

NAVIGATING THE FUTURE

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: Laura Wheat, Mayor

Carol Langdon

Alesa Belvedere

Greg Goble

Rajiv Trivedi

AGAINST: N/A

PRESENT and not voting: N/A

ABSENT: Rick Rennhack

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.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Town of Westlake
Texas**

For the Fiscal Year Beginning

October 1, 2019

Christopher P. Morill

Executive Director

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Awards and Acknowledgements GFOA Distinguished Budget Award

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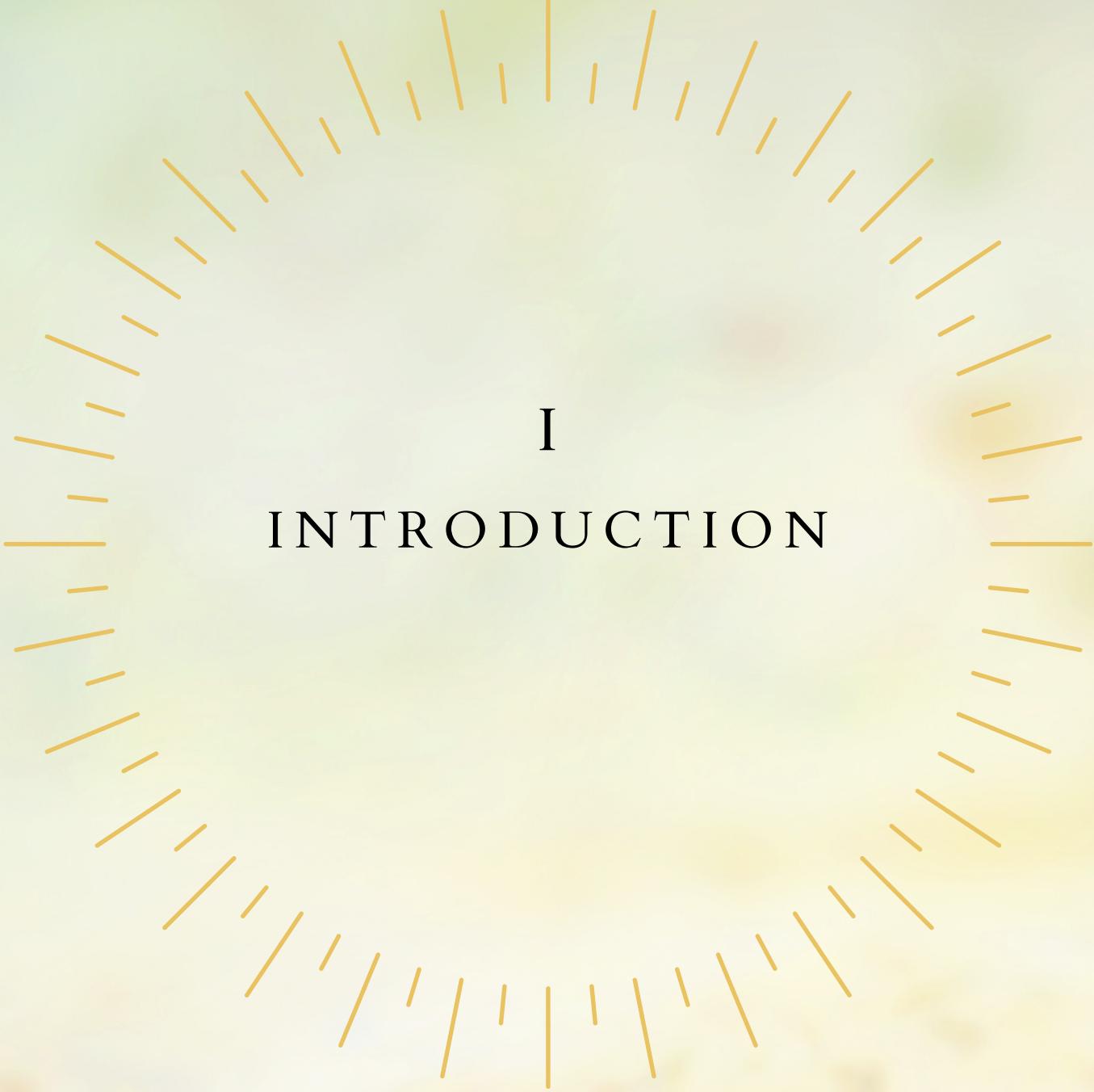
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I

INTRODUCTION

September 14, 2020

Honorable Mayor and Town Council:

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

The adopted 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:

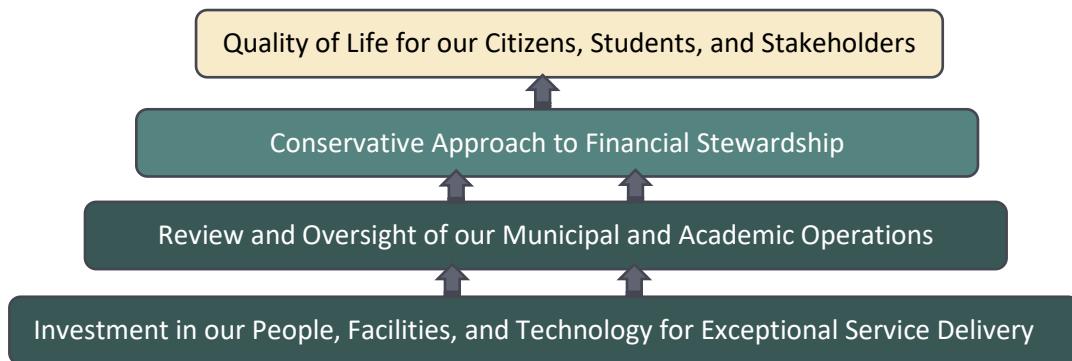
- Meeting resident expectations;
- Continuing high quality services and responsive customer service;
- Retaining and attracting employees who support the community's vision;
- Working with developers to create unique residential and commercial opportunities; and
- Building on our strong corporate partnerships.

BUDGET STRATEGIES

The adopted 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 *"IB Education for All: Building a Future of Responsibility, Understanding and Compassion"*; 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 recommend the following cost saving adjustments:

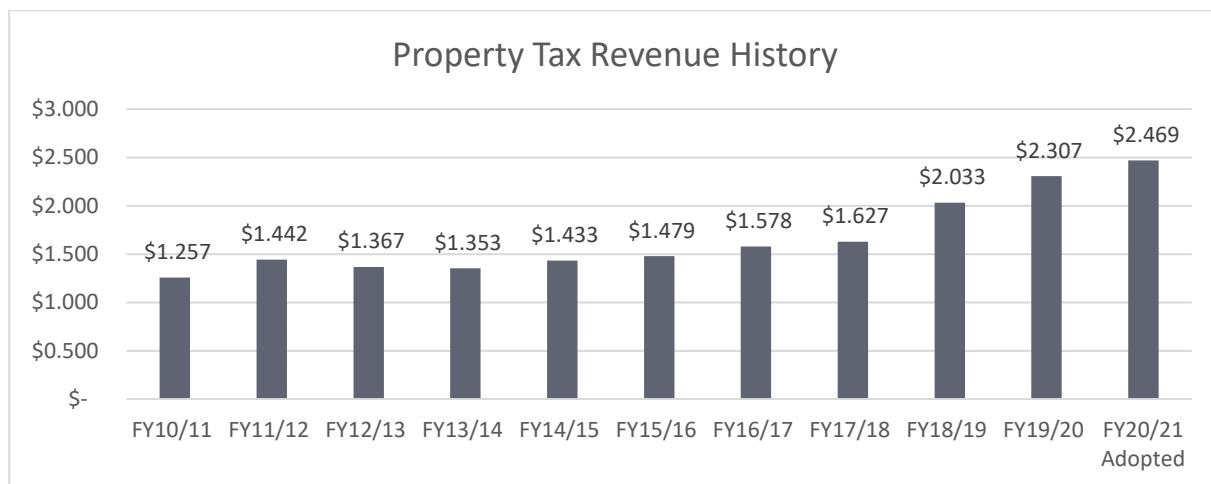
- All departments continue to budget expenditures conservatively;
- No new staff have been requested unless the Town is awarded the SAFER grant for three new Fire/EMS positions;
- Deferred transfers to conduit funds; and
- Delayed capital improvement projects.

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 ad valorem rate) is adopted to increase from \$0.16018 to \$0.16788 per \$100 of assessed valuation. This amount is 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.

