in the form of a grant.



| PROJECT EXPENSE           |                  |                |                   |          |          |          |          |                  |
|---------------------------|------------------|----------------|-------------------|----------|----------|----------|----------|------------------|
| EXPENDITURE TYPE          | Totals Thru      | Estimated      | 5 Year Projection |          |          |          |          | Project          |
|                           | FY 13/14         | FY 14/15       | FY 15/16          | FY 16/17 | FY 17/18 | FY 18/19 | FY 19/20 | Total            |
| Engineering               | 127,980          | -              | -                 | -        | -        | -        | -        | 127,980          |
| Construction              | 2,041,234        | 830,786        | -                 | -        | -        | -        | -        | 2,872,020        |
| Design                    | -                | -              | -                 | -        | -        | -        | -        | -                |
| Contingency               | -                | -              | -                 | -        | -        | -        | -        | -                |
| Granada Dev Agreement     | -                | -              | -                 | -        | -        | -        | -        | -                |
| <b>EXPENDITURES TOTAL</b> | <b>2,169,214</b> | <b>830,786</b> | <b>-</b>          | <b>-</b> | <b>-</b> | <b>-</b> | <b>-</b> | <b>3,000,000</b> |

| PROJECT FUNDING          |                  |                |                   |          |          |          |          |                  |
|--------------------------|------------------|----------------|-------------------|----------|----------|----------|----------|------------------|
| FUNDING TYPE             | Totals Thru      | Estimated      | 5 Year Projection |          |          |          |          | Project          |
|                          | FY 13/14         | FY 14/15       | FY 15/16          | FY 16/17 | FY 17/18 | FY 18/19 | FY 19/20 | Total            |
| Cash (Fund Balance)      | 2,087,198        | 42,448         | -                 | -        | -        | -        | -        | 2,129,646        |
| Contributions (Fidelity) | 82,016           | 379,605        | -                 | -        | -        | -        | -        | 461,621          |
| Bonds 2011 CO            | -                | 408,733        | -                 | -        | -        | -        | -        | 408,733          |
| Unfunded                 | -                | -              | -                 | -        | -        | -        | -        | -                |
| Other                    | -                | -              | -                 | -        | -        | -        | -        | -                |
| <b>FUNDING TOTAL</b>     | <b>2,169,214</b> | <b>830,786</b> | <b>-</b>          | <b>-</b> | <b>-</b> | <b>-</b> | <b>-</b> | <b>3,000,000</b> |

| IMPACT ON OPERATING BUDGET    |             |              |                   |              |              |              |              |               |
|-------------------------------|-------------|--------------|-------------------|--------------|--------------|--------------|--------------|---------------|
| IMPACT TYPE                   | Totals Thru | Estimated    | 5 Year Projection |              |              |              |              | TOTAL         |
|                               | FY 13/14    | FY 14/15     | FY 15/16          | FY 16/17     | FY 17/18     | FY 18/19     | FY 19/20     |               |
| Supplies                      | -           | -            | -                 | -            | -            | -            | -            | -             |
| Services                      | -           | -            | -                 | -            | -            | -            | -            | -             |
| Insurance                     | -           | -            | -                 | -            | -            | -            | -            | -             |
| Repair & Maintenance          | -           | -            | -                 | -            | -            | -            | -            | -             |
| Rent & Utilities (water only) | -           | 5,000        | 5,150             | 5,305        | 5,464        | 5,628        | 5,796        | 32,342        |
| Debt Service                  | -           | -            | -                 | -            | -            | -            | -            | -             |
| <b>OPERATING IMPACT</b>       | <b>-</b>    | <b>5,000</b> | <b>5,150</b>      | <b>5,305</b> | <b>5,464</b> | <b>5,628</b> | <b>5,796</b> | <b>32,342</b> |

# FUNDED CAPITAL IMPROVEMENT

## Roanoke Road Reconstruction and Drainage South (Highway 170 south to Town limits)

### Project Description:

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



| PROJECT EXPENSE           |              |           |                   |                |          |          |          |                |
|---------------------------|--------------|-----------|-------------------|----------------|----------|----------|----------|----------------|
| EXPENDITURE TYPE          | Totals Thru  | Estimated | 5 Year Projection |                |          |          |          | Project Total  |
|                           | FY 13/14     | FY 14/15  | FY 15/16          | FY 16/17       | FY 17/18 | FY 18/19 | FY 19/20 |                |
| Engineering               | 2,900        | -         | -                 | 50,000         | -        | -        | -        | 52,900         |
| Construction              | -            | -         | -                 | 403,000        | -        | -        | -        | 403,000        |
| Design                    | -            | -         | -                 | -              | -        | -        | -        | -              |
| Contingency               | -            | -         | -                 | -              | -        | -        | -        | -              |
| Other                     | -            | -         | -                 | -              | -        | -        | -        | -              |
| <b>EXPENDITURES TOTAL</b> | <b>2,900</b> | <b>-</b>  | <b>-</b>          | <b>453,000</b> | <b>-</b> | <b>-</b> | <b>-</b> | <b>455,900</b> |

| PROJECT FUNDING      |              |           |                   |                |          |          |          |                |
|----------------------|--------------|-----------|-------------------|----------------|----------|----------|----------|----------------|
| FUNDING TYPE         | Totals Thru  | Estimated | 5 Year Projection |                |          |          |          | Project Total  |
|                      | FY 13/14     | FY 14/15  | FY 15/16          | FY 16/17       | FY 17/18 | FY 18/19 | FY 19/20 |                |
| Cash (Fund Balance)  | -            | -         | -                 | 453,000        | -        | -        | -        | 453,000        |
| Contributions/Grants | -            | -         | -                 | -              | -        | -        | -        | -              |
| Bonds 2011 CO        | 2,900        | -         | -                 | -              | -        | -        | -        | 2,900          |
| Bonds 16/17 CO       | -            | -         | -                 | -              | -        | -        | -        | -              |
| Other                | -            | -         | -                 | -              | -        | -        | -        | -              |
| <b>FUNDING TOTAL</b> | <b>2,900</b> | <b>-</b>  | <b>-</b>          | <b>453,000</b> | <b>-</b> | <b>-</b> | <b>-</b> | <b>455,900</b> |

| IMPACT ON OPERATING BUDGET |             |           |                   |          |          |              |              |               |
|----------------------------|-------------|-----------|-------------------|----------|----------|--------------|--------------|---------------|
| IMPACT TYPE                | Totals Thru | Estimated | 5 Year Projection |          |          |              |              | TOTAL         |
|                            | FY 13/14    | FY 14/15  | FY 15/16          | FY 16/17 | FY 17/18 | FY 18/19     | FY 19/20     |               |
| Supplies                   | -           | -         | -                 | -        | -        | -            | -            | -             |
| Services                   | -           | -         | -                 | -        | -        | -            | -            | -             |
| Insurance                  | -           | -         | -                 | -        | -        | -            | -            | -             |
| Repair & Maintenance       | -           | -         | -                 | -        | -        | 4,940        | 5,088        | 10,028        |
| Rent & Utilities           | -           | -         | -                 | -        | -        | -            | -            | -             |
| Debt Service               | -           | -         | -                 | -        | -        | -            | -            | -             |
| <b>OPERATING IMPACT</b>    | <b>-</b>    | <b>-</b>  | <b>-</b>          | <b>-</b> | <b>-</b> | <b>4,940</b> | <b>5,088</b> | <b>10,028</b> |

# FUNDED CAPITAL IMPROVEMENT

## FM 1938/Dove Road Signalization

### Project Description:

This project will provide for the signalization of the FM 1938 and Dove Road intersection consistent with the enhancements at SH 114. The need to signalize is being caused by the proposed signalization of FM 1938 and Solana Blvd/Capital Pkwy that is currently included with the Entrada development improvements. The installation of a proposed traffic signal at FM 1938 and Solana Blvd/Capital Pkwy. in connection with the Granada and Entrada developments intersection would increase traffic congestion and safety at the FM 1938 and Dove Road intersection. While FM 1938 is a TxDOT roadway, the cost to signalize will be the responsibility of the Town. Staff will continue to pursue TxDOT funding for signalization of this intersection.



| PROJECT EXPENSE           |             |           |                   |          |          |          |          |                |
|---------------------------|-------------|-----------|-------------------|----------|----------|----------|----------|----------------|
| EXPENDITURE TYPE          | Totals Thru | Estimated | 5 Year Projection |          |          |          |          | Project Total  |
|                           | FY 13/14    | FY 14/15  | FY 15/16          | FY 16/17 | FY 17/18 | FY 18/19 | FY 19/20 |                |
| Engineering               | -           | -         | -                 | -        | -        | -        | -        | -              |
| Construction              | -           | -         | 260,000           | -        | -        | -        | -        | 260,000        |
| Design                    | -           | -         | -                 | -        | -        | -        | -        | -              |
| Contingency               | -           | -         | -                 | -        | -        | -        | -        | -              |
| Other                     | -           | -         | -                 | -        | -        | -        | -        | -              |
| <b>EXPENDITURES TOTAL</b> | <b>-</b>    | <b>-</b>  | <b>260,000</b>    | <b>-</b> | <b>-</b> | <b>-</b> | <b>-</b> | <b>260,000</b> |

| PROJECT FUNDING        |             |           |                   |          |          |          |          |                |
|------------------------|-------------|-----------|-------------------|----------|----------|----------|----------|----------------|
| FUNDING TYPE           | Totals Thru | Estimated | 5 Year Projection |          |          |          |          | Project Total  |
|                        | FY 13/14    | FY 14/15  | FY 15/16          | FY 16/17 | FY 17/18 | FY 18/19 | FY 19/20 |                |
| Cash (Fund Balance)    | -           | -         | 260,000           | -        | -        | -        | -        | 260,000        |
| Contributions/Grants   | -           | -         | -                 | -        | -        | -        | -        | -              |
| Bonds 2011 CO \$2.095M | -           | -         | -                 | -        | -        | -        | -        | -              |
| Unfunded               | -           | -         | -                 | -        | -        | -        | -        | -              |
| Other                  | -           | -         | -                 | -        | -        | -        | -        | -              |
| <b>FUNDING TOTAL</b>   | <b>-</b>    | <b>-</b>  | <b>260,000</b>    | <b>-</b> | <b>-</b> | <b>-</b> | <b>-</b> | <b>260,000</b> |

| IMPACT ON OPERATING BUDGET |             |           |                   |          |          |          |          |          |
|----------------------------|-------------|-----------|-------------------|----------|----------|----------|----------|----------|
| IMPACT TYPE                | Totals Thru | Estimated | 5 Year Projection |          |          |          |          | TOTAL    |
|                            | FY 13/14    | FY 14/15  | FY 15/16          | FY 16/17 | FY 17/18 | FY 18/19 | FY 19/20 |          |
| Supplies                   | -           | -         | -                 | -        | -        | -        | -        | -        |
| Services                   | -           | -         | -                 | -        | -        | -        | -        | -        |
| Insurance                  | -           | -         | -                 | -        | -        | -        | -        | -        |
| Repair & Maintenance       | -           | -         | -                 | -        | -        | -        | -        | -        |
| Rent & Utilities           | -           | -         | -                 | -        | -        | -        | -        | -        |
| Debt Service               | -           | -         | -                 | -        | -        | -        | -        | -        |
| <b>OPERATING IMPACT</b>    | <b>-</b>    | <b>-</b>  | <b>-</b>          | <b>-</b> | <b>-</b> | <b>-</b> | <b>-</b> | <b>-</b> |

# FUNDED CAPITAL IMPROVEMENT

## Sam School Road Reconstruction and Drainage (Solana to Town limits)

### Project Description:

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



| PROJECT EXPENSE           |             |           |                   |          |                |          |          |                |
|---------------------------|-------------|-----------|-------------------|----------|----------------|----------|----------|----------------|
| EXPENDITURE TYPE          | Totals Thru | Estimated | 5 Year Projection |          |                |          |          | Project        |
|                           | FY 13/14    | FY 14/15  | FY 15/16          | FY 16/17 | FY 17/18       | FY 18/19 | FY 19/20 | Total          |
| Engineering               | -           | -         | -                 | -        | 44,308         | -        | -        | 44,308         |
| Construction              | -           | -         | -                 | -        | 237,652        | -        | -        | 237,652        |
| Design                    | -           | -         | -                 | -        | -              | -        | -        | -              |
| Contingency               | -           | -         | -                 | -        | -              | -        | -        | -              |
| Other                     | -           | -         | -                 | -        | -              | -        | -        | -              |
| <b>EXPENDITURES TOTAL</b> | -           | -         | -                 | -        | <b>281,960</b> | -        | -        | <b>281,960</b> |

| PROJECT FUNDING      |             |           |                   |          |                |          |          |                |
|----------------------|-------------|-----------|-------------------|----------|----------------|----------|----------|----------------|
| FUNDING TYPE         | Totals Thru | Estimated | 5 Year Projection |          |                |          |          | Project        |
|                      | FY 13/14    | FY 14/15  | FY 15/16          | FY 16/17 | FY 17/18       | FY 18/19 | FY 19/20 | Total          |
| Cash (Fund Balance)  | -           | -         | -                 | -        | 281,960        | -        | -        | 281,960        |
| Contributions/Grants | -           | -         | -                 | -        | -              | -        | -        | -              |
| Bond Issuance        | -           | -         | -                 | -        | -              | -        | -        | -              |
| Unfunded             | -           | -         | -                 | -        | -              | -        | -        | -              |
| Other                | -           | -         | -                 | -        | -              | -        | -        | -              |
| <b>FUNDING TOTAL</b> | -           | -         | -                 | -        | <b>281,960</b> | -        | -        | <b>281,960</b> |

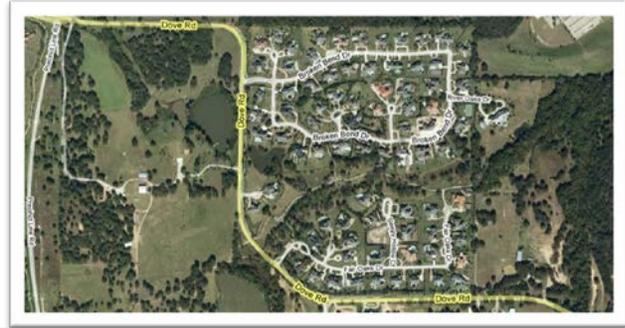
| IMPACT ON OPERATING BUDGET |             |           |                   |          |          |          |          |       |
|----------------------------|-------------|-----------|-------------------|----------|----------|----------|----------|-------|
| IMPACT TYPE                | Totals Thru | Estimated | 5 Year Projection |          |          |          |          | TOTAL |
|                            | FY 13/14    | FY 14/15  | FY 15/16          | FY 16/17 | FY 17/18 | FY 18/19 | FY 19/20 |       |
| Supplies                   | -           | -         | -                 | -        | -        | -        | -        | -     |
| Services                   | -           | -         | -                 | -        | -        | -        | -        | -     |
| Insurance                  | -           | -         | -                 | -        | -        | -        | -        | -     |
| Repair & Maintenance       | -           | -         | -                 | -        | -        | -        | -        | -     |
| Rent & Utilities           | -           | -         | -                 | -        | -        | -        | -        | -     |
| Debt Service               | -           | -         | -                 | -        | -        | -        | -        | -     |
| <b>OPERATING IMPACT</b>    | -           | -         | -                 | -        | -        | -        | -        | -     |

# FUNDED CAPITAL IMPROVEMENT

## *Dove Road Reconstruction and Drainage (Vaquero to Terra Bella)*

### Project Description:

The project will provide stabilization of road subgrade and 6" of asphalt to approximately 6,500 LF of Dove Road and replace/improve culverts and ditches, consistent with 2011 Graham Pavement Evaluation Study. Staff is working with the Southlake developer to include a portion of this project when the Southlake portion is realigned and reconstructed in 2015/2016.



