THE TOWN OF
WESTLAKE

PROPOSED OPERATING BUDGET

Fiscal Year
2018-2019

Investing in our Community
Investing in our Vision

MONDAY
September 24, 2018

*The Town of Westlake * 1500 Solana Blvd, Suite 7200 * Westlake, Texas 76262 * www.westlake-tx.org*

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TOWN OF WESTLAKE
FISCAL YEAR 2018-2019
ANNUAL BUDGET

This budget will raise more revenue from property taxes than last year's adopted budget by approximately $272,358 (does not include any prior year payments and penalties), which is a 17.10% increase from last year's budget.

The property tax revenue to be raised from new property added to the tax roll this year is $50,499.

PROPERTY TAX RATE COMPARISON

Tax Rate	Adopted FY 17/18	Proposed FY 18/19
Property Tax Rate	$0.13615/100	$0.15600/100
Effective Tax Rate	$0.13615/100	$0.13551/100
Effective Maintenance & Operations Tax Rate	$0.12899/100	$0.11152/100
Debt Rate	$0.02482/100	$0.02399/100
Rollback Tax Rate	$0.17252/100	$0.15618/100

MUNICIPAL DEBT OBLIGATIONS

The total debt obligation secured by property taxes for various projects totals $287,699.

- 2011 CO payment for street projects of $117,796
- 2013 GO Refunding payment of $169,903 for Arts & Science Center construction. The debt payment for the Science Center was originally paid from the Visitors Association Fund.

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, 2017

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, 2017.

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

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

VISION STATEMENT & POINTS

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

We are Leaders

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

A Sense of Place

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

A Caring Community

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

Service Excellence

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

Exemplary Governance

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

VALUE STATEMENTS

Transparent / Integrity-driven Government

Fiscal Responsibility

Family Friendly & Welcoming

Educational Leaders

Sense of Community

Innovation

Strong Aesthetic Standards

Informed & Engaged Citizens

Preservation of our Natural Beauty

Planned / Responsible Development

MISSION STATEMENT

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

MISSION TAG LINE

THE TOWN OF WESTLAKE

Distinctive by Design

WESTLAKE ELECTED COUNCIL MEMBERS

Laura Wheat
Mayor
lwheat@westlake-tx.org

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

Michael Barrett
Council Member
mbarrett@westlake-tx.org

Alesa Belvedere
Council Member
abelvedere@westlake-tx.org

Rick Rennhack
Council Member
rrennhack@westlake-tx.org

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	mbown@westlake-tx.org	817-490-5728
MUNICIPAL COURT			
Jeanie Roumell	Administrator	jroumell@westlake-tx.org	817-490-5746
Martha Solis	Lead Clerk	msolis@westlake-tx.org	817-490-5748
Shelby Orasanu	Deputy Clerk	sorasanu@westlake-tx.org	817-490-5747
Vickie Brown	Court Clerk	vbrown@westlake-tx.org	817-490-5724
Warren Bradley	Judge	wbradley@westlake-tx.org	817-490-5746
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
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
Diana Orender	Coordinator	dorender@westlake-tx.org	817-490-5732
Kory Kittrell	Project Manager	kkittrell@westlake-tx.org	817-490-5720
EMERGENCY SERVICES			
Richard Whitten	Fire Chief	rwhitten@westlake-tx.org	817-490-5785
John Ard	Fire Marshal	jard@westlake-tx.org	817-490-5783
INFORMATION TECHNOLOGY			
Jason Power	Director	jpower@westlakeacademy.org	817-490-5750
Duston McCready	Network Administrator	dmccready@westlake-tx.org	817-490-5749
Ray Workman	Coordinator	rworkman@westlakeacademy.org	817-490-5751
Mitch Wells	Technician	mwells@westlakeacademy.org	817-490-5752

Town of Westlake

Fiscal Year 2017-2018

Proposed Operating Budget

Monday
September 24, 2018

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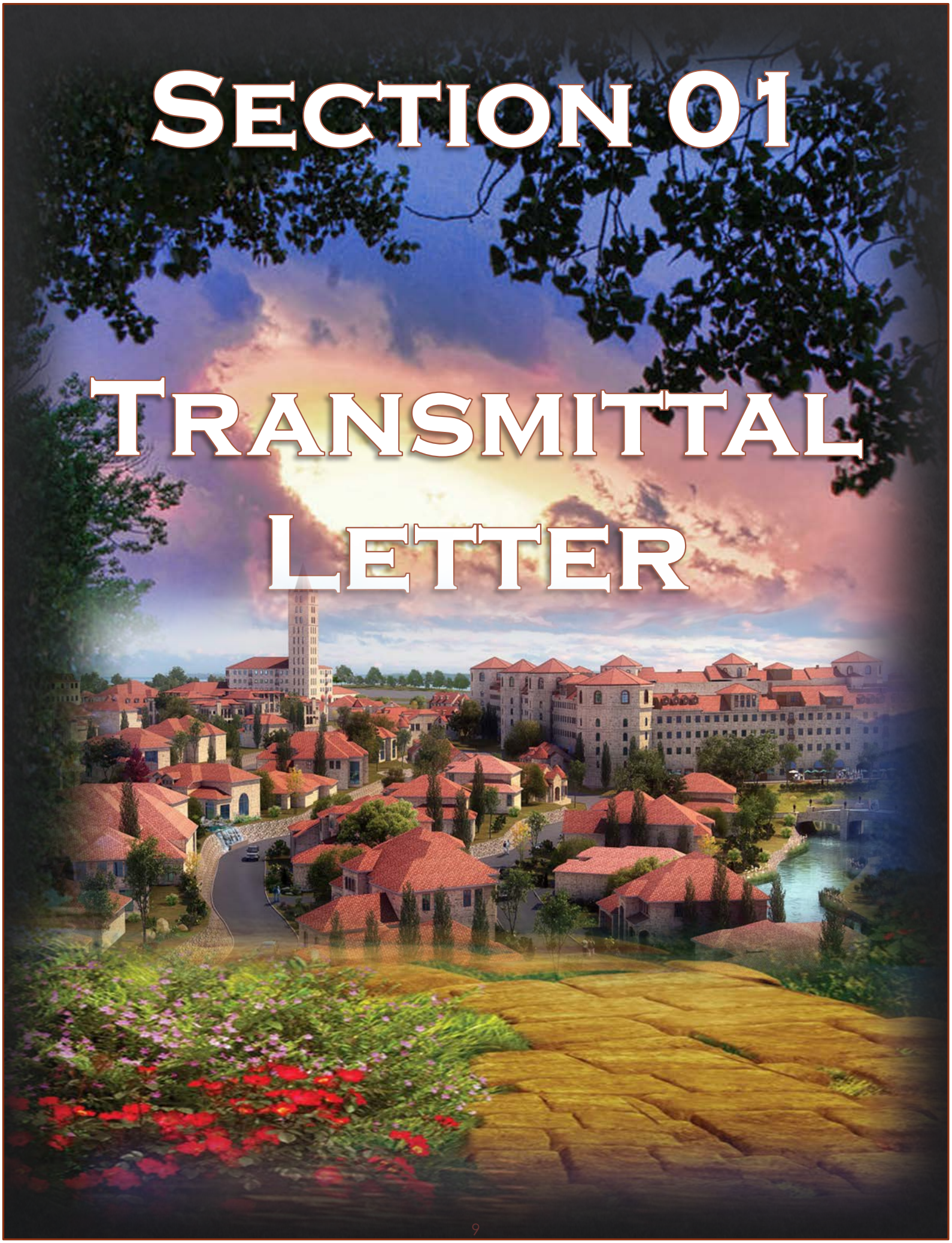
Section 01

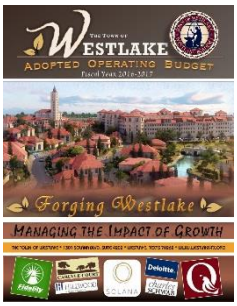
Transmittal Letter



September 24, 2018

Honorable Mayor and Town Council:

On behalf of the Town of Westlake's Department Directors and our staff teams, I am pleased to present the Proposed FY 2018-19 Budget for the Town Council's consideration. **This year's budget theme is *"Investing in our Community. Investing in our Vision"*.** For the past several budget seasons, we have identified a theme to help communicate the budget message along with the measured growth and development of our community. Shown below are the most recent themes:



FY2016-17

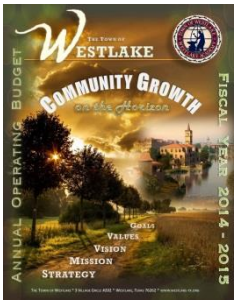
"FORGING WESTLAKE: MANAGING THE IMPACT OF GROWTH"

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.

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.



FY 2014-15

"COMMUNITY GROWTH ON THE HORIZON"

Recognizing the growth that was about to occur and identifying ways to address potential expansions.

In keeping with this tradition, we have identified this year's theme as a continuation of the impact development has had in Westlake and the need to reinvest in the community to ensure we maintain our values and provide exceptional customer service.

I. Recent Trends & an Overview of our Community

As mentioned previously, our community continues to experience growth as evidenced by increased interest from prospective stakeholders looking to call Westlake 'home'. This places us in a pivotal position to help shape the future of the Town in keeping with our Comprehensive and Strategic Plans and directives from the Council. We have been fortunate to recently partner with Charles Schwab to locate a regional facility within our community and have approved a new residential development, "The Knolls" along Solana Boulevard. These improvements, paired with our new Fire – EMS station continue to place us on a path of development, which has been carefully managed to support the Council's Vision for our municipality.

The adherence to our community values, Vision statement, Comprehensive Plan, stakeholder feedback, and distinctive design standards have helped create a community that is reflective of our newly presented municipal tagline – "*Distinctive by Design*". Our budget theme for this fiscal year further supports those efforts through recommended reinvestment in our service delivery methods, community, vision, infrastructure, and our staff teams.

II. Our Value Proposition

Westlake's value proposition is found in the excellent municipal and academic services that are provided to our residents – all at an exceptional price! We have historically maintained the lowest ad valorem tax rate in the Metroplex and should the Council adopt the proposed rate, we will remain in the bottom 5% of rates across the state of Texas.

Our community has high expectations for service delivery – both in accessibility, responsiveness, financial stewardship, amenities, distinctive developments, open spaces and education. Those points are born out in the results we receive in our DirectionFinders citizen surveys, through our Parent surveys, and in the academic achievements of our students. In order to maintain the high-quality services our stakeholders expect, this budget recommends an *Investment in our Community and an Investment in our Vision through:*

- Our people and our daily service delivery
- Our infrastructure
- Our exemplary school

III. Challenges and Fiscal Indicators

Challenges remain for us as we look out over the next several years to maintain the value proposition found within Westlake. The areas of focus for our organization during the coming year will include: continued oversight of proposed and in-progress development projects, mobility, fiscal stewardship, enhanced communications with our residents, the continued safety and security of our community, and overall regional growth. This approach will assist us in providing a firm foundation for service delivery and protect the vision the Council established for Westlake.

Some of our local challenges include:

Traffic Demands for Mobility both within Westlake and throughout the region – As our community evolves staff will keep a close eye on partnerships and/or opportunities that will help foster mobility within the community without compromising the design standards and expectations of our residents. East / West traffic continues to be an area of concern along with the ability of our surrounding highway capacity for transient vehicles.

Population growth in both commercial and residential communities – since the inception of a professional staff team in 2001, our daytime population has increased by an estimated 316%, while our permanent (nighttime) population has increased by 337%. Both of these factors cause an increased drive for service delivery and impact the way our community develops. It is important that we continue to monitor our growth trends and focus on delivering the high quality services our residents expect.

Focus on both residential and commercial developments to comply with our design standards – with the new commercial development of Charles Schwab and the progress being made in the Entrada mixed-use development, staff will continue to work to ensure we are creating and maintaining the relationships necessary to bring these projects to life as the Council has directed. In the residential arena, we have *The Knolls* that we expect to break ground in the next fiscal year and we will work with the developer on this project.

As we look to regional or state issues and opportunities, we will monitor these issues among others:

Pending ad valorem property tax cap proposed by the Governor – as presented, the proposal would restrict the Council's ability to respond locally to the needs of our community. Staff will continue to monitor any legislation put forward for consideration and advise both the community and the Council as updates or changes occur.

Water usage and demand – our staff team will continue to work with the city of Southlake and the Trophy Club MUD to address the new meter station challenges to bring this project to a close. We will also be working on the Phase 2 waterline construction that will help secure our current and future water needs for Westlake.

IV. Budget Preparation and Recommendations

With the presentation of the budget, staff is recommending an increase in the ad valorem assessment from the effective rate of $0.13551 to $0.15600. The additional revenue generated, should the Council approve the increase, would help balance our on-going expenditures with our on-going revenue.

The proposed budget would fund our current levels of service without any significant expansion in costs to the General Fund, which are not mandated by the state, required through contractual obligations, or self-funded. Staff also performed an in-depth review of the budget to ensure that we had identified all revenue streams and minimized the impact of commitments to the General Fund. The table below indicates the majority of our categories are:

Expenditures	On-going	One-time	Total
Payroll & Related	$ 276,422	$ 61,439	$ 337,861
Service Level Adjustments	14,504		14,504
Facility Related	261,853		261,853
Development Related		335,510	335,510
Miscellaneous		65,000	65,000
Grand Total	**$ 552,779**	**$ 461,949**	**$ 1,014,728**

- Payroll costs reflect an increase based on our annual salary survey and Council policy
- On-going Service Level Adjustments (SLA's) which are minimal (less than $15K)
- Lease costs for Town Hall space booked for the full fiscal year and increased maintenance costs for the new Fire-EMS facility
- Development costs identified and proposed for funding through one-time money

As contained in Council policy, the majority of the revenue funds that would be considered one-time in frequency are transferred out to the Conduit Funds we use to help provide for the replacement of vehicles, address any major maintenance and repairs, or to fund projects in our Capital Improvements Program (CIP). The proposed budget would retain approximately $335,500 of the anticipated one-time revenue to cover costs associated with development and inspection fees that are also considered one-time or infrequent in nature.

As a staff team, we believe the proposed budget positions us to continue to meet the service level expectations of the Council and our stakeholders. Our organization provides an excellent array of municipal and academic benefits for those who call Westlake 'home' through the utilization of our financial policies, strategic plan, Comprehensive Plan and feedback from our community. All while supporting the vision the Council has set for the community.

That vision is:

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

My thanks to our Councilmembers, our great Leadership Team and Finance Department staff for their commitment to Westlake in helping to ensure our community is "*Distinctive by Design*".

Thomas E. Brymer
Town Manager

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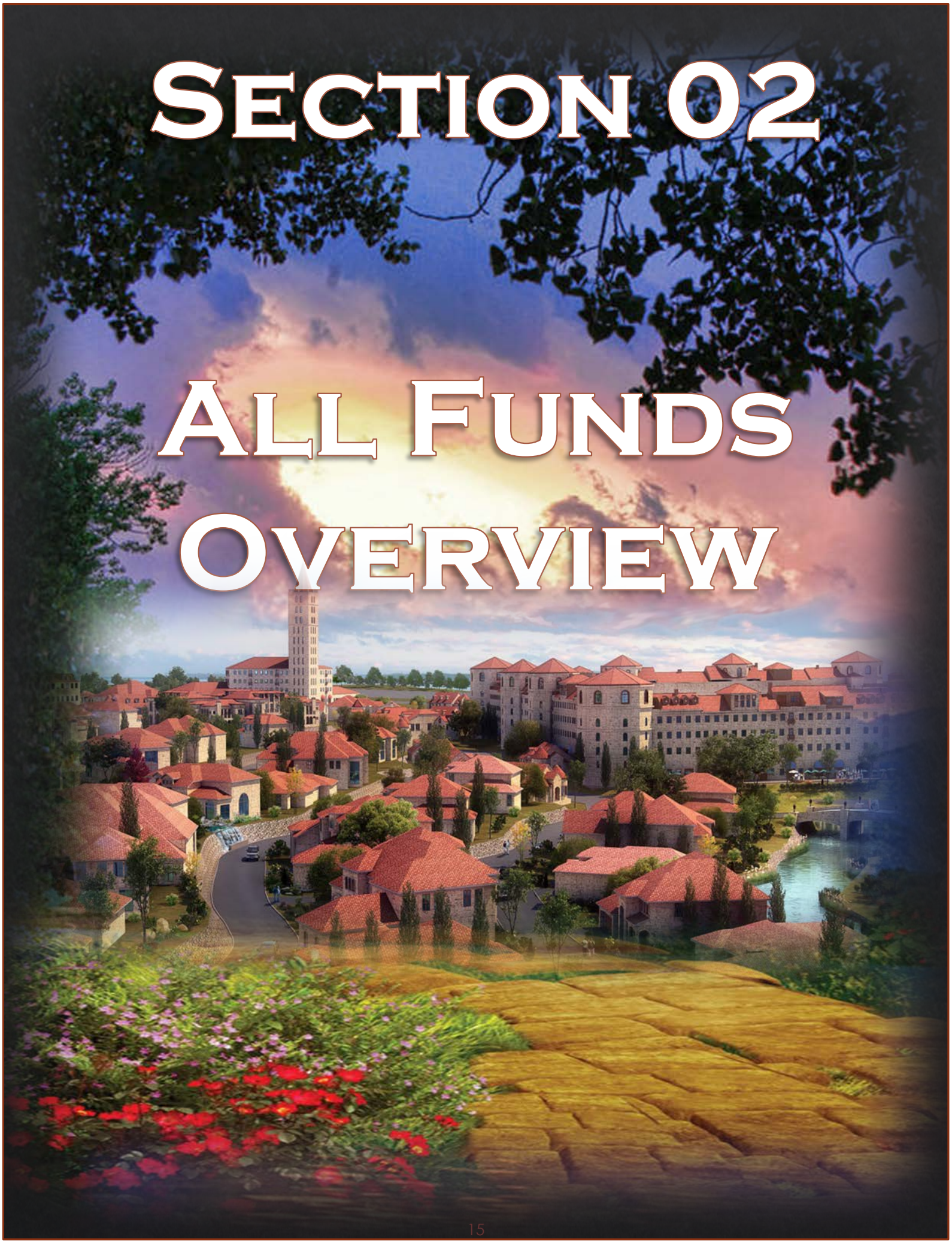
Section 02

All Funds Overview



ALL FUNDS - ALL SOURCES

Combined Program Summary

Fiscal Year 2018/2019

	Adopted Budget FY 17/18	Estimated Budget FY 17/18	Proposed Budget FY 18/19	FY 18/19 vs FY 17/18	Proposed vs Estimated
REVENUES & OTHER SOURCES					
General Sales Tax	$ 4,950,000	$ 4,950,000	$ 5,600,000	$ 650,000	13%
Property Tax	1,476,616	1,622,109	1,990,235	368,126	23%
Charge for Services	3,795,515	4,585,075	4,585,075	-	0%
Hotel Tax	845,000	853,642	853,642	-	0%
Beverage Tax	62,500	62,500	62,500	-	0%
Franchise Fees	983,815	983,815	983,815	-	0%
Permits and Fees	244,020	269,303	269,303	-	0%
Permits and Fees Building	2,201,246	2,151,178	4,357,571	2,206,393	103%
Permits and Fees Utility	168,865	268,115	274,441	6,326	2%
Fines & Forfeitures	809,880	715,545	715,545	-	0%
Investment Earnings	111,965	340,261	340,261	-	0%
Contributions	928,000	716,630	209,540	(507,090)	-71%
Misc Income	102,470	175,557	132,832	(42,725)	-24%
Total Revenues	**16,679,892**	**17,693,730**	**20,374,760**	**2,681,030**	**15%**
Transfers In	4,831,642	3,858,169	5,137,805	1,279,636	33%
Other Sources	-	-	5,987,134	5,987,134	100%
Total Other Sources	**4,831,642**	**3,858,169**	**11,124,939**	**7,266,770**	**188%**
GF Academic Revenues	8,584,100	8,477,645	8,847,829	370,184	4%
GF Academic Other Sources	60,000	85,000	76,000	(9,000)	-11%
Total Academic	**8,644,100**	**8,562,645**	**8,923,829**	**361,184**	**4%**
TOTAL REVENUES & OTHER SOURCES	**$ 30,155,634**	**$ 30,114,544**	**40,423,528**	**$ 10,308,984**	**34%**
EXPENDITURES & OTHER USES					
Payroll Salaries	$ 3,821,261	$ 3,824,761	$ 3,994,572	$ 169,811	4%
Payroll Transfer In	(1,055,775)	(1,055,775)	(1,114,192)	(58,417)	6%
Payroll Insurance medical/dental/life	599,995	599,995	780,269	180,274	30%
Payroll Taxes workers comp/unemployment	51,180	51,180	43,482	(7,698)	-15%
Payroll Taxes social security/medicare	292,253	292,253	305,506	13,253	5%
Payroll Retirement TMRS/ICMA	495,955	495,955	486,093	(9,862)	-2%
Total Payroll and Related	**4,204,869**	**4,208,369**	**4,495,731**	**287,362**	**7%**
Debt Service	4,494,622	4,211,834	5,057,296	845,462	20%
Economic Development	234,640	238,940	336,940	98,000	41%
Payroll Transfer Out	1,055,775	1,055,775	1,114,192	58,417	6%
Rent & Utilities	661,604	872,565	1,019,069	146,504	17%
Repair & Maintenance	407,830	385,567	383,289	(2,278)	-1%
Services	4,571,056	6,047,324	5,906,728	(140,596)	-2%
Supplies	263,402	258,901	266,100	7,199	3%
Travel & Training	216,110	220,533	222,903	2,370	1%
Total Operations & Maintenance	**11,905,039**	**13,291,438**	**14,306,516**	**1,015,078**	**8%**
TOTAL OPERATING EXPENDITURES	**16,109,908**	**17,499,807**	**18,802,247**	**1,302,440**	**7%**
Maintenance & Replacement	532,000	383,625	1,079,475	695,850	181%
Capital Outlay	57,470	56,970	66,765	9,795	17%
Capital Project Funds	10,288,000	7,934,673	4,676,681	(3,257,992)	-41%
Total Capital	**10,877,470**	**8,375,268**	**5,822,921**	**(2,552,347)**	**-30%**
Transfers Out	4,831,642	3,858,169	5,137,805	1,279,636	33%
Other Uses	-	-	-	-	0%
Total Other Uses	**4,831,642**	**3,858,169**	**5,137,805**	**1,279,636**	**33%**
GF Academic Expenditures	8,322,199	8,455,072	8,710,132	255,060	3%
GF Academic Other Uses	60,000	85,000	76,000	(9,000)	-11%
Total Academic	**8,382,199**	**8,540,072**	**8,786,132**	**246,060**	**3%**
TOTAL NON-OPERATING EXPENDITURES	**24,091,311**	**20,773,509**	**19,746,858**	**(1,026,651)**	**-5%**
TOTAL EXPENDITURES AND OTHER SOURCES	**40,201,219**	**38,273,317**	**38,549,106**	**275,789**	**1%**
SUMMARY					
NET CHANGE TO FUND BALANCE	**(10,045,585)**	**(8,158,769)**	**1,874,422**	**10,033,195**	**123%**
Beginning Fund Balance (Municipal)	27,778,377	27,778,377	19,597,032	(8,181,345)	-29%
Beginning Fund Balance (Academic)	939,271	939,271	961,844	22,573	2%
FUND BALANCE, BEGINNING	**28,717,648**	**28,717,648**	**20,558,876**	**(8,158,772)**	**-28%**
FUND BALANCE, ENDING	**$ 18,672,063**	**$ 20,558,879**	**$ 22,433,298**	**$ 1,874,422**	**9%**

ALL FUNDS - ALL SOURCES

Current Year Fund Detail
Fiscal Year 2018/2019

	General Fund	Enterprise Funds	Internal Service Funds	Special Revenue Funds	Debt Service Funds	Capital Project Funds	Westlake Academy	TOTAL
REVENUES AND OTHER SOURCES								
General Sales Tax	$ 3,900,000	$ -	$ -	$ 1,700,000	$ -	$ -	$ -	$ 5,600,000
Property Tax	1,733,356	-	-	-	256,878	-	-	1,990,235
Charge for Services	-	4,585,075	-	-	-	-	-	4,585,075
Hotel Tax	-	-	-	853,642	-	-	-	853,642
Beverage Tax	62,500	-	-	-	-	-	-	62,500
Franchise Fees	983,815	-	-	-	-	-	-	983,815
Permits and Fees Other	263,303	-	6,000	-	-	-	-	269,303
Permits and Fees Building	4,357,571	-	-	-	-	-	-	4,357,571
Permits and Fees Utility	-	274,441	-	-	-	-	-	274,441
Fines & Forfeitures	715,545	-	-	-	-	-	-	715,545
Investment Earnings	178,955	57,765	21,480	14,881	-	67,180	-	340,261
Contributions	12,240	-	-	197,300	-	-	-	209,540
Misc Income	39,785	23,460	-	69,587	-	-	-	132,832
Total Revenues	**12,247,070**	**4,940,741**	**27,480**	**2,835,410**	**256,878**	**67,180**	**-**	**20,374,760**
Transfers In	66,539	-	1,476,065	-	2,405,901	1,189,300	-	5,137,805
Other Sources	-	2,600,000	-	-	-	3,387,134	-	5,987,134
Total Other Sources	**66,539**	**2,600,000**	**1,476,065**	**-**	**2,405,901**	**4,576,434**	**-**	**11,124,939**
GF Academic Revenues	-	-	-	-	-	-	8,847,829	8,847,829
GF Academic Others Sources	-	-	-	-	-	-	76,000	76,000
Total Academic	**-**	**-**	**-**	**-**	**-**	**-**	**8,923,829**	**8,923,829**
TOTAL REVENUES AND OTHER SOURCES	**$ 12,313,609**	**$ 7,540,741**	**$ 1,503,545**	**$ 2,835,410**	**$ 2,662,779**	**$ 4,643,614**	**$ 8,923,829**	**$ 40,423,528**
EXPENDITURES AND OTHER USES								
Payroll Salaries	3,994,572	-	-	-	-	-	-	3,994,572
Payroll Transfer In	(1,114,192)	-	-	-	-	-	-	(1,114,192)
Payroll Insurance	780,269	-	-	-	-	-	-	780,269
Payroll Taxes TWC/WC	43,482	-	-	-	-	-	-	43,482
Payroll Taxes SS/Medicare	305,506	-	-	-	-	-	-	305,506
Payroll Retirement	486,093	-	-	-	-	-	-	486,093
Total Payroll & Related	**4,495,731**	**-**	**-**	**-**	**-**	**-**	**-**	**4,495,731**
Debt Service	351,680	2,015,626	-	-	2,689,990	-	-	5,057,296
Economic Development	-	-	-	336,940	-	-	-	336,940
Payroll Transfer Out	-	559,024	-	555,167	-	-	-	1,114,192
Rent & Utilities	760,911	177,544	-	80,614	-	-	-	1,019,069
Repair & Maintenance	220,224	163,065	-	-	-	-	-	383,289
Services	2,252,408	3,321,194	-	329,516	3,610	-	-	5,906,728
Supplies	247,298	7,040	-	11,762	-	-	-	266,100
Travel & Training	209,064	7,920	-	5,919	-	-	-	222,903
Total Operations & Maintenance	**4,041,584**	**6,251,414**	**-**	**1,319,918**	**2,693,600**	**-**	**-**	**14,306,516**
TOTAL OPERATING EXPENDITURES	**8,537,315**	**6,251,414**	**-**	**1,319,918**	**2,693,600**	**-**	**-**	**18,802,247**
Maintenance & Replacement	-	-	1,079,475	-	-	-	-	1,079,475
Capital Outlay	35,710	31,055	-	-	-	-	-	66,765
Capital Project Funds	-	-	-	-	-	4,676,681	-	4,676,681
Total Capital	**35,710**	**31,055**	**1,079,475**	**-**	**-**	**4,676,681**	**-**	**5,822,921**
Transfers Out	3,491,966	81,539	-	1,564,300	-	-	-	5,137,805
Other Uses	-	-	-	-	-	-	-	-
Total Other Uses	**3,491,966**	**81,539**	**-**	**1,564,300**	**-**	**-**	**-**	**5,137,805**
GF Academic Expenditures	-	-	-	-	-	-	8,710,132	8,710,132
GF Academic Others Uses	-	-	-	-	-	-	76,000	76,000
Total Academic	**-**	**-**	**-**	**-**	**-**	**-**	**8,786,132**	**8,786,132**
TOTAL NON-OPERATING EXPENDITURES	**3,527,676**	**112,594**	**1,079,475**	**1,564,300**	**-**	**4,676,681**	**8,786,132**	**19,746,858**
TOTAL EXPENDITURES AND OTHER USES	**$ 12,064,992**	**$ 6,364,008**	**$ 1,079,475**	**$ 2,884,218**	**$ 2,693,600**	**$ 4,676,681**	**$ 8,786,132**	**$ 38,549,106**
SUMMARY								
NET CHANGE TO FUND BALANCE	**248,618**	**1,176,733**	**424,070**	**(48,808)**	**(30,821)**	**(33,067)**	**137,697**	**1,874,422**
PY Beginning Fund Balance	10,242,277	886,329	1,053,144	1,301,443	11,961	14,283,223	939,271	28,717,648
PY Revenues/Transfers (estimated)	9,304,946	4,934,415	901,480	2,793,335	2,709,153	908,570	8,562,645	30,114,544
PY Expenses/Transfers (estimated)	(10,330,613)	(5,420,005)	(383,625)	(2,919,470)	(2,690,293)	(7,989,238)	(8,540,072)	(38,273,317)
BEGINNING FUND BALANCE	**9,216,613**	**400,739**	**1,570,999**	**1,175,308**	**30,821**	**7,202,555**	**961,844**	**20,558,876**
ENDING FUND BALANCE	**$ 9,465,231**	**$ 1,577,472**	**$ 1,995,069**	**$ 1,126,499**	**$ -**	**$ 7,169,488**	**$ 1,099,541**	**$ 22,433,298**

SUMMARY of ALL SLA FUND CHANGES

BY GENERAL LEDGER ACCOUNT TYPE

SERVICE LEVEL ADJUSMENT TYPE		TOTAL AMOUNT	ONE-TIME	ON-GOING
Revenues				
Sales & Use Tax	*10.8%*	*$1,050,000*	*$1,050,000*	*$0*
Property Tax	*3.8%*	*$368,126*	*$0*	*$368,126*
Building Permits and Fees	*22.7%*	*$2,206,393*	*$2,206,393*	*$0*
Permit Fees Utility	*1.0%*	*$99,326*	*$0*	*$99,326*
Other Sources	*61.7%*	*$5,987,134*	*$5,987,134*	*$0*
TOTAL ALL REVENUES		**$9,710,979**	**$9,243,527**	**$467,452**
does not include transfers in		**percentage**	**95%**	**5%**

SERVICE LEVEL ADJUSMENT TYPE		TOTAL AMOUNT	ONE-TIME	ON-GOING
Payroll & Related Costs				
Market Adjustment	*4.1%*	*$191,314*	*$0*	*$191,314*
Performance Pay	*1.1%*	*$50,000*	*$50,000*	*$0*
Additional Positions	*0.6%*	*$26,296*	*$0*	*$26,296*
Other Employee Changes	*-1.0%*	*-$47,670*	*$11,439*	*-$59,109*
	TOTAL	**$219,940**	**$61,439**	**$158,501**
		percentage	*28%*	*72%*
Operating Expenditures				
Debt Payments	*18.7%*	*$865,105*	*$807,529*	*$57,576*
Economic Development	*4.3%*	*$200,000*	*$200,000*	*$0*
Payroll Transfers	*1.5%*	*$67,284*	*$0*	*$67,284*
Rent & Utilities	*3.2%*	*$149,543*	*$0*	*$149,543*
Services	*2.4%*	*$110,500*	*$92,500*	*$18,000*
	TOTAL	**$1,392,432**	**$1,100,029**	**$292,403**
		percentage	*79%*	*21%*
Capital Projects				
Capital Projects	*47.1%*	*$2,177,051*	*$2,177,051*	*$0*
Capital Outlay	*0.1%*	*$5,000*	*$5,000*	*$0*
M&R Projects	*18.0%*	*$832,475*	*$774,000*	*$58,475*
	TOTAL	**$3,014,526**	**$2,956,051**	**$58,475**
		percentage	*98%*	*2%*
TOTAL ALL EXPENDITURES		**$ 4,626,898**	**$ 4,117,519**	**$ 509,379**
does not include transfers out		**percentage**	**89%**	**11%**

	TOTAL AMOUNT	ONE-TIME	ON-GOING
NET CHANGE TO FUND BALANCE	**$5,084,080**	**$5,126,009**	**-$41,925**
	percentage	*101%*	*-1%*

SLA DETAIL (one-time & on-going revenues & expenditures)

	ACCOUNT NUMBER	ACCT DESCRIPTION	SLA AMOUNT	ONE TIME	ON-GOING	Fund/Dept
1	100-31310-10-000	Sales Tax Revenue GF	1,050,000	1,050,000	-	100.10
2	100-31315-10-000	Property Tax Revenue	368,126	-	368,126	100.10
3	100-32210-12-000	Building Permit Revenues	2,206,393	2,206,393	-	100.12
4	500-36300-16-000	Duct Bank Permit Fees	89,900	-	89,900	500.16
5	500-36200-16-000	Duct Bank Leases	9,426	-	9,426	500.16
6	500-33501-16-000	Bond Proceeds - TXWDB	2,600,000	2,600,000	-	500.16
7	410-33501-00-000-0000	Bond Proceeds	3,387,134	3,387,134	-	410.00
8		**TOTAL REVENUES AND OTHER SOURCES**	**$9,710,979**	**$9,243,527**	**$467,452**	
9	100-41110-00-000	Market Adjustments	191,314	-	191,314	100.00
10	100-41110-00-000	Performance Pay One Time	50,000	50,000	-	100.00
11	100-41110-17-000	Facilities Clerk to Full Time	26,296	-	26,296	100.17
12	100-41110-00-000	Maintain Current (insurance)	31,225	-	31,225	100.00
13	100-41110-11-000	Management Intern (acct for full wages in 2019)	9,024	-	9,024	100.11
14	100-41110-15-000	Court Judge (acct for full wages in 2019)	18,743	-	18,743	100.15
15	100-41110-15-000	Replace Full Time Marshal with two part time	(66,356)	-	(66,356)	100.15
16	100-41110-16-000	Public Works - On Call Pay & Phone Allowances	8,857	-	8,857	100.16
17	100-41110-18-000	Accountant Replacement/Training	11,439	11,439	-	100.18
18	100-41110-00-000	Car Allowance Increases	5,647	-	5,647	100.12
19	100-41110-00-000	PAYROLL TRANSFERS IN FROM UF AND VA	(66,249)	-	(66,249)	100.17
20		**TOTAL PAYROLL AND RELATED**	**$219,940**	**$61,439**	**$158,501**	
21	500-48809-16-000	DS Fort Worth Water	807,529	807,529	-	500.16
22	301-48840-10-000	Bond Principal	21,520	-	21,520	500.16
23	500-48830-16-000	DS Texas Water Dev Board	36,056	-	36,056	500.16
24	210-46527-10-000	ED - Schwab Sales Tax	200,000	200,000	-	200.10
25	500-42699-10-000	Payroll Transfer Out to GF	37,169	-	37,169	500.16
26	220-42699-10-000	Payroll Transfer Out to GF	30,116	-	30,116	220.10
27	100-44410-10-000	Office Rent GF portion	35,945	-	35,945	100.10
28	100-46205-14-000	Water Service - Fire Station	5,050	-	5,050	100.14
29	100-46220-14-000	Electric Service - Fire Station	5,570	-	5,570	100.14
30	100-46225-14-000	Gas Service - Fire Station	5,288	-	5,288	100.14
31	500-44410-10-000	Office Rent UF portion	48,845	-	48,845	500.16
32	220-44410-10-000	Office Rent VA portion	48,845	-	48,845	220.10
33	100-43345-14-000	Contracted Services Fire Dept	35,000	35,000	-	100.14
34	100-46165-15-000	Court Technology - Self Funded	25,000	25,000	-	100.15
35	100-43345-17-000	Janitorial Service - Fire Station	5,000	-	5,000	100.17
36	100-43348-17-000	Landscape - Fire Station	13,000	-	13,000	100.17
37	220-43531-22-000	Marketing & Promotions	32,500	32,500		220.22
38		**TOTAL OPEARATING EXPENDITURES**	**$1,392,432**	**$1,100,029**	**$292,403**	
39	410-73000-16-000-000040	Sam School Road R&D	281,960	281,960	-	410.16
40	410-73000-16-000-000060	Pearson Lane R&D	404,125	404,125	-	410.16
41	410-73000-16-000-000075	Flashing Crosswalk Lights	80,000	80,000	-	410.16
42	410-74400-16-000-000020	FM1938 Town Improvements	170,000	170,000		410.16
43	410-73000-16-000-000078	Solana Pavement Repair	90,000	90,000	-	410.16
44	410-73000-16-000-000079	Wyck Hill Pavement Resurface	54,450	54,450	-	410.16
45	410-73000-16-000-000080	FM1938 Pavement Repairs	80,000	80,000	-	410.16
46	410-73000-17-000-000077	WA-Pond Repairs	82,000	82,000	-	410.17
47	410-74400-19-000-000042	Trail Connection at 114/Solana	30,000	30,000	-	410.19
48	410-74400-19-000-000053	Trail - Dove/Pearson/Aspen	290,016	290,016	-	410.19
49	410-74400-19-000-000067	Wayfinding Signage	229,500	229,500	-	410.19
50	410-74400-20-000-000081	IT-Fiber Connectivity	300,000	300,000	-	600.20
51	412-43245-00-000	Consultant Fees	85,000	85,000	-	412.00
52	100-47411-16-000	Salt and Sand Spreader	5,000	5,000	-	100.16
53	510-44114-16-000-000014	Sewer Easement Cleaning Machin	90,000	90,000	-	510.16
54	510-44119-16-000-000015	Repaint Ground Storage Tank	45,000	45,000		510.16
55	510-44123-16-000-000005	Pump Station Equipment	90,000	90,000	-	510.16
56	600-43405-20-000-000033	IT-Server Replacements	15,000	15,000	-	600.20
57	600-43405-20-000-000020	IT-Servers & Network Storage	25,000	25,000	-	600.20
58	600-45305-20-000-000028	IT-Phone System/Peripheal Devices	60,000	60,000	-	600.20
59	600-43405-20-000-000027	IT-Network Equipment	115,000	115,000	-	600.20
60	605-47410-14-000	FD-Ambulance M&R	260,000	260,000	-	605.14
61	600-43347-17-000-000024	WA - 15 Ton Split HVAC System	7,500	-	7,500	600.17
62	600-44306-17-000-000015	WA - Parking Lot R&M	25,000	25,000	-	600.17
63	600-44311-17-000-000040	WA - Playground Equipment	5,000	5,000	-	600.17
64	600-45904-17-000-000036	WA - Plumbing R&M	6,225	-	6,225	600.17
65	600-45908-17-000-000008	WA - Carpet Flooring	10,000	10,000 .		600.17
66	600-45908-17-000-000010	WA - Lights R&M	7,250	-	7,250	600.17
67	600-45908-17-000-000017	WA - Refurbish Classrooms	9,000	9,000	-	600.17
68	600-45908-17-000-000023	WA - Interior Building R&M	9,500	-	9,500	600.17
69	600-47411-17-000-000055	Town Man Lift	25,000	25,000	-	600.17
70	600-47415-17-000-000045	WA - Interior Building	8,000	-	8,000	600.17
71	600-43340-26-000-000007	Town - Irrigation R&M	5,000	-	5,000	600.26
72	600-43347-26-000-000032	Town - HVAC System R&M	5,000	-	5,000	600.26
73	600-45908-26-000-000010	Town - Light R&M	10,000	-	10,000	600.26
74		**TOTAL CAPITAL AND M&R PROJECTS**	**$3,014,526**	**$2,956,051**	**$58,475**	
75		**NET CHANGE TO FUND BALANCE**	**$5,084,080**	**$5,126,009**	**-$41,925**	

Variance from Council Retreat for FY 2017-18 Estimated

- Net Change to Fund Balance
  - $(7.7M) at Workshop
  - $(8.2M) at Adoption
  - **Net decrease to fund balance of $446K**

- Revenues and other sources increased $511K
  - Charges for Services increased $699K;
    - this is due to Utility Fund water revenue increase of $571K and sewer revenue increase of $128K.
  - Transfers In decreased $299K;
    - Capital Projects Fund 410 transfers in from the General Fund were decreased $337K
    - General M&R Fund 600 transfers in from General Fund increased $37K.

