

NAVIGATING THE FUTURE

PROPOSED OPERATING BUDGET &
CAPITAL IMPROVEMENT PLAN

FISCAL YEAR 2020 - 2021



THE TOWN OF
WESTLAKE

DISTINCTIVE BY DESIGN

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**TOWN OF WESTLAKE
FISCAL YEAR 2020 – 2021
PROPOSED ANNUAL BUDGET**

This budget will raise more revenue from property taxes than last year's budget by an amount of \$122,145, which is a 5.20 percent increase from last year's budget. The property tax revenue to be raised from new property added to the tax roll this year is \$134,493.

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

FOR:

AGAINST:

PRESENT and not voting:

ABSENT:

PROPERTY TAX RATE COMPARISON

2020-2021	2020-2021	2019-2020
Property Tax Rate	\$0.16788	\$0.16018
No New Revenue Tax Rate	\$0.16788	\$0.14483
No New Revenue Maintenance & Operations Tax Rate	\$0.12490	\$0.09918
Voter Approval Tax Rate	\$0.18706	\$0.16018
Debt Rate	\$0.04298	\$0.04565

The total debt obligation for the Town of Westlake secured by property taxes: \$2,691,275.

MISSION

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

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

VALUES

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.

ELECTED COUNCIL MEMBERS

Laura Wheat

Mayor

lwheat@westlake-tx.org



Carol Langdon

Mayor Pro-Tem

clangdon@westlake-tx.org



Rick Rennhack

Council Member

rrennhack@westlake-tx.org



Alesa Belvedere

Council Member

abelvedere@westlake-tx.org



Greg Goble

Council Member

ggoble@westlake-tx.org



Rajiv Trivedi

Council Member

rtrivedi@westlake-tx.org



BOARDS & COMMISSIONS

Planning & Zoning Commission



Westlake Academy Foundation



4B Economic Development Board



Westlake Public Arts Society



Westlake Historical Preservation Society



Texas Student Housing Authority

WESTLAKE ADMINISTRATIVE PERSONNEL

TOWN MANAGER'S OFFICE

Amanda DeGan	Town Manager	adegan@westlake-tx.org	817-490-5715
Noah Simon	Deputy Town Manager	nsimon@westlake-tx.org	817-490-5707
Jarrod Greenwood	Assistant Town Manager	jgreenwood@westlake-tx.org	817-490-5717
Kelsey Wong	Budget/Finance Analyst	kwong@westlake-tx.org	817-490-5720
Miriam Dubon	Receptionist/Admin Assist	mdubon@westlake-tx.org	817-490-5730

ADMINISTRATIVE SERVICES DEPARTMENT

Debbie Piper	Finance Director	dpiper@westlake-tx.org	817-490-5712
Ginger Awtry	Director	gawtry@westlake-tx.org	817-490-5719
Marlene Rutledge	Academic Business Mgr.	mrutledge@westlake-tx.org	817-490-5737
Anastasia Whigham	Accounting Technician II	awhigham@westlake-tx.org	817-490-5728
Blair Wilson	HR Generalist	bwilson@westlake-tx.org	817-490-5734

COMMUNICATIONS AND COMMUNITY AFFAIRS

Jon Sasser	Manager	jsasser@westlake-tx.org	817-490-5736
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EMERGENCY SERVICES

Richard Whitten	Fire Chief	rwhitten@westlake-tx.org	817-490-5785
John Ard	Deputy Chief/Fire Marshal	jard@westlake-tx.org	817-490-5783
Tamara Cole	Business Services Manager	tcole@westlake-tx.org	817-490-5780

FACILITIES AND PUBLIC WORKS

Troy Meyer	Director	tmeyer@westlake-tx.org	817-490-5735
Kory Kittrell	Superintendent	kkittrell@westlake-tx.org	817-490-5720
Paul Andreason	Public Works Technician	pandreason@westlake-tx.org	817-490-5731
Darcy McFarlane	Facilities & Event Manager	dmcfarlane@westlake-tx.org	817-590-2768
Dianna Orender	Utility & Facilities Coord.	dorender@westlake-tx.org	817-490-5732
James McGuinness	Utility & Maint. Technician	jmcguinness@westlake-tx.org	817-490-5731
Rosie Miller	Manager	rmiller@westlakeacademy.org	817-490-5856

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

MUNICIPAL COURT/TOWN MARSHAL

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/Juv. Case Mgr.	sorasanu@westlake-tx.org	817-490-5747
Vickie Brown	Court Clerk	vbrown@westlake-tx.org	817-490-5724
Warren (Brad) Bradley	Judge	bbradley@westlake-tx.org	817-490-5746
Bobby Cure	Town Marshal	bcure@westlake-tx.org	817-490-9086

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

TOWN SECRETARY'S OFFICE

Todd Wood	Town Sec./Org.Perf.Mgr.	twood@westlake-tx.org	817-490-5711
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TRANSMITTAL LETTER/
EXECUTIVE SUMMARY

September 14, 2020

Honorable Mayor and Town Council:

In accordance with the Texas Local Government Code, I am pleased to submit the proposed budget for the Town of Westlake Fiscal Year 2020-2021 (FY2021). The fiscal year begins October 1, 2020 and ends September 30, 2021.

The proposed budget was carefully prepared through the collective efforts of all departments to balance the identified needs of the Town with a sustainable and sound financial plan. The proposed budget is focused on achieving the following goals:

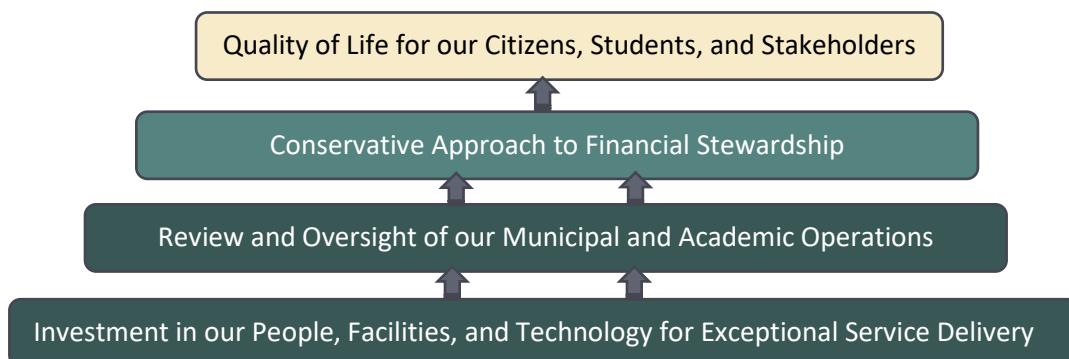
- Meeting resident expectations;
- Continuing high quality services and responsive customer service;
- Retaining and attracting employees who support the community's vision;
- Working with developers to create unique residential and commercial opportunities; and
- Building on our strong corporate partnerships.

BUDGET STRATEGIES

The proposed budget is influenced by the following systems: The Town's Strategic Plan, the Comprehensive Plan, Council direction, Fiscal & Budgetary policies, recommendations from the Town Manager, Government Finance Officers Association guidelines, and general budget principles.

STRATEGIC PLAN

The organization utilizes the concepts found within the Balanced Scorecard system to ensure we focus on the four main areas that will lead to the success of our organization.



COMPREHENSIVE PLAN

The Comprehensive Plan provides a vision for the future of the Town and the priorities for the community as it relates to a variety of plan elements that help determine land use, mobility, parks, open space, housing, economic development, storm water management, and water conservation.

TOWN COUNCIL POLICIES & PRIORITIES

The Town Council's policies and priorities this upcoming year consist of the following:

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

FISCAL & BUDGETARY POLICIES

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

BUDGET PRINCIPLES

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

- Plan, manage, and fund debt service and related service delivery programs;
- Maintain fund balance in accordance with the policy and future obligations;
- Oversee facilities and infrastructure;
- Provide competitive employee compensation; and
- Provide exceptional and responsive public services.

ECONOMIC FACTORS

The COVID-19 public health crisis has presented unique challenges this upcoming fiscal year. Given the level of economic uncertainty due COVID-19, the total budget and the economic impacts on businesses and local governments are unknown. Therefore, Town staff has made the following proposed cost saving adjustments:

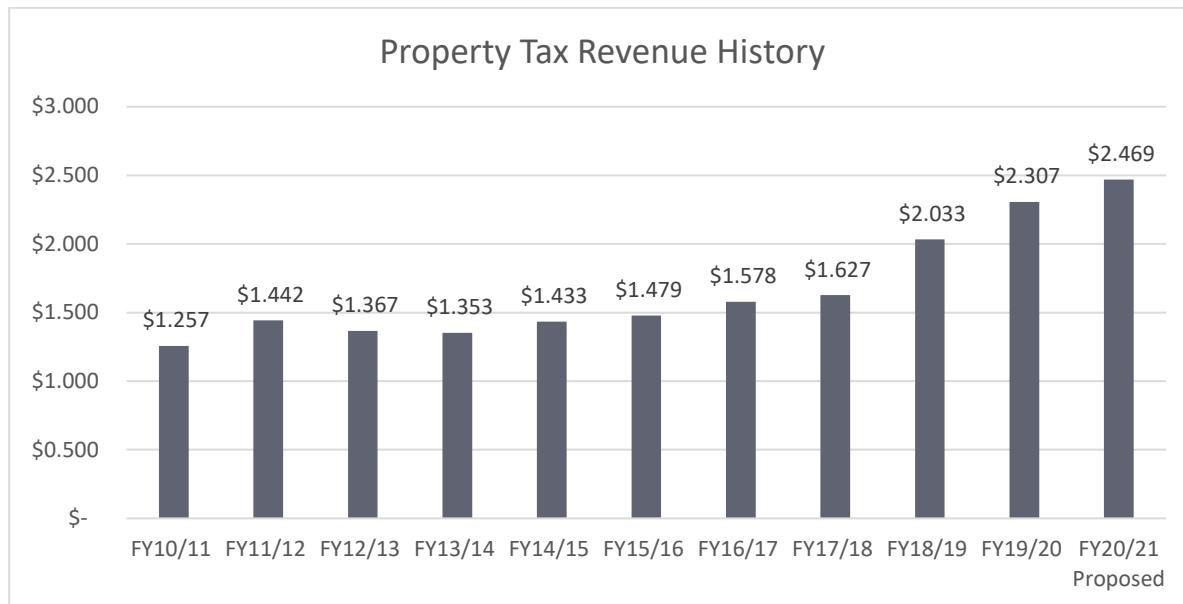
- All departments continued to budget expenditures conservatively;
- No new staff have been requested unless the Town is awarded the SAFER grant for three new Fire/EMS positions;
- Deferred transfers to conduit funds; and
- Delayed capital improvement projects.

The budget continues to support initiatives for service delivery and our ongoing commitment to community and organizational excellence. In adherence to our fiscal policies, the budget will be monitored monthly and regular updates will be provided to Town Council in order to respond responsibly. The budget is intended to be adaptable given the unknown long-term fiscal impact of COVID-19. While the total impact of this pandemic is unknown, we will continue “Navigating the Future” with keen scrutiny to maintain a strong fiscal foundation, moving the Town forward together.

PROPERTY TAX

The municipal property tax rate (or the ad valorem rate) is proposed to move from \$0.16018 to \$0.16788 per \$100 of assessed valuation. The amount is equal to the no-new-revenue rate (formerly the “effective tax rate”), which is the total tax rate needed to raise the same amount of property tax revenue for the Town from the same properties in both the 2019 tax year and the 2020 tax year.

The proposed ad valorem rate aligns with discussions with Council regarding the Town’s financial stability and service delivery expectations. The proposed no new revenue property tax rate allows the Town to plan for the future in a fiscally conservative manner and continue to exceed the expectations of our residents.

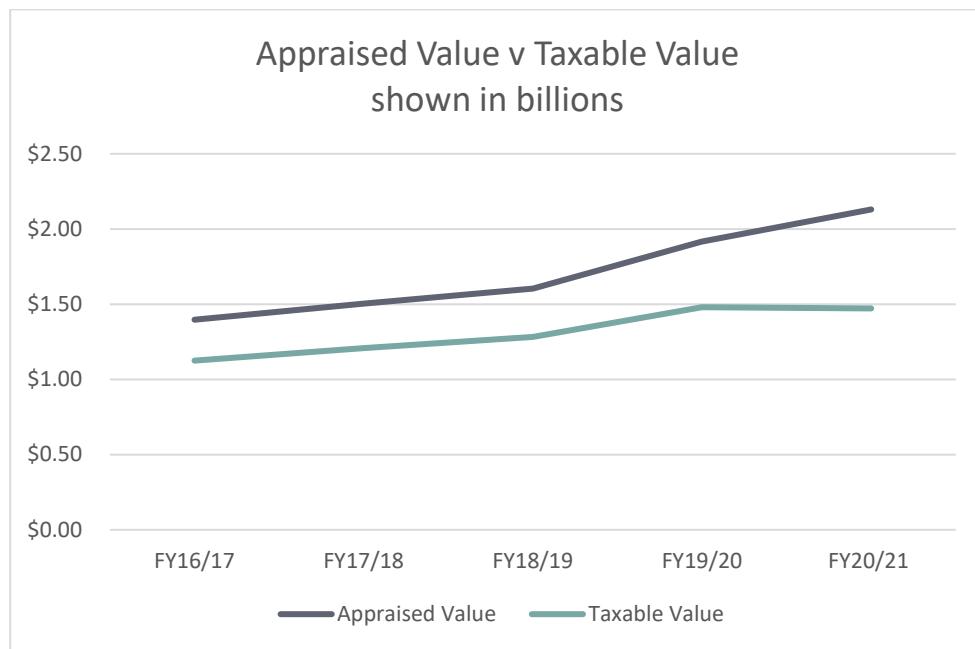


Town of Westlake Property Tax Revenue from FY10/11 – FY20/21 proposed.

This tax is allocated between Maintenance and Operations (M&O) in the General Fund and Interest and Sinking (I&S) debt service for the Town. The allocation for M&O is \$.12490 and totals \$1.2M. The allocation for I&S debt service is \$0.04298 and totals \$632K. Please see the proposed tax rate change from FY19/20 adopted to FY20/21 proposed below:

Tax Rate Change	FY19/20 Adopted	FY20/21 Proposed	Variance
M&O	\$0.11453	\$0.12490	\$0.01037
I&S	\$0.04565	\$0.04298	\$(0.00267)
Total	\$0.16018	\$0.16788	\$0.00770

The Town's property values continue to increase over time.



This graph shows the historical appraised and taxable value of the Town of Westlake from FY16/17 to FY20/21.

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

- Homestead Exemption
- Additional 65+ or Disabled Exemption
- Homestead Tax Ceiling or Tax Freeze
- Property Tax Reduction

PROPOSED BUDGET – FY 2021

In FY 20/21, revenues are budgeted at \$29.3M for all funds. This is a 10% decrease of \$3.6M from prior year revised. Expenditures are budgeted at \$32.8M for all funds. This is a 5% decrease of \$1.9M from prior year revised. Given the economic uncertainties this upcoming fiscal year, revenues and expenditures are budgeted conservatively. The proposed budget includes the planned use of fund balance in General Fund, Internal Service Funds, Special Revenue Funds and Capital Projects Funds.

FUND	Beginning Fund Balance	Revenues & Other Sources	Expenditures & Other Uses	Net Change to Fund Balance	Ending Fund Balance	Percent of Total	Percent Change
General Fund	\$ 13,448,628	\$ 9,620,674	\$ 10,675,746	\$ (1,055,072)	\$ 12,393,556	52%	-7.8%
Enterprise Funds	4,770,898	5,819,803	5,641,207	178,596	4,949,494	21%	3.7%
Internal Service M&R	1,885,121	109,275	1,143,500	(1,034,225)	850,896	4%	-54.9%
Special Revenue Funds	676,814	1,470,625	1,662,716	(192,091)	484,723	2%	-28.4%
Debt Service Funds	36,702	2,654,572	2,691,275	(36,703)	(0.00)	0%	-100.0%
Capital Projects Funds	4,669,986	280,000	1,613,830	(1,333,830)	3,336,156	14%	-28.6%
Municipal Total	25,488,149	19,954,949	23,428,274	(3,473,325)	28,961,475	128%	-13.6%
Academic Funds	1,559,356	9,431,978	9,393,877	38,101	1,597,457	7%	2%
TOTAL ALL FUNDS	\$ 27,047,505	\$ 29,386,927	\$ 32,822,151	\$ (3,435,224)	\$ 23,612,282	100%	-13%

If only Municipal operating expenditures were taken into consideration (removal of all expenditures related to capital, inter-fund transfers and Westlake Academy), the FY 20/21 budget shows a 0.6% increase of \$123K.

ALL FUNDS	REVISED FY 19/20	PROPOSED FY 20/21	Change Amount	Change Percent
Payroll & Related	\$ 5,408,961	\$ 5,493,074	\$ 84,113	1%
Operating Expenditures	13,362,923	13,402,211	39,288	.2%
TOTAL	\$ 18,771,884	\$ 18,895,285	\$ 123,401	.6%

FINANCIAL INFORMATION AND FUND SUMMARIES

GENERAL FUND

The General Fund is the Town's primary operating fund and is supported by sales and use taxes, ad valorem property taxes, and other revenues. These revenues may be used for a variety of purposes as determined by the Town Council. The General Fund budget accounts for core Town services such as fire and emergency services, planning and development, public works, finance, court services, information technology, human resources, and administrative oversight.

REVENUES

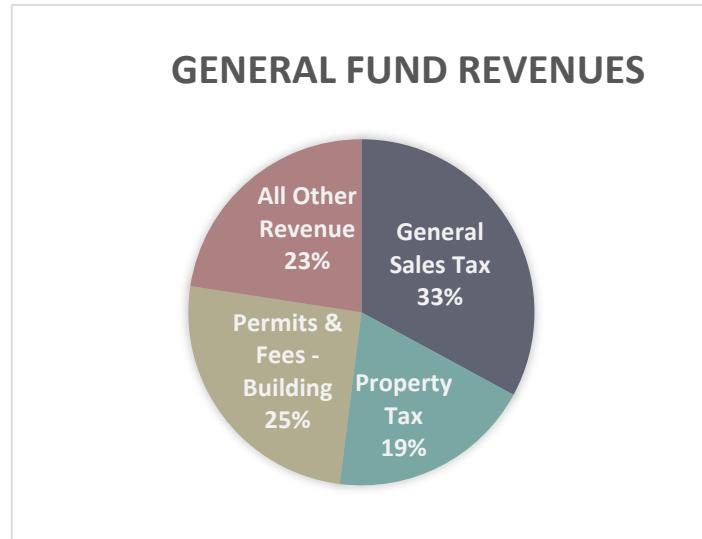
Budgeted to be \$9.6M; an 8% decrease of \$887K from prior year revised.

The largest revenue source in the General Fund is general sales and use tax revenues which are budgeted to be \$3.1M and represents 33% of the General Fund's total revenues and sources. This reflects a 38% decrease of \$1.9M when compared to prior year revised. This decrease is based on the uncertainty and economic activity due to COVID-19.

The second largest revenue source is from permits and fees charged for development activities which are budgeted to be \$2.4M, comprising 25% of the General Fund's total revenues and sources. This reflects a 93% increase of \$1.1M when compared to prior year revised. This increase is based on planned development projects this upcoming fiscal year.

The third largest revenue source in the proposed General Fund budget is property tax (or ad valorem) revenues. The Maintenance and Operations (M&O) portion of the rate is budgeted to be \$1.8M, comprising 19% of the General Fund total revenues and sources. This reflects a 7% increase of \$112K when compared to prior year revised.

The largest variance to the remaining General Fund revenues are related to miscellaneous income. This increase is due to the potential receipt of the SAFER grant (\$285K) for Fire/EMS. If awarded the SAFER grant, the Town will hire three additional firefighters. If this grant is not awarded to the Town, these positions will not be filled. No new positions are projected for this upcoming fiscal year.



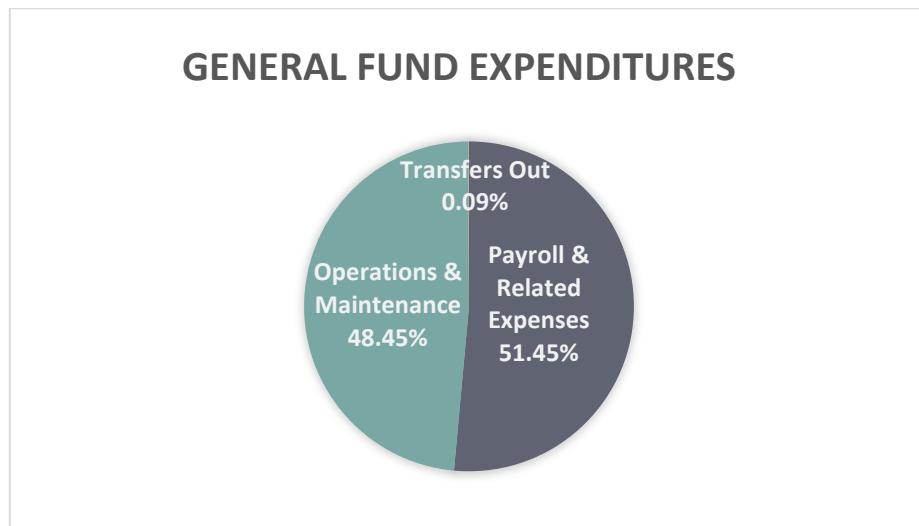
EXPENDITURES

Budgeted to be \$10.6M in expenditures and other uses. This reflects a 9% increase of \$919K from the prior year revised.

The largest expenditure in the proposed General Fund budget is allocated to our staff teams and related benefits that help the municipality to remain competitive. This amount is budgeted to be \$5.4M and comprises 51% of General Fund total expenditures and other uses. This includes a 2% increase for municipal employees.

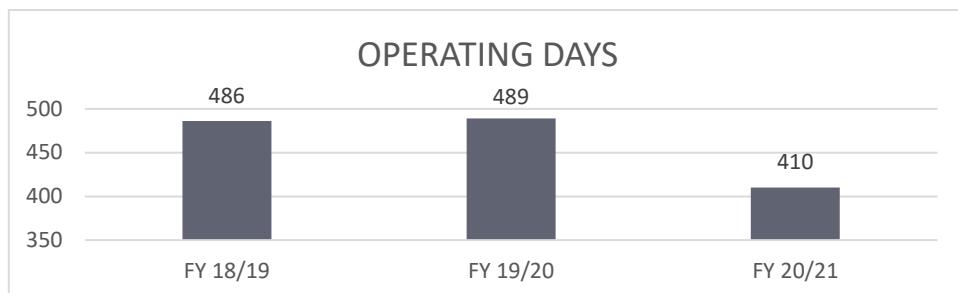
The second largest expenditure is operations and maintenance. This amount is budgeted at \$5.1M, comprising 48% of General Fund total expenditures and other uses. This reflects a 7% increase of \$321K when compared to prior year revised. The operations and maintenance costs consist of the dollars necessary to provide public services.

The third type of expenditure is transfers out. This amount is budgeted at \$10K. This is a 60% decrease of \$15K from prior year revised. This expenditure consists of a transfer out to the General Maintenance and Replacement Fund.



FUND BALANCE

The combined ending unassigned Fund Balance for the General Fund is projected to be \$11.9M. Our daily operating cost is calculated to be \$29,221 (410 operating days). The projected number of operating days is above the minimum number of days (180) as determined by the financial policies established by the Town Council. The graph below represents the operating days for FY 18/19, FY 19/20 and this upcoming fiscal year FY 20/21.





ENTERPRISE FUNDS

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

REVENUES

Budgeted to be \$5.8M; this reflects a 3% increase of \$148K from the prior year revised budget. Cemetery sale revenues are projected to decrease \$10K based on the economic impact for the upcoming fiscal year. A water rate study is in progress from an independent rate analyst. Please note that utility rates were increased in January 2020 due to underperforming revenue.

EXPENSES

Budgeted to be \$5.6M; a 5% decrease of \$325K from prior year revised. The decrease is a result of the Keller water tower pay-off in FY 19/20.

FUND BALANCE

The combined ending working capital for Enterprise Funds is projected to be \$4.8M.

- The Cemetery Fund is projected to have an ending working capital of \$328K
- The Utility Fund is projected to have an ending working capital of \$4.4M



INTERNAL SERVICE FUNDS

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

REVENUES

Budgeted to be \$109K; a 14% decrease of \$17K from prior year revised. This includes transfers-ins from the Utility Fund (\$90K) and the General Fund (\$10K).

EXPENDITURES

Budgeted to be \$1.1M; a 29% increase of \$258K from the prior year revised. These expenditures consist of the following:

- New public works vehicle (\$60,000)
- Maintenance and repair for pump station equipment, sewer easement cleaning machine, water main repair and maintenance, lift station repair, duct bank repair, and sewer line repair (\$321,500).

- General maintenance and replacement includes, street staining/maintenance (\$100K), street surface treatments (\$150K), Westlake Academy facility maintenance costs (\$260K), trail and parks repair (\$25K), information technology (\$110), and facility maintenance at the town hall building (\$93K).
- Mule Truck (\$18,000)

FUND BALANCE

The combined ending fund balance is projected to be \$850K.

- Utility Vehicle Maintenance and Replacement 505 is projected to be \$4.9K
- Utility Maintenance and Replacement 510 is projected to be \$9.1K
- General Maintenance and Replacement 600 is projected to be \$1.8K
- General Vehicle Maintenance and Replacement 605 is projected to be \$835K



SPECIAL REVENUE FUNDS

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

REVENUES

Budgeted to be \$1.4M; a 40% decrease of \$996K from prior year revised. This decrease is a result of the economic impact of COVID-19 on general sales tax and hotel tax.

EXPENDITURES

Budgeted to be \$1.6M; a 45% decrease of \$1.3M from prior year revised. Expenditures are reduced due to the projected decrease in economic activity this upcoming fiscal year.

FUND BALANCE

The combined ending fund balance is projected to be \$565K.

- 4B Economic Development Fund 200 is projected to be \$0
- Economic Development Fund 210 is projected to be \$0
- Local Public Improvement District 215 is projected to be \$369K
- Visitors Association Fund 220 is projected to be \$50K
- Public Arts Fund 225 is projected to be \$50K
- Lone Star Public Fund 418 is projected to be \$14K



DEBT SERVICE FUNDS

Debt Service Funds are comprised of the Revenue Supported Debt Service Fund 300 and Property Tax Supported Debt Service Fund 301. Prior to acquiring long-term debt, alternative financing sources are explored before debt is issued. Debt service is used to acquire major assets with a useful life that equals or exceeds the debt issuance. Transfers from 4B Economic Development Fund and the General Fund comprise the majority of this debt service fund revenues.

REVENUES

Budgeted to be \$2.6M; a \$138 increase from prior year revised.

EXPENDITURES

Budgeted to be \$2.6M; a 6% increase of \$34K from prior year revised.

FUND BALANCE

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



The Westlake Academy Fund encompasses all teaching and extra-/co-curricular operating expenditures as well as State public school funding, local funds, and private donations used to support and enhance the daily operations of Westlake Academy. Westlake Academy operates under a shared services model whereby the municipal operations team provides human resources, communications, financial, facilities, information technology and administrative support services to the school. General maintenance and replacement of infrastructure and equipment for the school is expensed to the municipal budget.

REVENUES

Revenues are budgeted at \$9.4M; a 2% decrease of \$183K from prior year revised.

- Enrollment is projected at 885 students
- The proposed allotment is projected to remain flat at \$161K
- Municipal contributions have been discontinued
- Bank Interest: Calculated at 0.50% rate
- Westlake Academy Foundation support remains steady at \$1.03M

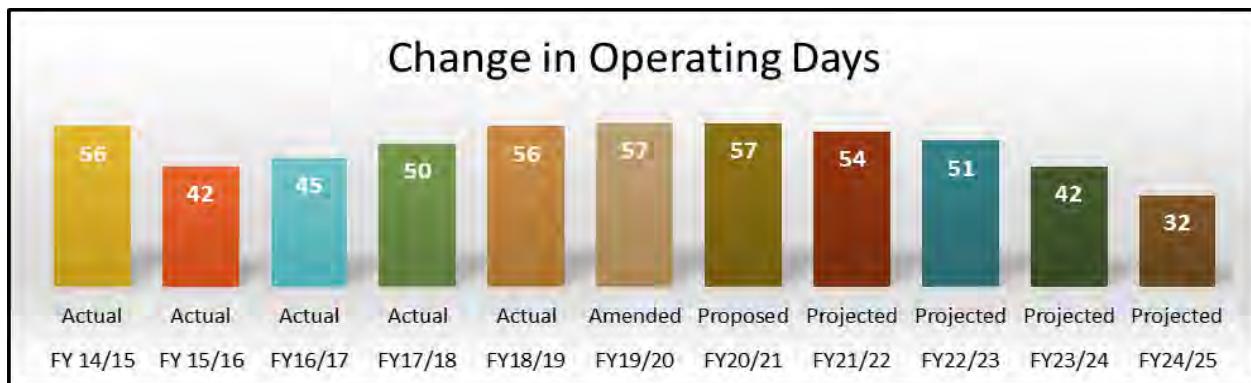
EXPENDITURES

Expenditures are budgeted at \$9.3M; a 6% decrease of \$622K from prior year revised. This decrease in expenditures is due to the proper recording of iPad leases in FY19/20.

- Step increase for Teachers, Librarians, Counselors, & Nurses and 1% for Administrative & Hourly staff. Combined total impact less than \$16K.
- FTE: 100.26 (0.87 decrease over FY19/20)
- Maintenance & Operations: \$42K increase for janitorial services & supplies
- Security & Monitoring: \$10K decrease in equipment maintenance (new system)
- In accordance with House Bill 3, kindergarten through 3rd grade teachers must complete reading training. This training begins in FY20/21 and will continue through FY22/23.
- Commercial Insurance: \$5K increase
- The ESC Region 11 contract is expected to increase \$12K. This includes the Instructional Solutions Contract for Canvas distance learning support & remote professional development opportunities
- As a contingency, \$50K has been allotted for COVID-19 related expenses

FUND BALANCE

The FY 20/21 projections will increase fund balance by \$38,101 for an ending unassigned fund balance of \$1,509,457. The unassigned balance of \$923K represents coverage for 59 operating days.



CAPITAL PROJECT FUNDS

The Town has a total of three capital project funds including the Capital Project Fund 410, Westlake Academy Arts & Sciences Center Fund 411, and Westlake Academy Expansion Fund 412. These funds consist of major equipment, land, and infrastructure projects of \$25,000 or more financed with General Fund operating transfers, intergovernmental revenue, bond proceeds, and Special Revenue Fund transfers. Project completion or procurement may extend across two or more fiscal years and reflects multiple expenditure categories such as engineering, design, and construction. Completed capital projects often have a continuing fiscal impact on the Town's operating funds due to routine maintenance, repair, and daily operating costs. When ongoing operating impacts have been identified, it is included on the project description sheets, and costs are projected for the next three years. Upon approval of the project, the ongoing fiscal impact is integrated into the operating budget.

The following capital projects are budgeted for FY 20/21:

- J. T. Ottinger Road Recon/Drainage - \$593,250
- FM1938 Pavement Repairs - \$90,400
- SH114 Service Road Construction - \$108,480
- WA Pond Repairs - \$82,000
- Wayfinding Signage - \$214,700
- Westlake Academy Arts & Sciences Center Fund - \$250,000

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

REVENUES

Total revenue across all capital improvement project funds are budgeted to be \$280K, a 38% decrease from the prior year. No contribution revenue is forecasted this upcoming fiscal year due to the economic uncertainties of FY 20/21.

EXPENDITURES

Total expenditures are budgeted to be \$1.6M, an 8% decrease from prior year revised. Expenditures are funded through capital improvement fund balances and transfers between capital project funds.

FUND BALANCE

The combined ending fund balance is projected to be \$3.3M.

- Capital Project Fund 410 is projected to be \$76K
- Westlake Academy Arts and Sciences Center Fund 411 is projected to be \$0
- Westlake Academy Expansion Fund 412 is projected to be \$2.7M

PROPOSED CAPITAL IMPROVEMENT PLAN – FY 2020-21

The proposed FY 20/21 Capital Improvements Plan (CIP) is also submitted for Town Council's consideration. The CIP guides new construction and improvements to the Town's infrastructure and facilities, ranging from road expansion, repairs on publicly owned buildings, and acquisition of new water sources. Operating costs are carefully considered when 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 funded and unfunded (under discussion) projects are included in the proposed CIP and have future impacts on the operating budget.

CLOSING

I am proud to present a balanced budget that addresses both current and future needs of the Town. By "Navigating the Future" together, the Town of Westlake will strive to maintain the features of Westlake that make us so unique. With our proactive financial approach to planning, we can position the Town so that it remains true to the reasons our residents have selected our community as their home. With the guidance of the Mayor, Council, and the Town's committed public servants, we will continue to meet the needs and upcoming challenges facing the Town.

Respectfully submitted,



Amanda DeGan
Town Manager/Superintendent



ALL FUNDS OVERVIEW

ALL FUNDS - ALL SOURCES

Combining Revenues, Expenditures and Fund Balance

Fiscal Year 2020/2021

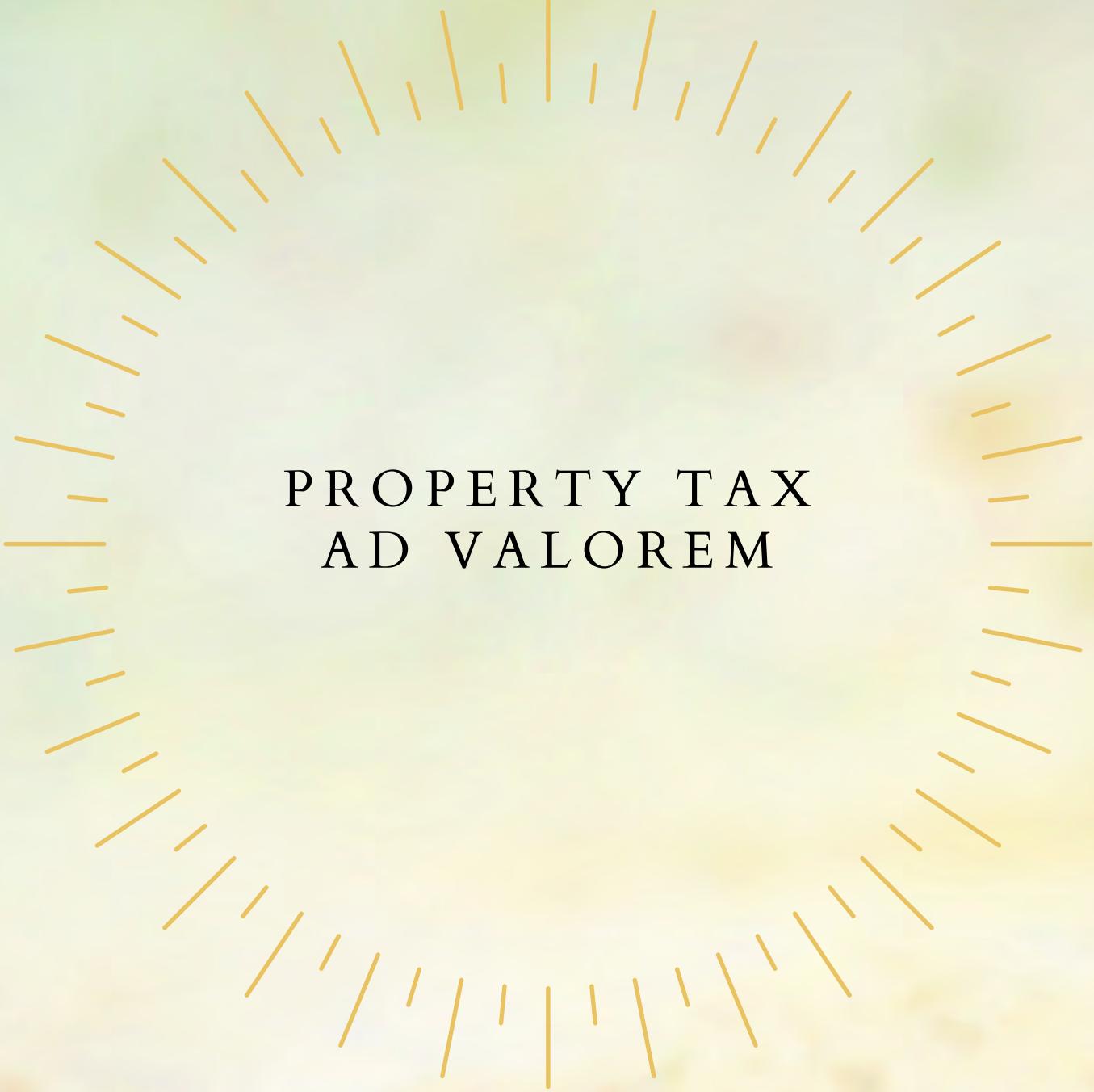
	General Fund	Enterprise Funds	Internal Service Funds	Special Revenue Funds	Debt Service Funds	Capital Project Funds	MUNICIPAL TOTAL	Academic Funds	TOTAL ALL FUNDS
REVENUES AND OTHER SOURCES									
General Sales Tax	\$ 3,166,125	\$ -	\$ -	\$ 1,055,375	\$ -	\$ -	\$ 4,221,500	\$ -	\$ 4,221,500
Property Tax	1,837,577	-	-	-	632,381	-	2,469,958	-	2,469,958
Charge for Services	-	5,476,889	-	-	-	-	5,476,889	-	5,476,889
Hotel Occupancy Tax	-	-	-	406,000	-	-	406,000	-	406,000
Beverage Tax	40,000	-	-	-	-	-	40,000	-	40,000
Franchise Fees	942,125	-	-	-	-	-	942,125	-	942,125
Permits and Fees Other	246,063	-	-	-	-	-	246,063	-	246,063
Permits and Fees Building	2,445,154	-	-	-	-	-	2,445,154	-	2,445,154
Permits and Fees Utility	-	268,011	-	-	-	-	268,011	-	268,011
Fines & Forfeitures	475,600	-	-	-	-	-	475,600	-	475,600
Investment Earnings	88,800	56,353	9,275	3,550	-	30,000	187,978	-	187,978
Contributions	-	-	-	-	-	-	-	-	-
Misc Income	311,230	18,550	-	5,700	-	-	335,480	-	335,480
Total Revenues	9,552,674	5,819,803	9,275	1,470,625	632,381	30,000	17,514,758	-	17,514,758
Transfers In	68,000	-	100,000	-	2,022,191	250,000	2,440,191	-	2,440,191
Other Sources	-	-	-	-	-	-	-	-	-
Total Other Sources	68,000	-	100,000	-	2,022,191	250,000	2,440,191	-	2,440,191
GF Academic Revenues	-	-	-	-	-	-	-	9,431,978	9,431,978
GF Academic Other Resources	-	-	-	-	-	-	-	-	-
Total Academic	-	-	-	-	-	-	-	9,431,978	9,431,978
TOTAL REVENUES AND OTHER SOURCES	\$ 9,620,674	\$ 5,819,803	\$ 109,275	\$ 1,470,625	\$ 2,654,572	\$ 280,000	\$ 19,954,949	\$ 9,431,978	\$ 29,386,927

EXPENDITURES AND OTHER USES

Payroll Salaries	\$ 4,559,497	\$ 9,195	\$ -	\$ -	\$ -	\$ -	\$ 4,568,692	\$ -	\$ 4,568,692
Payroll Transfer In	(740,564)	-	-	-	-	-	(740,564)	-	(740,564)
Payroll Insurance	744,589	-	-	-	-	-	744,589	-	744,589
Payroll Taxes	413,263	-	-	-	-	-	413,263	-	413,263
Payroll Retirement	516,289	-	-	-	-	-	516,289	-	516,289
Payroll Transfer Out	-	543,088	-	-	-	-	543,088	-	543,088
Total Payroll & Related	5,493,074	552,283	-	-	-	-	5,502,269	-	5,502,269
Capital Outlay	37,215	31,055	-	-	-	-	68,270	-	68,270
Debt	36,680	1,031,671	-	-	2,688,694	-	3,757,045	-	3,757,045
Economic Development	-	-	-	28,000	-	-	28,000	-	28,000
Leases and Rentals	50,135	1,500	-	-	-	-	51,635	-	51,635
Payroll Transfer Out	-	-	-	197,476	-	-	197,476	-	197,476
Public Notices	20,020	-	-	20,000	-	-	40,020	-	40,020
Rent & Utilities	757,849	188,328	-	91,400	-	-	1,037,577	-	1,037,577
Repair & Maintenance	351,785	165,940	-	-	-	-	517,725	-	517,725
Services	2,469,386	3,494,755	-	263,215	2,580	-	6,229,936	-	6,229,936
Supplies	268,043	7,255	-	-	-	-	275,298	-	275,298
Travel & Training	214,743	10,420	-	7,250	-	-	232,413	-	232,413
Transfer Out Operating	966,816	-	-	-	-	-	966,816	-	966,816
Total Operations & Maintenance	5,172,672	4,930,924	-	607,341	2,691,274	-	13,402,211	-	13,402,211
TOTAL OPERATING EXPENDITURES	10,665,746	5,483,207	-	607,341	2,691,274	-	18,904,480	-	19,447,568
Maintenance & Replacement	-	-	1,143,500	-	-	-	1,143,500	-	1,143,500
Capital Project Funds	-	-	-	-	-	-	1,363,830	-	1,363,830
Total Capital	-	-	1,143,500	-	-	-	1,363,830	2,507,330	2,507,330
Transfers Out	10,000	158,000	-	1,055,375	-	250,000	1,473,375	-	1,473,375
Other Uses	-	-	-	-	-	-	-	-	-
Total Other Uses	10,000	158,000	-	1,055,375	-	250,000	1,473,375	-	1,473,375
TOTAL NON-OPERATING EXPENDITURES	10,000	158,000	1,143,500	1,055,375	-	1,613,830	3,980,705	-	3,980,705
GF Academic Expenditures	-	-	-	-	-	-	-	9,393,877	9,393,877
GF Academic Other Uses	-	-	-	-	-	-	-	-	-
Total Academic	-	-	-	-	-	-	-	9,393,877	9,393,877
TOTAL EXPENDITURES AND OTHER USES	\$ 10,675,746	\$ 5,641,207	\$ 1,143,500	\$ 1,662,716	\$ 2,691,274	\$ 1,613,830	\$ 23,428,273	\$ 9,393,877	\$ 32,822,150

SUMMARY

Excess Revenues over (under) Expenditures	\$ (1,055,072)	\$ 178,596	\$ (1,034,225)	\$ (192,091)	\$ (36,702)	\$ (1,333,830)	\$ (3,473,324)	\$ 38,101	\$ (3,435,223)
BEGINNING FUND BALANCE	13,448,628	4,770,898	1,885,121	676,814	36,702	4,669,986	25,488,150	1,559,356	27,047,506
ENDING FUND BALANCE	\$ 12,393,556	\$ 178,596	\$ 850,896	\$ 484,723	\$ 0	\$ 3,336,156	\$ 28,961,474	\$ 1,597,457	\$ 23,612,282

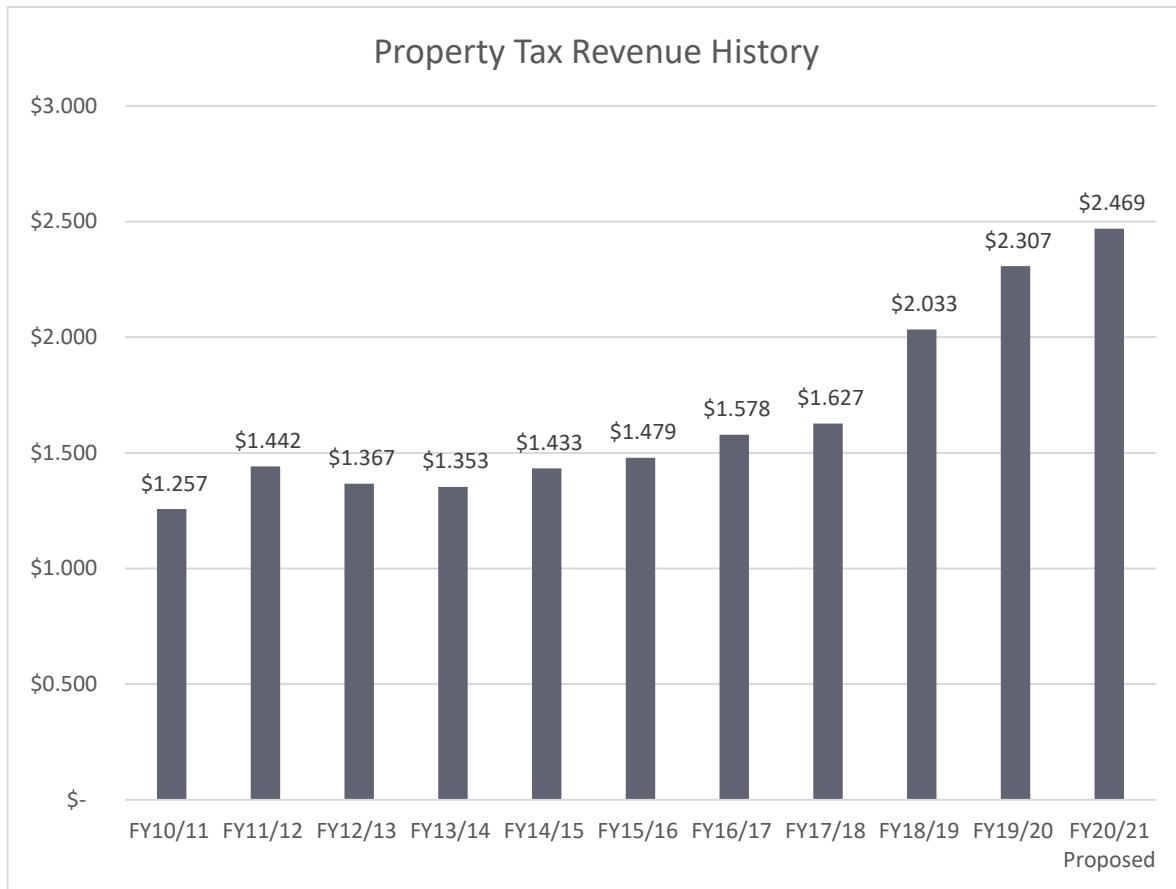


PROPERTY TAX AD VALOREM

PROPERTY TAX OVERVIEW

Property tax (or Ad Valorem) is proposed to increase from \$0.16018 to \$0.16788 per \$100 of assessed valuation.

