



THE TOWN OF

WESTLAKE



MAINTAINING
our
Vision

Hold Fast - Stay True

in a Sea of
CHANGE

ADOPTED OPERATING BUDGET
Fiscal Year 2017-2018

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PROPERTY TAX VOTE

TOWN OF WESTLAKE FISCAL YEAR 2017-2018 ANNUAL BUDGET

This budget will raise more revenue from property taxes than last year's adopted budget by approximately \$49,640 (does not include any prior year payments and penalties), which is a 3.37% increase from last year's budget. The property tax revenue to be raised from new property added to the tax roll this year is \$57,674.

TOWN COUNCIL RECORD VOTE

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

FOR: Alesa Belvedere
Carol Langdon
Rick Rennhack
Wayne Stoltenberg

AGAINST: None

PRESENT but abstained from Voting: None

ABSENT: Michael Barrett

PROPERTY TAX RATE COMPARISON

Tax Rate	Adopted FY 16/17	Adopted FY 17/18
Property Tax Rate	\$0.13695/100	\$0.13615/100
Effective Tax Rate	\$0.13695/100	\$0.13615/100
Effective Maintenance & Operations Tax Rate	\$0.13724/100	\$0.12899/100
Rollback Tax Rate	\$0.16467/100	\$0.17252/100
Debt Rate	\$0.00813/100	\$0.02482/100

MUNICIPAL DEBT OBLIGATIONS

The Total debt obligation for the Town secured by property taxes for various projects totals \$277,700. This amount covers the series 2011 CO payment for street projects of \$115,300 and the 2013 CO payment of \$162,400 for construction of the Westlake Academy Arts and Science Center. The debt payment for the Science Center was originally paid from the Visitor Association Fund.

VISION STATEMENT & POINTS



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

WE ARE LEADERS

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



A SENSE OF PLACE

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

A CARING COMMUNITY

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



SERVICE EXCELLENCE

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

EXEMPLARY GOVERNANCE

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

VALUE STATEMENTS

Transparent / Integrity-driven Government



Fiscal Responsibility



Family Friendly & Welcoming



Educational Leaders



Sense of Community



Innovation



Strong Aesthetic Standards



Informed & Engaged Citizens



Preservation of our Natural Beauty



Planned / Responsible Development



MISSION STATEMENT

Westlake is a unique community blending preservation of our natural environment and viewscapes, 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.



G.F.O.A. DISTINGUISHED BUDGET AWARD



GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

Town of Westlake

Texas

For the Fiscal Year Beginning

October 1, 2016

A handwritten signature in black ink that reads "Jeffrey P. Ermer".

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, 2016.

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

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

G.F.O.A. DISTINGUISHED BUDGET AWARD

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the Town of Westlake for its annual budget for the fiscal year beginning **October 1, 2016**. The Town has received this award annually since October 1 2007. To receive this award, the Town must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

POLICY DOCUMENT

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

FINANCIAL PLAN

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

COMMUNICATIONS DEVICE

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

OPERATIONS GUIDE

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

TRANSPARENCY STARS AWARD

Texas Comptroller Glenn Hegar announced The Town of Westlake is the latest local government entity to achieve specific transparency goals through the Comptroller's Transparency Stars program!

"By providing meaningful financial data in addition to visual tools and analysis of its revenues and expenditures, The Town of Westlake has shown a true commitment to Texas taxpayers. This effort achieves the goals set by my office's Transparency Stars program," Hegar said. "I am pleased to award The Town of Westlake a star for its accomplishments."

The Texas Comptroller of Public Accounts originally launched the Leadership Circle Program to recognize local governments across Texas that were striving to meet a high standard for financial transparency online. The Town of Westlake received this award in March 2014 and March 2015.

However, in January 2016 the Leadership Circle Program was discontinued and replaced with a more rigorous program called the Transparency Stars Award meant to recognize local Texas governments for going above and beyond in their transparency efforts. Any earned Star will remain valid as long as the website information is maintained.

After receiving an initial star for Traditional Finances, remaining stars may be awarded in any order. Local government entities can then apply for stars in the areas of:

- Debt Obligations
- Contracts and Procurement
- Economic Development
- Public Pensions

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

- In 2016, the Finance department took the challenge and was one of the first four cities to recently earn the prestigious Transparency Star for Traditional Financial Reporting!
- In 2017, the Finance department applied for and earned the Transparency Star for Debt Obligation Reporting.

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

The following link will take you to the Town of Westlake's Financial Transparency Page
<http://westlake-tx.org/index.aspx?NID=530>

2017 TRADITIONAL FINANCIAL REPORTING

Transparency Items

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



2017 DEBT OBLIGATION REPORTING

Transparency Items

- Debt Obligation Summary
- Tax Supported Debt
- Revenue Supported Debt
- Tax Supported Debt per Capita
- HB1378 Local Government Debt
- Westlake Property Tax
- Westlake Sales Tax
- Annual Operating Budgets
- Listing of Debt Service Payments Processed
- List of All Outstanding Debt
- Texas Comptroller Debt at a Glance
- Bond Review Board of Local Governments
- Contact information for Town Staff
- Contact Information for Town Council



WESTLAKE ELECTED COUNCIL MEMBERS

Laura Wheat

Mayor

lwheat@westlake-tx.org



Carol Langdon

Mayor Pro-Tem

clangdon@westlake-tx.org

Michael Barrett

Council Member

mbarrett@westlake-tx.org



Alesa Belvedere

Council Member

abelvedere@westlake-tx.org

Rick Rennhack

Council Member

rrennhack@westlake-tx.org



wstoltenberg@westlake-tx.org

Wayne Stoltenberg

Council Member

wstoltenberg@westlake-tx.org

WESTLAKE BOARDS & COMMISSIONS

Westlake Historical Preservation Society



Westlake Academy Foundation



Planning & Zoning Commission



Texas Student Housing Authority



4B Economic Development Board



Arbor Day Advisory Committee



Public Arts Committee



WESTLAKE ADMINISTRATIVE PERSONNEL

TOWN MANAGER'S OFFICE

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

TOWN SECRETARY'S OFFICE

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

FINANCE DEPARTMENT

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

MUNICIPAL COURT

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

COMMUNICATIONS AND COMMUNITY AFFAIRS

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

HUMAN RESOURCES AND ADMINISTRATIVE SERVICES

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

PARKS & RECREATION AND FACILITIES MAINTENANCE

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

PLANNING AND DEVELOPMENT

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

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
John Ard	Fire Marshal	jard@westlake-tx.org	817-490-5783

INFORMATION TECHNOLOGY

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Ray Workman	Technician	rworkman@westlakeacademy.org	817-490-5751
Mitch Wells	Technician	mwells@westlakeacademy.org	817-490-5752

BUDGET GUIDE & TABLE OF CONTENTS

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

1. EXECUTIVE SECTION

- **01 Transmittal Letter** - This section is written to the Town Council by the Town Manager and provides a high-level preview of the Town's budget. 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.
- **23 Strategic Plan** - The Town has adopted a Strategic Management System (SMS) which drives the way the Town conducts its business. The department directors contribute to the SMS by developing a corporate business plan and aligning their yearly budget proposals to that plan.
- **31 Community Profile** - This section includes statistical and supplemental data that describes the Town of Westlake and its community. It furnishes a valuable perspective when reviewing budget issues and making decisions related to allocation of government resources. The goal is to provide a context for understanding the decisions incorporated into the budget document.

2. FINANCIAL ANALYSIS

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

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

3. GENERAL FUND

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

4. ENTERPRISE FUNDS

- **213 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.
- **217 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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- **223 Cemetery Fund** - The Cemetery fund includes all operations associated with the 5.5-acre cemetery located on J.T. Ottinger Road. This includes interment, lot sales, record keeping, and all maintenance associated with the grounds, fences, trees and flower beds. The cemetery was donated and conveyed by deed to the Town during FY2008-09.

5. INTERNAL SERVICE FUNDS

- **227 Internal Service Funds** - Internal service funds are used for operations serving other funds or departments within a government on a cost-reimbursement basis.
- **231 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.
- **235 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.
- **239 Vehicle Major Maintenance** - The Vehicle Maintenance & Replacement Fund (VMR) was created to provide a mechanism for the long-term repair and replacement of Town vehicles.

6. SPECIAL REVENUE FUNDS

- **255 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.
- **259 Visitors Association Fund** - The Visitors Association Fund was established in late FY 1999-2000 and collects a 7% hotel occupancy tax from the Marriott Solana, Deloitte University and any future Westlake hotels.

- **263 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.
- **267 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.
- **271 Public Improvement District Fund (Local)** - accounts for monies received from bond proceeds, inspection fees and payments related to the Solana Public Improvement District.
- **275 Lone Star Public Facilities** - This fund was set up initially with donations from several involved corporations that were going to benefit from tax-exempt bonds.

7. DEBT SERVICE FUNDS

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

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8. WESTLAKE ACADEMY FUND

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

9. CAPITAL PROJECT FUNDS

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

10. CAPITAL IMPROVEMENT PLAN

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

11. MUNICIPAL POLICIES

- **369 Fiscal and Budgetary Policies**

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

- **385 Investment Policy**

It is the policy of the Town of Westlake that the administration of its funds and the investment of those funds shall be handled as its highest public trust.

- **391 Employee Pay Plan Policy**

The purpose of this policy is to set out the philosophy, purpose, and intent of the Town of Westlake's pay system for municipal employees.

12. APPENDIX

- **399 Ordinance to Adopt the Budget**
- **401 Ordinance to Adopt Property Tax Rate**
- **404 Glossary**
- **410 Acronyms**



SECTION 1

EXECUTIVE

MAINTAINING
our
Vision

Hold Fast - Stay True

in a Sea of
CHANGE

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Transmittal Letter

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

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

September 11, 2017

Honorable Mayor and Town Council:

On behalf of the Town of Westlake's Senior Leadership Team, I am pleased to submit the FY 2017-18 Proposed Budget for the Town Council's consideration. **This year's budget theme is "Maintaining our Vision in a Sea of Change".** This builds on the FY 2016-17 theme of "Forging Westlake, Managing the Impact of Growth".

I. THEME SIGNIFICANCE, OUR TRENDS, & AN OVERVIEW

Because of the current and potential development within our community, it is both an exciting and challenging time in Westlake! This fiscal year's theme, as well as last year's, reflects our commitment to approaching new growth in a planned and deliberate manner in concert with the Town's Comprehensive Plan - *Forging Westlake*. Our community has experienced significant growth patterns over the last few years in both commercial and residential sites.

Adhering to the Town's Vision is the key to Westlake's success for managing the significant growth. **Staff has developed the theme of "Maintaining our Vision in a Sea of Change" to adequately reflect our current environment.** While growth is occurring, it also presents very clear challenges for our community if we wish to continue to maintain the elements of Westlake that make it so unique. These community attributes include our beautiful neighborhoods with top quality residences, strong aesthetic standards, a top-tier Town owned K-12 charter school, open space preservation, streetscaping, emphasis on proactive planning, and maintaining our view corridors. The "sea of change" that surrounds Westlake involves not only our current internal development but also the current growth opportunities planned for the State Highway (SH 114) corridor in northeast Tarrant County and into southern Denton County. The communities that surround us are undergoing significant development as well, which adds to the "sea of change" affecting Westlake.

The impact of anticipated growth along the SH 114 corridor is described by Mr. Robin McCaffrey (AIA and APA) of MESA Planning, the firm that was engaged to update the Town's latest Comprehensive Plan, *Forging Westlake*. According to Mr. McCaffrey:

Westlake, with the arrival of the Charles Schwab Corporation project, is crossing through a portal into the future suggested by the Town's 2015 Comprehensive Plan. In conjunction with Fidelity and other financial services in and around Westlake, Westlake hosts nearly 4 million square feet of an industry type (i.e. financial services), constituting a significant Industry Cluster. At this scale, the aggregation of a single industrial code activity is important enough to attract vertical and horizontal

expansion, which further substantiates Westlake's importance as a financial services center in the Dallas/ Fort Worth Metroplex. Bringing the above described importance to the Town's other advantages of proximity, makes Westlake a singularly important center for growth and development going forward.

These advantages of proximity include:

- **Next in the sequence of market advancement:** It is an historical phenomenon that corridor growth markets advance along the corridor at key threshold densities achieved in the "downstream" growth areas. In Dallas, advancement from one market to another along a corridor (such as the I-45 corridor) happens when the downstream growth center attains a density in the range of 4 million square feet. This happened when Richardson attained such a threshold and the market advanced to Plano. Once Plano attained the threshold, the market advanced to Allen. Once Allen attained the threshold, the market advanced to Fairview and McKinney. Now along the SH114 corridor, Southlake is approaching this important threshold, thereby intensifying market interest in Westlake.
- **End of the line for corridor growth:** Advancement of the market into Westlake is more unusual than other corridor conditions because Westlake holds an "end-of-the-line" relationship to such market advancement. West of Westlake lies Alliance, a massive industrial based development which extends all the way to I-35W (the easterly boundary of Fort Worth) at which point the 114/170 corridor ends with limited expectation of extension. Therefore, Westlake alone will receive most of the market growth within the 114 corridors for the foreseeable future.
- **Large land supply in a market of high demand:** The end-of-the-line position held by Westlake, intensifies demand for development land upon a Town with an ample, but finite, land supply. Therefore, Westlake will have an unusual opportunity to be selective and the worse thing Westlake can do in the face of that demand is allow lower level development to corrupt the opportunities this market position affords. The Town should first understand the true unusual opportunities over which it governs and in the full understanding of that position consider important questions.

II. UNDERSTANDING "OUR SEA OF CHANGE" LOCAL CHALLENGES INVOLVING RESIDENTIAL GROWTH

Westlake's unique position in the SH 114 corridor that Mr. McCaffrey describes makes it imperative that, as we consider the FY 2017-18 program of municipal services for our Town, we maintain our vision in this "sea of change" within and around Westlake.

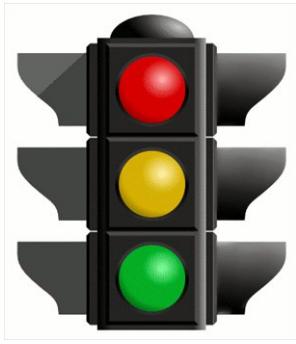
Our Town's vision is:

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.

What are some of the local challenges within Westlake that have influenced the recommendations for services and funding levels in the FY 17-18 Budget?

- **Westlake's Permanent Population Growth:** This is the portion of our population considered to be our permanent residents. From the 1990 population of 185 to 2016's population of 1,264 represents an increase of 583% equal to 1,079 additional residents. We will need to continue to monitor and plan for the continued increase in these numbers considering our Comprehensive Plan's (Forging Westlake) forecast of approximately 7.21% annual population growth between now and 2040. This would bring us to around 7,000 residents.

- **Traffic Demands Due to Growth in Westlake and Surrounding Areas:** The four (4) municipalities surrounding Westlake (Keller, Southlake, Trophy Club, and Roanoke) are projected to have a combined population of 215,000 people by 2040. The growth in these



communities will generate additional traffic that commutes through our Town. With our projected level of residents (7,000) and the existing zoning entitlements (if executed) we would expect an estimated 300,000 vehicle trips per day. Local impacts associated with this level of growth affect our street infrastructure, water and sewer system capital investment requirements, as well as demand for daily municipal services. Policies established in *Forging Westlake* will be essential for addressing this issue via the Town's thoroughfare plan as it pertains to development which occurs in the community.

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

Paigebrooke, and Terra Bella. Additionally, the infrastructure for three (3) new single family residential developments, Carlyle Court, Granada Phase 2 and Quail Hollow, has been completed, accepted by the Town and building permit issuance in those developments is underway.

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



Our residential construction activity shows a steady increase in building permits for housing which has occurred since we have emerged from the 2008-09 recession. Housing starts in Westlake, due to the high value of our homes, add taxable value to our taxing base; however, this also impacts the demand for municipal services, especially the Town's charter school, Westlake Academy.

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

III. UNDERSTANDING "OUR SEA OF CHANGE" **LOCAL CHALLENGES INVOLVING COMMERCIAL GROWTH**

Commercial land use growth in Westlake is also a trend which affects the budget for FY17-18

The local challenges related to commercial growth include:

- **Commercial Development, Economic Development, and Daytime Population Growth:** Because Westlake is the home to major corporate office campuses, its Monday-Friday daytime population is growing and is conservatively estimated to be approximately 10,000 - 12,000 individuals. These office complexes are comprised of notable corporate clients that include Deloitte, LLP and Fidelity Investments. Currently, Fidelity has almost 6,000 employees

at their Westlake campus, with expansion room for two (2) more office buildings in addition to their two (2) existing office buildings.

- **New Charles Schwab Corporate Campus:** The announcement of their regional corporate campus in 2016 is beginning to come to fruition. Phase 1 will consist of a 500,000-sq. ft. office building and parking garage. Adjacent to the Schwab campus will be a mixed-use development, which Hillwood Properties will develop near the intersection of SH170 and SH114. The campus will initially have approximately 1,500-1,900 employees and should round out with an estimated 5,000 employees when all phases are complete. Presently, Schwab is well underway in the process of hiring 500 employees for its temporary Roanoke Road location in Westlake.
- **Commercial Development in Entrada:** The mixed-use development called Entrada, located at FM1938/Davis Blvd. and SH114, will also create growth in our commercial tax base. During the past budget year, commercial buildings totaling 55,000 sq. ft. have been approved by the Town for the development. A CVS Pharmacy is open for business as well as a Primrose Private School. Other commercial uses include various retail, restaurants, amphitheater and hotels.
- **Solana Redevelopment/Reinvestment:** The Solana Office Complex, acquired by Equity Office (Blackstone) approximately two (2) years ago, has seen a resurgence in occupancy. Equity's multi-million-dollar investment in the complex to improve its parking, landscaping and buildings has been a strong positive path for Westlake. The investment is boosting office occupancy levels with Sabre Corporation expanding their presence into Westlake by leasing significant office space in Solana. They are also hiring up to 500 new employees. The municipality has assisted in this revitalization effort by leasing 20,000 sq. ft. of office space for the next 10 years. The new location in Solana will allow us to all be in one office suite and better serve the Westlake community.
- **Economic Development:** The Town has also pursued the ideas advanced in the Economic Development element of *Forging Westlake*. That is, where appropriate, to pursue businesses that ultimately expand the Town's tax base with high quality office buildings, and at the same time, compliment our financial services business cluster which has already been created through our corporate residents of Fidelity and Deloitte. Further, we pursue the types of businesses interested in high quality office campus development and creating well-paying positions for employees. With the Schwab announcement (and the start of construction of the TD AmeriTrade's complex in Southlake) we are well on our way to becoming a financial services corridor within the DFW Metroplex.



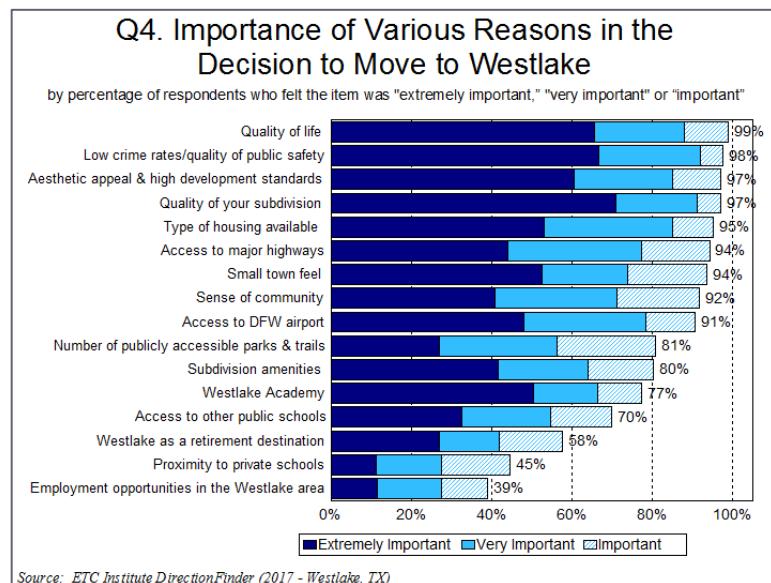
While offering economic development incentives for the Schwab project, the tax abatement provided is in-line with incentives offered in our region, plus the company is providing one-time funding for Westlake Academy. Staff will continue to monitor our corporate stakeholders and attempt to identify avenues to strengthen these relationships and assist in attracting new corporations to Westlake. The expansion of commercial development will continue to grow Westlake's daytime population.

IV. UNDERSTANDING "OUR SEA OF CHANGE" **OTHER LOCAL CHALLENGES INVOLVING STRATEGIC PLANNING,** **RESIDENTS FEEDBACK AND WESTLAKE ACADEMY**

There are other local challenges involving both financial and physical site planning, strategic forecasting, residential feedback through our survey instruments and the Town's public charter school, Westlake Academy, which have shaped the SY17-18 Budget:

- **Westlake's residential growth impact on the Academy:** 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 a strong motivator for our residents to live in Westlake, and one of the top three (3) reasons why they plan to remain in our community. For example, the 2017 municipal services survey results indicate 75% of the new residents say enrollment at Westlake Academy was extremely important/important to their decision to live in the community. With the majority of those residents then listing this as the number one (1) reason they will remain in Westlake over the next five (5) years.

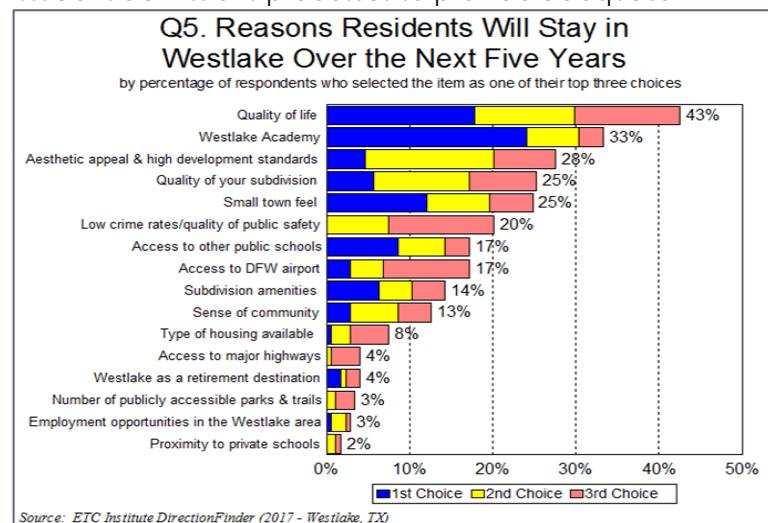
Planning for Academy growth in the face of residential development continues to be a challenge. Wherever possible, the Town has entered economic development agreements with residential developers to provide funding for Westlake Academy facilities to lessen the impact of their residential development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



Westlake Academy has experienced steady enrollment growth from 491 students in SY 2009-10 to a projected 856 in SY 2017-18. The current increase of student population is a result of the Phase I expansion efforts on the Academy campus and our development. Our growth requires that we carefully manage our student admissions processes to provide adequate space for children of Westlake residents.

Approximately 39,000 sq. ft. of new facilities space was opened on campus in SY 14/15. It was comprised of a secondary classroom building, field house, and a primary years' multi-use hall. These buildings increased our capacity and allowed for decompression of our current school facilities. The lottery waiting

list for student admissions from our secondary boundaries continues to grow from 705 in 2011 to over approximately 2,411 students for this coming school year.



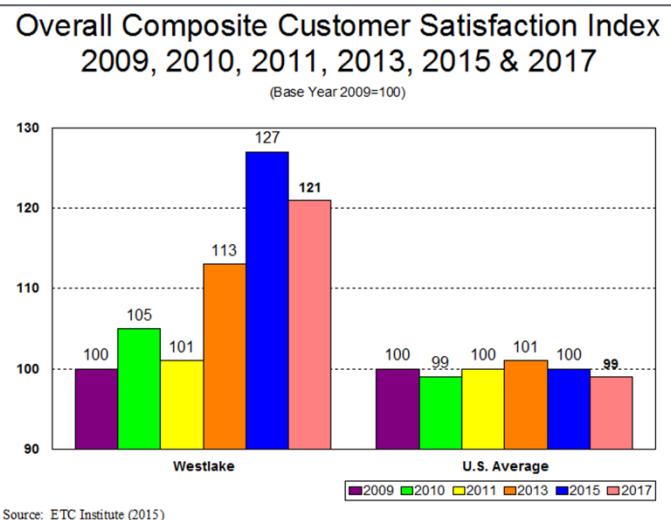
- **Continued Public Education Funding Shortfall:** State funding of public education was decreased by the State Legislature in 2011. While it has increased somewhat since then, the allocation has not kept pace with basic cost increases. And, in the Legislature's most recent 2017 session, the per student funding for public education was not increased for the next biennium. This negatively impacts Westlake since it owns and operates our public charter school, Westlake Academy, which receives approximately 80% of its operational funding from the State. The municipal government continues to allocate significant resources to the school to deal with State funding limitations, maintain high quality educational services, provide for the Academy's facilities and support services, as well as preserve space for the children of Westlake residents. Additionally, the Westlake Academy Foundation (WAF) raises significant operating funds for the Academy, without which the school could not operate.
- **Implementation of the Comprehensive Plan:** With the 2015 adoption of the Town's new Comp Plan, *Forging Westlake*, several ordinances have been rewritten and new ones drafted so that the Plan's recommendations can be implemented. The task of implementing the changes to the ordinances as well as dealing with the demands of growth required additional staff team members in FY16-17. Those staffing costs are carried forward into the FY17-18 budget given the significant and continued demand on staff time for new development review and planning required in our high growth environment.

- **Pursuit of Infrastructure and Services Reinvestment While Combating Certain Cost Increases:**

We must also reinvest in maintaining our infrastructure. However, with growth comes the need to allocate capital spending in new public buildings and our water and sewer utility. An example of a key project needed to deal with the Town's growth, is a Phase 2 water transmission line to our wholesale water provider. This is a costly project which will require us to significantly invest in our water system.

- **Staffing Levels, Insurance Costs, and Retention:** Our infrastructure investment must be monitored in tandem with the staffing needs to maintain our current service delivery levels. This includes keeping our compensation/benefit package competitive to attract and retain excellent employees so we can continue delivering exceptional service. We have found this to be especially true as it relates to having adequate staffing to deal with development review and construction. We have balanced all these components in light of maximizing staff efficiencies and processes to help contain large expenditure drivers such as employee health insurance.

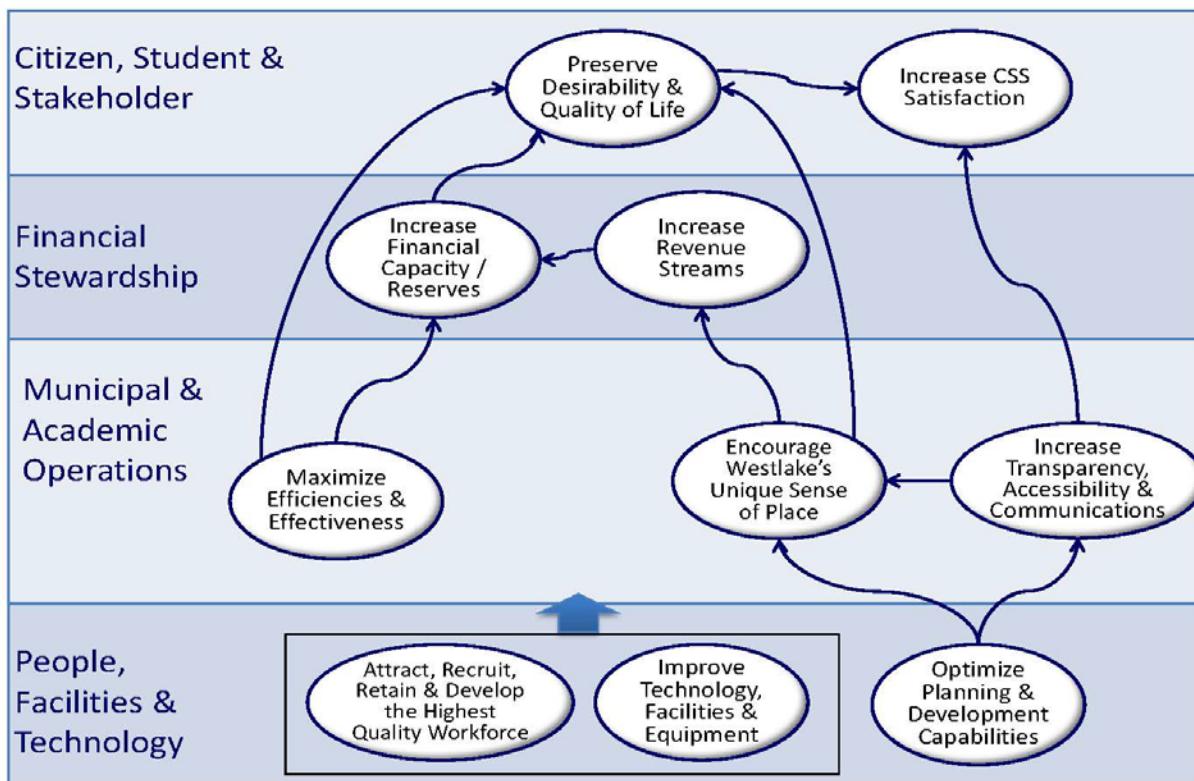
Customer interactions and our methodology to deliver services remains of interest to our residents and we continue to receive high marks for our personalized approach. In early 2017, our consultant, Chris Tatum with ETC presented Council with positive feedback indicating that our staff team is "setting the standard for service delivery compared to other communities." Since 2009, our composite index score for overall satisfaction has increased 21 points.



- **Continued Emphasis on Long-range Financial and Strategic Planning:** The FY17-18 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.

In FY13/14, we began utilizing the Balanced Scorecard framework for our long-term strategic visioning for the community. Council has identified our vision, approved the municipal and academic mission statements, along with the performance measures and reviewed staff identified strategic and departmental initiatives for the coming fiscal year. We will utilize this methodology for our organization on an annual basis to ensure we are staying current with our communities needs and the factors influencing our neighboring municipalities.

Town of Westlake Tier One Strategy Map



V. UNDERSTANDING "OUR SEA OF CHANGE" REGIONAL CHALLENGES THAT IMPACT US

Westlake does not exist in a vacuum. As stated in our Vision, we are surrounded by an "ever expanding landscape" of urban growth in the DFW area, especially northeast Tarrant and Southern Denton counties.

Regional factors that continue to affect Westlake include:

- **DFW Metro Area Employment and Population Growth:** Since 1970, the DFW Metro area has grown by more than 150% - a faster pace than the state and the nation. At 9,500 square miles, it is larger in total area than five (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 forecasted by NCTCOG to be 69%. This regional growth is currently and will continue to impact Westlake.



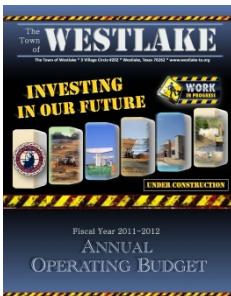
- **Water Demand:** Westlake is in the State's Region C water planning area which covers all or a part of 16 North Central Texas counties. The population of Region C is projected to grow from what was nearly 6.5 million in 2010 to just over 9.9 million in 2040 and ultimately to over 14.3 million by 2070. Dry-year water demands in Region C are expected to reach 2.2 million acre-feet per year by 2040, and 2.9 million acre-feet per year by 2070, largely due to population growth. This increased demand will create a projected shortage of 1.2 million acre-feet per year by 2070 – which is why planning and development of new water management strategies are so critical. And, while much of the recent years' drought has been alleviated by heavy rain fall in the past 12 months, increased water demand due to growth requires that we not be complacent about this regional issue.



- **Transportation, Mobility, and Traffic Congestion:** With the region's population and employment growth, traffic and the associated congestion has also increased. The recent 2014 amendment to Mobility 2035, the region's transportation plan, estimates that between now and 2035, an estimated \$395.3 billion is needed to eliminate the worst levels of congestion in our region. However, this plan only identifies \$94.5 billion in funding for these projects, meaning that congestion will worsen and mobility will be further impeded over time.

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

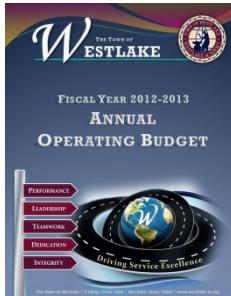
Context is always helpful for understanding where we stand today as a community. Each of our budgets have reflected a theme of challenges, initiatives, and/or areas of emphasis that the budget for that fiscal year was intended to address. Those budget themes have been:



FY 2011-12

"INVESTING IN OUR FUTURE"

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



FY 2012-13

"DRIVING SERVICE EXCELLENCE"

Focused on our ability to deliver excellent customer service.

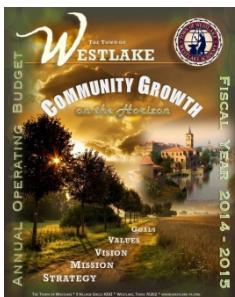


FY 2013-14

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

Expansion at the Academy and infrastructure reinvestment

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



FY 2014-15

"COMMUNITY GROWTH ON THE HORIZON"

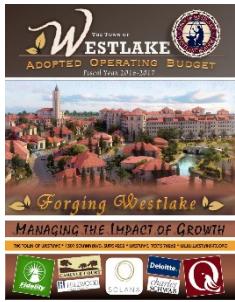
Recognizing the growth that was about to occur.



FY 2015-16

"FORGING WESTLAKE: WRITING THE NEXT CHAPTER"

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



FY2016-17

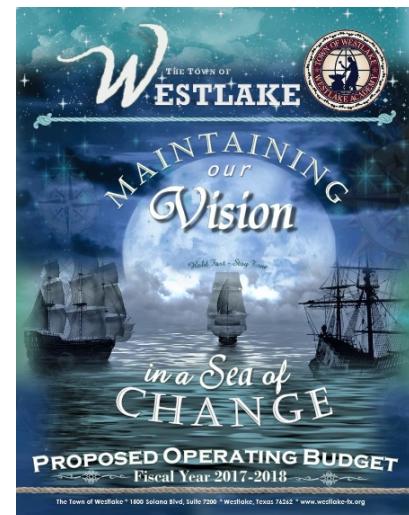
"FORGING WESTLAKE: MANAGING THE IMPACT OF GROWTH"

This fiscal year's budget emphasized moving from implementing our new Comp Plan, to inculcating it into our budget with sufficient resources to properly administer our planning and development review services in a way that more effectively deals proactively with the impact of growth in all the Town's services.

VII. THE IMPORTANCE OF "MAINTAINING OUR VISION"

The trend (of the last two (2) fiscal years) for growth in Westlake shows no sign of abating. Short of a cooling of the local or national economy (or both), major corporations and their employees continue to relocate to the DFW metroplex and our SH 114 corridor continues to reflect that economic growth. This is also true for expansion of existing companies and businesses in the Metroplex. So, we are now launched into a "sea of change". **Hence, this year's budget theme of "Maintaining our Vision in a Sea of Change"**

The question does not appear to be if we will grow, but rather how we will grow. And, the "how we will grow" is why this budget theme is so important. Using our community Vision to guide us will be key to becoming the type of community Westlake envisions itself to be now and into the future. This vision permeates our Comprehensive Plan (*Forging Westlake*) and likewise, must be reflected in this budget as well.



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

In the face of these growth challenges, maintaining Westlake's unique bucolic character, exceptional quality of life, and distinctive development standards, while at the same time managing the challenges development creates, is no small task. Growth projections of the magnitude projected for the next 30 years in *Forging Westlake* require that we plan, be proactive,

and be prudent in our decision making, all the while striving to continue to offer the high-quality services Westlake currently enjoys. Our role as a Town government must be to maintain and advance our position as a premier community. We have moved from planning for growth to experiencing it and, with that, we must embrace all the challenges and benefits growth creates.

There is no doubt that we continue to face challenges – many from the “macro perspective”, i.e. challenges created by growth throughout the Dallas-Fort Worth metropolitan area. Further challenges remain from the “micro perspective” for those specific to Westlake. The challenges, first identified and outlined beginning in the FY15-16 Budget, are still in place, and it appears they will be with us for the foreseeable future - into FY17-18 and beyond. Planner Robin McCaffrey’s assessment of the SH 114 corridor growth in Westlake and the reasons for it, described above, are now coming to pass.

VIII. CLOSING THOUGHTS ON TAKING THE LONG VIEW AND ITS BENEFITS FOR WESTLAKE

In the FY15-16 Budget transmittal letter, I recounted how almost 25 years ago, Westlake’s governing body recognized that their Town stood at a crossroads; one of change driven by growth in and around Westlake. In 2013, while Westlake’s vision had remained much the same, it was recognized by the Town Council that further growth in Westlake and our surrounding area was pending and required a proactive approach. The Council’s response was to embark on a two (2) year long process, with much community input, to formulate an updated Comprehensive Plan (Comp Plan). In March 2015, the Town Council adopted this newly drafted Comprehensive Plan which is titled *Forging Westlake*. The Plan is “mission critical” for the Town to effectively deal with the growth now occurring in Westlake in a manner that is true to our vision, values and mission as a community. The FY17-19 budget was formulated to address these challenges within the context of Town Council financial policies, available resources, our Strategy Map, and a conservative 5-year financial forecast.

My thanks to our great Leadership Team and Finance Department staff for their dedicated participation in this journey toward our Vision as we prepared this FY2017-18 Budget. Without their unerring belief in that Vision, and their working as a team with the Town Council, our success in moving towards our Vision would not be possible.

Thomas E. Brymer
Town Manager



FUND BALANCE CHANGES BY FUND TYPE

On behalf of the Senior Leadership Team and all Westlake staff members, I am presenting the Fiscal Year 2017-18 budget document for the Council's consideration as follows:

Fund Type	Projected Beginning Fund Balance	Revenues and Other Sources	Expenditures and Other Uses	Projected Ending Fund Balance	Percent of Total	Net Change to Fund Balance	Change Percent
General Fund	\$ 9,614,346	\$ 9,122,826	\$ 10,563,575	\$ 8,173,597	46%	\$ (1,440,749)	-15%
Enterprise Funds	694,192	3,997,000	4,201,213	489,979	3%	(204,213)	-29%
Internal Service Funds	610,402	319,265	532,000	397,667	2%	(212,735)	-35%
Special Revenue Funds	1,331,605	3,109,040	3,191,899	1,248,746	7%	(82,859)	-6%
Debt Service Funds	6,289	2,981,479	2,987,768	-	0%	(6,289)	-100%
Capital Projects Funds	14,579,340	1,981,924	10,342,565	6,218,699	35%	(8,360,641)	-57%
Municipal Total	\$ 26,836,174	\$ 21,511,534	\$ 31,819,020	\$ 16,528,688	93%	\$ (10,307,486)	-38%
Academic Funds	997,046	8,644,100	8,382,199	1,258,947	7%	261,901	26%
TOTAL	\$ 27,833,217	\$ 30,155,634	\$ 40,201,219	\$ 17,787,631	100%	\$ (10,045,585)	-36%

The FY 2017-18 budgeted expenditure amount totals \$40,201,219 for all funds

- Fund balance shows a 36% decrease of \$10,045,585 from the prior year estimated budget.
 - Academic funds reflect a 26% increase of \$261,901
 - Municipal funds reflect a 38% decrease of \$10,307,486 and include planned use of fund balance.

MUNICIPAL OPERATING EXPENDITURES

If only Municipal operating expenditures were taken into consideration (*removal of all expenditures related to capital projects, inter-fund transfers and Westlake Academy*), the FY17-18 budget shows a 7.14% increase of \$1,076,875.

	ESTIMATED		ADOPTED		Change	Change
	FY 16/17	FY 17/18	FY 17/18	Amount	Percent	
Payroll & Related	\$ 3,768,792	\$ 4,204,869	\$ 436,077	12%		
Operating Expenditures	11,321,711	11,962,509	640,798	6%		
TOTAL	\$ 15,090,503	\$ 16,167,378	\$ 1,076,875	7%		

GENERAL FUND REVENUES

Evaluating the budget within the context of a long-term forecast is important as it shows whether we are on the right road financially in FY 2017-18.

	ESTIMATED FY 16/17	ADOPTED FY 17/18	FY 18-19	FY 19-20	FY 20-21	FY 21-22
Total Revenues and Other Sources	\$ 9,772,370	\$ 9,122,827	\$ 9,506,484	\$ 9,401,183	\$ 10,079,649	\$ 9,807,273
Total Expenditures and Other Uses	8,711,150	10,563,575	11,018,126	10,985,832	10,929,627	10,409,727
NET CHANGE TO FUND BALANCE	1,061,221	(1,440,748)	(1,511,641)	(1,584,649)	(849,978)	(602,454)
Beginning Fund Balance	8,553,121	9,614,347	8,173,598	6,661,957	5,077,307	4,227,330
Ending Fund Balance	9,614,347	8,173,598	6,661,957	5,077,307	4,227,330	3,624,876
Restricted/Committed/ Assigned	553,197	555,202	283,146	283,146	283,146	283,146
Unassigned Ending Fund Balance	\$ 9,061,150	\$ 7,618,396	\$ 6,378,811	\$ 4,794,161	\$ 3,944,184	\$ 3,341,730
Operating Cost per Day	\$ 23,866	\$ 26,160	\$ 26,212	\$ 26,891	\$ 26,980	\$ 27,506
Operating Days	380	291	243	178	146	121
% of Operating Exp.	255%	213%	173%	125%	101%	85%

GENERAL SALES AND USE TAX

- Budgeted to be \$3,510,500 and comprises 39% of General Fund revenues.
- This reflects a 6% increase of \$200,000 when compared to prior year estimates primarily due to a development agreement.
 - 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 monthly.
 - 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.

AD VALOREM PROPERTY TAX

The Town of Westlake has assessed a property tax since FY2011/2012. The ad valorem tax rate for the Town of Westlake continues to be the lowest for municipalities in the immediate area.

The proposed ad valorem tax rate per \$100 of assessed valuation **will decrease by \$0.00080 for FY 2017-2018 to the proposed tax rate of \$.13615** (the calculated effective rate). As a reminder, the effective tax rate is the total tax rate calculated to raise the same amount of property tax revenue for the Town from the same properties.

	FY 16/17 Adopted Tax Rate	FY 17/18 Proposed Tax Rate	Change Amount
M&O	\$ 0.12882	\$ 0.11133	\$ (0.01749)
I&S	\$ 0.00813	\$ 0.02482	\$ 0.01669
	\$ 0.13695	\$ 0.13615	\$ (0.00080)

	FY13/14 Actual	FY14/15 Actual	FY15/16 Actual	FY16/17 Estimated	FY17/18 Proposed
Total Appraised Value	\$1,227,858,917 \$17,910,162 1.48%	\$1,248,082,317 \$20,223,400 1.65%	\$1,274,372,828 \$26,290,511 2.11%	\$1,431,173,915 \$156,801,087 12.30%	\$1,500,171,790 \$68,997,875 4.82%
Net Taxable Value	\$889,054,513 32,085,263 3.74%	\$920,188,732 31,134,219 3.50%	\$943,308,794 23,120,062 2.51%	\$1,124,442,640 181,133,846 19.20%	\$1,172,624,627 48,181,987 4.28%
Total Tax Revenue	\$1,353,355 -13,187 -0.96%	\$1,432,916 79,561 5.88%	\$1,479,452 46,536 3.25%	\$1,565,510 86,058 5.82%	\$1,596,528 31,018 1.98%
Property Tax Rate	\$ 0.15684	\$ 0.15634	\$ 0.15634	\$ 0.13695	\$ 0.13615

This budget will raise more revenue from property taxes than last year's adopted budget by approximately \$49,640 (does not include any prior year payments and penalties), which is a 3.37% increase from last year's budget.

The Total debt obligation for the Town secured by property taxes for various projects totals \$277,700. This amount covers the series 2011 CO payment for street projects of \$115,300 and the 2013 CO payment of \$162,400 for Arts & Science Center construction. The debt payment for the Science Center was originally paid from the Visitors Association Fund.

Based on our July 2017 certified values, the Town's "net taxable value" increased by \$48,181,987 over the prior year adjusted information for FY 16-17.

VISITOR ASSOCIATION FUND REVENUES

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

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

- Total revenues are budgeted to be \$826,820
- This represents a .7% increase of \$6,010 from prior year estimated revenues of \$820,810.

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 revenues are budgeted to be \$3,638,958
- This represents a 2% increase of \$53,788 from prior year estimated revenues of \$3,585,180

SERVICE LEVEL ADJUSTMENT OVERVIEW

The Town utilizes "service level adjustments" to create an organizational outcome of being fiscal stewards and tracking our cost increases or decreases. A service level adjustment (SLA) is a request for any dollars in excess of the baseline/target budget. (FY 2016-17 budget, adjusted for year-end estimates, less one-time purchases).

There are 2 types of "Service Level Adjustments".

Maintain

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

New or expanded level of service.

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

This budget reflects the following service level adjustments.

	TOTAL AMOUNT	ONE-TIME AMOUNT	ON-GOING AMOUNT
REVENUES	\$ 1,928,774	\$1,422,299	\$506,475
	Percent	44%	26%
EXPENDITURES	\$ 8,370,148	\$7,631,400	\$738,748
	Percent	91%	9%
NET CHANGE	\$(6,441,375)	\$(6,209,101)	\$(232,274)

BALANCED SCORECARD OVERVIEW

STRATEGIC THEMES

Strategic Themes guide the way the Town does business and helps us determine how we should invest our time and resources. Themes are also indicators of our "pillars of excellence" which translates our vision and mission statements into focus areas for our community.

The Council identifies each theme and creates a strategic result (or definition) to assist us in telling the Westlake story. In the budget process, this allows for increased transparency, clarity, and accountability, providing the Town a framework for demonstrating results.

The continued quality and success of this community does not happen without the diligent effort of a committed team of residents, businesses, community leaders, and staff members.

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

STRATEGIC PERSPECTIVES

Strategic Themes is a view of the Town's strategy from a specific vantage point. The Town's operational model encompasses our mission, vision, and values statement, and utilizes the four Perspectives as a framework.

As the name implies "a balanced scorecard" is divided into these perspectives that help ensure that we focus on the components necessary to achieve our strategy and aligns our work with the vision and mission for our community.

Our current perspectives encompass the areas of *People, Facilities, and Technology* (organizational capacity building), *Municipal & Academic Operations* (operational processes), *Financial Stewardship* (public funds and financial oversight), and *Citizen, Students, & Stakeholders* (customer service).

PERSPECTIVES
Citizens, Students & Stakeholders
Financial Stewardship
Municipal & Academic Operations
People, Facilities and Technology

All work together to ensure we create a vibrant and responsive community for our residents.

SERVICE LEVEL ADJUSTMENTS BY PERSPECTIVE

This budget aligns our organizational priorities contained in the Town's Balanced Score Card by Perspective, with the resources needed to fund Service Level Adjustments (SLA).

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

PERSPECTIVE & OUTCOME OBJECTIVE	TOTAL AMOUNT	ONE-TIME AMOUNT	ON-GOING AMOUNT
CUSTOMERS, STUDENTS, STAKEHOLDERS <u>Outcome Objectives:</u> <ul style="list-style-type: none">• <i>Preserve Desirability & Quality of Life</i>• <i>Increase CSS Satisfaction</i>	\$ 302,017	\$ 54,580 18%	\$ 247,437 82%
FINANCIAL STEWARDSHIP <u>Outcome Objectives:</u> <ul style="list-style-type: none">• <i>Increase Financial Capacity & Reserves</i>• <i>Increase Revenue Streams</i>	\$1,928,774	\$ 1,422,299 74%	\$ 506,475 26%
MUNICIPAL AND ACADEMIC OPERATIONS <u>Outcome Objectives:</u> <ul style="list-style-type: none">• <i>Maximize Efficiencies & Effectiveness</i>• <i>Encourage Westlake's Unique Sense of Place</i>• <i>Increase Transparency, Accessibility & Communications</i>	\$ 330,718	\$ 83,660 25%	\$ 247,058 75%
PEOPLE, FACILITIES AND TECHNOLOGY <u>Outcome Objectives:</u> <ul style="list-style-type: none">• <i>Attract, Recruit, Retain, Develop Quality Workforce</i>• <i>Improve Technology, Facilities & Equipment</i>• <i>Optimize Planning & Development Capabilities</i>	\$7,737,414	\$7,493,160 97%	\$ 244,254 3%

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Strategic Planning and Management System

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

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

BALANCED SCORECARD STRATEGIC PLANNING & MANAGEMENT SYSTEM

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

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

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

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

Components include the

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

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

Upon review of the existing mission and vision statements, the Council provided feedback to the Town staff and requested an updated version for review. Staff reviewed the previous version and created a more succinct statement that identifies the unique service programs, describes our commitment to personal customer service, and outlines the financial stewardship component, which is important to our community. After the staff analyzed the Town's strengths/weaknesses, as well as the opportunities/threats we face (SWOT), the information was presented to the Council during a retreat in May of 2013. The following was created as a result of the discussions in 2013 along with annual review as necessary.



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 viewscapes, while serving our residents and businesses with superior municipal and academic services that are accessible, efficient, cost-effective, and transparent."

VISION

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

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

VALUES

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

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

STRATEGIC PERSPECTIVES

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

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

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

STRATEGIC THEMES AND RESULTS

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

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

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.

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

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

OBJECTIVES AND PERFORMANCE MEASURES

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

PERSPECTIVES	OBJECTIVES	PERFORMANCE MEASURES
Citizens, Students, And Stakeholders	Preserve Desirability & Quality of Life Increase CSS Satisfaction	<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 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 Increase Revenue Streams	<ul style="list-style-type: none"> Fund Balance Quarterly financial report data Local revenue monitoring Percent of revenues budgeted
Municipal And Academic Operations	Maximize Efficiencies & Effectiveness Encourage Westlake's Unique Sense of Place Increase Transparency, Accessibility & Communications	<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 Percentage of first submission plans that meet environment/development goals Percentage of CSS participation events/meetings 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 Improve Technology, Facilities & Equipment Optimize Planning & Development Capabilities	<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 Overtime vs. Comp time Critical infrastructure downtime Cost of repairs vs. replacement costs Projected CSS growth Direction Finder survey results Percentage of deadline compliance

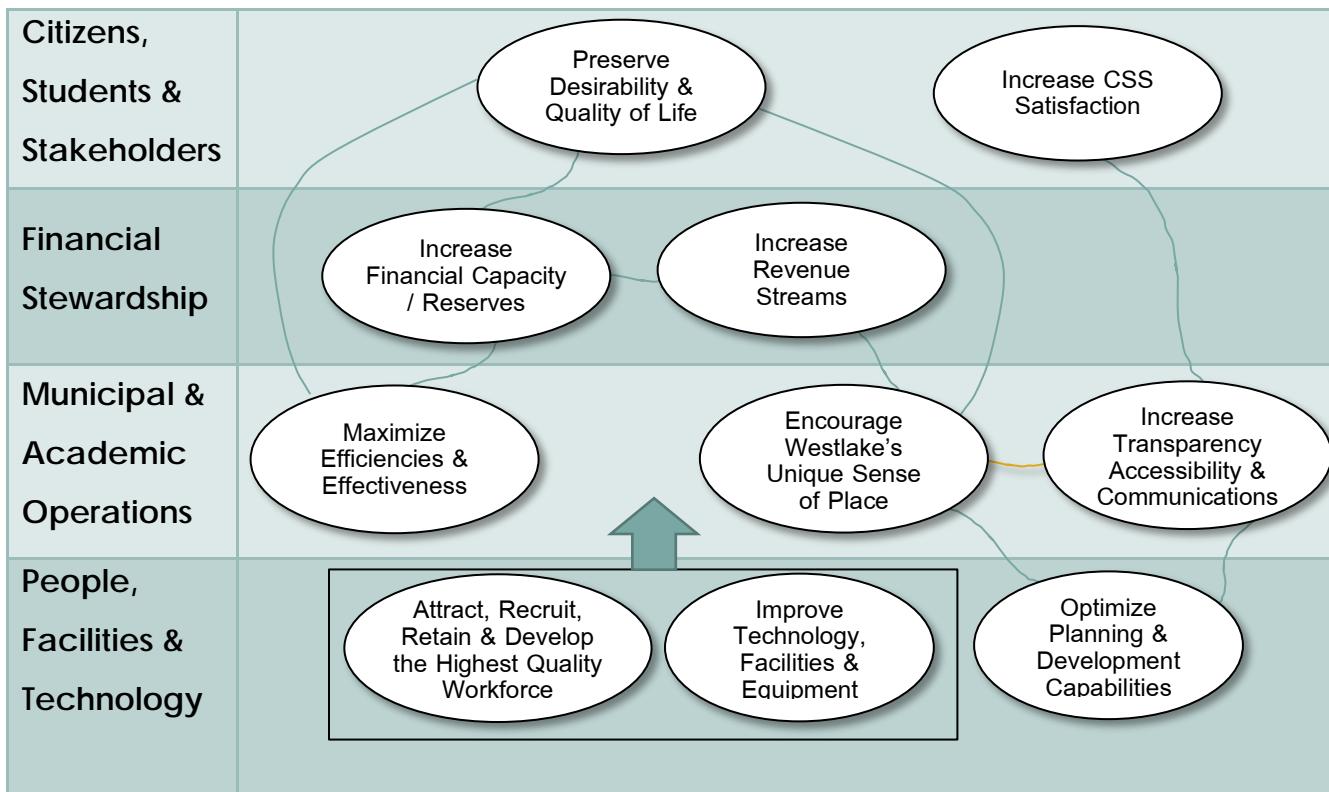
These performance measures help determine the quantity and quality of our work, as identified in our plans. We consistently evaluate our work and review our performance quarterly because we firmly believe that what gets measured gets done.

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

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

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

TOWN OF WESTLAKE STRATEGY MAP



WESTLAKE'S STRATEGIC DEVELOPMENT / BUDGET CYCLE

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

O C T	<ul style="list-style-type: none"> ▪ Open Municipal fiscal year and Implement Budget Prepare for Municipal audit 	D E C	<ul style="list-style-type: none"> ▪ Municipal budget submitted to GFOA ▪ External auditors begin Municipal audit 	M A R	<ul style="list-style-type: none"> ▪ Municipal CAFR submitted to GFOA ▪ Academic Budget Kickoff
N O V	<ul style="list-style-type: none"> ▪ Academic budget submitted to GFOA ▪ External auditors begin work on Academic audit 	J A N	<ul style="list-style-type: none"> ▪ 1st quarter financials compiled ▪ Present Academic Audit to Board 	F E B	<ul style="list-style-type: none"> ▪ Present Municipal CAFR to Council

CAFR Reporting and Strategic Planning



A P R	<ul style="list-style-type: none"> ▪ Municipal Budget Kickoff ▪ 2nd quarter financials compiled ▪ Municipal CAFR submitted to GFOA
A P R	<ul style="list-style-type: none"> ▪ Elections ▪ CIP Planning ▪ Council Planning Retreat
J U N	<ul style="list-style-type: none"> ▪ Roundtable review of proposed Municipal Budget ▪ Continued review of Academic Budget



J U L	<ul style="list-style-type: none"> ▪ 3rd quarter financials compiled ▪ Continued review of Municipal and Academic Budgets
A U G	<ul style="list-style-type: none"> ▪ Proposed Municipal budget presented to Council ▪ Academic Budget Adopted ▪ End of Academic fiscal year
S E P	<ul style="list-style-type: none"> ▪ Adopt Municipal budget ▪ End of Municipal fiscal year ▪ Open Academic fiscal year and Implement budget

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Westlake Community Profile

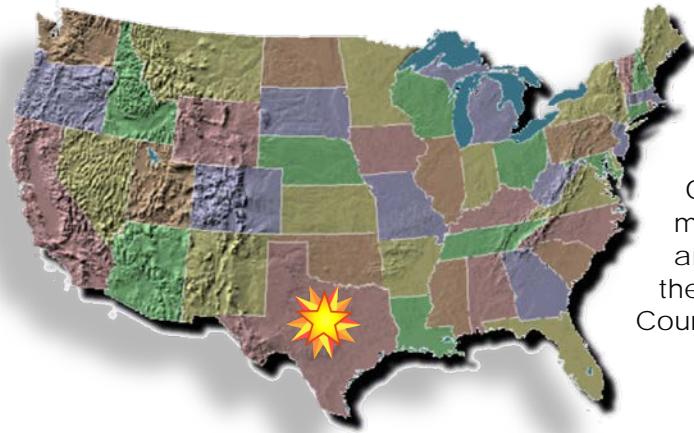
This section includes statistical and supplemental data that describes the Town of Westlake and its community.

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

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

INTRODUCTION

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



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

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

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

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

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

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

Say “welcome home” to a place familiar to the heart even if you’ve never been here.



LOCATION

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

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



HISTORY OF WESTLAKE

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

Early Settlers... 1847

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



The 1870's...

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



The 1930's...

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

The 1940's – 1950's



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

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

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

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

The 1960's...

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



2000	The Westlake Historical Preservation Society was established for the purpose of recording and preserving the rich history of the Town of Westlake.
2002	VIP's and residents of Westlake gather at the site of the new Westlake Academy to help raise the first wall of the school. Westlake approved the purchase of the first fire truck and ambulance. Westlake Historical Preservation Society holds the first Annual Decoration Day on Memorial Day. Westlake Academy opens.
2006	Celebrations began to commemorate the 50th anniversary of the incorporation of Westlake in December 1956.
2007	The Town of Westlake dedicated and sealed a time capsule containing a variety of special items. This time capsule will remain sealed until September 8, 2057, during the town's 100th anniversary celebration.
2009	Deloitte University announces Westlake as the site for its \$300 million learning and leadership center. Westlake Academy Arts & Sciences Center was completed.
2010	Westlake's first gas well was successfully drilled in Solana.
2011	New retail growth began along the Town's western boundary with construction of a new Quick Trip convenience store and a Centennial Fine Wine & Liquor store.

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

HISTORIC PRESERVATION

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

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



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

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

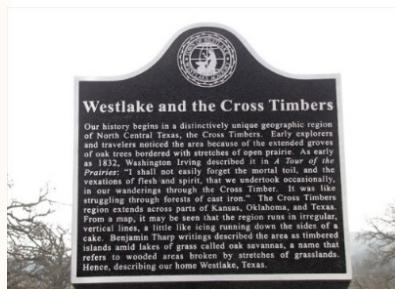
The sites are in the heart of Westlake and on highly traveled roads. Instead of going through the State to receive the designated plaques, the Town will take on the project. The Texas Historical Marker application process requires exhaustive research and documentation for potential sites and can take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



HISTORICAL MARKERS IN WESTLAKE

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

WESTLAKE AND THE CROSS TIMBERS



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

Our history begins in a distinctively unique geographic region of North Central Texas, the Cross Timbers. Early explorers and travelers noticed the area because of the extended groves of oak trees bordered

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



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

HISTORICAL MARKERS IN WESTLAKE

SHOCKEY-HUFFMAN HOMESTEAD & FAMILY FARM

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

POSSUM TROT SCHOOL

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



STAR

STAGECOACH ROUTE

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

TERRA BELLA HOMESTEAD

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



THE CIRCLE T RANCH

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



THRASHER FAMILY HOME

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



PAIGEBROOKE FARM

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

WESTLAKE LOCAL GOVERNMENT

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

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

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

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



Laura Wheat
Mayor



Carol Langdon
Mayor Pro-Tem



Michael Barrett
Council Member

Alesa Belvedere
Council Member

Rick Rennhack
Council Member

Wayne Stoltenberg
Council Member

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

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

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

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

WESTLAKE OPERATIONS

The Town of Westlake employs 137.84 full-time equivalent employees (municipal and academic) and provides a full level of public services to its citizens as well as operates the only municipally owned Charter School in the state. The Town of Westlake utilizes a private firm for solid waste collection and disposal, as well as contracts with Keller, a neighboring community, for police services.



Department Name	FY17/18
General Government	
• Town Manager	1.00
• Assistant Town Manager	1.00
• Administrative	0.50
• Planning and Development	4.00
• Town Secretary	1.50
• Facilities/Grounds maintenance	1.25
• Municipal Court	4.50
• Finance	4.00
• Payroll/Human Resources	2.00
• Information Technology	2.00
• Public Safety	15.50
• Culture and Recreation	0.50
• Public Works	4.00
• Marketing and Public Affairs	2.00
• Education	93.09
Total Employees	137.84

GLENWYCK PARK

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



SHOPPING

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

LODGING FACILITIES

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



DINING ESTABLISHMENTS

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

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

WESTLAKE COMMUNITY EVENTS

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

MASTERWORKS CONCERT SERIES...

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

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



...DECORATION DAY

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

ANNUAL VINTAGE CAR SHOW...

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



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

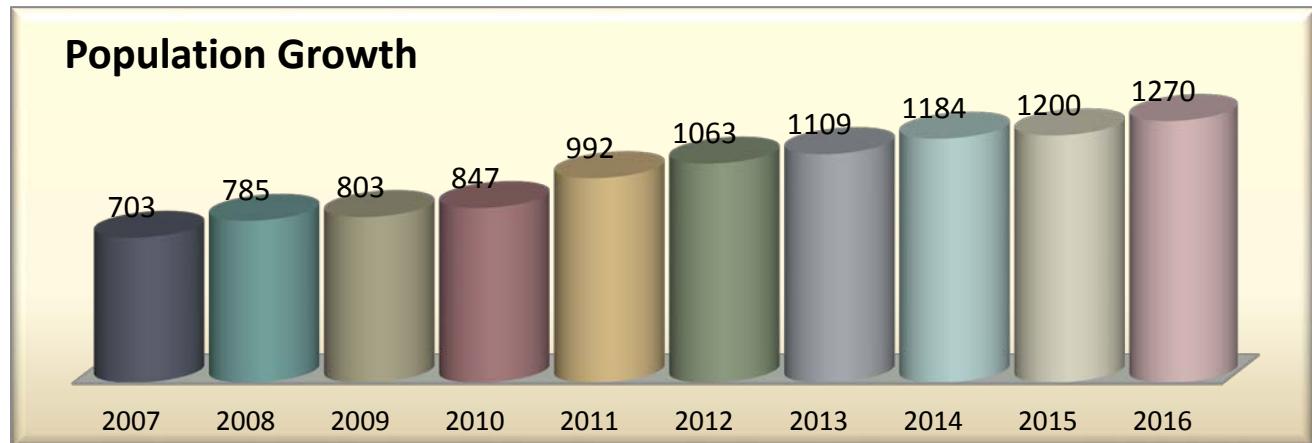
HOLIDAY COMMUNITY TREE LIGHTING...

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



WESTLAKE POPULATION

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



Tarrant County Unemployment Rate

Source: 2016 Town of Westlake Audit

Year	Rate
2002	6.10%
2003	6.30%
2004	5.30%
2005	5.10%
2006	4.60%
2007	4.30%
2008	5.10%
2009	8.10%
2010	8.10%
2011	7.90%
2012	6.20%
2013	6.00%
2014	5.00%
2015	4.00%
2016	4.10%

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

Source: 2017 Westlake Citizen Survey

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

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

Source: 2017 Westlake Citizen Survey

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

Source: 2017 Westlake Citizen Survey

DEMOGRAPHIC AND ECONOMIC STATUS

Source: 2016 Town of Westlake Audit

Calendar Year	Estimated Population	Personal Income	Per Capita Personal Income
2002	289	\$ 13,715,216	\$ 47,457
2003	303	15,242,398	50,305
2004	328	41,027,552	125,084
2005	355	45,292,916	127,586
2006	698	90,835,901	130,137
2007	703	93,316,319	132,740
2008	785	115,891,905	147,633
2009	803	120,920,285	150,586
2010	847	102,852,057	121,431
2011	992	26,678,400	127,700
2012	1,063	138,423,531	130,254
2013	1,109	147,292,890	132,859
2014	1,150	160,462,095	135,516
2015	1,200	165,871,904	138,227
2016	1,270	179,058,721	140,991

Tarrant County, Community College, Hospital & School Taxes -2016 (Combined)

- Carroll ISD - \$2.0166
- Keller ISD - \$2.1466
- Northwest ISD - \$2.0791

Denton County and School Taxes 2016 (Combined)

- Northwest ISD - \$1.7009

Major Developments & Planned Developments

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

LOCATION

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

CLIMATE

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



RESIDENTIAL SUBDIVISIONS

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



GLENWYCK FARMS (22% of residents live here)

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

MAHOTEA BOONE (3% of residents live here) - 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 (4% of residents live here) - A 28 lot, 54.7 acre, gated subdivision with a 22.6 acre open space and nature preserve featuring a hike and bike trail. As Westlake's newest subdivision, the first house was permitted for construction in August 2009. Terra Bella is accessible from Dove Road and Sam School Road, on the eastern border of Westlake.



VAQUERO ESTATES (53% of residents live here)

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

RESIDENTIAL SUBDIVISIONS

GRANADA (under construction)

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



CARLYLE COURT (under construction)

Our new Carlyle Court development will offer only 8 gated estate lots, each one being 1-1.5 acre homesites.

The neighborhood is very private featuring both trees and open spaces. Connections to the existing Westlake trail system are also available right outside your door!

QUAIL HOLLOW (under construction)

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



STAGECOACH HILLS (12% of residents live here)

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

ENTRADA COMMERCIAL DEVELOPMENT

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

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

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

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



WESTLAKE
ENTRADA



WHAT'S SPECIAL

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

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

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

ADVANTAGES OF DOING BUSINESS IN WESTLAKE

Regional Advantages

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

High Standards

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



Hwy 114 Corridor West Region Population & Demographics

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



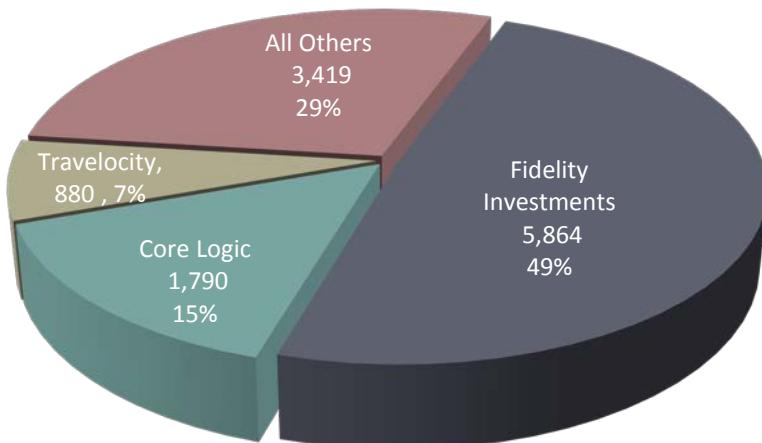
Strategically Located

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

WESTLAKE EMPLOYERS

Source: 2016 Town of Westlake Audit

COMPANY NAME	COUNT	PERCENT
Fidelity Investments	5,864	49.1%
Core Logic	1,790	15.0%
Travelocity	880	7.4%
Wells Fargo	617	5.2%
Sabre	500	4.2%
Deloitte	486	4.1%
Verizon Wireless (ALL)	446	3.7%
First American Title	262	2.2%
Sount Physicians	173	1.4%
Marriott Solana Hotel	143	1.2%
Vaquero Country Club	135	1.1%
Westlake Academy	95	0.8%
Levi Strauss	70	0.6%
Solera	68	0.6%
Solana Club/Larry North	57	0.5%
Town of Westlake	42	0.4%
Image Engineering Group LTD	40	0.3%
Marsh & McLennan Companies	35	0.3%
Western & Southern Life Insurance	31	0.3%
Midwest Hospitality, LLC	20	0.2%
Mar-Cosina Tex Mex	20	0.2%
All Other Employers	179	1.5%
Fidelity Investments	5,864	49.1%
Core Logic	1,790	15.0%
TOTAL	11,953	100%



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

Several major employers are located within the Town of Westlake.

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

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

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



SALES AND USE TAX RATE

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

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

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

General Sales and Use Tax (show in millions)



4B Economic Development Fund – This fund utilizes the revenues generated from a $\frac{1}{2}$ 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.

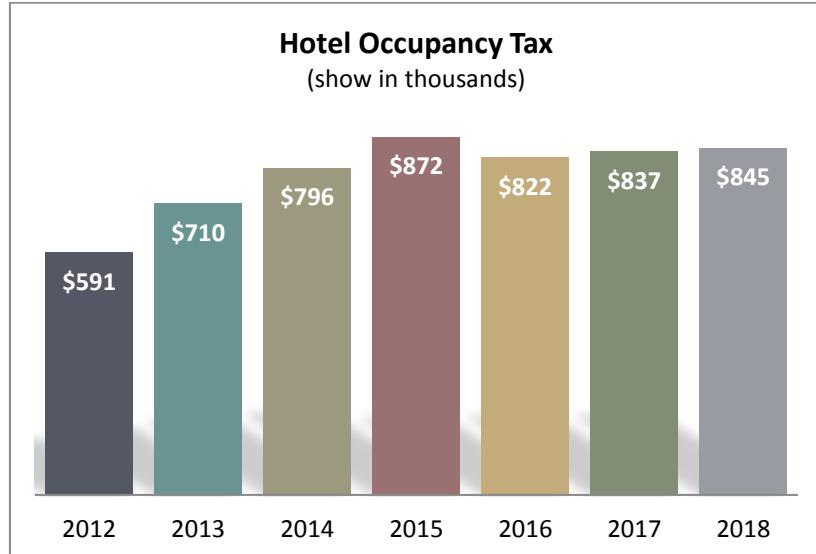
General Fund Allocation – The Town levies $1 \frac{1}{2}$ % in sales tax that is utilized to offset expenditures in the General Fund and is used to reduce the property tax burden on local residents and businesses by providing Westlake with an additional unrestricted revenue source.

HOTEL OCCUPANCY TAX

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

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

Hotel Occupancy Tax (show in thousands)



PROPERTY TAX

The Town of Westlake instituted a property tax in 2010.

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

The calculated effective rate
for FY2017/2018
will decrease by .00080
for a tax rate of \$.13615
Currently \$.13695

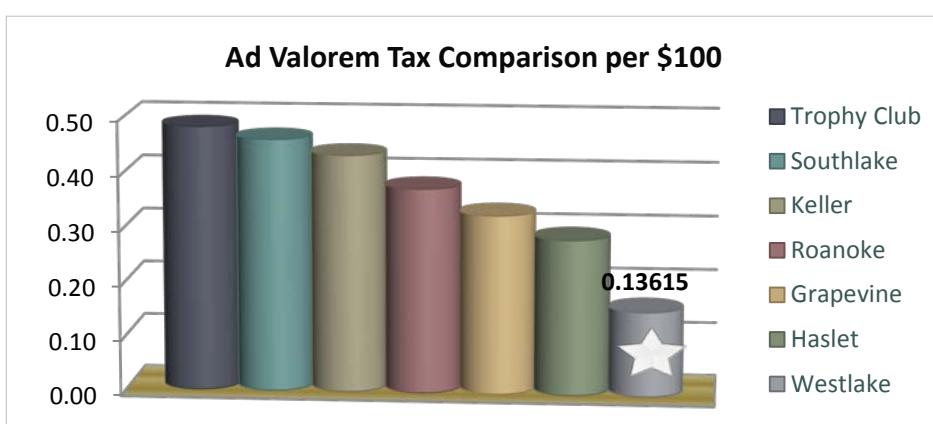
Homestead Exemptions

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

Tax Freeze

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

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



There are multiple taxing jurisdictions within Westlake's boundaries; whether 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



Section 1 Executive
Westlake Community Profile

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

DIRECT AND OVERLAPPING PROPERTY TAX RATE

Source: 2016 Town of Westlake Audit

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

STANDARD & POOR'S RATING SERVICES

In January 2017, Standard & Poor's Ratings Services has recently increased the Town's rating from AA+/stable to AAA. S&P Global Ratings views the outlook for this rating as stable. The upgrade reflects their assessment of the town's historically very strong finances and implementation of a property tax levy, which has further strengthened finances and lessened the operating fund's reliance on the somewhat volatile sales tax revenue stream.

The rating reflects their opinion of the town's:

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

OUR VISION

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

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

OUR MISSION

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

VALUES

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

Westlake Academy is an Open Enrollment Charter School that opened September 1, 2003 and offers the full IB curriculum for grades K-12.

Westlake Academy distinguishes itself among neighboring educational offerings with a particular focus on producing students who are globally minded.

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



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

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

STUDENT UNIFORMS

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

- formal uniforms
- casual uniforms
- acceptable spirit wear

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



HOUSE SYSTEM

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

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

The House System organization and leadership team consists of a House Coordinator and its own leadership team consisting of a House Captain, Service Captain, PYP Captain, and a Faculty Liaison. The 2017/2018 House Coordinators are Dawnelle Butler and Maru Busico-Flight.



Keller House

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



Thoreau House

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



Wheatley House

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



Whitman House

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



SECTION 2

ALL FUNDS OVERVIEW

MAINTAINING
our
Vision

Hold Fast - Stay True

in a Sea of
CHANGE

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Budget 101 Overview

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

The Town of Westlake staff is pleased to present the **2017/2018 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 2018 fiscal year begins on October 1, 2017 and ends September 30, 2018.** It provides the framework to implement the Town's vision, mission and value statements as set out by the Town Council.

LAYOUT AND ORGANIZATION

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

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

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

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

BUDGET PREPARATION

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

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

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

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

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

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

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

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

EFFECT OF PLANNING PROCESSES ON THE BUDGET

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

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

Section 2 Financial Analysis
Budget 101 Overview

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

THE BUDGET PROCESS

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

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

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

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

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

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

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

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

BALANCED BUDGET

As per State Law, current operating revenues, including Property Tax Reduction Sales Tax (which can be used for operations), will be sufficient to support current operating expenditures.

Annually recurring revenue will not be less than annually recurring operating budget expenditures (operating budget minus capital outlay). Debt or bond financing will not be used to finance current expenditures.

BASIS OF ACCOUNTING & BUDGETING

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

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

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

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

In the Modified Accrual Basis,

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

In the Accrual Basis,

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

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

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

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

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

WHAT IS A FUND BALANCE?