| PROJECT EXPENSE           |             |           |                   |          |          |                |               |                |
|---------------------------|-------------|-----------|-------------------|----------|----------|----------------|---------------|----------------|
| EXPENDITURE TYPE          | Totals Thru | Estimated | 5 Year Projection |          |          |                |               | Project        |
|                           | FY 13/14    | FY 14/15  | FY 15/16          | FY 16/17 | FY 17/18 | FY 18/19       | FY 19/20      | Total          |
| Engineering               | -           | -         | 100,000           | -        | -        | 114,639        | -             | 214,639        |
| Construction              | -           | -         | 266,000           | -        | -        | 229,218        | 56,228        | 551,446        |
| Design                    | -           | -         | -                 | -        | -        | -              | -             | -              |
| Contingency               | -           | -         | -                 | -        | -        | -              | -             | -              |
| Other                     | -           | -         | -                 | -        | -        | -              | -             | -              |
| <b>EXPENDITURES TOTAL</b> | -           | -         | <b>366,000</b>    | -        | -        | <b>343,857</b> | <b>56,228</b> | <b>766,085</b> |

| PROJECT FUNDING      |             |           |                   |          |          |                |               |                |
|----------------------|-------------|-----------|-------------------|----------|----------|----------------|---------------|----------------|
| FUNDING TYPE         | Totals Thru | Estimated | 5 Year Projection |          |          |                |               | Project        |
|                      | FY 13/14    | FY 14/15  | FY 15/16          | FY 16/17 | FY 17/18 | FY 18/19       | FY 19/20      | Total          |
| Cash (Fund Balance)  | -           | -         | 366,000           | -        | -        | -              | -             | 366,000        |
| Contributions/Grants | -           | -         | -                 | -        | -        | -              | -             | -              |
| Bonds 2017/18 CO     | -           | -         | -                 | -        | -        | 343,857        | -             | 343,857        |
| Unfunded             | -           | -         | -                 | -        | -        | -              | 56,228        | 56,228         |
| Other                | -           | -         | -                 | -        | -        | -              | -             | -              |
| <b>FUNDING TOTAL</b> | -           | -         | <b>366,000</b>    | -        | -        | <b>343,857</b> | <b>56,228</b> | <b>766,085</b> |

| IMPACT ON OPERATING BUDGET |             |           |                   |          |          |               |               |               |
|----------------------------|-------------|-----------|-------------------|----------|----------|---------------|---------------|---------------|
| IMPACT TYPE                | Totals Thru | Estimated | 5 Year Projection |          |          |               |               | TOTAL         |
|                            | FY 13/14    | FY 14/15  | FY 15/16          | FY 16/17 | FY 17/18 | FY 18/19      | FY 19/20      |               |
| Supplies                   | -           | -         | -                 | -        | -        | -             | -             | -             |
| Services                   | -           | -         | -                 | -        | -        | -             | -             | -             |
| Insurance                  | -           | -         | -                 | -        | -        | -             | -             | -             |
| Repair & Maintenance       | -           | -         | -                 | -        | -        | -             | -             | -             |
| Rent & Utilities           | -           | -         | -                 | -        | -        | -             | -             | -             |
| Debt Service               | -           | -         | -                 | -        | -        | 39,306        | 39,306        | 78,612        |
| <b>OPERATING IMPACT</b>    | -           | -         | -                 | -        | -        | <b>39,306</b> | <b>39,306</b> | <b>78,612</b> |

# FUNDED CAPITAL IMPROVEMENT

## Pearson Lane Reconstruction/Drainage & Trail - Dove Road / Pearson Road / Aspen Lane

### Project Description:

This project will provide trail connectivity from Aspen Lane north to Dove Road along the east side of Pearson Road. This will include crosswalk devices at the corner of Dove and Pearson. In addition the project will provide stabilization of road subgrade and 5" of asphalt to approximately 1,300 LF of Pearson Lane and replace/improve culverts and ditches, consistent with 2011 Graham Pavement Evaluation Study. Anticipate crack sealing during the 2nd year after completion.



| PROJECT EXPENSE           |             |           |                   |          |          |                |          |                |
|---------------------------|-------------|-----------|-------------------|----------|----------|----------------|----------|----------------|
| EXPENDITURE TYPE          | Totals Thru | Estimated | 5 Year Projection |          |          |                |          | Project        |
|                           | FY 13/14    | FY 14/15  | FY 15/16          | FY 16/17 | FY 17/18 | FY 18/19       | FY 19/20 | Total          |
| Trail - Engineering       | -           | -         | -                 | -        | -        | 22,260         | -        | 22,260         |
| Trail - Construction      | -           | -         | -                 | -        | -        | 222,600        | -        | 222,600        |
| Trail - Contingency       | -           | -         | -                 | -        | -        | 45,156         | -        | 45,156         |
| Road - Engineering        | -           | -         | -                 | -        | -        | 57,505         | -        | 57,505         |
| Road - Construction       | -           | -         | -                 | -        | -        | 346,620        | -        | 346,620        |
| <b>EXPENDITURES TOTAL</b> | -           | -         | -                 | -        | -        | <b>694,141</b> | -        | <b>694,141</b> |

| PROJECT FUNDING      |             |           |                   |          |          |                |          |                |
|----------------------|-------------|-----------|-------------------|----------|----------|----------------|----------|----------------|
| FUNDING TYPE         | Totals Thru | Estimated | 5 Year Projection |          |          |                |          | Project        |
|                      | FY 13/14    | FY 14/15  | FY 15/16          | FY 16/17 | FY 17/18 | FY 18/19       | FY 19/20 | Total          |
| Cash (Fund Balance)  | -           | -         | -                 | -        | -        | -              | -        | -              |
| Contributions/Grants | -           | -         | -                 | -        | -        | -              | -        | -              |
| Bonds 2017/18 CO     | -           | -         | -                 | -        | -        | 694,141        | -        | 694,141        |
| Unfunded             | -           | -         | -                 | -        | -        | -              | -        | -              |
| Other                | -           | -         | -                 | -        | -        | -              | -        | -              |
| <b>FUNDING TOTAL</b> | -           | -         | -                 | -        | -        | <b>694,141</b> | -        | <b>694,141</b> |

| IMPACT ON OPERATING BUDGET |             |           |                   |          |          |               |               |                |
|----------------------------|-------------|-----------|-------------------|----------|----------|---------------|---------------|----------------|
| IMPACT TYPE                | Totals Thru | Estimated | 5 Year Projection |          |          |               |               | TOTAL          |
|                            | FY 13/14    | FY 14/15  | FY 15/16          | FY 16/17 | FY 17/18 | FY 18/19      | FY 19/20      |                |
| Supplies                   | -           | -         | -                 | -        | -        | -             | -             | -              |
| Trail - Services           | -           | -         | -                 | -        | -        | -             | -             | -              |
| Insurance                  | -           | -         | -                 | -        | -        | -             | -             | -              |
| Trail - Repair & Maint     | -           | -         | -                 | -        | -        | -             | -             | -              |
| Trail - Rent & Utilities   | -           | -         | -                 | -        | -        | -             | -             | -              |
| Debt Service               | -           | -         | -                 | -        | -        | 50,672        | 50,672        | 101,344        |
| <b>OPERATING IMPACT</b>    | -           | -         | -                 | -        | -        | <b>50,672</b> | <b>50,672</b> | <b>101,344</b> |

# FUNDED CAPITAL IMPROVEMENT

## Ottinger Road Reconstruction/Drainage & Trail (North of Westlake Academy)

### Project Description:

This project will provide stabilization of road subgrade and 7" asphalt to approximately 4,000 LF of Ottinger Road (from Westlake Academy to SH 170) and replace/improve culverts and ditches, consistent with 2011 Graham Pavement Evaluation Study. Anticipate crack sealing during the 2nd year after completion. In conjunction with this project, the existing Ottinger Road bridge will be replaced with new box culvert, much like the Dove Road improvements. Staff will determine through engineering design analysis the final design criteria including horizontal and vertical alignment. A trail will provide East to West interconnectivity within the Westlake trail system. Includes a primitive trail head on the Southeast corner of the cemetery property (primitive parking, restrooms and water fountain).



| PROJECT EXPENSE            |             |           |                   |          |          |          |                  |                  |
|----------------------------|-------------|-----------|-------------------|----------|----------|----------|------------------|------------------|
| EXPENDITURE TYPE           | Totals Thru | Estimated | 5 Year Projection |          |          |          |                  | Project          |
|                            | FY 13/14    | FY 14/15  | FY 15/16          | FY 16/17 | FY 17/18 | FY 18/19 | FY 19/20         | Total            |
| Trail- Engineering/Design  | -           | -         | -                 | -        | -        | -        | 22,999           | 22,999           |
| Trail - Construction       | -           | -         | -                 | -        | -        | -        | 231,080          | 231,080          |
| Trail - Design             | -           | -         | -                 | -        | -        | -        | 46,870           | 46,870           |
| Road/Bridge - Engineering  | -           | -         | -                 | -        | -        | -        | 204,985          | 204,985          |
| Road/Bridge - Construction | -           | -         | -                 | -        | -        | -        | 778,969          | 778,969          |
| <b>EXPENDITURES TOTAL</b>  | -           | -         | -                 | -        | -        | -        | <b>1,284,903</b> | <b>1,284,903</b> |

| PROJECT FUNDING      |             |           |                   |          |          |          |                  |                  |
|----------------------|-------------|-----------|-------------------|----------|----------|----------|------------------|------------------|
| FUNDING TYPE         | Totals Thru | Estimated | 5 Year Projection |          |          |          |                  | Project          |
|                      | FY 13/14    | FY 14/15  | FY 15/16          | FY 16/17 | FY 17/18 | FY 18/19 | FY 19/20         | Total            |
| Cash (Fund Balance)  | -           | -         | -                 | -        | -        | -        | -                | -                |
| Contributions/Grants | -           | -         | -                 | -        | -        | -        | -                | -                |
| Bonds 2017/2018 CO   | -           | -         | -                 | -        | -        | -        | 1,284,903        | 1,284,903        |
| Unfunded             | -           | -         | -                 | -        | -        | -        | -                | -                |
| Other                | -           | -         | -                 | -        | -        | -        | -                | -                |
| <b>FUNDING TOTAL</b> | -           | -         | -                 | -        | -        | -        | <b>1,284,903</b> | <b>1,284,903</b> |

| IMPACT ON OPERATING BUDGET   |             |           |                   |          |          |               |               |                |
|------------------------------|-------------|-----------|-------------------|----------|----------|---------------|---------------|----------------|
| IMPACT TYPE                  | Totals Thru | Estimated | 5 Year Projection |          |          |               |               | TOTAL          |
|                              | FY 13/14    | FY 14/15  | FY 15/16          | FY 16/17 | FY 17/18 | FY 18/19      | FY 19/20      |                |
| Supplies                     | -           | -         | -                 | -        | -        | -             | -             | -              |
| Trail - Services             | -           | -         | -                 | -        | -        | -             | -             | -              |
| Insurance                    | -           | -         | -                 | -        | -        | -             | -             | -              |
| Trail - Repair & Maintenance | -           | -         | -                 | -        | -        | -             | -             | -              |
| Trail - Rent & Utilities     | -           | -         | -                 | -        | -        | -             | -             | -              |
| Debt Service                 | -           | -         | -                 | -        | -        | 93,799        | 93,799        | 187,598        |
| <b>OPERATING IMPACT</b>      | -           | -         | -                 | -        | -        | <b>93,799</b> | <b>93,799</b> | <b>187,598</b> |

# 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 in FY 13/14. Project costs are estimated to be \$3,000,000 for construction. Funding participation is anticipated to be 1/3 from each party. This project will be submitted for a TxDot grant (Green Ribbon). The Town anticipates getting \$160,000 reimbursement of engineering costs in FY 15/16 from Trophy Club and Roanoke and will use those funds towards the final construction. If project does not move forward, the funds will go to the Capital Projects fund balance.



### PROJECT EXPENSE

| EXPENDITURE TYPE          | Totals Thru    | Estimated | 5 Year Projection |          |          |          |                | Project Total  |
|---------------------------|----------------|-----------|-------------------|----------|----------|----------|----------------|----------------|
|                           | FY 13/14       | FY 14/15  | FY 15/16          | FY 16/17 | FY 17/18 | FY 18/19 | FY 19/20       |                |
| Engineering               | -              | -         | -                 | -        | -        | -        | 689,467        | 689,467        |
| Construction              | -              | -         | -                 | -        | -        | -        | -              | -              |
| Design                    | -              | -         | -                 | -        | -        | -        | -              | -              |
| Painting                  | 239,433        | -         | -                 | -        | -        | -        | -              | 239,433        |
| Other                     | -              | -         | -                 | -        | -        | -        | -              | -              |
| <b>EXPENDITURES TOTAL</b> | <b>239,433</b> | <b>-</b>  | <b>-</b>          | <b>-</b> | <b>-</b> | <b>-</b> | <b>689,467</b> | <b>928,900</b> |

### PROJECT FUNDING

| FUNDING TYPE           | Totals Thru    | Estimated | 5 Year Projection |          |          |          |                | Project Total  |
|------------------------|----------------|-----------|-------------------|----------|----------|----------|----------------|----------------|
|                        | FY 13/14       | FY 14/15  | FY 15/16          | FY 16/17 | FY 17/18 | FY 18/19 | FY 19/20       |                |
| Cash (Fund Balance)    | -              | -         | -                 | -        | -        | -        | 689,467        | 689,467        |
| Contributions/Grants   | 149,622        | -         | -                 | -        | -        | -        | -              | 149,622        |
| Bonds 2011 CO \$2.095M | 89,811         | -         | -                 | -        | -        | -        | -              | 89,811         |
| Bonds 2015/16          | -              | -         | -                 | -        | -        | -        | -              | -              |
| Other                  | -              | -         | -                 | -        | -        | -        | -              | -              |
| <b>FUNDING TOTAL</b>   | <b>239,433</b> | <b>-</b>  | <b>-</b>          | <b>-</b> | <b>-</b> | <b>-</b> | <b>689,467</b> | <b>928,900</b> |

### IMPACT ON OPERATING BUDGET

| IMPACT TYPE             | Totals Thru | Estimated | 5 Year Projection |          |          |          |          | TOTAL    |
|-------------------------|-------------|-----------|-------------------|----------|----------|----------|----------|----------|
|                         | FY 13/14    | FY 14/15  | FY 15/16          | FY 16/17 | FY 17/18 | FY 18/19 | FY 19/20 |          |
| Supplies                | -           | -         | -                 | -        | -        | -        | -        | -        |
| Services                | -           | -         | -                 | -        | -        | -        | -        | -        |
| Insurance               | -           | -         | -                 | -        | -        | -        | -        | -        |
| Repair & Maintenance    | -           | -         | -                 | -        | -        | -        | -        | -        |
| Rent & Utilities        | -           | -         | -                 | -        | -        | -        | -        | -        |
| Debt Service            | -           | -         | -                 | -        | -        | -        | -        | -        |
| <b>OPERATING IMPACT</b> | <b>-</b>    | <b>-</b>  | <b>-</b>          | <b>-</b> | <b>-</b> | <b>-</b> | <b>-</b> | <b>-</b> |

# UNFUNDED (UNDER DISCUSSION) CAPITAL IMPROVEMENT

## Hwy 377 Landscape Improvements

### Project Description:

The project will include streetscape enhancements (hardscape, landscape) along US Hwy 377 starting at Westport Parkway stretching north for 3/4 mile. The enhancements will only be located in the median and consist of native and naturalized plantings, trees, plant bed preparations, drip irrigation, and concrete edging/mowstrip. Since the project will be within state ROW, the Town will submit this project to TxDOT for potential grant funding opportunities similar to the FM 1938 median landscape project.



