



THE TOWN OF
WESTLAKE
DISTINCTIVE BY DESIGN



**ADOPTED
OPERATING BUDGET**
*Investing in our Community
Investing in our Vision*

**FISCAL YEAR
2018-2019**

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PROPERTY TAX VOTE

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.

TOWN COUNCIL RECORD VOTE

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

FOR: Alesa Belvedere
Carol Langdon
Rick Rennhack
Wayne Stoltenberg
Michael Barrett

AGAINST: None

PRESENT but abstained from Voting: None

ABSENT: None

PROPERTY TAX RATE COMPARISON

Tax Rate	Adopted FY 17/18	Adopted 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, 2018

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

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) has presented a Distinguished Budget Presentation Award to the Town of Westlake for its annual budget for the fiscal year beginning October 1, 2018.

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



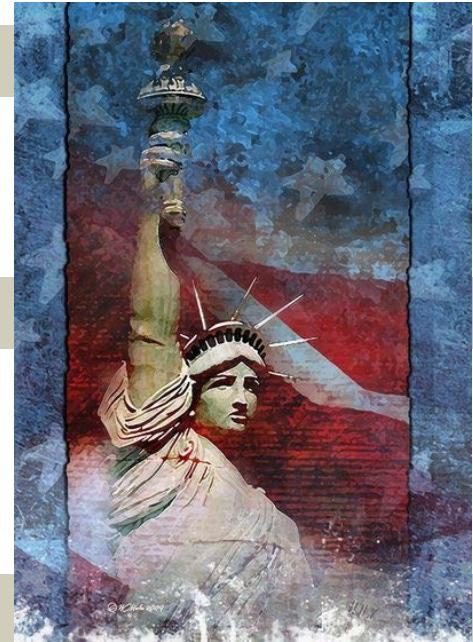
An oasis of natural beauty that maintains our open spaces in balance with distinctive developments, trails, and quality of life amenities amidst an ever expanding urban landscape.

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

PLANNING AND DEVELOPMENT

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

PUBLIC WORKS

Jarrod Greenwood	Director	jgreenwood@westlake-tx.org	817-490-5720
Diana Orender	Assistant	dorender@westlake-tx.org	817-490-5732
Paul Andreason	Technician	pandreason@westlake-tx.org	817-490-5731
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

BUDGET GUIDE & TABLE OF CONTENTS

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

1. EXECUTIVE SECTION

- **01 Transmittal Letter** - This section is written to the Town Council by the Town Manager and provides a high-level preview of the Town's budget. The letter helps tie together the core elements which make up the budget and illustrates how those elements further the Town's goals found within the strategic management system.
- **13 Strategic Plan** - The Town has adopted a Strategic Management System (SMS) which drives the way the Town conducts its business. The department directors contribute to the SMS by developing a corporate business plan and aligning their yearly budget proposals to that plan.
- **21 Community Profile** - This section includes statistical and supplemental data that describes the Town of Westlake and its community. It furnishes a valuable perspective when reviewing budget issues and making decisions related to allocation of government resources. The goal is to provide a context for understanding the decisions incorporated into the budget document.

2. FINANCIAL ANALYSIS

- **45 Budget 101 Overview** - This section explains the meaning behind the numbers which are presented in this budget document. It gives perspective to the Town's budgeting process, basis of budgeting and accounting, how the budget is amended and the fund accounting system.
- **71 Financial Summaries and Analysis** - This section gives an analysis between the current year and prior year budget, as well as the variance explanations. Several different tables are presented of all fund revenues, expenditures and fund balance amounts.
- **77 Ad Valorem Property Tax Analysis** - A property tax is an ad valorem tax that an owner of real estate or property pays on the value of the property being taxed.
- **83 Personnel and Organization** - Since salaries make up the greatest portion of the expenditure budget, it is logical to apply forecasting techniques that can provide a true picture of where payroll dollars are headed.
- **95 Long Term Planning** - The Long-Range Financial Forecast takes a forward look at the Town's revenues and expenditures in order to identify potential financial trends, shortfalls, and issues.

3. GENERAL FUND

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

4. ENTERPRISE FUNDS

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

5. INTERNAL SERVICE FUNDS

- **189 Internal Service Funds** - Internal service funds are used for operations serving other funds or departments within a government on a cost-reimbursement basis.
 - 193 Utility Major Maintenance
 - 197 General Major Maintenance
- **201 Vehicle Major Maintenance** - The Vehicle Maintenance & Replacement Fund (VMR) was created to provide a mechanism for the long-term repair and replacement of Town vehicles.
 - 209 Utility Vehicle Maintenance
 - 213 General Vehicle Maintenance

6. SPECIAL REVENUE FUNDS

- **217 Special Revenue Funds** - This section provides a detailed spending plan for funds which account for proceeds of specific revenue sources that are legally restricted for certain purposes.
 - 221 Visitors Association Fund
 - 225 4B Economic Development
 - 229 Economic Development -
 - 233 Public Improvement District Fund
 - 237 Public Arts Fund
 - 241 Lone Star Public Facilities

BUDGET GUIDE & TABLE OF CONTENTS

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

7. **DEBT SERVICE FUNDS**

- **245 Debt Service Funds** - This section provides a summary of the annual principal and interest payments for all outstanding bonded debt and capital leases. The Town issues general obligation bonds and certificates of obligation to provide for the acquisition and construction of major capital facilities and infrastructure.
 - 253 Debt Service Fund 300
 - 261 Debt Service Fund 301

8. **WESTLAKE ACADEMY FUND**

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

9. **CAPITAL PROJECT FUNDS**

- **281 Capital Projects** - The Capital Projects funds are used to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary fund types).
 - 285 Municipal Facilities Project Fund
 - 289 Capital Project Fund
 - 295 Westlake Academy Expansion

10. **CAPITAL IMPROVEMENT PLAN**

- **301 Capital Improvements Program** - This section includes a listing of projects for the current year as well as projects that are planned for implementation over a five-year period. Town staff plans for a five-year period, but has also identified several projects that cannot be addressed given funding limitations.
 - 305 Funded Capital
 - 327 Unfunded Capital

11. **MUNICIPAL POLICIES**

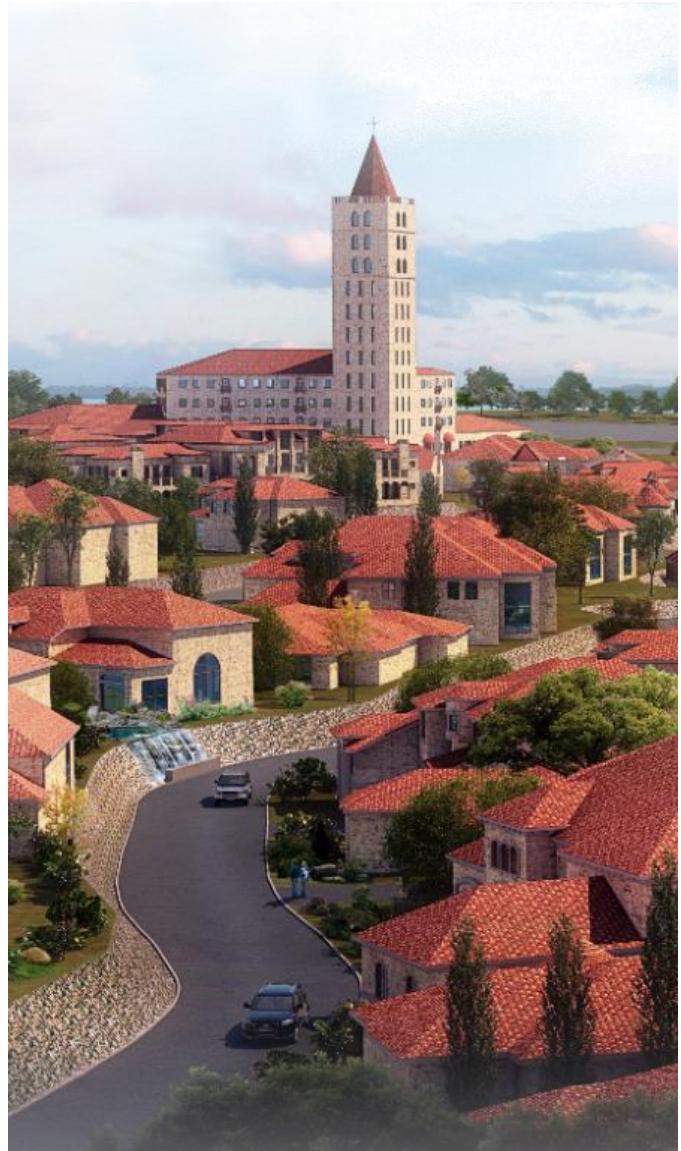
- **341 Fiscal and Budgetary Policies** - The overall intent of the following Fiscal and Budgetary Policy Statements is to enable the Town to achieve a long-term stable and positive financial condition. The watchwords of the Town's financial management include integrity, prudence, stewardship, planning,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

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

- **365 Employee Pay Plan Policy** - The purpose of this policy is to set out the philosophy, purpose, and intent of the Town of Westlake's pay system for municipal employees.

12. **APPENDIX**

- **373 Ordinance to Adopt the Budget**
- **375 Ordinance to Adopt Property Tax Rate**
- **378 Glossary**
- **384 Acronyms**



SECTION 01

EXECUTIVE



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Transmittal Letter

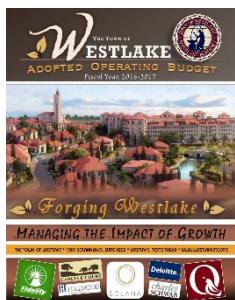
This section is written to the Town Council by the Town Manager and provides a high-level preview of the Town's Budget.

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

September 24, 2018

Honorable Mayor and Town Council:

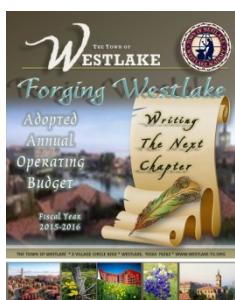
On behalf of the Town of Westlake's Department Directors and our staff teams, I am pleased to present the Proposed FY 2018-19 Budget for the Town Council's consideration. **This year's budget theme is "Investing in our Community. Investing in our Vision".** For the past several budget seasons, we have 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"

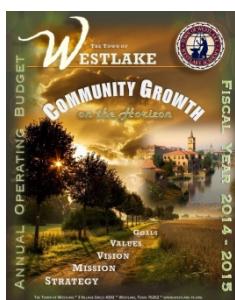
This fiscal year's budget emphasized moving from implementing our new Comp Plan, to inculcating it into our budget with sufficient resources to properly administer our planning and development review services in a way that more effectively deals proactively with the impact of growth in all the Town's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

FUND BALANCE CHANGES BY FUND TYPE

On behalf of the Senior Leadership Team and all Westlake staff members, I am presenting the Fiscal Year 2018-19 budget document for the Council's consideration as follows:

Fund Type	Projected Beginning Fund Balance	Revenues and Other Sources	Expenditures and Other Uses	Projected Ending Fund Balance	Percent of Total	Net Change to Fund Balance	Change Percent
General Fund	\$ 9,216,613	\$ 12,313,609	\$ 12,064,992	\$ 9,465,231	42%	\$ 248,618	3%
Enterprise Funds	400,739	7,540,741	6,364,008	205,060	1%	1,176,733	294%
Internal Service Funds	1,570,999	1,503,545	1,079,475	1,995,069	9%	424,070	27%
Special Revenue Funds	1,175,308	2,835,410	2,884,218	1,126,499	5%	(48,808)	-4%
Debt Service Funds	30,821	2,662,779	2,693,600	-	0%	(30,821)	-100%
Capital Projects Funds	7,202,555	4,643,614	4,676,681	7,169,488	32%	(33,067)	0%
Municipal Total	19,597,035	31,499,699	29,762,974	21,333,760	94%	1,736,725	9%
Academic Funds	997,046	8,644,100	8,382,199	1,258,947	6%	261,901	26%
TOTAL	\$ 20,594,078	\$ 40,143,799	\$ 38,145,173	\$ 22,592,704	100%	\$ 1,998,626	10%

The FY 2018-19 budgeted expenditure amount totals \$38,145,173 for all funds

- Fund balance shows a 10% increase of \$1,998,626 from the prior year estimated.
 - Academic funds reflect a 26% increase of \$261,901
 - Municipal funds reflect a 9% increase of \$1,736,725 and include planned use of fund balance of \$112,696.

MUNICIPAL OPERATING EXPENDITURES

If only Municipal operating expenditures were taken into consideration (removal of all expenditures related to capital projects, inter-fund transfers and Westlake Academy), the FY18-19 budget shows a 7% increase of \$1,302,440.

	ESTIMATED FY 17/18	ADOPTED FY 18/19	Change Amount	Change Percent
Payroll & Related	\$ 4,208,369	\$ 4,495,731	\$ 287,362	7%
Operating Expenditures	13,291,438	14,306,516	1,015,078	8%
TOTAL	\$ 17,499,807	\$ 18,802,247	\$ 1,302,440	7%

GENERAL FUND REVENUES

Evaluating the budget within the context of a long-term forecast is important as it shows whether we are on the right road financially in FY 2018-19.

	FY 17-18 Estimated	FY 18-19 Adopted	FY 19-20 Projected	FY 20-21 Projected	FY 21-22 Projected	FY 22-23 Projected
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	304,504	304,504	304,504	304,504	304,504	304,504
Unassigned Ending Balance	8,912,106	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

GENERAL SALES AND USE TAX

- Budgeted to be \$3,900,000. This reflects an 11% increase of \$389,500 when compared to prior year estimates primarily due to a development agreement.
 - Sales taxes are collected on the sale of goods and services within the Town as authorized by the State of Texas.
 - The maximum sales tax allowed in the State of Texas is 8.25% per dollar on all taxable goods and services. 6.25% per dollar is kept by the State; municipalities receive a maximum of 2%. Funds are collected by the Texas Comptroller of Public Accounts and remitted to the Town monthly.
 - An amount equal to 1.50% of taxable sales is appropriated to the Town's General Fund. This total includes .50% that is received for property tax reduction.
 - The Town also receives an additional .50% sales tax that is recorded in the 4B Economic Development Corporation Fund.

AD VALOREM PROPERTY TAX

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 18/19 Adopted 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

VISITOR ASSOCIATION FUND REVENUES

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

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

- Total revenues are budgeted to be \$843,895
- This represents a 0.5% increase of \$4,550 from prior year estimated revenues.

UTILITY FUND REVENUES

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

- Total revenues and other sources are budgeted to be \$7,522,501
- This represents a 53% increase of \$2,606,326 from prior year estimated revenues.

SERVICE LEVEL ADJUSTMENT OVERVIEW

The Town utilizes "service level adjustments" to create an organizational outcome of being fiscal stewards and tracking our cost increases or decreases. A service level adjustment (SLA) is a request for any dollars in excess of the baseline/target budget.

There are 2 types of "Service Level Adjustments".

Maintain

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

New or expanded level of service.

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

This budget reflects the following service level adjustments.

	TOTAL AMOUNT	ONE-TIME AMOUNT	ON-GOING AMOUNT
REVENUES	\$ 9,710,979	\$9,243,527	\$467,452
	Percent	95%	5%
EXPENDITURES	\$ 4,626,898	\$4,117,519	\$509,379
	Percent	89%	11%
NET CHANGE	\$ 5,084,080	\$5,126,009	\$(41,925)

SERVICE LEVEL ADJUSTMENTS BY PERSPECTIVE

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

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

PERSPECTIVE & OUTCOME OBJECTIVE	TOTAL AMOUNT	ONE-TIME AMOUNT	ON-GOING AMOUNT
CUSTOMERS, STUDENTS, STAKEHOLDERS <u>Outcome Objectives:</u> <ul style="list-style-type: none"><i>Preserve Desirability & Quality of Life</i><i>Increase CSS Satisfaction</i>	\$947,016	\$947,016 100%	\$0 0%
FINANCIAL STEWARDSHIP <u>Outcome Objectives:</u> <ul style="list-style-type: none"><i>Increase Financial Capacity & Reserves</i><i>Increase Revenue Streams</i>	\$9,710,979	\$9,243,527 95%	\$467,452 5%
MUNICIPAL AND ACADEMIC OPERATIONS <u>Outcome Objectives:</u> <ul style="list-style-type: none"><i>Maximize Efficiencies & Effectiveness</i><i>Encourage Westlake's Unique Sense of Place</i><i>Increase Transparency, Accessibility & Communications</i>	\$269,827	\$35,000 13%	\$234,827 87%
PEOPLE, FACILITIES AND TECHNOLOGY <u>Outcome Objectives:</u> <ul style="list-style-type: none"><i>Attract, Recruit, Retain, Develop Quality Workforce</i><i>Improve Technology, Facilities & Equipment</i><i>Optimize Planning & Development Capabilities</i>	\$3,410,055	\$3,135,503 92%	\$274,552 8%
NET CHANGE	\$5,084,080	\$5,126,009	\$(41,925)

SUMMARY of ALL SLA FUND CHANGES

BY GENERAL LEDGER ACCOUNT TYPE				
SERVICE LEVEL ADJUSMENT TYPE		TOTAL AMOUNT	ONE-TIME	ON-GOING
Revenues				
<i>Sales & Use Tax</i>	10.8%	\$1,050,000	\$1,050,000	\$0
<i>Property Tax</i>	3.8%	\$368,126	\$0	\$368,126
<i>Building Permits and Fees</i>	22.7%	\$2,206,393	\$2,206,393	\$0
<i>Permit Fees Utility</i>	1.0%	\$99,326	\$0	\$99,326
<i>Other Sources</i>	61.7%	\$5,987,134	\$5,987,134	\$0
<u>TOTAL ALL REVENUES</u>		<u>\$9,710,979</u>	<u>\$9,243,527</u>	<u>\$467,452</u>
<i>does not include transfers in</i>		percentage	95%	5%
Payroll & Related Costs				
<i>Market Adjustment</i>	4.1%	\$191,314	\$0	\$191,314
<i>Performance Pay</i>	1.1%	\$50,000	\$50,000	\$0
<i>Additional Positions</i>	0.6%	\$26,296	\$0	\$26,296
<i>Other Employee Changes</i>	-1.0%	-\$47,670	\$11,439	-\$59,109
<u>TOTAL</u>		<u>\$219,940</u>	<u>\$61,439</u>	<u>\$158,501</u>
percentage		28%		72%
Operating Expenditures				
<i>Debt Payments</i>	18.7%	\$865,105	\$807,529	\$57,576
<i>Economic Development</i>	4.3%	\$200,000	\$200,000	\$0
<i>Payroll Transfers</i>	1.5%	\$67,284	\$0	\$67,284
<i>Rent & Utilities</i>	3.2%	\$149,543	\$0	\$149,543
<i>Services</i>	2.4%	\$110,500	\$92,500	\$18,000
<u>TOTAL</u>		<u>\$1,392,432</u>	<u>\$1,100,029</u>	<u>\$292,403</u>
percentage		79%		21%
Capital Projects				
<i>Capital Projects</i>	47.1%	\$2,177,051	\$2,177,051	\$0
<i>Capital Outlay</i>	0.1%	\$5,000	\$5,000	\$0
<i>M&R Projects</i>	18.0%	\$832,475	\$774,000	\$58,475
<u>TOTAL</u>		<u>\$3,014,526</u>	<u>\$2,956,051</u>	<u>\$58,475</u>
percentage		98%		2%
<u>TOTAL ALL EXPENDITURES</u>	<u>\$</u>	<u>4,626,898</u>	<u>\$</u>	<u>4,117,519</u>
<i>does not include transfers out</i>		percentage	89%	11%
<u>NET CHANGE TO FUND BALANCE</u>		<u>TOTAL AMOUNT</u>	<u>ONE-TIME</u>	<u>ON-GOING</u>
		<u>\$5,084,080</u>	<u>\$5,126,009</u>	<u>-\$41,925</u>
		percentage	101%	-1%

BY BALANCED SCORECARD PERSPECTIVE				
SERVICE LEVEL ADJUSMENT TYPE		TOTAL AMOUNT	ONE-TIME	ON-GOING
<i>Customers, Students Stakeholders</i>		\$947,016	\$947,016	\$0
<i>Financial Stewardship</i>		\$9,710,979	\$9,243,527	\$467,452
<i>Municipal/Academic Operations</i>		\$269,827	\$35,000	\$234,827
<i>People/Facilities/Technology</i>		\$3,410,055	\$3,135,503	\$274,552
<u>NET CHANGE TO FUND BALANCE</u>		<u>\$5,084,080</u>	<u>\$5,126,009</u>	<u>-\$41,925</u>
		percentage	101%	-1%

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Strategic Planning and Management System

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

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

BALANCED SCORECARD STRATEGIC PLANNING & MANAGEMENT SYSTEM

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

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

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

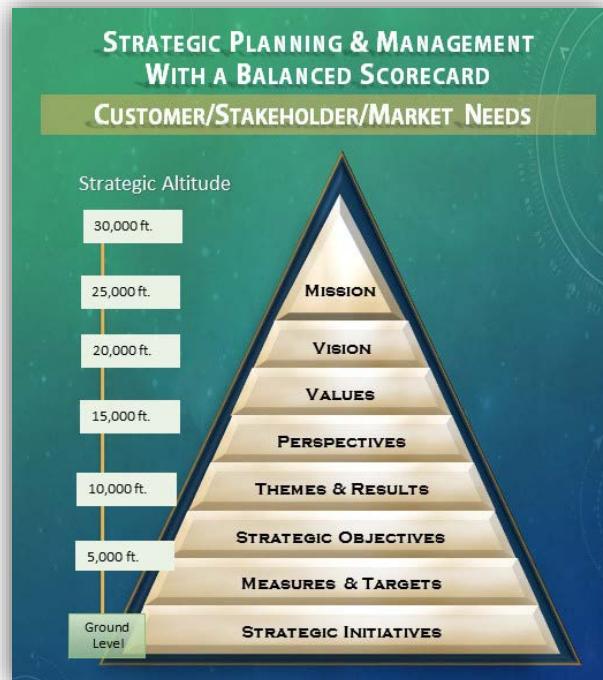
The graphic at the right illustrates the Balanced Scorecard approach and the following pages of this section demonstrate how Westlake has aligned with this framework.

Components include the

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

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

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



MISSION

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

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

VISION

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

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

VALUES

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

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

STRATEGIC PERSPECTIVES

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

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

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

STRATEGIC THEMES AND RESULTS

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

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

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

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

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

OBJECTIVES AND PERFORMANCE MEASURES

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

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

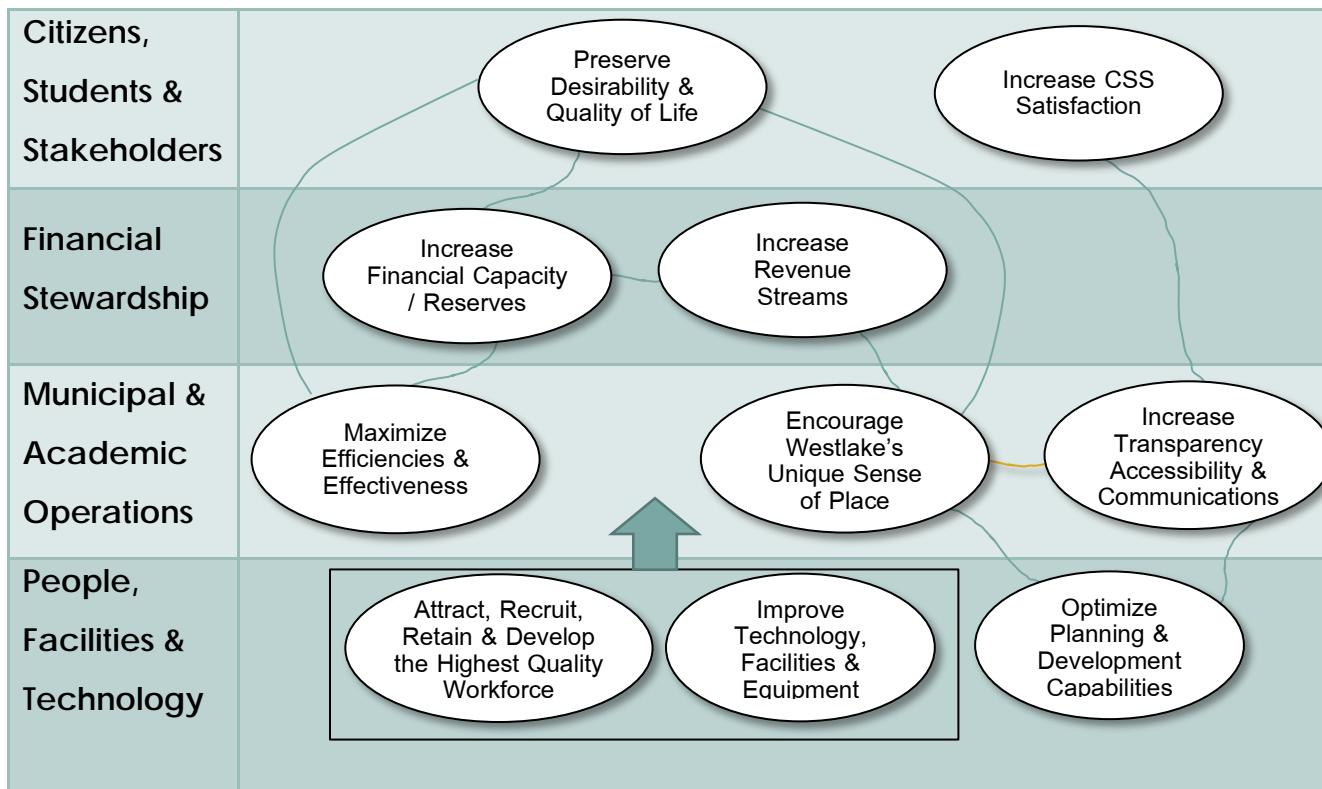
These performance measures help determine the quantity and quality of our work, as identified in our plans. We consistently evaluate our work and review our performance quarterly because we firmly believe that what gets measured gets done.

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

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

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

TOWN OF WESTLAKE STRATEGY MAP



WESTLAKE'S STRATEGIC DEVELOPMENT / BUDGET CYCLE

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

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

CAFR Reporting and Strategic Planning



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



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

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Westlake Community Profile

This section includes statistical and supplemental data that describes the Town of Westlake and it's community.

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

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

INTRODUCTION

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



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

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

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

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

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

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



LOCATION

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

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



HISTORY OF WESTLAKE

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

Early Settlers... 1847

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



The 1870's...

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



The 1930's...

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

The 1940's – 1950's



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

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

On the 27th day of December in 1956, citizens attended a meeting to declare the Town of Westlake into existence thru incorporation and to swear in the first Board of Aldermen. The area included what is known today as Westlake, plus the area north, to the northern shore of Denton Creek. This northern land was annexed from Westlake and formed the town of Trophy Club in the 1970's. The Town of Westlake has changed much since its original incorporation in 1956. During the early years, our mayor and board members met to discuss town business in the comfort of each other's living rooms – an interesting contrast to how our town operates today.

The 1960's...

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



The 1970s ...

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



The 1980's ...

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

The 1990's ...

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



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

2013	The Town's open enrollment charter school, Westlake Academy, completed its 10th year of operations. Completed construction on the State's \$15 Million Phase 1 FM 1938 project.
2014	Installation of a secondary ground storage water tank. Completed Phase I expansion construction of three buildings on the Westlake Academy campus that will accommodate new students.
2015	Work began on Granada, a new 84 home housing development, and Entrada, a mixed-use development modeled after historic villages in Spain.
2016	Charles Schwab Corporation, working with major Westlake land owner and developer Hillwood Properties, announced their intention to build a regional headquarters which will be adjacent to a mixed-use development that Hillwood will develop located near the intersection of SH170 and SH114.
2017	In July 2017 the Municipal staff move into new office space at the Terrace.
2018	In November 2017 the Fire-EMS Station Groundbreaking event was held on November 9 th .

HISTORIC PRESERVATION

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

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

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



Events & Activities

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

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

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

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



HISTORICAL MARKERS IN WESTLAKE

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

WESTLAKE AND THE CROSS TIMBERS



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

Our history begins in a distinctively unique geographic region of North Central Texas, the Cross Timbers. Early explorers and travelers noticed the area because of the extended groves of oak trees bordered with stretches of open prairie. As early as 1832, Washington Irving described it in a Tour of the Prairies: "I shall not easily forget the mortal toil, and the vexations of flesh and spirit, that we undertook occasionally, in our wanderings through the Cross Timber. It was like struggling through forests of cast iron."

The Cross Timbers region extends across parts of Kansas, Oklahoma, and Texas. From a map, it may be seen that the region runs in irregular vertical lines, a little like icing running down the sides of a cake. Benjamin Tharp writings described the area as timbered islands amid lakes of grass called oak savannas, a name that refers to wooded areas broken by stretches of grasslands. Hence, describing our home Westlake, Texas."

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



HISTORICAL MARKERS IN WESTLAKE

SHOCKEY-HUFFMAN HOMESTEAD & FAMILY FARM

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

POSSUM TROT SCHOOL

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



STAR

STAGECOACH ROUTE

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

TERRA BELLA HOMESTEAD

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



THE CIRCLE T RANCH

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



THRASHER FAMILY HOME

on Dove Road west of Precinct Line Road, home of Henry and Beulah Thrasher on a 40-acre tract bought in 1938.



PAIGEBROOKE FARM

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

WESTLAKE LOCAL GOVERNMENT

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

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

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

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



Laura Wheat
Mayor



Carol Langdon
Mayor Pro-Tem



Michael Barrett
Council Member

Alesa Belvedere
Council Member

Rick Rennhack
Council Member

Wayne Stoltenberg
Council Member

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

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

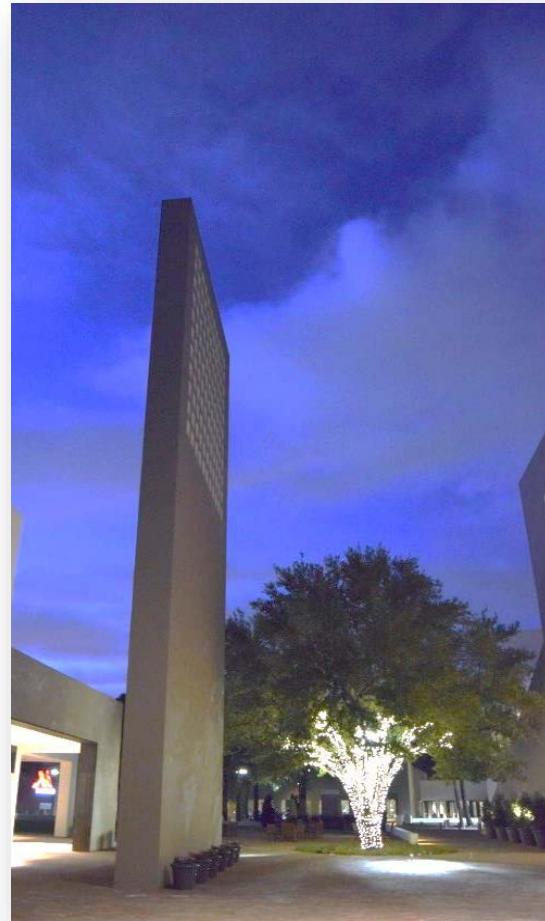
The Town utilizes a combination of both, direct service delivery along with outsourced services. The decision as to which service to deliver directly versus out-sourcing is based on analysis of cost-effectiveness, citizen responsiveness, and customer service quality.

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

WESTLAKE OPERATIONS

The Town of Westlake employs 138.08 full-time equivalent employees (municipal and academic) and provides a full level of public services to its citizens as well as operates the only municipally owned Charter School in the state. The Town of Westlake utilizes a private firm for solid waste collection and disposal, as well as contracts with Keller, a neighboring community, for police services.

Dept#	Department Name	FY18/19
10	General Administrative	1.00
11	Town Manager's Office	2.75
12	Planning and Development	4.00
13	Town Secretary's Office	1.50
14	Fire Department	15.50
15	Municipal Court	3.50
16	Public Works	4.00
17	Facilities Maintenance	1.75
18	Finance Department	4.00
19	Parks & Recreation	.50
20	Information Technology	2.00
21	Human Resources	2.00
22	Communications Department	2.00
99	Education	93.58
	Total Employees	138.08



GLENWYCK PARK

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



SHOPPING

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

LODGING FACILITIES

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



DINING ESTABLISHMENTS

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

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

WESTLAKE COMMUNITY EVENTS

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

MASTERWORKS CONCERT SERIES...

The Masterworks Music Series is a variety of free music programs sponsored by the Town of Westlake, Cassidy Turley and ARTSNET. These free concerts are for music lovers of all ages and feature instrumental and vocal music ranging from Country & Western to Blues & Jazz with the entertainment of local, regional and national artists. The concert season begins in April and performances are held at the Plaza (courtyard) in Solana. ☺



...DECORATION DAY

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

ANNUAL VINTAGE CAR SHOW...

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



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

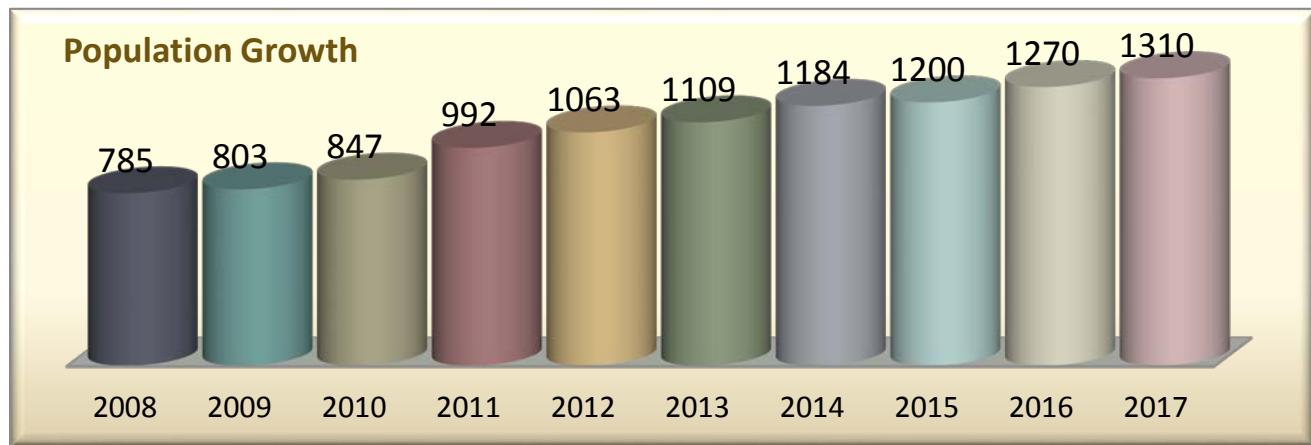
HOLIDAY COMMUNITY TREE LIGHTING...

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



WESTLAKE POPULATION

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



Tarrant County Unemployment Rate

Source: 2017 Town of Westlake Audit

Year	Rate
2003	6.30%
2004	5.30%
2005	5.10%
2006	4.60%
2007	4.30%
2008	5.10%
2009	8.10%
2010	8.10%
2011	7.90%
2012	6.20%
2013	6.00%
2014	5.00%
2015	4.00%
2016	4.10%
2017	3.20%

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

Source: 2017 Westlake Citizen Survey

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

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

Source: 2017 Westlake Citizen Survey

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

Source: 2017 Westlake Citizen Survey

DEMOGRAPHIC AND ECONOMIC STATUS

Source: 2017 Town of Westlake Audit

Calendar Year	Estimated Population	Personal Income	Per Capita Personal Income
2003	303	\$ 15,242,398	\$ 50,305
2004	328	41,027,552	125,084
2005	355	45,292,916	127,586
2006	698	90,835,901	130,137
2007	703	93,316,319	132,740
2008	785	115,891,905	147,633
2009	803	120,920,285	150,586
2010	847	102,852,057	121,431
2011	992	26,678,400	127,700
2012	1,063	138,423,531	130,254
2013	1,109	147,292,890	132,859
2014	1,150	160,462,095	135,516
2015	1,200	165,871,904	138,227
2016	1,270	179,058,721	140,991
2017	1,310	\$ 188,392,333	\$ 143,811

Major Developments & Planned Developments

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

LOCATION

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

CLIMATE

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

RESIDENTIAL SUBDIVISIONS

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



GLENWYCK FARMS

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

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

TERRA BELLA - A 28 lot, 54.7-acre, gated subdivision with a 22.6 acre open space and nature preserve featuring a hike and bike trail. As Westlake's newest subdivision, the first house was permitted for construction in August 2009.

Terra Bella is accessible from Dove Road and Sam School Road, on the eastern border of Westlake.



VAQUERO ESTATES

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

RESIDENTIAL SUBDIVISIONS

GRANADA

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



CARLYLE COURT

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

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

QUAIL HOLLOW

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



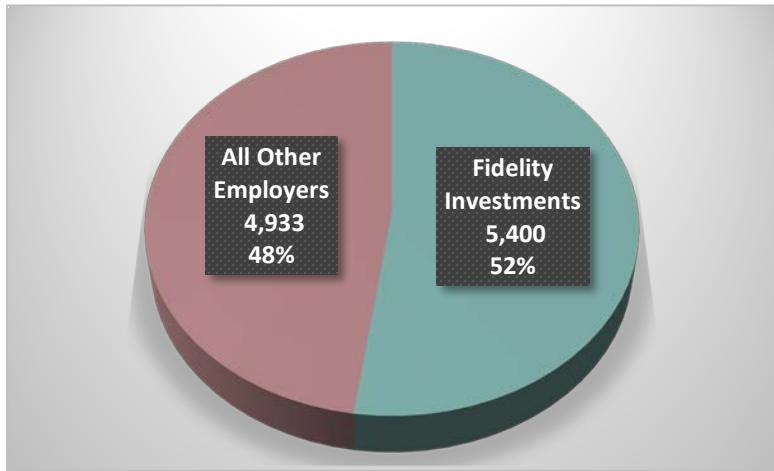
STAGECOACH HILLS

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

WESTLAKE EMPLOYERS

Source: 2017 Town of Westlake Audit

COMPANY NAME	COUNT	PERCENT
Fidelity Investments	5,400	52.3%
Travelocity	880	8.5%
Wells Fargo	617	6.0%
Schwab	526	5.1%
Sabre	500	4.8%
Deloitte	487	4.7%
Verizon Wireless (ALL)	384	3.7%
Goosehead Insurance	200	1.9%
Sound Physicians	173	1.7%
Marriott Solana Hotel	143	1.4%
Levi Strauss	140	1.4%
Vaquero Country Club	135	1.3%
Westlake Academy	95	0.9%
Solera	90	0.9%
Oliver Wyman	80	0.8%
Solana Club/Larry North	57	0.6%
Image Engineering Group LTD	40	0.4%
Town of Westlake	38	0.4%
Quick Trip	36	0.3%
Marsh & McLennan Companies	35	0.3%
Primrose	30	0.3%
Midwest Hospitality, LLC	27	0.3%
Mar-Cosina Tex Mex	20	0.2%
Pfizer, Inc.	17	0.2%
All Other Employers	183	1.8%
10,333		100.0%



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

Several major employers are located within the Town of Westlake.

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

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

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



SALES AND USE TAX RATE

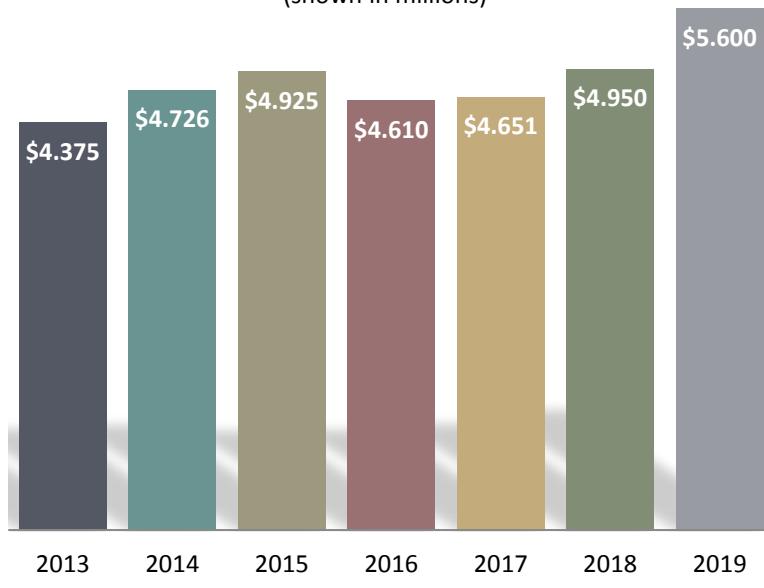
Many people don't know that most of their sales and use tax is remitted to the State of Texas; in fact, for every dollar of taxable sales, the state receives six and one quarter cents (or 6.25%)

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

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

General Sales and Use Tax

(shown in millions)



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

General Fund Allocation – The Town levies 1½% in sales tax that is utilized to offset expenditures in the General Fund (1%) and is used to **reduce the property tax** burden (½%) on residents and businesses by providing Westlake with an additional unrestricted revenue source.

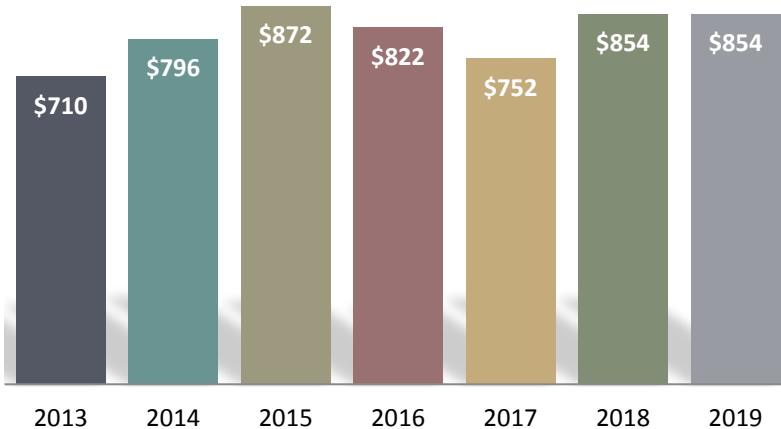
HOTEL OCCUPANCY TAX

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

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

Hotel Occupancy Tax

(shown in thousands)



PROPERTY TAX

The Town of Westlake instituted a property tax in 2010.

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

The tax rate for FY2018/2019
will increase by .01985
for a tax rate of \$.15600

Currently \$.13615

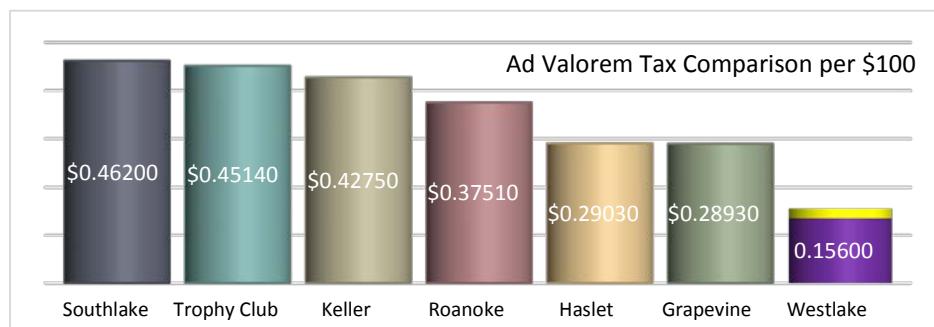
Homestead Exemptions

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

Tax Freeze

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

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



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

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

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

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



DIRECT AND OVERLAPPING PROPERTY TAX RATE

Source: 2017 Town of Westlake Audit

	2013	2014	2015	2016	2017
TOWN DIRECT RATES					
Ad Valorem Property Tax					
General Fund	\$ 0.14197	\$ 0.13888	\$ 0.13710	\$ 0.13710	\$ 0.12882
Debt Service Fund	0.01487	0.01796	0.01924	0.01924	0.00813
SUB-TOTAL DIRECT	0.15684	0.15684	0.15634	0.15634	0.13695
OVERLAPPING RATES					
School Districts					
Carroll ISD	1.40000	1.40000	1.40000	1.40000	1.39000
Northwest ISD	1.37500	1.45250	1.45250	1.45250	1.45250
<u>Keller ISD</u>	<u>1.54000</u>	<u>1.54000</u>	<u>1.54000</u>	<u>1.54000</u>	<u>1.52000</u>
Counties					
Denton County	0.28287	0.28491	0.27220	0.27220	0.24841
<u>Tarrant County</u>	<u>0.26400</u>	<u>0.26400</u>	<u>0.26400</u>	<u>0.26400</u>	<u>0.25400</u>
Other					
Tarrant College	0.14897	0.14950	0.14950	0.14950	0.14473
Tarrant Hospital	0.22790	0.22790	0.22790	0.22790	0.22790
<u>Trophy Club Mud #1</u>	<u>0.13339</u>	<u>0.13339</u>	<u>0.13339</u>	<u>0.13339</u>	<u>1.12722</u>
SUB-TOTAL INDIRECT	5.37213	5.45220	5.43949	5.43949	6.36476
TOTAL	\$ 5.52897	\$ 5.60904	\$ 5.59583	\$ 5.59583	\$ 6.50171

STANDARD & POOR'S RATING SERVICES

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

The rating reflects their opinion of the town's:

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

OUR VISION

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

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

OUR MISSION

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

VALUES

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

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

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

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



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

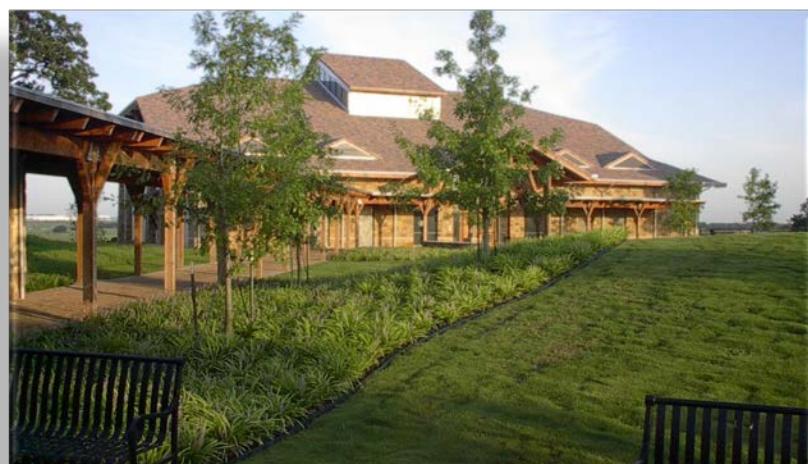
Westlake Academy continues to have excellent academic and extra-curricular results and is ranked among the best high schools in America.

STUDENT UNIFORMS

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

- formal uniforms
- casual uniforms
- acceptable spirit wear

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



HOUSE SYSTEM

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

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

The House System organization and leadership team consists of a House Coordinator and its own leadership team consisting of a House Captain, Service Captain, PYP Captain, and a Faculty Liaison.



Keller House

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



Thoreau House

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



Wheatley House

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



Whitman House

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



SECTION 02

FINANCIAL ANALYSIS

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Budget 101 Overview

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

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

LAYOUT AND ORGANIZATION

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

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

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

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

BUDGET PREPARATION

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

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

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

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

Section 2 Financial Analysis
Budget 101 Overview

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

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

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

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

EFFECT OF PLANNING PROCESSES ON THE BUDGET

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

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

Section 2 Financial Analysis
Budget 101 Overview

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

THE BUDGET PROCESS

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

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

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

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

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

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

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

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

BALANCED BUDGET

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

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

BASIS OF ACCOUNTING & BUDGETING

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

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

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

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

In the Modified Accrual Basis,

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

In the Accrual Basis,

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

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

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

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

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

WHAT IS A FUND BALANCE?

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

Fund balance is defined as:

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

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

LONG TERM FORECASTING

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

The purpose of this is to:

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

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

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

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

Fiscal Year	Positive Operating Balance	Unassigned Fund Balance	Operating Days	Dollars Per Operating Day
FY 18/19	YES	\$9,160,724	350	\$26,146
FY 19/20	YES	\$7,612,047	280	\$27,220
FY 20/21	YES	\$6,323,137	230	\$27,459
FY 21/22	YES	\$5,382,465	193	\$27,827
FY 22/23	YES	\$4,532,696	160	\$28,292

REVENUE ESTIMATES FOR BUDGETING:

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

CENTRAL CONTROL:

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

CONTINGENT APPROPRIATION:

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

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

PERFORMANCE MEASURES & PRODUCTIVITY INDICATORS:

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

BUDGET ADOPTION:

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

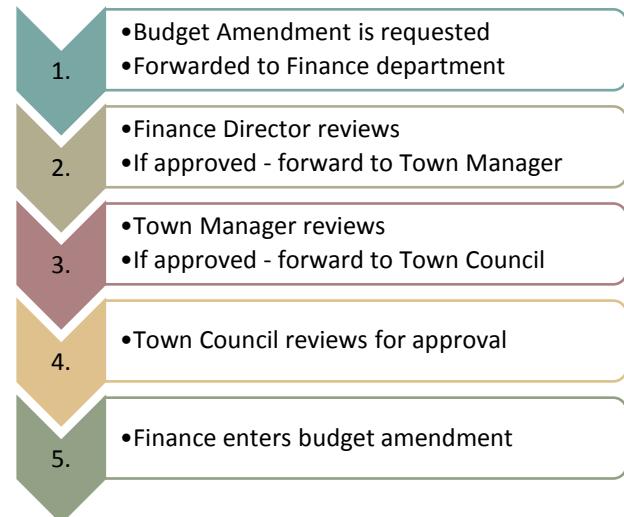
BUDGET AWARD:

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

BUDGET AMENDMENT PROCESS

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

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



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

BUDGET CALENDAR

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

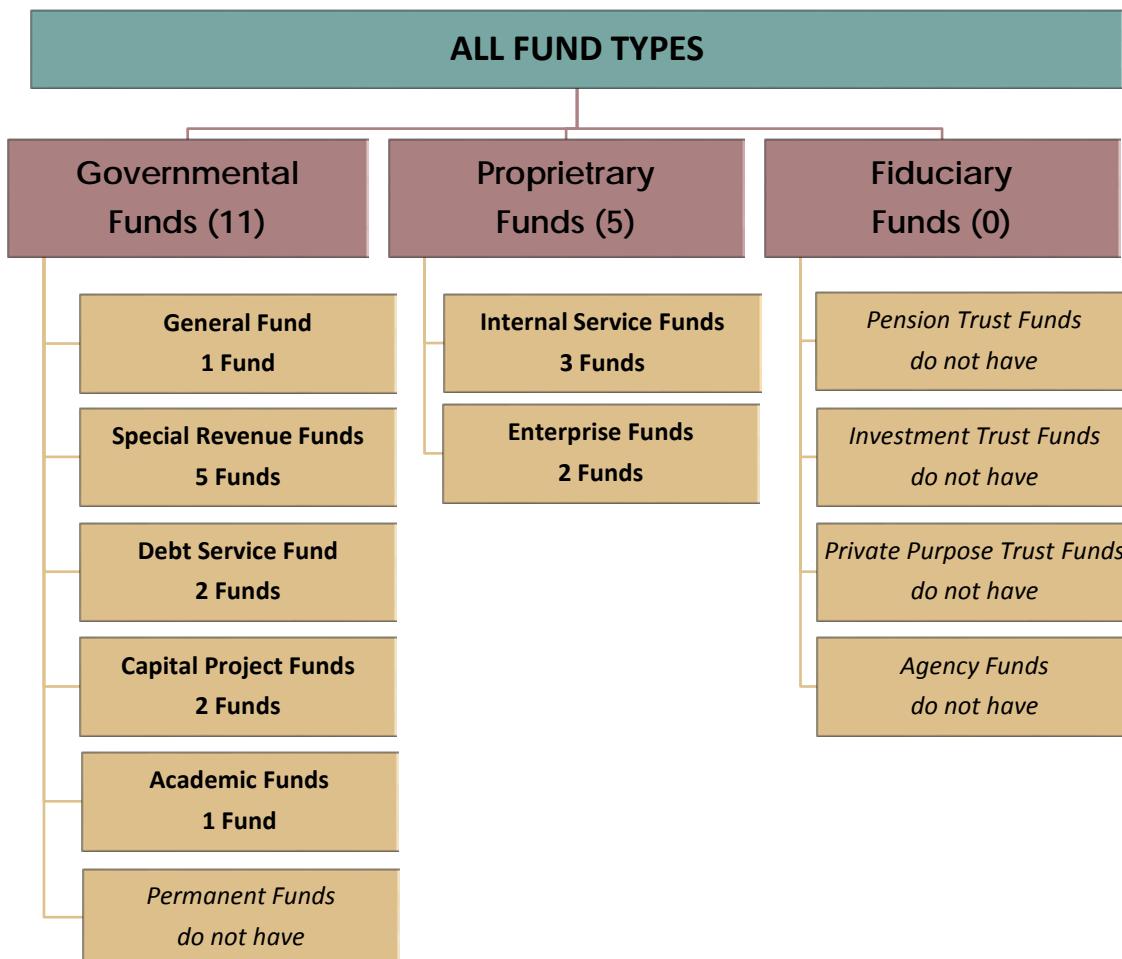
FUND TYPES AND STRUCTURE

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

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

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

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



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

GOVERNMENTAL FUND TYPES

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

GOVERNMENTAL FUND TYPES

ACCOUNTING/BUDGETING BASIS; MODIFIED ACCRUAL

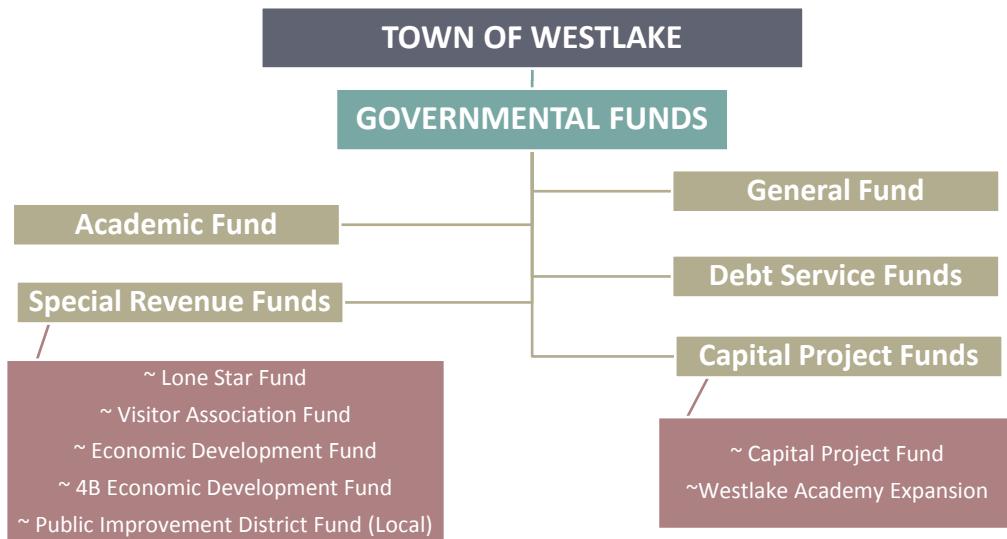
1. General Fund
2. Lone Star Fund
3. Visitor Association Fund
4. Economic Development Fund
5. 4B Economic Development Fund
6. Public Improvement District Fund
7. Debt Service Fund 300
8. Debt Service Fund 301
9. Capital Projects Fund
10. Academy Expansion Fund
11. Westlake Academy

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

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

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

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



1. GENERAL FUND

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

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

2. WESTLAKE ACADEMY FUND

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

3. SPECIAL REVENUE FUNDS

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

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

4. DEBT SERVICE FUNDS

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

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

5. CAPITAL PROJECT FUNDS

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

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

PROPRIETARY FUND TYPES

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

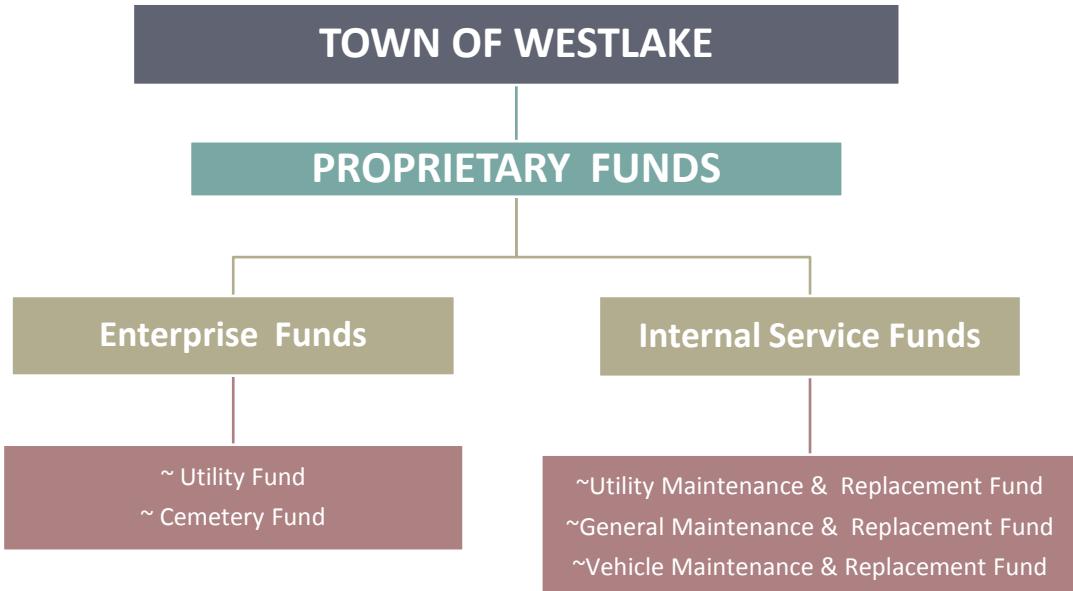
PROPRIETARY FUND TYPES	
ACCOUNTING/BUDGETING BASIS; FULL ACCRUAL	
1.	Cemetery Fund
2.	Utility Fund
3.	Utility Maintenance & Replacement Fund
4.	General Maintenance & Replacement Fund
5.	Vehicle Maintenance & Replacement Fund

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

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

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

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



1. ENTERPRISE FUNDS

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

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

2. INTERNAL SERVICE FUNDS

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

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

MAJOR FUND TYPES

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

MAJOR FUNDS	PERCENT
General Fund	42%
Capital Project Fund	32%
Internal Service Funds	9%
TOTAL	83%

DEPARTMENT TYPE AND STRUCTURE

❖ Dept 10 - General Services is comprised of costs in the budget that may not be specifically identifiable to any operational budget. The activity is administered by the Finance Department and funds various charges that are not defined or directly related to any specific department or activity of the Town. Examples of cost include, electricity, insurance, professional services, contingencies, etc. These types of expenditures affect all budgets and are generally not prorated.

❖ Dept 11 - The Administration Department coordinates and manages all facets of the Town's operations. Town Manager, reporting to the Town Council, serves as the chief executive officer for all Town operations including serving as Superintendent for Westlake Academy. His duties include implementation of the goals and objectives established by the Town Council, preparation and submission of an annual municipal budget for Board review and adoption, as well as the implementation and oversight of the adopted budget throughout its effective fiscal year. The Town Manager guides, coordinates, and facilitates recommendations to the



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

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



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

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



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

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



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

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

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



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



RELATIONSHIP BETWEEN FUNDS AND DEPARTMENTS

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

SIGNIFICANT ACCOUNTING POLICIES

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

Key features of the Fiscal & Budgetary Policies include:

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

FUND BALANCE POLICIES

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

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

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

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

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

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

FUND BALANCE COMPONENTS

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

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

NONSPENDABLE FUND BALANCE	RESTRICTED FUND BALANCE	ASSIGNED FUND BALANCE	UNASSIGNED FUND BALANCE	COMMITTED FUND BALANCE
• Portion of net resources that cannot be spent because of their form and because they must be maintained intact.	• This term will be used to describe net fund resources subject to externally enforceable legal restrictions.	• This term is used to describe the portion of fund balance that reflects a government's intended use of resources.	• The residual net resources in excess of what is properly categorized in one of the other four categories.	• The portion of fund balance constrained by limitations imposed by government at its highest level and remains binding unless removed in the same manner.

FUTURE GFOA POLICIES TO DISCUSS

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

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

1. Operating Budget Policy

(already incorporated into the Fiscal and Budgetary Policies)

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

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

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



2. Capital Asset Management

(already incorporated into the Fiscal and Budgetary Policies)

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

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

3. Budget Crisis Procedures

(will need to be reviewed and discussed)

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

4. Long Term Forecasting

(will need to be reviewed and discussed)

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

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

5. Reserve Policy in Other Funds

(will need to be reviewed and discussed)

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

6. General Fund Budget Reserves

(already incorporated into the Fiscal and Budgetary Policies)

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

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

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

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

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

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

All Funds - Financial Summaries and Analysis

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

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

ALL FUNDS - ALL SOURCES and USES

Combined Program Summary

Fiscal Year 2018/2019

Actuals FY 16/17	Adopted Budget FY 17/18	Estimated Budget FY 17/18	Adopted Budget FY 18/19	FY 18/19 vs FY 17/18	Adopted FY 18/19
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REVENUES & OTHER SOURCES

General Sales Tax	\$ 4,650,744	\$ 4,950,000	\$ 4,950,000	5,600,000	650,000
Property Tax	1,577,814	1,476,616	1,622,109	1,990,235	368,126
Charge for Services	4,647,826	3,795,515	4,585,075	4,585,075	-
Hotel Tax	751,601	845,000	853,642	853,642	-
Beverage Tax	68,432	62,500	62,500	62,500	-
Franchise Fees	818,422	983,815	983,815	983,815	-
Permits & Fees Other	204,292	244,020	269,303	269,303	-
Permits & Fees Buildings	3,317,394	2,201,246	2,151,178	4,357,571	2,206,393
Permits & Fees Utility	136,814	168,865	268,115	274,441	6,326
Fines & Forfeitures	673,716	809,880	715,545	715,545	-
Investment Earnings	182,174	111,965	340,261	340,261	-
Contributions	1,782,932	928,000	716,630	209,540	(507,090)
Misc Income	320,181	102,470	175,557	132,832	(42,725)
Total Revenues	19,132,343	16,679,892	17,693,730	20,374,760	2,681,030
Transfers In	4,133,700	4,831,642	3,858,169	5,137,805	1,279,636
Other Sources	20,475,810	-	-	5,987,134	5,987,134
Total Other Sources	24,609,510	4,831,642	3,858,169	11,124,939	7,266,770
GF Academic Revenues	7,868,978	8,584,100	8,477,645	8,847,829	370,184
GF Academic Other Sources	474,300	60,000	85,000	76,000	(9,000)
Total Academic	8,343,278	8,644,100	8,562,645	8,923,829	361,184
TOTAL REVENUES & OTHER SOURCES	\$ 52,085,131	\$ 30,155,634	\$ 30,114,544	\$ 40,423,528	\$ 10,308,984

EXPENDITURES & OTHER USES

Payroll Salaries	\$ 3,388,949	\$ 3,821,261	\$ 3,824,761	3,994,572	169,811
Payroll Transfer In	(864,028)	(1,055,775)	(1,055,775)	(1,114,192)	(58,417)
Payroll Insurance	medical/dental/life	599,995	599,995	780,269	180,274
Payroll Taxes	workers comp/unemployment	33,459	51,180	43,482	(7,698)
Payroll Taxes	social security/medicare	239,309	292,253	305,506	13,253
Payroll Retirement	tmrs/icma	452,042	495,955	486,093	(9,862)
Total Payroll and Related	3,738,529	4,204,869	4,208,369	4,495,731	287,362
Debt	3,763,437	4,494,622	4,211,834	5,057,296	845,462
Economic Development	163,578	234,640	238,940	336,940	98,000
Payroll Transfer Out	864,028	1,055,775	1,055,775	1,114,192	58,417
Repair & Maintenance	306,329	407,830	385,567	383,289	(2,278)
Rent & Utilities	624,930	661,604	872,565	1,019,069	146,504
Services	5,631,532	4,571,056	6,047,324	5,906,728	(140,596)
Supplies	170,783	263,402	258,901	266,100	7,199
Travel & Training	137,796	216,110	220,533	222,903	2,370
Total Operations & Maintenance	11,662,413	11,905,039	13,291,438	14,306,516	1,015,078
TOTAL OPERATING EXPENDITURES	15,400,942	16,109,908	17,499,807	18,802,247	1,302,440
Capital Project Funds	1,878,076	10,288,000	7,934,673	4,676,681	(3,257,992)
Capital Outlay	1,825,512	57,470	56,970	66,765	9,795
Maintenance & Replacement Funds	1,042,503	532,000	383,625	1,079,475	695,850
Total Capital	4,746,091	10,877,470	8,375,268	5,822,921	(2,552,347)
Transfers Out	4,133,700	4,831,642	3,858,169	5,137,805	1,279,636
Other Uses	6,452,467	-	-	-	0%
Total Other Uses	10,586,167	4,831,642	3,858,169	5,137,805	1,279,636
GF Academic Expenditures	8,754,398	8,322,199	8,455,072	8,710,132	255,060
GF Academic Other Uses	-	60,000	85,000	76,000	(9,000)
Total Academic	8,754,398	8,382,199	8,540,072	8,786,132	246,060
TOTAL NON-OPERATING EXPENDITURES	24,086,656	24,091,311	20,773,509	19,746,858	(1,026,651)
TOTAL EXPENDITURES AND OTHER SOURCES	\$ 39,487,598	\$ 40,201,219	\$ 38,273,317	\$ 38,549,106	\$ 275,789

Excess Revenues over(under) Expenditures	12,597,532	(10,045,585)	(8,158,772)	1,874,422	10,033,195
Beginning Fund Balance (Municipal)	15,796,508	27,778,377	27,778,377	19,597,032	(8,181,345)
Beginning Fund Balance (Academic)	1,482,157	939,271	939,271	961,844	22,573
FUND BALANCE, BEGINNING	17,278,665	28,717,648	28,717,648	20,558,876	(8,158,772)
FUND BALANCE, ENDING	\$ 29,876,197	\$ 18,672,063	\$ 20,558,879	\$ 22,433,298	\$ 1,874,423
					9%

ALL FUNDS - ALL SOURCES and USES

Combining Revenues, Expenditures and Fund Balance

Fiscal Year 2018/2019

	General Fund	Enterprise Funds	Internal Service Funds	Special Revenue Funds	Debt Service	Capital Project Fund	Westlake Academy	TOTAL
REVENUES AND OTHER SOURCES								
General Sales Tax	\$ 3,900,000	\$ -	\$ -	\$ 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
Academic Revenues	-	-	-	-	-	-	8,847,829	8,847,829
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 SS/Medicare	305,506	-	-	-	-	-	-	305,506
Payroll Retirement	486,093	-	-	-	-	-	-	486,093
Total Payroll & Related	4,495,731	-	-	-	-	-	-	4,495,731
Debt	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
Capital Project Funds	-	-	-	-	-	4,676,681	-	4,676,681
Capital Outlay	35,710	31,055	-	-	-	-	-	66,765
Maintenance & Replacement	-	-	1,079,475	-	-	-	-	1,079,475
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
Total Other Uses	3,491,966	81,539	-	1,564,300	-	-	-	5,137,805
Academic Expenditures	-	-	-	-	-	-	8,710,132	8,710,132
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

Excess Revenues over (under) Expenditures	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	939,271
PY Revenues/Transfers (estimated)	9,304,946	4,934,415	901,480	2,793,335	2,709,153	908,570	8,562,645	8,562,645
PY Expenses/Transfers (estimated)	(10,330,613)	(5,420,005)	(383,625)	(2,919,470)	(2,690,293)	(7,989,238)	(8,540,072)	(8,540,072)
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	\$ 205,060	\$ 1,995,069	\$ 1,126,499	\$	\$ 7,169,488	\$ 1,099,541	\$ 22,433,298

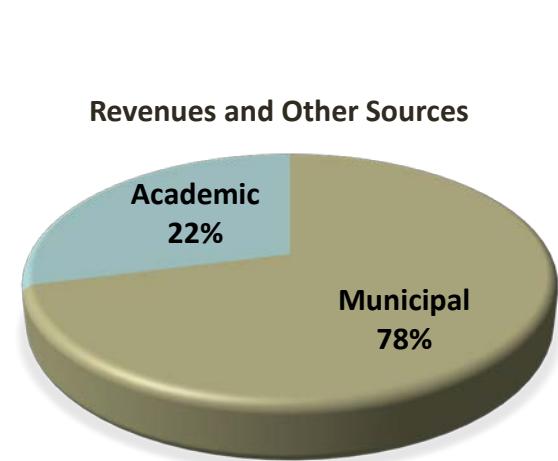
The following is a high-level overview of the budgeted revenues, other sources, expenditures and other uses. Please refer to individual funds for detailed explanations of the following changes.