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

Fund balance is defined as:

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

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

LONG TERM FORECASTING

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

The purpose of this is to:

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

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

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

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

Fund Name	Positive Operating Balance	Unassigned Fund Balance	Operating Days	Dollars Per Operating Day
FY 18/19	YES	\$6,378,811	243	\$26,212
FY 19/20	YES	\$4,794,161	178	\$26,891
FY 20/21	YES	\$3,944,184	146	\$26,980
FY 21/22	YES	\$3,341,730	121	\$27,506

REVENUE ESTIMATES FOR BUDGETING:

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

CENTRAL CONTROL:

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

CONTINGENT APPROPRIATION:

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

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

PERFORMANCE MEASURES & PRODUCTIVITY INDICATORS:

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

BUDGET ADOPTION:

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

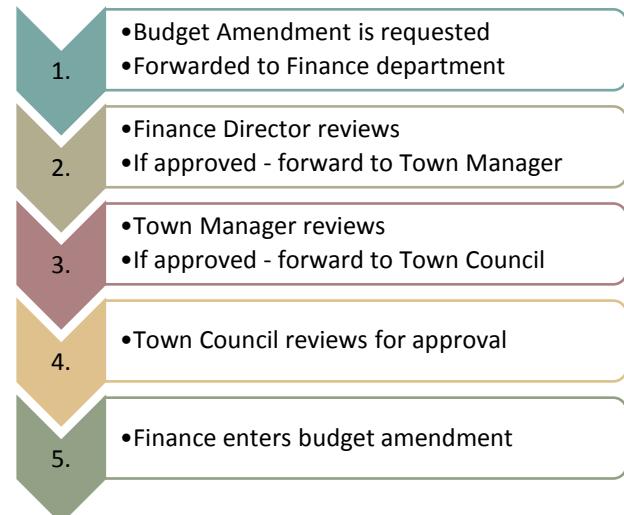
BUDGET AWARD:

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

BUDGET AMENDMENT PROCESS

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

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



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

BUDGET CALENDAR

- MAR**
 - * ORIENTATION AND OVERVIEW OF BUDGET PROCESS
 - * FIVE YEAR PROJECTION SPREADSHEETS DISTRIBUTED FOR INPUT
 - * FORMS FOR CAPITAL PROJECTS AND MAJOR MAINTENANCE AVAILABLE
 - * REVIEW OF CALENDAR AND PROCESSES WITH COUNCIL
 - * REVIEW OF OVERALL TOWN GOALS
- APR**
 - * YEAR-END ESTIMATE SPREADSHEETS DISTRIBUTED FOR PRIOR YEAR AMENDMENTS
 - * FINANCE AMENDS PRIOR YEAR BUDGET - BECOMES BASE BUDGET FOR NEW YEAR
 - * DEPARTMENTS ACCESS BUDGET TO REMOVE ONE TIME REVENUES AND EXPENDITURES
 - * OPERATING BASELINE BUDGET AVAILABLE FOR EDITING
 - * SERVICE LEVEL ADJUSTMENT FORMS AVAILABLE ON SHARED DRIVE
- MAY**
 - * 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 MUNICIPAL BUDGET TO COUNCIL
- SEP**
 - * PUBLISH NOTICE OF PUBLIC HEARING ON BUDGET
 - * PUBLIC HEARING ON BUDGET
 - * ADOPTION OF OPERATING BUDGET AND TAX RATE
- OCT**
 - * NEW FISCAL YEAR BEGINS

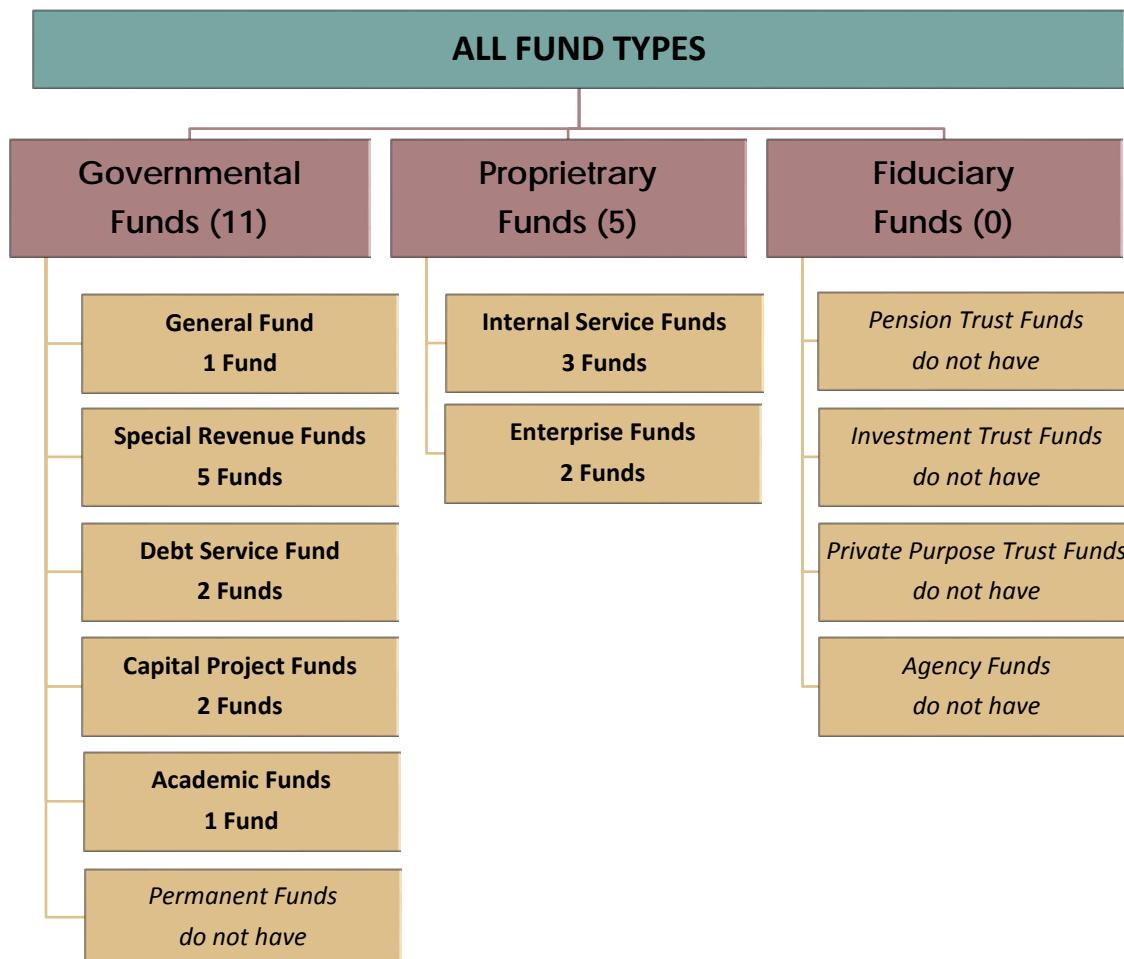
FUND TYPES AND STRUCTURE

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

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

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

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



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

GOVERNMENTAL FUND TYPES

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

GOVERNMENTAL FUND TYPES

ACCOUNTING/BUDGETING BASIS; MODIFIED ACCRUAL

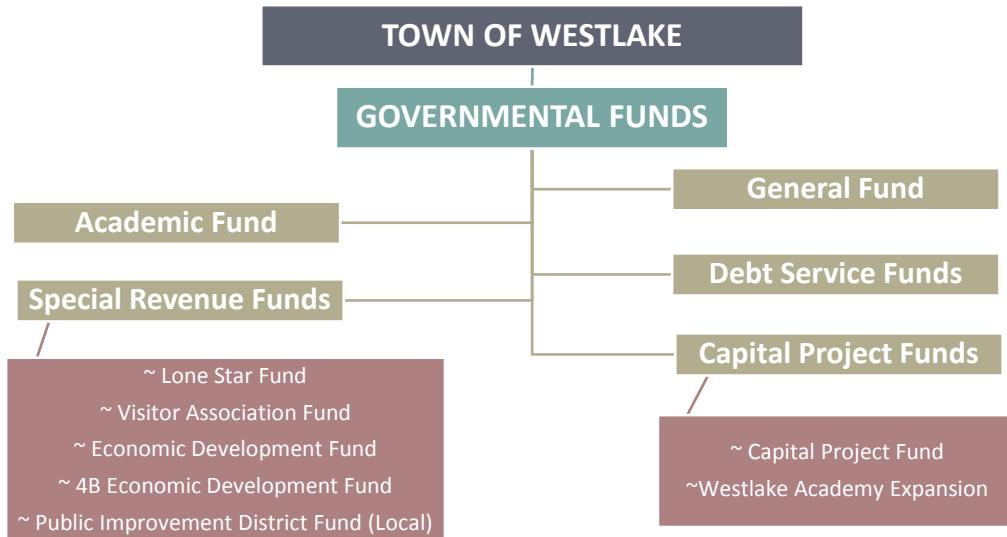
1. General Fund
2. Lone Star Fund
3. Visitor Association Fund
4. Economic Development Fund
5. 4B Economic Development Fund
6. Public Improvement District Fund
7. Debt Service Fund 300
8. Debt Service Fund 301
9. Capital Projects Fund
10. Academy Expansion Fund
11. Westlake Academy

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

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

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

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



1. GENERAL FUND

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

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

2. WESTLAKE ACADEMY FUND

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

3. SPECIAL REVENUE FUNDS

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

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

4. DEBT SERVICE FUNDS

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

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

5. CAPITAL PROJECT FUNDS

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

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

PROPRIETARY FUND TYPES

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

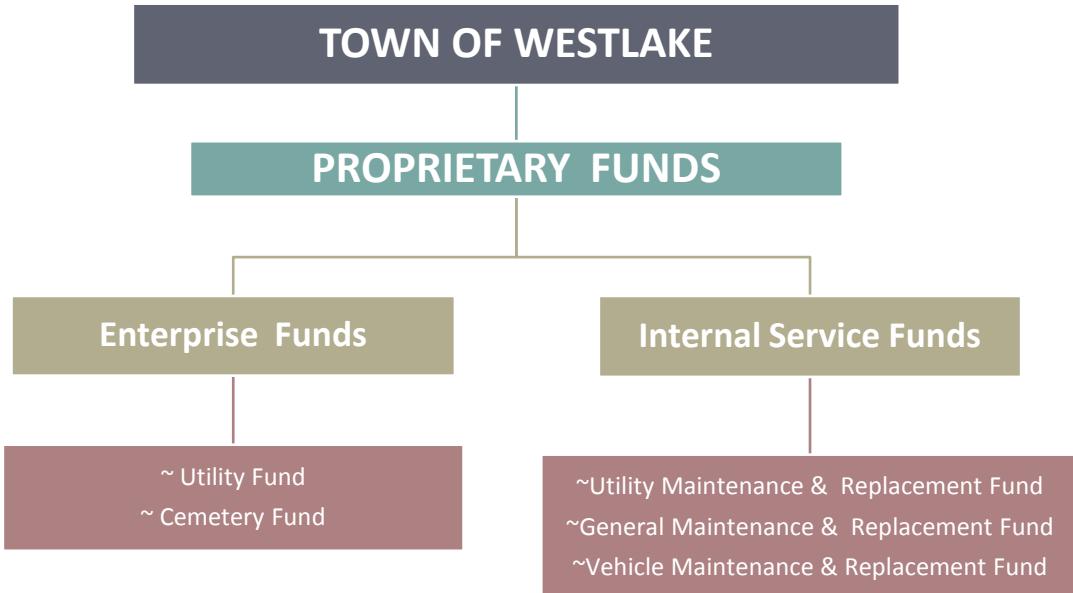
Proprietary fund types operate in a manner like private business utilizing an accrual basis of accounting.

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

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

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

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



1. ENTERPRISE FUNDS

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

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

2. INTERNAL SERVICE FUNDS

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

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

MAJOR FUND TYPES

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

MAJOR FUNDS	PERCENT
General Fund	46%
Capital Project Fund	35%
Academic Funds	7%
TOTAL	88%

DEPARTMENT TYPE AND STRUCTURE

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



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

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



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

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



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

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



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

❖ Dept 18 - The Finance Department is responsible for collecting, recording, summarizing, and reporting the results of all financial transactions of the following entities in a timely manner and in accordance with generally accepted accounting principles while ensuring compliance with applicable state and federal statutes, bond covenants and grant contracts by reviewing financial data and reporting such in a timely manner. The Finance department is responsible for three entities; Town of Westlake, Westlake Academy, and Westlake Academy Foundation. Duties include but are not limited to: payroll processing, budgets, cash collections, audits, fraud, accounts payable and financial reporting.

❖ Dept 19 - The Park and Recreation Department maintains a 39.5-acre park and open spaces, which includes Glenwyck Farms, Terra Bella sub-division and the Parchman property. The trees along roadways and the cemetery are also maintained to ensure the safety of drivers and pedestrians. 10 miles Trails and two pedestrian underpasses run throughout the community. Westlake Academy, IOOF cemetery, and the town owned park, located in Glenwyck Farms, provide the facilities and space for recreational use to the public. These locations also host sporting events.



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



RELATIONSHIP BETWEEN FUNDS AND DEPARTMENTS

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

SIGNIFICANT ACCOUNTING POLICIES

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

Key features of the Fiscal & Budgetary Policies include:

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

FUND BALANCE POLICIES

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

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

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

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

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

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

FUND BALANCE COMPONENTS

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

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

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

FUTURE GFOA POLICIES TO DISCUSS

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

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

1. Operating Budget Policy

(already incorporated into the Fiscal and Budgetary Policies)

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

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

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



2. Capital Asset Management

(already incorporated into the Fiscal and Budgetary Policies)

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

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

3. Budget Crisis Procedures

(will need to be reviewed and discussed)

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

4. Long Term Forecasting

(will need to be reviewed and discussed)

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

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

5. Reserve Policy in Other Funds

(will need to be reviewed and discussed)

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

6. General Fund Budget Reserves

(already incorporated into the Fiscal and Budgetary Policies)

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

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

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

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

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

Fiscal Year	Expenditures Without Transfers	Ending Fund Balance	Percent of Fund Balance to Expenditures
FY 13/14	\$6,580,496	\$6,788,964	103%
FY 14/15	\$7,716,114	\$7,240,729	94%
FY 15/16	\$7,411,775	\$8,541,363	115%
FY 16/17 estimated	\$7,322,597	\$9,061,150	124%
FY 17/18 adopted	\$7,775,683	\$7,618,396	98%

All Funds - Financial Summaries and Analysis

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

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

ALL FUNDS - ALL SOURCES

Combined Program Summary

Fiscal Year 2017/2018

Actuals FY 15/16	Adopted Budget FY 16/17	Estimated Budget FY 16/17	Adopted Budget FY 17/18	FY 17/18 vs FY 16/17	Adopted FY 16/17
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REVENUES & OTHER SOURCES

General Sales Tax	\$ 4,609,523	\$ 4,550,000	\$ 4,550,000	4,950,000	400,000
Property Tax	1,479,452	1,525,685	1,574,510	1,476,616	(97,894)
Charge for Services	3,836,457	3,565,755	3,752,705	3,777,315	24,610
Hotel Tax	822,489	837,280	837,280	845,000	7,720
Beverage Tax	61,476	62,500	62,500	62,500	-
Franchise Fees	930,042	966,370	974,770	983,815	9,045
Permits & Fees Other	1,235,260	263,885	336,370	308,145	(28,225)
Permits & Fees Buildings	1,472,709	2,287,557	2,469,458	2,137,121	(322,337)
Permits & Fees Utility	125,812	152,265	168,865	168,865	-
Fines & Forfeitures	796,013	805,350	809,880	809,880	0%
Investment Earnings	44,309	34,400	131,065	111,965	(19,100)
Contributions	282,485	1,220,000	4,841,850	925,000	(3,916,850)
Misc Income	266,900	128,660	216,215	123,670	(92,545)
Total Revenues	15,962,925	16,399,707	20,725,468	16,679,892	(4,045,577)
Transfers In	2,930,227	3,767,750	4,414,626	4,831,642	417,016
Other Sources	-	8,500,000	10,743,015	-	(10,743,015)
Total Other Sources	2,930,227	12,267,750	15,157,641	4,831,642	(10,325,999)
GF Academic Revenues	7,868,978	8,399,173	8,227,963	8,584,100	356,137
GF Academic Other Sources	474,300	-	117,090	60,000	(57,090)
Total Academic	8,343,278	8,399,173	8,345,053	8,644,100	299,047
TOTAL REVENUES & OTHER SOURCES	\$ 27,236,431	\$ 37,066,630	\$ 44,228,162	\$ 30,155,634	\$ (14,072,528)

EXPENDITURES & OTHER USES

Payroll Salaries	\$ 3,009,870	\$ 3,472,410	\$ 3,373,370	3,821,261	447,891
Payroll Transfer In	(892,998)	(958,765)	(917,146)	(1,055,775)	(138,629)
Payroll Insurance	432,389	545,605	579,109	599,995	20,886
Payroll Taxes	39,917	46,845	46,454	51,180	4,726
Payroll Taxes	211,505	269,765	252,232	292,253	40,021
Payroll Retirement	365,991	426,870	434,773	495,955	61,182
Total Payroll and Related	3,166,674	3,802,730	3,768,792	4,204,869	436,077
Debt	4,339,915	3,657,696	3,691,016	4,494,622	803,606
Economic Development	141,779	134,640	134,640	234,640	100,000
Insurance	40,585	44,640	42,375	42,375	-
Payroll Transfer Out	892,998	958,760	917,147	1,055,775	138,628
Repair & Maintenance	439,350	387,050	368,335	407,830	39,495
Rent & Utilities	498,485	847,105	561,254	661,604	100,350
Services	3,568,185	3,668,680	3,986,995	3,394,059	(592,936)
Supplies	199,652	225,055	223,879	269,534	45,655
Water Purchases	1,358,068	1,344,600	1,344,600	1,344,600	-
Total Operations & Maintenance	11,479,015	11,268,226	11,270,241	11,905,039	634,798
TOTAL OPERATING EXPENDITURES	14,645,689	15,070,956	15,039,033	16,109,908	1,070,875
Capital Project Funds	299,549	9,552,020	3,455,265	10,288,000	6,832,735
Capital Outlay	27,094	232,795	51,470	57,470	6,000
Maintenance & Replacement Funds	345,358	783,700	1,391,745	532,000	(859,745)
Total Capital	644,908	10,568,515	4,898,480	10,877,470	5,978,990
Transfers Out	2,930,227	3,767,750	4,406,291	4,831,642	425,351
Other Uses	-	-	-	-	-
Total Other Uses	2,930,227	3,767,750	4,406,291	4,831,642	425,351
GF Academic Expenditures	8,754,398	8,397,745	8,360,471	8,322,199	(38,272)
GF Academic Other Uses	-	-	60,000	60,000	-
Total Academic	8,754,398	8,397,745	8,420,471	8,382,199	(38,272)
TOTAL NON-OPERATING EXPENDITURES	12,329,533	22,734,010	17,725,242	24,091,311	6,366,069
TOTAL EXPENDITURES AND OTHER SOURCES	\$ 26,975,221	\$ 37,804,966	\$ 32,764,275	\$ 40,201,219	\$ 7,436,944

Excess Revenues over(under) Expenditures	261,209	(738,336)	11,463,887	(10,045,585)	(21,509,472)
Beginning Fund Balance (Municipal)	15,640,587	15,296,866	15,296,866	26,836,171	11,539,305
Beginning Fund Balance (Academic)	1,482,157	1,071,037	1,072,464	997,046	(75,418)
FUND BALANCE, BEGINNING	17,122,744	16,367,903	16,369,330	27,833,217	11,463,887
FUND BALANCE, ENDING	\$ 17,383,953	\$ 15,629,567	\$ 27,833,217	\$ 17,787,632	\$ (10,045,585)

ALL FUNDS - ALL SOURCES

Combining Revenues, Expenditures and Fund Balance

Fiscal Year 2017/2018

	General Fund	Enterprise Funds	Internal Service Funds	Special Revenue Funds	Debt Service	Capital Project Fund	Westlake Academy	TOTAL
REVENUES AND OTHER SOURCES								
General Sales Tax	\$ 3,510,500	\$ -	\$ -	\$ 1,439,500	\$ -	\$ -	\$ -	\$ 4,950,000
Property Tax	1,205,205	-	-	-	271,411	-	-	1,476,616
Charge for Services	-	3,777,315	-	-	-	-	-	3,777,315
Hotel Tax	-	-	-	845,000	-	-	-	845,000
Beverage Tax	62,500	-	-	-	-	-	-	62,500
Franchise Fees	983,815	-	-	-	-	-	-	983,815
Permits and Fees Other	302,145	-	6,000	-	-	-	-	308,145
Permits and Fees Building	2,137,121	-	-	-	-	-	-	2,137,121
Permits and Fees Utility	-	168,865	-	-	-	-	-	168,865
Fines & Forfeitures	809,880	-	-	-	-	-	-	809,880
Investment Earnings	43,100	15,020	7,015	5,230	-	41,600	-	111,965
Contributions	-	-	-	750,000	-	175,000	-	925,000
Misc Income	18,560	35,800	-	69,310	-	-	-	123,670
Total Revenues	9,072,826	3,997,000	13,015	3,109,040	271,411	216,600	-	16,679,892
Transfers In	50,000	-	306,250	-	2,710,068	1,765,324	-	4,831,642
Other Sources	-	-	-	-	-	-	-	-
Total Other Sources	50,000	-	306,250	-	2,710,068	1,765,324	-	4,831,642
Academic Revenues	-	-	-	-	-	-	8,584,100	8,584,100
Academic Others Sources	-	-	-	-	-	-	60,000	60,000
Total Academic	-	-	-	-	-	-	8,644,100	8,644,100
TOTAL REVENUES AND OTHER SOURCES	\$ 9,122,826	\$ 3,997,000	\$ 319,265	\$ 3,109,040	\$ 2,981,479	\$ 1,981,924	\$ 8,644,100	\$ 30,155,634
EXPENDITURES AND OTHER USES								
Payroll Salaries	\$ 3,821,261	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,821,261
Payroll Transfer In	(1,055,775)	-	-	-	-	-	-	(1,055,775)
Payroll Insurance	599,995	-	-	-	-	-	-	599,995
Payroll Taxes TWC/WC	51,180	-	-	-	-	-	-	51,180
Payroll SS/Medicare	292,253	-	-	-	-	-	-	292,253
Payroll Retirement	495,955	-	-	-	-	-	-	495,955
Total Payroll & Related	4,204,869	-	-	-	-	-	-	4,204,869
Debt	351,680	1,155,174	-	-	2,987,768	-	-	4,494,622
Economic Development	-	-	-	234,640	-	-	-	234,640
Insurance	33,625	8,750	-	-	-	-	-	42,375
Payroll Transfer Out	-	482,700	-	518,510	-	54,565	-	1,055,775
Rent & Utilities	445,316	156,499	-	59,789	-	-	-	661,604
Repair & Maintenance	242,580	165,250	-	-	-	-	-	407,830
Services	2,213,639	798,960	-	381,460	-	-	-	3,394,059
Supplies	252,284	7,250	-	10,000	-	-	-	269,534
Water Purchases	-	1,344,600	-	-	-	-	-	1,344,600
Total Operations & Maintenance	3,539,124	4,119,183	-	1,204,399	2,987,768	54,565	-	11,905,039
TOTAL OPERATING EXPENDITURES	7,743,993	4,119,183	-	1,204,399	2,987,768	54,565	-	16,109,908
Capital Project Funds	-	-	-	-	-	10,288,000	-	10,288,000
Capital Outlay	31,690	25,780	-	-	-	-	-	57,470
Maintenance & Replacement	-	-	532,000	-	-	-	-	532,000
Total Capital	31,690	25,780	532,000	-	-	10,288,000	-	10,877,470
Transfers Out	2,787,892	56,250	-	1,987,500	-	-	-	4,831,642
Other Uses	-	-	-	-	-	-	-	-
Total Other Uses	2,787,892	56,250	-	1,987,500	-	-	-	4,831,642
Academic Expenditures	-	-	-	-	-	-	8,322,199	8,322,199
Academic Others Uses	-	-	-	-	-	-	60,000	60,000
Total Academic	-	-	-	-	-	-	8,382,199	8,382,199
TOTAL NON-OPERATING EXPENDITURES	2,819,582	82,030	532,000	1,987,500	-	10,288,000	8,382,199	24,091,311
TOTAL EXPENDITURES AND OTHER USES	\$ 10,563,575	\$ 4,201,213	\$ 532,000	\$ 3,191,899	\$ 2,987,768	\$ 10,342,565	\$ 8,382,199	\$ 40,201,219
Excess Revenues over(under) Expenditures	(1,440,749)	(204,213)	(212,735)	(82,859)	(6,289)	(8,360,641)	261,901	(10,045,585)
BEGINNING FUND BALANCE	9,614,346	694,192	610,402	1,331,605	6,289	14,579,340	997,046	27,833,217
ENDING FUND BALANCE	\$ 8,173,597	\$ 489,979	\$ 397,667	\$ 1,248,746	\$ -	\$ 6,218,699	\$ 1,258,947	\$ 17,787,631

The following is a high-level overview of the FY 2017-18 budgeted revenues, other sources, expenditures and other uses. Please refer to individual funds for detailed explanations of the following changes.

REVENUES AND OTHER SOURCES

Revenues and other sources are budgeted to be \$30,155,634. This represents a 32% decrease of \$14,072,528 from prior year estimated of \$44,228,162.

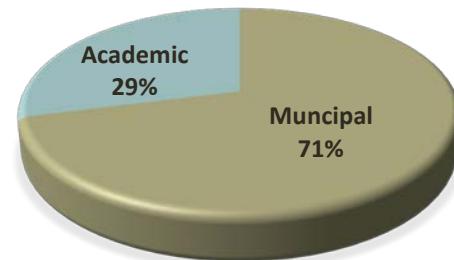
Municipal

- General Sales Tax increased \$400,000
- Property Tax decreased (\$97,894)
- Charge for Services increased \$24,610
- Hotel Tax increased \$7,720
- Franchise Fees increased \$9,045
- Permits and Fees Other decreased (\$28,225)
- Permits and Fees Building decreased (\$332,337)
- Investment Earnings decreased (\$19,100)
- Contributions decreased (\$3,916,850)
- Misc. Income decreased (\$92,545)
- Transfers in increased \$417,016
- Other sources decreased \$10,743,015

Academic

- Revenues increased \$356,137
- Other Sources decreased \$57,090

Revenues and Other Sources



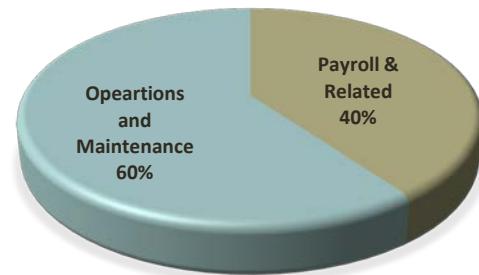
OPERATING EXPENDITURES

Operating expenditures are budgeted to be \$16,167,378. This represents a 7% increase of \$1,076,875 from the prior year estimated of \$15,090,503.

- Payroll and Related is budgeted at \$4,204,869; a 12% increase of \$436,077
 - Wages increased \$311K
 - Insurances increased \$20K
 - Taxes increased \$44K
 - Retirement increased \$61K
- Operations and Maintenance is budgeted at \$11,962,509; a 6% increase of \$640,798.

- Capital Outlay increased \$6,000
- Debt increased \$803,606
- Economic Development increased \$100,000
- Payroll Transfers Out increased \$138,628
- Rent & Utilities increased \$100,350
- Repair & Maintenance increased \$39,495
- Services decreased (\$592,936)
- Supplies increased \$45,655

Operating Expenditures



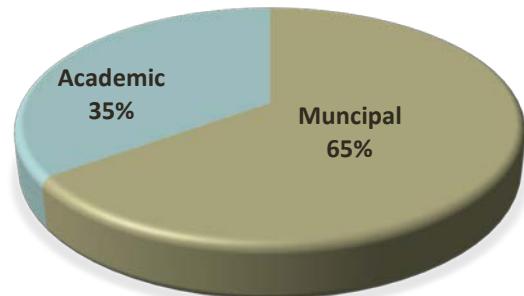
NON-OPERATING EXPENDITURES

Non-operating expenditures are budgeted to be \$24,033,841. This represents a 36% increase of \$6,360,069 from the prior year estimated of \$17,673,772.

Municipal

- Capital and M&R Projects are budgeted at \$10,820,000; a 123% increase of \$5,972,990.
 - Maintenance and replacement projects decreased \$859,745.
 - Capital projects increased \$6,832,735.
- Transfers Out and Other Uses are budgeted at \$4,831,642; a 10% increase of \$425,351.
 - Transfers out to the Capital Projects fund increased \$1,185,351.
 - Other Sources had no changes

Non Operating Expenditures



Academic

- Expenditures decreased \$38,272
- Other Uses had no changes

FUND BALANCE

The ending fund balance is budgeted to be \$17,787,632. This represents a 36% decrease of \$10,045,585 from prior year estimated of \$27,833,217.

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Ad Valorem Property Tax

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

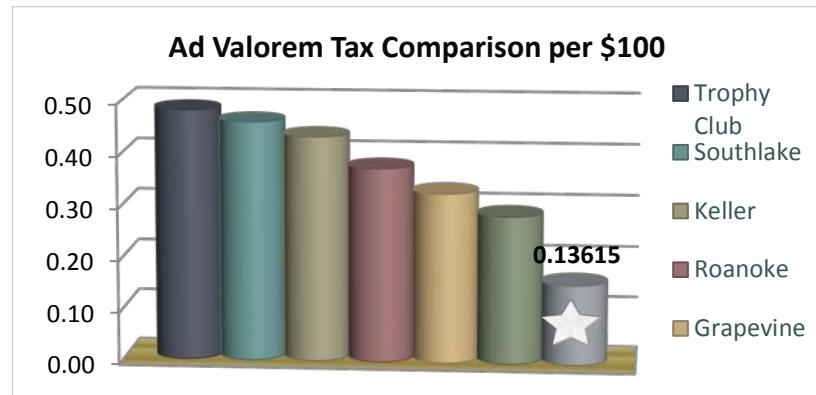
A property tax is an **ad valorem tax** that an owner of real estate or property pays on the value of the property being taxed.

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

This Town has assessed a property tax since FY2011-12.

The ad valorem tax rate per \$100 of assessed valuation for the Town of Westlake continues to be the lowest for municipalities in the immediate area.

The ad valorem tax rate per \$100 of assessed valuation **will decrease by \$0.00080 for FY 2017-18 to the adopted tax rate of \$.13615** (the calculated effective rate). As a reminder; the effective tax rate is the total tax rate calculated to raise the same amount of property tax revenue from the same properties.



	FY 16/17 Adopted Tax Rate	FY 17/18 Adopted Tax Rate	Change Amount
M&O	\$ 0.12882	\$ 0.11133	\$ (0.01749)
I&S	\$ 0.00813	\$ 0.02482	\$ 0.01669
	\$ 0.13695	\$ 0.13615	\$ (0.00080)

This budget will raise more revenue from property taxes than last year's adopted budget by approximately \$49,640 (does not include any prior year payments and penalties), which is a 3.37% increase from last year's budget.

The Total debt obligation for the Town secured by property taxes for various projects totals \$277,700. This amount covers the series 2011 CO payment for street projects of \$115,300. In FY 2017-2018 the 2013 CO payment of \$162,400 for Arts & Science Center construction. The debt payment for the Science Center was originally paid from the Visitor Association Fund.

Based on our July 2017 certified values, the Town's "net taxable value" increased by \$48,181,987 over the prior year adjusted information for FY 16-17.

This is attributable to

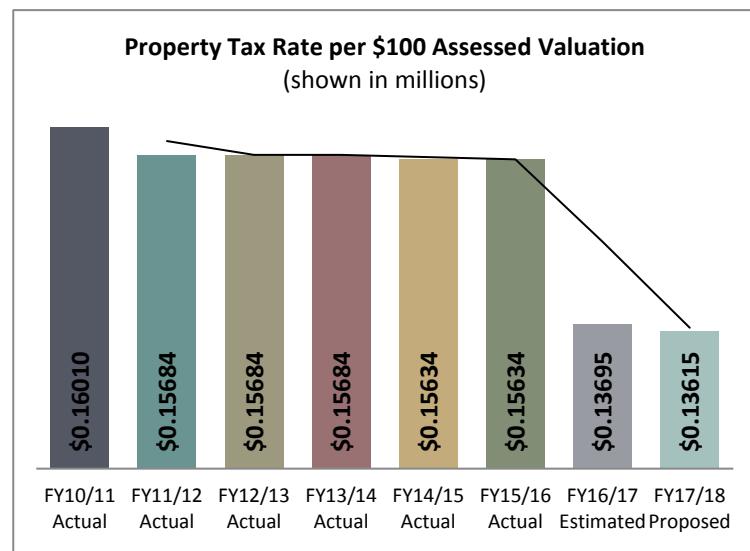
- 69% increase in residential
- 6% reduction in commercial
- 45% increase in personal

Homestead Exemptions

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

Tax Freeze

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



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

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

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

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

Direct and Overlapping Property Tax Rate

Source: 2016 Town of Westlake Audit

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

AD VALOREM PROPERTY TAX

EIGHT YEAR ANALYSIS

Fiscal Year 2017/2018

Homestead exemption 20% Over 65 exemption - \$10,000

APPRAISED VALUES

FY10/11 Actual	FY11/12 Actual	FY12/13 Actual	FY13/14 Actual	FY14/15 Actual	FY15/16 Actual	FY16/17 Estimated	FY17/18 Proposed
\$ 1,025,535,296	\$ 1,090,892,532	\$ 1,209,948,755	\$ 1,227,858,917	\$ 1,248,082,317	\$ 1,274,372,828	\$ 1,431,173,915	\$ 1,500,171,790
amount change	\$ 65,357,236	\$ 119,056,223	\$ 17,910,162	\$ 20,223,400	\$ 26,290,511	\$ 156,801,087	\$ 68,997,875
percent change	6%	11%	1%	2%	2%	12%	5%
\$ cumulative chg	\$ 65,357,236	\$ 184,413,459	\$ 202,323,621	\$ 222,547,021	\$ 248,837,532	\$ 405,638,619	\$ 474,636,494
% cumulative chg	6%	18%	20%	22%	24%	40%	46%

NET TAXABLE VALUES (these values will not always total due to court appears, ARB, etc)

	FY10/11 Actual	FY11/12 Actual	FY12/13 Actual	FY13/14 Actual	FY14/15 Actual	FY15/16 Actual	FY16/17 Adjusted	FY17/18 Proposed
Total Taxable Values	\$ 796,958,772	\$ 937,254,545	\$ 856,969,250	\$ 889,054,513	\$ 920,188,732	\$ 943,308,794	\$ 1,124,442,640	\$ 1,172,624,627
	amount change	\$ 140,295,773	\$ (80,285,295)	\$ 32,085,263	\$ 31,134,219	\$ 23,120,062	\$ 181,133,846	\$ 48,181,987
	percent change	18%	-9%	4%	4%	3%	19%	4%
	\$ cumulative chg	\$ 140,295,773	\$ 60,010,478	\$ 92,095,741	\$ 123,229,960	\$ 146,350,022	\$ 327,483,868	\$ 375,665,855
	% cumulative chg	18%	8%	12%	15%	18%	41%	47%
Residential	\$ 454,890,952	\$ 463,311,801	\$ 473,314,728	\$ 494,062,920	\$ 530,229,036	\$ 565,082,645	\$ 698,417,863	\$ 769,281,608
	amount change	\$ 8,420,849	\$ 10,002,927	\$ 20,748,192	\$ 36,166,116	\$ 34,853,609	\$ 133,335,218	\$ 70,863,745
	percent change	2%	2%	4%	7%	7%	24%	10%
	\$ cumulative chg	\$ 8,420,849	\$ 18,423,776	\$ 39,171,968	\$ 75,338,084	\$ 110,191,693	\$ 243,526,911	\$ 314,390,656
	% cumulative chg	2%	4%	9%	17%	24%	54%	69%
Commercial	\$ 354,362,708	\$ 398,732,749	\$ 309,259,502	\$ 288,880,663	\$ 288,318,142	\$ 313,905,939	\$ 319,566,649	\$ 334,417,549
	amount change	\$ 44,370,041	\$ (89,473,247)	\$ (20,378,839)	\$ (562,521)	\$ 25,587,797	\$ 5,660,710	\$ 14,850,900
	percent change	13%	-22%	-7%	0%	9%	2%	5%
	\$ cumulative chg	\$ 44,370,041	\$ (45,103,206)	\$ (65,482,045)	\$ (66,044,566)	\$ (40,456,769)	\$ (34,796,059)	\$ (19,945,159)
	% cumulative chg	13%	-13%	-18%	-19%	-11%	-10%	-6%
Personal	\$ 73,238,159	\$ 86,462,635	\$ 102,298,461	\$ 115,051,251	\$ 110,305,420	\$ 86,780,414	\$ 129,385,534	\$ 106,304,321
	amount change	\$ 13,224,476	\$ 15,835,826	\$ 12,752,790	\$ (4,745,831)	\$ (23,525,006)	\$ 42,605,120	\$ (23,081,213)
	percent change	18%	18%	12%	-4%	-21%	49%	-18%
	\$ cumulative chg	\$ 13,224,476	\$ 29,060,302	\$ 41,813,092	\$ 37,067,261	\$ 13,542,255	\$ 56,147,375	\$ 33,066,162
	% cumulative chg	18%	40%	57%	51%	18%	77%	45%
Ag Properties	\$ 263,775	\$ 263,775	\$ 269,301	\$ 274,698	\$ 257,671	\$ 246,487	\$ 219,661	\$ 216,057
New Residential	\$ 19,299,376	\$ 14,557,925	\$ 17,679,732	\$ 18,340,000	\$ 28,002,713	\$ 39,358,755	\$ 54,909,400	\$ 29,594,736
	amount change	\$ (4,741,451)	\$ 3,121,807	\$ 660,268	\$ 9,662,713	\$ 11,356,042	\$ 15,550,645	\$ (25,314,664)
	percent change	-25%	21%	4%	53%	41%	40%	-46%
	\$ cumulative chg	\$ (4,741,451)	\$ (1,619,644)	\$ (959,376)	\$ 8,703,337	\$ 20,059,379	\$ 35,610,024	\$ 10,295,360
	% cumulative chg	-25%	-8%	-5%	45%	104%	185%	53%
New Commercial	\$ 2,905,474	\$ 63,612,427	\$ 24,418,346	\$ 1,148,172	\$ -	\$ -	\$ -	\$ 12,765,665
	amount change	\$ 60,706,953	\$ (39,194,081)	\$ (23,270,174)	\$ (1,148,172)	\$ -	\$ -	\$ 12,765,665
	percent change	2089%	-62%	-95%	-100%	0%	0%	100%
	\$ cumulative chg	\$ 60,706,953	\$ 21,512,872	\$ (1,757,302)	\$ (2,905,474)	\$ (2,905,474)	\$ (2,905,474)	\$ 9,860,191
	% cumulative chg	2089%	740%	-60%	-100%	-100%	-100%	339%

AD VALOREM PROPERTY TAX

EIGHT YEAR ANALYSIS

Fiscal Year 2017/2018

Homestead exemption 20% Over 65 exemption - \$10,000

TOTAL TAX REVENUE GENERATED

	FY10/11 Actual	FY11/12 Actual	FY12/13 Actual	FY13/14 Actual	FY14/15 Actual	FY15/16 Actual	FY16/17 Estimated	FY17/18 Proposed
Total Revenue	\$ 1,257,246	\$ 1,442,069	\$ 1,366,542	\$ 1,353,355	\$ 1,432,916	\$ 1,479,452	\$ 1,565,510	\$ 1,596,528
	amount change	\$ 184,823	\$ (75,527)	\$ (13,187)	\$ 79,561	\$ 46,536	\$ 86,058	\$ 31,018
	percent change	14.70%	-5.24%	-0.96%	5.88%	3.25%	5.82%	1.98%
New Residential	\$ 30,898	\$ 22,833	\$ 27,729	\$ 28,764	\$ 43,779	\$ 61,533	\$ 75,198	\$ 40,293
	amount change	\$ (8,066)	\$ 4,896	\$ 1,036	\$ 15,015	\$ 17,754	\$ 13,665	\$ (34,905)
	percent change	-26.10%	21.44%	3.73%	52.20%	40.55%	22.21%	-46.42%
New Commercial	\$ 4,652	\$ 99,770	\$ 38,298	\$ 1,801	\$ -	\$ -	\$ -	\$ 17,380
	amount change	\$ 95,118	\$ (61,472)	\$ (36,497)	\$ (1,801)	\$ -	\$ -	\$ 17,380
	percent change	2044.82%	-61.61%	-95.30%	-100.00%	0.00%	0.00%	100.00%
Raised from New	\$ 35,550	\$ 122,602	\$ 66,027	\$ 30,565	\$ 43,779	\$ 61,533	\$ 75,198	\$ 57,674
Raised from Existing	\$ 1,221,696	\$ 1,319,467	\$ 1,300,516	\$ 1,322,790	\$ 1,389,137	\$ 1,417,919	\$ 1,490,312	\$ 1,538,855

AVERAGE MARKET VALUE PER HOME

	FY10/11 Actual	FY11/12 Actual	FY12/13 Actual	FY13/14 Actual	FY14/15 Actual	FY15/16 Actual	FY16/17 Adjusted	FY17/18 Proposed
Avg Market Value	\$ 1,354,987	\$ 1,359,897	\$ 1,365,344	\$ 1,416,737	\$ 1,472,247	\$ 1,492,650	\$ 1,803,855	\$ 1,815,388
	amount change	\$ 4,910	\$ 5,447	\$ 51,393	\$ 55,510	\$ 20,403	\$ 311,205	\$ 11,533
	percent change	0.36%	0.40%	3.76%	3.92%	1.39%	20.85%	0.64%
	\$ cumulative chg	\$ 4,910	\$ 10,357	\$ 61,750	\$ 117,260	\$ 137,663	\$ 448,868	\$ 460,401
	% cumulative chg	0%	1%	5%	9%	10%	33%	34%

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

	FY10/11 Actual	FY11/12 Actual	FY12/13 Actual	FY13/14 Actual	FY14/15 Actual	FY15/16 Actual	FY16/17 Adjusted	FY17/18 Proposed
Avg Taxable Value	\$ 1,152,595	\$ 1,163,219	\$ 1,166,338	\$ 1,203,398	\$ 1,247,251	\$ 1,270,576	\$ 1,425,943	\$ 1,508,097
Tax Payment	\$ 1,845	\$ 1,460	\$ 1,463	\$ 1,510	\$ 1,560	\$ 1,589	\$ 1,562	\$ 1,643
	amount change	\$ (386)	\$ 4	\$ 46	\$ 50	\$ 29	\$ (27)	\$ 80
	percent change	-20.91%	0.27%	3.18%	3.31%	1.87%	-1.69%	5.14%

TAX RATE DISTRIBUTION AMOUNT and CALCULATED EFFECTIVE TAX RATE

	FY10/11 Actual	FY11/12 Actual	FY12/13 Actual	FY13/14 Actual	FY14/15 Actual	FY15/16 Actual	FY16/17 Estimated	FY17/18 Proposed
Maint. & Operations	\$ 0.15620	\$ 0.13835	\$ 0.14197	\$ 0.13907	\$ 0.13710	\$ 0.13947	\$ 0.12882	\$ 0.11133
Interest & Sinking	0.00390	0.01849	0.01487	0.01777	0.01924	0.01687	0.00813	0.02482
TOTAL	\$ 0.16010	\$ 0.15684	\$ 0.15684	\$ 0.15684	\$ 0.15634	\$ 0.15634	\$ 0.13695	\$ 0.13615
	amount change	(0.00326)	-	-	(0.00050)	-	(0.01939)	(0.00080)
	percent change	-2.04%	0.00%	0.00%	-0.32%	0.00%	-12.40%	-0.58%
EFFECTIVE TAX RATE	\$ 0.16010	\$ 0.17944	\$ 0.19326	\$ 0.16070	\$ 0.15634	\$ 0.15677	\$ 0.13695	\$ 0.13615

TAX RATE DISTRIBUTION PERCENT

	FY10/11 Actual	FY11/12 Actual	FY12/13 Actual	FY13/14 Actual	FY14/15 Actual	FY15/16 Actual	FY16/17 Estimated	FY17/18 Proposed
Maint. & Operations	97.56%	88.21%	90.52%	88.67%	87.69%	89.21%	94.06%	81.77%
Interest & Sinking	2.44%	11.79%	9.48%	11.33%	12.31%	10.79%	5.94%	18.23%
TOTAL	100%	100%						

TAX REVENUE BY TYPE

	FY10/11 Actual	FY11/12 Actual	FY12/13 Actual	FY13/14 Actual	FY14/15 Actual	FY15/16 Actual	FY16/17 Estimated	FY17/18 Proposed
Maint. & Operations	\$ 1,226,689	\$ 1,271,975	\$ 1,236,978	\$ 1,198,373	\$ 1,256,795	\$ 1,318,059	\$ 1,471,000	\$ 1,305,483
Interest & Sinking	\$ 30,558	\$ 170,094	\$ 129,565	\$ 154,982	\$ 176,121	\$ 161,393	\$ 94,510	\$ 291,045
TOTAL	\$ 1,257,246	\$ 1,442,069	\$ 1,366,542	\$ 1,353,355	\$ 1,432,916	\$ 1,479,452	\$ 1,565,510	\$ 1,596,528
	amount change	\$ 184,823	\$ (75,527)	\$ (13,187)	\$ 79,561	\$ 46,536	\$ 86,058	\$ 31,018
	percent change	14.70%	-5.24%	-0.96%	5.88%	3.25%	5.82%	1.98%

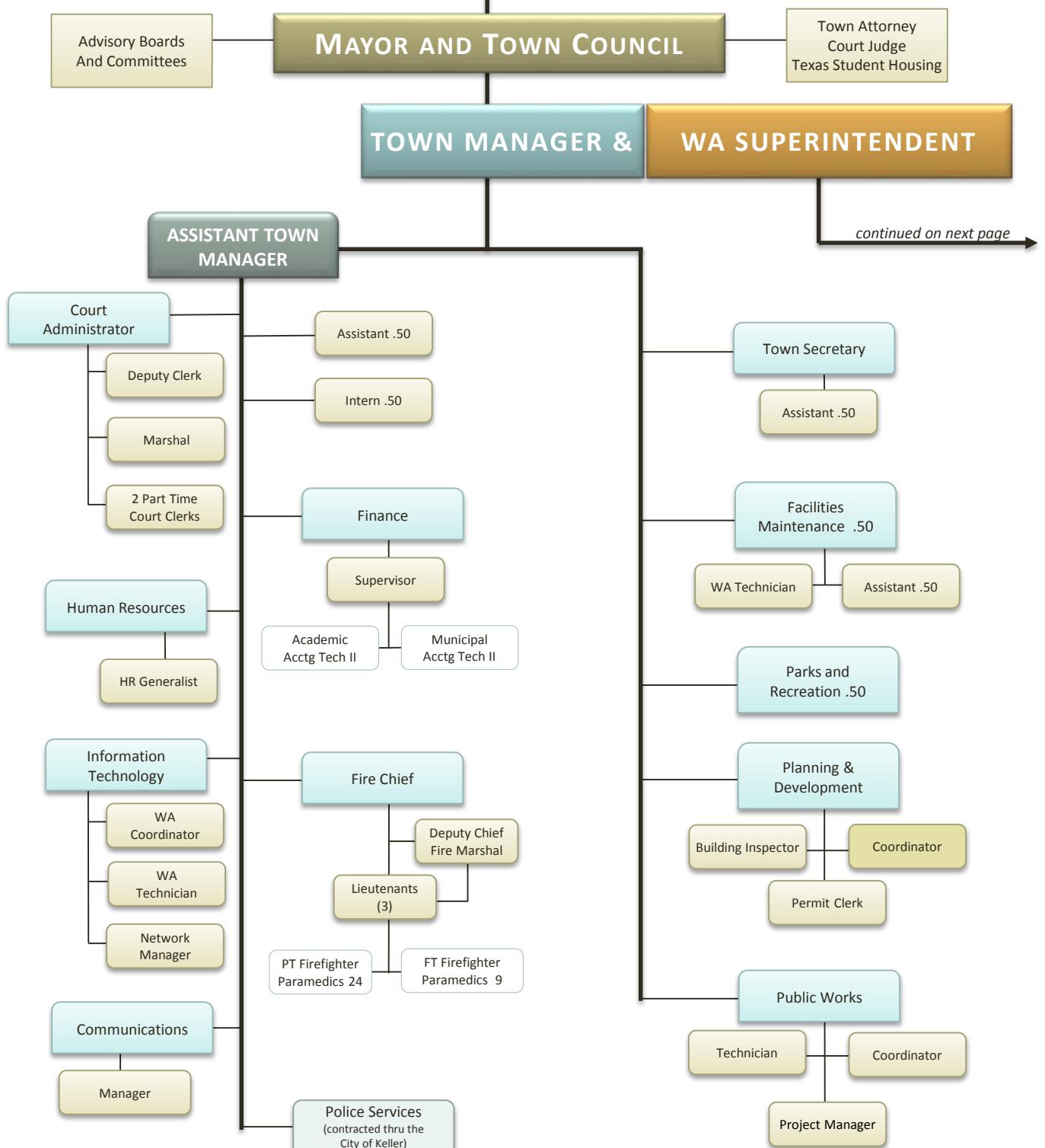
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Personnel Overview

Since salaries make up the greatest portion of the expenditure budget, it is logical to apply forecasting techniques that can provide a true picture of where payroll dollars are headed.

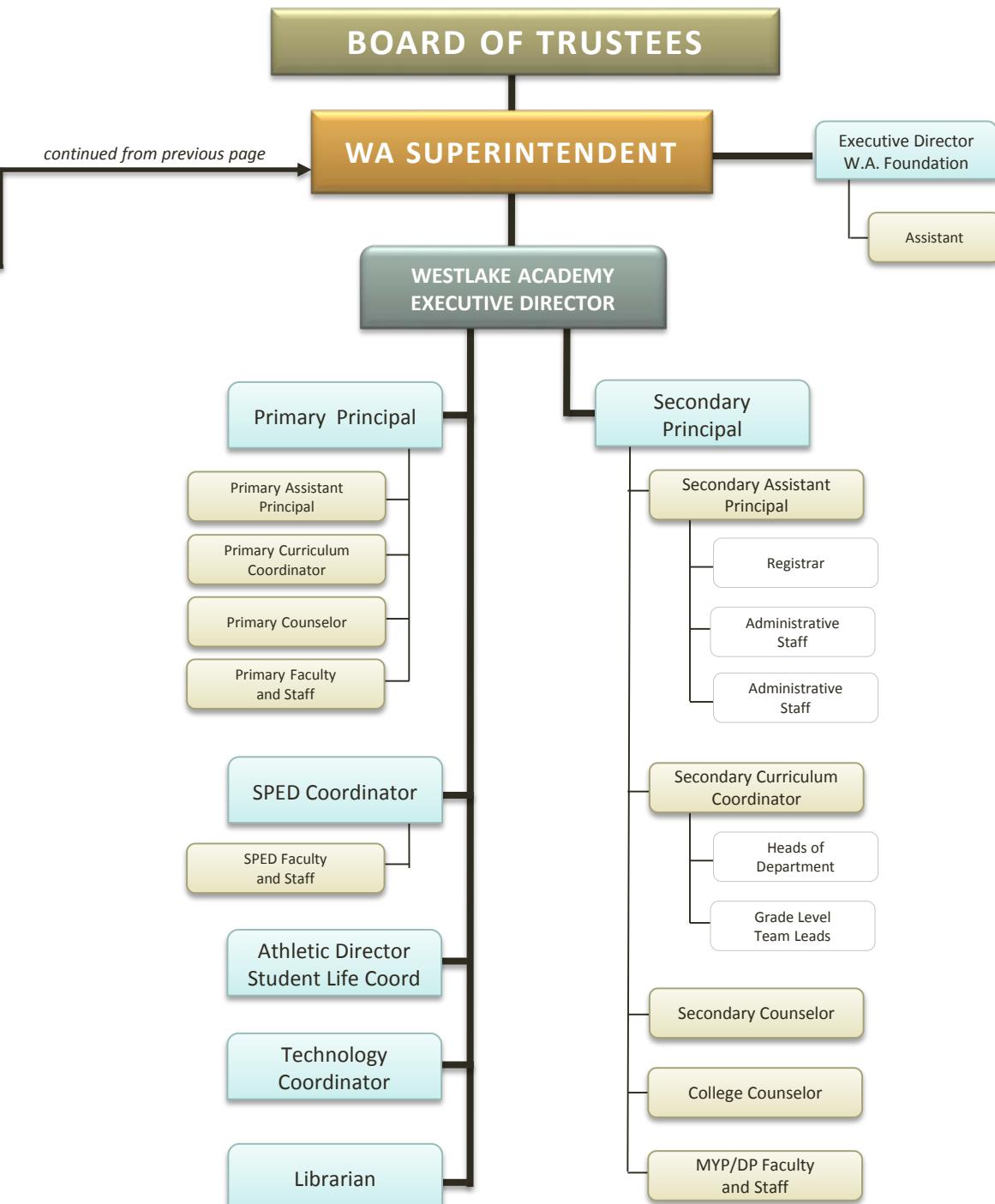
With this in mind, the Town uses forecasting procedures that result in more accurate personnel expenditure projections.

CITIZENS OF WESTLAKE



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

This organizational chart is a visual depiction of the way work is distributed within Westlake Academy





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

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

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

PAYROLL & RELATED COSTS

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

- Budgeted to be \$4,204,869 and comprises 54% of General Fund operating expenditures.
- Reflects a 12% increase of \$436,077 from prior year estimated payroll expenditures.
 - Market band pay adjustments of \$167,000
 - Addition of one full-time Project Manager for the Public Works department \$90,950
 - Addition of one full-time Network Manager for the I.T. department \$81,687
 - Medical insurance was increased by 4% equal to \$20,886
 - The estimated budget for FY16/17 has been decreased by \$33,938 for employees who left mid-year, were hired later than budgeted, or hired at a lower wage than budgeted.

Description	FY 16/17 Estimated	FY 17/18 Proposed	Change Amount	Change Percent
Salaries and Wages	3,373,370	3,821,261	447,891	13%
Payroll Transfer In	(917,146)	(1,055,775)	(138,629)	15%
Insurance	579,109	599,995	20,886	4%
Taxes (twc/wc)	46,454	51,180	4,726	10%
Taxes (ss/m)	252,232	292,253	40,021	16%
Retirement	434,773	495,955	61,182	14%
GRAND TOTAL	\$ 3,768,792	\$ 4,204,869	\$ 436,077	12%

- 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 \$1,055,775
 - Utility Fund - \$482,700
 - Capital Project Fund \$54,565
 - Visitors Association Fund - \$518,510

MUNICIPAL EMPLOYEES BENEFITS

Description	FY 16/17 Estimated	FY 17/18 Adopted	Change Amount	Change Percent
Medical Insurance	\$ 524,847	\$ 544,606	\$ 19,759	4%
Dental Insurance	28,459	29,115	656	2%
LTD/AD&D/Life Insurance	25,803	26,274	471	2%
Total Insurance	579,109	599,995	20,886	4%
Social Security	204,361	236,919	32,558	16%
Medicare	47,871	55,334	7,463	16%
Unemployment Taxes	8,099	8,790	691	9%
Worker's Compensation	38,355	42,390	4,035	11%
Total Taxes	298,686	343,433	44,747	15%
TMRS	407,503	468,685	61,182	15%
ICMA 457 Plan	27,270	27,270	-	0%
Total Retirement	434,773	495,955	61,182	14%
TOTAL EMPLOYEE BENEFITS	\$ 1,312,568	\$ 1,439,383	\$ 126,815	10%

Municipal employee benefits have increased \$126,815 (10%). This increase is caused by many factors, including the addition 2. additional municipal employees and increases in wages for existing employees.

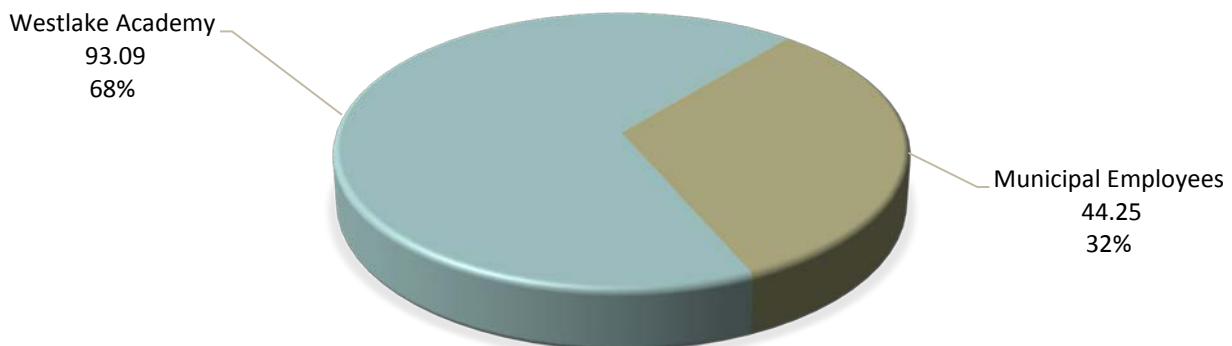
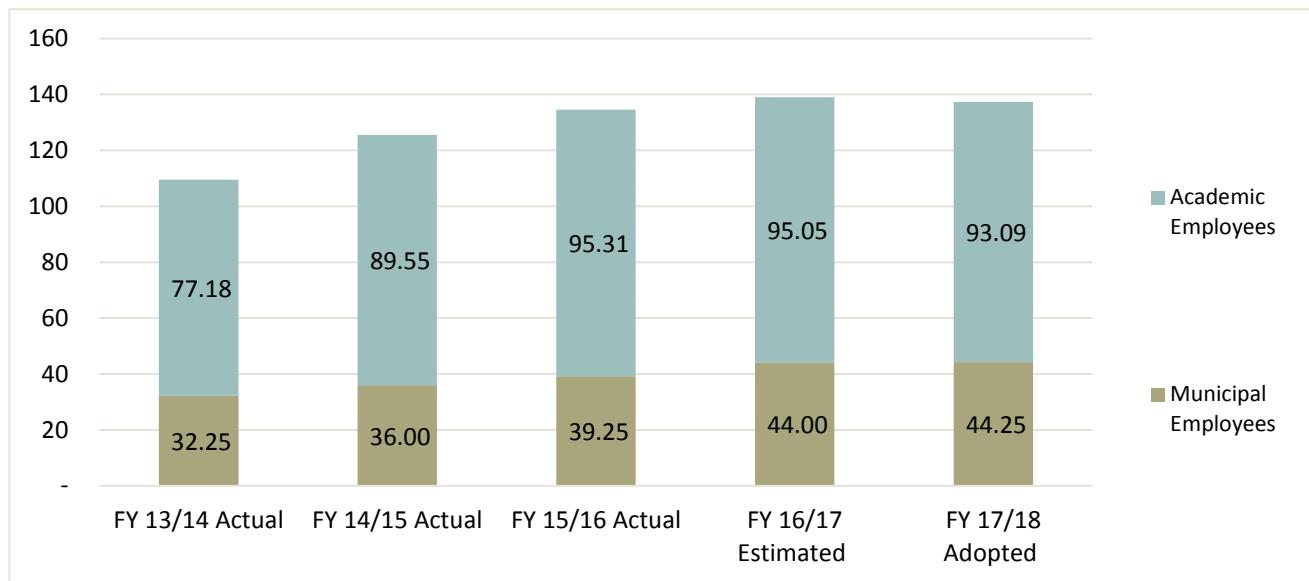
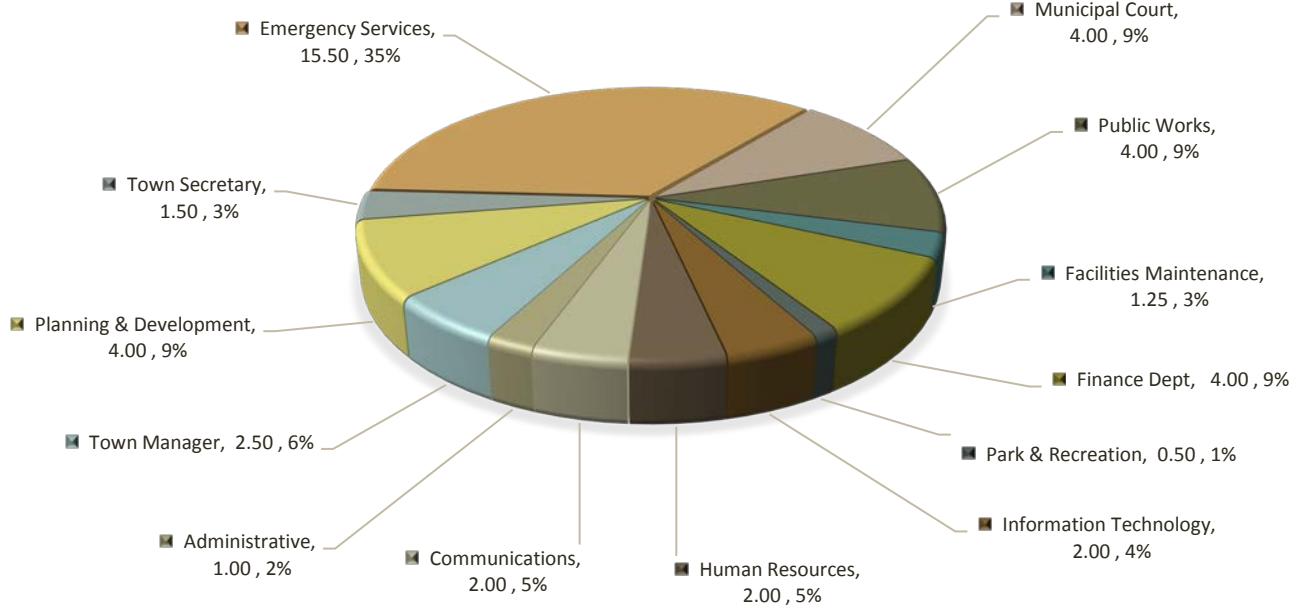
EMPLOYEE ALLOCATIONS BY DEPARTMENT

- Total personnel staffing in FY 2017-2018 is budgeted at 137.34 positions.
- This represents a decrease of 1.71 positions from the FY16-17 total of 139.05.
- Police Services continue to be outsourced and contracted through the Keller Police Department.

Dept No.	Department Name	FY 16/17 Estimated	FY 17/18 Adopted	Change Amount	Percent of total
10	Administrative	1.00	1.00	-	1%
11	Town Manager	2.50	2.50	-	2%
12	Planning & Development	5.25	4.00	(1.25)	3%
13	Town Secretary	1.50	1.50	-	1%
14	Emergency Services	15.50	15.50	-	11%
15	Municipal Court	4.00	4.00	-	3%
16	Public Works	3.00	4.00	1.00	3%
17	Facilities Maintenance	1.25	1.25	-	1%
18	Finance Dept	4.50	4.00	(0.50)	3%
19	Park & Recreation	0.50	0.50	-	0%
20	Information Technology	1.00	2.00	1.00	1%
21	Human Resources	2.00	2.00	-	1%
22	Communications	2.00	2.00	-	1%
23	Police Services	-	-	-	0%
Municipal Employees		44.00	44.25	0.25	32%
	Westlake Academy	95.05	93.09	(1.96)	68%
	Total Employees	139.05	137.34	(1.71)	100%

Section 2 Financial Analysis
Personnel Summary Overview

MUNICIPAL EMPLOYEES



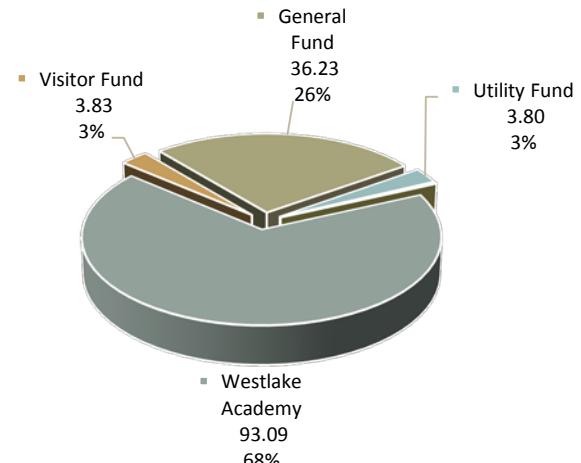
RATIO OF MUNICIPAL EMPLOYEES TO RESIDENTS

For FY17/18 there are 1,296 projected residents and 44.25 employees. This equals a ratio of 29.28 residents per each full-time equivalent employee. This is an increase of .13 based on the prior year FY16/17 estimated FTE positions of 44 and 1,283 residents.

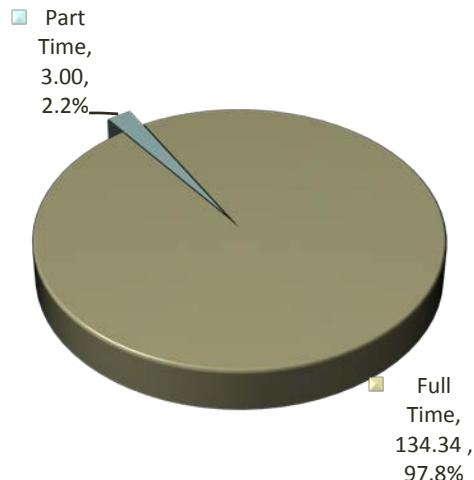
Position	FY 13/14 Actual	FY 14/15 Actual	FY 15/16 Actual	FY 16/17 Estimated	FY 17/18 Adopted	Change
Westlake Residents	1,184	1,200	1,270	1,283	1,296	13
Municipal Employees	32.25	36.00	39.25	44.00	44.25	0.25
Residents per Employee	36.71	33.33	32.36	29.15	29.28	0.13

EMPLOYEE ALLOCATIONS BY FUND

Department Name	General Fund	Utility Fund	Capital Fund	Visitor Fund	Westlake Academy
Administrative	1.00	-	-	-	-
Town Manager	1.90	.30	-	.30	-
Planning & Development	4.00	-	-	-	-
Town Secretary	1.50	-	-	-	-
Emergency Services	15.50	-	-	-	-
Municipal Court	4.00	-	-	-	-
Public Works	.75	2.85	.40	-	-
Facilities Maintenance	.63	-	-	.63	-
Finance Department	2.80	.60	-	.60	-
Park & Recreation	.25	-	-	.25	-
Information Technology	2.00	-	-	-	-
Human Resources	1.90	.05	-	.05	-
Communications	-	-	-	2.00	-
Westlake Academy	-	-	-	-	93.09
Total Employees	36.23	3.80	.40	3.83	94.33



EMPLOYEES BY CLASSIFICATION



Department Name	Full Time	Part Time	TOTAL
Administrative	1.00	-	1.00
Town Manager	2.50	-	2.50
Planning & Development	4.00	-	4.00
Town Secretary	1.50	-	1.50
Emergency Services	14.00	1.50	15.50
Municipal Court	3.00	1.00	4.00
Public Works	4.00	-	4.00
Facilities Maintenance	.75	.50	1.25
Finance Department	4.00	-	4.00
Park & Recreation	.50	-	.50
Information Technology	2.00	-	2.00
Human Resources	2.00	-	2.00
Communications	2.00	-	2.00
Westlake Academy	93.09	-	93.09
Total Employees	134.34	3.00	137.34

EMPLOYEE FORECAST

Department Name	FY 17-18 Projection	FY 18-19 Projection	FY 19-20 Projection	FY 20-21 Projection	FY 21-22 Projection
Administrative	1.00	1.00	1.00	1.00	1.00
Town Manager	2.50	2.50	2.50	2.50	2.50
Planning & Development	4.00	4.00	4.00	4.00	4.00
Town Secretary	1.50	1.50	1.50	1.50	1.50
Fire & EMS	15.50	15.50	16.50	16.50	16.50
Court	4.50	4.50	4.50	4.50	4.50
Public Works	4.00	4.00	4.00	4.00	4.00
Facilities	1.25	1.75	1.75	1.75	1.75
Finance	4.00	4.00	5.00	5.00	5.00
Parks and Recreation	0.50	0.50	0.50	0.50	0.50
IT Dept	2.00	2.00	2.00	2.00	2.00
Human Resources	2.00	2.50	3.00	3.00	3.00
Communications	2.00	2.50	3.50	3.50	3.50
TOTAL MUNICIPAL	44.75	46.25	49.75	49.75	49.75

Vacancy Adjustments

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

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

Fair Labor Standards Act (FLSA)

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

Personnel Tracking System

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

Non-Exempt Positions

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

Non-Exempt Positions (Fire/EMS Department)

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

Exempt Positions

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

Compensation Plan and Salary Survey

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

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

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

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

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

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

Pay Increases

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

Market Adjustments

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

Performance Pay

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

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

Personnel Position Summary

Five Year Analysis

Dept	Position	FY 13/14 Actual	FY 14/15 Actual	FY 15/16 Actual	FY 16/17 Estimated	FY 17/18 Adopted	Change
10	GENERAL ADMINISTRATIVE						
	Administrative Assistant	-	-	-	1.00	1.00	-
		-	-	-	1.00	1.00	-
11	TOWN MANAGER'S OFFICE						
	<u>Town Manager</u>	1.00	1.00	1.00	1.00	1.00	-
	Assistant Town Manager	0.75	0.90	0.90	1.00	1.00	-
	Administrative Assistant	-	-	0.25	0.50	0.50	-
	Part-Time Interns	0.75	0.50	-	-	-	-
		2.50	2.40	2.15	2.50	2.50	-
12	PLANNING & DEVELOPMENT						
	<u>Planning & Development Director</u>	1.00	1.00	1.00	1.00	1.00	-
	Development Coordinator	-	-	0.50	0.50	1.00	0.50
	Part-Time Bldg Intern	-	-	0.50	0.75	-	(0.75)
	<u>Bldg Construction Zone Enforcement</u>	-	-	0.50	1.00	-	(1.00)
	Building Inspector	-	-	-	1.00	1.00	-
	Permit Clerk	-	-	-	1.00	1.00	-
	Customer Service Coordinator	0.33	0.33	0.33	-	-	-
	Customer Service Representative	0.33	0.33	0.33	-	-	-
		1.67	1.67	3.17	5.25	4.00	(1.25)
13	TOWN SECRETARY'S OFFICE						
	<u>Town Secretary</u>	1.00	1.00	1.00	1.00	1.00	-
	Administrative Assistant	-	-	0.25	0.50	0.50	-
		1.00	1.00	1.25	1.50	1.50	-
14	FIRE/EMS DEPARTMENT						
	<u>Fire Chief</u>	1.00	1.00	1.00	1.00	1.00	-
	Lt. Firefighter/Paramedics	3.00	3.00	3.00	3.00	3.00	-
	Fire Marshal Part-Time	0.75	0.75	0.75	1.00	1.00	-
	Firefighter/Paramedics full-time	6.00	7.00	8.00	9.00	9.00	-
	Firefighter/Paramedics part-time	1.50	1.50	1.50	1.50	1.50	-
		12.25	13.25	14.25	15.50	15.50	-
15	MUNICIPAL COURT OFFICE						
	<u>Court Administrator</u>	0.25	0.10	0.10	-	-	-
	Supervisor	1.00	1.00	1.00	1.00	1.00	-
	Deputy Clerk	1.00	1.00	1.00	1.00	1.00	-
	Marshal	1.00	1.00	1.00	1.00	1.00	-
	Part-Time Clerk 1	0.50	0.50	0.50	0.50	0.50	-
	Part-Time Clerk 2	-	0.50	0.50	0.50	0.50	-
		3.75	4.10	4.10	4.00	4.00	-
16	PUBLIC WORKS OFFICE						
	<u>Public Works Director</u>	1.00	1.00	1.00	1.00	1.00	-
	Utility Technician	1.00	1.00	1.00	1.00	1.00	-
	Utility Billing Coordinator	-	-	-	1.00	1.00	-
	Project Manager	-	-	-	-	1.00	1.00
	Customer Service Coordinator	0.33	0.33	0.33	-	-	-
	Customer Service Representative	0.33	0.33	0.33	-	-	-
		2.67	2.67	2.67	3.00	4.00	1.00

Personnel Position Summary

Five Year Analysis

Dept	Position	FY 13/14 Actual	FY 14/15 Actual	FY 15/16 Actual	FY 16/17 Estimated	FY 17/18 Adopted	Change
17	FACILITIES MAINTENANCE						
	Facilities Maintenance Director	0.50	0.50	0.50	0.50	0.50	-
	Part-Time Summer Technicians	0.25	0.25	0.25	0.25	0.25	-
	Part-Time Clerk	-	-	0.50	0.50	0.50	-
	Customer Service Coordinator	0.17	0.17	0.17	-	-	-
	Customer Service Representative	0.17	0.17	0.17	-	-	-
		1.08	1.08	1.58	1.25	1.25	-
18	FINANCE OFFICE						
	Finance Director	1.00	1.00	1.00	1.00	1.00	-
	Finance Supervisor	1.00	1.00	1.00	1.00	1.00	-
	Management Analyst	-	-	0.25	0.50	-	(0.50)
	Accounting Tech Municipal	0.50	1.00	1.00	1.00	1.00	-
	Accounting Tech Academic	0.50	1.00	1.00	1.00	1.00	-
		3.00	4.00	4.25	4.50	4.00	(0.50)
19	PARKS & RECREATION OFFICE						
	Parks & Recreation Director	0.50	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	-	-	-
		0.83	0.83	0.83	0.50	0.50	-
20	INFORMATION TECHNOLOGY						
	Information Technology Director	0.25	1.00	1.00	1.00	1.00	-
	Network Manager	-	-	-	-	1.00	1.00
		0.25	1.00	1.00	1.00	2.00	1.00
21	HUMAN RESOURCES OFFICE						
	Human Resources Director	1.00	1.00	1.00	1.00	1.00	-
	HR Generalist	1.00	1.00	1.00	1.00	1.00	-
		2.00	2.00	2.00	2.00	2.00	-
22	COMMUNICATIONS OFFICE						
	Communications Director	1.00	1.00	1.00	1.00	1.00	-
	Specialist	0.25	1.00	1.00	-	-	-
	Manager	-	-	-	1.00	1.00	-
		1.25	2.00	2.00	2.00	2.00	-
99	ACADEMIC SERVICES						
	Westlake Academy	77.18	89.55	95.31	95.05	93.09	(1.96)
		77.18	89.55	95.31	95.05	93.09	(1.96)
Grand Total All Positions		109.43	125.55	134.56	139.05	137.34	(1.71)
	Municipal Employees	32.25	36.00	39.25	44.00	44.25	0.25
	Academy Employees	77.18	89.55	95.31	95.05	93.09	(1.96)

Long Term Planning (*multi-year forecast*)

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

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

GOALS OF LONG-RANGE PLANNING, MULTI-YEAR PLANNING

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

FY 2017-2018 ADOPTED BUDGET

GENERAL FUND:

REVENUES (DECREASED 7% = \$650K)

- Property Tax Rate
 - Decreased \$.00080 from \$.13695 to \$.13615 per \$100 valuation
 - General Fund Portion = \$.11133 per \$100 Valuation (PY \$.12882)
 - Debt Service Fund Portion = \$.02482 per \$100 Valuation (PY \$.00813)
 - Tax payment increase of average home value = \$80 in total
 - Property tax revenue in the General Fund is budgeted to be \$1.205M – a decrease of \$274K (19%) due to the decision to include the Arts & Sciences debt which was previously paid from the Visitors Association Fund to the I&S portion of the tax.
- General Sales Tax
 - Sales tax is budgeted to be \$3.510M – an increase of \$200K (6%) due to the situs agreement anticipated with Schwab construction
 - Because of the uncertainty of the funds, we are conservative with these estimates.
 - Includes the Property Tax Reduction portion of the Sales tax receipts.
- Building permits/inspection/plan review fees
 - Budgeted to be \$2.137M – a decrease of \$332K (13%) due to anticipated one-time revenues received in FY16/17; Residential fees budgeted at \$1.519M and commercial fees budgeted at \$618K.
- Franchise Fees
 - Budgeted to be \$984K – Based on current year receipt, fees are budgeted at a 1% increase
- Transfers In
 - Budgeted at \$50K – a decrease of \$181K (78%)
 - Due to one-time transfers from the prior year from Utility Fund for Fort Worth Impact Fees

OPERATING EXPENDITURES (INCREASED 6% = \$453K)

- Payroll and Related Expenditures are budgeted at \$4.204M
 - Compared to FY16/17 estimated budgeted this is an increase of \$436K (12%)
 - Prior year payroll adopted budget was decreased by \$34K for departments that had employees who had retired or quit mid-year.
 - Market band adjustments of \$167K are reflected and is based on most recent salary surveys performed by the HR department.
 - No Performance Pay is included

Section 2 Financial Analysis
Long Term Forecast Assumptions

- Addition of Project Manager for the Public Works department is included. Total pay is \$90K with cost being offset 100% by transfers in from the Utility Fund at \$35K and from the Capital Fund at \$55K
- Addition of Network Manager for the I.T. department is included. Total pay is \$81K.
- Medical, dental and life insurance reflects a 4% increase
- Payroll Transfers in were reduced due to the reallocation of the percentage of time by personnel allocated to each fund.
- Transfer in from Visitors Association Fund was decreased by approximately \$15K for Communication expenditures.
- Operation and Maintenance Expenditures are budgeted at \$3.539M
 - Compared to FY16/17 estimated budget this is an increase of \$17K (.5%)
 - This includes service and supply expenditures, rent, utilities and repairs and maintenance expenditures.

NON-OPERATING EXPENDITURES (INCREASED 99% = \$1.399M)

- Capital Outlay remains flat at \$31,690
- Transfers Out are Budgeted at \$2.787M – an increase of \$1.399M (101%)
 - To General M&R – decreased from \$610K to \$300K for current year with any additional monies being transferred as needed with approval
 - To Debt Service Fund – increased from \$778K to \$1.472M – due to Fire Station Debt payment for bonds and tax note.
 - To Capital Fund – increased from \$0 to \$1.015M - 100% of all anticipated Entrada fees

ENTERPRISE FUNDS

- Revenues decreased by \$25K (-1%) due to one-time contributions received in the prior year offset by an increase in charges for services.
- Operating expenses decreased by \$190K (4%) due primarily to savings in service expenditures of \$259K; this is due to a reconstruction of services for Southlake wastewater and TRA wastewater treatment. Anticipating new meter stations going online and this will result in payments being made directly to TRA for sewer services along with an anticipated decrease in cost of service.
- Transfers out decreased \$222K due to one-time transfers out to the General Fund in the prior year for Fort Worth Impact Fees and a decrease in transfers out to UMR fund 510.

INTERNAL SERVICE FUNDS

- Revenues decreased \$933K due to one-time funds received in the prior year:
 - Transfer in from Utility M&R Fund to General M&R Fund decreased \$380K
 - Transfer in from Utility Fund to Utility M&R Fund decreased \$100K
 - Transfer in from General Fund to General M&R Fund decreased \$310K
 - Contributions for General M&R Fund decreased \$110K
 - Misc income for sales of surplus/scrap items decreased \$13K
 - Other sources for insurance proceed decreased \$8K
- Maintenance and replacement projects decreased \$860K due to one-time projects in the prior year.
- Transfers out from Utility M&R fund to General M&R fund increased \$380K (see offset above).