The proposed tax rate is the no-new-revenue tax rate (formerly the effective tax rate). The no new revenue rate is the total tax rate needed to raise the same amount of property tax revenue for the Town of Westlake from the same properties in both the 2019 tax year and the 2020 tax year.



Town of Westlake Property Tax Revenue from FY10/11 – FY20/21 proposed.

This budget will raise more revenue from property taxes than last year's budget by an amount of \$122,145, which is a 5.20 percent increase from last year's budget. The property tax revenue to be raised from new property added to the tax roll this year is \$134,493.

When the new property tax rate is chosen by the Town, the Town of Westlake will comply with all truth in taxation laws to protect the public's right-to-know about tax rate decisions.

ALLOCATION

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

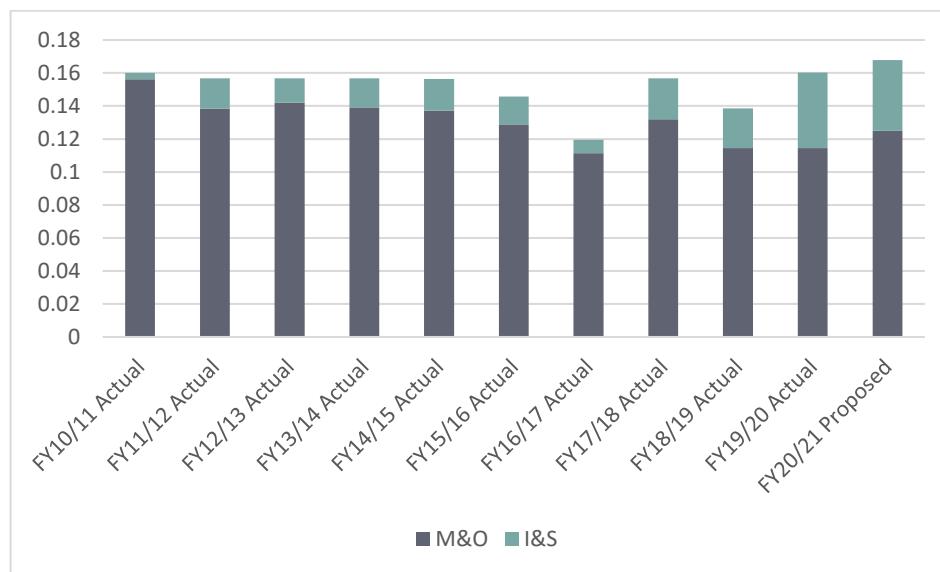
M&O: The M&O is the tax rate that is needed to raise the same amount of taxes that the Town levied in the prior year plus the applicable percentage allowed by law. This rate accounts for such thing as utilities and day-to-day operations.

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

Please see the tax rate change from FY19/20 adopted to FY20/21 proposed below:

Tax Rate Change	FY19/20 Adopted	FY20/21 Proposed	Variance
M&O	\$0.11453	\$0.12490	\$0.01037
I&S	\$0.04565	\$0.04298	\$(0.00267)
Total	\$0.16018	\$0.16788	\$0.00770

The allocation for M&O is \$.12490 and totals \$1.2M. The allocation for I&S debt service is \$0.04298 and totals \$632K.

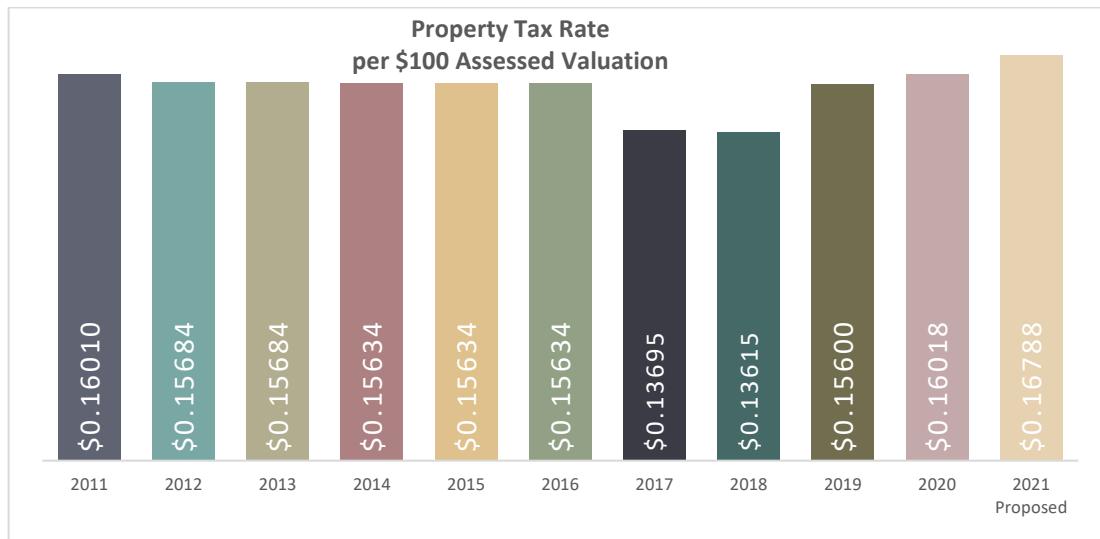


This graph depicts the historical allocation of property tax between Maintenance and Operations and Interest and Sinking from FY10/11 – FY20/21 Proposed.

TRENDS

PROPERTY TAX RATE

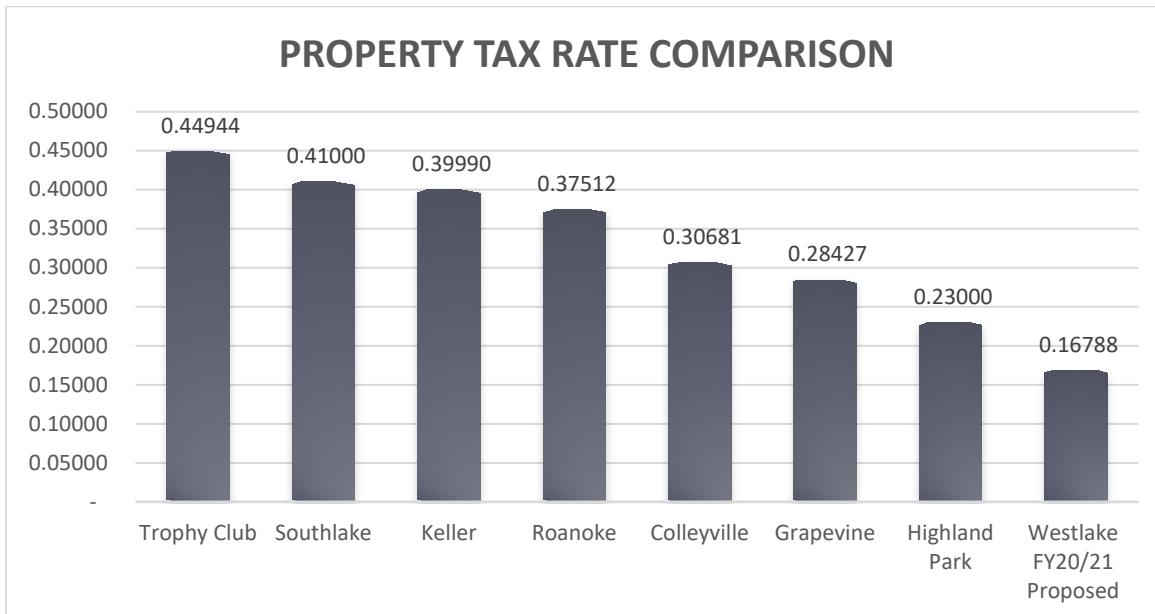
This year is the 11th year the Town of Westlake has assessed a local property tax.



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

PROPERTY TAX RATE COMPARISON

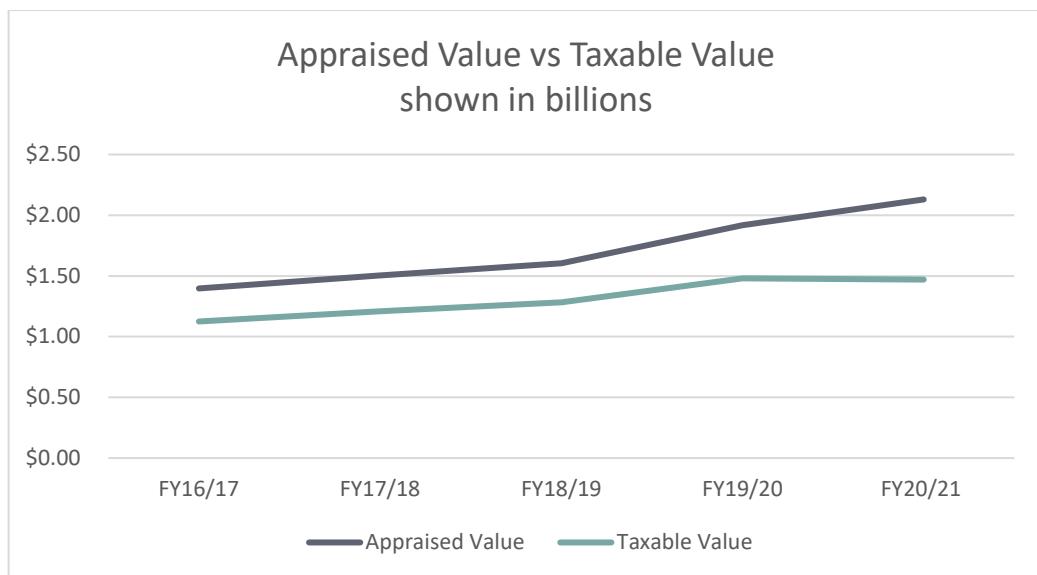
The proposed property tax rate of \$0.16788 per \$100 valuation for the Town continues to be one of the lowest for municipalities in the immediate area and Westlake will remain in the bottom third of ALL municipalities in the State.



Based on FY19/20 property tax rates for surrounding cities and Westlake's FY20/21 proposed tax rate.

APPRAISED VALUE vs. TAXABLE VALUE

The Town of Westlake's property values have increased over time. The difference between the appraised value and the taxable value are the Town's homestead and other exemptions.



This graph shows the historical appraised and taxable value of the Town of Westlake from FY16/17 to FY20/21.

EXEMPTIONS & PROPERTY TAX REDUCTION

The Town of Westlake offers the following exemptions and property tax reduction programs to its residents:

HOMESTEAD EXEMPTION

It is the intent of the Town Council of the Town of Westlake to adopt the highest possible homestead exemption, which would be a homestead exemption in the amount of twenty percent (20%) of the value of the homestead, and in any event, the exemption shall be at least a minimum of Five Thousand dollars (\$5,000).

ADDITIONAL 65+ or DISABLED EXEMPTION

A \$10,000 exemption on the taxable value of homes of 65+ or disabled residents. (This is one or the other, not both).

HOMESTEAD TAX CEILING, OR TAX FREEZE

This exemption limits the total amount of taxes residents who are 65+ or disabled pay so that their future years' taxes will not increase beyond what they currently pay upon qualification. Any resident that was 65 or disabled when the Town increased its zero, or 0%, ad valorem rate in 2010, did not pay any municipal ad valorem taxes for the 2009 tax year due to this tax ceiling. After the 2010 tax levy, persons over 65 or disabled with a Westlake residence homestead are able to freeze their municipal tax levy in the tax year of qualification for the tax ceiling exemption, or tax freeze, and their municipal ad valorem taxes will remain fixed at that amount. Additionally, they will not pay more but could potentially pay less if taxes are lowered.

PROPERTY TAX REDUCTION

The residents of Westlake voted to abolish the $\frac{1}{2}\%$ additional sales and use tax for economic and industrial development, Section 4A, and to implement the $\frac{1}{2}\%$ local sales and use tax to be used to reduce the property tax rate effective October 1, 2006. Prior year's sales tax revenues are used in calculating the current tax rates based on the State Comptroller's Truth and Taxation process. Current calculations of Westlake's tax rate take these revenues into consideration and have saved our residents approximately \$.13 per \$100 valuation.

AD VALOREM PROPERTY TAX

FIVE YEAR ANALYSIS

Homestead exemption 20%

Over 65 exemption - \$10,000

APPRAISED VALUES

Based on July Certified Rolls					
	FY 16/17	FY 17/18	FY18/19	FY19/20	FY 20/21 Proposed
\$	1,397,075,338	\$ 1,504,837,430	\$ 1,604,301,084	\$ 1,917,557,292	\$ 2,130,399,725
amount change	\$ 107,762,092	\$ 99,463,654	\$ 313,256,208	\$ 212,842,433	
percent change	8%	7%	20%	11%	
\$ cumulative chg	\$ 107,762,092	\$ 207,225,746	\$ 520,481,954	\$ 733,324,387	
% cumulative chg	8%	15%	37%	52%	

NET TAXABLE VALUES

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

	FY 16/17	FY 17/18	FY18/19	FY19/20	FY 20/21 Proposed
Total Taxable Values	\$ 1,089,411,225	\$ 1,118,795,450	\$ 1,195,417,827	\$ 1,436,594,268	\$ 1,471,238,802
amount change	\$ 29,384,225	\$ 76,622,377	\$ 241,176,441	\$ 34,644,534	
percent change	3%	7%	20%	2%	
\$ cumulative chg	\$ 29,384,225	\$ 106,006,602	\$ 347,183,043	\$ 381,827,577	
% cumulative chg	3%	10%	32%	35%	
Residential	\$ 698,588,986	\$ 767,948,881	\$ 838,903,265	\$ 997,353,112	\$ 1,088,117,123
amount change	\$ 69,359,895	\$ 70,954,384	\$ 158,449,847	\$ 90,764,011	
percent change	10%	9%	19%	9%	
\$ cumulative chg	\$ 69,359,895	\$ 140,314,279	\$ 298,764,126	\$ 389,528,137	
% cumulative chg	6%	20%	43%	56%	
Commercial	\$ 319,566,649	\$ 334,367,110	\$ 330,041,633	\$ 449,366,350	\$ 432,703,427
amount change	\$ 14,800,461	\$ (4,325,477)	\$ 119,324,717	\$ (16,662,923)	
percent change	5%	-1%	36%	-4%	
\$ cumulative chg	\$ 14,800,461	\$ 10,474,984	\$ 129,799,701	\$ 113,136,778	
% cumulative chg	1%	3%	41%	35%	
Personal	\$ 130,319,064	\$ 113,747,318	\$ 114,657,858	\$ 130,064,496	\$ 124,224,258
amount change	\$ (16,571,746)	\$ 910,540	\$ 15,406,638	\$ (5,840,238)	
percent change	-13%	1%	13%	-4%	
\$ cumulative chg	\$ (16,571,746)	\$ (15,661,206)	\$ (254,568)	\$ (6,094,806)	
% cumulative chg	-2%	-12%	0%	-5%	
Ag Properties	\$ 415,090	\$ 400,144	\$ 3,359,052	\$ 252,818	\$ 484,021

Based on Tarrant and Denton County Appraisal Districts.

AD VALOREM PROPERTY TAX FIVE YEAR ANALYSIS

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

NEW NET TAXABLE VALUE

	FY 16/17	FY 17/18	FY18/19	FY19/20	FY 20/21 Proposed
New Residential	\$ 56,221,461	\$ 29,301,506	\$ 33,659,179	\$ 72,482,544	\$ 55,130,358
	amount change	\$ (26,919,955)	\$ 4,357,673	\$ 38,823,365	\$ (17,352,186)
	percent change	-48%	15%	115%	-24%
	\$ cumulative chg	\$ (26,919,955)	\$ (22,562,282)	\$ 16,261,083	\$ (1,091,103)
	% cumulative chg	-2%	-40%	29%	-2%
New Commercial	\$ -	\$ 13,586,641	\$ 2,201,041	\$ 89,355,469	\$ 19,542,605
	amount change	\$ 13,586,641	\$ (11,385,600)	\$ 87,154,428	\$ 17,341,564
	percent change	0%	100%	3960%	19%
	\$ cumulative chg	\$ 13,586,641	\$ 2,201,041	\$ 89,355,469	\$ 106,697,033
	% cumulative chg	1%	100%	100%	100%

AVERAGE VALUE PER HOME

	FY 16/17	FY 17/18	FY18/19	FY19/20	FY 20/21 Proposed
Avg Market Value	\$ 1,494,089	\$ 1,803,855	\$ 1,758,822	\$ 1,827,975	\$ 1,946,157
	amount change	\$ 309,766	\$ (45,033)	\$ 69,153	\$ 118,182
	percent change	21%	-2.50%	3.93%	6.47%
	\$ cumulative chg	\$ 309,766	\$ 264,733	\$ 333,886	\$ 452,068
	% cumulative chg	21%	18%	22%	30%

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

	FY 16/17	FY 17/18	FY18/19	FY19/20	FY 20/21 Proposed
Avg Taxable Value	\$ 1,263,978	\$ 1,425,943	\$ 1,451,120	\$ 1,505,483	\$ 1,612,692
	Tax Payment	1,385	\$ 1,553	\$ 1,811	\$ 1,929
	amount change	\$ 168	\$ 258	\$ 118	\$ 237
	percent change	12.15%	16.60%	6.53%	12.27%

Based on the Tarrant and Denton County Appraisal Districts.

AD VALOREM PROPERTY TAX

FIVE YEAR ANALYSIS

Homestead exemption 20%

Over 65 exemption - \$10,000

TOTAL TAX REVENUE GENERATED

	FY 16/17	FY 17/18	FY18/19	FY19/20	FY 20/21 Proposed
Total Revenue	\$ 1,479,452	\$ 1,577,814	\$ 1,622,109	\$ 1,864,852	\$ 2,469,916
	<i>amount change</i>	\$ 98,362	\$ 44,296	\$ 242,743	\$ 605,064
	<i>percent change</i>	6.65%	2.81%	14.96%	32.45%
New Residential	\$ 76,995	\$ 39,894	\$ 52,508	\$ 116,103	\$ 92,553
	<i>amount change</i>	\$ (37,101)	\$ 12,614	\$ 63,594	\$ (23,550)
	<i>percent change</i>	-48.19%	31.62%	121.11%	-20.28%
New Commercial	\$ -	\$ 18,498	\$ 3,434	\$ 143,130	\$ 32,808
	<i>amount change</i>	\$ 18,498	\$ (15,065)	\$ 139,696	\$ (110,321)
	<i>percent change</i>	0.00%	100%	4068.47%	-77.08%
Raised from New	\$ 61,533	\$ 58,392	\$ 55,942	\$ 259,232	\$ 125,361
Raised from Existing	\$ 1,417,919	\$ 1,519,421	\$ 1,566,167	\$ 1,605,620	\$ 2,344,555

TAX RATE DISTRIBUTION AMOUNT

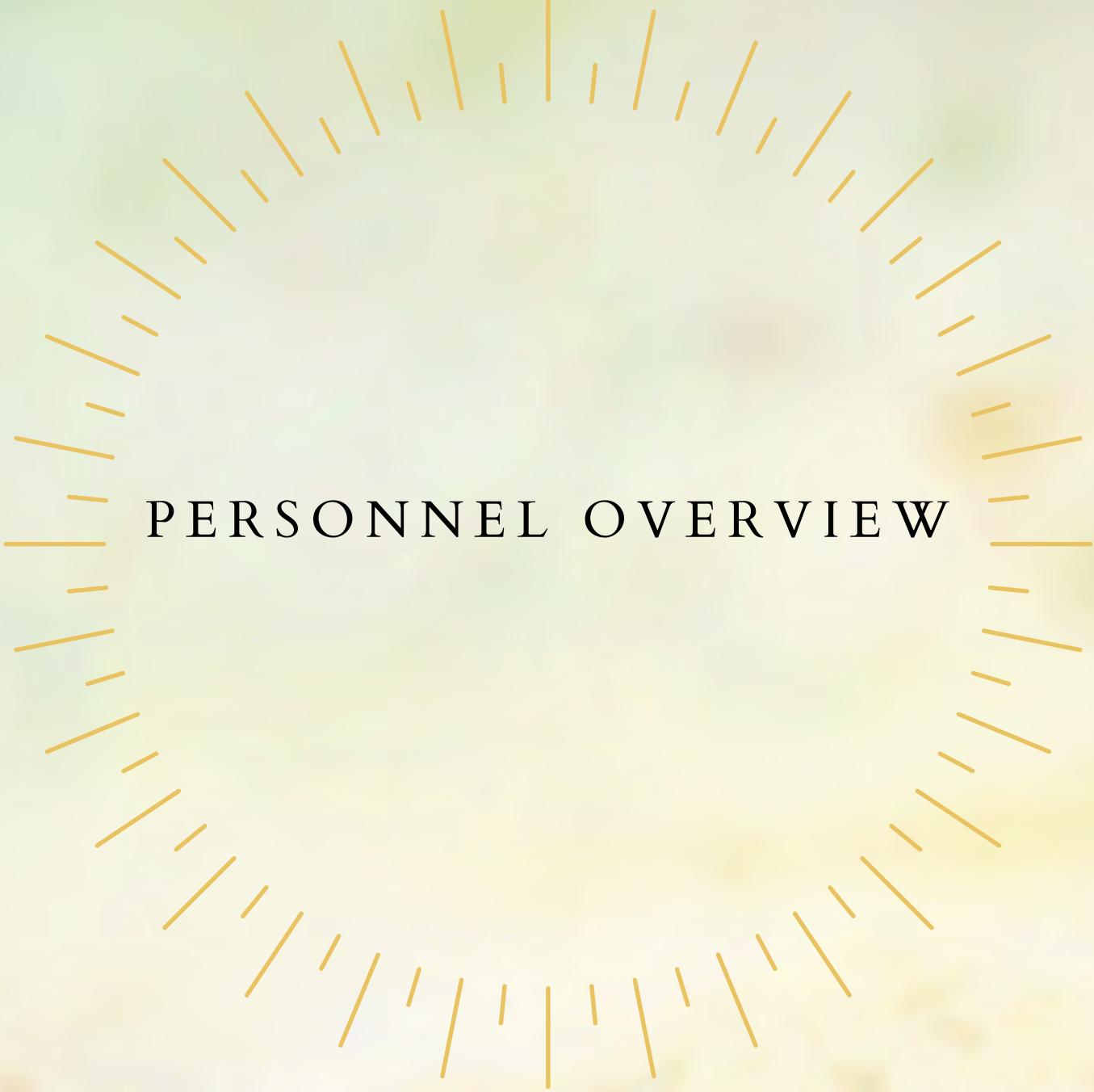
	FY 16/17	FY 17/18	FY18/19	FY19/20	FY 20/21 Proposed
General Fund	\$ 0.12882	\$ 0.11133	\$ 0.13201	\$ 0.11453	\$ 0.12490
Debt Service	0.00813	0.02482	0.02399	0.04565	0.04298
TOTAL TAX RATE	\$ 0.13695	\$ 0.13615	\$ 0.15600	\$ 0.16018	\$ 0.16788
	<i>amount change</i>	(0.00080)	0.01985	0.00418	0.00770
	<i>percent change</i>	-0.58%	14.58%	2.68%	4.81%

TAX RATE DISTRIBUTION PERCENT

	FY 16/17	FY 17/18	FY18/19	FY19/20	FY 20/21 Proposed
General Fund	94.06%	81.77%	84.62%	71.50%	74.40%
Debt Service	5.94%	18.23%	15.38%	28.50%	25.60%
TOTAL	100%	100%	100%	100%	100%

TAX REVENUE BY FUND TYPE

	FY 16/17	FY 17/18	FY18/19	FY19/20	FY 20/21 Proposed
General Fund	\$ 1,482,625	\$ 1,329,237	\$ 1,655,548	\$ 1,724,394	\$ 1,837,577
Debt Service	\$ 95,189	\$ 297,461	\$ 300,693	\$ 685,816	\$ 632,381
TOTAL	\$ 1,577,814	\$ 1,626,698	\$ 1,956,241	\$ 2,410,210	\$ 2,469,958
	<i>amount change</i>	\$ 48,884	\$ 329,543	\$ 453,969	\$ 59,748
	<i>percent change</i>	3.10%	20.26%	23.21%	2.48%



PERSONNEL OVERVIEW

PERSONNEL OVERVIEW

Personnel is budgeted to be \$5.4M and comprises 51% of General Fund total expenditures and other uses. This includes a 2% pay increase for municipal employees. This results in a 13% increase of \$612K when compared to prior year revised.

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.

Department Name	FY 19/20 Amended	FY 20/21 Proposed	Change Amount	Change Percent
Administrative	1.00	1.00	-	0%
Town Manager	4.00	4.00	-	0%
Planning & Development	4.33	4.33	-	0%
Town Secretary	1.00	1.00	-	0%
Emergency Services	18.00	21.00	3.00	16%
Court/Marshal/Judge	4.75	4.75	-	0%
Public Works	5.00	5.00	-	0%
Facilities Maintenance	0.83	0.83	-	0%
Administrative Services (Finance & HR)	6.00	6.00	-	0%
Park & Recreation	0.83	0.83	-	0%
Information Technology	2.00	2.00	-	0%
Communications	1.00	1.00	-	0%
Total Employees	47.33	50.75	3.00	6%

STAFFING LEVEL CHANGES

In FY 2021, three additional fire fighter positions are pending receipt of the SAFER grant. No other personnel changes are expected for FY 2021.

COMPENSATION PLAN OVERVIEW

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

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

TYPES OF SALARY ADJUSTMENTS

MARKET ADJUSTMENTS

The Town conducts a biannual market salary study. Depending on the results of the market study, and if funds are available, all or some of the salary bands will be proposed to the Town Council for adjustment.

Proposed adjustments to any pay band will not be proposed unless the market study indicates bands have increased by 2.5% or more. Employee salaries may receive a market adjustment if their current salary has shifted to become less than 97.5% of the market average. If any market adjustment is approved, all pay ranges and steps will be adjusted accordingly on the first day of the fiscal year. This does not include the Town Manager, whose compensation is determined by the Town Council.

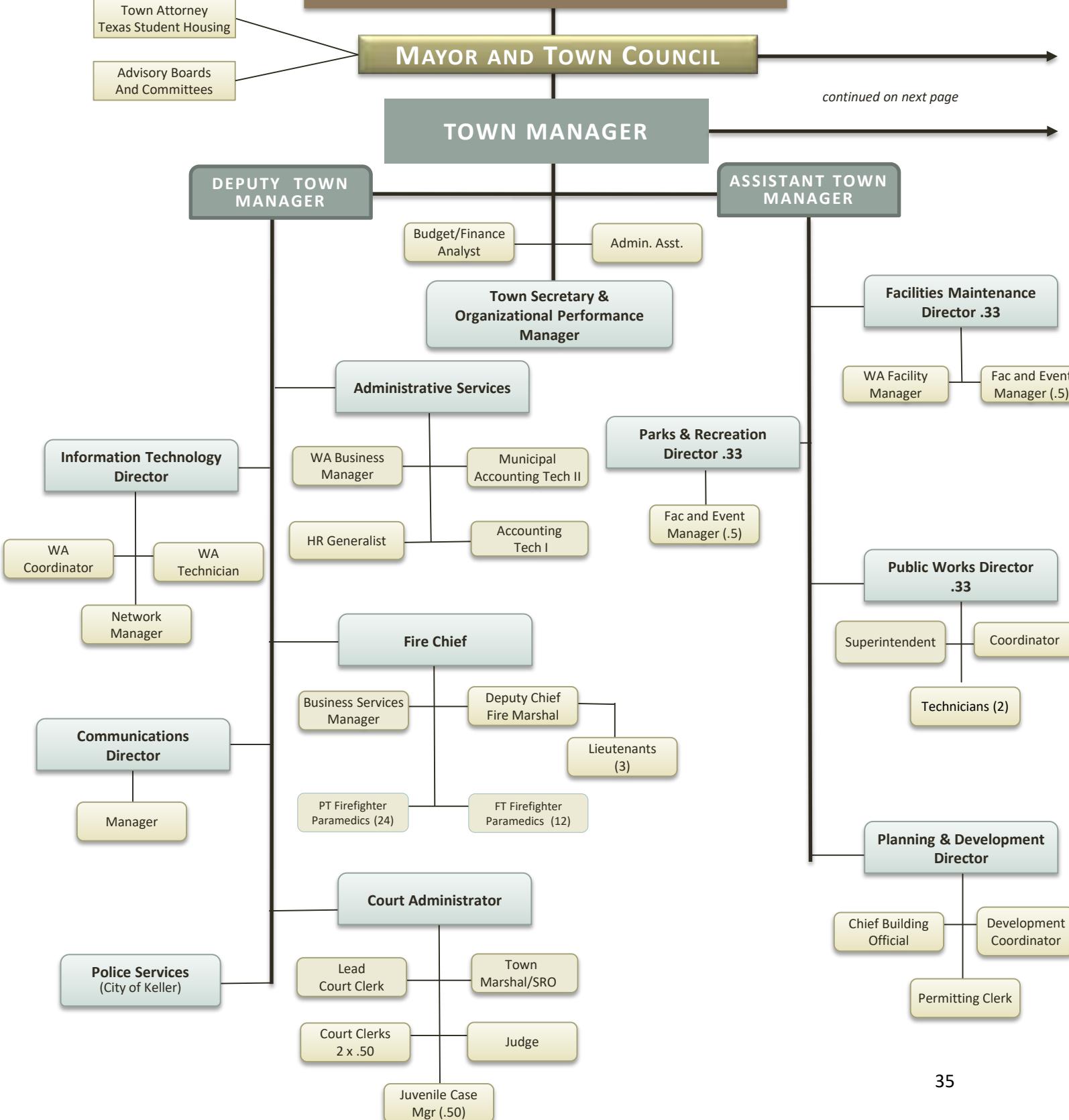
PERFORMANCE PAY

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

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

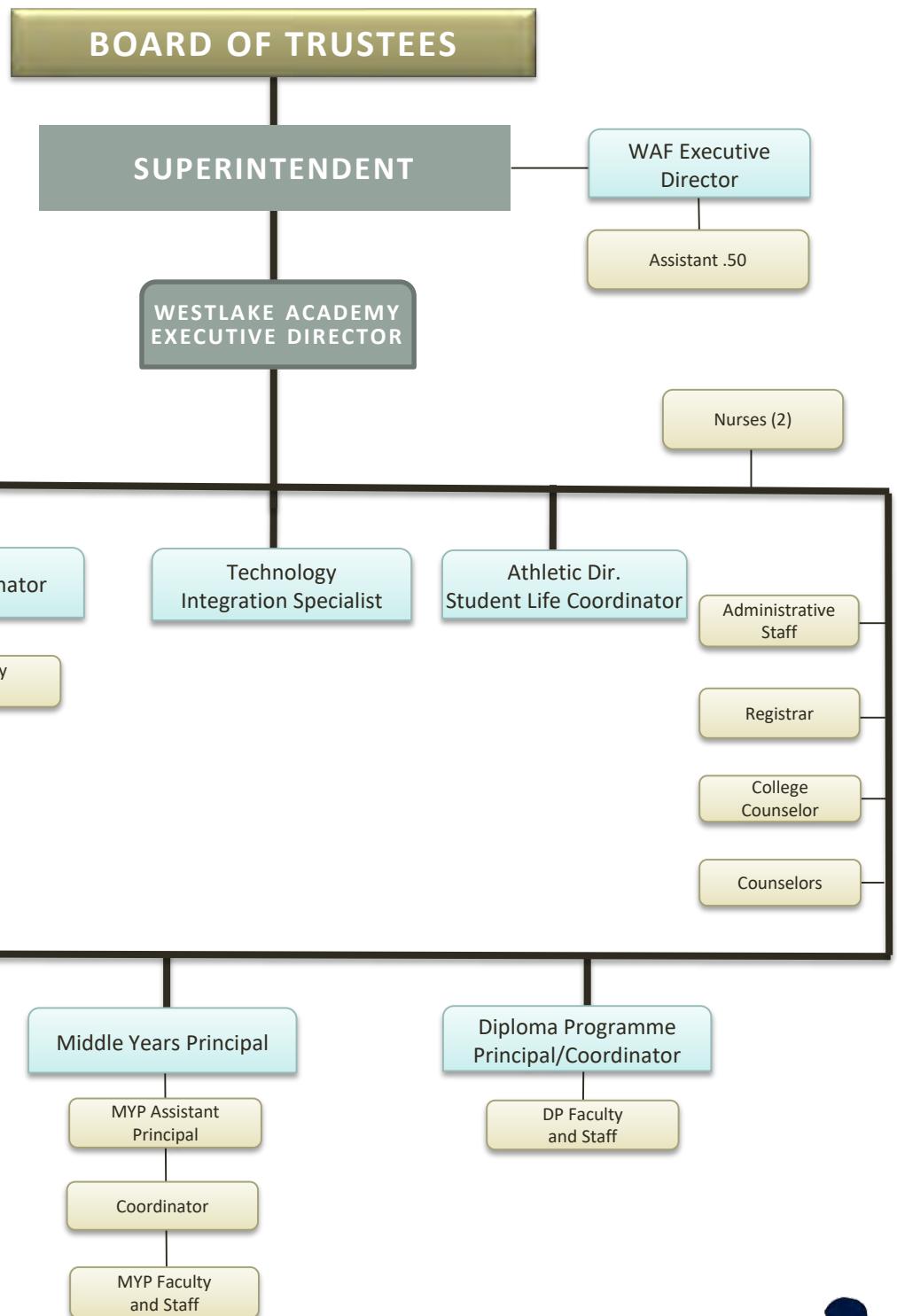
TOWN OF WESTLAKE ORGANIZATIONAL CHART

CITIZENS OF WESTLAKE



WESTLAKE ACADEMY ORGANIZATIONAL CHART

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LONG-TERM PLANNING

LONG-TERM PLANNING OVERVIEW

Long-term planning is a key component of Town's financial principles. Without proper planning, multi-year sustainability would not be attainable. Therefore, the Town evaluates key revenues and expenditures quarterly and annually to identify financial trends, shortfalls, and potential issues so that they can be addressed proactively.

This gives Council the time to strategize a course for the Town in both the short and long-term. In order to maximize the benefit of long-term planning, Council has established the following goals:

- Sustain existing programs at high service levels.
- Maintain a healthy General Fund balance of at least 180 operating days annually.
- Maintain competitive employee compensation within 3% of the median for the market.
- Provide adequate and stable funding for street and facility maintenance projects.

FUND BALANCE

Fund balance is 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.

FUND	Beginning Fund Balance	Revenues & Other Sources	Expenditures & Other Uses	Net Change to Fund Balance	Ending Fund Balance	Percent of Total	Percent Change
General Fund	\$ 13,448,628	\$ 9,620,674	\$ 10,675,746	\$ (1,055,072)	\$ 12,393,556	52%	-7.8%
Enterprise Funds	4,770,898	5,819,803	5,641,207	178,596	4,949,494	21%	3.7%
Internal Service M&R	1,885,121	109,275	1,143,500	(1,034,225)	850,896	4%	-54.9%
Special Revenue Funds	676,814	1,470,625	1,662,716	(192,091)	484,723	2%	-28.4%
Debt Service Funds	36,702	2,654,572	2,691,275	(36,703)	(0.00)	0%	-100.0%
Capital Projects Funds	4,669,986	280,000	1,613,830	(1,333,830)	3,336,156	14%	-28.6%
Municipal Total	25,488,149	19,954,949	23,428,274	(3,473,325)	28,961,475	128%	-13.6%
Academic Funds	1,559,356	9,431,978	9,393,877	38,101	1,597,457	7%	2%
TOTAL ALL FUNDS	\$ 27,047,505	\$ 29,386,927	\$ 32,822,151	\$ (3,435,224)	\$ 23,612,282	100%	-13%

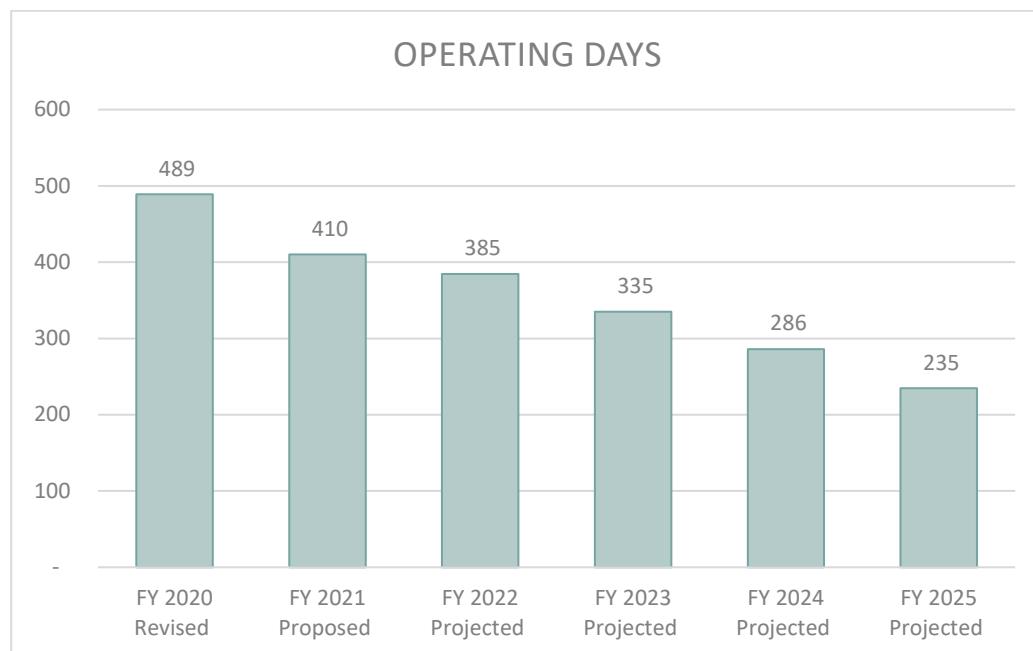
Fund Balance will only be used with Council approval and can be only be used for the following:

- Emergencies
- Non-recurring expenditures such as technology, 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.