REVENUES AND OTHER SOURCES

Revenues and other sources are budgeted to be \$40,423,528. This represents a 34% increase of \$10,308,984 from prior year estimated.

Municipal

- General Sales Tax increased \$650,000
- Property Tax increased \$368,126
- Permits and Fees Building increased \$2,206,393
- Permits and Fees Utility increased \$6,326
- Contributions decreased (\$507,090)
- Misc. Income decreased (\$42,725)
- Transfers in increased \$1,279,636
- Other sources increased \$5,987,134



Academic

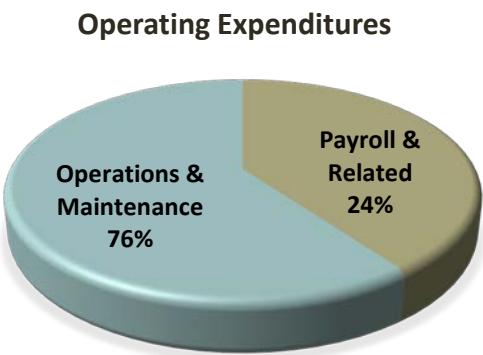
- Revenues increased \$370,184
- Other Sources decreased (\$9,000)

OPERATING EXPENDITURES

Operating expenditures are budgeted to be \$18,802,247. This represents a 7% increase of \$1,302,440 from the prior year estimated.

- Payroll and Related is budgeted at \$4,495,731; a 7% increase of \$287,362
 - Wages increased \$111,394
 - Insurances increased \$180,274
 - Taxes increased \$5,556
 - Retirement decreased \$9,862
- Operations and Maintenance is budgeted at \$14,306,516; an 8% increase of \$1,015,078.
 - Debt increased \$845,462
 - Economic Development increased \$98,000
 - Payroll Transfer Out increased \$58,417

- Repair & Maintenance decreased (\$2,278)
- Rent & Utilities increased \$146,504
- Services decreased (\$140,596)
- Supplies increased \$7,199
- Travel & Training increased \$2,370



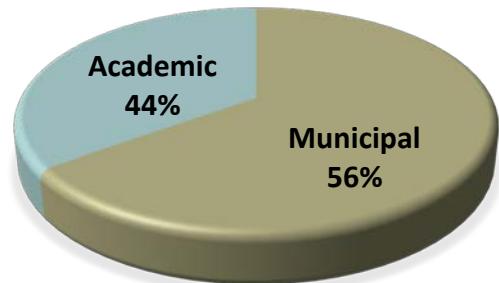
NON-OPERATING EXPENDITURES

Non-operating expenditures are budgeted to be \$19,746,858. This represents a 5% decrease of \$1,026,651, the prior year estimated

Municipal

- Capital and M&R Projects are budgeted at \$5,822,921; a 30% decrease of \$2,552,347.
 - Capital Projects Funds decreased \$3,257,992
 - Capital Outlay increased \$9,795
 - Maintenance and replacement projects increased \$695,850
- Transfers Out and Other Uses are budgeted at \$5,137,805; a 33% increase of \$1,279,636.
 - Transfers out increased \$1,279,636
 - Other Sources had no changes.

Non Operating Expenditures



Academic

- Expenditures increased \$255,060
- Other Uses decreased \$9,000

FUND BALANCE

The ending fund balance is budgeted to be \$22,433,298. This represents a 9% increase of \$8,874,423 from prior year estimated.

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Ad Valorem Property Tax

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

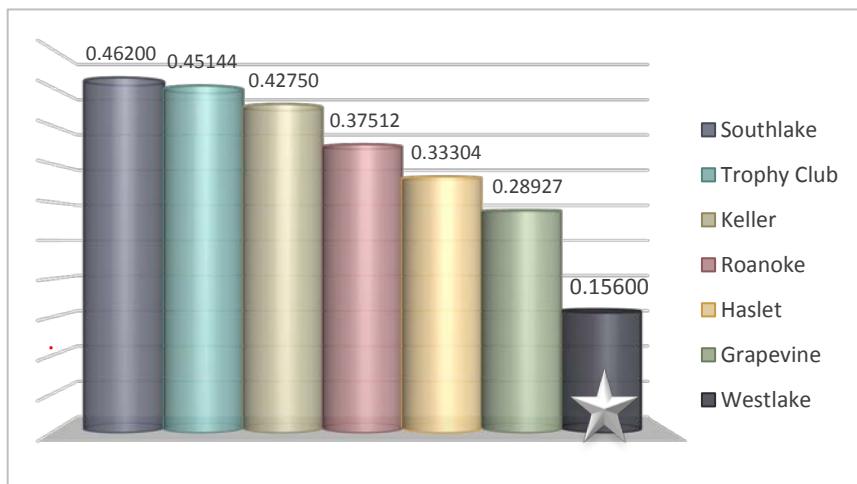
A property tax is an **ad valorem tax** that an owner of real estate or property pays on the value of the property being taxed.

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

This Town has assessed a property tax since FY2011-12. The ad valorem tax rate per \$100 of assessed valuation **will increase by \$0.01985 for FY 2018-19 to the adopted 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.

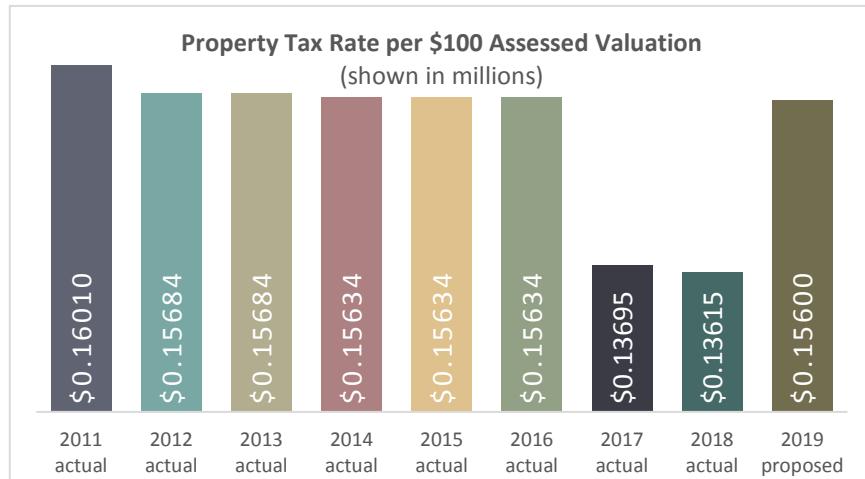
	FY 17/18 Adopted Tax Rate	FY 18/19 Proposed Tax Rate	Change Amount
M&O	\$ 0.11133	\$ 0.13201	\$ 0.02068
I&S	\$ 0.02482	\$ 0.02399	\$(0.00083)
	\$0.13615	\$ 0.15600	\$0.01985



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.



Homestead Exemptions

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

Tax Freeze

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

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

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

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

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

Direct and Overlapping Property Tax Rate

Source: 2017 Town of Westlake Audit

	2013	2014	2015	2016	2017
Ad Valorem Property Tax					
General Fund	\$ 0.14197	\$ 0.13888	\$ 0.13710	\$ 0.13710	\$ 0.12882
Debt Service Fund	0.01487	0.01796	0.01924	0.01924	0.00813
SUB-TOTAL DIRECT	0.15684	0.15684	0.15634	0.15634	0.13695
School Districts					
Carroll ISD	1.40000	1.40000	1.40000	1.40000	1.39000
Northwest ISD	1.37500	1.45250	1.45250	1.45250	1.45250
Keller ISD	1.54000	1.54000	1.54000	1.54000	1.52000
Counties					
Denton County	0.28287	0.28491	0.27220	0.27220	0.24841
Tarrant County	0.26400	0.26400	0.26400	0.26400	0.25400
Other					
Tarrant College	0.14897	0.14950	0.14950	0.14950	0.14473
Tarrant Hospital	0.22790	0.22790	0.22790	0.22790	0.22790
Trophy Club Mud #1	0.13339	0.13339	0.13339	0.13339	1.12722
SUB-TOTAL INDIRECT	5.37213	5.45220	5.43949	5.43949	6.36476
TOTAL	\$ 5.52897	\$ 5.60904	\$ 5.59583	\$ 5.59583	\$ 6.50171

AD VALOREM PROPERTY TAX

NINE YEAR ANALYSIS

Fiscal Year 2018/2019

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

APPRaised VALUES

FY10/11 Actual	FY11/12 Actual	FY12/13 Actual	FY13/14 Actual	FY14/15 Actual	FY15/16 Actual	FY16/17 Actual
\$ 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
amount change	\$ 65,357,236	\$ 119,056,223	\$ 17,910,162	\$ 20,223,400	\$ 26,290,511	\$ 119,302,735
percent change	6%	11%	1%	2%	2%	9%
\$ cumulative chg	\$ 65,357,236	\$ 184,413,459	\$ 202,323,621	\$ 222,547,021	\$ 248,837,532	\$ 368,140,267
% cumulative chg	6%	18%	20%	22%	24%	36%

Based on July Report

FY17/18 Estimated	FY18/19 Adopted
\$ 1,500,997,347	\$ 1,613,210,908
\$ 107,321,784	\$ 112,213,561
8%	7%
\$ 475,462,051	\$ 587,675,612
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

Total Taxable Values	FY10/11 Actual	FY11/12 Actual	FY12/13 Actual	FY13/14 Actual	FY14/15 Actual	FY15/16 Actual	FY16/17 Actual
	\$ 796,958,772	\$ 937,254,545	\$ 856,969,250	\$ 889,054,513	\$ 920,188,732	\$ 943,308,794	\$ 1,124,442,640
	amount change	\$ 140,295,773	\$ (80,285,295)	\$ 32,085,263	\$ 31,134,219	\$ 23,120,062	\$ 181,133,846
	percent change	18%	-9%	4%	4%	3%	19%
	\$ cumulative chg	\$ 140,295,773	\$ 60,010,478	\$ 92,095,741	\$ 123,229,960	\$ 146,350,022	\$ 327,483,868
	% cumulative chg	18%	8%	12%	15%	18%	41%
Residential	\$ 454,890,952	\$ 463,311,801	\$ 473,314,728	\$ 494,062,920	\$ 530,229,036	\$ 575,082,645	\$ 698,417,863
	amount change	\$ 8,420,849	\$ 10,002,927	\$ 20,748,192	\$ 36,166,116	\$ 44,853,609	\$ 123,335,218
	percent change	2%	2%	4%	7%	8%	21%
	\$ cumulative chg	\$ 8,420,849	\$ 18,423,776	\$ 39,171,968	\$ 75,338,084	\$ 120,191,693	\$ 243,526,911
	% cumulative chg	2%	4%	9%	17%	26%	54%
Commercial	\$ 354,362,708	\$ 398,732,749	\$ 309,259,502	\$ 288,880,663	\$ 288,318,142	\$ 313,905,939	\$ 319,566,649
	amount change	\$ 44,370,041	\$ (89,473,247)	\$ (20,378,839)	\$ (562,521)	\$ 25,587,797	\$ 5,660,710
	percent change	13%	-22%	-7%	0%	9%	2%
	\$ cumulative chg	\$ 44,370,041	\$ (45,103,206)	\$ (65,482,045)	\$ (66,044,566)	\$ (40,456,769)	\$ (34,796,059)
	% cumulative chg	13%	-13%	-18%	-19%	-11%	-10%
Personal	\$ 73,238,159	\$ 86,462,635	\$ 102,298,461	\$ 115,051,251	\$ 110,305,420	\$ 86,780,414	\$ 129,527,089
	amount change	\$ 13,224,476	\$ 15,835,826	\$ 12,752,790	\$ (4,745,831)	\$ (23,525,006)	\$ 42,746,675
	percent change	18%	18%	12%	-4%	-21%	49%
	\$ cumulative chg	\$ 13,224,476	\$ 29,060,302	\$ 41,813,092	\$ 37,067,261	\$ 13,542,255	\$ 56,288,930
	% cumulative chg	18%	40%	57%	51%	18%	77%
Ag Properties	\$ 263,775	\$ 263,775	\$ 269,301	\$ 274,698	\$ 257,671	\$ 246,487	\$ 219,661

FY17/18 Estimated	FY18/19 Adopted
\$ 1,207,702,471	\$ 1,275,791,495
\$ 83,259,831	\$ 68,089,024
7%	6%
\$ 410,743,699	\$ 478,832,723
52%	60%
\$ 767,773,180	\$ 855,993,179
\$ 69,355,317	\$ 88,219,999
10%	11%
\$ 312,882,228	\$ 401,102,227
69%	88%
\$ 334,367,110	\$ 337,279,443
\$ 14,800,461	\$ 2,912,333
5%	1%
\$ (19,995,598)	\$ (17,083,265)
-6%	-5%
\$ 112,515,566	\$ 116,007,662
\$ (17,011,523)	\$ 3,492,096
-13%	3%
\$ 39,277,407	\$ 42,769,503
54%	58%
\$ 208,877	\$ 203,351

NEW NET TAXABLE VALUE

Based on July Report

New Residential	FY10/11 Actual	FY11/12 Actual	FY12/13 Actual	FY13/14 Actual	FY14/15 Actual	FY15/16 Actual	FY16/17 Actual
	\$ 19,299,376	\$ 14,557,925	\$ 17,679,732	\$ 18,340,000	\$ 28,002,713	\$ 39,358,755	\$ 56,221,461
	amount change	\$ (4,741,451)	\$ 3,121,807	\$ 660,268	\$ 9,662,713	\$ 11,356,042	\$ 16,862,706
	percent change	-25%	21%	4%	53%	41%	43%
	\$ 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	\$ -	\$ -	\$ -
	amount change	\$ 60,706,953	\$ (39,194,081)	\$ (23,270,174)	\$ (1,148,172)	\$ -	\$ -
	percent change	208%	-62%	-95%	-100%	0%	100%
	\$ cumulative chg	\$ 60,706,953	\$ 21,512,872	\$ (1,757,302)	\$ (2,905,474)	\$ (2,905,474)	\$ (2,905,474)
	% cumulative chg	208%	740%	-60%	-100%	-100%	-100%

FY17/18 Estimated	FY18/19 Adopted
\$ 29,301,506	\$ 30,734,175
\$ (26,919,955)	\$ 1,432,669
-48%	5%
\$ 13,586,641	\$ 2,201,041
\$ 13,586,641	\$ (11,385,600)
200%	300%
\$ 10,681,167	\$ (704,433)
368%	-24%

AVERAGE MARKET VALUE PER HOME

Based on July Report

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

FY17/18 Estimated	FY18/19 Adopted
\$ 1,758,822	\$ 1,814,031
\$ (45,033)	\$ 55,209
-2.50%	3.14%
\$ 403,835	\$ 459,044
30%	34%

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

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

FY17/18 Estimated	FY18/19 Adopted
\$ 1,451,120	\$ 1,510,238
\$ 1,581	\$ 1,885
\$ 18	\$ 304
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 Adopted
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 Adopted
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 Adopted
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%							

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 Adopted
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%

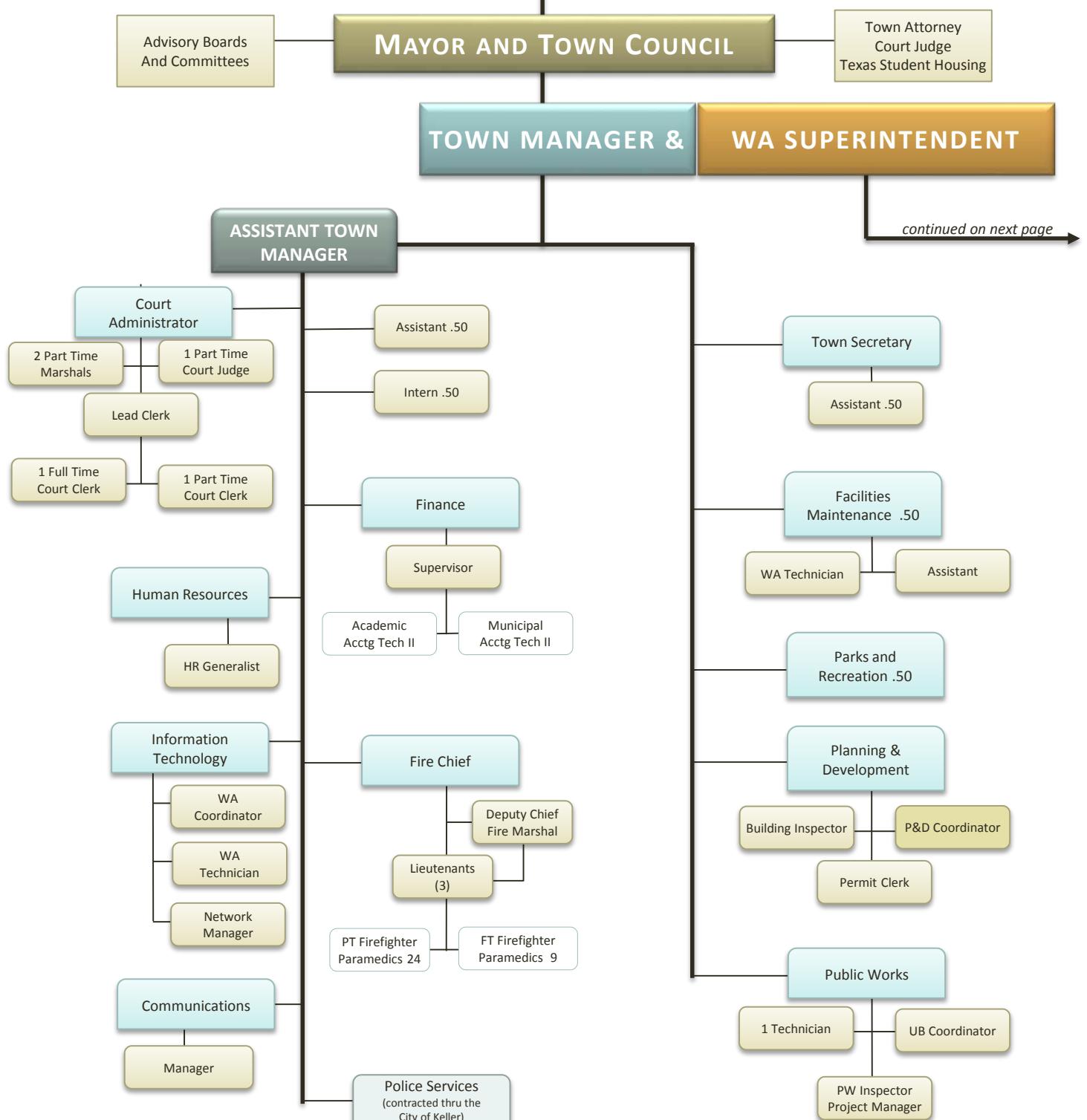
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Personnel Overview

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

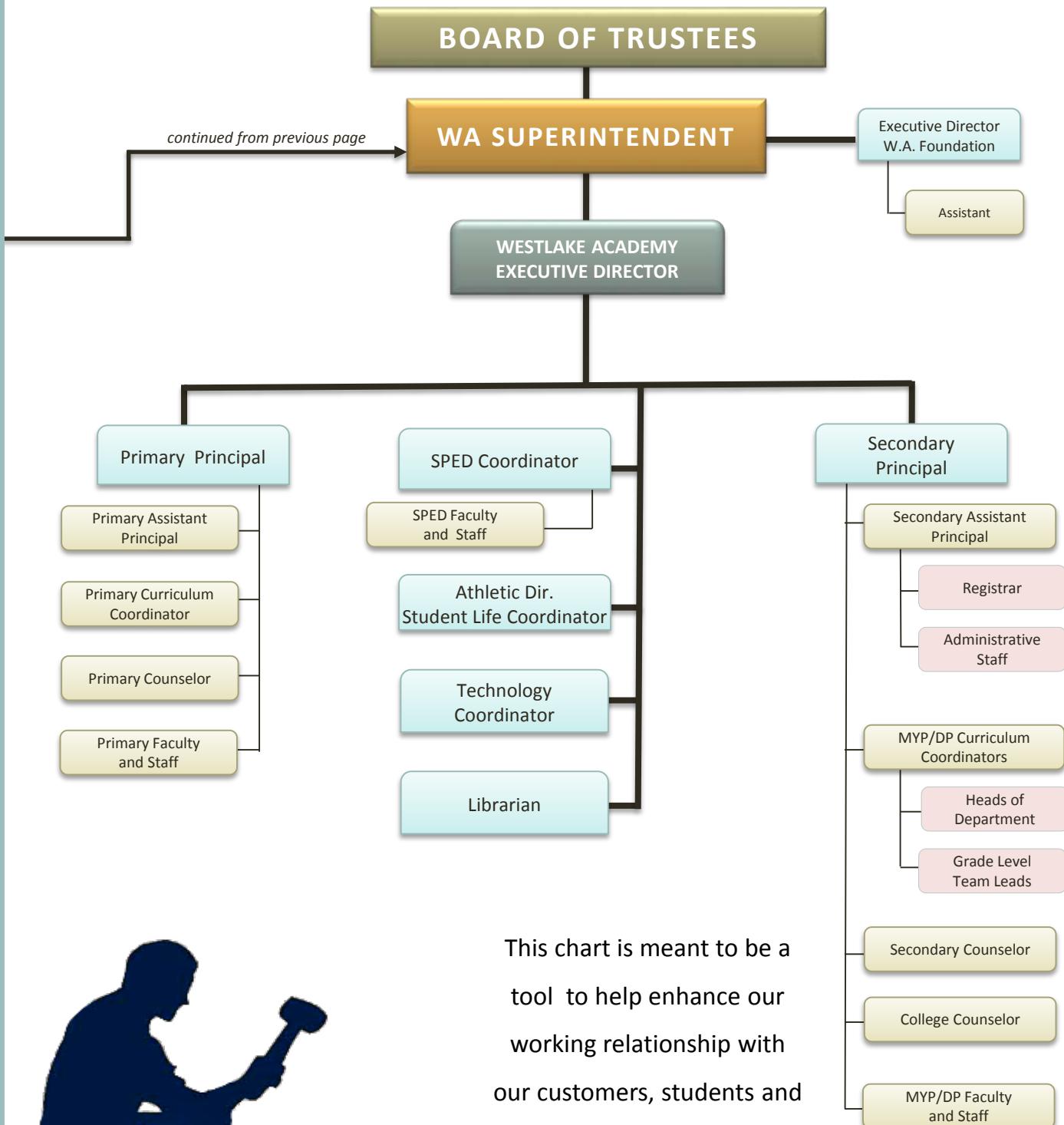
With this in mind, the Town uses forecasting procedures that result in more accurate personnel expenditure projections.

CITIZENS OF WESTLAKE



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

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



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

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

PAYROLL & RELATED COSTS

- Budgeted to be \$4,495,731; a 7% increase of \$287,362K from prior year estimated.
 - Market band adjustments
 - \$191K increase based on most recent salary surveys from the HR dept.
 - One-time Performance/Incentive Pay
 - \$51K inclusive of taxes and retirement
 - Staffing Additions
 - Transition Court Judge from contract service to part time employee \$18K
 - Staffing Changes
 - Cost savings; replace full time Marshal with two-part time (\$66,356)
 - 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 Facilities Clerk from part time to full-time employee \$26K (majority of this cost is medical and dental insurance)
 - Cost to have 6 month overlap in training to replace Municipal Accounting Technician II who will be retiring in July 2019. Cost is approximately \$11K
 - Transition Management Intern (account for full wages in FY2019) \$9K
 - Payroll Salary Changes
 - 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.
 - Total payroll transfers in are \$1.114M
 - Utility Fund - \$521K
 - Visitors Association Fund - \$525K

Section 2 Financial Analysis
Personnel Summary Overview

MUNICIPAL EMPLOYEES PAYROLL PROGRAM SUMMARY

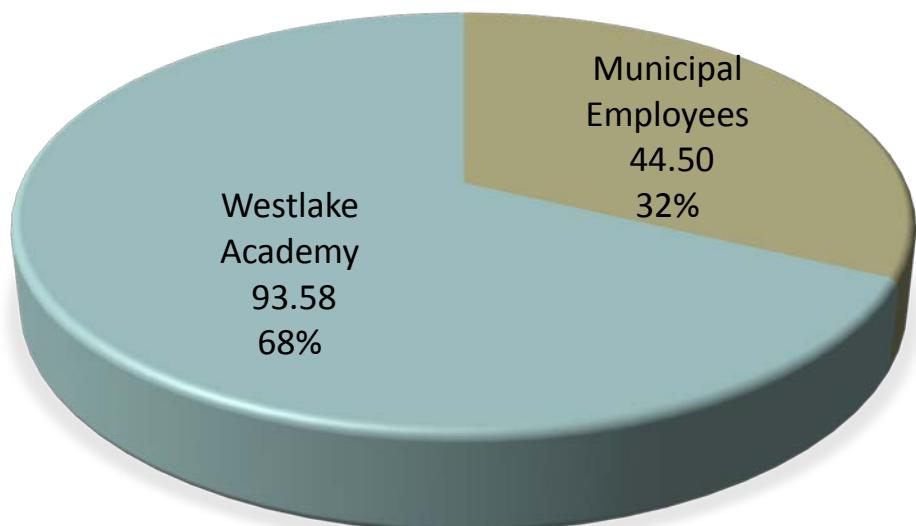
	FY 17/18 Estimated Budget	FY 18/19 Adopted Budget	Variance \$	Variance %
Full-Time Regular Wages	\$3,408,814	\$3,472,786	\$63,972	2%
Full-Time Overtime Wages	133,131	121,725	(11,406)	-9%
Part-Time Regular Wages	231,976	290,025	58,049	25%
Premium Pay	13,560	21,476	7,916	58%
Auto Allowance	29,600	34,800	5,200	18%
Cell Phone Allowance	7,680	11,760	4,080	53%
Performance Pay	-	42,000	42,000	100%
Operating Xfr in for PR Costs	(1,055,775)	(1,114,192)	(58,417)	6%
Total Base Wages	2,768,986	2,880,380	111,394	4%
Medical Insurance	544,606	711,266	166,660	31%
Dental Insurance	29,115	32,862	3,747	13%
LTD/AD&D/Life Insurance	26,274	36,141	9,867	38%
Total Insurance	599,995	780,269	180,274	30%
Social Security	236,919	247,663	10,744	5%
Medicare	55,334	57,843	2,509	5%
Unemployment Taxes	8,790	9,517	727	8%
Worker's Compensation	42,390	33,966	(8,424)	-20%
Total Taxes	343,433	348,989	5,556	2%
TX Municipal Retirement	468,685	461,823	(6,862)	-1%
ICMA 457 Retirement	27,270	24,270	(3,000)	-11%
Total Retirement	495,955	486,093	(9,862)	-2%
Total General Fund Impact	\$4,208,369	\$4,495,731	\$287,362	7%
Transfer from Visitor Fund to GF	\$518,510	\$555,167	\$36,657	7%
Transfer from Utility Fund to GF	482,700	559,024	76,324	16%
Payroll Transfers to General Fund	\$1,001,210	\$1,114,192	\$112,982	11%
MUNICIPAL PAYROLL	\$5,209,579	\$5,609,923	\$400,344	8%
Westlake Academy	6,378,398	6,585,303	206,905	3%
TOTAL PAYROLL	\$11,587,977	\$12,195,226	\$607,249	5%

EMPLOYEE ALLOCATIONS BY DEPARTMENT

- Total personnel staffing in FY 2018-2019 is budgeted at 44.75 positions.
- This represents a decrease of 1.71 positions from the FY16-17 total of 139.05.
- Police Services continue to be outsourced and contracted through the City of Keller.

Dept No.	Department Name	FY 17/18 Estimated	FY 18/19 Adopted	Change Amount	Percent of total
10	Administrative	1.00	1.00	-	1%
11	Town Manager	2.75	2.75	-	2%
12	Planning & Development	4.00	4.00	-	3%
13	Town Secretary	1.50	1.50	-	1%
14	Emergency Services	15.50	15.50	-	11%
15	Municipal Court	4.25	3.50	(0.75)	3%
16	Public Works	4.00	4.00	-	3%
17	Facilities Maintenance	1.25	1.75	0.50	1%
18	Finance Dept	4.00	4.00	-	3%
19	Park & Recreation	0.50	0.50	-	0%
20	Information Technology	2.00	2.00	-	1%
21	Human Resources	2.00	2.00	-	1%
22	Communications	2.00	2.00	-	1%
Municipal Employees		44.75	44.50	(0.25)	32%
Westlake Academy		93.76	93.58	(0.18)	68%
Total Employees		138.51	138.08	(0.43)	100%

FY18/19 RATIO OF MUNICIPAL VS ACADEMIC EMPLOYEES



EMPLOYEE FORECAST

Dept No.	Department Name	FY 19-20 Projected	FY 20-21 Projected	FY 21-22 Projected	FY 22-23 Projected
10	Administrative	1.00	1.00	1.00	1.00
11	Town Manager	2.75	2.75	2.75	2.75
12	Planning & Development	4.00	4.00	4.00	4.00
13	Town Secretary	1.50	1.50	1.50	1.50
14	Emergency Services	18.50	23.50	28.00	31.00
15	Municipal Court	3.50	3.50	3.50	3.50
16	Public Works	4.00	4.00	4.00	4.00
17	Facilities Maintenance	1.75	1.75	1.75	1.75
18	Finance Dept	5.00	5.00	5.00	5.00
19	Park & Recreation	0.50	0.50	0.50	0.50
20	Information Technology	2.00	2.00	3.00	3.00
21	Human Resources	2.00	3.00	3.00	3.00
22	Communications	2.50	3.50	3.50	3.50
Municipal Employees		49.00	56.00	61.50	64.50
Westlake Academy		93.09	93.09	93.09	93.09
Total Employees		142.09	149.09	154.59	157.59

RATIO OF MUNICIPAL EMPLOYEES TO RESIDENTS

- For FY18/19 there are 1,310 projected residents and 44.50 employees.
- This equals a ratio of 29.44 residents per each full-time equivalent employee.
- This is an increase of .16 estimated residents per FTE positions.

Position	FY 14/15 Actual	FY 15/16 Actual	FY 16/17 Actual	FY 17/18 Estimated	FY 18/19 Adopted	Change
Westlake Residents	1,200	1,230	1,310	1,310	1,310	0.00
Municipal Employees	36.00	39.25	44.00	44.75	44.50	(0.25)
Residents per Employee	33.33	31.34	29.77	29.27	29.44	0.16

PERSONNEL STAFFING by DEPARTMENT & POSITION

Dept	Position	Current Year Staffing			GROWTH MODEL STAFFING			
		FY 17-18 Estimated	FY 18-19 PROPOSED	change	not reflected in long term forecast	FY 19-20 Projected	FY 20-21 Projected	FY 21-22 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
11	TOWN MANAGER'S OFFICE							
	Town Manager	1.00	1.00	-		1.00	1.00	1.00
	Assistant Town Manager	1.00	1.00	-		1.00	1.00	1.00
	Administrative Assistant	0.50	0.50	-		0.50	0.50	0.50
	Part-Time Interns	0.25	0.25	-		0.25	0.25	0.25
		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
	Development Coordinator	1.00	1.00	-		1.00	1.00	1.00
	Chief Building Official	1.00	1.00	-		1.00	1.00	1.00
	Permitting Clerk	1.00	1.00	-		1.00	1.00	1.00
		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
	Administrative Assistant	0.50	0.50	-		0.50	0.50	0.50
		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
	Fire Marshal/Deputy Chief	1.00	1.00	-		1.00	1.00	1.00
	Lt. Firefighter/Paramedics	3.00	3.00	-		4.00	4.00	4.00
	Clerk/Admin Assistant	-	-	-		0.50	0.50	1.00
	Fire Inspector/Pub Ed Sp	-	-	-		-	1.00	1.00
	Driver Engineers	-	-	-		-	-	3.00
	Firefighter/Paramedics	10.50	10.50	-		12.00	16.00	17.00
		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
	Deputy Clerk	1.00	-	(1.00)		-	-	-
	Lead Clerk	-	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
	Marshal Part Time 2	-	0.10	0.10		0.10	0.10	0.10
	Court Judge	0.25	0.25	-		0.25	0.25	0.25
	Clerk 1 Part Time	0.50	0.50	-		0.50	0.50	0.50
	Clerk 2 Full Time	0.50	0.50	-		0.50	0.50	0.50
		4.25	3.50	(0.75)		3.50	3.50	3.50
16	PUBLIC WORKS OFFICE							
	Public Works Director	1.00	1.00	-		1.00	1.00	1.00
	Utility Technician	1.00	1.00	-		1.00	1.00	1.00
	Utility Billing Coordinator	1.00	1.00	-		1.00	1.00	1.00
	Project Manager	1.00	1.00	-		1.00	1.00	1.00
		4.00	4.00	-		4.00	4.00	4.00

PERSONNEL STAFFING by DEPARTMENT & POSITION

Dept	Position	Current Year Staffing			GROWTH MODEL STAFFING			
		FY 17-18 Estimated	FY 18-19 PROPOSED	change	not reflected in long term forecast	FY 19-20 Projected	FY 20-21 Projected	FY 21-22 Projected
17 FACILITIES MAINTENANCE								
	Facilities Maintenance Director	0.50	0.50	-		0.50	0.50	0.50
	Part-Time Summer Technicians	0.25	0.25	-		0.25	0.25	0.25
	Clerk/Admin Assistant	0.50	1.00	0.50		1.00	1.00	1.00
		1.25	1.75	0.50		1.75	1.75	1.75
18 FINANCE OFFICE								
	Finance Director	1.00	1.00	-		1.00	1.00	1.00
	Finance Supervisor	1.00	1.00	-		1.00	1.00	1.00
	Accounting Tech	-	-			1.00	1.00	1.00
	Accounting Tech Municipal	1.00	1.00	-		1.00	1.00	1.00
	Accounting Tech Academic	1.00	1.00	-		1.00	1.00	1.00
		4.00	4.00	-		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
20 INFORMATION TECHNOLOGY								
	Information Technology Director	1.00	1.00	-		1.00	1.00	1.00
	IT Position	-	-	-		-	-	1.00
	Network Administrator	1.00	1.00	-		1.00	1.00	1.00
		2.00	2.00	-		2.00	2.00	3.00
21 HUMAN RESOURCES OFFICE								
	Human Resources Director	1.00	1.00	-		1.00	1.00	1.00
	HR Generalist 1	1.00	1.00	-		1.00	1.00	1.00
	HR Generalist 2	-	-	-		-	1.00	1.00
		2.00	2.00	-		2.00	3.00	3.00
22 COMMUNICATIONS OFFICE								
	Communications Director	1.00	1.00	-		1.00	1.00	1.00
	Manager	1.00	1.00	-		1.00	1.00	1.00
	Assistant	-	-	-		0.50	0.50	0.50
	Marketing	-	-	-		-	1.00	1.00
		2.00	2.00	-		2.50	3.50	3.50
Total Municipal Positions		44.75	44.50	(0.25)		49.00	56.00	61.50
Westlake Academy Positions		93.76	93.58	(0.18)		-	-	-
Grand Total		138.51	138.08	(0.43)		49.00	56.00	61.50
additional employees not reflected in long term forecast		15.50	Additional Fire Dept Staffing			3.00	5.00	4.50
		4.50	Other Municipal Staffing			1.50	2.00	1.00
		0.00	Academic Staffing			-	-	-
		20.00	TOTAL FORECASTED INCREASE			4.50	7.00	5.50
		Total				3.00	5.00	3.00
additional employees not reflected in long term forecast								

Vacancy Adjustments

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

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

Fair Labor Standards Act (FLSA)

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

Personnel Tracking System

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

Non-Exempt Positions

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

Non-Exempt Positions (Fire/EMS Department)

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

Exempt Positions

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

Pay Increases

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

Market Adjustments

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

Performance Pay

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

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

Compensation Plan and Salary Survey

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

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

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

For its first year of implementation (FY 16-17), employees have been placed within the established pay band for their position at their current rate of pay, adjusted for a three (3) percent market adjustment. To promote internal equity, positions that have surveyed further below market received a higher market adjustment, at the discretion of their supervisor and with Town Manager approval.

In the fiscal years following FY 16-17, depending on market survey results and availability of funding, the municipal broad band pay system may have both a performance pay component in addition to market adjustments, dependent upon the availability of financial resources.

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

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

Long Term Planning (*multi-year forecast*)

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

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

GOALS OF LONG-RANGE PLANNING, MULTI-YEAR PLANNING

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

FY 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 uncertainty 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 uncertainty 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

Section 2 Financial Analysis
Long Term Forecast Assumptions

- 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 FINANCIAL FORECAST

ALL MUNICIPAL 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						
<h1>GENERAL OPERATING FUND</h1>												
<h2>FUND 100 - GENERAL FUND</h2>												
Sales & Use Tax Revenues	2.00%	4,550,000	4,400,000	4,488,088	4,577,940	4,669,590	4,763,075					
		BASE SALES & USE TAX	4,550,000	4,400,000	4,488,088	4,577,940	4,669,590	4,763,075				
Schwab - Phase I situs	100%	hard coded	400,000	1,200,000	0	0	0	0				
Schwab - Phase I	100%	hard coded	0	0	125,000	250,000	250,000	250,000				
Schwab - Phase II	100%	hard coded	0	0	0	125,000	250,000	250,000				
Blizzard	100%	hard coded	0	0	0	50,000	100,000	100,000				
		ADDITIONAL COMMERCIAL	400,000	1,200,000	125,000	425,000	600,000	600,000				
Allocation to 4B	25% of total sales tax	linked to 4B	(1,237,500)	(1,400,000)	(1,153,272)	(1,250,735)	(1,317,397)	(1,340,769)				
Allocation to ED	25% of Schwab (Situs)	linked to ED	(100,000)	(300,000)	0	0	0	0				
Allocation to ED	50% of Deloitte		(102,000)	0	0	0	0	0				
		ALLOCATIONS TO OTHER FUNDS	(1,439,500)	(1,700,000)	(1,153,272)	(1,250,735)	(1,317,397)	(1,340,769)				
Total General Sales Tax			3,510,500	3,900,000	3,459,816	3,752,205	3,952,192	4,022,306				
1.04												
TYPE	Non Taxable Value	M&O Rate	I&S Rate	Total Rate	Tax Levy	Year						
Property Tax	1,207,702,471	0.11133	0.02482	0.13615	\$1,344,535	FY 2018	1,325,125	0				
Property Tax							0	0				
Property Tax							1,733,356	0				
Property Tax							0	0				
Property Tax							1,549,189	0				
Property Tax							0	0				
Property Tax							1,629,425	0				
Property Tax							0	0				
Property Tax							0	0				
Additional Residential (cumulative)							234,614	315,521	372,989	430,457		
							0	0	0	0		
							1,733,356	1,783,803	1,944,946	2,088,363	2,230,333	
Additional Commercial (Schwab)							0	0	231,075	308,100	308,100	308,100
Schwab Abatement Starts 19/20							0	0	(231,075)	(277,290)	(246,480)	(215,670)
							0	0	0	0	0	0
							0	0	0	0	0	0
							0	0	0	0	0	0
SCHWAB DEVELOPMENT							0	0	0	30,810	61,620	92,430
Fidelity Abatement Ends 19/20							0	0	104,338	107,468	107,562	107,562
Deloitte Abatement Ends 21/22							0	0	0	0	120,621	120,621
							0	0	104,338	107,468	228,183	228,183
Total Property Tax					1,325,125	1,733,356	1,888,141	2,088,224	2,378,166	2,550,946		
Building-MEP-Driveway Permits							1,208,904	2,365,380	1,057,755	802,120	731,870	731,870
Inspection/Plan Review Fees							783,095	1,781,733	656,235	568,228	497,228	497,228
Grading/Excavation Fees							37,200	37,599	29,590	25,290	24,600	24,600
Erosion Control Fees							93,000	85,500	73,500	63,000	61,500	61,500
Fire Inspection Permits							28,979	87,359	46,500	40,400	36,400	36,400
Permits and Fees (Building Residential & Commercial)					2,151,178	4,357,571	1,863,580	1,499,038	1,351,598	1,351,598		
Liquor Permit Fees							3,080	3,080	3,111	3,142	3,173	3,205
Administrative Fees							2,353	2,353	2,377	2,400	2,424	2,449
Reforestation Tree Escrow							12,265	12,265	12,388	12,512	12,637	12,763
Re-Inspection Fees							100	100	101	102	103	104
Gas Well Misc Fees							10,500	10,500	10,605	10,711	10,818	10,926
Insurance & Surety Review Fees							1,000	1,000	1,010	1,020	1,030	1,041
Renewal Fees							500	500	505	510	515	520
Engineer Review/Civil							20,800	20,800	21,008	21,218	21,430	21,645
Development Fees							77,190	77,190	77,962	78,742	79,529	80,324
Contractor Registration Fees							24,015	24,015	24,255	24,498	24,743	24,990
EMS Revenues							100,000	100,000	101,000	102,010	103,030	104,060
Firefighter Equipment Fees							2,000	2,000	2,020	2,040	2,061	2,081
Fire Code Inspections							525	525	530	536	541	546
Administrative Fees							8,975	8,975	9,065	9,155	9,247	9,339
Misc Permits and Fees (Other)					263,303	263,303	265,936	268,595	271,281	273,994		
Sales of Surplus/Scrap Items							2,790	2,790	2,818	2,846	2,875	2,903
Insurance Refund/Equity Return							5,000	5,000	5,050	5,101	5,152	5,203
Misc Revenue General Services							3,710	3,710	3,747	3,785	3,822	3,861
Misc Revenue							25	25	25	26	26	26
Misc Revenue							1,460	1,460	1,475	1,489	1,504	1,519
Misc Revenue Communications							5,000	5,000	5,050	5,101	5,152	5,203
Facility Rental							21,800	21,800	22,018	22,238	22,461	22,685
Misc Income					39,785	39,785	40,183	40,585	40,991	41,400		

FIVE YEAR FINANCIAL FORECAST

ALL MUNICIPAL 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
AT&T/SBC	dept 10	1.00%	304,700	304,700	307,747	310,824	313,933	317,072
Verizon	dept 10	1.00%	23,665	23,665	23,902	24,141	24,382	24,626
TXU/Atmos Gas	dept 10	1.00%	39,420	39,420	39,814	40,212	40,614	41,021
Charter	dept 10	1.00%	26,955	26,955	27,225	27,497	27,772	28,049
One Source	dept 10	1.00%	3,670	3,670	3,707	3,744	3,781	3,819
Tri-County Electric	dept 10	1.00%	473,000	473,000	477,730	482,507	487,332	492,206
Trinity Waste/AWIN Mgmt	dept 10	1.00%	63,675	63,675	64,312	64,955	65,604	66,260
Misc. Franchise Fees	dept 10	1.00%	48,730	48,730	49,217	49,709	50,207	50,709
Franchise Fees			983,815	983,815	993,653	1,003,590	1,013,626	1,023,762
Citation Revenue	dept 15	0.05%	620,789	620,789	621,111	621,434	621,756	622,079
Court Techology	dept 15	0.05%	19,395	19,395	19,405	19,415	19,425	19,435
Court Security	dept 15	0.05%	14,492	14,492	14,500	14,507	14,515	14,522
Warrant Fees	dept 15	0.05%	41,820	41,820	41,842	41,863	41,885	41,907
NSF Check Fees	dept 15	0.05%	5,240	5,240	5,243	5,245	5,248	5,251
Court Efficiency Fees	dept 15	0.05%	1,879	1,879	1,880	1,881	1,882	1,883
Law Enforcement Stds/Edu	dept 15	0.05%	685	685	685	686	686	686
Collection Fees	dept 15	0.05%	11,245	11,245	11,251	11,257	11,263	11,268
Court Fines and Forfeitures			715,545	715,545	715,916	716,288	716,660	717,032
Beverage Tax	dept 10	1.00%	62,500	62,500	63,125	63,756	64,394	65,038
Blizzard Hotel	dept 10	hard coded	0	0	0	15,000	30,000	30,000
Entrada Hotel 1	dept 10	hard coded	0	0	15,000	30,000	30,000	30,000
Entrada Hotel 1	dept 10	hard coded	0	0	15,000	30,000	30,000	30,000
Beverage Tax			62,500	62,500	93,125	138,756	154,394	155,038
Interest Income	dept 11	1.00%	175,339	175,339	177,092	178,863	180,652	182,458
Interest Income	dept 15	1.00%	3,616	3,616	3,652	3,689	3,726	3,763
Interest Income			178,955	178,955	180,745	182,552	184,378	186,221
Contributions	dept 14	1.00%	12,240	12,240	12,362	12,486	12,611	12,737
Contributions			12,240	12,240	12,362	12,486	12,611	12,737
Transfer In - UF 500 for Impact Fees	linked to UF		62,000	66,539	67,870	69,227	70,612	72,024
Transfers In			62,000	66,539	67,870	69,227	70,612	72,024
TOTAL REVENUES AND TRANSFERS IN			\$ 9,304,946	\$ 12,313,609	\$ 9,581,327	\$ 9,766,546	\$ 10,146,508	\$ 10,407,058
Wages - Full Time Salaries	acct 41110	2.50%	(3,408,814)	(3,472,786)	(3,559,606)	(3,648,596)	(3,739,811)	(3,833,306)
Wages - Part Time Salaries	acct 41210	2.50%	(231,976)	(290,025)	(297,276)	(304,708)	(312,326)	(320,134)
Wages - Overtime	acct 41120	2.50%	(133,131)	(121,725)	(124,768)	(127,887)	(131,084)	(134,361)
Wages - Premium Pay	acct 41510	2.50%	(13,560)	(21,476)	(22,012)	(22,563)	(23,127)	(23,705)
Wages - Car Allowance	acct 41640	0%	(29,600)	(34,800)	(34,800)	(34,800)	(34,800)	(34,800)
Wages - Performance Pay	acct 41647	0%	0	(42,000)	0	0	0	0
Wages - Phone Allowance	acct 41641	0%	(7,680)	(11,760)	(11,760)	(11,760)	(11,760)	(11,760)
Other - Transfers In VA & UF	acct 42698	2.50%	1,055,775	1,114,192	1,142,047	1,170,598	1,199,863	1,229,859
Payroll Salaries & Wages			(2,768,986)	(2,880,380)	(2,908,175)	(2,979,716)	(3,053,045)	(3,128,207)
Insurance - Medical	acct 42110	7.50%	(544,606)	(711,266)	(764,611)	(821,957)	(883,604)	(949,874)
Insurance - Dental	acct 42111	1.00%	(29,115)	(32,862)	(33,190)	(33,522)	(33,857)	(34,196)
Insurance - Life	acct 42130	0.50%	(26,274)	(36,141)	(36,320)	(36,500)	(36,681)	(36,862)
Taxes - Social Security	acct 42210	2.50%	(236,919)	(247,663)	(253,855)	(260,201)	(266,706)	(273,374)
Taxes - Medicare	acct 42220	2.50%	(55,334)	(57,843)	(59,289)	(60,771)	(62,291)	(63,848)
Taxes - Unemployment	acct 42510	1.00%	(8,790)	(9,517)	(9,612)	(9,708)	(9,805)	(9,903)
Taxes - Workers Comp	acct 42610	1.00%	(42,390)	(33,966)	(34,305)	(34,648)	(34,995)	(35,345)
Retirement - TMRS	acct 42310	2.50%	(468,885)	(461,823)	(473,369)	(485,203)	(497,333)	(509,766)
Retirement - ICMA	acct 42311	0%	(27,270)	(24,270)	(24,270)	(24,270)	(24,270)	(24,270)
Payroll Taxes, Insurance, Retirement			(1,439,383)	(1,615,351)	(1,688,822)	(1,766,781)	(1,849,542)	(1,937,439)
Sub-Total Payroll and Related			(4,208,369)	(4,495,731)	(4,596,997)	(4,746,497)	(4,902,587)	(5,065,645)
General Service Debt (thru 24-25)	acct 47120	0%	(36,680)	(36,680)	(36,680)	(36,680)	(36,680)	(36,680)
K-5 Westlake Reserve Slots	acct 47900	0%	(315,000)	(315,000)	(315,000)	(315,000)	(315,000)	(315,000)
Total Debt Expenditures			(351,680)	(351,680)	(351,680)	(351,680)	(351,680)	(351,680)
Fire Department	dept 14	1.00%	(57,224)	(53,945)	(54,484)	(55,029)	(55,580)	(56,135)
Municipal Court	dept 15	1.00%	(1,672)	(1,672)	(1,689)	(1,706)	(1,723)	(1,740)
Public Works	dept 16	1.00%	(28,605)	(28,605)	(28,891)	(29,180)	(29,472)	(29,766)
Facilities Maintenance WA	dept 17	1.00%	(38,740)	(38,740)	(39,127)	(39,519)	(39,914)	(40,313)
Parks & Recreations	dept 19	1.00%	(79,472)	(79,472)	(80,267)	(81,069)	(81,880)	(82,699)
Facilities Maintenance Town	dept 26	1.00%	(12,789)	(17,790)	(17,968)	(18,148)	(18,329)	(18,512)
Total Repair & Maintenance			(218,502)	(220,224)	(222,426)	(224,651)	(226,897)	(229,166)

FIVE YEAR FINANCIAL FORECAST

ALL MUNICIPAL 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
Office Rent	dept 10	schedule	(233,685)	(328,045)	(338,205)	(348,455)	(355,795)	(359,040)
Telephone - Town Hall	dept 10	1.00%	(3,110)	(3,110)	(3,141)	(3,173)	(3,204)	(3,236)
Internet - Town Hall	dept 10	1.00%	(10,461)	(10,461)	(10,566)	(10,671)	(10,778)	(10,886)
Electric - Town Hall	dept 10	0.00%	(34,675)	(34,675)	(34,675)	(34,675)	(34,675)	(34,675)
Electric - Parchman	dept 10	1.00%	(75)	(75)	(76)	(77)	(77)	(78)
General Services			(282,006)	(376,366)	(386,662)	(397,050)	(404,529)	(407,915)
Telephone - Fire Dept	dept 14	1.00%	(4,100)	(4,100)	(4,141)	(4,182)	(4,224)	(4,266)
Internet - Fire Dept	dept 14	1.00%	(7,177)	(7,177)	(7,249)	(7,321)	(7,394)	(7,468)
Water - Fire Dept	dept 14	1.00%	(5,727)	(5,727)	(7,500)	(7,575)	(7,651)	(7,727)
Electric - Fire Station	dept 14	1.00%	(4,290)	(10,000)	(10,100)	(10,201)	(10,303)	(10,406)
Gas - Fire Station	dept 14	1.00%	(2,929)	(7,500)	(7,575)	(7,651)	(7,727)	(7,805)
Fire Department			(24,223)	(36,277)	(36,640)	(37,006)	(37,376)	(37,750)
Water - ROW Irrigation	dept 16	1.00%	(212,477)	(212,477)	(214,602)	(216,748)	(218,915)	(221,104)
Electric - Public Works	dept 16	1.00%	(2,864)	(2,864)	(2,893)	(2,922)	(2,951)	(2,980)
Public Works			(215,341)	(215,341)	(217,494)	(219,669)	(221,866)	(224,085)
Water - ROW Irrigation	dept 19	1.00%	(123,360)	(123,360)	(124,594)	(125,840)	(127,098)	(128,369)
Water - Parks & Rec	dept 19	1.00%	(1,017)	(1,017)	(1,027)	(1,037)	(1,048)	(1,058)
Electric - Parks/Rec	dept 19	1.00%	(7,950)	(7,950)	(8,030)	(8,110)	(8,191)	(8,273)
Parks and Recreation			(132,327)	(132,327)	(133,650)	(134,987)	(136,337)	(137,700)
Internet - Facilities WA	dept 17	1.00%	(200)	(200)	(202)	(204)	(206)	(208)
Internet - Facilities Town	dept 26	1.00%	(400)	(400)	(404)	(408)	(412)	(416)
Facilities Maintenance			(600)	(600)	(606)	(612)	(618)	(624)
Total Rent & Utilities			(654,497)	(760,911)	(775,053)	(789,325)	(800,727)	(808,074)
General Services	dept 10	1.00%	(345,276)	(345,276)	(348,729)	(352,216)	(355,738)	(359,296)
Administrative	dept 11	1.00%	(2,450)	(2,450)	(2,475)	(2,499)	(2,524)	(2,549)
Planning & Development	dept 12	1.00%	(316,264)	(316,463)	(319,628)	(322,824)	(326,052)	(329,313)
Town Secretary	dept 13	1.00%	(49,084)	(51,395)	(51,909)	(52,428)	(52,952)	(53,482)
Fire Department	dept 14	1.00%	(70,147)	(106,032)	(107,092)	(108,163)	(109,245)	(110,337)
Municipal Court	dept 15	1.00%	(119,891)	(97,529)	(98,504)	(99,489)	(100,484)	(101,489)
Public Works	dept 16	1.00%	(83,372)	(83,372)	(84,206)	(85,048)	(85,898)	(86,757)
Facilities Maintenance WA	dept 17	1.00%	(19,135)	(19,135)	(19,326)	(19,520)	(19,715)	(19,912)
Finance Department	dept 18	1.00%	(30,751)	(31,061)	(31,372)	(31,685)	(32,002)	(32,322)
Parks & Recreations	dept 19	1.00%	(76,497)	(76,497)	(77,262)	(78,035)	(78,815)	(79,603)
Information Technology	dept 20	1.00%	(83,420)	(89,449)	(90,343)	(91,247)	(92,159)	(93,081)
Human Resources	dept 21	1.00%	(14,462)	(17,215)	(17,387)	(17,561)	(17,737)	(17,914)
Communications	dept 22	1.00%	(1,955)	(1,955)	(1,975)	(1,994)	(2,014)	(2,034)
Police Services	dept 23	1.00%	(963,519)	(963,519)	(973,154)	(982,886)	(992,715)	(1,002,642)
Facilities Maintenance Town	dept 26	1.00%	(40,216)	(51,060)	(51,571)	(52,086)	(52,607)	(53,133)
Total Service Expenditures			(2,216,439)	(2,252,408)	(2,274,932)	(2,297,681)	(2,320,658)	(2,343,865)
General Services	dept 10	1.00%	(26,998)	(26,998)	(27,268)	(27,541)	(27,816)	(28,094)
Administrative	dept 11	1.00%	(1,836)	(1,836)	(1,854)	(1,873)	(1,892)	(1,911)
Planning & Development	dept 12	1.00%	(28,110)	(18,210)	(18,392)	(18,576)	(18,762)	(18,949)
Town Secretary	dept 13	1.00%	(3,045)	(3,225)	(3,257)	(3,290)	(3,323)	(3,356)
Fire Department	dept 14	1.00%	(97,747)	(109,040)	(110,130)	(111,232)	(112,344)	(113,467)
Municipal Court	dept 15	1.00%	(10,749)	(10,749)	(10,856)	(10,965)	(11,075)	(11,185)
Public Works	dept 16	1.00%	(4,465)	(4,465)	(4,510)	(4,555)	(4,600)	(4,646)
Facilities Maintenance WA	dept 17	1.00%	(13,601)	(13,601)	(13,737)	(13,874)	(14,013)	(14,153)
Finance Department	dept 18	1.00%	(5,577)	(6,707)	(6,774)	(6,842)	(6,910)	(6,979)
Parks & Recreations	dept 19	1.00%	(12,343)	(12,343)	(12,466)	(12,591)	(12,717)	(12,844)
Information Technology	dept 20	1.00%	(9,039)	(7,630)	(7,706)	(7,783)	(7,861)	(7,940)
Human Resources	dept 21	1.00%	(2,895)	(3,770)	(3,808)	(3,846)	(3,884)	(3,923)
Communications	dept 22	1.00%	(10,199)	(10,199)	(10,301)	(10,404)	(10,508)	(10,613)
Facilities Maintenance Town	dept 26	1.00%	(13,495)	(18,525)	(18,710)	(18,897)	(19,086)	(19,277)
Total Supply Expenditures			(240,099)	(247,298)	(249,770)	(252,268)	(254,791)	(257,339)
General Services	dept 10	1.00%	(58,833)	(60,303)	(60,906)	(61,515)	(62,130)	(62,752)
Administrative	dept 11	1.00%	(32,128)	(32,128)	(32,449)	(32,774)	(33,102)	(33,433)
Planning & Development	dept 12	1.00%	(7,158)	(7,921)	(8,000)	(8,080)	(8,161)	(8,243)
Town Secretary	dept 13	1.00%	(3,695)	(4,340)	(4,383)	(4,427)	(4,472)	(4,516)
Fire Department	dept 14	1.00%	(48,249)	(43,740)	(44,177)	(44,619)	(45,065)	(45,516)
Municipal Court	dept 15	1.00%	(5,225)	(5,225)	(5,277)	(5,330)	(5,383)	(5,437)
Public Works	dept 16	1.00%	(2,481)	(2,481)	(2,506)	(2,531)	(2,556)	(2,582)
Facilities Maintenance WA	dept 17	1.00%	(3,283)	(3,283)	(3,315)	(3,348)	(3,382)	(3,416)
Finance Department	dept 18	1.00%	(9,004)	(10,935)	(11,044)	(11,155)	(11,266)	(11,379)
Parks & Recreations	dept 19	1.00%	(1,545)	(1,545)	(1,560)	(1,576)	(1,592)	(1,608)
Information Technology	dept 20	1.00%	(9,618)	(9,618)	(9,714)	(9,811)	(9,909)	(10,009)
Human Resources	dept 21	1.00%	(15,411)	(17,336)	(17,509)	(17,684)	(17,861)	(18,040)
Communications	dept 22	1.00%	(7,039)	(7,039)	(7,109)	(7,180)	(7,252)	(7,325)
Facilities Maintenance Town	dept 26	1.00%	(3,025)	(3,170)	(3,202)	(3,234)	(3,266)	(3,299)
Total Travel & Training			(206,694)	(209,064)	(211,154)	(213,266)	(215,398)	(217,552)
Transfer Out - DS 300	operating transfer	linked to DSF	(1,174,669)	(1,005,901)	(1,253,207)	(1,147,056)	(1,084,032)	(1,053,096)
Total Operating Transfers Out			(1,174,669)	(1,005,901)	(1,253,207)	(1,147,056)	(1,084,032)	(1,053,096)
TOTAL OPERATING EXPENDITURES	(payroll, operations & maintenance)		\$ (9,270,948)	\$ (9,543,216)	\$ (9,935,220)	\$ (10,022,424)	\$ (10,156,770)	\$ (10,326,417)

FIVE YEAR FINANCIAL FORECAST

ALL MUNICIPAL 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
Planning & Development	dept 12	0%	0	(490)	(490)	(490)
Fire Department	dept 14	0%	(20,495)	(27,900)	(27,900)	(27,900)
Public Works	dept 16	0%	0	(5,000)	(5,000)	(5,000)
Finance Department	dept 18	0%	(900)	(1,800)	(1,800)	(1,800)
Parks & Recreations	dept 19	0%	(520)	(520)	(520)	(520)
Total Capital Outlay		(21,915)	(35,710)	(35,710)	(35,710)	(35,710)
Transfer Out - GMR Fund 600	linked to GMR	(387,750)	(1,000,799)	(579,537)	(498,660)	(447,350)
Transfer Out - VMR Fund 605	linked to VMR	(350,000)	(460,266)	(579,537)	(498,662)	(447,350)
Transfer Out - CP Fund 410	linked to CIP	(300,000)	(1,025,000)	0	0	0
Total Non-Operating Transfers Out		(1,037,750)	(2,486,065)	(1,159,074)	(997,322)	(894,700)
TOTAL NON-OPERATING EXPENDITURES		(1,059,665)	\$ (2,521,775)	(1,194,784)	(1,033,032)	(930,410)
one times from fee tab	1,337,276	3,550,808	1,224,138	1,115,138	967,701	967,701
no xfrs from above	<u>1,037,750</u>	<u>2,486,065</u>	<u>1,159,074</u>	<u>997,322</u>	<u>894,700</u>	<u>894,700</u>
Left in General Fund	299,526	1,064,743	65,064	117,816	73,001	73,001
TOTAL PAYROLL, OPERATIONS, MAINTENANCE & NON-OPERATING 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

FIVE YEAR FINANCIAL FORECAST

ALL MUNICIPAL 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
ENTERPRISE FUNDS						

FUND 255 - CEMETERY FUND

Section Sales	0%	13,700	13,700	13,700	13,700	13,700	13,700
Perpetual Care - Section 15%	0%	150	150	150	150	150	150
Perpetual Care-interment 100 %	0%	50	50	50	50	50	50
Marker Sales	0%	250	250	250	250	250	250
Contractor Fee	0%	350	350	350	350	350	350
Misc Revenue	0%	1,275	1,275	1,275	1,275	1,275	1,275
Interest Income	0%	2,465	2,465	2,465	2,465	2,465	2,465
Total Revenues		18,240	18,240	18,240	18,240	18,240	18,240
Attorney - Boyle & Lowry	0%	0	0	0	0	0	0
Engineering	0%	(6,453)	(6,453)	(6,453)	(6,453)	(6,453)	(6,453)
Contract Services	0%	(370)	(370)	(370)	(370)	(370)	(370)
Irrigation R&M	0%	(4,000)	0	0	0	0	0
Contract Landscaping	0%	(6,375)	(6,375)	(6,375)	(6,375)	(6,375)	(6,375)
ROW Irrigation	0%	(1,241)	0	0	0	0	0
Grounds R&M	0%	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
Dues & Memberships	0%	(125)	(125)	(125)	(125)	(125)	(125)
Land Improvements	0%	(4,000)	0	0	0	0	0
Cost of Sales - Cemetery Lots	0%	(1,441)	(1,441)	(1,441)	(1,441)	(1,441)	(1,441)
Total Expenditures		(26,005)	(16,764)	(16,764)	(16,764)	(16,764)	(16,764)
NET CHANGE TO FUND BALANCE		(7,765)	1,476	1,476	1,476	1,476	1,476
Beginning Fund Balance		211,349	203,584	205,060	206,536	208,012	209,488
Ending Fund Balance		203,584	205,060	206,536	208,012	209,488	210,964
Restricted/Committed/Assigned		203,584	205,060	206,536	208,012	209,488	210,964
Unassigned Ending Balance		0	0	0	0	0	0
Operating Expenses		26,005	16,764	16,764	16,764	16,764	16,764
Operating Cost Per Day		71	46	46	46	46	46
Operating Days		2,966	4,433	4,465	4,497	4,529	4,561

FUND 500 - UTILITY FUND

Water Revenue	2.00%	3,211,156	3,211,156	3,275,379	3,340,887	3,407,704	3,475,859
Service Area Accts Hillwood	2.00%	48,000	48,000	48,960	49,939	50,938	51,957
Service Area Accts Town	2.00%	43,000	43,000	43,860	44,737	45,632	46,545
Waste Management	2.00%	6,129	6,129	6,252	6,377	6,504	6,634
Sewer Revenue - Westlake	2.00%	1,137,544	1,137,544	1,160,295	1,183,501	1,207,171	1,231,314
Sewer Revenue - Keller	2.00%	1,280	1,280	1,306	1,332	1,358	1,386
Water Tap Fees	2.00%	34,026	34,026	34,707	35,401	36,109	36,831
Sewer Tap Fees	2.00%	17,251	17,251	17,596	17,948	18,307	18,673
Fort Worth Impact fees	2.00%	66,539	66,539	67,870	69,227	70,612	72,024
Sub-Total Charge For Services		4,564,925	4,564,925	4,656,224	4,749,348	4,844,335	4,941,222
Duct Bank Permit Fees	Granada	43,400	31,000	15,500	0	0	0
Duct Bank Permit Fees	Entrada	93,000	93,000	93,000	93,000	93,000	93,000
Duct Bank Permit Fees	Vaquero	9,300	6,200	6,200	6,200	6,200	6,200
Duct Bank Permit Fees	Quail Hollow	9,300	9,300	9,300	9,300	9,300	9,300
Duct Bank Permit Fees	Carlyle Court	3,100	3,100	0	0	0	0
Duct Bank Permit Fees	Terra Bella	3,100	3,100	3,100	0	0	0
Duct Bank Permit Fees	Knolls Solana	0	12,400	12,400	12,400	12,400	12,400
Duct Bank Permit Fees	Other Fees	6,200	6,200	6,200	6,200	6,200	6,200
Sub-Total Charge For Services		167,400	164,300	145,700	127,100	127,100	127,100
Meter Repair & Replacement		2.00%	6,000	6,000	6,120	6,242	6,367
Cross Connection Control		2.00%	3,510	3,510	3,580	3,652	3,725
Interest Income		2.00%	55,300	55,300	56,406	57,534	58,685
Duct Bank Leases Deferred Schedule		2.00%	30,965	40,391	41,199	42,023	42,863
TRA Wastewater Settle-Up		2.00%	69,750	69,750	71,145	72,568	74,019
Insurance Refund/Equity Return		2.00%	750	750	765	780	796
Misc Reimbursements		2.00%	2,100	2,100	2,142	2,185	2,229
Misc Revenue Dept 16		2.00%	8,000	8,000	8,160	8,323	8,490
Administrative CC Fee		2.00%	7,475	7,475	7,625	7,777	7,933
Total Misc Income			183,850	193,276	197,142	201,084	205,106
							209,208