SPECIAL REVENUE FUNDS

- Visitors Association Fund
 - Payroll Transfers Out were reduced due to reallocation of percentage of time by personnel allocated to each fund.
 - Transfer in from General fund was decreased by approximately \$15K for Communication expenditures.
 - Transfers Out - reduced by A&S debt service payment - moved to tax supported debt service

DEBT SERVICE FUNDS

- Fund 301 (Property Tax Supported Debt)
 - Increased property tax by \$0.01669 per \$100 valuation to pay an additional \$162,400 for the Arts and Sciences Center in addition to the Street bond payment

CAPITAL PROJECT FUND

- Based on adopted CIP

FY 18-19 AND BEYOND PROJECTION

GENERAL FUND:

REVENUES

- Sales Tax Revenue
 - Increase 3% annually
 - Schwab one-time revenue of \$200K added in FY18/19 in anticipation of a situs agreement
- Property Tax Revenue
 - Increase 3% annually
 - Estimated value on the roll two years from date of permit for new construction– separate line-item on forecast
 - Fidelity Abatement ends FY19/20
 - Deloitte Abatement ends FY21/22
 - Schwab abatement proposed to start FY19/20
- Building permits/inspection/plan review fee are based on estimated schedule of annual permits for commercial and residential growth shown separately
- Franchise Fees increase annually by 1%
- Fines and Forfeitures increase annually 1%
- All other revenues – are increased 1% to 2.5% annually based on analysis

OPERATING EXPENDITURES

- Salary and wages increase annually by 2.5% annually
- Service Expenditures increase annually by 1%
- Rent and Utilities increase annually by 1%
- Supplies increase annually by 1.5%
- Insurance increase annually by 1.25%
- Repair and Maintenance increase annually 1.25%
- Debt remains flat
- Westlake Academy reserve - \$315K/annually
- Capital project impact to budget is based on proposed CIP
- Capital Outlay remains flat for FY18/19 thru FY21/22

OTHER SOURCES AND USES

- Transfers in
 - From Utility Fund increase annually by 1%
- Transfers Out
 - To Debt Service Fund – represents payment of additional funds needed after sales and property tax revenues used
 - To Maintenance and Replacement Funds - \$200K to \$300K as needed
 - To Capital Fund - 100% of all Entrada fees transferred

UTILITY FUND

- Revenues and Other Sources increase annually by 1%
- Payroll Transfers Out to General Fund increase annually by 2.5%
- All other expenditures increase annually 1% to 2%
- Restricted Funds were added for Hillwood and Fort Worth Water

VISITORS ASSOCIATION FUND

- Revenues and Other Sources increase annually by 1%
- Transfers Out - reduced by A&S debt service payment - moved to tax supported debt service
- Expenditures increase annually 1%

TOWN OF WESTLAKE
FIVE YEAR FORECAST
All Municipal Funds

DESCRIPTION	ESTIMATED FY 16-17	ADOPTED FY 17-18	1 FY 18-19	2 FY 19-20	3 FY 20-21	4 FY 21-22
GENERAL FUND						
Sales Tax (ongoing 100% minus one time)	4,550,000	4,550,000	4,686,500	4,827,095	4,971,908	4,976,252
Schwab One Time	0	400,000	400,000	0	0	0
Allocation to 4B	(1,137,500)	(1,237,500)	(1,271,625)	(1,206,774)	(1,242,977)	(1,244,063)
Allocation to ED	(102,000)	(202,000)	(202,000)	(102,000)	(102,000)	(102,000)
Sales Tax Subtotal	3,310,500	3,510,500	3,612,875	3,518,321	3,626,931	3,630,189
Property Tax	1,479,500	1,205,205	1,241,361	1,278,602	1,316,960	1,318,111
Fidelity Abatement Ends	0	0	0	104,338	107,468	107,562
Deloitte Abatement Ends	0	0	0	0	0	120,621
Schwab Abatement Starts	0	0	0	(122,535)	(123,760)	(114,366)
Additional Property Tax	0	0	350,326	636,178	931,562	1,213,034
Property Tax Subtotal	1,479,500	1,205,205	1,591,687	1,896,583	2,232,230	2,644,961
Granada	292,703	292,703	43,905	0	0	0
Entrada	256,233	711,757	1,081,871	1,081,871	1,081,871	370,114
Vaquero	206,063	206,063	206,063	206,063	206,063	206,063
Quail Hollow	103,031	206,063	206,063	206,063	206,063	206,063
Carlyle Court	58,541	14,635	14,635	14,635	0	0
Terra Bella	131,716	14,635	14,635	0	0	0
All Other Residential	160,987	73,176	73,176	73,176	73,176	73,176
Entrada Commercial	73,854	303,567	368,872	88,839	0	0
Schwab Commercial	1,000,000	314,524	0	0	314,524	314,524
All Other Commercial	186,331	0	0	0	0	0
Permits and Fees (Building Residential & Commercial)	2,469,457	2,137,122	2,009,219	1,670,646	1,881,696	1,169,939
Liquor Permit Fees	3,080	3,080	3,111	3,142	3,173	3,205
Administrative Fees	1,860	1,860	1,879	1,897	1,916	1,936
Reforestation Tree Escrow	17,265	17,265	17,438	17,612	17,788	17,966
Erosion Control Fees	43,500	43,500	43,935	44,374	44,818	45,266
Re-Inspection Fees	200	200	205	210	215	221
Gas Well Misc Fees	22,950	22,950	23,180	23,411	23,645	23,882
Insurance & Surety Review Fees	3,000	3,000	3,030	3,060	3,091	3,122
Renewal Fees	1,000	1,000	1,010	1,020	1,030	1,041
Engineer Review/Civil	15,000	15,000	15,150	15,302	15,455	15,609
Development Fees	63,815	45,590	46,046	46,506	46,971	47,441
Contractor Registration Fees	16,575	16,575	16,741	16,908	17,077	17,248
EMS Revenues	100,000	100,000	101,000	102,010	103,030	104,060
Firefighter Equipment Fees	2,000	2,000	2,020	2,040	2,061	2,081
Fire Code Inspections	525	525	530	536	541	546
Fire Inspection Permits	20,625	20,625	20,831	21,040	21,250	21,462
Administrative Fees	8,975	8,975	9,065	9,155	9,247	9,339
Misc Permits and Fees (Not Related to Building Permits)	320,370	302,145	305,169	308,224	311,310	314,426
Sales of Surplus/Scrap Items	2,100	2,100	2,121	2,142	2,164	2,185
Insurance Refund/Equity Return	10,535	10,535	10,640	10,747	10,854	10,963
Misc Revenue	30,100	3,400	3,434	3,468	3,503	3,538
Misc Revenue	250	250	253	255	258	260
Misc Revenue	1,500	0	0	0	0	0
Misc Revenue	24,220	0	0	0	0	0
Facility Rental	2,000	2,000	2,020	2,040	2,061	2,081
Facility Rental	275	275	278	281	283	286
Misc Income	70,980	18,560	18,746	18,933	19,122	19,314
AT&T/SBC	470,000	474,700	479,447	484,241	489,084	493,975
Verizon	45,000	45,450	45,905	46,364	46,827	47,295
TXU/Atmos Gas	34,500	34,845	35,193	35,545	35,901	36,260
Charter	19,500	19,500	19,695	19,892	20,091	20,292
One Source	4,800	4,850	4,899	4,947	4,997	5,047
Southwestern Bell	180	185	187	189	191	193
Tri-County Electric	300,000	303,000	306,030	309,090	312,181	315,303
Trinity Waste/AWIN Mgmt	51,150	51,150	51,662	52,178	52,700	53,227
Misc. Franchise Fees	49,640	50,135	50,636	51,143	51,654	52,171
Franchise Fees	974,770	983,815	993,653	1,003,590	1,013,626	1,023,762
Citation Revenue	727,200	727,200	734,472	741,817	749,235	756,727
Court Techology	16,320	16,320	16,483	16,648	16,815	16,983
Court Security	12,240	12,240	12,362	12,486	12,611	12,737
Warrant Fees	41,820	41,820	42,238	42,661	43,087	43,518
NSF Check Fees	5,240	5,240	5,292	5,345	5,399	5,453
Court Efficiency Fees	765	765	773	780	788	796
Law Enforcement Stds/Edu	685	685	692	699	706	713
Collection Fees	5,610	5,610	5,666	5,723	5,780	5,838
Fines and Forfeitures (Court)	809,880	809,880	817,979	826,159	834,420	842,764
Beverage Tax	62,500	62,500	63,125	63,756	64,394	65,038
Beverage Tax	62,500	62,500	63,125	63,756	64,394	65,038
Interest Income Dept 11	41,600	41,600	42,016	42,436	42,861	43,289
Interest Income Dept 15	1,500	1,500	1,515	1,530	1,545	1,561
Interest Income	43,100	43,100	43,531	43,966	44,406	44,850
Contributions Dept 11	35	0	0	0	0	0
Contributions	35	0	0	0	0	0
Total Revenues	9,541,092	9,072,827	9,455,984	9,350,178	10,028,134	9,755,243

TOWN OF WESTLAKE
FIVE YEAR FORECAST
All Municipal Funds

DESCRIPTION	ESTIMATED FY 16-17	ADOPTED FY 17-18	1 FY 18-19	2 FY 19-20	3 FY 20-21	4 FY 21-22
Transfer In - UF 500 for Impact Fees	170,258	50,000	50,500	51,005	51,515	52,030
Transfer In - VA 220 for Dept 22	61,020	0	0	0	0	0
Total Transfers In	231,278	50,000	50,500	51,005	51,515	52,030
TOTAL REVENUES AND TRANSFERS IN	9,772,370	9,122,827	9,506,484	9,401,183	10,079,649	9,807,273
Payroll Salaries Full Time	(2,884,203)	(3,408,814)	(3,494,034)	(3,581,385)	(3,670,920)	(3,762,693)
Payroll Salaries Part Time	(341,644)	(231,976)	(237,775)	(243,720)	(249,813)	(256,058)
Payroll Salaries Overtime	(110,543)	(133,131)	(136,459)	(139,871)	(143,368)	(146,952)
Payroll Salaries Premium Pay	(8,200)	(13,560)	(13,899)	(14,246)	(14,603)	(14,968)
Payroll Salaries Car Allowance	(21,100)	(26,100)	(26,100)	(26,100)	(26,100)	(26,100)
Payroll Salaries Phone Allowance	(7,680)	(7,680)	(7,680)	(7,680)	(7,680)	(7,680)
Payroll Insurance Medical	(524,847)	(544,606)	(585,451)	(629,360)	(676,562)	(727,305)
Payroll Insurance Dental	(28,459)	(29,115)	(29,406)	(29,700)	(29,997)	(30,297)
Payroll Insurance Life	(25,803)	(26,274)	(26,405)	(26,537)	(26,670)	(26,803)
Payroll Taxes SS FICA	(204,361)	(236,919)	(242,842)	(248,913)	(255,136)	(261,514)
Payroll Taxes Medicare	(47,871)	(55,334)	(56,717)	(58,135)	(59,589)	(61,078)
Payroll Taxes Unemployment	(8,099)	(8,790)	(8,878)	(8,967)	(9,056)	(9,147)
Payroll Taxes Workers Comp	(38,355)	(42,390)	(42,814)	(43,242)	(43,674)	(44,111)
Payroll Retirement TMRS	(407,503)	(468,685)	(480,402)	(492,412)	(504,722)	(517,341)
Payroll Retirement ICMA	(27,270)	(27,270)	(27,270)	(27,270)	(27,270)	(27,270)
Payroll Transfers In	146,806	161,194	165,224	169,354	173,588	177,928
Payroll Transfers In	237,055	351,158	359,937	368,935	378,159	387,613
Payroll Transfers In	52,156	56,625	58,041	59,492	60,979	62,503
Payroll Transfers In	222,641	198,945	203,919	209,017	214,242	219,598
Payroll Transfers In	42,052	45,467	46,604	47,769	48,963	50,187
Payroll Transfers In	10,635	12,077	12,379	12,688	13,006	13,331
Payroll Transfers In	205,801	230,309	236,067	241,968	248,018	254,218
Total Payroll and Related	(3,768,792)	(4,204,869)	(4,333,965)	(4,468,316)	(4,608,206)	(4,753,939)
General Services	(445,728)	(359,563)	(363,159)	(366,790)	(370,458)	(374,163)
Administrative	(29,524)	(29,524)	(29,819)	(30,117)	(30,419)	(30,723)
Planning & Development	(311,415)	(282,850)	(285,679)	(288,535)	(291,421)	(294,335)
Town Secretary	(45,360)	(52,990)	(53,520)	(54,055)	(54,596)	(55,142)
Fire Department	(96,815)	(98,920)	(99,909)	(100,908)	(101,917)	(102,937)
Municipal Court	(104,176)	(104,176)	(105,218)	(106,270)	(107,333)	(108,406)
Public Works	(108,230)	(75,730)	(76,487)	(77,252)	(78,025)	(78,805)
Facilities Maintenance	(58,265)	(32,915)	(58,265)	(58,265)	(58,265)	(58,265)
Finance Department	(53,851)	(35,186)	(35,538)	(35,893)	(36,252)	(36,615)
Parks & Recreations	(35,240)	(80,240)	(35,240)	(35,240)	(35,240)	(35,240)
Information Technology	(114,220)	(91,285)	(92,198)	(93,120)	(94,051)	(94,992)
Human Resources	(30,740)	(29,115)	(29,406)	(29,700)	(29,997)	(30,297)
Communications	(8,235)	(8,235)	(8,317)	(8,401)	(8,485)	(8,569)
Police Services	(888,486)	(932,910)	(946,904)	(961,107)	(975,524)	(990,157)
Total Service Expenditures	(2,330,285)	(2,213,639)	(2,219,658)	(2,245,654)	(2,271,981)	(2,298,644)
Office Rent	(159,600)	(234,500)	(354,200)	(354,200)	(354,200)	(354,200)
Electric Service	(27,440)	(35,000)	(35,000)	(35,000)	(35,000)	(35,000)
Electric Service - Fire Station	(4,430)	(4,430)	(4,474)	(4,519)	(4,564)	(4,610)
Electric Service - Public Works	(2,595)	(2,595)	(2,621)	(2,647)	(2,674)	(2,700)
Electric Service - Parks/Rec	(8,780)	(8,780)	(8,868)	(8,956)	(9,046)	(9,137)
Electric Service - Parchman	(80)	(80)	(81)	(82)	(82)	(83)
Telephone Service - Town	(3,380)	(3,380)	(3,414)	(3,448)	(3,482)	(3,517)
Telephone Service - Fire Dept	(4,295)	(4,295)	(4,338)	(4,381)	(4,425)	(4,469)
Internet Service - Town	(7,661)	(7,661)	(7,738)	(7,815)	(7,893)	(7,972)
Internet Service - Fire Dept	(6,885)	(6,885)	(6,954)	(7,023)	(7,094)	(7,165)
Internet Service - Facilities	(500)	(800)	(808)	(816)	(824)	(832)
Water Service - Fire Dept	(2,450)	(2,450)	(2,475)	(2,499)	(2,524)	(2,549)
Water Service - ROW Irrigation	0	(132,000)	(133,320)	(134,653)	(136,000)	(137,360)
Water Service - Parks & Rec	(855)	(855)	(864)	(872)	(881)	(890)
Gas Service - Fire Station	(1,605)	(1,605)	(1,621)	(1,637)	(1,654)	(1,670)
Total Rent & Utilities	(380,306)	(445,316)	(566,774)	(568,550)	(570,343)	(572,155)
General Services	(28,459)	(28,459)	(28,886)	(29,319)	(29,759)	(30,205)
Administrative	(2,534)	(2,534)	(2,572)	(2,611)	(2,650)	(2,689)
Planning & Development	(29,290)	(29,290)	(29,729)	(30,175)	(30,628)	(31,087)
Town Secretary	(3,775)	(3,775)	(3,832)	(3,889)	(3,947)	(4,007)
Fire Department	(69,945)	(102,945)	(69,945)	(69,945)	(69,945)	(69,945)
Municipal Court	(13,076)	(12,916)	(13,110)	(13,306)	(13,506)	(13,709)
Public Works	(4,510)	(4,510)	(4,578)	(4,646)	(4,716)	(4,787)
Facilities Maintenance	(29,180)	(33,930)	(29,180)	(29,180)	(29,180)	(29,180)
Finance Department	(6,660)	(6,660)	(6,760)	(6,861)	(6,964)	(7,069)
Parks & Recreations	(11,705)	(9,645)	(9,790)	(9,937)	(10,086)	(10,237)
Information Technology	(5,850)	(5,850)	(5,938)	(6,027)	(6,117)	(6,209)
Human Resources	(4,270)	(4,270)	(4,334)	(4,399)	(4,465)	(4,532)
Communications	(7,500)	(7,500)	(7,613)	(7,727)	(7,843)	(7,960)
Total Supplies	(216,754)	(252,284)	(216,265)	(218,022)	(219,806)	(221,616)
General Services	(20,085)	(20,085)	(20,336)	(20,590)	(20,848)	(21,108)
Planning & Development	(500)	(500)	(506)	(513)	(519)	(525)

TOWN OF WESTLAKE
FIVE YEAR FORECAST
All Municipal Funds

DESCRIPTION	ESTIMATED FY 16-17	ADOPTED FY 17-18	1 FY 18-19	2 FY 19-20	3 FY 20-21	4 FY 21-22
Fire Department	(11,905)	(11,905)	(12,054)	(12,204)	(12,357)	(12,512)
Municipal Court	(545)	(545)	(552)	(559)	(566)	(573)
Facilities Maintenance	(590)	(590)	(597)	(605)	(612)	(620)
Total Insurance	(33,625)	(33,625)	(34,045)	(34,471)	(34,902)	(35,338)
Fire Department	(54,345)	(54,345)	(55,024)	(55,712)	(56,409)	(57,114)
Municipal Court	(300)	(300)	(304)	(308)	(311)	(315)
Public Works	(38,295)	(38,295)	(38,774)	(39,258)	(39,749)	(40,246)
Facilities Maintenance	(34,225)	(34,225)	(67,340)	(68,182)	(69,034)	(70,771)
Parks & Recreations	(82,300)	(82,300)	(83,329)	(84,370)	(85,425)	(86,493)
Total Repair & Maintenance	(209,465)	(242,580)	(245,612)	(248,682)	(251,791)	(254,938)
General Service Debt	(36,680)	(36,680)	(36,680)	(36,680)	(36,680)	(36,680)
K-5 Westlake Reserve Slots	(315,000)	(315,000)	(315,000)	(315,000)	(315,000)	(315,000)
Total Debt	(351,680)	(351,680)	(351,680)	(351,680)	(351,680)	(351,680)
Capital Operating Impact - Facilities	0	0	(10,747)	(136,692)	(140,763)	(144,956)
Capital Operating Impact - Parks/Rec	0	0	0	(4,000)	(4,120)	(4,244)
Capital Operating Impact - Roads	0	0	(400)	(400)	(10,400)	(15,788)
Total Capital Operating Impact	0	0	(11,147)	(141,092)	(155,283)	(164,988)
Planning & Development	(490)	(490)	(490)	(490)	(490)	(490)
Fire Department	(27,900)	(27,900)	(27,900)	(27,900)	(27,900)	(27,900)
Public Works	(500)	(500)	(500)	(500)	(500)	(500)
Finance Department	(1,800)	(1,800)	(1,800)	(1,800)	(1,800)	(1,800)
Parks & Recreations	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
Total Capital Outlay	(31,690)	(31,690)	(31,690)	(31,690)	(31,690)	(31,690)
Total Expenditures non-payroll)	(3,553,805)	(3,570,814)	(3,676,872)	(3,839,842)	(3,887,476)	(3,931,049)
Transfer Out - GMR 600	(610,550)	(300,000)	(300,000)	(200,000)	(200,000)	(200,000)
Transfer Out - VMR 605	0	0	(125,000)	(110,000)	0	0
Transfer Out - DS 300	(778,003)	(1,472,568)	(1,131,546)	(1,196,965)	(1,152,074)	(1,154,625)
Transfers Out - Operating	(1,388,553)	(1,772,568)	(1,556,546)	(1,506,965)	(1,352,074)	(1,354,625)
Transfer Out - CP 410 (Entrada)	0	(1,015,324)	(1,450,742)	(1,170,710)	(1,081,871)	(370,114)
Keep Entrada Permit Fees	0	0	0	0	0	0
Transfers Out - Non Operating	0	(1,015,324)	(1,450,742)	(1,170,710)	(1,081,871)	(370,114)
Total Transfers Out	(1,388,553)	(2,787,892)	(3,007,289)	(2,677,675)	(2,433,945)	(1,724,739)
TOTAL PAYROLL, EXPENDITURES AND TRANSFERS OUT	(8,711,145)	(10,563,575)	(11,018,126)	(10,985,832)	(10,929,627)	(10,409,727)
NET CHANGE TO FUND BALANCE	1,061,226	(1,440,749)	(1,511,641)	(1,584,649)	(849,978)	(602,454)
Beginning Fund Balance	8,553,121	9,614,347	8,173,598	6,661,957	5,077,307	4,227,330
Ending Fund Balance	9,614,347	8,173,598	6,661,957	5,077,307	4,227,330	3,624,876
Restricted/Committed/Assigned	553,197	555,202	283,146	283,146	283,146	283,146
Unassigned Ending Balance	9,061,150	7,618,396	6,378,811	4,794,161	3,944,184	3,341,730
Operating Cost per Day	23,866	26,160	26,212	26,891	26,980	27,506
Operating Days	380	291	243	178	146	121
% of Operating Expenditures without transfers	255%	213%	173%	125%	101%	85%

CEMETERY FUND						
Section Sales	11,125	11,125	11,125	11,125	11,125	11,125
Perpetual Care - Section 15%	150	150	150	150	150	150
Perpetual Care-interment 100 %	50	50	50	50	50	50
Marker Sales	250	250	250	250	250	250
Private Contributions	50,000	0	0	0	0	0
Contractor Fee	350	350	350	350	350	350
Interest Income	900	900	909	918	927	937
Total Revenues	62,825	12,825	12,834	12,843	12,852	12,862
Attorney - Boyle & Lowry	(240)	(240)	(240)	(240)	(240)	(240)
Engineering	0	(12,000)	0	0	0	0
Contract Services	(225)	(225)	(225)	(225)	(225)	(225)
Irrigation R&M	(395)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
Contract Landscaping	(6,375)	(6,375)	(6,375)	(6,375)	(6,375)	(6,375)
Computer Eqmnt/Software	(225)	(350)	(350)	(350)	(350)	(350)
Grounds R&M	(225)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
Training/Meetings/Seminars	(225)	(225)	(225)	(225)	(225)	(225)
Dues & Memberships	(75)	(75)	(75)	(75)	(75)	(75)
Land Improvements	0	(5,000)	0	0	0	0
Cost of Sales - Cemetery Lots	(700)	(700)	(700)	(700)	(700)	(700)
Total Expenditures	(8,685)	(32,190)	(15,190)	(15,190)	(15,190)	(15,190)
NET CHANGE TO FUND BALANCE	54,140	(19,365)	(2,356)	(2,347)	(2,338)	(2,328)
Beginning Fund Balance	158,238	212,378	193,013	190,657	188,310	185,972
Ending Fund Balance	212,378	193,013	190,657	188,310	185,972	183,644
Restricted/Committed/Assigned	212,378	193,013	190,657	188,310	185,972	183,644
Unassigned Ending Balance	0	0	0	0	0	0

TOWN OF WESTLAKE
FIVE YEAR FORECAST
All Municipal Funds

DESCRIPTION	ESTIMATED FY 16-17	ADOPTED FY 17-18	1 FY 18-19	2 FY 19-20	3 FY 20-21	4 FY 21-22
UTILITY FUND						
Water Revenue	2,600,500	2,639,500	2,665,895	2,692,554	2,719,479	2,746,674
DS - Hillwood Service Area	48,000	48,000	48,480	48,965	49,454	49,949
DS - Town Service Area Accts	43,000	43,000	43,430	43,864	44,303	44,746
Waste Management	5,705	5,795	5,853	5,911	5,971	6,030
Sewer Revenue - Westlake	921,400	935,225	944,577	954,023	963,563	973,199
Sewer Revenue - Keller	1,260	1,280	1,293	1,306	1,319	1,332
Water Tap Fees	31,410	31,890	32,209	32,531	32,856	33,185
Sewer Tap Fees	10,875	11,050	11,161	11,272	11,385	11,499
Fort Worth Impact fees	78,980	50,000	50,500	51,005	51,515	52,030
Charge For Service Total	3,741,130	3,765,740	3,803,397	3,841,431	3,879,846	3,918,644
Meter Repair & Replacement	18,200	18,200	18,382	18,566	18,751	18,939
Interest Income	14,120	14,120	14,261	14,404	14,548	14,693
Duct Bank Leases	30,965	30,965	31,275	31,587	31,903	32,222
TRA Wastewater Settle-Up	50,000	50,000	50,500	51,005	51,515	52,030
Duct Bank Permit Fees - other	4,200	87,900	88,779	89,667	90,563	91,469
Insurance Refund/Equity Return	750	750	758	765	773	780
Misc Reimbursements	3,020	3,020	3,050	3,081	3,112	3,143
Misc Revenue Dept 16	8,000	8,000	8,080	8,161	8,242	8,325
Administrative CC Fee	5,480	5,480	5,535	5,590	5,646	5,703
Total Misc Income	218,435	218,435	220,619	222,826	225,054	227,304
Bond Proceeds	0	0	2,600,000	0	0	0
Other Resources	0	0	2,600,000	0	0	0
Total Revenues & Transfers In	3,959,565	3,984,175	6,624,017	4,064,257	4,104,899	4,145,948
PR Transfer Out	(437,145)	(482,700)	(487,527)	(492,402)	(497,326)	(502,300)
Total Payroll and Related	(437,145)	(482,700)	(487,527)	(492,402)	(497,326)	(502,300)
Office Rent	(34,200)	(50,250)	(75,900)	(75,900)	(75,900)	(75,900)
Electric Service	(5,880)	(7,500)	(7,500)	(7,500)	(7,500)	(7,500)
Telephone Service Dept 10	(724)	(724)	(735)	(746)	(757)	(768)
Telephone Service Dept 16	(1,000)	(1,000)	(1,015)	(1,030)	(1,046)	(1,061)
Water - Pump Station Dept 16	(20,600)	(20,600)	(20,909)	(21,223)	(21,541)	(21,864)
Electric - Pump Station Dept 16	(72,100)	(72,100)	(73,182)	(74,279)	(75,393)	(76,524)
Electric - Lift Station Dept 16	(2,680)	(2,680)	(2,720)	(2,761)	(2,802)	(2,844)
Internet Service Dept 10	(1,645)	(1,645)	(1,670)	(1,695)	(1,720)	(1,746)
Total Rent & Utilities	(138,829)	(156,499)	(183,630)	(185,134)	(186,660)	(188,209)
Computer Hardware/Software	0	(1,000)	(1,015)	(1,030)	(1,046)	(1,061)
Mechanical Equipment	(1,000)	(1,000)	(1,015)	(1,030)	(1,046)	(1,061)
Water Meters /Equipment	(10,000)	(10,000)	(10,150)	(10,302)	(10,457)	(10,614)
Water Taps	(8,780)	(8,780)	(8,912)	(9,045)	(9,181)	(9,319)
Total Capital Outlay	(19,780)	(20,780)	(21,092)	(21,408)	(21,729)	(22,055)
Insurance General Liability	(980)	(980)	(995)	(1,010)	(1,025)	(1,040)
Insurance Automobile	(1,700)	(1,700)	(1,726)	(1,751)	(1,778)	(1,804)
Insurance Property	(6,070)	(6,070)	(6,161)	(6,253)	(6,347)	(6,442)
Total Insurance	(8,750)	(8,750)	(8,881)	(9,014)	(9,150)	(9,287)
WaterTower Landscape R&M	(7,000)	(7,000)	(7,105)	(7,212)	(7,320)	(7,430)
Water Main R&M	(42,545)	(42,545)	(43,183)	(43,831)	(44,488)	(45,156)
Water Tower R&M	(1,000)	(1,000)	(1,015)	(1,030)	(1,046)	(1,061)
Sewer Main R&M	(19,715)	(19,715)	(20,011)	(20,311)	(20,616)	(20,925)
Pump Station Landscape R&M	(13,500)	(13,500)	(13,703)	(13,908)	(14,117)	(14,328)
Lift Station R&M	(6,000)	(6,000)	(6,090)	(6,181)	(6,274)	(6,368)
Instrument R&M	(9,750)	(9,750)	(9,896)	(10,045)	(10,195)	(10,348)
Ground Storage Tank R&M	(2,300)	(2,300)	(2,335)	(2,370)	(2,405)	(2,441)
Generator R&M	(4,000)	(4,000)	(4,060)	(4,121)	(4,183)	(4,245)
Pump Station R&M	(22,500)	(22,500)	(22,838)	(23,180)	(23,528)	(23,881)
Duct Bank R&M	(7,940)	(7,940)	(8,059)	(8,180)	(8,303)	(8,427)
Meter Repair & Replacement	(21,000)	(21,000)	(21,315)	(21,635)	(21,959)	(22,289)
Vehicle R&M	(1,000)	(1,000)	(1,015)	(1,030)	(1,046)	(1,061)
Total Repair and Maintenance Insurance	(158,250)	(158,250)	(160,624)	(163,033)	(165,479)	(167,961)
Bank Service Charges	(5,570)	(5,570)	(5,654)	(5,738)	(5,824)	(5,912)
Engineering	(775)	(775)	(787)	(798)	(810)	(823)
Water Utility Engineering	(37,555)	(37,555)	(38,118)	(38,690)	(39,270)	(39,860)
Auditor	(5,750)	(5,750)	(5,836)	(5,924)	(6,013)	(6,103)
Attorney - Boyle & Lowry	(15,000)	(15,000)	(15,225)	(15,453)	(15,685)	(15,920)
Attorney - Lloyd Gosselink	(15,835)	(15,835)	(16,073)	(16,314)	(16,558)	(16,807)
Contract Labor	(5,000)	(5,000)	(5,075)	(5,151)	(5,228)	(5,307)
Contract Services	(7,860)	(7,860)	(7,978)	(8,098)	(8,219)	(8,342)
TRA-Wastewater Treatment	(385,200)	(612,000)	(621,180)	(630,498)	(639,955)	(649,554)
Southlake-Wastewater Treatment	(500,000)	(1,000)	(1,015)	(1,030)	(1,046)	(1,061)
Testing-Water/Bacteria/Rgltry	(30,000)	(30,000)	(30,450)	(30,907)	(31,370)	(31,841)
Utility Billing	(15,000)	(15,000)	(15,225)	(15,453)	(15,685)	(15,920)
Line Location	(5,660)	(5,660)	(5,745)	(5,831)	(5,919)	(6,007)
Application Software Maint.	(10,750)	(10,750)	(10,911)	(11,075)	(11,241)	(11,410)
Keller Waste Water	(1,300)	(1,300)	(1,320)	(1,339)	(1,359)	(1,380)

TOWN OF WESTLAKE
FIVE YEAR FORECAST
All Municipal Funds

DESCRIPTION	ESTIMATED FY 16-17	ADOPTED FY 17-18	1 FY 18-19	2 FY 19-20	3 FY 20-21	4 FY 21-22
Mobile Phone	(1,000)	(1,000)	(1,015)	(1,030)	(1,046)	(1,061)
Misc Rental/Lease	(500)	(500)	(508)	(515)	(523)	(531)
Travel Airfare	(800)	(800)	(812)	(824)	(837)	(849)
Travel Car Rental/Parking	(100)	(100)	(102)	(103)	(105)	(106)
Travel Lodging	(1,000)	(1,000)	(1,015)	(1,030)	(1,046)	(1,061)
Travel Meals	(135)	(135)	(137)	(139)	(141)	(143)
Training/Seminars/Meetings	(3,000)	(3,000)	(3,045)	(3,091)	(3,137)	(3,184)
Dues & Subscriptions	(985)	(1,500)	(1,523)	(1,545)	(1,569)	(1,592)
Printing	(1,130)	(1,130)	(1,147)	(1,164)	(1,182)	(1,199)
Licenses/Registrations	0	(700)	(711)	(721)	(732)	(743)
Courier Service	(200)	(200)	(203)	(206)	(209)	(212)
Total Service	(1,051,110)	(779,120)	(790,807)	(802,669)	(814,709)	(826,930)
Safety Supplies	(100)	(100)	(102)	(103)	(105)	(106)
Misc Hand Tools	(1,000)	(1,000)	(1,015)	(1,030)	(1,046)	(1,061)
Chemical Supplies	(350)	(350)	(355)	(361)	(366)	(371)
Office Supplies	(1,550)	(1,550)	(1,573)	(1,597)	(1,621)	(1,645)
Postage & Shipping	(400)	(400)	(406)	(412)	(418)	(425)
Vehicle Fuel	(3,000)	(3,000)	(3,045)	(3,091)	(3,137)	(3,184)
Uniforms	(500)	(500)	(508)	(515)	(523)	(531)
Capital Operating Impact - Utility	0	0	(26,735)	(27,537)	(28,363)	(34,036)
Total Supplies	(6,900)	(6,900)	(33,739)	(34,646)	(35,578)	(41,359)
Water Purchases	(934,500)	(934,500)	(953,190)	(972,254)	(991,699)	(1,011,533)
Water Service Charge	(600)	(600)	(612)	(624)	(637)	(649)
Peak Payment	(409,500)	(409,500)	(417,690)	(426,044)	(434,565)	(443,256)
Total Water Purchase Expense	(1,344,600)	(1,344,600)	(1,371,492)	(1,398,922)	(1,426,900)	(1,455,438)
Transfer Out - UMR Fund 510	(100,000)	0	(25,000)	(25,000)	(25,000)	(25,000)
Transfer Out - VMR Fund 505	(8,335)	(6,250)	(6,250)	(6,250)	(6,250)	(6,250)
Transfer Out - GF 100 Impact Fees	(170,258)	(50,000)	(50,500)	(51,005)	(51,515)	(52,030)
Total Transfers Out	(278,593)	(56,250)	(81,750)	(82,255)	(82,765)	(83,280)
Fort Worth Payment - Phase I	(888,160)	0	0	0	0	0
Fort Worth Payment - Phase II		(888,160)	(1,711,840)	0	0	0
DS - Principal Keller OH Storage	(104,145)	(104,143)	(108,950)	(113,756)	(120,165)	0
DS - Interest Keller OH Storage	(16,395)	(16,395)	(11,986)	(7,393)	(2,523)	0
DS - Hillwood Service Area	(48,240)	(48,240)	(48,722)	(49,210)	(49,702)	
DS - Town Service Area	(43,215)	(43,215)	(43,647)	(44,084)	(44,524)	(44,524)
DS - TX Water Bd 30 Yr Note	0	0	0	(200,000)	(200,000)	(200,000)
DS - Principal - 2013 CO Ground Storage Tank	(22,000)	(22,000)	(22,550)	(23,650)	(23,650)	(24,750)
DS - Interest - 2013 CO Ground Storage Tank	(33,465)	(33,021)	(32,576)	(32,114)	(31,582)	(30,977)
Total Debt	(1,155,620)	(1,155,174)	(1,980,271)	(470,206)	(472,146)	(349,953)
Total Expenses & Transfers Out	(4,599,577)	(4,169,023)	(5,119,813)	(3,659,689)	(3,712,442)	(3,646,771)
NET CHANGE TO FUND BALANCE	(640,012)	(184,848)	1,504,204	404,568	392,457	499,178
Beginning Fund Balance	1,121,826	481,814	296,966	1,801,171	2,205,738	2,598,195
Ending Fund Balance	481,814	296,966	1,801,171	2,205,738	2,598,195	3,097,373
Restricted/Committed/Assigned Hillwood	0	0	1,670,000	1,670,000	1,670,000	1,670,000
Restricted/Committed/Assigned Deposits	235,651	238,007	240,387	242,791	245,219	245,219
Unassigned Ending Balance	246,164	58,959	(109,217)	292,947	682,976	1,182,154
Operating Expenses	4,301,204	4,091,993	5,016,971	3,556,026	3,607,948	3,541,436
Operating Cost Per Day	11,784	11,211	13,745	9,743	9,885	9,703
Operating Days	41	26	131	226	263	319
UTILITY MAINT & REPLACEMENT						
Interest Income	4,500	4,500	3,400	3,400	3,400	3,400
Transfers In from UF 500	100,000	0	25,000	25,000	25,000	25,000
Total Revenues & Transfers In	104,500	4,500	28,400	28,400	28,400	28,400
Sewer Easement Cleaning Machine	0	(45,000)	0	0	0	0
Repaint Ground Storage Tank	0	(100,000)	0	0	0	0
Pump Station Equipment	0	(100,000)	0	0	0	0
Transfer out to GMR Fund 600	(380,000)	0	0	0	0	0
Total Expenditures & Transfers Out	(380,000)	(245,000)	0	0	0	0
NET CHANGE TO FUND BALANCE	(275,500)	(240,500)	28,400	28,400	28,400	28,400
Beginning Fund Balance	722,939	447,439	206,939	235,339	263,739	292,139
Ending Fund Balance	447,439	206,939	235,339	263,739	292,139	320,539
Restricted/Committed/Assigned	447,439	206,939	235,339	263,739	292,139	320,539
Unassigned Ending Balance (projected)	0	0	0	0	0	0
GENERAL MAINT & REPLACEMENT						
Contributions	500	0	0	0	0	0
Firefighter Equipment Fees	6,000	6,000	6,000	6,000	6,000	6,000

TOWN OF WESTLAKE
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DESCRIPTION	ESTIMATED FY 16-17	ADOPTED FY 17-18	1 FY 18-19	2 FY 19-20	3 FY 20-21	4 FY 21-22
Interest Income	1,550	1,550	1,750	1,750	1,750	1,750
Transfer in from UMR	380,000	0	0	0	0	0
Transfer in from GF	610,550	300,000	300,000	200,000	200,000	200,000
Total Revenues & Transfers In	998,600	307,550	307,750	207,750	207,750	207,750
Public Works	0	0	0	0	0	0
Facilities WA	(269,735)	(200,000)	(205,000)	(151,000)	(208,000)	(208,000)
Parks and Rec	(22,000)	(32,000)	(20,000)	(20,000)	(20,000)	(20,000)
I.T. Department	(125,210)	(30,000)	(245,000)	(67,500)	(155,000)	(67,500)
Facilities Town	(809,800)	(25,000)	(27,000)	(27,000)	(27,000)	(27,000)
Total Expenditures & Transfers Out	(1,226,745)	(287,000)	(497,000)	(265,500)	(410,000)	(322,500)
NET CHANGE TO FUND BALANCE	(228,145)	20,550	(189,250)	(57,750)	(202,250)	(114,750)
Beginning Fund Balance	228,768	623	21,173	(168,077)	(225,827)	(428,077)
Ending Fund Balance	623	21,173	(168,077)	(225,827)	(428,077)	(542,827)
Restricted/Committed/Assigned	623	21,173	(168,077)	(225,827)	(428,077)	(542,827)
Unassigned Ending Balance	0	0	0	0	0	0
VEHICLE MAINT & REP (Utility)						
Sales of Surplus	8,650	0	0	0	0	0
Interest Earned	40	40	0	0	0	0
Transfer in from UF	16,670	6,250	6,250	6,250	6,250	6,250
Total Revenues & Transfers In	25,360	6,290	6,250	6,250	6,250	6,250
Public Works Vehicle	0	0	0	0	(50,000)	0
Total Expenditures & Transfers Out	0	0	0	0	(50,000)	0
NET CHANGE TO FUND BALANCE	25,360	6,290	6,250	6,250	(43,750)	6,250
Beginning Fund Balance	0	25,360	31,650	37,900	44,150	400
Ending Fund Balance	25,360	31,650	37,900	44,150	400	6,650
Restricted/Committed/Assigned	25,360	31,650	37,900	44,150	400	6,650
Unassigned Ending Balance	0	0	0	0	0	0
VEHICLE MAINT & REP (General)						
Sales of Surplus Dept 14	4,765	0	0	0	0	0
WA/WAF Contribution for Buses	110,000	0	0	150,000	0	0
Insurance Proceeds	8,715	0	0	0	0	0
Interest Earned	925	925	200	200	200	0
Transfer In from GF	0	0	125,000	110,000	0	0
Total Revenues & Transfers In	124,405	925	125,200	260,200	200	0
Academy Buses	(110,000)	0	0	(150,000)	0	0
Fire Dept Vehicles	(55,000)	0	(250,000)	(60,000)	0	0
Facilities Vehicles	0	0	0	(50,000)	0	0
Total Expenditures & Transfers Out	(165,000)	0	(250,000)	(260,000)	0	0
NET CHANGE TO FUND BALANCE	(40,595)	925	(124,800)	200	200	0
Beginning Fund Balance	177,574	136,979	137,904	13,104	13,304	13,504
Ending Fund Balance	136,979	137,904	13,104	13,304	13,504	13,504
Restricted/Committed/Assigned	136,979	137,904	13,104	13,304	13,504	13,504
Unassigned Ending Balance	0	0	0	0	0	0
VISITORS ASSOCIATION FUND						
Hotel Tax (Marriott)	772,000	779,720	787,517	795,392	803,346	811,380
Hotel Tax (Deloitte)	32,640	32,640	32,966	33,296	33,629	33,965
Total Hotel Tax	804,640	812,360	820,484	828,688	836,975	845,345
Interest Income	5,150	5,150	5,202	5,254	5,306	5,359
Insur Refund/Equity Return	835	835	843	852	860	869
Misc Revenue	250	250	253	255	258	260
Membership Fees	1,775	1,775	1,793	1,811	1,829	1,847
Special Events Revenue	3,250	3,250	3,283	3,315	3,348	3,382
Sales of Printed Material	200	200	202	204	206	208
Sponsors	3,000	3,000	3,030	3,060	3,091	3,122
Total Other Revenues	16,170	14,460	14,605	14,751	14,898	15,047
Total Revenues & Transfers In	820,810	826,820	835,088	843,439	851,873	860,392
Office Rent	(34,200)	(50,250)	(75,900)	(75,900)	(75,900)	(76,659)
Electric Service	(5,880)	(7,500)	(7,500)	(7,500)	(7,500)	(7,575)
Telephone Service	(624)	(624)	(630)	(637)	(643)	(649)

TOWN OF WESTLAKE
FIVE YEAR FORECAST
All Municipal Funds

DESCRIPTION	ESTIMATED FY 16-17	ADOPTED FY 17-18	1 FY 18-19	2 FY 19-20	3 FY 20-21	4 FY 21-22
Internet Service	(1,415)	(1,415)	(1,429)	(1,443)	(1,458)	(1,472)
Total Rent and Utilities	(42,119)	(59,789)	(85,459)	(85,480)	(85,501)	(86,356)
PR Transfer Out	(480,002)	(518,510)	(523,695)	(528,932)	(534,221)	(539,564)
Total PR Transfer Out	(480,002)	(518,510)	(523,695)	(528,932)	(534,221)	(539,564)
General Services	(144,075)	(144,075)	(145,516)	(146,971)	(148,441)	(149,925)
Communications	(109,680)	(137,280)	(138,653)	(140,039)	(141,440)	(142,854)
Historical Board	(7,405)	(7,405)	(7,479)	(7,554)	(7,629)	(7,706)
Public Arts	(35,000)	(30,200)	(30,502)	(30,807)	(31,115)	(31,426)
Arbor Day	0	(2,500)	(2,525)	(2,550)	(2,576)	(2,602)
Total Service	(296,160)	(321,460)	(324,675)	(327,921)	(331,201)	(334,513)
General Services	0	(10,000)	(10,100)	(10,201)	(10,303)	(10,406)
Total Supplies	0	(10,000)	(10,100)	(10,201)	(10,303)	(10,406)
Transfer Out - GF 100	(61,020)	0	0	0	0	0
Transfer Out - DS 300	(150,625)	0	0	0	0	0
Total Transfers Out	(211,645)	0	0	0	0	0
Total Expenditures & Transfers Out	(1,029,926)	(909,759)	(943,929)	(952,534)	(961,226)	(970,838)
NET CHANGE TO FUND BALANCE	(209,116)	(82,939)	(108,841)	(109,095)	(109,352)	(110,446)
Beginning Fund Balance	1,011,947	802,831	719,892	611,051	501,956	392,603
Ending Fund Balance	802,831	719,892	611,051	501,956	392,603	282,158
Restricted/Committed/Assigned	151,700	0	0	0	0	0
Unassigned Ending Balance	651,131	719,892	611,051	501,956	392,603	282,158

4B ECONOMIC DEVELOPMENT FUND						
Sales tax (on-going)	1,137,500	1,237,500	1,271,625	1,206,774	1,242,977	1,244,063
Transfer Out - DS 300	(1,137,500)	(1,237,500)	(1,271,625)	(1,206,774)	(1,242,977)	(1,244,063)
NET CHANGE TO FUND BALANCE	0	0	0	0	0	0
Beginning Fund Balance	0	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	0	0	0	0	0	0

ECONOMIC DEVELOPMENT FUND						
General Sales Tax	102,000	202,000	202,000	102,000	102,000	102,000
Hotel/Motel Tax	32,640	32,640	32,640	32,640	32,640	32,640
Economic Development for WA	1,010,000	750,000	840,000	810,000	810,000	310,000
Total Revenues & Transfers In	1,144,640	984,640	1,074,640	944,640	944,640	444,640
ED - Deloitte Sales Tax	(102,000)	(102,000)	(102,000)	(102,000)	(102,000)	(102,000)
ED - Deloitte Hotel Tax	(32,640)	(32,640)	(32,640)	(32,640)	(32,640)	(32,640)
ED - Schwab Sales Tax	0	(100,000)	(100,000)	0	0	0
Transfer Out - WAE 412	(1,010,000)	(750,000)	(840,000)	(810,000)	(810,000)	(310,000)
Total Expenditures & Transfers Out	(1,144,640)	(984,640)	(1,074,640)	(944,640)	(944,640)	(444,640)
NET CHANGE TO FUND BALANCE	0	0	0	0	0	0
Beginning Fund Balance	0	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	0	0	0	0	0	0

PUBLIC IMPROVEMENT DISTRICT						
Development Fees (Platting)	10,000	0	0	0	0	0
Miscellaneous Reimbursements	85,000	60,000	60,000	60,000	60,000	60,000
Total Revenues & Transfers In	95,000	60,000	60,000	60,000	60,000	60,000
Consultant Fees	(260,000)	(60,000)	0	0	0	0
Boyle & Lowry	(10,000)	0	0	0	0	0
Admin Fees	(5,500)	0	0	0	0	0
Construction Expense	(24,500)	0	0	0	0	0
Total Expenditures & Transfers Out	(300,000)	(60,000)	0	0	0	0
NET CHANGE TO FUND BALANCE	(205,000)	0	60,000	60,000	60,000	60,000
Beginning Fund Balance	720,015	515,015	515,015	575,015	635,015	695,015
Ending Fund Balance	515,015	515,015	575,015	635,015	695,015	755,015
Restricted/Committed/Assigned	515,015	515,015	575,015	635,015	695,015	755,015
Unassigned Ending Balance	0	0	0	0	0	0

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All Municipal Funds

DESCRIPTION	ESTIMATED FY 16-17	ADOPTED FY 17-18	1 FY 18-19	2 FY 19-20	3 FY 20-21	4 FY 21-22
LONE STAR FUND						
Revenues	80	80	81	82	82	83
Expenditures	0	0	0	0	0	0
NET CHANGE TO FUND BALANCE	80	80	81	82	82	83
Beginning Fund Balance	13,679	13,759	13,839	13,920	14,002	14,084
Ending Fund Balance	13,759	13,839	13,920	14,002	14,084	14,168
Restricted/Committed/Assigned	13,759	13,839	13,920	14,002	14,084	14,168
Unassigned Ending Balance	0	0	0	0	0	0
DEBT SERVICE (revenue supported)						
Transfer in - GF 100	778,003	1,472,568	1,131,546	1,196,965	1,152,074	1,154,625
Transfer In - VA 220	150,625	0	0	0	0	0
Transfer In - 4B 200	1,137,500	1,237,500	1,271,625	1,206,774	1,242,977	1,244,063
Total Transfers In	2,066,128	2,710,068	2,403,171	2,403,739	2,395,051	2,398,689
Principal - Issue 2011 GORB	(275,000)	(700,000)	(715,000)	(730,000)	(750,000)	(770,000)
Interest - Issue 2011 GORB	(207,275)	(192,650)	(171,425)	(149,750)	(127,550)	(104,750)
Principal - Issue 2013 CO	(178,000)	(178,000)	(182,450)	(191,350)	(191,350)	(200,250)
Interest - Issue 2013 CO	(270,730)	(267,172)	(263,568)	(259,830)	(255,525)	(250,630)
Principal - Issue 2013 GORB	(130,000)	-	-	-	-	-
Interest - Issue 2013 GORB	(39,950)	-	-	-	-	-
Principal - Issue 2014 GORB	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
Interest - Issue 2014 GORB	(65,220)	(65,040)	(64,860)	(64,680)	(64,500)	(64,320)
Principal - Issue 2017 CO	(203,098)	(200,000)	(205,000)	(210,000)	(215,000)	(225,000)
Interest - Issue 2017 CO	-	(310,800)	(304,725)	(298,500)	(292,125)	(285,525)
Principal - Issue 2007 GORB	(425,000)	(40,000)	-	-	-	-
Interest - Issue 2007 GORB	(146,804)	(259,608)	-	-	-	-
Principal - Issue 2017 GORB	-	(30,000)	(30,000)	(35,000)	(35,000)	(35,000)
Interest - Issue 2017 GORB	(119,028)	(227,625)	(227,025)	(226,375)	(225,675)	(224,888)
Principal - 2017 Tax Note	-	(202,000)	(212,000)	(215,000)	(219,000)	(223,000)
Interest - 2017 Tax Note	-	(32,173)	(22,118)	(18,254)	(14,326)	(10,326)
Total Expenditures & Transfers Out	(2,066,705)	(2,710,068)	(2,403,171)	(2,403,739)	(2,395,051)	(2,398,689)
NET CHANGE TO FUND BALANCE	(578)	0	0	0	0	0
Beginning Fund Balance	0	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	0	0	0	0	0	0
DEBT SERVICE (property tax supported)						
Property Tax CY 2011 CO	95,010	271,411	523,919	527,441	530,743	529,874
Total Revenues	95,010	271,411	523,919	527,441	530,743	529,874
Bank Charge - 2011 CO	0	0	0	0	0	0
DS Principal - Issue 2011 CO	(75,000)	(79,000)	(83,000)	(87,000)	(91,000)	(96,000)
DS Interest - Issue 2011 CO	(43,611)	(36,300)	(34,356)	(32,316)	(30,180)	(27,936)
Bank Charge - 2013 GORB	Moved	0	0	0	0	0
DS Principal - Issue 2013 GORB	from	Refunding of	0	0	0	0
DS Interest - Issue 2013 GORB	300	Series 2008 (A&S)	0	(125,000)	(140,000)	(145,000)
			0	(37,400)	(34,463)	(31,025)
Bank Charge 2019	NEW	Road & Street	0	0	0	0
DS Principal 2019	ISSUE	Improvements	0	0	(237,100)	(237,100)
DS Interest 2019			0	0	0	0
Total Expenditures	(118,611)	(277,700)	(523,919)	(527,441)	(530,743)	(529,874)
NET CHANGE TO FUND BALANCE	(23,601)	(6,289)	0	0	0	0
Beginning Fund Balance	29,890	6,289	0	0	0	0
Ending Fund Balance	6,289	0	0	0	0	0
Restricted/Committed/Assigned	6,289	0	0	0	0	0
Unassigned Ending Balance	0	0	0	0	0	0
CAPITAL PROJECTS FUND						
Transfer in from GF	0	1,015,324	1,450,742	1,170,710	1,081,871	370,114
Payroll Transfers Out to GF	0	(54,565)	0	0	0	0
Interest Income	57,100	38,000	6,000	6,000	6,000	0
NET	57,100	998,759	1,456,742	1,176,710	1,087,871	370,114
Bond Revenue - Issue \$3.1M	0	0	480,180	0	0	0

TOWN OF WESTLAKE
FIVE YEAR FORECAST
All Municipal Funds

DESCRIPTION	ESTIMATED FY 16-17	ADOPTED FY 17-18	1 FY 18-19	2 FY 19-20	3 FY 20-21	4 FY 21-22
ROANOKE ROAD RECON/DRAIN SOUTH	0	0	0	(480,180)	0	0
NET	0	0	480,180	0	0	0
Contribution	219,625	0	0	0	0	0
FM1938 TOWN IMPROVEMENTS	0	0	0	0	0	0
NET	219,625	0	0	0	0	0
Bond Revenue - Issue \$3.1M	0	0	281,960	0	0	0
SAM SCHOOL ROAD RECON & DRAINAGE	0	0	(281,960)	0	0	0
NET	0	0	0	0	0	0
Cash (Fund Balance)	0	0	0	0	0	0
E. DOVE ROAD RECON & DRAINAGE (Vaquero - TB)	(696,260)	0	0	0	0	0
NET	(696,260)	0	0	0	0	0
Bond Revenue - Issue \$3.1M	0	0	30,000	0	0	0
TRAIL CONNECTION AT 114/SOLANA	0	0	(30,000)	0	0	0
NET	0	0	0	0	0	0
Bond Revenue - Issue \$3.1M	0	0	300,949	0	0	0
TRAIL - WESTLAKE ACADEMY TO CEMETERY	0	0	0	(300,949)	0	0
NET	0	0	300,949	(300,949)	0	0
Bond Revenue - Issue \$3.1M	0	0	290,016	0	0	0
TRAIL - DOVE/PEARSON/ASPEN	0	0	(290,016)	0	0	0
NET	0	0	0	0	0	0
Bond Revenue - Issue \$3.1M	0	0	983,954	0	0	0
OTTINGER ROAD RECON & DRAINAGE	0	0	0	(983,954)	0	0
NET	0	0	983,954	(983,954)	0	0
Bond Revenue - Issue \$3.1M	0	0	404,125	0	0	0
PEARSON LANE RECON & DRAINAGE	0	0	(404,125)	0	0	0
NET	0	0	0	0	0	0
Bond Proceeds	9,204,300	0	0	0	0	0
Texas Tax Note Revenue	1,530,000	0	0	0	0	0
Contribution Revenue	1,200,000	0	0	0	0	0
Land Donation	1,750,000	0	0	0	0	0
FIRE STATION CONSTRUCTION and LAND	(2,250,000)	(9,843,000)	(1,819,575)	0	0	0
NET	11,434,300	(9,843,000)	(1,819,575)	0	0	0
Bond Revenue - Issue \$3.1M	0	0	229,500	0	0	0
WAYFINDING SIGNAGE	0	0	(229,500)	0	0	0
NET	0	0	0	0	0	0
Cash (Fund Balance)	0	0	0	0	0	0
DOVE ROAD/FM1938 SIGNALIZATION	(285,000)	(160,000)	0	0	0	0
NET	(285,000)	(160,000)	0	0	0	0
Contribution Revenue	220,445	0	0	0	0	0
SOLANA/SH114 SIGNALIZATION	0	0	0	0	0	0
NET	220,445	0	0	0	0	0
Contribution Revenue	112,000	0	0	0	0	0
SOLANA/FM1938 SIGNALIZATION	(102,000)	(10,000)	0	0	0	0
NET	10,000	(10,000)	0	0	0	0
WAF Grant	60	175,000	0	135,000	0	0
WA - OUTDOOR LEARNING CENTER	(97,690)	(175,000)	0	(123,595)	0	0
NET	(97,630)	0	0	11,405	0	0
Grants (WAF \$11750 - HOC \$5000 - WAAC \$2975)	15,175	0	0	0	0	0
WA - BLEACHERS AND FILM TOWER	(4,590)	0	0	0	0	0
NET	10,585	0	0	0	0	0
Land Sale	4,010	0	0	0	0	0
LAND SALE EXPENSE	(19,725)	0	0	0	0	0
NET	(15,715)	0	0	0	0	0
Bond Revenue - Issue \$3.1M	0	0	80,000	0	0	0
FLASHING CROSSWALK LIGHTS	0	0	(80,000)	0	0	0
NET	0	0	0	0	0	0
Contribution	150,000	0	0	0	0	0
CEMETARY IMPROVEMENTS	0	(100,000)	(50,000)	0	0	0
NET	150,000	(100,000)	(50,000)	0	0	0

TOWN OF WESTLAKE
FIVE YEAR FORECAST
All Municipal Funds

DESCRIPTION	ESTIMATED FY 16-17	ADOPTED FY 17-18	1 FY 18-19	2 FY 19-20	3 FY 20-21	4 FY 21-22
Bond Revenue - Issue \$3.1M	0	0	82,000	0	0	0
WA - POND REPAIRS	0	0	(82,000)	0	0	0
NET	0	0	0	0	0	0
Bond Revenue - Issue \$3.1M	0	0	90,000	0	0	0
SOLANA PAVEMENT REPAIRS	0	0	(90,000)	0	0	0
NET	0	0	0	0	0	0
Bond Revenue - Issue \$3.1M	0	0	54,450	0	0	0
WYCK HILL PAVEMENT RESURFACE	0	0	(54,450)	0	0	0
NET	0	0	0	0	0	0
Bond Revenue - Issue \$3.1M	0	0	80,000	0	0	0
FM1938 PAVEMENT REPAIRS	0	0	(80,000)	0	0	0
NET	0	0	0	0	0	0
Total Revenues & Transfers in	14,462,715	1,228,324	4,843,876	1,311,710	1,087,871	370,114
Total Expenditures & Transfers Out	(3,455,265)	(10,342,565)	(3,491,626)	(1,888,678)	0	0
NET CHANGE TO FUND BALANCE	11,007,450	(9,114,241)	1,352,250	(576,968)	1,087,871	370,114
Beginning Fund Balance	2,161,162	13,168,612	4,054,371	5,406,621	4,829,653	5,917,524
Ending Fund Balance	13,168,612	4,054,371	5,406,621	4,829,653	5,917,524	6,287,638
Restricted/Committed/Assigned	13,168,612	4,054,371	5,406,621	4,829,653	5,917,524	6,287,638
Unassigned Ending Balance	0	0	0	0	0	0

WESTLAKE ACADEMY EXPANSION						
Interest Earned	3,600	3,600	500	500	500	500
Transfer in from ED 200	1,010,000	750,000	840,000	810,000	810,000	310,000
Total Revenues & Transfers In	1,013,600	753,600	840,500	810,500	810,500	310,500
Construction Expense	0	0	0	0	0	0
Total Expenditures & Transfers Out	0	0	0	0	0	0
NET CHANGE TO FUND BALANCE	1,013,600	753,600	840,500	810,500	810,500	310,500
Beginning Fund Balance	397,127	1,410,727	2,164,327	3,004,827	3,815,327	4,625,827
Ending Fund Balance	1,410,727	2,164,327	3,004,827	3,815,327	4,625,827	4,936,327
Restricted Funds	1,410,727	2,164,327	3,004,827	3,815,327	4,625,827	4,936,327
Unassigned Ending Balance	0	0	0	0	0	0

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SECTION 3

GENERAL FUND

MAINTAINING
our
Vision

Hold Fast - Stay True

in a Sea of
CHANGE

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General Fund 100

Program Summary

Fiscal Year 2017/2018

Actuals FY 15/16	Adopted Budget FY 16/17	Estimated Budget FY 16/17	Adopted Budget FY 17/18	FY 17/18 vs FY 16/17	Adopted Estimated
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REVENUES & OTHER SOURCES

General Sales Tax	\$ 3,345,688	\$ 3,310,500	\$ 3,310,500	\$ 3,510,500	\$ 200,000	6%
Property Tax	1,318,059	1,437,050	1,479,500	1,205,205	(274,295)	-19%
Charge for Service	-	-	-	-	-	0%
Hotel Occupancy Tax	-	-	-	-	-	0%
Beverage Tax	61,476	62,500	62,500	62,500	-	0%
Franchise Fees	930,042	966,370	974,770	983,815	9,045	1%
Permits & Fees Other	478,890	247,885	320,370	302,145	(18,225)	-6%
Permits & Fees Building	1,472,709	2,287,557	2,469,458	2,137,121	(332,337)	-13%
Permits & Fees Utility	-	-	-	-	-	0%
Fines & Forfeitures	796,013	805,350	809,880	809,880	-	0%
Investment Earnings	17,066	12,340	43,100	43,100	-	0%
Contributions	-	-	35	-	(35)	-100%
Misc Income	48,693	21,280	70,980	18,560	(52,420)	-74%
Total Revenues	8,468,635	9,150,832	9,541,093	9,072,826	(468,267)	-5%
Transfers In	269,545	66,030	231,278	50,000	(181,278)	100%
Other Sources	-	-	-	-	-	0%
Total Other Sources	269,545	66,030	231,278	50,000	(181,278)	100%
TOTAL REVENUES & OTHER SOURCES	\$ 8,738,180	\$ 9,216,862	\$ 9,772,371	\$ 9,122,826	\$ (649,545)	-7%

EXPENDITURES & OTHER USES

Payroll Salaries	\$ 2,990,927	\$ 3,472,410	\$ 3,373,370	\$ 3,821,261	\$ 447,891	13%
Payroll Transfers In	(892,998)	(958,765)	(917,146)	(1,055,775)	(138,629)	15%
Total Payroll and Related	2,097,930	2,513,645	2,456,224	2,765,486	309,262	13%
Debt	351,677	351,680	351,680	351,680	-	0%
Economic Development	-	-	-	-	-	0%
Insurance	32,397	36,390	33,625	33,625	-	0%
Payroll Transfers Out	-	-	-	-	-	0%
Repair & Maintenance	221,996	226,015	209,465	242,580	33,115	16%
Rent & Utilities	376,587	573,655	380,306	445,316	65,010	17%
Services	2,060,517	2,368,995	2,330,285	2,213,639	(116,646)	-5%
Supplies	173,578	217,905	216,754	252,284	35,530	16%
Water Purchases	-	-	-	-	-	0%
Total Operations & Maintenance	3,216,753	3,774,640	3,522,115	3,539,124	17,009	0%
TOTAL OPERATING EXPENDITURES	5,314,683	6,288,285	5,978,339	6,304,610	326,271	5%
Capital Project Funds	-	-	-	-	-	0%
Capital Outlay	17,692	208,015	31,690	31,690	-	0%
Maintenance & Replacement Funds	-	-	-	-	-	0%
Total Capital and M&R Projects	17,692	208,015	31,690	31,690	-	0%
Transfers Out	1,057,718	1,103,635	1,388,553	2,787,892	1,399,339	101%
Other Sources	-	-	-	-	-	0%
Total Other Uses	1,057,718	1,103,635	1,388,553	2,787,892	1,399,339	101%
TOTAL NON-OPERATING EXPENDITURES	1,075,410	1,311,650	1,420,243	2,819,582	1,399,339	99%
TOTAL EXPENDITURES & OTHER USES	6,390,093	7,599,935	7,398,582	9,124,192	1,725,610	23%

Excess Revenues over(under) Expenditures	2,348,086	1,616,927	2,373,790	(1,366)	(2,375,156)	100%
FUND BALANCE, BEGINNING	7,240,729	8,553,121	8,553,121	10,926,911	2,373,790	28%
FUND BALANCE, ENDING	9,588,816	10,170,048	10,926,911	10,925,545	(1,366)	0%
Restricted/Assigned/Committed Funds	9,588,816	10,170,048	10,926,911	10,925,545	(1,366)	0%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	\$ -	\$ -	\$ -	0%

RESTRICTED/ASSIGNED/COMMITTED FUNDS

Cash	100 10110 00 000	\$ 9,588,816	\$ 10,170,048	\$ 10,926,911	\$ 10,925,545	\$ (1,366)	0%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS		\$ 9,588,816	\$ 10,170,048	\$ 10,926,911	\$ 10,925,545	\$ (1,366)	0%

GENERAL FUND

Program Summary

By Department

FY 2017/2018

	General Services	Twn Manager's Office	Planning and Development	Town Secretary's Office	Fire/EMS Department	Municipal Court	Public Works	Facilities Maintenance
REVENUES AND OTHER SOURCES								
General Sales Tax	\$ 3,510,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Property Tax	1,205,205	-	-	-	-	-	-	-
Beverage Tax	62,500	-	-	-	-	-	-	-
Franchise Fees	983,815	-	-	-	-	-	-	-
Permits & Fees Other	4,940	-	165,080	-	123,150	8,975	-	-
Permits & Fees Building	-	-	2,137,121	-	-	-	-	-
Fines and Forfeitures	-	-	-	-	-	809,880	-	-
Investment Earnings	41,600	-	-	-	-	1,500	-	-
Misc Income	16,035	-	250	-	-	-	-	2,000
Total Revenues	5,824,595	-	2,302,451	-	123,150	820,355	-	2,000
Transfers In	-	-	-	-	-	-	-	-
Total Other Sources	-	-	-	-	-	-	-	-
TOTAL REVENUES AND OTHER SOURCES	\$ 5,824,595	\$ -	\$ 2,302,451	\$ -	\$ 123,150	\$ 820,355	\$ -	\$ 2,000
EXPENDITURES AND OTHER USES								
PR Wages	41,657	389,708	323,470	123,385	1,347,465	239,026	304,269	82,640
PR Transfer In	-	(161,194)	-	-	-	-	(351,158)	(56,625)
PR Insurance	11,165	41,699	46,378	17,590	216,114	58,735	62,741	12,138
PR SSM	3,186	29,805	24,739	9,437	103,055	18,281	23,271	6,321
PR Taxes	200	1,870	3,323	592	29,914	2,343	5,608	1,558
PR Retirement	5,340	74,231	41,469	15,818	151,544	30,643	42,007	10,594
Total Payroll & Related	61,548	376,119	439,379	166,822	1,848,092	349,028	86,738	56,626
Debt	351,680	-	-	-	-	-	-	-
Insurance	20,085	-	500	-	11,905	545	-	590
Repair & Maintenance	-	-	-	-	54,345	300	38,295	67,340
Rent & Utilities	280,621	-	-	-	19,665	-	2,595	800
Services	359,563	29,524	282,850	52,990	98,920	104,176	75,730	32,915
Supplies	28,459	2,534	29,290	3,775	102,945	12,916	4,510	33,930
Total Operations	1,040,408	32,058	312,640	56,765	287,780	117,937	121,130	135,575
Capital Outlay	-	-	490	-	27,900	-	500	-
Total Capital	-	-	490	-	27,900	-	500	-
Transfers Out	-	-	-	-	-	-	-	-
Other Uses	-	-	-	-	-	-	-	-
Total Other Uses	-	-	-	-	-	-	-	-
TOTAL EXPENDITURES AND OTHER USES	1,101,956	408,177	752,509	223,587	2,163,772	466,965	208,368	192,201
EXCESS REVENUES OVER (UNDER) EXPENDITURES	\$ 4,722,639	\$ (408,177)	\$ 1,549,942	\$ (223,587)	\$ (2,040,622)	\$ 353,390	\$ (208,368)	\$ (190,201)

GENERAL FUND

Program Summary

By Department

FY 2017/2018

	Finance Department	Parks and Recreation	Information Technology	Human Resources	Communications	Police Services	Transfers In and Out	TOTAL
REVENUES AND OTHER SOURCES								
General Sales Tax	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,510,500
Property Tax	-	-	-	-	-	-	-	1,205,205
Beverage Tax	-	-	-	-	-	-	-	62,500
Franchise Fees	-	-	-	-	-	-	-	983,815
Permits & Fees Other	-	-	-	-	-	-	-	302,145
Permits & Fees Building	-	-	-	-	-	-	-	2,137,121
Fines and Forfeitures	-	-	-	-	-	-	-	809,880
Investment Earnings	-	-	-	-	-	-	-	43,100
Misc Income	-	275	-	-	-	-	-	18,560
Total Revenues	-	275	-	-	-	-	-	9,072,826
Transfers In	-	-	-	-	-	-	50,000	50,000
Total Other Sources	-	-	-	-	-	-	50,000	50,000
TOTAL REVENUES AND OTHER SOURCES	\$ -	\$ 275	\$ -	\$ -	\$ -	\$ -	\$ 50,000	\$ 9,122,826
EXPENDITURES AND OTHER USES								
PR Wages	363,733	64,225	180,137	180,843	180,703	-	-	3,821,261
PR Transfer In	(198,945)	(45,467)	-	(12,077)	(230,309)	-	-	(1,055,775)
PR Insurance	57,412	12,138	29,329	22,803	11,753	-	-	599,995
PR SSM	27,818	4,912	13,776	13,831	13,821	-	-	292,253
PR Taxes	1,746	1,426	864	868	868	-	-	51,180
PR Retirement	46,631	8,234	23,094	23,184	23,166	-	-	495,955
Total Payroll & Related	298,395	45,468	247,200	229,452	2	-	-	4,204,869
Debt	-	-	-	-	-	-	-	351,680
Insurance	-	-	-	-	-	-	-	33,625
Repair & Maintenance	-	82,300	-	-	-	-	-	242,580
Rent & Utilities	-	141,635	-	-	-	-	-	445,316
Services	35,186	80,240	91,285	29,115	8,235	932,910	-	2,213,639
Supplies	6,660	9,645	5,850	4,270	7,500	-	-	252,284
Total Operations	41,846	313,820	97,135	33,385	15,735	932,910	-	3,539,124
Capital Outlay	1,800	1,000	-	-	-	-	-	31,690
Total Capital	1,800	1,000	-	-	-	-	-	31,690
Transfers Out	-	-	-	-	-	-	2,787,892	2,787,892
Other Uses	-	-	-	-	-	-	-	-
Total Other Uses	-	-	-	-	-	-	2,787,892	2,787,892
TOTAL EXPENDITURES AND OTHER USES	342,041	360,288	344,335	262,837	15,737	932,910	2,787,892	10,563,575
EXCESS REVENUES OVER (UNDER) EXPENDITURES	\$ (342,041)	\$ (360,013)	\$ (344,335)	\$ (262,837)	\$ (15,737)	\$ (932,910)	\$ (2,787,892)	\$ (1,440,749)

General Fund Overview

REVENUES AND OTHER SOURCES

Total General Fund revenues and other sources are budgeted to be \$9,122,826.

This represents a 7% decrease of \$649,545 from prior year estimated revenues and other sources of \$9,772,371.

General Sales and Use Tax

- Budgeted to be \$3,510,500 and comprises 39% of General Fund revenues.
- This reflects a 6% increase of \$200,000 when compared to prior year estimates primarily due to a development agreement.
 - 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 monthly.
 - An amount equal to 1.50% of taxable sales is appropriated to the Town's General Fund. This total includes .50% that is received for property tax reduction.
 - The Town also receives an additional .50% sales tax that is recorded in the 4B Economic Development Corporation Fund.

Property Tax

- Budgeted to be \$1,205,205 and comprises 13% of General Fund revenues.
- This reflects a 19% decrease of \$274,295 when compared to prior year estimates.
 - This is due to a decrease in the M&O portion of the tax rate.
 - The Maintenance and Operating tax rate of \$0.11133 reflects a 14% decrease of \$0.01749 per \$100 valuation

Beverage Tax

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

Franchise Taxes

- Budgeted to be \$983,815 and comprises 11% of General Fund revenues.
- This reflects a 1% increase of \$9,045 when compared to prior year estimates.
 - 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.

Permits and Fees Other

- Budgeted to be \$302,145 and comprises 3% of General Fund revenues.
- This reflects a 6% decrease of \$18,225 when compared to prior year estimates.
 - Include fees charged by the Town for gas wells, EMS revenues, review and renewal fees, developments fees and contractor registration fees.

General Fund Overview

Permits and Fees Buildings

- Budgeted to be \$2,137,121 and comprises 23% of General Fund revenues.
- This reflects a 13% decrease of \$332,337 when compared to prior year estimates.
 - Based on continuing growth in residential and commercial construction.

Fines and Forfeitures (Court)

- Budgeted to be \$809,880 and comprises 9% of General Fund revenues.
- This revenue is budgeted to remain flat for fiscal year 2017-2018.
 - 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.

Miscellaneous Income

- Budgeted to be \$18,560 and comprises .2% of General Fund revenues.
- This reflects a 74% decrease of \$52,420 when compared to prior year estimates.
 - Includes fees charged by the Town for facility rentals, sales of surplus/scrap items, insurance refunds and equity returns.

Other Sources/Transfers In

- Budgeted to be \$50,000 and comprises 1% of General Fund revenues.
- Reflects a 78% decrease of \$181,278 from prior year estimated transfers in.
 - The prior year included transfer in from the Utility fund for one-time impact fees of \$120,258, that will not be budgeted this year.
 - The prior year included transfers in from Visitors Association Fund of \$61,020, that is not budgeted this year. The Communication's department operating expenditures have been removed from the Visitor Association Fund and will now be absorbed by the General Fund.

EXPENDITURES AND OTHER USES

Total General Fund operating expenditures and transfers out are budgeted to be \$10,563,575. This represents a 21% increase of \$1,852,425 from prior year estimated expenditures of \$8,711,150.

- 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

- Budgeted to be \$4,204,869 and comprise 40% of expenditures and other uses.
- Reflects a 12% increase of \$436,077 from prior year estimated.
 - Market band pay adjustments of \$167,000
 - Addition of one full-time Project Manager for the Public Works department \$90,950
 - Addition of one full-time Network Manager for the I.T. department \$81,687
 - Medical, dental and life insurance increased by 4% equal to \$20,886
 - The estimated budget for FY16/17 has been decreased by \$33,938 for employees who left mid-year, were hired later than budgeted, or hired at a lower wage than budgeted.

General Fund Overview

- 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 \$1,055,775
 - Utility Fund - \$482,700
 - Capital Project Fund \$54,565
 - Visitors Association Fund - \$518,510

Operations and Maintenance Accounts

- Budgeted to be \$3,539,124 and comprise 34% of expenditures and other uses.
- Reflects a .5% increase of \$17,009 from prior year estimated.
 - Repair and Maintenance increased \$33,115 due in large part to an increase in the facilities maintenance department for contracted repairs and maintenance of municipal buildings.
 - Rent and utilities increased \$65,010 due to the leasing of new building space in July 2017.
 - Services decreased \$116,646 due to one-time purchases in the prior year; Laserfische work processes \$57K, facilities consultant \$30K, IT contract services \$28K.
 - Supplies increased \$35,530 for fire department uniforms \$10K and the purchase of a CPR machine \$23k.

Other Uses/Transfers Out

- Budgeted to be \$2,787,892 and comprise 26% of expenditures and other uses.
- Reflects a 101% increase of \$1,399,339 from prior year estimated.
 - Capital Projects Fund budgeted at \$1,015,324;
 - A 100% increase from the prior year.
 - One-time Entrada planning and development fees.
 - Debt Service Fund budgeted at \$1,472,568;
 - An increase of \$694,565 (89%) from prior year
 - Additional debt service payments associated with Westlake Academy facilities, Fire Station/EMS Complex and various street projects
 - General Maintenance and Replacement Fund – \$300,000
 - A decrease of \$310,550 from prior year.
 - Planned transfer to cover future capital repair and replacement costs

FUND BALANCE

- The ending fund balance is projected to be \$8,173,594
- This amount represents a 15% decrease of \$1,440,749 from prior year estimated fund balance.
- The unassigned balance of \$7,618,392 represents coverage for 263 operating days.

General Fund Departments

Program Summaries
Goals & Objectives

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

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Program Summary

Department 10

General Services

	Actuals FY 15/16	Adopted Budget FY 16/17	Estimated Budget FY 16/17	Adopted Budget FY 17/18	FY 17/18 Adopted vs FY 16/17 Estimated
REVENUE CATEGORIES					
General Sales Tax	3,345,688	3,310,500	3,310,500	3,510,500	6.0% 200,000
Property Tax	1,318,059	1,437,050	1,479,500	1,205,205	-18.5% (274,295)
Permits and Fees	2,144	2,170	4,940	4,940	0.0% -
Fines & Forfeitures	-	-	-	-	0.0% -
Franchise Fees	930,042	966,370	974,770	983,815	0.9% 9,045
Contributions	-	-	35	-	-100.0% (35)
Beverage Tax	61,476	62,500	62,500	62,500	0.0% -
Interest	16,562	10,840	41,600	41,600	0.0% -
Intergovernmental	-	-	-	-	0.0% -
Misc Income	23,671	13,800	42,735	16,035	-62.5% (26,700)
GRAND TOTAL	\$ 5,697,642	\$ 5,803,230	\$ 5,916,580	\$ 5,824,595	-1.6% \$ (91,985)
EXPENDITURE CATEGORIES					
Capital Outlay	-	-	-	-	0.0% -
Debt Service	351,677	351,680	351,680	351,680	0.0% -
Economic Development	-	-	-	-	0.0% -
Insurance	24,053	26,590	20,085	20,085	0.0% -
Repair and Maintenance	-	-	-	-	0.0% -
Rent and Utilities	163,646	412,400	198,161	280,621	41.6% 82,460
Service	385,743	413,935	445,728	359,563	-19.3% (86,165)
Supplies	38,189	32,235	28,459	28,459	0.0% -
GRAND TOTAL	\$ 963,309	\$ 1,236,840	\$ 1,044,113	\$ 1,040,408	-0.4% \$ (3,705)

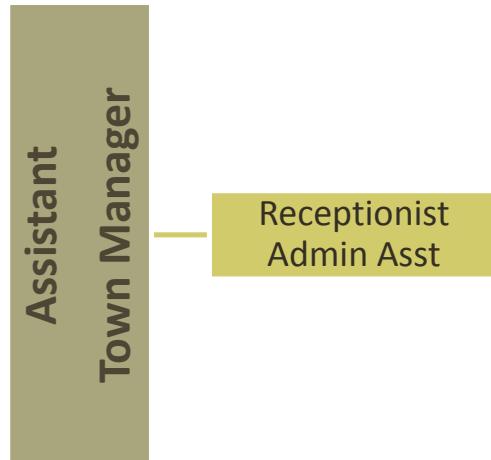
Program Summary

Department 10

General Services

Actuals FY 15/16	Adopted Budget FY 16/17	Estimated Budget FY 16/17	Adopted Budget FY 17/18	FY 17/18 Adopted vs FY 16/17 Estimated
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EMPLOYEE STAFFING				
Receptionist/Admin Asst	-	0.25	1.00	1.00
	-	-	-	0.0%
	-	-	-	0.0%
	-	-	-	0.0%
	-	-	-	0.0%
	-	-	-	0.0%
	-	-	-	0.0%
TOTAL POSITIONS	-	1.00	1.00	1.00
				0.0%



PAYROLL & RELATED CATEGORIES				
Payroll Wages	-	-	26,301	41,657
Payroll Insurance	-	-	8,375	11,165
Payroll Taxes TWC/WC	-	-	127	200
Payroll Taxes SS/M	-	7,690	2,011	3,186
Payroll Retirement	-	317	3,372	5,340
GRAND TOTAL	\$ -	\$ 8,007	\$ 40,186	\$ 61,548
				53.2% \$ 21,362

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.