OPERATING DAYS

The Town strives to maintain the General Fund undesignated fund balance at, or in excess of, 180 days of operation. The change in the number of operating days in proposed budget FY 20/21 is well over the minimum number of operating days as determined by Town Council.



SUMMARY - FIVE YEAR FINANCIAL FORECAST

	ADOPTED FY 2020	REVISED FY 2020	PROPOSED FY 2021	Projected FY 2022	Projected FY 2023	Projected FY 2024	Projected FY 2025
GENERAL FUND							
Total Revenues and Other Sources	\$ 11,204,267	\$ 10,508,545	\$ 9,620,674	\$ 9,079,225	\$ 9,605,659	\$ 9,809,478	\$ 9,979,393
Total Expenditures and Other Uses	(11,235,359)	(9,756,282)	(10,675,746)	(10,563,382)	(10,778,073)	(11,007,494)	(11,282,709)
NET CHANGE TO FUND BALANCE	(31,092)	752,263	(1,055,072)	(1,484,157)	(1,484,157)	(1,172,414)	(1,198,016)
Beginning Fund Balance	12,696,365	12,696,365	13,448,628	12,386,556	10,902,399	9,729,985	8,531,969
Ending Fund Balance	12,665,273	13,444,628	12,393,556	10,902,399	9,729,985	8,531,969	7,228,653
Restricted/Committed/Assigned	298,560	399,885	399,885	295,000	295,000	295,000	295,000
Unassigned Ending Balance	\$ 12,366,713	\$ 13,044,743	\$ 11,993,671	\$ 10,607,399	\$ 9,434,985	\$ 8,236,969	\$ 6,933,653
Operating Expenditures	\$9,884,379	\$9,734,282	\$10,668,746	\$10,063,382	\$10,278,073	\$10,507,494	\$10,782,709
Operating Cost per Day	\$27,070	\$26,669	\$29,221	\$27,571	\$28,159	\$28,788	\$29,542
OPERATING DAYS	435	489	410	385	335	286	235
ENTERPRISE FUNDS							
Total Revenues and Other Sources	\$ 5,671,403	\$ 5,860,970	\$ 5,819,803	\$ 5,940,867	\$ 6,045,506	\$ 6,155,460	\$ 6,264,576
Total Expenditures and Other Uses	(4,898,554)	(5,966,673)	(5,641,207)	(5,587,083)	(5,670,418)	(5,729,454)	(5,803,551)
NET CHANGE TO FUND BALANCE	772,849	(105,703)	178,596	353,785	375,088	426,006	461,026
Beginning Fund Balance	4,876,601	4,876,601	4,770,898	326,464	353,523	380,339	406,910
Ending Fund Balance	5,649,450	4,770,898	4,949,494	5,303,278	5,678,366	6,104,372	6,565,398
Restricted/Committed/Assigned	1,332,454	1,331,426	1,220,725	1,250,669	1,280,428	1,306,999	1,333,322
Unassigned Ending Balance	\$ 4,316,996	\$ 3,439,472	\$ 3,728,769	\$ 4,052,609	\$ 4,397,938	\$ 4,797,374	\$ 5,232,076
INTERNAL SERVICE FUNDS							
Total Revenues and Other Sources	\$ 528,839	\$ 127,250	\$ 109,275	\$ 697,381	\$ 554,624	\$ 539,624	\$ 539,624
Total Expenditures and Other Uses	(932,438)	(885,199)	(1,143,500)	(1,057,029)	(847,000)	(1,361,996)	(3,736,723)
NET CHANGE TO FUND BALANCE	(403,599)	(757,949)	(1,034,225)	(359,648)	(292,376)	(822,372)	(3,197,099)
Beginning Fund Balance	2,643,070	2,643,070	1,885,121	850,896	491,248	198,872	(623,500)
Ending Fund Balance	2,239,471	1,885,121	850,896	491,248	198,872	(623,500)	(3,820,599)
Restricted/Committed/Assigned	2,239,471	1,885,121	850,896	491,248	198,872	(623,500)	(3,820,599)
Unassigned Ending Balance	\$ -						
SPECIAL REVENUE FUNDS							
Total Revenues and Other Sources	\$ 2,965,937	\$ 2,467,353	\$ 1,470,625	\$ 1,749,268	\$ 1,904,413	\$ 2,363,981	\$ 2,487,448
Total Expenditures and Other Uses	(3,085,448)	(3,059,573)	(1,662,716)	(1,735,797)	(1,735,588)	(1,777,855)	(1,805,618)
NET CHANGE TO FUND BALANCE	(119,511)	(592,220)	(192,091)	13,471	168,825	586,126	681,830
Beginning Fund Balance	1,269,034	1,269,034	676,814	484,723	498,194	667,019	1,253,144
Ending Fund Balance	1,149,524	676,814	484,723	498,194	667,019	1,253,144	1,934,974
Restricted/Committed/Assigned	1,149,524	676,814	484,723	498,194	667,019	1,253,144	1,934,974
Unassigned Ending Balance	\$ -						

SUMMARY - FIVE YEAR FINANCIAL FORECAST

	ADOPTED FY 2020	REVISED FY 2020	PROPOSED FY 2021	Projected FY 2022	Projected FY 2023	Projected FY 2024	Projected FY 2025
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DEBT SERVICE FUNDS

Total Revenues and Other Sources	\$ 2,654,710	\$ 2,689,709	2,654,572	2,695,083	2,886,657	2,887,354	2,883,903
Total Expenditures and Other Uses	(2,697,690)	(2,697,690)	(2,691,275)	(2,695,083)	(2,886,657)	(2,887,354)	(2,883,903)
NET CHANGE TO FUND BALANCE	(42,980)	(7,981)	(36,702)	-	-	-	-
Beginning Fund Balance	30,821	44,683	36,702	-	-	-	-
Ending Fund Balance	(12,159)	36,702	-	-	-	-	-
Restricted/Committed/Assigned	(12,159)	36,702	-	-	-	-	-
Unassigned Ending Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

CAPITAL PROJECT FUNDS

Total Revenues and Other Sources	\$ 1,370,886	\$ 441,500	\$ 280,000	\$ 8,940,612	\$ 141,400	\$ 141,400	\$ 141,400
Total Expenditures and Other Uses	(2,385,749)	(2,243,152)	(1,613,830)	(10,903,139)	(62,150)	0	0
NET CHANGE TO FUND BALANCE	(1,014,863)	(1,801,652)	(1,333,830)	(1,962,527)	79,250	141,400	141,400
Beginning Fund Balance	5,988,997	5,988,997	4,187,345	2,853,515	890,988	970,238	1,111,638
Ending Fund Balance	4,974,134	4,187,345	2,853,515	890,988	970,238	1,111,638	1,253,038
Restricted/Committed/Assigned	4,974,134	4,187,345	2,853,515	890,988	970,238	1,111,638	1,253,038
Unassigned Ending Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

GRAND TOTAL ALL MUNICIPAL FUND TYPES

Total Revenues and Other Sources	\$ 24,396,042	\$ 22,095,327	\$ 19,954,949	\$ 29,102,436	\$ 21,138,259	\$ 21,897,297	\$ 22,296,344
Total Expenditures and Other Uses	(25,235,238)	(24,608,569)	(23,428,274)	(32,541,512)	(21,979,886)	(22,764,152)	(25,512,503)
NET CHANGE TO FUND BALANCE	(839,196)	(2,513,242)	(3,473,325)	(3,439,076)	(1,153,370)	(841,254)	(3,110,859)
Beginning Fund Balance	27,504,888	27,518,751	25,005,513	16,902,154	13,136,352	11,946,452	10,680,161
Ending Fund Balance	26,665,693	25,001,509	21,532,188	18,086,107	17,244,480	16,377,624	13,161,465
Restricted/Committed/Assigned	9,981,984	8,517,293	5,809,744	3,426,099	3,411,557	3,343,281	995,736
Unassigned Ending Balance	\$ 16,683,709	\$ 16,484,215	\$ 15,722,444	\$ 14,660,008	\$ 13,832,923	\$ 13,034,342	\$ 12,165,729



II

GENERAL FUND

GENERAL FUND OVERVIEW

The General Fund is the Town's principle operating fund, and is supported by sales and use taxes, ad valorem property taxes, and other revenues. These revenues may be used for a variety of purposes, as determined by the Town Council. The General Fund budget accounts for core Town services such as fire and emergency services, planning and development, public works, finance, and administrative oversight.

TYPES OF REVENUE

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

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

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

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

Franchise Fees are collected from utilities and telecommunications companies that use the Town's right-of-way. Companies have until October 1st of every year to provide municipalities notice of which fee they were planning to pay. A flat rate is charged to both telephone operators (adjusted annually) and Tri-County Electric based on the number of access lines and services rendered, respectively.

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

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

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

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

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

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

TYPES OF EXPENDITURES

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

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

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

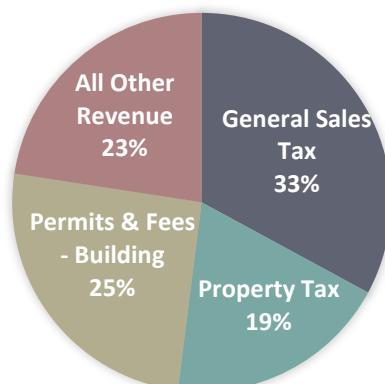
Transfer Out includes transfers to Fund 410 Capital Projects Fund, General Maintenance and Replacement Fund 600, Utility Vehicle Maintenance and Replacement 505, and General Vehicle Maintenance and Replacement 605.

FUND HIGHLIGHTS

REVENUES

Budgeted to be \$9.6M; an 8% decrease of \$887K from prior year revised.

GENERAL FUND REVENUE



General Sales Tax – (\$3,166,125)

Decreased by \$1.9M due to one-time construction sales tax revenue and the economic impact of COVID-19 this upcoming fiscal year.

Property Tax (Ad Valorem) – (\$1,837,577)

Based on the no new revenue rate of \$.12490 for M&O per \$100 valuation.

Beverage Tax – (\$40,000)

Decreased \$750 from prior year revised due to the uncertainty and economic impact of COVID-19 this upcoming fiscal year.

Franchise Fees- (\$942,125)

Decreased \$39K based on the projected reduction of franchise fee revenue.

Permits & Fees - Other – (\$246,063)

Decreased \$363K due to charter communications and AT&T.

Permits & Fees - Building – (\$2,445,154)

Increased 1.1M due to projected developments this upcoming fiscal year.

Fines & Forfeitures – (\$475,600)

Decreased \$35K due to the expected reduction of motorist travel through the Town the beginning of this upcoming fiscal year.

Interest Income – (\$88,800)

Decreased \$86K based on the projected interest rates due to COVID-19.

Miscellaneous Income – (\$311,230)

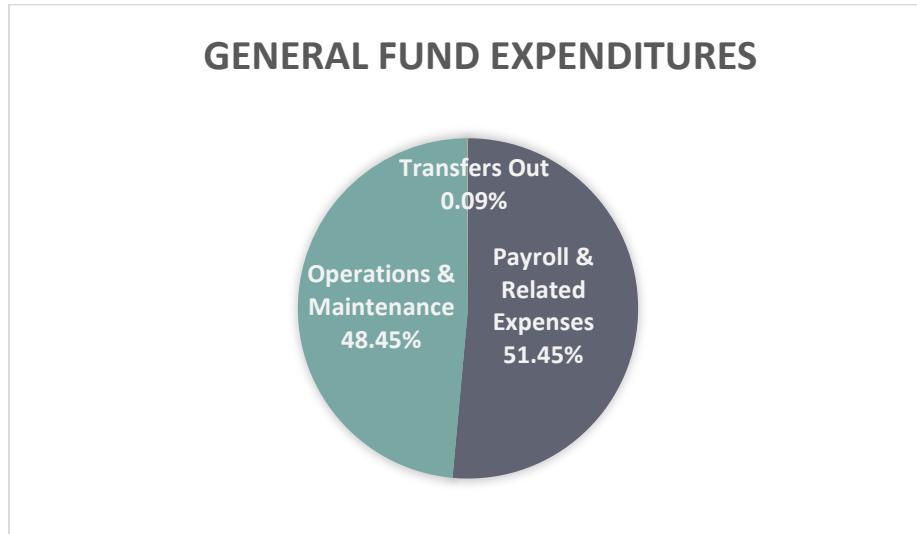
Increased \$266K due to the potential receipt of the SAFER Grant (\$285K) for the Fire/EMS department.

Transfer In – (\$68,000)

Increased \$775 from the Utility Fund 500 for one-time impact fees.

EXPENDITURES

Budgeted to be \$10.6M; a 9% increase of \$919K from prior year revised.



Payroll & Related – (\$5,493,074)

Increased \$612K due to 2% salary increases for Town staff and upcoming retirement costs. This includes three new firefighters that will be hired if the Town is awarded the SAFER Grant (\$285K). If this grant is not awarded to the Town, these positions will not be filled. No new positions are projected for this upcoming fiscal year.

Operations & Maintenance – (\$5,172,672)

Increased 7% due to projected costs for operating and maintaining Town services this upcoming fiscal year.

- Capital Outlay – (\$37,215)
Decreased \$56K due to the purchase of firefighter equipment from prior year revised.
- Debt Service – (\$36,680)
Decreased \$219K due to removing the Municipal transfer to Westlake Academy.
- Leases & Rentals – (\$50,135)
Increased \$12K due to a new copier lease.
- Public Notices – (\$20,000)
Decreased \$5K for projected advertising expenses.
- Rent & Utilities – (\$757,849)
Decreased \$45K due to projected utilities costs this upcoming fiscal year.
- Repair & Maintenance – (\$351,785)

Decreased \$26K due to one-time costs of fire vehicle maintenance and repair in the prior year. This includes COVID-19 related expenses.

- Services – (\$2,469,386)

Decreased \$73K; Services includes the Keller Police Contract (\$987K), which increased \$9K.

- Supplies – (\$268,048)

Increased \$16K; This consists of COVID-19 related expenditures such as medical supplies, firefighter supplies, office supplies, and computer software/equipment. This also includes election related costs.

- Transfer Out Operating – (\$966,816)

Increased \$673K for debt service and projected interested rates due to COVID-19.

- Travel & Training – (\$214,743)

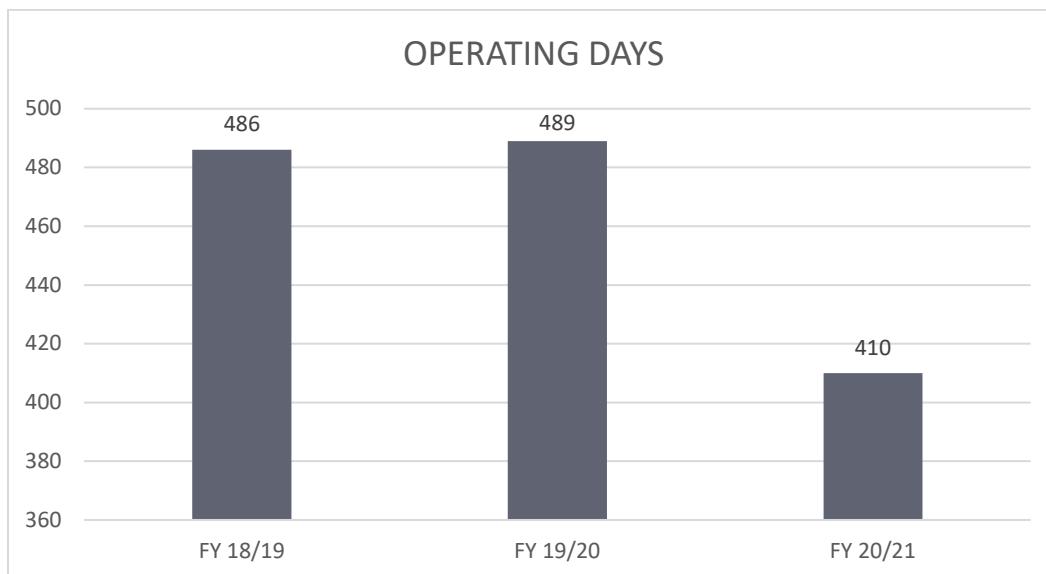
Increased \$45K from prior year revised to ensure employee certifications are up to date. This includes virtual and possible in-person trainings this upcoming fiscal year.

Transfer Out - (\$10,000)

Decreased \$15K; This transfer is to General Maintenance and Replacement Fund 600.

FUND BALANCE

The combined ending unassigned Fund Balance for General Fund is projected to be \$11.9M. The operating cost per day is \$29,221 (410 operating days). The number of operating days is well above the minimum number of operating days (180) as determined by Town Council. The graph below represents the operating days for FY 18/19, FY 19/20 and this upcoming fiscal year FY 20/21.



GENERAL FUND

Program Summary

Fiscal Year 2020/2021

Audited Actuals FY 18/19	Adopted Budget FY 19/20	Revised Budget FY 19/20	Proposed Budget FY 20/21	FY 20/21 Proposed vs FY 19/20	Proposed vs Adopted	FY 20/21 Proposed vs FY 19/20	FY 20/21 Proposed vs Revised
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REVENUES & OTHER SOURCES

General Sales Tax	5,752,561	5,437,500	5,085,000	3,166,125	(2,271,375)	-42%	(1,918,875)	-38%
Property Tax	1,655,548	1,634,916	1,725,000	1,837,577	202,661	12%	112,577	7%
Beverage Tax	66,923	62,500	40,750	40,000	(22,500)	-36%	(750)	-2%
Franchise Fees	964,241	316,924	981,968	942,125	625,201	197%	(39,843)	-4%
Permits & Fees Other	214,208	197,235	609,165	246,063	48,828	25%	(363,102)	-60%
Permits & Fees Building	5,659,021	2,635,325	1,269,000	2,445,154	(190,171)	-7%	1,176,154	93%
Fines & Forfeitures Court	616,451	547,426	510,709	475,600	(71,826)	-13%	(35,109)	-7%
Interest Income	356,857	278,616	175,000	88,800	(189,816)	-68%	(86,200)	-49%
Misc Income	43,120	26,600	44,727	311,230	284,630	1070%	266,503	596%
Total Revenues	15,328,928	11,137,042	10,441,319	9,552,674	(1,584,368)	-14%	(888,645)	-9%
Transfer In from Fund 500 Utility	204,763	67,225	67,225	68,000	775	1%	775	1%
Transfer In from Fund 412 WA Expansion	(130,652)	-	-	-	-	0%	-	0%
Total Other Sources	74,111	67,225	67,225	68,000	775	1%	775	1%
GRAND TOTAL REVENUES & OTHER SOURCES	\$ 15,403,039	\$ 11,204,267	\$ 10,508,544	\$ 9,620,674	\$ (1,583,593)	-14%	\$ (887,870)	-8%

EXPENDITURES & OTHER USES

Salaries	\$ 4,001,086	\$ 4,427,098	\$ 4,295,041	\$ 4,559,497	\$ 132,399	3%	\$ 264,456	6%
Transfers In	(969,995)	(1,087,303)	(1,135,628)	(740,564)	346,739	-32%	395,064	-35%
Insurance	621,752	794,092	794,530	744,589	(49,503)	-6%	(49,941)	-6%
Taxes	335,377	401,251	398,653	413,263	12,012	3%	14,610	4%
Retirement	530,232	537,424	527,652	516,289	(21,135)	-4%	(11,363)	-2%
Total Payroll and Related	4,518,453	5,072,563	4,880,247	5,493,074	420,512	8%	612,827	13%
Capital Outlay	\$ 16,015	\$ 95,680	\$ 94,095	\$ 37,215	(58,465)	-61%	(56,880)	-60%
Debt Service	351,677	256,430	256,430	36,680	(219,750)	-86%	(219,750)	-86%
Leases and Rentals	37,889	36,759	37,280	50,135	13,376	36%	12,855	34%
Public Notices	15,972	26,862	25,020	20,020	(6,842)	-25%	(5,000)	-20%
Rent & Utilities	782,159	770,340	802,876	757,849	(12,491)	-2%	(45,027)	-6%
Repair & Maintenance	\$ 303,241	\$ 401,116	\$ 378,436	\$ 351,785	(49,331)	-12%	(26,651)	-7%
Services	2,439,227	2,561,647	2,542,965	2,469,386	(92,261)	-4%	(73,579)	-3%
Supplies	222,051	248,054	251,081	268,043	19,989	8%	16,962	7%
Transfer Out Operating	396,744	175,989	293,489	966,816	790,827	449%	673,327	229%
Travel & Training	218,028	235,190	169,363	214,743	(20,447)	-9%	45,380	27%
Operations and Maintenance	4,783,005	4,808,067	4,851,035	5,172,672	364,605	8%	321,637	7%
SUB-TOTAL OPERATIONS and MAINTENANCE EXPENDITURES	\$ 9,301,458	\$ 9,880,629	\$ 9,731,282	\$ 10,665,746	\$ 785,117	8%	\$ 934,464	10%
Projects - Capital improvement	-	-	-	-	-	0%	-	0%
Projects - Maintenance & Replacement	-	-	-	-	-	0%	-	0%
Total Capital and Maintenance & Replacement	-	-	-	-	-	0%	-	0%
Transfer Out to Fund 410 CP	1,025,000	891,360	-	-	(891,360)	-100%	-	0%
Transfer Out to Fund 600 GMR	1,463,799	229,185	25,000	10,000	(219,185)	-96%	(15,000)	-60%
Transfer Out to Fund 505 VMR-UF	-	5,000	-	-	(5,000)	-100%	-	0%
Transfer Out to Fund 605 VMR-GF	678,266	229,185	-	-	(229,185)	-100%	-	0%
Total Transfers Out	3,167,065	1,354,730	25,000	10,000	(1,344,730)	-99%	(15,000)	-60%
SUB-TOTAL NON-OPERATING EXPENDITURES	\$ 3,167,065	\$ 1,354,730	\$ 25,000	\$ 10,000	\$ (1,344,730)	-99%	\$ (15,000)	-60%
GRAND TOTAL ALL EXPENDITURES & OTHER USES	\$ 12,468,523	\$ 11,235,359	\$ 9,756,282	\$ 10,675,746	\$ (559,613)	-5%	\$ 919,464	9%

SUMMARY

EXCESS REVENUES OVER(UNDER) EXPENDITURES	2,934,516	(31,092)	752,262	(1,055,072)	(1,023,980)	3293%	(1,807,334)	-240%
FUND BALANCE, BEGINNING	9,761,849	12,696,365	12,696,365	13,448,628	752,262	6%	752,262	6%
FUND BALANCE, ENDING	\$ 12,696,365	\$ 12,393,556	\$ 12,393,556	\$ (271,718)	-2%	\$ (1,055,072)	-8%	-
Restricted/Assigned/Committed Funds	321,552	298,560	399,885	399,885	101,325	34%	-	0%
UNASSIGNED FUND BALANCE, ENDING	\$ 12,374,813	\$ 12,366,713	\$ 13,048,743	\$ 11,993,671	\$ (373,042)	-3%	\$ (1,055,072)	-8%
Operating Cost per Day	\$25,483	\$27,070	\$26,661	\$29,221	\$2,151	8%	\$2,560	10%
Operating Days	486	435	489	410	(25)	-6%	(79)	-16%

RESTRICTED/ASSIGNED/COMMITTED FUNDS

Court Technology	100-10112-15-000	27,728	\$ 60,000	\$ 28,046	\$ 28,046	\$ (31,954)	-114%	\$ -	0%
Court Security	100-10113-15-000	96,073	110,000	97,175	97,175	(12,825)	-13%	-	0%
Court Efficiency	100-10116-15-000	10,122	10,500	10,238	10,238	(262)	-3%	-	0%
Court Cash Drawer	100-10111-15-000	800	-	800	800	800	100%	-	0%
Court Child Safety	100-10117-15-000	25	-	25	25	25	100%	-	0%
P&D Escrow	100-10110-12-105	33,519	-	2,569	2,569	2,569	100%	-	0%
Tree Escrow	100-10110-00-101	63,354	63,350	63,354	63,354	4	0%	-	0%
Street Escrow	100-10110-00-102	54,707	54,710	54,707	54,707	(3)	0%	-	0%
Open Space Escrow	100-10110-00-106	-	-	100,000	100,000	100,000	100%	-	0%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS	\$ 321,552	\$ 298,560	\$ 399,885	\$ 399,885	\$ 101,325	25%	\$ -	0%	-



III

ENTERPRISE FUNDS

ENTERPRISE FUND OVERVIEW

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

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

The Utility Fund is used to account for the acquisition, operation, and maintenance of Westlake's municipal water and sewer services. This fund is supported primarily by user charges to utility customers. The fund accounts for operational costs, as well as debt service, for utility system improvement bonds. The intent of this fund is for the direct beneficiaries to pay for all costs of the fund – including debt service – through fees levied for the services provided. Revenue and expenses related to waste/trash service are also accounted for in the Utility Fund.

FUND HIGHLIGHTS

REVENUES

Budgeted to be \$5.8M; this reflects a 3% increase of \$148K from the prior year revised budget.

Charges for Services – (\$5,476,889)

Total charges for services are expected to increase 2% based on historical data. Cemetery sale revenues are projected to decrease \$10K based on the economic impact this upcoming fiscal year. A water rate study is in progress from an independent rate analyst. Please note that utility rates were increased in January 2020 due to underperforming revenue.

Permits and Fees - Utility – (\$268,011)

Decreased \$134K. This includes a \$176K reduction in the Trinity River Authority wastewater settle-up, \$59K increase in duct bank permit fees, and flat revenue for the water tower lease.

Investment Earnings – (\$58,353)

Increased 1% due to new interest rates.

Miscellaneous Income – (\$18,500)

Budget increased \$1K; due to a 39% increase in cross connection fees.

EXPENSES

Budgeted to be \$5.6M; a 5% decrease of \$325K from prior year revised.

Payroll Transfers Out – (\$552,283)

Budget for salaries remained flat at \$9.1K and transfers out increased \$23K due to the 2% payroll increase.

Capital Outlay – (\$31,055)

Mechanical equipment, computer hardware/software, water taps, and water meter equipment remained flat.

Debt Service Payments – (\$1,031,671)

Budget decreased \$148K due to the Keller water tower being paid in full in FY 19/20.

Leases and Rentals- (\$1,500)

Budget remained flat at \$1.5K for Utility Fund.

Rent and Utilities – (\$188,328)

Budget increased \$8.6K due to the tiered schedule for rent of the town hall building. The total rental payment is allocated 70% General Fund, and 15% each to the Utility Fund and the Visitors Association Fund.

Repair and Maintenance – (\$165,940)

Budget decreased \$110K; This decrease is due to the reduction in water, sewer, and pump station repair costs in the Utility Fund.

Services – (\$3,494,755)

Budget decreased \$18K; due to a reduction in attorney costs.

Supplies- (\$7,255)

Remains flat this upcoming fiscal year.

Transfer Out – (\$158,000)

This includes, \$60K is scheduled for transfer to Utility Vehicle Maintenance and Replacement Fund 505, \$68K to the General Fund, and \$30K to Utility Maintenance and Replacement Fund 510. Transfer out is budgeted to increase \$65K.

WORKING CAPITAL

The combined ending working capital for Enterprise Funds is projected to be \$4.8M.

- The Cemetery Fund is projected to have an ending working capital of \$328K
- The Utility Fund is projected to have an ending working capital of \$4.4M

ENTERPRISE FUNDS
Combined Program Summary
Fiscal Year 2020/2021

Audited Actuals FY 18/19	Adopted Budget FY 19/20	Revised Budget FY 19/20	Proposed Budget FY 20/21	FY 20/21 vs FY 19/20	Proposed Adopted	FY 20/21 vs FY 19/20	Proposed Revised
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REVENUES & OTHER SOURCES

General Sales Tax	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%	
Property Tax	-	-	-	-	0%	-	0%	
Beverage Tax	-	-	-	-	0%	-	0%	
Charge for Service	5,158,325	5,336,812	5,382,962	5,476,889	140,077	3%	93,927	2%
Hotel Occupancy Tax	-	-	-	-	-	0%	-	0%
Franchise Fees	-	-	-	-	-	0%	-	0%
Permits & Fees Other	-	-	-	-	-	0%	-	0%
Permits & Fees Building	-	-	-	-	-	0%	-	0%
Permits & Fees Utility	232,910	255,841	402,978	268,011	12,170	5%	(134,967)	-33%
Fines & Forfeitures Court	-	-	-	-	-	0%	-	0%
Investment Earnings	90,175	60,900	57,600	56,353	(4,547)	-7%	(1,247)	-2%
Contributions	-	-	-	-	-	100%	-	100%
Donations	-	-	-	-	-	0%	-	0%
Misc Income	13,683	17,850	17,430	18,550	700	4%	1,120	6%
Total Revenues	5,495,093	5,671,403	5,860,970	5,819,803	5,819,803	103%	148,400	3%
Transfer In	-	-	-	-	-	0%	-	0%
Other Sources	-	-	-	-	-	0%	-	0%
Total Transfer In and Other Sources	5,495,093	5,671,403	5,860,970	5,819,803	5,819,803	103%	148,400	3%
GRAND TOTAL REVENUES & OTHER SOURCES								

EXPENSES & OTHER USES

Salaries	19,647	9,195	9,195	9,195	-	0%	-	0%
Transfers Out	471,992	522,424	519,519	543,088	20,664	4%	23,569	5%
Insurance	-	-	-	-	-	0%	-	0%
Taxes	-	-	-	-	-	0%	-	0%
Retirement	18,962	-	-	-	-	0%	-	0%
Total Payroll and Related	510,601	531,619	528,714	552,283	20,664	4%	23,569	4%
Capital Outlay	24,716	31,055	31,447	31,055	-	0%	(392)	-1%
Debt Service	2,206,456	408,027	1,325,378	1,031,671	623,644	153%	(293,707)	-22%
Economic Development	-	-	-	-	-	0%	-	0%
Leases and Rentals	-	1,500	1,500	1,500	-	0%	-	0%
Public Notices	-	-	-	-	-	0%	-	0%
Rent & Utilities	146,102	179,721	179,721	188,328	8,607	5%	8,607	5%
Repair & Maintenance	262,057	165,565	276,307	165,940	375	0%	(110,367)	-40%
Services	3,514,971	3,481,382	3,513,706	3,494,755	13,373	0%	(18,951)	-1%
Supplies	14,501	7,040	7,255	7,255	215	3%	-	0%
Travel & Training	5,906	10,420	10,420	10,420	-	0%	-	0%
Operations and Maintenance	6,174,710	4,284,710	5,345,734	4,930,924	646,214	15%	(414,810)	-8%
SUB-TOTAL OPERATIONS and MAINTENANCE EXPENSES	6,685,311	4,816,329	5,874,448	5,483,207	666,878	14%	(391,241)	-7%
Projects - Capital Improvement	-	-	-	-	-	0%	-	0%
Projects - Maintenance & Replacement	-	-	-	-	-	0%	-	0%
Total Capital and Maintenance & Replacement	-	-	-	-	-	0%	-	0%
Transfer Out	219,763	82,225	92,225	158,000	75,775	92%	65,775	71%
Other Uses	-	-	-	-	-	0%	-	0%
Total Transfers Out and Other Uses	219,763	82,225	92,225	158,000	75,775	92%	65,775	71%
SUB-TOTAL NON-OPERATING EXPENSES	219,763	82,225	92,225	158,000	75,775	92%	65,775	71%
GRAND TOTAL ALL EXPENSES & OTHER USES								

SUMMARY

Excess Revenues over(under) Expenses	(1,409,981)	772,849	(105,703)	178,596	(594,253)	-77%	284,299	-269%
FUND BALANCE, BEGINNING (WORKING CAPITAL)	6,286,582	4,876,601	4,876,601	4,770,898	(105,703)	-2%	(105,703)	-2%
FUND BALANCE, ENDING (WORKING CAPITAL)	\$ 4,876,601	\$ 5,649,450	\$ 4,770,898	\$ 4,949,493	\$ (699,956)	-12%	\$ 178,596	4%
Restricted/Assigned/Committed Funds	1,326,549	1,332,454	1,331,426	1,220,725	(111,729)	-8%	(110,701)	-8%
UNASSIGNED FUND BALANCE, ENDING (WORKING CAPITAL)	\$ 3,550,052	\$ 4,316,996	\$ 3,439,472	\$ 3,728,768	\$ (588,227)	-14%	\$ 289,297	8%

RESTRICTED/ASSIGNED/COMMITTED FUNDS

Utility Fund Hillwood	888,000	888,000	888,000	750,000	(138,000)	-16%	(138,000)	-16%
Utility Fund Deposits	178,381	186,300	152,451	144,261	(42,039)	-23%	(8,190)	-5%
Cemetery Fund	260,168	258,154	299,165	326,464	68,310	26%	27,299	9%
					-	0%	-	0%
					-	0%	-	0%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS	\$ 1,326,549	\$ 1,332,454	\$ 1,339,616	\$ 1,220,725	\$ (111,729)	-8%	\$ (118,891)	-9%

CEMETERY FUND 255

Program Summary

Fiscal Year 2020/2021

Audited Actuals FY 18/19	Adopted Budget FY 19/20	Revised Budget FY 19/20	Proposed Budget FY 20/21	FY 20/21 Proposed vs FY 19/20	FY 20/21 Proposed vs FY 19/20
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REVENUES & OTHER SOURCES

General Sales Tax	\$ -	\$ -	\$ -	\$ -	0%
Property Tax	\$ -	\$ -	\$ -	\$ -	0%
Beverage Tax	\$ -	\$ -	\$ -	\$ -	0%
Charge for Service	30,745	14,150	60,300	50,300	255%
Hotel Occupancy Tax	\$ -	\$ -	\$ -	\$ -	0%
Franchise Fees	\$ -	\$ -	\$ -	\$ -	0%
Permits & Fees Other	\$ -	\$ -	\$ -	\$ -	0%
Permits & Fees Building	\$ -	\$ -	\$ -	\$ -	0%
Permits & Fees Utility	\$ -	\$ -	\$ -	\$ -	0%
Fines & Forfeitures Court	\$ -	\$ -	\$ -	\$ -	0%
Investment Earnings	4,434	5,600	2,300	500	-91%
Contributions	\$ -	\$ -	\$ -	\$ -	0%
Donations	\$ -	\$ -	\$ -	\$ -	0%
Misc Income	54	1,625	525	525	-68%
Total Revenues	35,233	21,375	63,125	51,325	140%
Transfer In	\$ -	\$ -	\$ -	\$ -	0%
Other Sources	\$ -	\$ -	\$ -	\$ -	0%
Total Transfers In and Other Sources	\$ -	\$ -	\$ -	\$ -	0%
GRAND TOTAL REVENUES & OTHER SOURCES					
	35,233	21,375	63,125	51,325	29,950
					140%
					29,950
					140%
					(11,800)
					-19%

EXPENSES & OTHER USES

Salaries	\$ -	\$ -	\$ -	\$ -	0%
Transfers Out	\$ -	\$ -	\$ -	\$ -	0%
Insurance	\$ -	\$ -	\$ -	\$ -	0%
Taxes	\$ -	\$ -	\$ -	\$ -	0%
Retirement	\$ -	\$ -	\$ -	\$ -	0%
Total Payroll and Related	\$ -	\$ -	\$ -	\$ -	0%
Capital Outlay	\$ -	\$ -	\$ -	\$ -	0%
Debt Service	\$ -	\$ -	\$ -	\$ -	0%
Economic Development	\$ -	\$ -	\$ -	\$ -	0%
Leases and Rentals	\$ -	\$ -	\$ -	\$ -	0%
Public Notices	\$ -	\$ -	\$ -	\$ -	0%
Rent & Utilities	\$ -	\$ -	\$ -	\$ -	0%
Repair & Maintenance	1,353	4,500	4,875	4,875	8%
Services	8,700	16,264	16,413	16,311	47
Supplies	450	\$ -	215	215	100%
Transfer Out Operating	\$ -	\$ -	\$ -	\$ -	0%
Travel & Training	125	2,625	2,625	2,625	0%
Operations and Maintenance	10,628	23,389	24,128	24,026	637
SUB-TOTAL OPERATIONS AND MAINTENANCE EXPENSES	10,628	23,389	24,128	24,026	637
Projects - Capital Improvement	\$ -	\$ -	\$ -	\$ -	0%
Projects - Maintenance & Replacement	\$ -	\$ -	\$ -	\$ -	0%
Total Capital and Maintenance & Replacement	\$ -	\$ -	\$ -	\$ -	0%
Transfer Out	\$ -	\$ -	\$ -	\$ -	0%
Other Uses	\$ -	\$ -	\$ -	\$ -	0%
Total Transfers Out and Other Uses	\$ -	\$ -	\$ -	\$ -	0%
SUB-TOTAL NON-OPERATING EXPENSES	\$ -	\$ -	\$ -	\$ -	0%
GRAND TOTAL ALL EXPENSES & OTHER USES					
	10,628	23,389	24,128	24,026	637
					3%
					(102)
					0%

SUMMARY

EXCESS REVENUES OVER(UNDER) EXPENSES	24,605	(2,014)	38,997	27,299	29,313	-1455%	(11,698)	-30%
FUND BALANCE, BEGINNING (Working Capital)	235,563	260,168	260,168	299,165	38,997	15%	38,997	15%
FUND BALANCE, ENDING (Working Capital)	\$ 260,168	\$ 258,154	\$ 299,165	\$ 326,464	\$ 68,310	26%	\$ 27,299	9%
Restricted/Assigned/Committed Funds	260,168	258,154	299,165	326,464	68,310	26%	27,299	9%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%

UTILITY FUND 500

Program Summary

Fiscal Year 2020/2021

Audited Actuals FY 18/19	Adopted Budget FY 19/20	Revised Budget FY 19/20	Proposed Budget FY 20/21	FY 20/21 vs FY 19/20	Proposed vs Adopted	FY 20/21 vs FY 19/20	Proposed vs Revised
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REVENUES & OTHER SOURCES

General Sales Tax	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%	
Property Tax	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%	
Beverage Tax	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%	
Charge for Service	5,127,580	5,322,662	5,322,662	5,426,589	103,927	2%	103,927	2%
Hotel Occupancy Tax	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%	
Franchise Fees	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%	
Permits & Fees Other	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%	
Permits & Fees Building	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%	
Permits & Fees Utility	232,910	255,841	402,978	268,011	12,170	5%	(134,967)	-33%
Fines & Forfeitures Court	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%	
Investment Earnings	85,741	55,300	55,300	55,853	553	1%	553	1%
Contributions	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%	
Donations	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%	
Misc Income	13,629	16,225	16,905	18,025	1,800	11%	1,120	7%
Total Revenues	5,459,859	5,650,028	5,797,845	5,768,478	118,450	2%	(29,367)	-1%
Transfer In	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%	
Other Sources	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%	
Total Transfer In and Other Sources	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%	
GRAND TOTAL REVENUES & OTHER SOURCES	5,459,859	5,650,028	5,797,845	5,768,478	118,450	2%	(29,367)	-1%

EXPENSES & OTHER USES

Compensated Absences	19,647	9,195	9,195	9,195	-	0%	-	0%
Transfers Out	471,992	522,424	519,519	543,088	20,664	4%	23,569	5%
Insurance	\$ -	\$ -	\$ -	\$ -	-	0%	-	0%
Taxes	\$ -	\$ -	\$ -	\$ -	-	0%	-	0%
Retirement	18,962	-	-	-	-	0%	-	0%
Total Payroll and Related	510,601	531,619	528,714	552,283	20,664	4%	23,569	4%
Capital Outlay	24,716	31,055	31,447	31,055	-	0%	(392)	-1%
Debt Service	2,206,456	408,027	1,325,378	1,031,671	623,644	153%	(293,707)	-22%
Economic Development	\$ -	\$ -	\$ -	\$ -	-	0%	-	0%
Leases and Rentals	\$ -	1,500	1,500	1,500	-	0%	-	0%
Public Notices	\$ -	-	-	-	-	0%	-	0%
Rent & Utilities	146,102	179,721	179,721	188,328	8,607	5%	8,607	5%
Repair & Maintenance	260,704	161,065	271,432	161,065	-	0%	(110,367)	-41%
Services	3,506,271	3,465,118	3,497,293	3,478,444	13,326	0%	(18,849)	-1%
Supplies	14,051	7,040	7,040	7,040	-	0%	-	0%
Travel & Training	5,781	7,795	7,795	7,795	-	0%	-	0%
Operations and Maintenance	6,164,082	4,261,321	5,321,606	4,906,898	645,577	15%	(414,708)	-8%
SUB-TOTAL OPERATIONS and MAINTENANCE EXPENSES	6,674,683	4,792,940	5,850,320	5,459,181	666,241	14%	(391,139)	-7%
Projects - Capital Improvement	\$ -	\$ -	\$ -	\$ -	-	0%	-	0%
Projects - Maintenance & Replacement	\$ -	\$ -	\$ -	\$ -	-	0%	-	0%
Total Capital and Maintenance & Replacement	\$ -	\$ -	\$ -	\$ -	-	0%	-	0%
Transfer Out to Fund 100 General Fund	204,763	67,225	67,225	68,000	775	1%	775	1%
Transfer out to Fund 505 Utility Vehicle	10,000	10,000	20,000	60,000	50,000	500%	40,000	200%
Transfer out to Fund 510 Utility M&R	5,000	5,000	5,000	30,000	25,000	500%	25,000	500%
Total Transfers Out and Other Uses	219,763	82,225	92,225	158,000	75,775	92%	65,775	71%
SUB-TOTAL NON-OPERATING EXPENSES	219,763	82,225	92,225	158,000	75,775	92%	65,775	71%
GRAND TOTAL ALL EXPENSES & OTHER USES	6,894,446	4,875,165	5,942,545	5,617,181	742,016	15%	(325,364)	-5%

SUMMARY

EXCESS REVENUES OVER(UNDER) EXPENSES	(1,434,587)	774,863	(144,700)	151,297	(623,566)	-80%	295,997	-205%
FUND BALANCE, BEGINNING (Working Capital)	6,051,020	4,616,433	4,616,433	4,471,733	(144,700)	-3%	(144,700)	-3%
FUND BALANCE, ENDING (WORKING CAPITAL)	\$ 4,616,433	\$ 5,391,296	\$ 4,471,733	\$ 4,623,030	\$ (768,266)	-14%	\$ 151,297	3%
Restricted/Assigned/Committed Funds	1,066,381	1,074,300	1,032,261	894,261	(180,039)	-17%	(138,000)	-13%
UNASSIGNED FUND BALANCE, ENDING	\$ 3,550,052	\$ 4,316,996	\$ 3,439,472	\$ 3,728,769	\$ (588,227)	-14%	\$ 289,297	8%

RESTRICTED/ASSIGNED/COMMITTED FUNDS

Hillwood	\$ 888,000	\$ 888,000	\$ 888,000	750,000	(138,000)	-16%	(138,000)	-16%
Deposits	178,381	186,300	144,261	144,261	(42,039)	-23%	-	0%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS	\$ 1,066,381	\$ 1,074,300	\$ 1,032,261	\$ 894,261	\$ (180,039)	-17%	\$ (138,000)	-13%



IV

INTERNAL SERVICE
FUNDS

INTERNAL SERVICE FUND OVERVIEW

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

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

The Vehicle Replacement Fund accounts for the resources needed to manage the purchase of vehicles and heavy equipment for the Town's fleet. The establishment and funding of the vehicle and heavy equipment replacement program was designed to even out expenses for the Town's fleet from year to year and provides a logical method for purchasing and retiring vehicles. A five-year purchase plan has been developed to detail future capital investment needs.