FIVE YEAR FINANCIAL FORECAST

ALL MUNICIPAL 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
Bond Proceeds - Tx Water Development Board	0%	0	2,600,000	0	0	0
Other Resources		0	2,600,000	0	0	0
Total Revenues & Transfers In	4,916,175	7,522,501	4,999,065	5,077,532	5,176,541	5,277,530
Operating Xfr Out for PR Costs	1.00%	(482,700)	(559,024)	(564,615)	(570,261)	(575,963)
Compensated Absences	1.00%	0	0	0	0	0
Compensated Absences	1.00%	0	0	0	0	0
Compensated Absences	1.00%	0	0	0	0	0
Compensated Absences	1.00%	0	0	0	0	0
Total Payroll and Related	(482,700)	(559,024)	(564,615)	(570,261)	(575,963)	(581,723)
Office Rent	dept 10	from schedule	(50,250)	(70,295)	(72,475)	(74,670)
Electric - Town Hall	dept 10	0.00%	(7,500)	(7,500)	(7,500)	(7,500)
Electric - Lift Station	dept 16	1.50%	(2,680)	(2,680)	(2,720)	(2,761)
Electric - Pump Station	dept 16	1.50%	(1,291)	(1,291)	(1,310)	(1,330)
Electric - Pump Station	dept 16	1.50%	(70,277)	(70,277)	(71,331)	(72,401)
Internet Service	dept 10	1.50%	(2,327)	(2,327)	(2,362)	(2,397)
Telephone - Town Hall	dept 10	1.50%	(724)	(724)	(735)	(746)
Telephone	dept 16	1.50%	(1,000)	(1,000)	(1,015)	(1,030)
Water Service	dept 16	1.50%	(850)	(850)	(863)	(876)
Water - Pump Station	dept 16	1.50%	(20,600)	(20,600)	(20,909)	(21,223)
Total Rent & Utilities	(157,499)	(177,544)	(181,220)	(184,934)	(188,050)	(190,305)
Computer Hardware/Software		1.50%	(1,000)	(1,000)	(1,015)	(1,030)
Mechanical Equipment		1.50%	(1,000)	(1,000)	(1,015)	(1,030)
Water Meters /Equipment		1.50%	(20,275)	(20,275)	(20,579)	(20,888)
Water Taps		1.50%	(8,780)	(8,780)	(8,912)	(9,045)
Total Capital Outlay	(31,055)	(31,055)	(31,521)	(31,994)	(32,474)	(32,961)
WaterTower Landscape R&M		1.50%	(6,000)	(6,000)	(6,090)	(6,181)
Water Main R&M		1.50%	(35,045)	(35,045)	(35,571)	(36,104)
Water Tower R&M		1.50%	(1,000)	(1,000)	(1,015)	(1,030)
Sewer Main R&M		1.50%	(24,973)	(24,973)	(25,348)	(25,728)
Pump Station Landscape R&M		1.50%	(12,500)	(12,500)	(12,688)	(12,878)
Lift Station R&M		1.50%	(6,000)	(6,000)	(6,090)	(6,181)
Instrument R&M		1.50%	(9,473)	(9,473)	(9,615)	(9,759)
Ground Storage Tank R&M		1.50%	(2,300)	(2,300)	(2,335)	(2,370)
Generator R&M		1.50%	(6,815)	(6,815)	(6,917)	(7,021)
Pump Station R&M		1.50%	(12,500)	(12,500)	(12,688)	(12,878)
Duct Bank R&M		1.50%	(6,940)	(6,940)	(7,044)	(7,150)
FM1938 ROW Landscape		1.50%	0	0	0	0
Meter Repair & Replacement		1.50%	(35,793)	(35,793)	(36,330)	(36,875)
Water/Sewer R&M		1.50%	(726)	(726)	(737)	(748)
Vehicle R&M		1.50%	(1,000)	(1,000)	(1,015)	(1,030)
Total Repair and Maintenance	(161,065)	(161,065)	(163,481)	(165,933)	(168,422)	(170,949)
Insurance Automobile		1.50%	(661)	(661)	(671)	(681)
Insurance Property		1.50%	(6,975)	(6,975)	(7,080)	(7,186)
Bank Service Charges		1.50%	(7,547)	(7,547)	(7,660)	(7,775)
Total Services Dept 10	(15,183)	(15,183)	(15,411)	(15,642)	(15,877)	(16,115)
Engineering		1.50%	(4,540)	(4,540)	(4,608)	(4,677)
Water Utility Engineering		1.50%	(37,555)	(37,555)	(38,118)	(38,690)
Misc. Engineering		1.50%	(4,126)	(4,126)	(4,188)	(4,251)
Consultant Fees		1.50%	(5,138)	(5,138)	(5,215)	(5,293)
Auditor		1.50%	(7,235)	(7,235)	(7,344)	(7,454)
Attorney - Boyle & Lowry		1.50%	(9,421)	(9,421)	(9,562)	(9,706)
Attorney - Lloyd Gosselink		1.50%	(10,256)	(10,256)	(10,410)	(10,566)
Contract Labor		1.50%	0	0	0	0
Contract Services		1.50%	(7,860)	(7,860)	(7,978)	(8,098)
Water Purchases		2.00%	(934,500)	(934,500)	(953,190)	(972,254)
Water Service Charge		0%	(600)	(600)	(600)	(600)
Peak Payment		2.00%	(409,500)	(409,500)	(417,690)	(426,044)
TRA-Wastewater Treatment		1.50%	(479,303)	(479,303)	(486,493)	(493,790)
Southlake-Wastewater Treatment		1.50%	(1,302,497)	(1,302,497)	(1,322,034)	(1,341,865)
Testing-Water/Bacteria/Rgtry		1.50%	(30,000)	(30,000)	(30,450)	(30,907)
Utility Billing		1.50%	(27,321)	(27,321)	(27,731)	(28,147)
Line Location		1.50%	(5,660)	(5,660)	(5,745)	(5,831)
Application Software Maint.		1.50%	(10,750)	(10,750)	(10,911)	(11,075)
Keller Waste Water		1.50%	(1,300)	(1,300)	(1,320)	(1,339)
Insurance General Liability		1.50%	(980)	(980)	(995)	(1,010)
Mobile Phone		1.50%	(1,000)	(1,000)	(1,015)	(1,030)
Misc Rental/Lease		1.50%	(500)	(500)	(508)	(515)
Printing		1.50%	(1,130)	(1,130)	(1,147)	(1,164)
Courier Service		1.50%	(200)	(200)	(203)	(206)
Bad Debt Expense		1.50%	0	0	0	0
Total Services Dept 16	(3,291,372)	(3,291,372)	(3,347,454)	(3,404,511)	(3,462,561)	(3,521,622)

FIVE YEAR FINANCIAL FORECAST

ALL MUNICIPAL 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
Computer Eqpmt/Software	1.50%	(210)	(213)	(216)	(220)	(223)
Safety Supplies	1.50%	(100)	(100)	(102)	(103)	(105)
Misc Hand Tools	1.50%	(1,855)	(1,855)	(1,883)	(1,911)	(1,940)
Chemical Supplies	1.50%	(350)	(350)	(355)	(361)	(366)
Office Supplies	1.50%	(538)	(538)	(546)	(554)	(563)
Office Equipment	1.50%	0	0	0	0	0
Postage & Shipping	1.50%	(400)	(400)	(406)	(412)	(418)
Misc. Supplies	1.50%	0	0	0	0	0
Meeting Expense	1.50%	0	0	0	0	0
Vehicle Fuel	1.50%	(3,000)	(3,000)	(3,045)	(3,091)	(3,137)
Uniforms	1.50%	(587)	(587)	(596)	(605)	(614)
Capital Operating Impact - Utility	from CIP schedule	0	0	0	0	0
Total Supplies		(7,040)	(7,040)	(7,146)	(7,253)	(7,362)
Travel Airfare	1.50%	(800)	(800)	(812)	(824)	(837)
Travel Car Rental/Parking	1.50%	(100)	(100)	(102)	(103)	(105)
Travel Lodging	1.50%	(1,560)	(1,560)	(1,583)	(1,607)	(1,631)
Travel Meals	1.50%	(77)	(77)	(78)	(79)	(81)
Travel Mileage	1.50%	(58)	(58)	(59)	(60)	(61)
Training/Seminars/Meetings	1.50%	(3,000)	(3,000)	(3,045)	(3,091)	(3,137)
Dues & Subscriptions	1.50%	(1,500)	(1,500)	(1,523)	(1,545)	(1,569)
Books & Printed Materials	1.50%	0	0	0	0	0
Licenses/Registrations	1.50%	(700)	(700)	(711)	(721)	(732)
Total Travel & Training		(7,795)	(7,795)	(7,912)	(8,031)	(8,151)
Transfer Out - UMR Fund 510	linked to UMR	0	(5,000)	(5,000)	(5,000)	(5,000)
Transfer Out - VMR Fund 505	linked to VMR	(6,250)	(10,000)	(10,000)	(10,000)	(10,000)
Transfer Out - GF 100 Impact Fees	GF linked to this	(62,000)	(66,539)	(67,870)	(69,227)	(70,612)
Total Transfers Out		(68,250)	(81,539)	(82,870)	(84,227)	(85,612)
Fort Worth Waterline Payment	0.00%	(905,027)	(1,711,840)	0	0	0
Keller OH Storage - Principal	ends 2020	tied to schedule	(104,143)	(113,756)	(120,165)	0
Keller OH Storage - Interest	ends 2020		(16,395)	(7,393)	(2,523)	0
Service Area - Hillwood		tied to schedule	(48,240)	(48,240)	(48,724)	(48,967)
Service Area - Town			(43,215)	(43,215)	(43,648)	(44,086)
TXWDB FW Phase 2 Waterline - Principal		tied to schedule	0	(5,000)	(95,000)	(100,000)
TXWDB FW Phase 2 Waterline - Interest			0	(31,056)	(43,120)	(41,984)
GS Tank 2013 CO - Principal		tied to schedule	(22,000)	(22,550)	(23,650)	(24,750)
GS Tank 2013 CO - Interest			(33,021)	(32,576)	(32,114)	(31,582)
Total Debt		(1,172,041)	(2,015,626)	(408,485)	(289,587)	(289,304)
Total Expenses & Transfers Out		(5,394,000)	(6,347,244)	(4,810,113)	(4,762,372)	(4,833,775)
NET CHANGE TO FUND BALANCE		(477,825)	1,175,257	188,952	315,161	342,766
Beginning Fund Balance		674,981	197,156	1,372,413	1,561,365	1,876,525
Ending Fund Balance		197,156	1,372,413	1,561,365	1,876,525	2,219,291
Restricted/Committed/Assigned Hillwood		888,000	888,000	888,000	888,000	888,000
Restricted/Committed/Assigned Deposits		186,130	186,130	186,130	186,130	186,130
Unassigned Ending Balance		(876,974)	298,283	487,235	802,395	1,145,161
Operating Expenses		5,394,000	6,347,244	4,810,113	4,762,372	4,833,775
Operating Cost Per Day		14,778	17,390	13,178	13,048	13,243
Operating Days		13	79	118	144	168
						193

FIVE YEAR FINANCIAL FORECAST

ALL MUNICIPAL 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
INTERNAL SERVICE - M&R FUNDS						
FUND 510 - UTILITY MAINT/REPLACE						
Interest Income	vision	16,350	16,350	14,500	14,500	14,500
Transfers In from UF 500	vision	0	5,000	5,000	5,000	5,000
Total Revenues & Transfers In		16,350	21,350	19,500	19,500	19,500
Sewer Easement Cleaning Machine	vision	0	(45,000)	0	0	0
Repaint Ground Storage Tank	vision	0	(90,000)	0	0	0
Pump Station Equipment	vision	0	(90,000)	0	0	0
Total Expenditures & Transfers Out		0	(225,000)	0	0	0
NET CHANGE TO FUND BALANCE		16,350	(203,650)	19,500	19,500	19,500
Beginning Fund Balance		829,333	845,683	642,033	661,533	681,033
Ending Fund Balance		845,683	642,033	661,533	681,033	700,533
Restricted/Committed/Assigned		845,683	642,033	661,533	681,033	700,533
Unassigned Ending Balance (projected)		0	0	0	0	0
FUND 600 - GENERAL MAINT/REPLACEMENT						
Firefighter Equipment Fees	tied to vision	6,000	6,000	6,000	6,000	6,000
Interest Income	tied to vision	2,290	2,290	2,165	2,165	2,165
WA Keller Police Sub-Station	tied to vision	25,000	0	0	0	0
Transfer In from GF	tied to vision	387,750	1,000,799	579,537	498,660	447,350
Total Revenues & Transfers In		421,040	1,009,089	587,702	506,825	455,515
WA-Irrigation System	tied to vision	(6,500)	(6,500)	(15,000)	(5,000)	(5,000)
WA-15 Ton Split HVAC System	tied to vision	(6,500)	(14,000)	(10,000)	(25,000)	(25,000)
WA-2 Ton Roof Top Units	tied to vision	(7,500)	(7,500)	(15,000)	(10,000)	(10,000)
WA-AC ton/7.5 ton server room	tied to vision	(6,500)	(6,500)	0	(20,000)	(20,000)
WA-HVAC System Replacement	tied to vision	(7,500)	(7,500)	0	(5,000)	(5,000)
WA-Update Security System	tied to vision	(2,750)	(2,750)	(5,000)	(8,000)	(8,000)
WA-Update Security Cameras	tied to vision	(10,300)	(10,300)	(2,000)	(12,000)	(12,000)
WA-Heater Boilers	tied to vision	(9,675)	(9,675)	0	(25,000)	(25,000)
WA-Painting/Cloth Wall R&M	tied to vision	(6,500)	(6,500)	(10,000)	(8,000)	(8,000)
WA-Ext Envrnmt Imprvmts Irrig	tied to vision	(7,500)	(7,500)	0	(12,000)	(12,000)
WA-Parking Lot	tied to vision	0	(25,000)	0	0	0
WA-Playground Equipment	tied to vision	0	(5,000)	0	0	0
WA-Plumbing Repair/Replacement	tied to vision	(2,775)	(9,000)	(15,000)	(5,000)	(5,000)
WA-Carpet/VCT Flooring	tied to vision	(25,000)	(35,000)	(15,000)	(15,000)	(15,000)
WA-Envrnmt Bldg UG light/water	tied to vision	(2,750)	(10,000)	0	(5,000)	(5,000)
WA-Refurbish Classrooms	tied to vision	(21,000)	(30,000)	(35,000)	(25,000)	(25,000)
WA-Interior Building R&M	tied to vision	(5,500)	(15,000)	(10,000)	(15,000)	(15,000)
WA-Exterior Paint & Wood R&M	tied to vision	(4,500)	(4,500)	(4,000)	(8,000)	(8,000)
WA-Roof Repairs	tied to vision	(47,550)	(47,550)	(15,000)	(5,000)	(5,000)
WA-Mechanical Equipment	tied to vision	0	(25,000)	0	0	0
WA-Furniture/Interior Bldg	tied to vision	(7,000)	(15,000)	0	0	0
WA-Keller Police Substation	tied to vision	(25,000)	0	0	0	0
Dept 17 - Westlake Academy Facilities		(212,300)	(299,775)	(151,000)	(208,000)	(208,000)
Trail Repairs and Maintenance	tied to vision	0	(10,000)	(10,000)	(10,000)	(10,000)
Park Repairs and Maintenance	tied to vision	0	(10,000)	(10,000)	(10,000)	(10,000)
Dept 19 - Town Parks		0	(20,000)	(20,000)	(20,000)	(20,000)
Servers & Network Storage	tied to vision	(15,000)	(40,000)	(15,000)	(15,000)	(15,000)
Network Printers/Peripheal Dev	tied to vision	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
Network Equipment	tied to vision	0	(115,000)	(25,000)	(25,000)	(25,000)
Server Replacements	tied to vision	(5,000)	(20,000)	(12,500)	(100,000)	(12,500)
Phone System/Peripheal Devices	tied to vision	(5,000)	(65,000)	(10,000)	(10,000)	(10,000)
Dept 20 - Town IT Dept		(30,000)	(245,000)	(67,500)	(155,000)	(67,500)

FIVE YEAR FINANCIAL FORECAST

ALL MUNICIPAL 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
Town-Irrigation R&M	tied to vision	0	(5,000)	(5,000)	(5,000)	(5,000)
Town-HVAC System Replacement	tied to vision	0	(5,000)	(5,000)	(5,000)	(5,000)
Town-Heater	tied to vision	0	(3,000)	(3,000)	(3,000)	(3,000)
Town-Parking Lot	tied to vision	0	(4,000)	(4,000)	(4,000)	(4,000)
Town-Env Bldg UG light/water	tied to vision	0	(10,000)	(10,000)	(10,000)	(10,000)
Town-Furniture/Interior Bldg	tied to vision	(36,325)	(2,700)	0	0	0
Dept 26 - Town Facilities (Fire Station)	(36,325)	(29,700)	(27,000)	(27,000)	(27,000)	(27,000)
Total Expenditures	(278,625)	(594,475)	(265,500)	(410,000)	(322,500)	(322,500)
NET CHANGE TO FUND BALANCE	142,415	414,614	322,202	96,825	133,015	133,015
Beginning Fund Balance	(19,621)	122,794	537,408	859,610	956,435	1,089,450
Ending Fund Balance	122,794	537,408	859,610	956,435	1,089,450	1,222,465
Restricted/Committed/Assigned	122,794	537,408	859,610	956,435	1,089,450	1,222,465
Unassigned Ending Balance	0	0	0	0	0	0

FUND 505 - UF VEHICLE MAINT /REPLACEMENT

Interest Earned	tied to vision	350	350	350	350	350
Transfer in from UF	tied to vision	6,250	10,000	10,000	10,000	10,000
Total Revenues & Transfers In	6,600	10,350	10,350	10,350	10,350	10,350
Public Works Vehicle	tied to vision	0	0	(50,000)	0	0
Total Expenditures & Transfers Out	0	0	0	(50,000)	0	0
NET CHANGE TO FUND BALANCE	6,600	10,350	10,350	(39,650)	10,350	10,350
Beginning Fund Balance	17,074	23,674	34,024	44,374	4,724	15,074
Ending Fund Balance	23,674	34,024	44,374	4,724	15,074	25,424
Restricted/Committed/Assigned	23,674	34,024	44,374	4,724	15,074	25,424
Unassigned Ending Balance	0	0	0	0	0	0

FUND 605 - GF VEHICLE MAINT/REPLACEMENT

Contribution for WA Buses	dept 10	tied to vision	105,000	0	150,000	0	0	0
Interest Earned	dept 10	tied to vision	2,490	2,490	2,450	2,450	2,450	2,450
Transfer In from GF	dept 88	tied to vision	350,000	460,266	579,537	498,662	447,350	447,350
Total Revenues & Transfers In	457,490	462,756	731,987	501,112	449,800	449,800		
Academy Buses	dept 10	tied to vision	(105,000)	0	(150,000)	0	0	0
Fire Dept Vehicles	dept 14	tied to vision	0	0	0	0	(60,000)	(1,000,000)
Fire Dept Vehicles - Ambulance	dept 14	tied to vision	0	(260,000)	0	0	0	0
Facilities Vehicles	dept 17	tied to vision	0	0	0	(50,000)	0	0
Total Expenditures & Transfers Out	(105,000)	(260,000)	(150,000)	(50,000)	(60,000)	(1,000,000)		
NET CHANGE TO FUND BALANCE	352,490	202,756	581,987	451,112	389,800	(550,200)		
Beginning Fund Balance	226,358	578,848	781,604	1,363,591	1,814,703	2,204,503		
Ending Fund Balance	578,848	781,604	1,363,591	1,814,703	2,204,503	1,654,303		
Restricted/Committed/Assigned	578,848	781,604	1,363,591	1,814,703	2,204,503	1,654,303		
Unassigned Ending Balance	0	0	0	0	0	0		

FIVE YEAR FINANCIAL FORECAST

ALL MUNICIPAL 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		
<h1>SPECIAL REVENUE FUNDS</h1>								
FUND 220 - VISITORS ASSOCIATION FUND								
Hotel Tax (Marriott)	1.00%	779,720	779,720	795,392	803,346	811,380	819,494	
Hotel Tax (Deloitte)	1.00%	36,982	36,982	32,640	32,640	32,640	32,640	
		Base Hotel Tax	816,702	816,702	828,032	835,986	844,020	852,134
Deloitte Abatement Ends 01-01-23	hard coded	0	0	0	0	0	32,640	
Entrada Hotel 1	hard coded	0	0	300,000	600,000	600,000	600,000	
Entrada Hotel 2	hard coded	0	0	300,000	600,000	600,000	600,000	
Blizzard Hotel	hard coded	0	0	300,000	600,000	600,000	600,000	
		Additional Commercial Tax	0	0	600,000	1,500,000	1,800,000	1,832,640
Total Hotel Occupancy Tax		816,702	816,702	1,428,032	2,335,986	2,644,020	2,684,774	
Interest Income	1.00%	14,606	14,606	14,250	14,250	14,250	14,250	
Community Tree Lighting	1.00%	3,675	3,675	2,675	2,756	2,784	2,811	
Insur Refund/Equity Return	1.00%	437	437	852	860	869	878	
Dept 10 - General Service Revenues		18,718	18,718	17,777	17,866	17,903	17,939	
Membership Fees	1.00%	1,775	1,775	1,775	1,775	1,775	1,775	
Special Events Revenue	1.00%	3,250	3,250	3,250	3,250	3,250	3,250	
Special Events Revenue	1.00%	2,550	0	0	0	0	0	
Sponsors Car Show	1.00%	2,000	0	0	0	0	0	
Sales of Printed Material	1.00%	200	200	200	200	200	200	
Sponsors	1.00%	3,000	3,000	3,000	3,000	3,000	3,000	
Misc Revenue	1.00%	250	250	0	0	0	0	
Dept 24 - Historical Board Revenues		13,025	8,475	8,225	8,225	8,225	8,225	
Total Revenues & Transfers In		848,445	843,895	1,454,034	2,362,077	2,670,148	2,710,938	
Operating Xfr Out to GF for Payroll Costs	1.00%	(518,510)	(555,167)	(560,719)	(566,326)	(571,990)	(577,709)	
Auditor	1.00%	(7,250)	(7,250)	(7,323)	(7,396)	(7,470)	(7,544)	
Community Services	1.00%	(133)	0	0	0	0	0	
Marriott Marketing	1.00%	(50,000)	(50,000)	(50,500)	(51,005)	(51,515)	(52,030)	
Marriott Transportation	1.00%	(80,000)	(80,000)	(80,800)	(81,608)	(82,424)	(83,248)	
Marketing & Promotions	1.00%	(7,500)	(7,500)	(7,575)	(7,651)	(7,727)	(7,805)	
Application Software Maint.	1.00%	(1,950)	(1,950)	(1,970)	(1,989)	(2,009)	(2,029)	
Community Tree Lighting	1.00%	(11,762)	(11,762)	(11,880)	(11,998)	(12,118)	(12,240)	
Audio/Visual	1.00%	(250)	(250)	(253)	(255)	(258)	(260)	
Dues & Subscriptions	1.00%	(125)	(125)	(126)	(128)	(129)	(130)	
Dept 10 - General Service Expenditures		(677,480)	(714,004)	(721,144)	(728,356)	(735,639)	(742,996)	
Office Rent	0.00%	(50,250)	(70,295)	(72,475)	(74,670)	(76,245)	(76,935)	
Telephone Service	1.00%	(624)	(624)	(630)	(637)	(643)	(649)	
Internet Expense	1.00%	(2,195)	(2,195)	(2,217)	(2,239)	(2,262)	(2,284)	
Electric Service	0.00%	(7,500)	(7,500)	(7,500)	(7,500)	(7,500)	(7,500)	
Dept 10 - Rent & Utilities Expenditures		(60,569)	(80,614)	(82,822)	(85,046)	(86,649)	(87,368)	
Contract Services	0.50%	(52,709)	(52,709)	(52,973)	(53,237)	(53,504)	(53,771)	
Community Services	0.50%	(13,401)	(13,401)	(13,468)	(13,535)	(13,603)	(13,671)	
Masterworks	0.50%	(5,750)	(5,750)	(5,779)	(5,808)	(5,837)	(5,866)	
Marketing & Promotions	0.50%	(29,309)	(29,309)	(61,809)	(62,118)	(62,429)	(63,054)	
Community Picnic	0.50%	(1,170)	(1,170)	(1,176)	(1,182)	(1,188)	(1,194)	
Other Hotels Marketing	hard coded	0	0	(150,000)	(375,000)	(450,000)	(450,000)	
Advertising	0.50%	(20,615)	(20,615)	(20,718)	(20,822)	(20,926)	(21,030)	
Special Community Events	0.50%	(7,239)	(7,239)	(7,275)	(7,312)	(7,348)	(7,385)	
Dues & Subscriptions	0.50%	(5,794)	(5,794)	(5,823)	(5,852)	(5,881)	(5,911)	
Postage & Supplies	0.50%	(139)	(139)	(140)	(140)	(141)	(142)	
Printing	0.50%	(1,154)	(1,154)	(1,160)	(1,166)	(1,171)	(1,177)	
Dept 22 - Communication Expenditures		(137,280)	(169,780)	(320,629)	(546,482)	(622,339)	(623,201)	
Website Development/Maint.	0.00%	(10)	0	0	0	0	0	
Office Supplies	0.00%	(10)	(10)	(10)	(10)	(10)	(10)	
Car Show Expenses	0.00%	(5,825)	(5,825)	(5,825)	(5,825)	(5,825)	(5,825)	
Town Historical Board Expense	0.00%	(2,075)	(2,075)	(2,075)	(2,075)	(2,075)	(2,075)	
Dept 24 - Historical Board Expenditures		(7,920)	(7,910)	(7,910)	(7,910)	(7,910)	(7,910)	

FIVE YEAR FINANCIAL FORECAST

ALL MUNICIPAL 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
Consultant Fees	0.00%	0	0	0	0	0
Sponsorship Expense	0.00%	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
Contract Services	0.00%	0	0	0	0	0
Special Events	0.00%	0	0	0	0	0
Printing	0.00%	0	0	0	0	0
Dept 25 - Public Art Expenditures	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
Misc. Expense	0.00%	(670)	(670)	0	0	0
Contract Services	0.00%	0	0	0	0	0
Dept 26 Arbor Day Expenditures	(670)	(670)	0	0	0	0
Total Expenditures & Transfers Out	(893,919)	(982,978)	(1,142,506)	(1,377,794)	(1,462,538)	(1,471,475)
NET CHANGE TO FUND BALANCE	(45,474)	(139,083)	311,528	984,283	1,207,610	1,239,463
Beginning Fund Balance	799,168	753,694	614,610	926,139	1,910,422	3,118,032
Ending Fund Balance	753,694	614,610	926,139	1,910,422	3,118,032	4,357,494
Restricted/Committed/Assigned	753,694	614,610	926,139	1,910,422	3,118,032	4,357,494
Unassigned Ending Balance	0	0	0	0	0	0
Operating Expenditures	893,919	982,978	1,142,506	1,377,794	1,462,538	1,471,475
Operating Daily Cost	2,449	2,693	3,130	3,775	4,007	4,031
Operating Days	308	228	296	506	778	1,081

FUND 200 - 4B ECONOMIC DEV FUND

Sales & Use Tax Revenues	linked to GF sales Tax	1,237,500	1,400,000	1,153,272	1,250,735	1,317,397	1,340,769
Total Revenues & Transfers In		1,237,500	1,400,000	1,153,272	1,250,735	1,317,397	1,340,769
Transfer Out - DS Fund 300		(1,237,500)	(1,400,000)	(1,153,272)	(1,250,735)	(1,317,397)	(1,340,769)
Total Expenditures & Transfers Out		(1,237,500)	(1,400,000)	(1,153,272)	(1,250,735)	(1,317,397)	(1,340,769)
NET CHANGE TO FUND BALANCE		0	0	0	0	0	0
Beginning Fund Balance	0	0	0	0	0	0	0
Ending Fund Balance	0	0	0	0	0	0	0
Restricted/Committed/Assigned	0	0	0	0	0	0	0
Unassigned Ending Balance	0	0	0	0	0	0	0

FUND 210 - ECONOMIC DEV FUND

Sales & Use Tax Revenues	linked to GF sales Tax	202,000	300,000	0	0	0	0
Hotel Occupancy Tax Revenues	ends 01-01-23	36,940	36,940	32,320	32,640	32,640	0
WA \$10K Lot Payment Revenues	tied to bldg permits	340,000	164,300	145,700	127,100	127,100	127,100
Total Revenues & Transfers In		578,940	501,240	178,020	159,740	159,740	127,100
ED - Deloitte Sales Tax	ends 07-01-2018	(102,000)	0	0	0	0	0
ED - Deloitte Hotel Tax	ends 01-01-2023	(36,940)	(36,940)	(32,320)	(32,640)	(32,640)	0
ED - Schwab Sales Tax		(100,000)	(300,000)	0	0	0	0
Transfer Out - WAE 412		(340,000)	(164,300)	(145,700)	(127,100)	(127,100)	(127,100)
Total Expenditures & Transfers Out		(578,940)	(501,240)	(178,020)	(159,740)	(159,740)	(127,100)
NET CHANGE TO FUND BALANCE		0	0	0	0	0	0
Beginning Fund Balance	0	0	0	0	0	0	0
Ending Fund Balance	0	0	0	0	0	0	0
Restricted/Committed/Assigned	0	0	0	0	0	0	0
Unassigned Ending Balance	0	0	0	0	0	0	0

FIVE YEAR FINANCIAL FORECAST

ALL MUNICIPAL 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
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FUND 215 - PUBLIC IMPROVEMENT DIST

Miscellaneous Reimbursements	0%	98,175	60,000	60,000	60,000	60,000
Total Revenues & Transfers In		98,175	60,000	60,000	60,000	60,000
Consultant Fees	0%	(147,605)	0	0	0	0
Boyle & Lowry	0%	(5,275)	0	0	0	0
Admin Fees	0%	(10,917)	0	0	0	0
Filing Fees	0%	(180)	0	0	0	0
Engineering	0%	(21,130)	0	0	0	0
Construction Inspection	0%	(23,849)	0	0	0	0
Advertising	0%	(155)	0	0	0	0
Total Expenditures & Transfers Out		(209,111)	0	0	0	0
NET CHANGE TO FUND BALANCE		(110,936)	60,000	60,000	60,000	60,000
Beginning Fund Balance		488,485	377,549	437,549	497,549	557,549
Ending Fund Balance		377,549	437,549	497,549	557,549	617,549
Restricted/Committed/Assigned		377,549	437,549	497,549	557,549	617,549
Unassigned Ending Balance		0	0	0	0	0

FUND 225 - PUBLIC ART PROGRAM

Donations - Honorariums	20,000	20,000	0	0	0	0
Donations - Art Pieces	10,000	10,000	0	0	0	0
Total Revenues & Transfers In	30,000	30,000	0	0	0	0
Contract Services	0	0	0	0	0	0
Total Expenditures & Transfers Out	0	0	0	0	0	0
NET CHANGE TO FUND BALANCE	30,000	30,000	0	0	0	0
Beginning Fund Balance	0	30,000	60,000	60,000	60,000	60,000
Ending Fund Balance	30,000	60,000	60,000	60,000	60,000	60,000
Restricted/Committed/Assigned	30,000	60,000	60,000	60,000	60,000	60,000
Unassigned Ending Balance	0	0	0	0	0	0

FUND 418 - LONE STAR PUBLIC FUND

Interest Income	275	275	260	260	260	260
Total Revenues & Transfers In	275	275	260	260	260	260
Filing Fee Expense	0	0	0	0	0	0
Total Expenditures & Transfers Out	0	0	0	0	0	0
NET CHANGE TO FUND BALANCE	275	275	260	260	260	260
Beginning Fund Balance	13,790	14,065	0	0	0	0
Ending Fund Balance	14,065	14,340	260	260	260	260
Restricted/Committed/Assigned	14,065	14,340	260	260	260	260
Unassigned Ending Balance	0	0	0	0	0	0

FIVE YEAR FINANCIAL FORECAST

ALL MUNICIPAL 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
DEBT SERVICE FUNDS						
FUND 300 - DEBT SERVICE		<i>(revenue supported)</i>				
Transfer in - GF 100	1,174,669	1,005,901	1,253,207	1,147,056	1,084,032	1,053,096
Transfer In - 4B 200	1,237,500	1,400,000	1,153,272	1,250,735	1,317,397	1,340,769
Total Transfers In	2,412,169	2,405,901	2,406,479	2,397,791	2,401,429	2,393,865
Bank Charge - 2011 GORB	(400)	(400)	(400)	(400)	(400)	(400)
Principal - Issue 2011 GORB	Refunding of 2002/2003	(700,000)	(715,000)	(730,000)	(750,000)	(770,000)
Interest - Issue 2011 GORB	Issue-2011-GORB	(192,650)	(171,425)	(149,750)	(127,550)	(104,750)
TOTAL	(893,050)	(886,825)	(880,150)	(877,950)	(875,150)	(871,750)
Bank Charge - Issue 2013 CO	Academy Expansion	(440)	(440)	(440)	(440)	(440)
Principal - Issue 2013 CO	Issue-2013-CO	(178,000)	(182,450)	(191,350)	(191,350)	(200,250)
Interest - Issue 2013 CO	Program 12	(267,172)	(263,568)	(259,830)	(255,525)	(250,630)
TOTAL	(445,612)	(446,458)	(451,620)	(447,315)	(451,320)	(450,196)
Bank Charge - Issue 2014 GORB	Refunding of 2003	0	(440)	(450)	(450)	(450)
Principal - Issue 2014 GORB	Issue-2014-GORB	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
Interest - Issue 2014 GORB	Program	14	(65,040)	(64,860)	(64,500)	(64,320)
TOTAL		(70,040)	(70,300)	(70,130)	(69,950)	(69,770)
Bank Charge - 2017 CO	Fire Station Bonds	(450)	(450)	(450)	(450)	(450)
Principal - Issue 2017 CO	Issue-2017-CO	(200,000)	(205,000)	(210,000)	(215,000)	(225,000)
Interest - Issue 2017 CO	Program 17	(310,800)	(304,725)	(298,500)	(292,125)	(285,525)
TOTAL		(511,250)	(510,175)	(508,950)	(507,575)	(510,975)
Bank Charge - 2017 GORB	Refunding of 2007	(450)	(450)	(450)	(450)	(450)
Principal - Issue 2017 GORB	Issue-2017-GORB	(30,000)	(30,000)	(35,000)	(35,000)	(35,000)
Interest - Issue 2017 GORB	Program	15	(227,625)	(227,025)	(226,375)	(225,675)
TOTAL		(258,075)	(257,475)	(261,825)	(261,125)	(260,338)
Bank Charge - 2017 Tax Note	Fire Station Tax Note	0	(550)	(550)	(550)	(550)
Principal - 2017 Tax Note	Issue-2017-TTN	(202,000)	(212,000)	(215,000)	(219,000)	(223,000)
Interest - 2017 Tax Note	Program 16	(32,142.28)	(22,118)	(18,254)	(14,326)	(10,326)
TOTAL		(234,142)	(234,668)	(233,804)	(233,876)	(233,876)
Total Expenditures & Transfers Out		(2,412,169)	(2,405,901)	(2,406,479)	(2,397,791)	(2,401,429)
NET CHANGE TO FUND BALANCE	0.00	0	0	0	0	0
Beginning Fund Balance	0	0	0	0	0	0
Ending Fund Balance	0	0	0	0	0	0
Restricted/Committed/Assigned	0	0	0	0	0	0
Unassigned Ending Balance	0	0	0	0	0	0

FIVE YEAR FINANCIAL FORECAST

ALL MUNICIPAL 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 301 - DEBT SERVICE <i>(property tax supported)</i>											
1.04											
TYPE	Non Taxable Value	M&O Rate	I&S Rate	Total Rate	Tax Levy	Year					
Property Tax	1,207,702,471	0.11133	0.02482	0.13615	\$296,984	FY 2018	296,984	0	0	0	0
Property Tax							256,878	0	0	0	0
Property Tax							0	520,655	0	0	0
Property Tax							0	0	523,213	0	0
Property Tax							0	0	0	523,369	0
Property Tax							0	0	0	0	528,417
Total Revenues					296,984		256,878	520,655	523,213	523,369	528,417
Bank Charge - 2011 CO						Issue 2011 CO	0	(440)	(440)	(440)	(440)
Principal - 2011 CO						Road Improvements	(79,000)	(83,000)	(87,000)	(91,000)	(96,000)
Interest - 2011 CO						Program 011	(36,284.20)	(34,356)	(32,316)	(30,180)	(27,936)
TOTAL 2011 CO					(115,284)		(117,796)	(119,756)	(121,620)	(124,376)	(127,012)
Bank Charge - 2013 GORB						Issue 2013 GORB	(440)	(440)	(440)	(440)	(440)
Principal - 2013 GORB						Refunding of 20018 (A&S)	(125,000)	(135,000)	(140,000)	(145,000)	(145,000)
Interest - 2013 GORB						Program 013	(37,400)	(34,463)	(31,025)	(27,463)	(23,838)
TOTAL 2013 GORB					(162,840)		(169,903)	(171,465)	(172,903)	(169,278)	(170,815)
Bank Charge - 2019 CO		See CP410 for projects=\$3.387M Bond Issuance				Issue 2019 CO	0	0	(440)	(440)	(440)
Principal - 2019 CO						Rd - Fac - Grnd Improvements	0	0	(90,000)	(130,000)	(135,000)
Interest - 2019 CO						NEW ISSUE - Program 019	0	0	(138,994)	(98,250)	(94,275)
TOTAL 2019 CO							0	0	(229,434)	(228,690)	(229,715)
Total Expenditures							(278,124)	(287,699)	(520,655)	(523,213)	(523,369)
NET CHANGE TO FUND BALANCE							18,860	(30,821)	0	0	0
Beginning Fund Balance							11,961	30,821	0	0	0
Ending Fund Balance							30,821	0	0	0	0
Restricted/Committed/Assigned							30,821	0	0	0	0
Unassigned Ending Balance							0	0	0	0	0

FIVE YEAR FINANCIAL FORECAST

ALL MUNICIPAL 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
CAPITAL PROJECTS FUNDS						
FUND 410 - CAPITAL PROJECT FUND						
Transfer in from GF	tied to bldg permits	300,000	1,025,000	0	0	0
Interest Income		38,000	38,000	38,000	38,000	38,000
Misc Income		0	0	0	0	0
NET REVENUES		338,000	1,063,000	38,000	38,000	38,000
Cash (Fund Balance)		0	0	0	0	0
FM1938 TOWN IMPROVEMENTS		(50,000)	(220,000)	0	0	0
NET	project 20	(50,000)	(220,000)	0	0	0
Cash (Fund Balance)		0	0	0	0	0
SH114/HWY170 ENHANCEMENTS		0	0	0	0	0
NET	project 30	0	0	0	0	0
Bond Revenue - Issue \$3.387M		0	480,180	0	0	0
ROANOKE ROAD RECON/DRAIN SOUTH		0	0	(480,180)	0	0
NET	project 34	0	480,180	(480,180)	0	0
Bond Revenue - Issue \$3.387M		0	281,960	0	0	0
SAM SCHOOL ROAD RECON & DRAINAGE		0	(281,960)	0	0	0
NET	project 40	0	0	0	0	0
Cash (Fund Balance)		0	0	0	0	0
E.DOVE ROAD RECON & DRAINAGE (vaq/tb)		(100,000)	0	0	0	0
NET	project 41	(100,000)	0	0	0	0
Bond Revenue - Issue \$3.387M		0	983,954	0	0	0
OTTINGER ROAD RECON & DRAINAGE		0	0	(983,954)	0	0
NET	project 58	0	983,954	(983,954)	0	0
Bond Revenue - Issue \$3.387M		0	404,125	0	0	0
PEARSON LANE RECON & DRAINAGE		0	(404,125)	0	0	0
NET	project 60	0	0	0	0	0
Cash (Fund Balance)		0	0	0	0	0
DOVE ROAD/FM1938 SIGNALIZATION		(160,000)	0	0	0	0
NET	project 68	(160,000)	0	0	0	0
Contribution Revenue		26,390	0	0	0	0
SOLANA/HWY 114 SIGNALIZATION		0	0	0	0	0
NET	project 69	26,390	0	0	0	0
Contribution Revenue		0	0	0	0	0
SOLANA/FM1938 SIGNALIZATION		(10,000)	0	0	0	0
NET	project 70	(10,000)	0	0	0	0
Bond Revenue - Issue \$3.387M		0	80,000	0	0	0
FLASHING CROSSWALK LIGHTS		0	(80,000)	0	0	0
NET	project 75	0	0	0	0	0
Bond Revenue - Issue \$3.387M		0	90,000	0	0	0
SOLANA PAVEMENT REPAIRS		0	(90,000)	0	0	0
NET	project 78	0	0	0	0	0
Bond Revenue - Issue \$3.387M		0	54,450	0	0	0
WYCK HILL PAVEMENT RESURFACE		0	(54,450)	0	0	0
NET	project 79	0	0	0	0	0
Bond Revenue - Issue \$3.387M		0	80,000	0	0	0
FM1938 PAVEMENT REPAIRS		0	(80,000)	0	0	0
NET	project 80	0	0	0	0	0
ROAD and STREET IMPROVEMENTS	DEPT 16	(293,610)	1,244,134	(1,464,134)	0	0

FIVE YEAR FINANCIAL FORECAST

ALL MUNICIPAL 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	0	135,000	0	0	0
WA - OUTDOOR LEARNING CENTER	(175,000)	0	(123,595)	0	0	0
NET	project 71	0	0	11,405	0	0
Bond Revenue - Issue \$3.387M	0	82,000	0	0	0	0
WA - POND REPAIRS	0	(82,000)	0	0	0	0
NET	project 77	0	0	0	0	0
FACILITY and GROUND IMPROVEMENTS	DEPT 17	0	11,405	0	0	0
Bond Revenue - Issue \$3.387M	0	229,500	0	0	0	0
WAYFINDING SIGNAGE	0	(229,500)	0	0	0	0
NET	project 67	0	0	0	0	0
Bond Revenue - Issue \$3.387M	0	30,000	0	0	0	0
TRAIL CONNECTION AT 114/SOLANA	0	(30,000)	0	0	0	0
NET	project 42	0	0	0	0	0
Bond Revenue - Issue \$3.387M	0	300,949	0	0	0	0
TRAIL - WESTLAKE ACADEMY TO CEMETERY	0	0	(300,949)	0	0	0
NET	project 52	0	300,949	(300,949)	0	0
Bond Revenue - Issue \$3.387M	0	290,016	0	0	0	0
TRAIL - DOVE/PEARSON/ASPEN	0	(290,016)	0	0	0	0
NET	project 53	0	0	0	0	0
Contribution in prior year	0	0	0	0	0	0
CEMETARY IMPROVEMENTS	(100,000)	(50,000)	0	0	0	0
NET	project 76	(100,000)	(50,000)	0	0	0
PARKS/TRAIL/CEMETERY IMPROVEMENTS	DEPT 19	(100,000)	250,949	(300,949)	0	0
Cash (Fund Balance)	0	0	0	0	0	0
Fiber Connectivity between Buildings	0	(300,000)	0	0	0	0
INFORMATION TECHNOLOGY IMPROVEMENTS	DEPT 19	0	(300,000)	0	0	0
Cash (Fund Balance)	0	0	0	0	0	0
Payroll Transfers Out to GF	(54,565)	0	0	0	0	0
PAYROLL TRANSFERS	DEPT 19	(54,565)	0	0	0	0
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)	0	0	0
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	Contributions/Grants/Bonds	201,390	2,258,083	135,000	0	0
Unassigned Ending Balance		1,388,684	1,590,074	1,997,479	2,170,479	2,208,479

FUND 405 - FIRE STATION PROJECT

Cash (Fund Balance)	hard coded	0	0	0	0	0
Total Revenues		0	0	0	0	0
Engineering Fees	tied to vision	(545,742)	(4,100)	0	0	0
Construction Expense	tied to vision	(6,248,000)	(1,739,281)	0	0	0
Land Purchase	tied to vision	0	0	0	0	0
Design Fees	tied to vision	(76,950)	(61,474)	0	0	0
Furniture & Fixtures	tied to vision	(200,000)	(75,000)	0	0	0
Security Service	tied to vision	(167,000)	(150,500)	0	0	0
Contingency	tied to vision	(75,000)	(107,700)	0	0	0
Misc. Expense	tied to vision	(4,250)	(258,075)	0	0	0
Appraisal Fees	tied to vision	(2,115)	0	0	0	0
Misc Legal	tied to vision	(3,147)	0	0	0	0
Boyle & Lowry	tied to vision	(16,690)	0	0	0	0
Advertising Public Notices	tied to vision	(224)	(2,500)	0	0	0
Printing	tied to vision	(555)	(1,000)	0	0	0
Total Expenditures		(7,339,673)	(2,399,630)	0	0	0

FIVE YEAR FINANCIAL FORECAST

ALL MUNICIPAL 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
NET CHANGE TO FUND BALANCE	(7,339,673)	(2,399,630)	0	0	0	0
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	0	0	0	0	0	0

FUND 412 - ACADEMY EXPANSION

Interest Earned	tied to vision	29,180	29,180	27,400	27,400	27,400	27,400
Transfer in from ED 200	tied to bldg permits	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	tied to vision	0	(85,000)	0	0	0	0
Total Expenditures & Transfers Out			(85,000)	0	0	0	0
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		0	0	0	0	0	0

SECTION 03

GENERAL FUND

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General Fund 100

Program Summary

Fiscal Year 2018/2019

Actuals FY 16/17	Adopted Budget FY 17/18	Estimated Budget FY 17/18	Adopted Budget FY 18/19	FY 18/19 vs FY 17/18	Adopted Estimated
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REVENUES & OTHER SOURCES

General Sales Tax	\$ 3,353,658	\$ 3,510,500	\$ 3,510,500	\$ 3,900,000	\$ 389,500	11%
Property Tax	1,482,625	1,205,205	1,325,125	1,733,356	408,231	31%
Beverage Tax	68,432	62,500	62,500	62,500	-	0%
Franchise Fees	818,422	983,815	983,815	983,815	-	0%
Permits & Fees Other	198,792	238,020	263,303	263,303	-	0%
Permits & Fees Building	3,317,394	2,201,246	2,151,178	4,357,571	2,206,393	103%
Fines & Forfeitures	673,716	809,880	715,545	715,545	-	0%
Investment Earnings	64,913	43,100	178,955	178,955	-	0%
Contributions	32	-	12,205	12,205	-	0%
Misc Income	100,006	18,560	39,820	39,820	-	0%
Total Revenues	10,077,990	9,072,826	9,242,946	12,247,070	3,004,124	33%
Transfers In	230,336	50,000	62,000	66,539	4,539	7%
Other Sources	-	-	-	-	-	0%
Total Other Sources	230,336	50,000	62,000	66,539	4,539	7%
TOTAL REVENUES & OTHER SOURCES	\$ 10,308,326	\$ 9,122,826	\$ 9,304,946	\$ 12,313,609	\$ 3,008,663	32%

EXPENDITURES & OTHER USES

Payroll Salaries	3,369,458	3,821,261	3,824,761	3,994,572	169,811	4%
Payroll Salaries	(864,028)	(1,055,775)	(1,055,775)	(1,114,192)	(58,417)	6%
Insurance	488,798	599,995	599,995	780,269	180,274	30%
Taxes - SS/M	239,309	292,253	292,253	305,506	13,253	5%
Taxes - WC/U	33,459	51,180	51,180	43,482	(7,698)	-15%
Retirement	433,647	495,955	495,955	486,093	(9,862)	-2%
Total Payroll and Related	3,700,644	4,204,869	4,208,369	4,495,731	287,362	7%
Debt	351,697	351,680	351,680	351,680	-	0%
Economic Development	-	-	-	-	-	0%
Repair & Maintenance	143,745	242,580	218,502	220,224	1,722	1%
Rent & Utilities	480,170	445,316	654,497	760,911	106,414	16%
Services	2,167,264	2,048,966	2,216,439	2,252,408	35,969	2%
Supplies	165,329	246,152	240,099	247,298	7,199	3%
Travel & Training	131,112	204,430	206,694	209,064	2,370	1%
Transfers Out Operating	1,452,393	1,772,568	1,912,419	1,005,901	(906,518)	-47%
Total Operations & Maintenance	4,891,711	5,311,692	5,800,329	5,047,485	(752,844)	-13%
TOTAL OPERATING EXPENDITURES	8,592,355	9,516,561	10,008,698	9,543,216	(465,482)	-5%
Capital Project Funds	-	-	-	-	-	0%
Capital Outlay	26,815	31,690	21,915	35,710	13,795	63%
Total Capital and M&R Projects	26,815	31,690	21,915	35,710	13,795	63%
Transfers Out Non-Operating CP	-	1,015,324	300,000	2,486,065	2,186,065	100%
Other Sources	-	-	-	-	-	0%
Total Other Uses	26,815	1,015,324	300,000	2,486,065	2,186,065	729%
TOTAL NON-OPERATING EXPENDITURES	26,815	1,047,014	321,915	2,521,775	2,199,860	683%
TOTAL EXPENDITURES & OTHER USES	8,619,170	10,563,575	10,330,613	12,064,992	1,734,378	17%

Excess Revenues over(under) Expenditures	1,689,156	(1,440,749)	(1,025,667)	248,618	1,274,285	124%
FUND BALANCE, BEGINNING	8,553,121	10,242,277	10,242,277	9,216,610	(1,025,667)	-10%
FUND BALANCE, ENDING	10,242,277	8,801,528	9,216,610	9,465,228	248,618	3%
Restricted/Assigned/Committed Funds	294,418	304,504	304,504	304,504	-	0%
UNASSIGNED FUND BALANCE, ENDING	\$ 9,947,859	\$ 8,497,025	\$ 8,912,106	\$ 9,160,724	\$ 248,618	3%
Operating Cost per Day	\$ 23,541	\$ 25,251	\$ 25,400	\$ 26,146	\$ 746	-5%
Operating Days	423	337	351	350	(1)	-60%

RESTRICTED/ASSIGNED/COMMITTED FUNDS

Court Technology	100 10112 15 000	59,656	60,823	60,823	-	0%
Court Security	100 10113 15 000	115,511	117,771	117,771	-	0%
Court Efficiency	100 10116 15 000	9,599	9,787	9,787	-	0%
Reforestation	100 10110 00 101	54,944	61,415	61,415	-	0%
Street Escrow (TB/RA)	100 10110 00 102	54,707	54,707	54,707	-	0%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS	\$ 294,418	\$ 304,504	\$ 304,504	\$ 304,504	\$ -	0%

GENERAL FUND

Program Summary

By Department

FY 2018/2019

	General Services	Town Manager's Office	Planning and Development	Town Secretary's Office	Fire/EMS Department	Municipal Court	Public Works	Facilities Maintenance
REVENUES AND OTHER SOURCES								
General Sales Tax	\$ 3,900,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Property Tax	1,733,356	-	-	-	-	-	-	-
Beverage Tax	62,500	-	-	-	-	-	-	-
Franchise Fees	983,815	-	-	-	-	-	-	-
Permits & Fees Other	5,433	-	146,370	-	102,525	8,975	-	-
Permits & Fees Building	-	-	4,270,212	-	87,359	-	-	-
Fines and Forfeitures	-	-	-	-	-	715,545	-	-
Investment Earnings	175,339	-	-	-	-	3,616	-	-
Contributions	-	-	-	-	12,240	-	-	-
Misc Income	11,500	-	-	-	-	25	1,460	21,800
Total Revenues	6,871,943	-	4,416,582	-	202,124	728,161	1,460	21,800
Transfers In	-	-	-	-	-	-	-	-
Total Other Sources	-	-	-	-	-	-	-	-
TOTAL REVENUES AND OTHER SOURCES	\$ 6,871,943	\$ -	\$ 4,416,582	\$ -	\$ 202,124	\$ 728,161	\$ 1,460	\$ 21,800
EXPENDITURES AND OTHER USES								
PR Wages	44,968	422,179	342,309	131,850	1,374,769	246,054	317,945	97,444
PR Transfer In	-	(176,745)	-	-	-	-	(357,549)	(76,638)
PR Insurance	15,323	57,223	53,079	24,653	263,201	54,961	88,428	34,372
PR SSM	3,439	32,288	26,180	10,084	105,143	18,818	24,317	7,453
PR Taxes	192	1,485	1,465	571	23,605	1,058	7,102	2,074
PR Retirement	5,507	75,976	41,924	16,148	148,121	22,979	38,940	11,934
Total Payroll & Related	69,429	412,406	464,958	183,307	1,914,839	343,871	119,183	76,638
Debt	351,680	-	-	-	-	-	-	-
Repair & Maintenance	-	-	-	-	53,945	1,672	28,605	56,530
Rent & Utilities	376,366	-	-	-	36,277	-	215,341	600
Services	345,276	2,450	316,463	51,395	106,032	97,529	83,372	70,195
Supplies	26,998	1,836	18,210	3,225	109,040	10,749	4,465	32,126
Travel & Training	60,303	32,128	7,921	4,340	43,740	5,225	2,481	6,453
Transfer Out to DS	-	-	-	-	-	-	-	-
Total Operations	1,160,623	36,414	342,594	58,960	349,034	115,175	334,264	165,903
Capital Outlay	-	-	490	-	27,900	-	5,000	-
Total Capital	-	-	490	-	27,900	-	5,000	-
Transfers Out	-	-	-	-	-	-	-	-
Other Uses	-	-	-	-	-	-	-	-
Total Other Uses	-	-	-	-	-	-	-	-
TOTAL EXPENDITURES AND OTHER USES	1,230,052	448,820	808,042	242,267	2,291,773	459,046	458,447	242,541
EXCESS REVENUES OVER (UNDER) EXPENDITURES	\$ 5,641,891	\$ (448,820)	\$ 3,608,540	\$ (242,267)	\$ (2,089,649)	\$ 269,115	\$ (456,987)	\$ (220,741)

GENERAL FUND

Program Summary

By Department

FY 2018/2019

	Finance Department	Parks and Recreation	Information Technology	Human Resources	Communications	Police Services	Transfers In and Out	TOTAL
REVENUES AND OTHER SOURCES								
General Sales Tax	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,900,000
Property Tax	-	-	-	-	-	-	-	1,733,356
Beverage Tax	-	-	-	-	-	-	-	62,500
Franchise Fees	-	-	-	-	-	-	-	983,815
Permits & Fees Other	-	-	-	-	-	-	-	263,303
Permits & Fees Building	-	-	-	-	-	-	-	4,357,571
Fines and Forfeitures	-	-	-	-	-	-	-	715,545
Investment Earnings	-	-	-	-	-	-	-	178,955
Contributions	-	-	-	-	-	-	-	12,240
Misc Income	-	-	-	-	5,000	-	-	39,785
Total Revenues	-	-	-	-	5,000	-	-	12,247,070
Transfers In	-	-	-	-	-	-	66,539	66,539
Total Other Sources	-	-	-	-	-	-	66,539	66,539
TOTAL REVENUES AND OTHER SOURCES	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ -	\$ 66,539	\$ 12,313,609
EXPENDITURES AND OTHER USES								
PR Wages	378,665	67,379	192,030	191,419	187,560	-	-	3,994,572
PR Transfer In	(213,114)	(34,794)	-	(13,091)	(242,261)	-	-	(1,114,192)
PR Insurance	78,187	16,808	45,983	31,483	16,569	-	-	780,269
PR SSM	28,960	5,153	14,687	14,640	14,345	-	-	305,506
PR Taxes	1,628	1,819	835	833	816	-	-	43,482
PR Retirement	46,376	8,252	23,519	23,444	22,971	-	-	486,093
Total Payroll & Related	320,703	64,617	277,054	248,727	-	-	-	4,495,731
Debt	-	-	-	-	-	-	-	351,680
Repair & Maintenance	-	79,472	-	-	-	-	-	220,224
Rent & Utilities	-	132,327	-	-	-	-	-	760,911
Services	31,061	76,497	89,449	17,215	1,955	963,519	-	2,252,408
Supplies	6,707	12,343	7,630	3,770	10,199	-	-	247,298
Travel & Training	10,935	1,545	9,618	17,336	7,039	-	-	209,064
Transfer Out to DS	-	-	-	-	-	-	1,005,901	1,005,901
Total Operations	48,703	302,184	106,697	38,321	19,193	963,519	1,005,901	5,047,485
Capital Outlay	1,800	520	-	-	-	-	-	35,710
Total Capital	1,800	520	-	-	-	-	-	35,710
Transfers Out	-	-	-	-	-	-	2,486,065	2,486,065
Other Uses	-	-	-	-	-	-	-	-
Total Other Uses	-	-	-	-	-	-	2,486,065	2,486,065
TOTAL EXPENDITURES AND OTHER USES	371,206	367,321	383,751	287,048	19,193	963,519	3,491,966	12,064,992
EXCESS REVENUES OVER (UNDER) EXPENDITURES	\$ (371,206)	\$ (367,321)	\$ (383,751)	\$ (287,048)	\$ (14,193)	\$ (963,519)	\$ (3,425,427)	\$ 248,618

REVENUES AND OTHER SOURCES

Revenues and other sources are budgeted to be \$12,313,609.

This represents a 32% increase of \$3,008,663 from prior year estimated.

General Sales and Use Tax

- Budgeted to be \$3,900,000; an 11% increase of \$389,500; prior year estimated.
 - 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 \$1,733,356; a 31% increase of \$408,231 from prior year estimated.
 - Total Tax rate increase from \$0.13615 to \$0.15600 per \$100 valuation

Beverage Tax

- Budgeted to remain flat at \$62,500
 - 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 \$983,815
 - 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 \$263,303
 - 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 \$4,357,571M; a 103% increase of \$2.2M; prior year estimated.
 - 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 \$715,545
 - 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 \$178,955.

Contributions

- Budgeted to remain flat at \$12,205

Miscellaneous Income

- Budgeted to remain flat at \$39,820
 - Includes fees charged by the Town for facility rentals, sales of surplus/scrap items, insurance refunds and equity returns.

Transfers In

- Budgeted to be \$66,539; a 7% increase of \$4,539; prior year estimated.
 - transfer in from the Utility fund for one-time impact fees

EXPENDITURES AND OTHER USES

Operating expenditures and other uses are budgeted at \$12,064,992. This represents a 17% increase of \$1,737,378 from prior year estimated.

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

- Budgeted to be \$4,495,731; a 7% increase of \$287,362; prior year estimated.
 - 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 \$5,047,485; a 13% decrease of \$752,844 from prior year estimated.
 - 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
 - Travel & Training increased \$2.3K
 - Transfer Out to Debt Service decreased \$906K; due to increased sales tax receipts in 4B Economic Development fund for debt payments, which in turn reduces the General Fund transfer out amount.

Non-Operating Expenditures

- Budgeted to be \$2,521,775; a 683% increase of \$2,199,860 from prior year estimated.
 - Capital Outlay increased \$13K
 - Transfers Out to conduit funds increased due to one-time building permit revenues
 - to CP increased \$725K
 - to GMR increased \$1.0M
 - to VMR increased \$460K

Fund Balance

- Excess revenues over (under) expenditures is projected to be \$248,615.
- Beginning fund balance is \$9,216,610
- The ending fund balance is projected to be \$9,465,228.
- The unassigned balance of \$9,160,724 represents coverage for 350 operating days.

General Fund Departments

*Program Summaries
Goals & Objectives*

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

Program Summary

Department 10

General Services

	Actuals FY 16/17	Adopted Budget FY 17/18	Estimated Budget FY 17/18	Adopted Budget FY 18/19	FY 18/19 Adopted vs FY 17/18 Estimated
REVENUES AND OTHER SOURCES					
General Sales Tax	3,353,658	3,510,500	3,510,500	3,900,000	11.1% 389,500
Property Tax	1,482,625	1,205,205	1,325,125	1,733,356	30.8% 408,231
Permits and Fees Other	5,318	4,940	5,433	5,433	0.0% -
Permits and Fees Building	-	-	-	-	0.0% -
Fines & Forfeitures	-	-	-	-	0.0% -
Franchise Fees	818,422	983,815	983,815	983,815	0.0% -
Contributions	32	-	-	-	0.0% -
Beverage Tax	68,432	62,500	62,500	62,500	0.0% -
Interest	63,154	41,600	175,339	175,339	0.0% -
Misc Income	70,260	16,035	11,500	11,500	0.0% -
TOTAL	\$ 5,861,901	\$ 5,824,595	\$ 6,074,212	\$ 6,871,943	13.1% \$ 797,731
EXPENDITURES AND OTHER USES					
Payroll Wages	28,565	41,657	41,657	44,968	7.9% 3,311
Payroll Transfer In	-	-	-	-	0.0% -
Payroll Insurance	7,924	11,165	11,165	15,323	37.2% 4,158
Payroll Taxes TWC/WC	-	200	200	192	-3.8% (8)
Payroll Taxes SS/M	2,185	3,186	3,186	3,439	7.9% 253
Payroll Retirement	3,482	5,340	5,340	5,507	3.1% 167
Total Payroll & Related	\$ 42,156	\$ 61,548	\$ 61,548	\$ 69,429	12.8% \$ 7,881
Capital Outlay	-	-	-	-	0.0% -
Debt Service	351,697	351,680	351,680	351,680	0.0% -
Economic Development	-	-	-	-	0.0% -
Repair and Maintenance	-	-	-	-	0.0% -
Rent and Utilities	181,921	280,621	282,006	376,366	33.5% 94,360
Service	394,016	320,324	345,276	345,276	0.0% -
Supplies	35,236	26,324	26,998	26,998	0.0% -
Travel & Training	27,525	61,459	58,833	60,303	2.5% 1,470
Total Operation & Maintenance	\$ 990,395	\$ 1,040,408	\$ 1,064,793	\$ 1,160,623	9.0% \$ 95,830
TOTAL EXPENDITURES & OTHER USES	\$ 1,032,551	\$ 1,101,956	\$ 1,126,341	\$ 1,230,052	9.2% \$ 103,711
NET	\$ 4,829,350	\$ 4,722,639	\$ 4,947,871	\$ 5,641,891	14.0% \$ 694,020

	Actuals FY 16/17	Adopted Budget FY 17/18	Estimated Budget FY 17/18	Adopted Budget FY 18/19	FY 18/19 Adopted vs FY 17/18 Estimated
EMPLOYEE STAFFING					
Receptionist/Admin Asst	1.00	1.00	1.00	1.00	0.0% -
-	-	-	-	-	0.0% -
-	-	-	-	-	0.0% -
-	-	-	-	-	0.0% -
-	-	-	-	-	0.0% -
-	-	-	-	-	0.0% -
TOTAL	1.00	1.00	1.00	1.00	0.0% -

Strategic Theme & Objective(s)

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

Program Description

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

Program Summary

Department 11

Town Manager's Office

	Actuals FY 16/17	Adopted Budget FY 17/18	Estimated Budget FY 17/18	Adopted Budget FY 18/19	FY 18/19 Adopted vs FY 17/18 Estimated
REVENUES AND OTHER SOURCES					
General Sales Tax	-	-	-	-	0.0% -
Property Tax	-	-	-	-	0.0% -
Permits and Fees Other	-	-	-	-	0.0% -
Permits and Fees Building	-	-	-	-	0.0% -
Fines & Forfeitures	-	-	-	-	0.0% -
Franchise Fees	-	-	-	-	0.0% -
Contributions	-	-	-	-	0.0% -
Beverage Tax	-	-	-	-	0.0% -
Interest	-	-	-	-	0.0% -
Misc Income	-	-	-	-	0.0% -
TOTAL	\$ -	\$ -	\$ -	\$ -	0.0% \$ -
EXPENDITURES AND OTHER USES					
Payroll Wages	367,064	389,708	394,708	422,179	7.0% 27,471
Payroll Transfer In	(138,556)	(161,194)	(161,194)	(176,745)	9.6% (15,551)
Payroll Insurance	42,567	41,699	41,699	57,223	37.2% 15,524
Payroll Taxes TWC/WC	546	1,870	1,870	1,485	-20.6% (385)
Payroll Taxes SS/M	21,298	29,805	29,805	32,288	8.3% 2,483
Payroll Retirement	85,120	74,231	74,231	75,976	2.4% 1,745
Total Payroll & Related	\$ 378,039	\$ 376,119	\$ 381,119	\$ 412,406	8.2% \$ 31,287
Capital Outlay	-	-	-	-	0.0% -
Debt Service	-	-	-	-	0.0% -
Economic Development	-	-	-	-	0.0% -
Repair and Maintenance	-	-	-	-	0.0% -
Rent and Utilities	-	-	-	-	0.0% -
Service	2,248	1,665	2,450	2,450	0.0% -
Supplies	2,491	2,297	1,836	1,836	0.0% -
Travel & Training	18,875	28,096	32,128	32,128	0.0% -
Total Operation & Maintenance	\$ 23,614	\$ 32,058	\$ 36,414	\$ 36,414	0.0% \$ -
TOTAL EXPENDITURES & OTHER USES	\$ 401,653	\$ 408,177	\$ 417,533	\$ 448,820	7.5% \$ 31,287
NET	\$ (401,653)	\$ (408,177)	\$ (417,533)	\$ (448,820)	7.5% \$ (31,287)

	Actuals FY 16/17	Adopted Budget FY 17/18	Estimated Budget FY 17/18	Adopted Budget FY 18/19	FY 18/19 Adopted vs FY 17/18 Estimated
EMPLOYEE STAFFING					
Town Manager	1.00	1.00	1.00	1.00	0.0% -
Assistant Town Manager	1.00	1.00	1.00	1.00	0.0% -
Assistant	0.50	0.50	0.50	0.50	0.0% -
Intern	-	-	0.25	0.25	0.0% -
TOTAL	2.50	2.50	2.75	2.75	0.0% -

Goals and Objectives

11 Town Manager's Office

Strategic Theme(s) & Objective(s)

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

Department Contact Information

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

Program Broad Goals

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

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



Program Service Description

- ◆ The Administration Department coordinates and manages all facets of the Town's operations.
- ◆ The Town Manager, reporting to the Town Council, serves as the chief executive officer for all Town operations including serving as Superintendent for Westlake Academy. His duties include implementation of the goals and objectives established by the Town Council, preparation and submission of an annual municipal budget for Board review and adoption,

as well as the implementation and oversight of the adopted budget throughout its effective fiscal year.

- ❖ The Town Manager guides, coordinates, and facilitates recommendations to the Council on strategic planning initiatives and policies as well as their implementation.
- ❖ Responsible for attracting, retaining, and developing a municipal/educational work force for delivering top quality municipal and academic services.

Program Trends

- ❖ Current residential growth remains comparable with the previous year's permit requests and is expected to trend consistently in the coming fiscal years.
- ❖ The Town recently approved, Quail Hollow, a residential development consisting of 92 new homes at the corner of Dove Road and Davis Blvd. (FM 1938); Phase 1 is underway with 31 of the 36 lots having been prepared and sold. This 188 acre gated community will feature minimum lot size of 1 acre.
- ❖ Centurion American continues to develop the 85 acre tract on Hwy 114 as a mixed-use development site; construction for this project is in progress with the preparation of the infrastructure prior to the commercial/residential components. CVS and a Primrose Child Care facility are in operation and a portion of the housing component and a commercial corner will begin within the fiscal year.
- ❖ Facility related Capital Improvement Projects (CIP) have been approved by the Council for the coming fiscal year; with \$12.2 million in expenditures for the building of the Fire and EMS Station, along with signalization and cemetery improvements.
- ❖ Enrollment requests and lottery applications at Westlake Academy continue to remain strong, with approximately 2,250 students on the current waiting list.
- ❖ Westlake is entering the eighth year of our assessment of an ad-valorem property tax. With the calculated effective tax rate at \$.13615 per \$100 of assessed valuation.