2017 Citizen Survey Results

A large percent (96%) of the residents surveyed thought Westlake was an "excellent" or "good" place to live;

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

- The quality of life
- Westlake Academy
- Development standards
- Quality of their subdivision
- Small town feel

The customer service items that residents were most satisfied with were

- The friendliness of Town staff (92%),
- Participation of Town staff in community events/neighborhood meetings (83%).
- Timeliness of addressing concerns (77%)

Goals and Objectives 10 General Services

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



Program Summary

Department 11

Town Manager's Office

Actuals FY 15/16	Adopted Budget FY 16/17	Estimated Budget FY 16/17	Adopted Budget FY 17/18	FY 17/18 Adopted vs FY 16/17 Estimated
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REVENUE CATEGORIES				
General Sales Tax	-	-	-	0.0% -
Property Tax	-	-	-	0.0% -
Permits and Fees	-	-	-	0.0% -
Fines & Forfeitures	-	-	-	0.0% -
Franchise Fees	-	-	-	0.0% -
Contributions	-	-	-	0.0% -
Beverage Tax	-	-	-	0.0% -
Interest	-	-	-	0.0% -
Intergovernmental	-	-	-	0.0% -
Misc Income	-	-	-	0.0% -
GRAND TOTAL	\$ -	\$ -	\$ -	0.0% \$ -

EXPENDITURE CATEGORIES				
Capital Outlay	-	-	-	0.0% -
Debt Service	-	-	-	0.0% -
Economic Development	-	-	-	0.0% -
Insurance	-	-	-	0.0% -
Repair and Maintenance	-	-	-	0.0% -
Rent and Utilities	-	-	-	0.0% -
Service	17,476	30,620	29,524	29,524
Supplies	2,594	4,310	2,534	2,534
GRAND TOTAL	\$ 20,070	\$ 34,930	\$ 32,058	0.0% \$ -

Program Summary

Department 11

Town Manager's Office

Actuals FY 15/16	Adopted Budget FY 16/17	Estimated Budget FY 16/17	Adopted Budget FY 17/18	FY 17/18 Adopted vs FY 16/17 Estimated
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EMPLOYEE STAFFING				
Town Manager	1.00	1.00	1.00	0.0%
Assistant Town Manager	0.90	0.90	0.90	11.1%
Intern	0.50	0.50	0.50	-100.0%
Assistant	-	-	-	100.0%
TOTAL POSITIONS	2.40	2.40	2.50	4.2%



PAYROLL & RELATED CATEGORIES				
Payroll Wages	333,877	373,125	382,908	389,708
Payroll Transfers In	(139,755)	(151,130)	(146,806)	(161,194)
Payroll Insurance	43,898	59,675	41,699	41,699
Payroll Taxes TWC/WC	1,051	1,795	1,838	1,870
Payroll Taxes SS/M	19,577	28,540	29,285	29,805
Payroll Retirement	67,543	70,350	73,359	74,231
GRAND TOTAL	\$ 326,191	\$ 382,355	\$ 382,283	\$ 376,119

Strategic Theme(s) & Objective(s)

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

Department Contact Information

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

Program Broad Goals

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

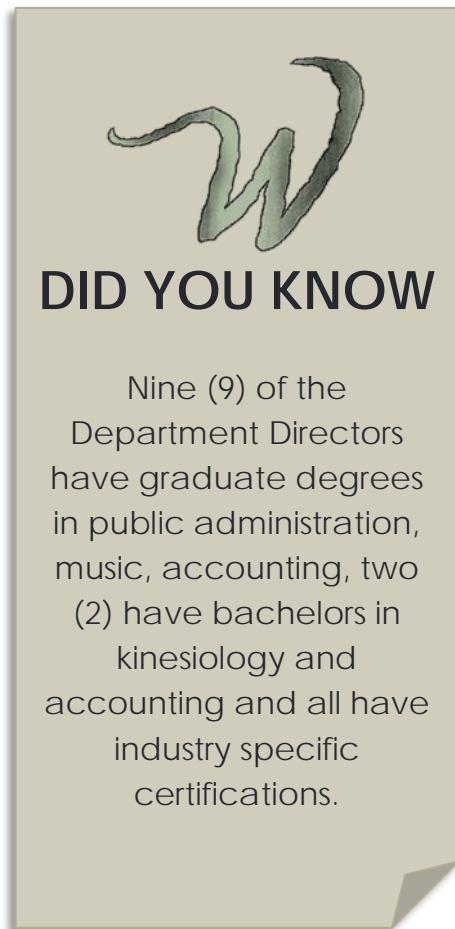


Program Service Description

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

Program Trends

- ❖ Current residential growth remains comparable with the previous year's permit requests and is expected to trend consistently in the coming fiscal years.
- ❖ The Town recently approved, Quail Hollow, a residential development consisting of 92 new homes at the corner of Dove Road and Davis Blvd. (FM 1938); Phase 1 is underway with 31 of the 36 lots having been prepared and sold. This 188 acre gated community will feature minimum lot size of 1 acre.
- ❖ Centurion American continues to develop the 85 acre tract on Hwy 114 as a mixed-use development site; construction for this project is in progress with the preparation of the infrastructure prior to the commercial/residential components. CVS and a Primrose Child Care facility are in operation and a portion of the housing component and a commercial corner will begin within the fiscal year.
- ❖ Facility related Capital Improvement Projects (CIP) have been approved by the Council for the coming fiscal year; with \$12.2 million in expenditures for the building of the Fire and EMS Station, along with signalization and cemetery improvements.



Nine (9) of the Department Directors have graduate degrees in public administration, music, accounting, two (2) have bachelors in kinesiology and accounting and all have industry specific certifications.

Goals and Objectives 11 Town Manager's Office

- ◆ Enrollment requests and lottery applications at Westlake Academy continue to remain strong, with approximately 2,250 students on the current waiting list.
- ◆ Westlake is entering the eighth year of our assessment of an ad-valorem property tax. With the calculated effective tax rate at \$.13615 per \$100 of assessed valuation.

2016-2017 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, Quail Hollow, and on-going progress in the mixed-use development, Entrada. Phase 2 of Granada is also underway with many new lots/home sites commencing construction this year.
- ◆ Graduated our eighth class of seniors from Westlake Academy with each student being accepted into at least one 4-year college; projected enrollment for 2017/2018 school year is expected to be 856 students (K-12);
- ◆ Worked with staff to create a set of building standards that support our Comprehensive Plan and will help with future development in the community.
- ◆ Continued work on the cascaded Tier Two Departmental Strategy Map for Westlake Academy. We will finalize their strategic initiatives this fiscal year.
- ◆ Restructured our development services department to provide an enhanced level of service to our stakeholders and additional oversight of our current development projects.



2017-2018 Strategic Goals and Objectives

- ◆ Continue organizational development of the municipal and academic teams into a cohesive, unified entity with a focus on being a high performance organization.

Goals and Objectives 11 Town Manager's Office

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

	Performance Measures	Bench Mark	2015 Actual	2016 Estimated	2017 Target
INPUTS (the resources that contribute to the production & delivery of outputs)					
Usually a NOUN – we use staff, time, money, materials, equipment, technology, etc					
1. Full Time Equivalents	n/a	2.4	2.4	2.4	2.5
2. Department Expenditures	n/a	\$ 28,719	\$ 33,253	\$ 34,930	
3. Department Payroll	n/a	\$289,030	\$332,486	\$382,355	
OUTPUTS (The final product/ service that was produced/delivered from your input – is measurable)					
Usually a VERB/QTY – we conduct, deliver, develop, train, provide, assess, facilitate, etc.					
1. Town Council Update	Monthly	12	12	12	12
2. Attend ICMA Conference	Yearly	Yes	Yes	Yes	Yes
3. Attend Chamber Meetings	Monthly	12	10	12	
4. Town Q2 meetings	Quarterly	4	3	4	

Program Summary

Department 12

Planning and Development

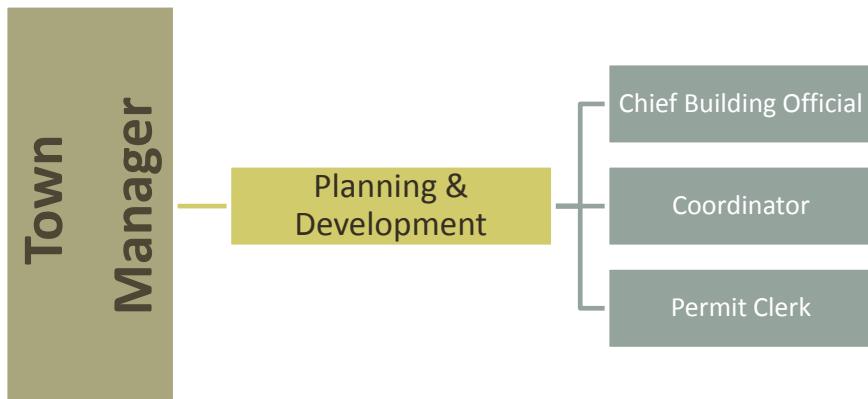
Actuals FY 15/16	Adopted Budget FY 16/17	Estimated Budget FY 16/17	Adopted Budget FY 17/18	FY 17/18 Adopted vs FY 16/17 Estimated
REVENUE CATEGORIES				
General Sales Tax	-	-	-	0.0% -
Property Tax	-	-	-	0.0% -
Permits and Fees	332,065	105,615	183,305	-9.9% (18,225)
Permits and Fees Building	1,472,709	2,287,557	2,469,458	-13.5% (332,337)
Franchise Fees	-	-	-	0.0% -
Contributions	-	-	-	0.0% -
Beverage Tax	-	-	-	0.0% -
Interest	-	-	-	0.0% -
Intergovernmental	-	-	-	0.0% -
Misc Income	-	250	250	0.0% -
GRAND TOTAL	\$ 1,804,774	\$ 2,393,422	\$ 2,653,013	\$ 2,302,451 -13.2% \$ (350,562)
EXPENDITURE CATEGORIES				
Capital Outlay	-	490	490	0.0% -
Debt Service	-	-	-	0.0% -
Economic Development	-	-	-	0.0% -
Insurance	501	500	500	0.0% -
Repair and Maintenance	-	-	-	0.0% -
Rent and Utilities	-	-	-	0.0% -
Service	263,758	393,775	311,415	-9.2% (28,565)
Supplies	12,899	28,300	29,290	0.0% -
GRAND TOTAL	\$ 277,158	\$ 423,065	\$ 341,695	\$ 313,130 -8.4% \$ (28,565)

Program Summary

Department 12

Planning and Development

Actuals FY 15/16	Adopted Budget FY 16/17	Estimated Budget FY 16/17	Adopted Budget FY 17/18	FY 17/18 Adopted vs FY 16/17 Estimated
EMPLOYEE STAFFING				
Planning & Development Director	1.00	1.00	1.00	0.0% -
Customer Service Coordinator	0.33	-	-	0.0% -
Customer Service Representative	0.33	-	-	0.0% -
Permit Clerk	-	-	1.00	100.0% -
Chief Building Official	-	-	0.50	100.0% 0.50
Building Intern	-	-	0.50	-100.0% (0.50)
Coordinator	-	-	0.50	100.0% 0.50
TOTAL POSITIONS	1.67	1.00	3.50	4.00 14.3% 0.50



PAYROLL & RELATED CATEGORIES		Actuals FY 15/16	Adopted Budget FY 16/17	Estimated Budget FY 16/17	Adopted Budget FY 17/18	FY 17/18 Adopted vs FY 16/17 Estimated
Payroll Wages		205,863	385,280	333,924	323,470	-3.1% (10,454)
Payroll Insurance		31,730	47,055	46,378	46,378	0.0% -
Payroll Taxes TWC/WC		1,273	7,005	3,301	3,323	0.7% 22
Payroll Taxes SS/M		14,679	29,470	24,386	24,739	1.4% 353
Payroll Retirement		20,810	45,210	40,878	41,469	1.4% 591
GRAND TOTAL		\$ 274,355	\$ 514,020	\$ 448,867	\$ 439,379	-2.1% \$ (9,488)

Goals and Objectives 12 Planning and Development

Strategic Theme & Objective(s)

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

Department Contact Information

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

Program Broad Goals

- ◆ Amend existing ordinances as necessary to efficiently and logically guide development within the Town of Westlake.
- ◆ Provide the administrative, technical, and clerical services necessary to professionally regulate the codes and ordinances related to the construction and use of Commercial and Residential structures and properties within the community.
- ◆ Insure code and ordinance compliance through effective communication, accurate records management, and by taking appropriate action when necessary to obtain compliance
- ◆ Add in-house GIS software in order to increase effectiveness in service delivery
- ◆ Streamline development review processes and seek technological improvements where feasible in order to increase efficiency and effectiveness in service delivery.
- ◆ Reinstate the Town's Unified Development Code
- ◆ Continue with maintenance and implementation of the comprehensive plan



Goals and Objectives 12 Planning and Development

Program Service Description

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

Program Trends

- ◆ Permanent Population Growth: Residential and mixed-use developments have the potential to significantly increase our permanent population and as of late, we have had a marked increase in the number of residential homes being constructed
- ◆ The second phase of the infrastructure for the Granada residential subdivision, at the corner of Solana Blvd. and FM 1938/Davis Blvd., is complete with new homes being constructed.
- ◆ The Quail Hollow residential development located southeast of the intersection of Dove Road and FM 1938/Davis Blvd. should be completed in this budget year.
- ◆ The first phase of the Charles Schwab corporate campus located just south of the intersection of SH 170 and SH 114 is approved and under construction. This phase includes over 1,000,000 square feet. Completion is scheduled for 2019.
- ◆ 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, Quail Hollow and Entrada. At least 30 single family permits are estimated to be issued this year.
- ◆ Solana: Low supply and high demand in the suburban office market coupled with the robust growth along the SH 114 corridor have led to an increase in tenant finish-outs in the existing Solana buildings. Interest in the remaining undeveloped portions of the PD1 zoning district has also increased.
- ◆ Management of Development: As the economy and the surrounding cities in the Metroplex experience commercial development and the influx of individuals continue to make the

Goals and Objectives 12 Planning and Development

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.

2016-2017 Highlights

- ◆ MyGov permitting software fully implemented along with department web page upgrades and GIS improvements
- ◆ Two full-time positions added to the department for a total of four FTE's.
- ◆ Numerous policy and process improvements leading to more effective, efficient department administration
- ◆ Adopted several ordinances leading to more effective implementation of the comprehensive plan

2016-2017 Strategic Goals and Objectives

- ◆ Communicate planning and development information to stakeholders in the most effective manner possible
- ◆ Add in-house GIS licenses
- ◆ Maximize utilization of MyGov
- ◆ Reinstate the Unified Development Code and provide policy enhancements where possible

	Performance Measures	Bench Mark	2015 Actual	2016 Actual	2017 Estimated	2018 Target
INPUTS (the resources that contribute to the production & delivery of outputs) Usually a NOUN – we use staff, time, money, materials, equipment, technology, etc.						
1. Full Time Equivalents						
1.	Full Time Equivalents	n/a	1.67	1.67	3.50	4.00
2.	Department Revenues	n/a	\$953,455	\$1,442,552	\$1,297,620	\$2,418,980
3.	Department Expenditures	n/a	\$128,655	\$277,158	\$341,695	\$313,130
4.	Department Payroll	n/a	\$196,942	\$274,355	\$448,867	\$439,379
OUTPUTS (The final product/ service that was produced/delivered from your input – is measurable) Usually a VERB/QTY – we conduct, deliver, develop, train, provide, assess, facilitate, etc.						
1.	Permits Issued	n/a	159	193	196	210
MEASURES OF EFFECTIVENESS (the result or consequence of achieving your output - the ability to do things well, successfully, and without waste)						
1.	Resident Rating per Survey					
	Enforcing sign regulations	90%	83%	n/a	80%	n/a
	Enforcing exterior regulations for property	90%	79%	n/a	81%	n/a

Program Summary

Department 13

Town Secretary's Office

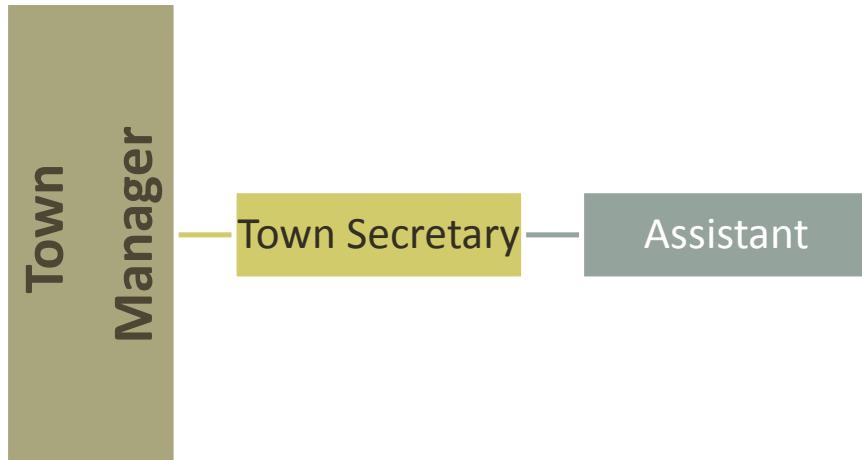
	Actuals FY 15/16	Adopted Budget FY 16/17	Estimated Budget FY 16/17	Adopted Budget FY 17/18	FY 17/18 Adopted vs FY 16/17 Estimated
REVENUE CATEGORIES					
General Sales Tax		-	-	-	0.0% -
Property Tax		-	-	-	0.0% -
Permits and Fees		-	-	-	0.0% -
Fines & Forfeitures		-	-	-	0.0% -
Franchise Fees		-	-	-	0.0% -
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	40,614	45,360	45,360	52,990	16.8% 7,630
Supplies	1,684	3,775	3,775	3,775	0.0% -
GRAND TOTAL	\$ 42,298	\$ 49,135	\$ 49,135	\$ 56,765	15.5% \$ 7,630

Program Summary

Department 13

Town Secretary's Office

	Actuals FY 15/16	Adopted Budget FY 16/17	Estimated Budget FY 16/17	Adopted Budget FY 17/18	FY 17/18 Adopted vs FY 16/17 Estimated
EMPLOYEE STAFFING					
Town Secretary		1.00	1.00	1.00	0.0%
Assistant		-	0.50	0.50	0.0%
TOTAL POSITIONS		1.00	1.50	1.50	0.0%



PAYROLL & RELATED CATEGORIES		Actuals FY 15/16	Adopted Budget FY 16/17	Estimated Budget FY 16/17	Adopted Budget FY 17/18	FY 17/18 Adopted vs FY 16/17 Estimated
Payroll Wages		91,575	116,555	117,790	123,385	4.7% 5,595
Payroll Insurance		8,072	11,855	17,590	17,590	0.0% -
Payroll Taxes TWC/WC		355	560	565	592	4.8% 27
Payroll Taxes SS/M		7,006	8,915	9,009	9,437	4.8% 428
Payroll Retirement		10,423	14,040	15,101	15,818	4.7% 717
GRAND TOTAL		\$ 117,431	\$ 151,925	\$ 160,055	\$ 166,822	4.2% \$ 6,767

Goals and Objectives

13 Town Secretary's Office

Strategic Theme & Objective(s)

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

Department Contact Information

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

Program Broad Goals

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

Program Service Description

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

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.

Goals and Objectives 13 Town Secretary's Office

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

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 will continue increase with new development both commercial and residential.
- ◆ Time required on pre and post meeting activities are impacted by the actual number of meetings per year and the information generated for each meeting packet. The amount of time has continued to increase based on the number of meetings.

Agenda preparation includes:

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

2016-2017 Highlights

- ◆ Continued a separate meeting email notification for residents through Constant Contact.
- ◆ Prepared agendas, electronic packets and minutes for approval in a timely manner.
- ◆ Continued the implementation of Laserfiche Records Management software for Town and Academy records by Department.
- ◆ Completed Municipal Clerks certification training to obtain 3rd re-certification.
- ◆ Implemented an email retention policy.
- ◆ Administered the 2017 General Election.
- ◆ Training Administrative Assistant to serve as Planning & Zoning Commission Secretary.
- ◆ Laserfiche department accomplishments include:
 - Opening a Laserfiche public access portal allowing the public to view agendas, ordinances, resolutions and minutes for the Town Council, Board of Trustees, Planning & Zoning and affiliate boards.
 - Finalize and implement the workflow automation to process Finance Accounts Payables.

2017-2018 Strategic Goals and Objectives

- ◆ Work with individual departments to design and implement forms improving and automating processes.
- ◆ Attend the 2017 Legislative update.

Goals and Objectives 13 Town Secretary's Office

- ◆ Attend Municipal Clerks training as necessary to maintain the Texas Municipal Clerk's certification.
- ◆ Continue destruction of paper records terminating off-site storage agreements.
- ◆ Complete an electronic records destruction.

Performance Measures	Bench Mark	2016 Actual	2017 Estimated	2018 Target
INPUTS (the resources that contribute to the production & delivery of outputs) Usually a NOUN – we use staff, time, money, materials, equipment, technology, etc.				
1. Full Time Equivalents	n/a	1	1.5	1.5
2. Department Expenditures	n/a	\$ 24,775	\$ 44,125	\$ 49,135
3. Department Payroll	n/a	\$108,776	\$113,185	\$151,925
OUTPUTS (The final product/ service that was produced/delivered from your input – is measurable) Usually a VERB/QTY – we conduct, deliver, develop, train, provide, assess, facilitate, etc.				
1. Post all Board meeting agendas to website at least 72-hours prior to the meeting date and time.	100%	100%	100%	100%
2. Complete Minutes of regularly scheduled meetings and workshops	5 days	99%	99%	99%
3. Response to open records request	10 days	99%	99%	100%
4. Texas Municipal Clerks State Certification	Yes	Yes	Yes	Yes
5. International Certified Municipal Clerk	Yes	Yes	Yes	Yes
6. Notary Public	Yes	Yes	Yes	Yes

Program Summary

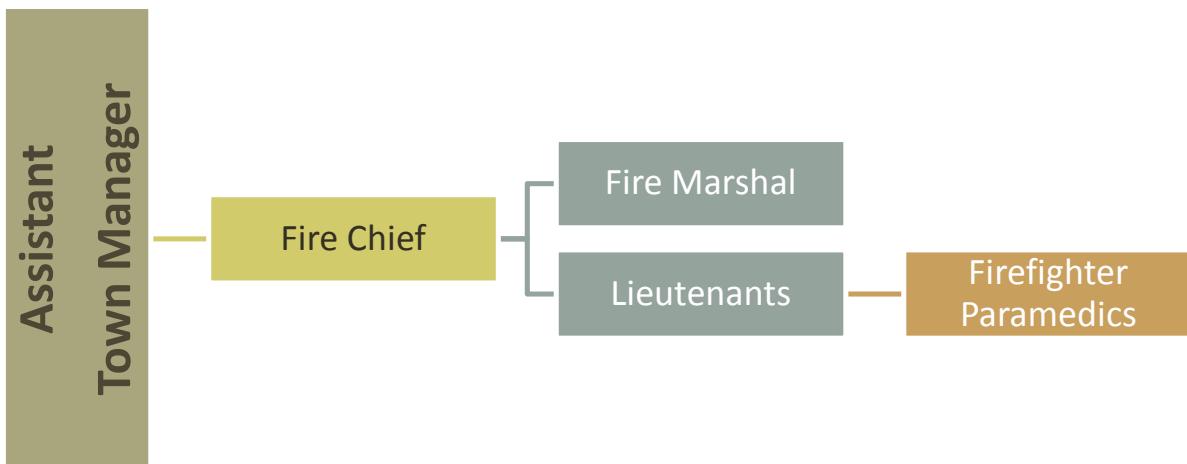
Department 14

Fire Department

	Actuals FY 15/16	Adopted Budget FY 16/17	Estimated Budget FY 16/17	Adopted Budget FY 17/18	FY 17/18 Adopted vs FY 16/17 Estimated
REVENUE CATEGORIES					
General Sales Tax	-	-	-	-	0.0% -
Property Tax	-	-	-	-	0.0% -
Permits and Fees	133,179	131,125	123,150	123,150	0.0% -
Permits and Fees Bldg	-	-	-	-	0.0% -
Franchise Fees	-	-	-	-	0.0% -
Contributions	-	-	-	-	0.0% -
Beverage Tax	-	-	-	-	0.0% -
Interest	-	-	-	-	0.0% -
Intergovernmental	-	-	-	-	0.0% -
Misc Income	-	-	1,500	-	-100.0% (1,500)
GRAND TOTAL	\$ 133,179	\$ 131,125	\$ 124,650	\$ 123,150	-1.2% \$ (1,500)
EXPENDITURE CATEGORIES					
Capital Outlay	14,844	27,900	27,900	27,900	0.0% -
Debt Service	-	-	-	-	0.0% -
Economic Development	-	-	-	-	0.0% -
Insurance	6,946	8,395	11,905	11,905	0.0% -
Repair and Maintenance	50,837	70,595	54,345	54,345	0.0% -
Rent and Utilities	17,258	13,525	19,665	19,665	0.0% -
Service	88,262	78,375	96,815	98,920	2.2% 2,105
Supplies	69,552	69,640	69,945	102,945	47.2% 33,000
GRAND TOTAL	\$ 247,698	\$ 268,430	\$ 280,575	\$ 315,680	12.5% \$ 35,105

Program Summary Department 14 Fire Department

	Actuals FY 15/16	Adopted Budget FY 16/17	Estimated Budget FY 16/17	Adopted Budget FY 17/18	FY 17/18 Adopted vs FY 16/17 Estimated
EMPLOYEE STAFFING					
Fire Chief	1.00	1.00	1.00	1.00	0.0% -
Lieutenants	3.00	3.00	3.00	3.00	0.0% -
Fire Marshal/Deputy Chief	0.75	0.75	0.75	1.00	33.3% 0.25
Firefighter Paramedics (full-time)	7.00	8.00	8.00	9.00	12.5% 1.00
Firefighter Paramedics (part-time)	1.50	1.50	1.50	1.50	0.0% -
TOTAL POSITIONS	13.25	14.25	14.25	15.50	8.8% 1.25



PAYROLL & RELATED CATEGORIES					
Payroll Wages	982,958	1,226,950	1,065,100	1,347,465	26.5% 282,365
Payroll Insurance	126,992	184,335	210,865	216,114	2.5% 5,249
Payroll Taxes TWC/WC	22,028	27,235	27,235	29,914	9.8% 2,679
Payroll Taxes SS/M	70,732	93,835	78,500	103,055	31.3% 24,555
Payroll Retirement	98,987	127,890	116,200	151,544	30.4% 35,344
GRAND TOTAL	\$ 1,301,697	\$ 1,660,245	\$ 1,497,900	\$ 1,848,092	23.4% \$ 350,192

Goals and Objectives

14 Fire-EMS Department

Strategic Vision Points

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

Department Contact Information

◆ Richard Whitten	Fire Chief	rwhitten@westlake-tx.org	817-490-5785
◆ John Ard	Fire Marshal	jard@westlake-tx.org	817-490-5786

Program Broad Goals

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



Program Service Description

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

Program Trends

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

2016-2017 Highlights

- ◆ Improved the ISO rating from a PPC 4 to a PPC 2.
- ◆ Conducted numerous CPR, AED, and fire extinguisher classes.
- ◆ Crews moved into the new add-on built as a result of the fire station fire.
- ◆ Added the third of three firefighters to shift, which will provide four firefighters to all three shifts.
- ◆ Continued the design process for the new fire station.



DID YOU KNOW

- Fires kill more Americans each year than all natural disasters combined.
- Home fires are the single most common disaster across the nation.
- Children under five and adults over 65 are twice as likely to die in a home fire than the rest of the US population.

Retrieved from <http://www.redcross.org>

2017-2018 Strategies Goals and Objectives

- ◆ Continue training the public in the use of CPR and AEDs (Automatic External Defibrillators).
- ◆ Continue training the public in the use of fire extinguishers.
- ◆ Implementing programs and policies to improve the Insurance Service Office (ISO) rating.
- ◆ Conduct a Community Risk Analysis.

Goals and Objectives 14 Fire-EMS Department

- ◆ Develop a Standard's of Cover (SOC).
- ◆ 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.



Performance Measures	Bench Mark	2016 Actual	2017 Estimated	2018 Target
INPUTS (the resources that contribute to the production & delivery of outputs)				
Usually a NOUN – we use staff, time, money, materials, equipment, technology, etc.				
1. Full Time Equivalents	n/a	14.25	15.50	15.50
2. Department Revenues	n/a	\$ 170,700	\$ 111,200	\$ 131,125
3. Department Expenditures	n/a	\$ 239,621	\$ 241,791	\$ 268,430
4. Department Payroll	n/a	\$1,198,935	\$1,322,490	\$1,660,245
OUTPUTS (The final product/ service that was produced/delivered from your input – is measurable)				
Usually a VERB/QTY – we conduct, deliver, develop, train, provide, assess, facilitate, etc.				
1. Public Education Events	10	8	10	10
2. Medical Incidents	n/a	286	265	290
3. Fire/Emergency Incidents	n/a	356	345	380
4. Fire Inspections	n/a	166	145	150
5. Pre-Fire Plans	n/a	92	155	150
MEASURES OF EFFECTIVENESS/EFFICIENCY (the result or consequence of achieving your output - the ability to do things well, successfully, and without waste)				
1. Resident Rating per Survey				
Overall quality of EMS	90%	n/a	90%	n/a%
Response time of Fire/EMS personnel	90%	n/a	90%	n/a%
Overall quality of fire services	90%	n/a	90%	n/a%
Emergency preparedness efforts	90%	n/a	95%	n/a%
2. Emergency Incident Response				
Response time of 6 minutes or less	100%	66%	60%	100%
Response time of 5 minutes or less	95%	50%	41%	60%
Response time of 4 minutes or less	90%	31%	25%	30%

Program Summary

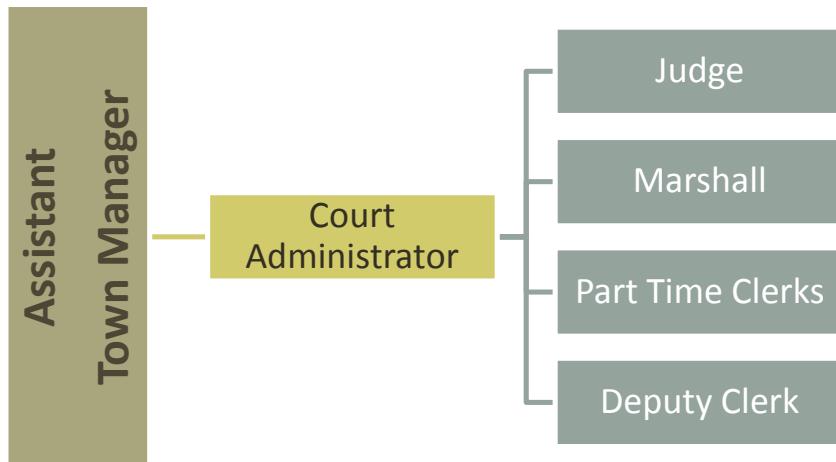
Department 15

Municipal Court

	Actuals FY 15/16	Adopted Budget FY 16/17	Estimated Budget FY 16/17	Adopted Budget FY 17/18	FY 17/18 Adopted vs FY 16/17 Estimated
REVENUE CATEGORIES					
General Sales Tax	-	-	-	-	0.0% -
Property Tax	-	-	-	-	0.0% -
Permits and Fees	11,501	8,975	8,975	8,975	0.0% -
Fines & Forfeitures	796,013	805,350	809,880	809,880	0.0% -
Franchise Fees	-	-	-	-	0.0% -
Contributions	-	-	-	-	0.0% -
Beverage Tax	-	-	-	-	0.0% -
Interest	504	1,500	1,500	1,500	0.0% -
Intergovernmental	-	-	-	-	0.0% -
Misc Income	-	-	-	-	0.0% -
GRAND TOTAL	\$ 808,018	\$ 815,825	\$ 820,355	\$ 820,355	0.0% \$ -
EXPENDITURE CATEGORIES					
Capital Outlay	-	325	-	-	0.0% -
Debt Service	-	-	-	-	0.0% -
Economic Development	-	-	-	-	0.0% -
Insurance	528	530	545	545	0.0% -
Repair and Maintenance	2,215	600	300	300	0.0% -
Rent and Utilities	-	-	-	-	0.0% -
Service	88,957	130,405	104,176	104,176	0.0% -
Supplies	13,864	12,350	13,076	12,916	-1.2% (160)
GRAND TOTAL	\$ 105,564	\$ 144,210	\$ 118,097	\$ 117,937	-0.1% \$ (160)

Program Summary Department 15 Municipal Court

	Actuals FY 15/16	Adopted Budget FY 16/17	Estimated Budget FY 16/17	Adopted Budget FY 17/18	FY 17/18 Adopted vs FY 16/17 Estimated
EMPLOYEE STAFFING					
Assistant Town Manager	0.10	0.10	0.10	-	-100.0% (0.10)
Administrator	1.00	1.00	1.00	1.00	0.0% -
Deputy Clerk	1.00	1.00	1.00	1.00	0.0% -
Judge	1.00	1.00	1.00	1.00	0.0% -
Marshal	1.00	1.00	1.00	1.00	0.0% -
Part-Time Clerks	0.50	0.50	0.50	0.50	0.0% -
TOTAL POSITIONS	4.60	4.60	4.60	4.50	-2.2% (0.10)



PAYROLL & RELATED CATEGORIES						
Payroll Wages		256,590	224,880	231,234	239,026	3.4% 7,792
Payroll Insurance		57,010	60,085	58,735	58,735	0.0% -
Payroll Taxes TWC/WC		3,324	2,185	2,237	2,343	4.7% 106
Payroll Taxes SS/M		18,107	17,200	17,684	18,281	3.4% 597
Payroll Retirement		27,137	25,075	29,644	30,643	3.4% 999
GRAND TOTAL		\$ 362,169	\$ 329,425	\$ 339,534	\$ 349,028	2.8% \$ 9,494

Goals and Objectives

15 Municipal Court

Strategic Theme & Objective(s)

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

Department Contact Information

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

Program Broad Goals

- ◆ Court staff will continue to provide excellent customer service in an efficient, professional and courteous manner.
- ◆ Court staff will work with the Keller Police Department to update the automated citations to electronically record the state mandated information set by the Legislature for 2017.
- ◆ The Court will conduct hearings and trials in a timely, professional and dignified manner to provide an impartial setting for cases to be adjudicated by the Municipal Court Judge.
- ◆ Court staff will continue to work in conjunction with the collection agency and other involved agencies to reduce the number of outstanding arrest warrants. This process will include processing the outstanding citations to active warrant status on a monthly basis to insure cases are current and more collectible. Maintenance of aged uncollectible warrants will be updated on a quarterly basis.
- ◆ Court staff will work in partnership with the Texas Department of Public Safety to operate the driver's license suspension program for defendants who have outstanding or delinquent fines in the Court.
- ◆ The court staff will make every effort to obtain the TMCEC court clerks certification. There are three different levels of certification. Our goal is to have all staff members certified at some level by the end of this calendar year.



Program Service Description

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

Program Trends

- ◆ Processes consistent workload of approximately 7,000 new case filings annually.
- ◆ Legislative changes this year are requiring the courts to set show cause hearings on all cases that have not satisfied the conditions on their citation. This will require the court to set many more show cause hearings.
- ◆ Effective September 1, 2017, Judges will be required to assess the ability a defendant has to pay a citation. Payments plans or community service in lieu of payments must be offered if the defendant is determined to be indigent.

◆ 2016-2017 Highlights

- ◆ State-wide Warrant Round-up participation; 748 warrants issued; 664 cleared.
- ◆ Two court staff members achieved their Level I court clerk's certification.

◆ 2017-2018 Strategic Goals and Objectives

- ◆ Audit outstanding warrants that are over 6 years old. Close case files to reduce back log in the Court and Law Enforcement Systems. These cases are considered uncollectible or prosecutable by the prosecutor as well as the Municipal Court Judge.
- ◆ Improve procedures to eliminate excess paperwork and streamline proficiency in the customer service area.
- ◆ Identify and execute collections for high probability warrants and past due offenses. Limit efforts and time spent investigating and attempting to collect low likelihood or uncollectible warrant cases.



Goals and Objectives 15 Municipal Court

	Performance Measures	Bench Mark	2016 Actual	2017 Estimated	2018 Target
INPUTS (the resources that contribute to the production & delivery of outputs)					
Usually a NOUN – we use staff, time, money, materials, equipment, technology, etc.					
1. Full Time Equivalents	n/a	4.6	4.6	4.5	
2. Department Revenues	n/a	\$808,018	\$773,330	\$820,355	
3. Department Expenditures	n/a	\$105,564	\$40,140	\$117,937	
4. Department Payroll	n/a	\$362,169	\$339,482	\$349,028	
OUTPUTS (The final product/ service that was produced/delivered from your input – is measurable)					
Usually a VERB/QTY – we conduct, deliver, develop, train, provide, assess, facilitate, etc.					
1. Police Initiated Case Filings	n/a	7,931	6,894	7,100	
2. Number of Speeding Violations	n/a	4,189	2,864	2,500	
3. Expired Dismissible Violations	n/a	899	1,013	1,000	
4. Number of Filed Violations	n/a	8,984	7,146	7,000	
5. Number of Cleared Arrest Warrants	n/a	1,478	2,598	2,300	

Program Summary

Department 16

Public Works

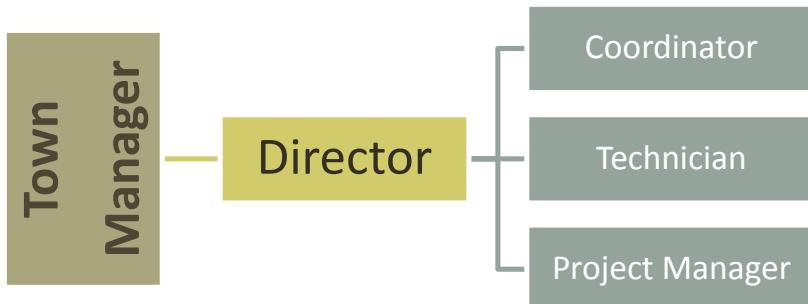
	Actuals FY 15/16	Adopted Budget FY 16/17	Estimated Budget FY 16/17	Adopted Budget FY 17/18	FY 17/18 Adopted vs FY 16/17 Estimated
REVENUE CATEGORIES					
General Sales Tax	-	-	-	-	0.0% -
Property Tax	-	-	-	-	0.0% -
Permits and Fees	-	-	-	-	0.0% -
Fines & Forfeitures	-	-	-	-	0.0% -
Franchise Fees	-	-	-	-	0.0% -
Contributions	-	-	-	-	0.0% -
Beverage Tax	-	-	-	-	0.0% -
Interest	-	-	-	-	0.0% -
Intergovernmental	-	-	-	-	0.0% -
Misc Income	(19,744)	6,730	24,220	-	-100.0% \$(24,220)
GRAND TOTAL	\$ (19,744)	\$ 6,730	\$ 24,220	\$ -	-100.0% \$ (24,220)
EXPENDITURE CATEGORIES					
Capital Outlay	-	500	500	500	100.0% -
Debt Service	-	-	-	-	0.0% -
Economic Development	-	-	-	-	0.0% -
Insurance	-	-	-	-	0.0% -
Repair and Maintenance	75,135	38,295	38,295	38,295	0.0% -
Rent and Utilities	184,991	137,595	152,345	2,595	-98.3% \$(149,750)
Service	139,381	97,000	108,230	75,730	-30.0% \$(32,500)
Supplies	3,486	4,510	4,510	4,510	0.0% -
GRAND TOTAL	\$ 402,993	\$ 277,900	\$ 303,880	\$ 121,630	-60.0% \$ (182,250)

Program Summary

Department 16

Public Works

	Actuals FY 15/16	Adopted Budget FY 16/17	Estimated Budget FY 16/17	Adopted Budget FY 17/18	FY 17/18 Adopted vs FY 16/17 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% -
Utility Billing Coordinator	-	-	1.00	1.00	0.0% -
Customer Service Coordinator	0.33	-	-	-	0.0% -
Customer Service Representative	0.33	-	-	-	0.0% -
Project Manager	-	-	-	1.00	100.0% 1.00
TOTAL POSITIONS	2.67	2.00	3.00	4.00	200.0% 2.00



PAYROLL & RELATED CATEGORIES		Actuals FY 15/16	Adopted Budget FY 16/17	Estimated Budget FY 16/17	Adopted Budget FY 17/18	FY 17/18 Adopted vs FY 16/17 Estimated
Payroll Wages		213,152	233,940	234,948	304,269	29.5% 69,321
Payroll Transfer In		(217,745)	(233,440)	(237,055)	(351,158)	48.1% (114,103)
Payroll Insurance		29,709	30,115	51,533	62,741	21.7% 11,208
Payroll Taxes TWC/WC		5,428	1,125	4,157	5,608	34.9% 1,451
Payroll Taxes SS/M		15,218	17,895	17,967	23,271	29.5% 5,304
Payroll Retirement		24,263	28,180	33,120	42,007	26.8% 8,887
GRAND TOTAL		\$ 70,025	\$ 77,815	\$ 104,670	\$ 86,738	-17.1% \$ (17,932)

Strategic Theme & Objective(s)

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

Department Contact Information

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

Program Broad Goals

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



Program Service Description

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

Program Trends

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

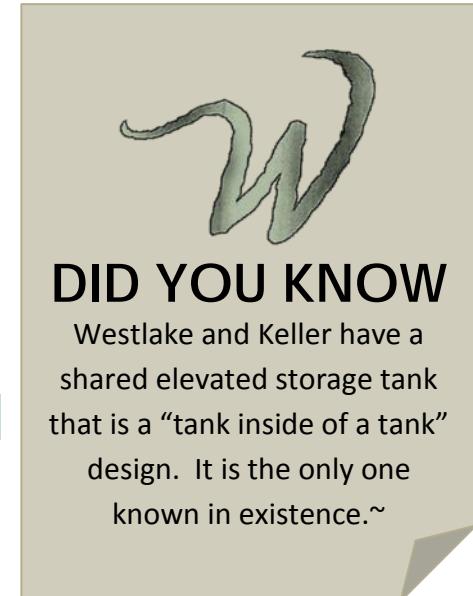
- ◆ With the continued influx of new residents we experience a demand for services that rivals surrounding municipalities as many are accustomed to receiving a broad base of public services. Staff manages these expectations and provides an accessible department that values the personal relationship with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

2016-2017 Highlights

- ◆ Completed signalization projects at FM 1938/Solana and FM 1938/Dove intersections.
- ◆ Developed and implemented water quality monitoring plans for bacteriological and nitrate/nitrite sampling.
- ◆ Developed and implemented a Cross Connection Control Program.
- ◆ Performed sanitary sewer evaluation study.

2017-2018 Strategic Goals and Objectives

- ◆ Restore FM 1938 landscaping.
- ◆ Continue to pursue transfer of N-1 sewer line to TRA.
- ◆ Continue to work with the Entrada, Schwab, and Hillwood to ensure adherence to our approved plans, Town standards, and developer agreements.
- ◆ Work with TxDOT on SH 114 service roads and Solana/Kirkwood improvements.
- ◆ Repaint 0.685 MG Ground Storage Tank.



Goals and Objectives 16 Public Works

	Performance Measures	Bench Mark	2015 Actual	2016 Actual	2017 Estimated	2018 Target
INPUTS (the resources that contribute to the production & delivery of outputs)						
Usually a NOUN – we use staff, time, money, materials, equipment, technology, etc.						
1. Full Time Equivalents	n/a	2.67	2.67	3.00	4.00	
2. Department Expenditures	n/a	\$266,371	\$277,900	\$303,880	\$121,630	
3. Department Payroll	n/a	\$ 36,824	\$70,025	\$104,670	\$86,738	
OUTPUTS (The final product/ service that was produced/delivered from your input – is measurable)						
Usually a VERB/QTY – we conduct, deliver, develop, train, provide, assess, facilitate, etc.						
1. Drainage ditch and culvert (LF)	n/a	250	250	400	200	
2. Streets (miles)	n/a	10.25	10.25	10.25	10.25	
3. Traffic Signals	n/a	0	0	0	1	
MEASURES OF EFFECTIVENESS/EFFICIENCY (the result or consequence of achieving your output - the ability to do things well, successfully, and without waste)						
1. Resident Survey Results						
Cleanliness of streets and other public areas	90%	86%	N/A	85%	90%	
Condition of major streets	90%	85%	N/A	81%	90%	
Condition of neighborhood streets	90%	81%	N/A	81%	90%	
Traffic Flow and congestion management	90%	71%	N/A	56%	90%	
2. Class A water operator certification	Yes	Yes	Yes	Yes	Yes	
3. Class 2 waste water operator certification	Yes	Yes	Yes	Yes	Yes	

Program Summary

Department 17

Facilities Maintenance

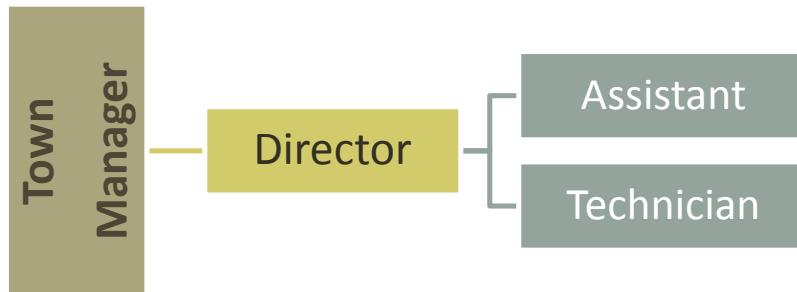
	Actuals FY 15/16	Adopted Budget FY 16/17	Estimated Budget FY 16/17	Adopted Budget FY 17/18	FY 17/18 Adopted vs FY 16/17 Estimated
REVENUE CATEGORIES					
General Sales Tax	-	-	-	-	0.0% -
Property Tax	-	-	-	-	0.0% -
Permits and Fees	-	-	-	-	0.0% -
Fines & Forfeitures	-	-	-	-	0.0% -
Franchise Fees	-	-	-	-	0.0% -
Contributions	-	-	-	-	0.0% -
Beverage Tax	-	-	-	-	0.0% -
Interest	-	-	-	-	0.0% -
Intergovernmental	-	-	-	-	0.0% -
Misc Income	-	500	2,000	2,000	0.0% -
GRAND TOTAL	\$ -	\$ 500	\$ 2,000	\$ 2,000	0.0% \$ -
EXPENDITURE CATEGORIES					
Capital Outlay	583	175,000	-	-	0.0% -
Debt Service	-	-	-	-	0.0% -
Economic Development	-	-	-	-	0.0% -
Insurance	370	375	590	590	0.0% -
Repair and Maintenance	18,769	34,225	34,225	67,340	96.8% 33,115
Rent and Utilities	534	500	500	800	60.0% 300
Service	9,129	56,305	58,265	32,915	-43.5% (25,350)
Supplies	6,181	29,180	29,180	33,930	16.3% 4,750
GRAND TOTAL	\$ 35,566	\$ 295,585	\$ 122,760	\$ 135,575	10.4% \$ 12,815

Program Summary

Department 17

Facilities Maintenance

	Actuals FY 15/16	Adopted Budget FY 16/17	Estimated Budget FY 16/17	Adopted Budget FY 17/18	FY 17/18 Adopted vs FY 16/17 Estimated
EMPLOYEE STAFFING					
Director	0.500	0.500	0.500	0.50	0.0% -
Facility Technician (part-time)	0.250	0.250	0.250	0.25	0.0% -
Assistant (part-time)	0.500	0.500	0.500	0.50	0.0% -
Customer Service Coordinator	0.167	0.167	0.167	-	-100.0% (0.167)
Customer Service Representative	0.167	0.167	0.167	-	-100.0% (0.167)
TOTAL POSITIONS	1.584	1.584	1.584	1.25	-21.1% (0.334)



		Adopted Budget FY 16/17	Estimated Budget FY 16/17	Adopted Budget FY 17/18	FY 17/18 Adopted vs FY 16/17 Estimated
PAYROLL & RELATED CATEGORIES					
Payroll Wages	81,796	83,610	82,252	82,640	0.5% 388
Payroll Transfer In	(60,175)	(55,245)	(52,156)	(56,625)	8.6% (4,469)
Payroll Insurance	10,150	9,130	12,138	12,138	0.0% -
Payroll Taxes TWC/WC	1,588	1,575	1,556	1,558	0.1% 2
Payroll Taxes SS/M	5,851	6,395	6,291	6,321	0.5% 30
Payroll Retirement	8,796	9,770	10,545	10,594	0.5% 49
GRAND TOTAL	\$ 48,006	\$ 55,235	\$ 60,626	\$ 56,626	-6.6% \$ (4,000)

Goals and Objectives 17 Facilities Maintenance

Strategic Theme & Objective(s)

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

Department Contact Information

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

Program Broad Goals

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

Program Service Description

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



Goals and Objectives

17 Facilities Maintenance

Program Trends

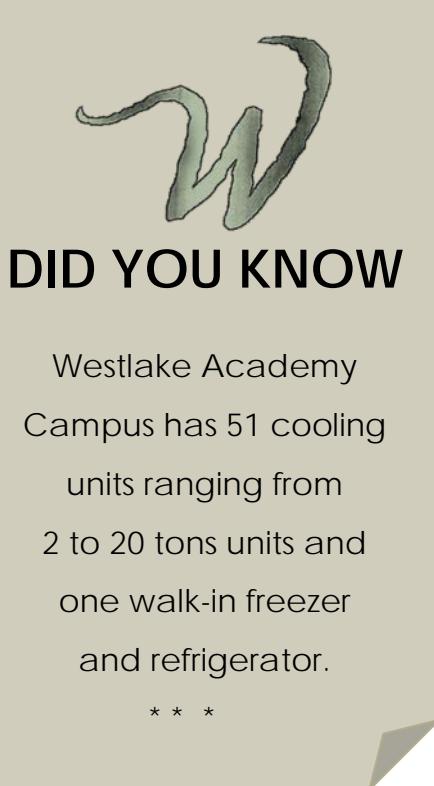
- ❖ Continued maintenance and oversight of the various capital assets for the community, including the facilitation of any expansion planning and construction along with temporary rental units.
 - Oversight of the rented facilities for municipal administration at the Solana office complex.
 - Acquisition and maintenance of the municiplic properties and the IOOF Westlake Cemetery.
- ❖ A facility master plan was drafted for the Westlake Academy campus in the spring of 2011 and updated by an additional architect firm.
 - Staff continues to oversee the evolution of the master plan with updates and evaluation according to building construction and student enrollment.
- ❖ Completed the extension of the temporary fire station metal building to provide living quarters after the mobile home burned in December of 2014.
- ❖ Westlake Academy increased the student population to approximately 825 in FY 2015-16.
- ❖ Security remains a priority on campus, 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 remolded to improve how visitors check in and out of the school.
- ❖ 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.
- ❖ Architect hired to complete a cost estimate and program plan for the future fire station August 2016.
- ❖ Completed irrigation project for the cemetery in September 2015.

- ❖ Completed Outdoor Learning Center master plan fall 2016



2016-2017 Highlights

- ◆ Began replacing the fluorescent lamps with LED lamps at the Westlake Academy October of 2016.
- ◆ A five-acre tract was sold and approved by the Town Council in March 2017.
- ◆ Final fire station budget of 12.9M was approved by Town Council December 2016.
- ◆ Completed roofing project for Pod D Summer 2017.
- ◆ Improved drainage along the trails in Glenwyck and Terra Bella in 2017.
- ◆ Completed phase one of the Outdoor Learning Station plan which included three planter boxes, a row garden and two compost bins in May 2017.
- ◆ Negotiated a 10 year lease for office space, which included court and town administrations and court and council chambers. The lease increased our sq. ft. from 13,000 to 20,000 feet. The new town office opened on July 26 2017.
- ◆ Installed a 30-foot tower for the sports field at Westlake Academy Summer 2017.
- ◆ Made repairs to the retention pond located on the Westlake Academy campus in May 2017.
- ◆ Negotiated the purchase of a 71-passenger activity bus for the Westlake Academy to be delivered in October 2017.



2017-2018 Strategies Goals and Objectives

- ◆ Update the facility use policy and guidelines for the Westlake Academy facility, fire station and new town hall.
- ◆ Ensure the Christmas Lighting, Arbor Day and Decoration Day events have a quality setting.
- ◆ Manage the construction and budget of the new 18,000 sq. ft. fire station located at Dove and Davis Blvd.
- ◆ Serve as back-up for the Public Works department
- ◆ Create a safe working and learning environment for teachers, administration staff, students and visitors, by maintaining a quarterly and monthly maintenance agreement for Westlake Academy Campus, Solana Campus and Fire Station campus.

Goals and Objectives 17 Facilities Maintenance

	Performance Measures	Bench Mark	2016 Actual	2017 Estimated	2018 Target
INPUTS (the resources that contribute to the production & delivery of outputs)					
Usually a NOUN – we use staff, time, money, materials, equipment, technology, etc.					
1. Full Time Equivalents	n/a		1.584	1.25	1.25
2. Department Expenditures	n/a		\$35,566	\$122,760	\$135,575
3. Department Payroll	n/a		\$48,066	\$60,626	\$56,626
OUTPUTS (The final product/ service that was produced/delivered from your input – is measurable)					
Usually a VERB/QTY – we conduct, deliver, develop, train, provide, assess, facilitate, etc.					
1. HVAC maintenance	Quarterly		4	4	4
2. Electric Systems	Quarterly		4	4	4
3. Security Systems	Semi Annual		2	2	2
4. Fire Sprinklers	Annual		1	1	1
5. Alarm Systems	Annual		1	1	1
6. Elevator Inspections	Annual		1	1	1
7. Windows, Carpet, Tile	Semi Annual		2	2	2
8. Cleaning Service	Daily		365	365	365
9. Westlake Academy Mow, fertilize, weed control Athletic Field mowing	Weekly Semi annual		52 2	52 2	52 2

Program Summary

Department 18

Finance Department

	Actuals FY 15/16	Adopted Budget FY 16/17	Estimated Budget FY 16/17	Adopted Budget FY 17/18	FY 17/18 Adopted vs FY 16/17 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	1,800	1,800	100.0% -
Debt Service	-	-	-	-	0.0% -
Economic Development	-	-	-	-	0.0% -
Insurance	-	-	-	-	0.0% -
Repair and Maintenance	-	-	-	-	0.0% -
Rent and Utilities	-	-	-	-	0.0% -
Service	36,020	38,370	53,851	35,186	-34.7% (18,665)
Supplies	8,324	6,340	6,660	6,660	0.0% -
GRAND TOTAL	\$ 44,344	\$ 47,510	\$ 62,311	\$ 43,646	-30.0% \$ (18,665)

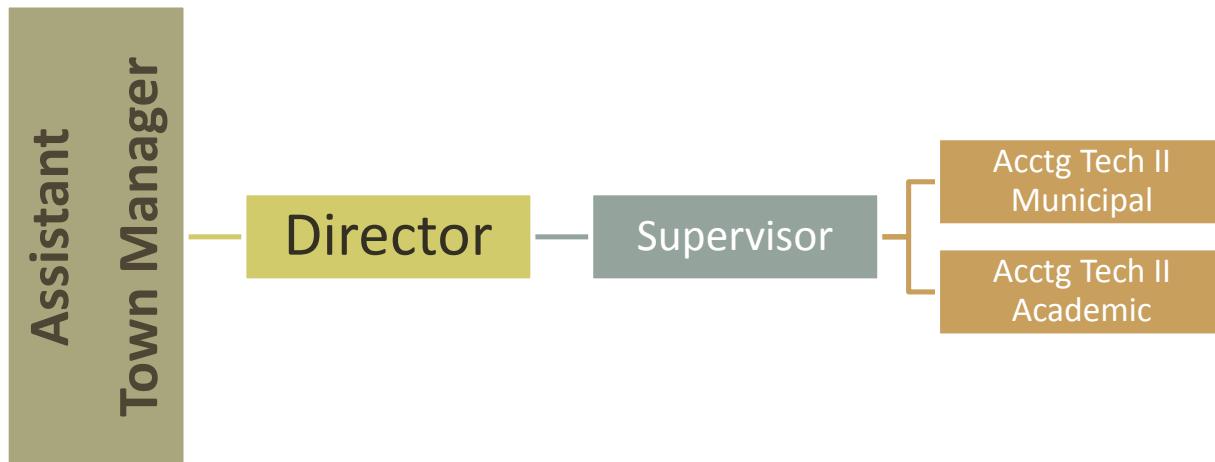
Program Summary

Department 18

Finance Department

Actuals FY 15/16	Adopted Budget FY 16/17	Estimated Budget FY 16/17	Adopted Budget FY 17/18	FY 17/18 Adopted vs FY 16/17 Estimated
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EMPLOYEE STAFFING				
Director	1.00	1.00	1.00	0.0% -
Supervisor	1.00	1.00	1.00	0.0% -
Accounting Tech II - Municipal	1.00	1.00	1.00	0.0% -
Accounting Tech II - Academic	1.00	1.00	1.00	0.0% -
TOTAL POSITIONS	4.00	4.00	4.00	0.0% -



PAYROLL & RELATED CATEGORIES				
Payroll Wages	339,918	374,955	372,819	363,733
Payroll Transfer In	(222,940)	(244,910)	(222,641)	(198,945)
Payroll Insurance	66,568	79,750	66,981	57,412
Payroll Taxes TWC/WC	1,506	1,795	1,795	1,746
Payroll Taxes SS/M	24,547	28,675	26,864	27,818
Payroll Retirement	38,717	45,170	45,109	46,631
GRAND TOTAL	\$ 248,316	\$ 285,435	\$ 290,927	\$ 298,395

Strategic Theme & Objective(s)

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

Department Contact Information

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

Program Broad Goals

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

LOCAL, STATE AND FEDERAL STATUTES, RULES, REGULATIONS

- GAAP – Generally Accepted Accounting Practices
- GASB – Government Accounting Standards Board
- Federal, State, Local laws
- Personal and Professional Ethics cc
- Organizational Goals & Policies
- Board/Council Adopted Financial Policies
- Internal Controls
- Mission, Vision, Values
- Strategic Plan
- Balanced Scorecard

ENTITY RESPONSIBILITIES

- Town of Westlake, Municipal Government
- Westlake Academy, Charter School
- Westlake Academy Foundation



Program Service Description

FINANCE RESPONSIBILITIES

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.



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

Goals and Objectives 18 Finance Department

❖ **Accounts Payable** - The Accounts Payable section of the Finance Department is responsible for reviewing all invoices for making payments of all legally incurred and properly authorized obligations. Payments will be issued in a manner to maintain the credit worthiness of the Town of Westlake and Westlake Academy and to take advantage of all available discounts.

Program Trends

❖ Finance and accounting are core functions that often expand in direct correlation with an organization that continues to expand

❖ Staff experience has increased with the addition of a Finance Technician II to handle all financial matters related to the Academy and the Westlake Academy Foundation.

❖ Plans for continued future expansion at Westlake Academy combined with residential population increases and economic development will continue to challenge the Finance Department's ability to maintain the highest levels of service and quality with existing staffing.

2016-2017 Highlights

MUNICIPAL FINANCE AWARDS

❖ **Prepared, submitted and received the Town's**

- Distinguished Budget Presentation Award for recognition from the Government Finance Officers Association. Awards received for 2007 thru 2017.
- Comprehensive Annual Financial Report for recognition from the Government Finance Officers Association. Awards received for 2007 thru 2017. Received an unqualified audit opinion on the 09/30/2016 Comprehensive Annual Financial Report.
- Popular Annual Financial Reporting Award for recognition from the Government Finance Officers Association. Awards received for 2011 thru 2017.
- Transparency Star Award by the Texas State Comptroller for Financial Transparency. Awards received for the 2016 thru 2017.
- Transparency Star Award by the Texas State Comptroller for Debt Obligation Transparency. Awards received for the first time in May 2017.

ACADEMIC FINANCE AWARDS

❖ **Prepared, submitted and received Westlake Academy's**

- Distinguished Budget Presentation Award for recognition from the Government Finance Officers Association. Awards received for 2009 thru 2017.
- International Award for Budget Excellence for recognition from the Association of School Business Officials International. Awards received for 2009 thru 2017.

INTERNAL PROCESSES

❖ **Workflow for Accounts Payable** - The Finance Dept. is in the process of streamlining the accounts payable process using AP Workflow through Laserfiche and STW. The accounts payable (AP) process touches every Dept. within the organization and when the AP process is inefficient, it doesn't just make life difficult - it can cost money. We are making dramatic changes to the performance of our municipal AP function by digitizing and automating the process, slashing the time required to make payments and eliminating conflict, miscommunication, and re-work. Streamlining and automating our accounts payable process

Goals and Objectives 18 Finance Department

can result in reduced processing time and more accuracy in your records and financial reports; therefore, giving our staff more time to work on bigger projects and goals. NOTE: this process was officially rolled out on October 2017.

❖ **OpenGov Cloud Based Software** - OpenGov is the world's first integrated cloud solution for budgeting, operational performance and open data. In the past, we have struggled with outdated technology to access timely financial information and then communicate that data to citizens and elected officials. This platform will allow us to build cloud-based reports that contain relevant data for more informed decision making and better outcome for the public. This is another step we have taken to use; and help us become a more open effective, accountable and transparent government. Goal is to have it available to the public in January 2018.

❖ **Laserfiche and Scanning** - Finance documents continue to be scanned and available in Laserfiche for the Town, Academy and the Foundation. They can be retrieved not only by the Finance Dept. but all departments as well and has almost eliminated the need to contact the Dept. for research. There is only 1 box of Utility Billing documents left in storage that has not been scanned and has not reached its destruction date of October 31, 2018. There are currently 11 boxes awaiting a destruction run as of October 31, 2017.

❖ **TrakStar Performance Evaluation Software** - Currently performance evaluations were previously completed manually by the employee and their Director and stored by the HR Department. A committee was formed of employees from several different departments to redesign the Performance Evaluation Form for the new FY 16/17. Debbie Piper and Jaymi Ford served on this committee. The Performance Evaluation Software (TrakStar) was officially rolled out in May 2017.

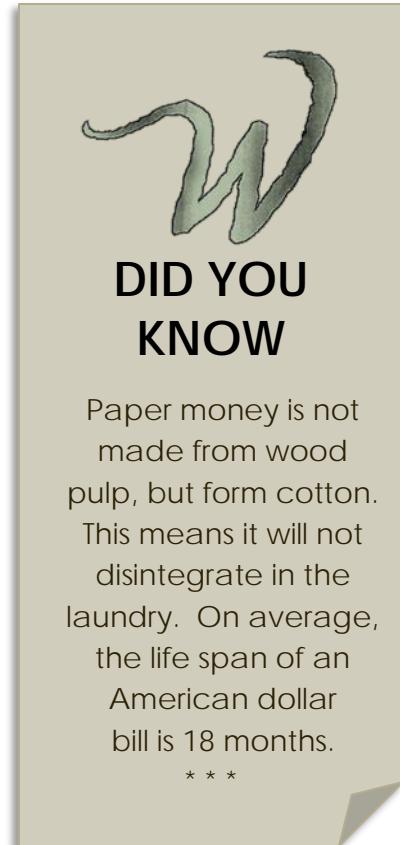
❖ **HR and Payroll Support Services for the Academy** – these processes are still being performed ESC Region XI; We are reviewing the Position Control module in October 2017 for employee forecasting. We will be reviewing other modules to see if there are any processes that can be brought in house.

STAFFING STRUCTURE

Keeping with our team stated goal to continually improve and implement the HPO concepts in Westlake, we had an opportunity to review our current staffing structure and internal processes to implement efficiencies.

❖ The Finance Department had budgeted to hire another Accounting Technician in FY16/17; however due to the efficiency and organization of the team, we were able to push out the hiring to FY18/19.

❖ Newest Academic Accounting Technician II joined the Finance Department in February 2016. She has brought years of expertise in payroll, accounts payable, accounts receivables, audits, budgets, banking, CIP and grants.



Goals and Objectives 18 Finance Department

- In October 2016, the Academy Finance portion of TxEIS was brought in house eliminating the cost to the service center of \$13,516. The financial portion of Westlake Academy was previously provided by Region 11.
- Incorporated several new efficiencies and additional knowledge to the Finance Dept. conducting several training sessions with the Academy staff concerning
 - Basics of TxEIS, the financial software used by the ESC Region 11
 - Policies, procedures and internal controls for all personnel
- Forming a personal relationship between the finance and academic teams by becoming a board member of the WAAC as well as assisting and attending Academy events.

TRAINING AND CERTIFICATIONS

❖ In trying to keep current, the Finance department staff attended both Academy and Governmental trainings and/or webinars during the fiscal year related to:

- Speed of Trust Training (on-going) - This program is based on character and competence and incorporates 13 behaviors as follows; Talk straight, demonstrate respect, create transparency, right your wrongs, show loyalty, deliver results, get better, confront reality, clarify expectation, practice accountability, list first, keep commitments, extend trust.
- WA - Summary of Finance/Charter School First/Transparency star award requirements/Maintenance of Effort compliance/Travel Compliance/Sales Tax for Schools/Activity Funds/TxEIS Budget modules/Mid-Year PEIMS/Bank reconciliations/End-of year processing/1099 Accounts payable vendor training/TASBO conference
- Governmental - Transparency stars award requirements/Security Awareness Training for IT/GFOAT conference/Trakstar Performance Evaluation software training/Payroll Law Seminar/Annual GAAP Update/Budget, Tax Rate & Audit/Transforming Local Government Conference
 - STW Annual Conference - STW is the Financial Software application used by the Municipal employees. STW was designed especially for government financial management and uses an integrated financial accounting and reporting system with specific innovative labor-saving applications.

2017-2018 Strategic Goals and Objectives

ON-GOING GOALS AND OBJECTIVES

❖ Prepare and submit the budget for a Distinguished Budget Presentation Award for recognition from Government Finance Officers Association for the Town of Westlake and Westlake Academy.

❖ Prepare and submit the Town's Comprehensive Annual Financial Report (CAFR) for recognition from the Government Finance Officers Association recognition.



Goals and Objectives

18 Finance Department

- ◆ Receive an unqualified audit opinion on the Comprehensive Annual Financial Report.
- ◆ Prepare and submit the Town's Popular Annual Financial Report (PAFR) for recognition from the Government Finance Officers Association.
- ◆ Continuous Training of Municipal and Academic staff related to financial processes, procedures and internal controls related to accounts payable, receivable, travel, etc.

UPDATED GOALS AND OBJECTIVES

- ◆ Streamline the accounts payable workflow process through Laserfiche.
- ◆ Streamline the process of using the new cloud based software OpenGov.

	Performance Measures	Bench Mark	2016 Actual	2017 Estimated	2018 Target
INPUTS (the resources that contribute to the production & delivery of outputs)					
Usually a NOUN – we use staff, time, money, materials, equipment, technology, etc.					
1. Full Time Equivalents	n/a	4.00	4.00	4.00	
2. Department Expenditures	n/a	\$44,344	\$62,311	\$43,646	
3. Department Payroll	n/a	\$248,316	\$290,927	\$298,395	
OUTPUTS (The final product/ service that was produced/delivered from your input – is measurable)					
Usually a VERB/QTY – we conduct, deliver, develop, train, provide, assess, facilitate, etc.					
3. Prepare CAFR/Audit (3 entities)	Annual	Annual	Annual	Annual	
4. Prepare PAFR (1 entity)	Annual	Annual	Annual	Annual	
5. Prepare Budget (2 entities)	Annual	Annual	Annual	Annual	
MEASURES OF EFFECTIVENESS/EFFICIENCY (the result or consequence of achieving your output) (the ability to do things well, successfully, and without waste)					
1. Fund balance for General Fund Equal to or greater than 90 days	90 days	398 days	380 days	291 days	
2. Standard & Poors Rating	AAA/stable	AA+/stable	AAA/stable	AAA/stable	
3. CAFR with "clean opinion"	Yes	Yes	Yes	Yes	
4. GFOA Award - CAFR	Yes	Yes	Yes	Yes	
5. GFOA Award - PAFR	Yes	Yes	Yes	Yes	
6. GFOA Award – Budget Overall Budget Score	Yes 90%	Yes 83.3%	Yes 86.4%	Yes 87.0%	
• Introduction & Overview	90%	81.7%	85.0%	86.0%	
• Financial Structure, Policy, Process	90%	83.3%	88.9%	90.0%	
• Financial Summaries	90%	80.0%	85.0%	86.0%	
• Capital and Debt	90%	80.6%	88.9%	90.0%	
• Departmental Information	90%	87.5%	83.3%	84.0%	
• Document Wide Criteria	90%	87.5%	87.5%	88.0%	
8. Texas Comptroller Star Awards					
• Traditional Finance (submitted 2016)	Yes	Yes	Yes	Yes	
• Debt Obligation (submitted 2017)	Yes	No	Yes	Yes	
• Economic Development (2018)	Yes	n/a	n/a	Yes	
• Contracts & Procurement (2019)	Yes	n/a	n/a	n/a	
• Public Pensions (2020)	Yes	n/a	n/a	n/a	

Program Summary

Department 19

Parks and Recreation

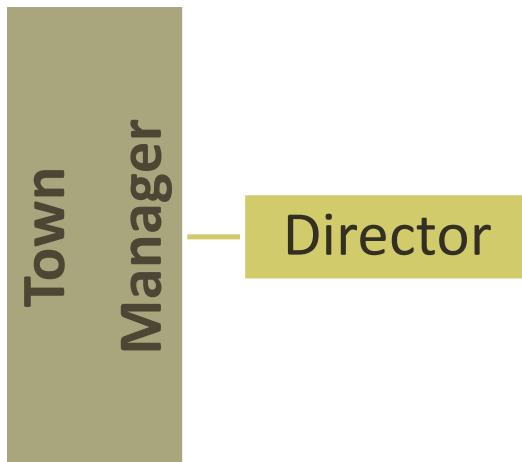
	Actuals FY 15/16	Adopted Budget FY 16/17	Estimated Budget FY 16/17	Adopted Budget FY 17/18	FY 17/18 Adopted vs FY 16/17 Estimated
REVENUE CATEGORIES					
General Sales Tax		-	-	-	0.0% -
Property Tax		-	-	-	0.0% -
Permits and Fees		-	-	-	0.0% -
Fines & Forfeitures		-	-	-	0.0% -
Franchise Fees		-	-	-	0.0% -
Contributions		-	-	-	0.0% -
Beverage Tax		-	-	-	0.0% -
Interest		-	-	-	0.0% -
Intergovernmental		-	-	-	0.0% -
Misc Income		-	275	275	0.0% -
GRAND TOTAL	\$ -	\$ -	\$ 275	\$ 275	0.0% \$ -
EXPENDITURE CATEGORIES					
Capital Outlay	2,265	1,000	1,000	1,000	0.0% -
Debt Service	-	-	-	-	0.0% -
Economic Development	-	-	-	-	0.0% -
Insurance	-	-	-	-	0.0% -
Repair and Maintenance	75,040	82,300	82,300	82,300	0.0% -
Rent and Utilities	10,158	9,635	9,635	141,635	1370.0% 132,000
Service	25,582	35,000	35,240	80,240	127.7% 45,000
Supplies	1,620	9,645	11,705	9,645	-17.6% (2,060)
GRAND TOTAL	\$ 114,666	\$ 137,580	\$ 139,880	\$ 314,820	125.1% \$ 174,940

Program Summary

Department 19

Parks and Recreation

	Actuals FY 15/16	Adopted Budget FY 16/17	Estimated Budget FY 16/17	Adopted Budget FY 17/18	FY 17/18 Adopted vs FY 16/17 Estimated
EMPLOYEE STAFFING					
Director	0.500	0.500	0.500	0.500	0.0% -
Customer Service Coordinator	0.167	0.167	0.167	-	-100.0% (0.167)
Customer Service Representative	0.167	0.167	0.167	-	-100.0% (0.167)
TOTAL POSITIONS	0.834	0.834	0.834	0.500	-40.0% (0.334)



PAYROLL & RELATED CATEGORIES					
Payroll Wages	74,941	10,085	64,225	64,225	0.0% -
Payroll Transfer In	(54,124)	(44,115)	(42,052)	(45,467)	8.1% (3,415)
Payroll Insurance	10,117	9,135	12,138	12,138	0.0% -
Payroll Taxes TWC/WC	1,588	1,440	1,426	1,426	0.0% -
Payroll Taxes SS/M	5,326	4,960	4,912	4,912	0.0% -
Payroll Retirement	8,520	7,518	8,234	8,234	0.0% -
GRAND TOTAL	\$ 46,368	\$ (10,977)	\$ 48,883	\$ 45,468	-7.0% \$ (3,415)

Strategic Theme & Objective(s)

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

Department Contact Information

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

Program Broad Goals

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



Program Service Description

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

Program Trends

- ◆ The population growth, both permanent and daytime population, has increased the use of the park and trail system.
- ◆ The Town prides itself on offering community stewardship opportunities to those within Westlake - to the benefit of our residents and those serving the surrounding communities. Listed below is just an example of these services:

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 six year of this partnership.
- Ongoing opportunities are provided for Eagle Scout projects

◆ In tandem with our CIP and partnership projects that include roadways, we are expanding our trail systems to promote 'walk-ability' and fulfill our strategic outcome objective of "*Encourage Westlake's Unique Sense of Place*" by connecting these systems for our residents and visitors. This trend is anticipated to be a priority for the future.

◆ The Town partnered with TD Financial to plant 10 trees in the Town's open space on Roanoke Road for the 2014 annual Arbor Day event. In April, 2014, the Town received its fifteenth (15th) Tree City USA award from the National Arbor Day Foundation. Due to the wet weather the 2015 Arbor Day event was canceled. Staff and students planted six trees on the WA campus and educated student on how to plant and prune trees and received our sixteenth (16th) Tree City USA award.

◆ Completed trails and shade structures from Capital Parkway to Dove Rd. on the west side of FM 1938.

◆ The Town's comprehensive plan was adopted in February 2015 which included elements that contain the parks and trail systems.

◆ Parking improvement which included lighting in Glenwyck Park, repair to the pond on the east side of the park and updating the electrical panels.

◆ New playground equipment was installed in August 2015 at the Westlake Academy campus.

◆ Published the Town's first trail map in August 2016.

◆ Created four butterfly habitats, two located at the Westlake Academy and two in the park.

2016-2017 Highlights

- ◆ Eagle Scout projects were completed in the cemetery.
- ◆ Received 17th annual Tree City USA award.
- ◆ Improved drainage on the west side of the park and in Terra Bella.
- ◆ Created second butterfly habitats located at the Westlake Academy Campus.

2017-2018 Strategic Goals and Objectives

- ◆ Work with Planning and Development to coordinate park land acquisition with long range growth and development planning.
- ◆ Enhance and expand the linear park system along creeks and roadways.

Goals and Objectives 19 Parks and Recreation

- ◆ Recognize and promote the concept that parks and recreation needs evolve over time with changes in the population.
- ◆ Design parks and open spaces that are durable, easily maintained and are not detrimental to surrounding uses.
- ◆ Utilize partnerships, wherever appropriate, to help develop, manage and maintain parks and recreation facilities.
- ◆ Accelerate park system improvements.
- ◆ Develop marketing strategies for the Westlake IOOF Westlake Cemetery, which will increase sales.

	Performance Measures	Bench Mark	2016 Actual	2017 Estimated	2018 Target
INPUTS (the resources that contribute to the production & delivery of outputs)					
Usually a NOUN – we use staff, time, money, materials, equipment, technology, etc.					
1. Full Time Equivalents	n/a		.834	.834	.500
2. Department Expenditures	n/a		\$114,666	\$139,880	\$314,820
3. Department Payroll	n/a		\$46,368	\$48,883	\$45,468
OUTPUTS (The final product/ service that was produced/delivered from your input – is measurable)					
Usually a VERB/QTY – we conduct, deliver, develop, train, provide, assess, facilitate, etc.					
1. Open Space (acreage)	n/a		27	27	27
2. Academy Playgrounds	n/a		2	2	2
3. Softball/Soccer Field	n/a		1	1	1
4. Football Field	n/a		1	1	1
5. Outdoor Learning Station	n/a		1	1	1
MEASURES OF EFFECTIVENESS/EFFICIENCY (the result or consequence of achieving your output - the ability to do things well, successfully, and without waste)					
1. Obtain Tree City Award	Yes		Yes	Yes	Yes

Resident Survey 2017

- ◆ One of the top 3 major town services that residents felt were most important was parks and trails, open spaces and streetscaping
- ◆ The parks and recreation services that residents were most satisfied with were: the maintenance of streetscaping and open spaces increased from 74% in 2015 to 82% in 2017 and the number of publicly-accessible parks/trails increased from 53% in 2009 to 75% in 2017.

Program Summary

Department 20

Information Technology

Actuals FY 15/16	Adopted Budget FY 16/17	Estimated Budget FY 16/17	Adopted Budget FY 17/18	FY 17/18 Adopted vs FY 16/17 Estimated
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REVENUE CATEGORIES				
General Sales Tax	-	-	-	0.0%
Property Tax	-	-	-	0.0%
Permits and Fees	-	-	-	0.0%
Fines & Forfeitures	-	-	-	0.0%
Franchise Fees	-	-	-	0.0%
Contributions	-	-	-	0.0%
Beverage Tax	-	-	-	0.0%
Interest	-	-	-	0.0%
Intergovernmental	-	-	-	0.0%
Misc Income	-	-	-	0.0%
GRAND TOTAL	\$ -	\$ -	\$ -	0.0% \$ -

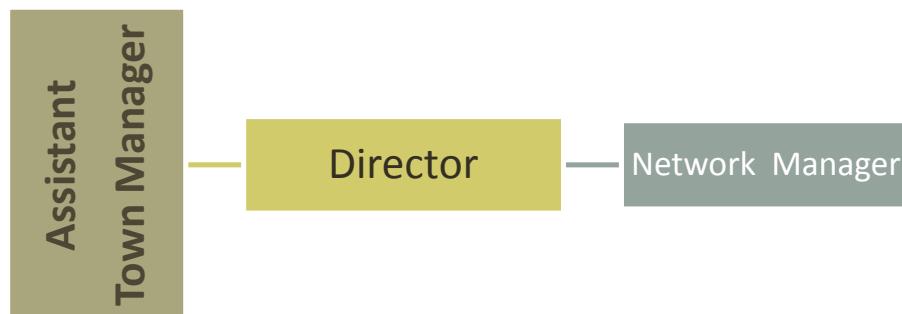
EXPENDITURE CATEGORIES				
Capital Outlay	-	-	-	0.0%
Debt Service	-	-	-	0.0%
Economic Development	-	-	-	0.0%
Insurance	-	-	-	0.0%
Repair and Maintenance	-	-	-	0.0%
Rent and Utilities	-	-	-	0.0%
Service	56,865	106,065	114,220	91,285
Supplies	8,299	5,850	5,850	5,850
GRAND TOTAL	\$ 65,163	\$ 111,915	\$ 120,070	-20.1% \$ (22,935)
				-19.1% \$ (22,935)

Program Summary

Department 20

Information Technology

	Actuals FY 15/16	Adopted Budget FY 16/17	Estimated Budget FY 16/17	Adopted Budget FY 17/18	FY 17/18 Adopted vs FY 16/17 Estimated
EMPLOYEE STAFFING					
Director		1.00	1.00	1.00	0.0% -
Network Manager				1.00	100.0% 1
TOTAL POSITIONS		1.00	1.00	2.00	100.0% 1.00



PAYROLL & RELATED CATEGORIES					
Payroll Wages	102,363	107,280	116,310	180,137	54.9% 63,827
Payroll Insurance	10,577	12,075	18,121	29,329	61.9% 11,208
Payroll Taxes TWC/WC	355	515	558	864	54.8% 306
Payroll Taxes SS/M	7,568	515	8,894	13,776	54.9% 4,882
Payroll Retirement	11,772	12,925	14,911	23,094	54.9% 8,183
GRAND TOTAL	\$ 132,635	\$ 133,310	\$ 158,794	\$ 247,200	55.7% \$ 88,406

Goals and Objectives 20 Information Technology

Strategic Theme & Objective(s)

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

Department Contact Information

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

Program Broad Goals

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

Program Description

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



Program Trends

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

2016-2017 Highlights

Overall:

- ◆ Reduced costs by keeping outsourced technical services to a minimum.
- ◆ Successful and timely resolutions to over 1100 IT-related incidents and requests reported through our SchoolDude tracking system since August 2016.
- ◆ Migrated more on-site systems to virtual servers, increasing our ability to backup and restore core services efficiently and quickly.
- ◆ Replaced 802.11N wireless network with 802.11AC access points in all buildings for better coverage, accessibility, and throughput.