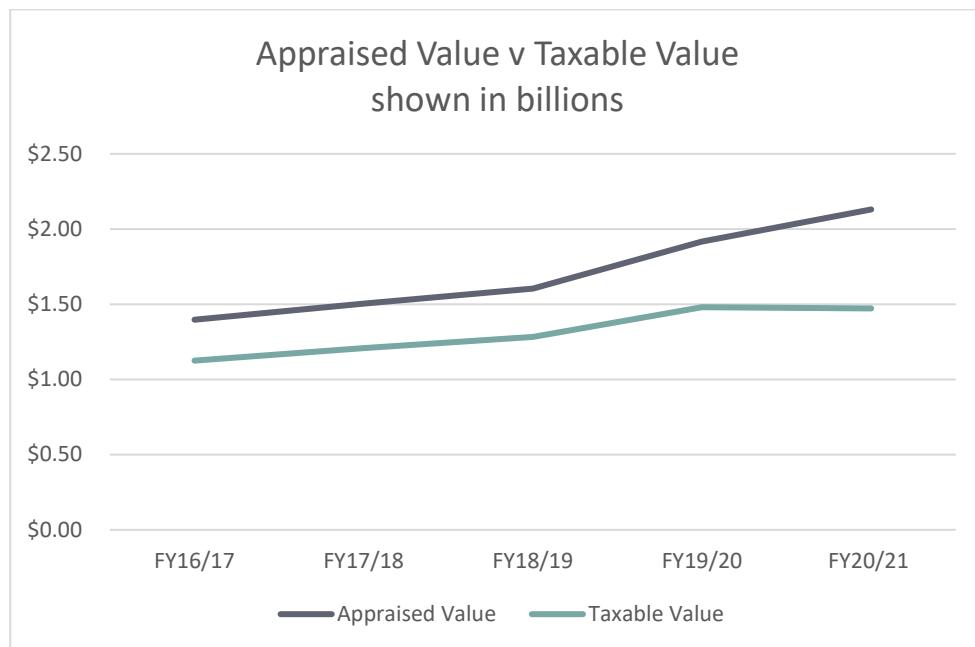


Town of Westlake Property Tax Revenue from FY10/11 – FY20/21 adopted.

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 \$1.8M. The allocation for I&S debt service is \$.04298 and totals \$632K. Please see the tax rate change below:

Tax Rate Change	FY19/20 Adopted	FY20/21 Adopted	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

ADOPTED 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 in this upcoming fiscal year, revenues and expenditures are budgeted conservatively. The adopted 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	54%	-8%
Enterprise Funds	4,770,898	5,819,803	5,641,207	178,596	4,949,494	21%	4%
Internal Service M&R	1,885,121	109,275	1,143,500	(1,034,225)	850,896	4%	-55%
Special Revenue Funds	676,814	1,470,625	1,662,716	(192,091)	484,723	2%	-28%
Debt Service Funds	36,702	2,654,572	2,691,275	(36,703)	(0.00)	0%	-100%
Capital Projects Funds	4,187,345	280,000	1,613,830	(1,333,830)	2,853,515	12%	-32%
Municipal Total	25,005,509	19,954,949	23,428,274	(3,473,325)	21,532,183	93%	-14%
Academic Funds	1,559,356	9,431,978	9,393,877	38,101	1,597,457	7%	2%
TOTAL ALL FUNDS	\$ 26,564,865	\$ 29,386,927	\$ 32,822,151	\$ (3,435,224)	\$ 23,129,640	100%	-13%

If only Municipal operating expenditures were taken into consideration (removing all expenditures related to capital, inter-fund transfers and Westlake Academy), the FY 20/21 budget shows a 2% increase of \$375K.

ALL FUNDS	REVISED FY 19/20	ADOPTED FY 20/21	Change Amount	Change Percent
Payroll & Related	\$ 6,025,071	\$ 6,242,833	\$ 217,762	3%
Operating Expenditures	13,362,923	13,204,736	158,187	1%
TOTAL	\$ 19,387,994	\$ 19,447,569	\$ 375,949	2%

FINANCIAL INFORMATION AND FUND SUMMARIES

GENERAL FUND

The General Fund is the Town's principle operating fund. It is supported by sales and use taxes, property (ad valorem) 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.

REVENUES

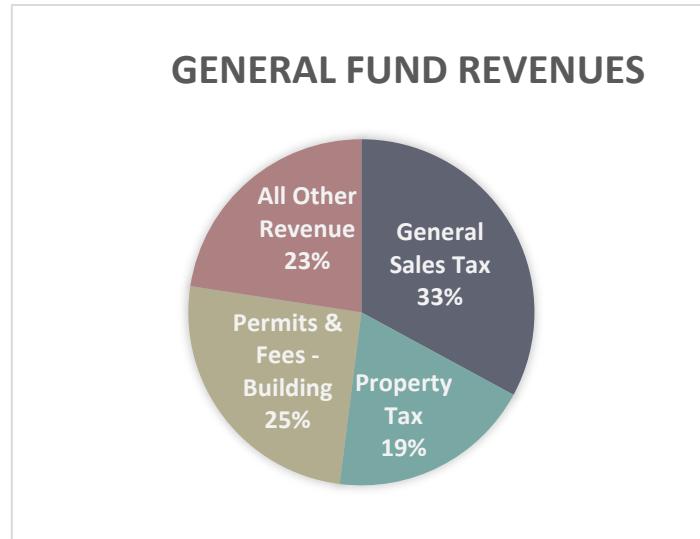
Budgeted at \$9,620,674. This is an 8% decrease of \$887,870 from prior year revised.

The largest revenue source in the General Fund is general sales 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 impact of 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.



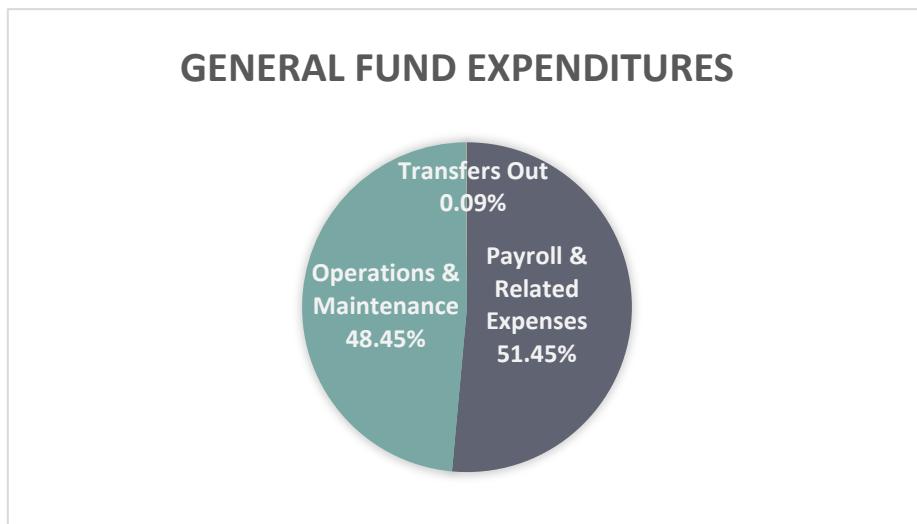
EXPENDITURES

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 payroll and related benefits. 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.

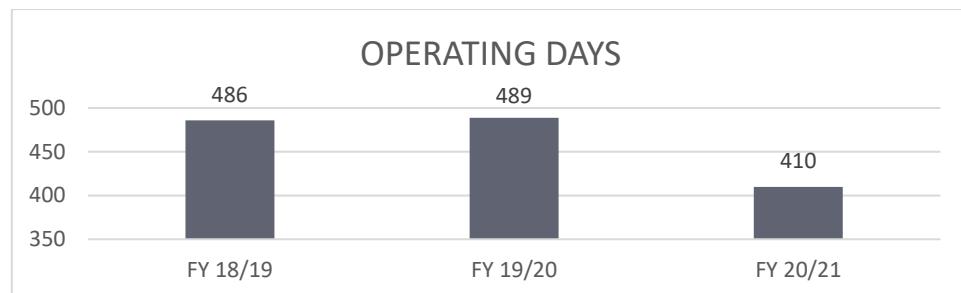
The second largest expenditure is operations and maintenance. This amount is budgeted at \$5.1M, comprising 48% of General Fund total expenditures and other uses. This reflects a 7% increase of \$321K when compared to prior year revised. The operations and maintenance costs consist of the dollars necessary 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. The Town's daily operating cost is calculated at \$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. Enterprise fund revenue 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 for this upcoming fiscal year. Please note that utility rates were increased in January 2020 due to underperforming revenue. A water rate study is in progress from an independent rate analyst.

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 \$4.9M.

- The Cemetery Fund is projected to have an ending working capital of \$326K
- The Utility Fund is projected to have an ending working capital of \$4.6M



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 46% 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 \$484K.

- 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 Debt Service Fund 300 and 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; an increase of \$6.4K from prior year revised.