2017-2018 Highlights

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

Program Summary

Department 12

Planning & Development

	Actuals FY 16/17	Adopted Budget FY 17/18	Estimated Budget FY 17/18	Adopted Budget FY 18/19	FY 18/19 Adopted vs FY 17/18 Estimated
REVENUES AND OTHER SOURCES					
General Sales Tax	-	-	-	-	0.0% -
Property Tax	-	-	-	-	0.0% -
Permits and Fees Other	112,379	121,580	146,370	146,370	0.0% -
Permits and Fees Building	3,288,161	2,180,621	2,122,199	4,270,212	101.2% 2,148,013
Fines & Forfeitures	-	-	-	-	0.0% -
Franchise Fees	-	-	-	-	0.0% -
Contributions	-	-	-	-	0.0% -
Beverage Tax	-	-	-	-	0.0% -
Interest	-	-	-	-	0.0% -
Misc Income	-	250	-	-	0.0% -
TOTAL	\$ 3,400,541	\$ 2,302,451	\$ 2,268,569	\$ 4,416,582	94.7% \$ 2,148,013
EXPENDITURES AND OTHER USES					
Payroll Wages	327,318	323,470	323,470	342,309	5.8% 18,839
Payroll Transfer In	-	-	-	-	0.0% -
Payroll Insurance	30,653	46,378	46,378	53,079	14.4% 6,701
Payroll Taxes TWC/WC	1,531	3,323	3,323	1,465	-55.9% (1,858)
Payroll Taxes SS/M	23,817	24,739	24,739	26,180	5.8% 1,441
Payroll Retirement	37,824	41,469	41,469	41,924	1.1% 455
Total Payroll & Related	\$ 421,143	\$ 439,379	\$ 439,379	\$ 464,958	5.8% \$ 25,579
Capital Outlay	-	490	-	490	#DIV/0! 490
Debt Service	-	-	-	-	0.0% -
Economic Development	-	-	-	-	0.0% -
Repair and Maintenance	-	-	-	-	0.0% -
Rent and Utilities	-	-	-	-	0.0% -
Service	346,662	276,725	316,264	316,463	0.1% 199
Supplies	11,608	28,000	28,110	18,210	-35.2% (9,900)
Travel & Training	4,286	7,915	7,158	7,921	10.7% 763
Total Operation & Maintenance	\$ 362,556	\$ 313,130	\$ 351,532	\$ 343,084	-2.4% \$ (8,448)
TOTAL EXPENDITURES & OTHER USES	\$ 783,699	\$ 752,509	\$ 790,911	\$ 808,042	2.2% \$ 17,131
NET	\$ 2,616,842	\$ 1,549,942	\$ 1,477,658	\$ 3,608,540	144.2% \$ 2,130,882

	Actuals FY 16/17	Adopted Budget FY 17/18	Estimated Budget FY 17/18	Adopted Budget FY 18/19	FY 18/19 Adopted vs FY 17/18 Estimated
EMPLOYEE STAFFING					
Director	1.00	1.00	1.00	1.00	0.0% -
Development Coordinator	0.50	1.00	1.00	1.00	0.0% -
Chief Building Official	0.50	1.00	1.00	1.00	0.0% -
Permitting Clerk	1.00	1.00	1.00	1.00	0.0% -
Building Intern	0.50	-	-	-	0.0% -
TOTAL	3.50	4.00	4.00	4.00	0.0% -

Goals and Objectives 12 Planning and Development

Strategic Theme & Objective(s)

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

Department Contact Information

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

Program Broad Goals

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



Program Service Description

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

Goals and Objectives

12 Planning and Development

Program Trends

- ❖ Permanent Population Growth:
 - Residential and mixed-use developments have the potential to significantly increase our permanent population and as of late, we have had a marked increase in the number of residential homes being constructed
- ❖ Housing Start Increases:
 - Westlake is expecting continued single family residential construction as a result of Granada, Quail Hollow and Entrada. At least 30 single family permits are estimated to be issued this year.
- ❖ Solana Complex:
 - Low supply and high demand in the suburban office market coupled with the robust growth along the SH 114 corridor have led to an increase in tenant finish-outs in the existing Solana buildings. Interest in the remaining undeveloped portions of the PD1 zoning district has also increased.
- ❖ Management of Development:
 - As the economy and the surrounding cities in the Metroplex experience commercial development and the influx of individuals continue to make the North Texas Region their home, we will need to manage our distinctive housing developments to ensure we maintain our community as an 'oasis of natural beauty' as contained in our Vision statement.

2017-2018 Highlights

- ❖ The second phase of the infrastructure for the Granada residential subdivision, at the corner of Solana Blvd. and FM 1938/Davis Blvd., is complete with new homes being constructed.
- ❖ The adopted Entrada mixed-use development, along SH 114, is planned to be constructed over the next several years. It will include both commercial and residential components and feature a Spanish village theme.
- ❖ The first phase of the Charles Schwab corporate campus located just south of the intersection of SH 170 and SH 114 is approved and under construction. This phase includes over 1,000,000 square feet. Completion is scheduled for 2019.
- ❖ Add in-house GIS licenses
- ❖ Maximize utilization of MyGov
- ❖ Reinstate the Unified Development Code and provide policy enhancements where possible

Program Summary

Department 13

Town Secretary's Office

	Actuals FY 16/17	Adopted Budget FY 17/18	Estimated Budget FY 17/18	Adopted Budget FY 18/19	FY 18/19 Adopted vs FY 17/18 Estimated
REVENUES AND OTHER SOURCES					
General Sales Tax	-	-	-	-	0.0% -
Property Tax	-	-	-	-	0.0% -
Permits and Fees Other	-	-	-	-	0.0% -
Permits and Fees Building	-	-	-	-	0.0% -
Fines & Forfeitures	-	-	-	-	0.0% -
Franchise Fees	-	-	-	-	0.0% -
Contributions	-	-	-	-	0.0% -
Beverage Tax	-	-	-	-	0.0% -
Interest	-	-	-	-	0.0% -
Misc Income	-	-	-	-	0.0% -
TOTAL	\$ -	\$ -	\$ -	\$ -	0.0% \$ -
EXPENDITURES AND OTHER USES					
Payroll Wages	121,332	123,385	123,385	131,850	6.9% 8,465
Payroll Transfer In	-	-	-	-	0.0% -
Payroll Insurance	15,282	17,590	17,590	24,653	40.2% 7,063
Payroll Taxes TWC/WC	340	592	592	571	-3.6% (21)
Payroll Taxes SS/M	9,221	9,437	9,437	10,084	6.9% 647
Payroll Retirement	14,613	15,818	15,818	16,148	2.1% 330
Total Payroll & Related	\$ 160,787	\$ 166,822	\$ 166,822	\$ 183,307	9.9% \$ 16,485
Capital Outlay	-	-	-	-	0.0% -
Debt Service	-	-	-	-	0.0% -
Economic Development	-	-	-	-	0.0% -
Repair and Maintenance	-	-	-	-	0.0% -
Rent and Utilities	-	-	-	-	0.0% -
Service	31,562	49,470	49,084	51,395	4.7% 2,311
Supplies	2,064	3,225	3,045	3,225	5.9% 180
Travel & Training	1,559	4,070	3,695	4,340	17.5% 645
Total Operation & Maintenance	\$ 35,184	\$ 56,765	\$ 55,824	\$ 58,960	5.6% \$ 3,136
TOTAL EXPENDITURES & OTHER USES	\$ 195,971	\$ 223,587	\$ 222,646	\$ 242,267	8.8% \$ 19,621
NET	\$ (195,971)	\$ (223,587)	\$ (222,646)	\$ (242,267)	8.8% \$ (19,621)

	Actuals FY 16/17	Adopted Budget FY 17/18	Estimated Budget FY 17/18	Adopted Budget FY 18/19	FY 18/19 Adopted vs FY 17/18 Estimated
EMPLOYEE STAFFING					
Town Secretary	1.00	1.00	1.00	1.00	0.0% -
Assistant	0.50	0.50	0.50	0.50	0.0% -
-	-	-	-	-	0.0% -
-	-	-	-	-	0.0% -
-	-	-	-	-	0.0% -
-	-	-	-	-	0.0% -
TOTAL	1.50	1.50	1.50	1.50	0.0% -

Goals and Objectives

13 Town Secretary's Office

Strategic Theme & Objective(s)

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

Department Contact Information

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

Program Broad Goals

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

Program Service Description

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

Program Trends

- ◆ The duties and responsibilities of the department indicate an increase in the number of activities/functions that impact the workload of this office.
 - Additional agenda postings for boards and commission meetings.
 - An increase in meeting notifications spurred by development.
 - Assisting departments with the implementation of individual department records management storage within Laserfiche.
 - Assisting multiple departments with the design concept and implementation of workflows to streamline and automate records management within Laserfiche.
- ◆ Continue working with individual departments adding forms and workflows in an effort to increase efficiencies and streamlining processes.

Goals and Objectives 13 Town Secretary's Office

Town of Westlake

- ❖ Meetings continue to be scheduled once a month for the Town Council, Board of Trustees and Planning and Zoning Commission. Planning and Zoning meetings will continue increase with new development both commercial and residential.
- ❖ Time required on pre and post meeting activities are impacted by the actual number of meetings per year and the information generated for each meeting packet. The amount of time has continued to increase based on the number of meetings.
- ❖ Agenda preparation includes:
 - Electronic packet preparation
 - Posting requirements
 - Distribution of meeting notifications
 - Preparation of minutes
 - Legal advertisements
 - Maintaining records associated with each meeting
 - Facility preparation for meeting

2017-2018 Highlights

- ❖ Work with individual departments to design and implement forms improving and automating processes.
- ❖ Attend the 2017 Legislative update.
- ❖ Attend Municipal Clerks training as necessary to maintain the Texas Municipal Clerk's certification.
- ❖ Continue destruction of paper records terminating off-site storage agreements.
- ❖ Complete an electronic records destruction.

Program Summary

Department 14

Fire Department

	Actuals FY 16/17	Adopted Budget FY 17/18	Estimated Budget FY 17/18	Adopted Budget FY 18/19	FY 18/19 Adopted vs FY 17/18 Estimated
REVENUES AND OTHER SOURCES					
General Sales Tax	-	-	-	-	0.0% -
Property Tax	-	-	-	-	0.0% -
Permits and Fees Other	80,520	102,525	102,525	102,525	0.0% -
Permits and Fees Building	29,233	20,625	28,979	87,359	201.5% 58,380
Fines & Forfeitures	-	-	-	-	0.0% -
Franchise Fees	-	-	-	-	0.0% -
Contributions	-	-	12,240	12,240	0.0% -
Beverage Tax	-	-	-	-	0.0% -
Interest	-	-	-	-	0.0% -
Misc Income	1,591	-	-	-	0.0% -
TOTAL	\$ 111,344	\$ 123,150	\$ 143,744	\$ 202,124	40.6% \$ 58,380
EXPENDITURES AND OTHER USES					
Payroll Wages	1,069,916	1,347,465	1,347,465	1,374,769	2.0% 27,304
Payroll Transfer In	-	-	-	-	0.0% -
Payroll Insurance	169,696	216,114	216,114	263,201	21.8% 47,087
Payroll Taxes TWC/WC	18,569	29,914	29,914	23,605	-21.1% (6,309)
Payroll Taxes SS/M	77,118	103,055	103,055	105,143	2.0% 2,088
Payroll Retirement	116,006	151,544	151,544	148,121	-2.3% (3,423)
Total Payroll & Related	\$ 1,451,305	\$ 1,848,092	\$ 1,848,092	\$ 1,914,839	3.6% \$ 66,747
Capital Outlay	26,091	27,900	20,495	27,900	36.1% 7,405
Debt Service	-	-	-	-	0.0% -
Economic Development	-	-	-	-	0.0% -
Repair and Maintenance	41,757	54,345	57,224	53,945	-5.7% (3,279)
Rent and Utilities	21,475	19,665	24,223	36,277	49.8% 12,054
Service	58,989	67,960	70,147	106,032	51.2% 35,885
Supplies	64,298	102,070	97,747	109,040	11.6% 11,293
Travel & Training	42,598	43,740	48,249	43,740	-9.3% (4,509)
Total Operation & Maintenance	\$ 255,208	\$ 315,680	\$ 318,085	\$ 376,934	18.5% \$ 58,849
TOTAL EXPENDITURES & OTHER USES	\$ 1,706,513	\$ 2,163,772	\$ 2,166,177	\$ 2,291,773	5.8% \$ 125,596
NET	\$ (1,595,169)	\$ (2,040,622)	\$ (2,022,433)	\$ (2,089,649)	3.3% \$ (67,216)

EMPLOYEE STAFFING

		Actuals FY 16/17	Adopted Budget FY 17/18	Estimated Budget FY 17/18	Adopted Budget FY 18/19	FY 18/19 Adopted vs FY 17/18 Estimated
Fire Chief	1.00	1.00	1.00	1.00	0.0% -	
Fire Marshal/Deputy Chief	0.75	1.00	1.00	1.00	0.0% -	
Firefighter/Paramedics Lieutenant	3.00	3.00	3.00	3.00	0.0% -	
Firefighter/Paramedics	9.50	10.50	10.50	10.50	0.0% -	
	-	-	-	-	0.0% -	
	-	-	-	-	0.0% -	
TOTAL	14.25	15.50	15.50	15.50	0.0% -	

Strategic Vision Points

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

Department Contact Information

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

Program Broad Goals

- ◆ Provide safe, efficient, and professional emergency services to the Town.
- ◆ Broaden the foundation of the department to initiate superior programs and interact with the citizens.
- ◆ Work towards achieving the Texas Fire Chief's Best Practices.
- ◆ Develop the Department using the Center for Public Safety Excellence (CFAI) model.
- ◆ Continue efforts in professional development for personnel through multi-faceted avenues.
- ◆ Improve prevention and public education programs by providing a variety of all hazard safety and prevention classes for residents and corporate offices.
- ◆ Continue the advancement of prevention and inspection programs.
- ◆ Continue relationship building with the corporate business network group.



Program Service Description

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

Program Trends

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

2017-2018 Highlights

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



Program Summary

Department 15

Municipal Court

	Actuals FY 16/17	Adopted Budget FY 17/18	Estimated Budget FY 17/18	Adopted Budget FY 18/19	FY 18/19 Adopted vs FY 17/18 Estimated
REVENUES AND OTHER SOURCES					
General Sales Tax	-	-	-	-	0.0% -
Property Tax	-	-	-	-	0.0% -
Permits and Fees Other	574	8,975	8,975	8,975	0.0% -
Permits and Fees Building	-	-	-	-	0.0% -
Fines & Forfeitures	673,716	809,880	715,545	715,545	0.0% -
Franchise Fees	-	-	-	-	0.0% -
Contributions	-	-	-	-	0.0% -
Beverage Tax	-	-	-	-	0.0% -
Interest	1,759	1,500	3,616	3,616	0.0% -
Misc Income	-	-	25	25	0.0% -
TOTAL	\$ 676,049	\$ 820,355	\$ 728,161	\$ 728,161	0.0% \$ -
EXPENDITURES AND OTHER USES					
Payroll Wages	243,193	239,026	239,026	246,054	2.9% 7,028
Payroll Transfer In	-	-	-	-	0.0% -
Payroll Insurance	52,488	58,735	58,735	54,961	-6.4% (3,774)
Payroll Taxes TWC/WC	2,359	2,343	2,343	1,058	-54.8% (1,285)
Payroll Taxes SS/M	16,797	18,281	18,281	18,818	2.9% 537
Payroll Retirement	28,427	30,643	30,643	22,979	-25.0% (7,664)
Total Payroll & Related	\$ 343,264	\$ 349,028	\$ 349,028	\$ 343,871	-1.5% \$ (5,157)
Capital Outlay	-	-	-	-	0.0% -
Debt Service	-	-	-	-	0.0% -
Economic Development	-	-	-	-	0.0% -
Repair and Maintenance	-	300	1,672	1,672	0.0% -
Rent and Utilities	-	-	-	-	0.0% -
Service	99,834	100,036	119,891	97,529	-18.7% (22,362)
Supplies	14,264	12,916	10,749	10,749	0.0% -
Travel & Training	4,117	4,685	5,225	5,225	0.0% -
Total Operation & Maintenance	\$ 118,215	\$ 117,937	\$ 137,537	\$ 115,175	-16.3% \$ (22,362)
TOTAL EXPENDITURES & OTHER USES	\$ 461,479	\$ 466,965	\$ 486,565	\$ 459,046	-5.7% \$ (27,519)
NET	\$ 214,570	\$ 353,390	\$ 241,596	\$ 269,115	11.4% \$ 27,519

	Actuals FY 16/17	Adopted Budget FY 17/18	Estimated Budget FY 17/18	Adopted Budget FY 18/19	FY 18/19 Adopted vs FY 17/18 Estimated
EMPLOYEE STAFFING					
Administrator	1.00	1.00	1.00	1.00	0.0% -
Deputy Clerk	1.00	1.00	1.00	-	-100.0% (1.00)
Lead Clerk	-	-	-	1.00	100.0% 1.00
Judge	0.25	0.25	0.25	0.25	0.0% -
Marshal	1.00	1.00	1.00	0.25	-75.0% (0.75)
Clerks	1.00	1.00	1.00	1.00	0.0% -
TOTAL	4.25	4.25	4.25	3.50	-17.6% (0.75)

Goals and Objectives

15 Municipal Court

Strategic Theme & Objective(s)

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

Department Contact Information

◆ Jeanie Roumell	Administrator	jroumell@westlake-tx.org	817-490-5746
◆ Martha Solis	Lead Clerk	msolis@westlake-tx.org	817-490-5748
◆ Shelby Orasanu	Court Clerk	sorasanu@westlake-tx.org	817-490-5747
◆ Vickie Brown	Court Clerk	vbrown@westlake-tx.org	817-490-5724

Program Broad Goals

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



Program Service Description

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

Program Trends

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

2017-2018 Highlights

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

Program Summary

Department 16

Public Works

	Actuals FY 16/17	Adopted Budget FY 17/18	Estimated Budget FY 17/18	Adopted Budget FY 18/19	FY 18/19 Adopted vs FY 17/18 Estimated
REVENUES AND OTHER SOURCES					
General Sales Tax	-	-	-	-	0.0% -
Property Tax	-	-	-	-	0.0% -
Permits and Fees Other	-	-	-	-	0.0% -
Permits and Fees Building	-	-	-	-	0.0% -
Fines & Forfeitures	-	-	-	-	0.0% -
Franchise Fees	-	-	-	-	0.0% -
Contributions	-	-	-	-	0.0% -
Beverage Tax	-	-	-	-	0.0% -
Interest	-	-	-	-	0.0% -
Misc Income	24,215	-	1,460	1,460	0.0% -
TOTAL	\$ 24,215	\$ -	\$ 1,460	\$ 1,460	0.0% \$ -
EXPENDITURES AND OTHER USES					
Payroll Wages	241,334	304,269	302,769	317,945	5.0% 15,176
Payroll Transfer In	(217,471)	(351,158)	(351,158)	(357,549)	1.8% (6,391)
Payroll Insurance	45,003	62,741	62,741	88,428	40.9% 25,687
Payroll Taxes TWC/WC	5,265	5,608	5,608	7,102	26.6% 1,494
Payroll Taxes SS/M	17,110	23,271	23,271	24,317	4.5% 1,046
Payroll Retirement	31,830	42,007	42,007	38,940	-7.3% (3,067)
Total Payroll & Related	\$ 123,071	\$ 86,738	\$ 85,238	\$ 119,183	39.8% \$ 33,945
Capital Outlay	-	500	-	5,000	100.0% 5,000
Debt Service	-	-	-	-	0.0% -
Economic Development	-	-	-	-	0.0% -
Repair and Maintenance	30,003	38,295	28,605	28,605	0.0% -
Rent and Utilities	266,350	2,595	215,341	215,341	0.0% -
Service	126,199	73,230	83,372	83,372	0.0% -
Supplies	4,942	4,510	4,465	4,465	0.0% -
Travel & Training	813	2,500	2,481	2,481	0.0% -
Total Operation & Maintenance	\$ 428,308	\$ 121,630	\$ 334,264	\$ 339,264	1.5% \$ 5,000
TOTAL EXPENDITURES & OTHER USES	\$ 551,379	\$ 208,368	\$ 419,502	\$ 458,447	9.3% \$ 38,945
NET	\$ (527,164)	\$ (208,368)	\$ (418,042)	\$ (456,987)	9.3% \$ (38,945)

	Actuals FY 16/17	Adopted Budget FY 17/18	Estimated Budget FY 17/18	Adopted Budget FY 18/19	FY 18/19 Adopted vs FY 17/18 Estimated
EMPLOYEE STAFFING					
Director	1.00	1.00	1.00	1.00	0.0% -
Assistant	1.00	1.00	1.00	1.00	0.0% -
Technician	1.00	1.00	1.00	1.00	0.0% -
Project Manager	-	1.00	1.00	1.00	0.0% -
	-	-	-	-	0.0% -
	-	-	-	-	0.0% -
TOTAL	3.00	4.00	4.00	4.00	0.0% -

Strategic Theme & Objective(s)

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

Department Contact Information

◆ Jarrod Greenwood	Director	jgreenwood@westlake-tx.org	817-490-5720
◆ Paul Andreason	Technician	pandreason@westlake-tx.org	817-490-5731
◆ Kory Kittrell	Project Manager	kkittrell@westlake-tx.org	817-490-5720
◆ Dianna Orender	Assistant	dorender@westlake-tx.org	817-490-5732

Program Broad Goals

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

Program Service Description

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



Program Trends

- ◆ The Town's population continues to increase (see Planning & Development Section), which also generates a significant increase in the demand for Public Works services.
- ◆ With the continued influx of new residents, we experience a demand for services that rivals surrounding municipalities as many are accustomed to receiving a broad base of public services. Staff manages these expectations and provides an accessible department that values the personal relationship with our residents.
- ◆ Commercial and Residential Developments will require staff attention as our community continues to expand within the DFW Metroplex.

2017-2018 Highlights

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



Program Summary

Department 17

Facilities Maintenance

	Actuals FY 16/17	Adopted Budget FY 17/18	Estimated Budget FY 17/18	Adopted Budget FY 18/19	FY 18/19 Adopted vs FY 17/18 Estimated
REVENUES AND OTHER SOURCES					
General Sales Tax	-	-	-	-	0.0% -
Property Tax	-	-	-	-	0.0% -
Permits and Fees Other	-	-	-	-	0.0% -
Permits and Fees Building	-	-	-	-	0.0% -
Fines & Forfeitures	-	-	-	-	0.0% -
Franchise Fees	-	-	-	-	0.0% -
Contributions	-	-	-	-	0.0% -
Beverage Tax	-	-	-	-	0.0% -
Interest	-	-	-	-	0.0% -
Misc Income	4,206	2,000	21,800	21,800	0.0% \$ -
TOTAL	\$ 4,206	\$ 2,000	\$ 21,800	\$ 21,800	0.0% \$ -
EXPENDITURES AND OTHER USES					
Payroll Wages	84,147	82,640	82,640	97,444	17.9% 14,804
Payroll Transfer In	(49,817)	(56,625)	(56,625)	(76,638)	35.3% (20,013)
Payroll Insurance	10,223	12,138	12,138	34,372	183.2% 22,234
Payroll Taxes TWC/WC	1,839	1,558	1,558	2,074	33.1% 516
Payroll Taxes SS/M	6,742	6,321	6,321	7,453	17.9% 1,132
Payroll Retirement	10,220	10,594	10,594	11,934	12.7% 1,340
Total Payroll & Related	\$ 63,354	\$ 56,626	\$ 56,626	\$ 76,638	35.3% \$ 20,012
Capital Outlay	-	-	-	-	0.0% -
Debt Service	-	-	-	-	0.0% -
Economic Development	-	-	-	-	0.0% -
Repair and Maintenance	9,885	67,340	38,740	38,740	0.0% -
Rent and Utilities	454	800	200	200	0.0% -
Service	6,383	26,355	19,135	19,135	0.0% -
Supplies	2,624	33,885	13,601	13,601	0.0% -
Travel & Training	1,916	7,195	3,283	3,283	0.0% -
Total Operation & Maintenance	\$ 21,262	\$ 135,575	\$ 74,958	\$ 74,958	0.0% \$ -
TOTAL EXPENDITURES & OTHER USES	\$ 84,617	\$ 192,201	\$ 131,584	\$ 151,596	15.2% \$ 20,012
NET	\$ (80,411)	\$ (190,201)	\$ (109,784)	\$ (129,796)	18.2% \$ (20,012)

	Actuals FY 16/17	Adopted Budget FY 17/18	Estimated Budget FY 17/18	Adopted Budget FY 18/19	FY 18/19 Adopted vs FY 17/18 Estimated
EMPLOYEE STAFFING					
Director	1.00	1.00	1.00	1.00	0.0% -
Assistant	0.50	0.50	0.50	1.00	100.0% 0.50
Technician	0.25	0.25	0.25	0.25	0.0% -
	-	-	-	-	0.0% -
	-	-	-	-	0.0% -
	-	-	-	-	0.0% -
TOTAL	1.75	1.75	1.75	2.25	28.6% 0.50

Goals and Objectives

17 Facilities Maintenance

Strategic Theme & Objective(s)

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

Department Contact Information

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

Program Broad Goals

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

Program Service Description

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

Program Trends

- ◆ Continued maintenance and oversight of the various capital assets for the community, including the facilitation of any expansion planning and construction along with temporary rental units.
 - Oversight of the rented facilities for municipal administration at the Solana office complex.
 - Acquisition and maintenance of the municiplic properties and the IOOF Westlake Cemetery.
- ◆ A facility master plan was drafted for the Westlake Academy campus in the spring of 2011 and updated by an additional architect firm.
 - Staff continues to oversee the evolution of the master plan with updates and evaluation according to building construction and student enrollment.
- ◆ Completed the extension of the temporary fire station metal building to provide living quarters after the mobile home burned in December of 2014.
- ◆ Westlake Academy increased the student population to approximately 825 in FY 2015-16.

Goals and Objectives 17 Facilities Maintenance

- ❖ Security remains a priority on campus, with a full security audit completed in April 2013 including the interviewing of staff, accessing security systems, written plans, and threat assessment. As a result the front office was remolded to improve how visitors check in and out of the school.
- ❖ Repairs on the spillway location on the east side of the park were completed in August 2015. Two power racks in the park were also updated.
- ❖ Completed fire station location study in the summer 2015.
- ❖ Architect hired to complete a cost estimate and program plan for the future fire station August 2016.
- ❖ Completed irrigation project for the cemetery in September 2015.
- ❖ Completed Outdoor Learning Center master plan fall 2016

2017-2018 Highlights

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

Program Summary

Department 18

Finance Department

	Actuals FY 16/17	Adopted Budget FY 17/18	Estimated Budget FY 17/18	Adopted Budget FY 18/19	FY 18/19 Adopted vs FY 17/18 Estimated
REVENUES AND OTHER SOURCES					
General Sales Tax	-	-	-	-	0.0% -
Property Tax	-	-	-	-	0.0% -
Permits and Fees Other	-	-	-	-	0.0% -
Permits and Fees Building	-	-	-	-	0.0% -
Fines & Forfeitures	-	-	-	-	0.0% -
Franchise Fees	-	-	-	-	0.0% -
Contributions	-	-	-	-	0.0% -
Beverage Tax	-	-	-	-	0.0% -
Interest	-	-	-	-	0.0% -
Misc Income	-	-	-	-	0.0% -
TOTAL	\$ -	\$ -	\$ -	\$ -	0.0% \$ -
EXPENDITURES AND OTHER USES					
Payroll Wages	378,420	363,733	363,733	378,665	4.1% 14,932
Payroll Transfer In	(227,140)	(198,945)	(198,945)	(213,114)	7.1% (14,169)
Payroll Insurance	60,363	57,412	57,412	78,187	36.2% 20,775
Payroll Taxes TWC/WC	677	1,746	1,746	1,628	-6.7% (118)
Payroll Taxes SS/M	27,180	27,818	27,818	28,960	4.1% 1,142
Payroll Retirement	45,609	46,631	46,631	46,376	-0.5% (255)
Total Payroll & Related	\$ 285,109	\$ 298,395	\$ 298,395	\$ 320,703	7.5% \$ 22,308
Capital Outlay	392	1,800	900	1,800	100.0% 900
Debt Service	-	-	-	-	0.0% -
Economic Development	-	-	-	-	0.0% -
Repair and Maintenance	-	-	-	-	0.0% -
Rent and Utilities	-	-	-	-	0.0% -
Service	39,763	24,251	30,751	31,061	1.0% 310
Supplies	7,055	6,660	5,577	6,707	20.3% 1,130
Travel & Training	5,374	10,935	9,004	10,935	21.4% 1,931
Total Operation & Maintenance	\$ 52,585	\$ 43,646	\$ 46,232	\$ 50,503	9.2% \$ 4,271
TOTAL EXPENDITURES & OTHER USES	\$ 337,693	\$ 342,041	\$ 344,627	\$ 371,206	7.7% \$ 26,579
NET	\$ (337,693)	\$ (342,041)	\$ (344,627)	\$ (371,206)	7.7% \$ (26,579)

	Actuals FY 16/17	Adopted Budget FY 17/18	Estimated Budget FY 17/18	Adopted Budget FY 18/19	FY 18/19 Adopted vs FY 17/18 Estimated
EMPLOYEE STAFFING					
Director	1.00	1.00	1.00	1.00	0.0% -
Supervisor	1.00	1.00	1.00	1.00	0.0% -
Accounting Tech II - Municipal	1.00	1.00	1.00	1.00	0.0% -
Accounting Tech II - Academic	1.00	1.00	1.00	1.00	0.0% -
-	-	-	-	-	0.0% -
-	-	-	-	-	0.0% -
TOTAL	4.00	4.00	4.00	4.00	0.0% -

Strategic Theme & Objective(s)

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

Department Contact Information

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

Program Broad Goals

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

LOCAL, STATE AND FEDERAL STATUTES, RULES, REGULATIONS

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

ENTITY RESPONSIBILITIES

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



Program Service Description

FINANCE RESPONSIBILITIES

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

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

Program Trends

- ❖ Finance and accounting are core functions that often expand in direct correlation with an organization that continues to expand
- ❖ Staff experience has increased with the addition of a Finance Technician II to handle all financial matters related to the Academy and the Westlake Academy Foundation.
- ❖ Plans for continued future expansion at Westlake Academy combined with residential population increases and economic development will continue to challenge the Finance Department's ability to maintain the highest levels of service and quality with existing staffing.

2017-2018 Highlights

MUNICIPAL FINANCE AWARDS

- ❖ Prepared, submitted and received the Town's
 - Distinguished Budget Presentation Award for recognition from the Government Finance Officers Association.
 - Comprehensive Annual Financial Report for recognition from the Government Finance Officers Association. Received an unqualified audit opinion on the 09/30/2017 Comprehensive Annual Financial Report.

ACADEMIC FINANCE AWARDS

- ❖ Prepared, submitted and received Westlake Academy's
 - Distinguished Budget Presentation Award for recognition from the Government Finance Officers Association. Awards received for 2009 thru 2017.
 - International Award for Budget Excellence for recognition from the Association of School Business Officials International. Awards received for 2009 thru 2017.

STAFFING STRUCTURE

- ❖ Keeping with our team stated goal to continually improve and implement the HPO concepts in Westlake, we had an opportunity to review our current staffing structure and internal processes to implement efficiencies.
- ❖ The Finance Department had budgeted to hire another Accounting Technician in FY17/18; however due to the efficiency and organization of the team, we were able to push out the hiring to FY18/19.

INTERNAL PROCESSES

- ❖ **Workflow for Accounts Payable** - The Finance Dept. is in the process of streamlining the accounts payable process using AP Workflow through Laserfiche and STW. The accounts payable (AP) process touches every Dept. within the organization and when the AP process is inefficient, it doesn't just make life difficult - it can cost money. We are making dramatic changes to the performance of our municipal AP function by digitizing and automating the process, slashing the time required to make payments and eliminating conflict, miscommunication, and re-work. Streamlining and automating our accounts payable process can result in reduced processing time and more accuracy in your records and financial reports; therefore, giving our staff more time to work on bigger projects and goals. NOTE: this process was officially rolled out on October 2017.

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



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

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

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

Program Summary

Department 19

Parks and Recreation

	Actuals FY 16/17	Adopted Budget FY 17/18	Estimated Budget FY 17/18	Adopted Budget FY 18/19	FY 18/19 Adopted vs FY 17/18 Estimated
REVENUES AND OTHER SOURCES					
General Sales Tax	-	-	-	-	0.0% -
Property Tax	-	-	-	-	0.0% -
Permits and Fees Other	-	-	-	-	0.0% -
Permits and Fees Building	-	-	-	-	0.0% -
Fines & Forfeitures	-	-	-	-	0.0% -
Franchise Fees	-	-	-	-	0.0% -
Contributions	-	-	-	-	0.0% -
Beverage Tax	-	-	-	-	0.0% -
Interest	-	-	-	-	0.0% -
Misc Income	(266)	275	-	-	0.0% \$ -
TOTAL	\$ (266)	\$ 275	\$ -	\$ -	0.0% \$ -
EXPENDITURES AND OTHER USES					
Payroll Wages	65,249	64,225	64,225	67,379	4.9% 3,154
Payroll Transfer In	(39,625)	(45,467)	(45,467)	(34,794)	-23.5% 10,673
Payroll Insurance	10,223	12,138	12,138	16,808	38.5% 4,670
Payroll Taxes TWC/WC	1,487	1,426	1,426	1,819	27.5% 393
Payroll Taxes SS/M	4,525	4,912	4,912	5,153	4.9% 241
Payroll Retirement	7,863	8,234	8,234	8,252	0.2% 18
Total Payroll & Related	\$ 49,722	\$ 45,468	\$ 45,468	\$ 64,617	42.1% \$ 19,149
Capital Outlay	332	1,000	520	520	0.0% -
Debt Service	-	-	-	-	0.0% -
Economic Development	-	-	-	-	0.0% -
Repair and Maintenance	62,100	82,300	79,472	79,472	0.0% -
Rent and Utilities	9,970	141,635	132,327	132,327	0.0% -
Service	24,370	77,965	76,497	76,497	0.0% -
Supplies	7,608	9,645	12,343	12,343	0.0% -
Travel & Training	23	2,275	1,545	1,545	0.0% -
Total Operation & Maintenance	\$ 104,403	\$ 314,820	\$ 302,704	\$ 302,704	0.0% \$ -
TOTAL EXPENDITURES & OTHER USES	\$ 154,125	\$ 360,288	\$ 348,172	\$ 367,321	5.5% \$ 19,149
NET	\$ (154,391)	\$ (360,013)	\$ (348,172)	\$ (367,321)	5.5% \$ (19,149)

	Actuals FY 16/17	Adopted Budget FY 17/18	Estimated Budget FY 17/18	Adopted Budget FY 18/19	FY 18/19 Adopted vs FY 17/18 Estimated
EMPLOYEE STAFFING					
Director	1.00	1.00	1.00	1.00	0.0% -
-	-	-	-	-	0.0% -
-	-	-	-	-	0.0% -
-	-	-	-	-	0.0% -
-	-	-	-	-	0.0% -
-	-	-	-	-	0.0% -
TOTAL	1.00	1.00	1.00	1.00	0.0% -

Strategic Theme & Objective(s)

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

Department Contact Information

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

Program Broad Goals

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



Program Service Description

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

Program Trends

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

Listed below is just an example of these services:

Goals and Objectives 19 Parks and Recreation

- Community Storehouse continues to lease the Academy buildings for three weeks in July to provide a reading camp for 1st and 2nd grade students of the surrounding communities. We are in our six year of this partnership.
- Ongoing opportunities are provided for Eagle Scout projects
- ❖ In tandem with our CIP and partnership projects that include roadways, we are expanding our trail systems to promote 'walk-ability' and fulfill our strategic outcome objective of "*Encourage Westlake's Unique Sense of Place*" by connecting these systems for our residents and visitors. This trend is anticipated to be a priority for the future.
- ❖ The Town partnered with TD Financial to plant 10 trees in the Town's open space on Roanoke Road for the 2014 annual Arbor Day event. In April, 2014, the Town received its fifteenth (15th) Tree City USA award from the National Arbor Day Foundation. Due to the wet weather the 2015 Arbor Day event was canceled. Staff and students planted six trees on the WA campus and educated student on how to plant and prune trees and received our sixteenth (16th) Tree City USA award.
- ❖ Completed trails and shade structures from Capital Parkway to Dove Rd. on the west side of FM 1938.
- ❖ The Town's comprehensive plan was adopted in February 2015 which included elements that contain the parks and trail systems.
- ❖ Parking improvement which included lighting in Glenwyck Park, repair to the pond on the east side of the park and updating the electrical panels.
- ❖ New playground equipment was installed in August 2015 at the Westlake Academy campus.
- ❖ Published the Town's first trail map in August 2016.
- ❖ Created four butterfly habitats, two located at the Westlake Academy and two in the park.

2017-2018 Highlights

- ❖ Work with Planning and Development to coordinate park land acquisition with long range growth and development planning.
- ❖ Enhance and expand the linear park system along creeks and roadways.
- ❖ Recognize and promote the concept that parks and recreation needs evolve over time with changes in the population.
- ❖ Design parks and open spaces that are durable, easily maintained and are not detrimental to surrounding uses.
- ❖ Utilize partnerships, wherever appropriate, to help develop, manage and maintain parks and recreation facilities.
- ❖ Accelerate park system improvements.
- ❖ Develop marketing strategies for the Westlake IOOF Westlake Cemetery, which will increase sales.

Program Summary

Department 20

Information Technology

	Actuals FY 16/17	Adopted Budget FY 17/18	Estimated Budget FY 17/18	Adopted Budget FY 18/19	FY 18/19 Adopted vs FY 17/18 Estimated
REVENUES AND OTHER SOURCES					
General Sales Tax	-	-	-	-	0.0% -
Property Tax	-	-	-	-	0.0% -
Permits and Fees Other	-	-	-	-	0.0% -
Permits and Fees Building	-	-	-	-	0.0% -
Fines & Forfeitures	-	-	-	-	0.0% -
Franchise Fees	-	-	-	-	0.0% -
Contributions	-	-	-	-	0.0% -
Beverage Tax	-	-	-	-	0.0% -
Interest	-	-	-	-	0.0% -
Misc Income	-	-	-	-	0.0% -
TOTAL	\$ -	\$ -	\$ -	\$ -	0.0% \$ -
EXPENDITURES AND OTHER USES					
Payroll Wages	117,971	180,137	180,137	192,030	6.6% 11,893
Payroll Transfer In	-	-	-	-	0.0% -
Payroll Insurance	15,661	29,329	29,329	45,983	56.8% 16,654
Payroll Taxes TWC/WC	169	864	864	835	-3.3% (29)
Payroll Taxes SS/M	8,632	13,776	13,776	14,687	6.6% 911
Payroll Retirement	14,217	23,094	23,094	23,519	1.8% 425
Total Payroll & Related	\$ 156,651	\$ 247,200	\$ 247,200	\$ 277,054	12.1% \$ 29,854
Capital Outlay	-	-	-	-	0.0% -
Debt Service	-	-	-	-	0.0% -
Economic Development	-	-	-	-	0.0% -
Repair and Maintenance	-	-	-	-	0.0% -
Rent and Utilities	-	-	-	-	0.0% -
Service	108,304	82,245	83,420	89,449	7.2% 6,029
Supplies	6,155	5,850	9,039	7,630	-15.6% (1,409)
Travel & Training	4,966	9,040	9,618	9,618	0.0% -
Total Operation & Maintenance	\$ 119,425	\$ 97,135	\$ 102,077	\$ 106,697	4.5% \$ 4,620
TOTAL EXPENDITURES & OTHER USES	\$ 276,076	\$ 344,335	\$ 349,277	\$ 383,751	9.9% \$ 34,474
NET	\$ (276,076)	\$ (344,335)	\$ (349,277)	\$ (383,751)	9.9% \$ (34,474)

	Actuals FY 16/17	Adopted Budget FY 17/18	Estimated Budget FY 17/18	Adopted Budget FY 18/19	FY 18/19 Adopted vs FY 17/18 Estimated
EMPLOYEE STAFFING					
Director	1.00	1.00	1.00	1.00	0.0% -
Network Manager	1.00	1.00	1.00	1.00	0.0% -
-	-	-	-	-	0.0% -
-	-	-	-	-	0.0% -
-	-	-	-	-	0.0% -
-	-	-	-	-	0.0% -
TOTAL	2.00	2.00	2.00	2.00	0.0% -

Goals and Objectives

20 Information Technology

Strategic Theme & Objective(s)

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

Department Contact Information

◆ Jason Power	Director	jpower@westlake-tx.org	817-490-5750
◆ Duston McCready	Network Admin	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
◆			

Program Broad Goals

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

Program Description

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



Program Trends

- ◆ Information Technology is in a state of perpetual change, and policies, strategies, and system implementation must accommodate these realities.
- ◆ Network/system security requires ongoing analysis and adjustments to meet emerging threats.
- ◆ Equipment must be updated to remain reliable and secure.
- ◆ Data communication links between locations require evaluation of alternate information storage and backup process to ensure optimal performance.
- ◆ Service demands of internal and external customers continue to increase exponentially each year.

2017-2018 Highlights

- ❖ Perform on-going security assessments to validate the efficacy of existing measures and to evaluate and deploy solutions for new threats.
- ❖ Identify and implement additional information technologies to improve the efficiency and/or security of business processes.
- ❖ Identify and implement additional information technologies to improve transparency to our citizens, stakeholders, and students.
- ❖ Continue to reduce costs through the use of internal staff and third-party vendors.
- ❖ Continue to simplify our network where possible while maintaining the highest levels of security, reliability, and functionality for system users.
- ❖ Expand the effective use of technology in the classroom to maximize each child's learning potential.
- ❖ Explore and implement additional systems to enhance services provided to external customers.



Program Summary

Department 21

Human Resources

	Actuals FY 16/17	Adopted Budget FY 17/18	Estimated Budget FY 17/18	Adopted Budget FY 18/19	FY 18/19 Adopted vs FY 17/18 Estimated
REVENUES AND OTHER SOURCES					
General Sales Tax	-	-	-	-	0.0% -
Property Tax	-	-	-	-	0.0% -
Permits and Fees Other	-	-	-	-	0.0% -
Permits and Fees Building	-	-	-	-	0.0% -
Fines & Forfeitures	-	-	-	-	0.0% -
Franchise Fees	-	-	-	-	0.0% -
Contributions	-	-	-	-	0.0% -
Beverage Tax	-	-	-	-	0.0% -
Interest	-	-	-	-	0.0% -
Misc Income	-	-	-	-	0.0% -
TOTAL	\$ -	\$ -	\$ -	\$ -	0.0% \$ -
EXPENDITURES AND OTHER USES					
Payroll Wages	159,304	180,843	180,843	191,419	5.8% 10,576
Payroll Transfer In	(14,683)	(12,077)	(12,077)	(13,091)	8.4% (1,014)
Payroll Insurance	17,635	22,803	22,803	31,483	38.1% 8,680
Payroll Taxes TWC/WC	338	868	868	833	-4.1% (35)
Payroll Taxes SS/M	12,130	13,831	13,831	14,640	5.8% 809
Payroll Retirement	19,260	23,184	23,184	23,444	1.1% 260
Total Payroll & Related	\$ 193,985	\$ 229,452	\$ 229,452	\$ 248,727	8.4% \$ 19,275
Capital Outlay	-	-	-	-	0.0% -
Debt Service	-	-	-	-	0.0% -
Economic Development	-	-	-	-	0.0% -
Repair and Maintenance	-	-	-	-	0.0% -
Rent and Utilities	-	-	-	-	0.0% -
Service	14,488	15,580	14,462	17,215	19.0% 2,753
Supplies	1,431	3,770	2,895	3,770	30.2% 875
Travel & Training	10,544	14,035	15,411	17,336	12.5% 1,925
Total Operation & Maintenance	\$ 26,464	\$ 33,385	\$ 32,768	\$ 38,321	16.9% \$ 5,553
TOTAL EXPENDITURES & OTHER USES	\$ 220,448	\$ 262,837	\$ 262,220	\$ 287,048	9.5% \$ 24,828
NET	\$ (220,448)	\$ (262,837)	\$ (262,220)	\$ (287,048)	9.5% \$ (24,828)

EMPLOYEE STAFFING

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

Strategic Vision Points

- ◆ Service Excellence

Department Contact Information

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

Program Broad Goals

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



Program Service Description

- ◆ The HR & Administrative Services Department provides a diverse array of services to internal and external customers, as well as providing support to the organization's general operations.
- ◆ These services include all HR functions, including General Administrative Services, Recruiting & Hiring, Payroll Processing, Benefits Administration, Organizational Training & Development, Policy Compliance, and Risk Management. Support is offered in partnership with other departments for bidding & purchasing, strategic planning, policy development, general administration, and finance.

Goals and Objectives 21 Human Resources

- ◆ In addition to providing these services to the Town of Westlake, the department continues to successfully support Westlake Academy through our shared services model.
- ◆ The Department also provides support services to all other Town Departments, including the Westlake Academy Foundation, Westlake Historical Preservation Society, and various groups and committees providing services to the organization.

Program Trends

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

2017-2018 Highlights

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

Program Summary
Department 22
Communications Department

	Actuals FY 16/17	Adopted Budget FY 17/18	Estimated Budget FY 17/18	Adopted Budget FY 18/19	FY 18/19 Adopted vs FY 17/18 Estimated
REVENUES AND OTHER SOURCES					
General Sales Tax	-	-	-	-	0.0% -
Property Tax	-	-	-	-	0.0% -
Permits and Fees Other	-	-	-	-	0.0% -
Permits and Fees Building	-	-	-	-	0.0% -
Fines & Forfeitures	-	-	-	-	0.0% -
Franchise Fees	-	-	-	-	0.0% -
Contributions	-	-	-	-	0.0% -
Beverage Tax	-	-	-	-	0.0% -
Interest	-	-	-	-	0.0% -
Misc Income	-	-	5,000	5,000	0.0% \$ -
TOTAL	\$ -	\$ -	\$ 5,000	\$ 5,000	0.0% \$ -
EXPENDITURES AND OTHER USES					
Payroll Wages	165,645	180,703	180,703	187,560	3.8% 6,857
Payroll Transfer In	(176,737)	(230,309)	(230,309)	(242,261)	5.2% (11,952)
Payroll Insurance	11,081	11,753	11,753	16,569	41.0% 4,816
Payroll Taxes TWC/WC	338	868	868	816	-6.0% (52)
Payroll Taxes SS/M	12,553	13,821	13,821	14,345	3.8% 524
Payroll Retirement	19,176	23,166	23,166	22,971	-0.8% (195)
Total Payroll & Related	\$ 32,058	\$ 2	\$ 2	\$ -	-100.0% \$ (2)
Capital Outlay	-	-	-	-	0.0% -
Debt Service	-	-	-	-	0.0% -
Economic Development	-	-	-	-	0.0% -
Repair and Maintenance	-	-	-	-	0.0% -
Rent and Utilities	-	-	-	-	0.0% -
Service	428	250	1,955	1,955	0.0% -
Supplies	5,552	7,000	10,199	10,199	0.0% -
Travel & Training	8,516	8,485	7,039	7,039	0.0% -
Total Operation & Maintenance	\$ 14,496	\$ 15,735	\$ 19,193	\$ 19,193	0.0% \$ -
TOTAL EXPENDITURES & OTHER USES	\$ 46,554	\$ 15,737	\$ 19,195	\$ 19,193	0.0% \$ (2)
NET	\$ (46,554)	\$ (15,737)	\$ (14,195)	\$ (14,193)	0.0% \$ 2
EMPLOYEE STAFFING					
Director	1.00	1.00	1.00	1.00	0.0% -
Manager	1.00	1.00	1.00	1.00	0.0% -
-	-	-	-	-	0.0% -
-	-	-	-	-	0.0% -
-	-	-	-	-	0.0% -
-	-	-	-	-	0.0% -
TOTAL	2.00	2.00	2.00	2.00	0.0% -

Goals and Objectives

22 Communications Department

Strategic Theme & Objectives(s)

Theme ~ Exemplary Service & Governance

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

Department Contact Information

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

Program Broad Goals

- ◆ Continue to develop key relationships with community affairs and public information strategies and programs designed to inform and engage residents, parents, all Town/Academy employees, media contacts and members of the business community in order to increase awareness and promotion of both Town and Academy.
- ◆ Increase the review, consistency, & transparency of information on the municipal and academic websites for relevant data and work with department directors as it relates to their respective content development; All communication department personnel are to serve as primary contact for municipal website updates and support personnel with their departmental website initiatives and help identify areas of improvement.
- ◆ Develop, implement, and collaborate on programs, tactics and initiatives related to all communication, promotion, public information, and citizen/parent engagement to build sense of community and community-mindedness for multiple target audiences.
- ◆ Communication department personnel serve as primary contact/Town representative to local chambers of commerce and provide support including attendance at meetings, events, etc. to increase knowledge of Westlake community while building relationships and assistance in economic development efforts.
- ◆ Communication department personnel serve as liaison to the Westlake Historical Preservation Society; attend board meetings and provide support when possible, and assist with WHPS related community events and promotion initiatives.



Program Service Description

- ◆ The department of Communications & Community Affairs is responsible for leadership and representation on matters related to Town (both municipal and academic) services' communications, promotion, and citizen/parent engagement.
- ◆ The Director position has senior level management duties and reports to the Assistant Town Manager. The position coordinates facilitation of neighborhood and WA parent meetings, publication of our email blasts, advertising, web site development, various community events

Goals and Objectives 22 Communications Department

and gatherings, social media, serves/supports our local chambers of commerce at meetings and events, assists in various economic development efforts for the Town, and serves/supports the Westlake Historical Preservation Society as Town liaison.

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

Program Trends

- ◆ While the 2017 *DirectionFinders* Residents' Survey noted an 11% decrease in satisfaction of overall communication effectiveness since setting a national benchmark of 92% in 2015, a resident/stakeholder focus group was formed and utilized to provide deeper insight and collaboration for continuous improvement efforts.
- ◆ The 2016 annual Westlake Academy Parents Survey revealed an increase of 7% in both, overall satisfaction with the quality of communications received and methods of communication.
- ◆ Benchmarks are being gathered with the implementation of the tier One Strategy Map for our Balanced Score Card system relative to the municipality's website, social media platform, and citizen engagement.
- ◆ Simply Westlake, a monthly resident newsletter/magazine now in 5th year of publication, continues to garner even more support with each passing year with increased growth in resident contributors, advertisers, and requests to be a feature family now months in advance.
- ◆ Advertising and events in major local and social publications/websites on a state level and in local DFW publications regularly occur throughout the year in order to maintain brand awareness and knowledge about Town of Westlake and Westlake Academy. This process has now been implemented on the international level and efforts continue to raise and/or maintain promotion on this additional level each year.
- ◆ Due to the continuing growth in the Westlake community and increasing demands on departmental personnel, utilize services of external marketing consultants to assist in branding, promotion, and strategic messaging efforts for continued success in citizen education and engagement efforts, local government awareness, and increased sense of community.

2017-2018 Highlights

- ◆ Complete development and roll-out of new Town of Westlake website redesign and mobile app; Coordinate training for all municipal departments of new website and mobile app features and create communication plan for promotion to residents and stakeholders.
- ◆ Develop and implement a strategic messaging communication plan for a series of educational and informational topics to educate residents and stakeholders new to our community over the last several years' growth; Topics will range from contact/accessibility to Town staff and leaders, from Westlake's governance structure and Academy charter to

Goals and Objectives 22 Communications Department

records & financial transparency initiatives, from water rates and shared services model to our development standards and vision, values, and mission. This plan will also include another communication series regarding Westlake Academy informational hot topics from college prep and curriculum initiatives to Academy ratings and academic outcomes.

- ❖ Create and produce a series of brief informative video vignettes to enrich related communication channels regarding our defined strategic messaging topics – all done to help education and fully engage our residents and stakeholders in their local government; Channels to include appropriate emails, website and social media postings, and creation/distribution of print pieces
- ❖ Complete planning for production of a new comprehensive municipal services video to be used for economic development and promotional purposes; And, continue in production of Westlake Academy's second promotional video regarding student life
- ❖ Continue efforts to implement and improve our new resident welcome program to grow relationships and sense of community with new residents, either prior to their arrival or shortly after their move into Westlake
- ❖ Continue to serve on Westlake Academy's EOP committee, developing the EO plan and participating in additional preparation exercises
- ❖ Continue monitoring of benchmarks and measures in municipal social media and on-going academic social media; review growth and engagement efforts for on-going enhancements to current programs and assess new channels of engagement while continuing to hone our Balanced Scorecard metrics and outcomes
- ❖ Continue with and train new departmental personnel to complete records management with Laserfiche as an on-going effort with current communication materials and for remaining department items such as advertisements, resident mail outs, meeting notes, event flyers and programs.
- ❖ Continue and seek ways to enhance the annual resident and Academy parent meetings to continue success in citizen/parent engagement, support, and open/transparent lines of communication.
- ❖ Continue department personnel's attendance at minimum of two related professional development organizational conferences and/or training seminars for both municipal & academic services; share information with other staff members to improve internal and external communication at All Staff Q2 Sessions.



Program Summary
Department 23
Police Service

	Actuals FY 16/17	Adopted Budget FY 17/18	Estimated Budget FY 17/18	Adopted Budget FY 18/19	FY 18/19 Adopted vs FY 17/18 Estimated
REVENUES AND OTHER SOURCES					
General Sales Tax	-	-	-	-	0.0% -
Property Tax	-	-	-	-	0.0% -
Permits and Fees Other	-	-	-	-	0.0% -
Permits and Fees Building	-	-	-	-	0.0% -
Fines & Forfeitures	-	-	-	-	0.0% -
Franchise Fees	-	-	-	-	0.0% -
Contributions	-	-	-	-	0.0% -
Beverage Tax	-	-	-	-	0.0% -
Interest	-	-	-	-	0.0% -
Misc Income	-	-	-	-	0.0% -
TOTAL	\$ -	\$ -	\$ -	\$ -	0.0% \$ -
EXPENDITURES AND OTHER USES					
Payroll Wages	-	-	-	-	0.0% -
Payroll Transfer In	-	-	-	-	0.0% -
Payroll Insurance	-	-	-	-	0.0% -
Payroll Taxes TWC/WC	-	-	-	-	0.0% -
Payroll Taxes SS/M	-	-	-	-	0.0% -
Payroll Retirement	-	-	-	-	0.0% -
Total Payroll & Related	\$ -	\$ -	\$ -	\$ -	0.0% \$ -
Capital Outlay	-	-	-	-	0.0% -
Debt Service	-	-	-	-	0.0% -
Economic Development	-	-	-	-	0.0% -
Repair and Maintenance	-	-	-	-	0.0% -
Rent and Utilities	-	-	-	-	0.0% -
Service	914,018	932,910	963,519	963,519	0.0% -
Supplies	-	-	-	-	0.0% -
Travel & Training	-	-	-	-	0.0% -
Total Operation & Maintenance	\$ 914,018	\$ 932,910	\$ 963,519	\$ 963,519	0.0% \$ -
TOTAL EXPENDITURES & OTHER USES	\$ 914,018	\$ 932,910	\$ 963,519	\$ 963,519	0.0% \$ -
NET	\$ (914,018)	\$ (932,910)	\$ (963,519)	\$ (963,519)	0.0% \$ -

EMPLOYEE STAFFING

Police services are contracted thru the city of Keller Police Dept	-	-	-	-	0.0% -
	-	-	-	-	0.0% -
	-	-	-	-	0.0% -
	-	-	-	-	0.0% -
	-	-	-	-	0.0% -
	-	-	-	-	0.0% -
TOTAL	-	-	-	-	0.0% -

Strategic Theme & Objective(s)

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

Department Contact Information

- ◆ Keller Police Department
- ◆ Telephone: 817-743-4500
- ◆ Dispatch Non-Emergency: 817-743-4522
- ◆ Fax Number: 817-743-4591
- ◆ Mailing Address: P.O. Box 770, Keller, TX 76244-0770
- ◆ Physical Address: 330 Rufe Snow Dr, Keller, TX
- ◆ Email: police@cityofkeller.com
- ◆ Administration Hours: 8 a.m. to 5 p.m., Monday-Friday
- ◆ Police Station: Open 24 hours



Program Broad Goals

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

Program Service Description

- ◆ The Keller Police Department has provided law enforcement services for the Town of Westlake since June of 2002. The communities entered into an interlocal agreement, which benefits both organizations through the provision of police related services for the Westlake citizens and brings additional staff resources via the contract commitments for the City of Keller.
- ◆ The Department is in the distinguished group of the 2% of police departments in the United States who are accredited. The police department also received Texas Law Enforcement Best Practices Recognition in 2013 making it the only municipal police agency in Texas, at that time, to be dual accredited.
- ◆ Jail, Emergency Communications, and Animal Services are provided through a regional configuration – serving the communities, of Westlake, Keller, Roanoke, Southlake and Colleyville.

Program Trends

- ❖ Westlake experienced 13, Part 1 Crimes in 2016, down from 20 in 2015 – a 35% decrease.
- ❖ The frequency and severity of motor vehicle collisions on the streets within the Town remains a priority for the police department and they continue to monitor traffic enforcement and utilize directed enforcement in an attempt to change driver behavior and maintain the lowest possible number of injuries and accidents.
- ❖ Over the course of our service provision arrangement and as the community has continued to grow, we noted the following:
 - Citizen calls for service decreased approximately 4.7% from 2015 (2,693 in 2015 to 2,567 in 2016)
 - Animal control calls have increased approximately 23% from 2015 (60 in 2015 to 74 in 2016)
- ❖ School security and the safety of the students at Westlake Academy also remains a high priority and the department has been working with Academy staff to take steps to improve school security.



2017 – 2018 Highlights

- ❖ Continue an emphasis on school security and safety with the Campus Patrol Program.
- ❖ Attend neighborhood meetings with elected officials and staff.
- ❖ Assess and monitor traffic safety on the newly improved roadways and formulate enforcement/ prevention strategies to mitigate traffic collisions.
- ❖ Work with developers to prevent thefts at construction sites.
- ❖ Continue to provide Crime Prevention material through the Director of Communication and Community Affairs and social media.
- ❖ Continue to be proactive and highly responsive to the corporate campuses in Westlake.
- ❖ Work to expand enrollment into Siren GPS to enhance emergency response times.

SECTION 04

ENTERPRISE FUNDS

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ENTERPRISE FUNDS
Combined Program Summary
Fiscal Year 2018/2019

Actuals FY 16/17	Adopted Budget FY 17/18	Estimated Budget FY 17/18	Adopted Budget FY 18/19	FY 18/19 vs FY 17/18	Adopted Estimated
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REVENUES & OTHER SOURCES

General Sales Tax	\$ -	\$ -	\$ -	\$ -	0%
Property Tax	-	-	-	-	0%
Hotel Tax	-	-	-	-	0%
Charge for Services	4,639,176	3,795,515	4,585,075	4,585,075	0%
Beverage Tax	-	-	-	-	0%
Franchise Fees	-	-	-	-	0%
Permits & Fees Other	-	-	-	-	0%
Permits & Fees Buildings	-	-	-	-	0%
Permits & Fees Utility	136,814	168,865	268,115	274,441	2%
Fines & Forfeitures	-	-	-	-	0%
Investment Earnings	22,201	15,020	57,765	57,765	0%
Contributions	50,000	-	-	-	0%
Misc Income	42,110	17,600	23,460	23,460	0%
Total Revenues	4,890,301	3,997,000	4,934,415	4,940,741	6,326 0%
Transfers In	-	-	-	-	0%
Other Sources	-	-	-	2,600,000	2,600,000
Total Other Sources	-	-	-	2,600,000	2,600,000 100%
TOTAL REVENUES & OTHER SOURCES	\$ 4,890,301	\$ 3,997,000	\$ 4,934,415	\$ 7,540,741	\$ 2,606,326 53%

EXPENDITURES & OTHER USES

Payroll Salaries	\$ 19,490	\$ -	\$ -	\$ -	0%
Payroll Retirement	18,395	-	-	-	0%
Total Payroll and Related	37,885	-	-	-	0%
Debt	981,829	1,155,174	1,172,041	2,015,626	843,585 72%
Economic Development	-	-	-	-	0%
Insurance	-	-	-	-	0%
Payroll Transfer Out	478,249	482,700	482,700	559,024	76,324 16%
Repair & Maintenance	162,584	165,250	167,065	163,065	(4,000) -2%
Rent & Utilities	105,808	156,499	157,499	177,544	20,045 13%
Services	2,686,430	2,144,775	3,322,435	3,321,194	(1,241) 0%
Supplies	4,807	7,250	7,040	7,040	- 0%
Travel & Training	2,569	7,535	7,920	7,920	- 0%
Total Operations & Maintenance	4,422,275	4,119,183	5,316,700	6,251,414	934,714 18%
TOTAL OPERATING EXPENDITURES	4,460,160	4,119,183	5,316,700	6,251,414	934,714 18%
Capital Project Funds	43,638	-	-	-	0%
Capital Outlay	19,084	25,780	35,055	31,055	(4,000) -11%
Maintenance & Replacement Funds	-	-	-	-	0%
Total Capital	62,723	25,780	35,055	31,055	(4,000) -11%
Transfers Out	277,651	56,250	68,250	81,539	13,289 19%
Other Uses	-	-	-	-	0%
Total Other Uses	277,651	56,250	68,250	81,539	13,289 19%
TOTAL NON-OPERATING EXPENDITURES	340,374	82,030	103,305	112,594	9,289 9%
TOTAL EXPENDITURES & OTHER USES	4,800,534	4,201,213	5,420,005	6,364,008	944,003 17%

Excess Revenue over(under) Expenditures	89,767	(204,213)	(485,590)	1,176,733	1,662,323	342%
FUND BALANCE, BEGINNING	886,329	886,329	886,329	400,738	(485,591)	-55%
FUND BALANCE, ENDING	976,097	682,116	400,739	1,577,472	1,176,732	294%
Restricted/Assigned/Committed Funds	976,097	682,116	400,739	1,577,472	1,176,732	294%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	\$ -	\$ -	\$ -	0%

RESTRICTED/ASSIGNED/COMMITTED FUNDS

Cash	\$ 976,097	\$ 682,116	\$ 400,739	\$ 1,577,472	\$ 1,176,732	294%
					-	0%
					-	0%
					-	0%
					-	0%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS	\$ 976,097	\$ 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
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REVENUES & OTHER SOURCES

General Sales Tax	-	-	-
Property Tax	-	-	-
Hotel Tax	-	-	-
Charge for Services	14,150	4,570,925	4,585,075
Beverage Tax	-	-	-
Franchise Fees	-	-	-
Permits & Fees Other	-	-	-
Permits & Fees Buildings	-	-	-
Permits & Fees Utility	-	274,441	274,441
Fines & 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 Salaries	\$ -	\$ -	\$ -
Payroll Transfers In	-	-	-
Total Payroll & Related	-	-	-
Debt	-	2,015,626	2,015,626
Economic Development	-	-	-
Payroll Transfers Out	-	559,024	559,024
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	6,234,650	6,251,414
TOTAL OPERATING EXPENDITURES	16,764	6,234,650	6,251,414
Capital Project Funds	-	-	-
Capital Outlay	-	31,055	31,055
Maintenance & Replacement Funds	-	-	-
Total Capital	-	31,055	31,055
Transfers Out	-	81,539	81,539
Other Uses	-	-	-
Total Other Uses	-	81,539	81,539
TOTAL NON-OPERATING EXPENDITURES	-	112,594	112,594
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
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BEGINNING FUND BALANCE	203,584	197,156	400,739
ENDING FUND BALANCE	\$ 205,060	\$ 1,372,413	\$ 1,577,472

Fund
255

Cemetery Fund

The cemetery was donated and conveyed by deed to the Town during FY2008-09.

This fund includes all operations associated with the 5.5 acre cemetery located on J.T. Ottinger Road. This includes interment, lot sales, record keeping, and all maintenance associated with the grounds, fences, trees and flower beds.

Cemetery Fund 255
Program Summary
Fiscal Year 2018/2019

Actuals FY 16/17	Adopted Budget FY 17/18	Estimated Budget FY 17/18	Adopted Budget FY 18/19	FY 18/19 vs FY 17/18	Adopted Estimated
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REVENUES & OTHER SOURCES

General Sales Tax	\$ -	\$ -	\$ -	\$ -	0%
Property Tax	-	-	-	-	0%
Charge for Service	9,964	11,575	14,150	14,150	0%
Hotel Occupancy Tax	-	-	-	-	0%
Beverage Tax	-	-	-	-	0%
Franchise Fees	-	-	-	-	0%
Permits & Fees Other	-	-	-	-	0%
Permits & Fees Building	-	-	-	-	0%
Permits & Fees Utility	-	-	-	-	0%
Fines & Forfeitures	-	-	-	-	0%
Investment Earnings	1,167	900	2,465	2,465	0%
Contributions	50,000	-	-	-	0%
Misc Income	150	350	1,625	1,625	0%
Total Revenues	61,281	12,825	18,240	18,240	0%
Transfers In	-	-	-	-	0%
Other Sources	-	-	-	-	0%
Total Other Sources	-	-	-	-	0%
TOTAL REVENUES & OTHER SOURCES	\$ 61,281	\$ 12,825	\$ 18,240	\$ 18,240	0%

EXPENDITURES & OTHER USES

Payroll Salaries	\$ -	\$ -	\$ -	\$ -	0%
Payroll Transfers In	-	-	-	-	0%
Total Payroll and Related	-	-	-	-	0%
Debt	-	-	-	-	0%
Economic Development	-	-	-	-	0%
Insurance	-	-	-	-	0%
Payroll Transfers Out	-	-	-	-	0%
Repair & Maintenance	395	7,000	6,000	2,000	(-67%)
Rent & Utilities	-	-	-	-	0%
Services	7,775	19,540	15,880	14,639	(-8%)
Supplies	-	350	-	-	0%
Water Purchases	-	-	-	-	0%
Total Operations & Maintenance	8,170	26,890	21,880	16,639	(-24%)
TOTAL OPERATING EXPENDITURES	8,170	26,890	21,880	16,639	(-24%)
Capital Project Funds	-	-	-	-	0%
Capital Outlay	-	5,000	4,000	-	(100%)
Maintenance & Replacement Funds	-	-	-	-	0%
Total Capital and M&R Projects	-	5,000	4,000	-	(100%)
Transfers Out	-	-	-	-	0%
Other Sources	-	-	-	-	0%
Total Other Uses	-	-	-	-	0%
TOTAL NON-OPERATING EXPENDITURES	-	5,000	4,000	-	(100%)
TOTAL EXPENDITURES & OTHER USES	8,170	31,890	25,880	16,639	(-36%)

Excess Revenues over(under) Expenditures	53,111	(19,065)	(7,640)	1,601	9,241	121%
FUND BALANCE, BEGINNING	158,238	211,349	211,349	203,709	(7,640)	-4%
FUND BALANCE, ENDING	211,349	192,284	203,709	205,310	1,601	1%
Restricted/Assigned/Committed Funds	211,349	192,284	203,709	205,310	1,601	1%
UNASSIGNED FUND BALANCE, ENDING	\$ -	0%				

RESTRICTED/ASSIGNED/COMMITTED FUNDS

Cash	255 10110 00 000	\$ 115,456	\$ 96,541	\$ 108,511	\$ 110,809	\$ 2,298	2%
Inventory Lots	255 15100 00 000	95,893	95,743	95,197	94,500	(697)	-1%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS	\$ 211,349	\$ 192,284	\$ 203,709	\$ 205,310	\$ 1,601	1%	

Section 4 Enterprise Funds
Cemetery Fund Overview

The Cemetery Fund includes all operations associated with the 5.5 acre cemetery located on J.T. Ottinger Road.