Academy:

- ◆ Replaced almost 1000 iPad mini tablets with iPad Air 2 tablets and cases as part of our continuing 1-to-1 device program.
- ◆ Added Apple Classroom as an option to help teachers manage their classes with the 1:1 deployment. This system allowed teachers to keep classes on track by monitoring iPad student use during class.
- ◆ Continued use of a managed printing/copying solution to better track use and costs associated with printing and copying on campus.
- ◆ Added storage and processing capacity to on-site virtual server host to allow for better performance, reliability, and the ability to quickly create and restore backups.

Town Hall / Municipal Court / Fire Department:

- ◆ Installed, configured and deployed new network switches, routers, and firewalls for the new Town Hall location. The new configuration handles over three times the capacity of the previous location.

2017-2018 Highlights

- ◆ Perform on-going security assessments to validate the efficacy of existing measures and to evaluate and deploy solutions for new threats.
- ◆ Identify and implement additional information technologies to improve the efficiency and/or security of business processes.
- ◆ Identify and implement additional information technologies to improve transparency to our citizens, stakeholders, and students.



Goals and Objectives 20 Information Technology

- ❖ 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.

	Performance Measures	Bench Mark	2016 Actual	2017 Estimated	2018 Target
INPUTS (the resources that contribute to the production & delivery of outputs)					
Usually a NOUN – we use staff, time, money, materials, equipment, technology, etc.					
INPUTS					
1. Full Time Equivalents	n/a	1.00	2.00	2.00	
2. Department Expenditures	n/a	\$65,163	\$120,070	\$97,135	
3. Department Payroll	n/a	\$132,635	\$158,794	\$247,200	
MEASURES OF EFFECTIVENESS/ EFFICIENCY (the result or consequence of achieving your output - (the ability to do things well, successfully, and without waste)					
1. Network connectivity & telephone functionality	99.5%	99.8%	99.8%	99.8%	
2. Response to all service requests with 24 hours	99%	99.5%	99.5%	99.5%	

Program Summary

Department 21

Human Resources

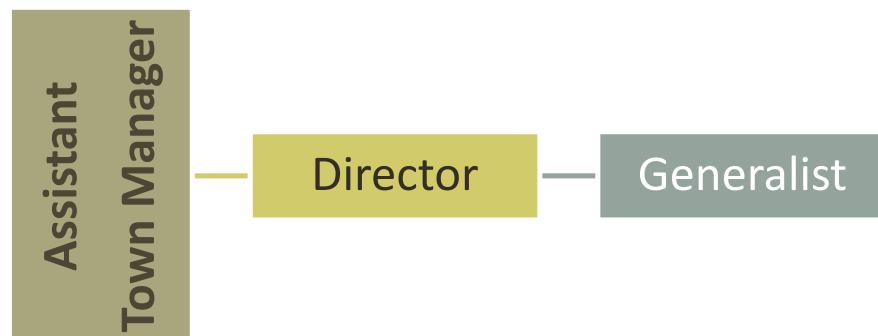
Actuals FY 15/16	Adopted Budget FY 16/17	Estimated Budget FY 16/17	Adopted Budget FY 17/18	FY 17/18 Adopted vs FY 16/17 Estimated
REVENUE CATEGORIES				
General Sales Tax	-	-	-	0.0% -
Property Tax	-	-	-	0.0% -
Permits and Fees	-	-	-	0.0% -
Fines & Forfeitures	-	-	-	0.0% -
Franchise Fees	-	-	-	0.0% -
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	13,697	20,580	30,740	-5.3% (1,625)
Supplies	2,306	4,270	4,270	0.0% -
GRAND TOTAL	\$ 16,003	\$ 24,850	\$ 35,010	-4.6% \$ (1,625)

Program Summary

Department 21

Human Resources

	Actuals FY 15/16	Adopted Budget FY 16/17	Estimated Budget FY 16/17	Adopted Budget FY 17/18	FY 17/18 Adopted vs FY 16/17 Estimated
EMPLOYEE STAFFING					
Director	1.00	1.00	1.00	1.00	0.0% -
Generalist	1.00	1.00	1.00	1.00	0.0% -
TOTAL POSITIONS	2.00	2.00	2.00	2.00	0.0% -



PAYROLL & RELATED CATEGORIES				
Payroll Wages	169,261	173,660	171,304	180,843
PR Transfer In	(10,804)	(11,365)	(10,635)	(12,077)
Payroll Insurance	16,526	18,630	22,803	22,803
Payroll Taxes SS/M	710	835	822	868
Payroll Taxes TWC/WC	12,790	13,280	13,102	13,831
Payroll Retirement	19,270	20,900	21,961	23,184
GRAND TOTAL	\$ 207,754	\$ 215,940	\$ 219,357	\$ 229,452

Strategic Vision Points

- ◆ Service Excellence

Department Contact Information

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

Program Broad Goals

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



Program Service Description

- ◆ The HR & Administrative Services Department provides a diverse array of services to internal and external customers, as well as providing support to the organization's general operations.
- ◆ These services include all HR functions, including General Administrative Services, Recruiting & Hiring, Payroll 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.

Goals and Objectives 21 Human Resources

- ◆ 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 various groups and committees providing services to the organization.

Program Trends

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

2016-2017 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 62 full-time and part-time municipal and academic employees.
- ◆ Completed comprehensive salary and benefit surveys to ensure competitive employee compensation packages to support our recruiting and retention efforts.
- ◆ Completed a full rollout of a new web-based evaluation system for municipal employees with enhanced employee/supervisor communication, goal setting, and task measurement.
- ◆ Completed all regulatory filings, in accordance with Internal Revenue Service, Texas Workforce Commission, and Affordable Care Act requirements.



DID YOU KNOW?

In FY 16-17, the Town of Westlake HR Department received nearly 2000 job applications for 37 advertised positions.

Goals and Objectives

21 Human Resources

- ◆ Completed a comprehensive municipal salary survey to update our broadbanding compensation plan.

2017-2018 Strategic Goals and Objectives

- ◆ Develop and implement a new comprehensive employee training program to maximize effective employee development and retention.
- ◆ Enhance the employee performance evaluation instruments to maximize the effectiveness of communication and achievement of goals and objectives.
- ◆ Complete an annual risk assessment of all areas affected by potential property, liability, or worker's compensation losses.
- ◆ Provide greater transparency, communication, and accountability for Human Resources processes and services.
- ◆ Develop a performance pay component to complement the current teacher compensation system, including analysis of and improvements of current stipend and extra-duty payment practices in cooperation with the Westlake Academy LEAD Team.
- ◆ Review need for policy amendments, additions, and deletions
- ◆ Development of administrative procedures of a comprehensive compensation plan for the Town of Westlake.
- ◆ Research and implement retention strategies across the organization.
- ◆ All positions analyzed by actual job duty and review of position descriptions.
- ◆ Develop and incorporate enhancements into the municipal and academic performance evaluation systems

	Performance Measures	Bench Mark	2016 Actual	2017 Estimated	2018 Target
INPUTS (the resources that contribute to the production & delivery of outputs)					
Usually a NOUN – we use staff, time, money, materials, equipment, technology, etc.					
1.	Full Time Equivalents	n/a	2.00	2.00	2.00
2.	Department Expenditures	n/a	\$ 16,003	\$35,010	\$33,385
3.	Department Payroll & Related	n/a	\$207,754	\$219,357	\$229,452
MEASURES OF EFFECTIVENESS/EFFICIENCY (the result or consequence of achieving your output)					
(the ability to do things well, successfully, and without waste)					
1.	Time to fill vacant positions	45	37	32	30

Program Summary

Department 22

Communications Department

Actuals FY 15/16	Adopted Budget FY 16/17	Estimated Budget FY 16/17	Adopted Budget FY 17/18	FY 17/18 Adopted vs FY 16/17 Estimated
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REVENUE CATEGORIES				
General Sales Tax	-	-	-	0.0%
Property Tax	-	-	-	0.0%
Permits and Fees	-	-	-	0.0%
Fines & Forfeitures	-	-	-	0.0%
Franchise Fees	-	-	-	0.0%
Contributions	-	-	-	0.0%
Beverage Tax	-	-	-	0.0%
Interest	-	-	-	0.0%
Intergovernmental	-	-	-	0.0%
Misc Income	-	-	-	0.0%
GRAND TOTAL	\$ -	\$ -	\$ -	0.0% \$ -

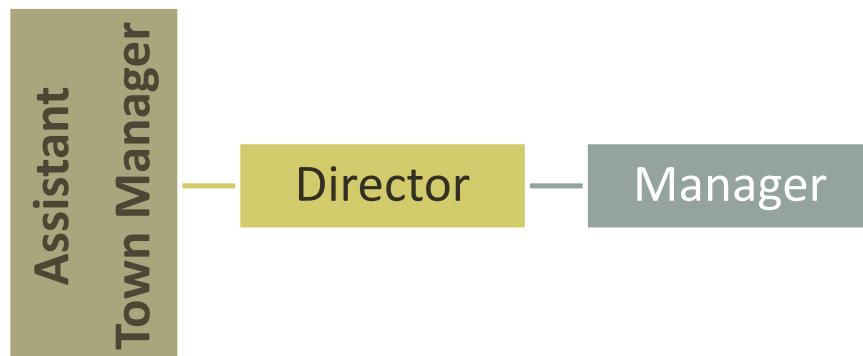
EXPENDITURE CATEGORIES				
Capital Outlay	-	-	-	0.0%
Debt Service	-	-	-	0.0%
Economic Development	-	-	-	0.0%
Insurance	-	-	-	0.0%
Repair and Maintenance	-	-	-	0.0%
Rent and Utilities	-	-	-	0.0%
Service	6,547	8,100	8,235	8,235
Supplies	4,581	7,500	7,500	7,500
GRAND TOTAL	\$ 11,128	\$ 15,600	\$ 15,735	0.0% \$ -

Program Summary

Department 22

Communications Department

	Actuals FY 15/16	Adopted Budget FY 16/17	Estimated Budget FY 16/17	Adopted Budget FY 17/18	FY 17/18 Adopted vs FY 16/17 Estimated
EMPLOYEE STAFFING					
Director		1.00	1.00	1.00	0.0% -
Specialist		1.00	-	-	0.0% -
Manager			1.00	1.00	0.0% -
TOTAL POSITIONS	2.00		2.00	2.00	0.0% -



PAYROLL & RELATED CATEGORIES		Adopted Budget FY 16/17	Estimated Budget FY 16/17	Adopted Budget FY 17/18	FY 17/18 Adopted vs FY 16/17 Estimated
Payroll Wages	138,633	162,090	174,255	180,703	3.7% 6,448
Payroll Transfer In	(167,236)	(218,555)	(188,549)	(230,309)	22.1% (41,760)
Payroll Insurance	21,039	23,765	11,753	11,753	0.0% -
Payroll Taxes TWC/WC	710	780	837	868	3.7% 31
Payroll Taxes SS/M	10,104	12,395	13,327	13,821	3.7% 494
Payroll Retirement	15,646	19,525	22,339	23,166	3.7% 827
GRAND TOTAL	\$ 18,896	\$ -	\$ 33,962	\$ 2	-100.0% \$ (33,960)

Goals and Objectives

22 Communications Department

Strategic Theme & Objectives(s)

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

Department Contact Information

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

Program Broad Goals

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



Goals and Objectives 22 Communications Department

Program Service Description

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

Program Trends

- ◆ While the 2017 *DirectionFinders* Residents' Survey noted an 11% decrease in satisfaction of overall communication effectiveness since setting a national benchmark of 92% in 2015, a resident/stakeholder focus group was formed and utilized to provide deeper insight and collaboration for continuous improvement efforts.
- ◆ The 2016 annual Westlake Academy Parents Survey revealed an increase of 7% in both, overall satisfaction with the quality of communications received and methods of communication.



DID YOU KNOW...

Westlake Communications garnered a 15% increase in overall satisfaction with its Academy website after implementing a new redesign?

Hopefully the municipal website will also bring increased satisfaction to residents as it will undergo a new website redesign in the coming 2017-18 fiscal year!

* * *

Goals and Objectives 22 Communications Department

- ◆ Benchmarks are being gathered with the implementation of the tier One Strategy Map for our Balanced Score Card system relative to the municipality's website, social media platform, and citizen engagement.
- ◆ *Simply Westlake*, a monthly resident newsletter/magazine now in 5th year of publication, continues to garner even more support with each passing year with increased growth in resident contributors, advertisers, and requests to be a feature family now months in advance.
- ◆ Advertising and events in major local and social publications/websites on a state level and in local DFW publications regularly occur throughout the year in order to maintain brand awareness and knowledge about Town of Westlake and Westlake Academy. This process has now been implemented on the international level and efforts continue to raise and/or maintain promotion on this additional level each year.
- ◆ Due to the continuing growth in the Westlake community and increasing demands on departmental personnel, utilize services of external marketing consultants to assist in branding, promotion, and strategic messaging efforts for continued success in citizen education and engagement efforts, local government awareness, and increased sense of community.

2016-2017 Highlights

- ◆ Implemented the Town's first Communications Focus Group to gather insight and assess Town communication and marketing effectiveness, citizen engagement efforts, and future initiatives.
- ◆ National award winning *Simply Westlake* resident publication completed its 5th year, with increased support and feedback from residents for their appreciation, satisfaction, and enjoyment; now experiencing a wait list for the featured families' cover.
- ◆ Garnered a 15% increase in overall satisfaction with the Academy's new website and a 7% increase in both quality and methods of communication
- ◆ Increased video coverage and production planning for both municipal and academic departments for cross-promotion and citizen education of initiatives across multiple communication platforms
- ◆ Increased social media usage and added new accounts of Instagram and Next Door to enhance citizen engagement; Also, streamed live video on Facebook for first time at appropriate Academy events with plans for municipal events' live streaming to follow.

Goals and Objectives 22 Communications Department

- ❖ Experienced significant gains in citizen engagement via Social Media accounts since January 2017 as follows: Facebook Likes increased by 31% and Twitter Followers by 26%; Facebook Reactions and Comments increased 29% and 82% respectively while Twitter Mentions and Engagements increased by 24% and 26% respectively
- ❖ Completed necessary website analytics and procured contract for upcoming municipal website redesign and new mobile app in 2017-18
- ❖ Executed comprehensive communication plan specific to new fire and emergency services facility
- ❖ Finalized informational and promotional components of new welcome basket program to be personally delivered to all new residents in upcoming years
- ❖ Completed departmental operations review and development of communications plan with presentation to Council
- ❖ Completed enhancements of new resident information packet distributed at Town Hall
- ❖ Completed coordination, development, and production, with area chamber of commerce, for regional economic development video
- ❖ Selected to serve on Westlake Academy Emergency Operations Team and began work on developing an emergency operations plan, defining roles, and participating in emergency operations drills and exercises
- ❖ Hosted and coordinated our 8th annual graduation ceremony for Westlake Academy at the Hurst Conference Center with 64 Class of 2017 graduates and over 850 people in attendance.
- ❖ Hosted and coordinated the 2016 Alumni Reunion & IB Diploma Ceremony with over 65% of alumni class returning to attend this event.



2017-2018 Strategic Goals and Objectives

- ❖ Complete development and roll-out of new Town of Westlake website redesign and mobile app; Coordinate training for all municipal departments of new website and mobile app features and create communication plan for promotion to residents and stakeholders.
- ❖ Develop and implement a strategic messaging communication plan for a series of educational and informational topics to educate residents and stakeholders new to our

Goals and Objectives 22 Communications Department

community over the last several years' growth; Topics will range from contact/accessibility to Town staff and leaders, from Westlake's governance structure and Academy charter to records & financial transparency initiatives, from water rates and shared services model to our development standards and vision, values, and mission. This plan will also include another communication series regarding Westlake Academy informational hot topics from college prep and curriculum initiatives to Academy ratings and academic outcomes.

- ❖ Create and produce a series of brief informative video vignettes to enrich related communication channels regarding our defined strategic messaging topics – all done to help education and fully engage our residents and stakeholders in their local government; Channels to include appropriate emails, website and social media postings, and creation/distribution of print pieces
- ❖ Complete planning for production of a new comprehensive municipal services video to be used for economic development and promotional purposes; And, continue in production of Westlake Academy's second promotional video regarding student life
- ❖ Continue efforts to implement and improve our new resident welcome program to grow relationships and sense of community with new residents, either prior to their arrival or shortly after their move into Westlake
- ❖ Continue to serve on Westlake Academy's EOP committee, developing the EO plan and participating in additional preparation exercises
- ❖ Continue monitoring of benchmarks and measures in municipal social media and on-going academic social media; review growth and engagement efforts for on-going enhancements to current programs and assess new channels of engagement while continuing to hone our Balanced Scorecard metrics and outcomes
- ❖ Continue with and train new departmental personnel to complete records management with Laserfiche as an on-going effort with current communication materials and for remaining department items such as advertisements, resident mail outs, meeting notes, event flyers and programs.
- ❖ Continue and seek ways to enhance the annual resident and Academy parent meetings to continue success in citizen/parent engagement, support, and open/transparent lines of communication.
- ❖ Continue department personnel's attendance at minimum of two related professional development organizational conferences and/or training seminars for both municipal & academic services; share information with other staff members to improve internal and external communication at All Staff Q2 Sessions.



Goals and Objectives 22 Communications Department

	Performance Measures	Bench Mark	2016 Actual	2017 Estimated	2018 Target
INPUTS (the resources that contribute to the production & delivery of outputs)					
Usually a NOUN – we use staff, time, money, materials, equipment, technology, etc.					
1. Full Time Equivalents	n/a	2	2	2	
2. Department Expenditures	n/a	\$16,018	\$13,770	\$15,600	
3. Department Payroll	n/a	\$167,236	\$188,549	\$230,309	
OUTPUTS (The final product/ service that was produced/delivered from your input – is measurable)					
Usually a VERB/QTY – we conduct, deliver, develop, train, provide, assess, facilitate, etc.					
1. Neighborhood meetings	Quarterly	4	4	4	
2. New resident/parent meetings	Annually	2	2	2	
3. Resident email blasts	Monthly	12	12	12	
4. Simply Westlake Issued	Monthly	12	12	12	
5. Westlake Wire Year End Review	Yearly	1	1	1	
6. Social Media Posts	Monthly	12	12	12	
MEASURES OF EFFECTIVENESS/EFFICIENCY (the result or consequence of achieving your output - (the ability to do things well, successfully, and without waste)					
1. Resident Rating per Survey Effectiveness of Town Communications	92%	92%	81%	95%	
2. 3CMA Savvy Award National award for excellence for external publications – Simply Westlake Magazine	Yearly	N/A	July 2016	Yes	
3. Certified Public Communicator TAMIO – TCU (Director)	n/a	July 2015	n/a	n/a	

Program Summary

Department 23

Police Services

	Actuals FY 15/16	Adopted Budget FY 16/17	Estimated Budget FY 16/17	Adopted Budget FY 17/18	FY 17/18 Adopted vs FY 16/17 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	888,486	915,105	888,486	932,910	5.0% 44,424
Supplies	-	-	-	-	0.0% -
GRAND TOTAL	\$ 888,486	\$ 915,105	\$ 888,486	\$ 932,910	5.0% \$ 44,424

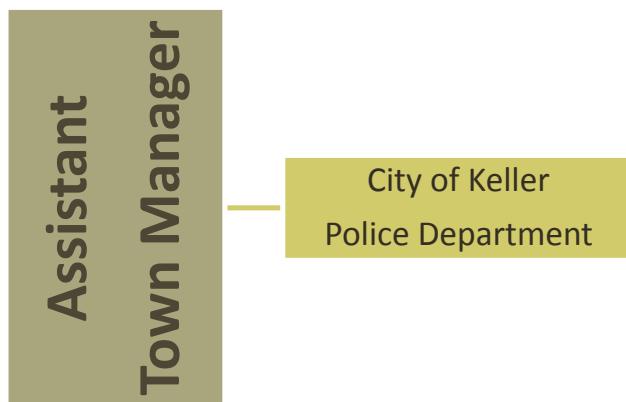
Program Summary

Department 23

Police Services

Actuals FY 15/16	Adopted Budget FY 16/17	Estimated Budget FY 16/17	Adopted Budget FY 17/18	FY 17/18 Adopted vs FY 16/17 Estimated
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EMPLOYEE STAFFING				
Police Services are Contracted				0.0%
thru the City of Keller Police Dept				-
TOTAL POSITIONS		-	-	0.0%
				-



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

Strategic Theme & Objective(s)

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

Department Contact Information

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

Program Broad Goals

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

Program Service Description

- ◆ The Keller Police Department has provided law enforcement services for the Town of Westlake since June of 2002. The communities entered into an interlocal agreement, which benefits both organizations through the provision of police related services for the Westlake citizens and brings additional staff resources via the contract commitments for the City of Keller.
- ◆ The Department is in the distinguished group of the 2% of police departments in the United States who are accredited. The police department also received Texas Law Enforcement Best Practices Recognition in 2013 making it the only municipal police agency in Texas, at that time, to be dual accredited.



- ◆ Jail, Emergency Communications, and Animal Services are provided through a regional configuration – serving the communities, of Westlake, Keller, Roanoke, Southlake and Colleyville.

Program Trends

- ◆ Westlake experienced 13, Part 1 Crimes in 2016, down from 20 in 2015 – a 35% decrease.
- ◆ The frequency and severity of motor vehicle collisions on the streets within the Town remains a priority for the police department and they continue to monitor traffic enforcement and utilize directed enforcement in an attempt to change driver behavior and maintain the lowest possible number of injuries and accidents.
- ◆ Over the course of our service provision arrangement and as the community has continued to grow, we noted the following:
 - Citizen calls for service decreased approximately 4.7% from 2015 (2,693 in 2015 to 2,567 in 2016)
 - Animal control calls have increased approximately 23% from 2015 (60 in 2015 to 74 in 2016)
- ◆ School security and the safety of the students at Westlake Academy also remains a high priority and the department has been working with Academy staff to take steps to improve school security.



2016 – 2017 Highlights

- ◆ The Campus Patrol Program increased police presence at the school on a daily basis.
- ◆ Continued to utilize social media to improve traffic safety.
- ◆ Attended several neighborhood meetings with staff.
- ◆ Provided K-9 drug prevention services to corporate campuses.
- ◆ The launch of Siren GPS enhanced 911 services for mobile device users.

2017 – 2018 Strategic Goals and Objectives

- ◆ Continue an emphasis on school security and safety with the Campus Patrol Program.



DID YOU KNOW

The Keller Police Department is pursuing CALEA Gold Standard Accreditation status in 2018.

Goals and Objectives 23 Police Services

- ❖ Attend neighborhood meetings with elected officials and staff.
- ❖ Assess and monitor traffic safety on the newly improved roadways and formulate enforcement/ prevention strategies to mitigate traffic collisions.
- ❖ Work with developers to prevent thefts at construction sites.
- ❖ Continue to provide Crime Prevention material through the Director of Communication and Community Affairs and social media.
- ❖ Continue to be proactive and highly responsive to the corporate campuses in Westlake.
- ❖ Work to expand enrollment into Siren GPS to enhance emergency response times.

	Performance Measures	Bench Mark	2016 Actual	2017 Estimated	2018 Target		
INPUTS (the resources that contribute to the production & delivery of outputs)							
Usually a NOUN – we use staff, time, money, materials, equipment, technology, etc.							
1. Department Expenditures	n/a	\$863,720	\$888,486	\$932,910			
OUTPUTS (The final product/ service that was produced/delivered from your input – is measurable)							
Usually a VERB/QTY – we conduct, deliver, develop, train, provide, assess, facilitate, etc.							
1. Keller Police Information							
Motor Vehicle Stops	n/a	10,432	11,100	11,000			
Traffic Accident Investigations	n/a	398	461	440			
Part 1 Reported Crime	n/a	20	13	20			
DWI Arrests	n/a	62	66	80			
MEASURES OF EFFECTIVENESS/EFFICIENCY (the result or consequence of achieving your output - (the ability to do things well, successfully, and without waste)							
1. Commission on Accreditation for Law Enforcement Agencies	Yes	Yes	Yes	Yes			
2. Commission on Accreditation for Law Enforcement Agencies Gold Standard Assessment	Yes	Yes	Yes	Yes			
2. Resident Rating per Survey							
Police response time to emergencies	90%	89%	n/a	90%			
Efforts of Town to prevent crime	90%	83%	n/a	85%			
Satisfaction with local police station	90%	81%	n/a	85%			
Level of Traffic Enforcement	90%	73%	n/a	75%			
Visibility of police in the neighborhood	90%	70%	n/a	75%			
Quality of public safety services	95%	92%	n/a	95%			

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SECTION 4

ENTERPRISE FUNDS

MAINTAINING
our
Vision

Hold Fast - Stay True

in a Sea of
CHANGE

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ENTERPRISE FUNDS
Combined Program Summary
Fiscal Year 2017/2018

Actuals FY 15/16	Adopted Budget FY 16/17	Estimated Budget FY 16/17	Adopted Budget FY 17/18	FY 17/18 vs FY 16/17	Adopted Estimated
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REVENUES & OTHER SOURCES

General Sales Tax	\$ -	\$ -	\$ -	\$ -	0%
Property Tax	-	-	-	-	0%
Hotel Tax	-	-	-	-	0%
Charge for Services	3,836,457	3,565,755	3,752,705	3,777,315	24,610 1%
Beverage Tax	-	-	-	-	0%
Franchise Fees	-	-	-	-	0%
Permits & Fees Other	-	-	-	-	0%
Permits & Fees Buildings	-	-	-	-	0%
Permits & Fees Utility	125,812	152,265	168,865	168,865	-
Fines & Forfeitures	-	-	-	-	0%
Investment Earnings	10,716	7,760	15,020	15,020	-
Contributions	-	-	50,000	-	(50,000) -100%
Misc Income	16,932	17,030	35,800	35,800	-
Total Revenues	3,989,917	3,742,810	4,022,390	3,997,000	(25,390) -1%
Transfers In	-	-	-	-	0%
Other Sources	-	-	-	-	0%
Total Other Sources	-	-	-	-	0%
TOTAL REVENUES & OTHER SOURCES	\$ 3,989,917	\$ 3,742,810	\$ 4,022,390	\$ 3,997,000	\$ (25,390) -1%

EXPENDITURES & OTHER USES

Payroll Salaries	\$ 18,942	\$ -	\$ -	\$ -	0%
Payroll Retirement	14,107	-	-	-	0%
Total Payroll and Related	33,049	-	-	-	0%
Debt	1,934,078	1,155,620	1,155,620	1,155,174	(446) 0%
Economic Development	-	-	-	-	0%
Insurance	8,188	8,250	8,750	8,750	-
Payroll Transfer Out	404,494	437,145	437,145	482,700	45,555 10%
Repair & Maintenance	217,354	161,035	158,870	165,250	6,380 4%
Rent & Utilities	86,739	185,580	138,829	156,499	17,670 13%
Services	936,009	582,475	1,058,950	798,960	(259,990) -25%
Supplies	10,979	7,150	7,125	7,250	125 2%
Water Purchases	1,358,068	1,344,600	1,344,600	1,344,600	-
Total Operations & Maintenance	4,955,909	3,881,855	4,309,889	4,119,183	(190,706) -4%
TOTAL OPERATING EXPENDITURES	4,988,958	3,881,855	4,309,889	4,119,183	(190,706) -4%
Capital Project Funds	39,271	96,435	-	-	0%
Capital Outlay	9,402	24,780	19,780	25,780	6,000 30%
Maintenance & Replacement Funds	-	-	-	-	0%
Total Capital	48,673	121,215	19,780	25,780	6,000 30%
Transfers Out	564,578	158,765	278,593	56,250	(222,343) -80%
Other Uses	-	-	-	-	0%
Total Other Uses	564,578	158,765	278,593	56,250	(222,343) -80%
TOTAL NON-OPERATING EXPENDITURES	613,252	279,980	298,373	82,030	(216,343) -73%
TOTAL EXPENDITURES & OTHER USES	5,602,210	4,161,835	4,608,262	4,201,213	(407,049) -9%

Excess Revenues over(under) Expenditures	(1,612,293)	(419,025)	(585,872)	(204,213)	381,659 65%
FUND BALANCE, BEGINNING	1,280,064	1,280,064	1,280,064	694,191	(585,873) -46%
FUND BALANCE, ENDING	(332,228)	861,039	694,192	489,978	(204,214) -29%
Restricted/Assigned/Committed Funds	(332,228)	861,039	694,192	489,978	(204,214) -29%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	\$ -	\$ -	0%

RESTRICTED/ASSIGNED/COMMITTED FUNDS

Cash	\$ (332,228)	\$ 861,039	\$ 694,192	\$ 489,978	\$ (204,214) -29%
					0%
					0%
					0%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS	\$ (332,228)	\$ 861,039	\$ 694,192	\$ 489,978	\$ (204,214) -29%

ENTERPRISE FUNDS

Combining Revenues, Expenditures and Fund Balance

FISCAL YEAR 2016/2017

Cemetery Fund	Utility Fund	TOTAL
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REVENUES & OTHER SOURCES

General Sales Tax	-	-	-
Property Tax	-	-	-
Charge for Services	11,575	3,765,740	3,777,315
Hotel Tax	-	-	-
Beverage Tax	-	-	-
Franchise Fees	-	-	-
Permits and Fees	-	-	-
Permits and Fees Building	-	-	-
Fines and Forfeitures	-	-	-
Investment Earnings	900	14,120	15,020
Contributions	-	-	-
Misc Income	350	35,450	35,800
Total Revenues	12,825	3,815,310	3,828,135
Transfers In	-	-	-
Other Sources	-	-	-
Total Other Sources	-	-	-
TOTAL REVENUES AND OTHER SOURCES	\$ 12,825	\$ 3,815,310	\$ 3,828,135

EXPENDITURES AND OTHER USES

Payroll Salaries	\$ -	\$ -	\$ -
Payroll Transfers In	-	-	-
Total Payroll & Related	-	-	-
Debt	-	1,155,174	1,155,174
Economimc Development	-	-	-
Insurance	-	8,750	8,750
Payroll Transfers Out	-	482,700	482,700
Repair & Maintenance	7,000	158,250	165,250
Rent & Utilities	-	156,499	156,499
Services	19,840	779,120	798,960
Supplies	350	6,900	7,250
Water Purchases	-	1,344,600	1,344,600
Total Operations & Maintenance	27,190	4,091,993	4,119,183
TOTAL OPERATING EXPENDITURES	27,190	4,091,993	4,119,183
Capital Project Funds	-	-	-
Capital Outlay	5,000	20,780	-
Maintenance & Replacement Funds	-	-	-
Total Capital	5,000	20,780	-
Transfers Out	-	56,250	56,250
Other Uses	-	-	-
Total Other Uses	-	56,250	56,250
TOTAL NON-OPERATING EXPENDITURES	5,000	77,030	56,250
TOTAL EXPENDITURES AND OTHER USES	\$ 32,190	\$ 4,169,023	\$ 4,175,433

Excess Revenus over(under) Expenditures	(19,365)	(353,713)	(373,078)
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BEGINNING FUND BALANCE	212,378	481,814	694,192
ENDING FUND BALANCE	\$ 193,013	\$ 128,101	\$ 321,114

Utility Fund

The Utility Fund is an enterprise or business fund.

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

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

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

Utility Fund 500
Program Summary
Fiscal Year 2017/2018

Actuals FY 15/16	Adopted Budget FY 16/17	Estimated Budget FY 16/17	Adopted Budget FY 17/18	FY 17/18 vs FY 16/17	Adopted Estimated
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REVENUES & OTHER SOURCES

General Sales Tax	\$ -	\$ -	\$ -	\$ -	0%
Property Tax	-	-	-	-	0%
Charge for Service	3,825,342	3,554,180	3,741,130	3,765,740	24,610 1%
Hotel Occupancy Tax	-	-	-	-	0%
Beverage Tax	-	-	-	-	0%
Franchise Fees	-	-	-	-	0%
Permits & Fees Other	-	-	-	-	0%
Permits & Fees Building	-	-	-	-	0%
Permits & Fees Utility	125,812	152,265	168,865	168,865	-
Fines & Forfeitures	-	-	-	-	0%
Investment Earnings	10,501	7,620	14,120	14,120	-
Contributions	-	-	-	-	0%
Misc Income	16,932	16,680	35,450	35,450	-
Total Revenues	3,978,587	3,730,745	3,959,565	3,984,175	24,610 1%
Transfers In	-	-	-	-	0%
Other Sources	-	-	-	-	0%
Total Other Sources	-	-	-	-	0%
TOTAL REVENUES & OTHER SOURCES	\$ 3,978,587	\$ 3,730,745	\$ 3,959,565	\$ 3,984,175	\$ 24,610 1%

EXPENDITURES & OTHER USES

Payroll Salaries	\$ 18,942	\$ -	\$ -	\$ -	0%
Payroll Transfers In	-	-	-	-	0%
Total Payroll and Related	18,942	-	-	-	0%
Debt	1,934,078	1,155,620	1,155,620	1,155,174	(446) 0%
Economic Development	-	-	-	-	0%
Insurance	8,188	8,250	8,750	8,750	-
Payroll Transfers Out	404,494	437,145	437,145	482,700	45,555 10%
Repair & Maintenance	217,354	160,535	158,250	158,250	-
Rent & Utilities	86,739	185,580	138,829	156,499	17,670 13%
Services	928,629	577,550	1,051,110	779,120	(271,990) -26%
Supplies	10,529	6,900	6,900	6,900	-
Water Purchases	1,358,068	1,344,600	1,344,600	1,344,600	-
Total Operations & Maintenance	4,948,079	3,876,180	4,301,204	4,091,993	(209,211) -5%
TOTAL OPERATING EXPENDITURES	4,967,021	3,876,180	4,301,204	4,091,993	(209,211) -5%
Capital Project Funds	39,271	96,435	-	-	0%
Capital Outlay	9,402	24,780	19,780	20,780	1,000 5%
Maintenance & Replacement Funds	-	-	-	-	0%
Total Capital and M&R Projects	48,673	121,215	19,780	20,780	1,000 5%
Transfers Out	564,578	158,765	278,593	56,250	(222,343) -80%
Other Sources	-	-	-	-	0%
Total Other Uses	564,578	158,765	278,593	56,250	(222,343) -80%
TOTAL NON-OPERATING EXPENDITURES	613,252	279,980	298,373	77,030	(221,343) -74%
TOTAL EXPENDITURES & OTHER USES	5,580,272	4,156,160	4,599,577	4,169,023	(430,554) -9%

Excess Revenues over(under) Expenditures	(1,601,685)	(425,415)	(640,012)	(184,848)	455,164 71%
FUND BALANCE, BEGINNING	3,226,933	1,121,826	1,121,826	481,814	(640,012) -57%
FUND BALANCE, ENDING	1,625,247	696,411	481,814	296,966	(184,848) -38%
Restricted/Assigned/Committed Funds	1,625,247	696,411	481,814	296,966	(184,848) -38%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	\$ -	\$ -	0%

RESTRICTED/ASSIGNED/COMMITTED FUNDS

Cash	500 10110 00 000	\$ 1,625,247	\$ 696,411	\$ 481,814	\$ 296,966	\$ (184,848) -38%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS	\$ 1,625,247	\$ 696,411	\$ 481,814	\$ 296,966	\$ (184,848)	-38%

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 Sources

- Total revenues and other sources are budgeted to be \$3,984,175
- This represents a 1% increase of \$24,640 from prior year estimated revenues of \$3,959,565.
 - Charges for services increased \$24,610 due to anticipated population growth.
 - The following revenues will remain flat for FY 17/18.
 - Permits and fees of \$168,865
 - Investment earnings of \$14,120
 - Miscellaneous income of \$35,430

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

- **Water Revenue \$2,706,013**

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 \$834,395**

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 \$83,700**

The ductbank is a series of Town owned conduit that houses underground telecommunication infrastructure in portions of Westlake. Revenues are contingent upon utility companies leasing out portions of the ductbank. The Town continues to anticipate growth in new ductbank leases with telecommunications companies.

- **Tap and Impact Fees**

\$93,135 These revenues are a direct reflection of new home starts.

- **Waste Management \$5,415**

The Town receives a 12% fee from its franchisee. The current rate for solid waste and recycling service remains unchanged since 2008.

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 November 2016 and approved by the Town Council at the January 2017 Town Council meeting.
- Staff is committed to maintaining an up to date utility rate analysis to maintain the integrity of the fund. To that end town staff will update the rate study completed in November 2016 which will help guide future rate policy.

Operating Expenditures

- Total operating expenditures are budgeted to be \$4,091,993
- This represents a 5% decrease of \$209,211 from prior year estimated expenditures of \$4,301,204.
 - Debt decreased \$446 when compared to prior year estimate. The FY17/18 debt includes \$888K for the Fort Worth water line. This is the second year that this payment will be made.
 - Payroll transfers out to the General Fund increased \$45,555; due to additional public works project manager that will be added in fiscal year 2017/2018.
 - Rent and utilities increased \$17,670; due to the leasing of new building space in July 2017.
 - Services decreased \$271,990 when compared to prior year estimate.
 - Southlake wastewater treatment is budgeted at \$1,000 which is a decrease \$499,000; anticipating new meter stations going online and this will result in payments being made directly to TRA for sewer services.
 - TRA wastewater treatment budgeted at \$612,000 is an increase of \$226,800; increased to include the Southlake flow and payment as noted above along with an anticipated decrease in cost of service.

Non-Operating Expenditures

- Non-operating expenditures to be \$77,030.
- This represents an 74% decrease of \$221,343 from prior year estimated transfers out of \$298,373.
 - Capital outlay increased \$1,000 when compared to prior year estimate for the purchase of a computer for new project manager. Transfers out to General Fund decreased \$120,258; due to one-time impact fees transferred in the prior year.
 - Transfers out decreased \$222,343
 - Transfer Out to Vehicle M&R Fund decreased \$2,085.
 - Transfers out to Utility M&R decreased \$100,000. A decision was made to decrease this transfer for one year as the fund balance in Utility M&R is currently stable.

Fund Balance

- Excess revenues over(under) expenditures are projected to be \$(184,848)
- The beginning fund balance is projected to be \$481,814.
- The ending fund balance is projected to be \$296,966.

The Utility Fund is burdened with three outstanding long-term obligations.

- The long-term liability of 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 long-term liability of the joint Westlake/Keller water tower.
 - This tower was constructed to provide necessary water storage and pressures within Westlake.
- The proportionate buyout of infrastructure owned by the Hunt Trust which sold the Circle T Ranch to Hillwood.
 - The Town agreed with Hillwood that in exchange for the dissolution of existing Municipal Utility Districts (MUDs), the Utility Fund will reimburse Hillwood the share of purchased MUD infrastructure for each development based upon the acres removed from the MUDs.
 - Hillwood, in turn, must deposit these funds into an escrow account owned by the Hunt Trust.

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Fund
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Cemetery Fund

The cemetery was donated and conveyed by deed to the Town during FY2008-09.

This fund includes all operations associated with the 5.5 acre cemetery located on J.T. Ottinger Road. This includes interment, lot sales, record keeping, and all maintenance associated with the grounds, fences, trees and flower beds.

Cemetery Fund 255
Program Summary
Fiscal Year 2017/2018

Actuals FY 15/16	Adopted Budget FY 16/17	Estimated Budget FY 16/17	Adopted Budget FY 17/18	FY 17/18 vs FY 16/17	Adopted Estimated
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REVENUES & OTHER SOURCES

General Sales Tax	\$ -	\$ -	\$ -	\$ -	0%
Property Tax	\$ -	\$ -	\$ -	\$ -	0%
Charge for Service	11,115	11,575	11,575	11,575	0%
Hotel Occupancy Tax	\$ -	\$ -	\$ -	\$ -	0%
Beverage Tax	\$ -	\$ -	\$ -	\$ -	0%
Franchise Fees	\$ -	\$ -	\$ -	\$ -	0%
Permits & Fees Other	\$ -	\$ -	\$ -	\$ -	0%
Permits & Fees Building	\$ -	\$ -	\$ -	\$ -	0%
Permits & Fees Utility	\$ -	\$ -	\$ -	\$ -	0%
Fines & Forfeitures	\$ -	\$ -	\$ -	\$ -	0%
Investment Earnings	215	140	900	900	0%
Contributions	\$ -	\$ -	50,000	\$ -	(50,000) -100%
Misc Income	\$ -	350	350	350	0%
Total Revenues	11,330	12,065	62,825	12,825	(50,000) -80%
Transfers In	\$ -	\$ -	\$ -	\$ -	0%
Other Sources	\$ -	\$ -	\$ -	\$ -	0%
Total Other Sources	\$ -	\$ -	\$ -	\$ -	0%
TOTAL REVENUES & OTHER SOURCES	\$ 11,330	\$ 12,065	\$ 62,825	\$ 12,825	\$ (50,000) -80%

EXPENDITURES & OTHER USES

Payroll Salaries	\$ -	\$ -	\$ -	\$ -	0%
Payroll Transfers In	\$ -	\$ -	\$ -	\$ -	0%
Total Payroll and Related	\$ -	\$ -	\$ -	\$ -	0%
Debt	\$ -	\$ -	\$ -	\$ -	0%
Economic Development	\$ -	\$ -	\$ -	\$ -	0%
Insurance	\$ -	\$ -	\$ -	\$ -	0%
Payroll Transfers Out	\$ -	\$ -	\$ -	\$ -	0%
Repair & Maintenance	\$ -	500	620	7,000	6,380 1029%
Rent & Utilities	\$ -	\$ -	\$ -	\$ -	0%
Services	7,381	4,925	7,840	19,840	12,000 153%
Supplies	450	250	225	350	125 56%
Water Purchases	\$ -	\$ -	\$ -	\$ -	0%
Total Operations & Maintenance	7,831	5,675	8,685	27,190	18,505 213%
TOTAL OPERATING EXPENDITURES	7,831	5,675	8,685	27,190	18,505 213%
Capital Project Funds	\$ -	\$ -	\$ -	\$ -	0%
Capital Outlay	\$ -	\$ -	\$ -	5,000	5,000 100%
Maintenance & Replacement Funds	\$ -	\$ -	\$ -	\$ -	0%
Total Capital and M&R Projects	\$ -	\$ -	\$ -	5,000	5,000 100%
Transfers Out	\$ -	\$ -	\$ -	\$ -	0%
Other Sources	\$ -	\$ -	\$ -	\$ -	0%
Total Other Uses	\$ -	\$ -	\$ -	\$ -	0%
TOTAL NON-OPERATING EXPENDITURES	\$ -	\$ -	\$ -	5,000	5,000 100%
TOTAL EXPENDITURES & OTHER USES	7,831	5,675	8,685	32,190	23,505 271%

Excess Revenues over(under) Expenditures	3,500	6,390	54,140	(19,365)	(73,505) 136%
FUND BALANCE, BEGINNING	154,738	158,238	158,238	212,378	54,140 34%
FUND BALANCE, ENDING	158,238	164,628	212,378	193,013	(19,365) -9%
Restricted/Assigned/Committed Funds	158,238	164,628	212,378	193,013	(19,365) -9%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	\$ -	\$ -	0%

RESTRICTED/ASSIGNED/COMMITTED FUNDS

Cash	255 10110 00 000	\$ 62,345	\$ 68,885	\$ 117,180	\$ 98,512	\$ (18,668) -16%
Inventory Lots	255 15100 00 000	95,893	95,743	95,197	94,500	(697) -1%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS	\$ 158,238	\$ 164,628	\$ 212,378	\$ 193,013	\$ (19,365)	-9%

Section 4 Enterprise Funds
Cemetery Fund Overview

The Cemetery Fund includes all operations associated with the 5.5 acre cemetery located on J.T. Ottinger Road.

Program activities include interment, lot sales, record keeping, and all maintenance associated with the grounds, fences, trees and flower beds.

The cemetery was donated and conveyed by deed to the Town during FY 2008/09.

Revenues and Other Sources

- Revenues and other sources are budgeted to be \$12,825
- This reflects a 80% decrease of \$50,000 when compared to prior year estimated revenues of \$62,825.
 - One-time private contributions \$50,000 received in the prior year will be used in fiscal year 2017/2018 for operations and maintenance to the cemetery.

Operating Expenditures and Other Uses

- Operating expenditures are budgeted to be \$27,190
- This represents a 213% increase of \$18,505 when compared to prior year estimated expenditures of \$8,685.
 - Repairs and maintenance increased \$6,380; for items related to the irrigation and grounds.
 - Services increased \$12,000; for items related to engineering and landscaping.
 - Capital outlay increased \$5,000; for land improvements to the cemetery.

Fund Balance

- Excess revenues over(under) expenditures is projected to be \$(19,365)
- The beginning fund balance is projected to 212,378.
- The ending fund balance is projected to be \$193,013

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SECTION 5

INTERNAL SERVICE FUNDS

MAINTAINING
our
Vision

Hold Fast - Stay True

in a Sea of
CHANGE

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INTERNAL SERVICE FUNDS

Combined Program Summary

Fiscal Year 2017/2018

Actuals FY 15/16	Adopted Budget FY 16/17	Estimated Budget FY 16/17	Adopted Budget FY 17/18	FY 16/17 vs FY 15/16	Adopted vs Estimated
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REVENUES & OTHER SOURCES

General Sales Tax	\$ -	\$ -	\$ -	\$ -	0%
Property Tax	-	-	-	-	0%
Hotel Tax	-	-	-	-	0%
Charge for Services	-	-	-	-	0%
Beverage Tax	-	-	-	-	0%
Franchise Fees	-	-	-	-	0%
Permits & Fees Other	4,000	6,000	6,000	6,000	0%
Permits & Fees Buildings	-	-	-	-	0%
Permits & Fees Utility	-	-	-	-	0%
Fines & Forfeitures	-	-	-	-	0%
Investment Earnings	4,225	4,470	7,015	7,015	0%
Contributions	13,299	-	110,500	-	(110,500) -100%
Misc Income	16,693	-	4,765	-	(4,765) -100%
Total Revenues	38,217	10,470	128,280	13,015	(115,265) -90%
Transfers In	768,333	458,335	1,090,550	300,000	(790,550) -72%
Other Sources	-	-	8,715	-	(8,715) -100%
Total Other Sources	768,333	458,335	1,099,265	300,000	(799,265) 0%
TOTAL REVENUES & OTHER SOURCES	\$ 806,550	\$ 468,805	\$ 1,227,545	\$ 313,015	\$ (914,530) -75%

EXPENDITURES & OTHER USES

Payroll Salaries	\$ -	\$ -	\$ -	\$ -	0%
Payroll Transfer In	-	-	-	-	0%
Total Payroll and Related	-	-	-	-	0%
Debt	11,570	-	-	-	0%
Economic Development	-	-	-	-	0%
Insurance	-	-	-	-	0%
Payroll Transfer Out	-	-	-	-	0%
Repair & Maintenance	-	-	-	-	0%
Rent & Utilities	-	-	-	-	0%
Services	-	-	-	-	0%
Supplies	-	-	-	-	0%
Water Purchases	-	-	-	-	0%
Total Operations & Maintenance	11,570	-	-	-	0%
TOTAL OPERATING EXPENDITURES	11,570	-	-	-	0%
Capital Project Funds	-	-	-	-	0%
Capital Outlay	-	-	-	-	0%
Maintenance & Replacement Funds	345,358	783,700	1,391,745	532,000	(859,745) -62%
Total Capital	345,358	783,700	1,391,745	532,000	(859,745) -62%
Transfers Out	-	-	380,000	-	(380,000) -100%
Other Uses	-	-	-	-	0%
Total Other Uses	-	-	380,000	-	(380,000) -100%
TOTAL NON-OPERATING EXPENDITURES	345,358	783,700	1,771,745	532,000	(1,239,745) -70%
TOTAL EXPENDITURES & OTHER USES	356,928	783,700	1,771,745	532,000	(1,239,745) -70%

Excess Revenue over(under) Expenditures	449,622	(314,895)	(544,200)	(218,985)	325,215 60%
FUND BALANCE, BEGINNING	679,660	1,129,282	1,129,282	585,082	(544,200) -48%
FUND BALANCE, ENDING	1,129,282	814,387	585,082	366,097	(218,985) -37%
Restricted/Assigned/Committed Funds	1,129,282	814,387	585,082	366,097	(218,985) -37%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	\$ -	\$ -	0%

RESTRICTED/ASSIGNED/COMMITTED FUNDS

Cash	\$ 1,129,282	\$ 814,387	\$ 585,082	\$ 366,097	\$ (218,985) -37%
					0%
					0%
					0%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS	\$ 1,129,282	\$ 814,387	\$ 585,082	\$ 366,097	\$ (218,985) -37%

INTERNAL SERVICE FUNDS
Combining Revenues, Expenditures and Fund Balance
FISCAL YEAR 2016/2017

UMR Fund 510	GMR Fund 600	VMR Fund 505	VMR Fund 605	TOTAL
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REVENUES & OTHER SOURCES

General Sales Tax	-	-	-	-	-
Property Tax	-	-	-	-	-
Charge for Services	-	-	-	-	-
Hotel Tax	-	-	-	-	-
Beverage Tax	-	-	-	-	-
Franchise Fees	-	-	-	-	-
Permits and Fees Other	-	6,000	-	-	6,000
Permits and Fees Building	-	-	-	-	-
Permits and Fees Utility	-	-	-	-	-
Fines and Forfeitures	-	-	-	-	-
Investment Earnings	4,500	1,550	40	925	7,015
Contributions	-	-	-	-	-
Misc Income	-	-	-	-	-
Total Revenues	4,500	7,550	40	925	13,015
Transfers In	-	300,000	6,250	-	306,250
Other Sources	-	-	-	-	-
Total Other Sources	-	300,000	6,250	-	306,250
TOTAL REVENUES AND OTHER SOURCES	\$ 4,500	\$ 307,550	\$ 6,290	\$ 925	\$ 319,265

EXPENDITURES AND OTHER USES

Payroll Salaries	\$ -	\$ -	\$ -	\$ -	\$ -
Payroll Transfers In	-	-	-	-	-
Total Payroll & Related	-	-	-	-	-
Debt	-	-	-	-	-
Economic Development	-	-	-	-	-
Insurance	-	-	-	-	-
Payroll Transfers Out	-	-	-	-	-
Repair & Maintenance	-	-	-	-	-
Rent & Utilities	-	-	-	-	-
Services	-	-	-	-	-
Supplies	-	-	-	-	-
Water Purchases	-	-	-	-	-
Total Operations & Maintenance	-	-	-	-	-
TOTAL OPERATING EXPENDITURES	-	-	-	-	-
Capital Project Funds	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Maintenance & Replacement Funds	245,000	287,000	-	-	532,000
Total Capital	245,000	287,000	-	-	532,000
Transfers Out	-	-	-	-	-
Other Uses	-	-	-	-	-
Total Other Uses	-	-	-	-	-
TOTAL NON-OPERATING EXPENDITURES	245,000	287,000	-	-	532,000
TOTAL EXPENDITURES AND OTHER USES	245,000	287,000	-	-	532,000

Excess Revenues over(under) Expenditures	(240,500)	20,550	6,290	925	(212,735)
BEGINNING FUND BALANCE	447,439	623	25,360	136,979	610,402
ENDING FUND BALANCE	\$ 206,939	\$ 21,173	\$ 31,650	\$ 137,904	\$ 371,684

Utility Maintenance & Replacement Fund

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

Vehicle Maintenance and Replacement Fund 510

Program Summary

Fiscal Year 2017/2018

	Actuals FY 15/16	Adopted Budget FY 16/17	Estimated Budget FY 16/17	Adopted Budget FY 17/18	FY 17/18 vs FY 16/17	Adopted vs Estimated
REVENUES & OTHER SOURCES						
General Sales Tax	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Property Tax	-	-	-	-	-	0%
Charge for Service	-	-	-	-	-	0%
Hotel Occupancy Tax	-	-	-	-	-	0%
Beverage Tax	-	-	-	-	-	0%
Franchise Fees	-	-	-	-	-	0%
Permits & Fees Other	-	-	-	-	-	0%
Permits & Fees Building	-	-	-	-	-	0%
Permits & Fees Utility	-	-	-	-	-	0%
Fines & Forfeitures	-	-	-	-	-	0%
Investment Earnings	2,379	2,370	4,500	4,500	-	0%
Contributions	-	-	-	-	-	0%
Misc Income	-	-	-	-	-	0%
Total Revenues	2,379	2,370	4,500	4,500	-	0%
Transfers In	300,000	100,000	100,000	-	(100,000)	100%
Other Sources	-	-	-	-	-	0%
Total Other Sources	300,000	100,000	100,000	-	(100,000)	100%
TOTAL REVENUES & OTHER SOURCES	\$ 302,379	\$ 102,370	\$ 104,500	\$ 4,500	\$ (100,000)	-96%
EXPENDITURES & OTHER USES						
Payroll Salaries	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Payroll Transfers In	-	-	-	-	-	0%
Total Payroll and Related	-	-	-	-	-	0%
Debt	-	-	-	-	-	0%
Economic Development	-	-	-	-	-	0%
Insurance	-	-	-	-	-	0%
Payroll Transfers Out	-	-	-	-	-	0%
Repair & Maintenance	-	-	-	-	-	0%
Rent & Utilities	-	-	-	-	-	0%
Services	-	-	-	-	-	0%
Supplies	-	-	-	-	-	0%
Water Purchases	-	-	-	-	-	0%
Total Operations & Maintenance	-	-	-	-	-	0%
TOTAL OPERATING EXPENDITURES	-	-	-	-	-	0%
Capital Project Funds	-	-	-	-	-	0%
Capital Outlay	-	-	-	-	-	0%
Maintenance & Replacement Funds	-	232,500	-	245,000	-	245,000
Total Capital and M&R Projects	-	232,500	-	245,000	-	245,000
Transfers Out	-	-	380,000	-	(380,000)	-100%
Other Sources	-	-	-	-	-	0%
Total Other Uses	-	-	380,000	-	(380,000)	-100%
TOTAL NON-OPERATING EXPENDITURES	-	232,500	380,000	245,000	(135,000)	-36%
TOTAL EXPENDITURES & OTHER USES	-	232,500	380,000	245,000	(135,000)	-36%
Excess Revenues over(under) Expenditures	302,379	(130,130)	(275,500)	(240,500)	35,000	13%
FUND BALANCE, BEGINNING	420,560	722,939	722,939	447,439	(275,500)	-38%
FUND BALANCE, ENDING	722,939	592,809	447,439	206,939	(240,500)	-54%
Restricted/Assigned/Committed Funds	722,939	592,809	447,439	206,939	(240,500)	-54%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	\$ -	\$ -	\$ -	0%
RESTRICTED/ASSIGNED/COMMITTED FUNDS						
Cash	510 10110 00 000	\$ 722,939	\$ 592,809	\$ 447,439	\$ 206,939	\$ (240,500) -54%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS	\$ 722,939	\$ 592,809	\$ 447,439	\$ 206,939	\$ (240,500)	-54%

Utility Maintenance & Replacement Overview

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

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

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

Revenues and Other Sources

- Revenues and other sources are budgeted at \$4,500.
- This represents a 96% decrease of \$100,000 from the prior year estimated of \$104,500.
 - Transfers in from the Utility Fund were \$100,00 in the prior year and have been decreased to zero for the current year.

Expenditures and Other Uses

- Expenditures and other uses are budgeted at \$245,000.
- This represents a 36% decrease of \$135,000 from the prior year estimated of \$380,000.
 - Maintenance and replacement projects reflect a 100% increase of \$245,000.
 - The following projects are budgeted for FY17/18:
 - Pump Station Equipment \$100,000
 - Repaint Ground Storage Tank \$100,000
 - Sewer Easement Cleaning Machine \$45,000
 - Transfers out are budgeted to decrease 100% when compared to prior year estimate of \$380,000. This is due to one-time transfers out to the General M&R Fund budgeted in the prior year for furniture, fixtures, etc. related to the new municipal building.

Fund Balance

- Excess revenues over(under) expenditures are projected to the \$(240,500).
- The beginning fund balance is projected to be \$447,439.
- The ending fund balance is projected to be \$206,939.

UTILITY

Maintenance & Replacement Fund 600

Five Year Forecast

Description	Account Number	Estimated FY 16-17	Adopted FY 17-18	1 FY 18-19	2 FY 19-20	3 FY 20-21	4 FY 21-22
REVENUES & OTHER SOURCES							
Interest Income	510-36110-00-000	\$ 4,500	\$ 4,500	\$ 3,400	\$ 3,400	\$ 3,400	\$ 3,400
Transfer in from UF	510-52550-88-000	100,000	-	25,000	25,000	25,000	25,000
TOTAL REVENUES AND OTHER SOURCES		\$ 104,500	\$ 4,500	\$ 28,400	\$ 28,400	\$ 28,400	\$ 28,400
MAINTENANCE/REPLACEMENT PROJECTS							
Pump Station Equipment	510-44123-16-000-000005	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -
Sewer Easement Cleaning Machine	510-44114-16-000-000014	-	45,000	-	-	-	-
Repaint Ground Storage Tank	510-44119-16-000-000015	-	100,000	-	-	-	-
TOTAL PROJECTS		-	245,000	-	-	-	-
OTHER USES							
Transfer Out to GMR	510-62600-99-000	380,000	-	-	-	-	-
TOTAL OTHER USES		380,000	-	-	-	-	-
Excess Revenues over(under) Expenditures		(275,500)	(240,500)	28,400	28,400	28,400	28,400
BEGINNING FUND BALANCE		722,939	447,439	206,939	235,339	263,739	292,139
ENDING FUND BALANCE		\$ 447,439	\$ 206,939	\$ 235,339	\$ 263,739	\$ 292,139	\$ 320,539

General Maintenance & Replacement Fund

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

General Maintenance and Replacement Fund 600

Program Summary

Fiscal Year 2017/2018

	Actuals FY 15/16	Adopted Budget FY 16/17	Estimated Budget FY 16/17	Adopted Budget FY 17/18	FY 17/18 vs FY 16/17	Adopted vs Estimated
REVENUES & OTHER SOURCES						
General Sales Tax	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Property Tax	-	-	-	-	-	0%
Charge for Service	-	-	-	-	-	0%
Hotel Occupancy Tax	-	-	-	-	-	0%
Beverage Tax	-	-	-	-	-	0%
Franchise Fees	-	-	-	-	-	0%
Permits & Fees Other	4,000	6,000	6,000	6,000	-	0%
Permits & Fees Building	-	-	-	-	-	0%
Permits & Fees Utility	-	-	-	-	-	0%
Fines & Forfeitures	-	-	-	-	-	0%
Investment Earnings	1,285	1,550	1,550	1,550	-	0%
Contributions	13,299	-	500	-	(500)	-100%
Misc Income	8,043	-	-	-	-	0%
Total Revenues	26,628	7,550	8,050	7,550	(500)	-6%
Transfers In	350,000	350,000	990,550	300,000	(690,550)	100%
Other Sources	-	-	-	-	-	0%
Total Other Sources	350,000	350,000	990,550	300,000	(690,550)	100%
TOTAL REVENUES & OTHER SOURCES	\$ 376,628	\$ 357,550	\$ 998,600	\$ 307,550	\$ (691,050)	-69%
EXPENDITURES & OTHER USES						
Payroll Salaries	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Payroll Transfers In	-	-	-	-	-	0%
Total Payroll and Related	-	-	-	-	-	0%
Debt	11,570	-	-	-	-	0%
Economic Development	-	-	-	-	-	0%
Insurance	-	-	-	-	-	0%
Payroll Transfers Out	-	-	-	-	-	0%
Repair & Maintenance	-	-	-	-	-	0%
Rent & Utilities	-	-	-	-	-	0%
Services	-	-	-	-	-	0%
Supplies	-	-	-	-	-	0%
Water Purchases	-	-	-	-	-	0%
Total Operations & Maintenance	11,570	-	-	-	-	0%
TOTAL OPERATING EXPENDITURES	11,570	-	-	-	-	0%
Capital Project Funds	-	-	-	-	-	0%
Capital Outlay	-	-	-	-	-	0%
Maintenance & Replacement Funds	345,358	496,200	1,226,745	287,000	(939,745)	-77%
Total Capital and M&R Projects	345,358	496,200	1,226,745	287,000	(939,745)	-77%
Transfers Out	-	-	-	-	-	0%
Other Sources	-	-	-	-	-	0%
Total Other Uses	-	-	-	-	-	0%
TOTAL NON-OPERATING EXPENDITURES	345,358	496,200	1,226,745	287,000	(939,745)	-77%
TOTAL EXPENDITURES & OTHER USES	356,928	496,200	1,226,745	287,000	(939,745)	-77%
Excess Revenues over(under) Expenditures	19,699	(138,650)	(228,145)	20,550	248,695	109%
FUND BALANCE, BEGINNING	209,069	228,768	228,768	623	(228,145)	-100%
FUND BALANCE, ENDING	228,768	90,118	623	21,173	20,550	3297%
Restricted/Assigned/Committed Funds	228,768	90,118	623	21,173	20,550	3297%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	\$ -	\$ -	\$ -	0%
RESTRICTED/ASSIGNED/COMMITTED FUNDS						
Cash	600 10110 00 000	\$ 228,768	\$ 90,118	\$ 623	\$ 21,173	\$ 20,550
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS	\$ 228,768	\$ 90,118	\$ 623	\$ 21,173	\$ 20,550	3297%

General Maintenance & Replacement Overview

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

This fund receives planned revenue transfers from each operating fund that owns and maintains capital assets. Accumulated funds are intended to cover the cost of future capital repair and replacement. The GMR is designed to (1) avoid future bond programs, (2) encourage a conservative pattern of spending, (3) minimize reliance on revenue streams that are vulnerable to fluctuations in the economy, such as the sales tax, and (4) prevent excessive maintenance and repair costs via the timely replacement of capital assets. Project lists are developed annually from a long-range facility maintenance schedule and incorporated into a routine schedule for maintenance and replacement of major facility equipment, infrastructure and permanent capital assets.

Revenues and Other Sources

- Revenues and Other Sources are budgeted to be \$ 307,750.
- This represents a 69% decrease of \$691,050 from the prior year estimated budget of \$998,600 due to the decrease in the following:
 - Transfers in from the General Fund - \$310,550.
 - Transfers in from the Utility Maintenance & Replacement Fund - \$380,000.

Expenditures and Other Uses

- Expenditures and Other Uses are budgeted to be \$287,000.
- This is a 77% decrease of \$939,745 from the prior year estimated budget of \$1,226,745.
 - The prior year budget included \$800K for construction costs related to the new town hall building.
- Projects for fiscal year 2017/2018 are noted below:

Dept #	Project Name	Amount
Dept. 17	Academy Facilities	\$ 200,000
Dept. 19	Parks, Trails, Recreation	32,000
Dept. 20	Information Technology	30,000
Dept. 26	Municipal Facilities	25,000
	TOTAL PROJECTS	\$ 287,000

Fund Balance

- Excess revenues over(under) expenditures are projected to be \$20,550.
- Beginning fund balance is projected to be \$623.
- The ending fund balance is projected to be \$21,173.

GENERAL

Maintenance & Replacement Fund 600

Five Year Forecast

Description	Account Number	Estimated FY 16-17	Adopted FY 17-18	1 FY 18-19	2 FY 19-20	3 FY 20-21	4 FY 21-22
REVENUES & OTHER SOURCES							
Firefighter Equipment Fees	n/a 600-34008-14-000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000
Interest Income	n/a 600-36110-00-000	1,550	1,550	1,750	1,750	1,750	1,750
Contributions	n/a 600-33700-14-101	500	-	-	-	-	-
Transfer in from UMR	n/a 600-52541-88-000	380,000	-	-	-	-	-
Transfer in from GF	n/a 600-52510-88-000	610,550	300,000	300,000	200,000	200,000	200,000
TOTAL REVENUES AND OTHER SOURCES		\$ 998,600	\$ 307,550	\$ 307,750	\$ 207,750	\$ 207,750	\$ 207,750
MAINTENANCE/REPLACEMENT PROJECTS							
WA-Irrigation System	7 600-43340-17-000-000007	\$ 10,000	\$ 9,000	\$ 5,000	\$ 15,000	\$ 5,000	\$ 5,000
WA-Carpet/VCT Flooring	8 600-45908-17-000-000008	25,000	29,000	15,000	15,000	15,000	15,000
WA-Ext Environmental Improvements Irrig	9 600-44306-17-000-000009	7,500	9,000	10,000	-	12,000	12,000
WA-Envrnm Bldg UG light/water	10 600-45908-17-000-000010	5,000	4,000	10,000	-	5,000	5,000
WA-Exterior Paint & Wood R&M	11 600-45909-17-000-000011	11,000	7,000	4,000	4,000	8,000	8,000
WA-Painting/Cloth Wall R&M	12 600-44220-17-000-000012	6,250	9,000	8,000	10,000	8,000	8,000
WA-Roof Repairs	13 600-45909-17-000-000013	56,615	45,000	9,000	15,000	5,000	5,000
WA-Parking Lot	15 600-44306-17-000-000015	8,555	-	25,000	-	-	-
WA-Refurbish Classrooms	17 600-45908-17-000-000017	15,000	24,000	30,000	35,000	25,000	25,000
WA-Update Security System	18 600-43354-17-000-000018	20,000	4,000	25,000	5,000	8,000	8,000
WA-Update Security Cameras	19 600-43354-17-000-000019	15,000	9,000	-	2,000	12,000	12,000
WA-Interior Building R&M	23 600-45908-17-000-000023	40,000	7,000	15,000	10,000	15,000	15,000
WA-15 Ton Split HVAC System	24 600-43347-17-000-000024	11,250	9,000	15,000	10,000	25,000	25,000
WA-2 Ton Roof Top Units	25 600-43347-17-000-000025	13,200	9,000	5,000	15,000	10,000	10,000
WA-AC ton/7.5 ton server room	26 600-43347-17-000-000026	5,000	9,000	5,000	-	20,000	20,000
WA-Heater Boilers	29 600-44219-17-000-000029	-	4,000	5,000	-	25,000	25,000
WA-HVAC System Replacement	32 600-43347-17-000-000032	10,000	9,000	10,000	-	5,000	5,000
WA-Plumbing Repair/Replacement	36 600-45904-17-000-000036	4,965	4,000	9,000	15,000	5,000	5,000
WA-Furniture/Interior Bldg	45 600-47415-17-000-000045	5,400	-	-	-	-	-
TOTAL ACADEMY FACILITIES MAINTENANCE	Department 17	269,735	200,000	205,000	151,000	208,000	208,000
Park R&M	43 600-45911-19-000-000043	10,000	20,000	10,000	10,000	10,000	10,000
Trail Repairs	14 600-43343-19-000-000014	12,000	12,000	10,000	10,000	10,000	10,000
TOTAL PARKS & RECREATION	Department 19	22,000	32,000	20,000	20,000	20,000	20,000
Servers & Network Storage	20 600-43405-20-000-000020	25,000	15,000	40,000	15,000	15,000	15,000
Network Printers/Peripheal Dev	21 600-43405-20-000-000021	7,500	5,000	5,000	5,000	5,000	5,000
Network Equipment	27 600-43405-20-000-000027	75,000	-	115,000	25,000	25,000	25,000
Principal Expense	27 600-47120-20-000-000027	-	-	-	-	-	-
Phone System/Peripheal Devices	28 600-45305-20-000-000028	5,000	5,000	65,000	10,000	10,000	10,000
Server Replacements	33 600-43405-20-000-000033	12,710	5,000	20,000	12,500	100,000	12,500
TOTAL INFORMATION TECHNOLOGY	Department 20	125,210	30,000	245,000	67,500	155,000	67,500
Town-Irrigation R&M	7 600-43340-26-000-000007	-	-	5,000	5,000	5,000	5,000
Town-Env Bldg UG light/water	10 600-45908-26-000-000010	-	-	10,000	10,000	10,000	10,000
Town-Parking Lot	15 600-44306-26-000-000015	-	-	4,000	4,000	4,000	4,000
Town-Heater	29 600-44219-26-000-000029	-	-	3,000	3,000	3,000	3,000
Town-HVAC System Replacement	32 600-43347-26-000-000032	-	-	5,000	5,000	5,000	5,000
Town-Furniture/Interior Bldg	45 600-47415-26-000-000045	809,800	25,000	-	-	-	-
Town-Open Space Improvements	52 600-43343-26-000-000052	-	-	-	-	-	-
TOTAL TOWN FACILITIES MAINTENANCE	Department 26	809,800	25,000	27,000	27,000	27,000	27,000
GRAND TOTAL PROJECTS		1,226,745	287,000	497,000	265,500	410,000	322,500
Excess Revenues over(under) Expenditures		(228,145)	20,550	(189,250)	(57,750)	(202,250)	(114,750)
BEGINNING FUND BALANCE		228,768	623	21,173	(168,077)	(225,827)	(428,077)
ENDING FUND BALANCE		\$ 623	\$ 21,173	\$ (168,077)	\$ (225,827)	\$ (428,077)	\$ (542,827)

Vehicle Maintenance & Replacement Guidelines

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

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

Guidelines for Vehicle Maintenance & Replacement

BUDGETING FOR RECURRING CAPITAL EXPENDITURES

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

EXAMPLE OF RECURRING CAPITAL EXPENSE IN TRANSPORTATION

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

VEHICLE MAINTENANCE AND REPLACEMENT

Annually, available funds will be evaluated during the budget process and a percentage of each operating fund's budget will be recommended to the Council for transfer. Upon approval by the Council, the recommended amount will be transferred to the appropriate funds (General or Utility Maintenance Replacement Fund) for major maintenance/ replacement of street, building roof, flooring, air conditioning, equipment, etc.

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

Guidelines for Vehicle Maintenance & Replacement

Funding for vehicle/equipment replacement should be incrementally allocated from department operating funds to a restricted Capital Maintenance and Replacement Fund, subject to funding availability on an annual basis. Future vehicle/equipment replacements should be funded from this restricted fund, which receives accumulated operating fund transfers based upon the Vehicle and Equipment Depreciation Schedule.

Funding will consist of an annual set-aside based upon a straight-line depreciation for each vehicle over the course of its useful life and budgeted as part of the annual budget development process.

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

REPLACEMENT AND DEPRECIATION GUIDELINES

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

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

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

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

Guidelines for Vehicle Maintenance & Replacement

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

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

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

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

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

GUIDE FOR EARLY REPLACEMENT OF TOWN-OWNED VEHICLES

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

Guidelines for Vehicle Maintenance & Replacement

whether the vehicle is sold in un-repaired condition or restored to repaired condition.

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

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

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

EXAMPLE A – Vehicles

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

\$0.30 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.

Guidelines for Vehicle Maintenance & Replacement

Factor	Points	Description
Age Usage	1	Each 10,000 miles of usage
Type of Service	1	Standard sedans, SUV's and pickups
	2	Each year of chronological age
	3	Vehicles that pulls trailer, haul heavy loads and continued off-road usage
	4	Any vehicle involved in ice or snow removal or road treatment
Reliability	1	In shop one time within 3-month time period, no major breakdowns/road side assistance call with 3-month period
Preventive Maintenance Work Not Included	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	1	Maintenance cost are less than or equal to 20% of replacement
Incident	2	Maintenance cost are 21-40% of replacement cost
Repair Not Include	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, won interior (one or more rips, tears, burns).
	4	Poor paint and body condition, rust (holes), interior (rips, tears, burns, cracked dash) and major damage for add-on equipment
	5	Previous accident damage, poor paint and body condition, rust (holes), interior (rips, tears, burns, cracked dash) and major damage for add-on equipment
TOTAL	60	

Guidelines for Vehicle Maintenance & Replacement

Point Ranges for Replacement Consideration

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

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

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

Staff recommendation = Replacement this year

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

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

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

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

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Vehicle Maintenance & Replacement Fund (Utility)

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

Utility Vehicle Maintenance & Replacement Fund 505

Program Summary

Fiscal Year 2017/2018

	Actuals FY 15/16	Adopted Budget FY 16/17	Estimated Budget FY 16/17	Adopted Budget FY 17/18	FY 17/18 vs FY 16/17	Adopted Estimated
REVENUES & OTHER SOURCES						
General Sales Tax	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Property Tax	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Charge for Service	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Hotel Occupancy Tax	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Beverage Tax	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Franchise Fees	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Permits & Fees Other	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Permits & Fees Building	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Permits & Fees Utility	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Fines & Forfeitures	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Investment Earnings	\$ -	\$ -	40	40	\$ -	0%
Contributions	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Misc Income	\$ -	\$ -	8,650	\$ -	(8,650)	-100%
Total Revenues	\$ -	\$ -	8,690	40	(8,650)	-100%
Transfers In	\$ -	\$ -	16,670	6,250	(10,420)	100%
Other Sources	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Total Other Sources	\$ -	\$ -	16,670	6,250	(10,420)	100%
TOTAL REVENUES & OTHER SOURCES	\$ -	\$ -	\$ 25,360	\$ 6,290	\$ (19,070)	-75%
EXPENDITURES & OTHER USES						
Payroll Salaries	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Payroll Transfers In	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Total Payroll and Related	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Debt	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Economic Development	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Payroll Transfers Out	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Repair & Maintenance	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Rent & Utilities	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Services	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Supplies	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Water Purchases	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Total Operations & Maintenance	\$ -	\$ -	\$ -	\$ -	\$ -	0%
TOTAL OPERATING EXPENDITURES	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Capital Project Funds	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Maintenance & Replacement Funds	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Total Capital and M&R Projects	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Transfers Out	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Other Sources	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Total Other Uses	\$ -	\$ -	\$ -	\$ -	\$ -	0%
TOTAL NON-OPERATING EXPENDITURES	\$ -	\$ -	\$ -	\$ -	\$ -	0%
TOTAL EXPENDITURES & OTHER USES	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Excess Revenues over(under) Expenditures	\$ -	\$ -	25,360	6,290	(19,070)	75%
FUND BALANCE, BEGINNING	\$ -	\$ -	\$ -	25,360	25,360	100%
FUND BALANCE, ENDING	\$ -	\$ -	25,360	31,650	6,290	25%
Restricted/Assigned/Committed Funds	\$ -	\$ -	25,360	31,650	6,290	25%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	\$ -	\$ -	\$ -	0%
RESTRICTED/ASSIGNED/COMMITTED FUNDS						
Cash 505 10110 00 000	\$ -	\$ -	\$ 25,360	\$ 31,650	\$ 6,290	25%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS	\$ -	\$ -	\$ 25,360	\$ 31,650	\$ 6,290	25%

Utility Vehicle Maintenance & Replacement

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

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

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

Revenues and Other Sources

- Revenues and other sources are budgeted at \$6,290
- This represents a 75% decrease of \$19,070 from the prior year estimated of \$25,360.
 - Miscellaneous income is budgeted to decrease \$8,650 due to one-time funds received from sales of surplus and scrap material in the prior year.
 - Transfers in from the Utility Fund are budgeted to decrease \$10,420.

Expenditures and Other Uses

- There are no expenditures budgeted for this fiscal year.

Fund Balance

- Excess revenues over(under) expenditures are budgeted to be \$6,290.
- The beginning fund balance is projected to be \$25,360.
- The ending fund balance is projected to be \$31,650.