### PROJECT EXPENSE

| EXPENDITURE TYPE          | Totals Thru | Estimated | 5 Year Projection |          |          |                |          | Project Total  |
|---------------------------|-------------|-----------|-------------------|----------|----------|----------------|----------|----------------|
|                           | FY 13/14    | FY 14/15  | FY 15/16          | FY 16/17 | FY 17/18 | FY 18/19       | FY 19/20 |                |
| Engineering               | -           | -         | -                 | -        | -        | 103,000        | -        | 103,000        |
| Construction              | -           | -         | -                 | -        | -        | 618,000        | -        | 618,000        |
| Design                    | -           | -         | -                 | -        | -        | -              | -        | -              |
| Contingency               | -           | -         | -                 | -        | -        | -              | -        | -              |
| Other                     | -           | -         | -                 | -        | -        | -              | -        | -              |
| <b>EXPENDITURES TOTAL</b> | -           | -         | -                 | -        | -        | <b>721,000</b> | -        | <b>721,000</b> |

### PROJECT FUNDING

| FUNDING TYPE             | Totals Thru | Estimated | 5 Year Projection |          |          |                |          | Project Total  |
|--------------------------|-------------|-----------|-------------------|----------|----------|----------------|----------|----------------|
|                          | FY 13/14    | FY 14/15  | FY 15/16          | FY 16/17 | FY 17/18 | FY 18/19       | FY 19/20 |                |
| Cash (Fund Balance)      | -           | -         | -                 | -        | -        | -              | -        | -              |
| Contributions/Grants     | -           | -         | -                 | -        | -        | -              | -        | -              |
| Bonds 2016/17 CO \$2.58M | -           | -         | -                 | -        | -        | -              | -        | -              |
| Unfunded                 | -           | -         | -                 | -        | -        | 721,000        | -        | 721,000        |
| Other                    | -           | -         | -                 | -        | -        | -              | -        | -              |
| <b>FUNDING TOTAL</b>     | -           | -         | -                 | -        | -        | <b>721,000</b> | -        | <b>721,000</b> |

### IMPACT ON OPERATING BUDGET

| IMPACT TYPE             | Totals Thru | Estimated | 5 Year Projection |          |          |               |               | TOTAL         |
|-------------------------|-------------|-----------|-------------------|----------|----------|---------------|---------------|---------------|
|                         | FY 13/14    | FY 14/15  | FY 15/16          | FY 16/17 | FY 17/18 | FY 18/19      | FY 19/20      |               |
| Supplies                | -           | -         | -                 | -        | -        | -             | -             | -             |
| Services                | -           | -         | -                 | -        | -        | -             | -             | -             |
| Insurance               | -           | -         | -                 | -        | -        | -             | -             | -             |
| Repair & Maintenance    | -           | -         | -                 | -        | -        | 5,000         | 5,150         | 10,150        |
| Rent & Utilities        | -           | -         | -                 | -        | -        | 10,000        | 10,300        | 20,300        |
| Debt Service            | -           | -         | -                 | -        | -        | -             | -             | -             |
| <b>OPERATING IMPACT</b> | -           | -         | -                 | -        | -        | <b>15,000</b> | <b>15,450</b> | <b>30,450</b> |

# UNFUNDED (UNDER DISCUSSION) CAPITAL IMPROVEMENT

## Dove Road & Randol Mill Traffic Circle

### Project Description:

Reconstruction and reconfiguration of Dove Road and Randol Mill from a 3-way stop intersection to a traffic circle to improve traffic safety. Pavement construction will be consistent with 2011 Graham Pavement Evaluation Study.



### PROJECT EXPENSE

| EXPENDITURE TYPE          | Totals Thru | Estimated | 5 Year Projection |          |          |                |                | Project          |
|---------------------------|-------------|-----------|-------------------|----------|----------|----------------|----------------|------------------|
|                           | FY 13/14    | FY 14/15  | FY 15/16          | FY 16/17 | FY 17/18 | FY 18/19       | FY 19/20       | Total            |
| Engineering               | -           | -         | -                 | -        | -        | -              | 106,090        | 106,090          |
| Construction              | -           | -         | -                 | -        | -        | -              | 636,540        | 636,540          |
| Design                    | -           | -         | -                 | -        | -        | 36,050         | -              | 36,050           |
| Contingency               | -           | -         | -                 | -        | -        | -              | -              | -                |
| Other                     | -           | -         | -                 | -        | -        | 638,188        | -              | 638,188          |
| <b>EXPENDITURES TOTAL</b> | -           | -         | -                 | -        | -        | <b>674,238</b> | <b>742,630</b> | <b>1,416,868</b> |

### PROJECT FUNDING

| FUNDING TYPE         | Totals Thru | Estimated | 5 Year Projection |          |          |                |                | Project          |
|----------------------|-------------|-----------|-------------------|----------|----------|----------------|----------------|------------------|
|                      | FY 13/14    | FY 14/15  | FY 15/16          | FY 16/17 | FY 17/18 | FY 18/19       | FY 19/20       | Total            |
| Cash (Fund Balance)  | -           | -         | -                 | -        | -        | -              | -              | -                |
| Contributions/Grants | -           | -         | -                 | -        | -        | -              | -              | -                |
| Bond Issuance        | -           | -         | -                 | -        | -        | -              | -              | -                |
| UnFunded             | -           | -         | -                 | -        | -        | 674,238        | 742,630        | 1,416,868        |
| Other                | -           | -         | -                 | -        | -        | -              | -              | -                |
| <b>FUNDING TOTAL</b> | -           | -         | -                 | -        | -        | <b>674,238</b> | <b>742,630</b> | <b>1,416,868</b> |

### IMPACT ON OPERATING BUDGET

| IMPACT TYPE             | Totals Thru | Estimated | 5 Year Projection |          |          |              |              | TOTAL         |
|-------------------------|-------------|-----------|-------------------|----------|----------|--------------|--------------|---------------|
|                         | FY 13/14    | FY 14/15  | FY 15/16          | FY 16/17 | FY 17/18 | FY 18/19     | FY 19/20     |               |
| Supplies                | -           | -         | -                 | -        | -        | -            | -            | -             |
| Services                | -           | -         | -                 | -        | -        | -            | -            | -             |
| Insurance               | -           | -         | -                 | -        | -        | -            | -            | -             |
| Repair & Maintenance    | -           | -         | -                 | -        | -        | 2,884        | 2,971        | 5,855         |
| Rent & Utilities        | -           | -         | -                 | -        | -        | 5,768        | 5,941        | 11,709        |
| Debt Service            | -           | -         | -                 | -        | -        | -            | -            | -             |
| <b>OPERATING IMPACT</b> | -           | -         | -                 | -        | -        | <b>8,652</b> | <b>8,912</b> | <b>17,564</b> |

# UNFUNDED (UNDER DISCUSSION) CAPITAL IMPROVEMENT

## Trail - Fidelity Campus to Westlake Parkway on 114

**Project Description:**

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



| PROJECT EXPENSE           |             |           |                   |          |          |          |                |                |
|---------------------------|-------------|-----------|-------------------|----------|----------|----------|----------------|----------------|
| EXPENDITURE TYPE          | Totals Thru | Estimated | 5 Year Projection |          |          |          |                | Project        |
|                           | FY 13/14    | FY 14/15  | FY 15/16          | FY 16/17 | FY 17/18 | FY 18/19 | FY 19/20       | Total          |
| Engineering               | -           | -         |                   |          |          | -        | 23,175         | 23,175         |
| Construction              | -           | -         |                   |          |          | -        | 235,098        | 235,098        |
| Design                    | -           | -         |                   |          |          |          | 44,548         | 44,548         |
| Contingency               | -           | -         |                   |          |          |          | -              | -              |
| Other                     | -           | -         | -                 | -        | -        | -        | -              | -              |
| <b>EXPENDITURES TOTAL</b> | -           | -         | -                 | -        | -        | -        | <b>302,820</b> | <b>302,820</b> |

| PROJECT FUNDING      |             |           |                   |          |          |          |                |                |
|----------------------|-------------|-----------|-------------------|----------|----------|----------|----------------|----------------|
| FUNDING TYPE         | Totals Thru | Estimated | 5 Year Projection |          |          |          |                | Project        |
|                      | FY 13/14    | FY 14/15  | FY 15/16          | FY 16/17 | FY 17/18 | FY 18/19 | FY 19/20       | Total          |
| Cash (Fund Balance)  | -           | -         | -                 | -        | -        | -        | -              | -              |
| Contributions/Grants | -           | -         | -                 | -        | -        | -        | -              | -              |
| Bonds                | -           | -         | -                 | -        | -        | -        | -              | -              |
| Unfunded             | -           | -         | -                 | -        | -        | -        | 302,820        | 302,820        |
| Other                | -           | -         | -                 | -        | -        | -        | -              | -              |
| <b>FUNDING TOTAL</b> | -           | -         | -                 | -        | -        | -        | <b>302,820</b> | <b>302,820</b> |

| IMPACT ON OPERATING BUDGET |             |           |                   |          |          |          |          |       |
|----------------------------|-------------|-----------|-------------------|----------|----------|----------|----------|-------|
| IMPACT TYPE                | Totals Thru | Estimated | 5 Year Projection |          |          |          |          | TOTAL |
|                            | FY 13/14    | FY 14/15  | FY 15/16          | FY 16/17 | FY 17/18 | FY 18/19 | FY 19/20 |       |
| Supplies                   | -           | -         | -                 | -        | -        | -        | -        | -     |
| Services                   | -           | -         | -                 | -        | -        | -        | -        | -     |
| Insurance                  | -           | -         | -                 | -        | -        | -        | -        | -     |
| Repair & Maintenance       | -           | -         | -                 | -        | -        | -        | -        | -     |
| Rent & Utilities           | -           | -         | -                 | -        | -        | -        | -        | -     |
| Debt Service               | -           | -         | -                 | -        | -        | -        | -        | -     |
| <b>OPERATING IMPACT</b>    | -           | -         | -                 | -        | -        | -        | -        | -     |

# UNFUNDED (UNDER DISCUSSION) CAPITAL IMPROVEMENT

## Trail Connection at 114/Solana

### Project Description:

This project will be a cooperative effort between Westlake, Trophy Club, and Southlake consisting of the design and engineering of an intra-city trail system. The engineering/design costs will be shared with all cities. Construction and landscaping are estimated costs until engineering and design are completed. The Town continues to work with DTZ to construct the trail between Sam School Road and Hwy 114.



### PROJECT EXPENSE

| EXPENDITURE TYPE          | Totals Thru | Estimated | 5 Year Projection |          |          |          |               | Project       |
|---------------------------|-------------|-----------|-------------------|----------|----------|----------|---------------|---------------|
|                           | FY 13/14    | FY 14/15  | FY 15/16          | FY 16/17 | FY 17/18 | FY 18/19 | FY 19/20      | Total         |
| Engineering               | -           | -         | -                 | -        | -        | -        | -             | -             |
| Construction              | -           | -         | -                 | -        | -        | -        | 17,345        | 17,345        |
| Design                    | -           | -         | -                 | -        | -        | -        | -             | -             |
| Contingency               | -           | -         | -                 | -        | -        | -        | -             | -             |
| Other                     | -           | -         | -                 | -        | -        | -        | -             | -             |
| <b>EXPENDITURES TOTAL</b> | -           | -         | -                 | -        | -        | -        | <b>17,345</b> | <b>17,345</b> |

### PROJECT FUNDING

| FUNDING TYPE         | Totals Thru | Estimated | 5 Year Projection |          |          |          |               | Project       |
|----------------------|-------------|-----------|-------------------|----------|----------|----------|---------------|---------------|
|                      | FY 13/14    | FY 14/15  | FY 15/16          | FY 16/17 | FY 17/18 | FY 18/19 | FY 19/20      | Total         |
| Cash (Fund Balance)  | -           | -         | -                 | -        | -        | -        | -             | -             |
| Contributions/Grants | -           | -         | -                 | -        | -        | -        | -             | -             |
| Bonds                | -           | -         | -                 | -        | -        | -        | -             | -             |
| Unfunded             | -           | -         | -                 | -        | -        | -        | 17,345        | 17,345        |
| Other                | -           | -         | -                 | -        | -        | -        | -             | -             |
| <b>FUNDING TOTAL</b> | -           | -         | -                 | -        | -        | -        | <b>17,345</b> | <b>17,345</b> |

### IMPACT ON OPERATING BUDGET

| IMPACT TYPE             | Totals Thru | Estimated | 5 Year Projection |          |          |          |          | TOTAL |
|-------------------------|-------------|-----------|-------------------|----------|----------|----------|----------|-------|
|                         | FY 13/14    | FY 14/15  | FY 15/16          | FY 16/17 | FY 17/18 | FY 18/19 | FY 19/20 |       |
| Supplies                | -           | -         | -                 | -        | -        | -        | -        | -     |
| Services                | -           | -         | -                 | -        | -        | -        | -        | -     |
| Insurance               | -           | -         | -                 | -        | -        | -        | -        | -     |
| Repair & Maintenance    | -           | -         | -                 | -        | -        | -        | -        | -     |
| Rent & Utilities        | -           | -         | -                 | -        | -        | -        | -        | -     |
| Debt Service            | -           | -         | -                 | -        | -        | -        | -        | -     |
| <b>OPERATING IMPACT</b> | -           | -         | -                 | -        | -        | -        | -        | -     |

# UNFUNDED (UNDER DISCUSSION) CAPITAL IMPROVEMENT

## Glenwyck Telecommunication 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          | Totals Thru | Estimated | 5 Year Projection |                |          |          |          | Project        |
|---------------------------|-------------|-----------|-------------------|----------------|----------|----------|----------|----------------|
|                           | FY 13/14    | FY 14/15  | FY 15/16          | FY 16/17       | FY 17/18 | FY 18/19 | FY 19/20 | Total          |
| Engineering               | -           | -         | -                 | 60,000         | -        | -        | -        | 60,000         |
| Construction              | -           | -         | -                 | 600,000        | -        | -        | -        | 600,000        |
| Design                    | -           | -         | -                 | -              | -        | -        | -        | -              |
| Contingency               | -           | -         | -                 | 60,000         | -        | -        | -        | 60,000         |
| Other                     | -           | -         | -                 | -              | -        | -        | -        | -              |
| <b>EXPENDITURES TOTAL</b> | -           | -         | -                 | <b>720,000</b> | -        | -        | -        | <b>720,000</b> |

### PROJECT FUNDING

| FUNDING TYPE           | Totals Thru | Estimated | 5 Year Projection |                |          |          |          | Project        |
|------------------------|-------------|-----------|-------------------|----------------|----------|----------|----------|----------------|
|                        | FY 13/14    | FY 14/15  | FY 15/16          | FY 16/17       | FY 17/18 | FY 18/19 | FY 19/20 | Total          |
| Cash (Fund Balance)    | -           | -         | -                 | -              | -        | -        | -        | -              |
| Contributions/Grants   | -           | -         | -                 | -              | -        | -        | -        | -              |
| Bonds 2011 CO \$2.095M | -           | -         | -                 | -              | -        | -        | -        | -              |
| Unfunded               | -           | -         | -                 | 720,000        | -        | -        | -        | 720,000        |
| Other                  | -           | -         | -                 | -              | -        | -        | -        | -              |
| <b>FUNDING TOTAL</b>   | -           | -         | -                 | <b>720,000</b> | -        | -        | -        | <b>720,000</b> |

### IMPACT ON OPERATING BUDGET

| IMPACT TYPE             | Totals Thru | Estimated | 5 Year Projection |          |          |          |          | TOTAL |
|-------------------------|-------------|-----------|-------------------|----------|----------|----------|----------|-------|
|                         | FY 13/14    | FY 14/15  | FY 15/16          | FY 16/17 | FY 17/18 | FY 18/19 | FY 19/20 |       |
| Supplies                | -           | -         | -                 | -        | -        | -        | -        | -     |
| Services                | -           | -         | -                 | -        | -        | -        | -        | -     |
| Insurance               | -           | -         | -                 | -        | -        | -        | -        | -     |
| Repair & Maintenance    | -           | -         | -                 | -        | -        | -        | -        | -     |
| Rent & Utilities        | -           | -         | -                 | -        | -        | -        | -        | -     |
| Debt Service            | -           | -         | -                 | -        | -        | -        | -        | -     |
| <b>OPERATING IMPACT</b> | -           | -         | -                 | -        | -        | -        | -        | -     |

# UNFUNDED (UNDER DISCUSSION) CAPITAL IMPROVEMENT

## Westlake Academy - Pedestrian Underpass

### Project Description:

This project will provide for the construction of a pedestrian underpass on the south side of the Westlake Academy campus and connections to the existing trail system. This will require the reconstruction of a section of Ottinger Road and the relocation of water, gas, and telecommunications.