Program activities include interment, lot sales, record keeping, and all maintenance associated with the grounds, fences, trees and flower beds.

The cemetery was donated and conveyed by deed to the Town during FY 2008/09.

Revenues and Other Sources

- Revenues and other sources are budgeted to remain flat at \$18,240

Operating Expenditures and Other Uses

- Operating expenditures are budgeted to be \$16,639
- This represents a 24% decrease of \$5,241 when compared to prior year estimated.
 - Repairs and maintenance decreased \$4,000 due to one-time costs in the prior year for items related to the irrigation and grounds.
 - Services decreased \$1,241 due to one-time costs in the prior year for ; for items related to engineering and landscaping.

Fund Balance

- Excess revenues over(under) expenditures is projected to be \$1,601.
- The beginning fund balance is projected to \$203,709.
- The ending fund balance is projected to be \$205,310

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Utility Fund

The Utility Fund is an enterprise or business fund.

This means that the direct beneficiaries of the “business” pay for all costs through fees or rates.

Water, sewer service, and garbage service revenues generated through our rates, as well as the expenses for providing these services are accounted for in this fund.

Prudent financial management and bond requirements make it necessary to have healthy reserves.

Utility Fund 500
Program Summary
Fiscal Year 2018/2019

Actuals FY 16/17	Adopted Budget FY 17/18	Estimated Budget FY 17/18	Adopted Budget FY 18/19	FY 18/19 vs FY 17/18	Adopted Estimated
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REVENUES & OTHER SOURCES

General Sales Tax	\$ -	\$ -	\$ -	\$ -	0%
Property Tax	-	-	-	-	0%
Charge for Service	4,629,213	3,783,940	4,570,925	4,570,925	0%
Hotel Occupancy Tax	-	-	-	-	0%
Beverage Tax	-	-	-	-	0%
Franchise Fees	-	-	-	-	0%
Permits & Fees Other	-	-	-	-	0%
Permits & Fees Building	-	-	-	-	0%
Permits & Fees Utility	136,814	168,865	268,115	274,441	2%
Fines & Forfeitures	-	-	-	-	0%
Investment Earnings	21,034	14,120	55,300	55,300	0%
Contributions	-	-	-	-	0%
Misc Income	41,960	17,250	21,835	21,835	0%
Total Revenues	4,829,021	3,984,175	4,916,175	4,922,501	6,326 0%
Transfers In	-	-	-	-	0%
Other Sources	-	-	-	2,600,000	2,600,000 #DIV/0!
Total Other Sources	-	-	-	2,600,000	0%
TOTAL REVENUES & OTHER SOURCES	\$ 4,829,021	\$ 3,984,175	\$ 4,916,175	\$ 7,522,501	\$ 2,606,326 53%

EXPENDITURES & OTHER USES

Payroll Salaries	\$ 19,490	\$ -	\$ -	\$ -	0%
Retirement	18,395	-	-	-	0%
Total Payroll and Related	37,885	-	-	-	0%
Debt	981,829	1,155,174	1,172,041	2,015,626	843,585 72%
Economic Development	-	-	-	-	0%
Payroll Transfers Out	478,249	482,700	482,700	559,024	76,324 16%
Repair & Maintenance	162,189	158,250	161,065	161,065	- 0%
Rent & Utilities	105,808	156,499	157,499	177,544	20,045 13%
Services	2,678,655	2,125,235	3,306,555	3,306,555	- 0%
Supplies	4,807	6,900	7,040	7,040	- 0%
Travel & Training	2,569	7,235	7,795	7,795	- 0%
Total Operations & Maintenance	4,414,105	4,091,993	5,294,695	6,234,650	939,955 18%
TOTAL OPERATING EXPENDITURES	4,451,990	4,091,993	5,294,695	6,234,650	939,955 18%
Capital Project Funds	43,638	-	-	-	- 0%
Capital Outlay	19,084	20,780	31,055	31,055	- 0%
Maintenance & Replacement Funds	-	-	-	-	- 0%
Total Capital and M&R Projects	62,723	20,780	31,055	31,055	- 0%
Transfers Out	277,651	56,250	68,250	81,539	13,289 19%
Other Sources	-	-	-	-	- 0%
Total Other Uses	277,651	56,250	68,250	81,539	13,289 19%
TOTAL NON-OPERATING EXPENDITURES	340,374	77,030	99,305	112,594	13,289 13%
TOTAL EXPENDITURES & OTHER USES	4,792,364	4,169,023	5,394,000	6,347,244	953,244 18%

Excess Revenues over(under) Expenditures	36,657	(184,848)	(477,825)	1,175,257	1,653,082 346%
FUND BALANCE, BEGINNING	1,121,826	674,981	674,981	197,156	(477,825) -71%
FUND BALANCE, ENDING	1,158,483	490,133	197,156	1,372,413	1,175,257 596%
Restricted/Assigned/Committed Funds	1,158,483	490,133	197,156	1,372,413	1,175,257 596%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	\$ -	\$ -	\$ - 0%

RESTRICTED/ASSIGNED/COMMITTED FUNDS

Cash	500 10110 00 000	\$ 1,158,483	\$ 490,133	\$ 197,156	\$ 1,372,413	\$ 1,175,257	596%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS	\$ 1,158,483	\$ 490,133	\$ 197,156	\$ 1,372,413	\$ 1,175,257	\$ 1,175,257	596%

The Utility Fund is responsible for water, wastewater, and ductbank services. All activities related to the provision of these services are accounted for in the fund, including administration, operations, maintenance, financing and related debt service, billing, and collection.

Capital and operating costs associated with Town utility services are financed primarily through user charges. The Town continues to use advanced automated technologies to control storage facility inflows and minimize annual peak payment charges from the City of Fort Worth.

Revenues and Other Sources

- Total revenues and other sources are budgeted to be \$7,522,501
- This represents a 53% increase of \$2,606,326 from prior year estimated revenues.
 - Other Sources increased \$2,600,000, from the prior year due to anticipated one-time bond proceeds from the Texas Water Development Board to be used for the For Worth Waterline project.
 - Charges for utility permits fees increased \$6,326 due to one-time planning and development building permit fees and revenues.
 - The following revenues will remain flat for FY 18/19.
 - Charges for Service \$4,570,925
 - Investment earnings \$55,300
 - Miscellaneous income of \$21,385

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

- **Water Revenue \$3,302,156**

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

- **Wastewater Revenue \$1,138,824**

Wastewater revenue is the second largest component of the Utility Fund. Revenue is expected to grow proportionate to future non-irrigation water demands.

- **Ductbank Permit Fees \$274,441**

The ductbank is a series of Town owned conduit that houses underground telecommunication infrastructure in portions of Westlake. Revenues are contingent upon utility companies leasing out portions of the ductbank. The Town continues to anticipate growth in new ductbank leases with telecommunications companies.

- **Tap and Impact Fees \$117,816**

\$93,135 These revenues are a direct reflection of new home starts.

- **Waste Management \$6,129**

The Town receives a 12% fee from its franchisee. The current rate for solid waste and recycling service remains unchanged since 2008.

The Utility Fund budget is designed to fully recover all system costs as well as provide for capital improvements and maintenance of Westlake's water and wastewater infrastructure.

- Water and wastewater rates are based on a rate study conducted in November 2016 and approved by the Town Council at the January 2017 Town Council meeting.
- Staff is committed to maintaining an up to date utility rate analysis to maintain the integrity of the fund. To that end town staff will update the rate study completed in November 2016 which will help guide future rate policy.

Operating Expenditures

- Total operating expenditures are budgeted to be \$6,234,650
- This represents a 18% decrease of \$939,955 from prior year estimated expenditures.
 - Debt decreased \$843,585 when compared to prior year estimate.
 - The FY17/18 debt includes \$888K for the Fort Worth water line.
 - This is the second year that this payment will be made.
 - Payroll transfers out to the General Fund increased \$76,324;
 - due to additional public works project manager that will be added in fiscal year 2017/2018.
 - Rent and utilities increased \$20,045
 - due to the leasing of new building space in July 2017.

Non-Operating Expenditures

- Total non-operating expenditures are budgeted to be \$112,594.
- This represents an 13% increase of \$13,289 from prior year estimated.
 - Capital outlay will remain flat at \$31,055
 - Transfers out increased \$13,289 due to one-time impact fees that will be transferred to the General fund.

Fund Balance

- Excess revenues over(under) expenditures are projected to be \$1,175,257
- The beginning fund balance is projected to be \$197,156.
- The ending fund balance is projected to be \$1,372,413.

The Utility Fund is burdened with three outstanding long-term obligations.

- **The long-term liability of the loan from Hillwood to the Town to construct 16" and 20" transmission water lines and the US 377 Pump Station.**
 - The Town is contractually obligated to pay for this infrastructure through a surcharge on water rates. The Town is divided into two service areas, one being the Circle T Ranch, and the remaining areas within the Town's limits which constitute the "Town" service area. The Town pays Hillwood \$.25 cents per 1,000 gallons of water distributed to consumers in these two service areas. Each service area pays its respective portion of the overall debt based on the volume of water used.
 - The contract clearly stipulates that this debt is not a general obligation of the Town. It is, however, required to be paid back through this assessment being attached to the water rate. The rate would have to be significantly increased to pay this debt off in the twenty years contemplated under the agreement.
 - Hillwood has stated that once the Town and Hillwood agree on proportionate future infrastructure funding, this liability will be erased. Nevertheless, the obligation does exist and water rates should always be reviewed with this obligation in mind.
- **The long-term liability of the joint Westlake/Keller water tower.**
 - This tower was constructed to provide necessary water storage and pressures within Westlake.
- **The proportionate buyout of infrastructure owned by the Hunt Trust which sold the Circle T Ranch to Hillwood.**
 - The Town agreed with Hillwood that in exchange for the dissolution of existing Municipal Utility Districts (MUDs), the Utility Fund will reimburse Hillwood the share of purchased MUD infrastructure for each development based upon the acres removed from the MUDs.
 - Hillwood, in turn, must deposit these funds into an escrow account owned by the Hunt Trust.

UTILITY FUND
SERIES 2013 CERTIFICATES OF OBLIGATION
Ground Storage Tank - Debt Payable
Original Issue \$1,000,000 by US Bank in April 2013

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

UTILITY FUND

CITY OF KELLER TEXAS

Keller Overhead Storage Debt

True-Up from City of Keller 01/22/18

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

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

SECTION 05

INTERNAL SERVICE FUNDS

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INTERNAL SERVICE FUNDS

Combined Program Summary

Fiscal Year 2018/2019

Actuals FY 16/17	Adopted Budget FY 17/18	Estimated Budget FY 17/18	Adopted Budget FY 18/19	FY 16/17 vs FY 15/16	Adopted vs Estimated
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REVENUES & OTHER SOURCES

General Sales Tax	\$ -	\$ -	\$ -	\$ -	0%
Property Tax	-	-	-	-	0%
Hotel Tax	-	-	-	-	0%
Charge for Services	8,650	-	-	-	0%
Beverage Tax	-	-	-	-	0%
Franchise Fees	-	-	-	-	0%
Permits & Fees Other	5,500	6,000	6,000	6,000	0%
Permits & Fees Buildings	-	-	-	-	0%
Permits & Fees Utility	-	-	-	-	0%
Fines & Forfeitures	-	-	-	-	0%
Investment Earnings	9,251	7,015	21,480	21,480	0%
Contributions	110,500	-	130,000	-	(-100%)
Misc Income	4,829	-	-	-	0%
Total Revenues	138,730	13,015	157,480	27,480	(-83%)
Transfers In	827,635	306,250	744,000	1,476,065	98%
Other Sources	-	-	-	-	0%
Total Other Sources	827,635	306,250	744,000	1,476,065	0%
TOTAL REVENUES & OTHER SOURCES	966,365	319,265	901,480	1,503,545	67%

EXPENDITURES & OTHER USES

Payroll Salaries	\$ -	\$ -	\$ -	\$ -	0%
Payroll Transfer In	-	-	-	-	0%
Total Payroll and Related	-	-	-	-	0%
Debt	-	-	-	-	0%
Economic Development	-	-	-	-	0%
Insurance	-	-	-	-	0%
Payroll Transfer Out	-	-	-	-	0%
Repair & Maintenance	-	-	-	-	0%
Rent & Utilities	-	-	-	-	0%
Services	-	-	-	-	0%
Supplies	-	-	-	-	0%
Water Purchases	-	-	-	-	0%
Total Operations & Maintenance	-	-	-	-	0%
TOTAL OPERATING EXPENDITURES	-	-	-	-	0%
Capital Project Funds	-	-	-	-	0%
Capital Outlay	-	-	-	-	0%
Maintenance & Replacement Funds	1,042,503	532,000	383,625	1,079,475	181%
Total Capital	1,042,503	532,000	383,625	1,079,475	181%
Transfers Out	-	-	-	-	0%
Other Uses	-	-	-	-	0%
Total Other Uses	-	-	-	-	0%
TOTAL NON-OPERATING EXPENDITURES	1,042,503	532,000	383,625	1,079,475	181%
TOTAL EXPENDITURES & OTHER USES	1,042,503	532,000	383,625	1,079,475	181%

Excess Revenue over(under) Expenditures	(76,138)	(212,735)	517,855	424,070	(93,785)	18%
FUND BALANCE, BEGINNING	1,129,282	1,036,070	1,053,144	1,570,999	517,855	49%
FUND BALANCE, ENDING	1,053,144	823,335	1,570,999	1,995,069	424,070	27%
Restricted/Assigned/Committed Funds	1,053,144	823,335	1,570,999	1,995,069	424,070	27%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	\$ -	\$ -	\$ -	0%

RESTRICTED/ASSIGNED/COMMITTED FUNDS

Cash	\$ 1,053,144	\$ 823,335	\$ 1,570,999	\$ 1,995,069	\$ 424,070	27%
					-	0%
					-	0%
					-	0%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS	\$ 1,053,144	\$ 823,335	\$ 1,570,999	\$ 1,995,069	\$ 424,070	27%

INTERNAL SERVICE FUNDS

Current Year Fund Detail

Fiscal Year 2018/2019

UMR Fund 510	GMR Fund 600	VMR Fund 505	VMR Fund 605	TOTAL
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REVENUES & OTHER SOURCES

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

EXPENDITURES AND OTHER USES

Payroll Salaries	\$ -	\$ -	\$ -	\$ -	\$ -
Payroll Transfers In	-	-	-	-	-
Total Payroll & Related	-	-	-	-	-
Debt	-	-	-	-	-
Economic Development	-	-	-	-	-
Payroll Transfers Out	-	-	-	-	-
Repair & Maintenance	-	-	-	-	-
Rent & Utilities	-	-	-	-	-
Services	-	-	-	-	-
Supplies	-	-	-	-	-
Travel & Training	-	-	-	-	-
Total Operations & Maintenance	-	-	-	-	-
TOTAL OPERATING EXPENDITURES	-	-	-	-	-
Capital Project Funds	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Maintenance & Replacement Funds	225,000	594,475	-	260,000	1,079,475
Total Capital	225,000	594,475	-	260,000	1,079,475
Transfers Out	-	-	-	-	-
Other Uses	-	-	-	-	-
Total Other Uses	-	-	-	-	-
TOTAL NON-OPERATING EXPENDITURES	225,000	594,475	-	260,000	1,079,475
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
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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

Utility Maintenance & Replacement Fund

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

Vehicle Maintenance and Replacement Fund 510

Program Summary

Fiscal Year 2018/2019

Actuals FY 16/17	Adopted Budget FY 17/18	Estimated Budget FY 17/18	Adopted Budget FY 18/19	FY 18/19 vs FY 17/18	Adopted vs Estimated
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REVENUES & OTHER SOURCES

General Sales Tax	\$ -	\$ -	\$ -	\$ -	0%
Property Tax	-	-	-	-	0%
Charge for Service	-	-	-	-	0%
Hotel Occupancy Tax	-	-	-	-	0%
Beverage Tax	-	-	-	-	0%
Franchise Fees	-	-	-	-	0%
Permits & Fees Other	-	-	-	-	0%
Permits & Fees Building	-	-	-	-	0%
Permits & Fees Utility	-	-	-	-	0%
Fines & Forfeitures	-	-	-	-	0%
Investment Earnings	6,394	4,500	16,350	16,350	0%
Contributions	-	-	-	-	0%
Misc Income	-	-	-	-	0%
Total Revenues	6,394	4,500	16,350	16,350	0%
Transfers In	100,000	-	-	5,000	100%
Other Sources	-	-	-	-	0%
Total Other Sources	100,000	-	-	5,000	100%
TOTAL REVENUES & OTHER SOURCES	\$ 106,394	\$ 4,500	\$ 16,350	\$ 21,350	\$ 5,000 31%

EXPENDITURES & OTHER USES

Payroll Salaries	\$ -	\$ -	\$ -	\$ -	0%
Payroll Transfers In	-	-	-	-	0%
Total Payroll and Related	-	-	-	-	0%
Debt	-	-	-	-	0%
Economic Development	-	-	-	-	0%
Payroll Transfers Out	-	-	-	-	0%
Repair & Maintenance	-	-	-	-	0%
Rent & Utilities	-	-	-	-	0%
Services	-	-	-	-	0%
Supplies	-	-	-	-	0%
Travel & Training	-	-	-	-	0%
Total Operations & Maintenance	-	-	-	-	0%
TOTAL OPERATING EXPENDITURES	-	-	-	-	0%
Capital Project Funds	-	-	-	-	0%
Capital Outlay	-	-	-	-	0%
Maintenance & Replacement Funds	-	245,000	-	225,000	225,000 100%
Total Capital and M&R Projects	-	245,000	-	225,000	225,000 100%
Transfers Out	-	-	-	-	0%
Other Sources	-	-	-	-	0%
Total Other Uses	-	-	-	-	0%
TOTAL NON-OPERATING EXPENDITURES	-	245,000	-	225,000	225,000 100%
TOTAL EXPENDITURES & OTHER USES	-	245,000	-	225,000	225,000 100%

Excess Revenues over(under) Expenditures	106,394	(240,500)	16,350	(203,650)	(220,000) 1346%
FUND BALANCE, BEGINNING	722,939	829,333	829,333	845,683	16,350 2%
FUND BALANCE, ENDING	829,333	588,833	845,683	642,033	(203,650) -24%
Restricted/Assigned/Committed Funds	829,333	588,833	845,683	642,033	(203,650) -24%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	\$ -	\$ -	\$ - 0%

RESTRICTED/ASSIGNED/COMMITTED FUNDS

Cash	510 10110 00 000	\$ 829,333	\$ 588,833	\$ 845,683	\$ 642,033	\$ (203,650) -24%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS	\$ 829,333	\$ 588,833	\$ 845,683	\$ 642,033	\$ (203,650)	-24%

Utility Maintenance & Replacement Overview

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

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

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

Revenues and Other Sources

- Revenues and other sources are budgeted at \$21,350.
- This represents a 31% increase of \$5,000 from the prior year estimated.
 - Transfers in from the Utility Fund increased \$5,000 from the prior year in order to build fund balance.

Expenditures and Other Uses

- Expenditures and other uses are budgeted at \$225,000.
- This represents a 100% increase from the prior year estimated.
 - The following projects were pushed out from FY17/18 to FY18/19
 - Pump Station Equipment \$90,000
 - Repaint Ground Storage Tank \$90,000
 - Sewer Easement Cleaning Machine \$45,000

Fund Balance

- Excess revenues over(under) expenditures are projected to be \$(203,650).
- The beginning fund balance is projected to be \$845,683.
- The ending fund balance is projected to be \$642,033.

UTILITY**Maintenance & Replacement Fund 600****Five Year Forecast**

Description	Account Number	Estimated FY 17-18	Adopted FY 18-19	1 FY 19-20	2 FY 20-21	3 FY 21-22	4 FY 22-23
REVENUES & OTHER SOURCES							
Interest Income	510-36110-16-000	\$ 16,350	\$ 16,350	\$ 14,500	\$ 14,500	\$ 14,500	\$ 14,500
Transfer in from UF	510-52550-88-000	-	5,000	5,000	5,000	5,000	5,000
TOTAL REVENUES AND OTHER SOURCES		\$ 16,350	\$ 21,350	\$ 19,500	\$ 19,500	\$ 19,500	\$ 19,500
MAINTENANCE/REPLACEMENT PROJECTS							
Pump Station Equipment	510-44123-16-000-000005	\$ -	\$ 90,000	\$ -	\$ -	\$ -	\$ -
Sewer Easement Cleaning Machine	510-44114-16-000-000014	-	45,000	-	-	-	-
Repaint Ground Storage Tank	510-44119-16-000-000015	-	90,000	-	-	-	-
TOTAL PROJECTS		-	225,000	-	-	-	-
OTHER USES							
Transfer Out to GMR	510-62600-99-000	-	-	-	-	-	-
TOTAL OTHER USES		-	-	-	-	-	-
Excess Revenues over(under) Expenditures		16,350	(203,650)	19,500	19,500	19,500	19,500
BEGINNING FUND BALANCE		829,333	845,683	642,033	661,533	681,033	700,533
ENDING FUND BALANCE		\$ 845,683	\$ 642,033	\$ 661,533	\$ 681,033	\$ 700,533	\$ 720,033

General Maintenance & Replacement Fund

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

General Maintenance and Replacement Fund 600

Program Summary

Fiscal Year 2018/2019

	Actuals FY 16/17	Adopted Budget FY 17/18	Estimated Budget FY 17/18	Adopted Budget FY 18/19	FY 18/19 vs FY 17/18	Adopted vs Estimated
REVENUES & OTHER SOURCES						
General Sales Tax	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Property Tax	-	-	-	-	-	0%
Charge for Service	-	-	-	-	-	0%
Hotel Occupancy Tax	-	-	-	-	-	0%
Beverage Tax	-	-	-	-	-	0%
Franchise Fees	-	-	-	-	-	0%
Permits & Fees Other	5,500	6,000	6,000	6,000	-	0%
Permits & Fees Building	-	-	-	-	-	0%
Permits & Fees Utility	-	-	-	-	-	0%
Fines & Forfeitures	-	-	-	-	-	0%
Investment Earnings	1,369	1,550	2,290	2,290	-	0%
Contributions	500	-	25,000	-	(25,000)	-100%
Misc Income	-	-	-	-	-	0%
Total Revenues	7,369	7,550	33,290	8,290	(25,000)	-75%
Transfers In	719,300	300,000	387,750	1,000,799	613,049	100%
Other Sources	-	-	-	-	-	0%
Total Other Sources	719,300	300,000	387,750	1,000,799	613,049	100%
TOTAL REVENUES & OTHER SOURCES	\$ 726,669	\$ 307,550	\$ 421,040	\$ 1,009,089	\$ 588,049	140%
EXPENDITURES & OTHER USES						
Payroll Salaries	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Payroll Transfers In	-	-	-	-	-	0%
Total Payroll and Related	-	-	-	-	-	0%
Debt	-	-	-	-	-	0%
Economic Development	-	-	-	-	-	0%
Payroll Transfers Out	-	-	-	-	-	0%
Repair & Maintenance	-	-	-	-	-	0%
Rent & Utilities	-	-	-	-	-	0%
Services	-	-	-	-	-	0%
Supplies	-	-	-	-	-	0%
Travel & Training	-	-	-	-	-	0%
Total Operations & Maintenance	-	-	-	-	-	0%
TOTAL OPERATING EXPENDITURES	-	-	-	-	-	0%
Capital Project Funds	-	-	-	-	-	0%
Capital Outlay	-	-	-	-	-	0%
Maintenance & Replacement Funds	975,059	287,000	278,625	594,475	315,850	113%
Total Capital and M&R Projects	975,059	287,000	278,625	594,475	315,850	113%
Transfers Out	-	-	-	-	-	0%
Other Sources	-	-	-	-	-	0%
Total Other Uses	-	-	-	-	-	0%
TOTAL NON-OPERATING EXPENDITURES	975,059	287,000	278,625	594,475	315,850	113%
TOTAL EXPENDITURES & OTHER USES	975,059	287,000	278,625	594,475	315,850	113%
Excess Revenues over(under) Expenditures	(248,390)	20,550	142,415	414,614	272,199	-191%
FUND BALANCE, BEGINNING	228,768	(19,621)	(19,621)	122,794	142,415	-726%
FUND BALANCE, ENDING	(19,621)	929	122,794	537,408	414,614	338%
Restricted/Assigned/Committed Funds	(19,621)	929	122,794	537,408	414,614	338%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	\$ -	\$ -	\$ -	0%
RESTRICTED/ASSIGNED/COMMITTED FUNDS						
Cash	600 10110 00 000	\$ (19,621)	\$ 929	\$ 122,794	\$ 537,408	\$ 414,614
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS	\$ (19,621)	\$ 929	\$ 122,794	\$ 537,408	\$ 414,614	338%

General Maintenance & Replacement Overview

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

This fund receives planned revenue transfers from each operating fund that owns and maintains capital assets. Accumulated funds are intended to cover the cost of future capital repair and replacement. The GMR is designed to (1) avoid future bond programs, (2) encourage a conservative pattern of spending, (3) minimize reliance on revenue streams that are vulnerable to fluctuations in the economy, such as the sales tax, and (4) prevent excessive maintenance and repair costs via the timely replacement of capital assets. Project lists are developed annually from a long-range facility maintenance schedule and incorporated into a routine schedule for maintenance and replacement of major facility equipment, infrastructure and permanent capital assets.

Revenues and Other Sources

- Revenues and Other Sources are budgeted to be \$ 1,009,089.
- This represents a 140% increase of \$588,049 from the prior year estimated budget.
 - Contributions decreased due to one-time receipts in the prior year from the Westlake Academy Foundation for a Keller Police sub-station on the school premises.
 - Transfers in from the General Fund increased \$613,049 based on one-time planning and development building permit fees and revenues.

Expenditures and Other Uses

- Expenditures and Other Uses are budgeted to be \$594,475.
- This represents a 113% increase of \$315,850 from the prior year estimated.
 - The majority of this increase (68% = \$215,000) is from the information technology department; upgrades are budgeted for network storage & equipment, phone systems, peripheral devices, and network servers.
 - Westlake Academy maintenance and replacement projects (28% = \$87,475) include the following increases to; parking lot repairs, flooring upgrades, interior building repair, classroom refurbishments, furniture, HVAC system, plumbing repairs, playground equipment,
- Projects for fiscal year 2017/2018 are noted below:

Dept #	Project Name	Amount	
Dept. 17	Academy Facilities	\$ 299,775	Increased \$87,475
Dept. 19	Parks, Trails, Recreation	20,000	Increased \$20,000
Dept. 20	Information Technology	245,000	Increased \$215,000
Dept. 26	Municipal Facilities	29,750	Decreased \$6,625
	TOTAL PROJECTS	\$ 594,475	

Fund Balance

- Excess revenues over(under) expenditures are projected to be \$414,614.
- Beginning fund balance is projected to be \$122,794.
- The ending fund balance is projected to be \$537,408.

GENERAL
Maintenance & Replacement Fund 600
Five Year Forecast

Description		Account Number	Estimated FY 17-18	Adopted FY 18-19	1 FY 19-20	2 FY 20-21	3 FY 21-22	4 FY 22-23
REVENUES & OTHER SOURCES								
Firefighter Equipment Fees	n/a	600-34008-14-000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000
Interest Income	n/a	600-36110-00-000	2,290	2,290	2,165	2,165	2,165	2,165
WA Keller Police Substation	n/a	600-33700-17-000-000053	25,000	-	-	-	-	-
Contributions	n/a	600-33700-14-101	-	-	-	-	-	-
Transfer in from UMR	n/a	600-52541-88-000	-	-	-	-	-	-
Transfer in from GF	n/a	600-52510-88-000	387,750	1,000,799	579,537	498,660	447,350	447,350
TOTAL REVENUES AND OTHER SOURCES			\$ 421,040	\$ 1,009,089	\$ 587,702	\$ 506,825	\$ 455,515	\$ 455,515
MAINTENANCE/REPLACEMENT PROJECTS								
WA-Irrigation System	7	600-43340-17-000-000007	\$ 6,500	\$ 6,500	\$ 15,000	\$ 5,000	\$ 5,000	\$ 5,000
WA-Carpet/VCT Flooring	8	600-45908-17-000-000008	25,000	35,000	15,000	15,000	15,000	15,000
WA-Ext Environmental Improvements Irrig	9	600-44306-17-000-000009	7,500	7,500	-	12,000	12,000	12,000
WA-Envrnmnt Bldg UG light/water	10	600-45908-17-000-000010	2,750	10,000	-	5,000	5,000	5,000
WA-Exterior Paint & Wood R&M	11	600-45909-17-000-000011	4,500	4,500	4,000	8,000	8,000	8,000
WA-Painting/Cloth Wall R&M	12	600-44220-17-000-000012	6,500	6,500	10,000	8,000	8,000	8,000
WA-Roof Repairs	13	600-45909-17-000-000013	47,550	47,550	15,000	5,000	5,000	5,000
WA-Parking Lot	15	600-44306-17-000-000015	-	25,000	-	-	-	-
WA-Refurbish Classrooms	17	600-45908-17-000-000017	21,000	30,000	35,000	25,000	25,000	25,000
WA-Update Security System	18	600-43354-17-000-000018	2,750	2,750	5,000	8,000	8,000	8,000
WA-Update Security Cameras	19	600-43354-17-000-000019	10,300	10,300	2,000	12,000	12,000	12,000
WA-Interior Building R&M	23	600-45908-17-000-000023	5,500	15,000	10,000	15,000	15,000	15,000
WA-15 Ton Split HVAC System	24	600-43347-17-000-000024	6,500	14,000	10,000	25,000	25,000	25,000
WA-2 Ton Roof Top Units	25	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	26	600-43347-17-000-000026	6,500	6,500	-	20,000	20,000	20,000
WA-Heater Boilers	29	600-44219-17-000-000029	9,675	9,675	-	25,000	25,000	25,000
WA-HVAC System Replacement	32	600-43347-17-000-000032	7,500	7,500	-	5,000	5,000	5,000
WA-Plumbing Repair/Replacement	36	600-45904-17-000-000036	2,775	9,000	15,000	5,000	5,000	5,000
WA-Playground Equipment	40	600-44311-17-000-000040		5,000	-	-	-	-
WA-Furniture/Interior Bldg	45	600-47415-17-000-000045	7,000	15,000	-	-	-	-
WA Keller Police Substation	53	600-47418-17-000-000053	25,000	-	-	-	-	-
Mech Equipment 2 man lift	55	600-47411-17-000-000055	-	25,000	-	-	-	-
TOTAL ACADEMY FACILITIES MAINTENANCE		Department 17	212,300	299,775	151,000	208,000	208,000	208,000
Park R&M	43	600-45911-19-000-000043	-	10,000	10,000	10,000	10,000	10,000
Trail Repairs	14	600-43343-19-000-000014	-	10,000	10,000	10,000	10,000	10,000
TOTAL PARKS & RECREATION		Department 19		20,000	20,000	20,000	20,000	20,000
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	21	600-43405-20-000-000021	5,000	5,000	5,000	5,000	5,000	5,000
Network Equipment	27	600-43405-20-000-000027	-	115,000	25,000	25,000	25,000	25,000
Principal Expense	27	600-47120-20-000-000027	-	-	-	-	-	-
Phone System/Peripheal Devices	28	600-45305-20-000-000028	5,000	65,000	10,000	10,000	10,000	10,000
Server Replacements	33	600-43405-20-000-000033	5,000	20,000	12,500	100,000	12,500	12,500
TOTAL INFORMATION TECHNOLOGY		Department 20	30,000	245,000	67,500	155,000	67,500	67,500
Town-Irrigation R&M	7	600-43340-26-000-000007	-	5,000	5,000	5,000	5,000	5,000
Town-Env Bldg UG light/water	10	600-45908-26-000-000010	-	10,000	10,000	10,000	10,000	10,000
Town-Parking Lot	15	600-44306-26-000-000015	-	4,000	4,000	4,000	4,000	4,000
Town-Heater	29	600-44219-26-000-000029	-	3,000	3,000	3,000	3,000	3,000
Town-HVAC System Replacement	32	600-43347-26-000-000032	-	5,000	5,000	5,000	5,000	5,000
Town-Furniture/Interior Bldg	45	600-47415-26-000-000045	36,325	2,700	-	-	-	-
TOTAL TOWN FACILITIES MAINTENANCE		Department 26	36,325	29,700	27,000	27,000	27,000	27,000
GRAND TOTAL PROJECTS			278,625	594,475	265,500	410,000	322,500	322,500
Excess Revenues over(under) Expenditures			142,415	414,614	322,202	96,825	133,015	133,015
BEGINNING FUND BALANCE			(19,621)	122,794	537,408	859,610	956,435	1,089,450
ENDING FUND BALANCE			\$ 122,794	\$ 537,408	\$ 859,610	\$ 956,435	\$ 1,089,450	\$ 1,222,465

Vehicle Maintenance & Replacement Guidelines

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

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

Guidelines for Vehicle Maintenance & Replacement

BUDGETING FOR RECURRING CAPITAL EXPENDITURES

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

EXAMPLE OF RECURRING CAPITAL EXPENSE IN TRANSPORTATION

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

VEHICLE MAINTENANCE AND REPLACEMENT

Annually, available funds will be evaluated during the budget process and a percentage of each operating fund's budget will be recommended to the Council for transfer. Upon approval by the Council, the recommended amount will be transferred to the appropriate funds (General or Utility Maintenance Replacement Fund) for major maintenance/ replacement of street, building roof, flooring, air conditioning, equipment, etc.

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

Guidelines for Vehicle Maintenance & Replacement

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

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

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

REPLACEMENT AND DEPRECIATION GUIDELINES

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

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

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

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

Guidelines for Vehicle Maintenance & Replacement

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

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

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

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

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

GUIDE FOR EARLY REPLACEMENT OF TOWN-OWNED VEHICLES

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

Guidelines for Vehicle Maintenance & Replacement

whether the vehicle is sold in un-repaired condition or restored to repaired condition.

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

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

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

EXAMPLE A – Vehicles

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

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

EXAMPLE B – Small Equipment

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

Guidelines for Vehicle Maintenance & Replacement

Factor	Points	Description
Age Usage	1	Each 10,000 miles of usage
Type of Service	1	Standard sedans, SUV's and pickups
	2	Each year of chronological age
	3	Vehicles that pulls trailer, haul heavy loads and continued off-road usage
	4	Any vehicle involved in ice or snow removal or road treatment
Reliability	1	In shop one time within 3-month time period, no major breakdowns/road side assistance call with 3-month period
Preventive Maintenance Work Not Included	2	In shop one time within three-month time period, 1 breakdown/road side assistance call within 3-month period
	3	In shop, more than once within 3-month time period, 1 or more breakdown/road side assistance call within same period
	4	In shop, more than twice within one-month time period, 1 or more breakdowns/road side assistance call in same time period
	5	Two or more breakdowns within one-month time period
M&R Cost	1	Maintenance cost are less than or equal to 20% of replacement
Incident Repair Not Include	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
TOTAL	60	

Guidelines for Vehicle Maintenance & Replacement

Point Ranges for Replacement Consideration

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

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

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

Staff recommendation = Replacement this year

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

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

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

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

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Vehicle Maintenance & Replacement Fund (Utility)

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

Utility Vehicle Maintenance & Replacement Fund 505

Program Summary

Fiscal Year 2018/2019

Actuals FY 16/17	Adopted Budget FY 17/18	Estimated Budget FY 17/18	Adopted Budget FY 18/19	FY 18/19 vs FY 17/18	Adopted Estimated
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REVENUES & OTHER SOURCES

General Sales Tax	\$ -	\$ -	\$ -	\$ -	0%
Property Tax	-	-	-	-	0%
Charge for Service	8,650	-	-	-	0%
Hotel Occupancy Tax	-	-	-	-	0%
Beverage Tax	-	-	-	-	0%
Franchise Fees	-	-	-	-	0%
Permits & Fees Other	-	-	-	-	0%
Permits & Fees Building	-	-	-	-	0%
Permits & Fees Utility	-	-	-	-	0%
Fines & Forfeitures	-	-	-	-	0%
Investment Earnings	89	40	350	350	0%
Contributions	-	-	-	-	0%
Misc Income	-	-	-	-	0%
Total Revenues	8,739	40	350	350	0%
Transfers In	8,335	6,250	6,250	10,000	3,750 100%
Other Sources	-	-	-	-	0%
Total Other Sources	8,335	6,250	6,250	10,000	3,750 100%
TOTAL REVENUES & OTHER SOURCES	\$ 17,074	\$ 6,290	\$ 6,600	\$ 10,350	\$ 3,750 57%

EXPENDITURES & OTHER USES

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

Excess Revenues over(under) Expenditures	17,074	6,290	6,600	10,350	3,750	-57%
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FUND BALANCE, BEGINNING	-	17,074	17,074	23,674	6,600	100%
FUND BALANCE, ENDING	17,074	23,364	23,674	34,024	10,350	44%
Restricted/Assigned/Committed Funds	17,074	23,364	23,674	34,024	10,350	44%
UNASSIGNED FUND BALANCE, ENDING	\$ -	0%				

RESTRICTED/ASSIGNED/COMMITTED FUNDS

Cash	505 10110 00 000	\$ 17,074	\$ 23,364	\$ 23,674	\$ 34,024	\$ 10,350	44%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS		\$ 17,074	\$ 23,364	\$ 23,674	\$ 34,024	\$ 10,350	44%

Utility Vehicle Maintenance & Replacement

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

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

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

Revenues and Other Sources

- Revenues and other sources are budgeted at \$10,350
- This represents a 57% increase of \$3,750 from the prior year estimated.
 - Transfers in from the Utility Fund are budgeted to increase \$3,750.

Expenditures and Other Uses

- There are no expenditures budgeted for this fiscal year.

Fund Balance

- Excess revenues over(under) expenditures are budgeted to be \$10,350.
- The beginning fund balance is projected to be \$23,674.
- The ending fund balance is projected to be \$34,024.

UTILITY**Vehicle Maintenance & Replacement Fund 505****Five Year Forecast**

Description	Account Number	Estimated	Adopted	1	2	3	4
		FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	FY 22-23

REVENUES & OTHER SOURCES

Transfer in from Utility Fund	505-52550-88-000	6,250	10,000	10,000	10,000	10,000	10,000
Sales of Surplus	505-34144-16-000	-	-	-	-	-	-
Insurance Proceeds	505-39100-16-000	-	-	-	-	-	-
Interest Income	505-36110-16-000	350	350	350	350	350	350
TOTAL REVENUES AND OTHER SOURCES		\$ 6,600	\$ 10,350				

EXPENDITURES & OTHER USES

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

Excess Revenues over(under) Expenditures	6,600	10,350	10,350	(39,650)	10,350	10,350
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BEGINNING FUND BALANCE	17,074	23,674	34,024	44,374	4,724	15,074
ENDING FUND BALANCE	\$ 23,674	\$ 34,024	\$ 44,374	\$ 4,724	\$ 15,074	\$ 25,424

Fund
605

Vehicle Maintenance & Replacement Fund (General)

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

General Vehicle Maintenance & Replacement Fund 605

Program Summary

Fiscal Year 2018/2019

	Actuals FY 16/17	Adopted Budget FY 17/18	Estimated Budget FY 17/18	Adopted Budget FY 18/19	FY 18/19 vs FY 17/18	Adopted Estimated
REVENUES & OTHER SOURCES						
General Sales Tax	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Property Tax	-	-	-	-	-	0%
Charge for Service	-	-	-	-	-	0%
Hotel Occupancy Tax	-	-	-	-	-	0%
Beverage Tax	-	-	-	-	-	0%
Franchise Fees	-	-	-	-	-	0%
Permits & Fees Other	-	-	-	-	-	0%
Permits & Fees Building	-	-	-	-	-	0%
Permits & Fees Utility	-	-	-	-	-	0%
Fines & Forfeitures	-	-	-	-	-	0%
Investment Earnings	1,398	925	2,490	2,490	-	0%
Contributions	110,000	-	105,000	-	(105,000)	-100%
Misc Income	4,829	-	-	-	-	0%
Total Revenues	116,227	925	107,490	2,490	(105,000)	-98%
Transfers In	-	-	350,000	460,266	110,266	32%
Other Sources	-	-	-	-	-	0%
Total Other Sources	-	-	350,000	460,266	110,266	32%
TOTAL REVENUES & OTHER SOURCES	\$ 116,227	\$ 925	\$ 457,490	\$ 462,756	\$ 5,266	1%
EXPENDITURES & OTHER USES						
Payroll Salaries	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Payroll Transfers In	-	-	-	-	-	0%
Total Payroll and Related	-	-	-	-	-	0%
Debt	-	-	-	-	-	0%
Economic Development	-	-	-	-	-	0%
Payroll Transfers Out	-	-	-	-	-	0%
Repair & Maintenance	-	-	-	-	-	0%
Rent & Utilities	-	-	-	-	-	0%
Services	-	-	-	-	-	0%
Supplies	-	-	-	-	-	0%
Travel & Training	-	-	-	-	-	0%
Total Operations & Maintenance	-	-	-	-	-	0%
TOTAL OPERATING EXPENDITURES	-	-	-	-	-	0%
Capital Project Funds	-	-	-	-	-	0%
Capital Outlay	-	-	-	-	-	0%
Maintenance & Replacement Funds	67,444	-	105,000	260,000	155,000	148%
Total Capital and M&R Projects	67,444	-	105,000	260,000	155,000	148%
Transfers Out	-	-	-	-	-	0%
Other Sources	-	-	-	-	-	0%
Total Other Uses	-	-	-	-	-	0%
TOTAL NON-OPERATING EXPENDITURES	67,444	-	105,000	260,000	155,000	148%
TOTAL EXPENDITURES & OTHER USES	67,444	-	105,000	260,000	155,000	148%
Excess Revenues over(under) Expenditures	48,783	925	352,490	202,756	(149,734)	42%
FUND BALANCE, BEGINNING	177,574	226,358	226,358	578,848	352,490	156%
FUND BALANCE, ENDING	226,358	227,283	578,848	781,604	202,756	35%
Restricted/Assigned/Committed Funds	226,358	227,283	578,848	781,604	202,756	35%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	\$ -	\$ -	\$ -	0%
RESTRICTED/ASSIGNED/COMMITTED FUNDS						
Cash	605 10110 00 000	\$ 226,358	\$ 227,283	\$ 578,848	\$ 781,604	\$ 202,756
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS	\$ 226,358	\$ 227,283	\$ 578,848	\$ 781,604	\$ 202,756	35%

General Vehicle Maintenance & Replacement

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

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

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

Revenues and Other Sources

- Revenues and other sources are budgeted to be \$462,756.
- This represents a 1% increase of \$5,266 from the prior year estimated.
 - Contributions decreased \$105,000 due to one-time funds from the Foundation for the purchase of a school bus.
 - Transfer In from General Fund increased \$110,266 to build fund balance

Expenditures and Other Uses

- Expenditures and other uses are budgeted to be \$260,000.
- This represents a 148% increase of \$155,000 from the prior year estimated.
 - One-time purchase in the prior year -passenger bus for Westlake Academy \$110K
 - The FY8/19 budget includes \$260,000 for the maintenance and repair of the Fire department ambulance.

Fund Balance

- Excess revenues over(under) expenditures are projected to be \$9202,756.
- The beginning fund balance is projected to be \$578,848.
- The ending fund balance is projected to be \$781,604.

GENERAL
Vehicle Maintenance & Replacement Fund 605
Five Year Forecast

Description	Account Number	Estimated FY 17-18	Adopted FY 18-19	1 FY 19-20	2 FY 20-21	3 FY 21-22	4 FY 22-23
REVENUES & OTHER SOURCES							
Transfer In from General Fund	605-52510-88-000	\$ 350,000	\$ 460,266	\$ 579,537	\$ 498,662	\$ 447,350	\$ 447,350
Transfer in from Utility Fund	605-52550-88-000	-	-	-	-	-	-
Contributions (WA Foundation)	605-33700-10-000	105,000	-	150,000	-	-	-
Sales of Surplus	605-34144-16-000	-	-	-	-	-	-
Sales of Surplus	605-34144-14-000	-	-	-	-	-	-
Insurance Proceeds	605-39100-14-000	-	-	-	-	-	-
Interest Income	605-36110-10-000	2,490	2,490	2,450	2,450	2,450	2,450
TOTAL REVENUES AND OTHER SOURCES		\$ 457,490	\$ 462,756	\$ 731,987	\$ 501,112	\$ 449,800	\$ 449,800
EXPENDITURES & OTHER USES							
Westlake Academy Buses	605-47410-10-000	\$ 105,000	\$ -	\$ 150,000	\$ -	\$ -	\$ -
Fire Dept - Fire Marshal Vehicle	605-47410-14-000	-	-	-	-	60,000	-
Fire Dept - Ambulance M&R	605-47410-14-000	-	260,000	-	-	-	-
Fire Dept - Ladder Truck	605-47410-14-000	-	-	-	-	-	1,000,000
Municipal Court - Marshal Vehicle	605-47410-15-000	-	-	-	-	-	-
Facilities Maintenance Vehicle	605-47410-17-000	-	-	-	50,000	-	-
TOTAL EXPENDITURES		105,000	260,000	150,000	50,000	60,000	1,000,000
Excess Revenues over(under) Expenditures		352,490	202,756	581,987	451,112	389,800	(550,200)
BEGINNING FUND BALANCE		226,358	578,848	781,604	1,363,591	1,814,703	2,204,503
ENDING FUND BALANCE		\$ 578,848	\$ 781,604	\$ 1,363,591	\$ 1,814,703	\$ 2,204,503	\$ 1,654,303

SECTION 06

SPECIAL REVENUE FUNDS

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SPECIAL REVENUE FUNDS

Combined Program Summary

Fiscal Year 2018/2019

Actuals FY 16/17	Adopted Budget FY 17/18	Estimated Budget FY 17/18	Adopted Budget FY 18/19	FY 18/19 vs FY 17/18	Adopted vs Estimated
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REVENUES & OTHER SOURCES

General Sales Tax	\$ 1,297,086	\$ 1,439,500	\$ 1,439,500	\$ 1,700,000	\$ 260,500 18%
Property Tax	-	-	-	-	- 0%
Hotel Tax	751,601	845,000	853,642	853,642	- 0%
Charge for Services	-	-	-	-	- 0%
Beverage Tax	-	-	-	-	- 0%
Franchise Fees	-	-	-	-	- 0%
Permits & Fees	-	-	-	-	- 0%
Permits & Fees Buildings	-	-	-	-	- 0%
Permits & Fees Utility	-	-	-	-	- 0%
Fines & Forfeitures	-	-	-	-	- 0%
Investment Earnings	7,164	5,230	14,881	14,881	- 0%
Contributions	1,013,100	753,000	373,000	197,300	(175,700) -47%
Misc Income	173,237	66,310	112,312	69,587	(42,725) -38%
Total Revenues	3,242,187	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	\$ 3,242,187	\$ 3,109,040	\$ 2,793,335	\$ 2,835,410	\$ 42,075 2%

EXPENDITURES & OTHER USES

Payroll Salaries	\$ -	\$ -	\$ -	\$ -	\$ - 0%
Payroll Transfer In	-	-	-	-	- 0%
Total Payroll and Related	-	-	-	-	- 0%
Debt	-	-	-	-	- 0%
Economic Development	163,578	234,640	238,940	336,940	98,000 41%
Payroll Transfer Out	385,780	518,510	518,510	555,167	36,657 7%
Repair & Maintenance	-	-	-	-	- 0%
Rent & Utilities	38,952	59,789	60,569	80,614	20,045 33%
Services	660,046	377,315	506,270	329,516	(176,754) -35%
Supplies	647	10,000	11,762	11,762	- 0%
Travel & Training	4,116	4,145	5,919	5,919	- 0%
Total Operations & Maintenance	1,253,117	1,204,399	1,341,970	1,319,918	(22,052) -2%
TOTAL OPERATING EXPENDITURES	1,253,117	1,204,399	1,341,970	1,319,918	(22,052) -2%
Capital Project Funds	-	-	-	-	- 0%
Capital Outlay	29,612	-	-	-	- 0%
Maintenance & Replacement Funds	-	-	-	-	- 0%
Total Capital	29,612	-	-	-	- 0%
Transfers Out	2,403,656	1,987,500	1,577,500	1,564,300	(13,200) -1%
Other Uses	-	-	-	-	- 0%
Total Other Uses	2,403,656	1,987,500	1,577,500	1,564,300	(13,200) -1%
TOTAL NON-OPERATING EXPENDITURES	2,433,268	1,987,500	1,577,500	1,564,300	(13,200) -1%
TOTAL EXPENDITURES & OTHER USES	3,686,385	3,191,899	2,919,470	2,884,218	(35,252) -1%

Excess Revenue over(under) Expenditures	(444,198)	(82,859)	(126,135)	(48,808)	77,327 61%
FUND BALANCE, BEGINNING	1,745,641	1,301,443	1,301,443	1,175,308	(126,135) -10%
FUND BALANCE, ENDING	1,301,443	1,218,584	1,175,308	1,126,499	(48,808) -4%
Restricted/Assigned/Committed Funds	1,301,443	1,218,584	1,175,308	1,126,499	(48,808) -4%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	\$ -	\$ -	\$ - 0%

RESTRICTED/ASSIGNED/COMMITTED FUNDS

Cash	\$ 1,301,443	\$ 1,218,584	\$ 1,175,308	\$ 1,126,499	\$ (48,808) -4%
					- 0%
					- 0%
					- 0%
					- 0%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS	\$ 1,301,443	\$ 1,218,584	\$ 1,175,308	\$ 1,126,499	\$ (48,808) -4%

INTERNAL SERVICE FUNDS

Current Year Fund Detail

Fiscal Year 2018/2019

	VA Fund 220	4B Fund 200	ED Fund 210	PID Fund 215	PA Fund 225	LS Fund 418	TOTAL
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REVENUES & 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 Salaries	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Payroll Transfers In	-	-	-	-	-	-	-
Total Payroll & Related	-	-	-	-	-	-	-
Debt	-	-	-	-	-	-	-
Economimc Development	-	-	336,940	-	-	-	336,940
Payroll Transfers Out	555,167	-	-	-	-	-	555,167
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	982,978	-	336,940	-	-	-	1,319,918
TOTAL OPERATING EXPENDITURES	982,978	-	336,940	-	-	-	1,319,918
Capital Project Funds	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Maintenance & Replacement 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 NON-OPERATING EXPENDITURES	-	1,400,000	164,300	-	-	-	1,564,300
TOTAL EXPENDITURES AND OTHER USES	\$ 982,978	\$ 1,400,000	\$ 501,240	\$ -	\$ -	\$ -	\$ 2,884,218

Excess Revenus over(under) Expenditures	(139,083)	-	-	60,000	30,000	275	(48,808)
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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

Fund
220

Visitors Association Fund

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

Visitor Association Fund 220

Program Summary

Fiscal Year 2018/2019

Actuals FY 16/17	Adopted Budget FY 17/18	Estimated Budget FY 17/18	Adopted Budget FY 18/19	FY 18/19 vs FY 17/18	Adopted Estimated
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REVENUES & OTHER SOURCES

General Sales Tax	\$ -	\$ -	\$ -	\$ -	0%
Property Tax	-	-	-	-	0%
Charge for Service	-	-	-	-	0%
Hotel Occupancy Tax	722,423	812,360	816,702	816,702	0%
Beverage Tax	-	-	-	-	0%
Franchise Fees	-	-	-	-	0%
Permits & Fees Other	-	-	-	-	0%
Permits & Fees Building	-	-	-	-	0%
Permits & Fees Utility	-	-	-	-	0%
Fines & Forfeitures	-	-	-	-	0%
Investment Earnings	7,054	5,150	14,606	14,606	0%
Contributions	3,100	3,000	3,000	3,000	0%
Misc Income	2,667	6,310	14,137	9,587	(-32%)
Total Revenues	735,244	826,820	848,445	843,895	(4,550) -0.5%
Transfers In	-	-	-	-	0%
Other Sources	-	-	-	-	0%
Total Other Sources	-	-	-	-	0%
TOTAL REVENUES & OTHER SOURCES	\$ 735,244	\$ 826,820	\$ 848,445	\$ 843,895	\$ (4,550) -0.5%

EXPENDITURES & OTHER USES

Payroll Salaries	\$ -	\$ -	\$ -	\$ -	0%
Payroll Transfers In	-	-	-	-	0%
Total Payroll and Related	-	-	-	-	0%
Debt	-	-	-	-	0%
Economic Development	-	-	-	-	0%
Insurance	-	-	-	-	0%
Payroll Transfers Out	385,780	518,510	518,510	555,167	36,657 7%
Repair & Maintenance	-	-	-	-	0%
Rent & Utilities	38,952	59,789	60,569	80,614	20,045 33%
Services	287,559	317,315	297,159	329,516	32,357 11%
Supplies	647	10,000	11,762	11,762	- 100%
Water Purchases	-	-	-	-	0%
Total Operations & Maintenance	712,937	905,614	888,000	977,059	89,059 10%
TOTAL OPERATING EXPENDITURES	712,937	905,614	888,000	977,059	89,059 10%
Capital Project Funds	-	-	-	-	0%
Capital Outlay	-	-	-	-	0%
Maintenance & Replacement Funds	-	-	-	-	0%
Total Capital and M&R Projects	-	-	-	-	0%
Transfers Out	230,970	-	-	-	0%
Other Sources	-	-	-	-	0%
Total Other Uses	230,970	-	-	-	0%
TOTAL NON-OPERATING EXPENDITURES	230,970	-	-	-	0%
TOTAL EXPENDITURES & OTHER USES	943,907	905,614	888,000	977,059	89,059 10%

Excess Revenues over(under) Expenditures	(208,663)	(78,794)	(39,555)	(133,164)	(93,609) -237%
FUND BALANCE, BEGINNING	1,011,947	799,168	799,168	759,613	(39,555) -5%
FUND BALANCE, ENDING	803,284	720,374	759,613	626,448	(133,164) -18%
Restricted/Assigned/Committed Funds	803,284	720,374	759,613	626,448	(133,164) -18%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	\$ -	\$ -	\$ - 0%

RESTRICTED/ASSIGNED/COMMITTED FUNDS

Cash	220 10110 00 000	\$ 803,284	\$ 720,374	\$ 759,613	\$ 626,448	\$ (133,164)	-18%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS		\$ 803,284	\$ 720,374	\$ 759,613	\$ 626,448	\$ (133,164)	-18%

Section 6 Special Revenue Funds
Visitors Association Fund

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

Funds generated by the occupancy tax are generally restricted to uses that directly promote tourism and the convention and hotel industry. However, Westlake has broader statutory authority under State law than most cities, and may spend hotel/motel occupancy tax funds for any municipal purpose, and so the Town has used these funds to cover various operational costs and capital projects.

Since FY 2004/05, the Town has used Visitors Association Fund revenues to sponsor a shuttle service and a "Group Business Incentive Program" in partnership with the Marriott Solana that have drawn additional visitors to Westlake. This fund also accounts for activities related to the Westlake Historical Board, Public Art Committee, and Westlake's annual Arbor Day celebration.

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

Revenues

- Total revenues are budgeted to be \$843,895
- This represents a 0.5% decrease of \$4,550 from prior year estimated revenues.
 - Hotel Occupancy Tax revenues are projected to remain flat at \$816,702.
 - Miscellaneous income is projected to decrease \$.

Operating Expenditures

- Total operating expenditures are budgeted to be \$977,059
- This represents an 10% increase of \$89,059 from prior year estimated expenditures.
 - Payroll transfers out to the General Fund are budgeted to increase \$36,657 to cover two full time salaries in the Communications department being paid from the Visitors Association Fund; also, a percentage of Administrative, Facilities, Parks, Finance and Human Resources are paid from the Visitors Association Fund.
 - Rent and Utilities are budgeted to increase \$20,045 based on the tiered leasing cost of the new municipal building space in July 2017.
 - Service expenditures increased \$32,357 as a result of an increase for an enhanced municipal app, and the creation of a new municipal style guide to aid all staff in properly implementing our new Town of Westlake branding initiative

Non-Operating Expenditures

- There are no budgeted non-operating expenditures for this fiscal year.
- This represents a 100% decrease of \$211,645 from prior year estimated transfers out.
 - Transfers out to the Debt Service Fund have been removed from the Visitors Association Fund and moved to the property tax supported Debt Service Fund 301. These funds were originally used for debt service payments on Series 2013 General Obligation Refunding Bonds related to the construction of the Westlake Academy Arts and Sciences Center.
 - Transfers Out to General Fund for the Communication's department operating expenditures have been removed from the Visitors Association Fund; these expenditures will now be absorbed by the General Fund.

Fund Balance

- Excess revenues over(under) expenditures are budgeted to be \$(139,083).
- The beginning fund balance is projected to \$753,694
- The ending fund balance is projected to be \$614,610.

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Fund
200

4B Economic Development Fund

The 4B Economic Development Fund collects a ½ cent sales tax to be allocated to qualified development projects.

The 4B Fund has been committed to the repayment of the debt incurred for the Town's Civic Campus project.

4B Economic Development Fund

Program Summary

Fiscal Year 2018/2019

	Actuals FY 16/17	Adopted Budget FY 17/18	Estimated Budget FY 17/18	Adopted Budget FY 18/19	FY 18/19 vs FY 17/18	Adopted Estimated
REVENUES & OTHER SOURCES						
General Sales Tax	\$ 1,162,686	\$ 1,237,500	\$ 1,237,500	\$ 1,400,000	\$ 162,500	13%
Property Tax	-	-	-	-	-	0%
Charge for Service	-	-	-	-	-	0%
Hotel Occupancy Tax	-	-	-	-	-	0%
Beverage Tax	-	-	-	-	-	0%
Franchise Fees	-	-	-	-	-	0%
Permits & Fees Other	-	-	-	-	-	0%
Permits & Fees Building	-	-	-	-	-	0%
Permits & Fees Utility	-	-	-	-	-	0%
Fines & Forfeitures	-	-	-	-	-	0%
Investment Earnings	-	-	-	-	-	0%
Contributions	-	-	-	-	-	0%
Misc Income	-	-	-	-	-	0%
Total Revenues	1,162,686	1,237,500	1,237,500	1,400,000	162,500	13%
Transfers In	-	-	-	-	-	100%
Other Sources	-	-	-	-	-	0%
Total Other Sources	-	-	-	-	-	100%
TOTAL REVENUES & OTHER SOURCES	\$ 1,162,686	\$ 1,237,500	\$ 1,237,500	\$ 1,400,000	\$ 162,500	13%
EXPENDITURES & OTHER USES						
Payroll Salaries	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Payroll Transfers In	-	-	-	-	-	0%
Total Payroll and Related	-	-	-	-	-	0%
Debt	-	-	-	-	-	0%
Economic Development	-	-	-	-	-	0%
Insurance	-	-	-	-	-	0%
Payroll Transfers Out	-	-	-	-	-	0%
Repair & Maintenance	-	-	-	-	-	0%
Rent & Utilities	-	-	-	-	-	0%
Services	-	-	-	-	-	0%
Supplies	-	-	-	-	-	0%
Water Purchases	-	-	-	-	-	0%
Total Operations & Maintenance	-	-	-	-	-	0%
TOTAL OPERATING EXPENDITURES	-	-	-	-	-	0%
Capital Project Funds	-	-	-	-	-	0%
Capital Outlay	-	-	-	-	-	0%
Maintenance & Replacement Funds	-	-	-	-	-	0%
Total Capital and M&R Projects	-	-	-	-	-	0%
Transfers Out	1,162,686	1,237,500	1,237,500	1,400,000	162,500	13%
Other Sources	-	-	-	-	-	0%
Total Other Uses	1,162,686	1,237,500	1,237,500	1,400,000	162,500	13%
TOTAL NON-OPERATING EXPENDITURES	1,162,686	1,237,500	1,237,500	1,400,000	162,500	13%
TOTAL EXPENDITURES & OTHER USES	1,162,686	1,237,500	1,237,500	1,400,000	162,500	13%
Excess Revenues over(under) Expenditures	-	-	-	-	-	0%
FUND BALANCE, BEGINNING	-	-	-	-	-	0%
FUND BALANCE, ENDING	-	-	-	-	-	0%
Restricted/Assigned/Committed Funds	-	-	-	-	-	0%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	\$ -	\$ -	\$ -	0%
RESTRICTED/ASSIGNED/COMMITTED FUNDS						
Cash	200 10110 00 000	\$ -	\$ -	\$ -	\$ -	0%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS	\$ -	\$ -	\$ -	\$ -	\$ -	0%

4B Economic Development Fund Overview

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

Revenues

- Revenues are budgeted to be \$1,400,000
 - This amount represents a 13% increase of \$162,500 from prior year estimated.

Transfers Out

- Transfers out to the Debt Service Fund are budgeted to be \$1,400,000, representing 100% of revenues.
 - This amount represents a 13% of \$162,500 increase from prior year estimated.

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Economic Development Fund

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

Economic Development Fund 210

Program Summary

Fiscal Year 2018/2019

Actuals FY 16/17	Adopted Budget FY 17/18	Estimated Budget FY 17/18	Adopted Budget FY 18/19	FY 18/19 vs FY 17/18	Adopted Estimated
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REVENUES & OTHER SOURCES

General Sales Tax	\$ 134,400	\$ 202,000	\$ 202,000	\$ 300,000	\$ 98,000 49%
Property Tax	-	-	-	-	- 0%
Charge for Service	-	-	-	-	- 0%
Hotel Occupancy Tax	29,178	32,640	36,940	36,940	- 0%
Beverage Tax	-	-	-	-	- 0%
Franchise Fees	-	-	-	-	- 0%
Permits & Fees Other	-	-	-	-	- 0%
Permits & Fees Building	-	-	-	-	- 0%
Permits & Fees Utility	-	-	-	-	- 0%
Fines & Forfeitures	-	-	-	-	- 0%
Investment Earnings	-	-	-	-	- 0%
Contributions	1,010,000	750,000	340,000	164,300	(175,700) -52%
Misc Income	0	-	-	-	- 0%
Total Revenues	1,173,578	984,640	578,940	501,240	(77,700) -13%
Transfers In	-	-	-	-	- 100%
Other Sources	-	-	-	-	- 0%
Total Other Sources	-	-	-	-	- 100%
TOTAL REVENUES & OTHER SOURCES	\$ 1,173,578	\$ 984,640	\$ 578,940	\$ 501,240	\$ (77,700) -13%

EXPENDITURES & OTHER USES

Payroll Salaries	\$ -	\$ -	\$ -	\$ -	\$ - 0%
Payroll Transfers In	-	-	-	-	- 0%
Total Payroll and Related	-	-	-	-	- 0%
Debt	-	-	-	-	- 0%
Economic Development	163,578	234,640	238,940	336,940	98,000 41%
Insurance	-	-	-	-	- 0%
Payroll Transfers Out	-	-	-	-	- 0%
Repair & Maintenance	-	-	-	-	- 0%
Rent & Utilities	-	-	-	-	- 0%
Services	-	-	-	-	- 0%
Supplies	-	-	-	-	- 0%
Water Purchases	-	-	-	-	- 0%
Total Operations & Maintenance	163,578	234,640	238,940	336,940	98,000 41%
TOTAL OPERATING EXPENDITURES	163,578	234,640	238,940	336,940	98,000 41%
Capital Project Funds	-	-	-	-	- 0%
Capital Outlay	-	-	-	-	- 0%
Maintenance & Replacement Funds	-	-	-	-	- 0%
Total Capital and M&R Projects	-	-	-	-	- 0%
Transfers Out	1,010,000	750,000	340,000	164,300	(175,700) -52%
Other Sources	-	-	-	-	- 0%
Total Other Uses	1,010,000	750,000	340,000	164,300	(175,700) -52%
TOTAL NON-OPERATING EXPENDITURES	1,010,000	750,000	340,000	164,300	(175,700) -52%
TOTAL EXPENDITURES & OTHER USES	1,173,578	984,640	578,940	501,240	(77,700) -13%

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

RESTRICTED/ASSIGNED/COMMITTED FUNDS

Cash	210 10110 00 000	\$ 0	\$ -	\$ -	\$ - 0%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS	\$ 0	\$ -	\$ -	\$ -	\$ - 0%

Section 6 Special Revenue Funds

Economic Development Fund Overview

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

Currently, revenues and transfers in are used to:

- Fulfill incentive obligations negotiated with Fidelity Investments and Deloitte University as part of their relocation to Westlake
- Transfer funds to the Westlake Academy Expansion Fund as part of development agreement

The economic development agreement with Deloitte University includes a 50% reimbursement of the 1% general sales tax receipts and 50% of the hotel/motel tax receipts generated through business activities in Westlake.

The agreement with Maguire Partners-Solana Land LP includes a \$10,000 per lot contribution for the benefit of Westlake Academy from the final platting of lots in the Granada residential subdivision and Entrada development.

Revenues and Other Sources

- Total revenues and other sources are budgeted to be \$501,240.
- This represents a 13% decrease of \$77,700 from the prior year estimated.
 - General sales tax increased \$98,000.
 - Hotel occupancy tax remained flat at \$36,940.
 - Contributions are budgeted at \$164,300, a decrease of \$175,000 (52%)
 - Note; these payments are for expected platting and are recorded in the Economic Development Fund and transferred to the Westlake Academy Expansion Fund.

Operating Expenditures

- Total operating expenditures are budgeted to be \$336,940
- This represents a 41% increase of \$98,000 from the prior year estimated.
 - Economic development increased \$98,000 in sales tax.
 - Schwab Sales tax increased \$200,000 from prior year
 - Deloitte Sales Tax decreased \$102,000 from prior year
 - Deloitte Hotel Tax to remain flat at \$36,940

Non-Operating Expenditures

- Total non-operating expenditures are budgeted to be \$164,300
- This represents a 52% decrease of \$175,700 from the prior year estimated.
 - Transfers out to the Westlake Academy Expansion Fund decreased based on the expected platting.