FUND BALANCE

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



WESTLAKE ACADEMY

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

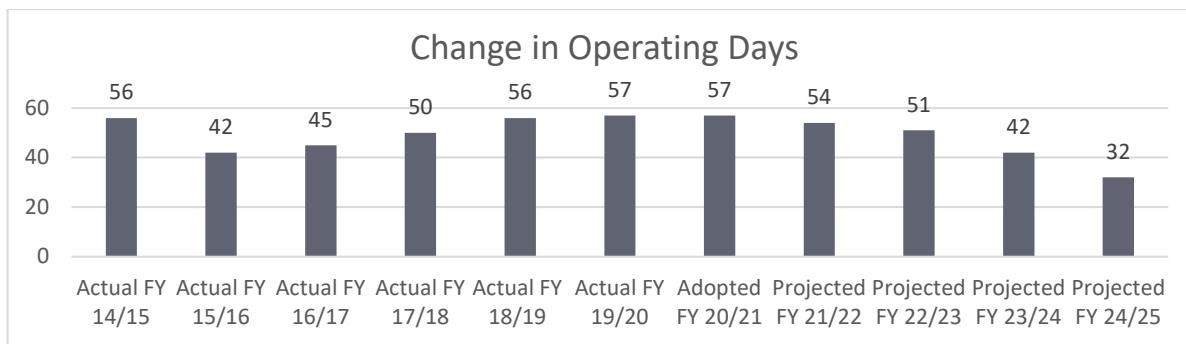
EXPENDITURES

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.

- The Board of Trustees approved Step increases for Teachers, Librarians, Counselors, & Nurses and 1% increases for Administrative & Hourly staff. Combined total impact less than \$16K.
- FTE: 100.25 (0.88 decrease FY19/20).
- Maintenance & Operations: \$13K increase for janitorial services & supplies.
- Security & Monitoring: \$10K decrease in equipment maintenance .
- In accordance with Texas 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 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 37% 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 \$2.8M.

- 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

ADOPTED CAPITAL IMPROVEMENT PLAN FY 20/21

The 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. Typically, it is impossible to absorb many large increases in operating costs at once; therefore, projects are planned and projected to prevent shocks to operating budgets. Several funded and unfunded (under discussion) projects are included in the 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

TOWN OF WESTLAKE

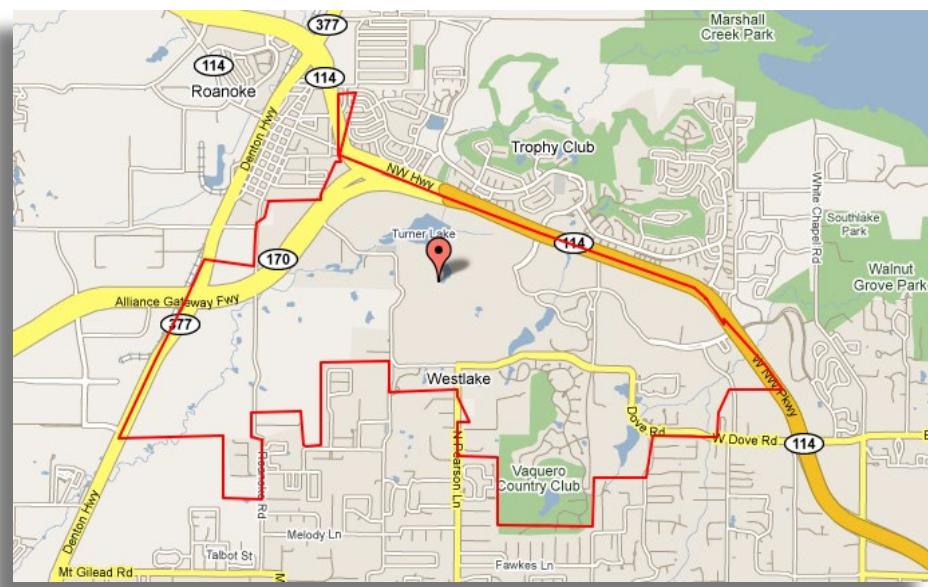
The Town of Westlake is an oasis of natural beauty that maintains open spaces in balance with distinctive development, trails, and quality of life amenities amidst an ever-expanding urban landscape. Westlake strives to maintain strong aesthetic standards and preserve the natural beauty of the town. Hospitality finds its home in Westlake as a family friendly community, welcoming, fully involved and invested in its rich heritage, vibrant present and exciting, and sustainable future.



LOCATION

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

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



HISTORY



1930s

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



1874

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

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

1940s – 1950s

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

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

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

1960s

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



1980s

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

1990s

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

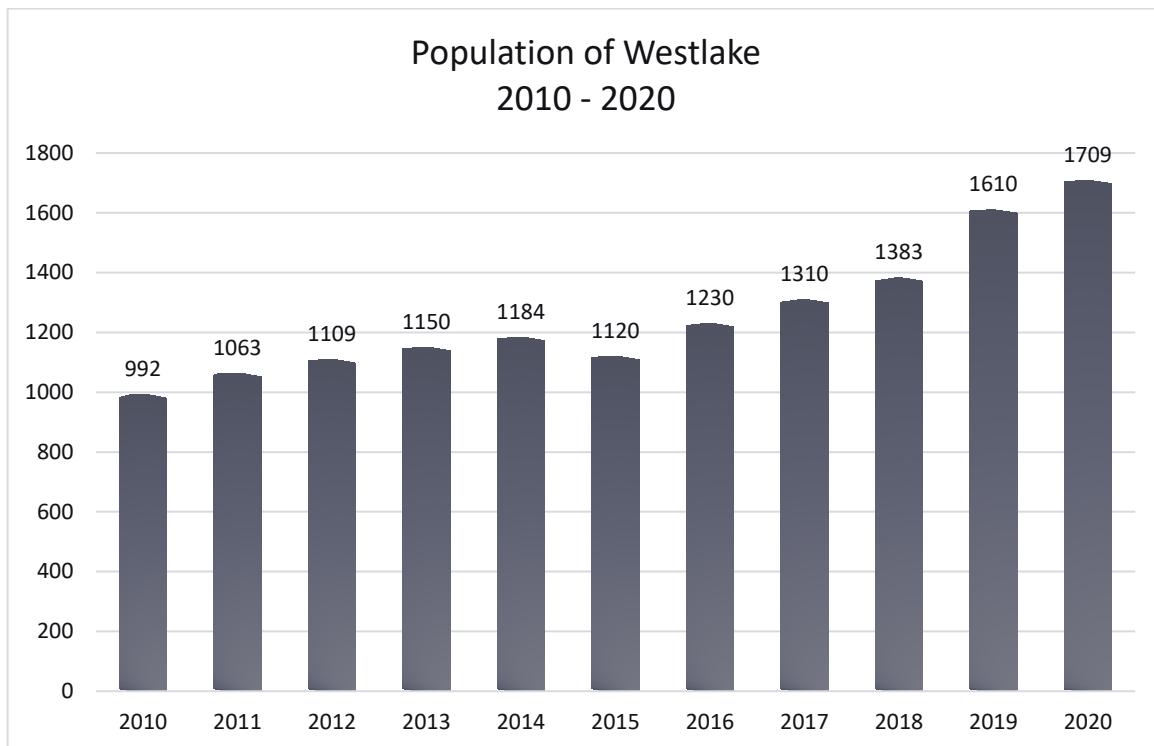


2000s

In 2003, the Town of Westlake established Westlake Academy. Westlake Academy is the only municipally owned open enrollment charter school in the State of Texas. The Academy is its own financial reporting entity and the largest operating department of the Town.

POPULATION

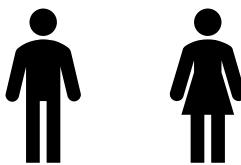
According to the U.S. Census Bureau, the Town of Westlake had 201 residents in 2000. From 2000 to 2010 Westlake experienced a growth in population of 393% (992 residents). Since then, the population has been increasing at a steady rate due to new developments in the area at an approximate 0.70% annual rate.



MEDIAN AGE

41.2 Years

GENDER



Male – 53%

Female – 47%

OTHER STATISTICS

Median Household Income

Westlake: \$250,000+

Texas: \$53,482

United States: \$53,756

Average Home Value

Westlake: \$2,020,028

Texas: \$131,400

United States: \$175,700

ECONOMY

The DFW Metro area is home to more Fortune 500 companies than any other area in the United States. The Town of Westlake is a Gold Level Scenic City and home to many small independent businesses and several corporate campuses.



LOCAL GOVERNMENT

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

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

The Town Manager is responsible for carrying out the policies and ordinances of the Council and overseeing the day-to-day operations of the Town. The Town provides the necessary municipal and academic services for its residents. Major services provided under the general government and enterprise functions are fire and emergency medical services, police, water and sewer utility services, park and recreational facilities, financial accounting, communications and community affairs, street improvements, education and other related administrative services.