FUND HIGHLIGHTS

REVENUES

Budgeted to be \$109K; a 14% decrease of \$17K from prior year revised.

Investment Earnings - (\$9,275)

Decreased \$18K; due to new projected interest rates.

Transfers in from Other Funds - (\$100,000)

Increased \$50M; The transfers in from other funds consists of the following:

- \$30K from Utility Fund to Utility Maintenance and Replacement Fund 510;
- \$60K from Utility Fund to Utility Maintenance and Replacement Fund 505; and
- \$10K from General Fund to General Maintenance and Replacement Fund 600.

EXPENDITURES

Budgeted to be \$1.1M; a 29% increase of \$258K from prior year revised.

Utility Vehicle Maintenance and Replacement Fund 505 – (\$60,000)

Increased \$10K for the purchase of a new public works vehicle.

Utility Maintenance and Replacement Fund 510 – (\$321,500)

Increased \$156K; The increase in utility maintenance and replacement is for pump station equipment, lift station pump repairs, sewer easement cleaning machine, water main repair and

maintenance, lift station repair and maintenance, pump/motor repair/replacement, duct bank repair and maintenance, and sewer line repair and maintenance.

General Maintenance and Replacement Fund 600 – (\$744,000)

Increased \$159K; The increase in general maintenance and replacement include, street staining/maintenance (\$100K), street surface treatments (\$150K), Westlake Academy facility maintenance costs (\$260K), trail and parks repair (\$25K), information technology (\$110), and facility maintenance at the town hall building (\$93K).

General Vehicle Maintenance and Replacement Fund 605 - (\$18,000)

Decreased \$68K due to the purchase of a truck in FY19/20. The expenditures in this fund account for a mule truck for the Parks and Recreation Department.

FUND BALANCE

The combined ending fund balance is projected to be \$850K.

- Utility Vehicle Maintenance and Replacement 505 is projected to be \$4.9K
- Utility Maintenance and Replacement 510 is projected to be \$9.1K
- General Maintenance and Replacement 600 is projected to be \$1.8K
- General Vehicle Maintenance and Replacement 605 is projected to be \$835K

INTERNAL SERVICE FUNDS

Combined Program Summary

Fiscal Year 2020/2021

Audited Actuals FY 18/19	Adopted Budget FY 19/20	Revised Budget FY 19/20	Proposed Budget FY 20/21	FY 20/21 vs FY 19/20	Proposed vs Adopted	FY 20/21 vs FY 19/20	Proposed vs Revised
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REVENUES & OTHER SOURCES

General Sales Tax	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Property Tax	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Beverage Tax	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Charge for Service	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Hotel Occupancy Tax	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Franchise Fees	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Permits & Fees Other	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Permits & Fees Building	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Permits & Fees Utility	\$ 300	\$ 6,000	\$ -	\$ -	(6,000) -100%	\$ -	0%
Fines & Forfeitures Court	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Investment Earnings	\$ 29,956	\$ 44,469	\$ 27,500	\$ 9,275	(35,194) -79%	\$ (18,225)	-66%
Contributions	\$ 202,894	\$ -	\$ 24,750	\$ -	\$ -	\$ (24,750)	100%
Donations	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Misc Income	\$ 7,112	\$ -	\$ 25,000	\$ -	\$ -	\$ (25,000)	-100%
Total Revenues	\$ 240,261	\$ 50,469	\$ 77,250	\$ 9,275	\$ (41,194) -82%	\$ (67,975)	-88%
Transfer In	\$ 2,157,065	\$ 478,370	\$ 50,000	\$ 100,000	\$ (378,370) -79%	\$ 50,000	100%
Other Sources	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Total Transfer In and Other Sources	\$ 2,157,065	\$ 478,370	\$ 50,000	\$ 100,000	\$ (378,370) -79%	\$ 50,000	100%
GRAND TOTAL REVENUES & OTHER SOURCES	\$ 2,397,327	\$ 528,839	\$ 127,250	\$ 109,275	\$ (419,564) -79%	\$ (17,975)	-14%

EXPENDITURES & OTHER USES

Salaries	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Transfers Out	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Insurance	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Taxes	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Retirement	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Total Payroll and Related	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Capital Outlay	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Debt Service	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Economic Development	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Leases and Rentals	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Public Notices	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Rent & Utilities	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Repair & Maintenance	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Services	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Supplies	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Travel & Training	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Operations and Maintenance	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
SUB-TOTAL OPERATIONS and MAINTENANCE EXPENDITURES	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Projects - Capital improvement	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Projects - Maintenance & Replacement	\$ 1,188,739	\$ 932,438	\$ 885,199	\$ 1,143,500	\$ 211,062 23%	\$ 258,301	29%
Total Capital and Maintenance & Replacement	\$ 1,188,739	\$ 932,438	\$ 885,199	\$ 1,143,500	\$ 211,062 23%	\$ 258,301	29%
Transfer Out	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Other Uses	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Total Transfers Out and Other Uses	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
SUB-TOTAL NON-OPERATING EXPENDITURES	\$ 1,188,739	\$ 932,438	\$ 885,199	\$ 1,143,500	\$ 211,062 23%	\$ 258,301	29%
GRAND TOTAL ALL EXPENDITURES & OTHER USES	\$ 1,188,739	\$ 932,438	\$ 885,199	\$ 1,143,500	\$ 211,062 23%	\$ 258,301	29%

SUMMARY

Excess Revenues over(under) Expenditures	\$ 1,208,588	\$ (403,599)	\$ (757,949)	\$ (1,034,225)	\$ (630,626)	156%	\$ (276,276)	36%
FUND BALANCE, BEGINNING	\$ 1,434,482	\$ 2,643,070	\$ 2,643,070	\$ 1,885,121	\$ 1,885,121	\$ (757,949) -29%	\$ (757,949)	-29%
FUND BALANCE, ENDING	\$ 2,643,070	\$ 2,239,471	\$ 1,885,121	\$ 850,896	\$ 850,896	\$ (1,388,575) -62%	\$ (1,034,225)	-55%
Restricted/Assigned/Committed Funds	2,643,070	2,239,471	1,885,121	850,896	850,896	(1,388,575) -62%	(1,034,225)	-55%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ 0%	\$ -	0%				

UTILITY VEHICLE MAINTENANCE & REPLACEMENT FUND 505

Program Summary

Fiscal Year 2020/2021

Audited Actuals FY 18/19	Adopted Budget FY 19/20	Revised Budget FY 19/20	Proposed Budget FY 20/21	FY 20/21 vs FY 19/20	Proposed vs Adopted	FY 20/21 vs FY 19/20	Proposed vs Revised
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REVENUES & OTHER SOURCES

General Sales Tax	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Property Tax	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Beverage Tax	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Charge for Service	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Hotel Occupancy Tax	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Franchise Fees	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Permits & Fees Other	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Permits & Fees Building	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Permits & Fees Utility	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Fines & Forfeitures Court	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Investment Earnings	628	1,940	500	25	(1,915) -99%	(475) -95%	
Contributions	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Donations	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Misc Income	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Total Revenues	628	1,940	500	25	(1,915) -99%	(475) -95%	
Transfer In from Fund 100 General Fund	\$ -	5,000	\$ -	60,000	(5,000) -100%	40,000 200%	
Transfer In from Fund 500 Utility Fund	10,000	10,000	20,000	60,000	50,000 500%	40,000 200%	
Total Transfers In and Other Sources	10,000	15,000	20,000	60,000	45,000 300%	40,000 200%	
GRAND TOTAL REVENUES & OTHER SOURCES	10,628	16,940	20,500	60,025	43,085 254%	39,525 193%	

EXPENDITURES & OTHER USES

Salaries	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Transfers Out	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Insurance	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Taxes	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Retirement	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Total Payroll and Related	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Capital Outlay	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Debt Service	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Economic Development	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Leases and Rentals	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Public Notices	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Rent & Utilities	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Repair & Maintenance	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Services	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Supplies	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Transfer Out Operating	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Travel & Training	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Operations and Maintenance	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
SUB-TOTAL OPERATIONS AND MAINTENANCE EXPENDITURES	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Projects - Capital improvement	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Projects - Maintenance & Replacement	\$ -	50,000	50,000	60,000	10,000 20%	10,000 20%	
Total Capital and Maintenance & Replacement	\$ -	50,000	50,000	60,000	10,000 20%	10,000 20%	
Transfers Out	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Other Uses	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Total Transfers Out and Other Uses	\$ -	50,000	50,000	60,000	10,000 20%	10,000 20%	
SUB-TOTAL NON-OPERATING EXPENDITURES	\$ -	50,000	50,000	60,000	10,000 20%	10,000 20%	
GRAND TOTAL ALL EXPENDITURES & OTHER USES	\$ -	50,000	50,000	60,000	10,000 20%	10,000 20%	

SUMMARY

EXCESS REVENUES OVER(UNDER) EXPENDITURES	10,628	(33,060)	(29,500)	25	33,085	-100%	29,525	-100%
FUND BALANCE, BEGINNING	23,759	34,387	34,387	4,887	(29,500)	-86%	(29,500)	-86%
FUND BALANCE, ENDING	\$ 34,387	\$ 1,327	\$ 4,887	\$ 4,912	\$ 3,585	270%	\$ 25	1%
Restricted/Assigned/Committed Funds	34,387	1,327	4,887	4,912	3,585	270%	25	1%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%

RESTRICTED/ASSIGNED/COMMITTED FUNDS

Cash	\$ 34,387	\$ 1,327	\$ 4,887	\$ 4,912	3,585	270%	25	1%
					-	0%	-	0%
					-	0%	-	0%
					-	0%	-	0%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS	\$ 34,387	\$ 1,327	\$ 4,887	\$ 4,912	\$ 3,585	270%	\$ 25	1%

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

Description	Account Number	Adopted Budget FY 19/20	Revised Budget FY 19/20	Proposed Budget FY 20/21	Projected Budget FY 21/22	Projected Budget FY 22/23	Projected Budget FY 23/24	Projected Budget FY 24/25
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REVENUES & OTHER SOURCES

Transfer in from Utility Fund	505-52550-88-000	\$ 10,000	\$ 20,000	\$ 60,000	\$ 25,000	\$ 35,000	\$ 20,000	\$ 20,000
Transfer in from General Fund	505-52510-88-000	5,000	-	-	-	-	-	-
Interest Income	505-36110-16-000	1,940	500	25	25	50	50	50
TOTAL REVENUES AND OTHER SOURCES		\$ 16,940	\$ 20,500	\$ 60,025	\$ 25,025	\$ 35,050	\$ 20,050	\$ 20,050

EXPENDITURES & OTHER USES

Public Works Vehicle	505-47410-16-000	50,000	50,000	60,000	-	60,000	-	-
TOTAL EXPENDITURES		\$ 50,000	\$ 50,000	\$ 60,000	-	60,000	-	-

SUMMARY

Excess Revenues over(under) Expenditures	(33,060)	(29,500)	25	25,025	(24,950)	20,050	20,050
ENDING FUND BALANCE	\$ 1,327	\$ 4,887	\$ 4,912	\$ 29,937	\$ 4,987	25,037	45,087

UTILITY MAINTENANCE & REPLACEMENT FUND 510

Program Summary

Fiscal Year 2020/2021

Audited Actuals FY 18/19	Adopted Budget FY 19/20	Revised Budget FY 19/20	Proposed Budget FY 20/21	FY 20/21 vs FY 19/20	Proposed Estimated	FY 20/21 vs FY 19/20	Proposed Revised
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REVENUES & OTHER SOURCES

General Sales Tax	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Property Tax	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Beverage Tax	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Charge for Service	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Hotel Occupancy Tax	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Franchise Fees	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Permits & Fees Other	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Permits & Fees Building	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Permits & Fees Utility	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Fines & Forfeitures Court	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Investment Earnings	19,407	31,895	4,500	1,750	(30,145) -95%	(2,750) -61%	
Contributions	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Donations	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Misc Income	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Total Revenues	19,407	31,895	4,500	1,750	(30,145) -95%	(2,750) -61%	
Transfer In from Fund 500 Utility Fund	5,000	5,000	5,000	30,000	25,000 500%	25,000 500%	
Other Sources	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Total Transfers In and Other Sources	5,000	5,000	5,000	30,000	25,000 500%	25,000 500%	
GRAND TOTAL REVENUES & OTHER SOURCES	24,407	36,895	9,500	31,750	(5,145) -14%	22,250	234%

EXPENDITURES & OTHER USES

Salaries	-	-	-	-	0%	\$ -	0%
Transfers Out	-	-	-	-	0%	-	0%
Insurance	-	-	-	-	0%	-	0%
Taxes	-	-	-	-	0%	-	0%
Retirement	-	-	-	-	0%	-	0%
Total Payroll and Related	-	-	-	-	0%	-	0%
Capital Outlay	-	-	-	-	0%	-	0%
Debt Service	-	-	-	-	0%	-	0%
Economic Development	-	-	-	-	0%	-	0%
Leases and Rentals	-	-	-	-	0%	-	0%
Public Notices	-	-	-	-	0%	-	0%
Rent & Utilities	-	-	-	-	0%	-	0%
Repair & Maintenance	-	-	-	-	0%	-	0%
Services	-	-	-	-	0%	-	0%
Supplies	-	-	-	-	0%	-	0%
Transfer Out Operating	-	-	-	-	0%	-	0%
Travel & Training	-	-	-	-	0%	-	0%
Operations and Maintenance	-	-	-	-	0%	-	0%
SUB-TOTAL OPERATIONS and MAINTENANCE EXPENDITURES	-	-	-	-	0%	-	0%
Projects - Capital improvement	-	-	-	-	0%	-	0%
Projects - Maintenance & Replacement	348,244	182,000	165,000	321,500	139,500 77%	156,500 95%	
Total Capital and Maintenance & Replacement	348,244	182,000	165,000	321,500	139,500 77%	156,500 95%	
Transfers out	-	-	-	-	0%	-	0%
Other Uses	-	-	-	-	0%	-	0%
Total Transfers Out and Other Uses	-	-	-	-	0%	-	0%
SUB-TOTAL NON-OPERATING EXPENDITURES	348,244	182,000	165,000	321,500	139,500 77%	156,500 95%	
GRAND TOTAL ALL EXPENDITURES & OTHER USES	348,244	182,000	165,000	321,500	139,500 77%	156,500 95%	

SUMMARY

EXCESS REVENUES OVER(UNDER) EXPENDITURES	(323,838)	(145,105)	(155,500)	(289,750)	(144,645)	100%	(134,250)	86%
FUND BALANCE, BEGINNING	778,190	454,352	454,352	298,852	(155,500)	-34%	(155,500)	-34%
FUND BALANCE, ENDING	\$ 454,352	\$ 309,247	\$ 298,852	\$ 9,102	\$ (300,145)	-97%	\$ (289,750)	-97%
Restricted/Assigned/Committed Funds	454,352	309,247	298,852	9,102	(300,145)	-97%	(289,750)	-97%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%

UTILITY

Maintenance & Replacement Fund 510

Five Year Forecast

Description	Account Number	Adopted Budget FY 19/20	Amended Budget FY 19/20	Proposed Budget FY 20/21	Projected Budget FY 21/22	Projected Budget FY 22/23	Projected Budget FY 23/24	Projected Budget FY 24/25
REVENUES & OTHER SOURCES								
Interest Income	510-36110-16-000	\$ 31,895	\$ 4,500	\$ 1,750	\$ 650	\$ 650	\$ 650	\$ 650
Transfer in from UF	510-52550-88-000	5,000	5,000	30,000	5,000	5,000	5,000	5,000
TOTAL REVENUES AND OTHER SOURCES		\$ 36,895	\$ 9,500	\$ 31,750	\$ 5,650	\$ 5,650	\$ 5,650	\$ 5,650
MAINTENANCE/REPLACEMENT PROJECTS								
Pump Station Equipment	510-44123-16-000-000005	\$ 90,000	\$ 90,000	\$ 10,000	\$ -	\$ -	\$ -	\$ -
Lift Station Pump Repairs	510-44117-16-000-000010	25,000	25,000	12,000	-	-	-	-
Sewer Easement Cleaning Machine	510-44114-16-000-000014	67,000	-	68,000	-	-	-	-
Water Main Repair and Maintenance	510-44112-16-000	-	-	20,000	-	-	-	-
Lift Station Repair and Maintenance	510-44117-16-000	-	-	21,500	-	-	-	-
Pump/Motor Repair/Replacement	510-44123-16-000-000004	-	-	175,000	-	-	-	-
Duct Bank Repair and Maintenance	510-44124-16-000	-	-	5,000	-	-	-	-
Sewer Line Repair and Maintenance	510-44125-16-000-000017	-	-	10,000	-	-	-	-
Public Works Equipment	510-44126-16-000	-	50,000					
Excess Revenues over(under) Expenditures		(145,105)	(155,500)	(289,750)	5,650	5,650	5,650	5,650
BEGINNING FUND BALANCE		454,352	454,352	298,852	9,102	14,752	20,402	26,052
ENDING FUND BALANCE		\$ 309,247	\$ 298,852	\$ 9,102	\$ 14,752	\$ 20,402	\$ 26,052	\$ 31,702

GENERAL MAINTENANCE & REPLACEMENT FUND 600

Program Summary

Fiscal Year 2020/2021

Audited Actuals FY 18/19	Adopted Budget FY 19/20	Revised Budget FY 19/20	Proposed Budget FY 20/21	FY 20/21 vs FY 19/20	Proposed vs Adopted	FY 20/21 vs FY 19/20	Proposed vs Revised
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REVENUES & OTHER SOURCES

General Sales Tax	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Property Tax	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Beverage Tax	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Charge for Service	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Hotel Occupancy Tax	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Franchise Fees	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Permits & Fees Other	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Permits & Fees Building	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Permits & Fees Utility	300	6,000	\$ -	\$ -	(6,000) -100%	\$ -	0%
Fines & Forfeitures Court	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Interest Income	2,229	3,424	12,500	4,500	1,076 31%	(8,000) -64%	\$ -
Contributions	90,194	\$ -	24,750	\$ -	\$ -	(24,750) -100%	\$ -
Donations	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Misc Income/Grant	7,112	\$ -	25,000	\$ -	\$ -	(25,000) -100%	\$ -
Total Revenues	99,834	9,424	62,250	4,500	(4,924) -52%	(57,750) -93%	\$ -
Transfer In from Fund 100 General Fund	1,463,799	229,185	25,000	10,000	(219,185) -96%	(15,000) -60%	\$ -
Other Sources	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Total Transfers In and Other Sources	1,463,799	229,185	25,000	10,000	(219,185) -96%	(15,000) -60%	\$ -
GRAND TOTAL REVENUES & OTHER SOURCES	1,563,633	238,609	87,250	14,500	(224,109) -94%	(72,750) -83%	\$ -

EXPENDITURES & OTHER USES

Salaries	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Transfers Out	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Insurance	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Taxes	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Retirement	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Total Payroll and Related	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Capital Outlay	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Debt Service	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Economic Development	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Leases and Rentals	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Public Notices	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Rent & Utilities	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Repair & Maintenance	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Services	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Supplies	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Transfer Out Operating	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Travel & Training	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Operations and Maintenance	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
SUB-TOTAL OPERATIONS and MAINTENANCE EXPENDITURES	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Projects - Capital Improvement	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Projects - Maintenance & Replacement	492,591	617,729	584,025	744,000	126,271 20%	159,975 27%	\$ -
Total Capital and Maintenance & Replacement	492,591	617,729	584,025	744,000	126,271 20%	159,975 27%	\$ -
Transfers Out	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Other Uses	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Total Transfers Out and Other Uses	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
SUB-TOTAL NON-OPERATING EXPENDITURES	492,591	617,729	584,025	744,000	126,271 20%	159,975 27%	\$ -
GRAND TOTAL ALL EXPENDITURES & OTHER USES	492,591	617,729	584,025	744,000	126,271 20%	159,975 27%	\$ -

SUMMARY

EXCESS REVENUES OVER(UNDER) EXPENDITURES	1,071,042	(379,120)	(496,775)	(729,500)	(350,380)	92%	(232,725)	47%
FUND BALANCE, BEGINNING	157,098	1,228,140	1,228,140	731,365	(496,775)	-40%	(496,775)	-40%
FUND BALANCE, ENDING	\$ 1,228,140	\$ 849,020	\$ 731,365	\$ 1,865	\$ (847,155)	-100%	\$ (729,500)	-100%
Restricted/Assigned/Committed Funds	1,228,140	849,020	731,365	1,865	(847,155)	-100%	(729,500)	-100%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%

GENERAL

Maintenance & Replacement Fund 600

Five Year Forecast

Description	Account Number	Audited Actuals FY 18/19	Adopted Budget FY 19/20	Revised Budget FY 19/20	Proposed Budget FY 20/21	Projected Budget FY 21/22	Projected Budget FY 22/23	Projected Budget FY 23/24	Projected Budget FY 24/25
REVENUES & OTHER SOURCES									
WA Facilities Allotment	n/a 600-33700-17-000	\$ 90,194	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Firefighter Equipment Fees	n/a 600-34008-14-000	300	6,000	-	-	6,000	6,000	6,000	6,000
WA - State Safety Grant	17 600-34005-17-000-000061	-	-	25,000	-	-	-	-	-
Contribution	n/a 600-33700-00-000	-	-	24,750	-	-	-	-	-
Sale of Surplus	n/a 600-34144-00-000	5,132	-	-	-	-	-	-	-
Interest Income	n/a 600-36110-00-000	2,229	3,424	12,500	4,500	3,424	3,424	3,424	3,424
Misc Revenue	n/a 600-39400-00-000	1,979	-	-	-	-	-	-	-
Transfer in from GF	n/a 600-52510-88-000	1,463,799	229,185	25,000	10,000	400,000	400,000	400,000	400,000
TOTAL REVENUES AND OTHER SOURCES		\$ 1,563,633	\$ 238,609	\$ 87,250	\$ 14,500	\$ 409,424	\$ 409,424	\$ 409,424	\$ 409,424
SH 114 Repainting	48 600-44303-16-000-000048	-	-	-	30,000	-	-	-	-
SC Hills Pavement Repair	49 600-44303-16-000-000049	-	-	-	-	-	-	-	-
Dove/Ottinger Surface Treatment	51 600-44303-16-000-000051	-	-	59,785	150,000	100,000	40,000	40,000	40,000
Illuminated Street Name Signs	35 600-44303-16-000-000035	-	-	-	-	-	-	-	-
Solana Pavement Repair	46 600-44303-16-000-000046	-	-	-	-	-	100,000	40,000	100,000
Street Signs and Signal Lights	59 600-44304-16-000-000059	-	4,000	4,000	15,000	4,000	6,000	6,000	6,000
Street Staining/Maintenance	60 600-44303-16-000-000060	-	-	-	100,000	150,000	150,000	150,000	150,000
TOTAL PUBLIC WORKS	Department 16	-	4,000	63,785	295,000	254,000	296,000	236,000	296,000
WA Facilities Allotment Exp	- 600-46190-17-000	69,685	-	25,000	-	-	-	-	-
WA-Irrigation System	7 600-43340-17-000-000007	-	15,000	7,000	5,000	5,000	5,000	5,000	5,000
WA-Carpet/VCT Flooring	8 600-45908-17-000-000008	37,964	30,000	15,000	38,000	15,000	15,000	15,000	15,000
WA-Ext Envrnmt Imprvnts Irrig	9 600-44306-17-000-000009	10,552	15,000	7,000	12,000	12,000	12,000	12,000	12,000
WA-Envrrnmt Bldg UG light/water	10 600-45908-17-000-000010	-	8,000	8,000	5,000	5,000	5,000	5,000	5,000
WA-Exterior Paint & Wood R&M	11 600-45909-17-000-000011	14,150	12,000	12,000	8,000	8,000	8,000	8,000	8,000
WA-Painting/Cloth Wall R&M	12 600-44220-17-000-000012	6,878	10,000	5,000	8,000	8,000	8,000	8,000	8,000
WA-Roof Repairs	13 600-45909-17-000-000013	88,605	60,000	40,000	20,000	25,000	25,000	25,000	25,000
WA-Parking Lot	15 600-44306-17-000-000015	-	25,000	10,000	-	5,000	5,000	5,000	5,000
WA-Refurbish Classrooms	17 600-45908-17-000-000017	21,667	30,000	10,000	20,000	25,000	25,000	25,000	25,000
WA-Update Security System	18 600-43354-17-000-000018	3,200	20,000	20,000	5,000	8,000	8,000	8,000	8,000
WA-Update Security Cameras	19 600-43354-17-000-000019	-	5,000	5,000	5,000	12,000	12,000	12,000	12,000
WA-Interior Building R&M	23 600-45908-17-000-000023	19,561	10,000	5,000	40,000	15,000	15,000	15,000	15,000
WA-15 Ton Split HVAC System	24 600-43347-17-000-000024	3,928	10,000	5,000	15,000	25,000	25,000	25,000	25,000
WA-2 Ton Roof Top Units	25 600-43347-17-000-000025	-	15,000	5,000	10,000	10,000	10,000	10,000	10,000
WA-AC ton/7.5 ton server room	26 600-43347-17-000-000026	-	1,500	1,500	10,000	-	5,000	5,000	5,000
WA-Heater Boilers	29 600-44219-17-000-000029	-	3,000	3,000	5,000	25,000	5,000	25,000	25,000
WA-HVAC System Replacement	32 600-43347-17-000-000032	25,428	8,000	8,000	5,000	5,000	5,000	5,000	5,000
WA-Plumbing Repair/Replacement	36 600-45904-17-000-000036	-	8,000	8,000	5,000	5,000	5,000	5,000	5,000
WA-Playground Equipment	40 600-44311-17-000-000040	-	5,000	-	-	5,000	-	40,000	40,000
WA-Furniture/Interior Bldg	45 600-47415-17-000-000045	-	8,000	8,000	5,000	10,000	10,000	10,000	10,000
WA-Keller Police Substation	53 600-47418-17-000-000053	-	-	700	-	-	-	-	-
WA-Mech Eqpmnt 2 Man Lift	55 600-47411-17-000-000055	-	-	55,280	-	-	-	-	-
WA - State Safety Grant (Fence/cameras)	61 600-43354-17-000-000061	-	-	25,000	-	-	-	-	-
TOTAL ACADEMY FACILITIES MAINTENANCE	Department 17	301,616	298,500	288,480	221,000	228,000	208,000	268,000	268,000

GENERAL

Maintenance & Replacement Fund 600

Five Year Forecast

Description	Account Number	Audited Actuals FY 18/19	Adopted Budget FY 19/20	Revised Budget FY 19/20	Proposed Budget FY 20/21	Projected Budget FY 21/22	Projected Budget FY 22/23	Projected Budget FY 23/24	Projected Budget FY 24/25
Park R&M	43 600-45911-19-000-000043	7,415	33,029	15,000	15,000	33,029	10,000	10,000	10,000
Trail Repairs	14 600-43343-19-000-000014	8,783	30,000	15,000	10,000	30,000	10,000	10,000	10,000
TOTAL PARKS & RECREATION	Department 19	16,198	63,029	30,000	25,000	63,029	20,000	20,000	20,000
Servers & Network Storage	20 600-43405-20-000-000020	1,281	40,000	20,000	15,000	30,000	30,000	30,000	30,000
Network Printers/Peripheal Dev	21 600-43405-20-000-000021	300	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Network Equipment	27 600-43405-20-000-000027	125,013	25,000	131,560	15,000	25,000	25,000	150,000	150,000
Phone System/Peripheal Devices	28 600-45305-20-000-000028	8,827	100,000	-	15,000	15,000	15,000	65,000	65,000
Server Replacements	33 600-43405-20-000-000033	25,781	20,000	5,000	60,000	20,000	20,000	20,000	20,000
TOTAL INFORMATION TECHNOLOGY	Department 20	161,203	190,000	161,560	110,000	95,000	95,000	270,000	270,000
Town-Irrigation R&M	7 600-43340-26-000-000007	-	5,000	2,000	5,000	5,000	5,000	5,000	5,000
Town-Carpet/Flooring R&M	8 600-45908-26-000-000008	-	-	-	-	-	5,000	-	-
Town-Environmental Improvement	9 600-44306-26-000-000009	-	-	-	4,000	-	5,000	-	-
Town-Env Bldg UG light/water	10 600-45908-26-000-000010	-	1,000	1,000	10,000	10,000	10,000	10,000	10,000
Town-Bldg Exterior Paint/R&M	11 600-45909-26-000-000011	-	-	-	5,000	5,000	10,000	5,000	5,000
Town-Painting/Cloth Wall R&M	12 600-44220-26-000-000012	-	4,000	-	4,000	10,000	5,000	6,000	6,000
Town-Roof Repairs	13 600-45909-26-000-000013	-	-	-	6,000	-	6,000	-	6,000
Town-Parking Lot	15 600-44306-26-000-000015	-	4,000	-	4,000	4,000	-	4,000	-
Town-Security System	18 600-43354-26-000-000018	-	3,000	3,000	5,000	5,000	10,000	5,000	5,000
Town-Security Cameras	19 600-43354-26-000-000019	-	3,000	3,000	5,000	12,000	5,000	5,000	5,000
Town-Interior Building R&M	23 600-45908-26-000-000023	688	5,000	5,000	5,000	10,000	5,000	5,000	5,000
Town-15 Ton Split HVAC System	24 600-43347-26-000-000024	-	-	-	-	5,000	3,000	3,000	3,000
Town-2 Ton Roof Top Units	25 600-43347-26-000-000025	-	3,000	-	-	5,000	-	3,000	3,000
Town-AC ton/7.5 ton server roo	26 600-43347-26-000-000026	-	3,000	3,000	3,000	8,000	-	3,000	3,000
Town-HVAC System Replacement	32 600-43347-26-000-000032	-	-	-	5,000	-	5,000	5,000	5,000
Town-Plumbing Repair/Replace	36 600-45904-26-000-000036	-	1,000	1,000	2,000	2,000	2,000	-	2,000
Town-Furniture/Interior Bldg	45 600-47415-26-000-000045	12,887	10,200	10,200	3,000	5,000	3,000	5,000	5,000
Town Open Space Improvements	52 600-43343-26-000-000052	-	8,000	-	10,000	8,000	8,000	10,000	10,000
Town-Contract Landscaping	56 600-43348-26-000-000056	-	-	-	5,000	8,000	3,000	3,000	3,000
Town-Ground R&M	57 600-44216-26-000-000057	-	4,000	4,000	4,000	10,000	5,000	6,000	6,000
Town-Safety Doors	58 600-44211-26-000-000058	-	8,000	8,000	8,000	10,000	8,000	10,000	10,000
TOTAL TOWN FACILITIES MAINTENANCE	Department 26	13,575	62,200	40,200	93,000	122,000	103,000	93,000	97,000
GRAND TOTAL PROJECTS		\$ 492,591	\$ 617,729	\$ 584,025	\$ 744,000	\$ 762,029	\$ 722,000	\$ 887,000	\$ 951,000

SUMMARY

Excess Revenues over(under) Expenditures		1,071,042	(379,120)	(496,775)	(729,500)	(352,605)	(312,576)	(477,576)	(541,576)
BEGINNING FUND BALANCE		157,098	1,228,140	1,228,140	731,365	1,865	(350,740)	(663,316)	(1,140,892)
ENDING FUND BALANCE		\$ 1,228,140	\$ 849,020	\$ 731,365	\$ 1,865	\$ (350,740)	\$ (663,316)	\$ (1,140,892)	\$ (1,682,468)

GENERAL VEHICLE MAINTENANCE & REPLACEMENT FUND 605

Program Summary

Fiscal Year 2020/2021

Audited Actuals FY 18/19	Adopted Budget FY 19/20	Revised Budget FY 19/20	Proposed Budget FY 20/21	FY 20/21 vs FY 19/20	Proposed Adopted	FY 20/21 vs FY 19/20	Proposed Revised
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REVENUES & OTHER SOURCES

General Sales Tax	\$ -	\$ -	\$ -	\$ -	0%	-	0%
Property Tax	\$ -	\$ -	\$ -	\$ -	0%	-	0%
Beverage Tax	\$ -	\$ -	\$ -	\$ -	0%	-	0%
Charge for Service	\$ -	\$ -	\$ -	\$ -	0%	-	0%
Hotel Occupancy Tax	\$ -	\$ -	\$ -	\$ -	0%	-	0%
Franchise Fees	\$ -	\$ -	\$ -	\$ -	0%	-	0%
Permits & Fees Other	\$ -	\$ -	\$ -	\$ -	0%	-	0%
Permits & Fees Building	\$ -	\$ -	\$ -	\$ -	0%	-	0%
Permits & Fees Utility	\$ -	\$ -	\$ -	\$ -	0%	-	0%
Fines & Forfeitures Court	\$ -	\$ -	\$ -	\$ -	0%	-	0%
Investment Earnings	7,692	7,210	10,000	3,000	(4,210) -58%	(7,000) -70%	
Contributions	112,700	-	-	-	-	100%	
Donations	-	-	-	-	-	0%	
Misc Income	-	-	-	-	-	0%	
Total Revenues	120,392	7,210	10,000	3,000	(4,210) -58%	(7,000) -70%	
Transfer In from Fund 100 General Fund	678,266	229,185	-	-	(229,185) -100%	-	0%
Other Sources	-	-	-	-	-	0%	
Total Transfers In and Other Sources	678,266	229,185	-	-	(229,185) -100%	-	0%
GRAND TOTAL REVENUES & OTHER SOURCES	798,659	236,395	10,000	3,000	(233,395) -99%	(7,000) -70%	

EXPENDITURES & OTHER USES

Salaries	-	-	-	-	0%	-	0%
Transfers Out	-	-	-	-	0%	-	0%
Insurance	-	-	-	-	0%	-	0%
Taxes	-	-	-	-	0%	-	0%
Retirement	-	-	-	-	0%	-	0%
Total Payroll and Related	-	-	-	-	0%	-	0%
Capital Outlay	-	-	-	-	-	-	0%
Debt Service	-	-	-	-	-	-	0%
Economic Development	-	-	-	-	-	-	0%
Leases and Rentals	-	-	-	-	-	-	0%
Public Notices	-	-	-	-	-	-	0%
Rent & Utilities	-	-	-	-	-	-	0%
Repair & Maintenance	-	-	-	-	-	-	0%
Services	-	-	-	-	-	-	0%
Supplies	-	-	-	-	-	-	0%
Transfer Out Operating	-	-	-	-	-	-	0%
Travel & Training	-	-	-	-	-	-	0%
Operations and Maintenance	-	-	-	-	-	-	0%
SUB-TOTAL OPERATIONS and MAINTENANCE EXPENDITURES	-	-	-	-	0%	-	0%
Projects - Capital improvement	-	-	-	-	-	-	0%
Projects - Maintenance & Replacement	347,904	82,709	86,174	18,000	(64,709) -78%	(68,174) -79%	
Total Capital and Maintenance & Replacement	347,904	82,709	86,174	18,000	(64,709) -78%	(68,174) -79%	
Transfers Out	-	-	-	-	-	-	0%
Other Uses	-	-	-	-	-	-	0%
Total Transfers Out and Other Uses	347,904	82,709	86,174	18,000	(64,709) -78%	(68,174) -79%	
SUB-TOTAL NON-OPERATING EXPENDITURES	347,904	82,709	86,174	18,000	(64,709) -78%	(68,174) -79%	
GRAND TOTAL ALL EXPENDITURES & OTHER USES	347,904	82,709	86,174	18,000	(64,709) -78%	(68,174) -79%	

SUMMARY

EXCESS REVENUES OVER(UNDER) EXPENDITURES	450,755	153,686	(76,174)	(15,000)	(168,686)	-110%	61,174	-80%
FUND BALANCE, BEGINNING	475,436	926,191	926,191	850,017	(76,174)	-8%	(76,174)	-8%
FUND BALANCE, ENDING	\$ 926,191	\$ 1,079,877	\$ 850,017	\$ 835,017	\$ (244,860)	-23%	\$ (15,000)	-2%
Restricted/Assigned/Committed Funds	926,191	1,079,877	850,017	835,017	(244,860)	-23%	(15,000)	-2%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%

GENERAL

Vehicle Maintenance & Replacement Fund 605

Five Year Forecast

Description	Account Number	Adopted Budget FY 19/20	Revised Budget FY 19/20	Proposed Budget FY 20/21	Projected Budget FY 21/22	Projected Budget FY 22/23	Projected Budget FY 23/24	Projected Budget FY 24/25
REVENUES & OTHER SOURCES								
Transfer In from General Fund	605-52510-88-000	\$ 229,185	\$ -	\$ -	\$ 100,000	\$ 200,000	\$ 350,000	\$ 450,000
Transfer in from Utility Fund	605-52550-88-000	-	-	-	-	-	-	-
Contributions (WA Foundation)	605-33700-10-000	-	-	-	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	7,210	10,000	3,000	4,000	4,000	4,000	4,000
TOTAL REVENUES AND OTHER SOURCES		\$ 236,395	\$ 10,000	\$ 3,000	\$ 254,000	\$ 204,000	\$ 354,000	\$ 454,000
EXPENDITURES & OTHER USES								
Westlake Academy Buses	605-47410-10-000	\$ -	\$ -	\$ -	\$ 150,000	\$ -	\$ -	\$ -
Fire Dept - Insurance Claim	605-45210-14-000	-	-	-	-	-	-	-
Fire Dept - Maintenace/Repair	605-47410-14-000	-	17,945	-	-	60,000	-	-
Fire Dept - Ambulance	605-47410-14-000	-	-	-	-	-	-	-
Fire Dept - Ladder Truck	605-47410-14-000	-	-	-	-	-	-	1,800,000
Fire Dept - Chief Tahoe					70,000	-		
Fire Dept - Command Suburban						65,000		
Fire Dept - Utility Pick-up							414,996	
Fire Dept - Fire Attack								985,723
Fire Dept - Fire Engine					75,000			
Fire Dept - ATV Attack/Txp Vehicle								
Marshal - Truck	605-47410-15-001	68,229	68,229	-	-	-	-	-
Parks/Rec - Mule Truck	605-47410-19-000	14,480	-	18,000	-	-	-	-
Facilities - Truck	605-47410-17-000	-	-	-	-	-	60,000	-
TOTAL EXPENDITURES		\$ 82,709	86,174	18,000	295,000	125,000	474,996	2,785,723
Excess Revenues over(under) Expenditures		153,686	(76,174)	(15,000)	(41,000)	79,000	(120,996)	(2,331,723)
BEGINNING FUND BALANCE		926,191	926,191	850,017	835,017	794,017	873,017	752,021
ENDING FUND BALANCE		\$ 1,079,877	\$ 850,017	\$ 835,017	\$ 794,017	\$ 873,017	\$ 752,021	\$ (1,579,702)



V

SPECIAL REVENUE
FUNDS

SPECIAL REVENUE FUNDS OVERVIEW

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

Economic Development Fund 200 is the 4B Economic Development Fund. This fund collects a half-cent sales tax to be allocated to qualified development projects. Since FY 2006 the 4B Fund has been committed to the repayment of the debt incurred for the Town's Civic Campus project.

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

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

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

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

Lone Star Public Fund 418 was created to account for the financial activities of the Lone Star Public Facilities Corporation. The purpose of the corporation was to "assist the Town of Westlake, Texas in financing, refinancing, or providing public facilities." It was anticipated that the Corporation would issue bonds to finance the purchase or construction of public facilities, and then lease those facilities to qualifying tenants. No bonds were ever issued. Monies in this fund were from corporate donations that were received shortly after the fund was created.

FUND HIGHLIGHTS

REVENUES

Budgeted to be \$1.4M; a 40% decrease of \$996K from prior year revised.