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Local Public Improvement District

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

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

Local Public Improvement District Fund 215

Program Summary

Fiscal Year 2018/2019

	Actuals FY 16/17	Adopted Budget FY 17/18	Estimated Budget FY 17/18	Adopted Budget FY 18/19	FY 18/19 vs FY 17/18	Adopted Estimated
REVENUES & OTHER SOURCES						
General Sales Tax	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Property Tax	-	-	-	-	-	0%
Charge for Service	-	-	-	-	-	0%
Hotel Occupancy Tax	-	-	-	-	-	0%
Beverage Tax	-	-	-	-	-	0%
Franchise Fees	-	-	-	-	-	0%
Permits & Fees Other	-	-	-	-	-	0%
Permits & Fees Building	-	-	-	-	-	0%
Permits & Fees Utility	-	-	-	-	-	0%
Fines & Forfeitures	-	-	-	-	-	0%
Investment Earnings	-	-	-	-	-	0%
Contributions	-	-	-	-	-	0%
Misc Income	170,569	60,000	98,175	60,000	(38,175)	-39%
Total Revenues	170,569	60,000	98,175	60,000	(38,175)	-39%
Transfers In	-	-	-	-	-	0%
Other Sources	-	-	-	-	-	0%
Total Other Sources	-	-	-	-	-	0%
TOTAL REVENUES & OTHER SOURCES	\$ 170,569	\$ 60,000	\$ 98,175	\$ 60,000	\$ (38,175)	-39%
EXPENDITURES & OTHER USES						
Payroll Salaries	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Payroll Transfers In	-	-	-	-	-	0%
Total Payroll and Related	-	-	-	-	-	0%
Debt	-	-	-	-	-	0%
Economic Development	-	-	-	-	-	0%
Insurance	-	-	-	-	-	0%
Payroll Transfers Out	-	-	-	-	-	0%
Repair & Maintenance	-	-	-	-	-	0%
Rent & Utilities	-	-	-	-	-	0%
Services	372,487	60,000	209,111	-	(209,111)	-100%
Supplies	-	-	-	-	-	0%
Water Purchases	-	-	-	-	-	0%
Total Operations & Maintenance	372,487	60,000	209,111	-	(209,111)	-100%
TOTAL OPERATING EXPENDITURES	372,487	60,000	209,111	-	(209,111)	-100%
Capital Project Funds	-	-	-	-	-	0%
Capital Outlay	29,612	-	-	-	-	0%
Maintenance & Replacement Funds	-	-	-	-	-	0%
Total Capital and M&R Projects	29,612	-	-	-	-	0%
Transfers Out	-	-	-	-	-	0%
Other Sources	-	-	-	-	-	0%
Total Other Uses	-	-	-	-	-	0%
TOTAL NON-OPERATING EXPENDITURES	29,612	-	-	-	-	0%
TOTAL EXPENDITURES & OTHER USES	402,099	60,000	209,111	-	(209,111)	-100%
Excess Revenues over(under) Expenditures	(231,529)	-	(110,936)	60,000	170,936	154%
FUND BALANCE, BEGINNING	720,015	488,485	488,485	377,549	(110,936)	-23%
FUND BALANCE, ENDING	488,485	488,485	377,549	437,549	60,000	16%
Restricted/Assigned/Committed Funds	488,485	488,485	377,549	437,549	60,000	16%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	\$ -	\$ -	\$ -	0%
RESTRICTED/ASSIGNED/COMMITTED FUNDS						
Cash 215 10110 00 000	\$ 488,485	\$ 488,485	\$ 377,549	\$ 437,549	\$ 60,000	16%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS	\$ 488,485	\$ 488,485	\$ 377,549	\$ 437,549	\$ 60,000	16%

Local Public Improvement District Overview

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

The District was created by ordinance in February 2014 to finance the construction of public infrastructure (such as water lines and streets) in the Entrada subdivision. This fund was created to segregate "Local" PID expenditures from the Capital Project Fund.

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

Revenues and Transfers In

- Revenues and other sources are budgeted to be \$60,000.
- This represents a 39% decrease of \$38,175 from the prior year estimated.
 - Miscellaneous income decreased \$38,175

Expenditures and Transfers Out

- There are not budgeted expenditures and other uses.
- This represents an 100% decrease of \$209,111 from the prior year estimated.
 - Service expenditures decreased \$209,111.

Fund Balance

- The ending fund balance is projected to be \$437,549.

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Public Arts Fund

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

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

Public Arts Fund 225

Program Summary

Fiscal Year 2018/2019

Actuals FY 16/17	Adopted Budget FY 17/18	Estimated Budget FY 17/18	Adopted Budget FY 18/19	FY 18/19 vs FY 17/18	Adopted Estimated
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REVENUES & OTHER SOURCES

General Sales Tax	\$ -	\$ -	\$ -	\$ -	0%
Property Tax	-	-	-	-	0%
Charge for Service	-	-	-	-	0%
Hotel Occupancy Tax	-	-	-	-	0%
Beverage Tax	-	-	-	-	0%
Franchise Fees	-	-	-	-	0%
Permits & Fees Other	-	-	-	-	0%
Permits & Fees Building	-	-	-	-	0%
Permits & Fees Utility	-	-	-	-	0%
Fines & Forfeitures	-	-	-	-	0%
Investment Earnings	-	-	-	-	0%
Contributions	-	-	30,000	30,000	0%
Misc Income	-	-	-	-	0%
Total Revenues	-	-	30,000	30,000	0%
Transfers In	-	-	-	-	0%
Other Sources	-	-	-	-	0%
Total Other Sources	-	-	-	-	0%
TOTAL REVENUES & OTHER SOURCES	\$ -	\$ -	\$ 30,000	\$ 30,000	0%

EXPENDITURES & OTHER USES

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

Excess Revenues over(under) Expenditures	-	-	30,000	30,000	- 0%
FUND BALANCE, BEGINNING	-	-	-	30,000	
FUND BALANCE, ENDING	-	-	30,000	60,000	30,000 100%
Restricted/Assigned/Committed Funds	-	-	30,000	60,000	30,000 100%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	\$ -	\$ -	\$ - 0%

RESTRICTED/ASSIGNED/COMMITTED FUNDS

Cash 225 10110 00 000	\$ -	\$ -	\$ 30,000	\$ 60,000	\$ 30,000 100%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS	\$ -	\$ -	\$ 30,000	\$ 60,000	\$ 30,000 100%

The Town of Westlake, through its Texas Public Arts Competition Advisory Committee, is accepting qualifications from artists for a Public Art installation at the corner of Davis Boulevard (FM1938) and Davis Road in Westlake Texas. This is the first in a series of such pieces planned for the Town and will, therefore, set an artistic standard for future works. The site is part of a larger tract shared with Westlake's new Fire Station Complex, now under construction.

Revenues and Transfers In

- Revenues budgeted to remain flat at \$30,000 for contributions.

Expenditures and Transfers Out

- There have been no fund expenditures since inception.

Fund Balance

- The ending fund balance is projected to be \$60,000.

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Lone Star Public Fund

The Lone Star Public Fund was founded in 1996 and was designed to provide for the acquisition, construction, rehabilitation, repair, equipping, furnishing and placement in service of public facilities in an orderly, planned manner and at the lowest possible borrowing costs.

Lone Star Public Fund 418
Program Summary
Fiscal Year 2018/2019

Actuals FY 16/17	Adopted Budget FY 17/18	Estimated Budget FY 17/18	Adopted Budget FY 18/19	FY 18/19 vs FY 17/18	Adopted Estimated
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REVENUES & OTHER SOURCES

General Sales Tax	\$ -	\$ -	\$ -	\$ -	0%
Property Tax	-	-	-	-	0%
Charge for Service	-	-	-	-	0%
Hotel Occupancy Tax	-	-	-	-	0%
Beverage Tax	-	-	-	-	0%
Franchise Fees	-	-	-	-	0%
Permits & Fees Other	-	-	-	-	0%
Permits & Fees Building	-	-	-	-	0%
Permits & Fees Utility	-	-	-	-	0%
Fines & Forfeitures	-	-	-	-	0%
Investment Earnings	110	80	275	275	0%
Contributions	-	-	-	-	0%
Misc Income	-	-	-	-	0%
Total Revenues	110	80	275	275	0%
Transfers In	-	-	-	-	100%
Other Sources	-	-	-	-	0%
Total Other Sources	-	-	-	-	100%
TOTAL REVENUES & OTHER SOURCES	\$ 110	\$ 80	\$ 275	\$ 275	\$ - 0%

EXPENDITURES & OTHER USES

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

Excess Revenues over(under) Expenditures	110	80	275	275	- 0%
FUND BALANCE, BEGINNING	13,679	13,790	13,790	14,065	275 2%
FUND BALANCE, ENDING	13,790	13,870	14,065	14,340	275 2%
Restricted/Assigned/Committed Funds	13,790	13,870	14,065	14,340	275 2%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	\$ -	\$ -	\$ - 0%

RESTRICTED/ASSIGNED/COMMITTED FUNDS

Cash	418 10110 00 000	\$ 13,790	\$ 13,870	\$ 14,065	\$ 14,340	\$ 275	2%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS		\$ 13,790	\$ 13,870	\$ 14,065	\$ 14,340	\$ 275	2%

Section 6 Special Revenue Funds
Lone Star Public Facilities Overview

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

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

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

Revenues

- Total revenues are budgeted to be are \$275 in interest earnings.

Expenditures

- There have been no fund expenditures since inception.

Fund Balance

- The ending fund balance is projected to be \$14,340.

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SECTION 07

DEBT SERVICE FUNDS

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DEBT SERVICE FUNDS

Combined Program Summary

Fiscal Year 2018/2019

Actuals FY 16/17	Adopted Budget FY 17/18	Estimated Budget FY 17/18	Adopted Budget FY 18/19	FY 18/19 vs FY 17/18	Adopted vs Estimated
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REVENUES & OTHER SOURCES

General Sales Tax	\$ -	\$ -	\$ -	\$ -	0%
Property Tax	95,189	271,411	296,984	256,878	(40,106) -14%
Hotel Tax	-	-	-	-	0%
Charge for Services	-	-	-	-	0%
Beverage Tax	-	-	-	-	0%
Franchise Fees	-	-	-	-	0%
Permits & Fees Other	-	-	-	-	0%
Permits & Fees Buildings	-	-	-	-	0%
Permits & Fees Utility	-	-	-	-	0%
Fines & Forfeitures	-	-	-	-	0%
Investment Earnings	-	-	-	-	0%
Contributions	-	-	-	-	0%
Misc Income	(0)	-	-	-	0%
Total Revenues	95,189	271,411	296,984	256,878	(40,106) -14%
Transfers In	2,065,730	2,710,068	2,412,169	2,405,901	(6,268) 0%
Other Sources	6,569,059	-	-	-	0%
Total Other Sources	8,634,789	2,710,068	2,412,169	2,405,901	(6,268) 100%
TOTAL REVENUES & OTHER SOURCES	\$ 8,729,977	\$ 2,981,479	\$ 2,709,153	\$ 2,662,779	\$ (46,374) -2%

EXPENDITURES & OTHER USES

Payroll Salaries	\$ -	\$ -	\$ -	\$ -	0%
Payroll Transfer In	-	-	-	-	0%
Total Payroll and Related	-	-	-	-	0%
Debt	2,178,225	2,987,768	2,688,113	2,689,990	1,877 0%
Economic Development	-	-	-	-	0%
Insurance	-	-	-	-	0%
Payroll Transfer Out	-	-	-	-	0%
Repair & Maintenance	-	-	-	-	0%
Rent & Utilities	-	-	-	-	0%
Services	117,793	-	2,180	3,610	1,430 66%
Supplies	-	-	-	-	0%
Water Purchases	-	-	-	-	0%
Total Operations & Maintenance	2,296,018	2,987,768	2,690,293	2,693,600	3,307 0%
TOTAL OPERATING EXPENDITURES	2,296,018	2,987,768	2,690,293	2,693,600	3,307 0%
Capital Project Funds	-	-	-	-	0%
Capital Outlay	-	-	-	-	0%
Maintenance & Replacement Funds	-	-	-	-	0%
Total Capital	-	-	-	-	0%
Transfers Out	-	-	-	-	0%
Other Uses	6,452,467	-	-	-	0%
Total Other Uses	6,452,467	-	-	-	0%
TOTAL NON-OPERATING EXPENDITURES	6,452,467	-	-	-	0%
TOTAL EXPENDITURES & OTHER USES	\$ 8,748,484	\$ 2,987,768	\$ 2,690,293	\$ 2,693,600	\$ 3,307 0%

Excess Revenues over(under) Expenditures	(18,507)	(6,289)	18,860	(30,821)	(49,681) 263%
FUND BALANCE, BEGINNING	30,468	11,961	11,961	30,821	18,860 158%
FUND BALANCE, ENDING	11,961	5,671	30,821	(0)	(30,821) -100%
Restricted/Assigned/Committed Funds	11,961	5,671	30,821	(0)	(30,821) -100%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	\$ -	\$ -	\$ - 0%

RESTRICTED/ASSIGNED/COMMITTED FUNDS

Cash	\$ 11,961	\$ 5,671	\$ 30,821	\$ (0)	\$ (30,821) -100%
-	-	-	-	-	0%
-	-	-	-	-	0%
-	-	-	-	-	0%
-	-	-	-	-	0%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS	\$ 11,961	\$ 5,671	\$ 30,821	\$ (0)	\$ (30,821) -100%

DEBT SERVICE FUNDS

Current Year Fund Detail

Fiscal Year 2018/2019

	DS Fund 300	DS Fund 301	TOTAL
REVENUES & 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 Salaries	\$ -	\$ -	\$ -
Payroll Transfers In	-	-	-
Total Payroll & Related	-	-	-
Debt	2,403,171	286,819	2,689,990
Economic Development	-	-	-
Insurance	-	-	-
Payroll Transfers Out	-	-	-
Repair & Maintenance	-	-	-
Rent & Utilities	-	-	-
Services	2,730	880	3,610
Supplies	-	-	-
Water Purchases	-	-	-
Total Operations & Maintenance	2,405,901	287,699	2,693,600
TOTAL OPERATING EXPENDITURES	2,405,901	287,699	2,693,600
Capital Project Funds	-	-	-
Capital Outlay	-	-	-
Maintenance & Replacement Funds	-	-	-
Total Capital	-	-	-
Transfers Out	-	-	-
Other Uses	-	-	-
Total Other Uses	-	-	-
TOTAL NON-OPERATING EXPENDITURES	-	-	-
TOTAL EXPENDITURES AND OTHER USES	\$ 2,405,901	\$ 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)

Section 7 Debt Service Funds
Debt Service Funds Overview

The two Debt Service Funds for the Town of Westlake are used to manage payments on all general government related debt associated with the construction of Westlake Academy facilities. Any future debt issuances will also be paid from these two funds.

Town Council and staff are dedicated to a conservative pattern of debt issuance that ensures property tax rates remain among the lowest in the region and attractive to prospective businesses and residents. Recognizing that long-term debt is usually a more expensive financing method, alternative financing sources will be explored before debt is issued. When debt is issued, it will be used to acquire major assets with expected lives which equal or exceed the average life of the debt issue.

Debt Management Practices

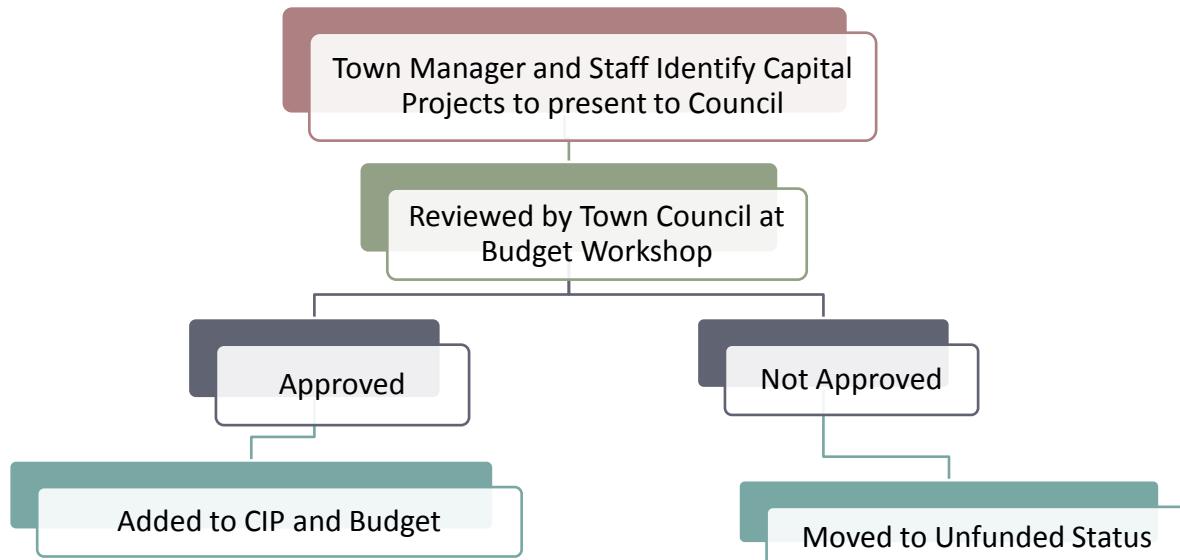
Debt management policies are written guidelines and restrictions that affect the amount and type of debt issued by a state or local government, the issuance process, and the management of a debt portfolio. A debt management policy improves the quality of decisions, provides justification for the structure of debt issuance, identifies policy goals, and demonstrates a commitment to long-term financial planning, including a multi-year capital plan.

Adherence to a debt management policy signals to rating agencies and the capital markets that a government is well managed and should meet its obligations in a timely manner. Debt levels and their related annual costs are important long-term obligations that must be managed within available resources. An effective debt management policy provides guidelines for a government to manage its debt program in line with those resources.

The Town of Westlake debt management policies are reviewed annually and revised as necessary and address the following:

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

Debt Approval Process



Section 7 Debt Service Funds
Debt Service Funds Overview

Debt Limits

Define specific limits or acceptable ranges for each type of debt. Limits are generally set for legal, public policy, and financial reasons. For the Town of Westlake there is no legal limit to debt except by way of a tax rate limit.

- a. *Legal limits* are determined by:
 - o State constitution and/or law which limit the Town's ad valorem rate.
 - o Local charter, by-laws, resolution or ordinance, or covenant.
- b. *Public Policy* limits include:
 - o Purposes for which debt proceeds may be used or prohibited,
 - o Types of debt that may be issued or prohibited,
 - o Relationship to and integration with the Capital Improvement Program,
 - o Policy goals related to economic development, capital improvement financings, tax increment financing, and public-private partnerships.
- c. *Financial limits* generally reflect policy or other financial resource constraints. Appropriate debt limits can positively impact bond ratings, if the government demonstrates adherence to such policies over time. Financial limits are often expressed as ratios customarily used by credit analysts. Different criteria for determining credit worthiness i.e. credit rating). Direct Debt can be measured or limited by the following ratios
 - o Debt per capita,
 - o Debt to personal income,
 - o Debt to taxable property value
 - o Debt service payments as a percentage of general fund revenues or expenditures.

Debt Issuance Analysis

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

Debt Structuring Practices

Includes specific policies regarding the debt structuring practices for each type of bond, including:

- Maximum term (often stated in absolute terms or based on the useful life of the asset),
- Average maturity,
- Debt service pattern such as equal payments or equal principal amortization,
- Use of optional redemption features that reflect market conditions and/or needs of the government,
- Use of variable or fixed-rate debt, credit enhancements, and short-term debt, and limitations as to when each can be used, and
- Other structuring practices should be considered such as capitalized interest, deferral of principal and/or other internal credit support, including general obligation pledges.

Debt Issuance Practices

Provides guidance regarding the issuance process, which may differ for each type of debt. These practices include:

- Criteria for determining the sale method (competitive, negotiated, placement) and investment of proceeds,
- Criteria for issuance of advance refunding and current refunding bonds,
- Selection and use of professional service providers,
- Use of comparative bond pricing services or market indices as a benchmark in negotiated transactions, as well as to evaluate final bond pricing results, and
- Use of credit ratings, minimum bond ratings, determination of the number of ratings, and selection of rating services.

Analysis of Debt Issuance and Debt Issuance Alternatives

Staff will explore alternatives to the issuance of debt for capital acquisitions and construction projects. These alternatives will include, but not be limited to,

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

Use of Debt Financing

The useful life of the asset or project shall, at a minimum, exceed the payout schedule of any debt the Town assumes.

1. **Debt financing instruments to be considered by the Town may include:**
 - General obligation bonds - These must be authorized by a vote of the citizens of Westlake.
 - Revenue bonds - These bonds generate capital requirements necessary for continuation or expansion of a service which produces revenue and for which the asset may reasonably be expected to provide for a revenue stream to fund the debt service requirement.
 - Certificates of obligation - These can be authorized by Council approval with debt service by either general revenues or backed by a specific revenue stream or a combination of both.
 - Lease/purchase agreements - These shall only be used to purchase capital assets that cannot be financed from either current revenues or fund balance/retained earnings and to fund infrastructure improvements and additions.
2. **Assumption of Additional Debt** - The Town shall not assume more tax-supported general-purpose debt than it retires each year without first conducting an objective analysis as to the community's ability to assume and support additional debt service payments.
3. **Affordability Targets** - The Town shall use an objective multi-year analytical approach to determine whether it can afford to assume new general-purpose debt beyond what it retires each year. This process shall compare generally accepted standards of affordability to the current values for the Town. The process shall also examine the direct costs and benefits of the proposed expenditures. The decision on whether or not to assume new debt shall be based on these costs and benefits and on the Town's ability to "afford" new debt as determined by the aforementioned standards. The Town shall strive to achieve and/or maintain these standards at a low to moderate classification.
4. **Debt Structure** - The Town shall structure its debt payment schedules for general purpose debt to ensure level principal repayment schedules. The Town shall not assume any debt with "balloon" repayment schedules which consist of low annual payments and one large payment of the balance due at the end of the term. While balloon payment structures minimize the size of debt payments during the period, they force a large funding requirement on the budget of the final year. Given the uncertainties of the future, level payment schedules improve budget planning and financial management.
5. **Sale Process** - The Town shall use a competitive bidding process in the sale of debt unless the nature of the issue warrants a negotiated bid. The Town shall award bonds based on a true interest cost (TIC) basis as long as the financial advisor agrees that the TIC basis can satisfactorily determine the lowest and best bid.

Section 7 Debt Service Funds
Debt Service Funds Overview

6. **Bond Rating Agencies Presentations** - Full disclosure of operations and open lines of communication shall be made to the bond rating agencies. Town staff, with assistance of financial advisors, shall prepare the necessary materials and presentation to the bond rating agencies.
7. **Continuing Disclosure** - The Town is committed to continuing disclosure of financial and pertinent credit information relevant to the Town's outstanding securities.
8. **Debt Refunding** - Town staff and the financial advisor shall monitor the municipal bond market for opportunities to obtain interest savings by refunding outstanding debt. As a general rule, the present value savings of a particular refunding should exceed 3.5% of the refunded maturities.

Debt per Capita

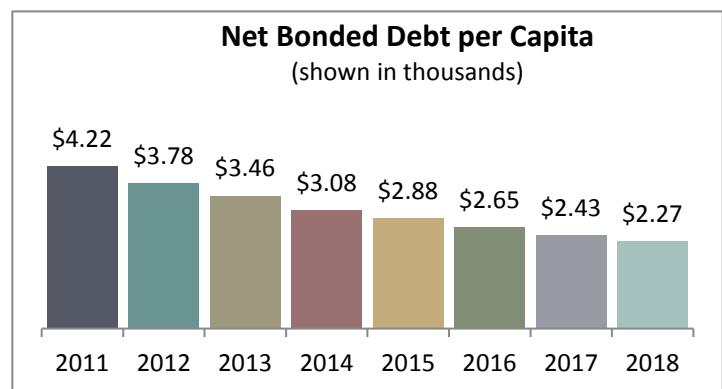
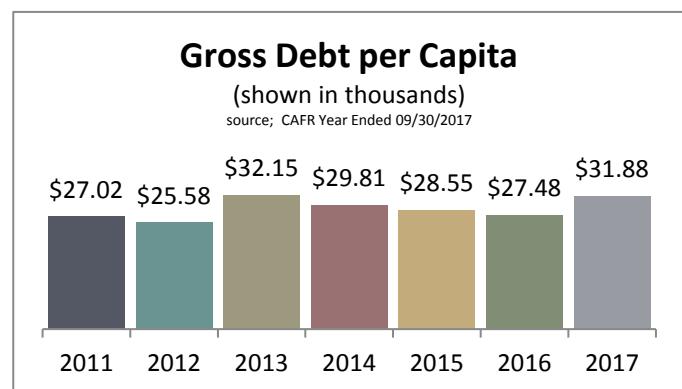
In order to make apples-to-apples comparisons of debt levels between different municipalities, analysts often use measures like debt per capita, or the amount of bonded debt outstanding for each resident. It does not include interest expense.

It is important to note, the rating agencies take into consideration not only gross debt ratios, but more notably net debt ratios. While the Town's bonded debt is ultimately secured by a pledge of its ad valorem tax, the majority of it is actually paid from municipal sales tax revenues and other sources.

The following series are currently being paid with property taxes.

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

This comparison results in a more accurate reflection of the Town's net debt per capita. Series 2019 COs for roads, trails and facility improvements will be included in FY19/20.



Debt Service Fund *(non-property tax revenue supported)*

This section provides a summary of the annual principal and interest payments for all outstanding bonded debt and capital leases.

The Town's debt is funded through dedicated, self-supporting revenue streams such as sales tax revenues.

The Town issues general obligation bonds and certificates of obligation to provide for the acquisition and construction of major capital facilities and infrastructure.

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Debt Service Fund 300 (Non-Tax Revenue Supported)

Program Summary

Fiscal Year 2018/2019

Actuals FY 16/17	Adopted Budget FY 17/18	Estimated Budget FY 17/18	Adopted Budget FY 18/19	FY 18/19 vs FY 17/18	Adopted Estimated
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REVENUES & OTHER SOURCES

General Sales Tax	\$ -	\$ -	\$ -	\$ -	0%
Property Tax	-	-	-	-	0%
Charge for Service	-	-	-	-	0%
Hotel Occupancy Tax	-	-	-	-	0%
Beverage Tax	-	-	-	-	0%
Franchise Fees	-	-	-	-	0%
Permits & Fees Other	-	-	-	-	0%
Permits & Fees Building	-	-	-	-	0%
Permits & Fees Utility	-	-	-	-	0%
Fines & Forfeitures	-	-	-	-	0%
Investment Earnings	-	-	-	-	0%
Contributions	-	-	-	-	0%
Misc Income	-	-	-	-	0%
Total Revenues	-	-	-	-	0%
Transfers In	2,065,730	2,710,068	2,412,169	2,405,901	(6,268) -0.26%
Other Sources	6,569,059	-	-	-	0%
Total Other Sources	8,634,789	2,710,068	2,412,169	2,405,901	(6,268) -0.26%
TOTAL REVENUES & OTHER SOURCES	\$ 8,634,789	\$ 2,710,068	\$ 2,412,169	\$ 2,405,901	\$ (6,268) -0.26%

EXPENDITURES & OTHER USES

Payroll Salaries	\$ -	\$ -	\$ -	\$ -	0%
Payroll Transfers In	-	-	-	-	0%
Total Payroll and Related	-	-	-	-	0%
Debt	2,065,107	2,710,068	2,410,429	2,403,171	(7,258) 0%
Economic Development	-	-	-	-	0%
Insurance	-	-	-	-	0%
Payroll Transfers Out	-	-	-	-	0%
Repair & Maintenance	-	-	-	-	0%
Rent & Utilities	-	-	-	-	0%
Services	117,793	-	1,740	2,730	990 57%
Supplies	-	-	-	-	0%
Water Purchases	-	-	-	-	0%
Total Operations & Maintenance	2,182,900	2,710,068	2,412,169	2,405,901	(6,268) 0%
TOTAL OPERATING EXPENDITURES	2,182,900	2,710,068	2,412,169	2,405,901	(6,268) 0%
Capital Project Funds	-	-	-	-	0%
Capital Outlay	-	-	-	-	0%
Maintenance & Replacement Funds	-	-	-	-	0%
Total Capital and M&R Projects	-	-	-	-	0%
Transfers Out	-	-	-	-	0%
Other Sources	-	-	-	-	0%
Total Other Uses	-	-	-	-	0%
TOTAL NON-OPERATING EXPENDITURES	-	-	-	-	0%
TOTAL EXPENDITURES & OTHER USES	2,182,900	2,710,068	2,412,169	2,405,901	(6,268) -0.26%

Excess Revenues over(under) Expenditures	6,451,889	-	-	-	0%
FUND BALANCE, BEGINNING	578	-	-	-	0%
FUND BALANCE, ENDING	6,452,467	-	-	-	0%
Restricted/Assigned/Committed Funds	6,452,467	-	-	-	0%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	\$ -	\$ -	0%

RESTRICTED/ASSIGNED/COMMITTED FUNDS

Cash	300 10110 00 000	\$ 6,452,467	\$ -	\$ -	\$ -	0%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS		\$ 6,452,467	\$ -	\$ -	\$ -	0%

Section 7 Debt Service Funds
Debt Service Fund 300 Overview

This Debt Service Fund is used to manage payments on all general government related debt except for property tax supported debt which is paid through Fund 301. Town Council and staff are dedicated to a conservative pattern of debt issuance that ensures property tax rates remain among the lowest in the region and attractive to prospective businesses and residents.

Recognizing long-term debt is usually a more expensive financing method, alternative financing sources are explored before debt is issued. When debt is issued, it will be used to acquire major assets with expected lives which equal or exceed the average life of the debt issue. Transfers from 4B Economic Development Fund and the General Fund comprise the bulk of this debt service fund revenues.

In FY17/18 the series 2013 refunding debt payments (originally series 2008 noted below) for the Westlake Academy Arts and Sciences building has been moved to Debt Service Fund 301 to be covered by property tax revenues as these bonds are tax supported.

Revenues and Other Sources

- Total Transfers In are budgeted to be \$2,405,901,
- This represents a .26% decrease of \$6,268 from prior year estimated.

Expenditures and Other Uses

- Debt service expenditures are budgeted to be \$2,405,901
- This represents a .26% decrease of \$6,268 from prior year estimated.
- This is comprised of a payment reduction to Series 2011 GO-Refunding of \$6,225; a payment reduction to Series 2016 CO of \$1,075; an increase of \$990 increase to bank service charges.

Bond Issuances for Westlake Academy

- \$ 8,500,000 Series 2013 Certificates of Obligation for WA expansion of 3 Buildings

Bond Refundings for Westlake Academy

- \$7,375,000 Series 2011 General Obligation Refunding Bonds
 - Refunding of Series 2002 and 2003 (Phase 1 and 2 construction)
- \$ 1,980,000 Series 2014 General Obligation Refunding Bonds
 - Refunding of Series 2003 (phase 2 construction)
- \$5,795,000 Series 2017 General Obligation Refunding Bonds
 - Refunding of Series 2007 (a refunding of series 2002)

Bond Issuances for the Fire Station/EMS Complex

- \$9,204,000 Series 2016 Certificates of Obligation
- \$1,530,000 Series 2017 Tax Note

Debt Service Fund 300

Revenue Supported Debt

Fire Station Complex						
Fire Station Complex			Fire Station Complex			
Pymt No.		Fiscal Year	SERIES 2017 Texas Tax Note		SERIES 2016 CO	
Program 16		TOTAL	Program 17		TOTAL	TOTAL
Principal	Interest		Principal	Interest		
1	2019	212,000	22,118	234,118	205,000	304,725
2	2020	215,000	18,254	233,254	210,000	298,500
3	2021	219,000	14,326	233,326	215,000	292,125
4	2022	223,000	10,326	233,326	225,000	285,525
5	2023	227,000	6,254	233,254	230,000	278,700
6	2024	232,000	2,100	234,100	235,000	271,725
7	2025	-	-	-	245,000	264,525
8	2026	-	-	-	250,000	257,100
9	2027	-	-	-	260,000	249,450
10	2028	-	-	-	265,000	241,575
11	2029	-	-	-	275,000	233,475
12	2030	-	-	-	285,000	225,075
13	2031	-	-	-	290,000	216,450
14	2032	-	-	-	300,000	207,600
15	2033	-	-	-	310,000	198,450
16	2034	-	-	-	320,000	189,000
17	2035	-	-	-	330,000	179,250
18	2036	-	-	-	340,000	169,200
19	2037	-	-	-	350,000	158,850
20	2038	-	-	-	360,000	146,400
21	2039	-	-	-	375,000	131,700
22	2040	-	-	-	390,000	116,400
23	2041	-	-	-	410,000	100,400
24	2042	-	-	-	425,000	83,700
25	2043	-	-	-	440,000	66,400
26	2044	-	-	-	460,000	48,400
27	2045	-	-	-	480,000	29,600
30	2046	-	-	-	500,000	10,000
TOTAL		\$ 1,328,000	\$ 73,377	\$ 1,401,377	\$ 8,980,000	\$ 5,254,300
Issued By:		The Independent Bank		US Bank		
Account No:		ML-0000-93465		251-965-000		
Original Issue:		\$1,530,000.00		\$9,204,000.00		
Issue Date:		March 2017		March 2017		
End Date:		7 years = 2024		30 years = 2046		

Debt Service Fund 300

Revenue Supported Debt

Westlake Academy							
		Refunding of 2007 (orig 2002)			Refunding of 2003		
Pymt No.	Fiscal Year	SERIES 2017 GO-Refunding			SERIES 2014 GO-Refunding		
		Program 15	TOTAL		Program 14	TOTAL	
Principal	Interest		Principal	Interest		Principal	Interest
1	2019	30,000	227,025	257,025	5,000	64,860	69,860
2	2020	35,000	226,375	261,375	5,000	64,680	69,680
3	2021	35,000	225,675	260,675	5,000	64,500	69,500
4	2022	35,000	224,888	259,888	5,000	64,320	69,320
5	2023	35,000	223,925	258,925	5,000	64,140	69,140
6	2024	40,000	222,800	262,800	5,000	63,960	68,960
7	2025	605,000	210,100	815,100	5,000	63,780	68,780
8	2026	625,000	185,500	810,500	5,000	63,600	68,600
9	2027	645,000	160,100	805,100	5,000	63,420	68,420
10	2028	675,000	133,700	808,700	5,000	63,240	68,240
11	2029	715,000	105,900	820,900	350,000	56,150	406,150
12	2030	735,000	76,900	811,900	360,000	41,950	401,950
13	2031	775,000	46,700	821,700	375,000	27,250	402,250
14	2032	780,000	15,600	795,600	395,000	9,874	404,874
15	2033	-	-	-	-	-	-
16	2034	-	-	-	-	-	-
17	2035	-	-	-	-	-	-
18	2036	-	-	-	-	-	-
19	2037	-	-	-	-	-	-
20	2038	-	-	-	-	-	-
21	2039	-	-	-	-	-	-
22	2040	-	-	-	-	-	-
23	2041	-	-	-	-	-	-
24	2042	-	-	-	-	-	-
25	2043	-	-	-	-	-	-
26	2044	-	-	-	-	-	-
27	2045	-	-	-	-	-	-
30	2046	-	-	-	-	-	-
TOTAL		\$ 5,765,000	\$ 2,285,188	\$ 8,050,188	\$ 1,530,000	\$ 775,724	\$ 2,305,724
Issued By:		US Bank			US Bank		
Account No:		231-799-000			207-801-000		
Original Issue:		\$5,795,000.00			\$1,980,000.00		
Issue Date:		March 2007			January 2014		
End Date:		ends 2032			ends 2032		

Debt Service Fund 300

Revenue Supported Debt

Westlake Academy						
		Partial refunding of 2002 & 2003		Westlake Academy Expansion		
Pymt No.	Fiscal Year	SERIES 2011 GO-Refunding		SERIES 2013 CO		
		Program 10	TOTAL	Program 12	Interest	TOTAL
Principal	Interest			Principal	Interest	
1 2019		715,000	171,425	886,425	182,450	263,568 446,018
2 2020		730,000	149,750	879,750	191,350	259,830 451,180
3 2021		750,000	127,550	877,550	191,350	255,525 446,875
4 2022		770,000	104,750	874,750	200,250	250,630 450,880
5 2023		790,000	81,350	871,350	204,700	245,056 449,756
6 2024		820,000	55,150	875,150	213,600	238,781 452,381
7 2025		260,000	36,250	296,250	213,600	232,373 445,973
8 2026		260,000	27,150	287,150	226,950	225,765 452,715
9 2027		275,000	17,100	292,100	231,400	218,601 450,001
10 2028		290,000	5,800	295,800	240,300	210,936 451,236
11 2029		-	-	-	347,100	200,956 548,056
12 2030		-	-	-	360,450	188,574 549,024
13 2031		-	-	-	369,350	175,803 545,153
14 2032		-	-	-	529,550	158,748 688,298
15 2033		-	-	-	280,350	142,550 422,900
16 2034		-	-	-	293,700	131,069 424,769
17 2035		-	-	-	307,050	119,054 426,104
18 2036		-	-	-	320,400	106,505 426,905
19 2037		-	-	-	329,300	94,129 423,429
20 2038		-	-	-	342,650	81,950 424,600
21 2039		-	-	-	356,000	69,287 425,287
22 2040		-	-	-	369,350	55,447 424,797
23 2041		-	-	-	382,700	40,406 423,106
24 2042		-	-	-	400,500	24,742 425,242
25 2043		-	-	-	418,300	8,366 426,666
26 2044		-	-	-	-	-
27 2045		-	-	-	-	-
30 2046		-	-	-	-	-
TOTAL		\$ 5,660,000	\$ 776,275	\$ 6,436,275	\$ 7,502,700	\$ 3,998,651 \$ 11,501,351
Issued By:		US Bank		US Bank		
Account No:		156-460-000		203-909-000		
Original Issue:		\$7,375,000.00		\$8,500,000.00		
Issue Date:		December 2011		April 2013		
End Date:		20 years = ends 2028		30 years = ends 2043		

Debt Service Fund 300

Revenue Supported Debt

Pymt No.	Fiscal Year	GRAND TOTAL		
		Principal	Interest	TOTAL
1	2019	1,349,450	1,053,721	2,403,171
2	2020	1,386,350	1,017,389	2,403,739
3	2021	1,415,350	979,701	2,395,051
4	2022	1,458,250	940,439	2,398,689
5	2023	1,491,700	899,425	2,391,125
6	2024	1,545,600	854,516	2,400,116
7	2025	1,328,600	807,028	2,135,628
8	2026	1,366,950	759,115	2,126,065
9	2027	1,416,400	708,671	2,125,071
10	2028	1,475,300	655,251	2,130,551
11	2029	1,687,100	596,481	2,283,581
12	2030	1,740,450	532,499	2,272,949
13	2031	1,809,350	466,203	2,275,553
14	2032	2,004,550	391,822	2,396,372
15	2033	590,350	341,000	931,350
16	2034	613,700	320,069	933,769
17	2035	637,050	298,304	935,354
18	2036	660,400	275,705	936,105
19	2037	679,300	252,979	932,279
20	2038	702,650	228,350	931,000
21	2039	731,000	200,987	931,987
22	2040	759,350	171,847	931,197
23	2041	792,700	140,806	933,506
24	2042	825,500	108,442	933,942
25	2043	858,300	74,766	933,066
26	2044	460,000	48,400	508,400
27	2045	480,000	29,600	509,600
30	2046	500,000	10,000	510,000
TOTAL		\$ 30,765,700	\$ 13,163,515	\$ 43,929,215
Issued By: _____				
Account No: _____				
Original Issue: _____				
Issue Date: _____				
End Date: _____				

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Debt Service Fund (Property Tax Supported)

This section provides a summary of the annual principal and interest payments for all outstanding bonded debt that is funded through property tax revenue.

The Town issues general obligation bonds and certificates of obligation to provide for the acquisition and construction of major capital facilities and infrastructure.

Debt Service Fund 301 (Property Tax Supported)
Program Summary
Fiscal Year 2018/2019

Actuals FY 16/17	Adopted Budget FY 17/18	Estimated Budget FY 17/18	Adopted Budget FY 18/19	FY 18/19 vs FY 17/18	Adopted Estimated
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REVENUES & OTHER SOURCES

General Sales Tax	\$ -	\$ -	\$ -	\$ -	0%
Property Tax	\$ 95,189	\$ 271,411	\$ 296,984	\$ 256,878	(40,106) -14%
Charge for Service	\$ -	\$ -	\$ -	\$ -	- 0%
Hotel Occupancy Tax	\$ -	\$ -	\$ -	\$ -	- 0%
Beverage Tax	\$ -	\$ -	\$ -	\$ -	- 0%
Franchise Fees	\$ -	\$ -	\$ -	\$ -	- 0%
Permits & Fees Other	\$ -	\$ -	\$ -	\$ -	- 0%
Permits & Fees Building	\$ -	\$ -	\$ -	\$ -	- 0%
Permits & Fees Utility	\$ -	\$ -	\$ -	\$ -	- 0%
Fines & Forfeitures	\$ -	\$ -	\$ -	\$ -	- 0%
Investment Earnings	\$ -	\$ -	\$ -	\$ -	- 0%
Contributions	\$ -	\$ -	\$ -	\$ -	- 0%
Misc Income	\$ -	\$ -	\$ -	\$ -	- 0%
Total Revenues	\$ 95,189	\$ 271,411	\$ 296,984	\$ 256,878	(40,106) -14%
Transfers In	\$ -	\$ -	\$ -	\$ -	- 100%
Other Sources	\$ -	\$ -	\$ -	\$ -	- 0%
Total Other Sources	\$ -	\$ -	\$ -	\$ -	- 100%
TOTAL REVENUES & OTHER SOURCES	\$ 95,189	\$ 271,411	\$ 296,984	\$ 256,878	\$ (40,106) -14%

EXPENDITURES & OTHER USES

Payroll Salaries	\$ -	\$ -	\$ -	\$ -	0%
Payroll Transfers In	\$ -	\$ -	\$ -	\$ -	- 0%
Total Payroll and Related	\$ -	\$ -	\$ -	\$ -	- 0%
Debt	\$ 113,118	\$ 277,700	\$ 277,684	\$ 286,819	9,135 3%
Economic Development	\$ -	\$ -	\$ -	\$ -	- 0%
Insurance	\$ -	\$ -	\$ -	\$ -	- 0%
Payroll Transfers Out	\$ -	\$ -	\$ -	\$ -	- 0%
Repair & Maintenance	\$ -	\$ -	\$ -	\$ -	- 0%
Rent & Utilities	\$ -	\$ -	\$ -	\$ -	- 0%
Services	\$ -	\$ -	440	\$ 880	440 100%
Supplies	\$ -	\$ -	\$ -	\$ -	- 0%
Water Purchases	\$ -	\$ -	\$ -	\$ -	- 0%
Total Operations & Maintenance	\$ 113,118	\$ 277,700	\$ 278,124	\$ 287,699	9,575 3%
TOTAL OPERATING EXPENDITURES	\$ 113,118	\$ 277,700	\$ 278,124	\$ 287,699	9,575 3%
Capital Project Funds	\$ -	\$ -	\$ -	\$ -	- 0%
Capital Outlay	\$ -	\$ -	\$ -	\$ -	- 0%
Maintenance & Replacement Funds	\$ -	\$ -	\$ -	\$ -	- 0%
Total Capital and M&R Projects	\$ -	\$ -	\$ -	\$ -	- 0%
Transfers Out	\$ -	\$ -	\$ -	\$ -	- 0%
Other Sources	\$ -	\$ -	\$ -	\$ -	- 0%
Total Other Uses	\$ -	\$ -	\$ -	\$ -	- 0%
TOTAL NON-OPERATING EXPENDITURES	\$ -	\$ -	\$ -	\$ -	- 0%
TOTAL EXPENDITURES & OTHER USES	\$ 113,118	\$ 277,700	\$ 278,124	\$ 287,699	9,575 3%

Excess Revenues over(under) Expenditures	(17,929)	(6,289)	18,860	(30,821)	(49,681) 263%
FUND BALANCE, BEGINNING	29,890	11,961	11,961	30,821	18,860 158%
FUND BALANCE, ENDING	11,961	5,671	30,821	-	(30,821) -100%
Restricted/Assigned/Committed Funds	11,961	5,671	30,821	-	(30,821) -100%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	\$ -	\$ -	\$ - 0%

RESTRICTED/ASSIGNED/COMMITTED FUNDS

Cash	301 10110 00 000	\$ 11,961	\$ 5,671	\$ 30,821	\$ -	\$ (30,821) -100%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS		\$ 11,961	\$ 5,671	\$ 30,821	\$ -	\$ (30,821) -100%

Section 7 Debt Service Funds
Debt Service Fund 301 Overview

Required by Texas law, the Debt Service Fund (Property Tax) is used to manage payments related to the Interest and Sinking (I&S) component of the ad valorem (property) tax rate. In most Texas municipalities, the Interest & Sinking levy funds the majority of annual debt service payments. The Town has separated the Debt Service Fund into two separate funds to more clearly denote the debt being paid with ad valorem tax which is a small portion of the Town's total debt. In prior years, this Debt Service Fund was used primarily to manage debt service payments associated with the various street projects.

In FY17/18 this fund absorbed the series 2013 refunding debt payments (originally series 2008) of the Westlake Academy Arts and Sciences building. This debt payment was originally in Debt Service Fund 300 and was paid via a transfer in from the Visitors Association Fund. The decision was made to move this payment to Debt Service Fund 301 to be covered by property tax revenues as these bonds are tax supported.

In FY18/19, Series 2019 CO is a proposed issuance for approximately \$3.387M and is for future road, facility and trail improvements noted in the chart on the right.

Dept	Proj#	Acct#	Account Description	2019 Issue
16	34	73000	Roanoke Road R&D South	\$480,180
16	40	73000	Sam School Road R&D	281,960
16	58	73000	Ottinger Road R&D	983,954
16	60	73000	Pearson Lane R&D	404,125
16	75	73000	Flashing Crosswalk Lights	80,000
16	78	73000	Solana Pavement Repair	90,000
16	79	73000	Wyck Hill Pavement Resurface	54,450
16	80	73000	FM1938 Pavement Repairs	80,000
17	77	73000	WA-Pond Repairs	82,000
19	42	74400	Trail Connection at 114/Solana	30,000
19	43	74400	Trail - Dove/Pearson/Aspen	290,016
19	52	74400	Trail - WA to Cemetery	300,949
19	67	74400	Wayfinding Signage	229,500
				\$3,387,134
			Road Improvements	\$2,454,669
			Facility Improvements	\$82,000
			Trail Improvements	\$850,465

Revenues and Other Sources

- Ad valorem property tax revenues are budgeted to be \$256,878
- This amount represents a 14% decrease of \$40,106 from the prior year estimated.
 - primarily due to more than anticipated taxes received in the prior year to be used on current year debt, currently estimated at \$30,821

Expenditures and Other Uses

- Debt service expenditures are budgeted to be \$287,699
- This amount represents a 3% increase of \$9,575 from the prior year estimated.
 - This increase is due to the inclusion of the Series 2019 Road and Trail Improvements as noted above.

Bond Issuances

- \$ 2,095,000 Series 2011 Certificates of Obligation
 - Street infrastructure improvements
- \$ 3,400,000 Series 2019 Certificates of Obligation
 - Road and Trail Improvements

Bond Refundings

- \$2,200,000 Series 2013 General Obligation Refunding Bonds
 - Refunding of Series 2008 for construction of the Arts and Sciences Building

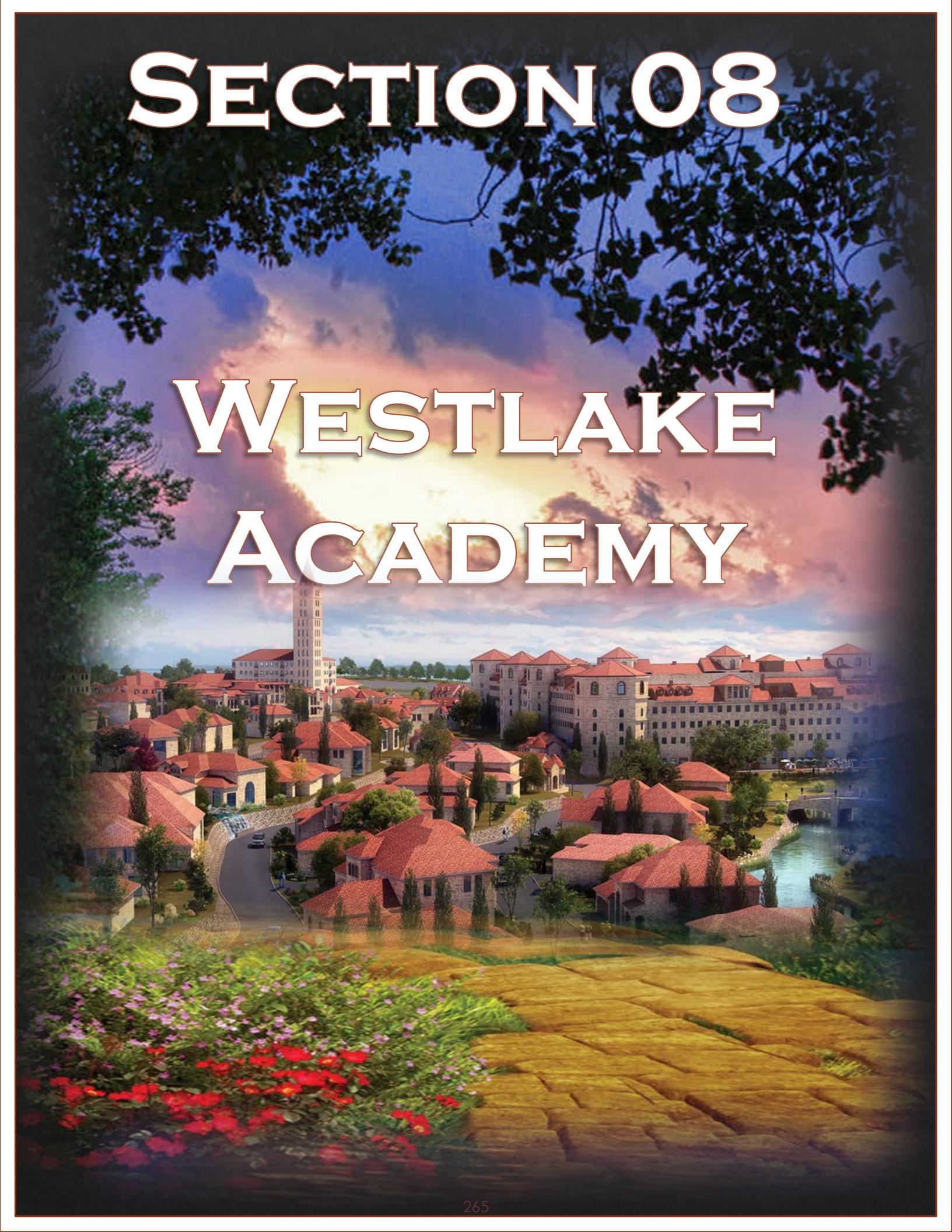
Debt Service Fund 301

Property Tax Supported Debt

		MUNICIPAL		WESTLAKE ACADEMY		MUNICIPAL					
		Road, Trail Facility Improvements		Refunding of 2008 (A&S Bldg)		Street Infrastructure Improvements					
Pymt No.		SERIES 2019 CO; FUTURE DEBT		SERIES 2013 GO-REFUNDING		SERIES 2011 CO		GRAND TOTAL			
		Program 19		Program 13		Program 11		Principal			
Pymt Year		Principal	Interest	Principal	Interest	Principal	Interest	TOTAL			
1	2019	-	-	135,000	34,463	169,463	83,000	34,356	117,356		
2	2020	90,000	138,994	228,994	140,000	31,025	171,025	87,000	32,316	119,316	
3	2021	130,000	98,250	228,250	145,000	27,463	172,463	91,000	30,180	121,180	
4	2022	135,000	94,275	229,275	145,000	23,838	168,838	96,000	27,936	123,936	
5	2023	140,000	90,150	230,150	150,000	20,375	170,375	101,000	25,572	126,572	
6	2024	145,000	85,875	230,875	145,000	17,130	162,130	106,000	23,088	129,088	
7	2025	150,000	81,450	231,450	155,000	13,830	168,830	111,000	20,484	131,484	
8	2026	155,000	76,875	231,875	165,000	10,063	175,063	117,000	17,748	134,748	
9	2027	155,000	72,225	227,225	160,000	6,000	166,000	123,000	14,868	137,868	
10	2028	160,000	67,500	227,500	160,000	2,000	162,000	129,000	11,844	140,844	
11	2029	165,000	62,625	227,625		-		136,000	8,664	144,664	
12	2030	170,000	57,600	227,600		-		143,000	5,316	148,316	
13	2031	175,000	52,425	227,425		-		150,000	1,800	151,800	
14	2032	185,000	47,025	232,025		-		-	-	-	
15	2033	190,000	41,400	231,400		-		-	-	-	
16	2034	195,000	35,625	230,625		-		-	-	-	
17	2035	200,000	29,700	229,700		-		-	-	-	
18	2036	205,000	23,625	228,625		-		-	-	-	
19	2037	210,000	17,400	227,400		-		-	-	-	
20	2038	220,000	10,950	230,950		-		-	-	-	
21	2039	225,000	3,825	228,825		-		-	-	-	
22	2040		-			-		-	-	-	
23	2041		-			-		-	-	-	
24	2042		-			-		-	-	-	
25	2043		-			-		-	-	-	
TOTAL		\$ 3,400,000	\$ 1,187,794	\$ 4,587,794	\$ 1,500,000	\$ 186,185	\$ 1,686,185	\$ 1,473,000	\$ 254,172	\$ 1,727,172	
Issued By:		NOT ISSUED YET		US Bank		Independent Bank					
Account No:		NOT ISSUED YET		203-258-000		ML-0000-90886					
Original Issue:		estimate \$3,175,000		\$2,200,000.00		\$2,095,000					
Issue Date:		in 2019		February 2013		March 29, 2011					
End Date:		20 years = 2039		15 years = 2028		20 years = 2031					

SECTION 08

WESTLAKE ACADEMY



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WESTLAKE ACADEMY

Program Summary

Fiscal year 2018/2018

	Actual FY 16/17	Adopted FY 17/18	Amended FY 17/18	Adopted FY 18/19	Amount Inc/(Dec)	Percent Inc/(Dec)
Transportation	\$ 8,075	\$ 10,000	\$ 10,000	\$ 10,500	\$ 500	5.00%
Parking	9,022	15,000	15,000	15,000	-	0.00%
Athletic Activities	78,867	90,700	90,700	94,200	3,500	3.86%
Interest Earned	5,371	3,000	9,000	9,000	-	0.00%
WAF Blacksmith Donation	1,053,170	1,000,000	1,000,000	1,000,000	-	0.00%
WAF Salary Reimbursement	65,159	67,800	67,800	69,834	2,034	3.00%
Town Contribution - Westlake Reserve	300,000	300,000	300,000	300,000	-	0.00%
Town Contribution	15,000	15,000	15,000	15,000	-	0.00%
Other Local Revenue (BTS, Tech & Other)	84,737	58,800	58,800	47,300	(11,500)	-19.56%
Fund raiser (Back to School)	-	16,000	-	-	-	0.00%
Food Services	7,000	6,100	7,000	7,000	-	0.00%
TEA - Foundation School Funds	5,593,191	5,781,200	5,913,676	5,741,074	(172,602)	-2.92%
CTE Funding (additional TEA-FSP Funds)	299,605	572,200	424,933	508,316	83,383	19.62%
TEA - Available School Funds	303,634	191,300	167,161	365,166	198,005	118.45%
TEA - Facilities Allotment \$200 per ADA	-	-	-	184,856	184,856	0.00%
IB Training Reimbursement (TEA)	6,300	6,300	6,300	3,000	(3,300)	-52.38%
TRS/TRS-Care On-behalf/Medicare Part B	389,286	450,700	392,275	477,583	85,308	21.75%
TOTAL REVENUES	\$ 8,218,417	\$ 8,584,100	\$ 8,477,645	\$ 8,847,829	\$ 370,184	4.37%
EXPENDITURES by FUNCTION						
Function 11 - Instructional	\$ 4,749,555	\$ 4,975,270	\$ 4,839,602	5,008,974	223,583	4.30%
Function 12 - Resources & Media	81,227	82,639	87,379	90,935	169,372	3.50%
Function 13 - Curriculum & Staff Dev	86,871	84,545	86,200	84,545	3,556	4.07%
Function 21 - Instructional Leadership	266,090	206,623	161,919	170,216	(1,655)	-1.92%
Function 23 - School Leadership	875,439	757,692	896,747	924,198	8,297	5.12%
Function 31 - Guidance & Counseling	267,033	223,973	307,664	321,467	27,451	3.06%
Function 33 - Health Services	67,489	66,024	71,146	72,919	13,803	4.49%
Function 36 - Co/Extracurricular Activities	242,560	218,358	237,474	219,169	1,773	2.49%
Function 41 - Administrative	307,304	260,167	319,088	308,772	(18,305)	-7.71%
Function 51 - Maintenance & Operations	886,943	960,743	947,615	947,445	(10,316)	-3.23%
Function 52 - Security & Monitoring	-	-	-	40,000	(170)	-0.02%
Function 53 - Data Processing	173,352	195,505	199,407	216,103	40,000	0.00%
Function 61 - Community Services	126,614	124,460	133,763	138,322	16,696	8.37%
Function 71 - Debt Service	256,795	166,200	167,068	167,068	4,559	3.41%
TOTAL EXPENDITURES BY FUNCTION	\$ 8,387,272	\$ 8,322,199	\$ 8,455,072	\$ 8,710,132	\$ 255,060	3.02%
Object Code 61XX - Salaries	\$ 6,344,256	\$ 6,279,299	\$ 6,378,398	\$ 6,585,303	206,905	3.24%
Object Code 62XX - Contracted Services	1,002,039	1,003,205	1,069,705	1,056,667	(13,038)	-1.22%
Object Code 63XX - Supplies & Materials	289,384	395,828	322,333	425,124	102,791	31.89%
Object Code 64XX - Other Operating Costs	494,799	477,667	517,568	475,970	(41,598)	-8.04%
Object Code 65XX - Debt Service	256,794	166,200	167,068	167,068	-	0.00%
TOTAL EXPENDITURES BY OBJECT	\$ 8,387,272	\$ 8,322,199	\$ 8,455,072	\$ 8,710,132	\$ 255,060	3.02%
Other Resources - Local	\$ 37,090	\$ 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)	37,090	-	-	-	0.00%	
EXCESS REVENUES OVER(UNDER) EXP	\$ (131,765)	\$ 261,901	\$ 22,573	\$ 137,697	\$ 115,124	510.01%
FUND BALANCE BEGINNING	\$ 1,071,036	\$ 939,271	\$ 939,271	\$ 961,844	\$ 22,573	2.40%
FUND BALANCE ENDING	<u>\$ 939,271</u>	<u>\$ 1,201,172</u>	<u>\$ 961,844</u>	<u>\$ 1,099,541</u>	<u>\$ 137,697</u>	<u>14.32%</u>
Assigned - Bus Maintenance		24,090	24,090	19,000	(5,090)	-21.13%
Assigned - Uniform/Equip replacement	5,000	15,000	15,000	15,000	-	0.00%
FUND BALANCE ENDING (Unassigned)	\$ 934,271	\$ 1,162,082	\$ 922,754	\$ 1,065,541	\$ 142,787	15.47%
Number of Operating Days (365)	41	51	40	45	4.82	12.09%
Dollars per Operating Day	\$ 22,979	\$ 22,801	\$ 23,165	\$ 23,863	\$ 699	3.02%
Total Students Enrolled	830	856	856	876	20	2.34%
TEA Funding per Student	\$ 7,466	\$ 7,646	\$ 7,600	\$ 7,762	\$ 162	2.13%
Operating Cost per Student (Academic Only)	\$ 10,105	\$ 9,722	\$ 9,877	\$ 9,943	\$ 66	0.66%
Teachers	65.55	66.26	66.26	66.08	(0.18)	-0.27%
Student/Teacher Ratio	12.66	12.92	12.92	13.26	0.34	2.62%

Section 8 Academic Funds
Westlake Academy Overview

Founded in 2003, Westlake Academy is an open enrollment charter school that is owned and operated by the Town of Westlake.

The Academy is the Town's largest operating department, and is required under state law to publish a separate budget document. The Westlake Academy Fund was incorporated into the Town's budget structure in FY2010/11 in order to capture the total cost of municipal programs and services in a single document. Note that revenues and expenditures are aligned with the school fiscal year, which begins on September 1 and ends on August 31.

For detailed information concerning Academy revenues and expenditures, see Westlake Academy's current year operating budget, available online at www.westlakeacademy.org.

Revenues and Other Sources

- Revenues are budgeted at \$8,847,829; a 4.37% increase of \$370,184 from prior year estimated.
- Other sources are budgeted at \$76,000; a 10.59% decrease of \$9,000 from prior year estimated.

Expenditures and

- Expenditures are budgeted at \$8,710,132; a 3.02% increase of \$255,060 from prior year estimated.
- Other sources are budgeted at \$76,000; a 10.59% decrease of \$9,000 from prior year estimated.

Fund Balance

- The ending fund balance is projected to be \$1,099,541
- This amount represents a 14.32% increase of \$137,697 from prior year estimated.
- The unassigned balance of \$1,065,541 represents coverage for 45 operating days.

Westlake Academy Fund Overview

August 15, 2018

Honorable Board of Trustees,

As Superintendent of Westlake Academy, and in tandem with the administrative teams for both municipal and academic services, I am pleased to submit for your consideration, the Academic Budget for FY 2018/19.

On behalf of our entire learning community, I would like to thank the Board for their leadership, dedication to excellence, and support in making Westlake Academy and the Town of Westlake a truly shining example of what can be accomplished when people come together with a common purpose: great educational success can happen!

I. INTRODUCTION

First, this budget reflects Westlake Academy's commitment to its strategic plan and the initiatives that support the Academy's mission, vision, and values. At the core of the Academy is college readiness. Throughout each Programme in the IB continuum, the objective is to prepare students for post-secondary success and beyond. There is no doubt that today's graduates must compete on a global stage and will need specific 21st century skills to be able to successfully navigate an ever-changing internationally minded marketplace. As such, alignment to that mission is paramount. The following is reflective of the proposed budget, which:

- ★ shows a steady increase in student enrollment that is indicative of the growth of the Town of Westlake, and the success the Academy has had in preparing students for post-secondary achievements.
- ★ contains an increase in Career and Technology Education (CTE) funding due to an increase in student enrollment in CTE courses.
- ★ includes a facilities allotment for Charter Schools passed by the 84th Texas Legislative Session.
- ★ contains a 3% increase in staff salaries on average to move the salary scale within 0.5% of the median of surrounding school districts (assuming surrounding school districts implement market adjustments).

Second, as with our previous budget submittals, this financial information has been prepared according to conservative revenue projections, i.e., State funding and Westlake Academy Foundation (WAF) donation levels. This document contains a high-level summary showing proposed WA revenues and expenditures for FY 2018/2019. Statistical data, summaries, and charts are intended to provide a comprehensive review of the proposed budget, which will provide both staff and administration with a guidance tool for this year and a forecast for the future.

This new year will be unique in that we will be celebrating 15 years of educational success at Westlake Academy! In addition, the IB was founded 50 years ago, paving the way for groundbreaking developments in international education.

Therefore, with keeping our tradition of utilizing an associated theme focusing on the coming school year, the proposed theme for FY 2018/2019 is:



Celebrate 15^{WA}/50^{IB}:
A Legacy of
Leading and Learning



Westlake Academy Fund Overview

GENERAL FUND BUDGET SUMMARY

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

	Amended FY 2017/18	Proposed FY 2018/19	\$ Increase (Decrease)	% Increase (Decrease)
Total Revenues	\$ 8,477,645	\$ 8,847,829	\$ 370,184	4%
Total Expenditures	8,455,072	8,710,132	255,060	3.02%
Other Resources	85,000	76,000	(9,000)	-11%
Other Uses	(85,000)	(76,000)	9,000	0%
Excess Revenues Over(Under) Expenditures	22,573	137,697	115,124	510%
FUND BALANCE BEGINNING	939,271	961,844	22,573	2%
FUND BALANCE ENDING	961,844	1,099,541	137,697	14%
Assigned	39,090	34,000	(5,090)	-13%
FUND BALANCE ENDING (Unassigned)	\$ 922,754	\$ 1,065,541	\$ 142,787	15%
# Days Operating (Based on 365)	40	45	5	12%
Students Enrolled	856	876	20	2%
TEA Funding per Student	\$ 7,600	\$ 7,762	\$ 162	2%
Operating Cost per Student	\$ 9,877	\$ 9,943	\$ 66	1%
Teachers	66.26	66.08	(0.18)	0%
Student/Teacher Ratio	12.92	13.26	0.34	3%

II. THE CHALLENGES

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

1. **Westlake's Permanent Population Growth:** This is the portion of our population considered to be our permanent residents. The growth from the 1990 population of 185 to 2017's population of 1,380 represents an increase of 645% equal to 1,195 additional residents. We continually monitor and plan for increases in these numbers considering our Comprehensive Plan's (Forging Westlake) forecast of approximately 7.21% annual population growth between now and 2040. This would bring us to around 7,000 residents.

The number of Westlake residents who are selecting Westlake Academy as the educational choice for their students has doubled in the past five years. Resident surveys continually indicate that the Academy is a strong motivator for our residents to locate in Westlake, and one of the top three (3) reasons why they plan to remain in our community. For example, the 2017 municipal services survey results indicate 75% of the new residents say enrollment at Westlake Academy was extremely important/important to their decision to live in the community. With the majority of those residents then listing this as the number one (1) reason they will remain in Westlake over the next five (5) years. Planning for Academy growth in the face of residential development continues to be a challenge. Wherever possible, the Town has entered economic development agreements with residential developers to provide funding for Westlake Academy facilities to lessen the impact of their residential development on the Academy's enrollment.

Westlake Academy Fund Overview

Westlake Academy has experienced steady enrollment growth from 491 students in FY 09/10 to a projected 876 in FY 18/19. The current increase of student population is a result of the Phase I expansion efforts on the Academy campus and our development. Our growth requires that we carefully manage our student enrollment processes to provide adequate space for children of Westlake residents.

Approximately 39,000 sq. ft. of new facilities space was opened on campus in FY 14/15. It was comprised of a secondary classroom building, field house, and a primary years' multi-use hall. These buildings increased our capacity and allowed for decompression of our current school facilities. The lottery waiting list for student admissions from our secondary boundaries continues to grow from 705 in 2011 to approximately 1,988 students for this coming school year.

2. **Public Education Funding Shortfall:** State funding of public education was decreased by the State Legislature in 2011. While it has increased somewhat since then, the allocation has not kept pace with basic cost increases. And, in the Legislature's most recent 2017 session, the per student funding for public education was not increased for the next biennium. This negatively impacts Westlake since, as a charter school, we receive approximately 82% of our operational funding from the State. The municipal government continues to allocate significant resources to the school to deal with State funding limitations, maintain high quality educational services, provide for the Academy's facilities and support services, as well as preserve space for the children of Westlake residents.

Additionally, the Westlake Academy Foundation (WAF) raises significant operating funds for the Academy, without which the school could not operate.