### PROJECT EXPENSE

| EXPENDITURE TYPE          | Totals Thru | Estimated | 5 Year Projection |                |          |          |          | Project Total  |
|---------------------------|-------------|-----------|-------------------|----------------|----------|----------|----------|----------------|
|                           | FY 13/14    | FY 14/15  | FY 15/16          | FY 16/17       | FY 17/18 | FY 18/19 | FY 19/20 |                |
| Engineering               | -           | -         | -                 | 60,000         | -        | -        | -        | 60,000         |
| Construction              | -           | -         | -                 | 600,000        | -        | -        | -        | 600,000        |
| Design                    | -           | -         | -                 | -              | -        | -        | -        | -              |
| Contingency               | -           | -         | -                 | 60,000         | -        | -        | -        | 60,000         |
| Other                     | -           | -         | -                 | -              | -        | -        | -        | -              |
| <b>EXPENDITURES TOTAL</b> | -           | -         | -                 | <b>720,000</b> | -        | -        | -        | <b>720,000</b> |

### PROJECT FUNDING

| FUNDING TYPE           | Totals Thru | Estimated | 5 Year Projection |                |          |          |          | Project Total  |
|------------------------|-------------|-----------|-------------------|----------------|----------|----------|----------|----------------|
|                        | FY 13/14    | FY 14/15  | FY 15/16          | FY 16/17       | FY 17/18 | FY 18/19 | FY 19/20 |                |
| Cash (Fund Balance)    | -           | -         | -                 | -              | -        | -        | -        | -              |
| Contributions/Grants   | -           | -         | -                 | -              | -        | -        | -        | -              |
| Bonds 2011 CO \$2.095M | -           | -         | -                 | -              | -        | -        | -        | -              |
| Unfunded               | -           | -         | -                 | 720,000        | -        | -        | -        | 720,000        |
| Other                  | -           | -         | -                 | -              | -        | -        | -        | -              |
| <b>FUNDING TOTAL</b>   | -           | -         | -                 | <b>720,000</b> | -        | -        | -        | <b>720,000</b> |

### IMPACT ON OPERATING BUDGET

| IMPACT TYPE             | Totals Thru | Estimated | 5 Year Projection |          |            |            |            | TOTAL      |
|-------------------------|-------------|-----------|-------------------|----------|------------|------------|------------|------------|
|                         | FY 13/14    | FY 14/15  | FY 15/16          | FY 16/17 | FY 17/18   | FY 18/19   | FY 19/20   |            |
| Supplies                | -           | -         | -                 | -        | -          | -          | -          | -          |
| Services                | -           | -         | -                 | -        | -          | -          | -          | -          |
| Insurance               | -           | -         | -                 | -        | -          | -          | -          | -          |
| Repair & Maintenance    | -           | -         | -                 | -        | -          | -          | -          | -          |
| Rent & Utilities        | -           | -         | -                 | -        | 200        | 206        | 212        | 618        |
| Debt Service            | -           | -         | -                 | -        | -          | -          | -          | -          |
| <b>OPERATING IMPACT</b> | -           | -         | -                 | -        | <b>200</b> | <b>206</b> | <b>212</b> | <b>618</b> |

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## UTILITY IMPROVEMENTS OVERVIEW

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The Town of Westlake currently owns a minimum of approximately \$24M of utility fixed assets. These take the form of water, sewer and telecommunications duct bank lines. These assets are initially installed through development and later transferred to the Town for upkeep and maintenance.

The Town's utility infrastructure is in relatively good shape with no known deficiencies. The five items that are fully depreciated are water lines that were transferred from the City of Keller which may need replacement in the near future but are fully operational now.



The Town documents all maintenance and repairs in a GIS system that will map all infrastructure; this provides us the opportunity to review the condition of these assets and their values which will be revised as necessary.

### **PROPOSED PROJECTS - FY15/16 THRU FY19/20**

- Meter Reading and Equipment
- TRA Assumption of N-1 Sewer Line

### **UNFUNDED/UNDER DISCUSSION PROJECTS**

- No projects

# FUNDED CAPITAL IMPROVEMENT

## TRA Assumption of N-1 Sewer Line

### Project Description:

This project is intended to transfer ownership of a section of sewer line from Westlake and Southlake to TRA. It includes the design and construction of a metering station with SCADA equipment at the proposed Town of Westlake "Point of Entry."



| PROJECT EXPENSE           |             |                |                   |          |          |          |          |                |
|---------------------------|-------------|----------------|-------------------|----------|----------|----------|----------|----------------|
| EXPENDITURE TYPE          | Totals Thru | Estimated      | 5 Year Projection |          |          |          |          | Project        |
|                           | FY 13/14    | FY 14/15       | FY 15/16          | FY 16/17 | FY 17/18 | FY 18/19 | FY 19/20 | Total          |
| Engineering               | -           | 12,467         |                   | -        | -        | -        | -        | 12,467         |
| Construction              | -           | 141,098        | 96,435            | -        | -        | -        | -        | 237,533        |
| Design                    | -           | -              | -                 | -        | -        | -        | -        | -              |
| Contingency               | -           | -              | -                 | -        | -        | -        | -        | -              |
| Other                     | -           | -              | -                 | -        | -        | -        | -        | -              |
| <b>EXPENDITURES TOTAL</b> | <b>-</b>    | <b>153,565</b> | <b>96,435</b>     | <b>-</b> | <b>-</b> | <b>-</b> | <b>-</b> | <b>250,000</b> |

| PROJECT FUNDING      |             |                |                   |          |          |          |          |                |
|----------------------|-------------|----------------|-------------------|----------|----------|----------|----------|----------------|
| FUNDING TYPE         | Totals Thru | Estimated      | 5 Year Projection |          |          |          |          | Project        |
|                      | FY 13/14    | FY 14/15       | FY 15/16          | FY 16/17 | FY 17/18 | FY 18/19 | FY 19/20 | Total          |
| Cash/Transfers       | -           | 153,565        | 96,435            | -        | -        | -        | -        | 250,000        |
| Contributions/Grants | -           | -              | -                 | -        | -        | -        | -        | -              |
| Bond Issuance        | -           | -              | -                 | -        | -        | -        | -        | -              |
| UnFunded             | -           | -              | -                 | -        | -        | -        | -        | -              |
| Other                | -           | -              | -                 | -        | -        | -        | -        | -              |
| <b>FUNDING TOTAL</b> | <b>-</b>    | <b>153,565</b> | <b>96,435</b>     | <b>-</b> | <b>-</b> | <b>-</b> | <b>-</b> | <b>250,000</b> |

| IMPACT ON OPERATING BUDGET |             |           |                   |          |          |          |          |          |
|----------------------------|-------------|-----------|-------------------|----------|----------|----------|----------|----------|
| IMPACT TYPE                | Totals Thru | Estimated | 5 Year Projection |          |          |          |          | TOTAL    |
|                            | FY 13/14    | FY 14/15  | FY 15/16          | FY 16/17 | FY 17/18 | FY 18/19 | FY 19/20 |          |
| Supplies                   | -           | -         | -                 | -        | -        | -        | -        | -        |
| Services                   | -           | -         | -                 | -        | -        | -        | -        | -        |
| Insurance                  | -           | -         | -                 | -        | -        | -        | -        | -        |
| Repair & Maintenance       | -           | -         | -                 | -        | -        | -        | -        | -        |
| Rent & Utilities           | -           | -         | -                 | -        | -        | -        | -        | -        |
| Debt Service               | -           | -         | -                 | -        | -        | -        | -        | -        |
| <b>OPERATING IMPACT</b>    | <b>-</b>    | <b>-</b>  | <b>-</b>          | <b>-</b> | <b>-</b> | <b>-</b> | <b>-</b> | <b>-</b> |

# FUNDED CAPITAL IMPROVEMENT

## Meter Reading & Equipment

### Project Description:

The Town currently utilizes a drive by radio frequency method to read water meters. This requires the Town to purchase a laptop and proprietary reading software from the meter company and is only supported for 5 years. The Town's system is 6 years old and is in need of being upgraded/replaced. This project will consist of replacing all radio read meters within the Town with the next generation system that would allow for instantaneous, remote meter reading; increased customer service, and a customer web portal that would allow customers to view their water consumption. The new system would require a monthly charge of \$0.89 per meter.



| PROJECT EXPENSE           |             |               |                   |          |          |          |          |                |
|---------------------------|-------------|---------------|-------------------|----------|----------|----------|----------|----------------|
| EXPENDITURE TYPE          | Totals Thru | Estimated     | 5 Year Projection |          |          |          |          | Project        |
|                           | FY 13/14    | FY 14/15      | FY 15/16          | FY 16/17 | FY 17/18 | FY 18/19 | FY 19/20 | Total          |
| Engineering               | -           | -             | -                 | -        | -        | -        | -        | -              |
| Construction              | -           | 77,000        | 77,000            | -        | -        | -        | -        | 154,000        |
| Design                    | -           | -             | -                 | -        | -        | -        | -        | -              |
| Contingency               | -           | -             | -                 | -        | -        | -        | -        | -              |
| Other                     | -           | -             | -                 | -        | -        | -        | -        | -              |
| <b>EXPENDITURES TOTAL</b> | <b>-</b>    | <b>77,000</b> | <b>77,000</b>     | <b>-</b> | <b>-</b> | <b>-</b> | <b>-</b> | <b>154,000</b> |

| PROJECT FUNDING      |             |               |                   |          |          |          |          |                |
|----------------------|-------------|---------------|-------------------|----------|----------|----------|----------|----------------|
| FUNDING TYPE         | Totals Thru | Estimated     | 5 Year Projection |          |          |          |          | Project        |
|                      | FY 13/14    | FY 14/15      | FY 15/16          | FY 16/17 | FY 17/18 | FY 18/19 | FY 19/20 | Total          |
| Cash/Transfers       | -           | 77,000        | 77,000            | -        | -        | -        | -        | 154,000        |
| Contributions/Grants | -           | -             | -                 | -        | -        | -        | -        | -              |
| Bond Issuance        | -           | -             | -                 | -        | -        | -        | -        | -              |
| UnFunded             | -           | -             | -                 | -        | -        | -        | -        | -              |
| Other                | -           | -             | -                 | -        | -        | -        | -        | -              |
| <b>FUNDING TOTAL</b> | <b>-</b>    | <b>77,000</b> | <b>77,000</b>     | <b>-</b> | <b>-</b> | <b>-</b> | <b>-</b> | <b>154,000</b> |

| IMPACT ON OPERATING BUDGET |             |           |                   |               |               |               |               |                |
|----------------------------|-------------|-----------|-------------------|---------------|---------------|---------------|---------------|----------------|
| IMPACT TYPE                | Totals Thru | Estimated | 5 Year Projection |               |               |               |               | TOTAL          |
|                            | FY 13/14    | FY 14/15  | FY 15/16          | FY 16/17      | FY 17/18      | FY 18/19      | FY 19/20      |                |
| Supplies                   | -           | -         | -                 | -             | -             | -             | -             | -              |
| Services                   | -           | -         | -                 | -             | -             | -             | -             | -              |
| Insurance                  | -           | -         | -                 | -             | -             | -             | -             | -              |
| Repair & Maintenance       | -           | -         | 12,600            | 25,200        | 25,956        | 26,735        | 27,537        | 118,027        |
| Rent & Utilities           | -           | -         | -                 | -             | -             | -             | -             | -              |
| Debt Service               | -           | -         | -                 | -             | -             | -             | -             | -              |
| <b>OPERATING IMPACT</b>    | <b>-</b>    | <b>-</b>  | <b>12,600</b>     | <b>25,200</b> | <b>25,956</b> | <b>26,735</b> | <b>27,537</b> | <b>118,027</b> |

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# SECTION 11

## CAPITAL PROJECT FUNDS

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A scroll of parchment is unrolled, showing the text 'Writing The Next Chapter' in a cursive font. A quill pen with green and brown feathers is resting on the scroll. The background is a gradient of blue and green.

*Writing  
The Next  
Chapter*

*Forging Westlake*

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**CAPITAL PROJECT FUNDS**  
**Combined Program Summary**  
**Fiscal Year 2015/2016**

**CAPITAL PROJECT FUND - WA EXPANSION FUND**

|                                                  | Actual<br>FY 13/14  | Adopted<br>Budget<br>FY 14/15 | Estimated<br>Budget<br>FY 14/15 | Adopted<br>Budget<br>FY 15/16 |
|--------------------------------------------------|---------------------|-------------------------------|---------------------------------|-------------------------------|
| <b>REVENUES &amp; OTHER SOURCES</b>              |                     |                               |                                 |                               |
| General Sales Tax On-going                       | \$ -                | \$ -                          | \$ -                            | \$ -                          |
| Property Tax                                     | -                   | -                             | -                               | -                             |
| Hotel Tax                                        | -                   | -                             | -                               | -                             |
| Charge for Services                              | -                   | -                             | -                               | -                             |
| Beverage Tax                                     | -                   | -                             | -                               | -                             |
| Franchise Fees                                   | -                   | -                             | -                               | -                             |
| Permits & Fees                                   | -                   | -                             | -                               | -                             |
| Fines & Forfeitures                              | -                   | -                             | -                               | -                             |
| Investment Earnings                              | 12,896              | 7,400                         | 4,728                           | 17,144                        |
| Contributions                                    | 80,473              | 320,000                       | 380,000                         | -                             |
| Misc Income                                      | 233,500             | -                             | -                               | -                             |
| <b>Total Revenues</b>                            | <b>326,869</b>      | <b>327,400</b>                | <b>384,728</b>                  | <b>17,144</b>                 |
| Transfers In                                     | 830,000             | 1,590,000                     | 1,614,328                       | 1,723,515                     |
| Other Sources                                    | 366,774             | 1,125,000                     | -                               | 8,456,145                     |
| <b>Total Other Sources</b>                       | <b>1,196,774</b>    | <b>2,715,000</b>              | <b>1,614,328</b>                | <b>10,179,660</b>             |
| <b>TOTAL REVENUES &amp; OTHER SOURCES</b>        | <b>1,523,643</b>    | <b>3,042,400</b>              | <b>1,999,056</b>                | <b>10,196,804</b>             |
| <b>EXPENDITURES &amp; OTHER USES</b>             |                     |                               |                                 |                               |
| Payroll Salaries                                 | -                   | -                             | -                               | -                             |
| Payroll Insurance                                | -                   | -                             | -                               | -                             |
| Payroll Taxes                                    | -                   | -                             | -                               | -                             |
| Payroll Retirement                               | -                   | -                             | -                               | -                             |
| <b>Total Payroll and Related</b>                 | <b>-</b>            | <b>-</b>                      | <b>-</b>                        | <b>-</b>                      |
| Supplies                                         | -                   | -                             | -                               | -                             |
| Services                                         | 116                 | -                             | -                               | -                             |
| Insurance                                        | -                   | -                             | -                               | -                             |
| Repair & Maintenance                             | -                   | -                             | -                               | -                             |
| Rent & Utilities                                 | -                   | -                             | -                               | -                             |
| Water Purchases                                  | -                   | -                             | -                               | -                             |
| Debt                                             | -                   | -                             | -                               | -                             |
| <b>Total Operations &amp; Maintenance</b>        | <b>116</b>          | <b>-</b>                      | <b>-</b>                        | <b>-</b>                      |
| <b>TOTAL OPERATING EXPENDITURES</b>              | <b>116</b>          | <b>-</b>                      | <b>-</b>                        | <b>-</b>                      |
| Capital Outlay                                   | -                   | -                             | -                               | -                             |
| Capital Projects                                 | 9,943,057           | 4,203,805                     | 1,562,786                       | 5,241,000                     |
| <b>Total Capital</b>                             | <b>9,943,057</b>    | <b>4,203,805</b>              | <b>1,562,786</b>                | <b>5,241,000</b>              |
| Transfers Out                                    | 200,000             | -                             | -                               | -                             |
| Other Uses                                       | -                   | -                             | -                               | -                             |
| <b>Total Other Uses</b>                          | <b>200,000</b>      | <b>-</b>                      | <b>-</b>                        | <b>-</b>                      |
| <b>TOTAL EXPENDITURES &amp; OTHER USES</b>       | <b>10,143,173</b>   | <b>4,203,805</b>              | <b>1,562,786</b>                | <b>5,241,000</b>              |
| <b>EXCESS REVENUES OVER(UNDER) EXPENDITURES</b>  | <b>(8,619,530)</b>  | <b>(1,161,405)</b>            | <b>436,270</b>                  | <b>4,955,804</b>              |
| <b>FUND BALANCE, BEGINNING</b>                   | <b>10,357,315</b>   | <b>1,737,785</b>              | <b>1,737,785</b>                | <b>2,174,055</b>              |
| <b>FUND BALANCE, ENDING</b>                      | <b>\$ 1,737,785</b> | <b>\$ 576,380</b>             | <b>\$ 2,174,055</b>             | <b>\$ 7,129,859</b>           |
| Restricted/Assigned/Committed Funds              | 1,737,785           | 576,380                       | 2,174,055                       | 7,129,859                     |
| <b>UNASSIGNED FUND BALANCE, ENDING</b>           | <b>\$ -</b>         | <b>\$ -</b>                   | <b>\$ -</b>                     | <b>\$ -</b>                   |
| <b>Restricted/Assigned/Committed Funds</b>       |                     |                               |                                 |                               |
| C Cash/CD's                                      | \$ 1,737,785        | \$ 576,380                    | \$ 2,174,055                    | \$ 7,129,859                  |
|                                                  |                     |                               |                                 |                               |
|                                                  |                     |                               |                                 |                               |
|                                                  |                     |                               |                                 |                               |
| <b>TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS</b> | <b>\$ 1,737,785</b> | <b>\$ 576,380</b>             | <b>\$ 2,174,055</b>             | <b>\$ 7,129,859</b>           |