General Sales Tax – (\$1,055,375)

Decreased \$439K: reduction of sales and use taxes received in the 4B Economic Development Fund as well as the Economic Development Fund.

Hotel Occupancy Tax - (\$406,000)

Decreased \$33K due to the uncertainty of tourism due to COVID-19 this upcoming fiscal year.

Investment Earnings – (\$3,550)

Decreased \$4.6K due to projected interest rates due to COVID-19.

Contributions – (\$0)

No contributions are projected for this upcoming fiscal year.

Miscellaneous Income – (\$5,700)

Decreased \$5.7K due to the reduction of developments expected this upcoming fiscal year.

Transfer In – (\$0)

No transfers into the special revenue funds are projected for this upcoming fiscal year.

EXPENDITURES

Budgeted to be \$1.6M; a 45% decrease of \$1.3M from prior year revised.

Payroll Transfers Out – (\$197,476)

Decreased \$418K; All payroll and related expenditures are paid via the General Fund and portions of these expenditures are supported by the Visitors Association Fund.

Economic Development - (\$28,000)

Decreased \$125K due to the end of an economic agreement.

Public Notices – (\$20,000)

Decreased \$615 due to historical data and projected decrease in economic activity this upcoming fiscal year.

Rent and Utilities – (\$91,400)

Increased \$8K due to the tiered rent schedule for the town hall. The total rental payment is allocated 70% General Fund, and 15% each to the Utility Fund and the Visitors Association Fund.

Services – (\$263,215)

Increased \$91K; This includes \$12K in Public Improvement District Fund 215 and \$201K in the Visitors Association Fund 220, and \$50K in the Public Arts Fund 225.

Travel and Training - (\$7,250)

Decreased \$1.5K due to projected in-person training and travel this upcoming fiscal year.

Transfer Out - (\$1,055,375)

Decreased \$919K. The transfer out is due to debt service from the 4B Economic Development Fund 200.

FUND BALANCE

The combined ending fund balance is projected to be \$565K.

- 4B Economic Development Fund 200 is projected to be \$0
- Economic Development Fund 210 is projected to be \$0
- Local Public Improvement District 215 is projected to be \$369K
- Visitors Association Fund 220 is projected to be \$50K
- Public Arts Fund 225 is projected to be \$50K
- Lone Star Public Fund 418 is projected to be \$14K

SPECIAL REVENUE FUNDS

Combined Program Summary

Fiscal Year 2020/2021

Audited Actuals FY 18/19	Adopted Budget FY 19/20	Revised Budget FY 19/20	Proposed Budget FY 20/21	FY 20/21 vs FY 19/20	Proposed Adopted	FY 20/21 vs FY 19/20	Proposed Amended
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REVENUES & OTHER SOURCES

General Sales Tax	\$ 2,280,111	\$ 1,812,500	\$ 1,695,000	\$ 1,055,375	\$ (757,125)	-42%	\$ (639,625)	-38%
Property Tax	-	-	-	-	-	0%	-	0%
Beverage Tax	-	-	-	-	-	0%	-	0%
Charge for Service	-	-	-	-	-	0%	-	0%
Hotel Occupancy Tax	861,710	853,684	372,723	406,000	(447,684)	-52%	33,277	9%
Franchise Fees	-	-	-	-	-	0%	-	0%
Permits & Fees Other	-	-	-	-	-	0%	-	0%
Permits & Fees Building	-	-	-	-	-	0%	-	0%
Permits & Fees Utility	-	-	-	-	-	0%	-	0%
Fines & Forfeitures Court	-	-	-	-	-	0%	-	0%
Investment Earnings	20,544	15,641	8,150	3,550	(12,091)	-77%	(4,600)	-56%
Contributions	140,000	280,000	280,000	-	(280,000)	-100%	(280,000)	-100%
Donations	-	-	-	-	-	0%	-	0%
Misc Income	98,197	4,112	11,480	5,700	1,588	39%	(5,780)	-50%
Total Revenues	3,400,561	2,965,937	2,367,353	1,470,625	(1,495,312)	-50%	(896,728)	-38%
Transfer In	-	-	100,000	-	-	0%	(100,000)	-100%
Other Sources	-	-	-	-	-	0%	-	0%
Total Transfer In and Other Sources	-	-	100,000	-	-	0%	-	0%
GRAND TOTAL REVENUES & OTHER SOURCES	3,400,561	2,965,937	2,467,353	1,470,625	(1,495,312)	-50%	(996,728)	-40%

EXPENDITURES & OTHER USES

Salaries	-	-	-	-	-	0%	-	0%
Transfers Out	498,002	564,879	616,110	197,476	(367,403)	-65%	(418,634)	-68%
Insurance	-	-	-	-	-	0%	-	0%
Taxes	-	-	-	-	-	0%	-	0%
Retirement	-	-	-	-	-	0%	-	0%
Total Payroll and Related	498,002	564,879	616,110	197,476	(367,403)	-65%	(418,634)	-68%
Capital Outlay	-	-	-	-	-	0%	-	0%
Debt Service	-	-	-	-	-	0%	-	0%
Economic Development	306,983	36,982	153,653	28,000	(8,982)	-24%	(125,653)	-82%
Leases and Rentals	-	-	-	-	-	0%	-	0%
Public Notices	16,590	20,615	20,615	20,000	(615)	-3%	(615)	-3%
Rent & Utilities	92,450	82,791	82,791	91,400	8,609	10%	8,609	10%
Repair & Maintenance	-	-	-	-	-	0%	-	0%
Services	315,555	268,625	171,505	263,215	(5,410)	-2%	91,710	53%
Supplies	47,321	11,762	31,150	-	(11,762)	-100%	(31,150)	-100%
Travel & Training	7,163	7,294	8,750	7,250	(44)	-1%	(1,500)	-17%
Operations and Maintenance	786,062	428,069	468,464	409,865	(18,204)	-4%	(58,599)	-13%
SUB-TOTAL OPERATIONS and MAINTENANCE EXPENDITURES	1,284,064	992,948	1,084,573	\$ 607,341	\$ (385,607)	-39%	\$ (477,232)	-44%
Projects - Capital Improvement	-	-	-	-	-	0%	-	0%
Projects - Maintenance & Replacement	-	-	-	-	-	0%	-	0%
Total Capital and Maintenance & Replacement	-	-	-	-	-	0%	-	0%
Transfer Out	2,017,516	2,092,500	1,975,000	1,055,375	(1,037,125)	-50%	(919,625)	-47%
Other Uses	-	-	-	-	-	0%	-	0%
Total Transfers Out and Other Uses	2,017,516	2,092,500	1,975,000	1,055,375	(1,037,125)	-50%	(919,625)	-47%
SUB-TOTAL NON-OPERATING EXPENDITURES	2,017,516	2,092,500	1,975,000	1,055,375	(1,037,125)	-50%	(919,625)	-47%
GRAND TOTAL ALL EXPENDITURES & OTHER USES	3,301,580	3,085,448	3,059,573	1,662,716	(1,422,732)	-46%	(1,396,857)	-46%

SUMMARY

Excess Revenues over(under) Expenditures	98,981	(119,511)	(592,220)	(192,091)	(72,580)	61%	400,129	-68%
FUND BALANCE, BEGINNING	1,170,053	1,269,034	1,269,034	676,814	(592,220)	-47%	(592,220)	-47%
FUND BALANCE, ENDING	\$ 1,269,034	\$ 1,149,523	\$ 676,814	\$ 484,723	\$ (664,800)	-58%	(192,091)	-28%
Restricted/Assigned/Committed Funds	1,269,034	1,149,523	676,814	484,723	(664,800)	-58%	(192,091)	-28%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%

4B ECONOMIC DEVELOPMENT FUND 200

Program Summary

Fiscal Year 2020/2021

Audited Actuals FY 18/19	Adopted Budget FY 19/20	Revised Budget FY 19/20	Proposed Budget FY 20/21	FY 20/21 vs FY 19/20	Proposed vs Adopted	FY 20/21 vs FY 19/20	Proposed vs Amended
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REVENUES & OTHER SOURCES

General Sales Tax	\$ 2,008,168	\$ 1,812,500	\$ 1,695,000	\$ 1,055,375	\$ (757,125)	-42%	(639,625) -38%
Property Tax	-	-	-	-	-	0%	- 0%
Beverage Tax	-	-	-	-	-	0%	- 0%
Charge for Service	-	-	-	-	-	0%	- 0%
Hotel Occupancy Tax	-	-	-	-	-	0%	- 0%
Franchise Fees	-	-	-	-	-	0%	- 0%
Permits & Fees Other	-	-	-	-	-	0%	- 0%
Permits & Fees Building	-	-	-	-	-	199%	- 0%
Permits & Fees Utility	-	-	-	-	-	0%	- 0%
Fines & Forfeitures Court	-	-	-	-	-	0%	- 0%
Investment Earnings	-	-	-	-	-	0%	- 0%
Contributions	-	-	-	-	-	0%	- 0%
Donations	-	-	-	-	-	0%	- 0%
Misc Income	-	-	-	-	-	0%	- 0%
Total Revenues	2,008,168	1,812,500	1,695,000	1,055,375	(757,125)	-42%	(639,625) -38%
Transfer In	-	-	-	-	-	0%	- 0%
Other Sources	-	-	-	-	-	0%	- 0%
Total Transfers In and Other Sources	-	-	-	-	-	0%	- 0%
GRAND TOTAL REVENUES & OTHER SOURCES							

EXPENDITURES & OTHER USES

Projects - Capital improvement	-	-	-	-	-	0%	- 0%
Projects - Maintenance & Replacement	-	-	-	-	-	0%	- 0%
Total Capital and Maintenance & Replacement	-	-	-	-	-	0%	- 0%
Transfer Out to Fund 300 Debt Service	2,008,168	1,812,500	1,695,000	1,055,375	(757,125)	-42%	(639,625) -38%
Other Uses	-	-	-	-	-	0%	- 0%
Total Transfers Out and Other uses	2,008,168	1,812,500	1,695,000	1,055,375	(757,125)	-42%	(639,625) -38%
SUB-TOTAL NON-OPERATING EXPENDITURES	2,008,168	1,812,500	1,695,000	1,055,375	(757,125)	-42%	(639,625) -38%
GRAND TOTAL ALL EXPENDITURES & OTHER USES							

SUMMARY

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

ECONOMIC DEVELOPMENT FUND 210

Program Summary

Fiscal Year 2020/2021

Audited Actuals FY 18/19	Adopted Budget FY 19/20	Revised Budget FY 19/20	Proposed Budget FY 20/21	FY 20/21 vs FY 19/20	Proposed vs Adopted	FY 20/21 vs FY 19/20	Proposed vs Revised
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REVENUES & OTHER SOURCES

General Sales Tax	\$ 271,943	\$ -	\$ -	\$ -	0%	\$ -	0%
Property Tax	-	-	-	-	0%	-	0%
Beverage Tax	-	-	-	-	0%	-	0%
Charge for Service	-	-	-	-	0%	-	0%
Hotel Occupancy Tax	35,040	36,982	23,000	28,000	(8,982) -24%	5,000	22%
Franchise Fees	-	-	-	-	-	-	0%
Permits & Fees Other	-	-	-	-	-	-	0%
Permits & Fees Building	-	-	-	-	-	-	0%
Permits & Fees Utility	-	-	-	-	-	-	0%
Fines & Forfeitures Court	-	-	-	-	-	-	0%
Investment Earnings	-	-	-	-	-	-	0%
Contributions	140,000	280,000	280,000	-	(280,000) -100%	(280,000)	-100%
Donations	-	-	-	-	-	-	0%
Misc Income	-	-	-	-	-	-	0%
Total Revenues	446,983	316,982	303,000	28,000	(288,982) -91%	(275,000)	-91%
Transfer In	-	-	-	-	-	-	0%
Other Sources	-	-	-	-	-	-	0%
Total Transfers In and Other Sources	-	-	-	-	-	-	0%
GRAND TOTAL REVENUES & OTHER SOURCES							
	446,983	316,982	303,000	28,000	(288,982)	-91%	(275,000)

EXPENDITURES & OTHER USES

Salaries	-	-	-	-	0%	-	0%
Transfers Out	-	-	-	-	0%	-	0%
Insurance	-	-	-	-	0%	-	0%
Taxes	-	-	-	-	0%	-	0%
Retirement	-	-	-	-	0%	-	0%
Total Payroll and Related	-	-	-	-	0%	-	0%
Capital Outlay	-	-	-	-	-	-	0%
Debt Service	-	-	-	-	-	-	0%
Economic Development	306,983	36,982	153,653	28,000	(8,982) -24%	(125,653)	-82%
Leases and Rentals	-	-	-	-	-	-	0%
Public Notices	-	-	-	-	-	-	0%
Rent & Utilities	-	-	-	-	-	-	0%
Repair & Maintenance	-	-	-	-	-	-	0%
Services	-	-	-	-	-	-	0%
Supplies	-	-	-	-	-	-	0%
Transfer Out Operating	-	-	-	-	-	-	0%
Travel & Training	-	-	-	-	-	-	0%
Operations and Maintenance	306,983	36,982	153,653	28,000	(8,982) -24%	(125,653)	-82%
SUB-TOTAL OPERATIONS and MAINTENANCE EXPENDITURES	306,983	36,982	153,653	28,000	(8,982) -24%	(125,653)	-82%
Projects - Capital improvement	-	-	-	-	-	-	0%
Projects - Maintenance & Replacement	-	-	-	-	-	-	0%
Total Capital and Maintenance & Replacement	-	-	-	-	0%	-	0%
Transfer out to Fund 412 WA Expansion	9,348	280,000	280,000	-	(280,000) -100%	(280,000)	-100%
Other Uses	-	-	-	-	-	-	0%
Total Transfers Out and Other Uses	9,348	280,000	280,000	-	(280,000) -100%	(280,000)	-100%
SUB-TOTAL NON-OPERATING EXPENDITURES	9,348	280,000	280,000	-	(280,000) -100%	(280,000)	-100%
GRAND TOTAL ALL EXPENDITURES & OTHER USES							
	316,331	316,982	433,653	28,000	(288,982) -91%	(405,653)	-94%

SUMMARY

EXCESS REVENUES OVER(UNDER) EXPENDITURES	130,652	-	(130,653)	-	0%	130,653	-100%
FUND BALANCE, BEGINNING	-	130,653	130,653	-	(130,653) -100%	(130,653)	-100%
FUND BALANCE, ENDING	130,652	130,653	-	-	(130,653) -100%	-	0%
Restricted/Assigned/Committed Funds	130,652	130,653	-	-	(130,653) -100%	-	0%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	\$ -	\$ -	\$ - 0%	\$ -	0%

LOCAL PUBLIC IMPROVEMENT DISTRICT FUND 215

Program Summary

Fiscal Year 2020/2021

Audited Actuals FY 18/19	Adopted Budget FY 19/20	Revised Budget FY 19/20	Proposed Budget FY 20/21	FY 20/21 vs FY 19/20	Proposed vs Adopted	FY 20/21 vs FY 19/20	Proposed vs Revised
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REVENUES & OTHER SOURCES

General Sales Tax	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Property Tax	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Beverage Tax	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Charge for Service	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Hotel Occupancy Tax	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Franchise Fees	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Permits & Fees Other	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Permits & Fees Building	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Permits & Fees Utility	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Fines & Forfeitures Court	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Investment Earnings	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Contributions	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Donations	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Misc Income	\$ 89,079	\$ -	\$ -	\$ -	0%	\$ -	0%
Total Revenues	89,079	-	-	-	0%	-	0%
Transfer In	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Other Sources	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Total Transfers In and Other Sources	-	-	-	-	0%	-	0%
GRAND TOTAL REVENUES & OTHER SOURCES	89,079	-	-	-	0%	-	0%

EXPENDITURES & OTHER USES

Salaries	-	-	-	-	0%	-	0%
Transfers Out	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Insurance	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Taxes	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Retirement	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Total Payroll and Related	-	-	-	-	0%	-	0%
Capital Outlay	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Debt Service	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Economic Development	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Leases and Rentals	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Public Notices	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Rent & Utilities	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Repair & Maintenance	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Services	\$ 72,394	\$ -	\$ 5,580	\$ 12,100	100%	\$ 6,520	117%
Supplies	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Transfer Out Operating	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Travel & Training	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Operations and Maintenance	72,394	-	5,580	12,100	100%	6,520	117%
SUB-TOTAL OPERATIONS and MAINTENANCE EXPENDITURES	72,394	-	5,580	12,100	100%	6,520	117%
Projects - Capital improvement	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Projects - Maintenance & Replacement	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Total Capital and Maintenance & Replacement	-	-	-	-	0%	-	0%
Transfer Out	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Other Uses	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Total Transfers Out and Other Uses	-	-	-	-	0%	-	0%
SUB-TOTAL NON-OPERATING EXPENDITURES	-	-	-	-	0%	-	0%
GRAND TOTAL ALL EXPENDITURES & OTHER USES	72,394	-	5,580	12,100	100%	6,520	117%

SUMMARY

EXCESS REVENUES OVER(UNDER) EXPENDITURES	16,685	-	(5,580)	(12,100)	(12,100)	100%	(6,520)	117%	
FUND BALANCE, BEGINNING	370,820	387,505	387,505	381,925	381,925	(5,580)	-1%	(5,580)	-1%
FUND BALANCE, ENDING	\$ 387,505	\$ 387,505	\$ 387,505	\$ 381,925	\$ 369,825	\$ (17,680)	-5%	(12,100)	-3%
Restricted/Assigned/Committed Funds	387,505	387,505	387,505	381,925	369,825	(17,680)	-5%	(12,100)	-3%
UNASSIGNED FUND BALANCE, ENDING	\$ -	0%	\$ -	0%					

VISITOR ASSOCIATION FUND 220

Program Summary

Fiscal Year 2020/2021

Audited Actuals FY 18/19	Adopted Budget FY 19/20	Revised Budget FY 19/20	Proposed Budget FY 20/21	FY 20/21 vs FY 19/20	Proposed vs Adopted	FY 20/21 vs FY 19/20	Proposed vs Revised
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REVENUES & OTHER SOURCES

General Sales Tax	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%	
Property Tax	-	-	-	-	0%	-	0%	
Beverage Tax	-	-	-	-	0%	-	0%	
Charge for Service	-	-	-	-	0%	-	0%	
Hotel Occupancy Tax	826,670	816,702	349,723	378,000	(438,702)	-54%	28,277	8%
Franchise Fees	-	-	-	-	-	0%	-	0%
Permits & Fees Other	-	2,000	-	-	(2,000)	-100%	-	0%
Permits & Fees Building	-	1,000	-	-	(1,000)	-100%	-	0%
Permits & Fees Utility	-	-	-	-	-	0%	-	0%
Fines & Forfeitures Court	-	-	-	-	-	0%	-	0%
Investment Earnings	20,141	14,606	8,000	3,500	(11,106)	-76%	(4,500)	-56%
Contributions	-	-	-	-	-	0%	-	0%
Donations	-	-	-	-	-	0%	-	0%
Misc Income	9,118	4,112	11,480	5,700	1,588	39%	(5,780)	-50%
Total Revenues	855,929	838,420	369,203	387,200	(451,220)	-54%	17,997	5%
Transfer In	-	-	-	-	-	0%	-	0%
Other Sources	-	-	-	-	-	0%	-	0%
Total Transfers In and Other Sources	855,929	838,420	369,203	387,200	(451,220)	-54%	\$ 17,997	5%
GRAND TOTAL REVENUES & OTHER SOURCES								

EXPENDITURES & OTHER USES

Salaries	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%	
Transfers Out	498,002	564,879	616,110	197,476	(367,403)	-65%	(418,634)	-68%
Insurance	-	-	-	-	-	0%	-	0%
Taxes	-	-	-	-	-	0%	-	0%
Retirement	-	-	-	-	-	0%	-	0%
Total Payroll and Related	498,002	564,879	616,110	197,476	(367,403)	-65%	(418,634)	-68%
Capital Outlay	-	-	-	-	-	0%	-	0%
Debt Service	-	-	-	-	-	0%	-	0%
Economic Development	-	-	-	-	-	0%	-	0%
Leases and Rentals	-	-	-	-	-	0%	-	0%
Public Notices	16,590	20,615	20,615	20,000	(615)	-3%	(615)	-3%
Rent & Utilities	92,450	82,791	82,791	91,400	8,609	10%	8,609	10%
Repair & Maintenance	-	-	-	-	-	0%	-	0%
Services	243,161	268,625	165,925	201,115	(67,510)	-25%	35,190	21%
Supplies	27,321	11,762	21,150	-	(11,762)	-100%	(21,150)	-100%
Transfer Out Operating	-	-	-	-	-	0%	-	0%
Travel & Training	7,163	7,294	8,750	7,250	(44)	-1%	(1,500)	-17%
Operations and Maintenance	386,685	391,087	299,231	319,765	(71,322)	-18%	20,534	7%
SUB-TOTAL OPERATIONS and MAINTENANCE EXPENDITURES	884,687	955,966	915,341	517,241	(438,725)	-46%	\$ (398,100)	-43%
Projects - Capital Improvement	-	-	-	-	-	0%	-	0%
Projects - Maintenance & Replacement	-	-	-	-	-	0%	-	0%
Total Capital and Maintenance & Replacement	-	-	-	-	-	0%	-	0%
Transfer Out	-	-	-	-	-	0%	-	0%
Other Uses	-	-	-	-	-	0%	-	0%
Total Transfers Out and Other Uses	-	-	-	-	-	0%	-	0%
SUB-TOTAL NON-OPERATING EXPENDITURES	-	-	-	-	-	0%	-	0%
GRAND TOTAL ALL EXPENDITURES & OTHER USES								
	884,687	955,966	915,341	517,241	(438,725)	-46%	\$ (398,100)	-43%

SUMMARY

EXCESS REVENUES OVER(UNDER) EXPENDITURES	(28,758)	(117,546)	(546,138)	(130,041)	(12,495)	11%	416,097	-76%
FUND BALANCE, BEGINNING	755,091	726,333	726,333	180,196	(546,138)	-75%	(546,138)	-75%
FUND BALANCE, ENDING	\$ 726,333	\$ 608,787	\$ 180,196	\$ 50,155	\$ (558,632)	-92%	\$ (130,041)	-72%
Restricted/Assigned/Committed Funds	726,333	608,787	180,196	50,155	(558,632)	-92%	(130,041)	-72%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%

PUBLIC ARTS FUND 225

Program Summary

Fiscal Year 2020/2021

Audited Actuals FY 18/19	Adopted Budget FY 19/20	Amended Budget FY 19/20	Proposed Budget FY 20/21	FY 20/21 vs FY 19/20	Proposed vs Adopted	FY 20/21 vs FY 19/20	Proposed vs Amended
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REVENUES & OTHER SOURCES

General Sales Tax	\$ -	\$ -	\$ -	\$ -	0%	-	0%
Property Tax	-	-	-	-	0%	-	0%
Beverage Tax	-	-	-	-	0%	-	0%
Charge for Service	-	-	-	-	0%	-	0%
Hotel Occupancy Tax	-	-	-	-	0%	-	0%
Franchise Fees	-	-	-	-	0%	-	0%
Permits & Fees Other	-	-	-	-	0%	-	0%
Permits & Fees Building	-	-	-	-	0%	-	0%
Permits & Fees Utility	-	-	-	-	0%	-	0%
Fines & Forfeitures Court	-	-	-	-	0%	-	0%
Investment Earnings	-	-	-	-	0%	-	0%
Contributions	-	-	-	-	0%	-	0%
Donations	-	-	-	-	0%	-	0%
Misc Income	-	-	-	-	0%	-	0%
Total Revenues	-	-	-	-	0%	-	0%
Transfer In	-	-	100,000	-	0%	(100,000)	-100%
Other Sources	-	-	-	-	0%	-	0%
Total Transfer In and Other Sources	-	-	100,000	-	0%	(100,000)	-100%
GRAND TOTAL REVENUES & OTHER SOURCES							
	-	-	100,000	-	0%	(100,000.00)	-100%

EXPENDITURES & OTHER USES

Salaries	-	-	-	-	0%	-	0%
Transfers Out	-	-	-	-	0%	-	0%
Insurance	-	-	-	-	0%	-	0%
Taxes	-	-	-	-	0%	-	0%
Retirement	-	-	-	-	0%	-	0%
Total Payroll and Related	-	-	-	-	0%	-	0%
Capital Outlay	-	-	-	-	0%	-	0%
Debt Service	-	-	-	-	0%	-	0%
Economic Development	-	-	-	-	0%	-	0%
Leases and Rentals	-	-	-	-	0%	-	0%
Public Notices	-	-	-	-	0%	-	0%
Rent & Utilities	-	-	-	-	0%	-	0%
Repair & Maintenance	-	-	-	-	0%	-	0%
Services	-	-	-	50,000	50,000	50,000	100%
Supplies	20,000	-	10,000	-	0%	(10,000)	-100%
Transfer Out Operating	-	-	-	-	0%	-	0%
Travel & Training	-	-	-	-	0%	-	0%
Operations and Maintenance	20,000	-	10,000	50,000	50,000	#DIV/0!	40,000 400%
SUB-TOTAL OPERATIONS and MAINTENANCE EXPENDITURES	20,000	-	10,000	50,000	50,000	#DIV/0!	40,000 400%
Projects - Capital improvement	-	-	-	-	0%	-	0%
Projects - Maintenance & Replacement	-	-	-	-	0%	-	0%
Total Capital and Maintenance & Replacement	-	-	-	-	0%	-	0%
Transfer Out	-	-	-	-	0%	-	0%
Other Uses	-	-	-	-	0%	-	0%
Total Transfers Out and Other Uses	-	-	-	-	0%	-	0%
SUB-TOTAL NON-OPERATING EXPENDITURES	-	-	-	-	0%	-	0%
GRAND TOTAL ALL EXPENDITURES & OTHER USES							
	20,000	-	10,000	50,000	50,000	#DIV/0!	40,000 400%

SUMMARY

EXCESS REVENUES OVER(UNDER) EXPENDITURES	(20,000)	-	90,000	(50,000)	(50,000)	#DIV/0!	(140,000)	-156%
FUND BALANCE, BEGINNING	30,000	10,000	10,000	100,000	90,000	900%	90,000	900%
FUND BALANCE, ENDING	10,000	10,000	100,000	50,000	40,000	400%	(50,000)	-50%
Restricted/Assigned/Committed Funds	10,000	10,000	100,000	50,000	40,000	400%	(50,000)	-50%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%

LONE STAR PUBLIC FACILITIES FUND 418

Program Summary

Fiscal Year 2020/2021

Audited Actuals FY 18/19	Adopted Budget FY 19/20	Revised Budget FY 19/20	Proposed Budget FY 20/21	FY 20/21 vs FY 19/20	Proposed vs Adopted	FY 20/21 vs FY 19/20	Proposed vs Revised
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REVENUES & OTHER SOURCES

General Sales Tax	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Property Tax	-	-	-	-	0%	-	0%
Beverage Tax	-	-	-	-	0%	-	0%
Charge for Service	-	-	-	-	0%	-	0%
Hotel Occupancy Tax	-	-	-	-	0%	-	0%
Franchise Fees	-	-	-	-	0%	-	0%
Permits & Fees Other	-	-	-	-	0%	-	0%
Permits & Fees Building	-	-	-	-	0%	-	0%
Permits & Fees Utility	-	-	-	-	0%	-	0%
Fines & Forfeitures Court	-	-	-	-	0%	-	0%
Investment Earnings	403	1,035	150	50	(985) -95%	(100) -67%	
Contributions	-	-	-	-	-	-	0%
Donations	-	-	-	-	-	-	0%
Misc Income	-	-	-	-	-	-	0%
Total Revenues	403	1,035	150	50	(985) -95%	(100) -67%	
Trnster In	-	-	-	-	-	-	0%
Other Sources	-	-	-	-	-	-	0%
Total Other Sources	-	-	-	-	-	-	0%
GRAND TOTAL REVENUES & OTHER SOURCES	403	1,035	150	50	\$ (985) -95%	(100) -67%	

EXPENDITURES & OTHER USES

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

SUMMARY

EXCESS REVENUES OVER(UNDER) EXPENDITURES	403	1,035	150	50	(985) -95%	(100) -67%
FUND BALANCE, BEGINNING	14,141	14,543	14,543	14,693	150 1%	150 1%
FUND BALANCE, ENDING	14,543	15,578	14,693	14,743	(835) -5%	50 0%
Restricted/Assigned/Committed Funds	14,543	15,578	14,693	14,743	(835) -5%	50 0%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	\$ -	\$ -	\$ - 0%	\$ - 0%



VI

DEBT SERVICE FUNDS

DEBT SERVICE FUNDS OVERVIEW

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

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

FUND HIGHLIGHTS

REVENUES

Budgeted to be \$2.6M; a \$138 increase from prior year revised.

Property Tax - (\$632,381)

Decreased \$68K; This reduction in property tax supported debt is included in the Truth & Taxation calculation for FY 20/21.

Transfer In - (\$2,022,191)

Increased \$33K; This is comprised of transfers in from the General Fund (\$966K) and the 4B Economic Development Fund 220 (\$1M).

EXPENDITURES

Budgeted to be \$2.6M; a \$6K decrease from prior year revised.

Debt Service - (\$2,688,694)

Decreased \$5K due to the projected principal and interest payments changes for FY 20/21.

Services - (\$2,580)

Bank Charge services are projected to decrease \$1K.

FUND BALANCE

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

DEBT SERVICE FUNDS

Combined Program Summary

Fiscal Year 2020/2021

Audited Actuals FY 18/19	Adopted Budget FY 19/20	Revised Budget FY 19/20	Proposed Budget FY 20/21	FY 20/21 vs FY 19/20	Proposed Adopted	FY 20/21 vs FY 19/20	Proposed Revised
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REVENUES & OTHER SOURCES

General Sales Tax	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%	
Property Tax	\$ 300,693	\$ 666,221	\$ 701,220	\$ 632,381	(33,840)	-5%	\$ (68,839)	-10%
Beverage Tax	\$ -	\$ -	\$ -	\$ -	-	0%	\$ -	0%
Charge for Service	\$ -	\$ -	\$ -	\$ -	-	0%	\$ -	0%
Hotel Occupancy Tax	\$ -	\$ -	\$ -	\$ -	-	0%	\$ -	0%
Franchise Fees	\$ -	\$ -	\$ -	\$ -	-	0%	\$ -	0%
Permits & Fees Other	\$ -	\$ -	\$ -	\$ -	-	0%	\$ -	0%
Permits & Fees Building	\$ -	\$ -	\$ -	\$ -	-	0%	\$ -	0%
Permits & Fees Utility	\$ -	\$ -	\$ -	\$ -	-	0%	\$ -	0%
Fines & Forfeitures Court	\$ -	\$ -	\$ -	\$ -	-	0%	\$ -	0%
Investment Earnings	\$ -	\$ -	\$ -	\$ -	-	0%	\$ -	0%
Contributions	\$ -	\$ -	\$ -	\$ -	-	0%	\$ -	0%
Donations	\$ -	\$ -	\$ -	\$ -	-	0%	\$ -	0%
Misc Income	\$ -	\$ -	\$ -	\$ -	-	0%	\$ -	0%
Total Revenues	\$ 300,693	\$ 666,221	\$ 701,220	\$ 632,381	\$ 632,381	95%	\$ (33,840)	-5%
Transfer In	\$ 2,404,911	\$ 1,988,489	\$ 1,988,489	\$ 2,022,191	\$ 33,702	2%	\$ 33,702	2%
Other Sources	\$ -	\$ -	\$ -	\$ -	-	0%	\$ -	0%
Total Transfer In and Other Sources	\$ 2,404,911	\$ 1,988,489	\$ 1,988,489	\$ 2,022,191	\$ 2,022,191	102%	\$ 33,702	2%
GRAND TOTAL REVENUES & OTHER SOURCES	\$ 2,705,604	\$ 2,654,710	\$ 2,689,709	\$ 2,654,572	\$ 2,654,572	100%	\$ (138)	0%

EXPENDITURES & OTHER USES

Salaries	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%	
Transfers Out	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%	
Insurance	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%	
Taxes	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%	
Retirement	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%	
Total Payroll and Related	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%	
Capital Outlay	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%	
Debt Service	\$ 2,689,990	\$ 2,694,080	\$ 2,694,080	\$ 2,688,694	\$ (5,386)	0%	\$ (5,386)	0%
Economic Development	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%	
Leases and Rentals	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%	
Public Notices	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%	
Rent & Utilities	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%	
Repair & Maintenance	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%	
Services	\$ 2,180	\$ 3,610	\$ 3,610	\$ 2,580	\$ (1,030)	-29%	\$ (1,030)	-29%
Supplies	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%	
Travel & Training	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%	
Operations and Maintenance	\$ 2,692,170	\$ 2,697,690	\$ 2,697,690	\$ 2,691,275	\$ (6,415)	0%	\$ (6,415)	0%
SUB-TOTAL OPERATIONS and MAINTENANCE EXPENDITURES	\$ 2,692,170	\$ 2,697,690	\$ 2,697,690	\$ 2,691,275	\$ (6,415)	0%	\$ (6,415)	0%
Projects - Capital Improvement	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%	
Projects - Maintenance & Replacement	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%	
Total Capital and Maintenance & Replacement	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%	
Transfer Out	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%	
Other Uses	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%	
Total Transfers Out and Other Uses	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%	
SUB-TOTAL NON-OPERATING EXPENDITURES	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%	
GRAND TOTAL ALL EXPENDITURES & OTHER USES	\$ 2,692,170	\$ 2,697,690	\$ 2,697,690	\$ 2,691,275	\$ (6,415)	0%	\$ (6,415)	0%

SUMMARY

Excess Revenues over(under) Expenditures	13,435	(42,980)	(7,981)	(36,703)	6,277	-15%	(28,722)	360%
FUND BALANCE, BEGINNING	31,249	44,683	44,683	36,702	(7,981)	-18%	(7,981)	-18%
FUND BALANCE, ENDING	\$ 44,683	\$ 1,703	\$ 36,702	\$ 0	(1,703)	-100%	(36,702)	-100%
Restricted/Assigned/Committed Funds	44,683	1,703	36,702	0	(1,703)	-100%	(36,702)	-100%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%

DEBT SERVICE FUND 300 (revenue supported)

Program Summary

Fiscal Year 2020/2021

Audited Actuals FY 18/19	Adopted Budget FY 19/20	Revised Budget FY 19/20	Proposed Budget FY 20/21	FY 20/21 vs FY 19/20	Proposed vs Adopted	FY 20/21 vs FY 19/20	Proposed vs Revised
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REVENUES & OTHER SOURCES

General Sales Tax	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%	
Property Tax	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%	
Contributions	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%	
Donations	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%	
Misc Income	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%	
Total Revenues	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%	
Transfer In from Fund 100 General Fund	396,744	175,989	293,489	966,816	790,827	449%	673,327	229%
Transfer In from Fund 200 4B Economic Development	2,008,167	1,812,500	1,695,000	1,055,375	(757,125)	-42%	(639,625)	-38%
Total Transfers in and Other Sources	2,404,911	1,988,489	1,988,489	2,022,191	33,702	2%	33,702	2%
GRAND TOTAL REVENUES & OTHER SOURCES	2,404,911	1,988,489	1,988,489	2,022,191	33,702	2%	33,702	2%

EXPENDITURES & OTHER USES

Capital Outlay	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%	
Debt Service	2,403,171	1,985,759	1,985,759	2,020,051	34,292	2%	34,292	2%
Services	1,740	2,730	2,730	2,140	(590)	-22%	(590)	-22%
Supplies	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Transfer Out Operating	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Travel & Training	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Operations and Maintenance	2,404,911	1,988,489	1,988,489	2,022,191	33,702	2%	33,702	2%
SUB-TOTAL OPERATIONS and MAINTENANCE EXPENDITURES	2,404,911	1,988,489	1,988,489	2,022,191	33,702	2%	33,702	2%
Projects - Capital Improvement	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Projects - Maintenance & Replacement	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Total Capital and Maintenance & Replacement	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Transfers Out	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Other Uses	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Total Transfers Out and Other Uses	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
SUB-TOTAL NON-OPERATING EXPENDITURES	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
GRAND TOTAL ALL EXPENDITURES & OTHER USES	2,404,911	1,988,489	1,988,489	2,022,191	33,702	2%	33,702	2%

SUMMARY

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%	\$ -	0%	

DEBT SERVICE FUND 301 (property tax supported)

Program Summary

Fiscal Year 2020/2021

Audited Actuals FY 18/19	Adopted Budget FY 19/20	Revised Budget FY 19/20	Proposed Budget FY 20/21	FY 20/21 vs FY 19/20	Proposed vs Adopted	FY 20/21 vs FY 19/20	Proposed vs Revised
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REVENUES & OTHER SOURCES

General Sales Tax	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%	
Property Tax	\$ 300,693	\$ 666,221	\$ 701,220	\$ 632,381	(33,840)	-5%	\$ (68,839)	-10%
Permits & Fees Utility	\$ -	\$ -	\$ -	\$ -	-	0%	\$ -	0%
Fines & Forfeitures Court	\$ -	\$ -	\$ -	\$ -	-	0%	\$ -	0%
Investment Earnings	\$ -	\$ -	\$ -	\$ -	-	0%	\$ -	0%
Contributions	\$ -	\$ -	\$ -	\$ -	-	0%	\$ -	0%
Donations	\$ -	\$ -	\$ -	\$ -	-	0%	\$ -	0%
Misc Income	\$ -	\$ -	\$ -	\$ -	-	0%	\$ -	0%
Total Revenues	\$ 300,693	\$ 666,221	\$ 701,220	\$ 632,381	(33,840)	-5%	\$ (68,839)	-10%
Transfer In	\$ -	\$ -	\$ -	\$ -	-	0%	\$ -	0%
Other Sources	\$ -	\$ -	\$ -	\$ -	-	0%	\$ -	0%
Total Transfers In and Other Sources	\$ -	\$ -	\$ -	\$ -	-	0%	\$ -	0%
GRAND TOTAL REVENUES & OTHER SOURCES	\$ 300,693	\$ 666,221	\$ 701,220	\$ 632,381	(33,840)	-5%	\$ (68,839)	-10%

EXPENDITURES & OTHER USES

Total Payroll and Related	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%	
Capital Outlay	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%	
Debt Service	\$ 286,819	\$ 708,321	\$ 708,321	\$ 668,643	(39,678)	-6%	\$ (39,678)	-6%
Repair & Maintenance	\$ -	\$ -	\$ -	\$ -	-	0%	\$ -	0%
Services	\$ 440	\$ 880	\$ 880	\$ 440	(440)	-50%	\$ (440)	-50%
Operations and Maintenance	\$ 287,259	\$ 709,201	\$ 709,201	\$ 669,083	(40,118)	-6%	\$ (40,118)	-6%
SUB-TOTAL OPERATIONS and MAINTENANCE EXPENDITURES	\$ 287,259	\$ 709,201	\$ 709,201	\$ 669,083	(40,118)	-6%	\$ (40,118)	-6%
Projects - Capital improvement	\$ -	\$ -	\$ -	\$ -	-	0%	\$ -	0%
Projects - Maintenance & Replacement	\$ -	\$ -	\$ -	\$ -	-	0%	\$ -	0%
Total Capital and Maintenance & Replacement	\$ -	\$ -	\$ -	\$ -	-	0%	\$ -	0%
Transfer Out	\$ -	\$ -	\$ -	\$ -	-	0%	\$ -	0%
Other Uses	\$ -	\$ -	\$ -	\$ -	-	0%	\$ -	0%
Total Transfers Out and Other Uses	\$ -	\$ -	\$ -	\$ -	-	0%	\$ -	0%
SUB-TOTAL NON-OPERATING EXPENDITURES	\$ -	\$ -	\$ -	\$ 669,083	-	0%	\$ -	0%
GRAND TOTAL ALL EXPENDITURES & OTHER USES	\$ 287,259	\$ 709,201	\$ 709,201	\$ 669,083	(40,118)	-6%	\$ (40,118)	-6%

SUMMARY

EXCESS REVENUES OVER(UNDER) EXPENDITURES	13,435	(42,980)	(7,981)	(36,702)	6,278	-15%	(28,721)	360%
FUND BALANCE, BEGINNING	31,249	44,683	44,683	36,702	(7,981)	-18%	(7,981)	-18%
FUND BALANCE, ENDING	\$ 44,683	\$ 1,703	\$ 36,702	-	\$ (1,703)	-100%	\$ (36,702)	-100%
Restricted/Assigned/Committed Funds	44,683	1,703	36,702	-	(1,703)	-100%	(36,702)	-100%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	\$ -	-	\$ -	0%	\$ -	0%



VII

WESTLAKE ACADEMY
FUND

WESTLAKE ACADEMY FUND OVERVIEW

The Westlake Academy Fund encompasses all teaching and extra-/co-curricular operating expenditures as well as State public school funding, local funds, and private donations used to support and enhance the daily operations of Westlake Academy. Westlake Academy operates under a shared services model whereby the municipal operations team provides human resources, communications, financial, facilities, information technology and administrative support services to the school. General maintenance and replacement of infrastructure and equipment for the school is expensed to the municipal budget. The shared services model is an integral part of the state charter application process, supporting the Town's case for having a community school. This model conserves resources and avoids the duplication of efforts across the municipal and academic functions.

FUND HIGHLIGHTS

REVENUES

Revenues are budgeted at \$9.4M; a 2% decrease of \$183K from prior year revised.

- 100% use of Westlake Academy Foundation (WAF) Annual Program revenues (proposed \$1.03 million).
- Municipal transfer contributions have been discontinued.
- Future revenue projections are based on the student average daily attendance (ADA), which is used to calculate the cost of public education for the next biennium.
- With school closures due to COVID-19, revenues are expected to remain flat for FY 20/21 and are calculated based on the ADA from the prior year.
- Charter schools do not have taxing authority, making them reliant upon state and local funding sources.
- As an open enrollment charter school, all State funding is determined each legislative session and channeled to Westlake Academy through the State's Foundation School Program (FSP).
- Due to the uncertainty of state funding, the Academy adopted a new policy in FY 14/15 which only allows increases in expenditures if there is an offsetting increase in revenues.