UTILITY

Vehicle Maintenance & Replacement Fund 505

Five Year Forecast

Description	Account Number	Estimated FY 16-17	Adopted FY 17-18	1 FY 18-19	2 FY 19-20	3 FY 20-21	4 FY 21-22
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REVENUES & OTHER SOURCES

Transfer in from Utility Fund	505-52550-88-000	16,670	6,250	6,250	6,250	6,250	6,250
Sales of Surplus	505-34144-16-000	8,650	-	-	-	-	-
Insurance Proceeds	505-39100-16-000	-	-	-	-	-	-
Interest Income	505-36110-16-000	40	40	-	-	-	-
TOTAL REVENUES AND OTHER SOURCES		\$ 25,360	\$ 6,290	\$ 6,250	\$ 6,250	\$ 6,250	\$ 6,250

EXPENDITURES & OTHER USES

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

Excess Revenues over(under) Expenditures	25,360	6,290	6,250	6,250	(43,750)	6,250
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BEGINNING FUND BALANCE	-	25,360	31,650	37,900	44,150	400
ENDING FUND BALANCE		\$ 25,360	\$ 31,650	\$ 37,900	\$ 44,150	\$ 400

Fund
605

Vehicle Maintenance & Replacement Fund (General)

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

General Vehicle Maintenance & Replacement Fund 605

Program Summary

Fiscal Year 2017/2018

	Actuals FY 15/16	Adopted Budget FY 16/17	Estimated Budget FY 16/17	Adopted Budget FY 17/18	FY 17/18 vs FY 16/17	Adopted Estimated
REVENUES & OTHER SOURCES						
General Sales Tax	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Property Tax	-	-	-	-	-	0%
Charge for Service	-	-	-	-	-	0%
Hotel Occupancy Tax	-	-	-	-	-	0%
Beverage Tax	-	-	-	-	-	0%
Franchise Fees	-	-	-	-	-	0%
Permits & Fees Other	-	-	-	-	-	0%
Permits & Fees Building	-	-	-	-	-	0%
Permits & Fees Utility	-	-	-	-	-	0%
Fines & Forfeitures	-	-	-	-	-	0%
Investment Earnings	560	550	925	925	-	0%
Contributions	-	-	110,000	-	(110,000)	-100%
Misc Income	8,650	-	4,765	-	(4,765)	-100%
Total Revenues	9,210	550	115,690	925	(114,765)	-99%
Transfers In	118,333	8,335	-	-	-	100%
Other Sources	-	-	8,715	-	(8,715)	-100%
Total Other Sources	118,333	8,335	8,715	-	(8,715)	100%
TOTAL REVENUES & OTHER SOURCES	\$ 127,543	\$ 8,885	\$ 124,405	\$ 925	\$ (123,480)	-99%
EXPENDITURES & OTHER USES						
Payroll Salaries	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Payroll Transfers In	-	-	-	-	-	0%
Total Payroll and Related	-	-	-	-	-	0%
Debt	-	-	-	-	-	0%
Economic Development	-	-	-	-	-	0%
Insurance	-	-	-	-	-	0%
Payroll Transfers Out	-	-	-	-	-	0%
Repair & Maintenance	-	-	-	-	-	0%
Rent & Utilities	-	-	-	-	-	0%
Services	-	-	-	-	-	0%
Supplies	-	-	-	-	-	0%
Water Purchases	-	-	-	-	-	0%
Total Operations & Maintenance	-	-	-	-	-	0%
TOTAL OPERATING EXPENDITURES	-	-	-	-	-	0%
Capital Project Funds	-	-	-	-	-	0%
Capital Outlay	-	-	-	-	-	0%
Maintenance & Replacement Funds	-	55,000	165,000	-	(165,000)	-100%
Total Capital and M&R Projects	-	55,000	165,000	-	(165,000)	-100%
Transfers Out	-	-	-	-	-	0%
Other Sources	-	-	-	-	-	0%
Total Other Uses	-	-	-	-	-	0%
TOTAL NON-OPERATING EXPENDITURES	-	55,000	165,000	-	(165,000)	-100%
TOTAL EXPENDITURES & OTHER USES	-	55,000	165,000	-	(165,000)	-100%
Excess Revenues over(under) Expenditures	127,543	(46,115)	(40,595)	925	41,520	102%
FUND BALANCE, BEGINNING	50,031	177,574	177,574	136,979	(40,595)	-23%
FUND BALANCE, ENDING	177,574	131,459	136,979	137,904	925	1%
Restricted/Assigned/Committed Funds	177,574	131,459	136,979	137,904	925	1%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	\$ -	\$ -	\$ -	0%
RESTRICTED/ASSIGNED/COMMITTED FUNDS						
Cash	605 10110 00 000	\$ 177,574	\$ 131,459	\$ 136,979	\$ 137,904	\$ 925 1%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS	\$ 177,574	\$ 131,459	\$ 136,979	\$ 137,904	\$ 925	1%

General Vehicle Maintenance & Replacement

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

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

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

Revenues and Other Sources

- Revenues and other sources are budgeted to be \$925.
- This represents a 99% decrease of \$123,480 from the prior year estimated of \$124,405.
 - Contributions decreased \$110,000 due to one-time funds from the Foundation \$105,250 and Westlake Academy \$4,750 for the purchase of a 73-passenger school bus.
 - Miscellaneous Income decreased \$4,765 due to one-time funds received in the prior year for sales of surplus and scrap material.
 - Other Sources decreased due to one-time funds received in the prior year for auto insurance claims made on town vehicles.

Expenditures and Other Uses

- There are no expenditures or other uses budgeted for this fiscal year.
- This represents a 100% decrease of \$165,000 from the prior year estimated.
 - One-time purchase in the prior year for the Fire Marshal vehicle \$55K and a 73-passenger bus for Westlake Academy \$110K

Fund Balance

- Excess revenues over(under) expenditures are projected to be \$925.
- The beginning fund balance is projected to be \$136,979.
- The ending fund balance is projected to be \$137,904.

GENERAL
Vehicle Maintenance & Replacement Fund 605
Five Year Forecast

Description	Account Number	Estimated FY 16-17	Adopted FY 17-18	1 FY 18-19	2 FY 19-20	3 FY 20-21	4 FY 21-22
REVENUES & OTHER SOURCES							
Transfer In from General Fund	605-52510-88-000	\$ -	\$ -	\$ 125,000	\$ 110,000	\$ -	\$ -
Transfer in from Utility Fund	605-52550-88-000	-	-	-	-	-	-
Contributions (WA Foundation)	605-33700-10-000	110,000	-	-	150,000	-	-
Sales of Surplus	605-34144-16-000	-	-	-	-	-	-
Sales of Surplus	605-34144-14-000	4,765	-	-	-	-	-
Insurance Proceeds	605-39100-14-000	8,715	-	-	-	-	-
Interest Income	605-36110-00-000	925	925	200	200	200	-
TOTAL REVENUES AND OTHER SOURCES		\$ 124,405	\$ 925	\$ 125,200	\$ 260,200	\$ 200	\$ -
EXPENDITURES & OTHER USES							
Westlake Academy Buses	605-47410-10-000	\$ 110,000	\$ -	\$ -	\$ 150,000	\$ -	\$ -
Fire Dept - Fire Marshal Vehicle	605-47410-14-000	55,000	-	-	-	-	-
Fire Dept - Ambulance M&R	605-47410-14-000	-	-	250,000	60,000	-	-
Fire Dept - Ladder Truck	605-47410-14-000	-	-	-	-	-	-
Municipal Court - Marshal Vehicle	605-47410-15-000	-	-	-	-	-	-
Facilities Maintenance Vehicle	605-47410-17-000	-	-	-	50,000	-	-
TOTAL EXPENDITURES		165,000	-	250,000	260,000	-	-
Excess Revenues over(under) Expenditures		(40,595)	925	(124,800)	200	200	-
BEGINNING FUND BALANCE		177,574	136,979	137,904	13,104	13,304	13,504
ENDING FUND BALANCE		\$ 136,979	\$ 137,904	\$ 13,104	\$ 13,304	\$ 13,504	\$ 13,504

SECTION 6

SPECIAL REVENUE FUNDS

MAINTAINING
our
Vision

Hold Fast - Stay True

in a Sea of
CHANGE

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SPECIAL REVENUE FUNDS

Combined Program Summary

Fiscal Year 2017/2018

Actuals FY 15/16	Adopted Budget FY 16/17	Estimated Budget FY 16/17	Adopted Budget FY 17/18	FY 17/18 vs FY 16/17	Adopted vs Estimated
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REVENUES & OTHER SOURCES

General Sales Tax	\$ 1,263,835	\$ 1,239,500	\$ 1,239,500	\$ 1,439,500	\$ 200,000 16%
Property Tax	-	-	-	-	- 0%
Hotel Tax	822,489	837,280	837,280	845,000	7,720 1%
Charge for Services	-	-	-	-	- 0%
Beverage Tax	-	-	-	-	- 0%
Franchise Fees	-	-	-	-	- 0%
Permits & Fees	752,370	10,000	10,000	-	(10,000) -100%
Permits & Fees Buildings	-	-	-	-	- 0%
Permits & Fees Utility	-	-	-	-	- 0%
Fines & Forfeitures	-	-	-	-	- 0%
Investment Earnings	3,656	2,930	5,230	5,230	- 0%
Contributions	-	1,210,000	1,010,000	750,000	(260,000) 100%
Misc Income	184,583	90,350	96,020	69,310	(26,710) -28%
Total Revenues	3,026,932	3,390,060	3,198,030	3,109,040	(88,990) -3%
Transfers In	35,758	-	-	-	- 0%
Other Sources	-	-	-	-	- 0%
Total Other Sources	35,758	-	-	-	- 0%
TOTAL REVENUES & OTHER SOURCES	\$ 3,062,691	\$ 3,390,060	\$ 3,198,030	\$ 3,109,040	\$ (88,990) -3%

EXPENDITURES & OTHER USES

Payroll Salaries	\$ -	\$ -	\$ -	\$ -	\$ - 0%
Payroll Transfer In	-	-	-	-	- 0%
Total Payroll and Related	-	-	-	-	- 0%
Debt	35,758	-	-	-	- 0%
Economic Development	141,779	134,640	134,640	234,640	100,000 74%
Insurance	-	-	-	-	- 0%
Payroll Transfer Out	488,503	521,615	480,002	518,510	38,508 8%
Repair & Maintenance	-	-	-	-	- 0%
Rent & Utilities	35,159	87,870	42,119	59,789	17,670 42%
Services	570,058	715,610	596,160	381,460	(214,700) -36%
Supplies	15,094	-	-	10,000	10,000 #DIV/0!
Water Purchases	-	-	-	-	- 0%
Total Operations & Maintenance	1,286,352	1,459,735	1,252,921	1,204,399	(48,522) -4%
TOTAL OPERATING EXPENDITURES	1,286,352	1,459,735	1,252,921	1,204,399	(48,522) -4%
Capital Project Funds	-	-	-	-	- 0%
Capital Outlay	-	-	-	-	- 0%
Maintenance & Replacement Funds	-	-	-	-	- 0%
Total Capital	-	-	-	-	- 0%
Transfers Out	1,307,931	2,505,350	2,359,145	1,987,500	(371,645) -16%
Other Uses	-	-	-	-	- 0%
Total Other Uses	1,307,931	2,505,350	2,359,145	1,987,500	(371,645) -16%
TOTAL NON-OPERATING EXPENDITURES	1,307,931	2,505,350	2,359,145	1,987,500	(371,645) -16%
TOTAL EXPENDITURES & OTHER USES	2,594,282	3,965,085	3,612,066	3,191,899	(420,167) -12%

Excess Revenues over(under) Expenditures	468,408	(575,025)	(414,036)	(82,859)	331,177 80%
FUND BALANCE, BEGINNING	1,277,233	1,745,641	1,745,641	1,331,605	(414,036) -24%
FUND BALANCE, ENDING	1,745,641	1,170,616	1,331,605	1,248,746	(82,859) -6%
Restricted/Assigned/Committed Funds	1,745,641	1,170,616	1,331,605	1,248,746	(82,859) -6%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	\$ -	\$ -	0% 0%

RESTRICTED/ASSIGNED/COMMITTED FUNDS

Cash	\$ 1,745,641	\$ 1,170,616	\$ 1,331,605	\$ 1,248,746	\$ (82,859) -6%
					- 0%
					- 0%
					- 0%
					- 0%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS	\$ 1,745,641	\$ 1,170,616	\$ 1,331,605	\$ 1,248,746	\$ (82,859) -6%

INTERNAL SERVICE FUNDS
Combining Revenues, Expenditures and Fund Balance
FISCAL YEAR 2016/2017

	VA Fund 220	4B Fund 200	ED Fund 210	PID Fund 215	LS Fund 418	TOTAL
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REVENUES & OTHER SOURCES

General Sales Tax	\$ -	\$ 1,237,500	\$ 202,000	\$ -	\$ -	\$ 1,439,500
Property Tax	-	-	-	-	-	-
Charge for Services	-	-	-	-	-	-
Hotel Tax	812,360	-	32,640	-	-	845,000
Beverage Tax	-	-	-	-	-	-
Franchise Fees	-	-	-	-	-	-
Permits and Fees	-	-	-	-	-	-
Permits and Fees Building	-	-	-	-	-	-
Fines and Forfeitures	-	-	-	-	-	-
Investment Earnings	5,150	-	-	-	80	5,230
Contributions	-	-	750,000	-	-	750,000
Misc Income	9,310	-	-	60,000	-	69,310
Total Revenues	826,820	1,237,500	984,640	60,000	80	3,109,040
Transfers In	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-
Total Other Sources	-	-	-	-	-	-
TOTAL REVENUES AND OTHER SOURCES	\$ 826,820	\$ 1,237,500	\$ 984,640	\$ 60,000	\$ 80	\$ 3,109,040

EXPENDITURES AND OTHER USES

Payroll Salaries	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Payroll Transfers In	-	-	-	-	-	-
Total Payroll & Related	-	-	-	-	-	-
Debt	-	-	-	-	-	-
Economimc Development	-	-	234,640	-	-	234,640
Insurance	-	-	-	-	-	-
Payroll Transfers Out	518,510	-	-	-	-	518,510
Repair & Maintenance	-	-	-	-	-	-
Rent & Utilities	59,789	-	-	-	-	59,789
Services	321,460	-	-	60,000	-	381,460
Supplies	10,000	-	-	-	-	10,000
Water Purchases	-	-	-	-	-	-
Total Operations & Maintenance	909,759	-	234,640	60,000	-	1,204,399
TOTAL OPERATING EXPENDITURES	909,759	-	234,640	60,000	-	1,204,399
Capital Project Funds	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-
Maintenance & Replacement Funds	-	-	-	-	-	-
Total Capital	-	-	-	-	-	-
Transfers Out	-	1,237,500	750,000	-	-	1,987,500
Other Uses	-	-	-	-	-	-
Total Other Uses	-	1,237,500	750,000	-	-	1,987,500
TOTAL NON-OPERATING EXPENDITURES	-	1,237,500	750,000	-	-	1,987,500
TOTAL EXPENDITURES AND OTHER USES	\$ 909,759	\$ 1,237,500	\$ 984,640	\$ 60,000	\$ -	\$ 3,191,899

Excess Revenus over(under) Expenditures	(82,939)	-	-	-	80	(82,859)
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BEGINNING FUND BALANCE	802,831	-	(0)	515,015	13,759	1,331,605
ENDING FUND BALANCE	\$ 719,892	\$ -	\$ (0)	\$ 515,015	\$ 13,839	\$ 1,248,746

Fund
220

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.

Visitor Association Fund 220

Program Summary

Fiscal Year 2017/2018

Actuals FY 15/16	Adopted Budget FY 16/17	Estimated Budget FY 16/17	Adopted Budget FY 17/18	FY 17/18 vs FY 16/17	Adopted Estimated
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REVENUES & OTHER SOURCES

General Sales Tax	\$ -	\$ -	\$ -	\$ -	0%
Property Tax	-	-	-	-	0%
Charge for Service	-	-	-	-	0%
Hotel Occupancy Tax	792,164	804,640	804,640	812,360	7,720 1%
Beverage Tax	-	-	-	-	0%
Franchise Fees	-	-	-	-	0%
Permits & Fees Other	-	-	-	-	0%
Permits & Fees Building	-	-	-	-	0%
Permits & Fees Utility	-	-	-	-	0%
Fines & Forfeitures	-	-	-	-	0%
Investment Earnings	3,609	2,900	5,150	5,150	-
Contributions	-	-	-	-	0%
Misc Income	14,814	5,350	11,020	9,310	(1,710) -16%
Total Revenues	810,587	812,890	820,810	826,820	6,010 0.7%
Transfers In	-	-	-	-	0%
Other Sources	-	-	-	-	0%
Total Other Sources	-	-	-	-	0% 0%
TOTAL REVENUES & OTHER SOURCES	\$ 810,587	\$ 812,890	\$ 820,810	\$ 826,820	\$ 6,010 0.7%

EXPENDITURES & OTHER USES

Payroll Salaries	\$ -	\$ -	\$ -	\$ -	0%
Payroll Transfers In	-	-	-	-	0%
Total Payroll and Related	-	-	-	-	0% 0%
Debt	-	-	-	-	0%
Economic Development	-	-	-	-	0%
Insurance	-	-	-	-	0%
Payroll Transfers Out	488,503	521,615	480,002	518,510	38,508 8%
Repair & Maintenance	-	-	-	-	0%
Rent & Utilities	35,159	87,870	42,119	59,789	17,670 42%
Services	187,216	262,610	296,160	321,460	25,300 9%
Supplies	15,094	-	-	10,000	10,000 100%
Water Purchases	-	-	-	-	0%
Total Operations & Maintenance	725,973	872,095	818,281	909,759	91,478 11%
TOTAL OPERATING EXPENDITURES	725,973	872,095	818,281	909,759	91,478 11%
Capital Project Funds	-	-	-	-	0%
Capital Outlay	-	-	-	-	0%
Maintenance & Replacement Funds	-	-	-	-	0%
Total Capital and M&R Projects	-	-	-	-	0% 0%
Transfers Out	155,550	157,850	211,645	-	(211,645) -100%
Other Sources	-	-	-	-	0%
Total Other Uses	155,550	157,850	211,645	-	(211,645) -100%
TOTAL NON-OPERATING EXPENDITURES	155,550	157,850	211,645	-	(211,645) -100%
TOTAL EXPENDITURES & OTHER USES	881,523	1,029,945	1,029,926	909,759	(120,167) -12%

Excess Revenues over(under) Expenditures	(70,935)	(217,055)	(209,116)	(82,939)	126,177 60%
FUND BALANCE, BEGINNING	1,082,882	1,011,947	1,011,947	802,831	(209,116) -21%
FUND BALANCE, ENDING	1,011,947	794,892	802,831	719,892	(82,939) -10%
Restricted/Assigned/Committed Funds	1,011,947	794,892	802,831	719,892	(82,939) -10%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	\$ -	\$ -	\$ - 0%

RESTRICTED/ASSIGNED/COMMITTED FUNDS

Cash	220 10110 00 000	\$ 1,011,947	\$ 794,892	\$ 802,831	\$ 719,892	\$ (82,939) -10%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS	\$ 1,011,947	\$ 794,892	\$ 802,831	\$ 719,892	\$ (82,939)	-10%

Section 6 Special Revenue Funds
Visitors Association Fund

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

Funds generated by the occupancy tax are generally restricted to uses that directly promote tourism and the convention and hotel industry. However, Westlake has broader statutory authority under State law than most cities, and may spend hotel/motel occupancy tax funds for any municipal purpose, and so the Town has used these funds to cover various operational costs and capital projects.

Since FY 2004/05, the Town has used Visitors Association Fund revenues to sponsor a shuttle service and a "Group Business Incentive Program" in partnership with the Marriott Solana that have drawn additional visitors to Westlake. This fund also accounts for activities related to the Westlake Historical Board, Public Art Committee, and Westlake's annual Arbor Day celebration.

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

Revenues

- Total revenues are budgeted to be \$826,820
- This represents a .7% increase of \$6,010 from prior year estimated revenues of \$820,810.
 - Hotel Occupancy Tax revenues are projected to increase \$7,720.
 - Miscellaneous income is projected to decrease \$1,710.

Operating Expenditures

- Total operating expenditures are budgeted to be \$909,759.
- This represents an 11% increase of \$91,478 from prior year estimated expenditures of \$818,281.
 - Payroll transfers out to the General Fund are budgeted to increase \$38,508 to cover two full time salaries in the Communications department being paid from the Visitors Association Fund; also, a percentage of Administrative, Facilities, Parks, Finance and Human Resources are paid from the Visitors Association Fund.
 - Rent and Utilities are budgeted to increase \$17,670 due to the leasing of new building space in July 2017.
 - Service expenditures increased \$25,300 as a result of an increase for a marketing/branding video, photo shoot; marketing collateral, logo and tagline.
 - Supply expenditures increased \$10,000 because to the Community Tree Lighting is being reinstated for December 2017.

Non-Operating Expenditures

- There are no budgeted non-operating expenditures for this fiscal year.
- This represents a 100% decrease of \$211,645 from prior year estimated transfers out.
 - Transfers out to the Debt Service Fund have been removed from the Visitors Association Fund and moved to the property tax supported Debt Service Fund 301. These funds were originally used for debt service payments on Series 2013 General Obligation Refunding Bonds related to the construction of the Westlake Academy Arts and Sciences Center.
 - Transfers Out to General Fund for the Communication's department operating expenditures have been removed from the Visitors Association Fund; these expenditures will now be absorbed by the General Fund.

Fund Balance

- Excess revenues over(under) expenditures are budgeted to be \$(82,939).
- The beginning fund balance is projected to \$802,831.
- The ending fund balance is projected to be \$719,892.

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Fund
200

4B Economic Development Fund

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.

4B Economic Development Fund

Program Summary

Fiscal Year 2017/2018

	Actuals FY 15/16	Adopted Budget FY 16/17	Estimated Budget FY 16/17	Adopted Budget FY 17/18	FY 17/18 vs FY 16/17	Adopted Estimated
REVENUES & OTHER SOURCES						
General Sales Tax	\$ 1,152,381	\$ 1,137,500	\$ 1,137,500	\$ 1,237,500	\$ 100,000	9%
Property Tax	-	-	-	-	-	0%
Charge for Service	-	-	-	-	-	0%
Hotel Occupancy Tax	-	-	-	-	-	0%
Beverage Tax	-	-	-	-	-	0%
Franchise Fees	-	-	-	-	-	0%
Permits & Fees Other	-	-	-	-	-	0%
Permits & Fees Building	-	-	-	-	-	0%
Permits & Fees Utility	-	-	-	-	-	0%
Fines & Forfeitures	-	-	-	-	-	0%
Investment Earnings	-	-	-	-	-	0%
Contributions	-	-	-	-	-	0%
Misc Income	-	-	-	-	-	0%
Total Revenues	1,152,381	1,137,500	1,137,500	1,237,500	100,000	9%
Transfers In	-	-	-	-	-	100%
Other Sources	-	-	-	-	-	0%
Total Other Sources	-	-	-	-	-	100%
TOTAL REVENUES & OTHER SOURCES	\$ 1,152,381	\$ 1,137,500	\$ 1,137,500	\$ 1,237,500	\$ 100,000	9%
EXPENDITURES & OTHER USES						
Payroll Salaries	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Payroll Transfers In	-	-	-	-	-	0%
Total Payroll and Related	-	-	-	-	-	0%
Debt	-	-	-	-	-	0%
Economic Development	-	-	-	-	-	0%
Insurance	-	-	-	-	-	0%
Payroll Transfers Out	-	-	-	-	-	0%
Repair & Maintenance	-	-	-	-	-	0%
Rent & Utilities	-	-	-	-	-	0%
Services	-	-	-	-	-	0%
Supplies	-	-	-	-	-	0%
Water Purchases	-	-	-	-	-	0%
Total Operations & Maintenance	-	-	-	-	-	0%
TOTAL OPERATING EXPENDITURES	-	-	-	-	-	0%
Capital Project Funds	-	-	-	-	-	0%
Capital Outlay	-	-	-	-	-	0%
Maintenance & Replacement Funds	-	-	-	-	-	0%
Total Capital and M&R Projects	-	-	-	-	-	0%
Transfers Out	1,152,381	1,137,500	1,137,500	1,237,500	100,000	9%
Other Sources	-	-	-	-	-	0%
Total Other Uses	1,152,381	1,137,500	1,137,500	1,237,500	100,000	9%
TOTAL NON-OPERATING EXPENDITURES	1,152,381	1,137,500	1,137,500	1,237,500	100,000	9%
TOTAL EXPENDITURES & OTHER USES	1,152,381	1,137,500	1,137,500	1,237,500	100,000	9%
Excess Revenues over(under) Expenditures	(0)	-	-	-	-	0%
FUND BALANCE, BEGINNING	0	-	-	-	-	0%
FUND BALANCE, ENDING	(0)	-	-	-	-	0%
Restricted/Assigned/Committed Funds	(0)	-	-	-	-	0%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	\$ -	\$ -	\$ -	0%
RESTRICTED/ASSIGNED/COMMITTED FUNDS						
Cash	200 10110 00 000	\$ (0)	\$ -	\$ -	\$ -	0%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS	\$ (0)	\$ -	\$ -	\$ -	\$ -	0%

4B Economic Development Fund Overview

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

Revenues

- Revenues are budgeted to be \$1,237,500
 - This amount represents an 8.8% increase of \$100,000 from prior year estimated.

Transfers Out

- Transfers out to the Debt Service Fund are budgeted to be \$1,237,500, representing 100% of revenues.
 - This amount represents an 8.8% of \$100,000 increase from prior year estimated.

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Economic Development Fund

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

Economic Development Fund 210

Program Summary

Fiscal Year 2017/2018

Actuals FY 15/16	Adopted Budget FY 16/17	Estimated Budget FY 16/17	Adopted Budget FY 17/18	FY 17/18 vs FY 16/17	Adopted Estimated
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REVENUES & OTHER SOURCES

General Sales Tax	\$ 111,454	\$ 102,000	\$ 102,000	\$ 100,000	98%
Property Tax	-	-	-	-	0%
Charge for Service	-	-	-	-	0%
Hotel Occupancy Tax	30,325	32,640	32,640	32,640	0%
Beverage Tax	-	-	-	-	0%
Franchise Fees	-	-	-	-	0%
Permits & Fees Other	-	-	-	-	0%
Permits & Fees Building	-	-	-	-	0%
Permits & Fees Utility	-	-	-	-	0%
Fines & Forfeitures	-	-	-	-	0%
Investment Earnings	-	-	-	-	0%
Contributions	-	1,210,000	1,010,000	750,000	(-26%)
Misc Income	-	-	-	-	0%
Total Revenues	141,779	1,344,640	1,144,640	984,640	(160,000) -14%
Transfers In	35,758	-	-	-	100%
Other Sources	-	-	-	-	0%
Total Other Sources	35,758	-	-	-	- 100%
TOTAL REVENUES & OTHER SOURCES	\$ 177,537	\$ 1,344,640	\$ 1,144,640	\$ 984,640	\$ (160,000) -14%

EXPENDITURES & OTHER USES

Payroll Salaries	\$ -	\$ -	\$ -	\$ -	0%
Payroll Transfers In	-	-	-	-	0%
Total Payroll and Related	-	-	-	-	0%
Debt	35,758	-	-	-	0%
Economic Development	141,779	134,640	134,640	234,640	100,000 74%
Insurance	-	-	-	-	0%
Payroll Transfers Out	-	-	-	-	0%
Repair & Maintenance	-	-	-	-	0%
Rent & Utilities	-	-	-	-	0%
Services	-	-	-	-	0%
Supplies	-	-	-	-	0%
Water Purchases	-	-	-	-	0%
Total Operations & Maintenance	177,537	134,640	134,640	234,640	100,000 74%
TOTAL OPERATING EXPENDITURES	177,537	134,640	134,640	234,640	100,000 74%
Capital Project Funds	-	-	-	-	0%
Capital Outlay	-	-	-	-	0%
Maintenance & Replacement Funds	-	-	-	-	0%
Total Capital and M&R Projects	-	-	-	-	0%
Transfers Out	-	1,210,000	1,010,000	750,000	(260,000) -26%
Other Sources	-	-	-	-	0%
Total Other Uses	-	1,210,000	1,010,000	750,000	(260,000) -26%
TOTAL NON-OPERATING EXPENDITURES	-	1,210,000	1,010,000	750,000	(260,000) -26%
TOTAL EXPENDITURES & OTHER USES	177,537	1,344,640	1,144,640	984,640	(160,000) -14%

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

RESTRICTED/ASSIGNED/COMMITTED FUNDS

Cash	210 10110 00 000	\$ (0)	\$ (0)	\$ (0)	\$ - 0%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS		\$ (0)	\$ (0)	\$ (0)	\$ - 0%

Section 6 Special Revenue Funds

Economic Development Fund Overview

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

Currently, revenues and transfers in are used to:

- Fulfill incentive obligations negotiated with Fidelity Investments and Deloitte University as part of their relocation to Westlake
- Transfer funds to the Westlake Academy Expansion Fund as part of development agreement

The economic development agreement with Deloitte University includes a 50% reimbursement of the 1% general sales tax receipts and 50% of the hotel/motel tax receipts generated through business activities in Westlake.

The agreement with Maguire Partners-Solana Land LP includes a \$10,000 per lot contribution for the benefit of Westlake Academy from the final platting of lots in the Granada residential subdivision and Entrada development.

Revenues and Other Sources

- Total revenues and other sources are budgeted to be \$984,640.
- This represents a 14% decrease of \$160,000 from the prior year estimated of \$1,144,640.
 - General sales tax increased \$100,000 due to Schwab one time monies.
 - Hotel occupancy tax remained flat at \$32,640.
 - Contributions for the expected platting of 75 lots is budgeted at \$750,000; a decrease of \$260,000 from the prior year estimated. Note; these payments are recorded in the Economic Development Fund and transferred to the Westlake Academy Expansion Fund.

Operating Expenditures

- Total operating expenditures are budgeted to be \$234,640.
- This represents a 74% increase of \$100,000 from the prior year estimated of \$134,640.
 - Economic development increased \$100,000 in sales tax.
 - \$ 32,640 anticipated increase in hotel/motel tax.

Non-Operating Expenditures

- Total non-operating expenditures are budgeted to be \$750,000.
- This represents a 26% decrease of \$260,000 from the prior year estimated of \$1,010,000
 - Transfers out to the Westlake Academy Expansion Fund of \$750,000 for the expected platting of 75 lots.

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Local Public Improvement District

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

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

Local Public Improvement District Fund 215

Program Summary

Fiscal Year 2017/2018

Actuals FY 15/16	Adopted Budget FY 16/17	Estimated Budget FY 16/17	Adopted Budget FY 17/18	FY 17/18 vs FY 16/17	Adopted Estimated
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REVENUES & OTHER SOURCES

General Sales Tax	\$ -	\$ -	\$ -	\$ -	0%
Property Tax	-	-	-	-	0%
Charge for Service	-	-	-	-	0%
Hotel Occupancy Tax	-	-	-	-	0%
Beverage Tax	-	-	-	-	0%
Franchise Fees	-	-	-	-	0%
Permits & Fees Other	752,370	10,000	10,000	(10,000)	-100%
Permits & Fees Building	-	-	-	-	0%
Permits & Fees Utility	-	-	-	-	0%
Fines & Forfeitures	-	-	-	-	0%
Investment Earnings	-	-	-	-	0%
Contributions	-	-	-	-	0%
Misc Income	169,768	85,000	85,000	60,000	(25,000) -29%
Total Revenues	922,138	95,000	95,000	60,000	(35,000) -37%
Transfers In	-	-	-	-	0%
Other Sources	-	-	-	-	0%
Total Other Sources	-	-	-	-	0%
TOTAL REVENUES & OTHER SOURCES	\$ 922,138	\$ 95,000	\$ 95,000	\$ 60,000	\$ (35,000) -37%

EXPENDITURES & OTHER USES

Payroll Salaries	\$ -	\$ -	\$ -	\$ -	0%
Payroll Transfers In	-	-	-	-	0%
Total Payroll and Related	-	-	-	-	0%
Debt	-	-	-	-	0%
Economic Development	-	-	-	-	0%
Insurance	-	-	-	-	0%
Payroll Transfers Out	-	-	-	-	0%
Repair & Maintenance	-	-	-	-	0%
Rent & Utilities	-	-	-	-	0%
Services	382,842	453,000	300,000	60,000	(240,000) -80%
Supplies	-	-	-	-	0%
Water Purchases	-	-	-	-	0%
Total Operations & Maintenance	382,842	453,000	300,000	60,000	(240,000) -80%
TOTAL OPERATING EXPENDITURES	382,842	453,000	300,000	60,000	(240,000) -80%
Capital Project Funds	-	-	-	-	0%
Capital Outlay	-	-	-	-	0%
Maintenance & Replacement Funds	-	-	-	-	0%
Total Capital and M&R Projects	-	-	-	-	0%
Transfers Out	-	-	-	-	0%
Other Sources	-	-	-	-	0%
Total Other Uses	-	-	-	-	0%
TOTAL NON-OPERATING EXPENDITURES	-	-	-	-	0%
TOTAL EXPENDITURES & OTHER USES	382,842	453,000	300,000	60,000	(240,000) -80%

Excess Revenues over(under) Expenditures	539,296	(358,000)	(205,000)	-	205,000 100%
FUND BALANCE, BEGINNING	180,719	720,015	720,015	515,015	
FUND BALANCE, ENDING	720,015	362,015	515,015	515,015	(205,000) -28%
Restricted/Assigned/Committed Funds	720,015	362,015	515,015	515,015	- 0%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	\$ -	\$ -	\$ - 0%

RESTRICTED/ASSIGNED/COMMITTED FUNDS

Cash	215 10110 00 000	\$ 720,015	\$ 362,015	\$ 515,015	\$ 515,015	\$ - 0%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS		\$ 720,015	\$ 362,015	\$ 515,015	\$ 515,015	\$ - 0%

Local Public Improvement District Overview

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

The District was created by ordinance in February 2014 to finance the construction of public infrastructure (such as water lines and streets) in the Entrada subdivision. This fund was created to segregate "Local" PID expenditures from the Capital Project Fund.

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

Revenues and Transfers In

- Revenues and other sources are budgeted to be \$60,000.
- This represents a 37% decrease of \$35,000 from the prior year estimated of \$95,000.
 - Permits and fees decreased \$10,000
 - Miscellaneous income decreased \$25,000

Expenditures and Transfers Out

- Expenditures and other uses are budgeted to be \$60,000
- This represents an 80% decrease of \$240,000 from the prior year estimated of 300,000.
 - Service expenditures decreased \$240,000 due to decreases in the following:
 - Consultant fees - \$200,000
 - Attorney fees - \$10,000
 - Administrative fees - \$5,500
 - Construction expense - \$24,500

Fund Balance

- The ending fund balance is projected to be \$515,000.

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Lone Star Public Fund

The Lone Star Public Fund was founded in 1996 and was designed to provide for the acquisition, construction, rehabilitation, repair, equipping, furnishing and placement in service of public facilities in an orderly, planned manner and at the lowest possible borrowing costs.

Lone Star Public Fund 418
Program Summary
Fiscal Year 2017/2018

Actuals FY 15/16	Adopted Budget FY 16/17	Estimated Budget FY 16/17	Adopted Budget FY 17/18	FY 17/18 vs FY 16/17	Adopted Estimated
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REVENUES & OTHER SOURCES

General Sales Tax	\$ -	\$ -	\$ -	\$ -	0%
Property Tax	-	-	-	-	0%
Charge for Service	-	-	-	-	0%
Hotel Occupancy Tax	-	-	-	-	0%
Beverage Tax	-	-	-	-	0%
Franchise Fees	-	-	-	-	0%
Permits & Fees Other	-	-	-	-	0%
Permits & Fees Building	-	-	-	-	0%
Permits & Fees Utility	-	-	-	-	0%
Fines & Forfeitures	-	-	-	-	0%
Investment Earnings	47	30	80	80	0%
Contributions	-	-	-	-	0%
Misc Income	-	-	-	-	0%
Total Revenues	47	30	80	80	0%
Transfers In	-	-	-	-	100%
Other Sources	-	-	-	-	0%
Total Other Sources	-	-	-	-	100%
TOTAL REVENUES & OTHER SOURCES	\$ 47	\$ 30	\$ 80	\$ 80	0%

EXPENDITURES & OTHER USES

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

Excess Revenues over(under) Expenditures	47	30	80	80	- 0%
FUND BALANCE, BEGINNING	13,632	13,679	13,679	13,759	80 1%
FUND BALANCE, ENDING	13,679	13,709	13,759	13,839	80 1%
Restricted/Assigned/Committed Funds	13,679	13,709	13,759	13,839	80 1%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	\$ -	\$ -	0%

RESTRICTED/ASSIGNED/COMMITTED FUNDS

Cash	418 10110 00 000	\$ 13,679	\$ 13,709	\$ 13,759	\$ 13,839	\$ 80 1%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS		\$ 13,679	\$ 13,709	\$ 13,759	\$ 13,839	\$ 80 1%

Section 6 Special Revenue Funds
Lone Star Public Facilities Overview

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

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

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

Revenues

- Total revenues are budgeted to be are \$80 in interest earnings.

Expenditures

- There have been no fund expenditures since inception.

Fund Balance

- The ending fund balance is projected to be \$13,839.

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SECTION 7

DEBT SERVICE FUNDS

MAINTAINING
our
Vision

Hold Fast - Stay True

in a Sea of
CHANGE

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DEBT SERVICE FUNDS

Combined Program Summary

Fiscal Year 2017/2018

Actuals FY 15/16	Adopted Budget FY 16/17	Estimated Budget FY 16/17	Adopted Budget FY 17/18	FY 17/18 vs FY 16/17	Adopted vs Estimated
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REVENUES & OTHER SOURCES

General Sales Tax	\$ -	\$ -	\$ -	\$ -	0%
Property Tax	161,393	88,635	95,010	271,411	176,401 186%
Hotel Tax	-	-	-	-	- 0%
Charge for Services	-	-	-	-	- 0%
Beverage Tax	-	-	-	-	- 0%
Franchise Fees	-	-	-	-	- 0%
Permits & Fees Other	-	-	-	-	- 0%
Permits & Fees Buildings	-	-	-	-	- 0%
Permits & Fees Utility	-	-	-	-	- 0%
Fines & Forfeitures	-	-	-	-	- 0%
Investment Earnings	-	-	-	-	- 0%
Contributions	-	-	-	-	- 0%
Misc Income	(0)	-	-	-	- 0%
Total Revenues	161,393	88,635	95,010	271,411	176,401 186%
Transfers In	1,856,591	2,033,385	2,066,128	2,710,068	643,940 31%
Other Sources	-	-	-	-	- 0%
Total Other Sources	1,856,591	2,033,385	2,066,128	2,710,068	643,940 100%
TOTAL REVENUES & OTHER SOURCES	\$ 2,017,984	\$ 2,122,020	\$ 2,161,138	\$ 2,981,479	\$ 820,341 38%

EXPENDITURES & OTHER USES

Payroll Salaries	\$ -	\$ -	\$ -	\$ -	0%
Payroll Transfer In	-	-	-	-	- 0%
Total Payroll and Related	-	-	-	-	- 0%
Debt	2,006,831	2,150,396	2,183,716	2,987,768	804,052 37%
Economic Development	-	-	-	-	- 0%
Insurance	-	-	-	-	- 0%
Payroll Transfer Out	-	-	-	-	- 0%
Repair & Maintenance	-	-	-	-	- 0%
Rent & Utilities	-	-	-	-	- 0%
Services	1,600	1,600	1,600	-	(1,600) -100%
Supplies	-	-	-	-	- 0%
Water Purchases	-	-	-	-	- 0%
Total Operations & Maintenance	2,008,431	2,151,996	2,185,316	2,987,768	802,452 37%
TOTAL OPERATING EXPENDITURES	2,008,431	2,151,996	2,185,316	2,987,768	802,452 37%
Capital Project Funds	-	-	-	-	- 0%
Capital Outlay	-	-	-	-	- 0%
Maintenance & Replacement Funds	-	-	-	-	- 0%
Total Capital	-	-	-	-	- 0%
Transfers Out	-	-	-	-	- 0%
Other Uses	-	-	-	-	- 0%
Total Other Uses	-	-	-	-	- 0%
TOTAL NON-OPERATING EXPENDITURES	-	-	-	-	- 0%
TOTAL EXPENDITURES & OTHER USES	2,008,431	2,151,996	2,185,316	2,987,768	802,452 37%

Excess Revenues over(under) Expenditures	9,553	(29,976)	(24,178)	(6,289)	17,889 74%
FUND BALANCE, BEGINNING	20,915	30,468	30,468	6,289	(24,178) -79%
FUND BALANCE, ENDING	30,468	492	6,289	0	(6,289) -100%
Restricted/Assigned/Committed Funds	30,468	492	6,289	0	(6,289) -100%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	\$ -	\$ -	\$ - 0%

RESTRICTED/ASSIGNED/COMMITTED FUNDS

Cash	\$ 30,468	\$ 492	\$ 6,289	\$ 0	\$ (6,289) -100%
-	-	-	-	-	- 0%
-	-	-	-	-	- 0%
-	-	-	-	-	- 0%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS	\$ 30,468	\$ 492	\$ 6,289	\$ 0	\$ (6,289) -100%

DEBT SERVICE FUNDS

Combining Revenues, Expenditures and Fund Balance

Fiscal Year 2017/2018

	DS Fund 300	DS Fund 301	TOTAL
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REVENUES & OTHER SOURCES

General Sales Tax	\$ -	\$ -	\$ -
Property Tax	\$ -	271,411	271,411
Charge for Services	\$ -	\$ -	\$ -
Hotel Tax	\$ -	\$ -	\$ -
Beverage Tax	\$ -	\$ -	\$ -
Franchise Fees	\$ -	\$ -	\$ -
Permits and Fees	\$ -	\$ -	\$ -
Permits and Fees Building	\$ -	\$ -	\$ -
Fines and Forfeitures	\$ -	\$ -	\$ -
Investment Earnings	\$ -	\$ -	\$ -
Contributions	\$ -	\$ -	\$ -
Misc Income	\$ -	\$ -	\$ -
Total Revenues	\$ -	271,411	271,411
Transfers In	2,710,068	\$ -	2,710,068
Other Sources	\$ -	\$ -	\$ -
Total Other Sources	2,710,068	\$ -	2,710,068
TOTAL REVENUES AND OTHER SOURCES	\$ 2,710,068	\$ 271,411	\$ 2,981,479

EXPENDITURES AND OTHER USES

Payroll Salaries	\$ -	\$ -	\$ -
Payroll Transfers In	\$ -	\$ -	\$ -
Total Payroll & Related	\$ -	\$ -	\$ -
Debt	2,710,068	277,700	2,987,768
Economic Development	\$ -	\$ -	\$ -
Insurance	\$ -	\$ -	\$ -
Payroll Transfers Out	\$ -	\$ -	\$ -
Repair & Maintenance	\$ -	\$ -	\$ -
Rent & Utilities	\$ -	\$ -	\$ -
Services	\$ -	\$ -	\$ -
Supplies	\$ -	\$ -	\$ -
Water Purchases	\$ -	\$ -	\$ -
Total Operations & Maintenance	2,710,068	277,700	2,987,768
TOTAL OPERATING EXPENDITURES	2,710,068	277,700	2,987,768
Capital Project Funds	\$ -	\$ -	\$ -
Capital Outlay	\$ -	\$ -	\$ -
Maintenance & Replacement Funds	\$ -	\$ -	\$ -
Total Capital	\$ -	\$ -	\$ -
Transfers Out	\$ -	\$ -	\$ -
Other Uses	\$ -	\$ -	\$ -
Total Other Uses	\$ -	\$ -	\$ -
TOTAL NON-OPERATING EXPENDITURES	\$ -	\$ -	\$ -
TOTAL EXPENDITURES AND OTHER USES	\$ 2,710,068	\$ 277,700	\$ 2,987,768

Excess Revenues over(under) Expenditures	\$ -	(6,289)	(6,289)
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BEGINNING FUND BALANCE	\$ -	6,289	6,289
ENDING FUND BALANCE	\$ -	\$ -	\$ -

Section 7 Debt Service Funds
Debt Service Funds Overview

The two Debt Service Funds for the Town of Westlake are used to manage payments on all general government related debt associated with the construction of Westlake Academy facilities. Any future debt issuances will also be paid from these two funds.

Town Council and staff are dedicated to a conservative pattern of debt issuance that ensures property tax rates remain among the lowest in the region and attractive to prospective businesses and residents. Recognizing that long-term debt is usually a more expensive financing method, alternative financing sources will be explored before debt is issued. When debt is issued, it will be used to acquire major assets with expected lives which equal or exceed the average life of the debt issue.

Debt Management Practices

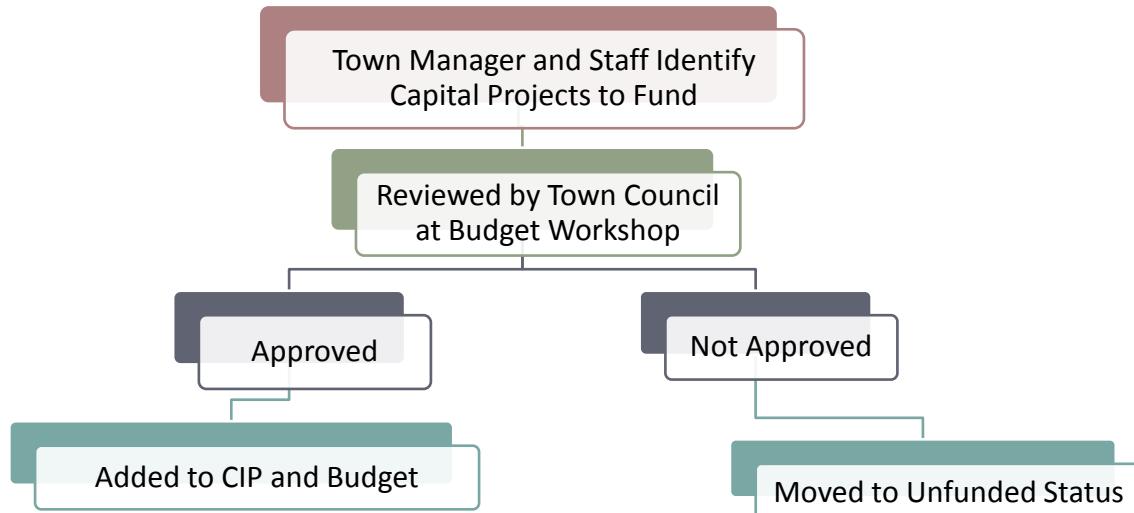
Debt management policies are written guidelines and restrictions that affect the amount and type of debt issued by a state or local government, the issuance process, and the management of a debt portfolio. A debt management policy improves the quality of decisions, provides justification for the structure of debt issuance, identifies policy goals, and demonstrates a commitment to long-term financial planning, including a multi-year capital plan.

Adherence to a debt management policy signals to rating agencies and the capital markets that a government is well managed and should meet its obligations in a timely manner. Debt levels and their related annual costs are important long-term obligations that must be managed within available resources. An effective debt management policy provides guidelines for a government to manage its debt program in line with those resources.

The Town of Westlake debt management policies are reviewed annually and revised as necessary and address the following:

- ✓ Direct Debt - debt payable from ad valorem I&S tax, and other available fund of the Town.
- ✓ Interfund Borrowing - loans for short-term cash flow needs.

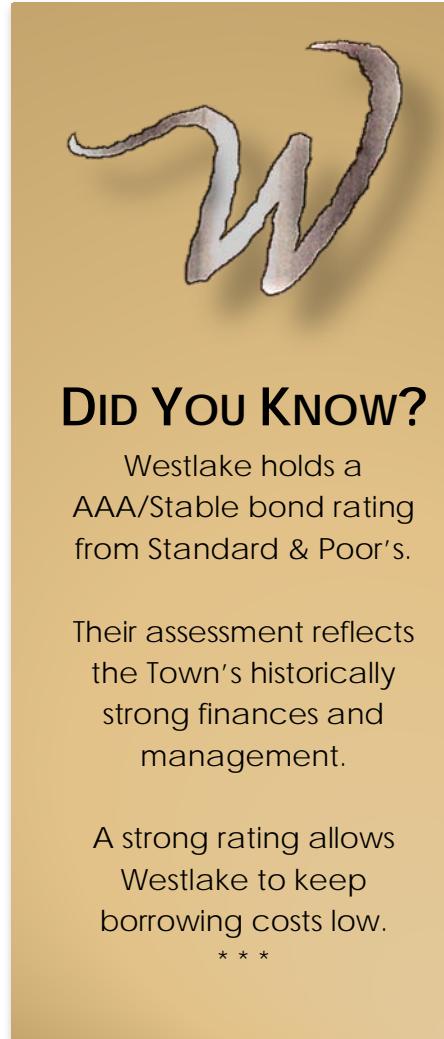
Debt Approval Process



Debt Limits

Define specific limits or acceptable ranges for each type of debt. Limits are generally set for legal, public policy, and financial reasons. For the Town of Westlake there is no legal limit to debt except by way of a tax rate limit.

- a. *Legal limits* are determined by:
 - o State constitution and/or law which limit the Town's ad valorem rate.
 - o Local charter, by-laws, resolution or ordinance, or covenant.
- b. *Public Policy* limits include:
 - o Purposes for which debt proceeds may be used or prohibited,
 - o Types of debt that may be issued or prohibited,
 - o Relationship to and integration with the Capital Improvement Program,
 - o Policy goals related to economic development, capital improvement financings, tax increment financing, and public-private partnerships.
- c. *Financial limits* generally reflect policy or other financial resource constraints. Appropriate debt limits can positively impact bond ratings, if the government demonstrates adherence to such policies over time. Financial limits are often expressed as ratios customarily used by credit analysts. Different criteria for determining credit worthiness i.e. credit rating). Direct Debt can be measured or limited by the following ratios
 - o Debt per capita,
 - o Debt to personal income,
 - o Debt to taxable property value
 - o Debt service payments as a percentage of general fund revenues or expenditures.



Debt Issuance Analysis

All consideration of debt issuance for major capital assets will be prepared within the framework of a Council approved multi-year capital improvement plan and forecast for all Town facilities and infrastructure.

Debt Structuring Practices

Includes specific policies regarding the debt structuring practices for each type of bond, including:

- Maximum term (often stated in absolute terms or based on the useful life of the asset),
- Average maturity,
- Debt service pattern such as equal payments or equal principal amortization,
- Use of optional redemption features that reflect market conditions and/or needs of the government,
- Use of variable or fixed-rate debt, credit enhancements, and short-term debt, and limitations as to when each can be used, and
- Other structuring practices should be considered such as capitalized interest, deferral of principal and/or other internal credit support, including general obligation pledges.

Debt Issuance Practices

Provides guidance regarding the issuance process, which may differ for each type of debt.

These practices include:

- Criteria for determining the sale method (competitive, negotiated, placement) and investment of proceeds,
- Criteria for issuance of advance refunding and current refunding bonds,
- Selection and use of professional service providers,
- Use of comparative bond pricing services or market indices as a benchmark in negotiated transactions, as well as to evaluate final bond pricing results, and
- Use of credit ratings, minimum bond ratings, determination of the number of ratings, and selection of rating services.

Analysis of Debt Issuance and Debt Issuance Alternatives

Staff will explore alternatives to the issuance of debt for capital acquisitions and construction projects.

These alternatives will include, but not be limited to,

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

Use of Debt Financing

The useful life of the asset or project shall, at a minimum, exceed the payout schedule of any debt the Town assumes.

Section 7 Debt Service Funds
Debt Service Funds Overview

1. Debt financing instruments to be considered by the Town may include:
 - o General obligation bonds - These must be authorized by a vote of the citizens of Westlake.
 - o Revenue bonds - These bonds generate capital requirements necessary for continuation or expansion of a service which produces revenue and for which the asset may reasonable be expected to provide for a revenue stream to fund the debt service requirement.
 - o Certificates of obligation - These can be authorized by Council approval with debt service by either general revenues or backed by a specific revenue stream or a combination of both.
 - o Lease/purchase agreements - These shall only be used to purchase capital assets that cannot be financed from either current revenues or fund balance/retained earnings and to fund infrastructure improvements and additions.
2. **Assumption of Additional Debt** - The Town shall not assume more tax-supported general purpose debt than it retires each year without first conducting an objective analysis as to the community's ability to assume and support additional debt service payments.
3. **Affordability Targets** - The Town shall use an objective multi-year analytical approach to determine whether it can afford to assume new general purpose debt beyond what it retires each year. This process shall compare generally accepted standards of affordability to the current values for the Town. The process shall also examine the direct costs and benefits of the proposed expenditures. The decision on whether or not to assume new debt shall be based on these costs and benefits and on the Town's ability to "afford" new debt as determined by the aforementioned standards. The Town shall strive to achieve and/or maintain these standards at a low to moderate classification.
4. **Debt Structure** - The Town shall structure its debt payment schedules for general purpose debt to ensure level principal repayment schedules. The Town shall not assume any debt with "balloon" repayment schedules which consist of low annual payments and one large payment of the balance due at the end of the term. While balloon payment structures minimize the size of debt payments during the period, they force a large funding requirement on the budget of the final year. Given the uncertainties of the future, level payment schedules improve budget planning and financial management.
5. **Sale Process** - The Town shall use a competitive bidding process in the sale of debt unless the nature of the issue warrants a negotiated bid. The Town shall award bonds based on a true interest cost (TIC) basis as long as the financial advisor agrees that the TIC basis can satisfactorily determine the lowest and best bid.
6. **Bond Rating Agencies Presentations** - Full disclosure of operations and open lines of communication shall be made to the bond rating agencies. Town staff, with assistance of

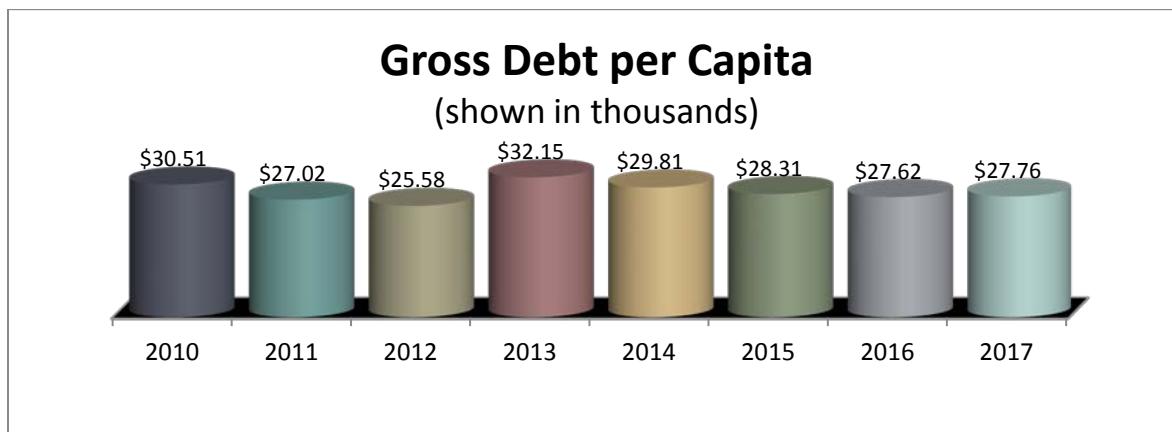
Section 7 Debt Service Funds
Debt Service Funds Overview

financial advisors, shall prepare the necessary materials and presentation to the bond rating agencies.

7. **Continuing Disclosure** - The Town is committed to continuing disclosure of financial and pertinent credit information relevant to the Town's outstanding securities.
8. **Debt Refunding** - Town staff and the financial advisor shall monitor the municipal bond market for opportunities to obtain interest savings by refunding outstanding debt. As a general rule, the present value savings of a particular refunding should exceed 3.5% of the refunded maturities.

Debt per Capita

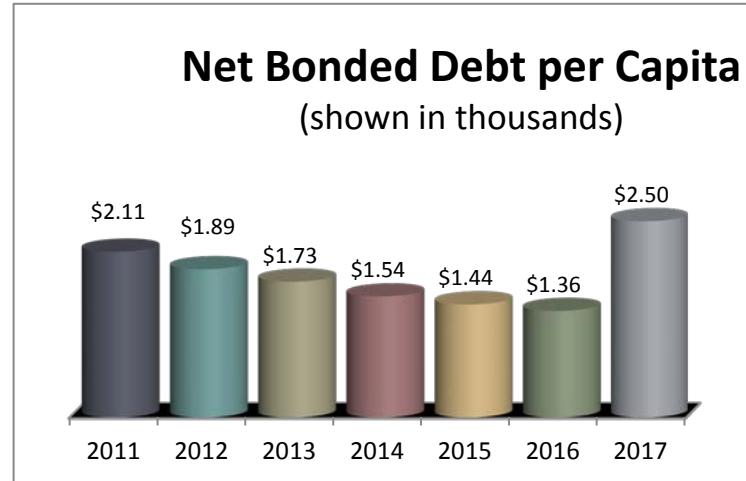
In order to make apples-to-apples comparisons of debt levels between different municipalities, analysts often use measures like debt per capita, or the amount of bonded debt outstanding for each resident. It does not include interest expense. Total debt outstanding at 9/30/17 is \$35,257,700.



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

While the Town's bonded debt is ultimately secured by a pledge of its ad valorem tax, the majority of it is actually paid from municipal sales tax revenues and other sources. Currently only the 2011 COs for street repairs and Series 2013 GO-Refunding Bonds for the Arts and Sciences Center with a

combined current balance of \$3,177,000 are being paid with property taxes. This comparison results in a more accurate reflection of the Town's net debt per capita.



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Debt Service Fund *(non-property tax revenue supported)*

This section provides a summary of the annual principal and interest payments for all outstanding bonded debt and capital leases.

The Town's debt is funded through dedicated, self-supporting revenue streams such as sales tax revenues.

The Town issues general obligation bonds and certificates of obligation to provide for the acquisition and construction of major capital facilities and infrastructure.

•

Debt Service Fund 300 (Non-Tax Revenue Supported)

Program Summary

Fiscal Year 2017/2018

Actuals FY 15/16	Adopted Budget FY 16/17	Estimated Budget FY 16/17	Adopted Budget FY 17/18	FY 17/18 vs FY 16/17	Adopted Estimated
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REVENUES & OTHER SOURCES

General Sales Tax	\$ -	\$ -	\$ -	\$ -	0%
Property Tax	-	-	-	-	0%
Charge for Service	-	-	-	-	0%
Hotel Occupancy Tax	-	-	-	-	0%
Beverage Tax	-	-	-	-	0%
Franchise Fees	-	-	-	-	0%
Permits & Fees Other	-	-	-	-	0%
Permits & Fees Building	-	-	-	-	0%
Permits & Fees Utility	-	-	-	-	0%
Fines & Forfeitures	-	-	-	-	0%
Investment Earnings	-	-	-	-	0%
Contributions	-	-	-	-	0%
Misc Income	-	-	-	-	0%
Total Revenues	-	-	-	-	0%
Transfers In	1,856,591	2,033,385	2,066,128	2,710,068	643,940 100%
Other Sources	-	-	-	-	0%
Total Other Sources	1,856,591	2,033,385	2,066,128	2,710,068	643,940 100%
TOTAL REVENUES & OTHER SOURCES	\$ 1,856,591	\$ 2,033,385	\$ 2,066,128	\$ 2,710,068	\$ 643,940 31%

EXPENDITURES & OTHER USES

Payroll Salaries	\$ -	\$ -	\$ -	\$ -	0%
Payroll Transfers In	-	-	-	-	0%
Total Payroll and Related	-	-	-	-	0%
Debt	1,856,591	2,031,785	2,065,105	2,710,068	644,963 31%
Economic Development	-	-	-	-	0%
Insurance	-	-	-	-	0%
Payroll Transfers Out	-	-	-	-	0%
Repair & Maintenance	-	-	-	-	0%
Rent & Utilities	-	-	-	-	0%
Services	1,600	1,600	1,600	-	(1,600) -100%
Supplies	-	-	-	-	0%
Water Purchases	-	-	-	-	0%
Total Operations & Maintenance	1,858,191	2,033,385	2,066,705	2,710,068	643,363 31%
TOTAL OPERATING EXPENDITURES	1,858,191	2,033,385	2,066,705	2,710,068	643,363 31%
Capital Project Funds	-	-	-	-	0%
Capital Outlay	-	-	-	-	0%
Maintenance & Replacement Funds	-	-	-	-	0%
Total Capital and M&R Projects	-	-	-	-	0%
Transfers Out	-	-	-	-	0%
Other Sources	-	-	-	-	0%
Total Other Uses	-	-	-	-	0%
TOTAL NON-OPERATING EXPENDITURES	-	-	-	-	0%
TOTAL EXPENDITURES & OTHER USES	1,858,191	2,033,385	2,066,705	2,710,068	643,363 31%

Excess Revenues over(under) Expenditures	(1,600)	-	(578)	-	578 100%
FUND BALANCE, BEGINNING	2,178	578	578	(0)	(578) -100%
FUND BALANCE, ENDING	578	578	(0)	(0)	- 0%
Restricted/Assigned/Committed Funds	578	578	(0)	(0)	- 0%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	\$ -	\$ -	\$ - 0%

RESTRICTED/ASSIGNED/COMMITTED FUNDS

Cash	300 10110 00 000	\$ 578	\$ 578	\$ (0)	\$ (0)	\$ - 0%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS		\$ 578	\$ 578	\$ (0)	\$ (0)	\$ - 0%

Section 7 Debt Service Funds
Debt Service Fund 300 Overview

This Debt Service Fund is used to manage payments on all general government related debt except for property tax supported debt which is paid through Fund 301. Town Council and staff are dedicated to a conservative pattern of debt issuance that ensures property tax rates remain among the lowest in the region and attractive to prospective businesses and residents.

Recognizing long-term debt is usually a more expensive financing method, alternative financing sources are explored before debt is issued. When debt is issued, it will be used to acquire major assets with expected lives which equal or exceed the average life of the debt issue. Transfers from 4B Economic Development Fund and the General Fund comprise the bulk of this debt service fund revenues.

Revenues and Other Sources

- Total Transfers In are budgeted to be \$2,710,068,
- This represents a 31% increase of \$643,940 from prior year estimated transfers in of \$2,066,128.

Expenditures and Other Uses

- Debt service expenditures are budgeted to be \$2,710,068
- This represents a 31% increase of \$644,963 from prior year estimated expenditures of \$2,065,105.
- This increase is due primarily to the issuance of debt for the Fire Station Complex and Series 2017 GO refunding of Series 2007 debt.
- As of FY17/18 the series 2013 refunding debt payments (originally series 2008 noted below) for the Westlake Academy Arts and Sciences building has been moved to Debt Service Fund 301 to be covered by property tax revenues as these bonds are tax supported.

Bond Issuances for Westlake Academy

- \$12,400,000 Series 2002 Certificates of Obligation for Phase 1 Construction
- \$ 6,410,000 Series 2003 Certificates of Obligation for Phase 2 Construction
- \$ 2,500,000 Series 2008 General Obligation Bonds for Arts & Science Building
- \$ 8,500,000 Series 2013 Certificates of Obligation for WA expansion of 3 Buildings

Bond Refundings for Westlake Academy

- 7,465,000 Series 2007 General Obligation Refunding Bonds
 - Refunding of Series 2002
- \$7,375,000 Series 2011 General Obligation Refunding Bonds
 - Refunding of Series 2002 and 2003
- \$ 1,980,000 Series 2014 General Obligation Refunding Bonds
 - Refunding of Series 2003
- \$5,795,000 Series 2017 General Obligation Refunding Bonds
 - Refunding of Series 2007

Bond Issuances for the Fire Station/EMS Complex

- \$9,204,000 Series 2017 Certificates of Obligation
- \$1,530,000 Series 2017 Tax Note

Debt Service Fund 300

Revenue Supported Debt

		Fire Station Complex					
Pymt No.	Fiscal Year	Fire Station Complex			Fire Station Complex		
		SERIES 2017 Texas Tax Note		TOTAL	Program 17		TOTAL
		Principal	Interest		Principal	Interest	
1	2018	202,000	32,173	234,173	200,000	310,800	510,800
2	2019	212,000	22,118	234,118	205,000	304,725	509,725
3	2020	215,000	18,254	233,254	210,000	298,500	508,500
4	2021	219,000	14,326	233,326	215,000	292,125	507,125
5	2022	223,000	10,326	233,326	225,000	285,525	510,525
6	2023	227,000	6,254	233,254	230,000	278,700	508,700
7	2024	232,000	2,100	234,100	235,000	271,725	506,725
8	2025	-	-	-	245,000	264,525	509,525
9	2026	-	-	-	250,000	257,100	507,100
10	2027	-	-	-	260,000	249,450	509,450
11	2028	-	-	-	265,000	241,575	506,575
12	2029	-	-	-	275,000	233,475	508,475
13	2030	-	-	-	285,000	225,075	510,075
14	2031	-	-	-	290,000	216,450	506,450
15	2032	-	-	-	300,000	207,600	507,600
16	2033	-	-	-	310,000	198,450	508,450
17	2034	-	-	-	320,000	189,000	509,000
18	2035	-	-	-	330,000	179,250	509,250
19	2036	-	-	-	340,000	169,200	509,200
20	2037	-	-	-	350,000	158,850	508,850
21	2038	-	-	-	360,000	146,400	506,400
22	2039	-	-	-	375,000	131,700	506,700
23	2040	-	-	-	390,000	116,400	506,400
24	2041	-	-	-	410,000	100,400	510,400
25	2042	-	-	-	425,000	83,700	508,700
26	2043	-	-	-	440,000	66,400	506,400
27	2044	-	-	-	460,000	48,400	508,400
28	2045	-	-	-	480,000	29,600	509,600
29	2046	-	-	-	500,000	10,000	510,000
TOTAL		\$ 1,530,000	\$ 105,550	\$ 1,635,550	\$ 9,180,000	\$ 5,565,100	\$ 14,745,100
Issued By:		Texas Tax Note			US Bank		
Original Issue:		\$1,530,000.00			\$9,204,000.00		
Issue Date:		March 2017			March 2017		

Debt Service Fund 300

Revenue Supported Debt

Westlake Academy						
		Refunding of 2007 (orig 2002)		Refunding of 2003		
Pymt No.	Fiscal Year	SERIES 2017 GO-Refunding			SERIES 2014 GO-Refunding	
		Program 15	TOTAL	Program 14	TOTAL	
Principal	Interest			Principal	Interest	
1	2018	30,000	227,625	257,625	5,000	65,040
2	2019	30,000	227,025	257,025	5,000	64,860
3	2020	35,000	226,375	261,375	5,000	64,680
4	2021	35,000	225,675	260,675	5,000	64,500
5	2022	35,000	224,888	259,888	5,000	64,320
6	2023	35,000	223,925	258,925	5,000	64,140
7	2024	40,000	222,800	262,800	5,000	63,960
8	2025	605,000	210,100	815,100	5,000	63,780
9	2026	625,000	185,500	810,500	5,000	63,600
10	2027	645,000	160,100	805,100	5,000	63,420
11	2028	675,000	133,700	808,700	5,000	63,240
12	2029	715,000	105,900	820,900	350,000	56,150
13	2030	735,000	76,900	811,900	360,000	41,950
14	2031	775,000	46,700	821,700	375,000	27,250
15	2032	780,000	15,600	795,600	395,000	9,874
16	2033	-	-	-	-	-
17	2034	-	-	-	-	-
18	2035	-	-	-	-	-
19	2036	-	-	-	-	-
20	2037	-	-	-	-	-
21	2038	-	-	-	-	-
22	2039	-	-	-	-	-
23	2040	-	-	-	-	-
24	2041	-	-	-	-	-
25	2042	-	-	-	-	-
26	2043	-	-	-	-	-
27	2044	-	-	-	-	-
28	2045	-	-	-	-	-
29	2046	-	-	-	-	-
TOTAL		\$ 5,795,000	\$ 2,512,813	\$ 8,307,813	\$ 1,535,000	\$ 840,764
Issued By:		US Bank		US Bank		
Original Issue:		\$5,795,000.00		\$1,980,000.00		
Issue Date:		March 2007		January 2014		

Debt Service Fund 300

Revenue Supported Debt

Westlake Academy						
Partial refunding of 2002 & 2003				Westlake Academy Expansion		
		SERIES 2011 GO-Refunding		SERIES 2013 CO		
Pymt No.	Fiscal Year	Program 10		TOTAL	Program 12	
		Principal	Interest		Principal	Interest
1	2018	700,000	192,650	892,650	178,000	267,172
2	2019	715,000	171,425	886,425	182,450	263,568
3	2020	730,000	149,750	879,750	191,350	259,830
4	2021	750,000	127,550	877,550	191,350	255,525
5	2022	770,000	104,750	874,750	200,250	250,630
6	2023	790,000	81,350	871,350	204,700	245,056
7	2024	820,000	55,150	875,150	213,600	238,781
8	2025	260,000	36,250	296,250	213,600	232,373
9	2026	260,000	27,150	287,150	226,950	225,765
10	2027	275,000	17,100	292,100	231,400	218,601
11	2028	290,000	5,800	295,800	240,300	210,936
12	2029	-	-	-	347,100	200,956
13	2030	-	-	-	360,450	188,574
14	2031	-	-	-	369,350	175,803
15	2032	-	-	-	529,550	158,748
16	2033	-	-	-	280,350	142,550
17	2034	-	-	-	293,700	131,069
18	2035	-	-	-	307,050	119,054
19	2036	-	-	-	320,400	106,505
20	2037	-	-	-	329,300	94,129
21	2038	-	-	-	342,650	81,950
22	2039	-	-	-	356,000	69,287
23	2040	-	-	-	369,350	55,447
24	2041	-	-	-	382,700	40,406
25	2042	-	-	-	400,500	24,742
26	2043	-	-	-	418,300	8,366
27	2044	-	-	-	-	-
28	2045	-	-	-	-	-
29	2046	-	-	-	-	-
TOTAL		\$ 6,360,000	\$ 968,925	\$ 7,328,925	\$ 7,680,700	\$ 4,265,823
Issued By:		US Bank		US Bank		
Original Issue:		\$7,375,000.00		\$8,500,000.00		
Issue Date:		December 2011		April 2013		

Debt Service Fund 300

Revenue Supported Debt

Pymt No.	Fiscal Year	GRAND TOTAL		
		Principal	Interest	TOTAL
1	2018	1,315,000	1,095,460	2,410,460
2	2019	1,349,450	1,053,721	2,403,171
3	2020	1,386,350	1,017,389	2,403,739
4	2021	1,415,350	979,701	2,395,051
5	2022	1,458,250	940,439	2,398,689
6	2023	1,491,700	899,425	2,391,125
7	2024	1,545,600	854,516	2,400,116
8	2025	1,328,600	807,028	2,135,628
9	2026	1,366,950	759,115	2,126,065
10	2027	1,416,400	708,671	2,125,071
11	2028	1,475,300	655,251	2,130,551
12	2029	1,687,100	596,481	2,283,581
13	2030	1,740,450	532,499	2,272,949
14	2031	1,809,350	466,203	2,275,553
15	2032	2,004,550	391,822	2,396,372
16	2033	590,350	341,000	931,350
17	2034	613,700	320,069	933,769
18	2035	637,050	298,304	935,354
19	2036	660,400	275,705	936,105
20	2037	679,300	252,979	932,279
21	2038	702,650	228,350	931,000
22	2039	731,000	200,987	931,987
23	2040	759,350	171,847	931,197
24	2041	792,700	140,806	933,506
25	2042	825,500	108,442	933,942
26	2043	858,300	74,766	933,066
27	2044	460,000	48,400	508,400
28	2045	480,000	29,600	509,600
29	2046	500,000	10,000	510,000
TOTAL		\$ 32,080,700	\$ 14,258,975	\$ 46,339,675
Issued By: Original Issue: Issue Date:				

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Debt Service Fund (Property Tax Supported)

This section provides a summary of the annual principal and interest payments for all outstanding bonded debt that is funded through property tax revenue.

The Town issues general obligation bonds and certificates of obligation to provide for the acquisition and construction of major capital facilities and infrastructure.

Debt Service Fund 301 (Property Tax Supported)

Program Summary

Fiscal Year 2017/2018

Actuals FY 15/16	Adopted Budget FY 16/17	Estimated Budget FY 16/17	Adopted Budget FY 17/18	FY 17/18 vs FY 16/17	Adopted Estimated
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REVENUES & OTHER SOURCES

General Sales Tax	\$ -	\$ -	\$ -	\$ -	0%
Property Tax	161,393	88,635	95,010	271,411	176,401 186%
Charge for Service	-	-	-	-	- 0%
Hotel Occupancy Tax	-	-	-	-	- 0%
Beverage Tax	-	-	-	-	- 0%
Franchise Fees	-	-	-	-	- 0%
Permits & Fees Other	-	-	-	-	- 0%
Permits & Fees Building	-	-	-	-	- 0%
Permits & Fees Utility	-	-	-	-	- 0%
Fines & Forfeitures	-	-	-	-	- 0%
Investment Earnings	-	-	-	-	- 0%
Contributions	-	-	-	-	- 0%
Misc Income	-	-	-	-	- 0%
Total Revenues	161,393	88,635	95,010	271,411	176,401 186%
Transfers In	-	-	-	-	- 100%
Other Sources	-	-	-	-	- 0%
Total Other Sources	-	-	-	-	- 100%
TOTAL REVENUES & OTHER SOURCES	\$ 161,393	\$ 88,635	\$ 95,010	\$ 271,411	\$ 176,401 186%

EXPENDITURES & OTHER USES

Payroll Salaries	\$ -	\$ -	\$ -	\$ -	0%
Payroll Transfers In	-	-	-	-	- 0%
Total Payroll and Related	-	-	-	-	- 0%
Debt	150,241	118,611	118,611	277,700	159,089 134%
Economic Development	-	-	-	-	- 0%
Insurance	-	-	-	-	- 0%
Payroll Transfers Out	-	-	-	-	- 0%
Repair & Maintenance	-	-	-	-	- 0%
Rent & Utilities	-	-	-	-	- 0%
Services	-	-	-	-	- 0%
Supplies	-	-	-	-	- 0%
Water Purchases	-	-	-	-	- 0%
Total Operations & Maintenance	150,241	118,611	118,611	277,700	159,089 134%
TOTAL OPERATING EXPENDITURES	150,241	118,611	118,611	277,700	159,089 134%
Capital Project Funds	-	-	-	-	- 0%
Capital Outlay	-	-	-	-	- 0%
Maintenance & Replacement Funds	-	-	-	-	- 0%
Total Capital and M&R Projects	-	-	-	-	- 0%
Transfers Out	-	-	-	-	- 0%
Other Sources	-	-	-	-	- 0%
Total Other Uses	-	-	-	-	- 0%
TOTAL NON-OPERATING EXPENDITURES	-	-	-	-	- 0%
TOTAL EXPENDITURES & OTHER USES	150,241	118,611	118,611	277,700	159,089 134%

Excess Revenues over(under) Expenditures	11,153	(29,976)	(23,601)	(6,289)	17,312 73%
FUND BALANCE, BEGINNING	18,738	29,890	29,890	6,289	(23,601) -79%
FUND BALANCE, ENDING	29,890	(86)	6,289	-	(6,289) -100%
Restricted/Assigned/Committed Funds	29,890	(86)	6,289	-	(6,289) -100%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	\$ -	\$ -	\$ - 0%

RESTRICTED/ASSIGNED/COMMITTED FUNDS

Cash	301 10110 00 000	\$ 29,890	\$ (86)	\$ 6,289	\$ -	\$ (6,289) -100%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS		\$ 29,890	\$ (86)	\$ 6,289	\$ -	\$ (6,289) -100%

Section 7 Debt Service Funds
Debt Service Fund 301 Overview

Required by Texas law, the Debt Service Fund (Property Tax) is used to manage payments related to the Interest and Sinking (I&S) component of the ad valorem (property) tax rate.

In most Texas municipalities, the Interest & Sinking levy funds the majority of annual debt service payments. The Town has separated the Debt Service Fund into two separate funds to more clearly denote the debt being paid with ad valorem tax which is a small portion of the Town's total debt.

Currently this Debt Service Fund is used to manage debt service payments associated with the various street projects. As of FY17/18 this fund will absorb the series 2013 refunding debt payments (originally series 2008) of the Westlake Academy Arts and Sciences building. This debt payment was originally in Debt Service Fund 300 and was paid via a transfer in from the Visitors Association Fund. The decision was made to move this payment to Debt Service Fund 301 to be covered by property tax revenues as these bonds are tax supported.

Revenues and Other Sources

- Ad valorem property tax revenues are budgeted to be \$271,411
- This amount represents a 185% increase of \$176,401 from the prior year estimated revenues of \$95,010
 - This increase is due to the inclusion of the Series 2013 Arts and Science Center refunding debt payment as noted above.

Expenditures and Other Uses

- Debt service expenditures are budgeted to be \$277,700
- This amount represents a 134% increase of \$159,089 from the prior year estimated expenditures of \$118,611.
 - This increase is due to the inclusion of the Series 2013 Arts and Science Center refunding debt payment as noted above.