**CAPITAL PROJECT FUNDS  
COMBINING REVENUES, EXPENDITURES AND FUND BALANCE  
FISCAL YEAR 2015/2016**

|                                                  | Capital<br>Projects | Academy<br>Expansion | TOTAL               |
|--------------------------------------------------|---------------------|----------------------|---------------------|
| <b>REVENUES AND OTHER SOURCES</b>                |                     |                      |                     |
| General Sales Tax                                | \$ -                | \$ -                 | \$ -                |
| Property Tax                                     | -                   | -                    | -                   |
| Beverage Tax                                     | -                   | -                    | -                   |
| Franchise Fees                                   | -                   | -                    | -                   |
| Permits/Fees                                     | -                   | -                    | -                   |
| Fines/Forfeits                                   | -                   | -                    | -                   |
| Interest                                         | 16,644              | 500                  | 17,144              |
| Misc Income                                      | -                   | -                    | -                   |
| Charge for Services                              | -                   | -                    | -                   |
| Contributions                                    | -                   | -                    | -                   |
| Hotel Tax                                        | -                   | -                    | -                   |
| <b>Total Revenues</b>                            | <b>16,644</b>       | <b>500</b>           | <b>17,144</b>       |
| Transfers In                                     | 1,273,515           | 450,000              | 1,723,515           |
| Other Sources                                    | 8,456,145           | -                    | 8,456,145           |
| <b>Total Other Sources</b>                       | <b>9,729,660</b>    | <b>450,000</b>       | <b>10,179,660</b>   |
| <b>TOTAL REVENUES AND OTHER SOURCES</b>          | <b>9,746,304</b>    | <b>450,500</b>       | <b>10,196,804</b>   |
| <b>EXPENDITURES AND OTHER USES</b>               |                     |                      |                     |
| Payroll Salaries                                 | -                   | -                    | -                   |
| Payroll Transfers                                | -                   | -                    | -                   |
| Insurance                                        | -                   | -                    | -                   |
| Taxes                                            | -                   | -                    | -                   |
| Retirement                                       | -                   | -                    | -                   |
| <b>Total Payroll &amp; Related</b>               | <b>-</b>            | <b>-</b>             | <b>-</b>            |
| Supplies                                         | -                   | -                    | -                   |
| Services                                         | -                   | -                    | -                   |
| Insurance                                        | -                   | -                    | -                   |
| Maintenance                                      | -                   | -                    | -                   |
| Rent & Utilities                                 | -                   | -                    | -                   |
| Interfund Advance                                | -                   | -                    | -                   |
| Debt                                             | -                   | -                    | -                   |
| Water Purchases                                  | -                   | -                    | -                   |
| <b>Total Operations &amp; Maintenance</b>        | <b>-</b>            | <b>-</b>             | <b>-</b>            |
| Capital Outlay                                   | -                   | -                    | -                   |
| Maintenance and Replacement Funds                | -                   | -                    | -                   |
| Capital Project Funds                            | 5,241,000           | -                    | 5,241,000           |
| <b>Total Capital</b>                             | <b>5,241,000</b>    | <b>-</b>             | <b>5,241,000</b>    |
| Transfers Out                                    | -                   | -                    | -                   |
| Other Uses                                       | -                   | -                    | -                   |
| <b>Total Other Uses</b>                          | <b>-</b>            | <b>-</b>             | <b>-</b>            |
| <b>TOTAL EXPENDITURES AND OTHER USES</b>         | <b>5,241,000</b>    | <b>-</b>             | <b>5,241,000</b>    |
| <b>EXCESS REVENUES OVER (UNDER) EXPENDITURES</b> | <b>4,505,304</b>    | <b>450,500</b>       | <b>4,955,804</b>    |
| <b>BEGINNING FUND BALANCE</b>                    | <b>1,733,939</b>    | <b>440,117</b>       | <b>2,174,055</b>    |
| <b>ENDING FUND BALANCE</b>                       | <b>\$ 6,239,243</b> | <b>\$ 890,617</b>    | <b>\$ 7,129,859</b> |

## Capital Project Funds Overview

### Summary of Policy Intended Outcome

- A. **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.
- B. **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.
- C. **Non-Recurring Revenues** - 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.
- D. **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.
- E. **Fund Balance Use** - Fund balance will only be used with Council approval and can be only be used for 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.
- F. **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.
- G. **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
- H. **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

## Capital Project Funds Overview

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.

### Capital Budget 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.
  
- F. **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

## Capital Project Funds Overview

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.

### 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.

### Conclusions

Capital Improvement Plans play an integral role in helping a municipality reach its stated strategic objectives. Equally important to the capital project development process are funding and economic considerations. Prudent financial stewardship should be based on cost minimization and long-range strategic capital preservation. While there are many methods for funding capital projects, consideration to who benefits from the project, the life of the capital asset and the affordability of the funding method are all important factors to consider.

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Fund 410

*Capital Project Fund*



# Capital Projects Fund Program Summary Fiscal Year 2015/2016

|                                                  | Actual<br>FY 13/14  | Adopted<br>Budget<br>FY 14/15 | Estimated<br>Budget<br>FY 14/15 | Adopted<br>Budget<br>FY 15/16 |
|--------------------------------------------------|---------------------|-------------------------------|---------------------------------|-------------------------------|
| <b>REVENUES &amp; OTHER SOURCES</b>              |                     |                               |                                 |                               |
| General Sales Tax                                | \$ -                | \$ -                          | \$ -                            | \$ -                          |
| Property Tax                                     | -                   | -                             | -                               | -                             |
| Hotel Tax                                        | -                   | -                             | -                               | -                             |
| Charges for Services                             | -                   | -                             | -                               | -                             |
| Beverage Tax                                     | -                   | -                             | -                               | -                             |
| Franchise Fees                                   | -                   | -                             | -                               | -                             |
| Permits & Fees                                   | -                   | -                             | -                               | -                             |
| Fines & Forfeitures                              | -                   | -                             | -                               | -                             |
| Investment Earnings                              | 3,544               | 7,400                         | 3,633                           | 16,644                        |
| Contributions                                    | -                   | 320,000                       | 380,000                         | -                             |
| Misc Income                                      | -                   | -                             | -                               | -                             |
| <b>Total Revenues</b>                            | <b>3,544</b>        | <b>327,400</b>                | <b>383,633</b>                  | <b>16,644</b>                 |
| Transfers In                                     | -                   | 1,150,000                     | 1,150,000                       | 1,273,515                     |
| Other Sources Bond Proceeds                      | -                   | 1,125,000                     | -                               | 8,456,145                     |
| <b>Total Other Sources</b>                       | <b>-</b>            | <b>2,275,000</b>              | <b>1,150,000</b>                | <b>9,729,660</b>              |
| <b>TOTAL REVENUES &amp; OTHER SOURCES</b>        | <b>3,544</b>        | <b>2,602,400</b>              | <b>1,533,633</b>                | <b>9,746,304</b>              |
| <b>EXPENDITURES &amp; OTHER USES</b>             |                     |                               |                                 |                               |
| Payroll Salaries                                 | -                   | -                             | -                               | -                             |
| Payroll Insurance                                | -                   | -                             | -                               | -                             |
| Payroll Taxes                                    | -                   | -                             | -                               | -                             |
| Payroll Retirement                               | -                   | -                             | -                               | -                             |
| Payroll Transfers                                | -                   | -                             | -                               | -                             |
| <b>Total Payroll and Related</b>                 | <b>-</b>            | <b>-</b>                      | <b>-</b>                        | <b>-</b>                      |
| Supplies                                         | -                   | -                             | -                               | -                             |
| Services                                         | -                   | -                             | -                               | -                             |
| Insurance                                        | -                   | -                             | -                               | -                             |
| Repair & Maintenance                             | -                   | -                             | -                               | -                             |
| Rent & Utilities                                 | -                   | -                             | -                               | -                             |
| Interfund Advances                               | -                   | -                             | -                               | -                             |
| Debt                                             | -                   | -                             | -                               | -                             |
| <b>Total Operations &amp; Maintenance</b>        | <b>-</b>            | <b>-</b>                      | <b>-</b>                        | <b>-</b>                      |
| <b>TOTAL OPERATING EXPENDITURES</b>              | <b>-</b>            | <b>-</b>                      | <b>-</b>                        | <b>-</b>                      |
| Capital Outlay                                   | -                   | -                             | -                               | -                             |
| Capital Projects                                 | 1,129,287           | 3,301,000                     | 1,112,786                       | 5,241,000                     |
| <b>Total Capital</b>                             | <b>1,129,287</b>    | <b>3,301,000</b>              | <b>1,112,786</b>                | <b>5,241,000</b>              |
| Transfer Out                                     | 200,000             | -                             | -                               | -                             |
| <b>Total Other Uses</b>                          | <b>200,000</b>      | <b>-</b>                      | <b>-</b>                        | <b>-</b>                      |
| <b>TOTAL EXPENDITURES &amp; OTHER USES</b>       | <b>1,329,287</b>    | <b>3,301,000</b>              | <b>1,112,786</b>                | <b>5,241,000</b>              |
| <b>EXCESS REVENUES OVER(UNDER) EXPENDITURES</b>  | <b>(1,325,744)</b>  | <b>(698,600)</b>              | <b>420,847</b>                  | <b>4,505,304</b>              |
| <b>FUND BALANCE, BEGINNING</b>                   | <b>2,638,835</b>    | <b>1,313,092</b>              | <b>1,313,092</b>                | <b>1,733,938</b>              |
| <b>FUND BALANCE, ENDING</b>                      | <b>1,313,092</b>    | <b>614,492</b>                | <b>1,733,939</b>                | <b>6,239,242</b>              |
| Restricted/Assigned/Committed Funds              | 1,313,092           | 614,492                       | 1,733,939                       | 6,239,242                     |
| <b>UNASSIGNED FUND BALANCE, ENDING</b>           | <b>\$ -</b>         | <b>\$ -</b>                   | <b>\$ -</b>                     | <b>\$ -</b>                   |
| <b>Restricted/Assigned/Committed Funds</b>       |                     |                               |                                 |                               |
| C Cash/CD's 410 10110 00                         | \$ 1,313,092        | \$ 614,492                    | \$ 1,733,939                    | \$ 6,239,242                  |
|                                                  |                     |                               |                                 |                               |
|                                                  |                     |                               |                                 |                               |
|                                                  |                     |                               |                                 |                               |
| <b>TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS</b> | <b>\$ 1,313,092</b> | <b>\$ 614,492</b>             | <b>\$ 1,733,939</b>             | <b>\$ 6,239,242</b>           |

## Capital Project Fund Overview

The Capital Projects Fund tracks major equipment, land, and infrastructure projects of \$25,000 or more financed with General Fund operating transfers, intergovernmental revenue, bond proceeds and Special Revenue Fund transfers. Project completion or procurement may extend across two or more fiscal years and reflect multiple expense 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.

For more detailed information about capital projects, see the "Capital Improvement Plan".

### Revenues and Other Sources

- FY 2015/16 projected revenues are \$9,746,304.
- This amount represents an increase of \$8,212,671 from FY 2014/15 estimated revenues of \$1,533,633. Increases are due to:
  - Anticipated bond proceeds of approximately \$8,456,145 for land and construction costs related to the fire station complex
  - Transfers in of \$1,273,515 for municipal building project

### Expenditures

- FY 2015/16 expenditures total \$5,241,000.

| Description                        | Amount              |
|------------------------------------|---------------------|
| East Dove Road R&D (VaQ-TB)        | \$ 366,000          |
| Municipal Building                 | 1,800,000           |
| Fire Station Complex               | 2,815,000           |
| FM1938 and Dove Road Signalization | 260,000             |
| <b>TOTAL</b>                       | <b>\$ 5,241,000</b> |

### Fund Balance

- FY 2015/16 ending fund balance is projected to be \$6,239,249.

# Capital Projects Fund

## 5 Year Projection

| Project No. | Description | Adopted  | Projection |          |          |          |
|-------------|-------------|----------|------------|----------|----------|----------|
|             |             | FY 15-16 | FY 16-17   | FY 17-18 | FY 18-19 | FY 19-20 |

| REVENUES AND OTHER SOURCES              |                                     |                     |                   |                   |                     |                   |
|-----------------------------------------|-------------------------------------|---------------------|-------------------|-------------------|---------------------|-------------------|
|                                         | Bond Proceeds (Road/Trail Projects) | -                   | -                 | -                 | 2,379,129           | -                 |
| 64                                      | Fire Station Complex                | 8,456,145           | -                 | -                 | -                   | -                 |
| 20                                      | Town Improvements                   | -                   | -                 | -                 | -                   | -                 |
|                                         | Interest Income                     | 16,644              | 2,310             | 2,166             | 4,560               | -                 |
|                                         | Transfer in from GF 100             | 673,515             | 659,610           | 301,995           | 201,330             | 201,330           |
|                                         | Transfer in from UF 500             | 600,000             | 316,667           | -                 | -                   | -                 |
| <b>TOTAL REVENUES AND OTHER SOURCES</b> |                                     | <b>\$ 9,746,304</b> | <b>\$ 978,587</b> | <b>\$ 304,161</b> | <b>\$ 2,585,019</b> | <b>\$ 201,330</b> |

| CAPITAL PROJECTS                     |                                          |                     |                     |                   |                     |                     |
|--------------------------------------|------------------------------------------|---------------------|---------------------|-------------------|---------------------|---------------------|
| 45                                   | Hillwood Misc Project Expense            | -                   | -                   | -                 | -                   | -                   |
| n/a                                  | Transfer out to WA Expansion             | -                   | -                   | -                 | -                   | -                   |
| 20                                   | FM 1938 Streetscape/Wayfinding           | -                   | -                   | -                 | -                   | -                   |
| 30                                   | SH 114/Hwy 170 Enhancements              | -                   | -                   | -                 | -                   | -                   |
| 31                                   | Stagecoach Hills Street Recon & Drainage | -                   | -                   | -                 | -                   | -                   |
| 34                                   | S. Roanoke Road Recon & Drainage         | -                   | 453,000             | -                 | -                   | -                   |
| 40                                   | Sam School Road Recon & Drainage         | -                   | -                   | 281,960           | -                   | -                   |
| 41                                   | E. Dove Road Recon & Drainage (Vaq - TB) | 366,000             | -                   | -                 | 343,857             | 56,228              |
| 47                                   | Hwy 377 Westport Parkway Signal          | -                   | -                   | -                 | -                   | -                   |
| 50                                   | Glenwyck Farms Park Improvemen           | -                   | -                   | -                 | -                   | -                   |
| 52                                   | Trail - Westlake Academy to Cemetery     | -                   | -                   | -                 | -                   | 300,949             |
| 53                                   | Trail - Dove/Pearson/Aspen               | -                   | -                   | -                 | 290,016             | -                   |
| 55                                   | Outdoor Warning System                   | -                   | -                   | -                 | -                   | -                   |
| 58                                   | Ottinger Road Recon/Drainage             | -                   | -                   | -                 | -                   | 983,954             |
| 60                                   | Pearson Lane Recon/Drainage              | -                   | -                   | -                 | 404,125             | -                   |
| 62                                   | Water Line & Well Improvements           | -                   | -                   | -                 | -                   | -                   |
| 63                                   | Municipal Building                       | 1,800,000           | 950,000             | -                 | -                   | -                   |
| 64                                   | Fire Station Complex                     | 2,815,000           | 5,200,000           | 421,145           | -                   | -                   |
| 65                                   | Maintenance & Storage Facility           | -                   | 40,000              | -                 | -                   | -                   |
| <b>TOTAL CAPITAL PROJECT EXPENSE</b> |                                          | <b>\$ 4,981,000</b> | <b>\$ 6,643,000</b> | <b>\$ 703,105</b> | <b>\$ 1,037,998</b> | <b>\$ 1,341,131</b> |

|            |                     |                       |                     |                     |                       |
|------------|---------------------|-----------------------|---------------------|---------------------|-----------------------|
| <b>NET</b> | <b>\$ 4,765,304</b> | <b>\$ (5,664,413)</b> | <b>\$ (398,944)</b> | <b>\$ 1,547,021</b> | <b>\$ (1,139,801)</b> |
|------------|---------------------|-----------------------|---------------------|---------------------|-----------------------|

|                               |                     |                     |                   |                   |                     |
|-------------------------------|---------------------|---------------------|-------------------|-------------------|---------------------|
| <b>Fund Balance Beginning</b> | <b>\$ 1,733,939</b> | <b>\$ 6,499,243</b> | <b>\$ 834,830</b> | <b>\$ 435,886</b> | <b>\$ 1,982,907</b> |
|-------------------------------|---------------------|---------------------|-------------------|-------------------|---------------------|

|                            |                     |                   |                   |                     |                   |
|----------------------------|---------------------|-------------------|-------------------|---------------------|-------------------|
| <b>Fund Balance Ending</b> | <b>\$ 6,499,243</b> | <b>\$ 834,830</b> | <b>\$ 435,886</b> | <b>\$ 1,982,907</b> | <b>\$ 843,106</b> |
|----------------------------|---------------------|-------------------|-------------------|---------------------|-------------------|