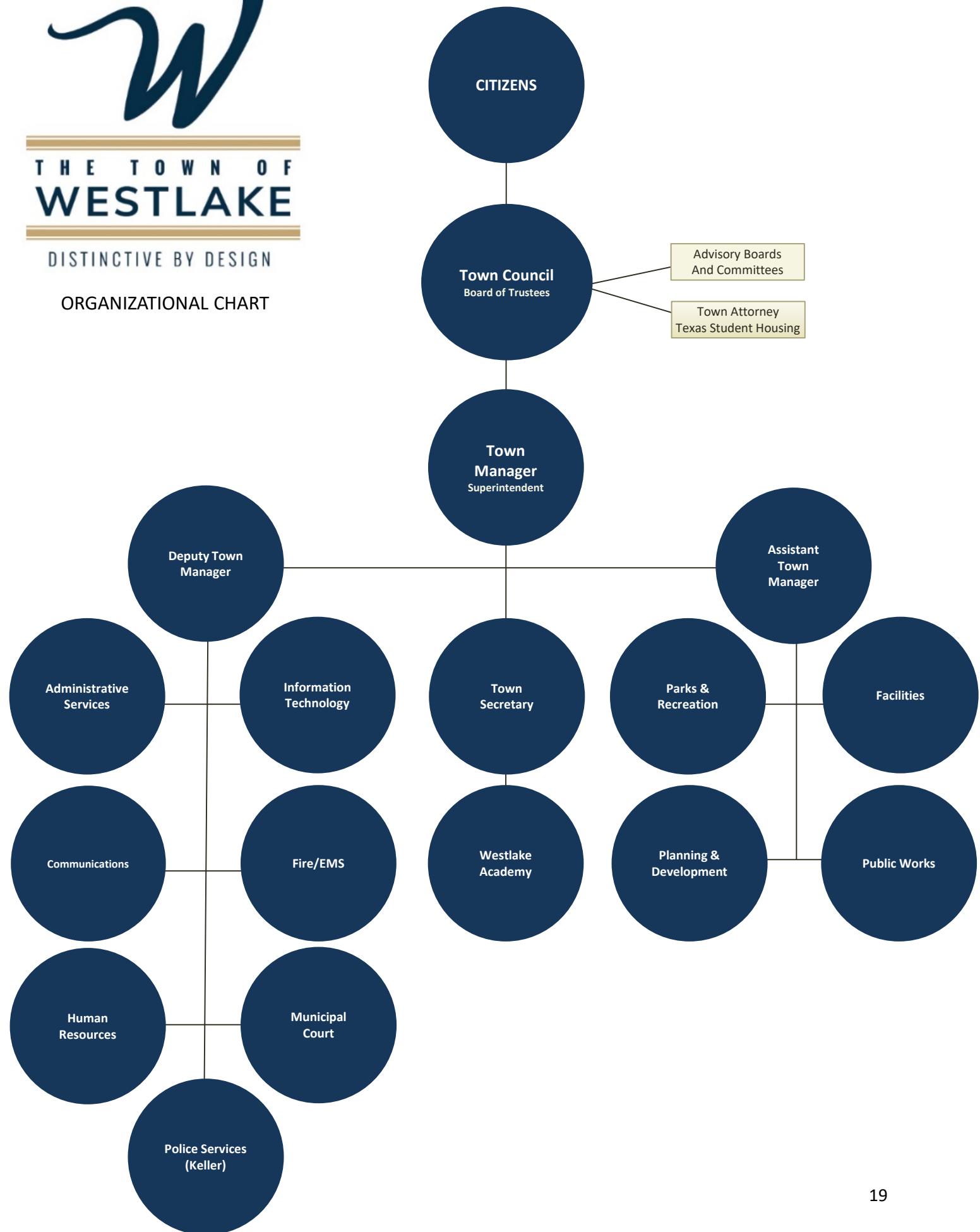




THE TOWN OF **WESTLAKE**

DISTINCTIVE BY DESIGN

ORGANIZATIONAL CHART



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
gogoble@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

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	WA Facility 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/SRO	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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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

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

VALUES

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

STRATEGIC PLANNING & MANAGEMENT SYSTEM

The Town of Westlake utilizes a Balanced Scorecard System for strategic planning and performance management. The Balanced Scorecard System aligns operational activities to the vision and strategy of the Town, improve internal and external communications, and monitor organization performance against strategic goals. Ultimately, this system guides the way the Town does business and helps it determine how it should invest its time and resources. In the budget process, this allows for increased transparency, clarity, and accountability, providing the Town a framework for demonstrating results. This system ensures that the Town directs its own destiny rather than allowing future events to do so.

BALANCED SCORECARD DEVELOPMENT

In 2013, Town Council worked closely with staff to adopt the Balanced Scorecard. The balanced scorecard is based on eight strategic components that build upon one another. These components include:

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

Each element of the balanced scorecard allows Town Council and staff to evaluate and communicate performance with a focus on increasing both efficiency and customer satisfaction. The Balanced Scorecard was adopted by Town Council in September 2014. The Town's Balanced Scorecard is reviewed annually and updated as needed.

MISSION, VISION & VALUES

The Town's mission, vision and values are the building blocks of the balanced scorecard. These statements are used as performance objectives and metrics to determine the success of the Town.



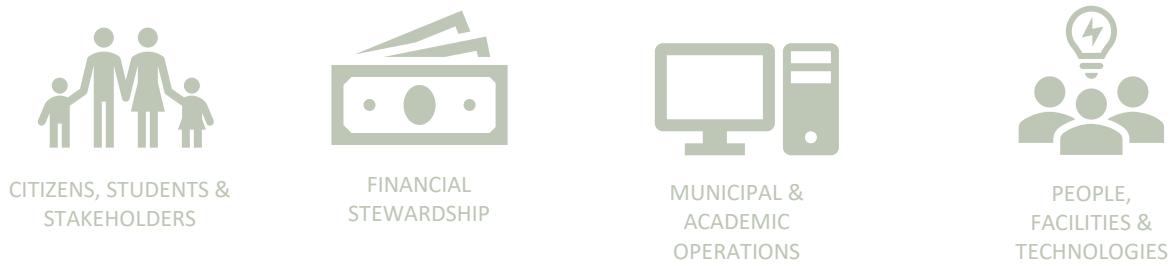
MISSION

VISION

VALUES

PERSPECTIVES

The Town's balanced scorecard is based on four unique perspectives that allow the Town to focus on a strategy aligned to the mission, vision and values of the community.

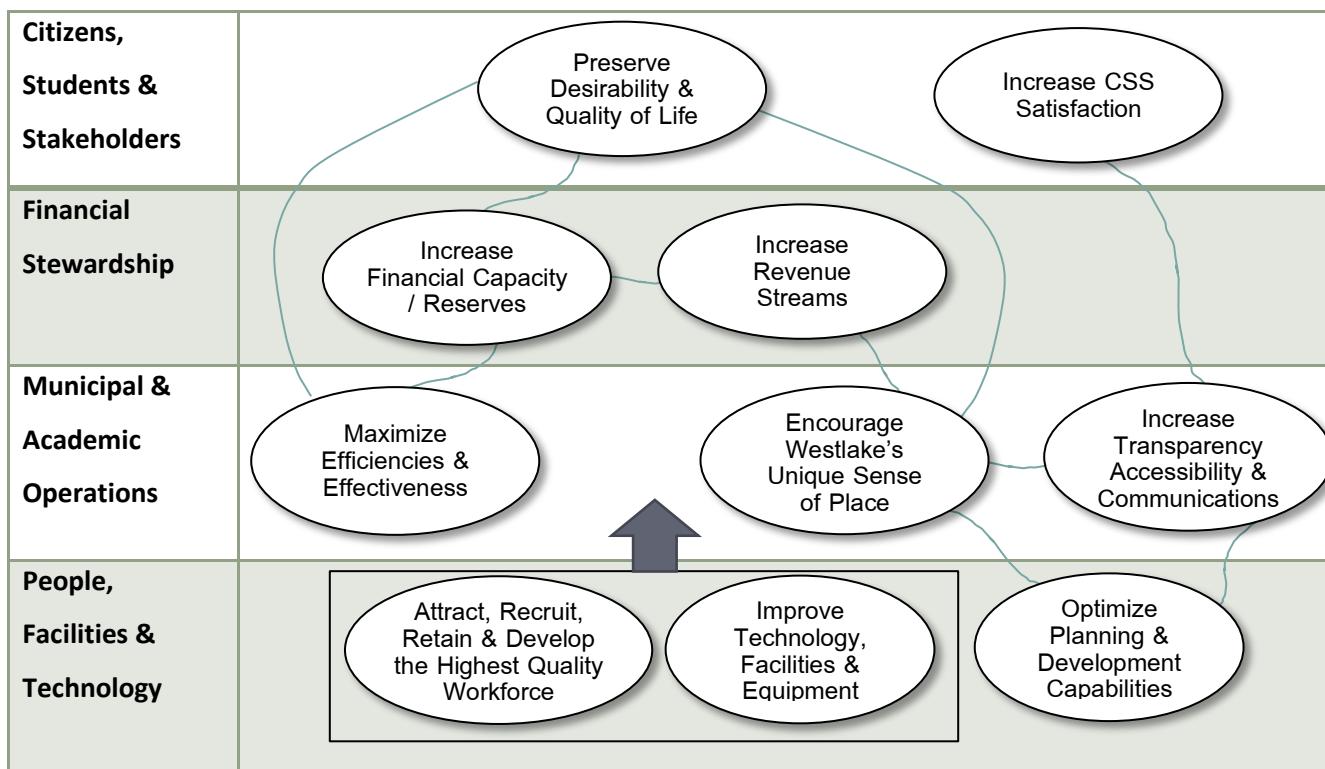


THEMES & RESULTS

The Town Council constructed strategic themes and results for the Town. This is the framework for a comprehensive Tier One map for The Town's program and services.