Other sources are increased to \$140K; a \$50K increase from prior year revised for Westlake Academy Athletics Department.

EXPENDITURES

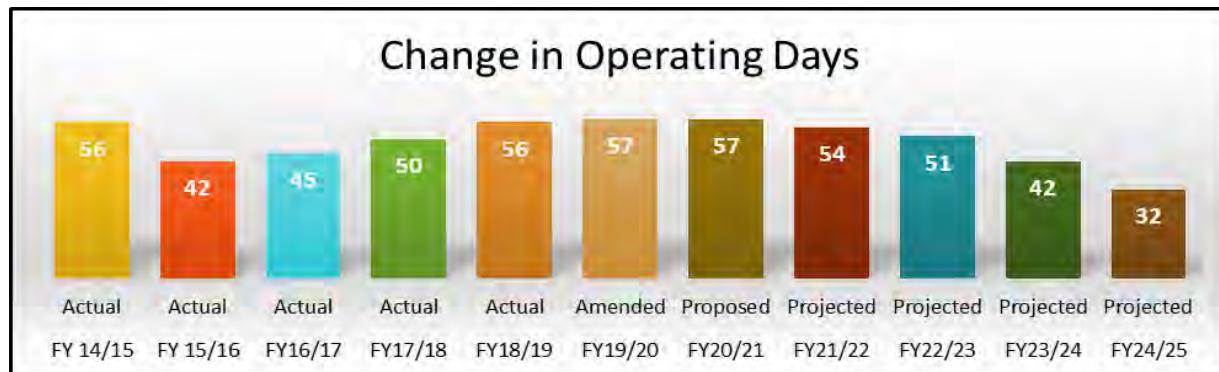
Expenditures are budgeted at \$9.3M; a 6% decrease of \$622K from prior year revised. This decrease in expenditures is a result of the proper recording of iPad leases (\$586K) in FY19/20.

- Personnel costs are estimated to increase approximately 2.0% for FY 20/21 and 1.0% annually in subsequent years.
- Due to the uncertainty of state funding, professional services, supplies and other operating expenditures are being held flat and will only increase if revenues increase to offset additional expenditures.
- House Bill 3 mandates remain in effect as the grade kindergarten through 3rd Reading Academy training begins in FY 20/21 and will continue through FY 22/23.

Other uses are increased to 140K; a 50K increase from prior year revised for Westlake Academy Athletics Department.

FUND BALANCE

The unassigned ending fund balance is \$1,509,457. This is an increase of \$38,101. The unassigned balance represents coverage for 59 operating days.



Westlake Academy

Program Summary

Fiscal Year 2020/2021

REVENUES

	Adopted Budget FY19/20	Revised Budget FY19/20	Proposed Budget FY 20/21	FY20/21 vs FY19/20	Proposed vs. Revised
Transportation	\$ 10,500	\$ 10,500	\$ 10,500	\$ -	0%
Parking	15,000	15,000	15,000	-	0%
Athletic Activities	88,100	88,100	88,100	-	0%
Interest Earned	20,000	18,000	10,000	(8,000)	-44%
WAF Blacksmith Donation	1,030,000	1,030,000	1,030,000	-	0%
Salary Reimbursement for WAF staff	67,911	71,431	71,235	(196)	0%
Municipal Transfer	219,750	219,750	-	(219,750)	-100%
Other Local Revenue (sub, tech, prnt, misc)	47,300	47,300	47,300	-	0%
Technology Equipment Sale Proceeds	85,000	-	-	-	0%
Food Services	7,000	7,000	7,000	-	0%
Total Local Revenues	1,590,561	1,507,081	1,279,135	(227,946)	3%
TEA - Available School Funds	212,000	271,051	212,000	(59,051)	-22%
TEA - Foundation School Funds (Inc. accrual)	6,774,800	6,910,121	7,024,142	114,021	2%
CTE Funding (addt'l TEA-FSP Funds)	495,800	263,366	263,366	-	0%
Facilities Allotment (addt'l TEA-FSP Funds)	160,500	171,125	160,500	(10,625)	-6%
TEA - Advanced Placement Training	3,000	6,750	6,750	-	0%
SB-500 SPED Services	-	5,172	-	(5,172)	-100%
TRS On-behalf/Medicare Part B	481,272	481,272	486,085	4,813	1%
Total State Revenues	8,127,372	8,108,857	8,152,843	43,986	1%
TOTAL REVENUES	\$ 9,717,933	\$ 9,615,938	\$ 9,431,978	\$ (183,960)	-2%

EXPENDITURES

	\$ 5,273,570	\$ 5,842,824	\$ 5,141,964	\$ (700,860)	-12%
Function 11 - Instructional	96,371	96,371	95,802	(569)	-1%
Function 12 - Resources & Media	83,545	83,545	64,045	(19,500)	-23%
Function 13 - Curriculum & Staff Development	182,919	182,919	191,240	8,321	5%
Function 21 - Instructional Leadership	1,030,836	1,030,836	1,117,395	86,559	8%
Function 23 - School Leadership	568,295	566,954	604,282	37,328	7%
Function 31 - Guidance & Counseling	75,686	79,686	82,673	2,987	4%
Function 33 - Health Services	279,323	293,033	272,047	(20,986)	-7%
Function 36 - Co/Extracurricular Activities	253,649	253,649	241,995	(11,654)	-5%
Function 41 - Administrative	970,081	970,081	983,676	13,595	1%
Function 51 - Maintenance & Operations	37,000	37,000	26,800	(10,200)	-28%
Function 52 - Security & Monitoring	228,360	228,360	221,565	(6,795)	-3%
Function 53 - Data Processing	142,862	142,862	142,471	(391)	0%
Function 61 - Community Services	350,005	207,922	207,922	-	0%
Function 71 - Debt Service	\$ 9,572,502	\$ 10,016,042	\$ 9,393,877	\$ (622,165)	-6%
TOTAL EXPENDITURES BY FUNCTION					

Capital Lease Proceeds	-	585,623	-	(585,623)	-100%
Transfer in - Athletics/Transportation	90,000	90,000	140,000	50,000	56%
Transfer Out - General Fund	(90,000)	(90,000)	(140,000)	(50,000)	56%
NET OTHER RESOURCES (USES)	-	585,623	-	(585,623)	-100%

SUMMARY

EXCESS REVENUES OVER(UNDER) EXPENDITURES	145,431	185,519	38,101	(147,418)	-79%
FUND BALANCE, BEGINNING	1,373,837	1,373,837	1,559,356	185,519	14%
FUND BALANCE, ENDING	1,519,268	1,559,356	1,597,457	38,101	2%
Restricted/Assigned/Committed	34,000	88,000	88,000	-	0%
UNASSIGNED FUND BALANCE, ENDING	\$ 1,485,268	\$ 1,471,356	\$ 1,509,457	\$ 38,101	3%



VIII

CAPITAL PROJECT FUNDS

CAPITAL PROJECT FUNDS OVERVIEW

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

Capital Project Fund 410 tracks major equipment, land, and infrastructure projects of \$25,000 or more financed with General Fund operating transfers, intergovernmental revenue, bond proceeds and Special Revenue Fund transfers. Project completion or procurement may extend across two or more fiscal years and reflect multiple expenditure categories such as engineering, design and construction. Completed capital projects often have a continuing fiscal impact on the Town's operating funds due to routine maintenance, repair, and daily operating costs. When an ongoing operating impact has been identified, it is included on the project description sheet, and costs are projected for the next three years. Upon approval of the project, the ongoing fiscal impact is integrated into the operating budget.

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

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

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

FUND HIGHLIGHTS

REVENUES

Revenues are budgeted at \$280K; a 37% decrease of \$161K from prior year revised.

Investment Earnings – (\$30,000)

Decreased \$31K due to projected new interest rates due to COVID-19.

Contributions – (\$0)

No contributions are projected this upcoming fiscal year.

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

Decreased \$130K; Transfers from Fund 412 to Fund 411.

EXPENDITURES

Expenditures are budgeted at \$1.6M; an 8% decrease of \$146K from prior year revised.

Capital Project Fund 410 – (\$1,113,830)

This consists of Capital Project Fund activities, which decreased \$446K given the expected economic activity this upcoming fiscal year. The budgeted capital projects include the following:

- Flashing Crosswalk – Dove @ Pearson/Ottinger - \$25,000
- FM1938 Pavement Repairs - \$90,400
- SH114 Service Road Construction - \$108,480
- WA Pond Repairs - \$82,000
- Wayfinding Signage - \$214,700
- Ottinger Road Recon/Drainage - \$593,250

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

Includes preliminary planning services for the WA Arts & Sciences Center.

Transfer Outs - (\$250,000)

Increased \$150K; Includes transfer out to from Fund 412 to Fund 411.

FUND BALANCE

The combined ending fund balance is projected to be \$3.3M.

- Capital Project Fund 410 is projected to be \$76K
- Westlake Academy Arts and Sciences Center Fund 411 is projected to be \$0
- Westlake Academy Expansion Fund 412 is projected to be \$2.7M

CAPITAL PROJECT FUNDS
Combined Program Summary
Fiscal Year 2020/2021

Audited Actuals FY 18/19	Adopted Budget FY 19/20	Revised Budget FY 19/20	Proposed Budget FY 20/21	FY 20/21 vs FY 19/20	Proposed Adopted	FY 20/21 vs FY 19/20	Proposed Revised
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REVENUES & OTHER SOURCES

1 General Sales Tax	-	-	-	-	0%	-	0%	
2 Property Tax	-	-	-	-	0%	-	0%	
3 Beverage Tax	-	-	-	-	0%	-	0%	
4 Charge for Service	-	-	-	-	0%	-	0%	
5 Hotel Occupancy Tax	-	-	-	-	0%	-	0%	
6 Franchise Fees	-	-	-	-	0%	-	0%	
7 Permits & Fees Other	-	-	-	-	0%	-	0%	
8 Permits & Fees Building	-	-	-	-	0%	-	0%	
9 Permits & Fees Utility	-	-	-	-	0%	-	0%	
10 Fines & Forfeitures Court	-	-	-	-	0%	-	0%	
11 Investment Earnings	104,027	199,526	61,500	30,000	(169,526)	-85%	(31,500)	-51%
12 Contributions	1,000,000	-	-	-	-	100%	-	100%
13 Donations	-	-	-	-	-	100%	-	100%
14 Misc Income	-	-	-	-	-	0%	-	0%
15 Total Revenues	1,104,027	199,526	61,500	30,000	30,000	15%	(31,500)	-51%
16 Transfer In	1,034,348	1,171,360	380,000	250,000	(921,360)	-79%	(130,000)	-34%
17 Other Sources	-	-	-	-	-	0%	-	0%
18 Total Transfer In and Other Sources	1,034,348	1,171,360	380,000	250,000	250,000	21%	(130,000)	-34%
19 GRAND TOTAL REVENUES & OTHER SOURCES	\$ 2,138,375	\$ 1,370,886	\$ 441,500	\$ 280,000	\$ 280,000	20%	\$ (161,500)	-37%

EXPENDITURES & OTHER USES

20 Salaries	-	-	-	-	0%	-	0%	
21 Transfers Out	-	-	-	-	0%	-	0%	
22 Insurance	-	-	-	-	0%	-	0%	
23 Taxes	-	-	-	-	0%	-	0%	
24 Retirement	-	-	-	-	0%	-	0%	
25 Total Payroll and Related	-	-	-	-	-	0%	-	0%
26 Capital Outlay	-	-	-	-	-	0%	-	0%
27 Debt Service	-	-	-	-	-	0%	-	0%
28 Economic Development	-	-	-	-	-	0%	-	0%
29 Leases and Rentals	-	-	-	-	-	0%	-	0%
30 Public Notices	-	-	-	-	-	0%	-	0%
31 Rent & Utilities	-	-	-	-	-	0%	-	0%
32 Repair & Maintenance	-	-	-	-	-	0%	-	0%
33 Services	-	-	-	-	-	0%	-	0%
34 Supplies	-	-	-	-	-	0%	-	0%
35 Travel & Training	-	-	-	-	-	0%	-	0%
36 Operations and Maintenance	-	-	-	\$ -	\$ -	0%	\$ -	0%
37 SUB-TOTAL OPERATIONS and MAINTENANCE EXPENDITURES	3,525,435	2,385,749	1,660,511	1,363,830	(1,021,919)	-43%	(296,681)	-18%
38 Projects - Capital Improvement	-	-	-	-	-	0%	-	0%
39 Projects - Maintenance & Replacement	-	-	-	-	-	-	-	-
40 Total Capital and Maintenance & Replacement	3,525,435	2,385,749	1,660,511	1,363,830	(1,021,919)	-43%	(296,681)	-18%
41 Transfer Out	(130,652)	-	100,000	250,000	250,000	100%	150,000	150%
42 Other Uses	-	-	-	-	-	0%	-	0%
43 Total Transfers Out and Other Uses	(130,652)	-	100,000	250,000	250,000	100%	150,000	150%
44 SUB-TOTAL NON-OPERATING EXPENDITURES	\$ 3,394,783	\$ 2,385,749	\$ 1,760,511	\$ 1,613,830	\$ (771,919)	-32%	\$ (146,681)	-8%
45 GRAND TOTAL ALL EXPENDITURES & OTHER USES	\$ 3,394,783	\$ 2,385,749	\$ 1,760,511	\$ 1,613,830	\$ (771,919)	-32%	\$ (146,681)	-8%

SUMMARY

46 Excess Revenues over(under) Expenditures	(1,256,408)	(1,014,863)	(1,319,011)	(1,333,830)	(318,967)	31%	(14,819)	1%
47 FUND BALANCE, BEGINNING	7,245,405	5,988,997	5,988,997	4,669,986	(1,319,011)	-22%	(1,319,011)	-22%
48 FUND BALANCE, ENDING	\$ 5,988,997	\$ 4,974,134	\$ 4,669,986	\$ 3,336,156	\$ (1,637,978)	-33%	\$ (1,333,830)	-29%
49 Restricted/Assigned/Committed Funds	5,988,997	4,974,134	4,669,986	3,336,156	(1,637,978)	-33%	(1,333,830)	-29%
50 UNASSIGNED FUND BALANCE, ENDING	\$ -	0%	\$ -	0%				

RESTRICTED/ASSIGNED/COMMITTED FUNDS

51 Cash	5,988,997	4,974,134	4,669,986	3,336,156	(1,637,978)	-33%	(1,333,830)	-29%
52	-	-	-	-	-	0%	-	0%
53	-	-	-	-	-	0%	-	0%
54	-	-	-	-	-	0%	-	0%
55	-	-	-	-	-	0%	-	0%
56 TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS	\$ 5,988,997	\$ 4,974,134	\$ 4,669,986	\$ 3,336,156	\$ (1,637,978)	-33%	\$ (1,333,830)	-29%

CAPITAL PROJECTS FUND 410

Program Summary

Fiscal Year 2020/2021

Audited Actuals FY 18/19	Adopted Budget FY 19/20	Revised Budget FY 19/20	Proposed Budget FY 20/21	FY 20/21 vs FY 19/20	Proposed vs Adopted	FY 20/21 vs FY 19/20	Proposed vs Revised
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REVENUES & OTHER SOURCES

1 General Sales Tax	-	-	-	-	0%	-	0%
2 Property Tax	-	-	-	-	0%	-	0%
3 Beverage Tax	-	-	-	-	0%	-	0%
4 Charge for Service	-	-	-	-	0%	-	0%
5 Hotel Occupancy Tax	-	-	-	-	0%	-	0%
6 Franchise Fees	-	-	-	-	0%	-	0%
7 Permits & Fees Other	-	-	-	-	0%	-	0%
8 Permits & Fees Building	-	-	-	-	0%	-	0%
9 Permits & Fees Utility	-	-	-	-	0%	-	0%
10 Fines & Forfeitures Court	-	-	-	-	0%	-	0%
11 Investment Earnings	56,036	48,505	28,000	15,000	(33,505) -69%	(13,000) -46%	
12 Contributions	-	-	-	-	-	-	0%
13 Donations	-	-	-	-	-	-	0%
14 Misc Income	-	-	-	-	-	-	0%
15 Total Revenues	56,036	48,505	28,000	15,000	(33,505) -69%	(13,000) -46%	
16 Transfers In	-	-	-	-	-	-	0%
17 Other Sources	-	-	-	-	-	-	0%
18 Total Other Sources	-	-	-	-	-	-	0%
19 GRAND TOTAL REVENUES & OTHER SOURCES	\$ 56,036	\$ 48,505	\$ 28,000	\$ 15,000	\$ (33,505) -69%	\$ (13,000) -46%	\$ (13,000) -46%

EXPENDITURES & OTHER USES

20 Salaries	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
21 Transfers Out	-	-	-	-	-	-	0%
22 Insurance	-	-	-	-	-	-	0%
23 Taxes	-	-	-	-	-	-	0%
24 Retirement	-	-	-	-	-	-	0%
25 Total Payroll and Related	-	-	-	-	-	-	0%
26 Capital Outlay	-	-	-	-	-	-	0%
27 Debt Service	-	-	-	-	-	-	0%
28 Economic Development	-	-	-	-	-	-	0%
29 Leases and Rentals	-	-	-	-	-	-	0%
30 Public Notices	-	-	-	-	-	-	0%
31 Rent & Utilities	-	-	-	-	-	-	0%
32 Repair & Maintenance	-	-	-	-	-	-	0%
33 Services	-	-	-	-	-	-	0%
34 Supplies	-	-	-	-	-	-	0%
35 Transfer Out Operating	-	-	-	-	-	-	0%
36 Travel & Training	-	-	-	-	-	-	0%
37 Operations and Maintenance	-	-	-	-	-	-	0%
38 SUB-TOTAL OPERATIONS and MAINTENANCE EXPENDITURES	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%
39 Projects - Capital Improvement	349,772	2,385,749	1,560,511	1,113,830	(1,271,919) -53%	(446,681) -29%	
40 Projects - Maintenance & Replacement	-	-	-	-	-	-	0%
41 Total Capital and Maintenance & Replacement	349,772	2,385,749	1,560,511	1,113,830	(1,271,919) -53%	(446,681) -29%	
42 Transfers Out	-	-	-	-	-	-	0%
43 Other Uses	-	-	-	-	-	-	0%
44 Total Transfers Out & Other Uses	-	-	-	-	-	-	0%
45 SUB-TOTAL NON-OPERATING EXPENDITURES	\$ 349,772	\$ 2,385,749	\$ 1,560,511	\$ 1,113,830	\$ (1,271,919) -53%	\$ (446,681) -29%	
46 GRAND TOTAL ALL EXPENDITURES & OTHER USES	\$ 349,772	\$ 2,385,749	\$ 1,560,511	\$ 1,113,830	\$ (1,271,919) -53%	\$ (446,681) -29%	

SUMMARY

47 EXCESS REVENUES OVER(UNDER) EXPENDITURES	(293,736)	(2,337,244)	(1,532,511)	(1,098,830)	1,238,414 -53%	433,681 -28%
48 FUND BALANCE, BEGINNING	1,976,880	2,708,144	2,708,144	1,175,633	(1,532,511) -	(1,532,511) -
49 FUND BALANCE, ENDING	\$ 1,683,144	\$ 370,900	\$ 1,175,633	\$ 76,803	\$ (294,097) -79%	\$ (1,098,830) -93%
50 Restricted/Assigned/Committed Funds	1,683,144	370,900	1,175,633	76,803	(294,097) -79%	(1,098,830) -93%
51 UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	\$ -	\$ -	0%	\$ - 0%

RESTRICTED/ASSIGNED/COMMITTED FUND

52 Cash	\$ 1,683,144	\$ 370,900	\$ 1,175,633	\$ 76,803	(294,097) -79%	(1,098,830) -93%
53					- 0%	- 0%
54					- 0%	- 0%
55					- 0%	- 0%
56					- 0%	- 0%
57 TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS	\$ 1,683,144	\$ 370,900	\$ 1,175,633	\$ 76,803	\$ (294,097) -79%	\$ (1,098,830) -93%

WESTLAKE ACADEMY ARTS & SCIENCES CENTER FUND 411

Program Summary

Fiscal Year 2020/2021

Audited Actuals FY 18/19	Adopted Budget FY 19/20	Revised Budget FY 19/20	Proposed Budget FY 20/21	FY 20/21 vs FY 19/20	Proposed vs Adopted	FY 20/21 vs FY 19/20	Proposed vs Revised
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REVENUES & OTHER SOURCES

1 General Sales Tax	-	-	-	-	0%	-	0%
2 Property Tax	-	-	-	-	0%	-	0%
3 Beverage Tax	-	-	-	-	0%	-	0%
4 Charge for Service	-	-	-	-	0%	-	0%
5 Hotel Occupancy Tax	-	-	-	-	0%	-	0%
6 Franchise Fees	-	-	-	-	0%	-	0%
7 Permits & Fees Other	-	-	-	-	0%	-	0%
8 Permits & Fees Building	-	-	-	-	0%	-	0%
9 Permits & Fees Utility	-	-	-	-	0%	-	0%
10 Fines & Forfeitures Court	-	-	-	-	0%	-	0%
11 Investment Earnings	-	-	-	-	0%	-	0%
12 Contributions	-	-	-	-	100%	-	100%
13 Donations	-	-	-	-	100%	-	100%
14 Misc Income	-	-	-	-	0%	-	0%
15 Total Revenues	-	-	100,000	250,000	250,000	100%	100%
16 Transfer In from Fund 412 WA Expansion	-	-	100,000	-	250,000	100%	150,000
17 Other Sources	-	-	-	-	-	0%	0%
18 Total Transfers In and Other Sources	-	-	100,000	250,000	250,000	100%	150,000
19 GRAND TOTAL REVENUES & OTHER SOURCES	\$ -	\$ -	\$ 100,000	\$ 250,000	\$ 250,000	100%	\$ 150,000

EXPENDITURES & OTHER USES

39 Projects - Capital improvement	-	-	100,000	250,000	250,000	100%	150,000	150%
40 Projects - Maintenance & Replacement	-	-	-	-	-	0%	-	0%
41 Total Capital and Maintenance & Replacement	-	-	100,000	250,000	250,000	100%	150,000	150%
42 Transfers Out	-	-	-	-	-	0%	-	0%
43 Other Uses	-	-	-	-	-	0%	-	0%
44 Total Transfers Out & Other Uses	-	-	-	-	-	0%	-	0%
45 SUB-TOTAL NON-OPERATING EXPENDITURES	\$ -	\$ -	\$ 100,000	\$ 250,000	\$ 250,000	100%	\$ 150,000	150%
46 GRAND TOTAL ALL EXPENDITURES & OTHER USES	\$ -	\$ -	\$ 100,000	\$ 250,000	\$ 250,000	100%	\$ 150,000	150%

SUMMARY

47 EXCESS REVENUES OVER(UNDER) EXPENDITURES	-	-	-	-	-	0%	-	0%
48 FUND BALANCE, BEGINNING	-	-	-	-	-	0%	-	0%
49 FUND BALANCE, ENDING	\$ -	0%	\$ -	0%				
50 Restricted/Assigned/Committed Funds	-	-	-	-	-	0%	-	0%
51 UNASSIGNED FUND BALANCE, ENDING	\$ -	0%	\$ -	0%				

RESTRICTED/ASSIGNED/COMMITTED FUNDS

52 Cash	\$ -	\$ -	\$ -	\$ -	-	0%	-	0%
53	-	-	-	-	-	0%	-	0%
54	-	-	-	-	-	0%	-	0%
55	-	-	-	-	-	0%	-	0%
56	-	-	-	-	-	0%	-	0%
57 TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS	\$ -	0%	\$ -	0%				

WESTLAKE ACADEMY EXPANSION FUND 412

Program Summary

Fiscal Year 2020/2021

Audited Actuals FY 18/19	Adopted Budget FY 19/20	Revised Budget FY 19/20	Proposed Budget FY 20/21	FY 20/21 vs FY 19/20	Proposed Adopted	FY 20/21 vs FY 19/20	Proposed Revised
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REVENUES & OTHER SOURCES

1 General Sales Tax	-	-	-	-	0%	-	0%	
2 Property Tax	-	-	-	-	0%	-	0%	
3 Beverage Tax	-	-	-	-	0%	-	0%	
4 Charge for Service	-	-	-	-	0%	-	0%	
5 Hotel Occupancy Tax	-	-	-	-	0%	-	0%	
6 Franchise Fees	-	-	-	-	0%	-	0%	
7 Permits & Fees Other	-	-	-	-	0%	-	0%	
8 Permits & Fees Building	-	-	-	-	0%	-	0%	
9 Permits & Fees Utility	-	-	-	-	0%	-	0%	
10 Fines & Forfeitures Court	-	-	-	-	0%	-	0%	
11 Investment Earnings	47,991	151,021	33,500	15,000	(136,021)	-90%	(18,500)	-55%
12 Contributions	1,000,000	-	-	-	-	0%	-	0%
13 Donations	-	-	-	-	-	0%	-	0%
14 Misc Income	-	-	-	-	-	0%	-	0%
15 Total Revenues	1,047,991	151,021	33,500	15,000	(136,021)	-90%	(18,500)	-55%
16 Transfer In from Fund 210 Economic Development	9,348	280,000	280,000	-	(280,000)	-100%	(280,000)	-100%
17 Other Sources	-	-	-	-	-	0%	-	0%
18 Total Transfers In and Other Sources	9,348	280,000	280,000	-	(280,000)	-100%	(280,000)	-100%
19 GRAND TOTAL REVENUES & OTHER SOURCES	\$ 1,057,339	\$ 431,021	\$ 313,500	\$ 15,000	\$ (416,021)	-97%	\$ (298,500)	-95%

EXPENDITURES & OTHER USES

39 Projects - Capital improvement	41,621	-	-	-	0%	-	0%	
40 Projects - Maintenance & Replacement	-	-	-	-	0%	-	0%	
41 Total Capital and Maintenance & Replacement	41,621	-	-	-	100%	-	0%	
42 Transfers Out to Fund 100 General Fund	(130,652)	-	-	-	0%	-	0%	
43 Transfers Out to Fund 411 A&S Building	-	-	100,000	250,000	250,000	#DIV/0!	150,000	150%
44 Total Transfers Out & Other Uses	(130,652)	-	100,000	250,000	250,000	#DIV/0!	150,000	150%
45 SUB-TOTAL NON-OPERATING EXPENDITURES	\$ (89,031)	\$ -	\$ 100,000	\$ 250,000	\$ 250,000	100%	\$ 150,000	150%
46 GRAND TOTAL ALL EXPENDITURES & OTHER USES	\$ (89,031)	\$ -	\$ 100,000	\$ 250,000	\$ 250,000	100%	\$ 150,000	150%

SUMMARY

47 EXCESS REVENUES OVER(UNDER) EXPENDITURES	1,146,370	431,021	213,500	(235,000)	(666,021)	-155%	(448,500)	-210%
48 FUND BALANCE, BEGINNING	1,651,843	2,798,212	2,798,212	3,011,712	213,500	8%	213,500	8%
49 FUND BALANCE, ENDING	\$ 2,798,212	\$ 3,229,233	\$ 3,011,712	\$ 2,776,712	\$ (452,521)	-14%	\$ (235,000)	-8%
50 Restricted/Assigned/Committed Funds	-	-	-	-	-	0%	-	0%
51 UNASSIGNED FUND BALANCE, ENDING	\$ 2,798,212	\$ 3,229,233	\$ 3,011,712	\$ 2,776,712	\$ (452,521)	-14%	\$ (235,000)	-8%

RESTRICTED/ASSIGNED/COMMITTED FUNDS

52 Cash	\$ 2,798,212	\$ 3,229,233	\$ 3,011,712	\$ 2,776,712	(452,521)	-14%	(235,000)	-8%
53					-	0%	-	0%
54					-	0%	-	0%
55					-	0%	-	0%
56					-	0%	-	0%
57 TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS	\$ 2,798,212	\$ 3,229,233	\$ 3,011,712	\$ 2,776,712	\$ (452,521)	-14%	\$ (235,000)	-8%



IX

CAPITAL
IMPROVEMENT
PLAN

FUND 410 CAPITAL PROJECT FORECAST								
Formerly Adopted and New Proposed Projects								
PROJ #	Project Description	Totals	Fiscal Year 2019-2020		FY 20/21	FY 21/22	FY 22/23	PROJECT GRAND TOTAL
		thru FY 18/19	Adopted Budget	Revised Budget	Proposed Budget	Projected Budget	Projected Budget	GRAND TOTAL
CP20	FM1938 Town Improvements	3,391,485	-	41,295	-	-	-	3,432,780
CP34	Roanoke Road Reconstruction & Drainage South	63,828	540,000	8,290	-	600,830	-	672,948
CP40	Sam School Road Reconstruction & Drainage	26,828	-	-	-	-	62,150	88,978
CP68	FM 1938 & Dove Road Traffic Signal	304,759	-	6,732	-	-	-	311,491
CP70	FM 1938 and Solana Traffic Signalization	313,842	-	62,499	-	-	-	376,341
CP75	Flashing Crosswalk - Dove @ Pearson/Ottinger	31,044	53,850	28,850	25,000	-	-	84,894
CP78	Solana Pavement Repairs	-	90,000	340,000	-	-	-	340,000
CP79	Wyck Hill and Aspen Pavement Resurface	-	58,806	90,000	-	-	-	90,000
CP80	FM1938 Pavement Repairs	-	80,000	-	90,400	-	-	90,400
CP82	SH114 Service Road Construction	40,000	96,000	96,000	108,480	-	-	244,480
CP83	GPS Opticom Traffic Control	-	-	-	-	79,100	-	79,100
CP84	SH 170 Town Improvements			250,000	-	-	-	250,000
Total - Road Improvements - Dept 16		4,171,784	918,656	923,666	223,880	679,930	62,150	6,061,410
CP65	Maintenance & Storage Facility	5,048	95,000	95,000	-	-	-	100,048
CP54	WA West Parking Improvements	-	-	6,845	-	-	-	6,845
CP85	WA Parking Improvements		-	60,000	-	-	-	60,000
CP77	WA Pond Repairs	-	-	-	82,000	-	-	164,000
Total - Facility Improvements - Dept 17		5,048	95,000	161,845	82,000	-	-	330,893
CP42	Trail Connection at Hwy 114 & Solana Blvd.	-	193,860	10,000	-	150,000	-	160,000
CP67	Wayfinding Signage	-	300,000	80,000	214,700	-	-	294,700
CP76	Cemetery Improvements	113,752	-	-	-	-	-	113,752
Total - Trail/Park/Cemetery - Dept 19		113,752	493,860	90,000	214,700	150,000	-	568,452
CP52	Trail - Academy to Cemetery	-	-	-	-	360,470	-	360,470
CP58	Ottinger Road Recon/Drainage	29,320	-	20,000	593,250	-	-	642,570
CP53	Trail - Dove/Pearson/Aspen	-	313,217	50,000	-	353,935	-	403,935
CP60	Pearson Lane Recon/Drainage	56,988	290,016	40,000	-	305,380	-	402,368
Total - Trail and Road Improvements - Dept 16-19		86,308	603,233	110,000	593,250	1,019,785	-	1,809,343
CP81	Fiber Connectivity Project	11,521	275,000	275,000	-	-	-	286,521
Total - Information Technology - Dept 20		11,521	275,000	275,000	-	-	-	686,521
TOTAL GOVERNMENTAL PROJECTS		4,388,413	2,385,749	1,560,511	1,113,830	1,849,715	62,150	9,456,619

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								Project Total	
410-73000-16-000-000034	Actuals Thru	Amended	Proposed	Projection					
			FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25		
Engineering	63,828	8,290	-	600,830	-	-	-	672,948	
Construction	-	-	-	-	-	-	-	-	
Design	-	-	-	-	-	-	-	-	
Contingency	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	
EXPENDITURES TOTAL	63,828	8,290	-	600,830	-	-	-	672,948	

PROJECT FUNDING								Project Total	
410-33501-16-000-000034	Actuals Thru	Amended	Proposed	Projection					
			FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25		
Cash (Fund Balance)	63,828	8,290	-	-	-	-	-	72,118	
Contributions/Grants	-	-	-	-	-	-	-	-	
Bonds FY 21/22 CO	-	-	-	600,830	-	-	-	600,830	
Unfunded	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	
FUNDING TOTAL	63,828	8,290	-	600,830	-	-	-	672,948	

IMPACT ON OPERATING BUDGET									
IMPACT TYPE	Actuals Thru	Amended	Proposed	Projection					
	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25		
Supplies	-	-	-	-	-	-	-	-	
Services	-	-	-	-	-	-	-	-	
Insurance	-	-	-	-	-	-	-	-	
Repair & Maintenance	-	-	-	-	5,304	5,464	5,628		
Rent & Utilities	-	-	-	-	-	-	-	-	
Debt Service	-	-	-	30,943	30,943	30,943	30,943		
OPERATING IMPACT	-	-	-	30,943	36,247	36,407	36,571	97	

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	Actuals Thru	Amended	Proposed	Projection				Project Total
				FY 20/21	FY 21/22	FY 22/23	FY 23/24	
Engineering	-	-	-	-	-	-	-	-
Construction	26,828	-	-	-	-	62,150	-	88,978
Design	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	26,828	-	-	-	-	62,150	-	88,978

PROJECT FUNDING								
410-33501-16-000-000040	Actuals Thru	Amended	Proposed	Projection				Project Total
				FY 20/21	FY 21/22	FY 22/23	FY 23/24	
Cash (Fund Balance)	26,828	-	-	-	-	-	-	26,828
Contributions/Grants	-	-	-	-	-	-	-	-
Bonds FY 21/22	-	-	-	-	62,150	-	-	62,150
Unfunded	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	26,828	-	-	-	-	62,150	-	88,978

IMPACT ON OPERATING BUDGET								
IMPACT TYPE	Actuals Thru	Amended	Proposed	Projection				
				FY 20/21	FY 21/22	FY 22/23	FY 23/24	
Supplies	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Repair & Maintenance	-	-	-	-	-	5,305	5,464	-
Rent & Utilities	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	3,201	3,201	3,201	-
OPERATING IMPACT	-	-	-	-	3,201	8,506	8,665	98

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 activated by pedestrians walking on the trail that would need to cross over Dove to go north on Pearson.



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 barricade to control traffic.



PROJECT EXPENSE								
410-73000-16-000-000080	Actuals Thru	Amended	Proposed	Projection				Project Total
				FY 20/21	FY 21/22	FY 22/23	FY 23/24	
Engineering	-	-	-	-	-	-	-	-
Construction	-	-	90,400	-	-	-	-	90,400
Design	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	-	-	90,400	-	-	-	-	90,400

PROJECT FUNDING								
410-33501-16-000-000080	Actuals Thru	Amended	Proposed	Projection				Project Total
				FY 20/21	FY 21/22	FY 22/23	FY 23/24	
Cash (Fund Balance)	-	-	90,400	-	-	-	-	90,400
Contributions/Grants	-	-	-	-	-	-	-	-
Bonds FY 20/21 CO	-	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	-	-	90,400	-	-	-	-	90,400

IMPACT ON OPERATING BUDGET								
IMPACT TYPE	Actuals Thru	Amended	Proposed	Projection				
				FY 20/21	FY 21/22	FY 22/23	FY 23/24	
Supplies	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Repair & Maintenance	-	-	-	8,000	8,240	8,487	8,742	-
Rent & Utilities	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
OPERATING IMPACT	-	-	-	8,000	8,240	8,487	8,742	100

FUNDED CAPITAL IMPROVEMENT PROJECT #82

SH114 Service Road Construction

Project Description:

TxDOT has recently presented plans for the construction of frontage roads and Texas U-Turns along the SH 114 corridor from FM 1938 to Dove Road. Due to the SH 114 Service Road project's pace and the impact to adjacent developments and Westlake residents, Jerry Hodge & Associates, LLC has been retained to help ensure that all Westlake stakeholders are represented in the design and construction process and that the Town's aesthetic standards are included in the construction plans. The service road project is expected to take approximately 24 to 36 months. The contract with Jerry Hodge & Associates is a 12-month contract that can be extended based on TxDOT's construction schedule. Staff is in discussions with adjacent property owners regarding some cost participation arrangements, which would require an economic development



PROJECT EXPENSE								
410-73000-16-000-000082	Actuals Thru	Amended	Proposed	Projection				Project Total
				FY 20/21	FY 21/22	FY 22/23	FY 23/24	
Engineering	-	-	-	-	-	-	-	-
Construction	40,000	96,000	108,480	-	-	-	-	244,480
Design	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	40,000	96,000	108,480	-	-	-	-	244,480

PROJECT FUNDING								
410-33501-16-000-000080	Actuals Thru	Amended	Proposed	Projection				Project Total
				FY 20/21	FY 21/22	FY 22/23	FY 23/24	
Cash (Fund Balance)	40,000	96,000	108,480	-	-	-	-	244,480
Contributions/Grants	-	-	-	-	-	-	-	-
Bonds FY 20/21 CO	-	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	40,000	96,000	108,480	-	-	-	-	244,480

IMPACT ON OPERATING BUDGET								
IMPACT TYPE	Actuals Thru	Amended	Proposed	Projection				
				FY 20/21	FY 21/22	FY 22/23	FY 23/24	
Supplies	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Repair & Maintenance	-	-	-	10,000	10,300	10,609	10,927	-
Rent & Utilities	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
OPERATING IMPACT	-	-	-	10,000	10,300	10,609	10,927	101

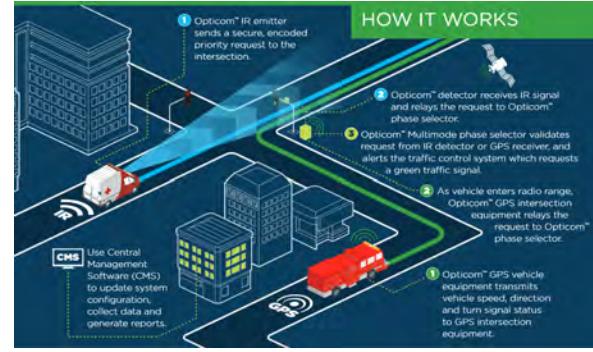
FUNDED CAPITAL IMPROVEMENT PROJECT #80

Traffic Control Equipment - GPS Opticom for 5 Intersections

Project Description:

This project will provide Opticom GPS Systems to assist emergency vehicles through signalized intersections by providing temporary right-of-way through the use of common traffic controller functions. This project would include 4 intersections in Westlake.

- 1 - Hwy 377 & Hwy 170
- 2 - Hwy 114 & Davis Blvd
- 3 - Hwy 114 & Trophy Lake Drive
- 4 - Hwy 114 & Westlake Parkway



PROJECT EXPENSE								Project Total	
410-73000-16-000-000083	Actuals Thru	Amended	Proposed	Projection					
				FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	
Engineering	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-	-
Design	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Other	-	-	-	79,100	-	-	-	-	79,100
EXPENDITURES TOTAL	-	-	-	79,100	-	-	-	-	79,100

PROJECT FUNDING								Project Total	
410-33501-16-000-000080	Actuals Thru	Amended	Proposed	Projection					
				FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	
Cash (Fund Balance)	-	-	-	-	-	-	-	-	-
Contributions/Grants	-	-	-	-	-	-	-	-	-
Bonds FY 21/22 CO	-	-	-	79,100	-	-	-	-	79,100
Unfunded	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
FUNDING TOTAL	-	-	-	79,100	-	-	-	-	79,100

IMPACT ON OPERATING BUDGET									
IMPACT TYPE	Actuals Thru	Amended	Proposed	Projection					
				FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	
Supplies	-	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	2,500	3,500	3,500	-
Insurance	-	-	-	-	-	-	-	-	-
Repair & Maintenance	-	-	-	-	-	-	1,000	1,000	-
Rent & Utilities	-	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	4,074	4,074	4,074	4,074	-
OPERATING IMPACT	-	-	-	-	4,074	6,574	8,574	8,574	102

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								
410-74400-17-000-000077	Actuals Thru	Amended	Proposed	Projection				Project Total
				FY 20/21	FY 21/22	FY 22/23	FY 23/24	
Engineering	-	-	-	-	-	-	-	-
Construction	-	-	82,000	-	-	-	-	82,000
Design	-	-	-	-	-	-	-	-
FF&E	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	-	-	82,000	-	-	-	-	82,000

PROJECT FUNDING								
410-33700-17-000-000077	Actuals Thru	Amended	Proposed	Projection				Project Total
				FY 20/21	FY 21/22	FY 22/23	FY 23/24	
Cash (Fund Balance)	-	-	82,000	-	-	-	-	82,000
Transfer in from General Fund	-	-	-	-	-	-	-	-
Transfer in from Utility Fund	-	-	-	-	-	-	-	-
Bonds 2019/20 CO Bonds	-	-	-	-	-	-	-	-
FUNDING TOTAL	-	82,000	-	-	-	-	-	82,000

IMPACT ON OPERATING BUDGET								
OPERATING IMPACT	Actuals Thru	Amended	Proposed	Projection				
				FY 20/21	FY 21/22	FY 22/23	FY 23/24	
Services	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Repair & Maintenance	-	-	-	2,060	2,122	2,185	2,251	-
Rent & Utilities	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
OPERATING IMPACT	-	-	-	2,060	2,122	2,185	2,251	-

FUNDED CAPITAL IMPROVEMENT PROJECT #42

Trail Connection at Hwy 114 and Solana Blvd.