# FUNDED CAPITAL IMPROVEMENT

## *Dove Road Reconstruction and Drainage (Vaquero to Terra Bella)*

### Project Description:

The project will provide stabilization of road subgrade and 6" of asphalt to approximately 6,500 LF of Dove Road and replace/improve culverts and ditches, consistent with 2011 Graham Pavement Evaluation Study. Staff is working with the Southlake developer to include a portion of this project when the Southlake portion is realigned and reconstructed in 2015/2016.



| PROJECT EXPENSE           |             |           |                   |          |          |                |               |                |
|---------------------------|-------------|-----------|-------------------|----------|----------|----------------|---------------|----------------|
| EXPENDITURE TYPE          | Totals Thru | Estimated | 5 Year Projection |          |          |                |               | Project        |
|                           | FY 13/14    | FY 14/15  | FY 15/16          | FY 16/17 | FY 17/18 | FY 18/19       | FY 19/20      | Total          |
| Engineering               | -           | -         | 100,000           | -        | -        | 114,639        | -             | 214,639        |
| Construction              | -           | -         | 266,000           | -        | -        | 229,218        | 56,228        | 551,446        |
| Design                    | -           | -         | -                 | -        | -        | -              | -             | -              |
| Contingency               | -           | -         | -                 | -        | -        | -              | -             | -              |
| Other                     | -           | -         | -                 | -        | -        | -              | -             | -              |
|                           | -           | -         | -                 | -        | -        | -              | -             | -              |
|                           | -           | -         | -                 | -        | -        | -              | -             | -              |
| <b>EXPENDITURES TOTAL</b> | -           | -         | <b>366,000</b>    | -        | -        | <b>343,857</b> | <b>56,228</b> | <b>766,085</b> |

| PROJECT FUNDING      |             |           |                   |          |          |                |               |                |
|----------------------|-------------|-----------|-------------------|----------|----------|----------------|---------------|----------------|
| FUNDING TYPE         | Totals Thru | Estimated | 5 Year Projection |          |          |                |               | Project        |
|                      | FY 13/14    | FY 14/15  | FY 15/16          | FY 16/17 | FY 17/18 | FY 18/19       | FY 19/20      | Total          |
| Cash/Transfers       | -           | -         | 366,000           | -        | -        | -              | -             | 366,000        |
| Contributions/Grants | -           | -         | -                 | -        | -        | -              | -             | -              |
| Bonds 2017/18 CO     | -           | -         | -                 | -        | -        | 343,857        | -             | 343,857        |
| Unfunded             | -           | -         | -                 | -        | -        | -              | 56,228        | 56,228         |
| Other                | -           | -         | -                 | -        | -        | -              | -             | -              |
| <b>FUNDING TOTAL</b> | -           | -         | <b>366,000</b>    | -        | -        | <b>343,857</b> | <b>56,228</b> | <b>766,085</b> |

| IMPACT ON OPERATING BUDGET |             |           |                   |          |          |               |               |               |
|----------------------------|-------------|-----------|-------------------|----------|----------|---------------|---------------|---------------|
| IMPACT TYPE                | Totals Thru | Estimated | 5 Year Projection |          |          |               |               | TOTAL         |
|                            | FY 13/14    | FY 14/15  | FY 15/16          | FY 16/17 | FY 17/18 | FY 18/19      | FY 19/20      |               |
| Supplies                   | -           | -         | -                 | -        | -        | -             | -             | -             |
| Services                   | -           | -         | -                 | -        | -        | -             | -             | -             |
| Insurance                  | -           | -         | -                 | -        | -        | -             | -             | -             |
| Repair & Maintenance       | -           | -         | -                 | -        | -        | -             | -             | -             |
| Rent & Utilities           | -           | -         | -                 | -        | -        | -             | -             | -             |
| Debt Service               | -           | -         | -                 | -        | -        | 39,306        | 39,306        | 78,612        |
| <b>OPERATING IMPACT</b>    | -           | -         | -                 | -        | -        | <b>39,306</b> | <b>39,306</b> | <b>78,612</b> |

# FUNDED CAPITAL IMPROVEMENT

## Fire Station Complex

### Project Description:

This project will provide a fire station, which includes four (4) bays, sleeping areas for staff members, meeting room, kitchen/food preparation, storage and offices for administration. The station is estimated to be 22K square feet of usable space and would also include the Town's Emergency Operations Center (EOC) with a back-up generator for sustainability. The project includes the acquisition of land and foundation upgrades; however, it does not include any apparatus or a training facility.



### PROJECT EXPENSE

| EXPENDITURE TYPE            | Totals Thru | Estimated     | 5 Year Projection |                  |                |          |          | Project Total    |
|-----------------------------|-------------|---------------|-------------------|------------------|----------------|----------|----------|------------------|
|                             | FY 13/14    | FY 14/15      | FY 15/16          | FY 16/17         | FY 17/18       | FY 18/19 | FY 19/20 |                  |
| Consultant/Engineering      | -           | 20,000        | 40,000            | 30,000           | 3,600          |          | -        | 93,600           |
| Construction inc. inflation | -           | -             | 1,000,000         | 4,000,000        | 317,545        |          | -        | 5,317,545        |
| Design                      | -           | -             | 200,000           | 232,500          | 100,000        |          | -        | 532,500          |
| FF&E                        | -           | -             | -                 | 275,000          | -              | -        | -        | 275,000          |
| IT/Security                 | -           | -             | -                 | 212,500          | -              | -        | -        | 212,500          |
| Contingency                 | -           | -             | -                 | 150,000          | -              | -        | -        | 150,000          |
| Other (Foundation)          | -           | -             | -                 | 300,000          | -              | -        | -        | 300,000          |
| Land (3.5 acre@ \$450K)     | -           | -             | 1,575,000         | -                | -              | -        | -        | 1,575,000        |
| <b>EXPENDITURES TOTAL</b>   | <b>-</b>    | <b>20,000</b> | <b>2,815,000</b>  | <b>5,200,000</b> | <b>421,145</b> | <b>-</b> | <b>-</b> | <b>8,456,145</b> |

### PROJECT FUNDING

| FUNDING TYPE         | Totals Thru | Estimated     | 5 Year Projection |                  |                |          |          | Project Total    |
|----------------------|-------------|---------------|-------------------|------------------|----------------|----------|----------|------------------|
|                      | FY 13/14    | FY 14/15      | FY 15/16          | FY 16/17         | FY 17/18       | FY 18/19 | FY 19/20 |                  |
| Cash/Transfers       | -           | -             | -                 | -                | -              | -        | -        | -                |
| Contributions        | -           | -             | -                 | -                | -              | -        | -        | -                |
| Bonds 2015/16 CO     | -           | 20,000        | 2,815,000         | 5,200,000        | 421,145        | -        | -        | 8,456,145        |
|                      | -           | -             | -                 | -                | -              | -        | -        | -                |
|                      | -           | -             | -                 | -                | -              | -        | -        | -                |
| <b>FUNDING TOTAL</b> | <b>-</b>    | <b>20,000</b> | <b>2,815,000</b>  | <b>5,200,000</b> | <b>421,145</b> | <b>-</b> | <b>-</b> | <b>8,456,145</b> |

### IMPACT ON OPERATING BUDGET

| IMPACT TYPE             | Totals Thru | Estimated | 5 Year Projection |                |                |                |                | TOTAL            |
|-------------------------|-------------|-----------|-------------------|----------------|----------------|----------------|----------------|------------------|
|                         | FY 13/14    | FY 14/15  | FY 15/16          | FY 16/17       | FY 17/18       | FY 18/19       | FY 19/20       |                  |
| Services                | -           | -         | -                 |                | 5,000          | 5,150          | 5,305          | 15,455           |
| Insurance               | -           | -         | -                 |                | 4,750          | 4,893          | 5,039          | 14,682           |
| Repair & Maintenance    | -           | -         | -                 |                | 50,000         | 20,000         | 15,000         | 85,000           |
| Rent & Utilities        | -           | -         | -                 |                | 62,700         | 64,581         | 66,518         | 193,799          |
| Debt Service            | -           | -         | -                 | 507,369        | 507,369        | 507,369        | 507,369        | 2,029,476        |
| <b>OPERATING IMPACT</b> | <b>-</b>    | <b>-</b>  | <b>-</b>          | <b>507,369</b> | <b>629,819</b> | <b>601,993</b> | <b>599,231</b> | <b>2,338,412</b> |

# FUNDED CAPITAL IMPROVEMENT

## Municipal Building

### Project Description:

Currently this facility is proposed to be a 20,000 – 30,000 square foot municipal building that will be privately owned and leased to the Town with defined points in time when the Town can purchase the building. Staff believes it will become a catalyst for Entrada and anchor the Town's identity. The cost to the Town of approximately \$2.75M will not impact the tax rate. A site for the building has already been given to the Town by the developer of Entrada.



### PROJECT EXPENSE

| EXPENDITURE TYPE              | Totals Thru | Estimated | 5 Year Projection |                  |                  |          |          | Project Total    |
|-------------------------------|-------------|-----------|-------------------|------------------|------------------|----------|----------|------------------|
|                               | FY 13/14    | FY 14/15  | FY 15/16          | FY 16/17         | FY 17/18         | FY 18/19 | FY 19/20 |                  |
| Engineering                   | -           | -         | 100,000           | 330,000          | -                | -        | -        | 430,000          |
| Construction ( 10% inflation) | -           | -         | -                 | 4,767,710        | 1,000,000        | -        | -        | 5,767,710        |
| Design                        | -           | -         | 200,000           | 250,000          | 100,000          | -        | -        | 550,000          |
| FF&E                          | -           | -         | -                 | 400,000          | -                | -        | -        | 400,000          |
| IT/Security                   | -           | -         | -                 | 300,000          | -                | -        | -        | 300,000          |
| Contingency                   | -           | -         | -                 | 250,000          | -                | -        | -        | 250,000          |
| Other (Foundation)            | -           | -         | -                 | 300,000          | -                | -        | -        | 300,000          |
| Other Admin cost              | -           | -         | 50,000            | 75,000           | -                | -        | -        | 125,000          |
| <b>EXPENDITURES TOTAL</b>     | -           | -         | <b>350,000</b>    | <b>6,672,710</b> | <b>1,100,000</b> | -        | -        | <b>8,122,710</b> |

### PROJECT FUNDING

| FUNDING TYPE                 | Totals Thru | Estimated | 5 Year Projection |                  |                  |          |          | Project Total    |
|------------------------------|-------------|-----------|-------------------|------------------|------------------|----------|----------|------------------|
|                              | FY 13/14    | FY 14/15  | FY 15/16          | FY 16/17         | FY 17/18         | FY 18/19 | FY 19/20 |                  |
| Cash/Transfers (Town)        | -           | -         | 1,800,000         | 950,000          | -                | -        | -        | 2,750,000        |
| Contribution (Private Party) | -           | -         | 250,000           | 4,022,710        | 1,100,000        | -        | -        | 5,372,710        |
| Other                        | -           | -         | -                 | -                | -                | -        | -        | -                |
|                              | -           | -         | -                 | -                | -                | -        | -        | -                |
|                              | -           | -         | -                 | -                | -                | -        | -        | -                |
| <b>FUNDING TOTAL</b>         | -           | -         | <b>2,050,000</b>  | <b>4,972,710</b> | <b>1,100,000</b> | -        | -        | <b>8,122,710</b> |

### IMPACT ON OPERATING BUDGET

| IMPACT TYPE             | Totals Thru | Estimated | 5 Year Projection |          |                |                |                | TOTAL          |
|-------------------------|-------------|-----------|-------------------|----------|----------------|----------------|----------------|----------------|
|                         | FY 13/14    | FY 14/15  | FY 15/16          | FY 16/17 | FY 17/18       | FY 18/19       | FY 19/20       |                |
| Supplies                | -           | -         | -                 | -        | 25,000         | 10,000         | 10,300         | 45,300         |
| Services                | -           | -         | -                 | -        | 15,000         | 15,450         | 15,914         | 46,364         |
| Insurance               | -           | -         | -                 | -        | 5,000          | 5,150          | 5,305          | 15,455         |
| Repair & Maintenance    | -           | -         | -                 | -        | 30,000         | 30,900         | 31,827         | 92,727         |
| Utilities (\$3/sq ft)   | -           | -         | -                 | -        | 60,000         | 61,800         | 63,654         | 185,454        |
| Debt Service            | -           | -         | -                 | -        | -              | -              | -              | -              |
| <b>OPERATING IMPACT</b> | -           | -         | -                 | -        | <b>135,000</b> | <b>123,300</b> | <b>126,999</b> | <b>385,299</b> |

# FUNDED CAPITAL IMPROVEMENT

## FM 1938/Dove Road Signalization

### Project Description:

This project will provide for the signalization of the FM 1938 and Dove Road intersection consistent with the enhancements at SH 114. The need to signalize is being caused by the proposed signalization of FM 1938 and Solana Blvd/Capital Pkwy that is currently included with the Entrada development improvements. The installation of a proposed traffic signal at FM 1938 and Solana Blvd/Capital Pkwy. in connection with the Granada and Entrada developments intersection would increase traffic congestion and safety at the FM 1938 and Dove Road intersection. While FM 1938 is a TxDOT roadway, the cost to signalize will be the responsibility of the Town. Staff will continue to pursue TxDOT funding for signalization of this intersection.



| PROJECT EXPENSE           |             |           |                   |          |          |          |          |                |
|---------------------------|-------------|-----------|-------------------|----------|----------|----------|----------|----------------|
| EXPENDITURE TYPE          | Totals Thru | Estimated | 5 Year Projection |          |          |          |          | Project Total  |
|                           | FY 13/14    | FY 14/15  | FY 15/16          | FY 16/17 | FY 17/18 | FY 18/19 | FY 19/20 |                |
| Engineering               | -           | -         | -                 | -        | -        | -        | -        | -              |
| Construction              | -           | -         | 260,000           | -        | -        | -        | -        | 260,000        |
| Design                    | -           | -         | -                 | -        | -        | -        | -        | -              |
| Contingency               | -           | -         | -                 | -        | -        | -        | -        | -              |
| Other                     | -           | -         | -                 | -        | -        | -        | -        | -              |
|                           | -           | -         | -                 | -        | -        | -        | -        | -              |
|                           | -           | -         | -                 | -        | -        | -        | -        | -              |
|                           | -           | -         | -                 | -        | -        | -        | -        | -              |
| <b>EXPENDITURES TOTAL</b> | -           | -         | <b>260,000</b>    | -        | -        | -        | -        | <b>260,000</b> |

| PROJECT FUNDING        |             |           |                   |          |          |          |          |                |
|------------------------|-------------|-----------|-------------------|----------|----------|----------|----------|----------------|
| FUNDING TYPE           | Totals Thru | Estimated | 5 Year Projection |          |          |          |          | Project Total  |
|                        | FY 13/14    | FY 14/15  | FY 15/16          | FY 16/17 | FY 17/18 | FY 18/19 | FY 19/20 |                |
| Cash/Transfers         | -           | -         | 260,000           | -        | -        | -        | -        | 260,000        |
| Contributions/Grants   | -           | -         | -                 | -        | -        | -        | -        | -              |
| Bonds 2011 CO \$2.095M | -           | -         | -                 | -        | -        | -        | -        | -              |
| Unfunded               | -           | -         | -                 | -        | -        | -        | -        | -              |
| Other                  | -           | -         | -                 | -        | -        | -        | -        | -              |
| <b>FUNDING TOTAL</b>   | -           | -         | <b>260,000</b>    | -        | -        | -        | -        | <b>260,000</b> |

| IMPACT ON OPERATING BUDGET |             |           |                   |          |          |          |          |       |
|----------------------------|-------------|-----------|-------------------|----------|----------|----------|----------|-------|
| IMPACT TYPE                | Totals Thru | Estimated | 5 Year Projection |          |          |          |          | TOTAL |
|                            | FY 13/14    | FY 14/15  | FY 15/16          | FY 16/17 | FY 17/18 | FY 18/19 | FY 19/20 |       |
| Supplies                   | -           | -         | -                 | -        | -        | -        | -        | -     |
| Services                   | -           | -         | -                 | -        | -        | -        | -        | -     |
| Insurance                  | -           | -         | -                 | -        | -        | -        | -        | -     |
| Repair & Maintenance       | -           | -         | -                 | -        | -        | -        | -        | -     |
| Rent & Utilities           | -           | -         | -                 | -        | -        | -        | -        | -     |
| Debt Service               | -           | -         | -                 | -        | -        | -        | -        | -     |
| <b>OPERATING IMPACT</b>    | -           | -         | -                 | -        | -        | -        | -        | -     |