3. **Staffing Levels, Insurance Costs, and Retention:** Our investment in the school must be facilitated in tandem with staffing considerations to maintain our dynamic teaching teams and be competitive with our surrounding school districts. This includes keeping our compensation/benefit package competitive to attract and retain excellent employees. For the 18/19 budget year, in accordance with the Board's financial policies regarding Academy employee compensation, Staff recommends an average 3% salary increase for the Academy faculty and staff. This is in addition to maximizing efficiencies and processes that will control large expenditure drivers such as employee health insurance.
4. **Continued Emphasis on Long-Range Financial Planning:** This budget contains an updated Long-Range Financial Forecast which identifies key revenue and expenditure drivers while assessing historical financial trends and their potential impact upon the town's financial stability. The forecast must be monitored and updated during the budget formulation process, as well as reviewed with the Board of Trustees as the budget is prepared. Staff will also continue to produce quarterly financial reports for the Board that monitors and analyzes trends. The report serves as a valuable tool to assist in developing a proactive, rather than reactive, approach to our changing financial trends.

OUR REGIONAL CHALLENGES:

5. **DFW Metro Area Employment and Population Growth:** Since 1970, the Dallas Fort Worth Metroplex has grown by more than 150% - a faster pace than the state and nation. At 9,500 square miles, it is larger in total area than 5 of our states. With a population of nearly 7.2 million, it is the fourth largest metropolitan area in the country. Forecasts from the North Central Texas Council of Governments (NCTCOG) predict employment to grow, in this 12-county standard metropolitan statistical (SMSA) area, by almost 70% over the next 30 years. Population growth over this same 30-year period is also forecasted to be 69%. This regional growth will impact Westlake and the demand for enrollment opportunities at the school.

III. SHARED SERVICE MODEL

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

Westlake Academy Fund Overview

The shared services model was an integral part of the state charter application process that helped bolster the Town's case for having a community school. This model conserves resources and avoids the duplication of efforts across the municipal and academic functions.

DEBT SERVICE - As part of the Academy's unique financial structure the Town of Westlake is responsible for debt service payments associated with the Academy's capital infrastructure. The Municipal Debt Service Fund is used to manage debt service payments, and Academy debt is accounted for in the annual municipal budget.

CAPITAL PROJECTS - Note that there are no major capital projects budgeted or planned through FY 18/19, and there are no future Academy capital projects discussed in the Town of Westlake's Capital Improvement Plan. However, retaining professional expertise to update the Academy's master facility plan will be discussed with the Council in the near future.

MUNICIPAL ALLOCATIONS

	Amended FY 2017/18	Proposed FY 2018/19	\$ Increase (Decrease)	% Increase (Decrease)
Municipal-Transfer to WA Operating Budget	\$ 315,000	\$ 315,000	\$ -	0.00%
Annual Debt Service (Municipal budget)	1,666,337	1,828,791	162,454	9.75%
Major Maintenance and Replacement	289,667	355,595	65,928	22.76%
Indirect Operating Costs	768,469	854,511	86,042	11.20%
Total Municipal Costs	\$ 3,039,473	\$ 3,353,897	\$ 314,424	10.34%

IV. FY18/19 GENERAL FUND BUDGET

This budget encompasses all teaching and extra-/co-curricular operating expenditures as well as State public school funding and private donations used to support the daily operation of Westlake Academy. The FY 18/19 General Fund budget totals \$8,710,132, which represents a 3.02% increase from the prior year.

It is important to note that \$34,000 is earmarked in the Academy's fund balance for Athletic uniform and equipment replacement and bus maintenance. The FY 18/19 projections will increase fund balance by \$142,787 for an ending unassigned fund balance of \$1,065,541 (45 operating days).

As mentioned previously, Westlake Academy's enrollment increase has been driven by the growth of residential developments and housing opportunities within the Town of Westlake. This trend will continue with the addition of other housing developments and new homes that are currently under construction. With the estimated increase of 20 students, total enrollment will rise to a projected 876 this school year. This will be the Academy's largest student enrollment census to date, exceeding the projections in the school's Facility Master Plan adopted in November of 2012.

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

Westlake Academy Fund Overview

COMBINED: GENERAL FUND ACADEMIC AND MUNICIPAL SERVICES

	Amended FY 2017/18	Proposed FY 2018/19	\$ Increase (Decrease)	% Increase (Decrease)
Operating Expenditures	\$ 8,140,072	\$ 8,395,132	\$ 255,060	3.13%
Municipal-Transfer to WA Operating Budget	315,000	315,000	-	0.00%
Total Academic Costs (General Fund Only)	8,455,072	8,710,132	255,060	3.02%
Annual Debt Service (Municipal budget)	1,666,337	1,828,791	162,454	9.75%
Major Maintenance and Replacement	289,667	355,595	65,928	22.76%
In-direct Operating Costs	768,469	854,511	86,042	11.20%
Total Municipal Costs	2,724,473	3,038,897	314,424	11.54%
TOTAL EXPENDITURE COSTS	\$ 11,179,545	\$ 11,749,029	\$ 569,484	5.09%
Number of Students	856	876	20	2.34%
Total Expenditure Cost per Student	\$ 13,060	\$ 13,412	\$ 353	2.70%

Over the last year, many hours have been spent to further develop our vision of the future, determining the best opportunities that lay before us to help accomplish our mission and truly become the “shining school on the hill.” While we have many successes to celebrate, we are constantly striving to improve the Academy through multiple avenues, including “*getting the right people on the bus*”, ensuring that we are consistently taking measure of our course, and adjusting as we move towards our goal.

It is through our talented faculty, staff, students, and their supportive families, that we can unfailingly rise to challenges and hold to our vision. The daily operation of the Academy is made possible through our partnerships with the Town of Westlake, the Westlake Academy Foundation, and our affiliate groups.

As with all good teams, it becomes necessary to draw attention to individual performers and teams who go above and beyond to help us accomplish our goals. I would like to recognize the hard work of the Academic and Municipal Leadership Teams, and specifically the Finance Department and Dr. Mechelle Bryson for their efforts in completing this award-winning document. I know with the teams we have in place, we will continue to “build a collective legacy of excellence.”



Thomas E. Brymer
Town Manager/ Superintendent Westlake Academy

WESTLAKE ACADEMY LEADERSHIP TEAM

*THOMAS E. BRYMER SUPERINTENDENT OF SCHOOLS	DR. MECHELLE BRYSON EXECUTIVE DIRECTOR
*Amanda DeGan Assistant Town Manager	Alan Burt Director of Athletics Student Life Coordinator
*Debbie Piper Director of Finance	Rod Harding Primary (PYP) Principal
*Troy Meyer Director of Facilities	Beckie Paquin Primary (PYP) Assistant Principal
*Jason Power Director of Information Technology	Alison Schneider PYP Coordinator Primary Curriculum Coordinator
*Ginger Awtry Director of Communications & Community Affairs	Stacy Stoyanoff Secondary (MYP/DP) Principal
*Todd Wood Director of Human Resources & Administrative Services	Jennifer Furnish Secondary Assistant Principal TEA/Charter Compliance Coordinator
Dr. Shelly Myers Executive Director of the WAF & Director of Development	Terri Watson MYP Coordinator Secondary Curriculum Coordinator
<i>*Asterisk denotes shared services personnel between the academic and municipal service teams of the Town of Westlake.</i>	Dr. James Owen DP Coordinator Secondary Curriculum Coordinator
	



**ASSOCIATION OF
SCHOOL BUSINESS OFFICIALS
INTERNATIONAL**

This Meritorious Budget Award is presented to

WESTLAKE ACADEMY
INTERNATIONAL BACCALAUREATE WORLD SCHOOL

for excellence in the preparation and issuance of its budget
for the Fiscal Year 2017-2018.

The budget adheres to the principles and standards
of ASBO International's Meritorious Budget Award criteria.



A handwritten signature in black ink, appearing to read 'Anthony N. Dragona'.

Anthony N. Dragona, Ed.D., RSBA
President

A handwritten signature in black ink, appearing to read 'John D. Musso'.

John D. Musso, CAE, RSBA
Executive Director

MERITORIOUS BUDGET AWARD

Westlake Academy has been awarded the Meritorious Budget Award by the Association of School Business Officials (ASBO) for the preparation and issuance of the 2017-2018 annual budget. The award has been received annually since September 1, 2010.

This award is the highest form of recognition and a significant achievement that reflects the commitment of the governing body and staff in meeting the highest principles of academic budgeting.

The Meritorious Budget Award (MBA) recognizes school districts that demonstrate proficiency in creating clear, sound budgets while enhancing skills in developing, analyzing, and presenting a clear and effective budget.

To receive this award, Westlake Academy must publish a budget document that meets program criteria such as

- Understanding the importance of presenting an accurate and transparent budget year after year.
- Discovering best practices in budgeting that will improve the budget's accuracy and transparency
- Developing a reader-friendly document that presents clear budget guidelines.
- Promoting communication between departments and the community.
- Encouraging short- and long-range budget goals.
- Supporting effective use of educational resources.



Congratulations to Debbie Piper, Finance Director; Marlene Rutledge, Accounting Technician II; Dr. Mechelle Bryson, Executive Director, and the Instructional Leadership Team for preparing this award-winning budget for Westlake Academy.



Government Finance Officers Association

**PARTICIPANT IN GFOA'S
BEST PRACTICES IN
SCHOOL BUDGETING PROGRAM**

**Westlake Academy
Texas**

For Fiscal Year
Beginning Sept 1, 2018

A handwritten signature in black ink that reads 'Christopher P. Monell'.

EXECUTIVE DIRECTOR/CEO

The above school district has applied for the Award for Best Practices in School Budgeting; however, GFOA has not yet completed the review of its application and has provided this certificate to acknowledge Westlake Academy has made efforts to implement the new budget process guidelines.

Budget processes are evaluated based on several criteria focusing on alignment of resources towards student achievement on collaboration, communication and rigorous development, evaluation, and prioritization of strategies to achieve a districts goals and objectives. In addition, the criteria includes recommendations for conveying the results of the budget process through the calendar presentation and utilizing continuous improvement approaches to monitor the outcomes.

AWARD FOR BEST PRACTICES IN SCHOOL BUDGETING

Westlake Academy received the Distinguished Budget Presentation Award annually since September 1, 2009. The Government Finance Officers Association (GFOA) enhanced the existing award program in 2017 and developed the Award for Best Practices in School Budgeting. While the new budget process guidelines were implemented with the 2017/2018 budget, GFOA has not yet completed the final review.

The budgeting process presented in these Best Practices is focused on optimizing student achievement within available resources. It encompasses a complete cycle for long-term financial planning and budgeting, aligning with instructional priorities. GFOA recommends the following steps as part of the planning and budgeting process:

PLAN AND PREPARE

The planning and budgeting process begins with mobilizing key stakeholders, gathering information on academic performance and cost structure, and establishing principles and policies to guide the budget process.

- Establish a partnership between the finance and instructional leaders. A collaborative process increases the likelihood that the decisions made will be supported after the budget process is over.
- Develop principles and policies to guide the budget process. Budget principles and policies formalize standards and fundamental values that should govern the budgeting process.
- Analyze current levels of student learning. The current state of academic performance must be assessed to determine what course of action to take.
- Identify communications strategy. The budget process should include a plan to inform participants, stakeholders, and the general public about how the budget process works, why each decision was made and how to provide input in the process.

SET INSTRUCTIONAL PRIORITIES

The budget needs to be rooted in the priorities of the district. Intentionally created instructional priorities provide a strong basis for developing a district's budget and strategic financial plan, as well as presenting a budget document.

- Develop goals. Goals should be thoughtfully developed and structured to be specific, measurable, and reasonable to provide a strong foundation for the budget process.
- Identify root cause of gap between goal and current state. By finding root causes of problems, a district can identify the most effective solutions to achieving its goals.
- Research & develop potential instructional priorities. The district's instructional priorities should be informed by practices proven by research and be limited in number to focus on items critical to optimizing performance.
- Evaluate choices amongst instructional priorities. A district needs to weigh its different options for achieving its goals against one another to focus on those with the greatest potential for student achievement impact.

PAY FOR PRIORITIES

Current resources and expenditures must be thoroughly analyzed to find capacity to pay for top instructional priorities.

- Apply cost analysis to the budget process. A cost analysis and staffing analysis are essential to identifying how the district might allocate its limited resources.
- Evaluate & prioritize use of resources to enact the instructional priorities. Instructional priorities need to be thoroughly quantified as a first step to determining how much money is needed to implement the priorities and where that money will come from. Trade-offs need to be weighted to examine whether the costs, financial or otherwise, of implementing an instructional priority are viable.

IMPLEMENT PLAN

The “strategic financial plan” is the long-term road map for implementing the district’s instructional priorities. A “plan of action” describes how the strategic financial plan will be translated into coherent actionable steps.

- Develop a strategic financial plan. A strategic financial plan provides a three to five-year perspective on how the district will pursue its instructional priorities and how successes will be determined.
- Develop a plan of action. Roles and responsibilities for implementing the strategic financial plan should be made clear for greater accountability.
- Allocate resources to individual school sites. Resources have the most direct impact at school sites (programmes) and should be allocated transparently and consistent with the district’s overall strategy.
- Develop a budget presentation. A budget document needs to be well organized and clearly lay out the challenges the district is facing and how the district’s strategies and financial plan will address these challenges.

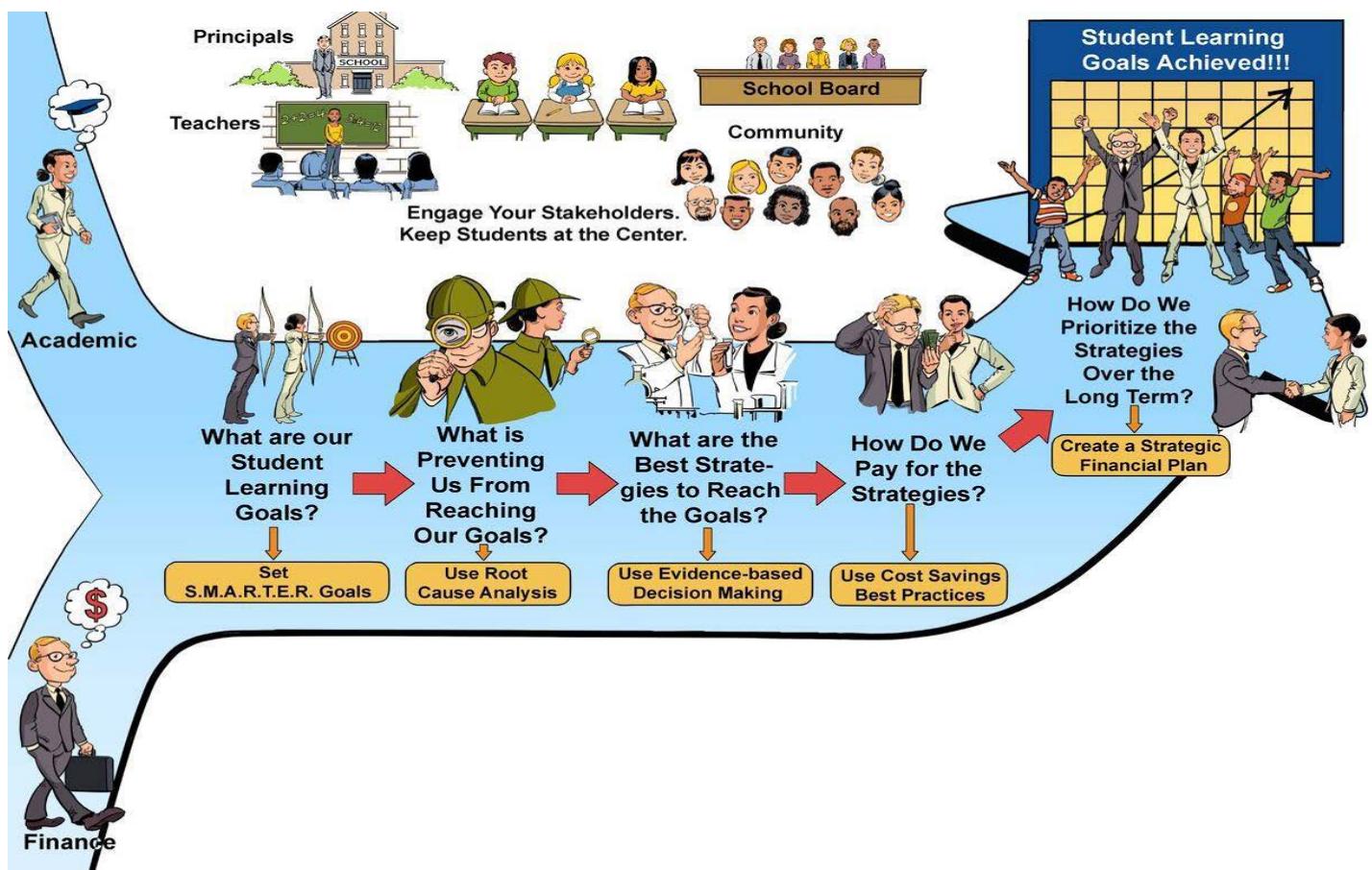
ENSURE SUSTAINABILITY

The planning and budgeting process should be one that can be replicated in the future to ensure the district remains focused and plans accordingly for reaching its student achievement goals.

- Put the strategies into practice and evaluate results. To ensure timeliness and accountability, the district should establish a system to implement the plan and monitor its progress while making necessary adjustments to stay on track.

Source: www.gfoa.org/best-practices-school-district-budgeting

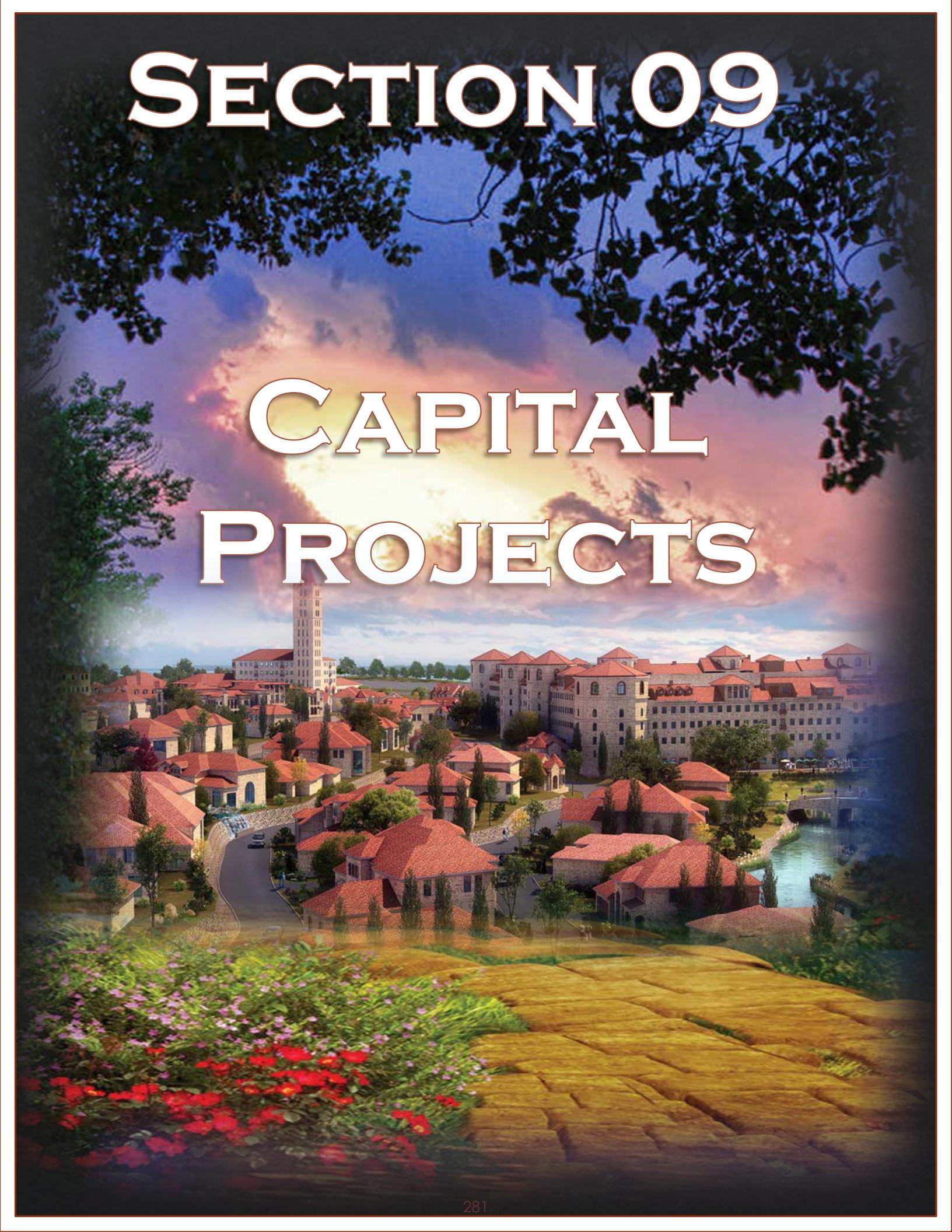
Approved by GFOA’s Executive Board: January 2015



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SECTION 09

CAPITAL PROJECTS



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CAPITAL PROJECT FUNDS

Combined Program Summary

Fiscal Year 2018/2019

Actuals FY 16/17	Adopted Budget FY 17/18	Estimated Budget FY 17/18	Adopted Budget FY 18/19	FY 18/19 FY 17/18	Adopted vs Estimated
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REVENUES & OTHER SOURCES

General Sales Tax	\$ -	\$ -	\$ -	\$ -	0%
Property Tax	-	-	-	-	0%
Hotel Tax	-	-	-	-	0%
Charge for Services	-	-	-	-	0%
Beverage Tax	-	-	-	-	0%
Franchise Fees	-	-	-	-	0%
Permits & Fees Other	-	-	-	-	0%
Permits & Fees Buildings	-	-	-	-	0%
Permits & Fees Utility	-	-	-	-	0%
Fines & Forfeitures	-	-	-	-	0%
Investment Earnings	6,900	41,600	67,180	67,180	0%
Contributions	10,000	175,000	201,390	-	(-100%)
Misc Income	-	-	-	-	0%
Total Revenues	16,900	216,600	268,570	67,180	(-75%)
Transfers In	1,210,000	1,765,324	640,000	1,189,300	549,300 86%
Other Sources	8,500,000	-	-	3,387,134	3,387,134 100%
Total Other Sources	9,710,000	1,765,324	640,000	4,576,434	3,936,434 100%
TOTAL REVENUES & OTHER SOURCES	\$ 9,726,900	\$ 1,981,924	\$ 908,570	\$ 4,643,614	\$ 3,735,044 411%

EXPENDITURES & OTHER USES

Payroll Salaries	\$ -	\$ -	\$ -	\$ -	0%
Payroll Transfer In	-	-	-	-	0%
Total Payroll and Related	-	-	-	-	0%
Debt	-	-	-	-	0%
Economic Development	-	-	-	-	0%
Insurance	-	-	-	-	0%
Payroll Transfer Out	-	54,565	54,565	-	(-100%)
Repair & Maintenance	-	-	-	-	0%
Rent & Utilities	-	-	-	-	0%
Services	-	-	-	-	0%
Supplies	-	-	-	-	0%
Water Purchases	-	-	-	-	0%
Total Operations & Maintenance	-	54,565	54,565	-	(-54,565) 100%
TOTAL OPERATING EXPENDITURES	-	54,565	54,565	-	(-54,565) 100%
Capital Project Funds	9,455,585	10,288,000	7,934,673	4,676,681	(3,257,992) -41%
Capital Outlay	-	-	-	-	0%
Maintenance & Replacement Funds	-	-	-	-	0%
Total Capital	9,455,585	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	9,455,585	10,288,000	7,934,673	4,676,681	(3,257,992) -41%
TOTAL EXPENDITURES & OTHER USES	9,455,585	10,342,565	7,989,238	4,676,681	(3,312,557) -41%

Excess Revenues over(under) Expenditures	271,315	(8,360,641)	(7,080,668)	(33,067)	7,047,601 100%
FUND BALANCE, BEGINNING	2,558,290	14,283,223	14,283,223	7,202,555	(7,080,668) -50%
FUND BALANCE, ENDING	2,829,605	5,922,582	7,202,555	7,169,488	(33,067) 0%
Restricted/Assigned/Committed Funds	2,829,605	5,922,582	7,202,555	7,169,488	(33,067) 0%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	\$ -	\$ -	0%

RESTRICTED/ASSIGNED/COMMITTED FUNDS

Cash	\$ 2,829,605	\$ 5,922,582	\$ 7,202,555	\$ 7,169,488	\$ (33,067) 0%
					0%
					0%
					0%
					0%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS	\$ 2,829,605	\$ 5,922,582	\$ 7,202,555	\$ 7,169,488	\$ (33,067) 0%

CAPITAL PROJECT FUNDS

Current Year Fund Detail

Fiscal Year 2018/2019

Municipal Fund 405	Capital Fund 410	Academy Fund 412	TOTAL
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REVENUES & OTHER SOURCES

General Sales Tax	\$ -	\$ -	\$ -	\$ -
Property Tax	\$ -	\$ -	\$ -	\$ -
Charge for Services	\$ -	\$ -	\$ -	\$ -
Hotel Tax	\$ -	\$ -	\$ -	\$ -
Beverage Tax	\$ -	\$ -	\$ -	\$ -
Franchise Fees	\$ -	\$ -	\$ -	\$ -
Permits and Fees	\$ -	\$ -	\$ -	\$ -
Permits and Fees Building	\$ -	\$ -	\$ -	\$ -
Fines and Forfeitures	\$ -	\$ -	\$ -	\$ -
Investment Earnings	\$ -	38,000	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 Salaries	\$ -	\$ -	\$ -	\$ -
Payroll Transfers In	\$ -	\$ -	\$ -	\$ -
Total Payroll & Related	\$ -	\$ -	\$ -	\$ -
Debt	\$ -	\$ -	\$ -	\$ -
Economic Development	\$ -	\$ -	\$ -	\$ -
Insurance	\$ -	\$ -	\$ -	\$ -
Payroll Transfers Out	\$ -	\$ -	\$ -	\$ -
Repair & Maintenance	\$ -	\$ -	\$ -	\$ -
Rent & Utilities	\$ -	\$ -	\$ -	\$ -
Services	\$ -	\$ -	\$ -	\$ -
Supplies	\$ -	\$ -	\$ -	\$ -
Water Purchases	\$ -	\$ -	\$ -	\$ -
Total Operations & Maintenance	\$ -	\$ -	\$ -	\$ -
TOTAL OPERATING EXPENDITURES	\$ -	\$ -	\$ -	\$ -
Capital Project Funds	2,399,630	2,192,051	85,000	4,676,681
Capital Outlay	\$ -	\$ -	\$ -	\$ -
Maintenance & Replacement Funds	\$ -	\$ -	\$ -	\$ -
Total Capital	2,399,630	2,192,051	85,000	4,676,681
Transfers Out	\$ -	\$ -	\$ -	\$ -
Other Uses	\$ -	\$ -	\$ -	\$ -
Total Other Uses	\$ -	\$ -	\$ -	\$ -
TOTAL NON-OPERATING EXPENDITURES	2,399,630	2,192,051	85,000	4,676,681
TOTAL EXPENDITURES AND OTHER USES	\$ 2,399,630	\$ 2,192,051	\$ 85,000	\$ 4,676,681

Excess Revenue over(under) Expenditures	(2,399,630)	2,258,083	108,480	(33,067)
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BEGINNING FUND BALANCE	3,829,956	1,590,074	1,782,525	7,202,555
ENDING FUND BALANCE	\$ 1,430,326	\$ 3,848,157	\$ 1,891,005	\$ 7,169,488

Capital Projects Fund (Municipal Facilities)

The Municipal Facilities Capital Project Fund

tracks and accumulates resources intended
to finance future facility projects.

This fund is currently being used for all transactions
related to the construction of the Fire Station Complex
at the corner of Dove Road and FM1938.

Capital Project Fund 405

Program Summary

Fiscal Year 2018/19

Actuals FY 16/17	Adopted Budget FY 17/18	Estimated Budget FY 17/18	Adopted Budget FY 18/19	FY 18/19 vs FY 17/18	Adopted Estimated
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REVENUES & OTHER SOURCES

General Sales Tax	\$ -	\$ -	\$ -	\$ -	0%
Property Tax	-	-	-	-	0%
Charge for Service	-	-	-	-	0%
Hotel Occupancy Tax	-	-	-	-	0%
Beverage Tax	-	-	-	-	0%
Franchise Fees	-	-	-	-	0%
Permits & Fees Other	-	-	-	-	0%
Permits & Fees Building	-	-	-	-	0%
Permits & Fees Utility	-	-	-	-	0%
Fines & Forfeitures	-	-	-	-	0%
Investment Earnings	-	-	-	-	0%
Contributions	-	-	-	-	0%
Misc Income	-	-	-	-	0%
Total Revenues	-	-	-	-	0%
Transfers In	-	-	-	-	100%
Other Sources	13,906,750	-	-	-	0%
Total Other Sources	13,906,750	-	-	-	0%
TOTAL REVENUES & OTHER SOURCES	\$ 13,906,750	\$ -	\$ -	\$ -	0%

EXPENDITURES & OTHER USES

Payroll Salaries	\$ -	\$ -	\$ -	\$ -	0%
Payroll Transfers In	-	-	-	-	0%
Total Payroll and Related	-	-	-	-	0%
Debt	251,686	-	-	-	0%
Economic Development	-	-	-	-	0%
Insurance	-	-	-	-	0%
Payroll Transfers Out	-	-	-	-	100%
Repair & Maintenance	-	-	-	-	0%
Rent & Utilities	-	-	-	-	0%
Services	-	-	-	-	0%
Supplies	-	-	-	-	0%
Water Purchases	-	-	-	-	0%
Total Operations & Maintenance	251,686	-	-	-	100%
TOTAL OPERATING EXPENDITURES	251,686	-	-	-	100%
Capital Project Funds	692,498	9,843,000	7,339,673	2,399,630	(4,940,043) -67%
Capital Outlay	1,750,000	-	-	-	0%
Maintenance & Replacement Funds	-	-	-	-	0%
Total Capital and M&R Projects	2,442,498	9,843,000	7,339,673	2,399,630	(4,940,043) -67%
Transfers Out	-	-	-	-	0%
Other Sources	-	-	-	-	0%
Total Other Uses	-	-	-	-	0%
TOTAL NON-OPERATING EXPENDITURES	2,442,498	9,843,000	7,339,673	2,399,630	(4,940,043) -67%
TOTAL EXPENDITURES & OTHER USES	2,694,184	9,843,000	7,339,673	2,399,630	(4,940,043) -67%

Excess Revenues over(under) Expenditures	11,212,567	(9,843,000)	(7,339,673)	(2,399,630)	4,940,043 67%
FUND BALANCE, BEGINNING	(42,938)	11,169,629	11,169,629	3,829,956	(7,339,673) -66%
FUND BALANCE, ENDING	11,169,629	1,326,629	3,829,956	1,430,326	(2,399,630) -63%
Restricted/Assigned/Committed Funds	11,169,629	1,326,629	3,829,956	1,430,326	(2,399,630) -63%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	\$ -	\$ -	\$ - 0%

RESTRICTED/ASSIGNED/COMMITTED FUNDS

Cash	405 10110 00 000	\$ 11,169,629	\$ 1,326,629	\$ 3,829,956	\$ 1,430,326	\$ (2,399,630) -63%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS	\$ 11,169,629	\$ 1,326,629	\$ 3,829,956	\$ 1,430,326	\$ (2,399,630)	-63%

Municipal Facility Project Fund Overview

This project will provide an iconic Fire-EMS Station, which includes 4 bays, sleeping areas for staff members, kitchen/food preparation, storage, multi-purpose space to serve as a community/staff training, EOC room and offices for administration.

The station is estimated to be approximately 18K square feet of usable space and would also include the Town's Emergency Operations Center (EOC) with a back-up generator for sustainability. It does not include any apparatus or a fire training facility. The project includes the acquisition of land by private donation,

Revenues and Other Sources

- There are not budgeted revenues for FY18/19.

Operating Expenditures

- There are no budgeted operating expenditures for FY18/19.

Non-Operating Expenditures

- Budgeted to be \$2,399,630. This represents a 67% decrease from the prior year estimated.
 - The projected is projected to be completed in February 2019.

Fund Balance

- Excess revenues over(under) budget are projected to be (\$2,399,630)
- Beginning fund balance is projected to be \$3,829,956
- The ending fund balance is projected to be \$1,430,326

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Capital Projects Fund

This fund tracks the infrastructure and building projects funded with general fund operating transfers, bond funds, intergovernmental revenue and other special fund sources.

Capital projects are those projects over \$25,000 that may extend over one fiscal year to complete and reflect multiple expense categories such as engineering, design and construction.

Capital Project Fund 410
Program Summary
Fiscal Year 2018/19

Actuals FY 16/17	Adopted Budget FY 17/18	Estimated Budget FY 17/18	Adopted Budget FY 18/19	FY 18/19 vs FY 17/18	Adopted Estimated
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REVENUES & OTHER SOURCES

General Sales Tax	\$ -	\$ -	\$ -	\$ -	0%
Property Tax	-	-	-	-	0%
Charge for Service	-	-	-	-	0%
Hotel Occupancy Tax	-	-	-	-	0%
Beverage Tax	-	-	-	-	0%
Franchise Fees	-	-	-	-	0%
Permits & Fees Other	-	-	-	-	0%
Permits & Fees Building	-	-	-	-	0%
Permits & Fees Utility	-	-	-	-	0%
Fines & Forfeitures	-	-	-	-	0%
Investment Earnings	72,428	38,000	38,000	38,000	0%
Contributions	609,300	175,000	201,390	-	-100%
Misc Income	-	-	-	-	0%
Total Revenues	681,727	213,000	239,390	38,000	(201,390) -84%
Transfers In	-	1,015,324	300,000	1,025,000	725,000 100%
Other Sources	-	-	-	3,387,134	3,387,134 100%
Total Other Sources	-	1,015,324	300,000	4,412,134	4,112,134 1371%
TOTAL REVENUES & OTHER SOURCES	\$ 681,727	\$ 1,228,324	\$ 539,390	\$ 4,450,134	\$ 3,910,744 725%

EXPENDITURES & OTHER USES

Payroll Salaries	\$ -	\$ -	\$ -	\$ -	0%
Payroll Transfers In	-	-	-	-	0%
Total Payroll and Related	-	-	-	-	0%
Debt	-	-	-	-	0%
Economic Development	-	-	-	-	0%
Insurance	-	-	-	-	0%
Payroll Transfers Out	-	54,565	54,565	-	(54,565) 100%
Repair & Maintenance	-	-	-	-	0%
Rent & Utilities	-	-	-	-	0%
Services	-	-	-	-	0%
Supplies	-	-	-	-	0%
Water Purchases	-	-	-	-	0%
Total Operations & Maintenance	-	54,565	54,565	-	(54,565) 100%
TOTAL OPERATING EXPENDITURES	-	54,565	54,565	-	(54,565) 100%
Capital Project Funds	1,185,578	445,000	595,000	2,192,051	1,597,051 268%
Capital Outlay	-	-	-	-	0%
Maintenance & Replacement Funds	-	-	-	-	0%
Total Capital and M&R Projects	1,185,578	445,000	595,000	2,192,051	1,597,051 268%
Transfers Out	-	-	-	-	0%
Other Sources	-	-	-	-	0%
Total Other Uses	-	-	-	-	0%
TOTAL NON-OPERATING EXPENDITURES	1,185,578	445,000	595,000	2,192,051	1,597,051 268%
TOTAL EXPENDITURES & OTHER USES	1,185,578	499,565	649,565	2,192,051	1,542,486 237%

Excess Revenues over(under) Expenditures	(503,851)	728,759	(110,175)	2,258,083	2,368,258 2150%
FUND BALANCE, BEGINNING	2,204,100	1,700,249	1,700,249	1,590,074	(110,175) -6%
FUND BALANCE, ENDING	1,700,249	2,429,008	1,590,074	3,848,157	2,258,083 142%
Restricted/Assigned/Committed Funds	1,700,249	2,429,008	1,590,074	3,848,157	2,258,083 142%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	\$ -	\$ -	\$ - 0%

RESTRICTED/ASSIGNED/COMMITTED FUNDS

Cash	410 10110 00 000	\$ 1,700,249	\$ 2,429,008	\$ 1,590,074	\$ 3,848,157	\$ 2,258,083	142%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS	\$ 1,700,249	\$ 2,429,008	\$ 1,590,074	\$ 3,848,157	\$ 2,258,083	\$ 2,258,083	142%

Section 9 Capital Project Funds
Capital Project Fund Overview

The Capital Project Fund tracks major equipment, land, and infrastructure projects of \$25,000 or more financed with General Fund operating transfers, intergovernmental revenue, bond proceeds and Special Revenue Fund transfers. Project completion or procurement may extend across two or more fiscal years and reflect multiple expenditure categories such as engineering, design and construction.

Completed capital projects often have a continuing fiscal impact on the Town's operating funds due to routine maintenance, repair, and daily operating costs. When an ongoing operating impact has been identified, it is included on the project description sheet, and costs are projected for the next three years. Upon approval of the project, the ongoing fiscal impact is integrated into the operating budget.

Revenues and Other Sources

- Revenues and other sources are budgeted to be \$4,450,134.
- This represents a 725% increase of \$3,910,744 from prior year estimated.
 - Investment earnings remained flat at \$38,000
 - Contributions decreased \$201,390 due to one-time receipts received in prior year
 - \$26,390 for Solana/SH114 Signalization Project 69
 - \$175,000 for WA Outdoor Science Project 71
 - Transfers in from General Fund increased \$725,000 for one-time planning and development building permit fees and revenues.
 - Other Sources increased \$3,387,134 due to one-time bond funds received for improvements in roads, facilities and grounds.

Operating Expenditures

- Payroll transfers out to General Fund decreased \$54,565 due to a one-time transfer out in FY17/18 to offset cost of Project Manager for the Public Works department.

Non-Operating Expenditures

- Capital Projects are budgeted to be \$2,192,051
- This represents a 268% increase of \$1,597,051 from prior year estimated.
- The following is a list of budgeted projects for FY 18/19.

Dept	Account Formatted	Account Description	Adopted Budget
16	410-73000-16-000-000040	Sam School Road R&D	\$ 281,960
16	410-73000-16-000-000060	Pearson Lane R&D	404,125
16	410-73000-16-000-000075	Flashing Crosswalk Lights	80,000
16	410-73000-16-000-000078	Solana Pavement Repair	90,000
16	410-73000-16-000-000079	Wyck Hill Pavement Resurface	54,450
16	410-73000-16-000-000080	FM1938 Pavement Repairs	80,000
16	410-74400-16-000-000020	FM1938 Town Improvements	220,000
17	410-73000-17-000-000077	WA-Pond Repairs	82,000
19	410-73000-19-000-000076	Cemetery Improvements	50,000
19	410-74400-19-000-000042	Trail Connection at 114/Solana	30,000
19	410-74400-19-000-000053	Trail - Dove/Pearson/Aspen	290,016
19	410-74400-19-000-000067	Wayfinding Signage	229,500
20	410-74400-20-000-000081	Fiber Connectivity	300,000
			\$ 2,192,051

Section 9 Capital Project Funds
Capital Project Fund Overview

Fund Balance

- Excess revenues over(under) expenditures are projected to be \$2,258,083
- The projected beginning fund balance is \$1,590,074.
- The ending fund balance is projected to be \$3,848,157.

Impact of Capital on Operating Budget

The purpose of the chart below is to show the impact to the operating budget if the capital expenditures were undertaken. Some major costs associated with capital improvement projects always involve personnel, insurance and utilities.

Examples of specific information are as follows:

- If a workforce increase is needed - how much money would be added to the budget for salaries and employee benefits. And what about a workforce decrease is needed once the project is finished?
- How much will property and casualty insurance rise or fall because of this project? What is the estimate of the impact in utility costs once the construction is completed? Must a piece of equipment be purchased or needed once the construction is completed?

Operating Budget Impact by Project Name

Dept	Acct	Proj	Account Description	19/20	20/21	21/22	22/23
16	73000	40	Sam School Road R&D	\$19,737	\$19,737	\$24,737	\$24,887
16	73000	60	Pearson Lane R&D	\$0	24,296	24,296	24,296
16	73000	75	Flashing Crosswalk Lights	\$0	6,800	6,860	6,922
16	73000	78	Solana Pavement Repair	\$0	6,300	6,300	6,300
16	73000	79	Wyck Hill Pavement Resurface	\$0	3,812	3,812	3,812
16	73000	80	FM1938 Pavement Repairs	\$0	5,600	5,600	5,600
16	74400	20	FM1938 Town Improvements	\$0	\$0	\$0	\$0
17	73000	77	WA-Pond Repairs	\$0	7,800	7,862	7,925
19	73000	76	Cemetery Improvements	\$0	2,000	2,060	2,122
19	74400	42	Trail Connection at 114/Solana	\$0	2,100	2,100	2,100
19	74400	53	Trail - Dove/Pearson/Aspen	\$0	24,296	24,296	24,296
19	74400	67	Wayfinding Signage	\$0	16,065	16,065	16,065
20	74400	81	Fiber Connectivity	\$0	\$0	\$0	\$0
				\$19737	\$118,806	\$123,988	\$124,325

CAPITAL PROJECT FUND 410
FIVE YEAR FORECAST

PROJECT DESCRIPTION	ESTIMATED FY 17-18	ADOPTED FY 18-19	1 FY 19-20	2 FY 20-21	3 FY 21-22	4 FY 22-23
Transfer in from GF	\$ 300,000	\$ 1,025,000	\$ -	\$ -	\$ -	\$ -
Operating Xfr Out for PR Costs	(54,565)	-	-	-	-	-
Interest Income	38,000	38,000	38,000	38,000	38,000	38,000
NET	283,435	1,063,000	38,000	38,000	38,000	38,000
proj 20 Contribution	-	-	-	-	-	-
Capital Project Expense	(50,000)	(220,000)	-	-	-	-
FM1938 TOWN IMPROVEMENTS	(50,000)	(220,000)	-	-	-	-
proj 34 Bond Revenue - Issue \$3.1M	-	480,180	-	-	-	-
Capital Project Expense	-	-	(480,180)	-	-	-
ROANOKE ROAD RECON/DRAIN SOUTH	-	480,180	(480,180)	-	-	-
proj 40 Bond Revenue - Issue \$3.1M	-	281,960	-	-	-	-
Capital Project Expense	-	(281,960)	-	-	-	-
SAM SCHOOL ROAD RECON & DRAINAGE	-	-	-	-	-	-
proj 41 Cash (Fund Balance)	-	-	-	-	-	-
Capital Project Expense	(100,000)	-	-	-	-	-
E. DOVE ROAD RECON & DRAINAGE (Vaquero - TB)	(100,000)	-	-	-	-	-
proj 42 Bond Revenue - Issue \$3.1M	-	30,000	-	-	-	-
Capital Project Expense	-	(30,000)	-	-	-	-
TRAIL CONNECTION AT 114/SOLANA	-	-	-	-	-	-
proj 52 Bond Revenue - Issue \$3.1M	-	300,949	-	-	-	-
Capital Project Expense	-	-	(300,949)	-	-	-
TRAIL - WESTLAKE ACADEMY TO CEMETERY	-	300,949	(300,949)	-	-	-
proj 53 Bond Revenue - Issue \$3.1M	-	290,016	-	-	-	-
Capital Project Expense	-	(290,016)	-	-	-	-
TRAIL - DOVE/PEARSON/ASPEN	-	-	-	-	-	-
proj 58 Bond Revenue - Issue \$3.1M	-	983,954	-	-	-	-
Capital Project Expense	-	-	(983,954)	-	-	-
OTTINGER ROAD RECON & DRAINAGE	-	983,954	(983,954)	-	-	-
proj 60 Bond Revenue - Issue \$3.1M	-	404,125	-	-	-	-
Capital Project Expense	-	(404,125)	-	-	-	-
PEARSON LANE RECON & DRAINAGE	-	-	-	-	-	-
proj 67 Bond Revenue - Issue \$3.1M	-	229,500	-	-	-	-
WAYFINDING SIGNAGE	-	(229,500)	-	-	-	-
WAYFINDING SIGNAGE	-	-	-	-	-	-
proj 68 Cash (Fund Balance)	-	-	-	-	-	-
Capital Project Expense	(160,000)	-	-	-	-	-
DOVE ROAD/FM1938 SIGNALIZATION	(160,000)	-	-	-	-	-
proj 69 Contribution Revenue	26,390	-	-	-	-	-
Capital Project Expense	-	-	-	-	-	-
SOLANA/SH114 SIGNALIZATION	26,390	-	-	-	-	-
proj 70 Contribution Revenue	-	-	-	-	-	-
Capital Project Expense	(10,000)	-	-	-	-	-
SOLANA/FM1938 SIGNALIZATION	(10,000)	-	-	-	-	-

CAPITAL PROJECT FUND 410
FIVE YEAR FORECAST

PROJECT DESCRIPTION		ESTIMATED FY 17-18	ADOPTED FY 18-19	1 FY 19-20	2 FY 20-21	3 FY 21-22	4 FY 22-23
proj 71	WAF Grant	175,000	-	135,000	-	-	-
	Capital Project Expense	(175,000)	-	(123,595)	-	-	-
	WA - OUTDOOR LEARNING CENTER	-	-	11,405	-	-	-
proj 75	Bond Revenue - Issue \$3.1M	-	80,000	-	-	-	-
	Capital Project Expense	-	(80,000)	-	-	-	-
	FLASHING CROSSWALK LIGHTS	-	-	-	-	-	-
proj 76	Contribution	-	-	-	-	-	-
	Capital Project Expense	(100,000)	(50,000)	-	-	-	-
	CEMETARY IMPROVEMENTS	(100,000)	(50,000)	-	-	-	-
proj 77	Bond Revenue - Issue \$3.1M	-	82,000	-	-	-	-
	Capital Project Expense	-	(82,000)	-	-	-	-
	WA - POND REPAIRS	-	-	-	-	-	-
proj 78	Bond Revenue - Issue \$3.1M	-	90,000	-	-	-	-
	Capital Project Expense	-	(90,000)	-	-	-	-
	SOLANA PAVEMENT REPAIRS	-	-	-	-	-	-
proj 79	Bond Revenue - Issue \$3.1M	-	54,450	-	-	-	-
	Capital Project Expense	-	(54,450)	-	-	-	-
	WYCK HILL PAVEMENT RESURFACE	-	-	-	-	-	-
proj 80	Bond Revenue - Issue \$3.1M	-	80,000	-	-	-	-
	Capital Project Expense	-	(80,000)	-	-	-	-
	FM1938 PAVEMENT REPAIRS	-	-	-	-	-	-
proj 80	Cash (Fund Balance)	-	-	-	-	-	-
	Capital Project Expense	-	(300,000)	-	-	-	-
	FIBER CONNECTIVITY	-	(300,000)	-	-	-	-
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		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Fund
412

Westlake Academy Expansion Fund

The Westlake Academy Expansion Fund tracks and accumulates resources intended to finance future expansions projects at the Academy.

Westlake Academy Expansion Fund 412

Program Summary

Fiscal Year 2018/19

Actuals FY 16/17	Adopted Budget FY 17/18	Estimated Budget FY 17/18	Adopted Budget FY 18/19	FY 18/19 vs FY 17/18	Adopted Estimated
---------------------	-------------------------------	---------------------------------	-------------------------------	----------------------------	----------------------

REVENUES & OTHER SOURCES

General Sales Tax	\$ -	\$ -	\$ -	\$ -	0%
Property Tax	-	-	-	-	0%
Charge for Service	-	-	-	-	0%
Hotel Occupancy Tax	-	-	-	-	0%
Beverage Tax	-	-	-	-	0%
Franchise Fees	-	-	-	-	0%
Permits & Fees Other	-	-	-	-	0%
Permits & Fees Building	-	-	-	-	0%
Permits & Fees Utility	-	-	-	-	0%
Fines & Forfeitures	-	-	-	-	0%
Investment Earnings	6,218	3,600	29,180	29,180	0%
Contributions	-	-	-	-	0%
Misc Income	-	-	-	-	0%
Total Revenues	6,218	3,600	29,180	29,180	0%
Transfers In	1,010,000	750,000	340,000	164,300	(175,700) -52%
Other Sources	-	-	-	-	0%
Total Other Sources	1,010,000	750,000	340,000	164,300	(175,700) -52%
TOTAL REVENUES & OTHER SOURCES	\$ 1,016,218	\$ 753,600	\$ 369,180	\$ 193,480	\$ (175,700) -48%

EXPENDITURES & OTHER USES

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

Excess Revenues over(under) Expenditures	1,016,218	753,600	369,180	108,480	(260,700) 71%
FUND BALANCE, BEGINNING	397,127	1,413,345	1,413,345	1,782,525	369,180 26%
FUND BALANCE, ENDING	1,413,345	2,166,945	1,782,525	1,891,005	108,480 6%
Restricted/Assigned/Committed Funds	1,413,345	2,166,945	1,782,525	1,891,005	108,480 6%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	\$ -	\$ -	\$ - 0%

RESTRICTED/ASSIGNED/COMMITTED FUNDS

Cash	412 10110 00 000	\$ 1,413,345	\$ 2,166,945	\$ 1,782,525	\$ 1,891,005	\$ 108,480 6%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS		\$ 1,413,345	\$ 2,166,945	\$ 1,782,525	\$ 1,891,005	\$ 108,480 6%

Section 9 Capital Project Funds
Westlake Academy Expansion Overview

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

In FY 2012/13, approximately 8.5 million dollars of bond proceeds were used to fund construction of three new buildings at Westlake Academy with the final expenditures continuing into FY 13/14:

- Cafetorium – includes stage, dressing area, storage and catering kitchen for dining and general purposes; approximately 9,600 sf.
- Three story Secondary School - includes 15 classrooms, flex and office space; designed to allow for future addition if needed; approximately 18,900 sf.
- Field-house - houses locker rooms used for both athletics and PE, including a visiting team locker room; storage for equipment; offices and space to be used for the PE program; approximately 9,600 sf.

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

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

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

Revenues and Other Sources

- Budgeted to be \$193,480. This represents a 48% decrease of \$175,700 from the prior year estimated revenues of \$369,180.
 - Investment earnings are budgeted to remain flat at \$29,180.
 - Transfers in from the Economic Development fund for developer lot fee payments are budgeted to be \$164,300; this reflects a 52% decrease of \$175,700.

Operating Expenditures

- There are no budgeted operating expenditures.

Non-Operating Expenditures

- Budgeted to be \$85,000. This represents a 100% increase from the prior year estimated.
 - It has been almost six years since the multi-year Westlake Academy 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. 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.

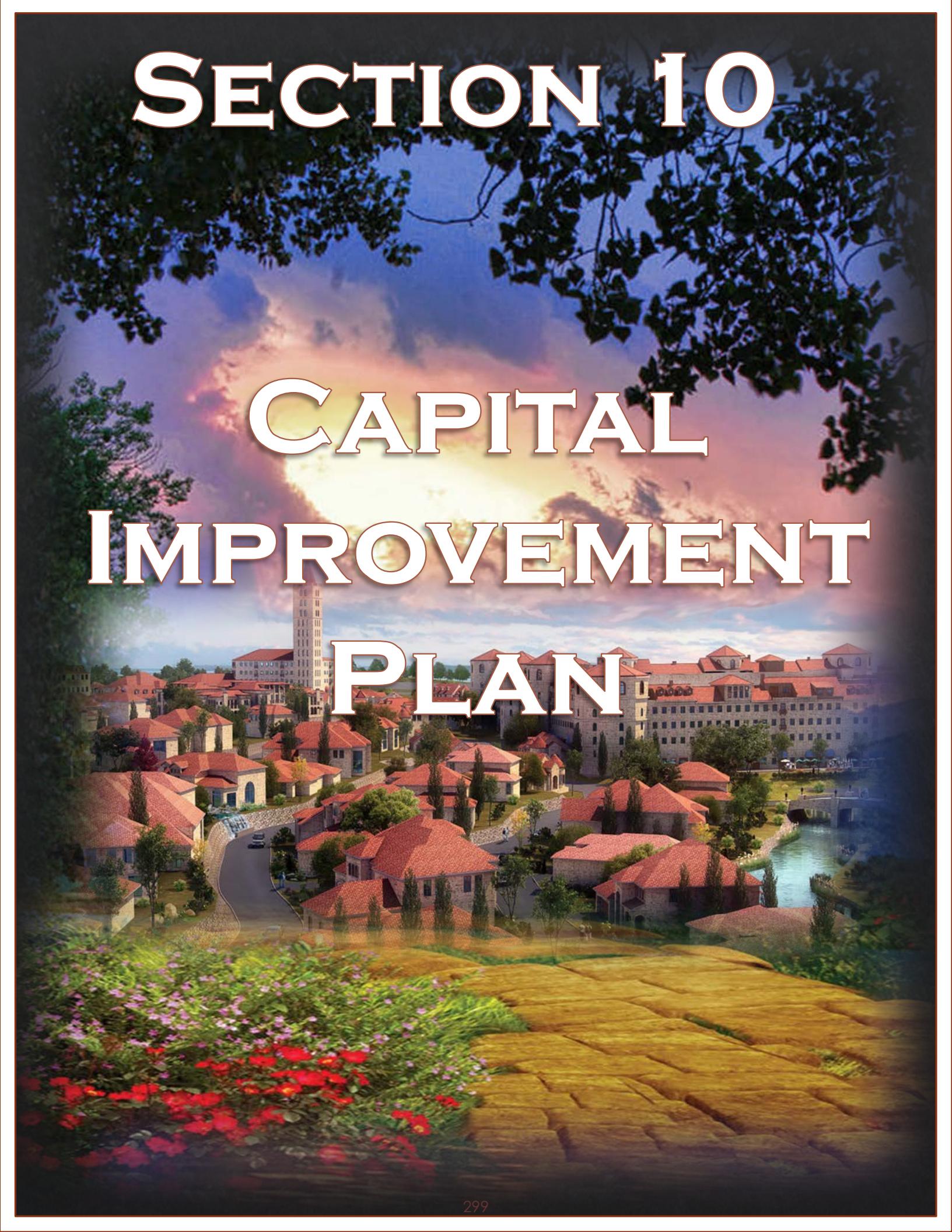
Fund Balance

- Excess revenues over(under) budget are projected to be \$108,480
- Beginning fund balance is projected to be \$1,782,525
- The ending fund balance is projected to be \$1,891,005

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SECTION 10

CAPITAL IMPROVEMENT PLAN

A scenic landscape featuring a sunset sky with orange and purple hues. In the foreground, there's a stone path leading towards a town. The town consists of several buildings with red-tiled roofs, including a prominent tall tower and a large, multi-story building. A river or stream flows through the town, with a small bridge visible. The town is surrounded by greenery, including trees and manicured lawns. The overall atmosphere is peaceful and suggests a well-planned urban or suburban environment.

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CAPITAL IMPROVEMENT PLAN OVERVIEW

OVERVIEW

The Capital Improvement Plan (CIP) presents the Town's plan for infrastructure development and improvements and is evaluated annually by the Town leadership to determine the financial availability of resources for design, construction, operations, and maintenance. Balancing these priorities, while at the same time being cognizant of the fiscal challenges of our Town, continues to be a priority for our staff team and elected officials.

This document provides a comprehensive plan of capital improvements that are to be undertaken by the Town over the next five (5) years. Cost estimates and financing methods for the improvements are included and are referenced by individual project. The development of the Capital Improvement Plan is one of the more complex and multi-faceted processes of the Town. Striking a balance between the needs and interests of the residents and our financial capacity is a challenging proposition.

For this community vision to have meaning, it must be accompanied by deliberate planning that leads the organization and community to its desired future. This requires clearly defined goals, proactive strategies, committed leadership, effective management and above all, the resources to carry out these plans and objectives.

WHAT IS A CIP?

CIP is a realistic plan designed to fulfill the strategic goals and objectives necessary to achieve the mission and vision of the community. The CIP is a multi-year document that summarizes the capital needs of a community over a specific time period. It outlines the individual capital projects, their strategic value and relationship to the community's long-term goals and objectives as well as the fiscal impact that they pose to the community.

WHY HAVE A CIP?

- Informs the employees, departments, elected officials and the public of an entity's intent to invest in its infrastructure and community
- Represents a long-term financial plan and identifies resources or financing strategies that an entity plans to use to fund the plan
- Identifies projects by functionality to ensure a balanced approach to our reinvestment in the community
- Establishes priorities and serves as a planning document or blueprint for an organization's investment in capital infrastructure both short-term and long-term
- Provides a breakdown of major project costs and phasing as necessary
- **DOES NOT** appropriate money

WHAT IS A CAPITAL PROJECT?

Capital includes all long-lived infrastructures such as water facilities, sewers, streets, parks and buildings along with major equipment like fire trucks, radio systems, vehicles, computers and fixtures. Capital projects are the individual action plans that make up a Capital Improvement Plan. The capital projects in this CIP have been categorized into the following groups: Parks & Recreation, Facilities, Transportation, Vehicles and Utilities.

CIP PRIORITIZATION STRATEGY – PRESERVE * PROTECT * PLAN

- Preserve the past by investing in the continued upgrade of town assets and infrastructure
- Protect the present with improvements and/or additions to facilities, roads, and capital investments
- Plan for the future of the organization

CAPITAL ASSETS BY CATEGORY AND TYPE

When most people think of the Town's capital assets, they naturally think of the Westlake Academy campus. While the campus is certainly a very important and visible asset owned by the Town, it is but one of many. Included in the assets of the Town are all the Town's infrastructure such as its streets, water, water towers, and sewer mains, vehicles and other equipment. In preparing this year's CIP, the staff utilized our annual audit to determine the value of the Town's assets.

FUNDING CONSIDERATIONS

In all communities, the cost associated with capital projects far outweighs the available resources necessary to pay for them; in short there is not enough money. This requires prioritization of the projects based upon their perceived impact on the community.

Due to the vast number of individual desires it is near impossible to satisfy everyone and requires a collaborative effort to create situations where the benefits are shared equitably with community stakeholders. In addition, dedicated revenues will, in most cases, determine which projects get funded. For example, the Utility Fund may only contribute towards capital projects that improve water and wastewater projects.

SOURCES OF FUNDING

There are four primary funding sources for capital improvements:

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

The projects in this CIP rely on bond proceeds and other revenues in the Governmental and Enterprise Funds as well as contributions from corporate partners for funding.

There are two types of bonds:

1. General Obligation (GO) bonds which require voter approval
2. Certificates of Obligation (CO) bonds which do not require voter approval.

HOW INFLATION IMPACTS THE CIP

Inflation is defined as a rise in the price of all goods and services over time. This implies that the purchasing power, or value, of currency will decline in the future relative to costs. Therefore, more money will be required to fund CIP related expenditures and must be accounted for.

This data is important in calculating the Town's future liability; by utilizing inflation trends to calculate future capital replacement costs, we can determine how 'waiting' a year or more impacts the total project cost. Most are aware of the benefits of compounding when it comes to investing. Unfortunately, this same principle works in reverse as inflation causes costs to compound higher over time.

FUNDED VS UNFUNDED (UNDER DISCUSSION) CAPITAL IMPROVEMENTS

In prior years, the majority of capital improvements in Westlake have been unfunded. These projects represent capital needs that are subject to more discussion and are included to convey to the Town leaders and other interested parties the general parameters and breadth of those capital needs. These projects may be moved to the "Funded" section of this CIP or moved out into future years depending on priorities, funding availability, and other considerations. This multi-year capital plan will provide Council with a guide that communicates the program need or deficiency, as well as the funding requirements. It is important to note that projects which do not receive funding in a given year are moved out to the future years in order to communicate to those with decision making responsibility the need to provide necessary funding, or through evaluation, eliminate the project entirely.

CIP IMPACT TO THE OPERATING BUDGET

The Town of Westlake's operating budget is directly affected by the Capital Improvement Program (CIP) budget. CIP projects can often increase or decrease costs. CIP investments in technology or significant improvements to existing maintenance intensive assets can reduce operating budget costs. However, new facilities and land acquisitions typically increase operating expenditures.

Operating costs are carefully considered in deciding which projects move forward in the CIP budget. It is typically impossible to absorb many large increases in operating costs at once; therefore, projects are programmed to prevent shocks to operating budgets. Several projects are currently included in the Adopted CIP, and could have future impacts on the operating budget.

OVERVIEW

The Capital Improvement Program (CIP) guides new construction and improvements to the Town's infrastructure and facilities, ranging from road expansion to repairs on publicly owned buildings, to acquisition of new water sources.

The CIP requires a sound operating budget and a solid financial base to allow for debt or cash financing of capital projects. A well prepared operating budget assists in raising or maintaining the bond rating of the Town. A higher bond rating means that the Town pays a lower interest rate for the bonds sold to finance capital projects. The annual budget process takes into account requirements of funding infrastructure, maintenance, and related operational costs.

REVENUE SOURCES AND PROJECTIONS

Development of the CIP has two phases.

1. The first phase is revenue projections. Like revenue projections for the operating budget, trends are studied, and performance assumptions are generated. From these assumptions, expenditure estimates are developed. Since the CIP involves long term planning, revenue projections must be made further into the future than those required for the operating budget. Components of revenue funding for the CIP are:
 - o Sales tax revenue
 - o Interest earnings on the fund balance and current revenues contribute to CIP
 - o Transfers from other funds, such as the General Fund are considered in revenue estimating.
 - o Other parts of CIP financing are budgeted as debt service in proprietary funds.
2. The second phase is existing debt service obligations. Existing debt is considered when estimating the additional amount of debt that can be assumed under the Town's policy.

After the new debt for proposed projects is calculated and all revenue sources are identified, projects are prioritized and funds are allocated for long range planning. The revenues and debt service expenditures are managed through the two Debt Service Funds of the Town.

PROJECT REVIEW

The second phase of developing the CIP involves the project requests. Through a series of meetings, project plans are developed, studied and ranked according to criteria set forth by the Town Council. Projects proposed for the CIP are reviewed, evaluated, and recommended under the following guidelines:

Section 10 Capital Improvement Plan
CIP Impact to Operating Budget

1. General revenue-supported debt: Maintain a Capital Improvement Program within the debt limitations established by state law, and within a maximum local mill levy debt service established by the Town Council.
2. Capital improvement projects must meet the established useful life criteria to be financed:

Project Type	General Life	Financing
Public buildings	40 years	10 year
New road construction	40 years	10 year
Major road rehabilitation	15 years	10 year
Water, sewer & drainage	40 years	20 year
Miscellaneous items	Based on asset	10 year
Local sales tax projects	10 year	15 year

3. Maintenance of the highway and street system to provide safe and effective vehicular access and efficient urban traffic flow emphasizing the following:
 - Include features in new projects which will reduce future maintenance requirements
 - Provide good streets and roadways to serve Town facilities
4. Emphasize projects without regard to the percentage of the total CIP funds available.
5. Develop a balanced capital maintenance program for all types of Town assets.
6. Include beautification and landscape improvements in projects, especially on arterials and highways, facilities, etc.
7. Insure an adequate water supply for existing neighborhoods and for the planned growth and development of the Town.

ADOPTION OF THE CIP

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

IMPLEMENTATION

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

BUDGETING FOR ONGOING OPERATING COSTS OF CIP PROJECTS

As a general practice, the CIP is developed and revised in a process that parallels development of the Town's operating budget. Departments provide estimated ongoing costs associated with CIP projects so all costs can be considered in the evaluation process. When a project is completed, the operating costs are included in the department's operating budget.

Funded Capital Improvement Projects

A Capital Improvements Program (CIP) is for the purchase, construction or replacement of the physical assets of the Town.

This section includes a listing of projects for the current year as well as projects that are planned for implementation over a five-year period.