Project Description:

This project will extend the 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	Actuals Thru	Amended	Proposed	Projection				Project Total
				FY 20/21	FY 21/22	FY 22/23	FY 23/24	
Engineering	-	-	-	-	-	-	-	-
Construction	-	10,000	-	150,000	-	-	-	150,000
Design	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-
Other Admin cost	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	-	10,000	-	150,000	-	-	-	150,000

PROJECT FUNDING								
410-33501-19-000-000042	Actuals Thru	Amended	Proposed	Projection				Project Total
				FY 20/21	FY 21/22	FY 22/23	FY 23/24	
Cash (Fund Balance)	-	10,000	-	-	-	-	-	10,000
Bonds FY 21/22 CO	-	-	-	150,000	-	-	-	150,000
Transfer in from Utility Fund	-	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	-	10,000	-	150,000	-	-	-	160,000

IMPACT ON OPERATING BUDGET								
IMPACT TYPE	Actuals Thru	Amended	Proposed	Projection				
				FY 20/21	FY 21/22	FY 22/23	FY 23/24	
Supplies	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Repair & Maintenance	-	-	-	-	2,500	2,575	2,652	
Utilities	-	-	-	-	-	-	-	-
Debt Service	-	-	-	19,728	19,728	19,728	19,728	
OPERATING IMPACT	-	-	-	19,728	22,228	22,303	22,380	104

FUNDED CAPITAL IMPROVEMENT PROJECT #67

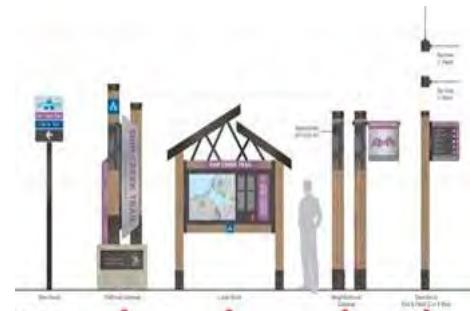
Wayfinding Signage

Project Description:

The "Wayfinding" Sign Project will showcase the town's major venues, direct visitors through major corridors that lead to various Town 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	Actuals Thru	Amended	Proposed	Projection				Project Total
				FY 20/21	FY 21/22	FY 22/23	FY 23/24	
EXPENDITURE TYPE	FY 18/19	FY 19/20						
Engineering	-	-	-	-	-	-	-	-
Construction	-	80,000	214,700	-	-	-	-	294,700
Design	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	-	80,000	214,700	-	-	-	-	294,700

PROJECT FUNDING

410-33501-19-000-000067	Actuals Thru	Amended	Proposed	Projection				Project Total
				FY 20/21	FY 21/22	FY 22/23	FY 23/24	
Cash/Transfers	-	80,000	214,700	-	-	-	-	294,700
Contributions/Grants	-	-	-	-	-	-	-	-
Bonds FY 20/21 CO	-	-	-			-	-	-
UnFunded	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	-	80,000	214,700	-	-	-	-	294,700

IMPACT ON OPERATING BUDGET

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								Project Total	
410-74400-19-000-000052 410-73000-16-000-000058	Actuals Thru FY 18/19	Amended FY 19/20	Proposed FY 20/21	Projection					
				FY 21/22	FY 22/23	FY 23/24	FY 24/25		
Trail- Engineering/Design	-	-	-	-	-	-	-	-	
Trail - Construction	-	-	-	360,470	-	-	-	360,470	
Trail - Design	-	-	-	-	-	-	-	-	
Road/Bridge - Engineering	-	-	-	-	-	-	-	-	
Road/Bridge - Construction	29,320	20,000	593,250	-	-	-	-	642,570	
EXPENDITURES TOTAL	-	20,000	593,250	360,470	-	-	-	1,003,040	

PROJECT FUNDING								Project Total	
410-33501-19-000-000052 410-33501-16-000-000058	Actuals Thru FY 18/19	Amended FY 19/20	Proposed FY 20/21	Projection					
				FY 21/22	FY 22/23	FY 23/24	FY 24/25		
Cash (Fund Balance)	29,320	20,000	593,250	-	-	-	-	642,570	
Bonds FY 21/22 CO	-	-	-	360,470	-	-	-	360,470	
Bonds FY22/23 CO	-	-	-	-	-	-	-	-	
Unfunded	-	-	-	-	-	-	-	-	
Other	-	-	-	-	-	-	-	-	
FUNDING TOTAL	29,320	20,000	593,250	360,470	-	-	-	1,003,040	

IMPACT ON OPERATING BUDGET									
IMPACT TYPE	Actuals Thru FY 18/19	Amended FY 19/20	Proposed FY 20/21	Projection					
				FY 21/22	FY 22/23	FY 23/24	FY 24/25		
Supplies	-	-	-	-	-	-	-	-	
Trail - Services	-	-	-	-	-	-	-	-	
Insurance	-	-	-	-	-	-	-	-	
Trail - Repair & Maintenance	-	-	-	-	10,000	10,300	10,609	-	
Trail - Rent & Utilities	-	-	-	-	-	-	-	-	
Debt Service	-	-	-	18,564	18,564	18,564	18,564	-	
OPERATING IMPACT	-	-	-	18,564	28,564	28,864	29,173	106	

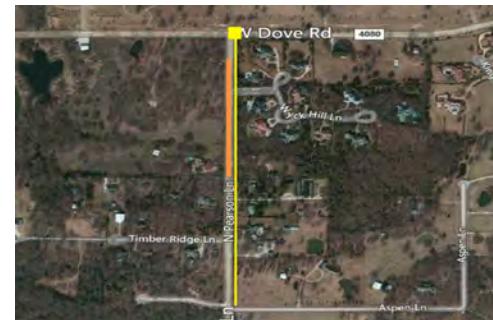
FUNDED CAPITAL IMPROVEMENT PROJECT #53/60

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 EXPENSE

410-74400-19-000-000053 410-73000-16-000-000060	Actuals Thru FY 18/19	Amended FY 19/20	Proposed FY 20/21	Projection				Project Total
				FY 21/22	FY 22/23	FY 23/24	FY 24/25	
Trail - Engineering	-	-	-	-	-	-	-	-
Trail - Construction	-	50,000	-	353,935	-	-	-	403,935
Trail - Contingency	-	-	-	-	-	-	-	-
Road - Engineering	-	-	-	-	-	-	-	-
Road - Construction	56,988	40,000	-	305,380	-	-	-	402,368
EXPENDITURES TOTAL	56,988	90,000	-	659,315	-	-	-	806,303

PROJECT FUNDING

410-33501-19-000-000053 410-33501-16-000-000060	Actuals Thru FY 18/19	Amended FY 19/20	Proposed FY 20/21	Projection				Project Total
				FY 21/22	FY 22/23	FY 23/24	FY 24/25	
Cash (Fund Balance) Trail	-	50,000	-	-	-	-	-	50,000
Cash (Fund Balance) Road	56,988	40,000	-	-	-	-	-	96,988
Bonds FY 21/22 CO	-	-	-	659,315	-	-	-	659,315
Unfunded	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	56,988	90,000	-	659,315	-	-	-	806,303

IMPACT ON OPERATING BUDGET

IMPACT TYPE	Actuals Thru FY 18/19	Amended FY 19/20	Proposed FY 20/21	Projection				
				FY 21/22	FY 22/23	FY 23/24	FY 24/25	
Supplies	-	-	-	-	-	-	-	-
Trail - Services	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Trail - Repair & Maint	-	-	-	-	3,000	3,090	3,183	-
Trail - Rent & Utilities	-	-	-	-	-	-	-	-
Debt Service	-	-	-	33,955	33,955	33,955	33,955	-
OPERATING IMPACT	-	-	-	33,955	36,955	37,045	37,138	107

CAPITAL IMPROVEMENT PROJECTS FORECAST

Unfunded / Under Discussion

Dept No.	Project Description	Totals Thru FY 18/19	FY 19/20 Revised Budget	FY 20/21 Adopted Budget	FY 21/22 Projected Budget	FY 22/23 Projected Budget	FY 23/24 Projected Budget	FY 24/25 Projected Budget	PROJECT GRAND TOTAL
16	Hwy 170 and 377 Traffic Signal Upgrade	\$ -	\$ -	\$ -	\$ -	\$ 300,000	\$ -	\$ -	\$ 300,000
16	Dove Road & Randal Mill Traffic Circle	-	-	-	-	760,000	1,008,000	1,768,000	
16	Glenwyck Farms Telecommunications Ductbank	-	-	-	912,000	-	-	912,000	
16	SH 114/170 Enhancements	239,433	-	-	-	-	830,592	1,070,025	
Sub-Total - Road/Street Improvements		239,433	-	-	-	1,212,000	760,000	1,838,592	4,050,025
17	Municipal Town Hall	-	-	-	-	8,000,000	-	8,000,000	
17	WA Arts & Sciences Center Expansion	-	-	-	8,600,000	-	-	8,600,000	
Sub-Total - Facility Improvements		-	-	-	8,600,000	-	8,000,000	-	16,600,000
18	Software Updates for Academy and Town	-	-	-	400,000	-	-	-	400,000
Sub-Total - Information Technology		-	-	-	400,000	-	-	-	400,000
19	Hwy 377 Landscape Improvements (Phase I and II)	-	-	-	-	525,000	550,000	1,075,000	
19	Trail - Fidelity Campus to WL Parkway at Hwy 114	-	-	-	-	375,000	-	-	375,000
19	Cemetery Improvements	-	-	-	-	73,609	77,904	-	151,513
19	15-30 Acre Community Park	-	-	-	-	-	9,700,000	208,000	9,908,000
Sub-Total - Trail/Park/Cemetery Improvements		-	-	-	-	448,609	10,302,904	758,000	11,509,513
TOTAL UNFUNDED (UNDER DISCUSSION)		\$ 239,433	\$ -	\$ -	\$ 9,000,000	\$ 1,660,609	\$ 19,062,904	\$ 2,596,592	\$ 32,559,538
PROJECTS FOR FUTURE YEARS (TBD)									
WA Land Expansion									
Pocket Park									
TOTAL TO BE DECIDED		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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	Actuals Thru FY 17/18	Estimated FY 18/19	Proposed FY 19/20	Projection				Project Total
				FY 20/21	FY 21/22	FY 22/23	FY 23/24	
Engineering	-	-	-	-	-	50,000	-	50,000
Construction	-	-	-	-	-	250,000	-	250,000
Design	-	-	-	-	-	-	-	-
Painting	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	-	-	-	-	-	300,000	-	300,000

PROJECT FUNDING

FUNDING TYPE	Actuals Thru FY 17/18	Estimated FY 18/19	Proposed FY 19/20	Projection				Project Total
				FY 20/21	FY 21/22	FY 22/23	FY 23/24	
Cash (Fund Balance)	-	-	-	-	-	-	-	-
Contributions/Grants	-	-	-	-	-	-	-	-
Bonds	-	-	-	-	-	-	-	-
Unfunded	-	-	-	-	300,000	-	300,000	300,000
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	-	-	-	-	-	300,000	-	300,000

IMPACT ON OPERATING BUDGET

IMPACT TYPE	Actuals Thru FY 17/18	Estimated FY 18/19	Proposed FY 19/20	Projection				Project Total
				FY 20/21	FY 21/22	FY 22/23	FY 23/24	
Supplies	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Repair & Maintenance	-	-	-	-	-	5,000	5,150	-
Rent & Utilities	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	16,200	16,200	-
OPERATING IMPACT	-	-	-	-	-	21,200	21,350	-

UNFUNDED (UNDER DISCUSSION) CAPITAL IMPROVEMENT

Dove Road & Randol Mill Traffic Circle

Project Description:

Reconstruction and reconfiguration of Dove Road and Randol Mill from a 3-way stop intersection to a traffic circle to improve traffic safety. Pavement construction will be consistent with 2011 Graham Pavement Evaluation Study.



PROJECT EXPENSE

EXPENDITURE TYPE	Actuals Thru FY 18/19	Revised FY 19/20	Proposed FY 20/21	Projection				Project Total
				FY 21/22	FY 22/23	FY 23/24	FY 24/25	
Engineering	-	-	-	-	-	760,000		760,000
Construction	-	-	-	-	-		1,008,000	1,008,000
Design	-	-	-	-			-	-
Contingency	-	-	-	-	-	-	-	-
Other	-	-	-	-			-	-
EXPENDITURES TOTAL	-	-	-	-	-	-	-	1,768,000

PROJECT FUNDING

FUNDING TYPE	Actuals Thru FY 18/19	Revised FY 19/20	Proposed FY 20/21	Projection				Project Total
				FY 21/22	FY 22/23	FY 23/24	FY 24/25	
Cash (Fund Balance)	-	-	-	-	-	-	-	-
Contributions/Grants	-	-	-	-	-	-	-	-
Bonds	-	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	760,000	1,008,000	1,768,000
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	-	-	-	-	-	760,000	1,008,000	1,768,000

IMPACT ON OPERATING BUDGET

IMPACT TYPE	Actuals Thru FY 18/19	Revised FY 19/20	Proposed FY 20/21	Projection				
				FY 21/22	FY 22/23	FY 23/24	FY 24/25	
Supplies	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Repair & Maintenance	-	-	-	-	-	-	2,971	-
Rent & Utilities	-	-	-	-	-	-	5,941	-
Debt Service	-	-	-	-	-	-		-
OPERATING IMPACT	-	-	-	-	-	-	8,912	10

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	Actuals Thru FY 18/19	Revised FY 19/20	Proposed FY 20/21	Projection				Project Total
				FY 21/22	FY 22/23	FY 23/24	FY 24/25	
Engineering	-	-	-	-	912,000	-	-	912,000
Construction	-	-	-	-	-	-	-	-
Design	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	-	-	-	-	912,000	-	-	912,000

PROJECT FUNDING

FUNDING TYPE	Actuals Thru FY 18/19	Revised FY 19/20	Proposed FY 20/21	Projection				Project Total
				FY 21/22	FY 22/23	FY 23/24	FY 24/25	
Cash (Fund Balance)	-	-	-	-	-	-	-	-
Contributions/Grants	-	-	-	-	-	-	-	-
Bonds	-	-	-	-	-	-	-	-
Unfunded	-	-	-	-	912,000	-	-	912,000
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	-	-	-	-	912,000	-	-	912,000

IMPACT ON OPERATING BUDGET

IMPACT TYPE	Actuals Thru FY 18/19	Revised FY 19/20	Proposed FY 20/21	Projection				
				FY 21/22	FY 22/23	FY 23/24	FY 24/25	
Supplies	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Repair & Maintenance	-	-	-	-	-	4,000	4,120	-
Rent & Utilities	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
OPERATING IMPACT	-	-	-	-	-	4,000	4,120	-

UNFUNDED (UNDER DISCUSSION) CAPITAL IMPROVEMENT

SH114/170 Enhancements

Project Description:

This project was anticipated to be a cooperative effort between Westlake, Trophy Club, and Roanoke consisting of the design and construction of landscape and hardscape improvements to the SH 170 & Hwy 114 interchange to include plantings, painting, and entry monuments. Maintenance is for irrigation only. To-date the Town has paid \$239,433 for engineering and painting in FY 13/14. Project costs are estimated to be \$3,000,000 for construction. Funding participation is anticipated to be 1/3 from each party. This project will be submitted for a TxDot grant (Green Ribbon). 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	Actuals Thru FY 18/19	Revised FY 19/20	Proposed FY 20/21	----- Projection -----				Project Total
				FY 21/22	FY 22/23	FY 23/24	FY 24/25	
Engineering	-	-	-	-	-	-	-	-
Construction	-		-	-	-	-	830,592	830,592
Design	-	-	-	-	-	-	-	-
Painting	239,433	-	-	-	-	-	-	239,433
Other	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	239,433						830,592	1,070,025

PROJECT FUNDING

FUNDING TYPE	Actuals Thru FY 18/19	Revised FY 19/20	Proposed FY 20/21	----- Projection -----				Project Total
				FY 21/22	FY 22/23	FY 23/24	FY 24/25	
Cash (Fund Balance)	-	-	-	-	-	-	-	-
Contributions/Grants	149,622		-	-	-	-	-	149,622
Bonds 2011 CO \$2.095M	89,811	-	-	-	-	-	-	89,811
Bonds	-	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	830,592	830,592
FUNDING TOTAL	239,433	-	-	-	-	-	830,592	1,070,025

IMPACT ON OPERATING BUDGET

UNFUNDED (UNDER DISCUSSION) CAPITAL IMPROVEMENT

Westlake Academy Arts & Sciences Center Expansion

Project Description:

Westlake Academy has identified an immediate need for additional science labs on campus. This project consists of moving science classrooms out of the portable buildings. The expansion of the Arts & Sciences building ensures students have adequate equipment, gas, and water lab stations. The estimated cost of this project is \$8.6M for the one-level basic floor plan.



PROJECT EXPENSE

EXPENDITURE TYPE	Actuals Thru FY 18/19	Revised FY 19/20	Proposed FY 20/21	Projection				Project Total
				FY 21/22	FY 22/23	FY 23/24	FY 24/25	
Engineering	-	-	-	8,600,000	-	-	-	8,600,000
Construction Phase II	-	-	-	-	-	-	-	-
Construction Phase II	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	-	-	-	8,600,000	-	-	-	8,600,000

PROJECT FUNDING

FUNDING TYPE	Actuals Thru FY 18/19	Revised FY 19/20	Proposed FY 20/21	Projection				Project Total
				FY 21/22	FY 22/23	FY 23/24	FY 24/25	
Cash (Fund Balance)	-	-	-	-	-	-	-	-
Contributions/Grants	-	-	-	-	-	-	-	-
Bonds	-	-	-	-	-	-	-	-
Unfunded	-	-	-	8,600,000	-	-	-	8,600,000
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	-	-	-	8,600,000	-	-	-	8,600,000

IMPACT ON OPERATING BUDGET

IMPACT TYPE	Actuals Thru FY 18/19	Revised FY 19/20	Proposed FY 20/21	Projection				
				FY 21/22	FY 22/23	FY 23/24	FY 24/25	
Supplies	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Repair & Maintenance	-	-	-	-	20,000	20,600	21,218	-
Rent & Utilities	-	-	-	-	-	-	-	-
Debt Service	-	-	-	295,267	295,267	295,267	295,267	-
OPERATING IMPACT	-	-	-	295,267	315,267	315,867	316,485	-

UNFUNDED (UNDER DISCUSSION) CAPITAL IMPROVEMENT

Municipal Town Hall

Project Description:

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



PROJECT EXPENSE

EXPENDITURE TYPE	Actuals Thru FY 18/19	Revised FY 19/20	Proposed FY 20/21	-----Projection-----				Project Total
				FY 21/22	FY 22/23	FY 23/24	FY 24/25	
Engineering	-	-	-		-	8,000,000	-	8,000,000
Construction Phase II	-	-	-	-	-	-	-	-
Construction Phase II	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	-	-	-	-	-	8,000,000	-	8,000,000

PROJECT FUNDING

FUNDING TYPE	Actuals Thru FY 18/19	Revised FY 19/20	Proposed FY 20/21	-----Projection-----				Project Total
				FY 21/22	FY 22/23	FY 23/24	FY 24/25	
Cash (Fund Balance)	-	-	-	-	-	-	-	-
Contributions/Grants	-	-	-	-	-	-	-	-
Bonds	-	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	8,000,000	-	8,000,000
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	-	-	-	-	-	8,000,000	-	8,000,000

IMPACT ON OPERATING BUDGET

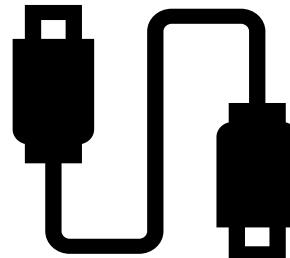
IMPACT TYPE	Actuals Thru FY 18/19	Revised FY 19/20	Proposed FY 20/21	-----Projection-----				
				FY 21/22	FY 22/23	FY 23/24	FY 24/25	
Supplies	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Repair & Maintenance	-	-	-	-	-	-	-	-
Rent & Utilities	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	274,667	274,667	-
OPERATING IMPACT	-	-	-	-	-	274,667	274,667	-

UNFUNDED (UNDER DISCUSSION) CAPITAL IMPROVEMENT

Software Updates for Municipality & Academy

Project Description:

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



PROJECT EXPENSE

Expenditure Type	Actuals Thru FY 18/19	Revised FY 19/20	Proposed FY 20/21	----- Projection -----				Project Total
				FY 21/22	FY 22/23	FY 23/24	FY 24/25	
Engineering	-	-	-	-	-	-	-	-
Construction Phase I	-	-	-	-	-	-	-	-
Construction Phase II	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-
Software	-	-	-	400,000	-	-	-	400,000
Expenditures Total	-	-	-	400,000	-	-	-	400,000

PROJECT FUNDING

FUNDING TYPE	Actuals Thru FY 18/19	Revised FY 19/20	Proposed FY 20/21	----- Projection -----				Project Total
				FY 21/22	FY 22/23	FY 23/24	FY 24/25	
Cash (Fund Balance)	-	-	-	-	-	-	-	-
Contributions/Grants	-	-	-	-	-	-	-	-
Bonds	-	-	-	-	-	-	-	-
Unfunded	-	-	-	400,000	-	-	-	400,000
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	-	-	-	400,000	-	-	-	400,000

IMPACT ON OPERATING BUDGET

UNFUNDED (UNDER DISCUSSION) CAPITAL IMPROVEMENT

Hwy 377 Landscape Improvements

Project Description:

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



PROJECT EXPENSE

EXPENDITURE TYPE	Actuals Thru FY 18/19	Revised FY 19/20	Proposed FY 20/21	Projection				Project Total
				FY 21/22	FY 22/23	FY 23/24	FY 24/25	
Engineering	-	-	-	-	-	30,000	-	30,000
Construction Phase I	-	-	-	-	-	495,000	-	495,000
Construction Phase II	-	-	-	-	-	-	550,000	550,000
Contingency	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	-	-	-	-	-	525,000	550,000	1,075,000

PROJECT FUNDING

FUNDING TYPE	Actuals Thru FY 18/19	Revised FY 19/20	Proposed FY 20/21	Projection				Project Total
				FY 21/22	FY 22/23	FY 23/24	FY 24/25	
Cash (Fund Balance)	-	-	-	-	-	-	-	-
Contributions/Grants	-	-	-	-	-	-	-	-
Bonds	-	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	525,000	550,000	1,075,000
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	-	-	-	-	-	525,000	550,000	1,075,000

IMPACT ON OPERATING BUDGET

IMPACT TYPE	Actuals Thru FY 18/19	Revised FY 19/20	Proposed FY 20/21	Projection				
				FY 21/22	FY 22/23	FY 23/24	FY 24/25	
Supplies	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Repair & Maintenance	-	-	-	-	-	-	5,305	-
Rent & Utilities	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
OPERATING IMPACT	-	-	-	-	-	-	5,305	-

UNFUNDED (UNDER DISCUSSION) CAPITAL IMPROVEMENT

Trail - Fidelity Campus to Westlake Parkway at Hwy 114

Project Description:

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



PROJECT EXPENSE

EXPENDITURE TYPE	Actuals Thru FY 18/19	Revised FY 19/20	Proposed FY 20/21	Projection				Project Total
				FY 21/22	FY 22/23	FY 23/24	FY 24/25	
Engineering	-	-	-	-	70,000	-	-	70,000
Construction	-	-	-	-	159,662	-	-	159,662
Design	-	-	-	-	145,338	-	-	145,338
Contingency	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	-	-	-	-	375,000	-	-	375,000

PROJECT FUNDING

FUNDING TYPE	Actuals Thru FY 18/19	Revised FY 19/20	Proposed FY 20/21	Projection				Project Total
				FY 21/22	FY 22/23	FY 23/24	FY 24/25	
Cash (Fund Balance)	-	-	-	-	-	-	-	-
Contributions/Grants	-	-	-	-	-	-	-	-
Bonds	-	-	-	-	-	-	-	-
Unfunded	-	-	-	-	375,000	-	-	375,000
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	-	-	-	-	375,000	-	-	375,000

IMPACT ON OPERATING BUDGET

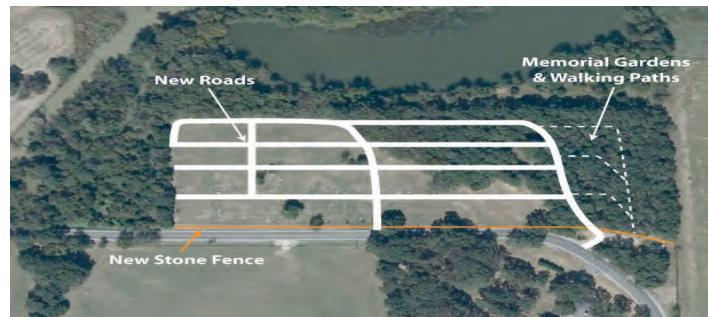
IMPACT TYPE	Actuals Thru FY 18/19	Revised FY 19/20	Proposed FY 20/21	Projection				Project Total
				FY 21/22	FY 22/23	FY 23/24	FY 24/25	
Supplies	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Repair & Maintenance	-	-	-	-	-	5,000	5,150	-
Rent & Utilities	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
OPERATING IMPACT	-	-	-	-	-	5,000	5,150	-

UNFUNDED (UNDER DISCUSSION) CAPITAL IMPROVEMENT

Cemetery Improvements

Project Description:

These improvements will consist of section markers, roadways and landscaping. The project also anticipates a future trail head with rest facilities that will accommodate the future cemetery/academy trail. Based on current funding sources, this project will be dependent upon the future sale of plots and would be completed in four phases. Phase I & II includes the road improvements and Phase III & IV will consist of the landscaping and trail improvements.



PROJECT EXPENSE

EXPENDITURE TYPE	Actuals Thru FY 18/19	Revised FY 19/20	Proposed FY 20/21	Projection				Project Total
				FY 21/22	FY 22/23	FY 23/24	FY 24/25	
Engineering	-	-	-	-	-	-	-	-
Construction	-	-	-	-	73,609	77,904	-	151,513
Design	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	-	-	-	-	73,609	77,904	-	151,513

PROJECT FUNDING

FUNDING TYPE	Actuals Thru FY 18/19	Revised FY 19/20	Proposed FY 20/21	Projection				Project Total
				FY 21/22	FY 22/23	FY 23/24	FY 24/25	
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	Actuals Thru FY 18/19	Revised FY 19/20	Proposed FY 20/21	Projection				
				FY 21/22	FY 22/23	FY 23/24	FY 24/25	
Supplies	-	-	-	-	-	-	-	-
Services	-	-	-	-	5,614	5,782	5,955	-
Insurance	-	-	-	-	-	-	-	-
Repair & Maintenance	-	-	-	-	16,841	17,346	17,866	-
Rent & Utilities	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
OPERATING IMPACT	-	-	-	-	22,455	23,128	23,821	-

UNFUNDED (UNDER DISCUSSION) CAPITAL IMPROVEMENT

15-30 Acre Community Park

Project Description:

This project would include the purchase of 15 to 30 acres of open space with the ability to add amenities such as small covered pavilions, trail heads, playground stations, sports fields, general use open spaces, dog park, restroom, football field, running track, cross country trail, outdoor tennis and basketball courts, baseball and softball fields. The project would include restrooms, concession area with outdoor eating area and parking. This facility would provide programs and activities to the Westlake community and Westlake Academy.



PROJECT EXPENSE

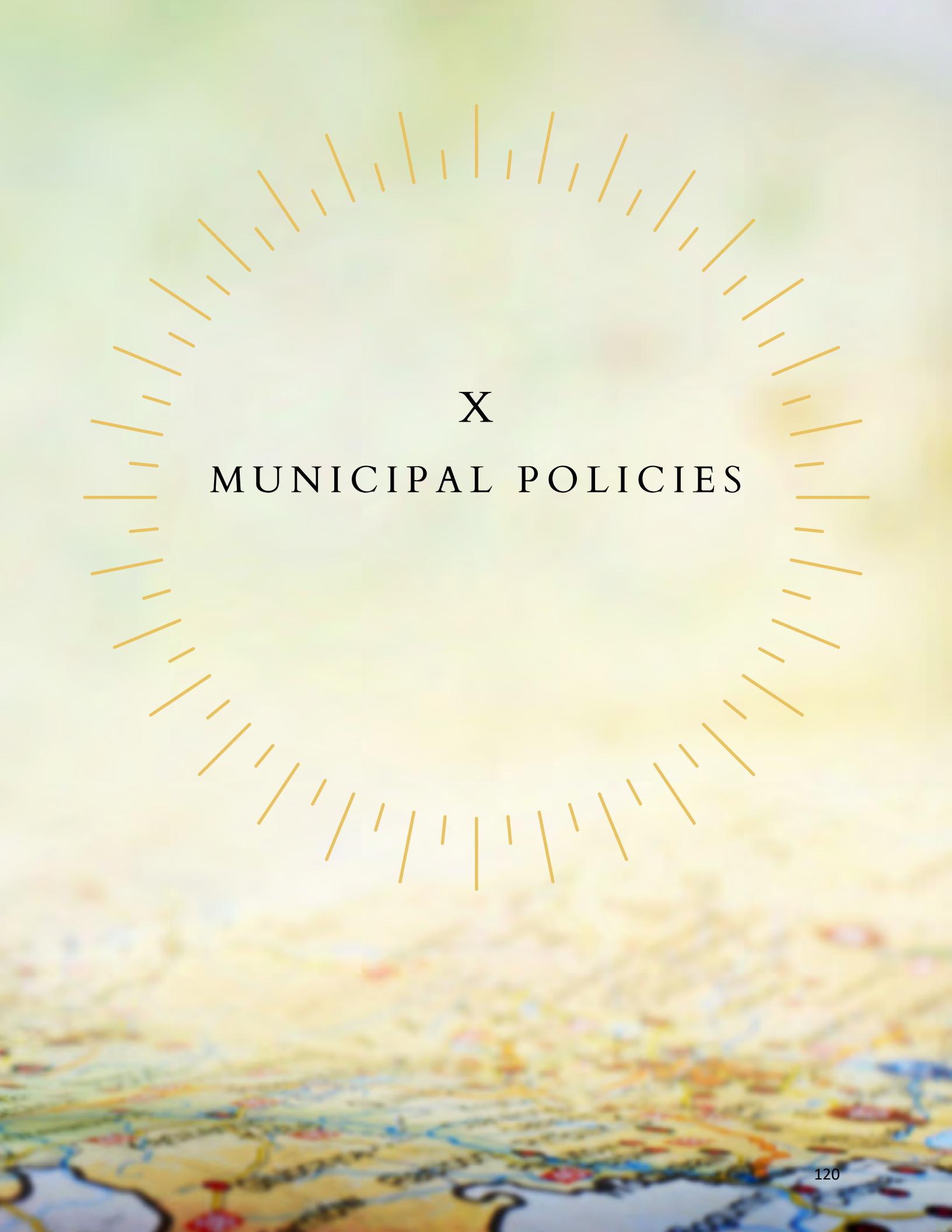
EXPENDITURE TYPE	Actuals Thru FY 17/18	Estimated FY 18/19	Proposed FY 19/20	Projection				Project Total
				FY 20/21	FY 21/22	FY 22/23	FY 23/24	
Engineering	-	-	-	-	-	732,382	91,767	824,149
Construction	-	-	-	-	-	4,476,610		4,476,610
Design	-	-	-	-	-	65,508	67,473	132,981
Contingency	-	-	-	-	-	58,300	48,760	107,060
Land Purchase (390K for 10 Acres)	-	-	-	-	-	4,367,200		4,367,200
EXPENDITURES TOTAL	-	-	-	-	-	9,700,000	208,000	9,908,000

PROJECT FUNDING

FUNDING TYPE	Actuals Thru FY 17/18	Estimated FY 18/19	Proposed FY 19/20	Projection				Project Total
				FY 20/21	FY 21/22	FY 22/23	FY 23/24	
Cash (Fund Balance)	-	-	-	-	-	-	-	-
Contributions/Grants	-	-	-	-	-	-	-	-
Bond Issuance	-	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	9,700,000	208,000	9,908,000
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	-	-	-	-	-	9,700,000	208,000	9,908,000

IMPACT ON OPERATING BUDGET

IMPACT TYPE	Actuals Thru FY 17/18	Estimated FY 18/19	Proposed FY 19/20	Projection				Project Total
				FY 20/21	FY 21/22	FY 22/23	FY 23/24	
Supplies	-	-	-	-	-	-	3,065	-
Services	-	-	-	-	-	-	18,387	-
Insurance	-	-	-	-	-	-	-	-
Repair & Maintenance	-	-	-	-	-	-	3,065	-
Rent & Utilities	-	-	-	-	-	-	9,807	-
Debt Service	-	-	-	-	-	-	528,600	-
OPERATING IMPACT	-	-	-	-	-	-	562,921	19



X

MUNICIPAL POLICIES

MUNICIPAL FISCAL & BUDGETARY POLICIES

I. STATEMENT OF PURPOSE

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

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

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

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

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

II. SUMMARY OF POLICY INTENDED OUTCOMES

This policy framework mandates pursuit of the following fiscal objectives:

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

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

III. OPERATING BUDGET

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

D. **Proposed Budget Process:** a proposed budget shall be prepared by the Town Manager with the participation of all of the Town's department directors.

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

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

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

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

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

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

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

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

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

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

IV. REVENUES MANAGEMENT

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

- **Simplicity** - The Town, where possible and without sacrificing accuracy, will strive to keep the revenue system simple in order to reduce costs, achieve transparency, and increase citizen understanding of Town revenue sources.
- **Certainty** - A knowledge and understanding of revenue sources reliability increases the viability of the revenue system. The Town will understand, to the best of its ability, all aspects of its revenue sources and their performance, as well as enact consistent collection policies to provide assurances that the revenue base will materialize according to budgets, forecasts, and plans.
- **Equity** - The Town shall make every effort to maintain equity in its revenue system: i.e. the Town shall seek to minimize or eliminate all forms of subsidization between entities, funds, services utilities, and customer classes within a utility.
- **Administration** - The benefits of a revenue source will not exceed the cost of collecting that revenue. Every effort will be made for the cost of collection to be reviewed annually for cost effectiveness as a part of the Town's indirect cost and cost of service analysis.
- **Adequacy, Diversification and Stability** - The Town shall attempt, in as much as is practical, to achieve a balance in its revenue system. The Town shall also strive to maintain a balanced and diversified revenue system to protect the Town from fluctuations in any one source due to changes in local economic conditions which adversely impact that revenue source.

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

- **Cost/Benefit of Incentives for Economic Development** - The Town will use due caution in the analysis of any tax or fee incentives that are being considered to encourage economic development. A cost/benefit (fiscal impact) analysis will be performed as a part of the evaluation for each proposed economic development project.
- **Non-Recurring Revenues** - One-time or non-recurring revenues will not be used to finance on-going operational costs. Non-recurring revenues will be used only for one-time expenditures such as long-lived capital needs or one-time major maintenance projects that occur infrequently. Non-recurring revenues will not be used for budget balancing purposes except to cover the one-time expenditures described above.
- **Investment Income** - Earnings from investment of available monies, whether pooled or not, will be distributed to the funds in accordance with the equity balance of the fund from which monies were provided to be invested.
- **Property Tax Revenues** - The Town shall endeavor to avoid a property tax by revenue diversification, implementation of user fees, and economic development.

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

V. EXPENDITURE CONTROL

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

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

VI. FUND BALANCE/RETAINED EARNINGS

- A. **General Fund Undesignated Fund Balance** - The Town shall strive to maintain the General Fund undesignated minimum fund balance at, or in excess of, 180 days of operation.
- B. **Retained Earnings of Other Operating Funds** - In the Utility Fund, the Town shall strive to maintain positive retained earnings positions to provide sufficient reserves for emergencies and revenue shortfalls.
- C. **Use of Fund Balance** – The Council delegates the responsibility to assign funds to the Town Manager or his/her designee. The Council shall have the authority to assign any amount of funds. Assignments may occur subsequent to fiscal year-end. The Council will utilize funds in the following spending order: Restricted, Committed, Assigned, Unassigned

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

- Emergencies,
- non-recurring expenditures such as technology/FF&E (furniture, fixtures and equipment), or major capital purchases that cannot be accommodated through current year savings.
- Should such use reduce the balance below the appropriate level set as the objective for that fund, recommendations will be made on how to restore it.
- The Council shall approve all commitments by formal action. The action to commit funds must occur prior to fiscal year-end, to report such commitments in the balance sheet of the respective period, even though the amount may be determined subsequent to fiscal year-end.
- A commitment can only be modified or removed by the same formal action.
- D. **General Fund Balance Specifically**- Amounts of the General Fund's Fund Balance above the 180 day minimum in the General Fund may, with Council approval, be used for the following in descending order of priority:
 - Emergencies such as natural disaster response or repairs to major equipment failure or damage.
 - Specific capital improvement projects or be transferred to the Capital Projects Fund.
 - Major maintenance projects not meeting Capital Project criteria as identified in the

- Adopted Budget's Capital Improvement Plan.
- Acquisition of technology hardware and/or software such as Geographic Information Systems (GIS), public safety technology enhancements, and fiber optic technology.
- Local matches on State or Federal grants.
- One-time (i.e. non-recurring) employee performance pay

VII. DEBT MANAGEMENT

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

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

These alternatives will include, but not be limited to,

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

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

- General obligation bonds - These must be authorized by a vote of the citizens of Westlake.
- Revenue bonds - These bonds generate capital requirements necessary for continuation or expansion of a service which produces revenue and for which the asset may 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.

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

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

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

- G. **Sale Process** - The Town shall use a competitive bidding process in the sale of debt unless the nature of the issue warrants a negotiated bid. The Town shall award bonds based on a true interest cost (TIC) basis as long as the financial advisor agrees that the TIC basis can satisfactorily determine the lowest and best bid.
- H. **Bond Rating Agencies Presentations** - Full disclosure of operations and open lines of communication shall be made to the bond rating agencies. Town staff, with assistance of financial advisors, shall prepare the necessary materials and presentation to the bond rating agencies.
- I. **Continuing Disclosure** - The Town is committed to continuing disclosure of financial and pertinent credit information relevant to the Town's outstanding securities.
- J. **Debt Refunding** - Town staff and the financial advisor shall monitor the municipal bond market for opportunities to obtain interest savings by refunding outstanding debt. As a general rule, the present value savings of a particular refunding should exceed 3.5% of the refunded maturities.

VIII. INTERGOVERNMENTAL RELATIONSHIPS

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

- A. **Inter-local Cooperation in Delivering Services** - In order to promote the effective and efficient delivery of services, the Town shall actively seek to work with other local jurisdictions in joint purchasing consortia, sharing facilities, sharing equitably the costs of service delivery, and developing joint programs to improve service to its citizens.
- B. **Legislative Program** - The Town shall cooperate with other jurisdictions to actively oppose any State or Federal regulation or proposal that mandates additional Town programs or services and does not provide the funding to implement them. Conversely, as appropriate, the Town shall support legislative initiatives that provide more funds for priority local programs.

IX. GRANTS

- A. **Grant Guidelines** - The Town shall apply, and facilitate the application by others, for only those grants that are consistent with the objectives and high priority needs previously identified above in these policies. The potential for incurring on-going costs, to include the assumption of support for grant funded positions from local revenues, will be considered prior to applying for a grant.
- B. **Grant Review** - All grant submittals shall be reviewed for their cash match requirements, their potential impact on the operating budget, and the extent to which they meet the Town's policy objectives. If there are cash match requirements, the source of funding shall be identified prior to application. Staff will focus on one-time grants to avoid long-term implications related to additional expenditures in future years.
- C. **Grant Program Termination** - The Town shall terminate grant funded programs and associated positions when grant funds are no longer available unless alternate funding is identified.

X. ECONOMIC DEVELOPMENT

- A. **Positive Business Environment** - The Town shall endeavor, through its regulatory and administrative functions, to provide a positive business environment in which local businesses can grow, flourish and create jobs. The Town Council and Town staff will be sensitive to the needs, concerns and issues facing local businesses.
- B. **Commitment to Business Expansion, Diversification, and Job Creation** - The Town shall encourage and participate in economic development efforts to expand Westlake's economy to increase local employment. These efforts shall not only focus on newly developing areas but also on other established sections of Westlake where development can generate additional jobs and other economic benefits.
- C. **Coordinate Efforts with Other Jurisdictions** - The Town's economic development program shall encourage close cooperation with other local jurisdictions, chambers of commerce, and groups interested in promoting the economic well-being of this area.
- D. **Cost/Benefit of Incentives for Economic Development** - The Town will use due caution in the analysis of any tax or fee incentives that are used to encourage economic development. A cost/benefit (fiscal impact) analysis will be performed as part of such evaluation for each prospect. Economic development agreements will contain performance language as to the business's proposed economic impact to Westlake in exchange for Town incentives with adequate "claw-back" provisions for the Town.

XI. FISCAL MONITORING

- A. **Financial Status and Performance Reports** - Quarterly reports comparing expenditures and revenues to current budget, projecting expenditures and revenues through the end of the year, noting the status of fund balances to include dollar amounts and percentages, and outlining any remedial actions necessary to maintain the Town's financial position shall be prepared for review by the Town Manager and the Council.
- B. **Compliance with Council Policy Statements** - The Fiscal and Budgetary Policies will be reviewed annually by the Council and updated, revised or refined as deemed necessary. Policy statements adopted by the Council are guidelines, and occasionally, exceptions may be appropriate and required. However, exceptions to stated policies will be specifically identified, and the need for the exception will be documented and fully explained.

XII. FINANCIAL CONSULTANTS

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

XIII. ACCOUNTING, AUDITING, AND FINANCIAL REPORTING

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

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

- B. **External Auditing** - Town will be audited annually by outside independent accountants (auditors). The auditors must be a CPA firm and must demonstrate significant experience in the field of local government auditing. They must conduct the town's audit in accordance with generally accepted auditing standards and be knowledgeable in the Government Finance Officers Association Certificate of Achievement program. The auditors' report on Town's financial statements will be completed within a timely period of the Town's fiscal year-end. The auditor will jointly review the management letter with the Town Council, if necessary. In conjunction with this review, the Finance Director shall respond in writing to the Town Council regarding the auditor's Management Letter, addressing the issued contained therein. The Town will not require auditor rotation but will circulate request for proposal for audit services on a periodic basis as deemed appropriate.
- C. **External Financial Reporting** - Town will prepare and publish a comprehensive annual financial report (CAFR). The CAFR will be prepared in accordance with generally accepted accounting principles and will be presented annually to the Government Finance Officers Association (GFOA) for evaluation and awarding of the Certificate of Achievement for Excellence in Financial Reporting.
- D. **Responsibility of Auditor to Town Council** – The auditor is retained by and is accountable directly to the Town Council and will have access to direct communication with the Town Council if the Town Staff is unresponsive to auditor recommendations or if the auditor considers such communication necessary to fulfill its legal and professional responsibilities.
- E. **Internal Financial Reporting** - The Finance Department will prepare internal financial reports sufficient for management to plan, monitor, and control Town's financial affairs.