- Expenditures and other uses increased $957K
  - Service expenditures increased $1.2M
    - the largest part is due to the billing inaccuracies which have prevented staff from forecasting sanitary sewer flows billed by the City of Southlake. Additionally, these flows have been previously planned to be transferred to TRA; however, the meter station required is on hold until an agreement can be reached with the Trophy Club MUD regarding the placement of the new meter station outside of the easement for the MUD.
  - Transfers Out decreased $299K;
    - General Fund transfers out to Capital Projects Fund 410 were decreased $337K;
    - General Fund transfers out to General M&R Fund 600 increased $37K.

Variance from Council Retreat for FY 2018-19 Proposed

- Net Change to Fund Balance
  - $2.3M at Workshop
  - $1.7M at Adoption
  - **Net decrease to fund balance of $553K**

- Revenues and other sources increased $636K
  - Charges for Services increased $699K
    - water revenue increased $571K and sewer revenue increased $128K based on current year revenues.
  - Transfers In decreased $225K;
    - the Capital Projects Fund 410 transfers in from the General Fund were decreased $229K; General Fund 100 transfers in from the Utility Fund were increased $4.5K

- Expenditures and other uses increased $1.2M
  - Service expenditures increased $1.2M;
    - the largest part is due to the billing inaccuracies which have prevented staff from forecasting sanitary sewer flows billed by the City of Southlake. Additionally, these flows have been previously planned to be transferred to TRA; however, the meter station required is on hold until an agreement can be reached with the Trophy Club MUD regarding the placement of the new meter station outside of the easement for the MUD. Due to the uncertainty in prior years, this amount has been carried forward for FY 18-19. It is the hope of staff that this will occur in the coming fiscal year and transfer of the billing from the City of Southlake to TRA will be completed.
  - Transfers Out decreased $225K;
    - General Fund transfers out to the Capital Projects Fund 410 were decreased $229K;
    - Utility Fund transfers out to the General Fund were increased $4.5K

Total change to Fund Balance from Council Workshop

- Net Decrease of $1.0M

Variance from Workshop

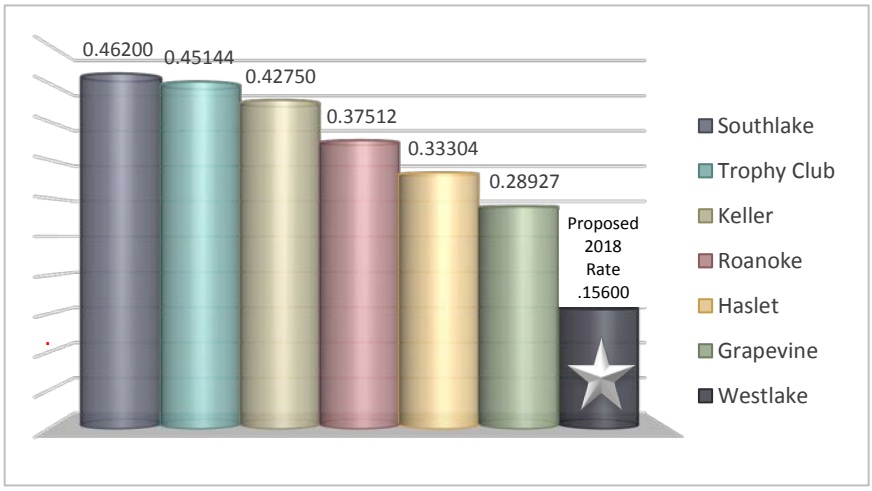
EXTERNAL DESCRIPTION	FY 17/18 Estimated Budget Change Amount	FY 18/19 Proposed Budget Change Amount	Total Change To Fund Balance
Property Tax	$37,105	$125,383	$162,488
Charge for Services	699,860	699,860	1,399,720
Hotel Tax	42	42	84
Permits and Fees Other	9,558	9,558	19,116
Fines & Forfeitures	(25)	(25)	(50)
Investment Earnings	24,116	24,116	48,232
Miscellaneous Income	40,272	3,172	43,444
Transfers In	(299,557)	(225,120)	(524,677)
TOTAL REVENUES & OTHER SOURCES	**$ 511,371**	**$ 636,986**	**$1,148,357**
			-
Debt Service	$4,420	$ -	4,420
Rent & Utilities	208,601	(3,395)	205,206
Repair & Maintenance	3,884	205,200	209,084
Services	1,164,955	1,171,180	2,336,135
Supplies	(14,318)	(10,117)	(24,434)
Travel & Training	(6,388)	(6,008)	(12,395)
Capital Outlay	(5,520)	(980)	(6,500)
Maintenance & Replacement	(98,375)	60,025	(38,350)
Transfers Out	(299,557)	(225,120)	(524,677)
TOTAL EXPENDITURES & OTHER USES	**$ 957,704**	**$1,190,786**	**$ 2,148,490**
NET CHANGE TO FUND BALANCE	**$(446,333)**	**$(553,800)**	**$ (1,000,133)**

Property Tax Overview

This Town has assessed a property tax since FY2011-12. The ad valorem tax rate per $100 of assessed valuation **is proposed to increase by $0.01985 for the FY 2018-19 to the proposed tax rate of $.15600** (just under the calculated rollback rate of $.15618).

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 17/18 Adopted Tax Rate	FY 17/18 Proposed Tax Rate	Change Amount
M&O	$ 0.11133	$ 0.13201	$ 0.02068
I&S	$ 0.02482	$ 0.02399	$(0.00083)
	$0.13615	**$ 0.15600**	**$0.01985**



This budget will raise more revenue from property taxes than last year's adopted budget by approximately $272,358 which is a 17.10% increase from last year's budget. The property tax revenue to be raised from new property tax roll this year is $50,499.

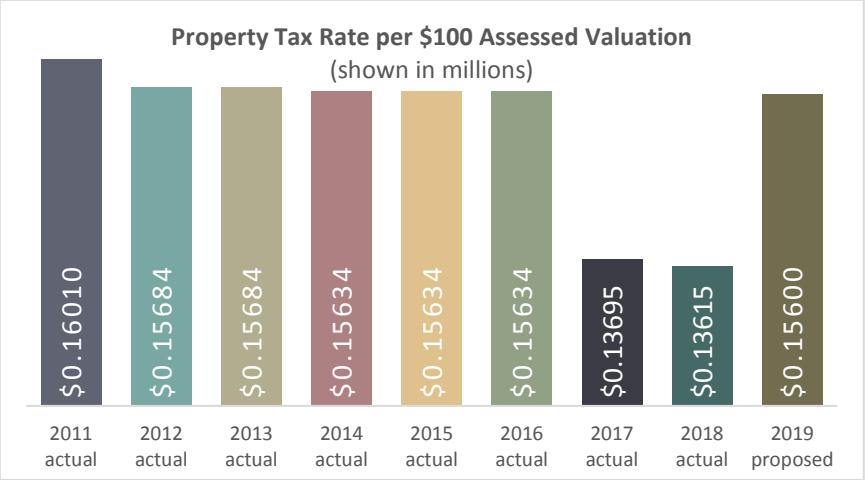
The total debt obligation secured by property taxes for various projects totals $287,699.

- 2011 CO payment for street projects of $117,796
- 2013 GO Refunding payment of $169,903 for Arts & Science Center construction. The debt payment for the Science Center was originally paid from the Visitors Association Fund.

Based on July 2018 certified values, the Town's "net taxable value" increased by $68,089,024 over the prior year adjusted information for FY 17-18.

This is attributable to

- 11% increase in residential
- 1% increase in commercial
- 3% increase in personal



AD VALOREM PROPERTY TAX
NINE YEAR ANALYSIS
Fiscal Year 2018/2019

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

APPRAISED VALUES

Based on July Report

	FY10/11 Actual	FY11/12 Actual	FY12/13 Actual	FY13/14 Actual	FY14/15 Actual	FY15/16 Actual	FY16/17 Actual	FY17/18 Estimated	FY18/19 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	$ 1,393,675,563	$ 1,500,997,347	$ 1,613,210,908
	amount change	$ 65,357,236	$ 119,056,223	$ 17,910,162	$ 20,223,400	$ 26,290,511	$ 119,302,735	$ 107,321,784	$ 112,213,561
	percent change	6%	11%	1%	2%	2%	9%	8%	7%
	$ cumulative chg	$ 65,357,236	$ 184,413,459	$ 202,323,621	$ 222,547,021	$ 248,837,532	$ 368,140,267	$ 475,462,051	$ 587,675,612
	% cumulative chg	6%	18%	20%	22%	24%	36%	46%	57%

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

Based on "Estimated Net Taxable Value " July report

	FY10/11 Actual	FY11/12 Actual	FY12/13 Actual	FY13/14 Actual	FY14/15 Actual	FY15/16 Actual	FY16/17 Actual	FY17/18 Estimated	FY18/19 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**	**$ 1,207,702,471**	**$ 1,275,791,495**
	amount change	$ 140,295,773	$ (80,285,295)	$ 32,085,263	$ 31,134,219	$ 23,120,062	$ 181,133,846	$ 83,259,831	$ 68,089,024
	percent change	18%	-9%	4%	4%	3%	19%	7%	6%
	$ cumulative chg	$ 140,295,773	$ 60,010,478	$ 92,095,741	$ 123,229,960	$ 146,350,022	$ 327,483,868	$ 410,743,699	$ 478,832,723
	% cumulative chg	18%	8%	12%	15%	18%	41%	52%	60%
Residential	**$ 454,890,952**	**$ 463,311,801**	**$ 473,314,728**	**$ 494,062,920**	**$ 530,229,036**	**$ 575,082,645**	**$ 698,417,863**	**$ 767,773,180**	**$ 855,993,179**
	amount change	$ 8,420,849	$ 10,002,927	$ 20,748,192	$ 36,166,116	$ 44,853,609	$ 123,335,218	$ 69,355,317	$ 88,219,999
	percent change	2%	2%	4%	7%	8%	21%	10%	11%
	$ cumulative chg	$ 8,420,849	$ 18,423,776	$ 39,171,968	$ 75,338,084	$ 120,191,693	$ 243,526,911	$ 312,882,228	$ 401,102,227
	% cumulative chg	2%	4%	9%	17%	26%	54%	69%	88%
Commercial	**$ 354,362,708**	**$ 398,732,749**	**$ 309,259,502**	**$ 288,880,663**	**$ 288,318,142**	**$ 313,905,939**	**$ 319,566,649**	**$ 334,367,110**	**$ 337,279,443**
	amount change	$ 44,370,041	$ (89,473,247)	$ (20,378,839)	$ (562,521)	$ 25,587,797	$ 5,660,710	$ 14,800,461	$ 2,912,333
	percent change	13%	-22%	-7%	0%	9%	2%	5%	1%
	$ cumulative chg	$ 44,370,041	$ (45,103,206)	$ (65,482,045)	$ (66,044,566)	$ (40,456,769)	$ (34,796,059)	$ (19,995,598)	$ (17,083,265)
	% cumulative chg	13%	-13%	-18%	-19%	-11%	-10%	-6%	-5%
Personal	**$ 73,238,159**	**$ 86,462,635**	**$ 102,298,461**	**$ 115,051,251**	**$ 110,305,420**	**$ 86,780,414**	**$ 129,527,089**	**$ 112,515,566**	**$ 116,007,662**
	amount change	$ 13,224,476	$ 15,835,826	$ 12,752,790	$ (4,745,831)	$ (23,525,006)	$ 42,746,675	$ (17,011,523)	$ 3,492,096
	percent change	18%	18%	12%	-4%	-21%	49%	-13%	3%
	$ cumulative chg	$ 13,224,476	$ 29,060,302	$ 41,813,092	$ 37,067,261	$ 13,542,255	$ 56,288,930	$ 39,277,407	$ 42,769,503
	% cumulative chg	18%	40%	57%	51%	18%	77%	54%	58%
Ag Properties	**$ 263,775**	**$ 263,775**	**$ 269,301**	**$ 274,698**	**$ 257,671**	**$ 246,487**	**$ 219,661**	**$ 208,877**	**$ 203,351**

NEW NET TAXABLE VALUE

Based on July Report

	FY10/11 Actual	FY11/12 Actual	FY12/13 Actual	FY13/14 Actual	FY14/15 Actual	FY15/16 Actual	FY16/17 Actual	FY17/18 Estimated	FY18/19 Proposed
New Residential	**$ 19,299,376**	**$ 14,557,925**	**$ 17,679,732**	**$ 18,340,000**	**$ 28,002,713**	**$ 39,358,755**	**$ 56,221,461**	**$ 29,301,506**	**$ 30,734,175**
	amount change	$ (4,741,451)	$ 3,121,807	$ 660,268	$ 9,662,713	$ 11,356,042	$ 16,862,706	$ (26,919,955)	$ 1,432,669
	percent change	-25%	21%	4%	53%	41%	43%	-48%	5%
	$ cumulative chg	$ (4,741,451)	$ (1,619,644)	$ (959,376)	$ 8,703,337	$ 20,059,379	$ 36,922,085		
	% cumulative chg	-25%	-8%	-5%	45%	104%	191%		
New Commercial	**$ 2,905,474**	**$ 63,612,427**	**$ 24,418,346**	**$ 1,148,172**	**$ -**	**$ -**	**$ -**	**$ 13,586,641**	**$ 2,201,041**
	amount change	$ 60,706,953	$ (39,194,081)	$ (23,270,174)	$ (1,148,172)	$ -	$ -	$ 13,586,641	$ (11,385,600)
	percent change	2089%	-62%	-95%	-100%	0%	100%	200%	300%
	$ cumulative chg	$ 60,706,953	$ 21,512,872	$ (1,757,302)	$ (2,905,474)	$ (2,905,474)	$ (2,905,474)	$ 10,681,167	$ (704,433)
	% cumulative chg	2089%	740%	-60%	-100%	-100%	-100%	368%	-24%

AVERAGE MARKET VALUE PER HOME

Based on July Report

	FY10/11 Actual	FY11/12 Actual	FY12/13 Actual	FY13/14 Actual	FY14/15 Actual	FY15/16 Actual	FY16/17 Actual	FY17/18 Estimated	FY18/19 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**	**$ 1,758,822**	**$ 1,814,031**
	amount change	$ 4,910	$ 5,447	$ 51,393	$ 55,510	$ 20,403	$ 311,205	$ (45,033)	$ 55,209
	percent change	0.36%	0.40%	3.76%	3.92%	1.39%	20.85%	-2.50%	3.14%
	$ cumulative chg	$ 4,910	$ 10,357	$ 61,750	$ 117,260	$ 137,663	$ 448,868	$ 403,835	$ 459,044
	% cumulative chg	0%	1%	5%	9%	10%	33%	30%	34%

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

Based on July Report

	FY10/11 Actual	FY11/12 Actual	FY12/13 Actual	FY13/14 Actual	FY14/15 Actual	FY15/16 Actual	FY16/17 Actual	FY17/18 Estimated	FY18/19 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**	**$ 1,451,120**	**$ 1,510,238**
Tax Payment	$ 1,845	$ 1,460	$ 1,463	$ 1,510	$ 1,560	$ 1,589	$ 1,562	$ 1,581	$ 1,885
	amount change	$ (386)	$ 4	$ 46	$ 50	$ 29	$ (27)	$ 18	$ 304
	percent change	-20.91%	0.27%	3.18%	3.31%	1.87%	-1.69%	1.17%	19.25%

AD VALOREM PROPERTY TAX
NINE YEAR ANALYSIS
Fiscal Year 2018/2019

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 Actual	FY17/18 Estimated	FY18/19 Proposed
Total Revenue	**$ 1,257,246**	**$ 1,442,069**	**$ 1,366,542**	**$ 1,353,355**	**$ 1,432,916**	**$ 1,479,452**	**$ 1,577,814**	**$ 1,585,004**	**$ 1,864,852**
amount change	$ 184,823	$ (75,527)	$ (13,187)	$ 79,561	$ 46,536	$ 98,362	$ 7,191	$ 279,848	
percent change	14.70%	-5.24%	-0.96%	5.88%	3.25%	6.65%	0.46%	17.66%	
New Residential	**$ 30,898**	**$ 22,833**	**$ 27,729**	**$ 28,764**	**$ 43,779**	**$ 61,533**	**$ 76,995**	**$ 39,894**	**$ 47,945**
amount change	$ (8,066)	$ 4,896	$ 1,036	$ 15,015	$ 17,754	$ 15,462	$ (37,101)	$ 8,051	
percent change	-26.10%	21.44%	3.73%	52.20%	40.55%	25.13%	-48.19%	20.18%	
New Commercial	**$ 4,652**	**$ 99,770**	**$ 38,298**	**$ 1,801**	**$ -**	**$ -**	**$ -**	**$ 18,498**	**$ 3,434**
amount change	$ 95,118	$ (61,472)	$ (36,497)	$ (1,801)	$ -	$ -	$ 18,498	$ (15,065)	
percent change	2044.82%	-61.61%	-95.30%	-100.00%	0.00%	100.00%	200.00%	300.00%	
Raised from New	**$ 35,550**	**$ 122,602**	**$ 66,027**	**$ 30,565**	**$ 43,779**	**$ 61,533**	**$ 76,995**	**$ 58,392**	**$ 51,379**
Raised from Existing	**$ 1,221,696**	**$ 1,319,467**	**$ 1,300,516**	**$ 1,322,790**	**$ 1,389,137**	**$ 1,417,919**	**$ 1,500,818**	**$ 1,526,612**	**$ 1,813,473**

TAX RATE DISTRIBUTION AMOUNT

	FY10/11 Actual	FY11/12 Actual	FY12/13 Actual	FY13/14 Actual	FY14/15 Actual	FY15/16 Actual	FY16/17 Actual	FY17/18 Estimated	FY18/19 Proposed
General Fund	$ 0.15620	$ 0.13835	$ 0.14197	$ 0.13907	$ 0.13710	$ 0.13947	$ 0.12882	$ 0.11133	$ 0.13201
Debt Service	0.00390	0.01849	0.01487	0.01777	0.01924	0.01687	0.00813	0.02482	0.02399
TOTAL TAX RATE	**$ 0.16010**	**$ 0.15684**	**$ 0.15684**	**$ 0.15684**	**$ 0.15634**	**$ 0.15634**	**$ 0.13695**	**$ 0.13615**	**$ 0.15600**
amount change	(0.00326)	-	-	(0.00050)	-	(0.01939)	(0.00080)	0.01985	
percent change	-2.04%	0.00%	0.00%	-0.32%	0.00%	-12.40%	-0.58%	14.58%	

TAX RATE DISTRIBUTION PERCENT

	FY10/11 Actual	FY11/12 Actual	FY12/13 Actual	FY13/14 Actual	FY14/15 Actual	FY15/16 Actual	FY16/17 Actual	FY17/18 Estimated	FY18/19 Proposed
General Fund	97.56%	88.21%	90.52%	88.67%	87.69%	89.21%	94.06%	81.77%	84.62%
Debt Service	2.44%	11.79%	9.48%	11.33%	12.31%	10.79%	5.94%	18.23%	15.38%
TOTAL	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**

TAX REVENUE BY FUND TYPE

	FY10/11 Actual	FY11/12 Actual	FY12/13 Actual	FY13/14 Actual	FY14/15 Actual	FY15/16 Actual	FY16/17 Actual	FY17/18 Estimated	FY18/19 Proposed
General Fund	$ 1,226,689	$ 1,271,975	$ 1,236,978	$ 1,198,373	$ 1,256,795	$ 1,318,059	$ 1,482,625	$ 1,318,825	$ 1,577,153
Debt Service	$ 30,558	$ 170,094	$ 129,565	$ 154,982	$ 176,121	$ 161,393	$ 95,189	$ 266,179	$ 287,699
TOTAL	**$ 1,257,246**	**$ 1,442,069**	**$ 1,366,542**	**$ 1,353,355**	**$ 1,432,916**	**$ 1,479,452**	**$ 1,577,814**	**$ 1,585,004**	**$ 1,864,852**
amount change	$ 184,823	$ (75,527)	$ (13,187)	$ 79,561	$ 46,536	$ 98,362	$ 7,191	$ 279,848	
percent change	14.70%	-5.24%	-0.96%	5.88%	3.25%	6.65%	0.46%	17.66%	

Payroll & Related Program Summary Fiscal Year 2018/2019

	Adopted Budget FY 17/18	Estimated Budget FY 17/18	Proposed Budget FY 18/19	FY 18/19 Proposed vs FY 17/18	FY 18/19 Proposed vs Estimated
Full-Time Regular Wages	$ 3,408,814	$ 3,408,814	$ 3,472,786	$ 63,972	2%
Full-Time Overtime Wages	133,131	133,131	121,725	(11,406)	-9%
Part-Time Regular Wages	231,976	231,976	290,025	58,049	25%
Premium Pay	13,560	13,560	21,476	7,916	58%
Auto Allowance	26,100	29,600	34,800	5,200	18%
Cell Phone Allowance	7,680	7,680	11,760	4,080	53%
Performance Pay	-	-	42,000	42,000	100%
Operating Xfr in for PR Costs	(1,055,775)	(1,055,775)	(1,114,192)	(58,417)	6%
Total Base Wages	**2,765,486**	**2,768,986**	**2,880,380**	**111,394**	**4%**
Medical Insurace	544,606	544,606	711,266	166,660	31%
Dental Insurance	29,115	29,115	32,862	3,747	13%
LTD/AD&D/Life Insurance	26,274	26,274	36,141	9,867	38%
Total Insurance	**599,995**	**599,995**	**780,269**	**180,274**	**30%**
Social Security	236,919	236,919	247,663	10,744	5%
Medicare	55,334	55,334	57,843	2,509	5%
Unemployment Taxes	8,790	8,790	9,517	727	8%
Worker's Compensation	42,390	42,390	33,966	(8,424)	-20%
Total Taxes	**343,433**	**343,433**	**348,989**	**5,556**	**2%**
TMRS	468,685	468,685	461,823	(6,862)	-1%
ICMA 457 Plan	27,270	27,270	24,270	(3,000)	-11%
Total Retirement	**495,955**	**495,955**	**486,093**	**(9,862)**	**-2%**
TOTAL GENERAL FUND IMPACT	**$ 4,204,869**	**$ 4,208,369**	**$ 4,495,731**	**$ 287,362**	**7%**

Transfer from Visitor Fund to GF	$ 518,510	$ 518,510	$ 555,167	$ 36,657	7%
Transfer from Utility Fund to GF	482,700	482,700	559,024	76,324	16%
TRANSFERS INTO GENERAL FUND	**$ 1,001,210**	**$ 1,001,210**	**$ 1,114,192**	**$ 112,982**	**11%**

TOTAL PAYROLL IMPACT	**$ 5,206,079**	**$ 5,209,579**	**$ 5,609,923**	**$ 400,344**	**8%**

Personnel Summary Overview

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

PAYROLL & RELATED COSTS

- Budgeted to be $4.495M; a 7% increase of $287K from prior year estimated of $4.208M

	TOTAL INCREASES	MARKET ADJUST	INCENTIVE PAY	STAFF ADDS	STAFF CHGS	CAR ALLOW	PHONE ALLOW	ON CALL PAY
Market Adjustments	$ 191,314	$ 191,314	$ -	$ -	$ -	$ -	$ -	$ -
Performance Pay One Time	51,036	-	51,036	-	-	-	-	-
Court Judge	18,743	-	-	18,743	-	-	-	-
Replace Marshal	(66,356)	-	-	-	(66,356)	-	-	-
Maintain Current Insurance	31,225	-	-	-	31,225	-	-	-
Facilities Clerk to Full Time	26,296	-	-	-	26,296	-	-	-
Acct Replacement/Training	11,439	-	-	-	11,439	-	-	-
Management Intern	9,024	-	-	-	9,024	-	-	-
Building Official	1,444	-	-	-	-	1,444	-	-
Public Works Director	1,221	-	-	-	-	1,221	-	-
Assistant Town Manager	1,216	-	-	-	-	1,216	-	-
Facilities/Parks Director	611	-	-	-	-	611	-	-
Town Secretary	1,155	-	-	-	-	-	1,155	-
Public Works Technician	4,346	-	-	-	-	-	1,172	3,174
Public Works Project Manager	4,511	-	-	-	-	-	1,337	3,174
	$ 287,225	**$ 191,314**	**$ 51,036**	**$ 18,743**	**$ 11,628**	**$ 4,492**	**$ 3,664**	**$ 6,348**

- Market band adjustments of $191K; based on most recent salary surveys from HR dept.
- One-time Performance Pay of $51K is included.
- Transition Court Judge from contract service to part time employee $18K
- Savings from replacing full time Marshal position with two part time Marshals. ($66K)
- Employee Insurance reflects $31K increase. Due to plan increase of 20% and changes to employee coverage because of approved positions in the prior year that were unfilled.
- Transition part time Facilities Clerk to full-time employee $26K (majority is insurance cost)
- Cost to replace and train Municipal Accounting Technician II at $11K
- Management Intern (account for full wages in FY2019) $9K
- Increase car allowances $4.4K
- Add phone allowances $3.6K
- Add On-call pay to public works employees $6.3K

- 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.
    - o Total payroll transfers in are $1.114M
        - Utility Fund - $521K
        - Visitors Association Fund - $525K

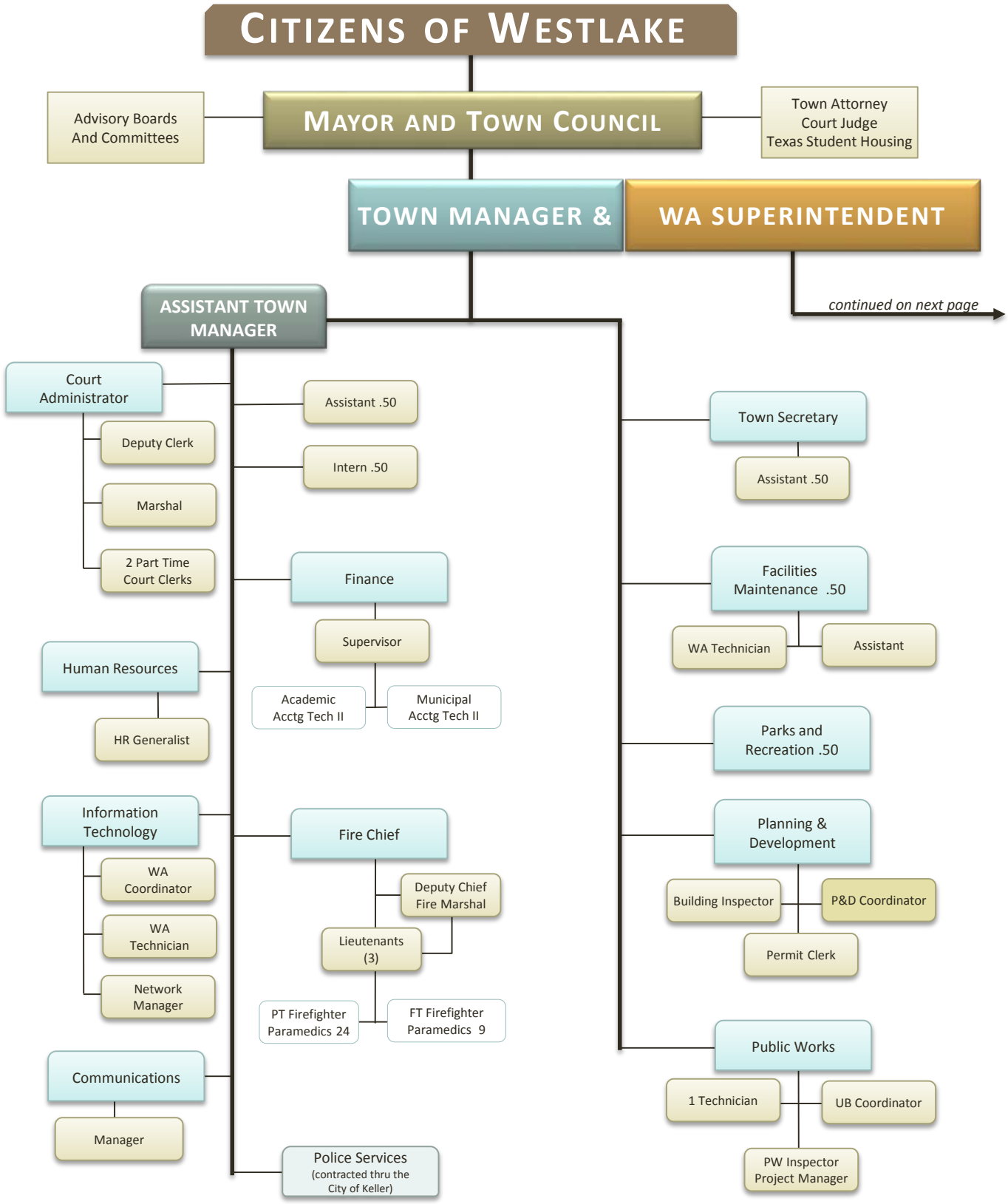
PERSONNEL STAFFING by DEPARTMENT & POSITION

		Current Year Staffing			GROWTH MODEL STAFFING not reflected in long term forecast			
Dept	Position	FY 17-18 Estimated	FY 18-19 PROPOSED	change	FY 19-20 Projected	FY 20-21 Projected	FY 21-22 Projected	FY 22-23 Projected
10	**GENERAL ADMINISTRATIVE**							
	Administrative Assistant	1.00	1.00	-	1.00	1.00	1.00	1.00
		1.00	**1.00**	**-**	**1.00**	**1.00**	**1.00**	**1.00**
11	**TOWN MANAGER'S OFFICE**							
	Town Manager	1.00	1.00	-	1.00	1.00	1.00	1.00
	Assistant Town Manager	1.00	1.00	-	1.00	1.00	1.00	1.00
	Administrative Assistant	0.50	0.50	-	0.50	0.50	0.50	0.50
	Part-Time Interns	0.25	0.25	-	0.25	0.25	0.25	0.25
		2.75	**2.75**	**-**	**2.75**	**2.75**	**2.75**	**2.75**
12	**PLANNING & DEVELOPMENT**							
	Planning & Development Director	1.00	1.00	-	1.00	1.00	1.00	1.00
	Development Coordinator	1.00	1.00	-	1.00	1.00	1.00	1.00
	Chief Building Official	1.00	1.00	-	1.00	1.00	1.00	1.00
	Permitting Clerk	1.00	1.00	-	1.00	1.00	1.00	1.00
		4.00	**4.00**	**-**	**4.00**	**4.00**	**4.00**	**4.00**
13	**TOWN SECRETARY'S OFFICE**							
	Town Secretary	1.00	1.00	-	1.00	1.00	1.00	1.00
	Administrative Assistant	0.50	0.50	-	0.50	0.50	0.50	0.50
		1.50	**1.50**	**-**	**1.50**	**1.50**	**1.50**	**1.50**
14	**FIRE/EMS DEPARTMENT**							
	Fire Chief	1.00	1.00	-	1.00	1.00	1.00	1.00
	Fire Marshal/Deputy Chief	1.00	1.00	-	1.00	1.00	1.00	1.00
	Lt. Firefighter/Paramedics	3.00	3.00	-	4.00	4.00	4.00	4.00
	Clerk/Admin Assistant	-	-	-	0.50	0.50	1.00	1.00
	Fire Inspector/Pub Ed Sp	-	-	-	-	1.00	1.00	1.00
	Driver Engineers	-	-	-	-	-	3.00	3.00
	Firefighter/Paramedics	10.50	10.50	-	12.00	16.00	17.00	20.00
		15.50	**15.50**	**-**	**18.50**	**23.50**	**28.00**	**31.00**
15	**MUNICIPAL COURT OFFICE**							
	Court Administrator	1.00	1.00	-	1.00	1.00	1.00	1.00
	Deputy Clerk	1.00	-	(1.00)	-	-	-	-
	Lead Clerk	-	1.00	1.00	1.00	1.00	1.00	1.00
	Marshal Full time	1.00	-	(1.00)	-	-	-	-
	Marshal Part Time 1	-	0.15	0.15	0.15	0.15	0.15	0.15
	Marshal Part Time 2	-	0.10	0.10	0.10	0.10	0.10	0.10
	Court Judge	0.25	0.25	-	0.25	0.25	0.25	0.25
	Clerk 1 Part Time	0.50	0.50	-	0.50	0.50	0.50	0.50
	Clerk 2 Full Time	0.50	0.50	-	0.50	0.50	0.50	0.50
		4.25	**3.50**	**(0.75)**	**3.50**	**3.50**	**3.50**	**3.50**
16	**PUBLIC WORKS OFFICE**							
	Public Works Director	1.00	1.00	-	1.00	1.00	1.00	1.00
	Utility Technician	1.00	1.00	-	1.00	1.00	1.00	1.00
	Utility Billing Coordinator	1.00	1.00	-	1.00	1.00	1.00	1.00
	Project Manager	1.00	1.00	-	1.00	1.00	1.00	1.00
		4.00	**4.00**	**-**	**4.00**	**4.00**	**4.00**	**4.00**