Bond Issuances

- \$ 2,095,000 Series 2011 Certificates of Obligation
 - Street infrastructure improvements

Bond Refundings

- \$2,200,000 Series 2013 General Obligation Refunding Bonds
 - Refunding of Series 2008 for construction of the Arts and Sciences Building

Debt Service Fund 301
Tax Supported Debt

		Refunding of 2008 (A&S Bldg)			Street Infrastructure Improvements			GRAND TOTAL		
		SERIES 2013 GO-REFUNDING			SERIES 2011 CO			GRAND TOTAL		
Pymt No.	Fiscal Year	Program 13		TOTAL	Program 11		TOTAL	Principal	Interest	TOTAL
		Principal	Interest		Principal	Interest				
1	2018	125,000	37,400	162,400	79,000	36,300	115,300	204,000	73,700	277,700
2	2019	135,000	34,463	169,463	83,000	34,356	117,356	218,000	68,819	286,819
3	2020	140,000	31,025	171,025	87,000	32,316	119,316	227,000	63,341	290,341
4	2021	145,000	27,463	172,463	91,000	30,180	121,180	236,000	57,643	293,643
5	2022	145,000	23,838	168,838	96,000	27,936	123,936	241,000	51,774	292,774
6	2023	150,000	20,375	170,375	101,000	25,572	126,572	251,000	45,947	296,947
7	2024	145,000	17,130	162,130	106,000	23,088	129,088	251,000	40,218	291,218
8	2025	155,000	13,830	168,830	111,000	20,484	131,484	266,000	34,314	300,314
9	2026	165,000	10,063	175,063	117,000	17,748	134,748	282,000	27,811	309,811
10	2027	160,000	6,000	166,000	123,000	14,868	137,868	283,000	20,868	303,868
11	2028	160,000	2,000	162,000	129,000	11,844	140,844	289,000	13,844	302,844
12	2029			-	136,000	8,664	144,664	136,000	8,664	144,664
13	2030			-	143,000	5,316	148,316	143,000	5,316	148,316
14	2031			-	150,000	1,800	151,800	150,000	1,800	151,800
15	2032			-						
16	2033			-						
17	2034			-						
18	2035			-						
19	2036			-						
20	2037			-						
21	2038			-						
22	2039			-						
23	2040			-						
24	2041			-						
25	2042			-						
26	2043			-						
TOTAL		\$ 1,625,000	\$ 223,585	\$ 1,848,585	\$ 1,552,000	\$ 290,472	\$ 1,842,472	\$ 3,177,000	\$ 514,057	\$ 3,691,057
Issued By:		US Bank			Independent Bank					
Original Issue:		\$2,200,000.00			\$2,095,000					
Issue Date:		February 2013			March 29, 2011					

SECTION 8

WESTLAKE ACADEMY

MAINTAINING
our
Vision

Hold Fast - Stay True

in a Sea of
CHANGE

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WESTLAKE ACADEMY
Combined Program Summary
Fiscal Year 2017/2018

Actuals FY 15/16	Adopted Budget FY 16/17	Estimated Budget FY 16/17	Adopted Budget FY 17/18	FY 17/18 vs FY 16/17	Adopted Estimated
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REVENUES & OTHER SOURCES

Transportation	\$ 9,763	\$ 28,400	\$ 10,000	\$ 10,000	\$ - 0%
Parking	13,005	25,050	15,050	15,000	(50) 0%
Athletic Activities	97,938	90,724	90,724	90,700	(24) 0%
Interest Earned	3,126	3,000	4,500	3,000	(1,500) -33%
WAF Blacksmith Donation	932,728	1,000,000	1,025,000	1,000,000	(25,000) -2%
WAF Salary Reimbursement	60,389	66,432	66,432	67,800	1,368 2%
Town Contribution - Westlake Reserve	300,000	300,000	300,000	300,000	- 0%
Town Contribution	15,000	15,000	15,000	15,000	- 0%
Other Local Revenue (BTS, Tech & Other)	21,889	143,256	95,886	58,800	(37,086) -39%
Fund raiser (Back to School)	-	-	16,000	16,000	- 0%
Food Services	6,000	6,000	6,000	6,100	100 2%
Total Local Revenues	1,459,838	1,677,862	1,644,592	1,582,400	(62,192) -4%
TEA - Foundation School Funds	5,856,979	5,606,212	5,539,350	5,781,200	241,850 4%
CTE Funding (additional TEA-FSP Funds)	-	356,475	299,605	572,200	272,595 91%
TEA - Available School Funds	153,204	308,298	287,790	191,300	(96,490) -34%
TEA - IB Training	-	-	6,300	6,300	- 0%
TRS On-behalf/Medicare Part B	398,957	450,326	450,326	450,700	374 0%
Total State Revenues	6,409,140	6,721,311	6,583,371	7,001,700	418,329 6%
TOTAL REVENUES & OTHER SOURCES	\$ 7,868,978	\$ 8,399,173	\$ 8,227,963	\$ 8,584,100	\$ 356,137 4%

EXPENDITURES & OTHER USES

Function 11 - Instructional	\$ 5,369,349	\$ 4,788,354	\$ 4,759,616	\$ 4,975,270	\$ 215,654 5%
Function 12 - Resources & Media	73,982	84,089	82,639	82,639	- 0%
Function 13 - Curriculum & Staff Development	147,558	127,802	86,623	84,545	(2,078) -2%
Function 21 - Instructional Leadership	210,590	276,548	278,148	206,623	(71,525) -26%
Function 23 - School Leadership	860,150	851,510	853,935	757,692	(96,243) -11%
Function 31 - Guidance & Counseling	248,153	236,600	228,950	223,973	(4,977) -2%
Function 33 - Health Services	62,327	68,024	68,024	66,024	(2,000) -3%
Function 36 - Co/Extracurricular Activities	140,141	175,826	246,013	218,358	(27,655) -11%
Function 41 - Administrative	372,961	276,495	307,126	260,167	(46,959) -15%
Function 51 - Maintenance & Operations	895,335	940,838	893,738	960,743	67,005 7%
Function 53 - Data Processing	164,331	192,401	176,401	195,505	19,104 11%
Function 61 - Community Services	118,429	122,020	122,020	124,460	2,440 2%
Function 71 - Debt Service	91,092	257,238	257,238	166,200	(91,038) -35%
TOTAL EXPENDITURES	\$ 8,754,398	\$ 8,397,745	\$ 8,360,471	\$ 8,322,199	\$ (38,272) 0%

OTHER SOURCES AND USES

Other Resources - Local	474,300	-	80,000	60,000	(20,000) -25%
Transfer in - Campus Activity Fund	-	-	37,090	-	(37,090) -100%
Other Uses - Local	-	-	(60,000)	(60,000)	- 0%
NET OTHER SOURCES AND USES	\$ 474,300	\$ -	\$ 57,090	\$ -	\$ (57,090) -100%

Excess Revenues over(under) Expenditures	(411,120)	1,428	(75,418)	261,901	337,319	-447%
FUND BALANCE, BEGINNING	1,482,157	1,071,037	1,071,037	995,619	(75,418)	-7%
FUND BALANCE, ENDING	1,071,037	1,072,465	995,619	1,257,520	261,901	26%
Assigned - Bus Maintenance	-	-	37,090	24,090	(13,000)	-35%
Assigned - Technology/FFE	125,000	-	-	-	-	0%
Assigned - Uniform/Equip replacement	5,000	11,000	11,000	15,000	4,000	36%
FUND BALANCE, ENDING (Unassigned)	\$ 941,037	\$ 1,061,465	\$ 947,529	\$ 1,218,430	\$ 270,901	29%
Dollars per Operating Day	22,685	23,008	22,905	22,801	(105)	0%
Number of Operating Days (365)	41	46	41	54	12	29%

Section 8 Academic Funds
Westlake Academy Overview

Founded in 2003, Westlake Academy is an open enrollment charter school that is owned and operated by the Town of Westlake. The Academy is the Town's largest operating department, and is required under state law to publish a separate budget document. The Westlake Academy Fund was incorporated into the Town's budget structure in FY2010/11 in order to capture the total cost of municipal programs and services in a single document. Note that revenues and expenditures are aligned with the school fiscal year, which begins on September 1 and ends on August 31. For detailed information concerning Academy revenues and expenditures, see Westlake Academy's 2017/2018 operating budget, available online at www.westlakeacademy.org.

Revenues

- General Fund adopted revenues and other sources are \$8,584,100.

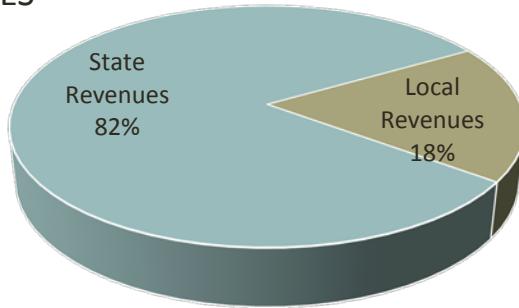
Expenditures

- General Fund adopted expenditures and other uses total \$8,322,199.

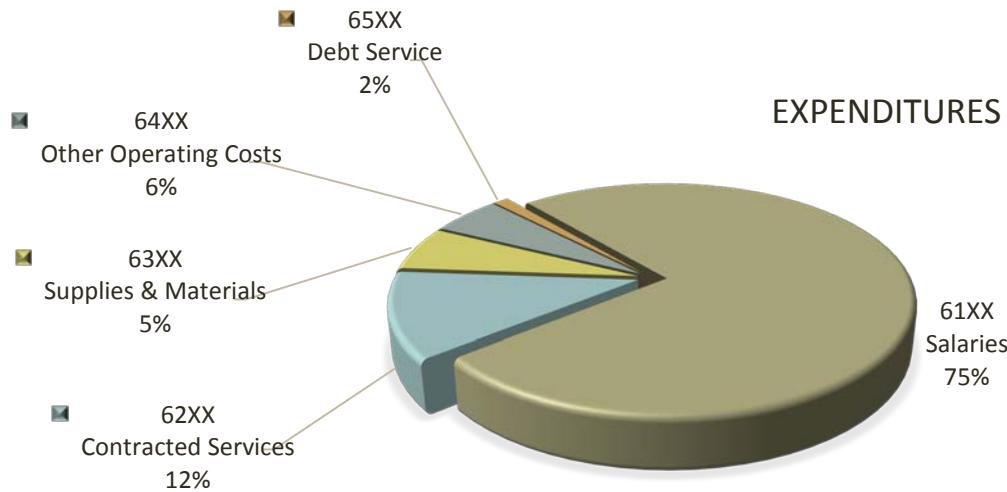
Fund Balance

- Ending fund balance is projected to be \$1,257,520.

REVENUES



EXPENDITURES



August 7, 2017

Honorable Board of Trustees,

As Superintendent of Westlake Academy, and in tandem with the administrative teams for both municipal and academic services, I am pleased to submit for your consideration, the Academic Budget for FY 2017/18.

On behalf of our entire learning community, I would like to thank the Board for their leadership, dedication to excellence, and 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 educational success can happen!

I. INTRODUCTION

Westlake Academy has faced several challenges and opportunities over the last several years, including decreased state funding, increasing rigor in state assessments, recruitment and retention of legacy teacher issues, space constrictions and subsequent facility expansion, and unprecedented growth within our student population. 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. Keeping this in mind, we present this year's budget theme, "**I=E³: Inquiry is the Solution ... Engage ... Explore ... Empower!**"

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

GENERAL FUND BUDGET SUMMARY

	Amended FY 2016/17	Proposed FY 2017/18	\$ Increase (Decrease)	% Increase (Decrease)
Total Revenues	\$ 8,227,963	\$ 8,584,100	\$ 356,137	4%
Total Expenditures	8,360,471	8,322,199	(38,272)	-0.458%
Other Resources	117,090	60,000	(57,090)	-100%
Other Uses	(60,000)	(60,000)		
Excess Revenues Over(Under) Expenditures	(75,418)	261,901	337,319	-447%
FUND BALANCE BEGINNING	1,071,036	995,618	(75,418)	-7%
FUND BALANCE ENDING	995,618	1,257,519	261,901	26%
Assigned	48,090	39,090	(9,000)	-19%
FUND BALANCE ENDING (Unassigned)	\$ 947,528	\$ 1,218,429	\$ 270,901	29%
# Days Operating (Based on 365)	41	53	13	29%
Daily Operating Expenditure	22,905	22,801	\$ 105	0%
Students Enrolled	830	856	26	3%
TEA Funding per Student	\$ 7,382	\$ 7,646	\$ 264	4%
Operating Cost per Student	\$ 10,073	\$ 9,722	\$ (351)	-3%
Teachers	66	66	0.04	0%
Student/Teacher Ratio	13	13	0.39	3%

II. THE CHALLENGES

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

WESTLAKE'S PERMANENT POPULATION GROWTH:

This is the portion of our population considered to be our permanent residents. From the 1990 population of 185 to 2016's population of 1,264 represents an increase of 583% equal to 1,079 additional residents. We will continue to monitor and plan for increases in these numbers considering our Comprehensive Plan's (Forging Westlake) forecast of approximately 7.21% annual population growth between now and 2040. This would bring us to around 7,000 residents.

The number of Westlake residents who are selecting Westlake Academy as the educational choice for their students has doubled in the past five years. Resident surveys continually indicate that the Academy is a strong motivator for our residents to locate in Westlake, and one of the top three (3) reasons why they plan to remain in our community. For example, the 2017 municipal services survey results indicate 75% of the new residents say enrollment at Westlake Academy was extremely important/important to their decision to live in the community. With the majority of those residents then listing this as the number one (1) reason they will remain in Westlake over the next five (5) years.

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

Westlake Academy has experienced steady enrollment growth from 491 students in SY 2009-10 to a projected 856 in SY 2017-18. The current increase of student population is a result of the Phase I expansion efforts on the Academy campus and our development. Our growth requires that we carefully manage our student enrollment processes to provide adequate space for children of Westlake residents.

Approximately 39,000 sq. ft. of new facilities space was opened on campus in SY 14/15. It was comprised of a secondary classroom building, field house, and a primary years' multi-use hall. These buildings increased our capacity and allowed for decompression of our current school facilities. The lottery waiting list for student admissions from our secondary boundaries continues to grow from 705 in 2011 to over approximately 2,250 students for this coming school year.

PUBLIC EDUCATION FUNDING SHORTFALL:

State funding of public education was decreased by the State Legislature in 2011. While it has increased somewhat since then, the allocation has not kept pace with basic cost increases. And, in the Legislature's most recent 2017 session, the per student funding for public education was not increased for the next biennium. This negatively impacts Westlake since, as a charter school, we receive approximately 80% of our operational funding from the State. The municipal government continues to allocate significant resources to the school to deal with State funding limitations, maintain high quality educational services, provide for the Academy's facilities and support services, as well as preserve space for the children of Westlake residents.

Additionally, the Westlake Academy Foundation (WAF) raises significant operating funds for the Academy, without which the school could not operate.

STAFFING LEVELS, INSURANCE COSTS, AND RETENTION:

Our investment in the school must be facilitated in tandem with staffing considerations to maintain our dynamic teaching teams, and be competitive with our surrounding school districts. This includes keeping our compensation/benefit package competitive to attract and retain excellent employees. For the 2017/2018 budget year, in accordance with the Boards financial policies regarding Academy employee compensation, Staff recommends an average 2% salary increase for the Academy faculty and staff. This is in addition to maximizing efficiencies and processes that will control large expenditure drivers such as employee health insurance.

CONTINUED EMPHASIS ON LONG-RANGE FINANCIAL PLANNING:

This budget contains an updated Long-Range Financial Forecast which identifies key revenue and expenditure drivers while assessing historical financial trends and their potential impact upon the town's financial stability. The forecast must be monitored and updated during the budget formulation process, as well as reviewed with the Board of Trustees as the budget is prepared. Staff will also continue to produce quarterly financial reports for the Board that monitors and analyzes trends. The report serves as a valuable tool to assist in developing a proactive, rather than reactive, approach to our changing financial trends.

DFW METRO AREA EMPLOYMENT AND POPULATION GROWTH:

Since 1970, the DFW Metro area has grown by more than 150% - a faster pace than the state and nation. At 9,500 square miles, it is larger in total area than 5 of our states. With a population of nearly 6.8 million, it is the fourth largest metropolitan area in the country. Forecasts from the North Central Texas Council of Governments (NCTCOG) predict employment to grow, in this 12-county standard metropolitan statistical (SMSA) area, by almost 70% over the next 30 years. Population growth over this same 30-year period is also forecasted to be 69%. This regional growth will impact Westlake and the demand for enrollment opportunities at the school.

III. SHARED SERVICE MODEL

The Academy operates under a shared services model whereby the municipal operations team provides support services to the school. General maintenance and replacement of infrastructure and equipment for the school is also expensed to the municipal budget.

The support services for the Academy that generate indirect costs paid by the Town of Westlake are:

- Human Resources
- Information Technology
- Facility Maintenance Services
- Finance and Accounting Services
- General Managerial Oversight (Superintendent)
- Town Secretary records maintenance and election administration
- Board Support Services including policy advisement and strategic planning

The shared services model was an integral part of the state charter application process that helped bolster the Town's case for having a community school. This model conserves resources and avoids the duplication of efforts across the municipal and academic functions.

DEBT SERVICE

As part of the Academy's unique financial structure the Town of Westlake is responsible for debt service payments associated with the Academy's capital infrastructure. The Municipal Debt Service Fund is used to manage debt service payments, and Academy debt is accounted for in the annual municipal budget.

CAPITAL PROJECTS

Note that there are no major capital projects budgeted or planned through FY 18/19, and there are no future Academy capital projects discussed in the Town of Westlake's Capital Improvement Plan. However, retaining professional expertise to update the Academy's master facility plan will be discussed with the Council in the near future.

MUNICIPAL ALLOCATIONS

	Amended FY 16/17	Adopted FY 17/18	\$ Increase (Decrease)	% Increase (Decrease)
Municipal-Transfer to WA Operating Budget	\$ 315,000	\$ 315,000	\$ -	0.00%
Annual Debt Service (Municipal budget)	1,874,385	1,869,870	(4,515)	-0.24%
Major Maintenance and Replacement	279,565	200,000	(79,565)	-28.46%
In-direct Operating Costs	674,130	727,659	53,529	7.94%
Total Municipal Costs	\$ 3,143,080	\$ 3,112,529	\$ (30,551)	-0.97%

IV. FY17/18 GENERAL FUND BUDGET

This budget encompasses all teaching and extra-/co-curricular operating expenditures as well as State public school funding and private donations used to support the daily operations of Westlake Academy. The FY 17/18 General Fund budget totals \$8,322,199, which represents a 0.46% decrease from the prior year.

It is important to note that \$39,090 was earmarked in the Academy's fund balance for Athletic uniform and equipment replacement and bus maintenance, as well as additional days for the staff during August. As such, the 2017/2018 projections increased fund balance by \$270,901 for an ending total of \$1,219,857 (54 operating days).

As mentioned previously, Westlake Academy's enrollment increase has been driven by the growth of residential developments and housing opportunities within the Town of Westlake. This trend will continue with the addition of another housing development and new homes that are currently under construction. With the estimated increase of 26 students, total enrollment will rise to a projected 856 this school year. This will be the Academy's largest student enrollment census to date, exceeding the projections in the school's Facility Master Plan adopted in November of 2012.

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

COMBINED: GENERAL FUND ACADEMIC AND MUNICIPAL SERVICES

	Amended FY 16/17	Adopted FY 17/18	\$ Increase (Decrease)	% Increase (Decrease)
Operating Expenditures	\$ 8,045,471	\$ 8,007,199	\$ (38,272)	-0.48%
Municipal-Transfer to WA Operating Budget	315,000	315,000		0.00%
Total Academic Costs	8,360,471	8,322,199	(38,272)	-0.46%
Annual Debt Service (Municipal budget)	1,874,385	1,869,870	(4,515)	-0.24%
Major Maintenance and Replacement	279,565	200,000	(79,565)	-28.46%
In-direct Operating Costs	674,130	727,659	53,529	7.94%
Total Municipal Costs	2,828,080	2,797,529	(30,551)	-1.08%
TOTAL EXPENDITURE COSTS	\$ 11,188,551	\$ 11,119,728	\$ (68,823)	-0.62%
Number of Students	830	856	26	3.13%
Total Expenditure Cost per Student	\$ 13,480	\$ 12,990	\$ (490)	-3.63%

Over the last year, many hours have been spent to further develop our vision of the future, determining the best opportunities that lay before us to help accomplish our mission and truly become the “shining school on the hill.” While we have many successes to celebrate, we are constantly striving to improve the Academy through multiple avenues, including *“getting the right people on the bus”*, ensuring that we are consistently taking measure of our course, and adjusting as we move towards our goal.

It is through our talented faculty, staff, students, and their supportive families, that we can unfailingly rise to challenges and hold to our vision. The daily operation of the Academy is made possible through our partnerships with the Town of Westlake, the Westlake Academy Foundation, and our affiliate groups.

As with all good teams, it becomes necessary to draw attention to individual performers and teams who go above and beyond to help us accomplish our goals. I would like to recognize the hard work of the Academic and Municipal Leadership Teams, and specifically the Finance Department and Dr. Mechelle Bryson for their efforts in completing this award-winning document. I know with the teams we have in place, we will continue to “build a collective legacy of excellence.”



Thomas E. Brymer
Town Manager/Superintendent Westlake Academy

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

WESTLAKE ACADEMY LEADERSHIP TEAM

***THOMAS E. BRYMER** SUPERINTENDENT OF SCHOOLS

***Amanda DeGan**
Assistant
Town Manager

***Debbie Piper**
Director
of Finance

***Troy Meyer**
Director
of Facilities

***Jason Power**
Director of
Information Technology

***Ginger Awtry**
Director of Communications
& Community Affairs

***Todd Wood**
Director of Human Resources
And Administrative Services

**Asterisk denotes shared services personnel between the academic and municipal service teams of the Town of Westlake.*

DR. MECHELLE BRYSON EXECUTIVE DIRECTOR

Alan Burt
Director of Athletics
Student Life Coordinator

Rod Harding
Primary (PYP)
Principal

Beckie Paquin
Primary (PYP)
Assistant Principal

Alison Schneider
PYP Coordinator
Primary Curriculum Coordinator

Stacy Stoyanoff
Secondary Principal
(MYP/DP)

Jennifer Furnish
Secondary Assistant Principal
TEA/Charter Compliance Coordinator

Terri Watson
MYP/DP coordinator
Secondary Curriculum Coordinator

Dr. Shelly Myers
Executive Director of the WAF
& Director of Development

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."



VALUES

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



DESIRED OUTCOMES

The following desired outcomes summarize the goals and objectives established by the Board of Trustees and leadership staff at the Academy:

*High Student Achievement
Strong Parent & Community Connections
Financial Stewardship & Sustainability
Student Engagement-Extracurricular Activities
Effective Educators & Staff*



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SECTION 9

CAPITAL PROJECT FUNDS

MAINTAINING
our
Vision

Hold Fast - Stay True

in a Sea of
CHANGE

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CAPITAL PROJECT FUNDS

Combined Program Summary

Fiscal Year 2017/2018

Actuals FY 15/16	Adopted Budget FY 16/17	Estimated Budget FY 16/17	Adopted Budget FY 17/18	FY 17/18 FY 16/17	Adopted vs Estimated
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REVENUES & OTHER SOURCES

General Sales Tax	\$ -	\$ -	\$ -	\$ -	0%
Property Tax	-	-	-	-	0%
Hotel Tax	-	-	-	-	0%
Charge for Services	-	-	-	-	0%
Beverage Tax	-	-	-	-	0%
Franchise Fees	-	-	-	-	0%
Permits & Fees Other	-	-	-	-	0%
Permits & Fees Buildings	-	-	-	-	0%
Permits & Fees Utility	-	-	-	-	0%
Fines & Forfeitures	-	-	-	-	0%
Investment Earnings	17,144	6,900	60,700	41,600	(19,100) -31%
Contributions	-	10,000	3,671,315	175,000	(3,496,315) -95%
Misc Income	-	-	-	-	0%
Total Revenues	17,144	16,900	3,732,015	216,600	(3,515,415) -94%
Transfers In	1,723,515	1,210,000	1,010,000	1,765,324	755,324 100%
Other Sources	8,456,145	8,500,000	10,734,300	-	(10,734,300) 100%
Total Other Sources	10,179,660	9,710,000	11,744,300	1,765,324	(9,978,976) 100%
TOTAL REVENUES & OTHER SOURCES	\$ 10,196,804	\$ 9,726,900	\$ 15,476,315	\$ 1,981,924	\$ (13,494,391) -87%

EXPENDITURES & OTHER USES

Payroll Salaries	\$ -	\$ -	\$ -	\$ -	0%
Payroll Transfer In	-	-	-	-	0%
Total Payroll and Related	-	-	-	-	0%
Debt	-	-	-	-	0%
Economic Development	-	-	-	-	0%
Insurance	-	-	-	-	0%
Payroll Transfer Out	-	-	-	54,565	54,565 100%
Repair & Maintenance	-	-	-	-	0%
Rent & Utilities	-	-	-	-	0%
Services	-	-	-	-	0%
Supplies	-	-	-	-	0%
Water Purchases	-	-	-	-	0%
Total Operations & Maintenance	-	-	-	54,565	54,565 100%
TOTAL OPERATING EXPENDITURES	-	-	-	54,565	54,565 100%
Capital Project Funds	9,455,585	9,455,585	3,455,265	10,288,000	6,832,735 198%
Capital Outlay	-	-	-	-	0%
Maintenance & Replacement Funds	-	-	-	-	0%
Total Capital	9,455,585	9,455,585	3,455,265	10,288,000	6,832,735 198%
Transfers Out	-	-	-	-	0%
Other Uses	-	-	-	-	0%
Total Other Uses	-	-	-	-	0%
TOTAL NON-OPERATING EXPENDITURES	9,455,585	9,455,585	3,455,265	10,288,000	6,832,735 198%
TOTAL EXPENDITURES & OTHER USES	9,455,585	9,455,585	3,455,265	10,342,565	6,887,300 199%

Excess Revenues over(under) Expenditures	741,219	271,315	12,021,050	(8,360,641)	(20,381,691) 170%
FUND BALANCE, BEGINNING	2,558,290	2,558,290	2,558,290	14,579,340	12,021,050 470%
FUND BALANCE, ENDING	3,299,509	2,829,605	14,579,340	6,218,699	(8,360,641) -57%
Restricted/Assigned/Committed Funds	3,299,509	2,829,605	14,579,340	6,218,699	(8,360,641) -57%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	\$ -	\$ -	0%

RESTRICTED/ASSIGNED/COMMITTED FUNDS

Cash	\$ 3,299,509	\$ 2,829,605	\$ 14,579,340	\$ 6,218,699	\$ (8,360,641) -57%
					0%
					0%
					0%
					0%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS	\$ 3,299,509	\$ 2,829,605	\$ 14,579,340	\$ 6,218,699	\$ (8,360,641) -57%

CAPITAL PROJECT FUNDS
Combining Revenues, Expenditures and Fund Balance
FISCAL YEAR 2016/2017

Capital Fund	Expansion Fund	TOTAL
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REVENUES & OTHER SOURCES

General Sales Tax	\$ -	\$ -	\$ -
Property Tax	\$ -	\$ -	\$ -
Charge for Services	\$ -	\$ -	\$ -
Hotel Tax	\$ -	\$ -	\$ -
Beverage Tax	\$ -	\$ -	\$ -
Franchise Fees	\$ -	\$ -	\$ -
Permits and Fees	\$ -	\$ -	\$ -
Permits and Fees Building	\$ -	\$ -	\$ -
Fines and Forfeitures	\$ -	\$ -	\$ -
Investment Earnings	38,000	3,600	41,600
Contributions	175,000	\$ -	175,000
Misc Income	\$ -	\$ -	\$ -
Total Revenues	213,000	3,600	216,600
Transfers In	1,015,324	750,000	1,765,324
Other Sources	\$ -	\$ -	\$ -
Total Other Sources	1,015,324	750,000	1,765,324
TOTAL REVENUES AND OTHER SOURCES	\$ 1,228,324	\$ 753,600	\$ 1,981,924

EXPENDITURES AND OTHER USES

Payroll Salaries	\$ -	\$ -	\$ -
Payroll Transfers In	\$ -	\$ -	\$ -
Total Payroll & Related	\$ -	\$ -	\$ -
Debt	\$ -	\$ -	\$ -
Economic Development	\$ -	\$ -	\$ -
Insurance	\$ -	\$ -	\$ -
Payroll Transfers Out	54,565	\$ -	54,565
Repair & Maintenance	\$ -	\$ -	\$ -
Rent & Utilities	\$ -	\$ -	\$ -
Services	\$ -	\$ -	\$ -
Supplies	\$ -	\$ -	\$ -
Water Purchases	\$ -	\$ -	\$ -
Total Operations & Maintenance	54,565	\$ -	54,565
TOTAL OPERATING EXPENDITURES	54,565	\$ -	54,565
Capital Project Funds	\$ -	\$ -	\$ -
Capital Outlay	\$ -	\$ -	\$ -
Maintenance & Replacement Funds	10,288,000	\$ -	10,288,000
Total Capital	10,288,000	\$ -	10,288,000
Transfers Out	\$ -	\$ -	\$ -
Other Uses	\$ -	\$ -	\$ -
Total Other Uses	\$ -	\$ -	\$ -
TOTAL NON-OPERATING EXPENDITURES	10,288,000	\$ -	10,288,000
TOTAL EXPENDITURES AND OTHER USES	\$ 10,342,565	\$ -	\$ 10,342,565

Excess Revenues over(under) Expenditures	(9,114,241)	753,600	(8,360,641)
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BEGINNING FUND BALANCE	13,168,612	1,410,727	14,579,340
ENDING FUND BALANCE	\$ 4,054,371	\$ 2,164,327	\$ 6,218,699

Capital Projects Fund

This fund tracks the infrastructure and building projects funded with general fund operating transfers, bond funds, intergovernmental revenue and other special fund sources.

Capital projects are those projects over \$25,000 that may extend over one fiscal year to complete and reflect multiple expense categories such as engineering, design and construction.

Capital Project Fund 410

Program Summary

Fiscal Year 2017/2018

Actuals FY 15/16	Adopted Budget FY 16/17	Estimated Budget FY 16/17	Adopted Budget FY 17/18	FY 17/18 vs FY 16/17	Adopted Estimated
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REVENUES & OTHER SOURCES

General Sales Tax	\$ -	\$ -	\$ -	\$ -	0%
Property Tax	-	-	-	-	0%
Charge for Service	-	-	-	-	0%
Hotel Occupancy Tax	-	-	-	-	0%
Beverage Tax	-	-	-	-	0%
Franchise Fees	-	-	-	-	0%
Permits & Fees Other	-	-	-	-	0%
Permits & Fees Building	-	-	-	-	0%
Permits & Fees Utility	-	-	-	-	0%
Fines & Forfeitures	-	-	-	-	0%
Investment Earnings	7,272	6,000	57,100	38,000	(-33%)
Contributions	269,186	10,000	3,671,315	175,000	(-95%)
Misc Income	-	-	-	-	0%
Total Revenues	276,457	16,000	3,728,415	213,000	(-94%)
Transfers In	-	-	-	1,015,324	100%
Other Sources	-	8,500,000	10,734,300	-	(-100%)
Total Other Sources	-	8,500,000	10,734,300	1,015,324	(-91%)
TOTAL REVENUES & OTHER SOURCES	\$ 276,457	\$ 8,516,000	\$ 14,462,715	\$ 1,228,324	\$ (13,234,391)

EXPENDITURES & OTHER USES

Payroll Salaries	\$ -	\$ -	\$ -	\$ -	0%
Payroll Transfers In	-	-	-	-	0%
Total Payroll and Related	-	-	-	-	0%
Debt	-	-	-	-	0%
Economic Development	-	-	-	-	0%
Insurance	-	-	-	-	0%
Payroll Transfers Out	-	-	-	54,565	100%
Repair & Maintenance	-	-	-	-	0%
Rent & Utilities	-	-	-	-	0%
Services	-	-	-	-	0%
Supplies	-	-	-	-	0%
Water Purchases	-	-	-	-	0%
Total Operations & Maintenance	-	-	-	54,565	100%
TOTAL OPERATING EXPENDITURES	-	-	-	54,565	100%
Capital Project Funds	260,278	9,455,585	3,455,265	10,288,000	6,832,735
Capital Outlay	-	-	-	-	0%
Maintenance & Replacement Funds	-	-	-	-	0%
Total Capital and M&R Projects	260,278	9,455,585	3,455,265	10,288,000	6,832,735
Transfers Out	-	-	-	-	0%
Other Sources	-	-	-	-	0%
Total Other Uses	-	-	-	-	0%
TOTAL NON-OPERATING EXPENDITURES	260,278	9,455,585	3,455,265	10,288,000	6,832,735
TOTAL EXPENDITURES & OTHER USES	\$ 260,278	\$ 9,455,585	\$ 3,455,265	\$ 10,342,565	\$ 6,887,300

Excess Revenues over(under) Expenditures	16,179	(939,585)	11,007,450	(9,114,241)	(20,121,691)
FUND BALANCE, BEGINNING	2,144,983	2,161,162	2,161,162	13,168,612	11,007,450
FUND BALANCE, ENDING	2,161,162	1,221,577	13,168,612	4,054,371	(9,114,241)
Restricted/Assigned/Committed Funds	2,161,162	1,221,577	13,168,612	4,054,371	(9,114,241)
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	\$ -	\$ -	0%

RESTRICTED/ASSIGNED/COMMITTED FUNDS

Cash	410 10110 00 000	\$ 2,161,162	\$ 1,221,577	\$ 13,168,612	\$ 4,054,371	\$ (9,114,241)	-69%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS	\$ 2,161,162	\$ 1,221,577	\$ 13,168,612	\$ 4,054,371	\$ (9,114,241)	-69%	

Section 9 Capital Project Funds
Capital Project Fund Overview

The Capital Project Fund tracks major equipment, land, and infrastructure projects of \$25,000 or more financed with General Fund operating transfers, intergovernmental revenue, bond proceeds and Special Revenue Fund transfers. Project completion or procurement may extend across two or more fiscal years and reflect multiple expenditure categories such as engineering, design and construction.

Completed capital projects often have a continuing fiscal impact on the Town's operating funds due to routine maintenance, repair, and daily operating costs. When an ongoing operating impact has been identified, it is included on the project description sheet, and costs are projected for the next three years. Upon approval of the project, the ongoing fiscal impact is integrated into the operating budget.

Revenues and Other Sources

- Revenues and other sources are budgeted to be \$1,228,324.
- This represents a 92% decrease of \$13,234,391 from prior year estimated revenues and transfers in of \$14,462,715
 - Investment earnings decreased \$19,100
 - Contributions decreased \$3,496,315 due primarily to one-time contributions (land \$1.750M; private contribution \$1.2M) received for the Fire Station/EMS Complex.
 - Transfers in from General Fund increased \$1,015,324 for one-time planning and development building permit fees and revenues.
 - Other Sources decreased \$10,734,300 due to one-time funds (bonds \$9.2M, Tax note \$1.5M) received for the Fire Station/EMS Complex.

Operating Expenditures

- Payroll transfers out to General Fund increased \$54,565 to offset cost of Project Manager for the Public Works department.

Non-Operating Expenditures

- Capital Projects are budgeted to be \$10,288,000
- This represents a 198% increase of \$6,832,735 from prior year estimated projects of \$3,455,265
- The following is a list of budgeted projects for FY 17/18.

PROJECT NAME	AMOUNT
Fire Station/EMS Complex	\$ 9,843,000
Cemetery Improvements	100,000
Dove Rd/FM1938 Signalization	160,000
Solana/FM1938 Signal	10,000
WA Outdoor Science Project	175,000
TOTAL	\$ 10,288,000

Fund Balance

- Excess revenues over(under) expenditures are projected to be \$(9,114,241)
- The projected beginning fund balance is \$13,168,612.
- The ending fund balance is projected to be \$4,054,371.

Section 9 Capital Project Funds
Capital Project Fund Overview

Impact of Capital on Operating Budget

The purpose of the chart below is to show the impact to the operating budget if the capital expenditures were undertaken. Some major costs associated with capital improvement projects always involve personnel, insurance and utilities.

Examples of specific information are as follows:

- If a workforce increase is needed - how much money would be added to the budget for salaries and employee benefits. And what about a workforce decrease is needed once the project is finished?
- How much will property and casualty insurance rise or fall because of this project? What is the estimate of the impact in utility costs once the construction is completed? Must a piece of equipment be purchased or needed once the construction is completed?

Operating Budget Impact by Project Name

	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22
Fire EMS Station Complex	\$ 744,973	\$ 743,843	\$ 866,377	\$ 868,813	\$ 876,064
Westlake Academy Outdoor Science Center	-	2,000	3,060	3,122	3,185
Westlake Academy Pend Repair	-	-	7,800	7,862	7,925
Total Facility Improvement Projects	744,973	745,843	877,237	879,797	887,174
Trail Connection at Hwy 114 and Solana Blvd.	-	2100	2100	2100	2100
Wayfinding Signage	-	-	16,065	16,065	16,065
Flashing Crosswalk Lights (Dove @ Pearson & Ottinger)	-	-	6,800	6,860	6,922
Cemetery Improvements	-	-	2,000	2,060	2,122
Total Parks and Recreation Improvement Projects	-	2,100	26,965	27,085	27,209
Roanoke Road Reconstruction and Drainage	-	-	33,613	33,613	38,701
Sam School Road Reconstruction & Drainage	-	19,737	19,737	24,737	24,887
Solana Blvd Pavement Repair	-	-	6,300	6,300	6,300
Wyck Hill Pavement Resurface	-	-	3,812	3,812	3,812
FM1938 Pavement Repair	-	-	5,600	5,600	5,600
Dove Road Reconstruction and Drainage	-	-	-	5,000	5,150
FM1938 and Dove Road Signalization	-	-	-	-	-
FM1938 and Solana Blvd Signalization	200	200	200	200	200
Total Road/Street Improvement Projects	200	19,937	69,262	79,262	84,650
Ottinger Road Reconstruction/Drainage and Trail	-	-	89,943	89,943	89,943
Pearson Lane Reconstruction/Drainage and Trail	-	-	48,591	48,591	48,591
Total Trail and Road Improvement Projects	-	-	138,534	138,534	138,534
TOTAL OPERATING IMPACT	\$ 745,173	\$ 767,880	\$ 1,111,998	\$ 1,124,678	\$ 1,137,567

Operating Budget Impact by Service Type

IMPACT TYPE	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22
Services	\$ -	\$ -	\$ 6,150	\$ 6,305	\$ 6,464
Insurance	-	-	4,893	5,040	5,191
Repair & Maintenance	-	2,000	58,120	69,864	77,047
Rent & Utilities	200	200	64,780	66,717	68,713
Debt Service	744,973	765,680	978,055	976,752	980,152
TOTAL OPERATING IMPACT	\$745,173	767,808	1,111,998	\$1,124,678	\$1,137,567

CAPITAL PROJECT FUND 410

FIVE YEAR FORECAST

PROJECT DESCRIPTION	ESTIMATED FY 16-17	ADOPTED FY 17-18	1 FY 18-19	2 FY 19-20	3 FY 20-21	4 FY 21-22
Transfer in from GF	\$ -	\$ 1,015,324	\$ 1,450,742	\$ 1,170,710	\$ 1,081,871	\$ 370,114
Payroll Transfers Out to GF	-	(54,565)	-	-	-	-
Interest Income	57,100	38,000	6,000	6,000	6,000	-
NET	57,100	998,759	1,456,742	1,176,710	1,087,871	370,114
proj 34						
Bond Revenue - Issue \$3.1M	-	-	480,180	-	-	-
Capital Project Expense	-	-	-	(480,180)	-	-
ROANOKE ROAD RECON/DRAIN SOUTH	-	-	480,180	(480,180)	-	-
proj 20						
Contribution	219,625	-	-	-	-	-
Capital Project Expense	-	-	-	-	-	-
FM1938 TOWN IMPROVEMENTS	219,625	-	-	-	-	-
proj 40						
Bond Revenue - Issue \$3.1M	-	-	281,960	-	-	-
Capital Project Expense	-	-	(281,960)	-	-	-
SAM SCHOOL ROAD RECON & DRAINAGE	-	-	-	-	-	-
proj 41						
Cash (Fund Balance)	-	-	-	-	-	-
Capital Project Expense	(696,260)	-	-	-	-	-
E. DOVE ROAD RECON & DRAINAGE (Vaquero - TB)	(696,260)	-	-	-	-	-
proj 42						
Bond Revenue - Issue \$3.1M	-	-	30,000	-	-	-
Capital Project Expense	-	-	(30,000)	-	-	-
TRAIL CONNECTION AT 114/SOLANA	-	-	-	-	-	-
proj 52						
Bond Revenue - Issue \$3.1M	-	-	300,949	-	-	-
Capital Project Expense	-	-	-	(300,949)	-	-
TRAIL - WESTLAKE ACADEMY TO CEMETERY	-	-	300,949	(300,949)	-	-
proj 53						
Bond Revenue - Issue \$3.1M	-	-	290,016	-	-	-
Capital Project Expense	-	-	(290,016)	-	-	-
TRAIL - DOVE/PEARSON/ASPEN	-	-	-	-	-	-
proj 56						
Cash (Fund Balance)	-	-	-	-	-	-
Capital Project Expense	-	-	-	-	-	-
HWY 377 LANDSCAPE IMPROVEMENTS (PHASE 1)	-	-	-	-	-	-
proj 58						
Bond Revenue - Issue \$3.1M	-	-	983,954	-	-	-
Capital Project Expense	-	-	-	(983,954)	-	-
OTTINGER ROAD RECON & DRAINAGE	-	-	983,954	(983,954)	-	-
proj 60						
Bond Revenue - Issue \$3.1M	-	-	404,125	-	-	-
Capital Project Expense	-	-	(404,125)	-	-	-
PEARSON LANE RECON & DRAINAGE	-	-	-	-	-	-
Project 64 and 73						
Bond Proceeds	9,204,300	-	-	-	-	-
Texas Tax Note Revenue	1,530,000	-	-	-	-	-
Contribution Revenue	1,200,000	-	-	-	-	-
Land Contribution	1,750,000	-	-	-	-	-
Land Sale Contribution	4,010	-	-	-	-	-
Land Sale Expense	(19,725)	-	-	-	-	-
Fire Station Project Expense	(2,250,000)	(9,843,000)	(1,819,575)	-	-	-
FIRE STATION CONSTRUCTION and LAND	11,418,585	(9,843,000)	(1,819,575)	-	-	-
proj 67						
Bond Revenue - Issue \$3.1M	-	-	229,500	-	-	-
WAYFINDING SIGNAGE	-	-	(229,500)	-	-	-
WAYFINDING SIGNAGE	-	-	-	-	-	-

CAPITAL PROJECT FUND 410

FIVE YEAR FORECAST

PROJECT DESCRIPTION	ESTIMATED FY 16-17	ADOPTED FY 17-18	1 FY 18-19	2 FY 19-20	3 FY 20-21	4 FY 21-22
proj68 Cash (Fund Balance)	-	-	-	-	-	-
Capital Project Expense	(285,000)	(160,000)	-	-	-	-
DOVE ROAD/FM1938 SIGNALIZATION	(285,000)	(160,000)	-	-	-	-
proj69 Contribution Revenue	220,445	-	-	-	-	-
Capital Project Expense	-	-	-	-	-	-
SOLANA/SH114 SIGNALIZATION	220,445	-	-	-	-	-
proj70 Contribution Revenue	112,000	-	-	-	-	-
Capital Project Expense	(102,000)	(10,000)	-	-	-	-
SOLANA/FM1938 SIGNALIZATION	10,000	(10,000)	-	-	-	-
proj71 WAF Grant	60	175,000	-	135,000	-	-
Capital Project Expense	(97,690)	(175,000)	-	(123,595)	-	-
WA - OUTDOOR LEARNING CENTER	(97,630)	-	-	11,405	-	-
proj72 Grants (WAF \$11750 - HOC \$5000 - WAAC \$2975)	15,175	-	-	-	-	-
Capital Project Expense	(4,590)	-	-	-	-	-
WA - BLEACHERS AND FILM TOWER	10,585	-	-	-	-	-
proj75 Bond Revenue - Issue \$3.1M	-	-	80,000	-	-	-
Capital Project Expense	-	-	(80,000)	-	-	-
FLASHING CROSSWALK LIGHTS	-	-	-	-	-	-
proj76 Contribution	150,000	-	-	-	-	-
Capital Project Expense	-	(100,000)	(50,000)	-	-	-
CEMETARY IMPROVEMENTS	150,000	(100,000)	(50,000)	-	-	-
proj77 Bond Revenue - Issue \$3.1M	-	-	82,000	-	-	-
Capital Project Expense	-	-	(82,000)	-	-	-
WA - POND REPAIRS	-	-	-	-	-	-
proj78 Bond Revenue - Issue \$3.1M	-	-	90,000	-	-	-
Capital Project Expense	-	-	(90,000)	-	-	-
SOLANA PAVEMENT REPAIRS	-	-	-	-	-	-
proj79 Bond Revenue - Issue \$3.1M	-	-	54,450	-	-	-
Capital Project Expense	-	-	(54,450)	-	-	-
WYCK HILL PAVEMENT RESURFACE	-	-	-	-	-	-
proj80 Bond Revenue - Issue \$3.1M	-	-	80,000	-	-	-
Capital Project Expense	-	-	(80,000)	-	-	-
FM1938 PAVEMENT REPAIRS	-	-	-	-	-	-
Total Revenues & Transfers in	14,462,715	1,228,324	4,843,876	1,311,710	1,087,871	370,114
Total Expenditures & Transfers Out	(3,455,265)	(10,342,565)	(3,491,626)	(1,888,678)	-	-
NET CHANGE TO FUND BALANCE	11,007,450	(9,114,241)	1,352,250	(576,968)	1,087,871	370,114
Beginning Fund Balance	2,161,162	13,168,612	4,054,371	5,406,621	4,829,653	5,917,524
Ending Fund Balance	13,168,612	4,054,371	5,406,621	4,829,653	5,917,524	6,287,638
Restricted/Committed/Assigned	13,168,612	4,054,371	5,406,621	4,829,653	5,917,524	6,287,638
Unassigned Ending Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Fund
412

Westlake Academy Expansion Fund

The Westlake Academy Expansion Fund tracks and accumulates resources intended to finance future expansions projects at the Academy.

Westlake Academy Expansion Fund 412

Program Summary

Fiscal Year 2017/2018

Actuals FY 15/16	Adopted Budget FY 16/17	Estimated Budget FY 16/17	Adopted Budget FY 17/18	FY 17/18 vs FY 16/17	Adopted Estimated
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REVENUES & OTHER SOURCES

General Sales Tax	\$ -	\$ -	\$ -	\$ -	0%
Property Tax	-	-	-	-	0%
Charge for Service	-	-	-	-	0%
Hotel Occupancy Tax	-	-	-	-	0%
Beverage Tax	-	-	-	-	0%
Franchise Fees	-	-	-	-	0%
Permits & Fees Other	-	-	-	-	0%
Permits & Fees Building	-	-	-	-	0%
Permits & Fees Utility	-	-	-	-	0%
Fines & Forfeitures	-	-	-	-	0%
Investment Earnings	1,374	900	3,600	3,600	0%
Contributions	-	-	-	-	0%
Misc Income	-	-	-	-	0%
Total Revenues	1,374	900	3,600	3,600	0%
Transfers In	-	1,210,000	1,010,000	750,000	(260,000) -26%
Other Sources	-	-	-	-	0%
Total Other Sources	-	1,210,000	1,010,000	750,000	(260,000) -26%
TOTAL REVENUES & OTHER SOURCES	\$ 1,374	\$ 1,210,900	\$ 1,013,600	\$ 753,600	\$ (260,000) -26%

EXPENDITURES & OTHER USES

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

Excess Revenues over(under) Expenditures	1,374	1,210,900	1,013,600	753,600	(260,000) 26%
FUND BALANCE, BEGINNING	395,753	397,127	397,127	1,410,727	1,013,600 255%
FUND BALANCE, ENDING	397,127	1,608,027	1,410,727	2,164,327	753,600 53%
Restricted/Assigned/Committed Funds	397,127	1,608,027	1,410,727	2,164,327	753,600 53%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	\$ -	\$ -	\$ - 0%

RESTRICTED/ASSIGNED/COMMITTED FUNDS

Cash	412 10110 00 000	\$ 397,127	\$ 1,608,027	\$ 1,410,727	\$ 2,164,327	\$ 753,600	53%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS		\$ 397,127	\$ 1,608,027	\$ 1,410,727	\$ 2,164,327	\$ 753,600	53%

Section 9 Capital Project Funds
Westlake Academy Expansion Overview

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

In FY 2012/13, approximately 8.5 million dollars of bond proceeds were used to fund construction of three new buildings at Westlake Academy with the final expenditures continuing into FY 13/14:

- Cafetorium – includes stage, dressing area, storage and catering kitchen for dining and general purposes; approximately 9,600 sf.
- Three story Secondary School - includes 15 classrooms, flex and office space; designed to allow for future addition if needed; approximately 18,900 sf.
- Field-house - houses locker rooms used for both athletics and PE, including a visiting team locker room; storage for equipment; offices and space to be used for the PE program; approximately 9,600 sf.

In February of 2013, an Economic Development Agreement was executed that requires the developer to pay \$10,000 for each residential lot associated with the Granada subdivision. The Quail Hollow subdivision will require the developer to pay \$5,000 for each residential lot.

In FY 14/15 the Town received \$410,000 associated with the completion and acceptance of Granada Phase I infrastructure. The estimated budget for FY 16/17 is \$1.010 million and the projected budget for FY 17/18 is \$750,000; these receipts are part of Granada Phase II, Entrada and Quail Hollow subdivisions. Note these payments are recorded in the Economic Development Fund and transferred to the WAE Fund.

Revenues and Other Sources

- Revenues and other sources are budgeted to be \$753,600. This represents a 26% decrease of \$260,000 from the prior year estimated revenues of \$1,013,600.
 - Investment earnings are budgeted to remain flat at \$3600
 - Transfers in from the Economic Development fund are budgeted to be \$750,000; this reflects a 26% decrease of \$260,000

Operating Expenditures

- There are no budgeted operating expenditures.

Non-Operating Expenditures

- There are no budgeted non-operating expenditures.

Fund Balance

- Excess revenues over(under) budget are projected to be \$753,600
- Beginning fund balance is projected to be \$1,410,727
- The ending fund balance is projected to be \$2,164,327

Current Unfunded Academy Expansion Projects

- Westlake Academy Phase I
- Westlake Academy Phase II

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SECTION 10

CAPITAL IMPROVEMENT

MAINTAINING
our
Vision

Hold Fast - Stay True

in a Sea of
CHANGE

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CAPITAL IMPROVEMENT PLAN OVERVIEW

OVERVIEW

The Capital Improvement Plan (CIP) presents the Town's plan for infrastructure development and improvements and is evaluated annually by the Town leadership to determine the financial availability of resources for design, construction, operations, and maintenance. Balancing these priorities, while at the same time being cognizant of the fiscal challenges of our Town, continues to be a priority for our staff team and elected officials.

This document provides a comprehensive plan of capital improvements that are to be undertaken by the Town over the next five (5) years. Cost estimates and financing methods for the improvements are included and are referenced by individual project. The development of the Capital Improvement Plan is one of the more complex and multi-faceted processes of the Town. Striking a balance between the needs and interests of the residents and our financial capacity is a challenging proposition.

For this community vision to have meaning, it must be accompanied by deliberate planning that leads the organization and community to its desired future. This requires clearly defined goals, proactive strategies, committed leadership, effective management and above all, the resources to carry out these plans and objectives.

WHAT IS A CIP?

CIP is a realistic plan designed to fulfill the strategic goals and objectives necessary to achieve the mission and vision of the community. The CIP is a multi-year document that summarizes the capital needs of a community over a specific time period. It outlines the individual capital projects, their strategic value and relationship to the community's long-term goals and objectives as well as the fiscal impact that they pose to the community.

WHY HAVE A CIP?

- Informs the employees, departments, elected officials and the public of an entity's intent to invest in its infrastructure and community
- Represents a long-term financial plan and identifies resources or financing strategies that an entity plans to use to fund the plan
- Identifies projects by functionality to ensure a balanced approach to our reinvestment in the community
- Establishes priorities and serves as a planning document or blueprint for an organization's investment in capital infrastructure both short-term and long-term
- Provides a breakdown of major project costs and phasing as necessary
- **DOES NOT** appropriate money

WHAT IS A CAPITAL PROJECT?

Capital includes all long-lived infrastructures such as water facilities, sewers, streets, parks and buildings along with major equipment like fire trucks, radio systems, vehicles, computers and fixtures. Capital projects are the individual action plans that make up a Capital Improvement Plan. The capital projects in this CIP have been categorized into the following groups: Parks & Recreation, Facilities, Transportation, Vehicles and Utilities.

CIP PRIORITIZATION STRATEGY – PRESERVE * PROTECT * PLAN

- Preserve the past by investing in the continued upgrade of town assets and infrastructure
- Protect the present with improvements and/or additions to facilities, roads, and capital investments
- Plan for the future of the organization

CAPITAL ASSETS BY CATEGORY AND TYPE

When most people think of the Town's capital assets, they naturally think of the Westlake Academy campus. While the campus is certainly a very important and visible asset owned by the Town, it is but one of many. Included in the assets of the Town are all the Town's infrastructure such as its streets, water, water towers, and sewer mains, vehicles and other equipment. In preparing this year's CIP, the staff utilized our annual audit to determine the value of the Town's assets.

FUNDING CONSIDERATIONS

In all communities, the cost associated with capital projects far outweighs the available resources necessary to pay for them; in short there is not enough money. This requires prioritization of the projects based upon their perceived impact on the community.

Due to the vast number of individual desires it is near impossible to satisfy everyone and requires a collaborative effort to create situations where the benefits are shared equitably with community stakeholders. In addition, dedicated revenues will, in most cases, determine which projects get funded. For example, the Utility Fund may only contribute towards capital projects that improve water and wastewater projects.

SOURCES OF FUNDING

There are four primary funding sources for capital improvements:

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

The projects in this CIP rely on bond proceeds and other revenues in the Governmental and Enterprise Funds as well as contributions from corporate partners for funding.

There are two types of bonds:

1. General Obligation (GO) bonds which require voter approval
2. Certificates of Obligation (CO) bonds which do not require voter approval.

HOW INFLATION IMPACTS THE CIP

Inflation is defined as a rise in the price of all goods and services over time. This implies that the purchasing power, or value, of currency will decline in the future relative to costs. Therefore, more money will be required to fund CIP related expenditures and must be accounted for.

This data is important in calculating the Town's future liability; by utilizing inflation trends to calculate future capital replacement costs, we can determine how 'waiting' a year or more impacts the total project cost. Most are aware of the benefits of compounding when it comes to investing. Unfortunately, this same principle works in reverse as inflation causes costs to compound higher over time.

FUNDED VS UNFUNDED (UNDER DISCUSSION) CAPITAL IMPROVEMENTS

In prior years, the majority of capital improvements in Westlake have been unfunded. These projects represent capital needs that are subject to more discussion and are included to convey to the Town leaders and other interested parties the general parameters and breadth of those capital needs. These projects may be moved to the "Funded" section of this CIP or moved out into future years depending on priorities, funding availability, and other considerations. This multi-year capital plan will provide Council with a guide that communicates the program need or deficiency, as well as the funding requirements. It is important to note that projects which do not receive funding in a given year are moved out to the future years in order to communicate to those with decision making responsibility the need to provide necessary funding, or through evaluation, eliminate the project entirely.

CIP IMPACT TO THE OPERATING BUDGET

The Town of Westlake's operating budget is directly affected by the Capital Improvement Program (CIP) budget. CIP projects can often increase or decrease costs. CIP investments in technology or significant improvements to existing maintenance intensive assets can reduce operating budget costs. However, new facilities and land acquisitions typically increase operating expenditures.

Operating costs are carefully considered in deciding which projects move forward in the CIP budget. It is typically impossible to absorb many large increases in operating costs at once; therefore, projects are programmed to prevent shocks to operating budgets. Several projects are currently included in the Adopted CIP, and could have future impacts on the operating budget.

OVERVIEW

The Capital Improvement Program (CIP) guides new construction and improvements to the Town's infrastructure and facilities, ranging from road expansion to repairs on publicly owned buildings, to acquisition of new water sources.

The CIP requires a sound operating budget and a solid financial base to allow for debt or cash financing of capital projects. A well prepared operating budget assists in raising or maintaining the bond rating of the Town. A higher bond rating means that the Town pays a lower interest rate for the bonds sold to finance capital projects. The annual budget process takes into account requirements of funding infrastructure, maintenance, and related operational costs.

REVENUE SOURCES AND PROJECTIONS

Development of the CIP has two phases.

1. The first phase is revenue projections. Like revenue projections for the operating budget, trends are studied, and performance assumptions are generated. From these assumptions, expenditure estimates are developed. Since the CIP involves long term planning, revenue projections must be made further into the future than those required for the operating budget. Components of revenue funding for the CIP are:
 - o Sales tax revenue
 - o Interest earnings on the fund balance and current revenues contribute to CIP
 - o Transfers from other funds, such as the General Fund are considered in revenue estimating.
 - o Other parts of CIP financing are budgeted as debt service in proprietary funds.
2. The second phase is existing debt service obligations. Existing debt is considered when estimating the additional amount of debt that can be assumed under the Town's policy.

After the new debt for proposed projects is calculated and all revenue sources are identified, projects are prioritized and funds are allocated for long range planning. The revenues and debt service expenditures are managed through the two Debt Service Funds of the Town.

PROJECT REVIEW

The second phase of developing the CIP involves the project requests. Through a series of meetings, project plans are developed, studied and ranked according to criteria set forth by the Town Council. Projects proposed for the CIP are reviewed, evaluated, and recommended under the following guidelines:

Section 11 Capital Improvement Plan
CIP Impact to Operating Budget

1. General revenue-supported debt: Maintain a Capital Improvement Program within the debt limitations established by state law, and within a maximum local mill levy debt service established by the Town Council.
2. Capital improvement projects must meet the established useful life criteria to be financed:

Project Type	General Life	Financing
Public buildings	40 years	10 year
New road construction	40 years	10 year
Major road rehabilitation	15 years	10 year
Water, sewer & drainage	40 years	20 year
Miscellaneous items	Based on asset	10 year
Local sales tax projects	10 year	15 year

3. Maintenance of the highway and street system to provide safe and effective vehicular access and efficient urban traffic flow emphasizing the following:
 - Include features in new projects which will reduce future maintenance requirements
 - Provide good streets and roadways to serve Town facilities
4. Emphasize projects without regard to the percentage of the total CIP funds available.
5. Develop a balanced capital maintenance program for all types of Town assets.
6. Include beautification and landscape improvements in projects, especially on arterials and highways, facilities, etc.
7. Insure an adequate water supply for existing neighborhoods and for the planned growth and development of the Town.

ADOPTION OF THE CIP

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

IMPLEMENTATION

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

BUDGETING FOR ONGOING OPERATING COSTS OF CIP PROJECTS

As a general practice, the CIP is developed and revised in a process that parallels development of the Town's operating budget. Departments provide estimated ongoing costs associated with CIP projects so all costs can be considered in the evaluation process. When a project is completed, the operating costs are included in the department's operating budget.

Funded Capital Improvement Projects

A Capital Improvements Program (CIP) is for the purchase, construction or replacement of the physical assets of the Town.

This section includes a listing of projects for the current year as well as projects that are planned for implementation over a five-year period.

CAPITAL IMPROVEMENT PROJECTS FORECAST

Formerly Adopted and New Proposed Projects

★ New Project Added this Year

Proj No.	Project Description	ACTUALS THRU FY 15-16	FY 16-17 ESTIMATED BUDGET	FY 17-18 ADOPTED BUDGET	FY 18-19 PROJECTED BUDGET	FY 19-20 PROJECTED BUDGET	PROJECT GRAND TOTAL
CP64	Fire-EMS Station	\$ 42,938	\$ 500,000	\$ 9,843,000	\$ 1,819,575	\$ -	\$ 12,205,513
CP64	Land Donation	-	1,750,000	-	-	-	1,750,000
CP73	Land Sale Expenses	-	19,725	-	-	-	19,725
Sub-Total - Municipal Facilities Improvements		42,938	2,269,725	9,843,000	1,819,575	-	13,975,238
CP71	WA Outdoor Learning Space	15,975	97,690	175,000	-	123,595	412,260
CP72	WA Bleachers & Tower	37,868	4,590	-	-	-	42,458
★ CP77	WA Pond Repairs	-	-	-	82,000	-	82,000
Sub-Total - Academic Facilities Improvements		53,843	102,280	175,000	82,000	123,595	536,718
★ CP42	Trail Connection at Hwy 114 and Solana Blvd.	-	-	-	30,000	-	30,000
★ CP67	Wayfinding Signage	-	-	-	229,500	-	229,500
★ CP75	Flashing Crosswalk Lights (Dove @ Pearson&Ottinger)	-	-	-	80,000	-	80,000
★ CP76	Cemetery Improvements	-	-	100,000	50,000	-	150,000
Sub-Total - Trail/Park/Cemetery Improvements		-	-	100,000	389,500	-	489,500
CP34	Roanoke Road Reconstruction & Drainage South	2,900	-	-	-	480,180	483,080
CP40	Sam School Road Reconstruction & /Drainage	-	-	-	281,960	-	281,960
★ CP78	Solana Pavement Repairs	-	-	-	90,000	-	90,000
★ CP79	Wyck Hill Pavement Resurface	-	-	-	54,450	-	54,450
★ CP80	FM 1938 Pavement Repairs	-	-	-	80,000	-	80,000
CP41	Dove Rd Recon/Drainage (Vaquero/Terra Bella) Cash	69,825	330,260	-	-	-	766,085
CP41	Dove Rd Recon/Drainage (Vaquero/Terra Bella) Bonds	-	366,000	-	-	-	-
CP68	FM 1938/Dove Road Signalization	12,400	285,000	160,000	-	-	457,400
CP70	FM 1938/Solana Traffic Signalization	259,540	102,000	10,000	-	-	371,540
Sub-Total - Road/Street Improvements		344,665	1,083,260	170,000	506,410	480,180	2,584,515
CP52	Trail - Academy to Cemetery	-	-	-	-	300,949	1,284,903
CP58	Ottinger Road Recon/Drainage	-	-	-	-	983,954	-
CP53	Trail - Dove/Pearson/Aspen	-	-	-	290,016	-	694,141
CP60	Pearson Lane Recon/Drainage	-	-	-	404,125	-	-
Sub-Total - Trail and Road Improvements		-	-	-	694,141	1,284,903	1,979,044
TOTAL GOVERNMENTAL PROJECTS		441,446	3,455,265	10,288,000	3,491,626	1,888,678	19,565,015
UF31	N1 Sewer Line Transfer I&I	-	-	-	96,435	-	96,435
TOTAL UTILITY FUND PROJECTS		-	-	-	96,435	-	96,435
GRAND TOTAL ALL PROJECTS		\$ 441,446	\$ 3,455,265	\$ 10,288,000	\$ 3,588,061	\$ 1,888,678	\$ 19,661,450

Funding Totals		ACTUALS THRU FY 15-16	FY 16-17 ESTIMATED BUDGET	FY 17-18 ADOPTED BUDGET	FY 18-19 PROJECTED BUDGET	FY 19-20 PROJECTED BUDGET	PROJECT GRAND TOTAL
Contributions (Formerly adopted)		\$ 297,408	\$ 1,856,590	\$ 10,000	\$ -	\$ -	\$ 2,163,998
Contributions (New requests))		-	-	100,000	50,000	-	150,000
Foundation Contribution		15,975	97,690	175,000	-	123,595	412,260
TOTAL CONTRIBUTIONS		313,383	1,954,280	285,000	50,000	123,595	2,726,258
Cash (Formerly adopted)		128,063	615,260	160,000	96,435	-	999,758
TOTAL CASH		128,063	615,260	160,000	96,435	-	999,758
FY 10/11 Road Improvement Bonds (formerly adopted)		-	366,000	-	-	-	366,000
FY 16/17 Fire Station - 30 yr Bonds		-	519,725	9,843,000	1,819,575	-	12,182,300
FY 18/19 Street/Trail - 20 yr Bonds		-	-	-	1,622,051	1,765,083	3,387,134
TOTAL BONDS		-	885,725	9,843,000	3,441,626	1,765,083	15,935,434
GRAND TOTAL ALL PROJECTS		\$ 441,446	\$ 3,455,265	\$ 10,288,000	\$ 3,588,061	\$ 1,888,678	\$ 19,661,450

FUNDED CAPITAL IMPROVEMENT

Iconic Fire-EMS Station

Project Description:

This project will provide an iconic Fire-EMS Station, which includes 4 bays, sleeping areas for staff members, kitchen/food preparation, storage, multi-purpose space to serve as a community/staff training, EOC room and offices for administration. The station is estimated to be approximately 18K square feet of usable space and would also include the Town's Emergency Operations Center (EOC) with a back-up generator for sustainability. It does not include any apparatus or a fire training facility. The project includes the acquisition of land by private donation,



PROJECT EXPENSE								
410-72000-00-000-000064	Totals Thru FY 15/16	Estimated FY 16/17	5 Year Projection					Project Total
EXPENDITURE TYPE			FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 22/22	
Consultant/Engineering	23,438	500,000	650,000	4,100	-	-	-	1,177,538
Construction	-	-	6,248,000	1,559,975	-	-	-	7,807,975
Construction - Exterior only	-	-	1,750,000	-	-	-	-	1,750,000
Design	19,500	-	332,500	180,500	-	-	-	532,500
FF&E	-	-	275,000	-	-	-	-	275,000
IT/Security	-	-	212,500	-	-	-	-	212,500
Land Sale Expense	-	19,725	-	-	-	-	-	19,725
Contingency	-	-	75,000	75,000	-	-	-	150,000
Other (Foundation)	-	-	300,000	-	-	-	-	300,000
PROJECT EXPENDITURES	42,938	519,725	9,843,000	1,819,575	-	-	-	12,225,238
Land Purchase (in kind)	-	1,750,000	-	-	-	-	-	1,750,000
PROJECT TOTAL	42,938	2,269,725	9,843,000	1,819,575	-	-	-	13,975,238

PROJECT FUNDING								
410-33501-00-000-000064	Totals Thru FY 15/16	Estimated FY 16/17	5 Year Projection					Project Total
FUNDING TYPE			FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 22/22	
Cash (Fund Balance)	42,938	277,232	-	-	-	-	-	320,170
7 Year Tax Note (US Bank)	-	1,500,768	-	-	-	-	-	1,500,768
Bonds 2016/17 CO Bonds	-	9,204,300	-	-	-	-	-	9,204,300
Sale of Land	-	1,200,000	-	-	-	-	-	1,200,000
FUNDING SUBTOTAL	42,938	12,182,300	-	-	-	-	-	12,225,238
Land Contribution (in kind)	-	1,750,000	-	-	-	-	-	1,750,000
FUNDING TOTAL	42,938	13,932,300	-	-	-	-	-	13,975,238

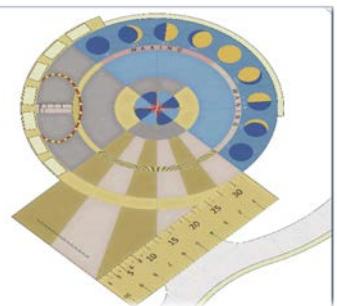
IMPACT ON OPERATING BUDGET								
IMPACT TYPE	Totals Thru FY 15/16	Estimated FY 16/17	5 Year Projection					
			FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 22/22	
Services	-	-	-	3,900	5,150	5,305	5,464	-
Insurance	-	-	-	3,700	4,893	5,040	5,191	-
Repair & Maintenance	-	-	-	38,000	50,000	51,500	53,045	-
Rent & Utilities	-	-	-	48,500	64,580	66,517	68,513	-
Debt Service CO 2017	-	-	510,800	509,725	508,500	507,125	510,525	-
Debt Service Tax Note 2017	-	-	234,173	234,118	233,254	233,326	233,326	-
OPERATING IMPACT	-	-	744,973	837,943	866,377	868,813	876,064	-

FUNDED CAPITAL IMPROVEMENT

Westlake Academy - Outdoor Learning Space

Project Description:

The outdoor classroom would greatly facilitate teachers' flexibility in their lessons to incorporate more hands-on science experiences. Establishing an area for on-going investigations would provide the students an authentic opportunity to connect their learning to the natural environment. Activities may include plant and animal investigations (including insects & small invertebrates), water chemistry projects using both our own pond as well as additional water sources housed within the facility, earth science, as well as understanding weather and weather patterns. The space will be located along the north drive and around the pond. Phase I was completed in May 2017 which includes the vegetable garden and planter boxes located north of the Gym. Phase II would be the Math & Science Plaza which would include two concrete pads, one for the phase of the moon, sundial, compass, simple machine rack and ruler, sidewalks and retaining walls.



PROJECT EXPENSE								
410-74400-00-000-000071	Totals Thru FY 15/16	Estimated FY 16/17	5 Year Projection					Project Total
			FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 22/22	
Engineering	-	-	-	-	-	-	-	-
Construction	-	97,690	148,000	-	123,595	-	-	369,285
Design	15,975	-	10,000	-	-	-	-	25,975
FF&E	-	-	10,000	-	-	-	-	10,000
IT/Security	-	-	-	-	-	-	-	-
Contingency	-	-	7,000	-	-	-	-	7,000
Other (Foundation)	-	-	-	-	-	-	-	-
Other Admin cost	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	15,975	97,690	175,000	-	123,595	-	-	412,260

PROJECT FUNDING								
410-33700-00-000-000071	Totals Thru FY 15/16	Estimated FY 16/17	5 Year Projection					Project Total
			FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 22/22	
Cash (Fund Balance)	-	-	-	-	-	-	-	-
Transfer in from General Fund	-	-	-	-	-	-	-	-
Transfer in from Utility Fund	-	-	-	-	-	-	-	-
Grant - Foundation	102,200	-	175,000	-	135,000	-	-	412,200
Contribution	-	60	-	-	-	-	-	60
FUNDING TOTAL	102,200	60	175,000	-	135,000	-	-	412,260

IMPACT ON OPERATING BUDGET								
IMPACT TYPE	Totals Thru FY 15/16	Estimated FY 16/17	5 Year Projection					
			FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 22/22	
Services	-	-	-	-	1,000	1,000	1,000	-
Insurance	-	-	-	-	-	-	-	-
Repair & Maintenance	-	-	-	2,000	2,060	2,122	2,185	-
Rent & Utilities	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
OPERATING IMPACT	-	-	-	2,000	3,060	3,122	3,185	-

FUNDED CAPITAL IMPROVEMENT

Westlake Academy Pond Repairs

Project Description:

The irrigation pond at the Westlake Academy is leaking on the east side with water running onto the property east of the campus. In March of 2017 a clay dam was installed which has slowed the water flow. This project will remove the silt from the pond and install a clay liner.



PROJECT EXPENSE								
410-73000-00-000-000077	Totals Thru FY 15/16	Estimated FY 16/17	5 Year Projection					Project Total
			FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 22/22	
Engineering	-	-	-	12,000	-	-	-	12,000
Construction	-	-	-	70,000	-	-	-	70,000
Design	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-
Other (Foundation)	-	-	-	-	-	-	-	-
Other Admin cost	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	-	-	-	82,000	-	-	-	82,000

PROJECT FUNDING								
410-10110-00-000-000077	Totals Thru FY 15/16	Estimated FY 16/17	5 Year Projection					Project Total
			FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 22/22	
Cash (Fund Balance)	-	-	-	-	-	-	-	-
Transfer in from General Fund	-	-	-	-	-	-	-	-
Transfer in from Utility Fund	-	-	-	-	-	-	-	-
Bonds 2018/19 CO Bonds	-	-	-	82,000	-	-	-	82,000
FUNDING TOTAL	-	-	-	82,000	-	-	-	82,000

IMPACT ON OPERATING BUDGET								
IMPACT TYPE	Totals Thru FY 15/16	Estimated FY 16/17	5 Year Projection					Project Total
			FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 22/22	
Services	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Repair & Maintenance	-	-	-	-	2,060	2,122	2,185	-
Rent & Utilities	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	5,740	5,740	5,740	-
Other	-	-	-	-	-	-	-	-
OPERATING IMPACT	-	-	-	-	7,800	7,862	7,925	-

FUNDED CAPITAL IMPROVEMENT

Trail Connection at Hwy 114 and Solana Blvd.

Project Description:

This project would extend an existing 8 ft. concrete trail an estimated 1,000 feet from the west side of Hwy 114 to the east side of Hwy 114. This project will start at the same time the signal project for the intersection of Solana Blvd and Hwy 114 begins.



PROJECT EXPENSE								
410-74400-00-000-000042	Totals Thru FY 15/16	Estimated FY 16/17	5 Year Projection					Project Total
			FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	
Engineering								-
Construction				30,000				30,000
Design								-
Contingency								-
Other (Foundation)								-
Other Admin cost								-
EXPENDITURES TOTAL	-	-	-	30,000	-	-	-	30,000

PROJECT FUNDING								
410-33501-00-000-000042	Totals Thru FY 15/16	Estimated FY 16/17	5 Year Projection					Project Total
			FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	
Cash (Fund Balance)								-
Bonds FY 18/19 CO			-	30,000				30,000
Transfer in from Utility Fund								-
Other								-
FUNDING TOTAL	-	-	-	30,000	-	-	-	30,000

IMPACT ON OPERATING BUDGET								
IMPACT TYPE	Totals Thru FY 15/16	Estimated FY 16/17	5 Year Projection					
			FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	
Supplies	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Repair & Maintenance	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-
Debt Service	-	-	-	2,100	2,100	2,100	2,100	-
OPERATING IMPACT	-	-	-	2,100	2,100	2,100	2,100	-

FUNDED CAPITAL IMPROVEMENT

Wayfinding Signage

Project Description:

The "Wayfinding" Sign Project will showcase the town's major venues, direct visitors through major corridors that lead to various Town's destinations and trails. The project would include the locations, design and cost estimate to create and install the wayfinding signage.

The package would include but not limited to the following,

- Development of a Master Plan to provide staff a guideline and template for wayfinding
- Implementation.
- Recognizable wayfinding system that is easily adaptable for future development
- Create a signage system that blends into Westlake
- Material selections
- Define trail access points



PROJECT EXPENSE

410-74400-00-000-000067	Totals Thru	Estimated	5 Year Projection					Project Total
			FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20	
Engineering	-	-	-	-	-	-	-	-
Construction	-	-	-	-	229,500	-	-	229,500
Design	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	-	-	-	-	229,500	-	-	229,500

PROJECT FUNDING

410-33501-00-000-000067	Totals Thru	Estimated	5 Year Projection					Project Total
			FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20	
Cash/Transfers	-	-	-	-	-	-	-	-
Contributions/Grants	-	-	-	-	-	-	-	-
Bonds FY 18/19 CO	-	-	-	-	229,500	-	-	229,500
UnFunded	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	-	-	-	-	229,500	-	-	229,500

IMPACT ON OPERATING BUDGET

IMPACT TYPE	Totals Thru	Estimated	5 Year Projection					
			FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20	
Supplies	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Repair & Maintenance	-	-	-	-	-	-	-	-
Rent & Utilities	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	16,065	16,065	16,065
OPERATING IMPACT	-	-	-	-	-	16,065	16,065	16,065

FUNDED CAPITAL IMPROVEMENT

Flashing Crosswalk Lights (Dove @ Pearson & Ottinger)

Project Description:

The town trail system currently starts and/or stops at the Westlake Academy campus. The use of the trail has increased over the past two years due to the growth of the community and the Academy. Flashing light at the crosswalk would give vehicles a warning that pedestrians are crossing the Dove and Ottinger roads. The project would include flashing signs and lights being installed in the pavement.



PROJECT EXPENSE								
410-73000-00-000-000075	Totals Thru FY 15/16	Estimated FY 16/17	5 Year Projection					Project Total
			FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	
Engineering	-	-	-	-	-	-	-	-
Construction	-	-	-	55,000	-	-	-	55,000
Design	-	-	-	25,000	-	-	-	25,000
Contingency	-	-	-	-	-	-	-	-
Other (Foundation)	-	-	-	-	-	-	-	-
Other Admin cost	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	-	-	-	80,000	-	-	-	80,000

PROJECT FUNDING								
410-33501-00-000-000075	Totals Thru FY 15/16	Estimated FY 16/17	5 Year Projection					Project Total
			FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	
Cash (Fund Balance)	-	-	-	-	-	-	-	-
Bonds FY 18/19 CO			-	80,000	-	-	-	80,000
Transfer in from Utility Fund	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	-	-	-	80,000	-	-	-	80,000

IMPACT ON OPERATING BUDGET								
IMPACT TYPE	Totals Thru FY 15/16	Estimated FY 16/17	5 Year Projection					
			FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	
Supplies	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Repair & Maintenance	-	-	-	-	2,000	2,060	2,122	-
Utilities	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	4,800	4,800	4,800	-
OPERATING IMPACT	-	-	-	-	6,800	6,860	6,922	-

FUNDED CAPITAL IMPROVEMENT

Cemetery Improvements

Project Description:

This project would include a new water well, storage tanks, irrigation system, fence on the southeast corner and underground power for the water well.



PROJECT EXPENSE								
410-73000-00-000-000076	Totals Thru FY 15/16	Estimated FY 16/17	5 Year Projection					Project Total
			FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	
Engineering	-	-	10,000	-	-	-	-	10,000
Construction	-	-	90,000	50,000	-	-	-	140,000
Design	-	-	-	-	-	-	-	-
FF&E	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-
Other Admin cost	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	-	-	100,000	50,000	-	-	-	150,000

PROJECT FUNDING								
410-33700-000-000076	Totals Thru FY 15/16	Estimated FY 16/17	5 Year Projection					Project Total
			FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	
Cash (Fund Balance)	-	-	-	-	-	-	-	-
Transfer in from General Fund	-	-	-	-	-	-	-	-
Transfer in from Utility Fund	-	-	-	-	-	-	-	-
Private Contribution	-	150,000	-	-	-	-	-	150,000
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	-	150,000	-	-	-	-	-	150,000

IMPACT ON OPERATING BUDGET								
IMPACT TYPE	Totals Thru FY 15/16	Estimated FY 16/17	5 Year Projection					
			FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	
Supplies	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Repair & Maintenance	-	-	-	-	2,000	2,060	2,122	-
Utilities	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
OPERATING IMPACT	-	-	-	-	2,000	2,060	2,122	-

FUNDED CAPITAL IMPROVEMENT

Roanoke Road Reconstruction and Drainage South

(Highway 170 south to Town limits)

Project Description:

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



PROJECT EXPENSE								
410-73000-00-000-000034	Totals Thru FY 15/16	Estimated FY 16/17	5 Year Projection					Project Total
			FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	
Engineering	2,900	-	-	-	55,000	-	-	57,900
Construction	-	-	-	-	403,000	-	-	403,000
Design	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	22,180	-	-	22,180
Other	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	2,900	-	-	-	480,180	-	-	483,080

PROJECT FUNDING								
410-10110-00-000-000034	Totals Thru FY 15/16	Estimated FY 16/17	5 Year Projection					Project Total
			FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	
Cash (Fund Balance)	2,900	-	-	-	-	-	-	2,900
Contributions/Grants	-	-	-	-	-	-	-	-
Bonds FY 18/19 CO	-	-	-	480,180	-	-	-	480,180
Unfunded	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	2,900	-	-	480,180	-	-	-	483,080

IMPACT ON OPERATING BUDGET								
IMPACT TYPE	Totals Thru FY 15/16	Estimated FY 16/17	5 Year Projection					
			FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	
Supplies	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Repair & Maintenance	-	-	-	-	-	-	5,088	-
Rent & Utilities	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	33,613	33,613	33,613	-
OPERATING IMPACT	-	-	-	-	33,613	33,613	38,701	-

FUNDED CAPITAL IMPROVEMENT

Sam School Road Reconstruction and Drainage (Solana to Town limits)

Project Description:

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



PROJECT EXPENSE								
410-73000-00-000-000040	Totals Thru FY 15/16	Estimated FY 16/17	5 Year Projection					Project Total
			FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	
Engineering	-	-	-	49,308	-	-	-	49,308
Construction	-	-	-	232,652	-	-	-	232,652
Design	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	-	-	-	281,960	-	-	-	281,960

PROJECT FUNDING								
410-10110-00-000-000040	Totals Thru FY 15/16	Estimated FY 16/17	5 Year Projection					Project Total
			FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	
Cash (Fund Balance)	-	-	-	-	-	-	-	-
Contributions/Grants	-	-	-	-	-	-	-	-
Bonds FY 18/19 CO	-	-	-	281,960	-	-	-	281,960
Unfunded	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	-	-	-	281,960	-	-	-	281,960

IMPACT ON OPERATING BUDGET								
IMPACT TYPE	Totals Thru FY 15/16	Estimated FY 16/17	5 Year Projection					
			FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	
Supplies	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Repair & Maintenance	-	-	-	-	-	5,000	5,150	-
Rent & Utilities	-	-	-	-	-	-	-	-
Debt Service	-	-	-	19,737	19,737	19,737	19,737	-
OPERATING IMPACT	-	-	-	19,737	19,737	24,737	24,887	-

FUNDED CAPITAL IMPROVEMENT

Solana Pavement Repair

Project Description:

This project will provide repairs to several sections of concrete pavement failures on Solana Boulevard. The repairs will consist of removal/replacement of concrete and failed subgrade and traffic control.