XIV. CAPITAL BUDGET AND PROGRAM

- A. **Preparation** - The Town's capital budget will include all capital projects funds and all capital resources. While the capital budget will be prepared annually on a project basis, it will be based on an on-going, multi-year capital improvement plan (CIP) that shows all funded and unfunded projects as identified by staff for all Town facilities and infrastructure. The multi-year CIP will be reviewed annually, updated by staff and presented to the Council for its review and approval. The annual capital budget will be prepared by the Finance Department with the involvement of responsible departments based on the multi-year CIP.
- B. **Control** - All capital project expenditures must be appropriated in the capital budget. The Finance Director must certify the availability of resources before any capital project contract is presented to the Town Council for approval.
- C. **Program Planning** - The capital budget will be taken from the capital improvements project plan for future years. The planning time frame for the capital improvements project plan should normally be five years, with a minimum of at least three years. The replacement and maintenance for capital items should also be projected for the next five years. Future maintenance and operational costs will be considered so that these costs can be included as appropriate in the annual budget.
- D. **Financing Programs** - Where applicable and with Council approval, impact fees, pro-rata charges, assessments, or other fees should be used to fund capital projects which have a primary benefit to specific, identifiable property owners. Recognizing that long-term debt is usually a more expensive financing method, alternative financing sources will be explored before debt is issued. When debt is issued, it will be used to acquire major assets with expected lives which equal or exceed the average life of the debt issue.
- E. **Reporting** - Periodic financial reports will be prepared to enable the department directors to manage their capital budgets. Summary capital project status reports will be presented to the Town Council quarterly.

XV. CAPITAL MAINTENANCE AND REPLACEMENT

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

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

XVI. INTERNAL CONTROLS

- A. **Written Procedures** - Whenever possible, written procedures will be established and maintained by the Finance Director for all functions involving purchasing, cash handling and/or accounting throughout the Town. These procedures will embrace the general concepts of fiscal responsibility set for in this policy statement.
- B. **Department Directors' Responsibilities** - Each department director is responsible for ensuring that good internal controls are followed throughout his/her department, that all directives or internal controls are implemented, and that all independent auditor internal control recommendations are addressed. Departments will develop and periodically update written internal control procedures.

XVII. ASSET MANAGEMENT

- A. **Investments** – The Finance Director shall promptly invest all Town funds with the depository bank in accordance with the provisions of the current Bank Depository Agreement or in any negotiable instrument authorized by the Town Council. Further, investments shall be made in accordance with the Investment Policy approved by the Town Council for the Town of Westlake that meets the requirements of the Public Funds Investment Act (PFIA), Section 2256 of the Texas Local Government Code. The Finance Director will issue quarterly reports on investment activity to the Town Council.
- B. **Cash Management** - Town's cash flow will be managed to maximize the cash available to invest. Such cash management will entail the centralization of cash collections, where feasibility, including utility bills, building and related permits and license, fines, fees, and other collection offices as appropriate. Periodic review of cash flow position will be performed to determine performance of cash management and conformance to investment policies. The underlying theme will be that idle cash will be invested with the intent to (1) safeguard assets, (2) maintain liquidity, and (3) maximize return.
- C. **Fixed Assets and Inventory** - Such assets will be reasonably safeguarded and properly accounted for and prudently insured. The fixed asset inventory will be updated regularly.
- D. **Capitalization Criteria** – For purposes of budgeting and accounting classification, the following criteria must be capitalized:
 - The asset is owned by the Town of Westlake
 - The expected useful life of the asset must be longer than one year, or extend the life on an identifiable existing asset by more than one year
 - The original cost of the asset must be at least \$5,000
 - The asset must be tangible
 - On-going repairs and general maintenance are not capitalized
 - New Purchases – All costs associated with bringing the asset into working order will be capitalized as part of the asset cost. This includes start- up costs, engineering or consultant type fees as part of the asset cost once the decision or commitment to purchase the asset is made. The cost of land acquired should include all related costs associated with its purchase

- Improvements and Replacement – Improvement will be capitalized when they extend the original life of an asset or when they make the asset more valuable than it was originally. The replacement of assets components will normally be expenses unless they are a significant nature and meet all the capitalization criteria.

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

MUNICIPAL INVESTMENT POLICY

I. POLICY STATEMENT

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

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

II. SCOPE

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

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

III. OBJECTIVES AND STRATEGY

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

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

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

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

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

IV. LEGAL LIMITATIONS, RESPONSIBILITIES AND AUTHORITY

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

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

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

V. DELEGATION OF INVESTMENT AUTHORITY

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

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

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

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

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

VI. PRUDENCE

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

This standard states:

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

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

VII. INTERNAL CONTROLS

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

VIII. AUTHORIZED INVESTMENTS

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

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

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

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

IX. AUTHORIZED FINANCIAL DEALERS AND INSTITUTIONS

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

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

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

X. DIVERSIFICATION AND MATURITY LIMITATIONS

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

XI. SAFEKEEPING AND COLLATERALIZATION

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

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

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

Authorized collateral will include only:

- Obligations of the US Government, its agencies and instrumentalities to include mortgage backed securities which pass the bank test,

- Municipal obligations rated at least A by two nationally recognized rating agencies.
- The custodian shall be required to provide original safekeeping receipts clearly marked that the security is pledged to the Town.

XII. REPORTING

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

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

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

XIII. 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

I. SCOPE OF PURPOSE

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

The Town of Westlake's mission is "***to be a unique community, blending preservation of our natural environment and viewscapes, while serving our residents and businesses with superior municipal and academic services that are accessible, efficient, cost-effective, and transparent.***"

The Town of Westlake believes that market-based salary, in combination with employee competence and their overall contribution to the Town's success, should largely determine their compensation and career advancement opportunities. The philosophy and objectives of this pay policy are as follows:

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

II. DEFINITION

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

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

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

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

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

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

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

III. IMPLEMENTATION AND MAINTENANCE OF THE PAY PLAN

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

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

IV. CLASSIFICATION AND PAY BAND PLACEMENT

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

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

Factors that will not be considered in classifying a position:

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

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

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

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

V. PAY PLAN PARAMETERS

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

Internal Equity

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

Performance Pay

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

Market-Based Pay

- a. The Town of Westlake will conduct a biannual market salary study in the spring prior to budget preparation for the upcoming fiscal year.
- b. Depending on the results of the market study, and if funds are available, all or some of the salary bands will be proposed to the Town Council for adjustment based upon the results of the biannual market salary study. Proposed adjustments to any pay band will not be proposed unless the market study indicates bands have increased by 2.5% or more.
- c. Employee salaries may receive a market adjustment if their current salary has shifted to become less than 97.5% of the market average.
- d. All new hires will be placed at the minimum rate of their band, unless a hiring manager recommends placement at a higher rate. This must be reviewed first by the Human Resources Department and approved by the Town Manager or their designee. Generally, new hires proposed to be paid higher than band minimum may be brought into the pay system within 3% above or below a band's midpoint; however, exceptional qualifications and experience of the new hire must be demonstrated by the hiring department to the Human Resources Department and the Town Manager for this to be approved.
- e. All market adjustments are dependent upon available financial resources.
- f. The market value for positions within the Town of Westlake will be determined biannually through the completion of a survey of comparison communities identified by staff and approved by the Town Council.

- g. Employees with base compensation within 3% of the market average are considered to be “at market.”
- h. Positions currently at or above the market will not qualify for any market-based adjustment, and will remain at their current rate of pay.
- i. If the market rate for a position declines, the salary of position holders will not be negatively impacted, but they will not receive any market-based adjustments.
- j. Market adjustments will impact the base pay of the employee and may only be applied if the Town of Westlake has adequate financial resources available to fund the adjustments.

VI. BROADBAND CLASSIFICATIONS

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

VII. DEFINITIONS FOR THE BANDS ARE AS FOLLOWS:

- **"BAND E" POLICY DECISION** - These decisions are associated with board level management and involve guiding the organization as a whole through policy development, setting the overall direction, and tone of the organization. Restrictions to these decisions are often only limited by the laws of the state (Paterson, 1972).
- **"BAND D" PROGRAMMING DECISION** - These decisions are typically made by senior management or department directors and are generally tasked with executing the organization's policy through strategy development. Establishing guidelines by which further decisions are made. A typical senior management decision is made at the organizational or department level. For instance, the decision on how to set up the organization's network infrastructure is usually determined by management, while the decision to upgrade is based on policy (Paterson, 1972).

- **"BAND C" INTERPRETIVE DECISIONS** - Middle management who have constraints placed upon them by them by senior management. These are usually made by business unit managers, such as a budget manager or project research analyst. Once overall strategy is developed by the senior managers, the middle managers decide how to utilize resources in order to meet deadlines. The unit manager should always know why certain staff members have been assigned to a particular job and may have to interpret situations not currently covered by rules or guidelines (Paterson, 1972).
- **"BAND B" ROUTINE DECISIONS** - Skilled supervisors know the "how", the "where", and the "when" to set up equipment, systems, and are aware of the rules that govern these processes. They can decide which process is to be used in order to carry out the interpretive decisions as they have a firm handle on operations. For example, a billing clerk knows how to complete the utility billing process, including the way in which entries have to be made, as they have the book of rules and regulations to refer to as needed (Paterson, 1972).
- **"BAND A" AUTOMATIC DECISIONS** - Each process is a cycle of operations. The process is decided by the supervisor who then sets up the process or the "how" of the task at hand. This is generally accomplished by a semi-skilled individual who completes the task as outlined, within the constraints of the process. This individual can decide where and when to carry out the operations needed for the task (Paterson, 1972).
- **"BAND O" DEFINED DECISIONS** - "Band O" decisions are rarely seen in an organization. These decisions are those involving speed of completion of a task, and are usually left to unskilled, entry level, nonexempt employees (Paterson, 1972).

VEHICLE MAINTENANCE & REPLACEMENT POLICY

VEHICLE MAINTENANCE AND REPLACEMENT

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

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

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

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

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

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

REPLACEMENT AND DEPRECIATION GUIDELINES

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

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

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

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

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

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

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

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

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

GUIDE FOR EARLY REPLACEMENT OF TOWN-OWNED VEHICLES

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

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

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

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

EXAMPLE A – Vehicles

- Mileage: \$30,000 vehicle divided by the target replacement cycle of 100,000 miles will give you a depreciation cost of \$.30 per mile.
- \$0.30 times the number of miles (20,000) the vehicle was driven the previous year will give you the yearly depreciation amount \$6,000.

EXAMPLE B – Small Equipment

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

Point Ranges for Replacement Consideration

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

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

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

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

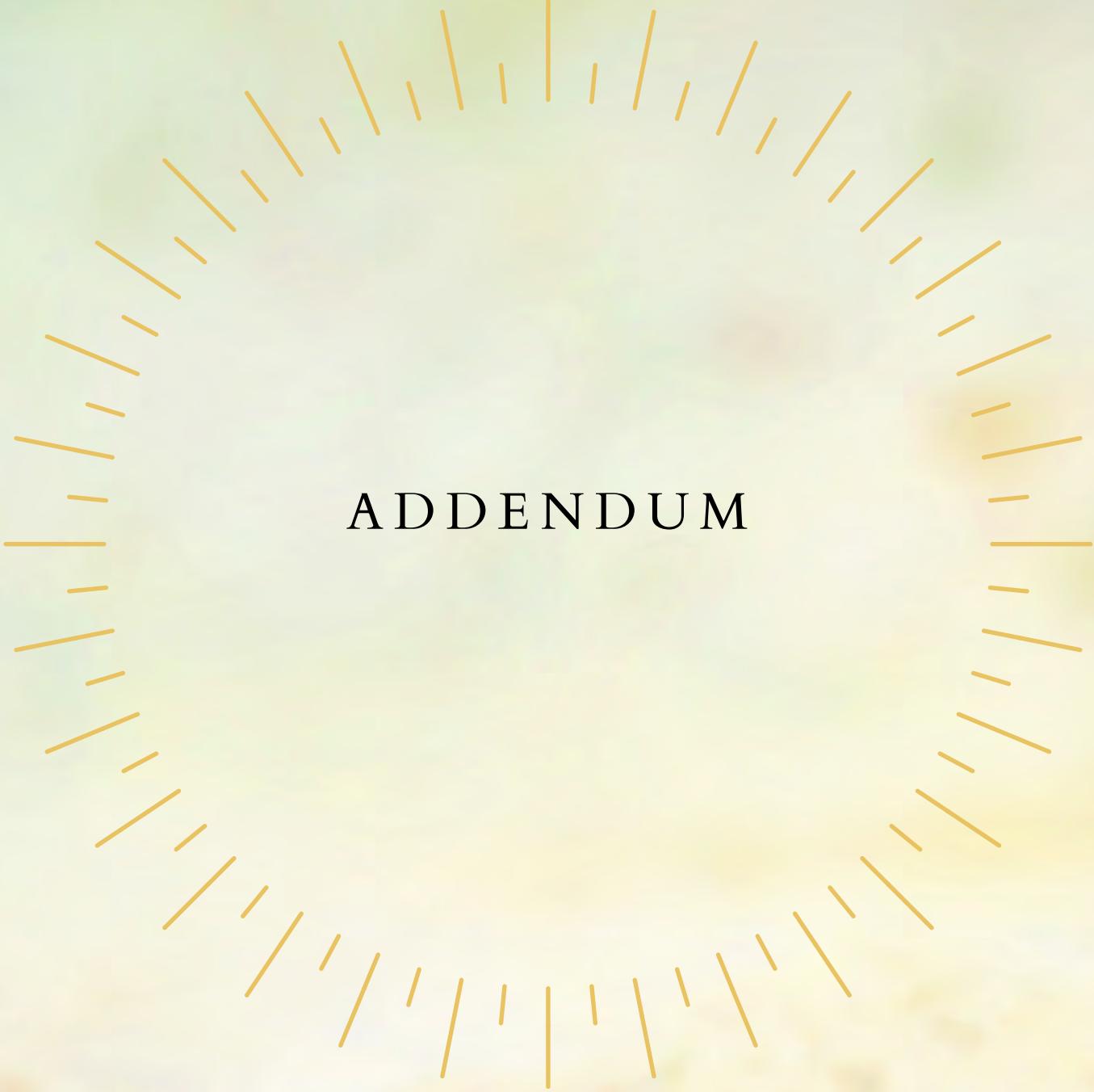
Below are two examples on how the point range and guidelines for Category "B" and "C" would work.

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

Staff recommendation = Replacement this year

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

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



ADDENDUM

2020 Tax Rate Calculation Worksheet

Date: 09/04/2020 09:08 AM

Taxing Units Other Than School Districts or Water Districts

Town of Westlake

817-490-5712

Taxing Unit Name

Phone (area code and number)

1500 Solana Boulevard, Building 7, Suite 702, Westlake, TX, 76262

westlake-tx.org

Taxing Unit Address, City, State, ZIP Code

Taxing Unit's Website Address

GENERAL INFORMATION: Tax Code Section 26.04(c) requires an officer or employee designated by the governing body to calculate the no-new-revenue (NNR) tax rate and voter-approval tax rate for the taxing unit. These tax rates are expressed in dollars per \$100 of taxable value calculated. The calculation process starts after the chief appraiser delivers to the taxing unit the certified appraisal roll and the estimated values of properties under protest. The designated officer or employee shall certify that the officer or employee has accurately calculated the tax rates and used values shown for the certified appraisal roll or certified estimate. The officer or employee submits the rates to the governing body by Aug. 7 or as soon thereafter as practicable.

School districts do not use this form, but instead use Comptroller Form 50-859 *Tax Rate Calculation Worksheet, School District without Chapter 313 Agreements* or Comptroller Form 50-884 *Tax Rate Calculation Worksheet, School District with Chapter 313 Agreements*.

Water districts as defined under Water Code Section 49.001(1) do use this form but instead use Comptroller Form 50-858 *Water District Voter-Approval Tax Rate Worksheet for Low Tax Rate and Developing Districts* or Comptroller Form 50-860 *Developed water District Voter-Approval Tax Rate Worksheet*.

The Comptroller's office provides this worksheet to assist taxing units in determining tax rates. The information provided in this worksheet is offered as technical assistance and not legal advice. Taxing units should consult legal counsel for interpretations of law regarding tax rate preparation and adoption.

STEP 1: No-New-Revenue Tax Rate

The NNR tax rate enables the public to evaluate the relationship between taxes for the prior year and for the current year based on a tax rate that would produce the same amount of taxes (no new taxes) if applied to the same properties that are taxed in both years.

When appraisal values increase, the NNR tax rate should decrease.

The NNR tax rate for a county is the sum of the NNR tax rates calculated for each type of tax the county levies.

While uncommon, it is possible for a taxing unit to provide an exemption for only maintenance and operations taxes. In this case, the taxing unit will need to calculate the NNR tax rate separately for the maintenance and operations tax and the debt tax, then add the two components together.

Line	No-New-Revenue Rate Activity	Amount/Rate
1.	2019 total taxable value. Enter the amount of 2019 taxable value on the 2019 tax roll today. Include any adjustments since last year's certification; exclude Tax Code Section 25.25(d) one-fourth and one-third over-appraisal corrections from these adjustments. Exclude any property value subject to an appeal under Chapter 42 as of July 25 (will add undisputed value in Line 6). This total includes the taxable value of homesteads with tax ceilings (will deduct in Line 2) and the captured value for tax increment financing (will deduct taxes in Line 17).[1]	\$1,531,753,631
2.	2019 tax ceilings. Counties, cities and junior college districts. Enter 2019 total taxable value of homesteads with tax ceilings. These include the homesteads of homeowners age 65 or older or disabled. Other taxing units enter 0. If your taxing unit adopted the tax ceiling provision in 2019 or a prior year for homeowners age 65 or older or disabled, use this step.[2]	\$126,179,352
3.	Preliminary 2019 adjusted taxable value. Subtract Line 2 from Line 1.	\$1,405,574,279
4.	2019 total adopted tax rate.	\$160180
5.	2019 taxable value lost because court appeals of ARB decisions reduced 2019 appraised value.	
	A. Original 2019 ARB values:	\$143,808,907
	B. 2019 values resulting from final court decisions:	\$109,492,632
	C. 2019 value loss. Subtract B from A.[3]	\$34,316,275

Line	No-New-Revenue Rate Activity	Amount/Rate
6.	2019 taxable value subject to an appeal under Chapter 42, as of July 25.	
	A. 2019 ARB certified value:	0
	B. 2019 disputed value:	0
	C. 2019 undisputed value Subtract B from A.[4]	0
7.	2019 Chapter 42-related adjusted values. Add Line 5 and 6	34,316,275
8.	2019 taxable value, adjusted for court-ordered reductions. Add Lines 3 and 7	\$1,439,890,554
9.	2019 taxable value of property in territory the taxing unit deannexed after Jan. 1, 2019. Enter the 2019 value of property in deannexed territory.[5]	\$0
10.	2019 taxable value lost because property first qualified for an exemption in 2020. If the taxing unit increased an original exemption, use the difference between the original exempted amount and the increased exempted amount. Do not include value lost due to freeport, goods-in-transit, temporary disaster exemptions. Note that lowering the amount or percentage of an existing exemption in 2020 does not create a new exemption or reduce taxable value.	
	A. Absolute exemptions. Use 2019 market value:	\$0
	B. Partial exemptions. 2020 exemption amount or 2020 percentage exemption times 2019 value:	\$7,706,830
	C. Value loss. Add A and B.[6]	\$7,706,830
11.	2019 taxable value lost because property first qualified for agricultural appraisal (1-d or 1-d-1), timber appraisal, recreational/scenic appraisal or public access airport special appraisal in 2020. Use only properties that qualified in 2020 for the first time; do not use properties that qualified in 2019.	
	A. 2019 market value:	\$0
	B. 2020 productivity or special appraised value:	\$0
	C. Value loss. Subtract B from A.[7]	\$0
12.	Total adjustments for lost value. Add Lines 9, 10C and 11C.	\$7,706,830
13.	Adjusted 2019 taxable value. Subtract Line 12 from Line 8	\$1,432,183,724
14.	Adjusted 2019 total levy. Multiply Line 4 by Line 13 and divide by \$100	\$2,294,071
15.	Taxes refunded for years preceding tax year 2019. Enter the amount of taxes refunded by the district for tax years preceding tax year 2019. Types of refunds include court decisions, Tax Code Section 25.25(b) and (c) corrections and Tax Code Section 31.11 payment errors. Do not include refunds for tax year 2019. This line applies only to tax years preceding tax year 2019.[8]	\$41,354
16.	Taxes in tax increment financing (TIF) for tax year 2019 Enter the amount of taxes paid into the tax increment fund for a reinvestment zone as agreed by the taxing unit. If the taxing unit has no 2020 captured appraised value in Line 18D, enter 0.[9]	\$0
17.	Adjusted 2019 levy with refunds and TIF adjustment. Add Lines 14, and 15, subtract Line 16.[10]	\$2,335,425
18.	Total 2020 taxable value on the 2020 certified appraisal roll today. This value includes only certified values or certified estimate of values and includes the total taxable value of homesteads with tax ceilings (will deduct in Line 20). These homesteads include homeowners age 65 or older or disabled.[11]	
	A. Certified values:	\$1,426,717,879
	B. Counties: Include railroad rolling stock values certified by the Comptroller's office.	\$0
	C. Pollution control and energy storage system exemption: Deduct the value of property exempted for the current tax year for the first time as pollution control or energy storage system property	\$0
	D. Tax increment financing: Deduct the 2020 captured appraised value of property taxable by a taxing unit in a tax increment financing zone for which the 2020 taxes will be deposited into the tax increment fund. Do not include any new	\$0 150

Line	No-New-Revenue Rate Activity	Amount/Rate
	property value that will be included in Line 23 below.[12]	
	E. Total 2020 value Add A and B, then subtract C and D	\$1,426,717,879
19.	Total value of properties under protest or not included on certified appraisal roll.[13]	
	A. 2020 taxable value of properties under protest The chief appraiser certifies a list of properties still under ARB protest. The list shows the appraisal district's value and the taxpayer's claimed value, if any, or an estimate of the value if the taxpayer wins. For each of the properties under protest, use the lowest of these values. Enter the total value under protest.[14]	\$135,804,341
	B. 2020 value of properties not under protest or included on certified appraisal roll. The chief appraiser gives taxing units a list of those taxable properties that the chief appraiser knows about but are not included in the appraisal roll certification. These properties also are not on the list of properties that are still under protest. On this list of properties, the chief appraiser includes the market value, appraised value and exemptions for the preceding year and a reasonable estimate of the market value, appraised value and exemptions for the current year. Use the lower market, appraised or taxable value (as appropriate). Enter the total value of property not on the certified roll.[15]	\$19,523,559
	C. Total value under protest or not certified. Add A and B.	\$155,327,900
20.	2020 tax ceilings. Counties, cities and junior colleges enter 2020 total taxable value of homesteads with tax ceilings. These include the homesteads of homeowners age 65 or older or disabled. Other taxing units enter 0. If your taxing unit adopted the tax ceiling provision in 2019 or a prior year for homeowners age 65 or older or disabled, use this step.[16]	\$110,806,977
21.	2020 total taxable value. Add Lines 18E and 19C. Subtract Line 20C.[17]	\$1,471,238,802
22.	Total 2020 taxable value of properties in territory annexed after Jan. 1, 2019. Include both real and personal property. Enter the 2020 value of property in territory annexed.[18]	\$0
23.	Total 2020 taxable value of new improvements and new personal property located in new improvements. New means the item was not on the appraisal roll in 2019. An improvement is a building, structure, fixture or fence erected on or affixed to land. New additions to existing improvements may be included if the appraised value can be determined. New personal property in a new improvement must have been brought into the taxing unit after Jan. 1, 2019 and be located in a new improvement. New improvements do include property on which a tax abatement agreement has expired for 2020.[19]	\$80,112,959
24.	Total adjustments to the 2020 taxable value. Add Lines 22 and 23.	\$80,112,959
25.	Adjusted 2020 taxable value. Subtract Line 24 from Line 21.	\$1,391,125,843
26.	2020 NNR tax rate. Divide Line 17 by Line 25 and multiply by \$100.[20]	\$.167880 /\$100
27.	COUNTIES ONLY. Add together the NNR tax rates for each type of tax the county levies. The total is the 2020 county NNR tax rate.[21]	

[1]Tex. Tax Code Section

[2]Tex. Tax Code Section

[3]Tex. Tax Code Section

[4]Tex. Tax Code Section

[5]Tex. Tax Code Section

[6]Tex. Tax Code Section

[7]Tex. Tax Code Section

[8]Tex. Tax Code Section

[9]Tex. Tax Code Section

[10]Tex. Tax Code Section

[11]Tex. Tax Code Section

[12]Tex. Tax Code Section

[13]Tex. Tax Code Section

[14]Tex. Tax Code Section

[15]Tex. Tax Code Section

[16]Tex. Tax Code Section

[17]Tex. Tax Code Section

[18]Tex. Tax Code Section

[19]Tex. Tax Code Section

[20]Tex. Tax Code Section

[21]Tex. Tax Code Section

STEP 2: Voter-Approval Tax Rate

The voter-approval tax rate is the highest tax rate that a taxing unit may adopt without holding an election to seek voter approval of the rate. The voter-approval tax rate is split into two separate rates:

1. Maintenance and Operations (M&O) Tax Rate: The M&O portion is the tax rate that is needed to raise the same amount of taxes that the taxing unit levied in the prior year plus the applicable percentage allowed by law. This rate accounts for such things as salaries, utilities and day-to-day operations.

2. Debt Rate: The debt rate includes the debt service necessary to pay the taxing unit's debt payments in the coming year. This rate accounts for principal and interest on bonds and other debt secured by property tax revenue.

The voter-approval tax rate for a county is the sum of the voter-approval tax rates calculated for each type of tax the county levies. In most cases the voter-approval tax rate exceeds the no-new-revenue tax rate, but occasionally decreases in a taxing unit's debt service will cause the NNR tax rate to be higher than the voter-approval tax rate.

Line	Voter Approval Tax Rate Activity	Amount/Rate
28.	2019 M&O tax rate. Enter the 2019 M&O tax rate.	\$.114530
29.	2019 taxable value, adjusted for actual and potential court-ordered adjustments. Enter the amount in Line 8 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	1,439,890,554
30.	Total 2019 M&O levy. Multiply Line 28 by Line 29 and divide by 100.	1,649,106
31.	Adjusted 2019 levy for calculating NNR M&O rate.	
	A. 2019 sales tax specifically to reduce property taxes. For cities, counties and hospital districts, enter the amount of additional sales tax collected and spent on M&O expenses in 2019, if any. Other taxing units, enter 0. Counties must exclude any amount that was spent for economic development grants from the amount of sales tax spent.	2,008,168
	B. M&O taxes refunded for years preceding tax year 2019. Enter the amount of M&O taxes refunded in the preceding year for taxes before that year. Types of refunds include court decisions, Tax Code Section 25.25(b) and (c) corrections and Tax Code Section 31.11 payment errors. Do not include refunds for tax year 2019. This line applies only to tax years preceding tax year 2019.	34,528
	C. 2019 taxes in TIF: Enter the amount of taxes paid into the tax increment fund for a reinvestment zone as agreed by the taxing unit. If the taxing unit has no 2020 captured appraised value in Line 18D, enter 0.	0
	D. 2019 transferred function: If discontinuing all of a department, function or activity and transferring it to another taxing unit by written contract, enter the amount spent by the taxing unit discontinuing the function in the 12 months preceding the month of this calculation. If the taxing unit did not operate this function for this 12-month period, use the amount spent in the last full fiscal year in which the taxing unit operated the function. The taxing unit discontinuing the function will subtract this amount in E below. The taxing unit receiving the function will add this amount in E below. Other taxing units enter 0.	0
	E. 2019 M&O levy adjustments. Add A and B, then subtract C. For taxing unit with D, subtract if discontinuing function and add if receiving function	2,042,696
	F. Add Line 30 to 31E.	3,691,802
32.	Adjusted 2020 taxable value. Enter the amount in Line 25 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	1,391,125,843
33.	2020 NNR M&O rate (unadjusted) Divide Line 31F by Line 32 and multiply by \$100.	0.26538
34.	Rate adjustment for state criminal justice mandate. [23]	
	A. 2020 state criminal justice mandate. Enter the amount spent by a county in the previous 12 months providing for the maintenance and operation cost of keeping inmates in county-paid facilities after they have been sentenced. Do not include any state reimbursement received by the county for the same purpose.	0
	B. 2019 state criminal justice mandate Enter the amount spent by a county in the 12 months prior to the previous 12 months providing for the maintenance and operation cost of keeping inmates in county-paid facilities after they have been sentenced. Do not include any state reimbursement received by the county for the same purpose. Enter zero if this is the first time the mandate applies	0

Line	Voter Approval Tax Rate Activity	Amount/Rate
	C. Subtract B from A and divide by Line 32 and multiply by \$100	0.00000
	D. Enter the rate calculated in C. If not applicable, enter 0.	0.00000
35.	Rate adjustment for indigent health care expenditures.[24]	
	A. 2020 indigent health care expenditures Enter the amount paid by a taxing unit providing for the maintenance and operation cost of providing indigent health care for the period beginning on July 1, 2019 and ending on June 30, 2020, less any state assistance received for the same purpose	0
	B. 2019 indigent health care expenditures Enter the amount paid by a taxing unit providing for the maintenance and operation cost of providing indigent health care for the period beginning on July 1, 2018 and ending on June 30, 2019, less any state assistance received for the same purpose	0
	C. Subtract B from A and divide by Line 32 and multiply by \$100	0.00000
	D. Enter the rate calculated in C. If not applicable, enter 0.	0.00000
36.	Rate adjustment for county indigent defense compensation.[25]	
	A. 2020 indigent defense compensation expenditures. Enter the amount paid by a county to provide appointed counsel for indigent individuals for the period beginning on July 1, 2019 and ending on June 30, 2020, less any state grants received by the county for the same purpose	0
	B. 2019 indigent defense compensation expenditures. Enter the amount paid by a county to provide appointed counsel for indigent individuals for the period beginning on July 1, 2018 and ending on June 30, 2019, less any state grants received by the county for the same purpose	0
	C. Subtract B from A and divide by Line 32 and multiply by \$100	0.00000
	D. Multiply B by 0.05 and divide by Line 32 and multiply by \$100.	0.00000
	E. Enter the lesser of C and D. If not applicable, enter 0.	0.00000
37.	Rate adjustment for county hospital expenditures.	
	A. 2020 eligible county hospital expenditures Enter the amount paid by the county or municipality to maintain and operate an eligible county hospital for the period beginning on July 1, 2019 and ending on June 30, 2020	0
	B. 2019 eligible county hospital expenditures Enter the amount paid by the county or municipality to maintain and operate an eligible county hospital for the period beginning on July 1, 2018 and ending on June 30, 2019	0
	C. Subtract B from A and divide by Line 32 and multiply by \$100	0.00000
	D. Multiply B by 0.08 and divide by Line 32 and multiply by \$100	0.00000
	E. Enter the lesser of C and D, if applicable. If not applicable, enter 0.	0.00000
38.	Adjusted 2020 NNR M&O rate. Add Lines 33, 34D, 35D, 36E, and 37E.	0.26538
39.	2020 voter-approval M&O rate. Enter the rate as calculated by the appropriate scenario below. Special Taxing Unit If the taxing unit qualifies as a special taxing unit, multiply Line 38 by 1.08 -or- Other Taxing Unit If the taxing unit does not qualify as a special taxing unit, multiply Line 38 by 1.035. -or- Taxing unit affected by disaster declaration If the taxing unit is located in an area declared as disaster area, the governing body may direct the person calculating the voter-approval rate to calculate in the manner provided for a special taxing unit. The taxing unit shall continue to calculate the voter-approval rate in this manner until the earlier of 1) the second year in which total taxable value on the certified appraisal roll exceeds the total taxable value of the tax year in which the disaster occurred, and 2) the third tax year after the tax year in which the disaster occurred. If the taxing unit qualifies under this scenario, multiply Line 38 by 1.08. [27]	0.27466

Line	Voter Approval Tax Rate Activity	Amount/Rate
40.	Total 2020 debt to be paid with property taxes and additional sales tax revenue. Debt means the interest and principal that will be paid on debts that: (1) are paid by property taxes, (2) are secured by property taxes, (3) are scheduled for payment over a period longer than one year, and (4) are not classified in the taxing unit's budget as M&O expenses.	
	A. Debt also includes contractual payments to other taxing units that have incurred debts on behalf of this taxing unit, if those debts meet the four conditions above. Include only amounts that will be paid from property tax revenue. Do not include appraisal district budget payments. Enter debt amount	669,083
	B. Subtract unencumbered fund amount used to reduce total debt.	36,702
	C. Subtract certified amount spent from sales tax to reduce debt (enter zero if none)	0
	D. Subtract amount paid from other resources	0
	E. Adjusted debt Subtract B, C and D from A	632,381
41.	Certified 2019 excess debt collections Enter the amount certified by the collector.	0
42.	Adjusted 2020 debt Subtract Line 41 from Line 40E	632,381
43.	2020 anticipated collection rate.	
	A. Enter the 2020 anticipated collection rate certified by the collector	100.00
	B. Enter the 2019 actual collection rate	100.83
	C. Enter the 2018 actual collection rate	99.67
	D. Enter the 2017 actual collection rate	99.84
	E. If the anticipated collection rate in A is lower than actual collection rates in B, C and D, enter the lowest collection rate from B, C and D. If the anticipated rate in A is higher than at least one of the rates in the prior three years, enter the rate from A. Note that the rate can be greater than 100%.	100.00
44.	2020 debt adjusted for collections. Divide Line 42 by Line 43E.	632,381
45.	2020 total taxable value. Enter the amount on Line 21 of the No-New-Revenue Tax Rate Worksheet.	1,471,238,802
46.	2020 debt rate Divide Line 44 by Line 45 and multiply by \$100.	0.04298
47.	2020 voter-approval tax rate. Add Line 39 and 46.	0.31764
48.	COUNTIES ONLY. Add together the voter-approval tax rate for each type of tax the county levies. The total is the 2020 county voter-approval tax rate.	
STEP 3 NNR Tax Rate and Voter-Approval Tax Rate Adjustments for Additional Sales Tax to Reduce Property Taxes		

Cities, counties and hospital districts may levy a sales tax specifically to reduce property taxes. Local voters by election must approve imposing or abolishing the additional sales tax. If approved, the taxing unit must reduce its NNR and voter-approval tax rates to offset the expected sales tax revenue.

This section should only be completed by a county, city or hospital district that is required to adjust its NNR tax rate and/or voter-approval tax rate because it adopted the additional sales tax.

Line	Additional Sales and Use Tax Worksheet	Amount/Rate
49.	Taxable sales. For taxing units that adopted the sales tax in November 2019 or May 2020, enter the Comptroller's estimate of taxable sales for the previous four quarters [32]. Estimates of taxable sales may be obtained through the Comptroller's Allocation Historical Summary webpage. Taxing units that adopted the sales tax before November 2019, skip this line.	0
50.	Estimated sales tax revenue. Counties exclude any amount that is or will be spent for economic development grants from the amount of estimated sales tax revenue.[33] Taxing units that adopted the sales tax in November 2019 or in May 2020. Multiply the amount on Line 49 by the sales tax rate (.01, .005 or .0025, as applicable) and multiply the result by .95 [34] -or- Taxing units that adopted the sales tax before November 2019. Enter the sales tax revenue for the previous four quarters. Do not multiply by .95.	1,921,988 154

Line	Additional Sales and Use Tax Worksheet	Amount/Rate
51.	2020 total taxable value. Enter the amount from Line 21 of the <i>No-New-Revenue Tax Rate Worksheet</i> ..	1,471,238,802
52.	Sales tax adjustment rate. Divide Line 50 by Line 51 and multiply by \$100.	0.13064
53.	2020 NNR tax rate, unadjusted for sales tax [35]. Enter the rate from Line 26 or 27, as applicable, on the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$0.167880
54.	2020 NNR tax rate, adjusted for sales tax. Taxing units that adopted the sales tax in November 2019 or in May 2020. Subtract Line 52 from Line 53. Skip to Line 55 if you adopted the additional sales tax before November 2019.	\$0.167880
55.	2020 voter-approval tax rate, unadjusted for sales tax. [36] Enter the rate from Line 47 or Line 48 as applicable, of the <i>Voter-Approval Tax Rate Worksheet</i>	0.31764
56.	2020 voter-approval tax rate, adjusted for sales tax. Subtract Line 52 from Line 55.	0.18700

[37]Tex. Tax Code Section [38]Tex. Tax Code Section

STEP 4: Additional Rollback Protection for Pollution Control

A taxing unit may raise its rate for M&O funds used to pay for a facility, device or method for the control of air, water or land pollution. This includes any land, structure, building, installation, excavation, machinery, equipment or device that is used, constructed, acquired or installed wholly or partly to meet or exceed pollution control requirements. The taxing unit's expenses are those necessary to meet the requirements of a permit issued by the Texas Commission on Environmental Quality (TCEQ). The taxing unit must provide the tax assessor with a copy of the TCEQ letter of determination that states the portion of the cost of the installation for pollution control.

This section should only be completed by a taxing unit that uses M&O Funds to pay for a facility, device or method for the control of air, water or land pollution.

This section should only be completed by a taxing unit that uses M&O funds to pay for a facility, device or method for the control of air, water or land pollution.

Line	Activity	Amount/Rate
57.	Certified expenses from the Texas Commission on Environmental Quality (TCEQ). Enter the amount certified in the determination letter from TCEQ [37]. The taxing unit shall provide its tax assessor-collector with a copy of the letter.[38]	\$0
58.	2020 total taxable value. Enter the amount from Line 21 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$1,471,238,802
59.	Additional rate for pollution control. Divide Line 57 by Line 58 and multiply by \$100.	0.00000
60.	2020 voter-approval tax rate, adjusted for pollution control. Add Line 59 to one of the following lines (as applicable): Line 47, Line 48 (counties) or Line 56 (taxing units with the additional sales tax).	0.18706

[37]Tex. Tax Code Section

[38]Tex. Tax Code Section

STEP 5: Voter-Approval Tax Rate Adjustment for Unused Increment Rate

The unused increment rate is the rate equal to the difference between the adopted tax rate and voter-approval tax rate before the unused increment rate for the prior three years [39]. In a year where a special taxing unit adopts a rate above the voter-approval tax rate by applying any portion of the unused increment rate, the unused increment rate for that year would be zero.

For each tax year before 2020, the difference between the adopted tax rate and voter-approval rate is considered zero, therefore the unused increment rate for 2020 is zero.[40]

This section should only be completed by a taxing unit that is a municipality of less than 30,000 or a taxing unit that does not meet the definition of a special taxing unit. [41]

Line	Activity	Amount/Rate
61.	2019 unused increment rate. Subtract the 2019 actual tax rate and the 2019 unused increment rate from the 2019 voter-approval tax rate. If the number is less than zero, enter zero. If the year is prior to 2020, enter zero.	0.00000
62.	2018 unused increment rate. Subtract the 2018 actual tax rate and the 2018 unused increment rate from the 2028 voter-approval tax rate. If the number is less than zero, enter zero. If the year is prior to 2020, enter zero.	0.00000
63.	2017 unused increment rate. Subtract the 2017 actual tax rate and the 2017 unused increment rate from the 2017 voter-approval tax rate. If the number is less than zero, enter zero. If the year is prior to 2020, enter zero.	0.00000
64.	2020 unused increment rate. Add Lines 61, 62 and 63.	0.00000
65.	2020 voter-approval tax rate, adjusted for unused increment rate. Add Line 64 to one of the following lines (as applicable): Line 47, Line 48 (counties), Line 56 (taxing units with the additional sales tax) or Line 60 (taxing units with pollution control).	

STEP 6: De Minimis Rate

The de minimis rate is the rate equal to the sum of the no-new-revenue maintenance and operations rate, the rate that will raise \$500,000, and the current debt rate for a taxing unit.[42]

This section should only be completed by a taxing unit that is a municipality of less than 30,000 or a taxing unit that does not meet the definition of a special taxing unit. [43]

Line	Activity	Amount/Rate
66.	Adjusted 2020 NNR M&O tax rate. Enter the rate from Line 38 of the <i>Voter-Approval Tax Rate Worksheet</i>	0.26538
67.	2020 total taxable value. Enter the amount on Line 21 of the <i>No-New-Revenue Tax Rate Worksheet</i>	1,471,238,802
68.	Rate necessary to impose \$500,000 in taxes. Divide \$500,000 by Line 67 and multiply by \$100.	0.03398
69.	2020 debt rate Enter the rate from Line 46 of the <i>Voter- Approval Tax Rate Worksheet</i>	0.04298
70.	De minimis rate Add Lines 66, 68 and 69.	0.34234

STEP 7: Total Tax Rate

Indicate the applicable total tax rates as calculated above.

No-new-revenue tax rate 0.16788

Voter-Approval Tax Rate 0.18706

De minimis rate 0.34234

STEP 8: Taxing Unit Representative Name and Signature

print here Debbie Piper, Finance Director

Printed Name of Taxing Unit Representative

sign here Debbie Piper

Taxing Unit Representative

September 1, 2020

Date

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