PERSONNEL STAFFING by DEPARTMENT & POSITION

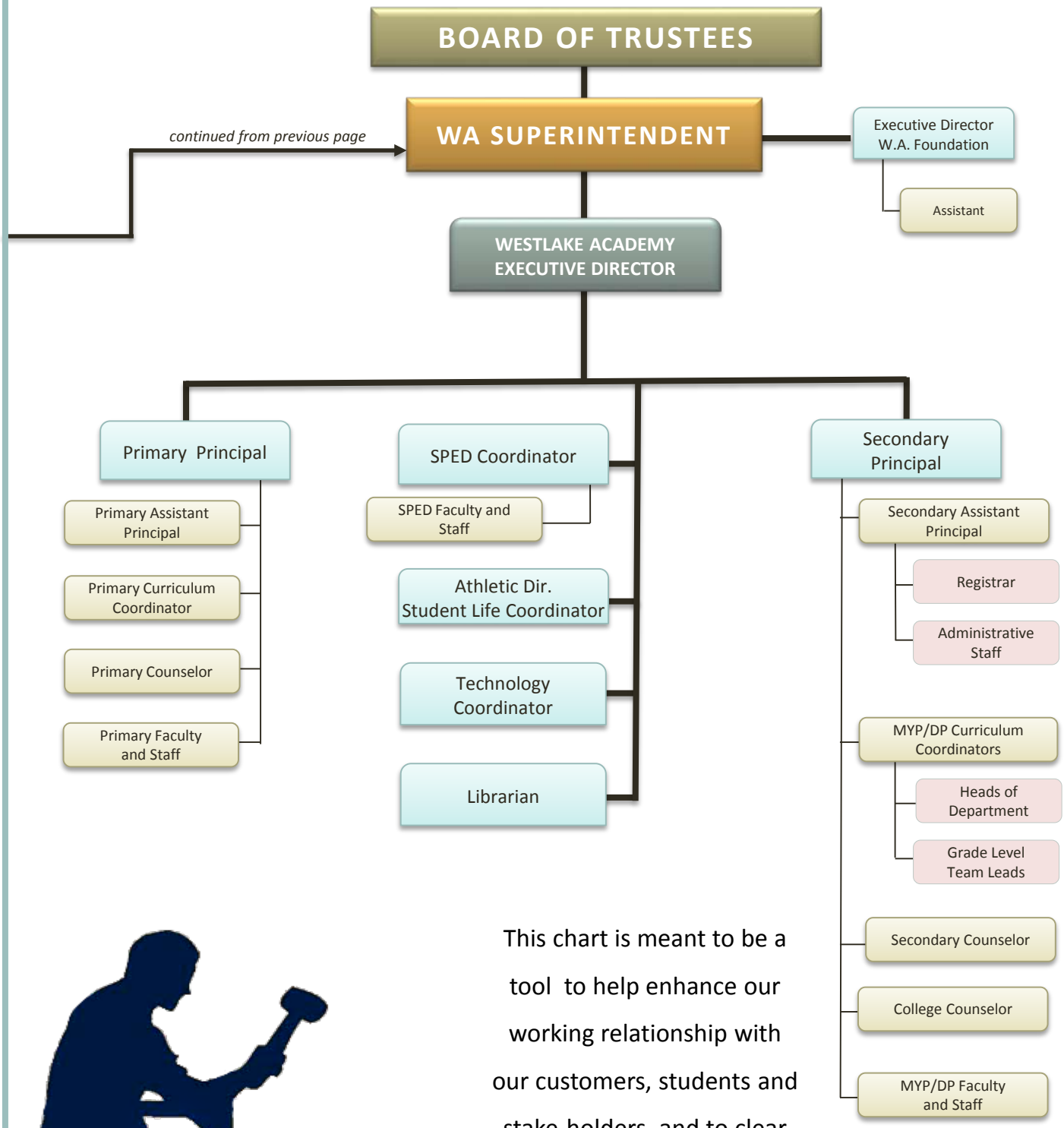
Dept	Position	Current Year Staffing			GROWTH MODEL STAFFING not reflected in long term forecast			
		FY 17-18 Estimated	FY 18-19 PROPOSED	change	FY 19-20 Projected	FY 20-21 Projected	FY 21-22 Projected	FY 22-23 Projected
17	**FACILITIES MAINTENANCE**							
	Facilities Maintenance Director	0.50	0.50	-	0.50	0.50	0.50	0.50
	Part-Time Summer Technicians	0.25	0.25	-	0.25	0.25	0.25	0.25
	Clerk/Admin Assistant	0.50	1.00	0.50	1.00	1.00	1.00	1.00
		1.25	**1.75**	**0.50**	**1.75**	**1.75**	**1.75**	**1.75**
18	**FINANCE OFFICE**							
	Finance Director	1.00	1.00	-	1.00	1.00	1.00	1.00
	Finance Supervisor	1.00	1.00	-	1.00	1.00	1.00	1.00
	Accounting Tech	-	-		1.00	1.00	1.00	1.00
	Accounting Tech Municipal	1.00	1.00	-	1.00	1.00	1.00	1.00
	Accounting Tech Academic	1.00	1.00	-	1.00	1.00	1.00	1.00
		4.00	**4.00**	**-**	**5.00**	**5.00**	**5.00**	**5.00**
19	**PARKS & RECREATION OFFICE**							
	Parks & Recreation Director	0.50	0.50	-	0.50	0.50	0.50	0.50
		0.50	**0.50**	**-**	**0.50**	**0.50**	**0.50**	**0.50**
20	**INFORMATION TECHNOLOGY**							
	Information Technology Director	1.00	1.00	-	1.00	1.00	1.00	1.00
	IT Position	-	-	-	-	-	1.00	1.00
	Network Administrator	1.00	1.00	-	1.00	1.00	1.00	1.00
		2.00	**2.00**	**-**	**2.00**	**2.00**	**3.00**	**3.00**
21	**HUMAN RESOURCES OFFICE**							
	Human Resources Director	1.00	1.00	-	1.00	1.00	1.00	1.00
	HR Generalist 1	1.00	1.00	-	1.00	1.00	1.00	1.00
	HR Generalist 2	-	-	-	-	1.00	1.00	1.00
		2.00	**2.00**	**-**	**2.00**	**3.00**	**3.00**	**3.00**
22	**COMMUNICATIONS OFFICE**							
	Communications Director	1.00	1.00	-	1.00	1.00	1.00	1.00
	Manager	1.00	1.00	-	1.00	1.00	1.00	1.00
	Assistant	-	-	-	0.50	0.50	0.50	0.50
	Marketing	-	-	-	-	1.00	1.00	1.00
		2.00	**2.00**	**-**	**2.50**	**3.50**	**3.50**	**3.50**
	Grand Total All Positions	**44.75**	**44.50**	**(0.25)**	**49.00**	**56.00**	**61.50**	**64.50**

15.5	Additional Fire Dept Staffing	3.00	5.00	4.50	3.00
4.5	All Other Staffing Levels	1.50	2.00	1.00	-
20.0	**TOTAL FORECASTED INCREASE**	**4.50**	**5.00**	**4.50**	**3.00**
Total	*additional employees* not reflected in long term forecast				



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



This chart is meant to be a tool to help enhance our working relationship with our customers, students and stake-holders, and to clear channels of communications to better accomplish our goals and objectives.

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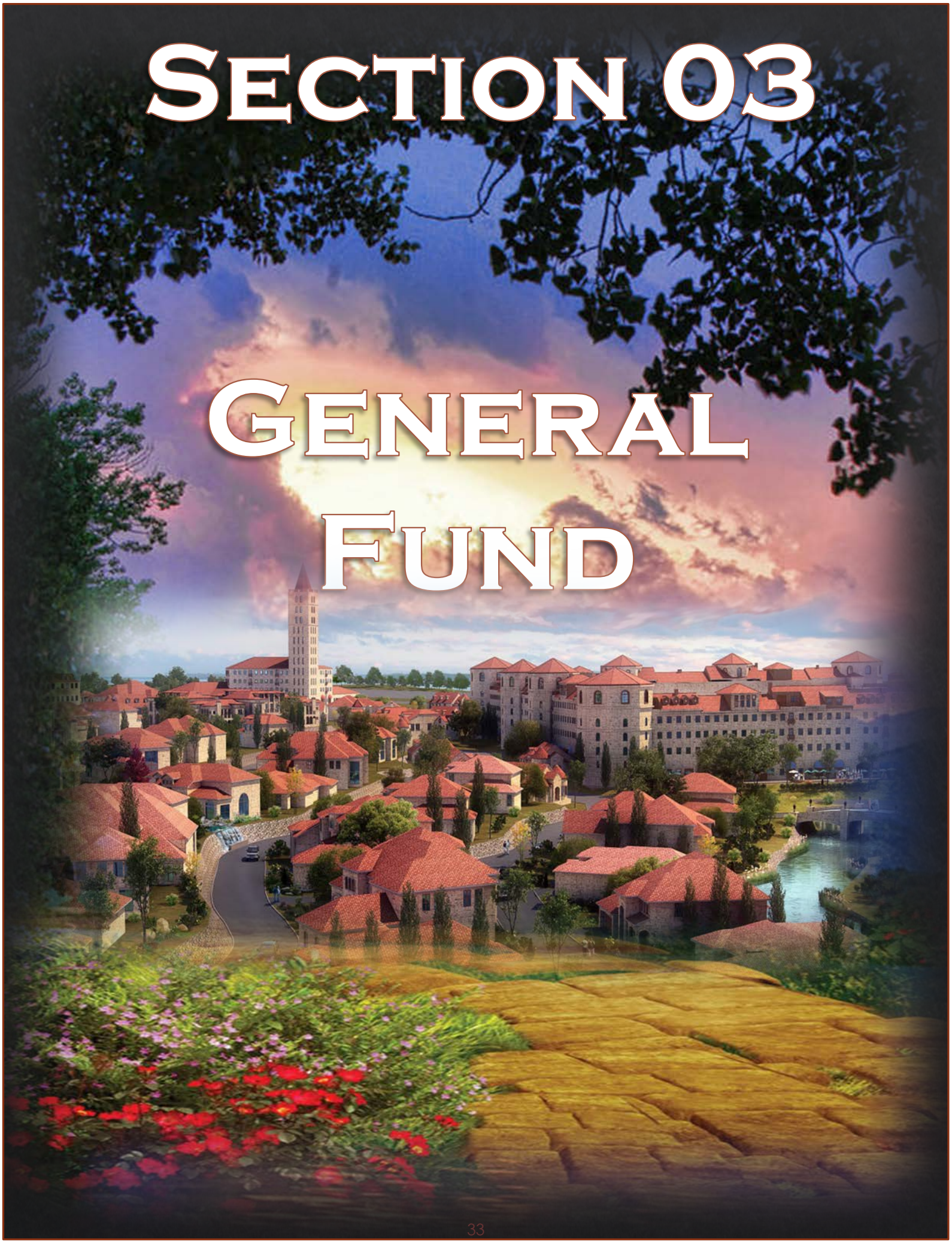
Section 03

General Fund



General Fund 100
Program Summary
Fiscal Year 2018/2019

	Adopted Budget FY 17/18	Estimated Budget FY 17/18	Proposed Budget FY 18/19	FY 18/19 vs FY 17/18	Proposed vs Estimated
REVENUES & OTHER SOURCES					
General Sales Tax	$ 3,510,500	$ 3,510,500	$ 3,900,000	$ 389,500	11%
Property Tax	1,205,205	1,325,125	1,733,356	408,231	31%
Beverage Tax	62,500	62,500	62,500	-	0%
Franchise Fees	983,815	983,815	983,815	-	0%
Permits & Fees Other	238,020	263,303	263,303	-	0%
Permits & Fees Building	2,201,246	2,151,178	4,357,571	2,206,393	103%
Fines & Forfeitures Court	809,880	715,545	715,545	-	0%
Investment Earnings	43,100	178,955	178,955	-	0%
Contributions	-	12,240	12,240	-	0%
Misc Income	18,560	39,785	39,785	-	0%
Total Revenues	**9,072,826**	**9,242,946**	**12,247,070**	**3,004,124**	**33%**
Transfers In	50,000	62,000	66,539	4,539	7%
Other Sources	-	-	-	-	0%
Total Other Sources	**50,000**	**62,000**	**66,539**	**4,539**	**7%**
TOTAL REVENUES & OTHER SOURCES	**$ 9,122,826**	**$ 9,304,946**	**$ 12,313,609**	**$ 3,008,663**	**32%**
EXPENDITURES & OTHER USES					
Payroll Salaries	$ 3,821,261	$ 3,824,761	$ 3,994,572	$ 169,811	4%
Payroll Insurance (medical/dental/life)	599,995	599,995	780,269	180,274	30%
Payroll Taxes (workers comp/unemployment)	51,180	51,180	43,482	(7,698)	-15%
Payroll Taxes (social security/medicare)	292,253	292,253	305,506	13,253	5%
Payroll Retirement (TMRS/ICMA)	495,955	495,955	486,093	(9,862)	-2%
Payroll Transfers In	(1,055,775)	(1,055,775)	(1,114,192)	(58,417)	6%
Total Payroll and Related	**4,204,869**	**4,208,369**	**4,495,731**	**287,362**	**7%**
Debt	351,680	351,680	351,680	-	0%
Repair & Maintenance	242,580	218,502	220,224	1,722	1%
Rent & Utilities	445,316	654,497	760,911	106,414	16%
Services	2,048,966	2,216,439	2,252,408	35,969	2%
Supplies	246,152	240,099	247,298	7,199	3%
Transfer Out to Debt Service	1,472,568	1,174,669	1,005,901	(168,768)	-14%
Travel & Training	204,430	206,694	209,064	2,370	1%
Total Operations & Maintenance	**5,011,692**	**5,062,579**	**5,047,485**	**(15,094)**	**-0.3%**
TOTAL OPERATING EXPENDITURES	**9,216,561**	**9,270,948**	**9,543,216**	**272,268**	**3%**
Capital Outlay	31,690	21,915	35,710	13,795	63%
Capital Projects	-	-	-	-	0%
Total Capital	**31,690**	**21,915**	**35,710**	**13,795**	**63%**
Transfer Out to CP	1,015,324	300,000	1,025,000	725,000	242%
Transfer Out to GMR	300,000	387,750	1,000,799	613,049	158%
Transfer Out to VMR	-	350,000	460,266	110,266	32%
Total Other Uses	**1,315,324**	**1,037,750**	**2,486,065**	**1,448,315**	**140%**
TOTAL NON-OPERATING EXPENDITURES	**1,347,014**	**1,059,665**	**2,521,775**	**1,462,110**	**138%**
TOTAL EXPENDITURES & OTHER USES	**10,563,575**	**10,330,613**	**12,064,992**	**1,734,378**	**17%**
EXCESS REVENUES OVER(UNDER) EXPENDITURES	(1,440,749)	(1,025,667)	248,618	1,274,285	124%
FUND BALANCE, BEGINNING	10,242,277	10,242,277	9,216,610	(1,025,667)	-10%
FUND BALANCE, ENDING	**8,801,528**	**9,216,610**	**9,465,228**	**248,618**	**3%**
Restricted/Assigned/Committed Funds	304,504	304,504	304,504	-	0%
UNASSIGNED FUND BALANCE, ENDING	**$ 8,497,025**	**$ 8,912,106**	**$ 9,160,724**	**$ 248,618**	**3%**
Daily Operating Expenditures	$ 25,251	$ 25,400	$ 26,146	$ 746	3%
Operating Days	337	351	350	(1)	0%
RESTRICTED/ASSIGNED/COMMITED FUNDS					
C Court Technology 100 10112 15 000	$ 60,823	$ 60,823	$ 60,823	$ -	0%
C Court Security 100 10113 15 000	117,771	117,771	117,771	-	0%
C Court Efficiency 100 10116 15 000	9,787	9,787	9,787	-	0%
R Reforestation 100 10110 00 101	61,415	61,415	61,415	-	0%
R Street Escrow (TB/RA) 100 10110 00 102	54,707	54,707	54,707	-	0%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS	**$ 304,504**	**$ 304,504**	**$ 304,504**	**$ -**	**0%**

REVENUES AND OTHER SOURCES

Total General Fund revenues and other sources are budgeted to be $12.3M. This represents a 32% increase of $3M from prior year estimated of $9.3M.

General Sales and Use Tax

- Budgeted to be $3.9M; an 11% increase of $389K; prior year estimated $3.5M
  - Increase due primarily to economic 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 $1.7M; a 31% increase of $408K; prior year estimated $1.3M
  - Total Tax rate increase from $0.13615 to $0.15600 per $100 valuation

Beverage Tax

- Budgeted to remain flat at $62K
  - The Town collects a 14% gross receipt tax on mixed beverages.
  - Of this percentage, 10.7% of gross liquor receipts are remitted to the Town, and the remaining 3.3% is retained by the State of Texas.

Franchise Taxes

- Budgeted to remain flat at $983K
  - 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 remain flat at $263K
  - Include fees charged by the Town for gas wells, EMS revenues, review and renewal fees, developments fees and contractor registration fees.

Permits and Fees Buildings

- Budgeted to be $4.3M; a 103% increase of $2.2M; prior year estimated $2.1M
  - Based on continuing growth in residential and commercial construction.
  - General Fund portion of Residential building permit fees increased $126K; the majority of this increase is due to anticipated fees from Entrada.
  - General Fund portion of Commercial building permit fees increased $2.08M; the majority of this increase is to overall anticipated building construction permit fees.

Fines and Forfeitures (Court)

- Budgeted to remain flat at $715K
  - 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.

Investment Earnings

- Budgeted to remain flat at $178K

Contributions

- Budgeted to remain flat at $12K

Miscellaneous Income

- Budgeted to remain flat at $39K
  - Includes fees charged by the Town for facility rentals, sales of surplus/scrap items, insurance refunds and equity returns.

Transfers In

- Budgeted to be $66K; a 7% increase of $4.5K; prior year estimated $62K
  - transfer in from the Utility fund for one-time impact fees

EXPENDITURES AND OTHER USES

Total General Fund operating expenditures and other uses are budgeted at $12M. This represents a 17% increase of $1.7M from prior year estimated of $10.3M.

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

- Budgeted to be $4.4M; a 7% increase of $287K; prior year estimated $4.2M
  - Market band adjustments of $191K are reflected and based on most recent salary surveys performed by the HR dept. (GF portion is $153K)
  - Performance Pay of $50K is included (GF portion is $42K)

- Employee Insurance reflects a 30% ($180K) increase. Due to plan increase of 20% and anticipated changes to employee coverage of approved positions in the prior year that were unfilled.
- Payroll Transfers in increased $58K.
- Transition Court Judge from contract service to part time employee $18K
- Transition part time Facilities Clerk to full-time employee $26K (mostly insurance)
- Cost to replace and train Accountant Technician II $11K
- Increase car allowances & phone allowances $7K
- Add On-call pay to public works employees $6K

Operations and Maintenance Expenditures

- Budgeted to be $5.0M; a .3% decrease of $15K; prior year estimated $5.1M
  - Repair & Maintenance increased$1.7K
  - Rent & Utilities increased $106K; based on tiered schedule for the new town hall building.
  - Services expenditures increased $35K; fire dept increase to medical supplies, cleaning supplies and computer equipment.
  - Supplies increased $7.1K
  - Transfer Out to Debt Service decreased $168K; due to increased sales tax receipts in 4B Economic Development fund for debt payments, which in turn reduces the General Fund transfer out amount.
  - Travel & Training increased $2.3K

Non-Operating Expenditures

- Budgeted to be $2.5M; a 138% increase of $1.4M; prior year estimated $1.04M
  - Capital Outlay increased $13K
  - Transfers Out to conduit funds increased due to one-time building permit revenues
    - to CP increased $725K
    - to GMR increased $613K
    - to VMR increased $110K

Fund Balance

- The ending fund balance is projected to be $9.4M
  - This amount represents a 3% increase of $248K from prior year estimated fund balance.
  - The unassigned balance of $9.1M represents coverage for 350 operating days.

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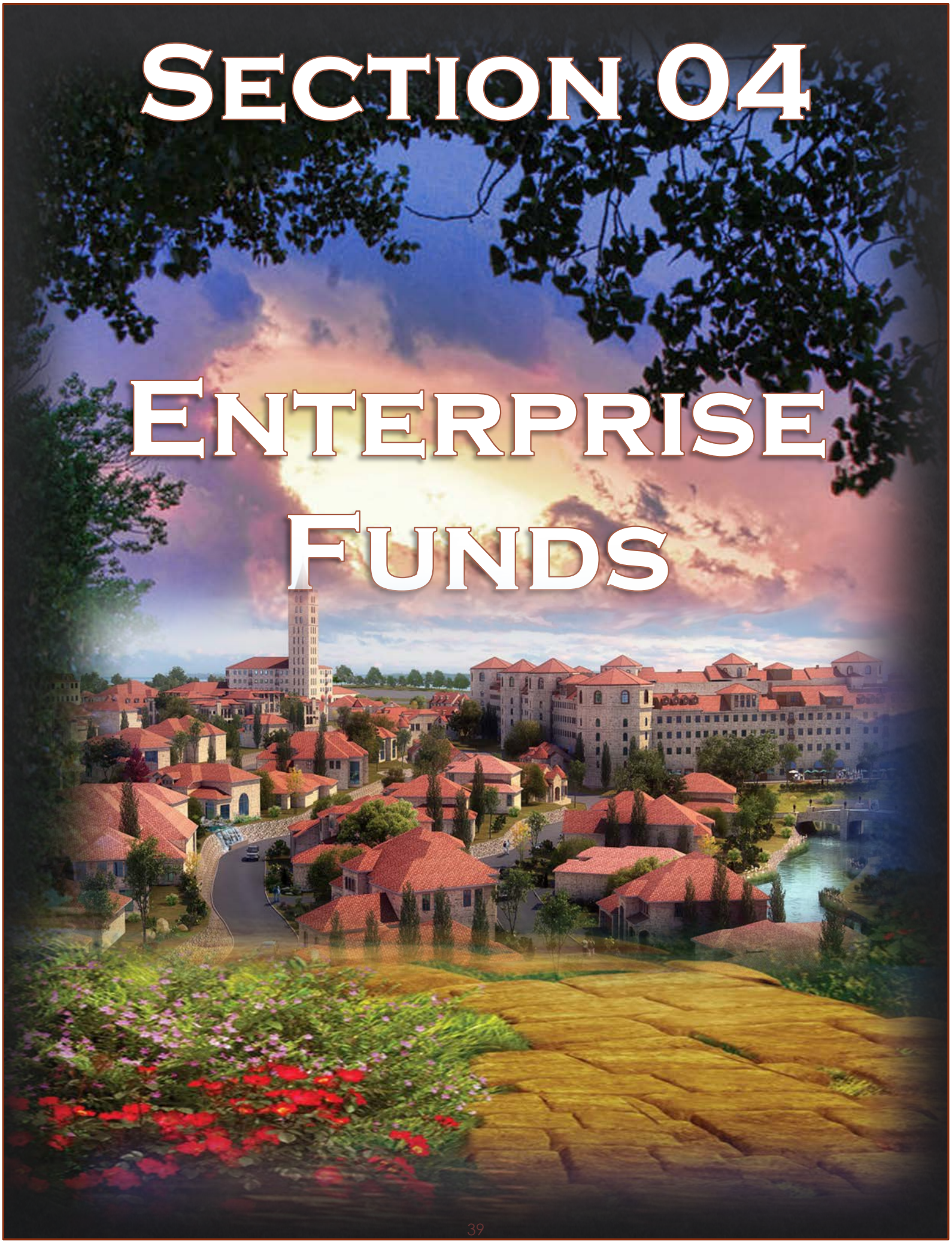
Section 04

Enterprise Funds



ENTERPRISE FUNDS
Combined Program Summary
Fiscal Year 2018/2019

	Adopted Budget FY 17/18	Estimated Budget FY 17/18	Proposed Budget FY 18/19	FY 18/19 Proposed vs FY 17/18 Estimated	
REVENUES & OTHER SOURCES					
General Sales Tax	$ -	$ -	$ -	$ -	0%
Property Tax	-	-	-	-	0%
Hotel Tax	-	-	-	-	0%
Charge for Services	3,795,515	4,585,075	4,585,075	-	0%
Beverage Tax	-	-	-	-	0%
Franchise Fees	-	-	-	-	0%
Permits & Fees	168,865	268,115	274,441	6,326	2%
Permits & Fees Buildings	-	-	-	-	0%
Fines & Forfeitures	-	-	-	-	0%
Investment Earnings	15,020	57,765	57,765	-	0%
Contributions	-	-	-	-	0%
Misc Income	17,600	23,460	23,460	-	0%
Total Revenues	**3,997,000**	**4,934,415**	**4,940,741**	**6,326**	**0%**
Transfers In	-	-	-	-	0%
Other Sources	-	-	2,600,000	2,600,000	100%
Total Other Sources	**-**	**-**	**2,600,000**	**2,600,000**	**0%**
TOTAL REVENUES & OTHER SOURCES	**$ 3,997,000**	**$ 4,934,415**	**$ 7,540,741**	**$ 2,606,326**	**53%**
EXPENDITURES & OTHER USES					
Payroll Transfer In	$ -	$ -	$ -	$ -	0%
Payroll Transfer Out	482,700	482,700	559,024	76,324	16%
Total Payroll and Related	**482,700**	**482,700**	**559,024**	**76,324**	**16%**
Debt	1,155,174	1,172,041	2,015,626	843,585	72%
Economic Development	-	-	-	-	0%
Insurance	-	-	-	-	0%
Repair & Maintenance	165,250	167,065	163,065	(4,000)	-2%
Rent & Utilities	156,499	157,499	177,544	20,045	13%
Services	2,144,775	3,322,435	3,321,194	(1,241)	0%
Supplies	7,250	7,040	7,040	-	0%
Travel & Training	7,535	7,920	7,920	-	0%
Total Operations & Maintenance	**3,636,483**	**4,834,000**	**5,692,389**	**858,389**	**18%**
TOTAL OPERATING EXPENDITURES	**4,119,183**	**5,316,700**	**6,251,414**	**934,714**	**18%**
Capital Outlay	25,780	35,055	31,055	(4,000)	-11%
Projects - Maintenance & Replacement Funds	-	-	-	-	0%
Projects - Capital & Expansions Funds	-	-	-	-	100%
Total Capital	**25,780**	**35,055**	**31,055**	**(4,000)**	**-11%**
Transfers Out	56,250	68,250	81,539	13,289	19%
Other Uses	-	-	-	-	0%
Total Other Uses	**56,250**	**68,250**	**81,539**	**13,289**	**19%**
TOTAL NON-OPERATING EXPENDITURES	**82,030**	**103,305**	**112,594**	**9,289**	**9%**
TOTAL EXPENDITURES & OTHER USES	**4,201,213**	**5,420,005**	**6,364,008**	**944,003**	**17%**
EXCESS REVENUES OVER(UNDER) EXPENDITURES	(204,213)	(485,590)	1,176,733	1,662,323	342%
FUND BALANCE, BEGINNING	886,329	886,329	400,738	(485,591)	-55%
FUND BALANCE, ENDING	**682,116**	**400,739**	**1,577,472**	**1,176,732**	**294%**
Restricted/Assigned/Committed Funds	682,116	400,739	1,577,472	1,176,732	294%
UNASSIGNED FUND BALANCE, ENDING	**$ -**	**$ -**	**$ -**	**$ -**	**0%**
RESTRICTED/ASSIGNED/COMMITTED FUNDS					
Cash	$ 682,116	$ 400,739	$ 1,577,472	$ 1,176,732	294%
				-	0%
				-	0%
				-	0%
				-	0%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS	**$ 682,116**	**$ 400,739**	**$ 1,577,472**	**$ 1,176,732**	**294%**

ENTERPRISE FUNDS
Current Year Fund Detail
Fiscal Year 2018/2019

	Cemetery Fund	Utility Fund	TOTAL
REVENUES AND OTHER SOURCES			
General Sales Tax	$ -	$ -	$ -
Property Tax	-	-	-
Charge for Services	14,150	4,570,925	4,585,075
Hotel Tax	-	-	-
Beverage Tax	-	-	-
Franchise Fees	-	-	-
Permits and Fees	-	-	-
Permits and Fees Utility	-	274,441	274,441
Fines and Forfeitures	-	-	-
Investment Earnings	2,465	55,300	57,765
Contributions	-	-	-
Misc Income	1,625	21,835	23,460
Total Revenues	**18,240**	**4,922,501**	**4,940,741**
Transfers In	-	-	-
Other Sources	-	2,600,000	2,600,000
Total Other Sources	**-**	**2,600,000**	**2,600,000**
TOTAL REVENUES AND OTHER SOURCES	**$ 18,240**	**$ 7,522,501**	**$ 7,540,741**

EXPENDITURES AND OTHER USES			
Payroll Transfers In	$ -	$ -	$ -
Payroll Transfers Out	-	559,024	559,024
Total Payroll & Related	**-**	**559,024**	**559,024**
Debt	-	2,015,626	2,015,626
Economimc Development	-	-	-
Insurance	-	-	-
Repair & Maintenance	2,000	161,065	163,065
Rent & Utilities	-	177,544	177,544
Services	14,639	3,306,555	3,321,194
Supplies	-	7,040	7,040
Travel & Training	125	7,795	7,920
Total Operations & Maintenance	**16,764**	**5,675,625**	**5,692,389**
Capital Outlay	-	31,055	31,055
Maintenance & Replacement Funds	-	-	-
Capital Project Funds	-	-	-
Total Capital	**-**	**31,055**	**31,055**
Transfers Out	-	81,539	81,539
Other Uses	-	-	-
Total Other Uses	**-**	**81,539**	**81,539**
TOTAL EXPENDITURES AND OTHER USES	**16,764**	**6,347,244**	**6,364,008**

EXCESS REVENUES OVER (UNDER) EXPENDITURES	1,476	1,175,257	1,176,733

BEGINNING FUND BALANCE	**203,584**	**197,156**	**400,739**

ENDING FUND BALANCE	**$ 205,060**	**$ 1,372,413**	**$ 1,577,472**

Enterprise Funds Overview

Enterprise Funds are comprised of

- 255 Cemetery Fund
- 410 Utility Fund

Revenues and Other Sources

- Budgeted to be $7.5M; a 53% increase of $2.6M from prior year estimated of $4.9M
  - Permits and Fees increased $6.3K
  - Other Sources increased $2.6M due to one-time bonds for Fort Worth Waterline project

Expenditures and Other Uses

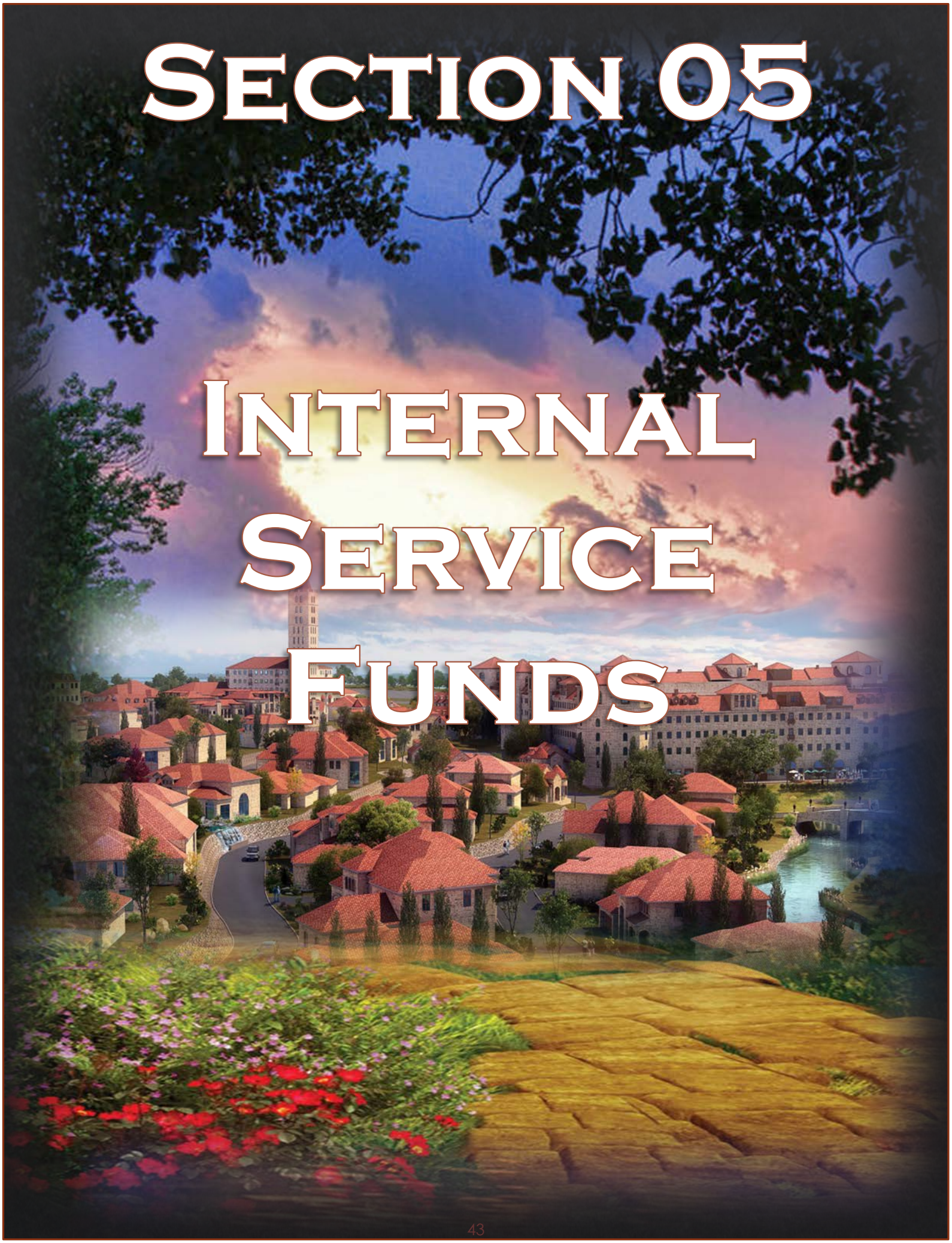
- Budgeted to be $6.4M; a 17% increase of $944K from prior year estimated of $5.4M
  - Payroll transfers out to General Fund increased $76K; FY18/19 will reflect full year's wages for two positions that were not hired until late in FY17/18. A new Project Manager position was created and was not filled until March 2018. Public Works Assistant was not hired until December 2017. This position was created to replace a Utility Billing Coordinator position that was left open in October 2017.
  - Debt increased $843K; costs for the Fort Worth Water Line
  - Repair and maintenance decreased $4K
  - Rent and utilities increased $20K
  - Services decreased $1.2K
  - Capital outlay decreased $4K
  - Transfers out increased $13K

Fund Balance

- The ending fund balance is projected to be $1.6M
  - $205K – Cemetery Fund 255
  - $1.3M – Utility Fund 500

Section 05

Internal Service Funds



INTERNAL SERVICE FUNDS
Combined Program Summary
Fiscal Year 2018/2019

		Adopted Budget FY 17/18	Estimated Budget FY 17/18	Proposed Budget FY 18/19	FY 16/17 Proposed vs FY 15/16 Estimated	
REVENUES & OTHER SOURCES						
General Sales Tax		$ -	$ -	$ -	$ -	0%
Property Tax		-	-	-	-	0%
Hotel Tax		-	-	-	-	0%
Charge for Services		-	-	-	-	0%
Beverage Tax		-	-	-	-	0%
Franchise Fees		-	-	-	-	0%
Permits & Fees		6,000	6,000	6,000	-	0%
Permits & Fees Buildings		-	-	-	-	0%
Fines & Forfeitures		-	-	-	-	0%
Investment Earnings		7,015	21,480	21,480	-	0%
Contributions		-	130,000	-	(130,000)	-100%
Misc Income		-	-	-	-	0%
Total Revenues		**13,015**	**157,480**	**27,480**	**(130,000)**	**-83%**
Transfers In		306,250	744,000	1,476,065	732,065	98%
Other Sources		-	-	-	-	0%
Total Other Sources		**306,250**	**744,000**	**1,476,065**	**732,065**	**0%**
TOTAL REVENUES & OTHER SOURCES		**$ 319,265**	**$ 901,480**	**$ 1,503,545**	**$ 602,065**	**67%**
EXPENDITURES & OTHER USES						
Payroll Transfer In		$ -	$ -	$ -	$ -	0%
Payroll Transfer Out		-	-	-	-	0%
Total Payroll and Related		**-**	**-**	**-**	**-**	**0%**
Debt		-	-	-	-	0%
Economic Development		-	-	-	-	0%
Repair & Maintenance		-	-	-	-	0%
Rent & Utilities		-	-	-	-	0%
Services		-	-	-	-	0%
Supplies		-	-	-	-	0%
Travel & Training		-	-	-	-	0%
Total Operations & Maintenance		**-**	**-**	**-**	**-**	**0%**
TOTAL OPERATING EXPENDITURES		**-**	**-**	**-**	**-**	**0%**
Utility Maintenance & Replacement Fund	510	245,000	-	225,000	225,000	100%
General Maintenance & Replacement Fund	600	287,000	278,625	594,475	315,850	113%
Utility Vehicle Maint/Replace Fund	505	-	-	-	-	0%
General Vehicle Maint/Replace Fund	605	-	105,000	260,000	155,000	148%
Total Capital		**532,000**	**383,625**	**1,079,475**	**695,850**	**181%**
Transfers Out		-	-	-	-	100%
Other Uses		-	-	-	-	0%
Total Other Uses		**-**	**-**	**-**	**-**	**100%**
TOTAL NON-OPERATING EXPENDITURES		**532,000**	**383,625**	**1,079,475**	**695,850**	**181%**
TOTAL EXPENDITURES & OTHER USES		**532,000**	**383,625**	**1,079,475**	**695,850**	**181%**
EXCESS REVENUES OVER(UNDER) EXPENDITURES		(212,735)	517,855	424,070	(93,785)	18%
FUND BALANCE, BEGINNING		1,053,144	1,053,144	1,570,999	517,855	49%
FUND BALANCE, ENDING		**840,409**	**1,570,999**	**1,995,069**	**424,070**	**27%**
Restricted/Assigned/Committed Funds		840,409	1,570,999	1,995,069	424,070	27%
UNASSIGNED FUND BALANCE, ENDING		**$ -**	**$ -**	**$ -**	**$ -**	**0%**
RESTRICTED/ASSIGNED/COMMITTED FUNDS						
Cash		$ 840,409	$ 1,570,999	$ 1,995,069	$ 424,070	27%
					-	0%
					-	0%
					-	0%
					-	0%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS		**$ 840,409**	**$ 1,570,999**	**$ 1,995,069**	**$ 424,070**	**27%**

INTERNAL SERVICE FUNDS
Current Year Fund Detail
Fiscal Year 2018/2019

	Utility M&R	General M&R	Utility Vehicle M&R	General Vehicle M&R	TOTAL
REVENUES AND OTHER SOURCES					
General Sales Tax	$ -	$ -	$ -	$ -	$ -
Property Tax	-	-	-	-	-
Charge for Services	-	-	-	-	-
Hotel Tax	-	-	-	-	-
Beverage Tax	-	-	-	-	-
Franchise Fees	-	-	-	-	-
Permits and Fees	-	6,000	-	-	6,000
Permits and Fees Building	-	-	-	-	-
Fines and Forfeitures	-	-	-	-	-
Investment Earnings	16,350	2,290	350	2,490	21,480
Contributions	-	-	-	-	-
Misc Income	-	-	-	-	-
Total Revenues	**16,350**	**8,290**	**350**	**2,490**	**27,480**
Transfers In	5,000	1,000,799	10,000	460,266	1,476,065
Other Sources	-	-	-	-	-
Total Other Sources	**5,000**	**1,000,799**	**10,000**	**460,266**	**1,476,065**
TOTAL REVENUES AND OTHER SOURCES	**$ 21,350**	**$ 1,009,089**	**$ 10,350**	**$ 462,756**	**$ 1,503,545**

EXPENDITURES AND OTHER USES					
Payroll Transfers In	$ -	$ -	$ -	$ -	$ -
Payroll Transfers Out	-	-	-	-	-
Total Payroll & Related	**-**	**-**	**-**	**-**	**-**
Debt	-	-	-	-	-
Economimc Development	-	-	-	-	-
Insurance	-	-	-	-	-
Repair & Maintenance	-	-	-	-	-
Rent & Utilities	-	-	-	-	-
Services	-	-	-	-	-
Supplies	-	-	-	-	-
Water Purchases	-	-	-	-	-
Total Operations & Maintenance	**-**	**-**	**-**	**-**	**-**
Capital Outlay	-	-	-	-	-
Maintenance & Replacement Funds	225,000	594,475	-	260,000	1,079,475
Capital Project Funds	-	-	-	-	-
Total Capital	**225,000**	**594,475**	**-**	**260,000**	**1,079,475**
Transfers Out	-	-	-	-	-
Other Uses	-	-	-	-	-
Total Other Uses	**-**	**-**	**-**	**-**	**-**
TOTAL EXPENDITURES AND OTHER USES	**$ 225,000**	**$ 594,475**	**$ -**	**$ 260,000**	**$ 1,079,475**
EXCESS REVENUES OVER (UNDER) EXPENDITURES	(203,650)	414,614	10,350	202,756	424,070
BEGINNING FUND BALANCE	**845,683**	**122,794**	**23,674**	**578,848**	**1,570,999**
ENDING FUND BALANCE	**$ 642,033**	**$ 537,408**	**$ 34,024**	**$ 781,604**	**$ 1,995,069**

Internal Service Funds Overview

Internal Service Funds are comprised of

- 510 Utility Maintenance and Replacement
- 600 General Maintenance and Replacement
- 505 Utility Vehicle Maintenance and Replacement
- 605 General Vehicle Maintenance and Replacement

Revenues and Other Sources

- Budgeted to be $1.5M; a 67% increase of $602K from prior year estimated of $901K
  - Contributions decreased $130K; due to one-time receipts in prior year.
  - Transfers in from General Fund to conduit funds (Vehicle/General Maintenance & Replacement Funds) increased $732K; being funded by one-time planning and development building permit fees and revenues.