Fund 412

*Westlake Academy*

*Expansion Fund*



# Westlake Academy Expansion Fund Program Summary Fiscal Year 2015/2016

|                                                  | Actual<br>FY 13/14 | Adopted<br>Budget<br>FY 14/15 | Estimated<br>Budget<br>FY 14/15 | Adopted<br>Budget<br>FY 15/16 |
|--------------------------------------------------|--------------------|-------------------------------|---------------------------------|-------------------------------|
| <b>REVENUES &amp; OTHER SOURCES</b>              |                    |                               |                                 |                               |
| General Sales Tax                                | \$ -               | \$ -                          | \$ -                            | \$ -                          |
| Property Tax                                     | -                  | -                             | -                               | -                             |
| Charges for Services                             | -                  | -                             | -                               | -                             |
| Beverage Tax                                     | -                  | -                             | -                               | -                             |
| Franchise Fees                                   | -                  | -                             | -                               | -                             |
| Permits & Fees                                   | -                  | -                             | -                               | -                             |
| Fines & Forfeitures                              | -                  | -                             | -                               | -                             |
| Investment Earnings                              | 9,353              | -                             | 1,095                           | 500                           |
| Contributions                                    | 80,473             | -                             | -                               | -                             |
| Misc Income                                      | 233,500            | -                             | -                               | -                             |
| <b>Total Revenues</b>                            | <b>323,325</b>     | <b>-</b>                      | <b>1,095</b>                    | <b>500</b>                    |
| Transfers In                                     | 830,000            | 440,000                       | 464,328                         | 450,000                       |
| Other Sources Bond Proceeds                      | 366,774            | -                             | -                               | -                             |
| <b>Total Other Sources</b>                       | <b>1,196,774</b>   | <b>440,000</b>                | <b>464,328</b>                  | <b>450,000</b>                |
| <b>TOTAL REVENUES &amp; OTHER SOURCES</b>        | <b>1,520,099</b>   | <b>440,000</b>                | <b>465,423</b>                  | <b>450,500</b>                |
| <b>EXPENDITURES &amp; OTHER USES</b>             |                    |                               |                                 |                               |
| Payroll Salaries                                 | -                  | -                             | -                               | -                             |
| Payroll Insurance                                | -                  | -                             | -                               | -                             |
| Payroll Taxes                                    | -                  | -                             | -                               | -                             |
| Payroll Retirement                               | -                  | -                             | -                               | -                             |
| Payroll Transfers                                | -                  | -                             | -                               | -                             |
| <b>Total Payroll and Related</b>                 | <b>-</b>           | <b>-</b>                      | <b>-</b>                        | <b>-</b>                      |
| Supplies                                         | -                  | -                             | -                               | -                             |
| Services                                         | 116                | -                             | -                               | -                             |
| Insurance                                        | -                  | -                             | -                               | -                             |
| Repair & Maintenance                             | -                  | -                             | -                               | -                             |
| Rent & Utilities                                 | -                  | -                             | -                               | -                             |
| Interfund Advances                               | -                  | -                             | -                               | -                             |
| Debt                                             | -                  | -                             | -                               | -                             |
| <b>Total Operations &amp; Maintenance</b>        | <b>116</b>         | <b>-</b>                      | <b>-</b>                        | <b>-</b>                      |
| <b>TOTAL OPERATING EXPENDITURES</b>              | <b>116</b>         | <b>-</b>                      | <b>-</b>                        | <b>-</b>                      |
| Capital Outlay                                   | -                  | -                             | -                               | -                             |
| Capital Projects                                 | 8,813,770          | 902,805                       | 450,000                         | -                             |
| <b>Total Capital</b>                             | <b>8,813,770</b>   | <b>902,805</b>                | <b>450,000</b>                  | <b>-</b>                      |
| Transfer Out                                     | -                  | -                             | -                               | -                             |
| <b>Total Other Uses</b>                          | <b>-</b>           | <b>-</b>                      | <b>-</b>                        | <b>-</b>                      |
| <b>TOTAL EXPENDITURES &amp; OTHER USES</b>       | <b>8,813,885</b>   | <b>902,805</b>                | <b>450,000</b>                  | <b>-</b>                      |
| <b>EXCESS REVENUES OVER(UNDER) EXPENDITURES</b>  | <b>(7,293,786)</b> | <b>(462,805)</b>              | <b>15,423</b>                   | <b>450,500</b>                |
| <b>FUND BALANCE, BEGINNING</b>                   | <b>7,718,480</b>   | <b>424,694</b>                | <b>424,694</b>                  | <b>440,117</b>                |
| <b>FUND BALANCE, ENDING</b>                      | <b>424,694</b>     | <b>(38,111)</b>               | <b>440,117</b>                  | <b>890,617</b>                |
| Restricted/Assigned/Committed Funds              | 424,694            | (38,111)                      | 440,117                         | 890,617                       |
| <b>UNASSIGNED FUND BALANCE, ENDING</b>           | <b>\$ -</b>        | <b>\$ -</b>                   | <b>\$ -</b>                     | <b>\$ -</b>                   |
| <b>Restricted/Assigned/Committed Funds</b>       |                    |                               |                                 |                               |
| C Cash/CD's 410 10110 00 000                     | \$ 424,694         | \$ -                          | \$ 440,117                      | \$ 890,617                    |
|                                                  |                    |                               |                                 |                               |
|                                                  |                    |                               |                                 |                               |
|                                                  |                    |                               |                                 |                               |
|                                                  |                    |                               |                                 |                               |
| <b>TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS</b> | <b>424,694</b>     | <b>-</b>                      | <b>440,117</b>                  | <b>890,617</b>                |

## Westlake Academy Expansion Overview

The Westlake Academy Expansion Fund tracks and accumulates resources intended to finance future Academy expansions.

In FY 2012/13, approximately 8.5 million dollars of bond proceeds were used to fund construction of three new buildings at Westlake Academy with the final expenditures continuing into FY 13/14:

- Cafetorium – includes stage, dressing area, storage and catering kitchen for dining and general purposes; approximately 9,600 sf.
- Three story Secondary School - includes 15 classrooms, flex and office space; designed to allow for future addition if needed; approximately 18,900 sf.
- Field-house - houses locker rooms used for both athletics and PE, including a visiting team locker room; storage for equipment; offices and space to be used for the PE program; approximately 9,600 sf.

In February of 2013, an Economic Development Agreement was executed between the Town and Maguire Partners-Solana Land, L.P. that requires the developer to pay \$10,000 for each residential lot associated with the Granada subdivision. In FY 14/15 the Town received \$410,000 associated with the completion and acceptance of Granada Phase I infrastructure. The Town is anticipating 45 lots will be final platted during FY 15/16 as part of Phase II infrastructure completion, adding an additional \$450,000 in revenues to the WAE Fund. Note that payments are recorded in the Economic Development Fund and transferred to the WAE Fund.

### Revenues and Transfers In

- FY15/16 projected revenues are \$450,500, including:
  - Transfers in from the Economic Development Fund totaling \$450,000
  - \$500 from WAE Fund investment earnings

### Expenditures

- There are no projected expenditures for FY 15/16.

### Fund Balance

- FY 15/16 ending fund balance is projected to be \$890,617.

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# SECTION 12

## BUDGETARY POLICIES

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*Writing  
The Next  
Chapter*



*Forging Westlake*

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## **I. STATEMENT OF PURPOSE**

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

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

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

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

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

## **II. SUMMARY OF POLICY INTENDED OUTCOMES**

This policy framework mandates pursuit of the following fiscal objectives:

- A. **Operating Budget:** Prepare, conservatively estimate revenues, present, and adopt the Town's annual operating plan.
- B. **Revenues Management:** Design, maintain, and administer a revenue system that will assure a reliable, equitable, diversified, and sufficient revenue stream to support desired Town services.
- C. **Expenditure Control:** Identify priority services, establish appropriate service levels, and administer the expenditure of available resources to assure fiscal stability and the effective and efficient delivery of services.
- D. **Fund Balance/Retained Earnings:** Maintain the fund balance and retained earnings of the various operating funds at levels sufficient to protect the Town's credit worthiness as well as its financial position from emergencies.

*Section 12 Fiscal & Budgetary Policies*  
***Municipal Fiscal & Budgetary Policies***

- 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.

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- 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.

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

## **V. EXPENDITURE CONTROL**

- A. **Appropriations** – The point of budgetary control is at the department level in the General Fund and at the fund level in all other funds. When budget adjustments among Departments and/or funds are necessary, they must be approved by the Town Council.
- B. **Current Funding Basis** - The Town shall operate on a current funding basis. Expenditures shall be budgeted and controlled so as not to exceed current revenues plus the planned use of fund balance accumulated through prior year savings. (The use of fund balance shall be guided by the Fund Balance/Retained Earnings Policy Statements.)
- C. **Avoidance of Operating Deficits** - The Town shall take immediate corrective actions if at any time during the fiscal year expenditure and revenue re-estimates are such that an operating deficit (i.e., projected expenditures in excess of projected revenues) is projected at year-end. Corrective actions can include a hiring freeze, expenditure reductions, fee increases, or use of fund balance within the Fund.
- D. **Balance/Retained Earnings Policy** - Expenditure deferrals into the following fiscal year, short-term loans, or use of one-time revenue sources shall be avoided to balance the budget.
- E. **Maintenance of Capital Assets** - Within the resources available each fiscal year, the Town shall maintain capital assets and infrastructure at a sufficient level to protect the Town's investment, to minimize future replacement and maintenance costs, and to continue service levels.
- F. **Periodic Program Reviews** - The Town Manager shall undertake periodic staff and third-party reviews of Town programs for both efficiency and effectiveness. Privatization and contracting with other governmental agencies will be evaluated as alternative approaches to service delivery. Programs which are determined to be inefficient and/or ineffective shall be reduced in scope or eliminated.
- G. **Salary** - The Town shall strive to maintain competitive salary levels for municipal employees. A salary survey will be conducted through a sampling of surrounding and comparable municipal organizations to create a comparison. The Town will strive to maintain salary levels within three percent (3%) of the median of surveyed benchmark municipalities.
- H. **Purchasing** - The Town shall make every effort to maximize any discounts offered by creditors/vendors. Staff shall also use competitive bidding in accordance to State law, as well as intergovernmental partnerships and purchasing cooperatives to attain the best possible price on goods and services.

- I. **Prompt Payment** - All invoices will be paid within 30 days of receipt in accordance with the prompt payment requirements of State law.

## **VI. FUND BALANCE/RETAINED EARNINGS**

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

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

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

## **VII. DEBT MANAGEMENT**

- A. **Debt Issuance Analysis** - All consideration of debt issuance for major capital assets will be prepared within the framework of a Council approved multi-year capital improvement plan and forecast for all Town facilities and infrastructure.
- B. **Analysis of Debt Issuance and Debt Issuance Alternatives** - Staff will explore alternatives to the issuance of debt for capital acquisitions and construction projects.

These alternatives will include, but not be limited to,

- grants- in- aid

- use of reserves
  - use of either current on-going general revenues or one-time revenues
  - contributions from developers and others
  - leases
  - user fees
  - impact fees
- C. **Use of Debt Financing** - The useful life of the asset or project shall, at a minimum, exceed the payout schedule of any debt the Town assumes. Debt financing instruments to be considered by the Town may include:
- General obligation bonds - These must be authorized by a vote of the citizens of Westlake.
  - Revenue bonds - These bonds generate capital requirements necessary for continuation or expansion of a service which produces revenue and for which the asset may reasonable be expected to provide for a revenue stream to fund the debt service requirement.
  - Certificates of obligation - These can be authorized by Council approval with debt service by either general revenues or backed by a specific revenue stream or a combination of both.
  - Lease/purchase agreements - These shall only be used to purchase capital assets that cannot be financed from either current revenues or fund balance/retained earnings and to fund infrastructure improvements and additions.
- D. **Assumption of Additional Debt** - The Town shall not assume more tax-supported general purpose debt than it retires each year without first conducting an objective analysis as to the community's ability to assume and support additional debt service payments.
- E. **Affordability Targets** - The Town shall use an objective multi-year analytical approach to determine whether it can afford to assume new general purpose debt beyond what it retires each year. This process shall compare generally accepted standards of affordability to the current values for the Town. The process shall also examine the direct costs and benefits of the proposed expenditures. The decision on whether or not to assume new debt shall be based on these costs and benefits and on the Town's ability to "afford" new debt as determined by the aforementioned standards. The Town shall strive to achieve and/or maintain these standards at a low to moderate classification.
- F. **Debt Structure** - The Town shall structure its debt payment schedules for general purpose debt to ensure level principal repayment schedules. The Town shall not assume any debt with "balloon" repayment schedules which consist of low annual payments and one large payment of the balance due at the end of the term. While balloon payment structures minimize the size of debt payments during the period, they force a large funding requirement on the budget of the final year. Given the uncertainties of the future, level payment schedules improve budget planning and financial management.

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- 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

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- other collection offices as appropriate. Periodic review of cash flow position will be performed to determine performance of cash management and conformance to investment policies. The underlying theme will be that idle cash will be invested with the intent to (1) safeguard assets, (2) maintain liquidity, and (3) maximize return.
- C. **Fixed Assets and Inventory** - Such assets will be reasonably safeguarded and properly accounted for and prudently insured. The fixed asset inventory will be updated regularly.
- D. **Capitalization Criteria** – For purposes of budgeting and accounting classification, the following criteria must be capitalized:
- The asset is owned by the Town of Westlake
  - The expected useful life of the asset must be longer than one year, or extend the life on an identifiable existing asset by more than one year
  - The original cost of the asset must be at least \$5,000
  - The asset must be tangible
  - On-going repairs and general maintenance are not capitalized
  - New Purchases – All costs associated with bringing the asset into working order will be capitalized as part of the asset cost. This includes start- up costs, engineering or consultant type fees as part of the asset cost once the decision or commitment to purchase the asset is made. The cost of land acquired should include all related costs associated with its purchase
  - Improvements and Replacement – Improvement will be capitalized when they extend the original life of an asset or when they make the asset more valuable than it was originally. The replacement of assets components will normally be expenses unless they are a significant nature and meet all the capitalization criteria.
- E. **Computer System/Data Security** – The Town shall provide security of its computer/network system and data files through physical and logical security systems that will include, but are not limited to: network user authentications, firewalls, content filtering, spam/virus protection, and redundant data backup.

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# SECTION 13

# INVESTMENT POLICIES

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A scroll of parchment is unrolled, showing the text 'Writing The Next Chapter' in a cursive font. A quill pen with a peacock feather is resting on the scroll.