CAPITAL PROJECT FORECAST

Formerly Adopted and New Proposed Projects

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	Cemetery 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 iconic Fire-EMS Station, which includes 4 bays, sleeping areas for staff members, kitchen/food preparation, storage, multi-purpose space to serve as a community/staff training, EOC room and offices for administration. The station is estimated to be approximately 18K square feet of usable space and would also include the Town's Emergency Operations Center (EOC) with a back-up generator for sustainability. It does not include any apparatus or a fire training facility. The project includes the acquisition of land by private donation,



PROJECT EXPENSE

Fund 405 EXPENDITURE TYPE	Totals Thru FY 16/17	Estimated FY 17/18	Proposed FY 18/19	Projection				Project Total
				FY 19/20	FY 20/21	FY 21/22	FY 22/23	
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 FUNDING TYPE	Totals Thru FY 16/17	Estimated FY 17/18	Proposed FY 18/19	Projection				Project Total
				FY 19/20	FY 20/21	FY 21/22	FY 22/23	
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

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	
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								
EXPENDITURE TYPE	Totals Thru FY 16/17	Estimated FY 17/18	Proposed FY 18/19	Projection				Project Total
				FY 19/20	FY 20/21	FY 21/22	FY 22/23	
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

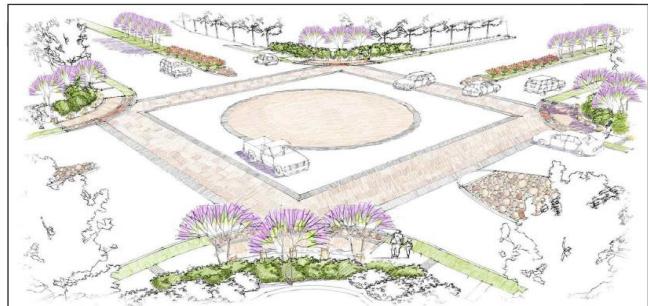
PROJECT FUNDING								
410-10110-20-000-000081	Totals Thru FY 16/17	Estimated FY 17/18	Proposed FY 18/19	Projection				Project Total
				FY 19/20	FY 20/21	FY 21/22	FY 22/23	
Contributions	1,080,473	-	-	-	-	-	-	1,080,473
Interest Earned	12,800	29,180	29,180	27,400	27,400	27,400	27,400	180,760
Interest 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 #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

410-74400-16-000-000020	Totals Thru FY 16/17	Estimated FY 17/18	Proposed FY 18/19	Projection-----				Project Total
				FY 19/20	FY 20/21	FY 21/22	FY 22/23	
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

410-10110-16-000-000020	Totals Thru FY 16/17	Estimated FY 17/18	Proposed FY 18/19	Projection-----				Project Total
				FY 19/20	FY 20/21	FY 21/22	FY 22/23	
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

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	-	-	-	-	-	-	-	-
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

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

PROJECT FUNDING

410-33501-16-000-000034	Totals Thru FY 16/17	Estimated FY 17/18	Proposed FY 18/19	Projection-----				Project Total
				FY 19/20	FY 20/21	FY 21/22	FY 22/23	
Cash (Fund Balance)	2,900	-	-	-	-	-	-	2,900
Contributions/Grants	-	-	-	-	-	-	-	-
Bonds FY 18/19 CO	-	-	480,180	-	-	-	-	480,180
Unfunded	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	2,900	-	480,180	-	-	-	-	483,080

IMPACT ON OPERATING BUDGET

IMPACT TYPE	Totals Thru FY 16/17	Estimated FY 17/18	Proposed FY 18/19	Projection-----				
				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

410-73000-16-000-000040	Totals Thru	Estimated	Proposed	Projection-----				Project Total
				FY 19/20	FY 20/21	FY 21/22	FY 22/23	
Engineering	-	-	49,308	-	-	-	-	49,308
Construction	-	-	232,652	-	-	-	-	232,652
Design	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	-	-	281,960	-	-	-	-	281,960

PROJECT FUNDING

410-33501-16-000-000040	Totals Thru	Estimated	Proposed	Projection-----				Project Total
				FY 19/20	FY 20/21	FY 21/22	FY 22/23	
Cash (Fund Balance)	-	-	-	-	-	-	-	-
Contributions/Grants	-	-	-	-	-	-	-	-
Bonds FY 18/19 CO	-	-	281,960	-	-	-	-	281,960
Unfunded	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	-	-	281,960	-	-	-	-	281,960

IMPACT ON OPERATING BUDGET

IMPACT TYPE	Totals Thru	Estimated	Proposed	Projection-----				
				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

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

PROJECT FUNDING

410-10110-16-000-000034	Totals Thru FY 16/17	Estimated FY 17/18	Proposed FY 18/19	----- Projection -----				Project Total
				FY 19/20	FY 20/21	FY 21/22	FY 22/23	
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

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	-	-	-	-	-	-	-	-
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

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

PROJECT FUNDING

410-33700-16-000-000070	Totals Thru	Estimated	Proposed	Projection-----				Project Total
				FY 19/20	FY 20/21	FY 21/22	FY 22/23	
Cash (Fund Balance)	35,163	10,000	-	-	-	-	-	45,163
Contributions/Grants	259,540	-	-	-	-	-	-	259,540
Bonds FY 18/19 CO	-	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	294,703	10,000	-	-	-	-	-	304,703

IMPACT ON OPERATING BUDGET

IMPACT TYPE	Totals Thru	Estimated	Proposed	Projection-----				
				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

410-73000-16-000-000075	Totals Thru	Estimated	Proposed	Projection-----				Project Total
				FY 19/20	FY 20/21	FY 21/22	FY 22/23	
Engineering	-	-	-	-	-	-	-	-
Construction	-	-	55,000	-	-	-	-	80,000
Design	-	-	25,000	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	-	-	80,000	-	-	-	-	80,000

PROJECT FUNDING

410-33501-16-000-000075	Totals Thru	Estimated	Proposed	Projection-----				Project Total
				FY 19/20	FY 20/21	FY 21/22	FY 22/23	
Cash (Fund Balance)	-	-	-	-	-	-	-	-
Contributions/Grants	-	-	-	-	-	-	-	-
Bonds FY 18/19 CO	-	-	80,000	-	-	-	-	80,000
Unfunded	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	-	-	80,000	-	-	-	-	80,000

IMPACT ON OPERATING BUDGET

IMPACT TYPE	Totals Thru	Estimated	Proposed	Projection-----				
				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

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

PROJECT FUNDING

410-33501-16-000-000078	Totals Thru FY 16/17	Estimated FY 17/18	Proposed FY 18/19	----- Projection -----				Project Total
				FY 19/20	FY 20/21	FY 21/22	FY 22/23	
Cash (Fund Balance)	-	-	-	-	-	-	-	-
Contributions/Grants	-	-	-	-	-	-	-	-
Bonds FY 18/19 CO	-	-	90,000	-	-	-	-	90,000
Unfunded	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	-	-	90,000	-	-	-	-	90,000

IMPACT ON OPERATING BUDGET

IMPACT TYPE	Totals Thru FY 16/17	Estimated FY 17/18	Proposed FY 18/19	----- Projection -----				
				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

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

PROJECT FUNDING

410-33501-16-000-000079	Totals Thru	Estimated	Proposed	Projection-----				Project Total
				FY 19/20	FY 20/21	FY 21/22	FY 22/23	
FUNDING TYPE	FY 16/17	FY 17/18	FY 18/19					
Cash (Fund Balance)	-	-	-	-	-	-	-	-
Contributions/Grants	-	-	-	-	-	-	-	-
Bonds FY 18/19 CO	-	-	54,450	-	-	-	-	54,450
Unfunded	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	-	-	54,450	-	-	-	-	54,450

IMPACT ON OPERATING BUDGET

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

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

PROJECT FUNDING

410-33501-16-000-000080	Totals Thru FY 16/17	Estimated FY 17/18	Proposed FY 18/19	Projection-----				Project Total
				FY 19/20	FY 20/21	FY 21/22	FY 22/23	
Cash (Fund Balance)	-	-	-	-	-	-	-	-
Contributions/Grants	-	-	-	-	-	-	-	-
Bonds FY 18/19 CO	-	-	80,000	-	-	-	-	80,000
Unfunded	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	-	-	80,000	-	-	-	-	80,000

IMPACT ON OPERATING BUDGET

IMPACT TYPE	Totals Thru FY 16/17	Estimated FY 17/18	Proposed FY 18/19	Projection-----				
				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 #71

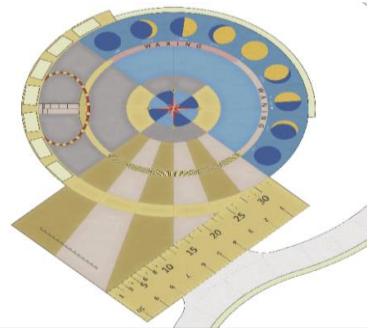
Westlake Academy - Outdoor Learning Space

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 this 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

410-74400-17-000-000071	Totals Thru FY 16/17	Estimated FY 17/18	Proposed FY 18/19	Projection				Project Total
				FY 19/20	FY 20/21	FY 21/22	FY 22/23	
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

410-33700-17-000-000071	Totals Thru FY 16/17	Estimated FY 17/18	Proposed FY 18/19	Projection				Project Total
				FY 19/20	FY 20/21	FY 21/22	FY 22/23	
Cash (Fund Balance)	-	-	-	-	-	-	-	-
Transfer in from General Fund	-	-	-	-	-	-	-	-
Transfer in from Utility Fund	-	-	-	-	-	-	-	-
Contribution WAF	102,260	175,000	-	123,595	-	-	-	400,855
FUNDING TOTAL	102,260	175,000	-	123,595	-	-	-	400,855

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	
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

410-74400-17-000-000071	Totals Thru FY 16/17	Estimated FY 17/18	Proposed FY 18/19	Projection				Project Total
				FY 19/20	FY 20/21	FY 21/22	FY 22/23	
Engineering	-	-	12,000		-	-	-	12,000
Construction	-	-	229,500	-	-	-	-	229,500
Design	-	-	-	-	-	-	-	-
FF&E	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	-	-	82,000	-	-	-	-	82,000

PROJECT FUNDING

410-33700-17-000-000071	Totals Thru FY 16/17	Estimated FY 17/18	Proposed FY 18/19	Projection				Project Total
				FY 19/20	FY 20/21	FY 21/22	FY 22/23	
Cash (Fund Balance)	-	-	-	-	-	-	-	-
Transfer in from General Fund	-	-	-	-	-	-	-	-
Transfer in from Utility Fund	-	-	-	-	-	-	-	-
Bonds 2018/19 CO Bonds	-	-	229,500	-	-	-	-	229,500
FUNDING TOTAL	-	-	82,000	-	-	-	-	82,000

IMPACT ON OPERATING BUDGET

OPERATING IMPACT	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	
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

410-74400-19-000-000042	Totals Thru FY 16/17	Estimated FY 17/18	Proposed FY 18/19	Projection				Project Total
				FY 19/20	FY 20/21	FY 21/22	FY 22/23	
Engineering								-
Construction	-	-	30,000	-	-	-	-	30,000
Design								-
Contingency								-
Other Admin cost								-
EXPENDITURES TOTAL	-	-	30,000	-	-	-	-	30,000

PROJECT FUNDING

410-33501-19-000-000042	Totals Thru FY 16/17	Estimated FY 17/18	Proposed FY 18/19	Projection				Project Total
				FY 19/20	FY 20/21	FY 21/22	FY 22/23	
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

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	-	-	-	-	-	-	-	-
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

410-74400-19-000-000067	Totals Thru FY 16/17	Estimated FY 17/18	Proposed FY 18/19	Projection				Project Total
				FY 19/20	FY 20/21	FY 21/22	FY 22/23	
Engineering	-	-	-	-	-	-	-	-
Construction	-	-	229,500	-	-	-	-	229,500
Design	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	-	-	229,500	-	-	-	-	229,500

PROJECT FUNDING

410-33501-19-000-000067	Totals Thru FY 16/17	Estimated FY 17/18	Proposed FY 18/19	Projection				Project Total
				FY 19/20	FY 20/21	FY 21/22	FY 22/23	
Cash/Transfers	-	-	-	-	-	-	-	-
Contributions/Grants	-	-	-	-	-	-	-	-
Bonds FY 18/19 CO	-	-	229,500	-	-	-	-	229,500
UnFunded	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	-	-	229,500	-	-	-	-	229,500

IMPACT ON OPERATING BUDGET

IMPACT TYPE	Totals Thru 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	-	-	-	-	-	-	-	-
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

410-73000-19-000-000076	Totals Thru FY 16/17	Estimated FY 17/18	Proposed FY 18/19	Projection				Project Total
				FY 19/20	FY 20/21	FY 21/22	FY 22/23	
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

410-33700-19-000-000076	Totals Thru FY 16/17	Estimated FY 17/18	Proposed FY 18/19	Projection				Project Total
				FY 19/20	FY 20/21	FY 21/22	FY 22/23	
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

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	-	-	-	-	-	-	-	-
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 #52/58

Ottinger Road Reconstruction/Drainage & Trail

(North of Westlake Academy)

Project Description:

This project will provide stabilization of road subgrade and 7" asphalt to approximately 4,000 LF of Ottinger Road (from Westlake Academy to SH 170) and replace/improve culverts and ditches, consistent with 2011 Graham Pavement Evaluation Study.

Anticipate crack sealing during the 2nd year after completion. In conjunction with this project, the existing Ottinger Road bridge will be replaced with new box culvert, much like the Dove Road improvements. Staff will determine through engineering design analysis the final design criteria including horizontal and vertical alignment. A trail will provide East to West interconnectivity within the Westlake trail system. Includes a primitive trail head on the Southeast corner of the cemetery property (primitive parking, restrooms and water fountain).



PROJECT EXPENSE

410-74400-19-000-000052 410-73000-16-000-000058	Totals Thru FY 16/17	Estimated FY 17/18	Proposed FY 18/19	Projection-----				Project Total
				FY 19/20	FY 20/21	FY 21/22	FY 22/23	
Trail- Engineering/Design	-	-	-	-	-	-	-	-
Trail - Construction	-	-	-	300,949	-	-	-	300,949
Trail - Design	-	-	-	-	-	-	-	-
Road/Bridge - Engineering	-	-	-	-	-	-	-	-
Road/Bridge - Construction	-	-	-	983,954	-	-	-	983,954
EXPENDITURES TOTAL	-	-	-	1,284,903	-	-	-	1,284,903

PROJECT FUNDING

410-33501-19-000-000052 410-33501-16-000-000058	Totals Thru FY 16/17	Estimated FY 17/18	Proposed FY 18/19	Projection-----				Project Total
				FY 19/20	FY 20/21	FY 21/22	FY 22/23	
Cash (Fund Balance)	-	-	-	-	-	-	-	-
Bonds FY 18/19 CO	-	-	300,949	-	-	-	-	300,949
Bonds FY 18/19 CO	-	-	983,954	-	-	-	-	983,954
Unfunded	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	-	-	1,284,903	-	-	-	-	1,284,903

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 & 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

410-74400-19-000-000053 410-73000-16-000-000060	Totals Thru FY 16/17	Estimated FY 17/18	Proposed FY 18/19	Projection-----				Project Total
				FY 19/20	FY 20/21	FY 21/22	FY 22/23	
Trail - Engineering	-	-	-	-	-	-	-	-
Trail - Construction	-	-	290,016	-	-	-	-	290,016
Trail - Contingency	-	-	-	-	-	-	-	-
Road - Engineering	-	-	-	-	-	-	-	-
Road - Construction	-	-	404,125	-	-	-	-	404,125
EXPENDITURES TOTAL	-	-	694,141	-	-	-	-	694,141

PROJECT FUNDING

410-33501-19-000-000053 410-33501-16-000-000060	Totals Thru FY 16/17	Estimated FY 17/18	Proposed FY 18/19	Projection-----				Project Total
				FY 19/20	FY 20/21	FY 21/22	FY 22/23	
Cash (Fund Balance)	-	-	-	-	-	-	-	-
Bonds FY 18/19 CO	-	-	290,016	-	-	-	-	290,016
Bonds FY 18/19 CO	-	-	404,125	-	-	-	-	404,125
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 FY 16/17	Estimated FY 17/18	Proposed FY 18/19	Projection				Project Total
				FY 19/20	FY 20/21	FY 21/22	FY 22/23	
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 FY 16/17	Estimated FY 17/18	Proposed FY 18/19	Projection				Project Total
				FY 19/20	FY 20/21	FY 21/22	FY 22/23	
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

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	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Repair & Maintenance	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
OPERATING IMPACT	-	-	-	-	-	-	-	-

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Unfunded Capital Improvement Projects

This section includes a listing of projects over a five-year period that Town staff has identified but cannot be addressed given funding limitations.

CAPITAL IMPROVEMENT PROJECTS FORECAST

Unfunded / Under Discussion

Dept No.	Project Description	Totals Thru FY 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

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

PROJECT FUNDING

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

IMPACT ON OPERATING BUDGET

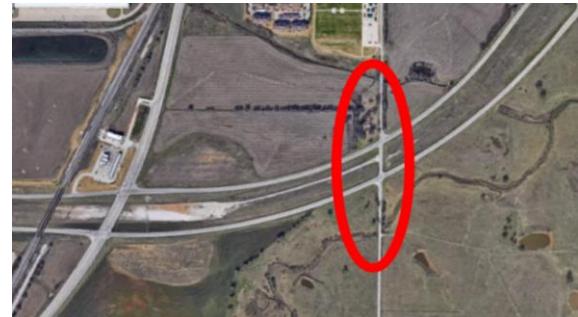
IMPACT TYPE	Totals Thru FY 16/17	Estimated FY 17/18	Proposed FY 18/19	Projection-----				
				FY 19/20	FY 20/21	FY 21/22	FY 22/23	
Supplies	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Repair & Maintenance	-	-	-	-	-	-	-	-
Rent & Utilities	-	-	-	200	206	212	219	-
Debt Service	-	-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

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

PROJECT FUNDING

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

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	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Repair & Maintenance	-	-	-	-	-	-	-	-
Rent & Utilities	-	-	-	-	200	206	212	-
Debt Service	-	-	-	-	-	16,200	16,200	-
OPERATING IMPACT	-	-	-	-	200	16,406	16,412	-

UNFUNDED (UNDER DISCUSSION) CAPITAL IMPROVEMENT

Dove Road & Randol Mill Traffic Circle

Project Description:

Reconstruction and reconfiguration of Dove Road and Randol Mill from a 3-way stop intersection to a traffic circle to improve traffic safety. Pavement construction will be consistent with 2011 Graham Pavement Evaluation Study.



PROJECT EXPENSE

EXPENDITURE TYPE	Totals Thru FY 16/17	Estimated FY 17/18	Proposed FY 18/19	Projection				Project Total
				FY 19/20	FY 20/21	FY 21/22	FY 22/23	
Engineering	-	-	-	-	-	106,090		106,090
Construction	-	-	-	-	-	786,337		786,337
Design	-	-	-	-	36,050		-	36,050
Contingency	-	-	-	-	-	-	-	-
Other	-	-	-	-	638,188		-	638,188
EXPENDITURES TOTAL	-	-	-	-	674,238	892,427	-	1,566,665

PROJECT FUNDING

FUNDING TYPE	Totals Thru FY 16/17	Estimated FY 17/18	Proposed FY 18/19	Projection				Project Total
				FY 19/20	FY 20/21	FY 21/22	FY 22/23	
Cash (Fund Balance)	-	-	-	-	-	-	-	-
Contributions/Grants	-	-	-	-	-	-	-	-
Bonds	-	-	-	-	-	-	-	-
Unfunded	-	-	-	-	674,238	892,427	-	1,566,665
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	-	-	-	-	674,238	892,427	-	1,566,665

IMPACT ON OPERATING BUDGET

IMPACT TYPE	Totals Thru FY 16/17	Estimated FY 17/18	Proposed FY 18/19	Projection				
				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

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

PROJECT FUNDING

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

IMPACT ON OPERATING BUDGET

IMPACT TYPE	Totals Thru FY 16/17	Estimated FY 17/18	Proposed FY 18/19	Projection-				
				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

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

PROJECT FUNDING

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

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	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Repair & Maintenance	-	-	-	-	-	-	-	-
Rent & Utilities	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
OPERATING IMPACT	-	-	-	-	-	-	-	-

UNFUNDED (UNDER DISCUSSION) CAPITAL IMPROVEMENT

SH114/170 Enhancements

Project Description:

This project was anticipated to be a cooperative effort between Westlake, Trophy Club, and Roanoke consisting of the design and construction of landscape and hardscape improvements to the SH 170 & Hwy 114 interchange to include plantings, painting, and entry monuments. Maintenance is for irrigation only. To-date the Town has paid \$239,433 for engineering and painting in FY 13/14. Project costs are estimated to be \$3,000,000 for construction. Funding participation is anticipated to be 1/3 from each party. This project will be submitted for a TxDot grant (Green Ribbon). The Town anticipates getting \$160,000 reimbursement of engineering costs in FY 15/16 from Trophy Club and Roanoke and will use those funds towards the final construction. If project does not move forward, the funds will go to the Capital Projects fund balance.



PROJECT EXPENSE

EXPENDITURE TYPE	Totals Thru FY 16/17	Estimated FY 17/18	Proposed FY 18/19	Projection				Project Total
				FY 19/20	FY 20/21	FY 21/22	FY 22/23	
Engineering	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	830,592
Design	-	-	-	-	-	-	-	-
Painting	239,433	-	-	-	-	-	-	239,433
Other	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	239,433	-	-	-	-	-	-	830,592
								1,070,025

PROJECT FUNDING

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

IMPACT ON OPERATING BUDGET

IMPACT TYPE	Totals Thru FY 16/17	Estimated FY 17/18	Proposed FY 18/19	Projection				
				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

Hwy 377 Landscape Improvements

Project Description:

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



PROJECT EXPENSE

EXPENDITURE TYPE	Totals Thru FY 16/17	Estimated FY 17/18	Proposed FY 18/19	Projection				Project Total
				FY 19/20	FY 20/21	FY 21/22	FY 22/23	
Engineering	-	-	-	30,000	-	-	-	30,000
Construction Phase II	-	-	-	381,100	-	-	-	381,100
Construction Phase II	-	-	-	-	436,000	-	-	436,000
Contingency	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	-	-	-	411,100	436,000	-	-	847,100

PROJECT FUNDING

FUNDING TYPE	Totals Thru FY 16/17	Estimated FY 17/18	Proposed FY 18/19	Projection				Project Total
				FY 19/20	FY 20/21	FY 21/22	FY 22/23	
Cash (Fund Balance)	-	-	-	-	-	-	-	-
Contributions/Grants	-	-	-	-	-	-	-	-
Bonds	-	-	-	-	-	-	-	-
Unfunded	-	-	-	411,100	436,000	-	-	847,100
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	-	-	-	411,100	436,000	-	-	847,100

IMPACT ON OPERATING BUDGET

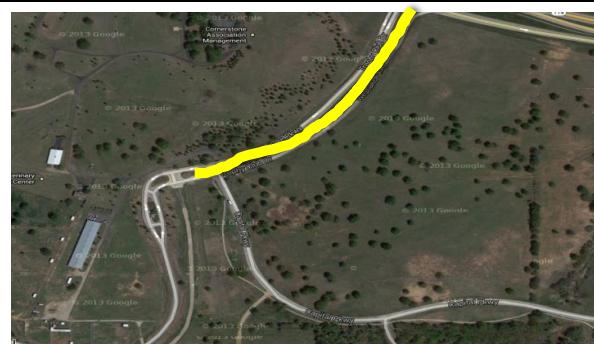
IMPACT TYPE	Totals Thru FY 16/17	Estimated FY 17/18	Proposed FY 18/19	Projection				
				FY 19/20	FY 20/21	FY 21/22	FY 22/23	
Supplies	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Repair & Maintenance	-	-	-	-	-	5,150	5,305	-
Rent & Utilities	-	-	-	-	-	10,300	10,609	-
Debt Service	-	-	-	-	-	-	-	-
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

EXPENDITURE TYPE	Totals Thru FY 16/17	Estimated FY 17/18	Proposed FY 18/19	Projection-				Project Total
				FY 19/20	FY 20/21	FY 21/22	FY 22/23	
Engineering	-	-		70,000		-	-	70,000
Construction	-	-		115,000		-	-	115,000
Design	-	-		145,338		-	-	145,338
Contingency	-	-				-	-	-
Other	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	-	-	-	330,338	-	-	-	330,338

PROJECT FUNDING

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

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	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Repair & Maintenance	-	-	-	-	-	-	-	-
Rent & Utilities	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
OPERATING IMPACT	-	-	-	-	-	-	-	-

UNFUNDED (UNDER DISCUSSION) CAPITAL IMPROVEMENT

Westlake Academy - Pedestrian Underpass

Project Description:

This project will provide for the construction of a pedestrian underpass on the south side of the Westlake Academy campus and connections to the existing trail system. This will require the reconstruction of a section of Ottinger Road and the relocation of water, gas, and telecommunications.



PROJECT EXPENSE

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

PROJECT FUNDING

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

IMPACT ON OPERATING BUDGET

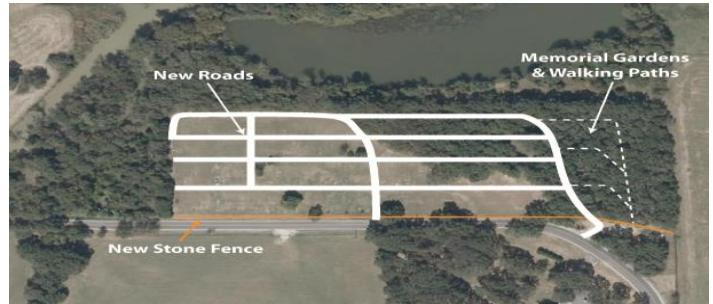
IMPACT TYPE	Totals Thru FY 16/17	Estimated FY 17/18	Proposed FY 18/19	Projection-				
				FY 19/20	FY 20/21	FY 21/22	FY 22/23	
Supplies	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Repair & Maintenance	-	-	-	-	-	-	-	-
Rent & Utilities	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-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

UNFUNDED (UNDER DISCUSSION) CAPITAL IMPROVEMENT

Cemetery Improvements

Project Description:

These improvements will consist of section markers, roadways and landscaping. The project also anticipates a future trail head with rest facilities that will accommodate the future cemetery/academy trail. Based on current funding sources, this project will be dependent upon the future sale of plots and would be completed in four phases. Phase I & II includes the road improvements and Phase III & IV will consist of the landscaping and trail improvements.



PROJECT EXPENSE

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

PROJECT FUNDING

FUNDING TYPE	Totals Thru FY 16/17	Estimated FY 17/18	Proposed FY 18/19	Projection-----				Project Total
				FY 19/20	FY 20/21	FY 21/22	FY 22/23	
Cash (Fund Balance)	-	-	-	-	-	-	-	-
Contributions/Grants	-	-	-	-	-	-	-	-
Bond Issuance	-	-	-	-	-	-	-	-
Unfunded	-	-	-	-	73,609	77,904	-	151,513
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	-	-	-	-	73,609	77,904	-	151,513

IMPACT ON OPERATING BUDGET

IMPACT TYPE	Totals Thru FY 16/17	Estimated FY 17/18	Proposed FY 18/19	Projection-----				
				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

EXPENDITURE TYPE	Totals Thru FY 16/17	Estimated FY 17/18	Proposed FY 18/19	Projection-----				Project Total
				FY 19/20	FY 20/21	FY 21/22	FY 22/23	
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 (5000 for 10 Acres)	-	-	-	-	4,367,200		-	4,367,200
EXPENDITURES TOTAL	-	-	-	-	8,623,423	183,706	-	8,807,129

PROJECT FUNDING

FUNDING TYPE	Totals Thru FY 16/17	Estimated FY 17/18	Proposed FY 18/19	Projection-----				Project Total
				FY 19/20	FY 20/21	FY 21/22	FY 22/23	
Cash (Fund Balance)	-	-	-	-	-	-	-	-
Contributions/Grants	-	-	-	-	-	-	-	-
Bond Issuance	-	-	-	-	-	-	-	-
Unfunded	-	-	-	-	8,623,423	183,706	-	8,807,129
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	-	-	-	-	8,623,423	183,706	-	8,807,129

IMPACT ON OPERATING BUDGET

IMPACT TYPE	Totals Thru FY 16/17	Estimated FY 17/18	Proposed FY 18/19	Projection-----				
				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

MUNICIPAL POLICIES

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Fiscal & Budgetary Policies

The overall intent of the Fiscal and Budgetary Policy Statements is to enable the Town to achieve a long-term stable and positive financial condition.

The watchwords of the Town's financial management include integrity, prudence, stewardship, planning, accountability, and full disclosure.

I. STATEMENT OF PURPOSE

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

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

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

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

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

II. SUMMARY OF POLICY INTENDED OUTCOMES

This policy framework mandates pursuit of the following fiscal objectives:

- A. **Operating Budget:** Prepare, conservatively estimate revenues, present, and adopt the Town's annual operating plan.
- B. **Revenues Management:** Design, maintain, and administer a revenue system that will assure a reliable, equitable, diversified, and sufficient revenue stream to support desired Town services.
- C. **Expenditure Control:** Identify priority services, establish appropriate service levels, and administer the expenditure of available resources to assure fiscal stability and the effective and efficient delivery of services.
- D. **Fund Balance/Retained Earnings:** Maintain the fund balance and retained earnings of the various operating funds at levels sufficient to protect the Town's credit worthiness as well as its financial position from emergencies.

Section 11 Municipal Policies
Municipal Fiscal & Budgetary Policies

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

III. OPERATING BUDGET

- A. **Preparation:** Budgeting is an essential element of the financial planning, control and evaluation process of municipal government. The “operating budget” is the Town’s annual financial operating plan. The budget includes all of the operating departments of the Town, the debt service fund, all capital projects funds, and the internal service funds of the Town. The proposed budget will be prepared with the cooperation of all Town departments, and is submitted to the Town Manager who makes any necessary changes and transmits the document to the Town Council. A budget preparation calendar and timetable will be established and followed in accordance with State law.
- B. **Revenue Estimates for Budgeting:** In order to maintain a stable level of services, the Town shall use a conservative, objective, and analytical approach when preparing revenue estimates. The process shall include analysis of probable economic changes and their impacts on revenues, historical collection rates, and trends in revenues. This approach should reduce the likelihood of actual revenues falling short of budget estimates during the year and should avoid mid-year service reductions.
- C. **Balanced Budget:** As per State Law, current operating revenues, including Property Tax Reduction Sales Tax transfers (which can be used for operations), will be sufficient to support current operating expenditures. Annually recurring revenue will not be less than annually recurring operating budget expenditures (operating budget minus capital outlay). Debt or bond financing will not be used to finance current expenditures.
- D. **Proposed Budget Process:** a proposed budget shall be prepared by the Town Manager with the participation of all of the Town’s department directors.
 - The proposed budget shall include four basic segments for review and evaluation: (1) personnel costs, (2) base budget for operations and maintenance costs, (3) service level adjustments for increases of existing service levels or additional services, and (4) revenues.
 - The proposed budget review process shall include Council participation in the review of each of the four segments of the proposed budget and a public hearing to allow for citizen participation in the budget preparation.
 - The proposed budget process shall allow sufficient time to provide review, as well as address policy and fiscal issues, by the Town Council.
 - A copy of the proposed budget shall be filed with the Town Secretary when it is submitted to the Town Council as well as placed on the Town’s website.
- E. **Budget Adoption:** Upon the determination and presentation of the final iteration of the proposed budget as established by the Council, a public hearing date and time will be set and publicized. The Council will subsequently consider a resolution which, if adopted, such budget becomes the Town’s Approved Annual Budget. The adopted budget will be effective for the fiscal year beginning October 1. The approved budget will be placed on the Town’s web site.

Section 11 Municipal Policies
Municipal Fiscal & Budgetary Policies

- 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.

Section 11 Municipal Policies
Municipal Fiscal & Budgetary Policies

- **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.

Section 11 Municipal Policies
Municipal Fiscal & Budgetary Policies

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.

Section 11 Municipal Policies
Municipal Fiscal & Budgetary Policies

- 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.

Section 11 Municipal Policies
Municipal Fiscal & Budgetary Policies

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.

Section 11 Municipal Policies
Municipal Fiscal & Budgetary Policies

- 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

Section 11 Municipal Policies
Municipal Fiscal & Budgetary Policies

Government Finance Officers Association Certificate of Achievement program. The auditors' report on Town's financial statements will be completed within a timely period of the Town's fiscal year-end. The auditor will jointly review the management letter with the Town Council, if necessary. In conjunction with this review, the Finance Director shall respond in writing to the Town Council regarding the auditor's Management Letter, addressing the issued contained therein. The Town will not require auditor rotation, but will circulate request for proposal for audit services on a periodic basis as deemed appropriate.

- C. **External Financial Reporting** - Town will prepare and publish a comprehensive annual financial report (CAFR). The CAFR will be prepared in accordance with generally accepted accounting principles and will be presented annually to the Government Finance Officers Association (GFOA) for evaluation and awarding of the Certificate of Achievement for Excellence in Financial Reporting.
- D. **Responsibility of Auditor to Town Council** – The auditor is retained by and is accountable directly to the Town Council and will have access to direct communication with the Town Council if the Town Staff is unresponsive to auditor recommendations or if the auditor considers such communication necessary to fulfill its legal and professional responsibilities.
- E. **Internal Financial Reporting** - The Finance Department will prepare internal financial reports sufficient for management to plan, monitor, and control Town's financial affairs.

XIV. CAPITAL BUDGET AND PROGRAM

- A. **Preparation** - The Town's capital budget will include all capital projects funds and all capital resources. While the capital budget will be prepared annually on a project basis, it will be based on an on-going, multi-year capital improvement plan (CIP) that shows all funded and unfunded projects as identified by staff for all Town facilities and infrastructure. The multi-year CIP will be reviewed annually, updated by staff and presented to the Council for its review and approval. The annual capital budget will be prepared by the Finance Department with the involvement of responsible departments based on the multi-year CIP.
- B. **Control** - All capital project expenditures must be appropriated in the capital budget. The Finance Director must certify the availability of resources before any capital project contract is presented to the Town Council for approval.
- C. **Program Planning** - The capital budget will be taken from the capital improvements project plan for future years. The planning time frame for the capital improvements project plan should normally be five years, with a minimum of at least three years. The replacement and maintenance for capital items should also be projected for the next five years. Future maintenance and operational costs will be considered so that these costs can be included as appropriate in the annual budget.

- D. **Financing Programs** - Where applicable and with Council approval, impact fees, pro-rata charges, assessments, or other fees should be used to fund capital projects which have a primary benefit to specific, identifiable property owners. Recognizing that long-term debt is usually a more expensive financing method, alternative financing sources will be explored before debt is issued. When debt is issued, it will be used to acquire major assets with expected lives which equal or exceed the average life of the debt issue.
- E. **Reporting** - Periodic financial reports will be prepared to enable the department directors to manage their capital budgets. Summary capital project status reports will be presented to the Town Council quarterly.

XV. CAPITAL MAINTENANCE AND REPLACEMENT

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

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

XVI. INTERNAL CONTROLS

- A. **Written Procedures** - Whenever possible, written procedures will be established and maintained by the Finance Director for all functions involving purchasing, cash handling and/or accounting throughout the Town. These procedures will embrace the general concepts of fiscal responsibility set for in this policy statement.
- B. **Department Directors' Responsibilities** - Each department director is responsible for ensuring that good internal controls are followed throughout his/her department, that all directives or internal controls are implemented, and that all independent auditor internal control recommendations are addressed. Departments will develop and periodically update written internal control procedures.

XVII. ASSET MANAGEMENT

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

Section 11 Municipal Policies
Municipal Fiscal & Budgetary Policies

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

- B. **Cash Management** - Town's cash flow will be managed to maximize the cash available to invest. Such cash management will entail the centralization of cash collections, where feasibility, including utility bills, building and related permits and license, fines, fees, and other collection offices as appropriate. Periodic review of cash flow position will be performed to determine performance of cash management and conformance to investment policies. The underlying theme will be that idle cash will be invested with the intent to (1) safeguard assets, (2) maintain liquidity, and (3) maximize return.
- C. **Fixed Assets and Inventory** - Such assets will be reasonably safeguarded and properly accounted for and prudently insured. The fixed asset inventory will be updated regularly.
- D. **Capitalization Criteria** – For purposes of budgeting and accounting classification, the following criteria must be capitalized:
 - The asset is owned by the Town of Westlake
 - The expected useful life of the asset must be longer than one year, or extend the life on an identifiable existing asset by more than one year
 - The original cost of the asset must be at least \$5,000
 - The asset must be tangible
 - On-going repairs and general maintenance are not capitalized
 - New Purchases – All costs associated with bringing the asset into working order will be capitalized as part of the asset cost. This includes start- up costs, engineering or consultant type fees as part of the asset cost once the decision or commitment to purchase the asset is made. The cost of land acquired should include all related costs associated with its purchase
 - Improvements and Replacement – Improvement will be capitalized when they extend the original life of an asset or when they make the asset more valuable than it was originally. The replacement of assets components will normally be expenses unless they are a significant nature and meet all the capitalization criteria.
- E. **Computer System/Data Security** – The Town shall provide security of its computer/network system and data files through physical and logical security systems that will include, but are not limited to: network user authentications, firewalls, content filtering, spam/virus protection, and redundant data backup.

Investment Policy

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

I. POLICY STATEMENT

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

Investments shall be made in a manner which will provide the maximum security of principal invested through limitations and diversification while meeting the daily cash flow needs of the Town and conforming to all applicable state and Town statutes governing the investment of public funds. The receipt of a market rate of return will be secondary to the requirements for safety and liquidity.

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

II. SCOPE

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

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

III. OBJECTIVES AND STRATEGY

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

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

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

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

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

IV. LEGAL LIMITATIONS, RESPONSIBILITIES AND AUTHORITY

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

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

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

V. DELEGATION OF INVESTMENT AUTHORITY

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

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

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

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

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

VI. PRUDENCE

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

This standard state:

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

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

VII. INTERNAL CONTROLS

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

VIII. AUTHORIZED INVESTMENTS

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

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

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

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

IX. AUTHORIZED FINANCIAL DEALERS AND INSTITUTIONS

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

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

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

X. DIVERSIFICATION AND MATURITY LIMITATIONS

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

XI. SAFEKEEPING AND COLLATERALIZATION

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

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

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

Authorized collateral will include only:

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

XII. REPORTING

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

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

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

XIII. DEPOSITORYES

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

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

XIV. INVESTMENT POLICY ADOPTION BY COUNCIL

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

Employee Pay Plan Policy

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

I. SCOPE OF PURPOSE

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

The Town of Westlake's mission is "***to be a unique community, blending preservation of our natural environment and viewscapes, while serving our residents and businesses with superior municipal and academic services that are accessible, efficient, cost-effective, and transparent.***"

The Town of Westlake believes that market-based salary, in combination with employee competence and their overall contribution to the Town's success, should largely determine their compensation and career advancement opportunities. The philosophy and objectives of this pay policy are as follows:

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

II. DEFINITION

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

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

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

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

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

- Reward employees for positive behaviors that contribute to the effectiveness of the Town's service delivery to our stakeholders;
- Assist the Town in fulfilling its vision and mission by offering increased opportunities

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

III. IMPLEMENTATION AND MAINTENANCE OF THE PAY PLAN

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

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

IV. CLASSIFICATION AND PAY BAND PLACEMENT

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

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

Factors that will not be considered in classifying a position:

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

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

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

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

V. PAY PLAN PARAMETERS

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

Internal Equity

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

Performance Pay

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

Market-Based Pay

- a. The Town of Westlake will conduct an annual market salary study in the spring prior to budget preparation for the upcoming fiscal year.
- b. Depending on the results of the market study, and if funds are available, all or some of the salary bands will be proposed to the Town Council for adjustment based upon the results of the annual market salary study. Proposed adjustments to any pay band will not be proposed unless the market study indicates bands have increased by 2.5% or more.
- c. Employee salaries may receive a market adjustment if their current salary has shifted to become less than 97.5% of the market average.
- d. All new hires will be placed at the minimum rate of their band, unless a hiring manager recommends placement at a higher rate. This must be reviewed first by the Human Resources Department and approved by the Town Manager or their designee. Generally, new hires proposed to be paid higher than band minimum may be brought into the pay system within 3% above or below a band's midpoint; however, exceptional qualifications and experience of the new hire must be demonstrated by the hiring department to the Human Resources Department and the Town Manager for this to be approved.
- e. All market adjustments are dependent upon available financial resources.
- f. The market value for positions within the Town of Westlake will be determined

Section 11 Municipal Policies
Employee Pay Plan Policy

annually through the completion of a survey of comparison communities identified by staff and approved by the Town Council.

- g. Employees with base compensation within 3% of the market average are considered to be "at market."
- h. Positions currently at or above the market will not qualify for any market-based adjustment, and will remain at their current rate of pay.
- i. If the market rate for a position declines, the salary of position holders will not be negatively impacted, but they will not receive any market-based adjustments.
- j. Market adjustments will impact the base pay of the employee and may only be applied if the Town of Westlake has adequate financial resources available to fund the adjustments.

VI. BROADBAND CLASSIFICATIONS

BROAD BAND	SUB BAND	SUB GRAD E	TITLE	DECISION BAND	DEFINITION BAND	TITLE
E	10	5 4	Town Manager	Coordinating	Policy Making	Top Management
	9	3 2 1	Asst. Town Manager	Policy		
D	8	5 4	Directors and Fire Chief	Coordinating	Programming	Senior Management
	7	3 2 1	Asst. Directors (n/a)	Programming		
C	6	5 4	Communications Manager	Coordinating	Interpretive	Middle Management
	5	3 2 1	Fire Marshal	Interpretive		
B	4	5 4	Fire Dept Lieutenants, Finance Supervisor, Court Administrator	Coordinating	Routine	Skilled
	3	3 2 1	Accounting Technicians, HR Generalist	Routine		
A	2	5 4	UB Coordinator	Coordinating	Automatic	Semi Skilled
	1	3 2 1	Firefighter Paramedics, Town Marshal, Court Clerks, UB Technician	Automatic		
O	0		Laborers	Defined	Defined	Unskilled

VII. DEFINITIONS FOR THE BANDS ARE AS FOLLOWS:

- **"BAND E" POLICY DECISION** - These decisions are associated with board level management, and involve guiding the organization as a whole through policy development, setting the overall direction, and tone of the organization. Restrictions to these decisions are often only limited by the laws of the state (Paterson, 1972).
- **"BAND D" PROGRAMMING DECISION** - These decisions are typically made by senior management or department directors and are generally tasked with executing the organization's policy through strategy development. Establishing guidelines by which further decisions are made. A typical senior management decision is made at the organizational or department level. For instance, the decision on how to set up the organization's network infrastructure is usually determined by management, while the decision to upgrade is based on policy (Paterson, 1972).
- **"BAND C" INTERPRETIVE DECISIONS** - Middle management who have constraints placed upon them by them by senior management. These are usually made by business unit managers, such as a budget manager or project research analyst. Once overall strategy is developed by the senior managers, the middle managers decide how to utilize resources in order to meet deadlines. The unit manager should always know why certain staff members have been assigned to a particular job and may have to interpret situations not currently covered by rules or guidelines (Paterson, 1972).
- **"BAND B" ROUTINE DECISIONS** - Skilled supervisors know the "how", the "where", and the "when" to set up equipment, systems, and are aware of the rules that govern these processes. They can decide which process is to be used in order to carry out the interpretive decisions as they have a firm handle on operations. For example, a billing clerk knows how to complete the utility billing process, including the way in which entries have to be made, as they have the book of rules and regulations to refer to as needed (Paterson, 1972).
- **"BAND A" AUTOMATIC DECISIONS** - Each process is a cycle of operations. The process is decided by the supervisor who then sets up the process or the "how" of the task at hand. This is generally accomplished by a semi-skilled individual who completes the task as outlined, within the constraints of the process. This individual can decide where and when to carry out the operations needed for the task (Paterson, 1972).
- **"BAND O" DEFINED DECISIONS** - "Band O" decisions are rarely seen in an organization. These decisions are those involving speed of completion of a task, and are usually left to unskilled, entry level, nonexempt employees (Paterson, 1972).

SECTION 12

APPENDIX

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TOWN OF WESTLAKE

ORDINANCE NO. 866

AN ORDINANCE OF THE TOWN COUNCIL OF THE TOWN OF WESTLAKE, TEXAS, REVISING THE BUDGET FOR THE 2017-2018 FISCAL YEAR; ADOPTING THE BUDGET FOR THE TOWN OF WESTLAKE, TEXAS FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2018 AND ENDING SEPTEMBER 30, 2019 INCLUDING INVESTMENT POLICY, PAY PLAN POLICY, FISCAL AND BUDGETARY POLICIES, RESTRICTED, COMMITTED AND ASSIGNED FUND BALANCES; PROVIDING AUTHORIZATION TO THE TOWN MANGER TO APPROVE APPROPRIATED FUNDS UP TO \$50,000; PROVIDING THAT THE BUDGET TO BE KEPT IN CITY SECRETARY'S OFFICE; PROVIDING FOR A SEVERABILITY CLAUSE; AND PROVIDING FOR AN EFFECTIVE DATE.

WHEREAS, public notice of a public hearing on the proposed annual budget, stating the date, time, and place and subject matter of the public hearing, was given as required by the laws of the State of Texas and; and

WHEREAS, a public hearing was duly held and all interested persons were given an opportunity to be heard for or against any item therein on September 24, 2018; and,

WHEREAS, as required by Texas Local Government Code 102.002, the budget officer has prepared a municipal budget to cover the proposed expenditures of the municipal government for the succeeding year; and,

WHEREAS, the Town Council finds that the passage of this Ordinance is in the best interest of the citizens of Westlake.

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

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

SECTION 2: That the Town Council hereby adopts the revised budget for the fiscal year beginning October 1, 2017 and ending September 30, 2018 as shown within ***Exhibit "A."***

SECTION 3: That the Town Council does hereby approve the proposed Municipal Budget attached as ***Exhibit "A"***, adopting the budget for the fiscal year beginning October 1, 2018 and ending September 30, 2019.

SECTION 4: That the Town Council hereby gives the Town Manager authorization to approve any appropriated funds up to the amount of \$50,000.

Section12 Appendix
Ordinance to Adopt Budget

SECTION 5: That a copy of the official adopted 2018-2019 budget document shall be kept on file in the office of the Town Secretary.

SECTION 6: If any portion of this Ordinance shall, for any reason, be declared invalid by any court of competent jurisdiction, such invalidity shall not affect the remaining provisions hereof and the Council hereby determines that it would have adopted this Ordinance without the invalid provision.

SECTION 7: That this Ordinance shall become effective from and after its date of passage.

PASSED AND APPROVED ON THIS 24th DAY OF SEPTEMBER 2018.

ATTEST:

Kelly Edwards
Kelly Edwards, Town Secretary

Laura L. Wheat
Laura L. Wheat, Mayor

Thomas E. Brymer
Thomas E. Brymer, Town Manager

APPROVED AS TO FORM:

Stanton Lowry
Stanton Lowry, Town Attorney



*Ordinance to Adopt Property Tax Rate***TOWN OF WESTLAKE****ORDINANCE NO. 867**

AN ORDINANCE OF THE TOWN COUNCIL OF THE TOWN OF WESTLAKE, TEXAS LEVYING TAXES TO BE ASSESSED ON ALL TAXABLE PROPERTIES WITHIN THE TOWN LIMITS OF THE TOWN OF WESTLAKE FOR THE TAX YEAR 2018 (FISCAL YEAR 2018-2019); SETTING OUT EXEMPTIONS AND LIMITATION; NO STATE LAW STATEMENTS REQUIRED; PROVIDING FOR THE COLLECTION OF DELINQUENT TAXES AND A COLLECTION PENALTY TO BE ADDED TO DELINQUENT TAXES; PROVIDING FOR A SEVERABILITY CLAUSE; AND DECLARING AN EFFECTIVE DATE.

WHEREAS, a public hearing on the proposed annual budget for the Town of Westlake, Texas, for the fiscal year beginning on October 1, 2018 and ending on September 30, 2019, was duly advertised giving the date, time, place and subject matter of the public hearing, and

WHEREAS, a public hearing was set by the Town Council in a duly posted Town Council meeting on September 24, 2018, and all citizens were invited to participate and be heard; and

WHEREAS, all requirements of state law were met, including Open Meetings Act, Texas Government Code chapter 551 requirements and the requirement of Texas Local Government Code 102.002 that the budget officer prepare a municipal budget to cover the proposed expenditures of the municipal government for the succeeding year; and

WHEREAS, it is deemed to be in the best interest of the citizens of the Town of Westlake, Texas to levy a tax as set forth below, on all taxable properties within the Town limits of Westlake in order to provide the necessary funds to provide municipal services to its citizens and to meet all municipal commitments; and

WHEREAS, The Town of Westlake will raise more total property taxes than last year's budget by \$272,358 or 17.10%, and of that amount, \$50,499 is tax revenue to be raised from new property added to the tax roll this year.

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

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

Ordinance to Adopt Property Tax Rate

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

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

SECTION 2: That the Town Council of the Town of Westlake, Texas shall hereby levy the following taxes on each One Hundred Dollars (\$100.00) of taxable valuation on all taxable property within the Town limits of the Town of Westlake, Texas to be assessed and collected by the Tax Assessor/Collector for the tax year 2018 (Fiscal year 2018-2019) for the purposes stipulated below, to-wit:

(a) For General Fund Maintenance and Operations (M&O) levied on \$100 of taxable valuation: \$0.13201

(b) For Interest and Sinking Fund (debt service) levied on \$100 of taxable valuation: \$0.02399

SECTION 3: Exemptions: That the Town Council authorizes the following exemptions and limitations:

(a) Homestead exemption - That it is the intent of the Town Council of the Town of Westlake to adopt the highest possible homestead exemption, which would be a homestead exemption in the amount of twenty percent (20%) of the value of the homestead, and in any event, the exemption shall be at least a minimum of Five Thousand dollars (\$5,000). For purposes of this section "residential homestead" is defined as a structure (including a mobile home) or a separately secured and occupied portion of a structure (together with land, not to exceed ten (10) acres, and improvements used in the residential occupancy of the structure and the land and improvements have identical ownership) that (1) is owned by one or more individuals, either directly or through a beneficial interest is a qualifying trust; (2) is designed or adapted for a human residence; (3) is used as a residence; and (4) is occupied as his or her principal residence by an owner or, for property owned through a beneficial interest in a qualifying trust, by a trustee of the trust who qualifies for the exemption.

(b) Over 65 or Disabled exemption - That an exemption for a resident over 65 or disabled, pursuant to section 11.13(b) of the Texas Tax Code shall be authorized in the amount of \$10,000. A resident is eligible for an exemption under this section if the resident is over 65 or disabled, but the resident shall not be entitled to two exemptions under this section, as set out in section 11.13(b) of the Texas Tax Code.

(c) The Town of Westlake previously adopted an ad valorem tax limitation in section 86-2 of the Town Code, for elderly and disabled citizens according to Article VIII, Section 1-b of the Texas Constitution and Texas Tax Code § 11.261, which provides "The county, municipality, or junior college district may not increase the total annual amount of ad valorem taxes the county, municipality, or junior college district imposes on the residence homestead of a disabled individual or an individual 65 years of age or older above the amount of the taxes the county, municipality, or junior college district imposed on the residence homestead in the first tax year,

Ordinance to Adopt Property Tax Rate

other than a tax year preceding the tax year in which the county, municipality, or junior college district established the limitation described by Subsection (a), in which the individual qualified that residence homestead for the exemption provided by Section 11.13(c) for a disabled individual or an individual 65 years of age or older.” This provision, commonly referred to as a “tax freeze” means that residents who are already eligible for the provisions of that section will not have any increase in their taxes from the time that they became eligible, as citizens of Westlake, for that section.

SECTION 4: State Law Required Statements:

(A) THIS TAX RATE WILL RAISE MORE TAXES FOR MAINTENANCE AND OPERATIONS THAN LAST YEAR'S TAX RATE.

(B) The tax rate for the upcoming fiscal year will be \$0.15600 (M & O of \$0.13201 and interest and sinking fund of \$0.02399 totaling \$0.15600). The taxes raised for maintenance and operations will be approximately \$105.60 on a \$100,000 home with a homestead exemption.

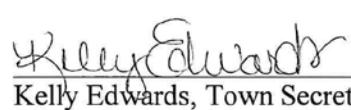
SECTION 5: The Town of Westlake will pursue collection of delinquent taxes and adopts the provisions of Section 33.07 of the Texas Tax Code so that hereafter an additional penalty of Twenty (20) percent of the delinquent tax, penalty and interest on delinquent taxes will be imposed on taxes becoming delinquent as provided by the Texas Tax Code and the Town's collection agreement.

SECTION 6: If any portion of this Ordinance shall, for any reason, be declared invalid by any court of competent jurisdiction, such invalidity shall not affect the remaining provisions hereof and the Council hereby determines that it would have adopted this Ordinance without the invalid provision.

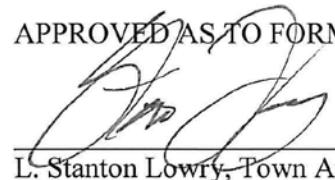
SECTION 7: That this Ordinance shall become effective from and after its date of passage.

PASSED AND APPROVED ON THIS 24th DAY OF SEPTEMBER 2018.

ATTEST:


Kelly Edwards, Town Secretary

APPROVED AS TO FORM:


L. Stanton Lowry, Town Attorney


Laura L. Wheat, Mayor


Thomas E. Brymer, Town Manager



- **Account:** A separate financial reporting unit for budgeting, management, or accounting purposes. All budgetary transactions, whether revenue or expenditure, are recorded in accounts.
- **Activity:** A service performed by a department or division.
- **Accounts Payable:** A liability account reflecting amount of open accounts owed to private persons or organizations for goods and services received by a government (but not including amounts due to other funds of the same government or to other governments).
- **Accounts Receivable:** An asset account reflecting amounts owed to open accounts from private persons or organizations for goods or services furnished by the government.
- **Accrual Accounting:** Recognition of the financial effects of transactions, events, and circumstances in the period(s) when they occur regardless of when the cash is received or paid.
- **Adopted Budget:** The budget as modified and finally approved by the Town Council. The adopted budget is authorized by resolution that sets the legal spending limits for the fiscal year.
- **Ad Valorem Tax:** A tax based on value (e.g., a property tax)
- **Allocation:** A part of a lump-sum amount, which is designated for expenditure by specific organization units and/or for special purposes, activities, or objects.
- **Amortization:** Payment of principal plus interest over a fixed period.
- **Appraised Value:** Either the market value or value determined by using another method of valuation according to the Property Tax Code Chapter 23.
- **Appropriation:** An authorization made by the legislative body of a government, which permits officials to incur obligations against and to make expenditures of governmental resources. Specific appropriations are usually made at the fund level and are granted for a one-year period.
- **Appropriation Ordinance:** The official enactment by the legislative body establishing the legal authority for officials to obligate and expend resources.
- **Assets:** Resources owned or held by the Town which has monetary value.
- **Assessed Valuation:** A value that is established for real or personal property for use as a basis for levying property taxes.
- **Audit:** An examination, usually by an official or a private accounting firm retained by the Town Council, of organization financial statements and the utilization of resources.
- **Balance Sheet:** The basic financial statement, which discloses the assets, liability, and equities of an entity at a specific date in conformity with General Accepted Accounting Principles.
- **Balanced Budget:** A budget adopted by the Town Council and authorized by resolution where the proposed expenditures are equal to or less than the proposed revenues plus fund balances.
- **Basis of Accounting:** A term used to refer to when revenue, expenditures, expenses, and transfers – and related assets and liabilities – are recognized in the accounts and reported in the Town's financial statements.
- **Bond:** A written promise to pay a specified sum of money, called the face sum of money, called the principal amount, at a specified date or dates in the future, called the maturity date(s), together with periodic interest at a specified rate.
- **Bond Covenant:** A legally enforceable agreement with bondholders that requires the governmental agency selling the bond to meet certain conditions in the repayment of the debt.

- **Bond Ordinance:** A law approving the sale of bonds that specifies how proceeds may be spent.
- **Bond Funds:** Resources derived from issuance of bonds for financing capital improvements.
- **Budget:** The Town's financial plan for a specific fiscal year that contains an estimate of proposed expenditures and the proposed means of financing them.
- **Budget Amendment:** A revision of the adopted budget that, when approved by the Council, replaces the original provision.
- **Budget Calendar:** Schedule of key dates which the Town follows in the preparation and adoption of the budget.
- **Budget Document:** Instrument used by the budget-making authority to present a comprehensive financial plan of operations to the Town Council.
- **Budgetary Control:** The control or management of the organization in accordance with an approved budget for keeping expenditures within the limitations of available appropriations and revenues.
- **Capital Expenditures:** Any major non-recurring expenditure or expenditure for facilities, including additions or major alterations, construction of highways or utility lines, fixed equipment, landscaping or similar expenditures.
- **Cash Basis:** A basis of accounting under which transactions are recognized when cash changes hand
- **Certificates of Obligations (CO's):** Similar to general obligation bonds except certificates require no voter approval.
- **Comprehensive Annual Financial Report (CAFR):** This report summarizes financial data for the previous fiscal year in a standardized format.
- **Contingency:** A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.
- **Contractual Services:** The costs related to services performed for the Town by individuals, businesses, or utilities.
- **Cost:** The amount of money or other consideration exchanged for property or services. Cost may be incurred before money is paid; that is, as soon as liability is incurred.
- **Council:** The Mayor and five council members collectively acting as the legislative and policymaking body of the town
- **Current Assets:** Those assets which are available or can be made readily available to finance current operations or to pay current liabilities. Those assets which will be used up or converted into cash within one year. Some examples are cash, temporary investments, and accounts receivable collected within one year.
- **Current Liabilities:** Debt or other legal obligation arising out of transactions in the past which must be liquidated, renewed, or refunded within one year.
- **Debt Service Fund:** A fund used to account for the moneys set aside for the payment of interest and principal to holders of the Town's general obligation and revenue bonds, the sale of which finances long-term capital improvements, such as facilities, streets and drainage, parks and water/wastewater systems.
- **Deficit:** The excess of expenditures over revenues during an accounting period; or, in the case of proprietary funds, the excess of expense over income during an accounting period.
- **Department:** A major administrative division of the Town that indicates overall management responsibility for an operation or a group of related operations within a functional area.
- **Depreciation:** Change in the value of assets (equipment, buildings, etc. with a useful life

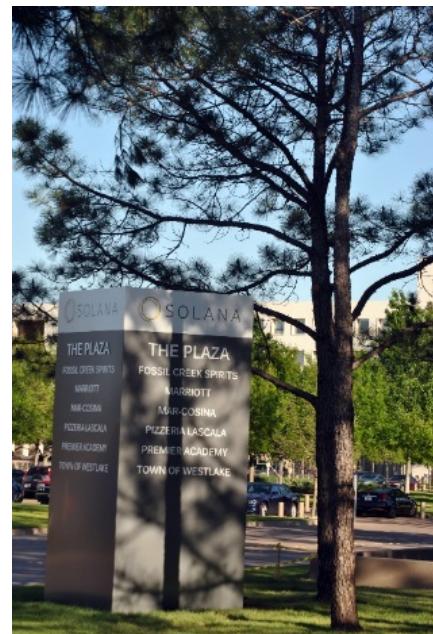
<p>of 5 years or more) due to the use of the asset.</p> <ul style="list-style-type: none"> • Effective Tax Rate: The rate that would generate the same amount of levy as the prior year's rate based on the current year's values. • EMS: Emergency Medical Services • Encumbrances: The commitment of appropriated funds to purchase an item or service. • Enterprise Fund: A fund established to account for operations that are financed and operated in a manner similar to private business enterprises – where the intent of the governing body is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges. • Excess Fund Balance: The excess of a fund's current assets over its current liabilities and required reserve limits. • Exempt: Personnel not eligible to receive overtime pay and who are expected to work whatever hours are necessary to complete their job assignments. • Expenditures: Outflow or non-enterprise funds paid or to be paid for an asset obtained or goods and services obtained. 	<ul style="list-style-type: none"> • Expenses: Outflow of enterprise funds paid or to be paid for an asset obtained or goods and services obtained. • Fiscal Policy: The Town's policies with response to spending and debt management as they relate to government services, programs, and capital investments. • Fiscal Year: A 12-month period to which the annual operating budget applies and at the end of which a government determines its financial position and the result of its operations. The Town of Westlake's fiscal year begins each October 1st and ends the following September 30th. • Fixed Assets: Assets of a long-term character, which are intended to continue to be held or used, such as land, buildings, improvements other than buildings, machinery, and equipment. • Franchise Fee: A fee levied by the Town Council on businesses that use Town property or right-of-way. This fee is usually charged as a percentage of gross receipts. • Full-Time Equivalent (FTE): The measure of authorized personnel often referred to as worker-years. The full time equivalent of 1 person (1 FTE) approximately represents 2080 hours of work per year. 	<ul style="list-style-type: none"> • Fund: A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations. • Fund Accounting: A governmental accounting system that is organized and operated on a fund basis. • Fund Balance: The excess of a fund's current assets over its current liabilities, sometimes called working capital or fund equity. A negative fund balance is often referred to as a deficit. • GAAP-Generally Accepted Accounting Principles: Uniform minimum standards and guidelines for financial accounting and reporting. They govern the form and content of the financial statements of an entity. GAAP encompass the conventions, rules and procedures necessary to define accepted accounting practice at a time. They include not only broad guidelines of general applications, but also detailed practices and procedures. GAAP provide a standard by which to measure financial presentations.
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- **GASB:** Acronym for Government Accounting Standards Board, an independent, non-profit agency responsible for the promulgation of accounting and financial reporting procedures for governmental entities.
- **GFOA:** Government Finance Officers Association of the United States and Canada
- **General Fund:** The fund used to account for all financial resources except those required to be accounted for in another fund. The General Fund is tax supported.
- **General Obligation Bonds:** Bonds sold and guaranteed by the Town, in which the full faith and credit of the Town is pledged for repayment.
- **Governmental Funds:** The funds through which most governmental functions typically are financed. The acquisition, use, and financial resources and the related current liabilities are accounted for through governmental funds (General, Special Revenue, Capital Projects, and Debt Service Funds).
- **Goal:** Generalized statements of where an organization desires to be at some future time regarding certain operating elements (e.g. financial condition, service levels provided, etc.)
- **Grant:** A contribution by a government or other organization to support a function. Typically, these contributions are made to local governments from state or federal governments.
- **Infrastructure:** Basic public investments such as streets, storm drainage, water and sewer lines, street lights and sidewalks.
- **Inter-fund transfer:** The transfer of money from one fund to another.
- **Investments:** Securities and real estate held to produce revenues in the form of interest, dividends, rentals, or lease payments.
- **ISO:** Insurance Service Office. The system to determine the rating of a fire department. A scale of 1 to 10, with 1 being the best score. This ISO rating schedule examines many factors relating to local fire departments, especially focusing on training and equipment, and examines the locations of the fire stations in the community.
- **L.F. (Linear feet):** Length in feet.
- **Levy:** To impose taxes, special assessments, or service charges for the support of Town activities. Also, the amount of tax for an individual property or the sum of all individual amounts of tax.
- **Liabilities:** Probably future sacrifices of economic benefits, arising from present obligations of an entity to transfer assets or to provide services to other entities in the future because of past transactions or events; what you owe.
- **Lift Station:** The Town's collection system relies on gravity to collect water. When the system gets to an unreasonable depth, a lift station pumps the water to a higher elevation so the gravity process can begin again.
- **Line-item budget:** A budget format in which departmental outlays are grouped per the items that will be purchased.
- **MGD:** Million gallons per day.
- **Maintenance and Operations (M&O):** Taxes that are generated by the taxing unit for general expenses.
- **Major Funds:** Funds whose revenues, expenditures/expenses, assets, or liabilities (excluding extraordinary items) are at least 10 percent of corresponding totals for all governmental or enterprise funds and at least 5 percent of the aggregate amount for all governmental and enterprise funds.
- **Maintenance:** The upkeep of physical properties in condition for use or occupancy. Examples are the inspection of

equipment to detect defects and the making of repairs.	• Objectives: Specific, measurable targets set in relation to goals.	days of receipt of invoice or the goods or services, whichever comes later. If this is not satisfied, the Town may be charged interest on the unpaid balance at the rate of 1% per month.
<p>• Modified Accrual Accounting: This method of accounting is a combination of cash and accrual accounting since expenditures are immediately incurred as a liability while revenues are not recorded until they are received or are "Measurable" and "available for expenditure". This type of accounting basis is conservative and is recommended as the standard for most government funds.</p>	<p>• Operating Budget: Plan for current expenditures and the proposed means of financing them. The annual operating budget is the primary means by which most of the financing, acquisition, spending, and service delivery activities of the Town are controlled. The use of annual operating budgets is required by State law.</p>	<p>• Property Tax: Taxes levied on both real and personal property according to the property's valuation and the tax rate.</p>
<p>• Municipal: Of or pertaining to a Town or its government.</p>	<p>• Operating Expenditure: Expenditure on an existing item of property or equipment that is not a capital expenditure.</p>	<p>• Property Tax Reduction Sales Tax (PTR): $\frac{1}{2}$ cent sales tax approved by the Town of Westlake voters in May 2006. Texas law allowed the Town to collect the new $\frac{1}{2}$ cent sales tax that does not share the restrictive spending limitations on revenues designated to the 4A Economic Development Fund $\frac{1}{2}$ cent sales tax. 4A sales tax was dissolved and replaced with this sales tax.</p>
<p>• Non-departmental: Accounts for expenditures or professional services and other general government functions, which cannot be allocated to individual departments.</p>	<p>• Ordinance: An authoritative command or order. This term is used for laws adopted by a municipality.</p>	<p>• Proposed Budget: The financial plan initially developed by departments and presented by the Town Manger to the Town Council for approval.</p>
<p>• Non-major Funds: Funds whose revenues, expenditures/expenses, assets, or liabilities (excluding extraordinary items) are at least 10 percent of corresponding totals for all governmental and enterprise funds.</p>	<p>• Performance Measures: Specific quantitative measures of work performed within an activity or program. They may also measure results obtained through an activity or program.</p>	<p>• Proprietary Funds: Operation that operates like a private operation, in which services are financed through user charges and expenditures include the full cost of operations.</p>
<p>• Non-exempt: Personnel eligible to receive overtime pay when overtime work has been authorized or requested by the supervisor.</p>	<p>• Personal Property: Items that can be owned but are not real property – divided into two types: tangible and intangible.</p>	<p>• Public Hearing: An open meeting regarding proposed operating or capital budget allocations, which provide citizens with an opportunity to</p>
<p>• Object Code: The standard classification of the expenditures such as office supplies or rental of equipment.</p>	<p>• Prompt Payment Act: Adopted in July 1985 by the State, the Act requires the Town to pay for goods and services within 30</p>	

voice their views on the merits of the proposals.

- **PVC:** Acronym for polyvinyl chloride, a plastic compound used for water and sewer pipes.
- **Reserve:** An account used to indicate that a portion of fund resources is restricted for a specific purpose, or is not available for appropriation and subsequent spending.
- **Resolution:** A formal statement of opinion or determination adopted by an assembly or another formal group.
- **Resources:** Total dollars available for appropriations, including estimated revenues, fund transfers, and beginning fund balances.
- **Retained Earnings:** The excess of total assets over total liabilities for an enterprise fund. Retained earnings include both short-term and long-term assets and liabilities for an enterprise fund.
- **Revenues:** Funds that the government receives as income. It includes such items a tax payment, fees from specific services, receipts from other governments, fines for forfeitures, grants, shared revenues and interest income.
- **ROW:** Acronym for right-of-way.
- **Sales Tax:** A general “sales tax” is levied on persons and businesses selling merchandise or services in the town limits on a retail basis. The categories for taxation are defined by state law. Monies collected under authorization of this tax are for the use and benefit of the town.
- **SCADA:** Acronym that stands for Supervisory Control and Data Acquisition. SCADA refers to a system that collects data from various sensors at a remote location and then sends this data to a central computer which then manages and controls the data.
- **Special Revenue Fund:** A fund used to account for the proceeds of specific revenue sources that are legally restricted to expenditure for specified purposes.
- **Supplies:** A cost category for minor items (individually priced at less than \$5,000) required by departments to conduct their operations.
- **TMRS:** Acronym for the Texas Municipal Retirement System, a pension plan for employees of member cities within the State of Texas.
- **TRA:** Trinity River Authority – A separate governmental entity responsible for providing water and wastewater services in the Trinity River basin. The Town contracts with TRA for treatment of wastewater.
- **TXDOT:** Texas Department of Transportation



Section 12 Appendix
Acronyms Listing

TERM	STANDS FOR	TERM	STANDS FOR
ACCT	Account	HR	Human Resources
AP	Accounts Payable:	ISO	Insurance Service Office
AR	Accounts Receivable	IT	Information Technology
BS	Balance Sheet	LTL	Long Term Liabilities
CAFR	Comprehensive Annual Financial Report	MC	Municipal Court
CF	Cemetery Fund	MGD	Million gallons per day.
CIP	Capital Improvement Plan	OS	Other Sources
CO'S	Certificates of Obligations	P&D	Planning and Development
CPA	Certified Public Accountant	P&R	Parks and Recreation
DS	Debt Service	PTR	Property Tax Reduction Sales Tax
EF	Enterprise Fund	R&M	Repair and Maintenance
EMS	Emergency Medical Services	ROW	Right-of-way.
FLSA	Fair Labor Standards Act	S&P	Standard & Poor's
FTE	Full-Time Equivalent	SCADA	Supervisory Control and Data Acquisition.
FY	Fiscal Year	SLA	Service Level Adjustment
G&O	Goals and Objectives	SRF	Special Revenue Fund
GAAP	Generally Accepted Accounting Principles	TMRS	Texas Municipal Retirement System
GASB	Government Accounting Standards Board	TRA	Trinity River Authority
GF	General Fund	TXDOT	Texas Department of Transportation
GFOA	Government Finance Officers Association	UMR	Utility Maintenance and Replacement Fund
GL	General Ledger	VMR	Vehicle Maintenance and Replacement Fund
GMR	General Maintenance and Replacement Fund	WA	Westlake Academy
GO'S	General Obligation Bonds	XFR	Transfer

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The Great Seal

WESTLAKE TEXAS

1500 SOLANA BLVD * BUILDING 7, SUITE 7200 * WESTLAKE, TEXAS 76262

Royal Blue and Burgundy

Symbolizes the strengthening position of Westlake as a State and Nationally recognized City

Lone Stars

Our proud home
in the great
state of Texas

Oak Leaves

Our commitment to
the environment

Blacksmith and Anvil

Character, honor
and strength



The Globe

The symbol of
internationalism

Dark Green

Symbolizes the natural environment and financial growth of Westlake