Expenditures and Other Uses

- Budgeted to be $1.1M; a 181% increase of $695K from prior year estimated of $383K
  - 510 Utility Maintenance and Replacement fund increased $225K; projects that were adopted in FY17/18 have cancelled and moved out to FY18/19.
    - $45K - Sewer Easement Cleaning Machine
    - $90K – Repaint Ground Storage Tank
    - $90K – Pump Station Equipment
  - 600 General Maintenance and Replacement increased $315K;
    - $300K - Fiber connectivity project in the IT department
  - 605 General Vehicle Maintenance and Replacement increased $155K;
    - $260K - Fire department ambulance

Fund Balance

- The ending fund balance is projected to be $2.0M
  - $642K - Utility Maintenance and Replacement
  - $537K - General Maintenance and Replacement
  - $ 34K - Utility Vehicle Maintenance and Replacement
  - $781K - General Vehicle Maintenance and Replacement

Maintenance and Replacement Funds
5 Year Projection

Description	Dept	Account Number	Estimated FY 16-17	FY 18-19 PROPOSED	1 FY 19-20	2 FY 20-21	3 FY 21-22	4 FY 22-23
REVENUES & OTHER SOURCES								
Interest Earned	16	505-36110-16-000	$ 350	$ 350	$ 350	$ 350	$ 350	$ 350
Transfer In from UF	88	505-52550-88-000	6,250	10,000	10,000	10,000	10,000	10,000
		Fund 505 total	**6,600**	**10,350**	**10,350**	**10,350**	**10,350**	**10,350**
Interest Income	16	510-36110-16-000	16,350	16,350	14,500	14,500	14,500	14,500
Transfer in from UF	88	510-52550-88-000	-	5,000	5,000	5,000	5,000	5,000
		Fund 510 total	**16,350**	**21,350**	**19,500**	**19,500**	**19,500**	**19,500**
Interest Income	00	600-36110-00-000	2,290	2,290	2,165	2,165	2,165	2,165
WA Keller Police Substation	17	600-33700-17-000-000053	25,000	-	-	-	-	-
Firefighter Equipment Fees	14	600-34008-14-000	6,000	6,000	6,000	6,000	6,000	6,000
Transfer in from GF	88	600-52510-88-000	387,750	1,000,799	579,537	498,660	447,350	447,350
		Fund 600 total	**421,040**	**1,009,089**	**587,702**	**506,825**	**455,515**	**455,515**
Interest Earned	10	605-36110-10-000	2,490	2,490	2,450	2,450	2,450	2,450
Contributions	10	605-33700-10-000	105,000	-	150,000	-	-	-
Transfer In from GF	88	605-52510-88-000	350,000	460,266	579,537	498,662	447,350	447,350
		Fund 605 total	**457,490**	**462,756**	**731,987**	**501,112**	**449,800**	**449,800**
TOTAL REVENUES AND OTHER SOURCES			**$ 901,480**	**$1,503,545**	**$1,349,539**	**$1,037,787**	**$ 935,165**	**$ 935,165**
MAINTENANCE/REPLACEMENT PROJECTS								
Motor Vehicle	16	505-47410-16-000	$ -	$ -	$ -	$ 50,000	$ -	$ -
		Fund 505 total	**-**	**-**	**-**	**50,000**	**-**	**-**
Sewer Easement Cleaning Machine	16	510-44114-16-000-000014	-	45,000	-	-	-	-
Repaint Ground Storage Tank	16	510-44119-16-000-000015	-	90,000	-	-	-	-
Pump Station Equipment	16	510-44123-16-000-000005	-	90,000	-	-	-	-
		Fund 510 total	**-**	**225,000**	**-**	**-**	**-**	**-**
WA-Irrigation System	17	600-43340-17-000-000007	6,500	6,500	15,000	5,000	5,000	5,000
WA-15 Ton Split HVAC System	17	600-43347-17-000-000024	6,500	14,000	10,000	25,000	25,000	25,000
WA-2 Ton Roof Top Units	17	600-43347-17-000-000025	7,500	7,500	15,000	10,000	10,000	10,000
WA-AC ton/7.5 ton server room	17	600-43347-17-000-000026	6,500	6,500	-	20,000	20,000	20,000
WA-HVAC System Replacement	17	600-43347-17-000-000032	7,500	7,500	-	5,000	5,000	5,000
WA-Update Security System	17	600-43354-17-000-000018	2,750	2,750	5,000	8,000	8,000	8,000
WA-Update Security Cameras	17	600-43354-17-000-000019	10,300	10,300	2,000	12,000	12,000	12,000
WA-Heater Boilers	17	600-44219-17-000-000029	9,675	9,675	-	25,000	25,000	25,000
WA-Painting/Cloth Wall R&M	17	600-44220-17-000-000012	6,500	6,500	10,000	8,000	8,000	8,000
WA-Ext Envrnmt Imprvmts Irrig	17	600-44306-17-000-000009	7,500	7,500	-	12,000	12,000	12,000
WA-Parking Lot	17	600-44306-17-000-000015	-	25,000	-	-	-	-
WA Playground Equipment	17	600-44311-17-000-000040	-	5,000	-	-	-	-
WA-Plumbing Repair/Replacement	17	600-45904-17-000-000036	2,775	9,000	15,000	5,000	5,000	5,000
WA-Carpet/VCT Flooring	17	600-45908-17-000-000008	25,000	35,000	15,000	15,000	15,000	15,000
WA-Envrnmt Bldg UG light/water	17	600-45908-17-000-000010	2,750	10,000	-	5,000	5,000	5,000
WA-Refurbish Classrooms	17	600-45908-17-000-000017	21,000	30,000	35,000	25,000	25,000	25,000
WA-Interior Building R&M	17	600-45908-17-000-000023	5,500	15,000	10,000	15,000	15,000	15,000
WA-Exterior Paint & Wood R&M	17	600-45909-17-000-000011	4,500	4,500	4,000	8,000	8,000	8,000
WA-Roof Repairs	17	600-45909-17-000-000013	47,550	47,550	15,000	5,000	5,000	5,000
WA-Mech Eqpmt 2 Man Lift		600-47411-17-000-000055	-	25,000	-	-	-	-
WA-Furniture/Interior Bldg	17	600-47415-17-000-000045	7,000	15,000	-	-	-	-

Maintenance and Replacement Funds
5 Year Projection

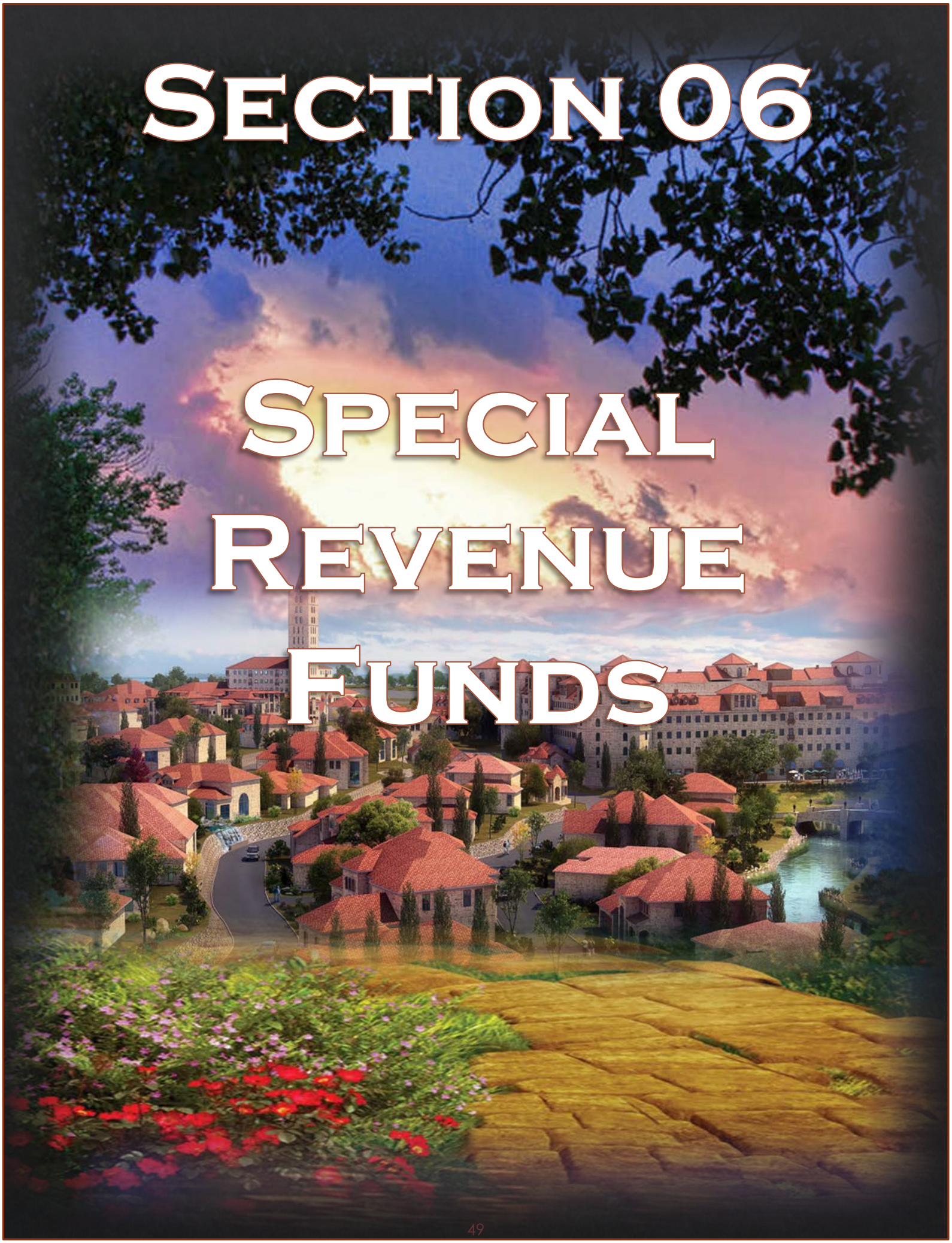
Description	Dept	Account Number	Estimated FY 16-17	FY 18-19 PROPOSED	1 FY 19-20	2 FY 20-21	3 FY 21-22	4 FY 22-23
WA-Keller Police Substation	17	600-47418-17-000-000053	25,000	-	-	-	-	-
Trail Repairs and Maintenance	19	600-43343-19-000-000014	-	10,000	10,000	10,000	10,000	10,000
Park Repairs and Maintenance	19	600-45911-19-000-000043	-	10,000	10,000	10,000	10,000	10,000
Servers & Network Storage	20	600-43405-20-000-000020	15,000	40,000	15,000	15,000	15,000	15,000
Network Printers/Peripheal Dev	20	600-43405-20-000-000021	5,000	5,000	5,000	5,000	5,000	5,000
Network Equipment	20	600-43405-20-000-000027	-	115,000	25,000	25,000	25,000	25,000
Server Replacements	20	600-43405-20-000-000033	5,000	20,000	12,500	100,000	12,500	12,500
Phone System/Peripheal Devices	20	600-45305-20-000-000028	5,000	65,000	10,000	10,000	10,000	10,000
Town-Irrigation R&M	26	600-43340-26-000-000007	-	5,000	5,000	5,000	5,000	5,000
Town-HVAC System Replacement	26	600-43347-26-000-000032	-	5,000	5,000	5,000	5,000	5,000
Town-Heater	26	600-44219-26-000-000029	-	3,000	3,000	3,000	3,000	3,000
Town-Parking Lot	26	600-44306-26-000-000015	-	4,000	4,000	4,000	4,000	4,000
Town-Env Bldg UG light/water	26	600-45908-26-000-000010	-	10,000	10,000	10,000	10,000	10,000
Town-Furniture/Interior Bldg	26	600-47415-26-000-000045	36,325	2,700	-	-	-	-
		Fund 600 total	**278,625**	**594,475**	**265,500**	**410,000**	**322,500**	**322,500**
Motor Vehicle (WA Buses)	10	605-47410-10-000	105,000	-	150,000	-	-	-
FD Insurance Claims	14	605-45210-14-000	-	-	-	-	-	-
Motor Vehicle F ire Dept	14	605-47410-14-000	-	260,000	-	-	60,000	1,000,000
Motor Vehicle Facilities	17	605-47410-17-000	-	-	-	50,000	-	-
		Fund 605 total	**105,000**	**260,000**	**150,000**	**50,000**	**60,000**	**1,000,000**
TOTAL MAINTENANCE/REPLACEMENT PROJECTS			**$ 383,625**	**$1,079,475**	**$ 415,500**	**$ 510,000**	**$ 382,500**	**$1,322,500**

NET CHANGE TO FUND BALANCE			517,855	424,070	934,039	527,787	552,665	(387,335)

BEGINNING FUND BALANCE			1,053,144	1,570,999	1,995,069	2,929,108	3,456,895	4,009,560
ENDING FUND BALANCE			**$1,570,999**	**$1,995,069**	**$2,929,108**	**$3,456,895**	**$4,009,560**	**$3,622,225**

Section 06

Special Revenue Funds



SPECIAL REVENUE FUNDS
Combined Program Summary
Fiscal Year Fiscal Year 2018/2019

	Adopted Budget FY 17/18	Estimated Budget FY 17/18	Proposed Budget FY 18/19	FY 18/19 Proposed vs FY 17/18 Estimated	
REVENUES & OTHER SOURCES					
General Sales Tax	$ 1,439,500	$ 1,439,500	$ 1,700,000	$ 260,500	18%
Property Tax	-	-	-	-	0%
Hotel Tax	845,000	853,642	853,642	-	0%
Charge for Services	-	-	-	-	0%
Beverage Tax	-	-	-	-	0%
Franchise Fees	-	-	-	-	0%
Permits & Fees	-	-	-	-	0%
Permits & Fees Buildings	-	-	-	-	0%
Fines & Forfeitures	-	-	-	-	0%
Investment Earnings	5,230	14,881	14,881	-	0%
Contributions	753,000	373,000	197,300	(175,700)	-47%
Misc Income	66,310	112,312	69,587	(42,725)	-38%
Total Revenues	**3,109,040**	**2,793,335**	**2,835,410**	**42,075**	**2%**
Transfers In	-	-	-	-	0%
Other Sources	-	-	-	-	0%
Total Other Sources	**-**	**-**	**-**	**-**	**0%**
TOTAL REVENUES & OTHER SOURCES	**$ 3,109,040**	**$ 2,793,335**	**$ 2,835,410**	**$ 42,075**	**2%**
EXPENDITURES & OTHER USES					
Payroll Transfer In	$ -	$ -	$ -	$ -	0%
Payroll Transfer Out	518,510	518,510	555,167	36,657	7%
Total Payroll and Related	**518,510**	**518,510**	**555,167**	**36,657**	**7%**
Debt	-	-	-	-	0%
Economic Development	234,640	238,940	336,940	98,000	41%
Insurance	-	-	-	-	0%
Repair & Maintenance	-	-	-	-	0%
Rent & Utilities	59,789	60,569	80,614	20,045	33%
Services	377,315	506,270	329,516	(176,754)	-35%
Supplies	10,000	11,762	11,762	-	100%
Travel & Training	4,145	5,919	5,919	-	0%
Total Operations & Maintenance	**685,889**	**823,460**	**764,751**	**(58,709)**	**-7%**
TOTAL OPERATING EXPENDITURES	**1,204,399**	**1,341,970**	**1,319,918**	**(22,052)**	**-2%**
Capital Outlay	-	-	-	-	0%
Projects - Maintenance & Replacement Funds	-	-	-	-	0%
Projects - Capital & Expansions Funds	-	-	-	-	0%
Total Capital	**-**	**-**	**-**	**-**	**0%**
Transfers Out	1,987,500	1,577,500	1,564,300	(13,200)	-1%
Other Uses	-	-	-	-	0%
Total Other Uses	**1,987,500**	**1,577,500**	**1,564,300**	**(13,200)**	**-1%**
TOTAL NON-OPERATING EXPENDITURES	**1,987,500**	**1,577,500**	**1,564,300**	**(13,200)**	**-1%**
TOTAL EXPENDITURES & OTHER USES	**3,191,899**	**2,919,470**	**2,884,218**	**(35,252)**	**-1%**
EXCESS REVENUES OVER(UNDER) EXPENDITURES	(82,859)	(126,135)	(48,808)	77,327	61%
FUND BALANCE, BEGINNING	1,301,443	1,301,443	1,175,308	(126,135)	-10%
FUND BALANCE, ENDING	**1,218,584**	**1,175,308**	**1,126,499**	**(48,808)**	**-4%**
Restricted/Assigned/Committed Funds	1,218,584	1,175,308	1,126,499	(48,808)	-4%
UNASSIGNED FUND BALANCE, ENDING	**$ -**	**$ -**	**$ -**	**$ -**	**0%**
RESTRICTED/ASSIGNED/COMMITTED FUNDS					
Cash	$ 1,218,584	$ 1,175,308	$ 1,126,499	$ (48,808)	-4%
				-	0%
				-	0%
				-	0%
				-	0%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS	**$ 1,218,584**	**$ 1,175,308**	**$ 1,126,499**	**$ (48,808)**	**-4%**

SPECIAL REVENUE FUNDS
Current Year Fund Detail
Fiscal Year 2018/2019

	Visitors Fund	4B Fund	ED Fund	PID Fund	PA Fund	LS Fund	TOTAL
REVENUES AND OTHER SOURCES							
General Sales Tax	$ -	$ 1,400,000	$ 300,000	$ -	$ -	$ -	$ 1,700,000
Property Tax	-	-	-	-	-	-	-
Charge for Services	-	-	-	-	-	-	-
Hotel Tax	816,702	-	36,940	-	-	-	853,642
Beverage Tax	-	-	-	-	-	-	-
Franchise Fees	-	-	-	-	-	-	-
Permits and Fees	-	-	-	-	-	-	-
Permits and Fees Building	-	-	-	-	-	-	-
Fines and Forfeitures	-	-	-	-	-	-	-
Investment Earnings	14,606	-	-	-	-	275	14,881
Contributions	3,000	-	164,300	-	30,000	-	197,300
Misc Income	9,587	-	-	60,000	-	-	69,587
Total Revenues	**843,895**	**1,400,000**	**501,240**	**60,000**	**30,000**	**275**	**2,835,410**
Transfers In	-	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-	-
Total Other Sources	**-**	**-**	**-**	**-**	**-**	**-**	**-**
TOTAL REVENUES AND OTHER SOURCES	**$ 843,895**	**$ 1,400,000**	**$ 501,240**	**$ 60,000**	**$ 30,000**	**$ 275**	**$ 2,835,410**
EXPENDITURES AND OTHER USES							
Payroll Transfers In	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Payroll Transfers Out	555,167	-	-	-	-	-	555,167
Total Payroll & Related	**555,167**	**-**	**-**	**-**	**-**	**-**	**555,167**
Debt	-	-	-	-	-	-	-
Economimc Development	-	-	336,940	-	-	-	336,940
Insurance	-	-	-	-	-	-	-
Repair & Maintenance	-	-	-	-	-	-	-
Rent & Utilities	80,614	-	-	-	-	-	80,614
Services	329,516	-	-	-	-	-	329,516
Supplies	11,762	-	-	-	-	-	11,762
Travel & Training	5,919	-	-	-	-	-	5,919
Total Operations & Maintenance	**427,811**	**-**	**336,940**	**-**	**-**	**-**	**764,751**
Capital Outlay	-	-	-	-	-	-	-
Maintenance & Replacement Funds	-	-	-	-	-	-	-
Capital Project Funds	-	-	-	-	-	-	-
Total Capital	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Transfers Out	-	1,400,000	164,300	-	-	-	1,564,300
Other Uses	-	-	-	-	-	-	-
Total Other Uses	**-**	**1,400,000**	**164,300**	**-**	**-**	**-**	**1,564,300**
TOTAL EXPENDITURES AND OTHER USES	**982,978**	**1,400,000**	**501,240**	**-**	**-**	**-**	**2,884,218**
EXCESS REVENUES OVER (UNDER) EXPENDITURES	(139,083)	-	-	60,000	30,000	275	(48,808)
BEGINNING FUND BALANCE	**753,694**	**-**	**-**	**377,549**	**30,000**	**14,065**	**1,175,308**
ENDING FUND BALANCE	**$ 614,610**	**$ -**	**$ -**	**$ 437,549**	**$ 60,000**	**$ 14,340**	**$ 1,126,499**

Special Revenue Funds Overview

Special Revenue Funds are comprised of

- 220 Visitor Association Fund
- 200 4B Economic Development Fund
- 210 Economic Development Fund
- 215 Local Public Improvement District
- 225 Public Arts Fund
- 418 Lone Star Public Fund

Revenues and Other Sources

- Budgeted to be $2.8M; a 2% increase of $42K from prior year estimated of $2.8M
  - Sales and Use Tax increased $260K
  - Contribution decreased $175K; Economic development fund 210 contributions (lot fees) for Westlake Academy decreased from prior year.
  - Misc Income decreased $42K; Local Public Improvement District Fund 215 decreased misc reimbursements from prior year.

Expenditures and Other Uses

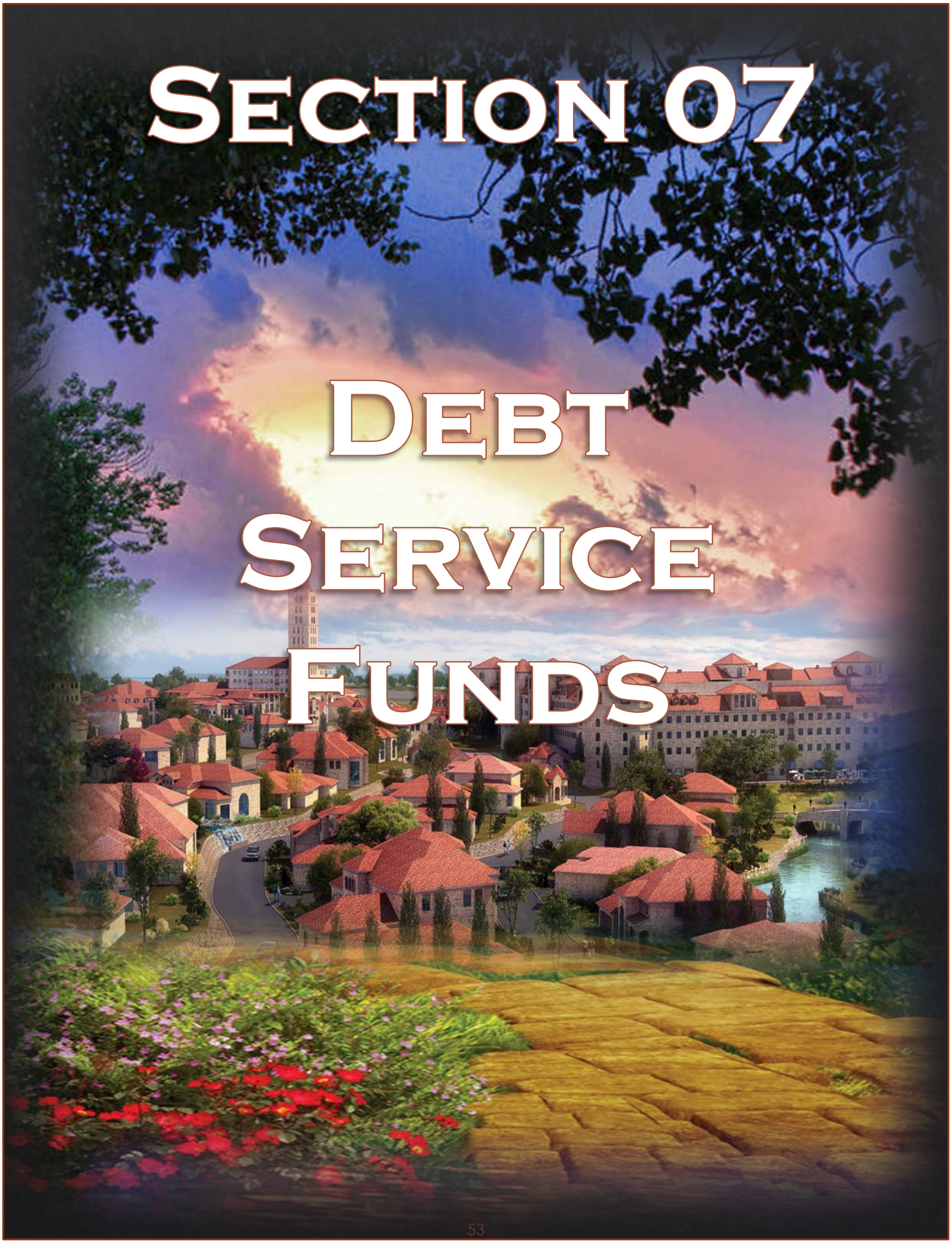
- Budgeted to be $2.9M; a 1% decrease of $35K from prior year estimated of $2.9M
  - Payroll transfers out to General Fund increased $36K; due to market band adjustments, performance pay, insurance, taxes and retirement.
  - Economic Development increased $98K; due to a new sales tax abatement.
  - Rent and Utilities increased $20K; based on tiered schedule for the new town hall building.
  - Services decreased $176K; Local Public Improvement District Fund 215 consultant fees decreased.
  - Transfers out decreased $13K

Fund Balance

- The ending fund balance is projected to be $1.1M
  - $614K - Visitors Association Fund
  - $ 0 - 4B Economic Development Fund
  - $ 0 - Economic Development Fund
  - $437K - Local Public Improvement District
  - $ 60K - Public Arts Fund
  - $ 14K - Lone Star Public Fund

Section 07

Debt Service Funds



DEBT SERVICE FUNDS
Combined Program Summary
Fiscal Year Fiscal Year 2018/2019

	Adopted Budget FY 17/18	Estimated Budget FY 17/18	Proposed Budget FY 18/19	FY 18/19 Proposed vs FY 17/18 Estimated	
REVENUES & OTHER SOURCES					
General Sales Tax	$ -	$ -	$ -	$ -	0%
Property Tax	271,411	296,984	256,878	(40,106)	-14%
Hotel Tax	-	-	-	-	0%
Charge for Services	-	-	-	-	0%
Beverage Tax	-	-	-	-	0%
Franchise Fees	-	-	-	-	0%
Permits & Fees	-	-	-	-	0%
Permits & Fees Buildings	-	-	-	-	0%
Fines & Forfeitures	-	-	-	-	0%
Investment Earnings	-	-	-	-	0%
Contributions	-	-	-	-	0%
Misc Income	-	-	-	-	0%
Total Revenues	**271,411**	**296,984**	**256,878**	**(40,106)**	**-14%**
Transfers In	2,710,068	2,412,169	2,405,901	(6,268)	0%
Other Sources	-	-	-	-	0%
Total Other Sources	**2,710,068**	**2,412,169**	**2,405,901**	**(6,268)**	**100%**
TOTAL REVENUES & OTHER SOURCES	**$ 2,981,479**	**$ 2,709,153**	**$ 2,662,779**	**$ (46,374)**	**-2%**
EXPENDITURES & OTHER USES					
Payroll Transfer In	$ -	$ -	$ -	$ -	0%
Payroll Transfer Out	-	-	-	-	0%
Total Payroll and Related	**-**	**-**	**-**	**-**	**0%**
Debt Service Payments	2,987,768	2,688,113	2,689,990	1,877	0%
Economic Development	-	-	-	-	0%
Insurance	-	-	-	-	0%
Repair & Maintenance	-	-	-	-	0%
Rent & Utilities	-	-	-	-	0%
Services	-	2,180	3,610	1,430	66%
Supplies	-	-	-	-	0%
Water Purchases	-	-	-	-	0%
Total Operations & Maintenance	**2,987,768**	**2,690,293**	**2,693,600**	**3,307**	**0%**
TOTAL OPERATING EXPENDITURES	**2,987,768**	**2,690,293**	**2,693,600**	**3,307**	**0%**
Capital Outlay	-	-	-	-	0%
Projects - Maintenance & Replacement Funds	-	-	-	-	0%
Projects - Capital & Expansions Fund	-	-	-	-	0%
Total Capital	**-**	**-**	**-**	**-**	**0%**
Transfers Out	-	-	-	-	0%
Other Uses	-	-	-	-	0%
Total Other Uses	**-**	**-**	**-**	**-**	**0%**
TOTAL NON-OPERATING EXPENDITURES	**-**	**-**	**-**	**-**	**0%**
TOTAL EXPENDITURES & OTHER USES	**2,987,768**	**2,690,293**	**2,693,600**	**3,307**	**0.12%**
EXCESS REVENUES OVER(UNDER) EXPENDITURES	(6,289)	18,860	(30,821)	(49,681)	263%
FUND BALANCE, BEGINNING	11,961	11,961	30,821	18,860	158%
FUND BALANCE, ENDING	**5,671**	**30,821**	**(0)**	**(30,821)**	**-100%**
Restricted/Assigned/Committed Funds	5,671	30,821	(0)	(30,821)	-100%
UNASSIGNED FUND BALANCE, ENDING	**$ -**	**$ -**	**$ -**	**$ -**	**0%**
RESTRICTED/ASSIGNED/COMMITTED FUNDS					
Cash	$ 5,671	$ 30,821	$ (0)	$ (30,821)	-100%
	-	-	-	-	0%
	-	-	-	-	0%
	-	-	-	-	0%
	-	-	-	-	0%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS	**$ 5,671**	**$ 30,821**	**$ (0)**	**$ (30,821)**	**-100%**

DEBT SERVICE FUNDS
Current Year Fund Detail
Fiscal Year 2018/2019

	Debt Fund 300 (revenue supported)	Debt Fund 300 (property tax supported)	TOTAL
REVENUES AND OTHER SOURCES			
General Sales Tax	$ -	$ -	$ -
Property Tax	-	256,878	256,878
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	**-**	**256,878**	**256,878**
Transfers In	2,405,901	-	2,405,901
Other Sources	-	-	-
Total Other Sources	**2,405,901**	**-**	**2,405,901**
TOTAL REVENUES AND OTHER SOURCES	**$ 2,405,901**	**$ 256,878**	**$ 2,662,779**

EXPENDITURES AND OTHER USES			
Payroll Transfers In	$ -	$ -	$ -
Payroll Transfers Out	-	-	-
Total Payroll & Related	**-**	**-**	**-**
Debt	2,403,171	286,819	2,689,990
Economimc Development	-	-	-
Insurance	-	-	-
Repair & Maintenance	-	-	-
Rent & Utilities	-	-	-
Services	2,730	880	3,610
Supplies	-	-	-
Water Purchases	-	-	-
Total Operations & Maintenance	**2,405,901**	**287,699**	**2,693,600**
Capital Outlay	-	-	-
Maintenance & Replacement Funds	-	-	-
Capital Project Funds	-	-	-
Total Capital	**-**	**-**	**-**
Transfers Out	-	-	-
Other Uses	-	-	-
Total Other Uses	**-**	**-**	**-**
TOTAL EXPENDITURES AND OTHER USES	**2,405,901**	**287,699**	**2,693,600**

EXCESS REVENUES OVER (UNDER) EXPENDITURES	-	(30,821)	(30,821)

BEGINNING FUND BALANCE	**-**	**30,821**	**30,821**

ENDING FUND BALANCE	**$ -**	**$ (0)**	**$ (0)**

Debt Service Funds Overview

Debt Service Funds are comprised of

- Fund 300 – Revenue Supported Debt
- Fund 301 – Property Tax Supported Debt

Revenues and Other Sources

- Budgeted to be $2.7M; a 2% decrease of $46K from prior year estimated of $2.7M
  - Property Tax decreased $40K; primarily due to more than anticipated taxes received in the prior year to be used on current year debt.
  - Transfers in decreased $6.2K

Expenditures and Other Uses

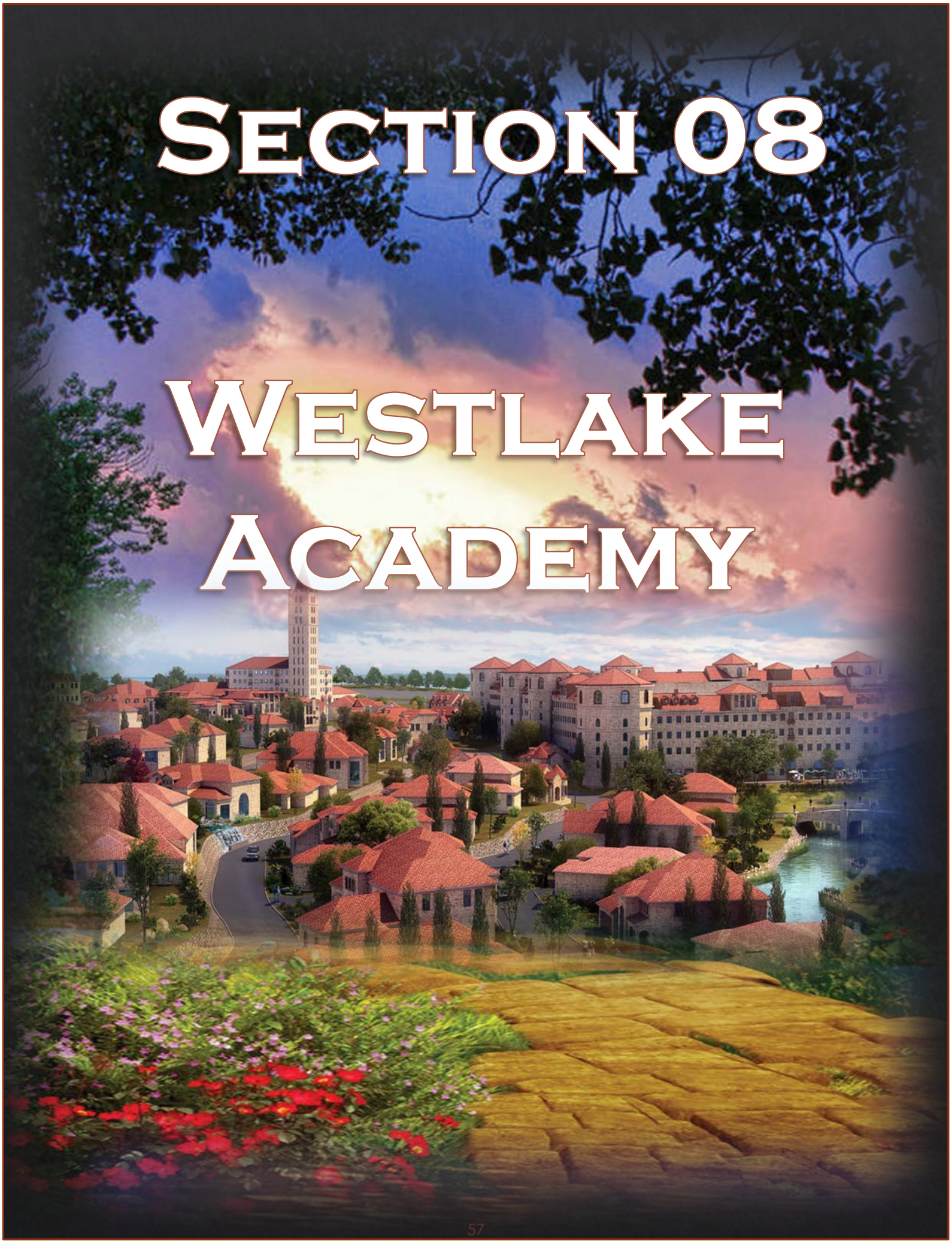
- Budgeted to be $2.7M; a .12% increase of $3.3K from prior year estimated of $2.7M
  - Debt Service Payments increased $1.8K
  - Services for Bank Charge increased $1.4K

Fund Balance

- Ending fund balance is projected to be zero.