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

STRATEGY MAP



OBJECTIVES & PERFORMANCE MEASURES

Through the Balanced Scorecard System, the Town aligns its performance measures to its goals and strategic perspectives. The identified performance measures define expectations, hold departments accountable, and help determine the quantity and quality of work. The Town evaluates its performance on a quarterly basis.

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

In addition to monitoring performance measures, the Town gathers the opinion of its citizens through a survey. The survey is designed to measure government performance and to gauge the current and future needs of residents. This survey is a useful tool within the strategic management system and allows Town services to be tailored to its citizens.

As the Town evolves, the balanced scorecard, measurement units, data sources, and targets will be refined. Through quarterly performance reviews, departmental performance is documented, and trends are tracked.

STRATEGIC DEVELOPMENT & BUDGET CYCLE

Linking the Town's strategic plan and budget is fundamental to effective public budgeting. Westlake incorporates the Strategy Map into resource allocation decisions to ensure the Town budget reflects the priorities of Town Council. As seen in the illustration below, the strategic development and budget cycle never ceases.





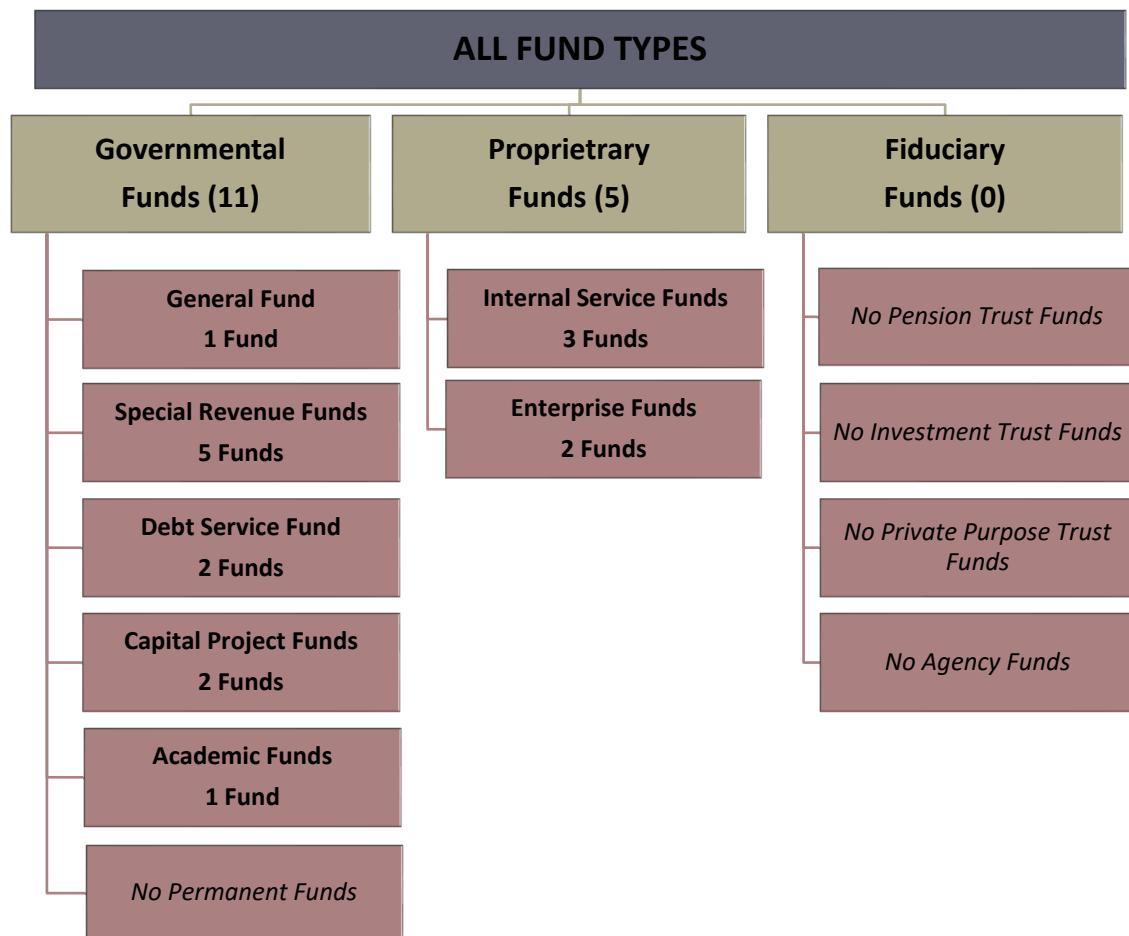
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FINANCIAL STRUCTURE

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FUND STRUCTURE

The Town's accounting system is organized and operated on a fund basis. A fund is a group of functions combined into a separate accounting entity having its own assets, liabilities, equity, revenue and expenditures/expenses. The Town of Westlake has 16 funds with specific purposes which are defined by federal, state, or local laws.



GOVERNMENTAL FUNDS

Governmental fund types finance the most governmental functions of the Town. The acquisition, use, and balances of the Town's expendable financial resources and the related liabilities (except those accounted for in the Proprietary and Fiduciary Fund types) are accounted for through Governmental Fund types. This fund type uses a modified accrual basis of accounting and budgeting. The Town of Westlake has the following Governmental Funds:

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.

Special Revenue Funds accounts for the proceeds of specific revenue sources, other than expendable trusts or major capital projects. These funds consist 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.

Debt Service Funds account for the payment of general long-term debt, principal and interest. This fund provides a clearer accounting of ongoing debt obligations compared to operating budgets. The Debt Service Fund is used to make scheduled payments for all bond issuances. Debt Service Funds is comprised of the Revenue Supported Debt Service Fund 300 and Property Tax Supported Debt Service Fund 301.

Westlake Academy Fund includes all operations and maintenance related to the school as well as State public school funding, Federal and state grants, and private donations used to support the daily school operations of the Academy.

Capital Projects Funds account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary fund types). These funds consist of the Capital Project Fund 410, Westlake Arts & Sciences Center Fund 411, and the Westlake Academy Expansion Fund 412.

PROPRIETARY FUND TYPES

Proprietary fund types account and budget for ongoing activities based on a cost of service. These funds use an accrual basis of accounting. The Town of Westlake has the following proprietary funds:

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.

Internal Service Funds account for services and or commodities furnished by a designated program to other programs within the Town. The Town's 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.

MAJOR FUND TYPES

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

MAJOR FUNDS	PERCENT
General Fund	48%
Capital Project Fund	22%
Enterprise Funds	12%
TOTAL	83%

DEPARTMENT/FUND RELATIONSHIP

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

FUND BALANCE

Fund balance is used to describe the net position of governmental funds calculated in accordance with generally accepted accounting principles (GAAP). Fund balance is defined as the excess of an entity's assets over its liabilities in a fund. In other words, it is the balance that remains once the fund's expenditures have been deducted from its revenues.

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

- **Cash Flow** – It is essential for the Council to have enough cash on hand for payroll and other obligations to be made timely. In addition, most state and federal grants require the payment prior to the grant reimbursement request.
- **Unforeseen Events** – Reserves often act as a contingency to meet unbudgeted and unexpected needs, thus allowing time to make permanent changes to the budget and preventing fiscal problems from needlessly worsening.
- **Financial Security** – A fund reserve demonstrates a sign of financial strength and security to banking and financial institutions allowing the Town of Westlake to borrow funds and sell bonds when additional facilities need to be built or renovated at more favorable rates, thus saving the taxpayers money.
- **Interest Earning** – Having a fund

In the Town of Westlake, the amount of fund balance for each fund is dictated by different parameters. Please note that each fund summary ends with a line named “ending fund balance.”