PROJECT EXPENSE								
410-73000-00-000-000078	Totals Thru FY 15/16	Estimated FY 16/17	5 Year Projection					Project Total
			FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	
Engineering	-	-	-	90,000	-	-	-	90,000
Construction	-	-	-	-	-	-	-	-
Design	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	-	-	-	90,000	-	-	-	90,000

PROJECT FUNDING								
410-33501-00-000-000078	Totals Thru FY 15/16	Estimated FY 16/17	5 Year Projection					Project Total
			FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	
Cash (Fund Balance)	-	-	-	-	-	-	-	-
Contributions/Grants	-	-	-	-	-	-	-	-
Bonds FY 18/19 CO	-	-	-	90,000	-	-	-	90,000
Unfunded	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	-	-	-	90,000	-	-	-	90,000

IMPACT ON OPERATING BUDGET								
IMPACT TYPE	Totals Thru FY 15/16	Estimated FY 16/17	5 Year Projection					
			FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	
Supplies	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Repair & Maintenance	-	-	-	-	-	-	-	-
Rent & Utilities	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	6,300	6,300	6,300	-
OPERATING IMPACT	-	-	-	-	6,300	6,300	6,300	-

FUNDED CAPITAL IMPROVEMENT

Wyck Hill Pavement Resurface

Project Description:

This project will provide for the removal and replacement of 1" to 2" of the existing 6" asphalt on Wyck Hill Lane. The existing subgrade is in excellent condition and does not require re-stabilization.



PROJECT EXPENSE								
410-73000-00-000-000079	Totals Thru FY 15/16	Estimated FY 16/17	5 Year Projection					Project Total
			FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	
Engineering	-	-	-	-	-	-	-	-
Construction	-	-	-	54,450	-	-	-	54,450
Design	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	-	-	-	54,450	-	-	-	54,450

PROJECT FUNDING								
410-33501-00-000-000079	Totals Thru FY 15/16	Estimated FY 16/17	5 Year Projection					Project Total
			FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	
Cash (Fund Balance)	-	-	-	-	-	-	-	-
Contributions/Grants	-	-	-	-	-	-	-	-
Bonds FY 18/19 CO	-	-	-	54,450	-	-	-	54,450
Unfunded	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	-	-	-	54,450	-	-	-	54,450

IMPACT ON OPERATING BUDGET								
IMPACT TYPE	Totals Thru FY 15/16	Estimated FY 16/17	5 Year Projection					
			FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	
Supplies	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Repair & Maintenance	-	-	-	-	-	-	-	-
Rent & Utilities	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	3,812	3,812	3,812	-
OPERATING IMPACT	-	-	-	-	3,812	3,812	3,812	-

FUNDED CAPITAL IMPROVEMENT

FM1938 Pavement Repair

Project Description:

This project will provide repairs to several sections of stamped/stained concrete pavement failures on FM 1938. The repairs will consist of removal/replacement of concrete and failed subgrade and traffic control



PROJECT EXPENSE								
410-73000-00-000-000080	Totals Thru FY 15/16	Estimated FY 16/17	5 Year Projection					Project Total
			FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	
Engineering	-	-	-	-	-	-	-	-
Construction	-	-	-	80,000	-	-	-	80,000
Design	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	-	-	-	80,000	-	-	-	80,000

PROJECT FUNDING								
410-33501-00-000-000080	Totals Thru FY 15/16	Estimated FY 16/17	5 Year Projection					Project Total
			FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	
Cash (Fund Balance)	-	-	-	-	-	-	-	-
Contributions/Grants	-	-	-	-	-	-	-	-
Bonds FY 18/19 CO	-	-	-	80,000	-	-	-	80,000
Unfunded	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	-	-	-	80,000	-	-	-	80,000

IMPACT ON OPERATING BUDGET								
IMPACT TYPE	Totals Thru FY 15/16	Estimated FY 16/17	5 Year Projection					Total
			FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	
Supplies	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Repair & Maintenance	-	-	-	-	-	-	-	-
Rent & Utilities	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	5,600	5,600	5,600	-
OPERATING IMPACT	-	-	-	-	5,600	5,600	5,600	-

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 2016/17.



PROJECT EXPENSE								
410-73000-00-000-000041	Totals Thru FY 15/16	Estimated FY 16/17	5 Year Projection					Project Total
			FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	
Engineering	-	100,000	-	-	-	-	-	100,000
Construction	-	596,260	-	-	-	-	-	596,260
Design	69,825	-	-	-	-	-	-	69,825
Contingency	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	69,825	696,260	-	-	-	-	-	766,085

PROJECT FUNDING								
410-33501-00-000-000041	Totals Thru FY 15/16	Estimated FY 16/17	5 Year Projection					Project Total
			FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	
Cash (Fund Balance)	69,825	330,260	-	-	-	-	-	400,085
Contributions/Grants	-	-	-	-	-	-	-	-
Bonds 2011 Bond Issuance	-	366,000	-	-	-	-	-	366,000
Unfunded	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	69,825	696,260	-	-	-	-	-	766,085

IMPACT ON OPERATING BUDGET								
IMPACT TYPE	Totals Thru FY 15/16	Estimated FY 16/17	5 Year Projection					
			FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	
Supplies	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Repair & Maintenance	-	-	-	-	-	5,000	5,150	-
Rent & Utilities	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
OPERATING IMPACT	-	-	-	-	-	5,000	5,150	-

FUNDED CAPITAL IMPROVEMENT

FM 1938 and 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, the intersection would decrease traffic congestion and increase safety at the FM 1938 and Dove Road intersection. While FM 1938 is a TxDOT roadway, the cost to signalize will be the responsibility of the Town. Staff will continue to pursue TxDOT funding for signalization of this intersection.



PROJECT EXPENSE								
410-73000-00-000-000068	Totals Thru FY 15/16	Estimated FY 16/17	5 Year Projection					Project Total
			FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	
Engineering	12,400	10,000	-	-	-	-	-	22,400
Construction	-	275,000	160,000	-	-	-	-	435,000
Design	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	12,400	285,000	160,000	-	-	-	-	457,400

PROJECT FUNDING								
410-10110-00-000-000034	Totals Thru FY 15/16	Estimated FY 16/17	5 Year Projection					Project Total
			FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	
Cash (Fund Balance)	(13,989)	285,000	160,000	-	-	-	-	431,011
Contributions (Fidelity)	26,389	-	-	-	-	-	-	26,389
Bonds	-	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	12,400	285,000	160,000	-	-	-	-	457,400

IMPACT ON OPERATING BUDGET								
IMPACT TYPE	Totals Thru FY 15/16	Estimated FY 16/17	5 Year Projection					
			FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	
Supplies	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Repair & Maintenance	-	-	-	-	-	-	-	-
Rent & Utilities	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
OPERATING IMPACT	-	-	-	-	-	-	-	-

FUNDED CAPITAL IMPROVEMENT

FM 1938 and Solana Blvd Traffic Signalization

Project Description:

This project will provide for the signalization of the FM 1938 and Solana Blvd intersection consistent with the enhancements at SH 114. The installation of the proposed traffic signals is in connection with the Granada and Entrada developments that would decrease traffic congestion and frustration. Staff is also currently working with TxDot for a proposed signal at the FM 1938/Dove Road intersection.



PROJECT EXPENSE								
410-74400-00-000-000070	Totals Thru	Estimated	5 Year Projection					Project Total
			FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20	
Engineering	-	-			-	-	-	-
Construction	259,540	102,000	10,000		-	-	-	371,540
Design	-	-	-		-	-	-	-
Contingency	-	-	-		-	-	-	-
Other	-	-	-		-	-	-	-
EXPENDITURES TOTAL	259,540	102,000	10,000		-	-	-	371,540

PROJECT FUNDING								
410-33700-00-000-000070	Totals Thru	Estimated	5 Year Projection					Project Total
			FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20	
Contributions/Grants	-	112,000		-				112,000
Entrada PID	217,413	-	-		-	-	-	217,413
Granada	15,738	-	-		-	-	-	15,738
Fidelity	26,389	-	-		-	-	-	26,389
Cash (Fund Balance)	-	-	-		-	-	-	-
FUNDING TOTAL	259,540	112,000	-	-	-	-	-	371,540

IMPACT ON OPERATING BUDGET								
IMPACT TYPE	Totals Thru	Estimated	5 Year Projection					
			FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20	
Supplies	-	-	-		-	-	-	-
Services	-	-	-		-	-	-	-
Insurance	-	-	-		-	-	-	-
Repair & Maintenance	-	-	-		-	-	-	-
Rent & Utilities	-	-	200		200	200	200	200
Debt Service	-	-	-		-	-	-	-
OPERATING IMPACT	-	-	200	200	200	200	200	-

FUNDED CAPITAL IMPROVEMENT

Ottinger Road Reconstruction/Drainage & Trail (North of Westlake Academy)

Project Description:

This project will provide stabilization of road subgrade and 7" asphalt to approximately 4,000 LF of Ottinger Road (from Westlake Academy to SH 170) and replace/improve culverts and ditches, consistent with 2011 Graham Pavement Evaluation Study. Anticipate crack sealing during the 2nd year after completion. In conjunction with this project, the existing Ottinger Road bridge will be replaced with new box culvert, much like the Dove Road improvements. Staff will determine through engineering design analysis the final design criteria including horizontal and vertical alignment. A trail will provide East to West interconnectivity within the Westlake trail system. Includes a primitive trail head on the Southeast corner of the cemetery property (primitive parking, restrooms and water fountain).



Project 52 Trail \$ 300,949
Project 58 R&D \$ 983,954

PROJECT EXPENSE								
410-74400-00-000-000052 410-73000-00-000-000058	Totals Thru FY 15/16	Estimated FY 16/17	5 Year Projection					Project Total
			FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	
Trail- Engineering/Design	-	-	-	-	32,999	-	-	32,999
Trail - Construction	-	-	-	-	231,080	-	-	231,080
Trail - Design	-	-	-	-	46,870	-	-	46,870
Road/Bridge - Engineering	-	-	-	-	204,985	-	-	204,985
Road/Bridge - Construction	-	-	-	-	768,969	-	-	768,969
EXPENDITURES TOTAL	-	-	-	-	1,284,903	-	-	1,284,903

PROJECT FUNDING								
410-33501-00-000-000052 410-33501-00-000-000058	Totals Thru FY 15/16	Estimated FY 16/17	5 Year Projection					Project Total
			FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	
Cash (Fund Balance)	-	-	-	-	-	-	-	-
Contributions/Grants	-	-	-	-	-	-	-	-
Bonds FY 18/19 CO	-	-	-	1,284,903	-	-	-	1,284,903
Unfunded	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	-	-	-	1,284,903	-	-	-	1,284,903

IMPACT ON OPERATING BUDGET								
IMPACT TYPE	Totals Thru FY 15/16	Estimated FY 16/17	5 Year Projection					
			FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	
Supplies	-	-	-	-	-	-	-	-
Trail - Services	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Trail - Repair & Maintenance	-	-	-	-	-	-	-	-
Trail - Rent & Utilities	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	89,943	89,943	89,943	-
OPERATING IMPACT	-	-	-	-	89,943	89,943	89,943	-

FUNDED CAPITAL IMPROVEMENT

Pearson Lane Reconstruction & Drainage & Trail

Dove Road / Pearson Road / Aspen Lane

Project Description:

This project will provide trail connectivity from Aspen Lane north to Dove Road along the east side of Pearson Road. This will include crosswalk devices at the corner of Dove and Pearson. In addition the project will provide stabilization of road subgrade and 5" of asphalt to approximately 1,300 LF of Pearson Lane and replace/improve culverts and ditches, consistent with 2011 Graham Pavement Evaluation Study. Anticipate crack sealing during the 2nd year after completion.

Project 53 Trail \$290,016
Project 60 R&D \$404,125



PROJECT EXPENSE								
410-74400-00-000-000053 410-73000-00-000-000060	Totals Thru FY 15/16	Estimated FY 16/17	5 Year Projection					Project Total
			FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	
Trail - Engineering	-	-	-	27,260		-	-	27,260
Trail - Construction	-	-	-	220,600		-	-	220,600
Trail - Contingency	-	-	-	45,156		-	-	45,156
Road - Engineering	-	-	-	57,505		-	-	57,505
Road - Construction	-	-	-	343,620		-	-	343,620
EXPENDITURES TOTAL	-	-	-	694,141	-	-	-	694,141

PROJECT FUNDING								
410-33501-00-000-000053 410-33501-00-000-000060	Totals Thru FY 15/16	Estimated FY 16/17	5 Year Projection					Project Total
			FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	
Cash (Fund Balance)	-	-	-	-	-	-	-	-
Contributions/Grants	-	-	-	-	-	-	-	-
Bonds FY 18/19 CO	-	-	-	694,141	-	-	-	694,141
Unfunded	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	-	-	-	694,141	-	-	-	694,141

IMPACT ON OPERATING BUDGET								
IMPACT TYPE	Totals Thru FY 15/16	Estimated FY 16/17	5 Year Projection					
			FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	
Supplies	-	-	-	-	-	-	-	-
Trail - Services	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Trail - Repair & Maint	-	-	-	-	-	-	-	-
Trail - Rent & Utilities	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	48,591	48,591	48,591	-
OPERATING IMPACT	-	-	-	-	48,591	48,591	48,591	-

FUNDED CAPITAL IMPROVEMENT REQUEST

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 FY 15/16	Estimated FY 16/17	5 Year Projection					Project Total
			FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	
Engineering	42,847	-		-	-	-	-	42,847
Construction	242,545	-	-	96,435	-	-	-	338,980
Design	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	285,392	-	-	96,435	-	-	-	381,827

PROJECT FUNDING

FUNDING TYPE	Totals Thru FY 15/16	Estimated FY 16/17	5 Year Projection					Project Total
			FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	
Cash/Transfers	285,392	-	-	96,435	-	-	-	381,827
Contributions/Grants	-	-	-	-	-	-	-	-
Bond Issuance	-	-	-	-	-	-	-	-
UnFunded	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	285,392	-	-	96,435	-	-	-	381,827

IMPACT ON OPERATING BUDGET

IMPACT TYPE	Totals Thru FY 15/16	Estimated FY 16/17	5 Year Projection					
			FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	
Supplies	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Repair & Maintenance	-	-	-	-	-	-	-	-
Rent & Utilities	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
OPERATING IMPACT	-	-	-	-	-	-	-	-

Unfunded Capital Improvement Projects

This section includes a listing of projects over a five-year period that Town staff has identified but cannot be addressed given funding limitations.

CAPITAL IMPROVEMENT PROJECTS FORECAST

Unfunded / Under Discussion

★ New Project Added this Year

Project Description	ACTUALS THRU FY 15/16	FY 17-18 PROPOSED BUDGET	FY 18-19		FY 19-20		FY 20-21		FY 21-22		TOTAL
			Budget	Projection	Budget	Projection	Budget	Projection	Budget	Projection	
Hwy 377 Landscape Improvements (Phase I and II)	\$ -	\$ -	\$ 411,100	\$ 436,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 847,100
★ SH114 and Schwab Way Traffic Signal Upgrade	-	-	257,500	-	-	-	-	-	-	-	257,500
Trail - Fidelity Campus to Westlake Parkway at Hwy 114	-	-	-	330,338	-	-	-	-	-	-	330,338
★ Hwy 170 and 377 Traffic Signal Upgrade	-	-	15,000	250,000	-	-	-	-	-	-	265,000
Dove Road & Randol Mill Traffic Circle	-	-	-	-	674,238	892,427	1,566,665	1,566,665	1,566,665	1,566,665	1,566,665
★ Hwy 170 and Roanoke Traffic Signal Upgrade	-	-	-	15,000	257,500	-	-	-	-	-	272,500
Glenwyck Farms Telecommunications Ductbank	-	-	-	-	-	806,400	806,400	806,400	806,400	806,400	806,400
Westlake Academy Pedestrian Underpass	-	-	-	-	-	741,600	741,600	741,600	741,600	741,600	741,600
SH 114/170 Enhancements	239,433	-	-	-	-	-	830,592	830,592	830,592	830,592	1,070,025
Total Road/Street Improvements/Trails	239,433	-	683,600	1,031,338	931,738	3,271,019	6,157,128				
Cemetery Improvements	-	-	-	-	73,609	77,904	151,513	151,513	151,513	151,513	151,513
15-30 Acre Community Park	-	-	-	-	8,033,126	183,706	8,216,832	8,216,832	8,216,832	8,216,832	8,216,832
Total Parks/Cemetery	-	-	-	-	8,106,735	261,610	8,368,345				
TOTAL UNFUNDED (UNDER DISCUSSION)	\$ 239,433	\$ -	\$ 683,600	\$ 1,031,338	\$ 9,038,473	\$ 3,532,629	\$ 14,525,473				

PROJECTS FOR FUTURE YEARS (TBD)											
Municipal Town Hall	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fire Dept Ladder Truck	-	-	-	-	-	-	-	-	-	-	-
WA Phase II Construction	-	-	-	-	-	-	-	-	-	-	-
WA Phase III Construction	-	-	-	-	-	-	-	-	-	-	-
TOTAL TO BE DECIDED	\$ -										

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 FY 15/16	Estimated FY 16/17	5 Year Projection					Project Total
			FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	
Engineering	-	-	-	30,000	-	-	-	30,000
Construction Phase II	-	-	-	381,100	-	-	-	381,100
Construction Phase II	-	-	-	-	436,000	-	-	436,000
Contingency	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	-	-	-	411,100	436,000	-	-	847,100

PROJECT FUNDING

FUNDING TYPE	Totals Thru FY 15/16	Estimated FY 16/17	5 Year Projection					Project Total
			FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	
Cash (Fund Balance)	-	-	-	-	-	-	-	-
Contributions/Grants	-	-	-	-	-	-	-	-
Bonds	-	-	-	-	-	-	-	-
Unfunded	-	-	-	411,100	436,000	-	-	847,100
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	-	-	-	411,100	436,000	-	-	847,100

IMPACT ON OPERATING BUDGET

IMPACT TYPE	Totals Thru FY 15/16	Estimated FY 16/17	5 Year Projection					
			FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	
Supplies	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Repair & Maintenance	-	-	-	-	-	5,150	5,305	-
Rent & Utilities	-	-	-	-	-	10,300	10,609	-
Debt Service	-	-	-	-	-	-	-	-
OPERATING IMPACT	-	-	-	-	-	15,450	15,914	-

UNFUNDED (UNDER DISCUSSION) CAPITAL IMPROVEMENT

SH114 and Schwab Way Traffic Signal Upgrade

Project Description:

This project will upgrade the current signal poles at the SH 170/Roanoke Road intersection with poles and internally illuminated street name signs consistent with the enhanced signals on FM 1938. This project will upgrade the current signalization of the SH 170/Roanoke Road intersection with poles and internally illuminated street name signs consistent with the enhanced signals on FM 1938. The current configuration of Roanoke Road will change once the main lanes of SH 170 are constructed, resulting in the reduction of the traffic signalization for northbound and southbound traffic



PROJECT EXPENSE

EXPENDITURE TYPE	Totals Thru FY 15/16	Estimated FY 16/17	5 Year Projection					Project Total
			FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	
Engineering	-	-	-	15,000	-	-	-	15,000
Construction	-		-	242,500	-	-	-	242,500
Design	-	-	-	-	-	-	-	-
Painting	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	-	-	-	257,500	-	-	-	257,500

PROJECT FUNDING

FUNDING TYPE	Totals Thru FY 15/16	Estimated FY 16/17	5 Year Projection					Project Total
			FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	
Cash (Fund Balance)	-	-	-	-	-	-	-	-
Contributions/Grants	-	-	-	-	-	-	-	-
Bonds	-	-	-	-	-	-	-	-
Unfunded	-	-	-	257,500	-	-	-	257,500
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	-	-	-	257,500	-	-	-	257,500

IMPACT ON OPERATING BUDGET

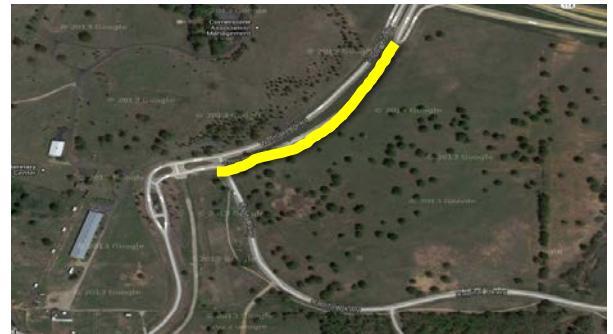
IMPACT TYPE	Totals Thru FY 15/16	Estimated FY 16/17	5 Year Projection					
			FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	
Supplies	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Repair & Maintenance	-	-	-	-	-	-	-	-
Rent & Utilities	-	-	-	200	206	212	219	-
Debt Service	-	-	-	-	-	-	-	-
OPERATING IMPACT	-	-	-	200	206	212	219	-

UNFUNDED (UNDER DISCUSSION) CAPITAL IMPROVEMENT

Trail - Fidelity Campus to Westlake Parkway at Hwy 114

Project Description:

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



PROJECT EXPENSE

EXPENDITURE TYPE	Totals Thru FY 15/16	Estimated FY 16/17	5 Year Projection					Project Total
			FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	
Engineering	-	-			70,000	-	-	70,000
Construction	-	-			115,000	-	-	115,000
Design	-	-			145,338			145,338
Contingency	-	-						-
Other	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	-	-	-	-	330,338	-	-	330,338

PROJECT FUNDING

FUNDING TYPE	Totals Thru FY 15/16	Estimated FY 16/17	5 Year Projection					Project Total
			FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	
Cash (Fund Balance)	-	-	-	-	-	-	-	-
Contributions/Grants	-	-	-	-	-	-	-	-
Bonds	-	-	-	-	-	-	-	-
Unfunded	-	-	-	-	330,338	-	-	330,338
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	-	-	-	-	330,338	-	-	330,338

IMPACT ON OPERATING BUDGET

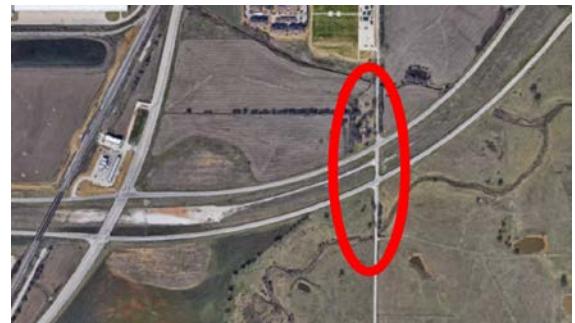
IMPACT TYPE	Totals Thru FY 15/16	Estimated FY 16/17	5 Year Projection					
			FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	
Supplies	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Repair & Maintenance	-	-	-	-	-	-	-	-
Rent & Utilities	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
OPERATING IMPACT	-	-	-	-	-	-	-	-

UNFUNDED (UNDER DISCUSSION) CAPITAL IMPROVEMENT

Hwy 170 and 377 Traffic Signal Upgrade

Project Description:

This project will upgrade the current signalization of the SH 170 and US 377 intersection with poles and internally illuminated street name signs consistent with the enhanced signals on FM 1938.



PROJECT EXPENSE

EXPENDITURE TYPE	Totals Thru FY 15/16	Estimated FY 16/17	5 Year Projection					Project Total
			FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	
Engineering	-	-	-	15,000	-	-	-	15,000
Construction	-	-	-	-	250,000	-	-	250,000
Design	-	-	-	-	-	-	-	-
Painting	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	-	-	-	15,000	250,000	-	-	265,000

PROJECT FUNDING

FUNDING TYPE	Totals Thru FY 15/16	Estimated FY 16/17	5 Year Projection					Project Total
			FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	
Cash (Fund Balance)	-	-	-	-	-	-	-	-
Contributions/Grants	-	-	-	-	-	-	-	-
Bonds	-	-	-	-	-	-	-	-
Unfunded	-	-	-	15,000	250,000	-	-	265,000
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	-	-	-	15,000	250,000	-	-	265,000

IMPACT ON OPERATING BUDGET

IMPACT TYPE	Totals Thru FY 15/16	Estimated FY 16/17	5 Year Projection					
			FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	
Supplies	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Repair & Maintenance	-	-	-	-	-	-	-	-
Rent & Utilities	-	-	-	-	200	206	212	-
Debt Service	-	-	-	-	-	16,200	16,200	-
OPERATING IMPACT	-	-	-	-	200	16,406	16,412	-

UNFUNDED (UNDER DISCUSSION) CAPITAL IMPROVEMENT

Dove Road & Randol Mill Traffic Circle

Project Description:

Reconstruction and reconfiguration of Dove Road and Randol Mill from a 3-way stop intersection to a traffic circle to improve traffic safety. Pavement construction will be consistent with 2011 Graham Pavement Evaluation Study.



PROJECT EXPENSE

EXPENDITURE TYPE	Totals Thru FY 15/16	Estimated FY 16/17	5 Year Projection					Project Total	
			FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22		
Engineering	-	-	-	-	-	-	-	106,090	106,090
Construction	-	-	-	-	-	-	-	786,337	786,337
Design	-	-	-	-	-	-	36,050	-	36,050
Contingency	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	638,188	-	638,188
EXPENDITURES TOTAL	-	-	-	-	-	-	674,238	892,427	1,566,665

PROJECT FUNDING

FUNDING TYPE	Totals Thru FY 15/16	Estimated FY 16/17	5 Year Projection					Project Total
			FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	
Cash (Fund Balance)	-	-	-	-	-	-	-	-
Contributions/Grants	-	-	-	-	-	-	-	-
Bonds	-	-	-	-	-	-	-	-
UnFunded	-	-	-	-	-	674,238	892,427	1,566,665
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	-	-	-	-	-	674,238	892,427	1,566,665

IMPACT ON OPERATING BUDGET

IMPACT TYPE	Totals Thru FY 15/16	Estimated FY 16/17	5 Year Projection					
			FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	
Supplies	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Repair & Maintenance	-	-	-	-	-	2,971	3,060	-
Rent & Utilities	-	-	-	-	-	5,941	6,119	-
Debt Service	-	-	-	-	-	-	94,200	-
OPERATING IMPACT	-	-	-	-	-	8,912	103,379	-

UNFUNDED (UNDER DISCUSSION) CAPITAL IMPROVEMENT

Hwy 170 and Roanoke Road Traffic Signal Upgrade

Project Description:

This project will upgrade the current signalization of the SH 170/Roanoke Road intersection with poles and internally illuminated street name signs consistent with the enhanced signals on FM 1938. The current configuration of Roanoke Road will change once the main lanes of SH 170 are constructed, resulting in the reduction of the traffic signalization for northbound and southbound traffic.



PROJECT EXPENSE

EXPENDITURE TYPE	Totals Thru FY 15/16	Estimated FY 16/17	5 Year Projection					Project Total
			FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	
Engineering	-	-	-	-	15,000	-	-	15,000
Construction	-		-	-	-	257,500	-	257,500
Design	-	-	-	-	-	-	-	-
Painting	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	-	-	-	-	15,000	257,500	-	272,500

PROJECT FUNDING

FUNDING TYPE	Totals Thru FY 15/16	Estimated FY 16/17	5 Year Projection					Project Total
			FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	
Cash (Fund Balance)	-	-	-	-	-	-	-	-
Contributions/Grants	-	-	-	-	-	-	-	-
Bonds	-	-	-	-	-	-	-	-
Unfunded	-	-	-	-	15,000	257,500	-	272,500
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	-	-	-	-	15,000	257,500	-	272,500

IMPACT ON OPERATING BUDGET

IMPACT TYPE	Totals Thru FY 15/16	Estimated FY 16/17	5 Year Projection					
			FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	
Supplies	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Repair & Maintenance	-	-	-	-	-	-	-	-
Rent & Utilities	-	-	-	-	200	206	212	-
Debt Service	-	-	-	-	-	-	16,350	-
OPERATING IMPACT	-	-	-	-	200	206	16,562	-

UNFUNDED (UNDER DISCUSSION) CAPITAL IMPROVEMENT

Glenwyck Farms Telcommunications Ductbank

Project Description:

This project will provide for the construction of approximately 11,000 LF of telecommunication ductbank within the Glenwyck subdivision to accomodate the installation of improved telecommunication lines.

Additionally, this will provide a connection of the ductbank from Granda to Terra Bella.



PROJECT EXPENSE

EXPENDITURE TYPE	Totals Thru FY 15/16	Estimated FY 16/17	5 Year Projection					Project Total
			FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	
Engineering	-	-	-	-	-	-	-	806,400
Construction	-	-	-	-	-	-	-	-
Design	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	-	-	-	-	-	-	-	806,400
								806,400

PROJECT FUNDING

FUNDING TYPE	Totals Thru FY 15/16	Estimated FY 16/17	5 Year Projection					Project Total
			FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	
Cash (Fund Balance)	-	-	-	-	-	-	-	-
Contributions/Grants	-	-	-	-	-	-	-	-
Bonds	-	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-	806,400
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	-	-	-	-	-	-	-	806,400
								806,400

IMPACT ON OPERATING BUDGET

IMPACT TYPE	Totals Thru FY 15/16	Estimated FY 16/17	5 Year Projection					
			FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	
Supplies	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Repair & Maintenance	-	-	-	-	-	-	-	-
Rent & Utilities	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
OPERATING IMPACT	-	-	-	-	-	-	-	-

UNFUNDED (UNDER DISCUSSION) CAPITAL IMPROVEMENT

Westlake Academy - Pedestrian Underpass

Project Description:

This project will provide for the construction of a pedestrian underpass on the south side of the Westlake Academy campus and connections to the existing trail system. This will require the reconstruction of a section of Ottinger Road and the relocation of water, gas, and telecommunications.



PROJECT EXPENSE

EXPENDITURE TYPE	Totals Thru FY 15/16	Estimated FY 16/17	5 Year Projection					Project Total
			FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	
Engineering	-	-	-	-	-	-	-	61,800
Construction	-	-	-	-	-	-	-	618,000
Design	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	61,800
Other	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	-	-	-	-	-	-	-	741,600

PROJECT FUNDING

FUNDING TYPE	Totals Thru FY 15/16	Estimated FY 16/17	5 Year Projection					Project Total
			FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	
Cash (Fund Balance)	-	-	-	-	-	-	-	-
Contributions/Grants	-	-	-	-	-	-	-	-
Bonds	-	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-	741,600
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	-	-	-	-	-	-	-	741,600

IMPACT ON OPERATING BUDGET

IMPACT TYPE	Totals Thru FY 15/16	Estimated FY 16/17	5 Year Projection					
			FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	
Supplies	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Repair & Maintenance	-	-	-	-	-	-	-	-
Rent & Utilities	-	-	-	-	-	-	-	219
Debt Service	-	-	-	-	-	-	-	-
OPERATING IMPACT	-	-	-	-	-	-	-	219

UNFUNDED (UNDER DISCUSSION) CAPITAL IMPROVEMENT

SH114/170 Enhancements

Project Description:

This project was anticipated to be a cooperative effort between Westlake, Trophy Club, and Roanoke consisting of the design and construction of landscape and hardscape improvements to the SH 170 & Hwy 114 interchange to include plantings, painting, and entry monuments. Maintenance is for irrigation only. To-date the Town has paid \$239,433 for engineering and painting in FY 13/14. Project costs are estimated to be \$3,000,000 for construction. Funding participation is anticipated to be 1/3 from each party. This project will be submitted for a TxDot grant (Green Ribbon). The Town anticipates getting \$160,000 reimbursement of engineering costs in FY 15/16 from Trophy Club and Roanoke and will use those funds towards the final construction. If project does not move forward, the funds will go to the Capital Projects fund balance.



PROJECT EXPENSE

EXPENDITURE TYPE	Totals Thru FY 15/16	Estimated FY 16/17	5 Year Projection					Project Total
			FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	
Engineering	-	-	-	-	-	-	-	-
Construction	-		-	-	-	-	-	830,592
Design	-	-	-	-	-	-	-	-
Painting	239,433	-	-	-	-	-	-	239,433
Other	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	239,433	-	-	-	-	-	-	830,592
								1,070,025

PROJECT FUNDING

FUNDING TYPE	Totals Thru FY 15/16	Estimated FY 16/17	5 Year Projection					Project Total
			FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	
Cash (Fund Balance)	-	-	-	-	-	-	-	-
Contributions/Grants	149,622		-	-	-	-	-	149,622
Bonds 2011 CO \$2.095M	89,811	-	-	-	-	-	-	89,811
Bonds	-	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-	830,592
FUNDING TOTAL	239,433	-	-	-	-	-	-	830,592
								1,070,025

IMPACT ON OPERATING BUDGET

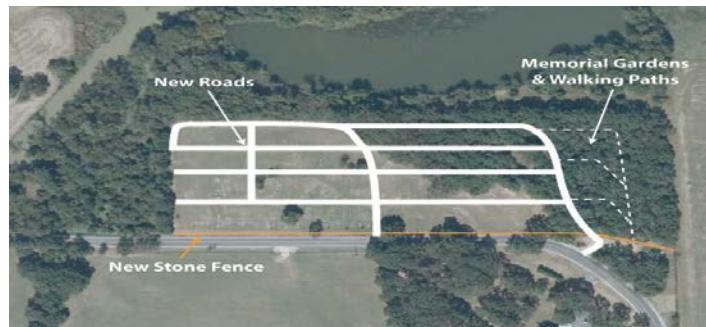
IMPACT TYPE	Totals Thru FY 15/16	Estimated FY 16/17	5 Year Projection					
			FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	
Supplies	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Repair & Maintenance	-	-	-	-	-	-	-	-
Rent & Utilities	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
OPERATING IMPACT	-	-	-	-	-	-	-	-

UNFUNDED (UNDER DISCUSSION) CAPITAL IMPROVEMENT

Cemetery Improvements

Project Description:

These improvements will consist of section markers, roadways and landscaping. The project also anticipates a future trail head with rest facilities that will accommodate the future cemetery/academy trail. Based on current funding sources, this project will be dependent upon the future sale of plots and would be completed in four phases. Phase I & II includes the road improvements and Phase III & IV will consist of the landscaping and trail improvements.



PROJECT EXPENSE

EXPENDITURE TYPE	Totals Thru FY 15/16	Estimated FY 16/17	5 Year Projection					Project Total
			FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	
Engineering	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	73,609	77,904	151,513
Design	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	-	-	-	-	-	73,609	77,904	151,513

PROJECT FUNDING

FUNDING TYPE	Totals Thru FY 15/16	Estimated FY 16/17	5 Year Projection					Project Total
			FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	
Cash (Fund Balance)	-	-	-	-	-	-	-	-
Contributions/Grants	-	-	-	-	-	-	-	-
Bond Issuance	-	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	73,609	77,904	151,513
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	-	-	-	-	-	73,609	77,904	151,513

IMPACT ON OPERATING BUDGET

IMPACT TYPE	Totals Thru FY 15/16	Estimated FY 16/17	5 Year Projection					
			FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	
Supplies	-	-	-	-	-	-	-	-
Services	-	-	-	-	5,614	5,782	5,955	-
Insurance	-	-	-	-	-	-	-	-
Repair & Maintenance	-	-	-	-	16,841	17,346	17,866	-
Rent & Utilities	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	9,000	-
OPERATING IMPACT	-	-	-	-	22,455	23,128	32,821	-

UNFUNDED (UNDER DISCUSSION) CAPITAL IMPROVEMENT

15-30 Acre Community Park

Project Description:

This project would include the purchase of 15 to 30 acres of open space with the ability to add amenities such as small covered pavilions, trail heads, playground stations, sports fields, general use open spaces, dog park, restroom, football field, running track, cross country trail, outdoor tennis and basketball courts, baseball and softball fields. The project would include restrooms, concession area with outdoor eating area and parking. This facility would provide programs and activities to the Westlake community and Westlake Academy.



PROJECT EXPENSE

EXPENDITURE TYPE	Totals Thru FY 15/16	Estimated FY 16/17	5 Year Projection					Project Total
			FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	
Engineering	-	-	-	-	-	655,805	67,473	723,278
Construction	-	-	-	-	-	3,476,610	-	3,476,610
Design	-	-	-	-	-	65,508	67,473	132,981
Contingency	-	-	-	-	-	58,300	48,760	107,060
Land Purchase (390K for 10 Acres)	-	-	-	-	-	4,367,200	-	4,367,200
EXPENDITURES TOTAL	-	-	-	-	-	8,623,423	183,706	8,807,129

PROJECT FUNDING

FUNDING TYPE	Totals Thru FY 15/16	Estimated FY 16/17	5 Year Projection					Project Total
			FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	
Cash (Fund Balance)	-	-	-	-	-	-	-	-
Contributions/Grants	-	-	-	-	-	-	-	-
Bond Issuance	-	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	8,623,423	183,706	8,807,129
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	-	-	-	-	-	8,623,423	183,706	8,807,129

IMPACT ON OPERATING BUDGET

IMPACT TYPE	Totals Thru FY 15/16	Estimated FY 16/17	5 Year Projection					
			FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	
Supplies	-	-	-	-	-	2,975	3,065	-
Services	-	-	-	-	-	17,851	18,387	-
Insurance	-	-	-	-	-	-	-	-
Repair & Maintenance	-	-	-	-	-	2,975	3,065	-
Rent & Utilities	-	-	-	-	-	9,521	9,807	-
Debt Service	-	-	-	-	-	-	528,600	-
OPERATING IMPACT	-	-	-	-	-	33,323	562,923	-

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SECTION 11

MUNICIPAL POLICIES

MAINTAINING
our
Vision

Hold Fast - Stay True

in a Sea of
CHANGE

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Fiscal & Budgetary Policies

The overall intent of the Fiscal and Budgetary Policy Statements is to enable the Town to achieve a long-term stable and positive financial condition.

The watchwords of the Town's financial management include integrity, prudence, stewardship, planning, accountability, and full disclosure.

I. STATEMENT OF PURPOSE

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

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

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

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

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

II. SUMMARY OF POLICY INTENDED OUTCOMES

This policy framework mandates pursuit of the following fiscal objectives:

- A. **Operating Budget:** Prepare, conservatively estimate revenues, present, and adopt the Town's annual operating plan.
- B. **Revenues Management:** Design, maintain, and administer a revenue system that will assure a reliable, equitable, diversified, and sufficient revenue stream to support desired Town services.
- C. **Expenditure Control:** Identify priority services, establish appropriate service levels, and administer the expenditure of available resources to assure fiscal stability and the effective and efficient delivery of services.
- D. **Fund Balance/Retained Earnings:** Maintain the fund balance and retained earnings of the various operating funds at levels sufficient to protect the Town's credit worthiness as well as its financial position from emergencies.

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- 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.

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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.

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- 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.

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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.

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- F. **Debt Structure** - The Town shall structure its debt payment schedules for general purpose debt to ensure level principal repayment schedules. The Town shall not assume any debt with "balloon" repayment schedules which consist of low annual payments and one large payment of the balance due at the end of the term. While balloon payment structures minimize the size of debt payments during the period, they force a large funding requirement on the budget of the final year. Given the uncertainties of the future, level payment schedules improve budget planning and financial management.
- G. **Sale Process** - The Town shall use a competitive bidding process in the sale of debt unless the nature of the issue warrants a negotiated bid. The Town shall award bonds based on a true interest cost (TIC) basis as long as the financial advisor agrees that the TIC basis can satisfactorily determine the lowest and best bid.
- H. **Bond Rating Agencies Presentations** - Full disclosure of operations and open lines of communication shall be made to the bond rating agencies. Town staff, with assistance of financial advisors, shall prepare the necessary materials and presentation to the bond rating agencies.
- I. **Continuing Disclosure** - The Town is committed to continuing disclosure of financial and pertinent credit information relevant to the Town's outstanding securities.
- J. **Debt Refunding** - Town staff and the financial advisor shall monitor the municipal bond market for opportunities to obtain interest savings by refunding outstanding debt. As a general rule, the present value savings of a particular refunding should exceed 3.5% of the refunded maturities.

VIII. INTERGOVERNMENTAL RELATIONSHIPS

The Town will pursue coordinated efforts with other governmental agencies to achieve common policy objectives, share the cost of providing government services on an equitable basis, and support favorable legislation at the State and Federal levels.

- A. **Inter-local Cooperation in Delivering Services** - In order to promote the effective and efficient delivery of services, the Town shall actively seek to work with other local jurisdictions in joint purchasing consortia, sharing facilities, sharing equitably the costs of service delivery, and developing joint programs to improve service to its citizens.
- B. **Legislative Program** - The Town shall cooperate with other jurisdictions to actively oppose any State or Federal regulation or proposal that mandates additional Town programs or services and does not provide the funding to implement them. Conversely, as appropriate, the Town shall support legislative initiatives that provide more funds for priority local programs.

IX. GRANTS

- A. **Grant Guidelines** - The Town shall apply, and facilitate the application by others, for only those grants that are consistent with the objectives and high priority needs previously identified above in these policies. The potential for incurring on-going costs, to include the assumption of support for grant funded positions from local revenues, will be considered prior to applying for a grant.
- B. **Grant Review** - All grant submittals shall be reviewed for their cash match requirements, their potential impact on the operating budget, and the extent to which they meet the Town's policy objectives. If there are cash match requirements, the source of funding shall be identified prior to application. Staff will focus on one-time grants to avoid long-term implications related to additional expenditures in future years.
- C. **Grant Program Termination** - The Town shall terminate grant funded programs and associated positions when grant funds are no longer available unless alternate funding is identified.

X. ECONOMIC DEVELOPMENT

- A. **Positive Business Environment** - The Town shall endeavor, through its regulatory and administrative functions, to provide a positive business environment in which local businesses can grow, flourish and create jobs. The Town Council and Town staff will be sensitive to the needs, concerns and issues facing local businesses.
- B. **Commitment to Business Expansion, Diversification, and Job Creation** - The Town shall encourage and participate in economic development efforts to expand Westlake's economy to increase local employment. These efforts shall not only focus on newly developing areas but also on other established sections of Westlake where development can generate additional jobs and other economic benefits.
- C. **Coordinate Efforts with Other Jurisdictions** - The Town's economic development program shall encourage close cooperation with other local jurisdictions, chambers of commerce, and groups interested in promoting the economic well-being of this area.
- D. **Cost/Benefit of Incentives for Economic Development** - The Town will use due caution in the analysis of any tax or fee incentives that are used to encourage economic development. A cost/benefit (fiscal impact) analysis will be performed as part of such evaluation for each prospect. Economic development agreements will contain performance language as to the business's proposed economic impact to Westlake in exchange for Town incentives with adequate "claw-back" provisions for the Town.

XI. FISCAL MONITORING

- A. **Financial Status and Performance Reports** - Quarterly reports comparing expenditures and revenues to current budget, projecting expenditures and revenues through the end of the year, noting the status of fund balances to include dollar amounts and percentages, and outlining any remedial actions necessary to maintain the Town's financial position shall be prepared for review by the Town Manager and the Council.
- B. **Compliance with Council Policy Statements** - The Fiscal and Budgetary Policies will be reviewed annually by the Council and updated, revised or refined as deemed necessary. Policy statements adopted by the Council are guidelines, and occasionally, exceptions may be appropriate and required. However, exceptions to stated policies will be specifically identified, and the need for the exception will be documented and fully explained.

XII. FINANCIAL CONSULTANTS

To employ the assistance of qualified financial advisors and consultants as needed in the management and administration of the Town's financial functions. These areas include but are not limited to investments, debt administration, financial accounting systems, program evaluation, and financial impact modeling. Advisors shall be selected on a competitive basis using objective questionnaires and requests for proposals based on the scope of the work to be performed.

XIII. ACCOUNTING, AUDITING, AND FINANCIAL REPORTING

To comply with prevailing local, state, and federal regulations relative to accounting, auditing, and financial reporting. Accounting practices and financial reporting shall conform to generally accepted accounting principles as promulgated by the Governmental Accounting Standards Board (GASB), the American Institute of Certified Public Accountants, (AICPA), and the Government Finance Officers Association (GFOA). The Board shall select an independent firm of certified public accountants to perform an annual audit of all operations

- A. **Accounting** – The Town is solely responsible for the recording and reporting of its financial affairs, both internally and externally. The Town's Finance Director is responsible for establishing the structure for the Town's chart of accounts and for assuring that procedures are in place to properly record financial transactions and report the Town's financial position.
- B. **External Auditing** - Town will be audited annually by outside independent accountants (auditors). The auditors must be a CPA firm and must demonstrate significant experience in the field of local government auditing. They must conduct the town's audit in accordance with generally accepted auditing standards and be knowledgeable in the

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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 issued 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

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made in accordance with the Investment Policy approved by the Town Council for the Town of Westlake that meets the requirements of the Public Funds Investment Act (PFIA), Section 2256 of the Texas Local Government Code. The Finance Director will issue quarterly reports on investment activity to the Town Council.

- B. **Cash Management** - Town's cash flow will be managed to maximize the cash available to invest. Such cash management will entail the centralization of cash collections, where feasibility, including utility bills, building and related permits and license, fines, fees, and other collection offices as appropriate. Periodic review of cash flow position will be performed to determine performance of cash management and conformance to investment policies. The underlying theme will be that idle cash will be invested with the intent to (1) safeguard assets, (2) maintain liquidity, and (3) maximize return.
- C. **Fixed Assets and Inventory** - Such assets will be reasonably safeguarded and properly accounted for and prudently insured. The fixed asset inventory will be updated regularly.
- D. **Capitalization Criteria** – For purposes of budgeting and accounting classification, the following criteria must be capitalized:
 - The asset is owned by the Town of Westlake
 - The expected useful life of the asset must be longer than one year, or extend the life on an identifiable existing asset by more than one year
 - The original cost of the asset must be at least \$5,000
 - The asset must be tangible
 - On-going repairs and general maintenance are not capitalized
 - New Purchases – All costs associated with bringing the asset into working order will be capitalized as part of the asset cost. This includes start- up costs, engineering or consultant type fees as part of the asset cost once the decision or commitment to purchase the asset is made. The cost of land acquired should include all related costs associated with its purchase
 - Improvements and Replacement – Improvement will be capitalized when they extend the original life of an asset or when they make the asset more valuable than it was originally. The replacement of assets components will normally be expenses unless they are a significant nature and meet all the capitalization criteria.
- E. **Computer System/Data Security** – The Town shall provide security of its computer/network system and data files through physical and logical security systems that will include, but are not limited to: network user authentications, firewalls, content filtering, spam/virus protection, and redundant data backup.

Investment Policy

It is the policy of the Town of Westlake that the administration of its funds and the investment of those funds shall be handled as its highest public trust.

I. POLICY STATEMENT

It is the policy of the Town of Westlake (the "Town") that the administration of its funds and the investment of those funds shall be handled as its highest public trust.

Investments shall be made in a manner which will provide the maximum security of principal invested through limitations and diversification while meeting the daily cash flow needs of the Town and conforming to all applicable state and Town statutes governing the investment of public funds. The receipt of a market rate of return will be secondary to the requirements for safety and liquidity.

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

II. SCOPE

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

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

III. OBJECTIVES AND STRATEGY

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

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

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

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

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

IV. LEGAL LIMITATIONS, RESPONSIBILITIES AND AUTHORITY

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

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

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

V. DELEGATION OF INVESTMENT AUTHORITY

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

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

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

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

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

VI. PRUDENCE

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

This standard state:

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

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

VII. INTERNAL CONTROLS

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

VIII. AUTHORIZED INVESTMENTS

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

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

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

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

IX. AUTHORIZED FINANCIAL DEALERS AND INSTITUTIONS

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

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

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

X. DIVERSIFICATION AND MATURITY LIMITATIONS

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

XI. SAFEKEEPING AND COLLATERALIZATION

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

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

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

Authorized collateral will include only:

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

XII. REPORTING

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

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

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

XIII. DEPOSITORYES

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

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

XIV. INVESTMENT POLICY ADOPTION BY COUNCIL

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

Employee Pay Plan Policy

The purpose of this policy is to set out the philosophy, purpose, and intent of the Town of Westlake's pay system for municipal employees.

I. SCOPE OF PURPOSE

The purpose of this policy is to set out the philosophy, purpose, and intent of the Town of Westlake's pay system for municipal employees.

The Town of Westlake's mission is "***to be a unique community, blending preservation of our natural environment and viewscapes, while serving our residents and businesses with superior municipal and academic services that are accessible, efficient, cost-effective, and transparent.***"

The Town of Westlake believes that market-based salary, in combination with employee competence and their overall contribution to the Town's success, should largely determine their compensation and career advancement opportunities. The philosophy and objectives of this pay policy are as follows:

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

II. DEFINITION

With these objectives in mind, the Town's municipal compensation plan is a broad band pay system. A broad band pay system is markedly different than the traditional "step-in-grade" pay system.

A broad band pay system is one that structures pay utilizing two primary steps.

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

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

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

- Reward employees for positive behaviors that contribute to the effectiveness of the Town's service delivery to our stakeholders;
- Assist the Town in fulfilling its vision and mission by offering increased opportunities

Section 11 Municipal Policies
Employee Pay Plan Policy

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

III. IMPLEMENTATION AND MAINTENANCE OF THE PAY PLAN

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

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

IV. CLASSIFICATION AND PAY BAND PLACEMENT

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

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

Factors that will not be considered in classifying a position:

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

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

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

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

V. PAY PLAN PARAMETERS

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

Internal Equity

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

Performance Pay

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

Market-Based Pay

- a. The Town of Westlake will conduct an annual market salary study in the spring prior to budget preparation for the upcoming fiscal year.
- b. Depending on the results of the market study, and if funds are available, all or some of the salary bands will be proposed to the Town Council for adjustment based upon the results of the annual market salary study. Proposed adjustments to any pay band will not be proposed unless the market study indicates bands have increased by 2.5% or more.
- c. Employee salaries may receive a market adjustment if their current salary has shifted to become less than 97.5% of the market average.
- d. All new hires will be placed at the minimum rate of their band, unless a hiring manager recommends placement at a higher rate. This must be reviewed first by the Human Resources Department and approved by the Town Manager or their designee. Generally, new hires proposed to be paid higher than band minimum may be brought into the pay system within 3% above or below a band's midpoint; however, exceptional qualifications and experience of the new hire must be demonstrated by the hiring department to the Human Resources Department and the Town Manager for this to be approved.
- e. All market adjustments are dependent upon available financial resources.
- f. The market value for positions within the Town of Westlake will be determined

Section 11 Municipal Policies
Employee Pay Plan Policy

annually through the completion of a survey of comparison communities identified by staff and approved by the Town Council.

- g. Employees with base compensation within 3% of the market average are considered to be "at market."
- h. Positions currently at or above the market will not qualify for any market-based adjustment, and will remain at their current rate of pay.
- i. If the market rate for a position declines, the salary of position holders will not be negatively impacted, but they will not receive any market-based adjustments.
- j. Market adjustments will impact the base pay of the employee and may only be applied if the Town of Westlake has adequate financial resources available to fund the adjustments.

VI. BROADBAND CLASSIFICATIONS

BROAD BAND	SUB BAND	SUB GRADE	TITLE	DECISION BAND	DEFINITION BAND	TITLE
E	10	5 4	Town Manager	Coordinating	Policy Making	Top Management
	9	3 2 1	Asst. Town Manager	Policy		
D	8	5 4	Directors and Fire Chief	Coordinating	Programming	Senior Management
	7	3 2 1	Asst. Directors (n/a)	Programming		
C	6	5 4	Communications Manager	Coordinating	Interpretive	Middle Management
	5	3 2 1	Fire Marshal	Interpretive		
B	4	5 4	Fire Dept Lieutenants, Finance Supervisor, Court Administrator	Coordinating	Routine	Skilled
	3	3 2 1	Accounting Technicians, HR Generalist	Routine		
A	2	5 4	UB Coordinator	Coordinating	Automatic	Semi Skilled
	1	3 2 1	Firefighter Paramedics, Town Marshal, Court Clerks, UB Technician	Automatic		
O	0		Laborers	Defined	Defined	Unskilled

VII. DEFINITIONS FOR THE BANDS ARE AS FOLLOWS:

- **"BAND E" POLICY DECISION** - These decisions are associated with board level management, and involve guiding the organization as a whole through policy development, setting the overall direction, and tone of the organization. Restrictions to these decisions are often only limited by the laws of the state (Paterson, 1972).
- **"BAND D" PROGRAMMING DECISION** - These decisions are typically made by senior management or department directors and are generally tasked with executing the organization's policy through strategy development. Establishing guidelines by which further decisions are made. A typical senior management decision is made at the organizational or department level. For instance, the decision on how to set up the organization's network infrastructure is usually determined by management, while the decision to upgrade is based on policy (Paterson, 1972).
- **"BAND C" INTERPRETIVE DECISIONS** - Middle management who have constraints placed upon them by them by senior management. These are usually made by business unit managers, such as a budget manager or project research analyst. Once overall strategy is developed by the senior managers, the middle managers decide how to utilize resources in order to meet deadlines. The unit manager should always know why certain staff members have been assigned to a particular job and may have to interpret situations not currently covered by rules or guidelines (Paterson, 1972).
- **"BAND B" ROUTINE DECISIONS** - Skilled supervisors know the "how", the "where", and the "when" to set up equipment, systems, and are aware of the rules that govern these processes. They can decide which process is to be used in order to carry out the interpretive decisions as they have a firm handle on operations. For example, a billing clerk knows how to complete the utility billing process, including the way in which entries have to be made, as they have the book of rules and regulations to refer to as needed (Paterson, 1972).
- **"BAND A" AUTOMATIC DECISIONS** - Each process is a cycle of operations. The process is decided by the supervisor who then sets up the process or the "how" of the task at hand. This is generally accomplished by a semi-skilled individual who completes the task as outlined, within the constraints of the process. This individual can decide where and when to carry out the operations needed for the task (Paterson, 1972).
- **"BAND O" DEFINED DECISIONS** - "Band O" decisions are rarely seen in an organization. These decisions are those involving speed of completion of a task, and are usually left to unskilled, entry level, nonexempt employees (Paterson, 1972).

SECTION 12

APPENDIX

MAINTAINING
our
Vision

Hold Fast - Stay True

in a Sea of
CHANGE

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TOWN OF WESTLAKE

ORDINANCE NO. 835

AN ORDINANCE OF THE TOWN COUNCIL OF THE TOWN OF WESTLAKE, TEXAS, REVISING THE BUDGET FOR THE 2016-2017 FISCAL YEAR; ADOPTING THE BUDGET FOR THE TOWN OF WESTLAKE, TEXAS FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2017 AND ENDING SEPTEMBER 30, 2018 INCLUDING INVESTMENT POLICY, PAY PLAN POLICY, FISCAL AND BUDGETARY POLICIES, RESTRICTED, COMMITTED AND ASSIGNED FUND BALANCES; PROVIDING AUTHORIZATION TO THE TOWN MANGER TO APPROVE APPROPRIATED FUNDS UP TO \$50,000; PROVIDING THAT THE BUDGET TO BE KEPT IN CITY SECRETARY'S OFFICE; PROVIDING FOR A SEVERABILITY CLAUSE; AND PROVIDING FOR AN EFFECTIVE DATE.

WHEREAS, public notice of a public hearing on the proposed annual budget, stating the date, time, and place and subject matter of the public hearing, was given as required by the laws of the State of Texas and; and

WHEREAS, a public hearing was duly held and all interested persons were given an opportunity to be heard for or against any item therein on September 11, 2017; 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, 2016 and ending September 30, 2017 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, 2017 and ending September 30, 2018.

SECTION 4: That the Town Council hereby gives the Town Manager authorization to approve any appropriated funds up to the amount of \$50,000.

Section12 Appendix
Ordinance to Adopt Budget

SECTION 5: That a copy of the official adopted 2017-2018 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 11th DAY OF SEPTEMBER 2017.

ATTEST:

Kelly Edwards

Kelly Edwards, Town Secretary

Laura L. Wheat

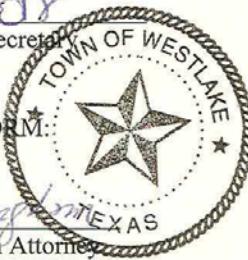
Laura L. Wheat, Mayor

Thomas E. Brymer

Thomas E. Brymer, Town Manager

APPROVED AS TO FORM:

Cathy L. Lowry
for L. Stanton Lowry, Town Attorney



Ordinance to Adopt Property Tax Rate

TOWN OF WESTLAKE

ORDINANCE NO. 836

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 2017 (FISCAL YEAR 2017-2018); 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, 2017 and ending on September 30, 2018, 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 11, 2017, 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 \$49,640 or 3.37%, and of that amount, \$57,674 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 entirely.

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 2017 (Fiscal year 2017-2018) for the purposes stipulated below, to-wit:

- (a) For General Fund Maintenance and Operations (M&O) levied on \$100.00 of taxable valuation: \$0.11133
- (b) For Interest and Sinking Fund (debt service) levied on \$100.00 of taxable valuation: \$0.02482

SECTION 3: Exemptions: That the Town Council authorizes the following exemptions and limitations:

(a) Homestead exemption - That it is the intent of the Town Council of the Town of Westlake to adopt the highest possible homestead exemption, which would be a homestead exemption in the amount of twenty percent (20%) of the value of the homestead, and in any event, the exemption shall be at least a minimum of Five Thousand dollars (\$5,000). For purposes of this section "residential homestead" is defined as a structure (including a mobile home) or a separately secured and occupied portion of a structure (together with land, not to exceed ten (10) acres, and improvements used in the residential occupancy of the structure and the land and improvements have identical ownership) that (1) is owned by one or more individuals, either directly or through a beneficial interest is a qualifying trust; (2) is designed or adapted for a human residence; (3) is used as a residence; and (4) is occupied as his or her principal residence by an owner or, for property owned through a beneficial interest in a qualifying trust, by a trustee of the trust who qualifies for the exemption.

(b) Over 65 or Disabled exemption - That an exemption for a resident over 65 or disabled, pursuant to section 11.13(b) of the Texas Tax Code shall be authorized in the amount of \$10,000. A resident is eligible for an exemption under this section if the resident is over 65 or disabled, but the resident shall not be entitled to two exemptions under this section, as set out in section 11.13(b) of the Texas Tax Code.

(c) The Town of Westlake previously adopted an ad valorem tax limitation in section 86-2 of the Town Code, for elderly and disabled citizens according to Article VIII, Section 1-b of the Texas Constitution and Texas Tax Code § 11.261, which provides "The county, municipality, or junior college district may not increase the total annual amount of ad valorem taxes the county, municipality, or junior college district imposes on the residence homestead of a disabled individual or an individual 65 years of age or older above the amount of the taxes the county, municipality, or junior college district imposed on the residence homestead in the first tax year,

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 NOT RAISE MORE TAXES FOR MAINTENANCE AND OPERATIONS THAN LAST YEAR'S TAX RATE.

(B) The tax rate for the upcoming fiscal year will be \$0.13615 (M & O of \$0.11133 and interest and sinking fund of \$0.02482 totaling \$0.13615). The taxes raised for maintenance and operations will be approximately \$89.06 on a \$100,000 home with a homestead exemption.

SECTION 5: The Town of Westlake will pursue collection of delinquent taxes and adopts the provisions of Section 33.07 of the Texas Tax Code so that hereafter an additional penalty of Twenty (20) percent of the delinquent tax, penalty and interest on delinquent taxes will be imposed on taxes becoming delinquent as provided by the Texas Tax Code and the Town's collection agreement.

SECTION 6: If any portion of this Ordinance shall, for any reason, be declared invalid by any court of competent jurisdiction, such invalidity shall not affect the remaining provisions hereof and the Council hereby determines that it would have adopted this Ordinance without the invalid provision.

SECTION 7: That this Ordinance shall become effective from and after its date of passage.

PASSED AND APPROVED ON THIS 11th DAY OF SEPTEMBER 2017.

ATTEST:

Kelly Edwards
Kelly Edwards, Town Secretary

APPROVED AS TO FORM:

Cathy Cunningham
for L. Stanton Lowry, Town Attorney



Laura L. Wheat
Laura L. Wheat, Mayor

Thomas E. Brymer
Thomas E. Brymer, Town Manager

- **Account:** A separate financial reporting unit for budgeting, management, or accounting purposes. All budgetary transactions, whether revenue or expenditure, are recorded in accounts.
- **Activity:** A service performed by a department or division.
- **Accounts Payable:** A liability account reflecting amount of open accounts owed to private persons or organizations for goods and services received by a government (but not including amounts due to other funds of the same government or to other governments).
- **Accounts Receivable:** An asset account reflecting amounts owed to open accounts from private persons or organizations for goods or services furnished by the government.
- **Accrual Accounting:** Recognition of the financial effects of transactions, events, and circumstances in the period(s) when they occur regardless of when the cash is received or paid.
- **Adopted Budget:** The budget as modified and finally approved by the Town Council. The adopted budget is authorized by resolution that sets the legal spending limits for the fiscal year.
- **Ad Valorem Tax:** A tax based on value (e.g., a property tax)
- **Allocation:** A part of a lump-sum amount, which is designated for expenditure by specific organization units and/or for special purposes, activities, or objects.
- **Amortization:** Payment of principal plus interest over a fixed period.
- **Appraised Value:** Either the market value or value determined by using another method of valuation according to the Property Tax Code Chapter 23.
- **Appropriation:** An authorization made by the legislative body of a government, which permits officials to incur obligations against and to make expenditures of governmental resources. Specific appropriations are usually made at the fund level and are granted for a one-year period.
- **Appropriation Ordinance:** The official enactment by the legislative body establishing the legal authority for officials to obligate and expend resources.
- **Assets:** Resources owned or held by the Town which has monetary value.
- **Assessed Valuation:** A value that is established for real or personal property for use as a basis for levying property taxes.
- **Audit:** An examination, usually by an official or a private accounting firm retained by the Town Council, of organization financial statements and the utilization of resources.
- **Balance Sheet:** The basic financial statement, which discloses the assets, liability, and equities of an entity at a specific date in conformity with General Accepted Accounting Principles.
- **Balanced Budget:** A budget adopted by the Town Council and authorized by resolution where the proposed expenditures are equal to or less than the proposed revenues plus fund balances.
- **Basis of Accounting:** A term used to refer to when revenue, expenditures, expenses, and transfers – and related assets and liabilities – are recognized in the accounts and reported in the Town's financial statements.
- **Bond:** A written promise to pay a specified sum of money, called the face sum of money, called the principal amount, at a specified date or dates in the future, called the maturity date(s), together with periodic interest at a specified rate.
- **Bond Covenant:** A legally enforceable agreement with bondholders that requires the governmental agency selling the bond to meet certain conditions in the repayment of the debt.

- **Bond Ordinance:** A law approving the sale of bonds that specifies how proceeds may be spent.
- **Bond Funds:** Resources derived from issuance of bonds for financing capital improvements.
- **Budget:** The Town's financial plan for a specific fiscal year that contains an estimate of proposed expenditures and the proposed means of financing them.
- **Budget Amendment:** A revision of the adopted budget that, when approved by the Council, replaces the original provision.
- **Budget Calendar:** Schedule of key dates which the Town follows in the preparation and adoption of the budget.
- **Budget Document:** Instrument used by the budget-making authority to present a comprehensive financial plan of operations to the Town Council.
- **Budgetary Control:** The control or management of the organization in accordance with an approved budget for keeping expenditures within the limitations of available appropriations and revenues.
- **Capital Expenditures:** Any major non-recurring expenditure or expenditure for facilities, including additions or major alterations, construction of highways or utility lines, fixed equipment, landscaping or similar expenditures.
- **Cash Basis:** A basis of accounting under which transactions are recognized when cash changes hand
- **Certificates of Obligations (CO's):** Similar to general obligation bonds except certificates require no voter approval.
- **Comprehensive Annual Financial Report (CAFR):** This report summarizes financial data for the previous fiscal year in a standardized format.
- **Contingency:** A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.
- **Contractual Services:** The costs related to services performed for the Town by individuals, businesses, or utilities.
- **Cost:** The amount of money or other consideration exchanged for property or services. Cost may be incurred before money is paid; that is, as soon as liability is incurred.
- **Council:** The Mayor and five council members collectively acting as the legislative and policymaking body of the town
- **Current Assets:** Those assets which are available or can be made readily available to finance current operations or to pay current liabilities. Those assets which will be used up or converted into cash within one year. Some examples are cash, temporary investments, and accounts receivable collected within one year.
- **Current Liabilities:** Debt or other legal obligation arising out of transactions in the past which must be liquidated, renewed, or refunded within one year.
- **Debt Service Fund:** A fund used to account for the moneys set aside for the payment of interest and principal to holders of the Town's general obligation and revenue bonds, the sale of which finances long-term capital improvements, such as facilities, streets and drainage, parks and water/wastewater systems.
- **Deficit:** The excess of expenditures over revenues during an accounting period; or, in the case of proprietary funds, the excess of expense over income during an accounting period.
- **Department:** A major administrative division of the Town that indicates overall management responsibility for an operation or a group of related operations within a functional area.
- **Depreciation:** Change in the value of assets (equipment, buildings, etc. with a useful life

<p>of 5 years or more) due to the use of the asset.</p> <ul style="list-style-type: none"> • Effective Tax Rate: The rate that would generate the same amount of levy as the prior year's rate based on the current year's values. • EMS: Emergency Medical Services • Encumbrances: The commitment of appropriated funds to purchase an item or service. • Enterprise Fund: A fund established to account for operations that are financed and operated in a manner similar to private business enterprises – where the intent of the governing body is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges. • Excess Fund Balance: The excess of a fund's current assets over its current liabilities and required reserve limits. • Exempt: Personnel not eligible to receive overtime pay and who are expected to work whatever hours are necessary to complete their job assignments. • Expenditures: Outflow or non-enterprise funds paid or to be paid for an asset obtained or goods and services obtained. 	<ul style="list-style-type: none"> • Expenses: Outflow of enterprise funds paid or to be paid for an asset obtained or goods and services obtained. • Fiscal Policy: The Town's policies with response to spending and debt management as they relate to government services, programs, and capital investments. • Fiscal Year: A 12-month period to which the annual operating budget applies and at the end of which a government determines its financial position and the result of its operations. The Town of Westlake's fiscal year begins each October 1st and ends the following September 30th. • Fixed Assets: Assets of a long-term character, which are intended to continue to be held or used, such as land, buildings, improvements other than buildings, machinery, and equipment. • Franchise Fee: A fee levied by the Town Council on businesses that use Town property or right-of-way. This fee is usually charged as a percentage of gross receipts. • Full-Time Equivalent (FTE): The measure of authorized personnel often referred to as worker-years. The full time equivalent of 1 person (1 FTE) approximately represents 2080 hours of work per year. 	<ul style="list-style-type: none"> • Fund: A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations. • Fund Accounting: A governmental accounting system that is organized and operated on a fund basis. • Fund Balance: The excess of a fund's current assets over its current liabilities, sometimes called working capital or fund equity. A negative fund balance is often referred to as a deficit. • GAAP-Generally Accepted Accounting Principles: Uniform minimum standards and guidelines for financial accounting and reporting. They govern the form and content of the financial statements of an entity. GAAP encompass the conventions, rules and procedures necessary to define accepted accounting practice at a time. They include not only broad guidelines of general applications, but also detailed practices and procedures. GAAP provide a standard by which to measure financial presentations.
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- **GASB:** Acronym for Government Accounting Standards Board, an independent, non-profit agency responsible for the promulgation of accounting and financial reporting procedures for governmental entities.
- **GFOA:** Government Finance Officers Association of the United States and Canada
- **General Fund:** The fund used to account for all financial resources except those required to be accounted for in another fund. The General Fund is tax supported.
- **General Obligation Bonds:** Bonds sold and guaranteed by the Town, in which the full faith and credit of the Town is pledged for repayment.
- **Governmental Funds:** The funds through which most governmental functions typically are financed. The acquisition, use, and financial resources and the related current liabilities are accounted for through governmental funds (General, Special Revenue, Capital Projects, and Debt Service Funds).
- **Goal:** Generalized statements of where an organization desires to be at some future time regarding certain operating elements (e.g. financial condition, service levels provided, etc.)
- **Grant:** A contribution by a government or other organization to support a function. Typically, these contributions are made to local governments from state or federal governments.
- **Infrastructure:** Basic public investments such as streets, storm drainage, water and sewer lines, street lights and sidewalks.
- **Inter-fund transfer:** The transfer of money from one fund to another.
- **Investments:** Securities and real estate held to produce revenues in the form of interest, dividends, rentals, or lease payments.
- **ISO:** Insurance Service Office. The system to determine the rating of a fire department. A scale of 1 to 10, with 1 being the best score. This ISO rating schedule examines many factors relating to local fire departments, especially focusing on training and equipment, and examines the locations of the fire stations in the community.
- **L.F. (Linear feet):** Length in feet.
- **Levy:** To impose taxes, special assessments, or service charges for the support of Town activities. Also, the amount of tax for an individual property or the sum of all individual amounts of tax.
- **Liabilities:** Probably future sacrifices of economic benefits, arising from present obligations of an entity to transfer assets or to provide services to other entities in the future because of past transactions or events; what you owe.
- **Lift Station:** The Town's collection system relies on gravity to collect water. When the system gets to an unreasonable depth, a lift station pumps the water to a higher elevation so the gravity process can begin again.
- **Line-item budget:** A budget format in which departmental outlays are grouped per the items that will be purchased.
- **MGD:** Million gallons per day.
- **Maintenance and Operations (M&O):** Taxes that are generated by the taxing unit for general expenses.
- **Major Funds:** Funds whose revenues, expenditures/expenses, assets, or liabilities (excluding extraordinary items) are at least 10 percent of corresponding totals for all governmental or enterprise funds and at least 5 percent of the aggregate amount for all governmental and enterprise funds.
- **Maintenance:** The upkeep of physical properties in condition for use or occupancy. Examples are the inspection of

equipment to detect defects and the making of repairs.	• Objectives: Specific, measurable targets set in relation to goals.	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.
<p>• Modified Accrual Accounting: This method of accounting is a combination of cash and accrual accounting since expenditures are immediately incurred as a liability while revenues are not recorded until they are received or are "Measurable" and "available for expenditure". This type of accounting basis is conservative and is recommended as the standard for most government funds.</p>	<p>• 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.</p>	<p>• Property Tax: Taxes levied on both real and personal property according to the property's valuation and the tax rate.</p>
<p>• Municipal: Of or pertaining to a Town or its government.</p>	<p>• Operating Expenditure: Expenditure on an existing item of property or equipment that is not a capital expenditure.</p>	<p>• Property Tax Reduction Sales Tax (PTR): $\frac{1}{2}$ cent sales tax approved by the Town of Westlake voters in May 2006. Texas law allowed the Town to collect the new $\frac{1}{2}$ cent sales tax that does not share the restrictive spending limitations on revenues designated to the 4A Economic Development Fund $\frac{1}{2}$ cent sales tax. 4A sales tax was dissolved and replaced with this sales tax.</p>
<p>• Non-departmental: Accounts for expenditures or professional services and other general government functions, which cannot be allocated to individual departments.</p>	<p>• Ordinance: An authoritative command or order. This term is used for laws adopted by a municipality.</p>	<p>• Proposed Budget: The financial plan initially developed by departments and presented by the Town Manger to the Town Council for approval.</p>
<p>• Non-major Funds: Funds whose revenues, expenditures/expenses, assets, or liabilities (excluding extraordinary items) are at least 10 percent of corresponding totals for all governmental and enterprise funds.</p>	<p>• Performance Measures: Specific quantitative measures of work performed within an activity or program. They may also measure results obtained through an activity or program.</p>	<p>• 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.</p>
<p>• Non-exempt: Personnel eligible to receive overtime pay when overtime work has been authorized or requested by the supervisor.</p>	<p>• Personal Property: Items that can be owned but are not real property – divided into two types: tangible and intangible.</p>	<p>• Public Hearing: An open meeting regarding proposed operating or capital budget allocations, which provide citizens with an opportunity to</p>
<p>• Object Code: The standard classification of the expenditures such as office supplies or rental of equipment.</p>	<p>• Prompt Payment Act: Adopted in July 1985 by the State, the Act requires the Town to pay for goods and services within 30</p>	

voice their views on the merits of the proposals.

- **PVC:** Acronym for polyvinyl chloride, a plastic compound used for water and sewer pipes.
- **Reserve:** An account used to indicate that a portion of fund resources is restricted for a specific purpose, or is not available for appropriation and subsequent spending.
- **Resolution:** A formal statement of opinion or determination adopted by an assembly or another formal group.
- **Resources:** Total dollars available for appropriations, including estimated revenues, fund transfers, and beginning fund balances.
- **Retained Earnings:** The excess of total assets over total liabilities for an enterprise fund. Retained earnings include both short-term and long-term assets and liabilities for an enterprise fund.
- **Revenues:** Funds that the government receives as income. It includes such items a tax payment, fees from specific services, receipts from other governments, fines for forfeitures, grants, shared revenues and interest income.
- **ROW:** Acronym for right-of-way.
- **Sales Tax:** A general "sales tax" is levied on persons and businesses selling merchandise or services in the town limits on a retail basis. The categories for taxation are defined by state law. Monies collected under authorization of this tax are for the use and benefit of the town.
- **SCADA:** Acronym that stands for Supervisory Control and Data Acquisition. SCADA refers to a system that collects data from various sensors at a remote location and then sends this data to a central computer which then manages and controls the data.
- **Special Revenue Fund:** A fund used to account for the proceeds of specific revenue sources that are legally restricted to expenditure for specified purposes.
- **Supplies:** A cost category for minor items (individually priced at less than \$5,000) required by departments to conduct their operations.
- **TMRS:** Acronym for the Texas Municipal Retirement System, a pension plan for employees of member cities within the State of Texas.
- **TRA:** Trinity River Authority – A separate governmental entity responsible for providing water and wastewater services in the Trinity River basin. The Town contracts with TRA for treatment of wastewater.
- **TXDOT:** Texas Department of Transportation



Section 12 Appendix
Acronyms Listing

TERM	STANDS FOR	TERM	STANDS FOR
ACCT	Account	HR	Human Resources
AP	Accounts Payable:	ISO	Insurance Service Office
AR	Accounts Receivable	IT	Information Technology
BS	Balance Sheet	LTL	Long Term Liabilities
CAFR	Comprehensive Annual Financial Report	MC	Municipal Court
CF	Cemetery Fund	MGD	Million gallons per day.
CIP	Capital Improvement Plan	OS	Other Sources
CO'S	Certificates of Obligations	P&D	Planning and Development
CPA	Certified Public Accountant	P&R	Parks and Recreation
DS	Debt Service	PTR	Property Tax Reduction Sales Tax
EF	Enterprise Fund	R&M	Repair and Maintenance
EMS	Emergency Medical Services	ROW	Right-of-way.
FLSA	Fair Labor Standards Act	S&P	Standard & Poor's
FTE	Full-Time Equivalent	SCADA	Supervisory Control and Data Acquisition.
FY	Fiscal Year	SLA	Service Level Adjustment
G&O	Goals and Objectives	SRF	Special Revenue Fund
GAAP	Generally Accepted Accounting Principles	TMRS	Texas Municipal Retirement System
GASB	Government Accounting Standards Board	TRA	Trinity River Authority
GF	General Fund	TXDOT	Texas Department of Transportation
GFOA	Government Finance Officers Association	UMR	Utility Maintenance and Replacement Fund
GL	General Ledger	VMR	Vehicle Maintenance and Replacement Fund
GMR	General Maintenance and Replacement Fund	WA	Westlake Academy
GO'S	General Obligation Bonds	XFR	Transfer

The Great Seal

WESTLAKE TEXAS

1500 SOLANA BLVD * BUILDING 7, SUITE 7200 * WESTLAKE, TEXAS 76262

Royal Blue and Burgundy

Symbolizes the strengthening position of Westlake as a State and Nationally recognized City

Lone Stars

Our proud home
in the great
state of Texas

Oak Leaves

Our commitment to
the environment

Blacksmith and Anvil

Character, honor
and strength



Dark Green

Symbolizes the natural environment and financial growth of Westlake