Section 08

Westlake Academy



WESTLAKE ACADEMY
Program Summary
Fiscal Year 2018/2019

	Adopted Budget FY 17/18	Estimated Budget FY 17/18	Proposed Budget FY 18/19	FY 18/19 Proposed vs FY 17/18 Estimated	
REVENUES					
Transportation	$ 10,000	$ 10,000	$ 10,500	$ 500	5.00%
Parking	15,000	15,000	15,000	-	0.00%
Athletic Activities	90,700	90,700	94,200	3,500	3.86%
Interest Earned	3,000	9,000	9,000	-	0.00%
WAF Blacksmith Donation	1,000,000	1,000,000	1,000,000	-	0.00%
WAF Salary Reimbursement	67,800	67,800	69,834	2,034	3.00%
Town Contribution - Westlake Reserve	300,000	300,000	300,000	-	0.00%
Town Contribution	15,000	15,000	15,000	-	0.00%
Other Local Revenue (BTS, Tech & Other)	58,800	58,800	47,300	(11,500)	-19.56%
Fund raiser (Back to School)	16,000	-	-	-	0.00%
Food Services	6,100	7,000	7,000	-	0.00%
Total Local Revenues	**1,582,400**	**1,573,300**	**1,567,834**	**(5,466)**	**-0.35%**
TEA - Foundation School Funds (Inc. accrual)	5,781,200	5,913,676	5,741,074	(172,602)	-2.92%
CTE Funding (additional TEA-FSP Funds)	572,200	424,933	508,316	83,383	19.62%
TEA - Available School Funds	191,300	167,161	365,166	198,005	118.45%
TEA - Facilities Allotment $200 per ADA	-	-	184,856	184,856	0.00%
TEA - IB Training	6,300	6,300	3,000	(3,300)	-52.38%
TRS On-behalf/Medicare Part B	450,700	392,275	477,583	85,308	21.75%
Total State Revenues	**7,001,700**	**6,904,345**	**7,279,995**	**375,650**	**5.44%**
TOTAL REVENUES	**$ 8,584,100**	**$ 8,477,645**	**$ 8,847,829**	**$ 370,184**	**4.37%**
EXPENDITURES					
Function 11 - Instructional	$ 4,975,270	$ 4,839,602	$ 5,008,974	$ 169,372	3.50%
Function 12 - Resources & Media	82,639	87,379	90,935	3,556	4.07%
Function 13 - Curriculum & Staff Development	84,545	86,200	84,545	(1,655)	-1.92%
Function 21 - Instructional Leadership	206,623	161,919	170,216	8,297	5.12%
Function 23 - School Leadership	757,692	896,747	924,198	27,451	3.06%
Function 31 - Guidance & Counseling	223,973	307,664	321,467	13,803	4.49%
Function 33 - Health Services	66,024	71,146	72,919	1,773	2.49%
Function 36 - Co/Extracurricular Activities	218,358	237,474	219,169	(18,305)	-7.71%
Function 41 - Administrative	260,167	319,088	308,772	(10,316)	-3.23%
Function 51 - Maintenance & Operations	960,743	947,615	947,445	(170)	-0.02%
Function 52 - Security & Monitoring	-	-	40,000	40,000	0.00%
Function 53 - Data Processing	195,505	199,407	216,103	16,696	8.37%
Function 61 - Community Services	124,460	133,763	138,322	4,559	3.41%
Function 71 - Debt Service	166,200	167,068	167,068	-	0.00%
TOTAL EXPENDITURES BY FUNCTION	**$ 8,322,199**	**$ 8,455,072**	**$ 8,710,132**	**$ 255,060**	**3.02%**
Object Code 61XX - Salaries	$ 6,279,299	$ 6,378,398	$ 6,585,303	$ 206,905	3.24%
Object Code 62XX - Contracted Services	1,003,205	1,069,705	1,056,667	(13,038)	-1.22%
Object Code 63XX - Supplies & Materials	395,828	322,333	425,124	102,791	31.89%
Object Code 64XX - Other Operating Costs	477,667	517,568	475,970	(41,598)	-8.04%
Object Code 65XX - Debt Service	166,200	167,068	167,068	-	0.00%
TOTAL EXPENDITURES BY OBJECT	**$ 8,322,199**	**$ 8,455,072**	**$ 8,710,132**	**$ 255,060**	**3.02%**
Other Resources - Local	$ 60,000	$ 85,000	$ 76,000	$ (9,000)	-10.59%
Other Uses - Local	(60,000)	(85,000)	(76,000)	9,000	-10.59%
NET OTHER RESOURCES (USES)	**$ -**	**$ -**	**$ -**	**$ -**	**0.00%**
EXCESS REVENUES OVER(UNDER) EXP	**$ 261,901**	**$ 22,573**	**$ 137,697**	**$ 115,124**	**510.01%**
FUND BALANCE BEGINNING	$ 939,271	$ 939,271	$ 961,844	$ 22,573	2.40%
FUND BALANCE ENDING	**1,201,172**	**961,844**	**1,099,541**	**137,697**	**14.32%**
Assigned - Bus Maintenance	24,090	24,090	19,000	(5,090)	-21.13%
Assigned - Uniform/Equip replacement	15,000	15,000	15,000	-	0.00%
FUND BALANCE ENDING (Unassigned)	**$ 1,162,082**	**$ 922,754**	**$ 1,065,541**	**$ 142,787**	**15.47%**
Number of Operating Days (365)	51	40	45	4.82	12.09%
Dollars per Operating Day	$ 22,801	$ 23,165	$ 23,863	$ 699	3.02%

Revenues and Other Sources

- Revenues are budgeted at $8.8M; a 4.37% increase of $370K from prior year estimated of $8.4M
- Other sources are budgeted at $76K; a 10.59% decrease of $9K from prior year estimated of $85K

Expenditures and

- Expenditures are budgeted at $8.7M; a 3.02% increase of $255K from prior year estimated of $8.4M
- Other sources are budgeted at $76K; a 10.59% decrease from prior year estimated of $85K

Fund Balance

- The ending fund balance is projected to be $1.09M
- This amount represents a 14.32% increase of $137K from prior year estimated fund balance.
- The unassigned balance of $1.06M represents coverage for 45 operating days.

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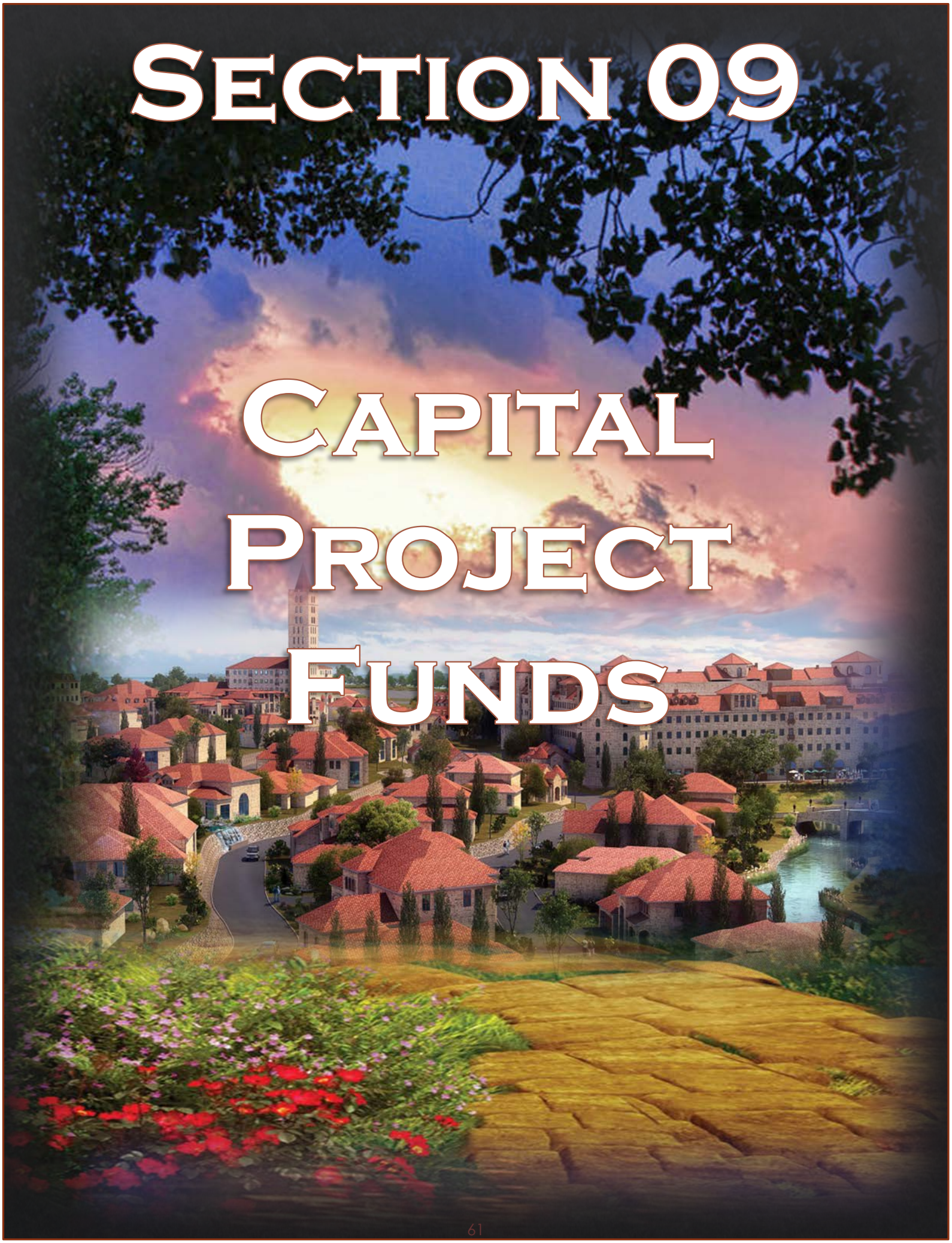
Section 09

Capital Project Funds



CAPITAL PROJECTS FUNDS
Combined Program Summary
Fiscal Year 2018/2019

			Adopted Budget FY 17/18	Estimated Budget FY 17/18	Proposed Budget FY 18/19	FY 18/19 Proposed vs FY 17/18 Estimated	
REVENUES & OTHER SOURCES							
General Sales Tax			$ -	$ -	$ -	$ -	0%
Property Tax			-	-	-	-	0%
Hotel Tax			-	-	-	-	0%
Charge for Services			-	-	-	-	0%
Beverage Tax			-	-	-	-	0%
Franchise Fees			-	-	-	-	0%
Permits & Fees			-	-	-	-	0%
Permits & Fees Buildings			-	-	-	-	0%
Fines & Forfeitures			-	-	-	-	0%
Investment Earnings			41,600	67,180	67,180	-	0%
Contributions			175,000	201,390	-	(201,390)	-100%
Misc Income			-	-	-	-	0%
Total Revenues			**216,600**	**268,570**	**67,180**	**(201,390)**	**-75%**
Transfers In			1,765,324	640,000	1,189,300	549,300	100%
Other Sources			-	-	3,387,134	3,387,134	100%
Total Other Sources			**1,765,324**	**640,000**	**4,576,434**	**3,936,434**	**100%**
TOTAL REVENUES & OTHER SOURCES			**$ 1,981,924**	**$ 908,570**	**$ 4,643,614**	**$ 3,735,044**	**411%**
EXPENDITURES & OTHER USES							
Payroll Transfer In			$ -	$ -	$ -	$ -	0%
Payroll Transfer Out			54,565	54,565	-	(54,565)	-100%
Total Payroll and Related			**54,565**	**54,565**	**-**	**(54,565)**	**100%**
Debt			-	-	-	-	0%
Economic Development			-	-	-	-	0%
Repair & Maintenance			-	-	-	-	0%
Rent & Utilities			-	-	-	-	0%
Services			-	-	-	-	0%
Supplies			-	-	-	-	0%
Travel & Training			-	-	-	-	0%
Total Operations & Maintenance			**-**	**-**	**-**	**-**	**0%**
TOTAL OPERATING EXPENDITURES			**54,565**	**54,565**	**-**	**(54,565)**	**100%**
Capital Project Fund		410	445,000	595,000	2,192,051	1,597,051	268%
Capital Expansion Fund	Municipal	405	9,843,000	7,339,673	2,399,630	(4,940,043)	-67%
Capital Expansion Fund	Expansion	412	-	-	85,000	85,000	#DIV/0!
Total Capital			**10,288,000**	**7,934,673**	**4,676,681**	**(3,257,992)**	**-41%**
Transfers Out			-	-	-	-	0%
Other Uses			-	-	-	-	0%
Total Other Uses			**-**	**-**	**-**	**-**	**0%**
TOTAL NON-OPERATING EXPENDITURES			**10,288,000**	**7,934,673**	**4,676,681**	**(3,257,992)**	**-41%**
TOTAL EXPENDITURES & OTHER USES			**$ 10,342,565**	**$ 7,989,238**	**$ 4,676,681**	**$ (3,312,557)**	**-41%**
EXCESS REVENUES OVER(UNDER) EXPENDITURES			(8,360,641)	(7,080,668)	(33,067)	7,047,601	100%
FUND BALANCE, BEGINNING			14,283,223	14,283,223	7,202,555	(7,080,668)	-50%
FUND BALANCE, ENDING			**5,922,582**	**7,202,555**	**7,169,488**	**(33,067)**	**0%**
Restricted/Assigned/Committed Funds			5,922,582	7,202,555	7,169,488	(33,067)	-57%
UNASSIGNED FUND BALANCE, ENDING			**$ -**	**$ -**	**$ -**	**$ -**	**0%**
RESTRICTED/ASSIGNED/COMMITTED FUNDS							
Cash			5,922,582	7,202,555	7,169,488	(33,067)	0%
						-	0%
						-	0%
						-	0%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS			**$ 5,922,582**	**$ 7,202,555**	**$ 7,169,488**	**$ (33,067)**	**-57%**

CAPITAL PROJECTS FUNDS
Current Year Fund Detail
Fiscal Year 2018/2019

	Capital Fund	Academy Fund	Municipal Fund	TOTAL
REVENUES AND OTHER SOURCES				
General Sales Tax	$ -	$ -	$ -	$ -
Property Tax	-	-	-	-
Charge for Services	-	-	-	-
Hotel Tax	-	-	-	-
Beverage Tax	-	-	-	-
Franchise Fees	-	-	-	-
Permits and Fees	-	-	-	-
Permits and Fees Building	-	-	-	-
Fines and Forfeitures	-	-	-	-
Investment Earnings	38,000	29,180	-	67,180
Contributions	-	-	-	-
Misc Income	-	-	-	-
Total Revenues	**38,000**	**29,180**	**-**	**67,180**
Transfers In	1,025,000	164,300	-	1,189,300
Other Sources	3,387,134	-	-	3,387,134
Total Other Sources	**4,412,134**	**164,300**	**-**	**4,576,434**
TOTAL REVENUES AND OTHER SOURCES	**$ 4,450,134**	**$ 193,480**	**$ -**	**$ 4,643,614**
EXPENDITURES AND OTHER USES				
Payroll Transfers In	$ -	$ -	$ -	$ -
Payroll Transfers Out	-	-	-	-
Total Payroll & Related	**-**	**-**	**-**	**-**
Debt	-	-	-	-
Economimc Development	-	-	-	-
Repair & Maintenance	-	-	-	-
Rent & Utilities	-	-	-	-
Services	-	-	-	-
Supplies	-	-	-	-
Travel & Training	-	-	-	-
Total Operations & Maintenance	**-**	**-**	**-**	**-**
Capital Outlay	-	-	-	-
Maintenance & Replacement Funds	-	-	-	-
Capital Project Funds	2,192,051	85,000	2,399,630	4,676,681
Total Capital	**2,192,051**	**85,000**	**2,399,630**	**4,676,681**
Transfers Out	-	-	-	-
Other Uses	-	-	-	-
Total Other Uses	**-**	**-**	**-**	**-**
TOTAL EXPENDITURES AND OTHER USES	**$ 2,192,051**	**$ 85,000**	**$ 2,399,630**	**$ 4,676,681**
EXCESS REVENUES OVER (UNDER) EXPENDITURES	2,258,083	108,480	(2,399,630)	(33,067)
BEGINNING FUND BALANCE	**1,590,074**	**1,782,525**	**3,829,956**	**7,202,555**
ENDING FUND BALANCE	**$ 3,848,157**	**$ 1,891,005**	**$ 1,430,326**	**$ 7,169,488**

Capital Project Funds Overview

Capital Project Funds are comprised of

- 410 Capital Project Fund
- 412 Academic Expansion Fund (Westlake Academy)
- 405 Municipal Expansion Fund (Fire Station)

Revenues and Other Sources

- Budgeted to be $4.6M; a 411% increase of $3.7M from prior year estimated of $908K
  - Contributions decreased $201K; due to one-time receipts in prior year.
  - Transfers in increased $549K for one-time planning and development building permit fees and revenues.
  - Other Sources increased $3.4M due to one-time bonds for improvements in roads, facilities and grounds.

Expenditures and Other Uses

- Budgeted to be $4.7M; a 41% decrease of $3.3M from prior year estimated of $7.9M
  - Payroll transfers out to General Fund decreased $54K; due to one-time costs in prior year for Project Manager in the Public Works department.
  - Projects for Capital and Expansion decreased $3.3M
    - Fund 410 - Capital Projects increased $1.6M; for improvements in roads, facilities and grounds; will be offset by bond funds noted in revenue section.
    - Fund 405 - Municipal Expansion - decreased $4.9M; due to one-time costs in prior year for Fire Station construction.
    - Fund 412 - Academic Expansion - increased $85K; due to one-time costs for Westlake Academy facilities master plan update.

Fund Balance

- The ending fund balance is projected to be $7.2M
  - $3.8M - Capital Project Fund 410
  - $1.9M - Academic Expansion Fund 412
  - $1.4M - Municipal Expansion Fund 405

FIVE YEAR FINANCIAL FORECAST
CAPITAL PROJECT FUNDS

DESCRIPTION		ESTIMATED FY 17-18	PROPOSED FY 18-19	1 FY 19-20	2 FY 20-21	3 FY 21-22	4 FY 22-23
FUND 410 - CAPITAL PROJECT FUND							
Transfer in from GF		$ 300,000	$ 1,025,000	$ -	$ -	$ -	$ -
Interest Income		38,000	38,000	38,000	38,000	38,000	38,000
NET REVENUES		**$ 338,000**	**$ 1,063,000**	**$ 38,000**	**$ 38,000**	**$ 38,000**	**$ 38,000**
Cash (Fund Balance)		$ -	$ -	$ -	$ -	$ -	$ -
FM1938 TOWN IMPROVEMENTS		(50,000)	(220,000)	-	-	-	-
NET	**project 20**	**(50,000)**	**(220,000)**	**-**	**-**	**-**	**-**
Cash (Fund Balance)		-	-	-	-	-	-
SH114/HWY170 ENHANCEMENTS		-	-	-	-	-	-
NET	**project 30**	**-**	**-**	**-**	**-**	**-**	**-**
Bond Revenue - Issue $3.387M		-	480,180	-	-	-	-
ROANOKE ROAD RECON/DRAIN SOUTH		-	-	(480,180)	-	-	-
NET	**project 34**	**-**	**480,180**	**(480,180)**	**-**	**-**	**-**
Bond Revenue - Issue $3.387M		-	281,960	-	-	-	-
SAM SCHOOL ROAD RECON & DRAINANGE		-	(281,960)	-	-	-	-
NET	**project 40**	**-**	**-**	**-**	**-**	**-**	**-**
Cash (Fund Balance)		-	-	-	-	-	-
E.DOVE ROAD RECON & DRAINAGE (vaq/tb)		(100,000)	-	-	-	-	-
NET	**project 41**	**(100,000)**	**-**	**-**	**-**	**-**	**-**
Bond Revenue - Issue $3.387M		-	983,954	-	-	-	-
OTTINGER ROAD RECON & DRAINAGE		-	-	(983,954)	-	-	-
NET	**project 58**	**-**	**983,954**	**(983,954)**	**-**	**-**	**-**
Bond Revenue - Issue $3.387M		-	404,125	-	-	-	-
PEARSON LANE RECON & DRAINAGE		-	(404,125)	-	-	-	-
NET	**project 60**	**-**	**-**	**-**	**-**	**-**	**-**
Cash (Fund Balance)		-	-	-	-	-	-
DOVE ROAD/FM1938 SIGNALIZATION		(160,000)	-	-	-	-	-
NET	**project 68**	**(160,000)**	**-**	**-**	**-**	**-**	**-**
Contribution Revenue		26,390	-	-	-	-	-
SOLANA/HWY 114 SIGNALIZATION		-	-	-	-	-	-
NET	**project 69**	**26,390**	**-**	**-**	**-**	**-**	**-**
Contribution Revenue		-	-	-	-	-	-
SOLANA/FM1938 SIGNALIZATION		(10,000)	-	-	-	-	-
NET	**project 70**	**(10,000)**	**-**	**-**	**-**	**-**	**-**
Bond Revenue - Issue $3.387M		-	80,000	-	-	-	-
FLASHING CROSSWALK LIGHTS		-	(80,000)	-	-	-	-
NET	**project 75**	**-**	**-**	**-**	**-**	**-**	**-**
Bond Revenue - Issue $3.387M		-	90,000	-	-	-	-
SOLANA PAVEMENT REPAIRS		-	(90,000)	-	-	-	-
NET	**project 78**	**-**	**-**	**-**	**-**	**-**	**-**
Bond Revenue - Issue $3.387M		-	54,450	-	-	-	-
WYCK HILL PAVEMENT RESURFACE		-	(54,450)	-	-	-	-
NET	**project 79**	**-**	**-**	**-**	**-**	**-**	**-**
Bond Revenue - Issue $3.387M		-	80,000	-	-	-	-
FM1938 PAVEMENT REPAIRS		-	(80,000)	-	-	-	-
NET	**project 80**	**-**	**-**	**-**	**-**	**-**	**-**
ROAD and STREET IMPROVEMENTS	**DEPT 16**	**$ (293,610)**	**$ 1,244,134**	**$ (1,464,134)**	**$ -**	**$ -**	**$ -**

FIVE YEAR FINANCIAL FORECAST
CAPITAL PROJECT FUNDS

DESCRIPTION		ESTIMATED FY 17-18	PROPOSED FY 18-19	1 FY 19-20	2 FY 20-21	3 FY 21-22	4 FY 22-23
WAF Grant		$ 175,000	$ -	$ 135,000	$ -	$ -	$ -
WA - OUTDOOR LEARNING CENTER		(175,000)	-	(123,595)	-	-	-
NET	**project 71**	**-**	**-**	**11,405**	**-**	**-**	**-**
Bond Revenue - Issue $3.387M		-	82,000	-	-	-	-
WA - POND REPAIRS		-	(82,000)	-	-	-	-
NET	**project 77**	**-**	**-**	**-**	**-**	**-**	**-**
FACILITY and GROUND IMPROVEMENTS	**DEPT 17**	**$ -**	**$ -**	**$ 11,405**	**$ -**	**$ -**	**$ -**
Bond Revenue - Issue $3.387M		$ -	$ 229,500	$ -	$ -	$ -	$ -
WAYFINDING SIGNAGE		-	(229,500)	-	-	-	-
NET	**project 67**	**-**	**-**	**-**	**-**	**-**	**-**
Bond Revenue - Issue $3.387M		-	30,000	-	-	-	-
TRAIL CONNECTION AT 114/SOLANA		-	(30,000)	-	-	-	-
NET	**project 42**	**-**	**-**	**-**	**-**	**-**	**-**
Bond Revenue - Issue $3.387M		-	300,949	-	-	-	-
TRAIL - WESTLAKE ACADEMY TO CEMETERY		-	-	(300,949)	-	-	-
NET	**project 52**	**-**	**300,949**	**(300,949)**	**-**	**-**	**-**
Bond Revenue - Issue $3.387M		-	290,016	-	-	-	-
TRAIL - DOVE/PEARSON/ASPEN		-	(290,016)	-	-	-	-
NET	**project 53**	**-**	**-**	**-**	**-**	**-**	**-**
Contribution in prior year		-	-	-	-	-	-
CEMETARY IMPROVEMENTS		(100,000)	(50,000)	-	-	-	-
NET	**project 76**	**(100,000)**	**(50,000)**	**-**	**-**	**-**	**-**
PARKS/TRAIL/CEMETERY IMPROVEMENTS	**DEPT 19**	**$ (100,000)**	**$ 250,949**	**$ (300,949)**	**$ -**	**$ -**	**$ -**
Cash (Fund Balance)		$ -	$ -	$ -	$ -	$ -	$ -
Fiber Connectivity between Buildings		-	(300,000)	-	-	-	-
INFORMATION TECHNOLOGY IMPROVEMENTS		**$ -**	**$ (300,000)**	**$ -**	**$ -**	**$ -**	**$ -**
Cash (Fund Balance)		$ -	$ -	$ -	$ -	$ -	$ -
Payroll Transfers Out to GF		(54,565)	-	-	-	-	-
PAYROLL TRANSFERS		**$ (54,565)**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
Total Revenues & Transfers in		$ 539,390	$ 4,450,134	$ 173,000	$ 38,000	$ 38,000	$ 38,000
Total Expenditures & Transfers Out		(649,565)	(2,192,051)	(1,888,678)	-	-	-
NET CHANGE TO FUND BALANCE		**(110,175)**	**2,258,083**	**(1,715,678)**	**38,000**	**38,000**	**38,000**
Beginning Fund Balance		1,700,249	1,590,074	3,848,157	2,132,479	2,170,479	2,208,479
Ending Fund Balance		**1,590,074**	**3,848,157**	**2,132,479**	**2,170,479**	**2,208,479**	**2,246,479**
Restricted/Committed/Assigned		1,590,074	3,848,157	2,132,479	2,170,479	2,208,479	2,246,479
Unassigned Ending Balance		**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

FIVE YEAR FINANCIAL FORECAST
CAPITAL PROJECT FUNDS

DESCRIPTION	ESTIMATED FY 17-18	PROPOSED FY 18-19	1 FY 19-20	2 FY 20-21	3 FY 21-22	4 FY 22-23
FUND 405 - FIRE STATION PROJECT						
Engineering Fees	$ (545,742)	$ (4,100)	$ -	$ -	$ -	$ -
Construction Expense	(6,248,000)	(1,739,281)	-	-	-	-
Land Purchase	-	-	-	-	-	-
Design Fees	(76,950)	(61,474)	-	-	-	-
Furniture & Fixtures	(200,000)	(75,000)	-	-	-	-
Security Service	(167,000)	(150,500)	-	-	-	-
Contingency	(75,000)	(107,700)	-	-	-	-
Misc. Expense	(4,250)	(258,075)	-	-	-	-
Appraisal Fees	(2,115)	-	-	-	-	-
Misc Legal	(3,147)	-	-	-	-	-
Boyle & Lowry	(16,690)	-	-	-	-	-
Advertising Public Notices	(224)	(2,500)	-	-	-	-
Printing	(555)	(1,000)	-	-	-	-
Total Expenditures	**$ (7,339,673)**	**$ (2,399,630)**	**$ -**	**$ -**	**$ -**	**$ -**
NET CHANGE TO FUND BALANCE	**$ (7,339,673)**	**$ (2,399,630)**	**$ -**	**$ -**	**$ -**	**$ -**
Beginning Fund Balance	11,169,629	3,829,956	1,430,326	1,430,326	1,430,326	1,430,326
Ending Fund Balance	**3,829,956**	**1,430,326**	**1,430,326**	**1,430,326**	**1,430,326**	**1,430,326**
Restricted Funds	3,829,956	1,430,326	1,430,326	1,430,326	1,430,326	1,430,326
Unassigned Ending Balance	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
FUND 412 - ACADEMY EXPANSION						
Interest Earned	$ 29,180	$ 29,180	$ 27,400	$ 27,400	$ 27,400	$ 27,400
Transfer in from ED 200	340,000	164,300	145,700	127,100	127,100	127,100
Total Revenues & Transfers In	**369,180**	**193,480**	**173,100**	**154,500**	**154,500**	**154,500**
Consultant Fees - Master Plan	-	(85,000)	-	-	-	-
Total Expenditures & Transfers Out	**-**	**(85,000)**	**-**	**-**	**-**	**-**
NET CHANGE TO FUND BALANCE	**369,180**	**108,480**	**173,100**	**154,500**	**154,500**	**154,500**
Beginning Fund Balance	1,413,345	1,782,525	1,891,005	2,064,105	2,218,605	2,373,105
Ending Fund Balance	**1,782,525**	**1,891,005**	**2,064,105**	**2,218,605**	**2,373,105**	**2,527,605**
Restricted Funds	1,782,525	1,891,005	2,064,105	2,218,605	2,373,105	2,527,605
Unassigned Ending Balance	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
TOTAL ALL FUNDS						
Total Revenues & Transfers in	$ 908,570	$ 4,643,614	$ 346,100	$ 192,500	$ 192,500	$ 192,500
Total Expenditures & Transfers Out	(7,989,238)	(4,676,681)	(1,888,678)	-	-	-
NET CHANGE TO FUND BALANCE	**(7,080,668)**	**(33,067)**	**(1,542,578)**	**192,500**	**192,500**	**192,500**
Beginning Fund Balance	14,283,223	7,202,555	7,169,488	5,626,910	5,819,410	6,011,910
Ending Fund Balance	**7,202,555**	**7,169,488**	**5,626,910**	**5,819,410**	**6,011,910**	**6,204,410**
Restricted/Committed/Assigned	7,202,555	7,169,488	5,626,910	5,819,410	6,011,910	6,204,410
Unassigned Ending Balance	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

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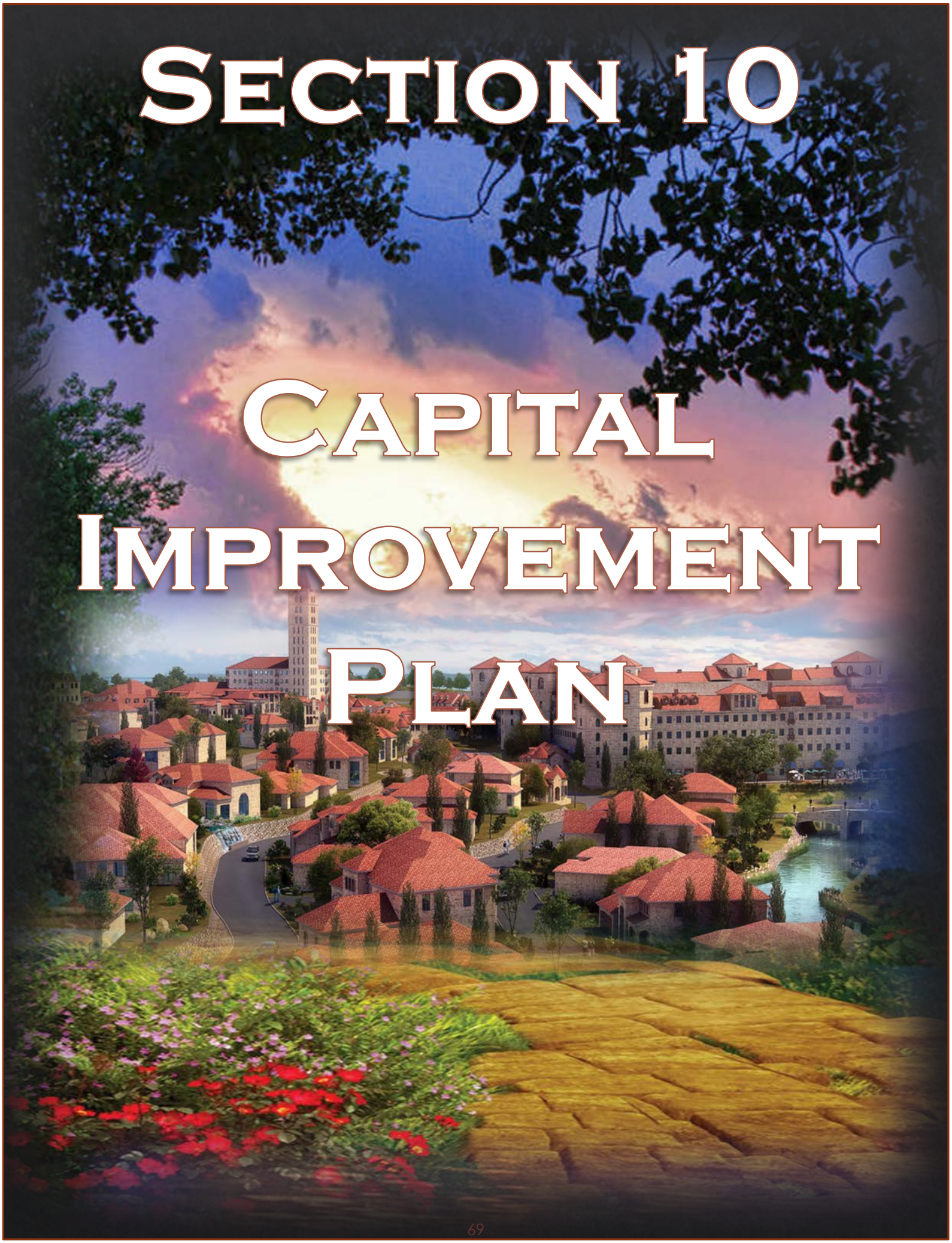
Section 10