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	54%	-8%
Enterprise Funds	4,770,898	5,819,803	5,641,207	178,596	4,949,494	21%	4%
Internal Service M&R	1,885,121	109,275	1,143,500	(1,034,225)	850,896	4%	-55%
Special Revenue Funds	676,814	1,470,625	1,662,716	(192,091)	484,723	2%	-28%
Debt Service Funds	36,702	2,654,572	2,691,275	(36,703)	(0.00)	0%	-100%
Capital Projects Funds	4,187,345	280,000	1,613,830	(1,333,830)	3,336,156	14%	-32%
Municipal Total	25,005,509	19,954,949	23,428,274	(3,473,325)	21,532,183	93%	-14%
Academic Funds	1,559,356	9,431,978	9,393,877	38,101	1,597,457	7%	2%
TOTAL ALL FUNDS	\$ 26,564,865	\$ 29,386,927	\$ 32,822,151	\$ (3,435,224)	\$ 23,129,640	100%	-13%

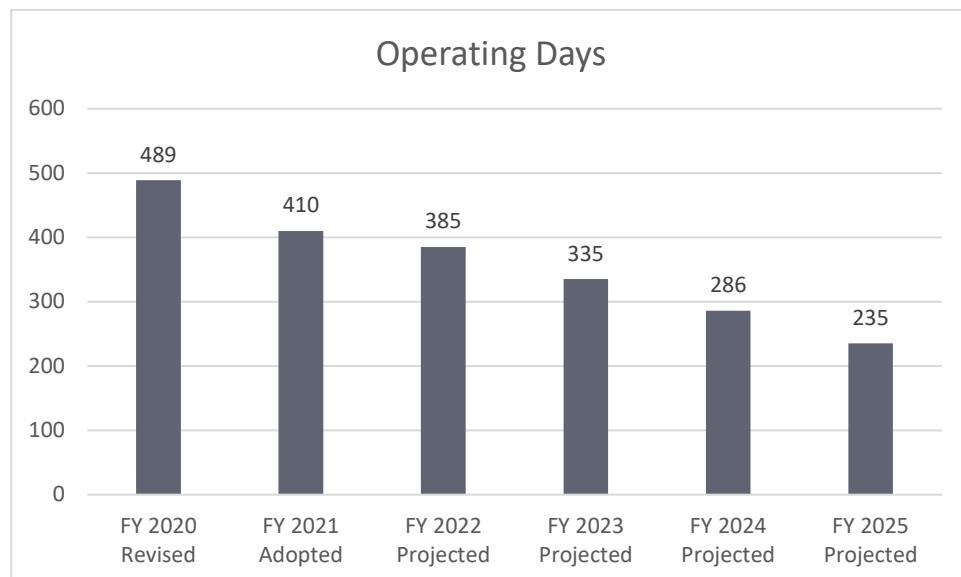
Fund Balance will only be used with Council approval and can be only be used for the following:

- 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.

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.



BUDGET OVERVIEW

The budget is an essential element of the financial planning, control, and evaluation process of municipal government. The “operating budget” is the Town’s documented annual financial operating plan. The budget includes all operating departments, debt service funds, capital projects funds, and the internal service funds of the Town. The budget is a resource tool for Town Council, staff, and the citizens of Westlake.

BASIS OF ACCOUNTING & BUDGETING

The Town records and reports all financial transactions using standard set by the Governmental Accounting Standards Board (GASB) and General Accepted Accounting Principles (GAAP).

The Town utilizes the *modified accrual basis* of accounting and budgeting for governmental funds (General Fund, Special Revenue Funds, Debt Service Funds, Capital Project Funds and Academic Funds). Revenues are accounted and budgeted when they are measurable and available. Expenditures are accounted and budgeted when the liability is incurred.

For proprietary funds (Enterprise and Internal Service Funds), the Town uses a *full accrual basis* of accounting and budgeting. Revenues or expenses are recorded when a transaction occurred.

The Town’s financials are fully reconciled to the accounting system at the beginning of the fiscal year when the budget is proposed and at the end of the fiscal year in the Comprehensive Annual Financial Report. GAAP adjustments are made to reflect balance sheet requirements and their effect on the budget. These include changes in designations and recognition of accrued liabilities.

BUDGET PROCESS

The Town’s fiscal year begins on October 1st and ends on September 30th. The budget is prepared by the Town Manager in collaboration with department directors.

PREPARATION

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

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

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

DEVELOPMENT

Department heads submit proposed baseline expenditures for current service levels and any additional one-time or on-going request they may have for their department. A round-table meeting is subsequently held with the Town Manager, finance staff and each department head for review.

After all funding levels are established and agreed upon; the proposed budget is presented by the Town Manager to the Town Council during the annual budget retreat. Town Council reviews the budget information, determines their priorities for the upcoming fiscal year, and evaluates the Town's long-term plans.

PLANNING

The Town utilizes several planning processes that affect the development of the operating budget. Effective planning processes assist the Town in assessing the financial implications of current and proposed policies, programs, and assumptions.

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

ADOPTION

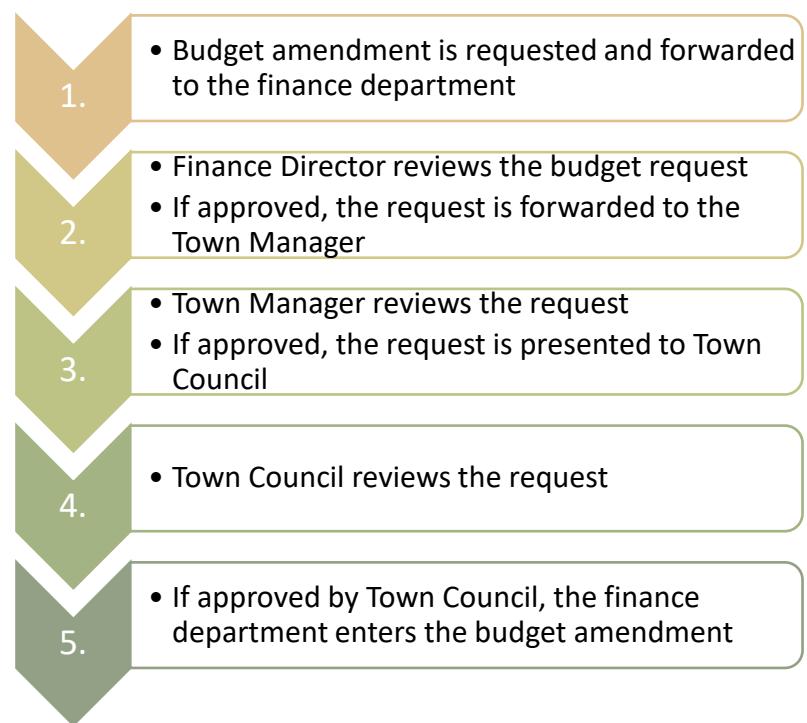
Upon the determination and presentation of the final proposed budget as established by the Council, a public hearing date and time will be set and publicized. Council will consider a resolution which, if adopted, the budget becomes the Town's Approved Annual Budget. Council adopts the budget in September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

AMENDMENTS

Department Directors are responsible for monitoring their respective department budgets. The Finance Department will monitor all financial operations. Modifications within the operating categories (salaries, supplies, maintenance, services, capital, etc.) can be made with the approval of the Town Manager.

Any change to reserve categories or interdepartmental budget totals requires a budget amendment from Town Council. The budget team (finance and department head) will decide whether to proceed with a budget amendment. If so, they will present the request to the Town Manager for review. If approved, the Town Manager will draft an ordinance to formally amend the current budget.

The ordinance is presented to the Town Council for consideration. If the amendment is approved, the necessary budget changes are made. All budget amendments are approved by Town Council prior to the expenditure of funds in excess of the previously authorized budgeted amounts within each fund.



BUDGET CALENDAR

	<h3>MARCH</h3> <ul style="list-style-type: none">▪ Orientation & Overview of the Budget Process▪ Five Year Projection Input▪ Capital Projects & Major Maintenance Forms Available▪ Review Calendar & Process with Council▪ Review of Overall Town Goals
<h3>APRIL</h3> <ul style="list-style-type: none">▪ Year-End Estimate Spreadsheets Distributed for Prior Year Amendments▪ Finance Establishes Base Budget▪ Departments Remove one-time Revenues & Expenditures<ul style="list-style-type: none">▪ Operating Baseline Budget Available for Editing▪ Service Level Adjustment Forms Available	
<h3>JUNE</h3> <ul style="list-style-type: none">▪ Budget Module Open for Changes to Budgets Per Reviews▪ Presentation of 5-Year Forecast	<h3>MAY</h3> <ul style="list-style-type: none">▪ Detail Review by Finance Department▪ Goals & Objectives Available for Editing▪ Town Manager and Finance Begin Review with Departments
<h3>AUGUST</h3> <ul style="list-style-type: none">▪ Budget Retreat▪ Publish Property Tax Notice<ul style="list-style-type: none">▪ Budget Workshop▪ Notice for Public Hearings<ul style="list-style-type: none">▪ Posted in Newspaper▪ Present Proposed Budget to Council	<h3>JULY</h3> <ul style="list-style-type: none">▪ Prepare for Budget Retreat▪ Prepare PowerPoint
<h3>OCTOBER</h3> <ul style="list-style-type: none">▪ New Fiscal Year Begins	<h3>SEPTEMBER</h3> <ul style="list-style-type: none">▪ Publish Notice of Public Hearing on Budget▪ Public Hearing on Budget▪ Adoption of Operating Budget and Tax Rate

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 adopted 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.