*Writing  
The Next  
Chapter*

*Forging Westlake*

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**I. POLICY STATEMENT**

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

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

**II. SCOPE**

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

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

**III. OBJECTIVES AND STRATEGY**

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

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

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

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

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

**IV. LEGAL LIMITATIONS, RESPONSIBILITIES AND AUTHORITY**

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

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

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

**V. DELEGATION OF INVESTMENT AUTHORITY**

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

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

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

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

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

**VI. PRUDENCE**

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

This standard states:

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

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

**VII. INTERNAL CONTROLS**

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

**VIII. AUTHORIZED INVESTMENTS**

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

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

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

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

**IX. AUTHORIZED FINANCIAL DEALERS AND INSTITUTIONS**

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

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

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

**X. DIVERSIFICATION AND MATURITY LIMITATIONS**

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

**XI. SAFEKEEPING AND COLLATERALIZATION**

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

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

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

**Authorized collateral will include only:**

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

**XII. REPORTING**

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

- Beginning and ending market value of the portfolio by market sector and total portfolio
- Beginning and ending book value of the portfolio by market sector and total portfolio
- Change in market value during the period
- Detail on each asset (book, market, description, par and 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.

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# SECTION 14

## GLOSSARY OF TERMS

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*Writing  
The Next  
Chapter*



*Forging Westlake*

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## Municipal Glossary and Acronyms

**Account:** A separate financial reporting unit for budgeting, management, or accounting purposes. All budgetary transactions, whether revenue or expenditure, are recorded in accounts.

**Adopted Budget:** The budget as modified and finally approved by the Town Council. The adopted budget is authorized by resolution that sets the legal spending limits for the fiscal year.

**Accounts Payable:** A liability account reflecting amount of open accounts owed to private persons or organizations for goods and services received by a government (but not including amounts due to other funds of the same government or to other governments).

**Accounts Receivable:** An asset account reflecting amounts owed to open accounts from private persons or organizations for goods or services furnished by the government.

**Accrual Accounting:** Recognition of the financial effects of transactions, events, and circumstances in the period(s) when they occur regardless of when the cash is received or paid.

**Activity:** A service performed by a department or division.

**Allocation:** A part of a lump-sum amount, which is designated for expenditure by specific organization units and/or for special purposes, activities, or objects.

**Amortization:** Payment of principal plus interest over a fixed period of time.

**Appropriation:** An authorization made by the legislative body of a government, which permits officials to incur obligations against and to make expenditures of governmental resources. Specific appropriations are usually made at the fund level and are granted for a one-year period.

**Appropriation Ordinance:** The official enactment by the legislative body establishing the legal authority for officials to obligate and expend resources.

**Assets:** Resources owned or held by the Town which has monetary value.

**Audit:** An examination, usually by an official or a private accounting firm retained by the Town Council, of organization financial statements and the utilization of resources.

**Balance Sheet:** The basic financial statement, which discloses the assets, liability, and equities of an entity at a specific date in conformity with General Accepted Accounting Principles.

**Balanced Budget:** A budget adopted by the Town Council and authorized by resolution where the proposed expenditures are equal to or less than the proposed revenues plus fund balances.

**Basis of Accounting:** A term used referring 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.

## Municipal Glossary and Acronyms

**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 the purpose of 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

## Municipal Glossary and Acronyms

income during an accounting period.

**Department:** A major administrative division of the Town that indicates overall management responsibility for an operation or a group of related operations within a functional area.

**Depreciation:** Change in the value of assets (equipment, buildings, etc. with a useful life of 5 years or more) due to the use of the asset.

**EMS:** Emergency Medical Services

**Encumbrances:** The commitment of appropriated funds to purchase an item or service.

**Enterprise Fund:** A fund established to account for operations that are financed and operated in a manner similar to private business enterprises – where the intent of the governing body is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges.

**Excess Fund Balance:** The excess of a fund's current assets over its current liabilities and required reserve limits.

**Exempt:** Personnel not eligible to receive overtime pay and who are expected to work whatever hours are necessary to complete their job assignments.

**Expenditures:** Outflow or non-enterprise funds paid or to be paid for an asset obtained or goods and services obtained.

**Expenses:** Outflow of enterprise funds paid or to be paid for an asset obtained or goods and services obtained.

**Fiscal Policy:** The Town's policies with respond to spending and debt management as they relate to government services, programs, and capital investments. Reflect a set off principals for the planning and programming of government budgets.

**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

## Municipal Glossary and Acronyms

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 particular 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 with regard to certain operating elements (e.g. financial condition, service levels provided, etc.)

**Grant:** A contribution by a government or other organization to support a particular 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 for the production of 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 also examines the locations of the fire stations in the community.

**L.F. (Linear feet):** Length in feet.

**Lift Station:** The Town's collection system relies on gravity to collect water. When the system gets to an unreasonable depth, a lift station pumps the water to a higher elevation so the gravity process can begin again.

**Line-item budget:** A budget format in which departmental outlays are grouped according to the items that will be purchased.

**MGD:** Million gallons per day.

## Municipal Glossary and Acronyms

**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 actually received or are "Measurable" and "available for expenditure". This type of accounting basis is conservative and is recommended as the standard for most government funds.

**Municipal:** Of or pertaining to a Town or its government.

**Non-departmental:** Accounts for expenditures or professional services and other general government functions, which cannot be allocated to individual departments.

**Non-exempt:** Personnel eligible to receive overtime pay when overtime work has been authorized or requested by the supervisor.

**Object Code:** The standard classification of

the expenditures such as office supplies or rental of equipment.

**Objectives:** Specific, measurable targets set in relation to goals.

**Operating Budget:** Plan for current expenditures and the proposed means of financing them. The annual operating budget is the primary means by which most of the financing, acquisition, spending, and service delivery activities of the Town are controlled. The use of annual operating budgets is required by State law.

**Operating Expenditure:** Expenditure on an existing item of property or equipment that is not a capital expenditure.

**Ordinance:** An authoritative command or order. This term is used for laws adopted by a municipality.

**Performance Measures:** Specific quantitative measures of work performed within an activity or program. They may also measure results obtained through an activity or program.

**Personnel Services:** Expenditures for salaries, wages and related fringe benefits of Town employees.

**Prompt Payment Act:**

Adopted in July, 1985 by the State, the Act requires the Town to pay for goods and services within 30 days of receipt of invoice or the goods or services, whichever comes later. If this is not satisfied, the Town may be charged interest on the unpaid balance at the rate of 1% per month.

**Property Tax Reduction**

**Sales Tax (PTR):** ½ cent sales tax approved by the Town of Westlake voters in May, 2006. Texas law allowed the Town to collect the new ½ cent sales tax that does not share the restrictive spending limitations on revenues designated to the 4A Economic Development Fund ½ cent sales tax. 4A sales tax was dissolved and replaced with this sales tax.

**Proposed Budget:** The financial plan initially developed by departments and presented by the Town Manger 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

## Municipal Glossary and Acronyms

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 other 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.



## Common Acronyms Municipal Operations

| TERM | STANDS FOR                               |
|------|------------------------------------------|
| ACCT | Account                                  |
| AP   | Accounts Payable:                        |
| AR   | Accounts Receivable                      |
| BS   | Balance Sheet                            |
| CAFR | Comprehensive Annual Financial Report    |
| CF   | Cemetery Fund                            |
| CIP  | Capital Improvement Plan                 |
| CO'S | Certificates of Obligations              |
| CPA  | Certified Public Accountant              |
| DS   | Debt Service                             |
| EF   | Enterprise Fund                          |
| EMS  | Emergency Medical Services               |
| FLSA | Fair Labor Standards Act                 |
| FTE  | Full-Time Equivalent                     |
| FY   | Fiscal Year:                             |
| G&O  | Goals and Objectives                     |
| GAAP | Generally Accepted Accounting Principles |
| GASB | Government Accounting Standards Board    |
| GF   | General Fund                             |
| GFOA | Government Finance Officers Association  |
| GL   | General Ledger                           |
| GMR  | General Maintenance and Replacement Fund |
| GO'S | General Obligation Bonds                 |

| TERM  | STANDS FOR                                |
|-------|-------------------------------------------|
| HR    | Human Resources                           |
| ISO   | Insurance Service Office                  |
| IT    | Information Technology                    |
| LTL   | Long Term Liabilities                     |
| MC    | Municipal Court                           |
| MGD   | Million gallons per day.                  |
| OS    | Other Sources                             |
| P&D   | Planning and Development                  |
| P&R   | Parks and Recreation                      |
| PTR   | Property Tax Reduction Sales Tax          |
| R&M   | Repair and Maintenance                    |
| ROW   | Right-of-way.                             |
| S&P   | Standard & Poor's                         |
| SCADA | Supervisory Control and Data Acquisition. |
| SLA   | Service Level Adjustment                  |
| SRF   | Special Revenue Fund                      |
| TMRS  | Texas Municipal Retirement System         |
| TRA   | Trinity River Authority                   |
| TXDOT | Texas Department of Transportation        |
| UMR   | Utility Maintenance and Replacement Fund  |
| VMR   | Vehicle Maintenance and Replacement Fund  |
| WA    | Westlake Academy                          |
| XFR   | Transfer                                  |

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# SECTION 15

## APPENDIX

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*Writing  
The Next  
Chapter*



*Forging Westlake*

*Ordinance to Adopt  
Property Tax Rate*

**TOWN OF WESTLAKE**

**ORDINANCE NO. 754**

**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 2015 (FISCAL YEAR 2015-2016); SETTING OUT EXEMPTIONS AND LIMITATION; NO STATE LAW STATEMENTS REQUIRED; PROVIDING FOR THE COLLECTION OF DELINQUENT TAXES AND A COLLECTION PENALTY TO BE ADDED TO DELINQUENT TAXES; PROVIDING FOR A SEVERABILITY CLAUSE; AND DECLARING AN EFFECTIVE DATE.**

**WHEREAS**, a public hearing on the proposed annual budget for the Town of Westlake, Texas, for the fiscal year beginning on October 1, 2015 and ending on September 30, 2016, was duly advertised giving the date, time, place and subject matter of the public hearing, and

**WHEREAS**, a public hearing was set by the Town Council in a duly posted Town Council meeting on September 21, 2015, and all citizens were invited to participate and be heard; and

**WHEREAS**, all requirements of state law were met, including Open Meetings Act, Texas Government Code chapter 551 requirements and the requirement of Texas Local Government Code 102.002 that the budget officer prepare a municipal budget to cover the proposed expenditures of the municipal government for the succeeding year; and

**WHEREAS**, it is deemed to be in the best interest of the citizens of the Town of Westlake, Texas to levy a tax as set forth below, on all taxable properties within the Town limits of Westlake in order to provide the necessary funds to provide municipal services to its citizens and to meet all municipal commitments; and

**WHEREAS**, The Town of Westlake will raise more total property taxes than last year's budget by \$66,748 or 4.88%, and of that amount, \$84,477 is tax revenue to be raised from new property added to the tax roll this year.

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

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

## Ordinance to Adopt Property Tax Rate

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

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

**SECTION 2:** That the Town Council of the Town of Westlake, Texas shall hereby levy the following taxes on each One Hundred Dollars (\$100.00) of taxable valuation on all taxable property within the Town limits of the Town of Westlake, Texas to be assessed and collected by the Tax Assessor/Collector for the tax year 2015 (Fiscal year 2015-2016) for the purposes stipulated below, to-wit:

(a) For General Fund Maintenance and Operations (M&O) levied on \$100.00 of taxable valuation: \$0.13947

(b) For Interest and Sinking Fund (debt service) levied on \$100.00 of taxable valuation: \$0.01687

**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, no 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,

# Ordinance to Adopt Property Tax Rate

other than a tax year preceding the tax year in which the county, municipality, or junior college district established the limitation described by Subsection (a), in which the individual qualified that residence homestead for the exemption provided by Section 11.13(c) for a disabled individual or an individual 65 years of age or older.” This provision, commonly referred to as a “tax freeze” means that residents who are already eligible for the provisions of that section will not have any increase in their taxes from the time that they became eligible, as citizens of Westlake, for that section.

#### **SECTION 4: State Law Required Statements:**

(A) THIS TAX RATE WILL RAISE MORE TAXES FOR MAINTENANCE AND OPERATIONS THAN LAST YEAR’S TAX RATE.

(B) The tax rate for the upcoming fiscal year will be \$0.15634 (M & O of \$0.13947 and interest and sinking fund of \$0.01687 totaling \$0.15634). The taxes raised for maintenance and operations will be approximately \$111.58 on a \$100,000 home with a homestead exemption.

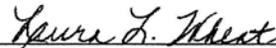
**SECTION 5:** The Town of Westlake will pursue collection of delinquent taxes and adopts the provisions of Section 33.07 of the Texas Tax Code so that hereafter an additional penalty of Twenty (20) percent of the delinquent tax, penalty and interest on delinquent taxes will be imposed on taxes becoming delinquent as provided by the Texas Tax Code and the Town’s collection agreement.

**SECTION 6:** If any portion of this Ordinance shall, for any reason, be declared invalid by any court of competent jurisdiction, such invalidity shall not affect the remaining provisions hereof and the Council hereby determines that it would have adopted this Ordinance without the invalid provision.

**SECTION 7:** That this Ordinance shall become effective from and after its date of passage.

**PASSED AND APPROVED ON THIS 21<sup>st</sup> DAY OF SEPTEMBER 2015.**

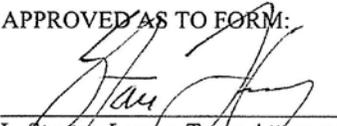
ATTEST:

  
\_\_\_\_\_  
Laura L. Wheat, Mayor

  
\_\_\_\_\_  
Kelly Edwards, Town Secretary

  
\_\_\_\_\_  
Thomas E. Brymer, Town Manager

APPROVED AS TO FORM:

  
\_\_\_\_\_  
L. Stanton Lowry, Town Attorney



TOWN OF WESTLAKE

ORDINANCE NO. 753

AN ORDINANCE OF THE TOWN COUNCIL OF THE TOWN OF WESTLAKE, TEXAS, REVISING THE BUDGET FOR THE 2014-2015 FISCAL YEAR; ADOPTING THE BUDGET FOR THE TOWN OF WESTLAKE, TEXAS FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2015 AND ENDING SEPTEMBER 30, 2016 INCLUDING INVESTMENT POLICY, FISCAL AND BUDGETARY POLICIES, RESTRICTED, COMMITTED AND ASSIGNED FUND BALANCES; PROVIDING AUTHORIZATION TO THE TOWN MANGER TO APPROVE APPROPRIATED FUNDS UP TO \$25,000; PROVIDING THAT THE BUDGET TO BE KEPT IN CITY SECRETARY'S OFFICE; PROVIDING FOR A SEVERABILITY CLAUSE; AND PROVIDING FOR AN EFFECTIVE DATE.

WHEREAS, public notice of a public hearing on the proposed annual budget, stating the date, time, and place and subject matter of the public hearing, was given as required by the laws of the State of Texas and; and

WHEREAS, a public hearing was duly held and all interested persons were given an opportunity to be heard for or against any item therein on September 21, 2015; and,

WHEREAS, as required by Texas Local Government Code 102.002, the budget officer has prepared a municipal budget to cover the proposed expenditures of the municipal government for the succeeding year; and,

WHEREAS, the Town Council finds that the passage of this Ordinance is in the best interest of the citizens of Westlake.

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

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

**SECTION 2:** That the Town Council hereby adopts the revised budget for the fiscal year beginning October 1, 2014 and ending September 30, 2015 as shown within *Exhibit "A."*

**SECTION 3:** That the Town Council does hereby approve the proposed Municipal Budget attached as *Exhibit "A"*, adopting the budget for the fiscal year beginning October 1, 2015 and ending September 30, 2016.

**SECTION 4:** That the Town Council hereby gives the Town Manager authorization to approve any appropriated funds up to the amount of \$25,000.

Ordinance to Adopt  
FY 2015-2016 Budget

**SECTION 5:** That a copy of the official adopted 2015-2016 budget document shall be kept on file in the office of the Town Secretary.

**SECTION 6:** If any portion of this Ordinance shall, for any reason, be declared invalid by any court of competent jurisdiction, such invalidity shall not affect the remaining provisions hereof and the Council hereby determines that it would have adopted this Ordinance without the invalid provision.

**SECTION 7:** That this Ordinance shall become effective from and after its date of passage.

**PASSED AND APPROVED ON THIS 21st DAY OF SEPTEMBER 2015.**

ATTEST:

  
\_\_\_\_\_  
Laura L. Wheat, Mayor

  
\_\_\_\_\_  
Kelly Edwards, Town Secretary

  
\_\_\_\_\_  
Thomas E. Brymer, Town Manager

APPROVED AS TO FORM:

  
\_\_\_\_\_  
L. Stanton Lowry, Town Attorney