Capital Improvement Plan



CAPITAL PROJECT FORECAST

Formerly Adopted and New Proposed Projects

Dept No.	Proj No.	Project Description	Totals thru FY 16/17	FY 17-18 Estimated Budget	FY 18-19 Proposed Budget	FY 19-20 Projected Budget	PROJECT GRAND TOTAL
FUND 405 - MUNICIPAL FACILITIES							
X	405	Fire Station Complex	$ 2,737,121	$ 7,339,673	$ 2,399,630	$ -	$ 12,476,424
	TOTAL FUND 405		**2,737,121**	**7,339,673**	**2,399,630**	**-**	**12,476,424**
FUND 412 - ACADEMY FACILITIES							
X	412	Academy Expansion (Master Plan Update)	-	-	85,000	-	**85,000**
	TOTAL FUND 412		**-**	**-**	**85,000**	**-**	**85,000**
FUND 410 - CAPITAL PROJECTS							
16	CP20	FM1938 Town Improvements	3,035,361	50,000	220,000	-	**3,305,361**
16	CP34	Roanoke Road Reconstruction & Drainage South	2,900	-	-	480,180	**483,080**
16	CP40	Sam School Road Reconstruction & Drainage	-	-	281,960	-	**281,960**
16	CP68	FM 1938 & Dove Road Traffic Signal (Cash)	277,730	160,000	-	-	**464,119**
		FM 1938 & Dove Road Traffic Signal (Contribution)	26,389	-	-	-	
16	CP70	FM 1938 and Solana Traffic Signalization	294,703	10,000	-	-	**304,703**
16	CP75	Flashing Crosswalk - Dove/Pearson & Dove/Ottinger	-	-	80,000	-	**80,000**
16	CP78	Solana Pavement Repairs	-	-	90,000	-	**90,000**
16	CP79	Wyck Hill Pavement Resurface	-	-	54,450	-	**54,450**
16	CP80	FM1938 Pavement Repairs	-	-	80,000	-	**80,000**
	Sub-Total - Road/Street Improvements		**3,637,083**	**220,000**	**806,410**	**480,180**	**5,143,673**
17	CP71	WA Outdoor Learning Space	129,808	175,000	-	123,595	**428,403**
17	CP77	WA Pond Repairs	-	-	82,000	-	**82,000**
	Sub-Total - Academic Facilities Improvements		**129,808**	**175,000**	**82,000**	**123,595**	**510,403**
19	CP42	Trail Connection at Hwy 114 & Solana Blvd.	-	-	30,000	-	**30,000**
19	CP67	Wayfinding Signage	-	-	229,500	-	**229,500**
19	CP76	Cemetary Improvements	-	100,000	50,000	-	**150,000**
	Sub-Total - Trail/Park/Cemetery Improvements		**-**	**100,000**	**309,500**	**-**	**409,500**
19	CP52	Trail - Academy to Cemetery	-	-	-	300,949	**1,284,903**
16	CP58	Ottinger Road Recon/Drainage	-	-	-	983,954	
19	CP53	Trail - Dove/Pearson/Aspen	-	-	290,016	-	**694,141**
16	CP60	Pearson Lane Recon/Drainage	-	-	404,125	-	
	Sub-Total - Trail and Road Improvements		**-**	**-**	**694,141**	**1,284,903**	**1,979,044**
20	CP81	Firber Connectivity Project	-	-	300,000	-	**300,000**
	Sub-Total - Information Technology Improvements		**-**	**-**	**300,000**	**-**	**300,000**
	TOTAL FUND 410		**3,766,891**	**495,000**	**2,192,051**	**1,888,678**	**8,342,620**
		TOTAL GOVERNMENTAL PROJECTS	**$ 6,504,012**	**$ 7,834,673**	**$ 4,676,681**	**$ 1,888,678**	**$ 20,904,044**

	Funding Summary	Totals thru FY 16/17	FY 17-18 Estimated Budget	FY 18-19 Proposed Budget	FY 19-20 Projected Budget	PROJECT GRAND TOTAL
	Contributions (Formerly adopted)	$ 321,092	$ 110,000	$ 50,000	$ -	$ 481,092
	Foundation Contribution	129,808	175,000	0	123,595	**428,403**
	TOTAL CONTRIBUTIONS	**450,900**	**285,000**	**50,000**	**123,595**	**909,495**
	Cash/Fund Balance (Formerly adopted)	3,315,991	210,000	605,000	0	**4,130,991**
	TOTAL CASH	**3,315,991**	**210,000**	**605,000**	**0**	**4,130,991**
	FY 17/18 Fire Station - 20 yr Bonds	2,737,121	7,339,673	2,399,630	0	**12,476,424**
	FY 18/19 Street/Trail - 20 yr Bonds	0	0	1,622,051	1,765,083	**3,387,134**
	TOTAL BONDS	**2,737,121**	**7,339,673**	**4,021,681**	**1,765,083**	**15,863,558**
	GRAND TOTAL ALL PROJECTS	**$ 6,504,012**	**$ 7,834,673**	**$ 4,676,681**	**$ 1,888,678**	**$ 20,904,044**

FUNDED CAPITAL IMPROVEMENT

Iconic Fire-EMS Station

Project Description:
This project will provide an inconic 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								
Fund 405	**Totals Thru**	**Estimated**	**Proposed**	**- - - - - - - - - - - - - - - - - - Projection- - - - - - - - - - - - - - - - - -**				**Project**
EXPENDITURE TYPE	**FY 16/17**	**FY 17/18**	**FY 18/19**	**FY 19/20**	**FY 20/21**	**FY 21/22**	**FY 22/23**	**Total**
Engineering	28,190	545,742	4,100	-	-	-	-	578,032
Construction Expense	-	6,248,000	1,739,281	-	-	-	-	7,987,281
Land Purchase	1,750,000	-	-	-	-	-	-	1,750,000
Design Fees	663,576	76,950	61,474	-	-	-	-	802,000
Furniture & Fixtures	-	200,000	75,000	-	-	-	-	275,000
Security	-	167,000	150,500	-	-	-	-	317,500
Contingency	-	75,000	107,700	-	-	-	-	182,700
Misc/Land/Foundation	-	4,250	258,075	-	-	-	-	262,325
Appraisal Fees	10,885	2,115	-	-	-	-	-	13,000
Misc Legal	12,853	3,147	-	-	-	-	-	16,000
Boyle & Lowry	18,310	16,690	-	-	-	-	-	35,000
Advertising	776	224	2,500	-	-	-	-	3,500
Bond Issuance Tax Note 2017	29,232	-	-	-	-	-	-	29,232
Bond Issuance 2016 CO	222,454	-	-	-	-	-	-	222,454
Printing	845	555	1,000	-	-	-	-	2,400
PROJECT EXPENDITURES	**2,737,121**	**7,339,673**	**2,399,630**	**-**	**-**	**-**	**-**	**12,476,424** ★

PROJECT FUNDING								
Fund 405	**Totals Thru**	**Estimated**	**Proposed**	**- - - - - - - - - - - - - - - - - - Projection- - - - - - - - - - - - - - - - - -**				**Project**
FUNDING TYPE	**FY 16/17**	**FY 17/18**	**FY 18/19**	**FY 19/20**	**FY 20/21**	**FY 21/22**	**FY 22/23**	**Total**
Cash (Fund Balance)	-	-	319,764	-	-	-	-	319,764
Misc Contribution 2016 CO	246,750	-	-	-	-	-	-	246,750
Texas Tax Note	1,530,000	-	-	-	-	-	-	1,530,000
Bond Proceeds	9,180,000	-	-	-	-	-	-	9,180,000
Contributions - Private	1,200,000	-	-	-	-	-	-	1,200,000
PROJECT EXPENDITURES	**12,156,750**	**-**	**319,764**	**-**	**-**	**-**	**-**	**12,476,514** ★
Land Contribution (in kind)	1,750,000	-	-	-	-	-	-	1,750,000
FUNDING TOTAL	**13,906,750**	**-**	**319,764**	**-**	**-**	**-**	**-**	**14,226,514**

IMPACT ON OPERATING BUDGET								
	Totals Thru	**Estimated**	**Proposed**	**- - - - - - - - - - - - - - - - - - Projection- - - - - - - - - - - - - - - - - -**				
IMPACT TYPE	**FY 16/17**	**FY 17/18**	**FY 18/19**	**FY 19/20**	**FY 20/21**	**FY 21/22**	**FY 22/23**	
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	-	-	-	509,725	508,500	507,125	510,525	-
Debt Service Tax Note 2017	-	-	-	234,118	233,254	233,326	233,326	-
OPERATING IMPACT	**-**	**-**	**-**	**837,943**	**866,377**	**868,813**	**876,064**	**-**

FUNDED CAPITAL IMPROVEMENT

Westlake Academy Master Plan Update

Project Description:

WA campus facility master planning was discussed at a joint Town Council/Board of Trustees workshop on February 5, 2018. Much discussion between Staff and the Council/Board ensued, with a consensus that further discussion on this topic was needed. The discussion on February 5th with the Council/Board focused on the need and desire to re-address capital improvement planning for Westlake Academy. Presently we have a multi-year Westlake Academy (WA) Campus Facility Master Plan that was adopted by the Town Council on November 12, 2012 and by the Board of Trustees on November 5, 2012. Much time and effort as well as financial resources were invested in this Plan. Since it has been almost six years since it was approved and adopted, it is time to re-examine the Plan again, if for no other reason than to make sure it is still meeting the Town's needs for its school, Westlake Academy.

If approved the Staff approach is a "three pronged" approach, with parallel pathways conducted concurrently which ultimately intersect, thus moving us forward in both the short and the long term.

PROJECT EXPENSE

	Totals Thru	Estimated	Proposed	- - - - - - - - - - - - - - - - - - Projection- - - - - - - - - - - - - - - - - -				Project
EXPENDITURE TYPE	**FY 16/17**	**FY 17/18**	**FY 18/19**	**FY 19/20**	**FY 20/21**	**FY 21/22**	**FY 22/23**	**Total**
Engineering	80,923	-	-	-	-	-	-	80,923
Consultant Fees	-	-	85,000	-	-	-	-	85,000
Design Fees	550,885	-	-	-	-	-	-	550,885
Misc. Legal	7,861	-	-	-	-	-	-	7,861
Irrigation R&M	4,987	-	-	-	-	-	-	4,987
Landscape - WA Expansion	20,264	-	-	-	-	-	-	20,264
Utility Relocations (W/S/E)	55,286	-	-	-	-	-	-	55,286
Advertising	2,496	-	-	-	-	-	-	2,496
Audio Visual	349,992	-	-	-	-	-	-	349,992
Printing	116	-	-	-	-	-	-	116
Courier Service	1,578	-	-	-	-	-	-	1,578
Security Expense	11,000	-	-	-	-	-	-	11,000
Misc. Expense	4,087	-	-	-	-	-	-	4,087
Construction Expense	9,135,117	-	-	-	-	-	-	9,135,117
Water Service	3,641	-	-	-	-	-	-	3,641
Furniture & Fixtures	463,795	-	-	-	-	-	-	463,795
Bond Issuance Costs - 2013 CO	123,316	-	-	-	-	-	-	123,316
Transfer Out to GF	36,398	-	-	-	-	-	-	36,398
Portable Buildings	359,617	-	-	-	-	-	-	359,617
EXPENDITURES TOTAL	**11,211,358**	**-**	**85,000**	**-**	**-**	**-**	**-**	**11,296,358**

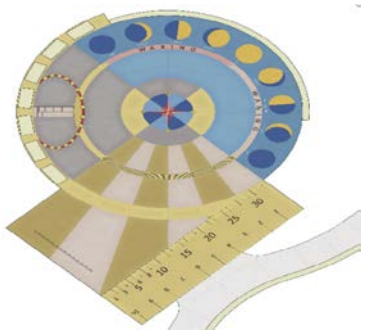
PROJECT FUNDING

410-10110-20-000-000081	Totals Thru	Estimated	Proposed	- - - - - - - - - - - - - - - - - - Projection- - - - - - - - - - - - - - - - - -				Project
FUNDING TYPE	**FY 16/17**	**FY 17/18**	**FY 18/19**	**FY 19/20**	**FY 20/21**	**FY 21/22**	**FY 22/23**	**Total**
Contributions	1,080,473	-	-	-	-	-	-	1,080,473
Interest Earned	12,800	29,180	29,180	27,400	27,400	27,400	27,400	180,760
Interest Earned Bonds	11,192	-	-	-	-	-	-	11,192
Misc Revenue	233,500	-	-	-	-	-	-	233,500
Transfer in from GF	720,726	-	-	-	-	-	-	720,726
Transfer in from ED	1,420,000	340,000	164,300	145,700	127,100	127,100	127,100	2,451,300
Transfer in from CP	200,000	-	-	-	-	-	-	200,000
Other Sources	366,774	-	-	-	-	-	-	366,774
Bond Proceeds - 2013 CO	8,294,800	-	-	-	-	-	-	8,294,800
Bond Premiums - 2013 CO	284,437	-	-	-	-	-	-	284,437
FUNDING TOTAL	**12,624,703**	**369,180**	**193,480**	**173,100**	**154,500**	**154,500**	**154,500**	**13,823,963**

FUNDED CAPITAL IMPROVEMENT PROJECT #71

Westlake Academy - Outdoor Learning Space

Project Description:
The outdoor classroom greatly facilitates teachers' flexibility in their lessons to incorporate more hands-on science experiences. Establishing an area for on-going investigations has provided 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 is 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 was completed in May 2018 which includes the Math & Science Plaza; includes two concrete pads, one for the phase of the moon, sundial, compass, simple machine rack and ruler, sidewalks and retaining walls. Phase III in FY19/20 has not been selected at the is time. There are 5 other stations in the outdoor learning stations master plan which include, water station, courtyard garden, art courtyard, nature trail and music station. At this time the school or WA Foundation has not made any commitment on funding any of this stations.



PROJECT EXPENSE								
410-74400-00-000-000071	Totals Thru	Estimated	Proposed	- - - - - - - - - - - - - - - - - - Projection- - - - - - - - - - - - - - - - - -				Project
EXPENDITURE TYPE	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	Total
Engineering	-	-	-	-	-	-	-	-
Construction	129,808	175,000	-	123,595		-	-	428,403
Design	-	-	-	-	-	-	-	-
FF&E	-	-	-	-	-	-	-	-
Contingency	-	-		-	-	-	-	-
EXPENDITURE TOTAL	**129,808**	**175,000**	**-**	**123,595**	**-**	**-**	**-**	**428,403**

PROJECT FUNDING								
410-33700-00-000-000071	Totals Thru	Estimated	Proposed	- - - - - - - - - - - - - - - - - - Projection- - - - - - - - - - - - - - - - - -				Project
FUNDING TYPE	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	Total
Cash (Fund Balance)	-	-	-	-	-	-	-	-
Transfer in from General Fund	-	-	-	-	-	-	-	-
Transfer in from Utility Fund	-	-	-	-	-	-	-	-
Contribution WAF	129,808	175,000	-	123,595	-	-	-	428,403
FUNDING TOTAL	**129,808**	**175,000**	**-**	**123,595**	**-**	**-**	**-**	**428,403**

IMPACT ON OPERATING BUDGET								
	Totals Thru	Estimated	Proposed	- - - - - - - - - - - - - - - - - - Projection- - - - - - - - - - - - - - - - - -				
IMPACT TYPE	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	
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 PROJECT #77

Westlake Academy Pond Repairs

Project Description:
The irrigation pond at the Westlake Academy is leaking on the east side with water running onto the property east of the campus. In March of 2017 a clay dam was installed which has slowed the water flow. This project will remove the silt from the pond and install a clay liner.

PROJECT EXPENSE								
410-73000-00-000-000077	Totals Thru	Estimated	Proposed	- - - - - - - - - - - - - - - - - - Projection- - - - - - - - - - - - - - - - - -				Project
EXPENDITURE TYPE	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	Total
Engineering	-	-	12,000		-	-	-	12,000
Construction	-	-	70,000		-	-	-	70,000
Design	-	-	-	-	-	-	-	-
FF&E	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	**-**	**-**	**82,000**	**-**	**-**	**-**	**-**	**82,000**

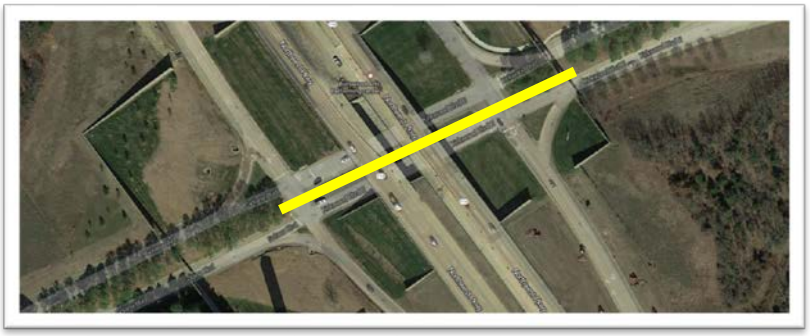
PROJECT FUNDING								
	Totals Thru	Estimated	Proposed	- - - - - - - - - - - - - - - - - - Projection- - - - - - - - - - - - - - - - - -				Project
FUNDING TYPE	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	Total
Cash (Fund Balance)	-	-	-	-	-	-	-	-
Transfer in from General Fund	-	-	-	-	-	-	-	-
Transfer in from Utility Fund	-	-	-	-	-	-	-	-
Bonds 2018/19 CO Bonds	-	-	82,000	-	-	-	-	82,000
FUNDING TOTAL	**-**	**-**	**82,000**	**-**	**-**	**-**	**-**	**82,000**

IMPACT ON OPERATING BUDGET								
	Totals Thru	Estimated	Proposed	- - - - - - - - - - - - - - - - - - Projection- - - - - - - - - - - - - - - - - -				
OPERATING IMPACT	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	
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 PROJECT #42

Trail Connection at Hwy 114 and Solana Blvd.

Project Description:
This project will 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	Estimated	Proposed	- - - - - - - - - - - - - - - - - - Projection- - - - - - - - - - - - - - - - - -				Project
EXPENDITURE TYPE	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	Total
Engineering								-
Construction			30,000					30,000
Design								-
Contingency								-
Other Admin cost								-
EXPENDITURES TOTAL	**-**	**-**	**30,000**	**-**	**-**	**-**	**-**	**30,000**

PROJECT FUNDING								
410-33501-00-000-000042	Totals Thru	Estimated	Proposed	- - - - - - - - - - - - - - - - - - Projection- - - - - - - - - - - - - - - - - -				Project
FUNDING TYPE	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	Total
Cash (Fund Balance)	-	-	-	-	-	-	-	-
Bonds FY 18/19 CO	-	-	30,000	-	-	-	-	30,000
Transfer in from Utility Fund	-	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	**-**	**-**	**30,000**	**-**	**-**	**-**	**-**	**30,000**

IMPACT ON OPERATING BUDGET								
	Totals Thru	Estimated	Proposed	- - - - - - - - - - - - - - - - - - Projection- - - - - - - - - - - - - - - - - -				
IMPACT TYPE	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	
Supplies	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Repair & Maintenance	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-
Debt Service	-	-	-	2,100	2,100	2,100	2,100	-
OPERATING IMPACT	**-**	**-**	**-**	**2,100**	**2,100**	**2,100**	**2,100**	**-**

FUNDED CAPITAL IMPROVEMENT PROJECT #67

Wayfinding Signage

Project Description:
The "Wayfinding" Sign Project will showcase the town's major venues, direct visitors through major corridors that lead to various Town'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	Proposed	- - - - - - - - - - - - - - - - - - Projection- - - - - - - - - - - - - - - - - -				Project
EXPENDITURE TYPE	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	Total
Engineering	-	-	-	-	-	-	-	-
Construction	-	-	229,500		-	-	-	229,500
Design	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	**-**	**-**	**229,500**	**-**	**-**	**-**	**-**	**229,500**

PROJECT FUNDING								
	Totals Thru	Estimated	Proposed	- - - - - - - - - - - - - - - - - - Projection- - - - - - - - - - - - - - - - - -				Project
FUNDING TYPE	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	Total
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								
	Totals Thru	Estimated	Proposed	- - - - - - - - - - - - - - - - - - Projection- - - - - - - - - - - - - - - - - -				
IMPACT TYPE	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	
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 PROJECT #76

Cemetery Improvements

Project Description:
This project would include a new water well, storage tanks, irrigation system, fence on the southeast corner and underground power for the water well.

PROJECT EXPENSE								
410-73000-00-000-000076	Totals Thru	Estimated	Proposed	- - - - - - - - - - - - - - - - - - Projection- - - - - - - - - - - - - - - - - -				Project
EXPENDITURE TYPE	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	Total
Engineering	-	10,000	-	-	-	-	-	10,000
Construction	-	90,000	50,000	-	-	-	-	140,000
Design	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-
Other Admin cost	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	**-**	**100,000**	**50,000**	**-**	**-**	**-**	**-**	**150,000**

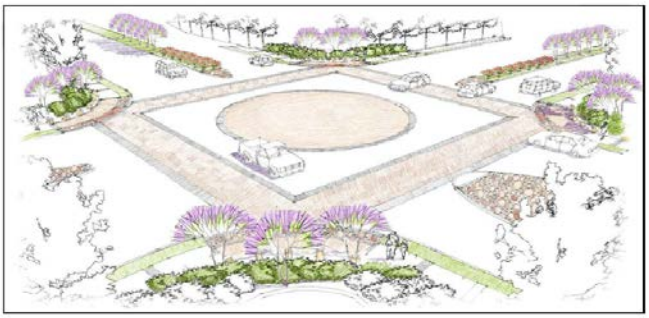
PROJECT FUNDING								
410-33700-000-000076	Totals Thru	Estimated	Proposed	- - - - - - - - - - - - - - - - - - Projection- - - - - - - - - - - - - - - - - -				Project
FUNDING TYPE	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	Total
Cash/Transfers	-	-	-	-	-	-	-	-
Contributions/Grants	-	150,000	-	-	-	-	-	150,000
Bonds FY 18/19 CO	-	-	-	-	-	-	-	-
UnFunded	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	**-**	**150,000**	**-**	**-**	**-**	**-**	**-**	**150,000**

IMPACT ON OPERATING BUDGET								
	Totals Thru	Estimated	Proposed	- - - - - - - - - - - - - - - - - - Projection- - - - - - - - - - - - - - - - - -				
IMPACT TYPE	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	
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 PROJECT #20

FM1938 Town Improvements

Project Description:
This work will include repair and replacement of irrigation, wheelchair ramps, sidewalk and plants that are dead or in need of repair through the FM 1938 corridor. Funding for this work is from project savings from the 2012 FM 1938 TxDOT road construction landscape project and the subsequent 2013 streetscape project.



PROJECT EXPENSE								
410-74400-00-000-000020	**Totals Thru**	**Estimated**	**Proposed**	**- - - - - - - - - - - - - - - - - - Projection- - - - - - - - - - - - - - - - - -**				**Project**
EXPENDITURE TYPE	**FY 16/17**	**FY 17/18**	**FY 18/19**	**FY 19/20**	**FY 20/21**	**FY 21/22**	**FY 22/23**	**Total**
Engineering	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-
Design	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-
Other	3,035,361	50,000	220,000	-	-	-	-	3,305,361
EXPENDITURES TOTAL	**3,035,361**	**50,000**	**220,000**	**-**	**-**	**-**	**-**	**3,305,361**

PROJECT FUNDING								
410-10110-00-000-000020	**Totals Thru**	**Estimated**	**Proposed**	**- - - - - - - - - - - - - - - - - - Projection- - - - - - - - - - - - - - - - - -**				**Project**
FUNDING TYPE	**FY 16/17**	**FY 17/18**	**FY 18/19**	**FY 19/20**	**FY 20/21**	**FY 21/22**	**FY 22/23**	**Total**
Cash (Fund Balance)	3,035,361	50,000	220,000	-	-	-	-	3,305,361
Contributions/Grants	-	-	-	-	-	-	-	-
Bonds FY 18/19 CO	-	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	**3,035,361**	**50,000**	**220,000**	**-**	**-**	**-**	**-**	**3,305,361**

IMPACT ON OPERATING BUDGET								
	Totals Thru	**Estimated**	**Proposed**	**- - - - - - - - - - - - - - - - - - Projection- - - - - - - - - - - - - - - - - -**				
IMPACT TYPE	**FY 16/17**	**FY 17/18**	**FY 18/19**	**FY 19/20**	**FY 20/21**	**FY 21/22**	**FY 22/23**	
Supplies	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Repair & Maintenance	-	-	-	-	-	-	-	-
Rent & Utilities	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
OPERATING IMPACT	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

FUNDED CAPITAL IMPROVEMENT PROJECT #34

Roanoke Road Reconstruction and Drainage South

(Highway 170 south to Town limits)

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

PROJECT EXPENSE								
410-73000-00-000-000034	**Totals Thru**	**Estimated**	**Proposed**	**- - - - - - - - - - - - - - - - - - Projection- - - - - - - - - - - - - - - - - -**				**Project**
EXPENDITURE TYPE	**FY 16/17**	**FY 17/18**	**FY 18/19**	**FY 19/20**	**FY 20/21**	**FY 21/22**	**FY 22/23**	**Total**
Engineering	2,900	-	-	-	-	-	-	2,900
Construction	-	-	-	-	-	-	-	-
Design	-	-	-	-	-	-	-	-
Contingency	-	-	-	480,180	-	-	-	480,180
Other	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	**2,900**	**-**	**-**	**480,180**	**-**	**-**	**-**	**483,080**

PROJECT FUNDING								
410-10110-00-000-000034	**Totals Thru**	**Estimated**	**Proposed**	**- - - - - - - - - - - - - - - - - - Projection- - - - - - - - - - - - - - - - - -**				**Project**
FUNDING TYPE	**FY 16/17**	**FY 17/18**	**FY 18/19**	**FY 19/20**	**FY 20/21**	**FY 21/22**	**FY 22/23**	**Total**
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								
	Totals Thru	**Estimated**	**Proposed**	**- - - - - - - - - - - - - - - - - - Projection- - - - - - - - - - - - - - - - - -**				
IMPACT TYPE	**FY 16/17**	**FY 17/18**	**FY 18/19**	**FY 19/20**	**FY 20/21**	**FY 21/22**	**FY 22/23**	
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 PROJECT #40

Sam School Road Reconstruction and Drainage

(Solana to Town limits)

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

PROJECT EXPENSE								
410-73000-00-000-000040	Totals Thru	Estimated	Proposed	- - - - - - - - - - - - - - - - - - Projection- - - - - - - - - - - - - - - - - -				Project
EXPENDITURE TYPE	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	Total
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	Estimated	Proposed	- - - - - - - - - - - - - - - - - - Projection- - - - - - - - - - - - - - - - - -				Project
FUNDING TYPE	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	Total
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								
	Totals Thru	Estimated	Proposed	- - - - - - - - - - - - - - - - - - Projection- - - - - - - - - - - - - - - - - -				
IMPACT TYPE	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	
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 PROJECT #68

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 was completed during FY17/18.

PROJECT EXPENSE								
410-73000-00-000-000068	Totals Thru	Estimated	Proposed	- - - - - - - - - - - - - - - - - - Projection- - - - - - - - - - - - - - - - - -				Project
EXPENDITURE TYPE	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	Total
Engineering			-	-	-	-	-	-
Construction	304,119	160,000		-	-	-	-	464,119
Design	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	**304,119**	**160,000**	**-**	**-**	**-**	**-**	**-**	**464,119**

PROJECT FUNDING								
410-10110-00-000-000034	Totals Thru	Estimated	Proposed	- - - - - - - - - - - - - - - - - - Projection- - - - - - - - - - - - - - - - - -				Project
FUNDING TYPE	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	Total
Cash (Fund Balance)	277,730	160,000	-					437,730
Contributions (Fidelity)	26,389	-	-	-	-	-	-	26,389
Bonds	-	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	**304,119**	**160,000**	**-**	**-**	**-**	**-**	**-**	**464,119**

IMPACT ON OPERATING BUDGET								
	Totals Thru	Estimated	Proposed	- - - - - - - - - - - - - - - - - - Projection- - - - - - - - - - - - - - - - - -				
IMPACT TYPE	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	
Supplies	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Repair & Maintenance	-	-	-	-	-	-	-	-
Rent & Utilities	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
OPERATING IMPACT	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

FUNDED CAPITAL IMPROVEMENT PROJECT #70

FM 1938 and Solana Blvd Traffic Signalization

Project Description:
This project will provide for the signalization of the FM 1938 and Solana Blvd intersection consistent with the enhancements at SH 114. The installation of the proposed traffic signals is in connection with the Granada and Entrada developments that would decrease traffic congestion and frustration. Staff is also currently working with TxDot for a proposed signal at the FM 1938/Dove Road intersection. Project was completed during FY17/18.

PROJECT EXPENSE								
410-74400-00-000-000070	Totals Thru	Estimated	Proposed	- - - - - - - - - - - - - - - - - - Projection- - - - - - - - - - - - - - - - - -				Project
EXPENDITURE TYPE	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	Total
Engineering	-	-	-	-	-	-	-	-
Construction	294,703	10,000		-	-	-	-	304,703
Design	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	**294,703**	**10,000**	**-**	**-**	**-**	**-**	**-**	**304,703**

PROJECT FUNDING								
410-33700-00-000-000070	Totals Thru	Estimated	Proposed	- - - - - - - - - - - - - - - - - - Projection- - - - - - - - - - - - - - - - - -				Project
FUNDING TYPE	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	Total
Contributions/Grants	35,163	10,000	-					45,163
Entrada PID	217,413	-	-	-	-	-	-	217,413
Granada	15,738	-	-	-	-	-	-	15,738
Fidelity	26,389	-	-	-	-	-	-	26,389
Cash (Fund Balance)	-	-	-	-	-	-	-	-
FUNDING TOTAL	**294,703**	**10,000**	**-**	**-**	**-**	**-**	**-**	**304,703**

IMPACT ON OPERATING BUDGET								
	Totals Thru	Estimated	Proposed	- - - - - - - - - - - - - - - - - - Projection- - - - - - - - - - - - - - - - - -				
IMPACT TYPE	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	
Supplies	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Repair & Maintenance	-	-	-	-	-	-	-	-
Rent & Utilities	-	-	-	200	200	200	200	-
Debt Service	-	-	-	-	-	-	-	-
OPERATING IMPACT	**-**	**-**	**-**	**200**	**200**	**200**	**200**	**-**

FUNDED CAPITAL IMPROVEMENT PROJECT #75

Flashing Crosswalk Lights (Dove @ Pearson & Ottinger)

The town trail system currently starts and/or stops at the Westlake Academy campus. The use of the trail has increased over the past two years due to the growth of the community and the Academy. Flashing light at the crosswalk would give vehicles a warning that pedestrians are crossing at Dove Rd & Ottinger or Dove Rd &Pearson. This project includes flashing signs and lights being installed in the pavement. Includes three flashing lights and striping of the crosswalk at Dove and Pearson. Lights would be actived by pedestrians walking on the trail that would need to cross over Dove to go north on Pearson.

PROJECT EXPENSE								
410-73000-00-000-000075	Totals Thru	Estimated	Proposed	- - - - - - - - - - - - - - - - - - Projection- - - - - - - - - - - - - - - - - -				Project
EXPENDITURE TYPE	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	Total
Engineering	-	-	-	-	-	-	-	-
Construction	-	-	55,000	-	-	-	-	55,000
Design	-	-	25,000	-	-	-	-	25,000
Contingency	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	**-**	**-**	**80,000**	**-**	**-**	**-**	**-**	**80,000**

PROJECT FUNDING								
410-33501-00-000-000075	Totals Thru	Estimated	Proposed	- - - - - - - - - - - - - - - - - - Projection- - - - - - - - - - - - - - - - - -				Project
FUNDING TYPE	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	Total
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								
	Totals Thru	Estimated	Proposed	- - - - - - - - - - - - - - - - - - Projection- - - - - - - - - - - - - - - - - -				
IMPACT TYPE	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	
Supplies	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Repair & Maintenance	-	-	-	-	2,000	2,060	2,122	-
Rent & Utilities	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	4,800	4,800	4,800	-
OPERATING IMPACT	**-**	**-**	**-**	**-**	**6,800**	**6,860**	**6,922**	**-**

FUNDED CAPITAL IMPROVEMENT PROJECT #78

Solana Pavement Repair

Project Description:
This project will provide repairs to several sections of concrete pavement failures on Solana Boulevard. The repairs will consist of removal/replacement of concrete and failed subgrade and traffic control.

PROJECT EXPENSE								
410-73000-00-000-000078	Totals Thru	Estimated	Proposed	- - - - - - - - - - - - - - - - - - Projection- - - - - - - - - - - - - - - - - -				Project
EXPENDITURE TYPE	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	Total
Engineering	-	-	90,000	-	-	-	-	90,000
Construction	-	-	-	-	-	-	-	-
Design	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	**-**	**-**	**90,000**	**-**	**-**	**-**	**-**	**90,000**

PROJECT FUNDING								
410-33501-00-000-000078	Totals Thru	Estimated	Proposed	- - - - - - - - - - - - - - - - - - Projection- - - - - - - - - - - - - - - - - -				Project
FUNDING TYPE	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	Total
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								
	Totals Thru	Estimated	Proposed	- - - - - - - - - - - - - - - - - - Projection- - - - - - - - - - - - - - - - - -				
IMPACT TYPE	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	
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 PROJECT #79

Wyck Hill Pavement Resurface

Project Description:
This project will provide for the removal and replacement of 1" to 2" of the existing 6" asphalt on Wyck Hill Lane. The existing subgrade is in excellent condition and does not require re-stabilization.

PROJECT EXPENSE								
410-73000-00-000-000079	Totals Thru	Estimated	Proposed	- - - - - - - - - - - - - - - - - - Projection- - - - - - - - - - - - - - - - - -				Project
EXPENDITURE TYPE	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	Total
Engineering	-	-	-	-	-	-	-	-
Construction	-	-	54,450		-	-	-	54,450
Design	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	**-**	**-**	**54,450**	**-**	**-**	**-**	**-**	**54,450**

PROJECT FUNDING								
410-33501-00-000-000079	Totals Thru	Estimated	Proposed	- - - - - - - - - - - - - - - - - - Projection- - - - - - - - - - - - - - - - - -				Project
FUNDING TYPE	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	Total
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								
	Totals Thru	Estimated	Proposed	- - - - - - - - - - - - - - - - - - Projection- - - - - - - - - - - - - - - - - -				
IMPACT TYPE	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	
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 PROJECT #80

FM1938 Pavement Repair

Project Description:
This project will provide repairs to several sections of stamped/stained concrete pavement failures on FM 1938. The repairs will consist of removal/replacement of concrete and failed subgrade and traffic control

PROJECT EXPENSE								
410-73000-00-000-000080	Totals Thru	Estimated	Proposed	- - - - - - - - - - - - - - - - - - Projection- - - - - - - - - - - - - - - - - -				Project
EXPENDITURE TYPE	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	Total
Engineering	-	-	-	-	-	-	-	-
Construction	-	-	80,000		-	-	-	80,000
Design	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	**-**	**-**	**80,000**	**-**	**-**	**-**	**-**	**80,000**

PROJECT FUNDING								
410-33501-00-000-000080	Totals Thru	Estimated	Proposed	- - - - - - - - - - - - - - - - - - Projection- - - - - - - - - - - - - - - - - -				Project
FUNDING TYPE	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	Total
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								
	Totals Thru	Estimated	Proposed	- - - - - - - - - - - - - - - - - - Projection- - - - - - - - - - - - - - - - - -				
IMPACT TYPE	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	
Supplies	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Repair & Maintenance	-	-	-	-	-	-	-	-
Rent & Utilities	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	5,600	5,600	5,600	-
OPERATING IMPACT	**-**	**-**	**-**	**-**	**5,600**	**5,600**	**5,600**	**-**

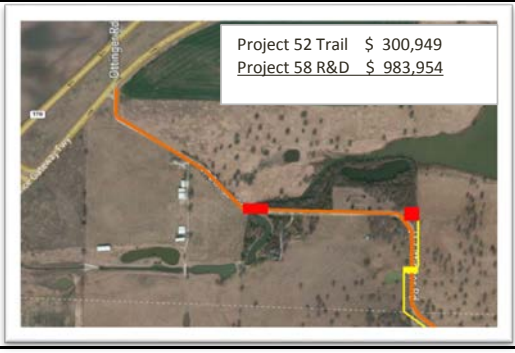
FUNDED CAPITAL IMPROVEMENT PROJECT #52/58

Ottinger Road Reconstruction/Drainage & Trail

(North of Westlake Academy)

Project Description:

This project will provide stabilization of road subgrade and 7" asphalt to approximately 4,000 LF of Ottinger Road (from Westlake Academy to SH 170) and replace/improve culverts and ditches, consistent with 2011 Graham Pavement Evaluation Study. Anticipate crack sealing during the 2nd year after completion. In conjunction with this project, the existing Ottinger Road bridge will be replaced with new box culvert, much like the Dove Road improvements. Staff will determine through engineering design analysis the final design criteria including horizontal and vertical alignment. A trail will provide East to West interconnectivity within the Westlake trail system. Includes a primitive trail head on the Southeast corner of the cemetery property (primitive parking, restrooms and water fountain).



PROJECT EXPENSE								
410-74400-00-000-000052	Totals Thru	Estimated	Proposed	- - - - - - - - - - - - - - - - - - Projection- - - - - - - - - - - - - - - - - -				Project
410-73000-00-000-000058	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	Total
Trail- Engineering/Design	-	-	-	-		-	-	-
Trail - Construction	-	-	-	1,284,903		-	-	1,284,906
Trail - Design	-	-	-	-		-	-	-
Road/Bridge - Engineering	-	-	-	-		-	-	-
Road/Bridge - Construction	-	-	-	-		-	-	-
EXPENDITURES TOTAL	**-**	**-**	**-**	**1,284,903**	**-**	**-**	**-**	**1,284,906**

PROJECT FUNDING								
410-33501-00-000-000052	Totals Thru	Estimated	Proposed	- - - - - - - - - - - - - - - - - - Projection- - - - - - - - - - - - - - - - - -				Project
410-33501-00-000-000058	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	Total
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								
	Totals Thru	Estimated	Proposed	- - - - - - - - - - - - - - - - - - Projection- - - - - - - - - - - - - - - - - -				
IMPACT TYPE	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	
Supplies	-	-	-	-	-	-	-	-
Trail - Services	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Trail - Repair & Maintenance	-	-	-	-	-	-	-	-
Trail - Rent & Utilities	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	89,943	89,943	89,943	-
OPERATING IMPACT	**-**	**-**	**-**	**-**	**89,943**	**89,943**	**89,943**	**-**

FUNDED CAPITAL IMPROVEMENT PROJECT #53/60

Pearson Lane Reconstruction & Drainage & Trail
Dove Road / Pearson Road / Aspen Lane

Project Description:
This project will provide trail connectivity from Aspen Lane north to Dove Road along the east side of Pearson Road. This will include crosswalk devices at the corner of Dove and Pearson. In addition the project will provide stabilization of road subgrade and 5" of asphalt to approximately 1,300 LF of Pearson Lane and replace/improve culverts and ditches, consistent with 2011 Graham Pavement Evaluation Study. Anticipate crack sealing during the 2nd year after completion.