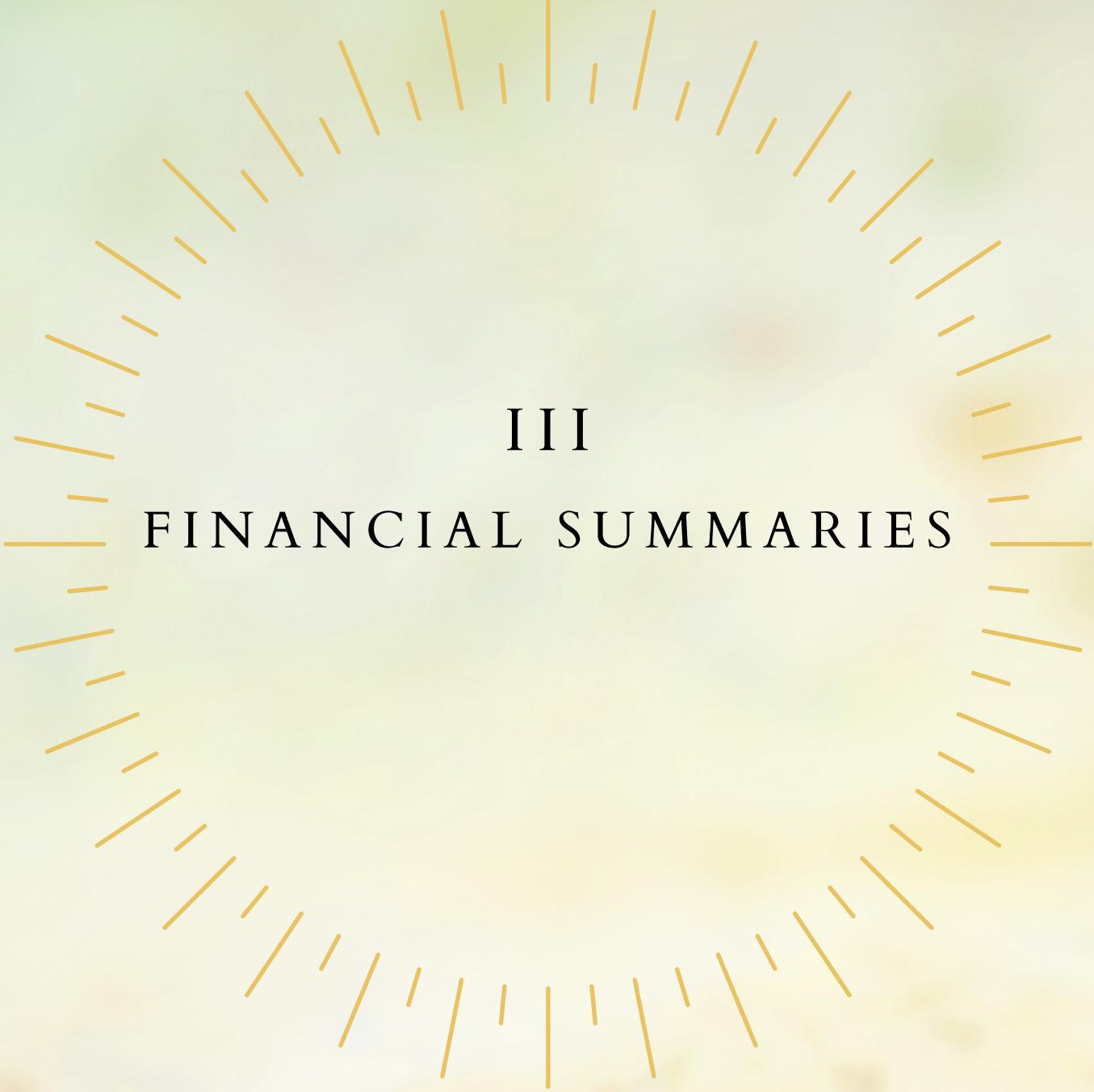
TYPES OF EXPENDITURES

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.



III

FINANCIAL SUMMARIES

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ALL FUNDS OVERVIEW

ALL FUNDS OVERVIEW

All funds are the total resources budgeted by the Town of Westlake. This includes major revenues and expenditures, as well as other financing sources and uses.

FUND HIGHLIGHTS

REVENUES

Budgeted at \$29,386,927. This is a 10% decrease of \$3,209,396 from prior year revised.

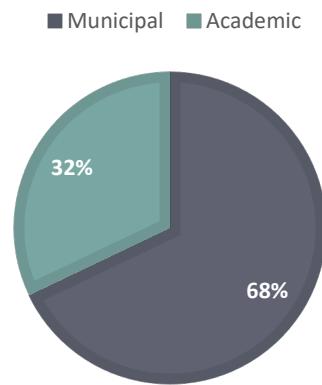
MUNICIPAL

- General Sales Tax – Projected to decrease by \$2,558,501 from prior year revised.
- Property Tax (Ad Valorem) – Based on the approved no new revenue property tax rate of \$0.16788. Of the no new revenue property tax rate, \$.12490 per \$100 assessed valuation is allocated for maintenance and operation activities and \$.04298 per \$100 assessed valuation is allocated for interest and sinking debt service.
- Charge for Services – Projected to increase by \$93,927 from prior year revised.
- Hotel Tax – Projected to increase by \$33,277 from prior year revised.
- Beverage Tax – Projected to decrease \$750 from prior year revised.
- Franchise Fees – Projected to decrease \$39,843 from prior year revised.
- Permits & Fees Building – Projected to increase \$1,176,154 from prior year revised.
- Permits & Fees Utility – Projected to decrease \$134,967 from prior year revised.
- Fines & Forfeitures – Projected to decrease \$35,109 from prior year revised.
- Interest Income – Projected to decrease \$141,772 from prior year revised.
- Contributions – Projected to decrease \$255,750 from prior year revised.
- Miscellaneous Income – Projected to increase \$248,268 from prior year revised.
- Transfer In – Projected to decrease \$45,523 from prior year revised.
- Other Sources – Budgeted at \$0.

ACADEMIC

- Revenues are projected to decrease \$553,820 from prior year revised.
- Other Sources are projected to decrease \$675,623 from prior year revised.

REVENUES & OTHER SOURCES



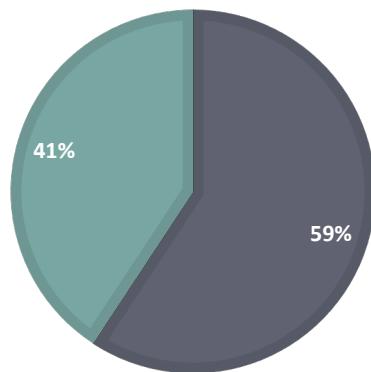
OPERATING EXPENDITURES

Budgeted at \$19,447,568. This is a 1% increase of \$163,743 from prior year revised.

- Payroll & Related – Increased \$217,763 from prior year revised.
- Operations & Maintenance – Decreased \$54,019 from prior year revised.
 - Capital Outlay – Decreased \$57,272 from prior year revised.
 - Debt Service – Decreased \$518,843 from prior year revised.
 - Economic Development – Decreased \$125,653 from prior year revised.
 - Leases & Rentals – Increased \$12,855 from prior year revised.
 - Public Notices – Decreased \$5,615 from prior year revised.
 - Rent & Utilities – Decreased \$27,811 from prior year revised.
 - Repair & Maintenance – Decreased \$137,018 from prior year revised.
 - Services – Increased \$101,818 from prior year revised.
 - Supplies – Decreased \$13,688 from prior year revised.
 - Travel & Training – Increased \$43,880 from prior year revised.
 - Transfer Out Operating – Increased \$673,327 from prior year revised.

EXPENDITURES & OTHER SOURCES

■ Operating ■ Non-Operating



NON-OPERATING EXPENDITURES

Budgeted at \$13,374,582. This is a 12% decrease from prior year revised.

MUNICIPAL

- Capital Project Funds – Decreased \$296,681 from prior year revised.
- Maintenance & Replacement Funds – Increased \$258,301 from prior year revised.
- Transfer Outs – Decreased \$718,850 from prior year revised.
- Other Uses – Budgeted at \$0.

ACADEMIC

- Expenditures – Decreased \$992,028 from prior year revised.
- Other Uses – Budgeted at \$0.

FUND BALANCE

The combined ending fund balance for all funds is projected to be \$23,129,642. This is a 15% increase from prior year revised.