Project 53 Trail	$290,016
Project 60 R&D	$404,125
Grand Total	**$694,141**

PROJECT EXPENSE

410-74400-00-000-000053 410-73000-00-000-000060	Totals Thru FY 16/17	Estimated FY 17/18	Proposed FY 18/19	- - - - - - - - - - - - - - - - - - Projection- - - - - - - - - - - - - - - - - - FY 19/20	FY 20/21	FY 21/22	FY 22/23	Project Total
Trail - Engineering	-	-	-	-	-	-	-	-
Trail - Construction	-	-	694,141	-	-	-	-	694,141
Trail - Contingency	-	-	-	-	-	-	-	-
Road - Engineering	-	-	-	-	-	-	-	-
Road - Construction	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	**-**	**-**	**694,141**	**-**	**-**	**-**	**-**	**694,141**

PROJECT FUNDING

410-33501-00-000-000053 410-33501-00-000-000060	Totals Thru FY 16/17	Estimated FY 17/18	Proposed FY 18/19	- - - - - - - - - - - - - - - - - - Projection- - - - - - - - - - - - - - - - - - FY 19/20	FY 20/21	FY 21/22	FY 22/23	Project Total
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 16/17	Estimated FY 17/18	Proposed FY 18/19	- - - - - - - - - - - - - - - - - - Projection- - - - - - - - - - - - - - - - - - FY 19/20	FY 20/21	FY 21/22	FY 22/23	
Supplies	-	-	-	-	-	-	-	-
Trail - Services	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Trail - Repair & Maint	-	-	-	-	-	-	-	-
Trail - Rent & Utilities	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	48,591	48,591	48,591	-
OPERATING IMPACT	**-**	**-**	**-**	**-**	**48,591**	**48,591**	**48,591**	**-**

FUNDED CAPITAL IMPROVEMENT PROJECT #81

Fiber Connectivity between Buildings (Municipal/Academy)

Project Description:
Improve Technology, Facilities and Equipment: Reduce critical infrastructure downtime - With the addition of the EOC at the new Fire/EMS station and a complete fiber duct between all of our locations, we have the opportunity to install our own fiber between all of the locations to provide faster connectivity than we can afford through vendors. With this rollout we would start with 10Gbps connectivity between all of our locations (approximately 100X faster than our current connections), with the ability to increase to 40Gbps and 100Gbps in the future. Using our own fiber will allow us flexibility in internet connectivity - options to combine the internet connection at each location into a single faster connection, or reduce or remove internet connectivity costs at one or more locations and route all internet traffic through a single location. Since we have moved to a virtual server architecture, having our own fast fiber connectivity between locations will allow us to move virtual servers to any location when necessary (disaster recovery, scheduled hardware down time for updates, upgrades, repairs, etc.) We will be able to have our data available at any of the locations without any reduction in speed or productivity.

PROJECT EXPENSE

410-74400-20-000-000081	Totals Thru	Estimated	Proposed	- - - - - - - - - - - - - - - - - - Projection- - - - - - - - - - - - - - - - - -				Project
EXPENDITURE TYPE	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	Total
Engineering								-
Construction								-
Design								-
Contingency								-
Other Cost			300,000					300,000
EXPENDITURES TOTAL	**-**	**-**	**300,000**	**-**	**-**	**-**	**-**	**300,000**

PROJECT FUNDING

410-10110-20-000-000081	Totals Thru	Estimated	Proposed	- - - - - - - - - - - - - - - - - - Projection- - - - - - - - - - - - - - - - - -				Project
FUNDING TYPE	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	Total
Cash (Fund Balance)	-	-	300,000	-	-	-	-	300,000
Bonds FY 18/19 CO	-	-	-	-	-	-	-	-
Transfer in from Utility Fund	-	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	**-**	**-**	**300,000**	**-**	**-**	**-**	**-**	**300,000**

IMPACT ON OPERATING BUDGET

	Totals Thru	Estimated	Proposed	- - - - - - - - - - - - - - - - - - Projection- - - - - - - - - - - - - - - - - -				
IMPACT TYPE	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	
Supplies	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Repair & Maintenance	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
OPERATING IMPACT	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

CAPITAL IMPROVEMENT PROJECTS FORECAST
Unfunded / Under Discussion

Dept No.	Project Description	Totals Thru FY 16-17	FY 17-18 Estimated Budget	FY 18-19 Proposed Budget	FY 19-20 Projected Budget	FY 20-21 Projected Budget	FY 21-22 Projected Budget	FY 22-23 Projected Budget	PROJECT GRAND TOTAL
16	SH114 and Schwab Way Traffic Signal Upgrade	$ -	$ -	$ -	$ 257,500	$ -	$ -	$ -	**$ 257,500**
16	Hwy 170 and 377 Traffic Signal Upgrade	-	-	-	265,000	-	-	-	**265,000**
16	Dove Road & Randol Mill Traffic Circle	-	-	-	-	674,238	892,427	-	**1,566,665**
16	Hwy 170 and Roanoke Traffic Signal Upgrade	-	-	-	15,000	257,500	-	-	**272,500**
16	Glenwyck Farms Telecommunications Ductbank	-	-	-	806,400	-	-	-	**806,400**
16	SH 114/170 Enhancements	239,433	-	-	-	-	830,592	-	**1,070,025**
	Sub-Total - Road/Street Improvements	**239,433**	**-**	**-**	**1,343,900**	**931,738**	**1,723,019**	**-**	**4,238,090**
19	Hwy 377 Landscape Improvements (Phase I and II)	-	-	-	411,100	436,000	-	-	**847,100**
19	Trail - Fidelity Campus to WL Parkway at Hwy 114	-	-	-	330,338	-	-	-	**330,338**
19	Westlake Academy Pedestrian Underpass	-	-	-	-	-	741,600	-	**741,600**
19	Cemetery Improvements	-	-	-	-	73,609	77,904	-	**151,513**
19	15-30 Acre Community Park	-	-	-	-	8,623,423	183,706	-	**8,807,129**
	Sub-Total - Trail/Park/Cemetery Improvements	**-**	**-**	**-**	**741,438**	**9,133,032**	**1,003,210**	**-**	**10,877,680**
	TOTAL UNFUNDED (UNDER DISCUSSION)	**$ 239,433**	**$ -**	**$ -**	**$ 2,085,338**	**$10,064,770**	**$ 2,726,229**	**$ -**	**$ 15,115,770**
	PROJECTS FOR FUTURE YEARS (TBD)								
	Municipal Town Hall	-	-	-	-	-	-	-	**-**
	WA Land Expansion	-	-	-	-	-	-	-	**-**
	WA Labs	-	-	-	-	-	-	-	**-**
	WA Phase II Construction	-	-	-	-	-	-	-	**-**
	WA Phase III Construction	-	-	-	-	-	-	-	**-**
	TOTAL TO BE DECIDED	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

UNFUNDED (UNDER DISCUSSION) CAPITAL IMPROVEMENT

SH114 and Schwab Way Traffic Signal Upgrade

Project Description:
This project will upgrade the current signal poles at the SH 170/Roanoke Road intersection with poles and internally illuminated street name signs consistent with the enhanced signals on FM 1938. The current configuration of Roanoke Road will change once the main lanes of SH 170 are constructed, resulting in the reduction of the traffic signalization for northbound and southbound traffic

PROJECT EXPENSE								
	Totals Thru	Estimated	Proposed	- - - - - - - - - - - - - - - - - - Projection- - - - - - - - - - - - - - - - - -				Project
EXPENDITURE TYPE	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	Total
Engineering	-	-	-	15,000	-	-	-	15,000
Construction	-		-	242,500	-	-	-	242,500
Design	-	-	-	-	-	-	-	-
Painting	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	**-**	**-**	**-**	**257,500**	**-**	**-**	**-**	**257,500**

PROJECT FUNDING								
	Totals Thru	Estimated	Proposed	- - - - - - - - - - - - - - - - - - Projection- - - - - - - - - - - - - - - - - -				Project
FUNDING TYPE	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	Total
Cash (Fund Balance)	-	-	-	-	-	-	-	-
Contributions/Grants	-	-	-	-	-	-	-	-
Bonds	-	-	-	-	-	-	-	-
Unfunded	-	-	-	257,500	-	-	-	257,500
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	**-**	**-**	**-**	**257,500**	**-**	**-**	**-**	**257,500**

IMPACT ON OPERATING BUDGET								
	Totals Thru	Estimated	Proposed	- - - - - - - - - - - - - - - - - - Projection- - - - - - - - - - - - - - - - - -				
IMPACT TYPE	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	
Supplies	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Repair & Maintenance	-	-	-	-	-	-	-	-
Rent & Utilities	-	-	-	200	206	212	219	-
Debt Service	-	-	-	-	-	-	-	-
OPERATING IMPACT	**-**	**-**	**-**	**200**	**206**	**212**	**219**	**-**

UNFUNDED (UNDER DISCUSSION) CAPITAL IMPROVEMENT

Hwy 170 and 377 Traffic Signal Upgrade

Project Description:
This project will upgrade the current signalization of the SH 170 and US 377 intersection with poles and internally illuminated street name signs consistent with the enhanced signals on FM 1938.

PROJECT EXPENSE								
	Totals Thru	Estimated	Proposed	- - - - - - - - - - - - - - - - - - Projection- - - - - - - - - - - - - - - - - -				Project
EXPENDITURE TYPE	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	Total
Engineering	-	-	-	15,000	-	-	-	15,000
Construction	-		-	250,000		-	-	250,000
Design	-	-	-	-	-	-	-	-
Painting	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	**-**	**-**	**-**	**265,000**	**-**	**-**	**-**	**265,000**

PROJECT FUNDING								
	Totals Thru	Estimated	Proposed	- - - - - - - - - - - - - - - - - - Projection- - - - - - - - - - - - - - - - - -				Project
FUNDING TYPE	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	Total
Cash (Fund Balance)	-	-	-	-	-	-	-	-
Contributions/Grants	-	-	-	-	-	-	-	-
Bonds	-	-	-	-	-	-	-	-
Unfunded	-	-	-	265,000		-	-	265,000
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	**-**	**-**	**-**	**265,000**	**-**	**-**	**-**	**265,000**

IMPACT ON OPERATING BUDGET								
	Totals Thru	Estimated	Proposed	- - - - - - - - - - - - - - - - - - Projection- - - - - - - - - - - - - - - - - -				
IMPACT TYPE	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	
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								
	Totals Thru	Estimated	Proposed	- - - - - - - - - - - - - - - - - - Projection- - - - - - - - - - - - - - - - - -				Project
EXPENDITURE TYPE	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	Total
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								
	Totals Thru	Estimated	Proposed	- - - - - - - - - - - - - - - - - - Projection- - - - - - - - - - - - - - - - - -				Project
FUNDING TYPE	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	Total
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								
	Totals Thru	Estimated	Proposed	- - - - - - - - - - - - - - - - - - Projection- - - - - - - - - - - - - - - - - -				
IMPACT TYPE	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	
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								
	Totals Thru	Estimated	Proposed	- - - - - - - - - - - - - - - - - - Projection- - - - - - - - - - - - - - - - - -				Project
EXPENDITURE TYPE	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	Total
Engineering	-	-	-	15,000	-		-	15,000
Construction	-		-	-	257,500		-	257,500
Design	-	-	-	-	-	-	-	-
Painting	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	**-**	**-**	**-**	**15,000**	**257,500**	**-**	**-**	**272,500**

PROJECT FUNDING								
	Totals Thru	Estimated	Proposed	- - - - - - - - - - - - - - - - - - Projection- - - - - - - - - - - - - - - - - -				Project
FUNDING TYPE	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	Total
Cash (Fund Balance)	-	-	-	-	-	-	-	-
Contributions/Grants	-	-	-	-	-	-	-	-
Bonds	-	-	-	-	-	-	-	-
Unfunded	-	-	-	257,500	-		-	257,500
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	**-**	**-**	**-**	**257,500**	**-**	**-**	**-**	**257,500**

IMPACT ON OPERATING BUDGET								
	Totals Thru	Estimated	Proposed	- - - - - - - - - - - - - - - - - - Projection- - - - - - - - - - - - - - - - - -				
IMPACT TYPE	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	
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								
	Totals Thru	Estimated	Proposed	- - - - - - - - - - - - - - - - - - Projection- - - - - - - - - - - - - - - - - -				Project
EXPENDITURE TYPE	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	Total
Engineering	-	-	-	806,400	-	-		806,400
Construction	-	-	-	-	-	-	-	-
Design	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	**-**	**-**	**-**	**806,400**	**-**	**-**	**-**	**806,400**

PROJECT FUNDING								
	Totals Thru	Estimated	Proposed	- - - - - - - - - - - - - - - - - - Projection- - - - - - - - - - - - - - - - - -				Project
FUNDING TYPE	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	Total
Cash (Fund Balance)	-	-	-	-	-	-	-	-
Contributions/Grants	-	-	-	-	-	-	-	-
Bonds	-	-	-	-	-	-	-	-
Unfunded	-	-	-	806,400	-	-	-	806,400
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	**-**	**-**	**-**	**806,400**	**-**	**-**	**-**	**806,400**

IMPACT ON OPERATING BUDGET								
	Totals Thru	Estimated	Proposed	- - - - - - - - - - - - - - - - - - Projection- - - - - - - - - - - - - - - - - -				
IMPACT TYPE	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	
Supplies	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Repair & Maintenance	-	-	-	-	-	-	-	-
Rent & Utilities	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
OPERATING IMPACT	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

UNFUNDED (UNDER DISCUSSION) CAPITAL IMPROVEMENT

SH114/170 Enhancements

Project Description:
This project was anticipated to be a cooperative effort between Westlake, Trophy Club, and Roanoke consisting of the design and construction of landscape and hardscape improvements to the SH 170 & Hwy 114 interchange to include plantings, painting, and entry monuments. Maintenance is for irrigation only. To-date the Town has paid $239,433 for engineering and paintintg 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 16/17	Estimated FY 17/18	Proposed FY 18/19	Projection FY 19/20	Projection FY 20/21	Projection FY 21/22	Projection FY 22/23	Project Total
Engineering	-	-	-	-	-	-	-	-
Construction	-		-	-	-	-	830,592	830,592
Design	-	-	-	-	-	-	-	-
Painting	239,433	-	-	-	-	-	-	239,433
Other	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	**239,433**	**-**	**-**	**-**	**-**	**-**	**830,592**	**1,070,025**

PROJECT FUNDING

FUNDING TYPE	Totals Thru FY 16/17	Estimated FY 17/18	Proposed FY 18/19	Projection FY 19/20	Projection FY 20/21	Projection FY 21/22	Projection FY 22/23	Project Total
Cash (Fund Balance)	-	-	-	-	-	-	-	-
Contributions/Grants	149,622		-	-	-	-	-	149,622
Bonds 2011 CO $2.095M	89,811	-	-	-	-	-	-	89,811
Bonds	-	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	830,592	830,592
FUNDING TOTAL	**239,433**	**-**	**-**	**-**	**-**	**-**	**830,592**	**1,070,025**

IMPACT ON OPERATING BUDGET

IMPACT TYPE	Totals Thru FY 16/17	Estimated FY 17/18	Proposed FY 18/19	Projection FY 19/20	Projection FY 20/21	Projection FY 21/22	Projection FY 22/23	
Supplies	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Repair & Maintenance	-	-	-	-	-	-	-	-
Rent & Utilities	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
OPERATING IMPACT	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

UNFUNDED (UNDER DISCUSSION) CAPITAL IMPROVEMENT

Hwy 377 Landscape Improvements

Project Description:
The project will include streetscape enhancements (hardscape, landscape) along US Hwy 377 starting at Westport Parkway stretching north for 3/4 mile. The enhancements will only be located in the median and consist of native and naturalized plantings, trees, plant bed preparations, drip irrigation, and concrete edging/mowstrip. Since the project will be within state ROW, the Town will submit this project to TxDOT for potential grant funding opportunities similar to the FM 1938 median landscape project.

PROJECT EXPENSE								
	Totals Thru	Estimated	Proposed	- - - - - - - - - - - - - - - - - - Projection- - - - - - - - - - - - - - - - - -				Project
EXPENDITURE TYPE	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	Total
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								
	Totals Thru	Estimated	Proposed	- - - - - - - - - - - - - - - - - - Projection- - - - - - - - - - - - - - - - - -				Project
FUNDING TYPE	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	Total
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								
	Totals Thru	Estimated	Proposed	- - - - - - - - - - - - - - - - - - Projection- - - - - - - - - - - - - - - - - -				
IMPACT TYPE	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	
Supplies	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Repair & Maintenance	-	-	-	-	-	5,150	5,305	-
Rent & Utilities	-	-	-	-	-	10,300	10,609	-
Debt Service	-	-	-	-	-	-	-	-
OPERATING IMPACT	**-**	**-**	**-**	**-**	**-**	**15,450**	**15,914**	**-**

UNFUNDED (UNDER DISCUSSION) CAPITAL IMPROVEMENT

Trail - Fidelity Campus to Westlake Parkway at Hwy 114

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

PROJECT EXPENSE								
	Totals Thru	Estimated	Proposed	- - - - - - - - - - - - - - - - - - Projection- - - - - - - - - - - - - - - - - -				Project
EXPENDITURE TYPE	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	Total
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								
	Totals Thru	Estimated	Proposed	- - - - - - - - - - - - - - - - - - Projection- - - - - - - - - - - - - - - - - -				Project
FUNDING TYPE	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	Total
Cash (Fund Balance)	-	-	-	-	-	-	-	-
Contributions/Grants	-	-	-	-	-	-	-	-
Bonds	-	-	-	330,338	-	-	-	330,338
Unfunded	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	**-**	**-**	**-**	**330,338**	**-**	**-**	**-**	**330,338**

IMPACT ON OPERATING BUDGET								
	Totals Thru	Estimated	Proposed	- - - - - - - - - - - - - - - - - - Projection- - - - - - - - - - - - - - - - - -				
IMPACT TYPE	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	
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								
	Totals Thru	Estimated	Proposed	- - - - - - - - - - - - - - - - - - Projection- - - - - - - - - - - - - - - - - -				Project
EXPENDITURE TYPE	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	Total
Engineering	-	-	-	-	-	61,800	-	61,800
Construction	-	-	-	-	-	618,000	-	618,000
Design	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	61,800	-	61,800
Other	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	**-**	**-**	**-**	**-**	**-**	**741,600**	**-**	**741,600**

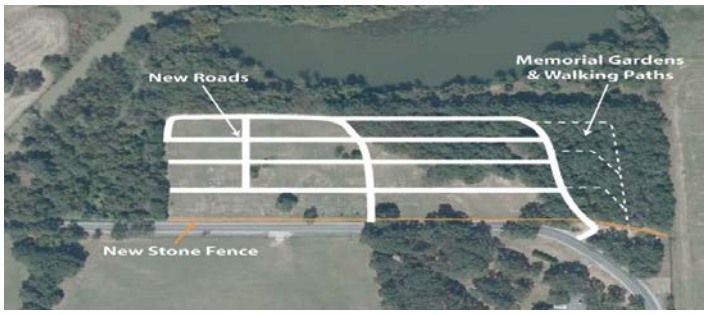
PROJECT FUNDING								
	Totals Thru	Estimated	Proposed	- - - - - - - - - - - - - - - - - - Projection- - - - - - - - - - - - - - - - - -				Project
FUNDING TYPE	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	Total
Cash (Fund Balance)	-	-	-	-	-	-	-	-
Contributions/Grants	-	-	-	-	-	-	-	-
Bonds	-	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	741,600	-	741,600
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	**-**	**-**	**-**	**-**	**-**		**-**	**741,600**

IMPACT ON OPERATING BUDGET								
	Totals Thru	Estimated	Proposed	- - - - - - - - - - - - - - - - - - Projection- - - - - - - - - - - - - - - - - -				
IMPACT TYPE	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	
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 accomodate 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								
	Totals Thru	Estimated	Proposed	- - - - - - - - - - - - - - - - - - Projection- - - - - - - - - - - - - - - - - -				Project
EXPENDITURE TYPE	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	Total
Engineering	-	-	-	-	-	-	-	-
Construction	-	-	-	-	73,609	77,904	-	151,513
Design	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	**-**	**-**	**-**	**-**	**73,609**	**77,904**	**-**	**151,513**

PROJECT FUNDING								
	Totals Thru	Estimated	Proposed	- - - - - - - - - - - - - - - - - - Projection- - - - - - - - - - - - - - - - - -				Project
FUNDING TYPE	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	Total
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								
	Totals Thru	Estimated	Proposed	- - - - - - - - - - - - - - - - - - Projection- - - - - - - - - - - - - - - - - -				
IMPACT TYPE	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	
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								
	Totals Thru	Estimated	Proposed	- - - - - - - - - - - - - - - - - - Projection- - - - - - - - - - - - - - - - - -				Project
EXPENDITURE TYPE	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	Total
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 ($90K for 10 Acres)	-	-	-	-	4,367,200		-	4,367,200
EXPENDITURES TOTAL	**-**	**-**	**-**	**-**	**8,623,423**	**183,706**	**-**	**8,807,129**

PROJECT FUNDING								
	Totals Thru	Estimated	Proposed	- - - - - - - - - - - - - - - - - - Projection- - - - - - - - - - - - - - - - - -				Project
FUNDING TYPE	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	Total
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								
	Totals Thru	Estimated	Proposed	- - - - - - - - - - - - - - - - - - Projection- - - - - - - - - - - - - - - - - -				
IMPACT TYPE	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	
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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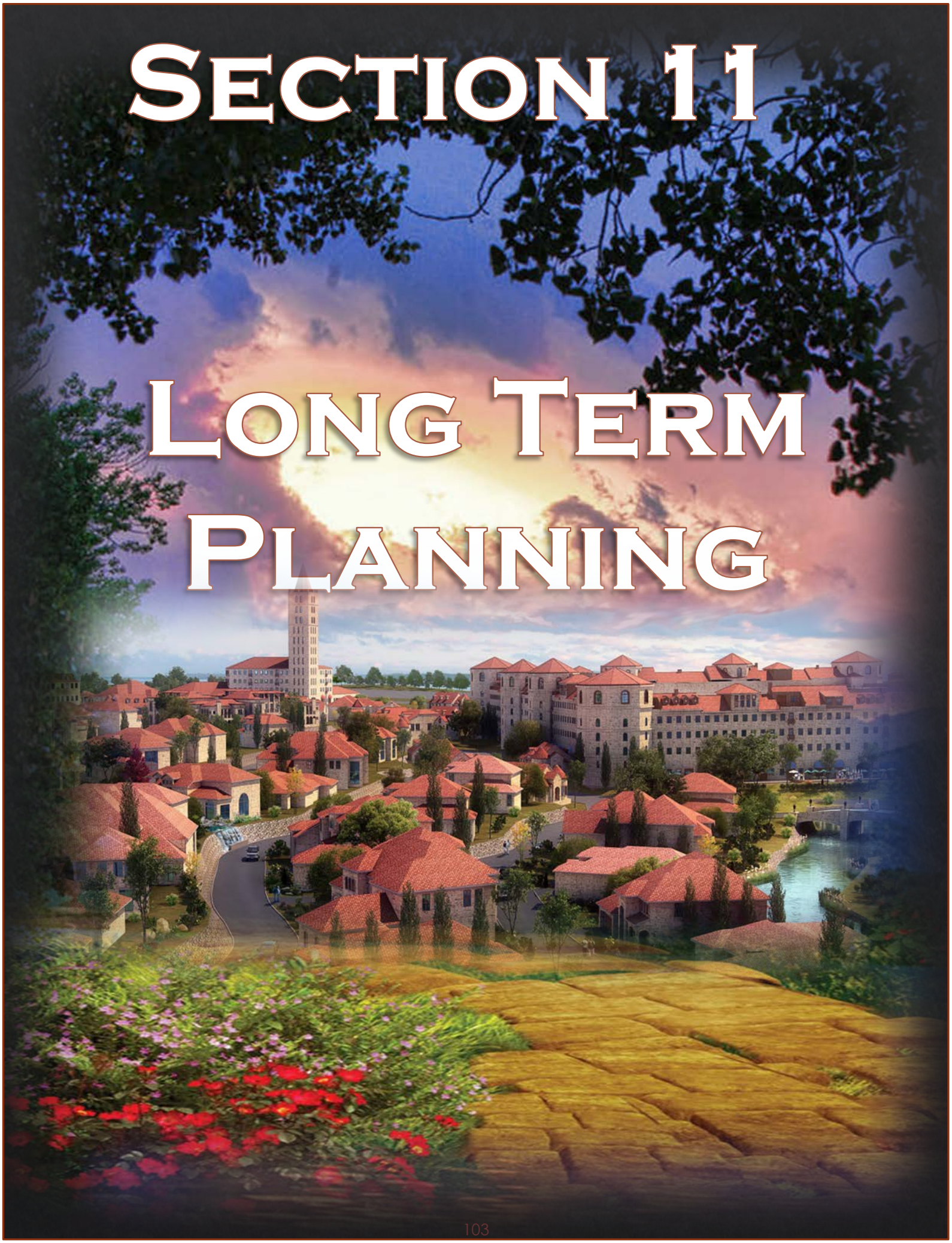
Section 11

Long Term Planning



FY 2018-2019 PROPOSED BUDGET

GENERAL FUND:

REVENUES AND OTHER SOURCES

- Ad Valorem Property Tax (13% of total GF revenues)
  - Proposed increase from $.13615 to $0.15600 (.01985 increase per $100 Valuation)
    - General Fund Proposed $0.13201 – Prior Year $0.11133
    - Debt Service Proposed $0.02399 – Prior Year $0.02482
  - Proposed budget is $1.5M; this reflects an increase of $258K (20%)

- Sales & Use Tax (32% of total GF revenues)
  - Proposed budget is $3.9M; this reflects an increase of $389K (11%)
  - Because of the uncertainly of the funds, we are conservative with these estimates.
  - Includes the Property Tax Reduction portion of the Sales tax receipts
  - Includes an economic development situs agreement

- Building permits/inspection/plan review fees (37% of total GF revenues)
  - Budgeted to be $4.4M with $3.6M as one-time revenues from Entrada.
  - This represents an increase of $2.2M (103%)
  - Residential fees budgeted at $1.1M and Commercial fees budgeted at $3.3M

- Franchise Fees (8% of total GF revenues)
  - Budgeted to be $983K
  - Based on current year receipts, fees are budgeted to remain flat.
  - Because of the uncertainly of the funds, we are conservative with these estimates.

- Transfers In are budgeted to remain flat at $62K; this is comprised of transfers from the Utility Fund for Fort Worth Impact Fees

TOTAL EXPENDITURES AND OTHER USES

- Payroll and Related Expenditures are budgeted at $4.5M
- This reflects an overall 7% increase of $287K
  - Market band adjustments of $191K are reflected and based on most recent salary surveys performed by the HR dept. (GF portion is $153K)
  - Performance Pay of $50K is included (GF portion is $42K)
  - Employee Insurance reflects a 30% ($180K) increase. Due to plan increase of 20% and anticipated changes to employee coverage of approved positions in the prior year that were unfilled.
  - Payroll Transfers in increased $58K.
  - Transition Court Judge from contract service to part time employee $18K
  - Transition part time Facilities Clerk to full-time employee $26K (mostly insurance)
  - Cost to replace and train Accountant Technician II $11K
  - Increase car allowances & phone allowances $7K
  - Add On-call pay to public works employees $6K

- Operations and Maintenance Expenditures are budgeted at $3.873M
- This reflects a 5% increase of $168K from the prior year estimated of $3.704M
    - The largest portion of this increase ($109K) is due to rent & utilities.
    - This section also includes service and supply expenditures, repairs and maintenance, and travel and training expenditures.

- Transfers Out are budgeted at $3.7M
- This reflects an 8% increase of $1.209M from the prior year estimated of $2.511M
    - To Debt Service Fund – decreased $6,299
    - To General M&R – increased $650K to build fund balance (portion of one-time Entrada fees)
    - To Vehicle M&R – increased $110K to build fund balance (portion of one-time Entrada fees)
    - To Capital Project Fund – increased $449K (portion of one-time Entrada fees)

Enterprise Funds

- Total revenues and other sources increased $2.6M (62%); due to one-time receipt of Texas Water Development Board Funds of $2.6M
- Total expenditures and other uses increased by $938K (22%) due primarily to one-time payment of $880K to Fort Worth Water Line.

Internal Service Funds

- Total revenues and other sources increased $639K (74%); due to transfers in from general fund; (portion of one-time Entrada fees)
- Total expenditures and other uses increased by $537K (112%)
    - Ambulance repairs and maintenance $260K
    - Repaint Ground Storage Tank $80K
    - Pump Station Equipment $80K
    - Network Equipment $115K

Special Revenue Funds

- Total revenues and other sources decreased $80K (3%)
    - Sales tax increased $260K
    - Contributions decreased $175K (economic development one time fees)
- Total expenditures and other uses decreased by $43K (1%)
    - Economic development increased $98K
    - Services decreased $185K
    - Transfers out decreased $13K

DEBT SERVICE FUNDS

- Total revenues and other sources increased $15K (1%)
  - Property tax increased $21K
  - Transfers in decreased $6K
- Total expenditures and other uses increased by $3K

CAPITAL PROJECT FUND

- Based on adopted CIP

FORECAST ASSUMPTIONS

FY 19-20 THROUGH FY 22-23

GENERAL FUND:

REVENUES AND OTHER SOURCES

- Sales & Use Tax Revenue
  - Annual increase of 2% to base sales and use tax thru 2023
  - Commercial construction; Phase I added in 2020 thru 2023
  - Commercial construction; Phase II added in 2021 thru 2023
  - Commercial construction; added in 2021 thru 2023

- Property Tax Revenue
  - Annual increase of 2% thru year 2023
  - Anticipated rate increase to property tax from year 19/20 thru year 22/23
  - Estimate 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
  - Economic development revenues and abatements added in 2020 forward

- Building permits/inspection/plan review fees
  - 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 1/2%

- All other revenues – are increased 1% to 2.5% annually based on analysis

TOTAL EXPENDITURES AND OTHER USES

- Salary and wages increase annually by 2.5%
- Service Expenditures increase annually by 1%
- Rent and Utilities increase annually by 1%
- Supplies increase annually by 1%
- Repair and Maintenance increase annually 1.25%
- Travel and training increase annually by 1%
- Debt remains flat
- Westlake Academy reserve - $315K/annually
- Capital Outlay remains flat thru 2023

UTILITY FUND

- Revenues and Other Sources increase annually by 2%
- Expenditures and other uses increase annually 1% to 2%
- Restricted Funds were added for Hillwood

VISITOR ASSOCIATION FUND

- Revenues and Other Sources increase annually by 1%
    - Hotel 1 added in 2020 thru 2023
    - Hotel 2 added in 2020 thru 2023
    - Hotel 3 added in 2021 thru 2023
- Expenditures increase annually .05 to 1%

FIVE YEAR FORECAST SUMMARY

DESCRIPTION	ESTIMATED FY 17-18	PROPOSED FY 18-19	1 FY 19-20	2 FY 20-21	3 FY 21-22	4 FY 22-23
GENERAL FUND TOTAL						
Total Revenues	9,304,946	12,313,609	9,581,327	9,766,546	10,146,508	10,407,058
Total Expenditures	(10,330,613)	(12,064,992)	(11,130,004)	(11,055,456)	(11,087,180)	(11,256,827)
NET CHANGE TO FUND BALANCE	**(1,025,667)**	**248,618**	**(1,548,677)**	**(1,288,910)**	**(940,672)**	**(849,769)**
Beginning Fund Balance	10,242,277	9,216,610	9,465,228	7,916,551	6,627,641	5,686,969
Ending Fund Balance	**9,216,610**	**9,465,228**	**7,916,551**	**6,627,641**	**5,686,969**	**4,837,200**
Restricted/Committed/Assigned	304,505	304,504	304,504	304,504	304,504	304,504
Unassigned Ending Balance	**8,912,105**	**9,160,724**	**7,612,047**	**6,323,137**	**5,382,465**	**4,532,696**
Operating Expenditures	9,270,948	9,543,216	9,935,220	10,022,424	10,156,770	10,326,417
Operating Cost per Day	25,400	26,146	27,220	27,459	27,827	28,292
Operating Days	**351**	**350**	**280**	**230**	**193**	**160**
ENTERPRISE FUNDS						
Total Revenues & Transfers In	4,934,415	7,540,741	5,017,305	5,095,772	5,194,781	5,295,770
Total Expenditures & Transfers Out	(5,420,005)	(6,364,008)	(4,826,877)	(4,779,136)	(4,850,539)	(4,921,496)
NET CHANGE TO FUND BALANCE	**(485,590)**	**1,176,733**	**190,428**	**316,637**	**344,242**	**374,274**
Beginning Fund Balance	886,329	400,739	1,577,472	1,767,900	2,084,537	2,428,779
Ending Fund Balance	**400,739**	**1,577,472**	**1,767,900**	**2,084,537**	**2,428,779**	**2,803,053**
Restricted/Committed/Assigned	400,739	1,279,190	1,280,666	1,282,142	1,283,618	1,285,094
Unassigned Ending Balance	**0**	**298,283**	**487,235**	**802,395**	**1,145,161**	**1,517,959**
Operating Expenses	5,420,005	6,364,008	4,826,877	4,779,136	4,850,539	4,921,496
Operating Cost Per Day	14,849	17,436	13,224	13,094	13,289	13,484
Operating Days	**0**	**17**	**37**	**61**	**86**	**113**
INTERNAL SERVICE FUNDS						
Total Revenues & Transfers In	901,480	1,503,545	1,349,539	1,037,787	935,165	935,165
Total Expenditures & Transfers Out	(383,625)	(1,079,475)	(415,500)	(510,000)	(382,500)	(1,322,500)
NET CHANGE TO FUND BALANCE	**517,855**	**424,070**	**934,039**	**527,787**	**552,665**	**(387,335)**
Beginning Fund Balance	1,053,144	1,570,999	1,995,069	2,929,108	3,456,895	4,009,560
Ending Fund Balance	**1,570,999**	**1,995,069**	**2,929,108**	**3,456,895**	**4,009,560**	**3,622,225**
Restricted/Committed/Assigned	1,570,999	1,995,069	2,929,108	3,456,895	4,009,560	3,622,225
Unassigned Ending Balance	**0**	**0**	**0**	**0**	**0**	**0**
SPECIAL REVENUE FUNDS						
Total Revenues & Transfers In	2,793,335	2,835,410	2,845,586	3,832,812	4,207,545	4,239,067
Total Expenditures & Transfers Out	(2,919,470)	(2,884,218)	(2,473,798)	(2,788,269)	(2,939,675)	(2,939,344)
NET CHANGE TO FUND BALANCE	**(126,135)**	**(48,808)**	**371,788**	**1,044,543**	**1,267,870**	**1,299,723**
Beginning Fund Balance	1,301,443	1,175,308	1,112,160	1,483,688	2,527,972	3,795,581
Ending Fund Balance	**1,175,308**	**1,126,499**	**1,483,948**	**2,528,232**	**3,795,841**	**5,095,304**
Restricted/Committed/Assigned	1,175,308	1,126,499	1,483,948	2,528,232	3,795,841	5,095,304
Unassigned Ending Balance	**0**	**0**	**0**	**0**	**0**	**0**

FIVE YEAR FORECAST SUMMARY

DESCRIPTION	ESTIMATED FY 17-18	PROPOSED FY 18-19	1 FY 19-20	2 FY 20-21	3 FY 21-22	4 FY 22-23
DEBT SERVICE FUNDS						
Total Revenues & Transfers In	2,709,153	2,662,779	2,927,134	2,921,004	2,924,798	2,922,282
Total Expenditures & Transfers Out	(2,690,293)	(2,693,600)	(2,927,134)	(2,921,004)	(2,924,798)	(2,922,282)
NET CHANGE TO FUND BALANCE	**18,860**	**(30,821)**	**0**	**0**	**0**	**0**
Beginning Fund Balance	11,961	30,821	0	0	0	0
Ending Fund Balance	**30,821**	**0**	**0**	**0**	**0**	**0**
Restricted/Committed/Assigned	30,821	0	0	0	0	0
Unassigned Ending Balance	**0**	**0**	**0**	**0**	**0**	**0**
CAPITAL PROJECT FUNDS						
Total Revenues & Transfers In	908,570	4,643,614	346,100	192,500	192,500	192,500
Total Expenditures & Transfers Out	(7,989,238)	(4,676,681)	(1,888,678)	0	0	0
NET CHANGE TO FUND BALANCE	**(7,080,668)**	**(33,067)**	**(1,542,578)**	**192,500**	**192,500**	**192,500**
Beginning Fund Balance	14,283,223	7,202,555	7,169,488	5,626,910	5,819,410	6,011,910
Ending Fund Balance	**7,202,555**	**7,169,488**	**5,626,910**	**5,819,410**	**6,011,910**	**6,204,410**
Restricted/Committed/Assigned	7,202,555	7,169,488	5,626,910	5,819,410	6,011,910	6,204,410
Unassigned Ending Balance	**0**	**0**	**0**	**0**	**0**	**0**
ALL FUNDS SUMMARY						
Total Revenues & Transfers In	21,551,899	31,499,699	22,066,991	22,846,421	23,601,297	23,991,842
Total Expenditures & Transfers Out	(29,733,245)	(29,762,974)	(23,661,991)	(22,053,864)	(22,184,692)	(23,362,450)
NET CHANGE TO FUND BALANCE	**(8,181,345)**	**1,736,725**	**(1,594,999)**	**792,557**	**1,416,604**	**629,392**
Beginning Fund Balance	27,778,377	19,597,032	21,319,418	19,724,158	20,516,455	21,932,800
Ending Fund Balance	**19,597,032**	**21,333,757**	**19,724,418**	**20,516,715**	**21,933,060**	**22,562,192**
Restricted/Committed/Assigned	10,684,927	11,874,750	11,625,136	13,391,183	15,405,433	16,511,537
Unassigned Ending Balance	**8,912,105**	**9,459,007**	**8,099,282**	**7,125,533**	**6,527,627**	**6,050,655**

ENDING FUND BALANCE

ENDING FUND BALANCES	ESTIMATED FY 17-18	PROPOSED FY 18-19	1 FY 19-20	2 FY 20-21	3 FY 21-22	4 FY 22-23
General Fund	9,216,610	9,465,228	7,916,551	6,627,641	5,686,969	4,837,200
Enterprise Funds	400,739	1,577,472	1,767,900	2,084,537	2,428,779	2,803,053
Internal Service M&R	1,570,999	1,995,069	2,929,108	3,456,895	4,009,560	3,622,225
Special Revenue Funds	1,175,308	1,126,499	1,483,948	2,528,232	3,795,841	5,095,304
Debt Service Funds	30,821	-	-	-	-	-
Capital Projects Funds	7,202,555	7,169,488	5,626,910	5,819,410	6,011,910	6,204,410
Municipal Total	**19,597,032**	**21,333,757**	**19,724,418**	**20,516,715**	**21,933,060**	**22,562,192**
Academic Funds	961,844	1,099,541	1,177,104	1,257,243	1,336,415	1,416,942
TOTAL ENDING FUND BALANCE	**20,558,876**	**22,433,298**	**20,901,522**	**21,773,958**	**23,269,475**	**23,979,134**

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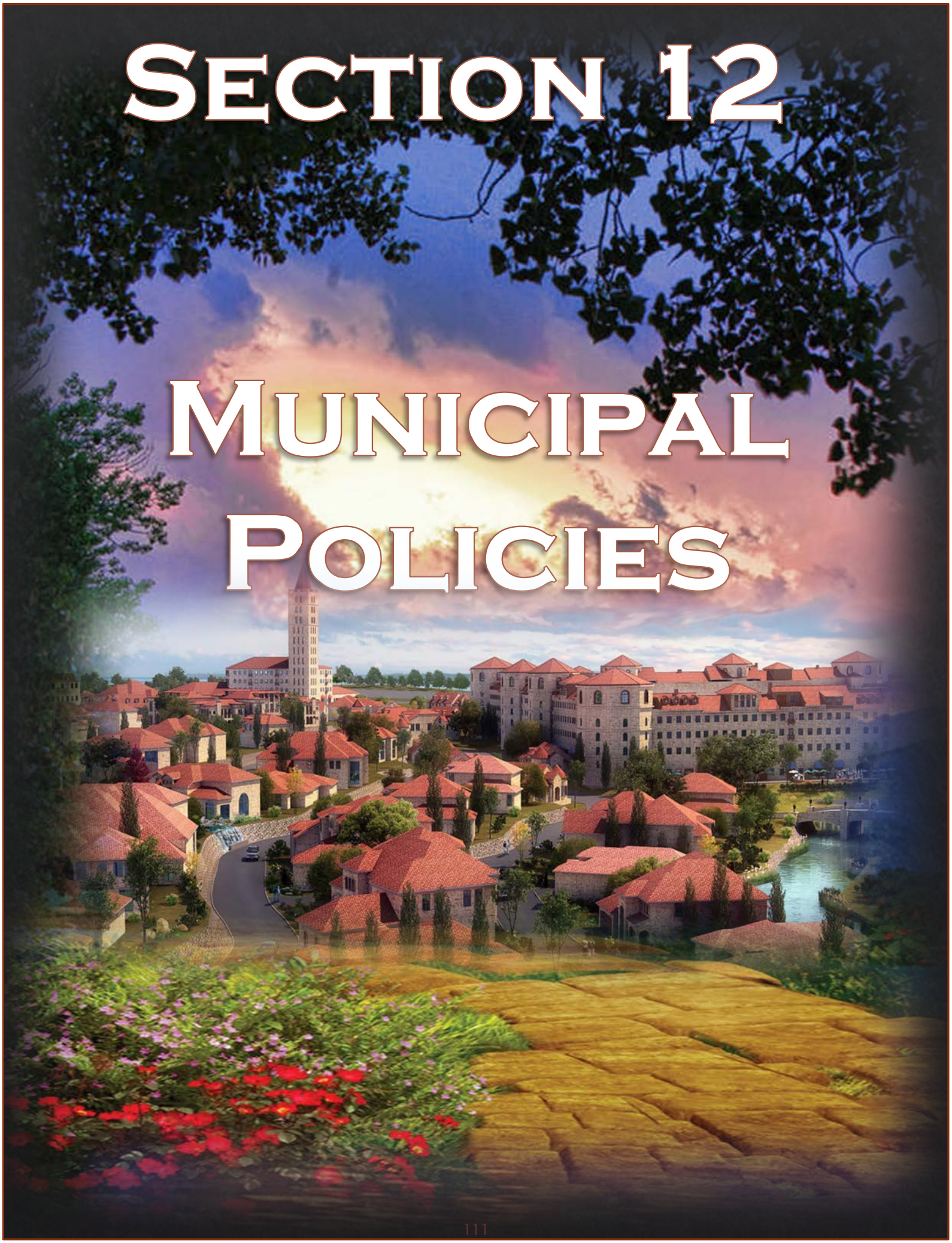
Section 12

Municipal Policies



I. STATEMENT OF PURPOSE

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

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

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

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

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

II. SUMMARY OF POLICY INTENDED OUTCOMES

This policy framework mandates pursuit of the following fiscal objectives:

A. **Operating Budget:** Prepare, conservatively estimate revenues, present, and adopt the Town's annual operating plan.

B. **Revenues Management:** Design, maintain, and administer a revenue system that will assure a reliable, equitable, diversified, and sufficient revenue stream to support desired Town services.

C. **Expenditure Control:** Identify priority services, establish appropriate service levels, and administer the expenditure of available resources to assure fiscal stability and the effective and efficient delivery of services.

D. **Fund Balance/Retained Earnings:** Maintain the fund balance and retained earnings of the various operating funds at levels sufficient to protect the Town's credit worthiness as well as its financial position from emergencies.

E. **Debt Management:** Establish guidelines for debt financing that will provide needed capital equipment and infrastructure improvements while minimizing the impact of debt payments on current revenues.

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 statues and regulations. Conform to generally accepted accounting principles as promulgated by the Government Accounting Standards Board (GASB), the American Institute of Certified Public Accountants (AICPA), and the Government Finance Officers Association (GFOA).

L. **Capital Improvement Plan/Budget and Program:** Multi-year planning, forecasting, preparation, and control of the Town's capital improvement plan/budget.

M. **Capital Maintenance and Replacement:** Annually review and monitor the state of the Town's capital equipment and infrastructure, setting priorities for its replacement and renovation based on needs, finding alternatives, and availability of resources.

N. **Internal Controls:** To establish and maintain an internal control structure designed to provide reasonable assurances that the Town's assets are safeguarded and that the possibilities for material errors in the Town's financial records are minimized.

III. OPERATING BUDGET

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

B. **Revenue Estimates for Budgeting:** In order to maintain a stable level of services, the Town shall use a conservative, objective, and analytical approach when preparing revenue estimates. The process shall include analysis of probable economic changes and their impacts on revenues, historical collection rates, and trends in revenues. This approach should reduce the likelihood of actual revenues falling short of budget estimates during the year and should avoid mid-year service reductions.

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

D. **Proposed Budget Process:** a proposed budget shall be prepared by the Town Manager with the participation of all of the Town's department directors.
- The proposed budget shall include four basic segments for review and evaluation: (1) personnel costs, (2) base budget for operations and maintenance costs, (3) service level adjustments for increases of existing service levels or additional services, and (4) revenues.
- The proposed budget review process shall include Council participation in the review of each of the four segments of the proposed budget and a public hearing to allow for citizen participation in the budget preparation.
- The proposed budget process shall allow sufficient time to provide review, as well as address policy and fiscal issues, by the Town Council.
- A copy of the proposed budget shall be filed with the Town Secretary when it is submitted to the Town Council as well as placed on the Town's website.

E. **Budget Adoption:** Upon the determination and presentation of the final iteration of the proposed budget as established by the Council, a public hearing date and time will be set and publicized. The Council will subsequently consider a resolution which, if adopted, such budget becomes the Town's Approved Annual Budget. The adopted budget will be effective for the fiscal year beginning October 1. The approved budget will be placed on the Town's web site.

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

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

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

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

J. **Reporting:** Monthly financial reports will be prepared by the Finance Department and distributed to and reviewed by each Director. Information obtained from financial reports and other operating reports is to be used by Directors to monitor and control departmental budget. Summary financial reports will be presented to the Town Council quarterly.

K. **Performance Measures & Productivity Indicators:** Where appropriate, performance measures and productivity indicators will be used as guidelines to measure efficiency, effectiveness, and outcomes of Town services. This information will be included in the annual budget process as needed.

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

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

IV. REVENUES MANAGEMENT

A. **Revenue Design Parameter:** The Town will pursue the following optimum characteristics in its revenue system:

- **Simplicity** - The Town, where possible and without sacrificing accuracy, will strive to keep the revenue system simple in order to reduce costs, achieve transparency, and increase citizen understanding of Town revenue sources.

- **Certainty** - A knowledge and understanding of revenue sources reliability increases the viability of the revenue system. The Town will understand, to the best of its ability, all aspects of its revenue sources and their performance, as well as enact consistent collection policies to provide assurances that the revenue base will materialize according to budgets, forecasts, and plans.

- **Equity** - The Town shall make every effort to maintain equity in its revenue system: i.e. the Town shall seek to minimize or eliminate all forms of subsidization between entities, funds, services utilities, and customer classes within a utility.

- **Administration** - The benefits of a revenue source will not exceed the cost of collecting that revenue. Every effort will be made for the cost of collection to be reviewed annually for cost effectiveness as a part of the Town's indirect cost and cost of service analysis.

- **Adequacy, Diversification and Stability** - The Town shall attempt, in as much as is practical, to achieve a balance in its revenue system. The Town shall also strive to maintain a balanced and diversified revenue system to protect the Town from fluctuations in any one source due to changes in local economic conditions which adversely impact that revenue source.

B. **Other Considerations.** The following considerations and issues will guide the Town in its revenue policies concerning specific sources of funds:

- **Cost/Benefit of Incentives for Economic** Development - The Town will use due caution in the analysis of any tax or fee incentives that are being considered to encourage economic development. A cost/benefit (fiscal impact) analysis will be performed as a part of the evaluation for each proposed economic development project.

- **Non-Recurring Revenues** - One-time or non-recurring revenues will not be used to finance on-going operational costs. Non-recurring revenues will be used only for one-time expenditures such as long-lived capital needs or one-time major maintenance projects that occur infrequently. Non-recurring revenues will not be used for budget balancing purposes except to cover the one-time expenditures described above.

- **Investment Income** - Earnings from investment of available monies, whether pooled or not, will be distributed to the funds in accordance with the equity balance of the fund from which monies were provided to be invested.

- **Property Tax Revenues** - The Town shall endeavor to avoid a property tax by revenue diversification, implementation of user fees, and economic development.

C. **User-Based (Demand Driven) Fees and Service Charges**. For services that are demand driven and can be associated with a user fee or charge, the direct and indirect costs of that service will be offset by a fee where possible. The Town staff will endeavor to prepare a review of all fees and charges annually, but not less than once every three years, in order to ensure that these fees provide for, at minimum, full cost recovery of service.

D. **Enterprise Fund Rates**. Utility rates and rate structures for water and sewer services will be constructed to target full cost of service recovery. Annually the Town will review and adopt water and sewer utility rates and a rate structure that generates revenue sufficient to fully cover operating expenses, meet the legal restrictions of all applicable bond covenants, provide for an adequate level of working capital, and recover applicable general/administrative costs. The Solid Waste function will have rates that fully recover all costs and maintain an adequate balance. The Cemetery Fund will be structured to operate on lot sales and endowments.

- **General and Administrative (G&A) Charges** – Where feasible, G&A costs will be charged to all funds for services of indirect general overhead costs, which may include general administration, finance, customer billing, facility use, personnel, technology, engineering, legal counsel, and other costs as deemed appropriate. These charges will be determined through an indirect cost allocation study following accepted practices and procedures.

E. **Intergovernmental Revenues**. As a general rule, intergovernmental revenues (grants) will not be utilized for on-going operating costs. Any potential grant opportunity will be examined to identify all costs related to matching and continuation of program requirements. Staff will focus on one-time grants to avoid long-term implications. If it is determined that accepting a grant with on-going cost conditions is in the interests of the Town, all the operating and maintenance costs must be included in the financial forecast and their ultimate effect on operations and revenue requirements be known.

F. **Revenue Monitoring.** Revenues as they are received will be regularly compared to budgeted revenues and variances will be investigated. This process will be summarized in the appropriate budget report.

G. **Special Revenue/Educational Funds.** Where feasible and practical, General and Administrative Charges (G&A) for special revenue and educational funds of the Town of Westlake will be determined on an annual basis and transfers will be made where sufficient revenue exists to cover the associated expenditures.

V. EXPENDITURE CONTROL

A. **Appropriations** – The point of budgetary control is at the department level in the General Fund and at the fund level in all other funds. When budget adjustments among Departments and/or funds are necessary, they must be approved by the Town Council.

B. **Current Funding Basis** - The Town shall operate on a current funding basis. Expenditures shall be budgeted and controlled so as not to exceed current revenues plus the planned use of fund balance accumulated through prior year savings. (The use of fund balance shall be guided by the Fund Balance/Retained Earnings Policy Statements.)

C. **Avoidance of Operating Deficits** - The Town shall take immediate corrective actions if at any time during the fiscal year expenditure and revenue re-estimates are such that an operating deficit (i.e., projected expenditures in excess of projected revenues) is projected at year-end. Corrective actions can include a hiring freeze, expenditure reductions, fee increases, or use of fund balance within the Fund.

D. **Balance/Retained Earnings Policy** - Expenditure deferrals into the following fiscal year, short-term loans, or use of one-time revenue sources shall be avoided to balance the budget.

E. **Maintenance of Capital Assets** - Within the resources available each fiscal year, the Town shall maintain capital assets and infrastructure at a sufficient level to protect the Town's investment, to minimize future replacement and maintenance costs, and to continue service levels.

F. **Periodic Program Reviews** - The Town Manager shall undertake periodic staff and third-party reviews of Town programs for both efficiency and effectiveness. Privatization and contracting with other governmental agencies will be evaluated as alternative approaches to service delivery. Programs which are determined to be inefficient and/or ineffective shall be reduced in scope or eliminated.

G. **Salary** - The Town shall strive to maintain competitive salary levels for municipal employees. A salary survey will be conducted through a sampling of surrounding and comparable municipal organizations to create a comparison. The Town will strive to maintain salary levels within three percent (3%) of the median of surveyed benchmark municipalities.

H. **Purchasing** - The Town shall make every effort to maximize any discounts offered by creditors/vendors. Staff shall also use competitive bidding in accordance to State law, as well as intergovernmental partnerships and purchasing cooperatives to attain the best possible price on goods and services.

I. **Prompt Payment** - All invoices will be paid within 30 days of receipt in accordance with the prompt payment requirements of State law.

VI. FUND BALANCE/RETAINED EARNINGS

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

B. **Retained Earnings of Other Operating Funds** - In the Utility Fund, the Town shall strive to maintain positive retained earnings positions to provide sufficient reserves for emergencies and revenue shortfalls.

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

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

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

VII. DEBT MANAGEMENT

A. **Debt Issuance Analysis** - All consideration of debt issuance for major capital assets will be prepared within the framework of a Council approved multi-year capital improvement plan and forecast for all Town facilities and infrastructure.

B. **Analysis of Debt Issuance and Debt Issuance Alternatives** - Staff will explore alternatives to the issuance of debt for capital acquisitions and construction projects.

These alternatives will include, but not be limited to,

- grants- in- aid
- use of reserves
- use of either current on-going general revenues or one-time revenues
- contributions from developers and others
- leases
- user fees
- impact fees

C. **Use of Debt Financing** - The useful life of the asset or project shall, at a minimum, exceed the payout schedule of any debt the Town assumes. Debt financing instruments to be considered by the Town may include:

- General obligation bonds - These must be authorized by a vote of the citizens of Westlake.
- Revenue bonds - These bonds generate capital requirements necessary for continuation or expansion of a service which produces revenue and for which the asset may reasonable be expected to provide for a revenue stream to fund the debt service requirement.
- Certificates of obligation - These can be authorized by Council approval with debt service by either general revenues or backed by a specific revenue stream or a combination of both.
- Lease/purchase agreements - These shall only be used to purchase capital assets that cannot be financed from either current revenues or fund balance/retained earnings and to fund infrastructure improvements and additions.

D. **Assumption of Additional Debt** - The Town shall not assume more tax-supported general purpose debt than it retires each year without first conducting an objective analysis as to the community's ability to assume and support additional debt service payments.

E. **Affordability Targets** - The Town shall use an objective multi-year analytical approach to determine whether it can afford to assume new general purpose debt beyond what it retires each year. This process shall compare generally accepted standards of affordability to the current values for the Town. The process shall also examine the direct costs and benefits of the proposed expenditures. The decision on whether or not to assume new debt shall be based on these costs and benefits and on the Town's ability to "afford" new debt as determined by the aforementioned standards. The Town shall strive to achieve and/or maintain these standards at a low to moderate classification.

F. **Debt Structure** - The Town shall structure its debt payment schedules for general purpose debt to ensure level principal repayment schedules. The Town shall not assume any debt with "balloon' repayment schedules which consist of low annual payments and one large payment of the balance due at the end of the term. While balloon payment structures minimize the size of debt payments during the period, they force a large funding requirement on the budget of the final year. Given the uncertainties of the future, level payment schedules improve budget planning and financial management.

G. **Sale Process** - The Town shall use a competitive bidding process in the sale of debt unless the nature of the issue warrants a negotiated bid. The Town shall award bonds based on a true interest cost (TIC) basis as long as the financial advisor agrees that the TIC basis can satisfactorily determine the lowest and best bid.

H. **Bond Rating Agencies Presentations** - Full disclosure of operations and open lines of communication shall be made to the bond rating agencies. Town staff, with assistance of financial advisors, shall prepare the necessary materials and presentation to the bond rating agencies.

I. **Continuing Disclosure** - The Town is committed to continuing disclosure of financial and pertinent credit information relevant to the Town's outstanding securities.

J. **Debt Refunding** - Town staff and the financial advisor shall monitor the municipal bond market for opportunities to obtain interest savings by refunding outstanding debt. As a general rule, the present value savings of a particular refunding should exceed 3.5% of the refunded maturities.

VIII. INTERGOVERNMENTAL RELATIONSHIPS

The Town will pursue coordinated efforts with other governmental agencies to achieve common policy objectives, share the cost of providing government services on an equitable basis, and support favorable legislation at the State and Federal levels.

A. Inter-local Cooperation in Delivering Services - In order to promote the effective and efficient delivery of services, the Town shall actively seek to work with other local jurisdictions in joint purchasing consortia, sharing facilities, sharing equitably the costs of service delivery, and developing joint programs to improve service to its citizens.

B. **Legislative Program** - The Town shall cooperate with other jurisdictions to actively oppose any State or Federal regulation or proposal that mandates additional Town programs or services and does not provide the funding to implement them. Conversely, as appropriate, the Town shall support legislative initiatives that provide more funds for priority local programs.

IX. GRANTS

A. **Grant Guidelines** - The Town shall apply, and facilitate the application by others, for only those grants that are consistent with the objectives and high priority needs previously identified above in these policies. The potential for incurring on-going costs, to include the assumption of support for grant funded positions from local revenues, will be considered prior to applying for a grant.

B. **Grant Review** - All grant submittals shall be reviewed for their cash match requirements, their potential impact on the operating budget, and the extent to which they meet the Town's policy objectives. If there are cash match requirements, the source of funding shall be identified prior to application. Staff will focus on one-time grants to avoid long-term implications related to additional expenditures in future years.

C. **Grant Program Termination** - The Town shall terminate grant funded programs and associated positions when grant funds are no longer available unless alternate funding is identified.

X. ECONOMIC DEVELOPMENT

A. **Positive Business Environment** - The Town shall endeavor, through its regulatory and administrative functions, to provide a positive business environment in which local businesses can grow, flourish and create jobs. The Town Council and Town staff will be sensitive to the needs, concerns and issues facing local businesses.

B. **Commitment to Business Expansion, Diversification, and Job Creation** - The Town shall encourage and participate in economic development efforts to expand Westlake's economy to increase local employment. These efforts shall not only focus on newly developing areas but also on other established sections of Westlake where development can generate additional jobs and other economic benefits.

C. **Coordinate Efforts with Other Jurisdictions** - The Town's economic development program shall encourage close cooperation with other local jurisdictions, chambers of commerce, and groups Interested in promoting the economic well-being of this area.

D. **Cost/Benefit of Incentives for Economic Development** - The Town will use due caution in the analysis of any tax or fee incentives that are used to encourage economic development. A cost/benefit (fiscal impact) analysis will be performed as part of such evaluation for each prospect. Economic development agreements will contain performance language as to the business's proposed economic impact to Westlake in exchange for Town incentives with adequate "claw-back" provisions for the Town.

XI. FISCAL MONITORING

A. **Financial Status and Performance Reports** - Quarterly reports comparing expenditures and revenues to current budget, projecting expenditures and revenues through the end of the year, noting the status of fund balances to include dollar amounts and percentages, and outlining any remedial actions necessary to maintain the Town's financial position shall be prepared for review by the Town Manager and the Council.

B. **Compliance with Council Policy Statements** - The Fiscal and Budgetary Policies will be reviewed annually by the Council and updated, revised or refined as deemed necessary. Policy statements adopted by the Council are guidelines, and occasionally, exceptions may be appropriate and required. However, exceptions to stated policies will be specifically identified, and the need for the exception will be documented and fully explained.

XII. FINANCIAL CONSULTANTS

To employ the assistance of qualified financial advisors and consultants as needed in the management and administration of the Town's financial functions. These areas include but are not limited to investments, debt administration, financial accounting systems, program evaluation, and financial impact modeling. Advisors shall be selected on a competitive basis using objective questionnaires and requests for proposals based on the scope of the work to be performed.

XIII. ACCOUNTING, AUDITING, AND FINANCIAL REPORTING

To comply with prevailing local, state, and federal regulations relative to accounting, auditing, and financial reporting. Accounting practices and financial reporting shall conform to generally accepted accounting principles as promulgated by the Governmental Accounting Standards Board (GASB), the American Institute of Certified Public Accountants, (AICPA), and the Government Finance Officers Association (GFOA). The Board shall select an independent firm of certified public accountants to perform an annual audit of all operations

A. **Accounting** – The Town is solely responsible for the recording and reporting of its financial affairs, both internally and externally. The Town's Finance Director is responsible for establishing the structure for the Town's chart of accounts and for assuring that procedures are in place to properly record financial transactions and report the Town's financial position.

B. **External Auditing** - Town will be audited annually by outside independent accountants (auditors). The auditors must be a CPA firm and must demonstrate significant experience in the field of local government auditing. They must conduct the town's audit in accordance with generally accepted auditing standards and be knowledgeable in the

Government Finance Officers Association Certificate of Achievement program. The auditors' report on Town's financial statements will be completed within a timely period of the Town's fiscal year-end. The auditor will jointly review the management letter with the Town Council, if necessary. In conjunction with this review, the Finance Director shall respond in writing to the Town Council regarding the auditor's Management Letter, addressing the 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 it accountable directly to the Town Council and will have access to direct communication with the Town Council if the Town Staff is unresponsive to auditor recommendations or if the auditor considers such communication necessary to fulfill its legal and professional responsibilities.

E. **Internal Financial Reporting** - The Finance Department will prepare internal financial reports sufficient for management to plan, monitor, and control Town's financial affairs.

XIV. CAPITAL BUDGET AND PROGRAM

A. **Preparation** - The Town's capital budget will include all capital projects funds and all capital resources. While the capital budget will be prepared annually on a project basis, it will be based on an on-going, multi-year capital improvement plan (CIP) that shows all funded and unfunded projects as identified by staff for all Town facilities and infrastructure. The multi-year CIP will be reviewed annually, updated by staff and presented to the Council for its review and approval. The annual capital budget will be prepared by the Finance Department with the involvement of responsible departments based on the multi-year CIP.

B. **Control** - All capital project expenditures must be appropriated in the capital budget. The Finance Director must certify the availability of resources before any capital project contract is presented to the Town Council for approval.

C. **Program Planning** - The capital budget will be taken from the capital improvements project plan for future years. The planning time frame for the capital improvements project plan should normally be five years, with a minimum of at least three years. The replacement and maintenance for capital items should also be projected for the next five years. Future maintenance and operational costs will be considered so that these costs can be included as appropriate in the annual budget.

D. **Financing Programs** - Where applicable and with Council approval, impact fees, pro-rata charges, assessments, or other fees should be used to fund capital projects which have a primary benefit to specific, identifiable property owners. Recognizing that long-term debt is usually a more expensive financing method, alternative financing sources will be explored before debt is issued. When debt is issued, it will be used to acquire major assets with expected lives which equal or exceed the average life of the debt issue.

E. **Reporting** - Periodic financial reports will be prepared to enable the department directors to manage their capital budgets. Summary capital project status reports will be presented to the Town Council quarterly.

XV. CAPITAL MAINTENANCE AND REPLACEMENT

The Town recognizes that deferred maintenance and not anticipating capital replacement needs increases future capital costs. Annually, available funds will be evaluated during the budget process and a percentage of each operating fund's budget will be recommended to the Council for transfer.

Upon approval by the Council, the recommended amount will be transferred to the appropriate funds (General/Utility/Vehicle Maintenance Replacement Fund) for major maintenance and replacement of street, building roof, flooring, air conditioning, equipment, etc.

XVI. INTERNAL CONTROLS

A. **Written Procedures** - Whenever possible, written procedures will be established and maintained by the Finance Director for all functions involving purchasing, cash handling and/or accounting throughout the Town. These procedures will embrace the general concepts of fiscal responsibility set for in this policy statement.

B. **Department Directors' Responsibilities** - Each department director is responsible for ensuring that good internal controls are followed throughout his/her department, that all directives or internal controls are implemented, and that all independent auditor internal control recommendations are addressed. Departments will develop and periodically update written internal control procedures.

XVII. ASSET MANAGEMENT

A. **Investments** – The Finance Director shall promptly invest all Town funds with the depository bank in accordance with the provisions of the current Bank Depository Agreement or in any negotiable instrument authorized by the Town Council. Further, investments shall be

made in accordance with the Investment Policy approved by the Town Council for the Town of Westlake that meets the requirements of the Public Funds Investment Act (PFIA), Section 2256 of the Texas Local Government Code. The Finance Director will issue quarterly reports on investment activity to the Town Council.

B. **Cash Management** - Town's cash flow will be managed to maximize the cash available to invest. Such cash management will entail the centralization of cash collections, where feasibility, including utility bills, building and related permits and license, fines, fees, and other collection offices as appropriate. Periodic review of cash flow position will be performed to determine performance of cash management and conformance to investment policies. The underlying theme will be that idle cash will be invested with the intent to (1) safeguard assets, (2) maintain liquidity, and (3) maximize return.

C. **Fixed Assets and Inventory** - Such assets will be reasonably safeguarded and properly accounted for and prudently insured. The fixed asset inventory will be updated regularly.

D. **Capitalization Criteria** – For purposes of budgeting and accounting classification, the following criteria must be capitalized:
- The asset is owned by the Town of Westlake
- The expected useful life of the asset must be longer than one year, or extend the life on an identifiable existing asset by more than one year
- The original cost of the asset must be at least $5,000
- The asset must be tangible
- On-going repairs and general maintenance are not capitalized
- New Purchases – All costs associated with bringing the asset into working order will be capitalized as part of the asset cost. This includes start- up costs, engineering or consultant type fees as part of the asset cost once the decision or commitment to purchase the asset is made. The cost of land acquired should include all related costs associated with its purchase
- Improvements and Replacement – Improvement will be capitalized when they extend the original life of an asset or when they make the asset more valuable than it was originally. The replacement of assets components will normally be expenses unless they are a significant nature and meet all the capitalization criteria.

E. **Computer System/Data Security** – The Town shall provide security of its computer/network system and data files through physical and logical security systems that will include, but are not limited to: network user authentications, firewalls, content filtering, spam/virus protection, and redundant data backup.

I. POLICY STATEMENT

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

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

II. SCOPE

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

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

III. OBJECTIVES AND STRATEGY

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

- **Safety of Principal** - Safety of principal is the foremost objective of the Town. Investments shall be undertaken in a manner that seeks to insure the preservation of capital in the overall portfolio. The suitability of each investment decision will be made on the basis of safety.

- **Liquidity** - The Town's investment portfolio will remain sufficiently liquid to enable it to meet all operating requirements which might be reasonably anticipated. Investment decisions will be based on cash flow analysis of anticipated expenditures.

- **Diversification** - Diversification is required in the portfolio's composition. Diversification of the portfolio will include diversification by maturity and market sector and will include the use of a number of broker/dealers or banks for diversification and market coverage. Competitive bidding will be used on each sale or purchase.

- **Yield** - The Town's investment portfolio shall be designed with the objective of attaining a reasonable market yield, taking into account the Town's risk constraints and cash flow needs. A reasonable market yield for the portfolio will be defined as the six month (180 day) U.S. Treasury Bill which compares to the portfolio's maximum weighted average maturity of six months.

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

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

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

IV. LEGAL LIMITATIONS, RESPONSIBILITIES AND AUTHORITY

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

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

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

V. DELEGATION OF INVESTMENT AUTHORITY

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

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

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

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

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

VI. PRUDENCE

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

This standard states:

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

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

VII. INTERNAL CONTROLS

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

VIII. AUTHORIZED INVESTMENTS

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

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

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

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

IX. AUTHORIZED FINANCIAL DEALERS AND INSTITUTIONS

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

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

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

X. DIVERSIFICATION AND MATURITY LIMITATIONS

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

XI. SAFEKEEPING AND COLLATERALIZATION

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

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

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

Authorized collateral will include only:

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

XII. REPORTING

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

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

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

XIII. DEPOSITORIES

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

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

XIV. INVESTMENT POLICY ADOPTION BY COUNCIL

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

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. In order to achieve this, we must pay employees fairly compared to their coworkers, and employees must also perceive that they are paid fairly compared to their coworkers.

- **Second**, The Town's pay system must be externally competitive in the market place, so that the Town of Westlake support or strategic outcome objective to attract, recruit, and retain highly qualified employees who are vital to accomplishing the organization's vision and mission.

- **Third**, to be motivational to our employees, providing the opportunity for future pay increases based upon individual work performance and development of job-related skills and competencies.

II. DEFINITION

With these objectives in mind, the Town's municipal compensation plan is a broad band pay system. A broad band pay system is markedly different than the traditional "step-in-grade" pay system.

A broad band pay system is one that structures pay utilizing two primary steps.

- **First**, the responsibilities and qualifications required of each position are analyzed.

- **Second**, using this position analysis, pay for these positions are surveyed against the market to create a broad set of occupation groups that become the pay bands.

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

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

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

III. IMPLEMENTATION AND MAINTENANCE OF THE PAY PLAN

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

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

IV. CLASSIFICATION AND PAY BAND PLACEMENT

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

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

Factors that will not be considered in classifying a position:

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

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

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

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

V. PAY PLAN PARAMETERS

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

Internal Equity

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

Performance Pay

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

Market-Based Pay

a. The Town of Westlake will conduct an annual market salary study in the spring prior to budget preparation for the upcoming fiscal year.
b. Depending on the results of the market study, and if funds are available, all or some of the salary bands will be proposed to the Town Council for adjustment based upon the results of the annual market salary study. Proposed adjustments to any pay band will not be proposed unless the market study indicates bands have increased by 2.5% or more.
c. Employee salaries may receive a market adjustment if their current salary has

shifted to become less than 97.5% of the market average.

d. All new hires will be placed at the minimum rate of their band, unless a hiring manager recommends placement at a higher rate. This must be reviewed first by the Human Resources Department and approved by the Town Manager or their designee. Generally, new hires proposed to be paid higher than band minimum may be brought into the pay system within 3% above or below a band's midpoint; however, exceptional qualifications and experience of the new hire must be demonstrated by the hiring department to the Human Resources Department and the Town Manager for this to be approved.

e. All market adjustments are dependent upon available financial resources.

f. The market value for positions within the Town of Westlake will be determined annually through the completion of a survey of comparison communities identified by staff and approved by the Town Council.

g. Employees with base compensation within 3% of the market average are considered to be "at market."

h. Positions currently at or above the market will not qualify for any market-based adjustment, and will remain at their current rate of pay.

i. If the market rate for a position declines, the salary of position holders will not be negatively impacted, but they will not receive any market-based adjustments.

j. Market adjustments will impact the base pay of the employee and may only be applied if the Town of Westlake has adequate financial resources available to fund the adjustments.

VI. BROADBAND CLASSIFICATIONS

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

VII. DEFINITIONS FOR THE BANDS ARE AS FOLLOWS:

- **"BAND E" POLICY DECISION -** These decisions are associated with board level management, and involve guiding the organization as a whole through policy development, setting the overall direction, and tone of the organization. Restrictions to these decisions are often only limited by the laws of the state (Paterson, 1972).

- **"BAND D" PROGRAMMING DECISION -** These decisions are typically made by senior management or department directors and are generally tasked with executing the organization's policy through strategy development. Establishing guidelines by which further decisions are made. A typical senior management decision is made at the organizational or department level. For instance, the decision on how to set up the organization's network infrastructure is usually determined by management, while the decision to upgrade is based on policy (Paterson, 1972).

- **"BAND C" INTERPRETIVE DECISIONS -** Middle management who have constraints placed upon them by them by senior management. These are usually made by business unit managers, such as a budget manager or project research analyst. Once overall strategy is developed by the senior managers, the middle managers decide how to utilize resources in order to meet deadlines. The unit manager should always know why certain staff members have been assigned to a particular job and may have to interpret situations not currently covered by rules or guidelines (Paterson, 1972).

- "**BAND B" ROUTINE DECISIONS -** Skilled supervisors know the "how", the "where", and the "when" to set up equipment, systems, and are aware of the rules that govern these processes. They can decide which process is to be used in order to carry out the interpretive decisions as they have a firm handle on operations. For example, a billing clerk knows how to complete the utility billing process, including the way in which entries have to be made, as they have the book of rules and regulations to refer to as needed (Paterson, 1972).

- "**BAND A" AUTOMATIC DECISIONS -** Each process is a cycle of operations. The process is decided by the supervisor who then sets up the process or the "how" of the task at hand. This is generally accomplished by a semi-skilled individual who completes the task as outlined, within the constraints of the process. This individual can decide where and when to carry out the operations needed for the task (Paterson, 1972).

- **"BAND O" DEFINED DECISIONS -** "Band O" decisions are rarely seen in an organization. These decisions are those involving speed of completion of a task, and are usually left to unskilled, entry level, nonexempt employees (Paterson, 1972).

VEHICLE MAINTENANCE AND REPLACEMENT

The Town recognizes that deferred maintenance and not anticipating capital replacement needs increases future capital costs. Annually, available funds will be evaluated during the budget process and a percentage of each operating fund's budget will be recommended to the Council for transfer. Upon approval by the Council, the recommended amount will be transferred to the appropriate funds (General or Utility Maintenance Replacement Fund) for major maintenance/ replacement of street, building roof, flooring, air conditioning, equipment, etc.

The Town of Westlake owns, operates, and maintains a number of vehicles. To provide a fiscally responsible vehicle and equipment replacement policy that enables the Town to maximize vehicle and equipment utilization, while maintaining the Town's desired public image and high-quality program of services for our residents. Therefore, the Town of Westlake will maintain a Vehicle and Equipment Replacement and Depreciation Schedule; said schedule will be maintained by the Finance Department.

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

Funding for vehicle/equipment replacement should be incrementally allocated from department operating funds to a restricted Capital Maintenance and Replacement Fund, subject to funding availability on an annual basis. Future vehicle/equipment replacements should be funded from this restricted fund, which receives accumulated operating fund transfers based upon the Vehicle and Equipment Depreciation Schedule.

Funding will consist of an annual set-aside based upon a straight-line depreciation for each vehicle over the course of its useful life and budgeted as part of the annual budget development process.

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

REPLACEMENT AND DEPRECIATION GUIDELINES

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

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

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

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

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

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

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

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

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

GUIDE FOR EARLY REPLACEMENT OF TOWN-OWNED VEHICLES

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

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

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

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

EXAMPLE A – Vehicles

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

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

Staff recommendation = Replacement this year

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

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

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

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

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