ALL FUNDS - ALL SOURCES and USES

Combined Program Summary

Fiscal Year 2020/2021

	Actuals FY 18/19	Adopted Budget FY 19/20	Revised Budget FY 19/20	Adopted Budget FY 20/21	FY 20/21 vs FY 19/20	Adopted Revised
REVENUES & OTHER SOURCES						
General Sales Tax	\$ 8,032,672	\$ 7,250,000	\$ 6,780,001	\$ 4,221,500	(2,558,501)	-38%
Property Tax	1,956,241	2,301,137	2,426,220	2,469,958	43,738	2%
Charge for Services	5,158,325	5,336,812	5,382,962	5,476,889	93,927	2%
Hotel Tax	861,710	853,684	372,723	406,000	33,277	9%
Beverage Tax	66,923	62,500	40,750	40,000	(750)	-2%
Franchise Fees	964,241	316,924	981,968	942,125	(39,843)	-4%
Permits & Fees Other	214,208	197,235	609,165	246,063	(363,102)	-60%
Permits & Fees Buildings	5,659,021	2,635,325	1,269,000	2,445,154	1,176,154	93%
Permits & Fees Utility	233,210	261,841	402,978	268,011	(134,967)	-33%
Fines & Forfeitures	616,451	547,426	510,709	475,600	(35,109)	-7%
Investment Earnings	601,558	599,152	329,750	187,978	(141,772)	-43%
Contributions	1,342,894	280,000	255,750	-	(255,750)	-100%
Misc Income	162,112	48,562	87,212	335,480	248,268	285%
Total Revenues	25,869,564	20,690,598	19,449,188	17,514,758	(1,934,430)	-10%
Transfers In	5,670,436	3,705,444	2,485,714	\$ 2,440,191	(45,523)	-2%
Other Sources	-	-	-	-	-	100%
Total Other Sources	5,670,436	3,705,444	2,485,714	2,440,191	(45,523)	-2%
GF Academic Revenues	9,429,210	9,717,933	9,985,798	9,431,978	(553,820)	-6%
GF Academic Other Sources	90,000	90,000	675,623	-	(675,623)	-100%
Total Academic	9,519,210	9,807,933	10,661,421	9,431,978	(1,229,443)	-12%
TOTAL REVENUES & OTHER SOURCES	\$ 41,059,209	\$ 34,203,975	\$ 32,596,323	\$ 29,386,927	\$ (3,209,396)	-10%
EXPENDITURES & OTHER USES						
Payroll Salaries	\$ 4,020,733	\$ 4,436,293	\$ 4,304,236	\$ 4,568,692	264,456	6%
Payroll Transfer Out	969,995	1,087,303	1,135,628	740,564	(395,064)	-35%
Payroll Transfer In	(969,995)	(1,087,303)	(1,135,628)	(740,564)	395,064	-35%
Payroll Insurance	621,752	794,092	794,530	744,589	(49,941)	-6%
Payroll Taxes	335,377	401,251	398,653	413,263	14,610	4%
Payroll Retirement	549,194	537,424	527,652	516,289	(11,363)	-2%
Total Payroll and Related	5,527,056	6,169,061	6,025,070	6,242,833	217,763	4%
Capital Outlay	40,731	126,735	125,542	68,270	(57,272)	-46%
Debt Service	5,248,123	3,358,537	4,275,888	3,757,045	(518,843)	-12%
Economic Development	306,983	36,982	153,653	28,000	(125,653)	-82%
Leases and Rentals	37,889	38,259	38,780	51,635	12,855	33%
Public Notices	32,562	47,477	45,635	40,020	(5,615)	-12%
Rent & Utilities	1,020,711	1,032,852	1,065,388	1,037,577	(27,811)	-3%
Repair & Maintenance	565,298	566,681	654,743	517,725	(137,018)	-21%
Services	6,271,933	6,315,264	6,128,118	6,229,936	101,818	2%
Supplies	283,873	266,856	288,986	275,298	(13,688)	-5%
Travel & Training	231,098	252,904	188,533	232,413	43,880	23%
Transfers Out Operating	396,744	175,989	293,489	966,816	673,327	229%
Total Operations & Maintenance	14,435,946	12,218,536	13,258,754	13,204,735	(54,019)	0%
TOTAL OPERATING EXPENDITURES	19,963,002	18,387,596	19,283,825	19,447,568	163,743	1%
Capital Project Funds	3,525,435	2,385,749	1,660,511	1,363,830	(296,681)	-18%
Maintenance & Replacement Funds	1,188,739	932,438	885,199	1,143,500	258,301	29%
Total Capital	4,714,174	3,318,187	2,545,710	2,507,330	(38,380)	-2%
Transfers Out	5,273,693	3,529,455	2,192,225	1,473,375	(718,850)	-33%
Other Uses	-	-	-	-	-	0%
Total Other Uses	5,273,693	3,529,455	2,192,225	1,473,375	(718,850)	-33%
GF Academic Expenditures	9,162,718	9,572,502	10,385,905	9,393,877	(992,028)	-10%
GF Academic Other Uses	90,000	90,000	90,000	-	(90,000)	-100%
Total Academic	9,252,718	9,662,502	10,475,905	9,393,877	(1,082,028)	-10%
TOTAL NON-OPERATING EXPENDITURES	19,240,585	16,510,144	15,213,840	13,374,582	(1,839,258)	-12%
TOTAL EXPENDITURES AND OTHER SOURCES	\$ 39,203,587	\$ 34,897,740	\$ 34,497,665	\$ 32,822,150	\$ (1,675,515)	-5%
SUMMARY						
Excess Revenues over(under) Expenditures		1,855,622	(693,765)	(1,901,339)	(3,435,223)	(1,533,881)
FUND BALANCE, BEGINNING		21,066,854	25,671,087	21,901,639	26,564,865	4,663,226
FUND BALANCE, ENDING	\$ 22,922,476	\$ 24,977,322	\$ 20,000,300	\$ 23,129,642	\$ 3,129,344	16%

ALL FUNDS - BY FUND

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
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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	-	197,476	-	-	740,564	-	740,564
Total Payroll & Related	5,493,074	552,283	-	197,476	-	-	6,242,833	-	6,242,833
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
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	-	409,865	2,691,274	-	13,204,735	-	13,204,735
TOTAL OPERATING EXPENDITURES	10,665,746	5,483,207	-	607,341	2,691,274	-	19,447,568	-	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	4,187,345	25,005,509	1,559,356	26,564,865
ENDING FUND BALANCE	\$ 12,393,556	\$ 4,949,494	\$ 850,896	\$ 484,723	\$ 0	\$ 2,853,515	\$ 21,532,184	\$ 1,597,457	\$ 23,129,642



GENERAL FUND

GENERAL FUND OVERVIEW

The General Fund is the Town's principle operating fund. It is supported by sales and use taxes, property (ad valorem) 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.

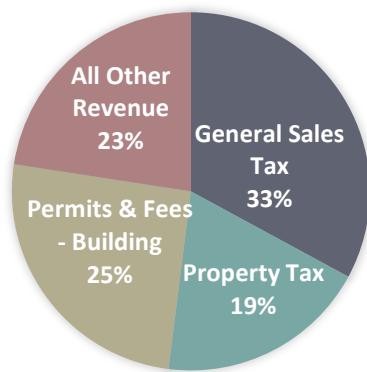
FUND HIGHLIGHTS

REVENUES

Budgeted at \$9,620,674. This is an 8% decrease of \$887,870 from prior year revised.

The decrease in revenues are a result of the following:

GENERAL FUND REVENUE



- General Sales Tax – Projected to decrease by \$1,918,875 due to one-time construction sales tax revenue in the previous year and the projected economic impact of COVID-19 this fiscal year.
- Property Tax (Ad Valorem) – Based on the approved no new revenue rate property tax rate. Of the no new revenue property tax rate, \$.12490 per \$100 assessed valuation is allocated for maintenance and operation activities.

- Beverage Tax – Projected to decrease \$750 from prior year revised due to the uncertainty and economic impact of COVID-19 this upcoming fiscal year.
- Franchise Fees – Projected to decrease \$39,843 from prior year revised due to the projected uncertainty and economic impact of COVID-19.
- Permits & Fees - Building – Projected to increase \$1,176,154 from prior year revised due to planned developments this upcoming fiscal year.
- Fines & Forfeitures – Projected to decrease \$35,109 from prior year revised due to reduced motorist travel through the Town.

- Interest Income – Projected to decrease \$86,200 from prior year revised based on the new interest rates.
- Miscellaneous Income – Projected to increase \$266,503 from prior year revised due to the potential receipt of the SAFER Grant (\$285K) for the Fire/EMS department.
- Transfer In – Increased \$775 from the Utility Fund 500 for one-time impact fees for planned one-time home constructions.

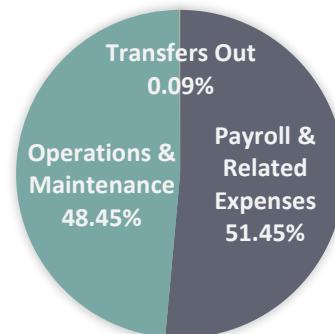
EXPENDITURES

Budgeted at \$10,675,746. This is a 9% increase of \$919,464 from prior year revised.

The increase in expenditures are a result of the following:

- Payroll & Related – Increased \$612,827 from prior year revised. The increase is due to 2% salary increases for Town staff, upcoming retirement costs, and 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 – Increased \$934,464 due to projected costs for operating and maintaining Town services this upcoming fiscal year.
 - Capital Outlay – Decreased \$56,880 due to the one-time purchase of firefighter equipment in the prior year.
 - Debt Service – Decreased \$219,750 due to removing the Municipal transfer to Westlake Academy.
 - Leases & Rentals – Increased \$12,855 due to a new copier lease.
 - Public Notices – Decreased \$5,000 for projected advertising expenses.
 - Rent & Utilities – Decreased \$45,027 due to projected utilities costs this upcoming fiscal year. Town hall is on a tiered rent schedule that will increase this upcoming fiscal year.
 - Repair & Maintenance – Decreased \$26,651 due to one-time costs of fire vehicle maintenance and repair in the prior year. This includes COVID-19 related expenses.

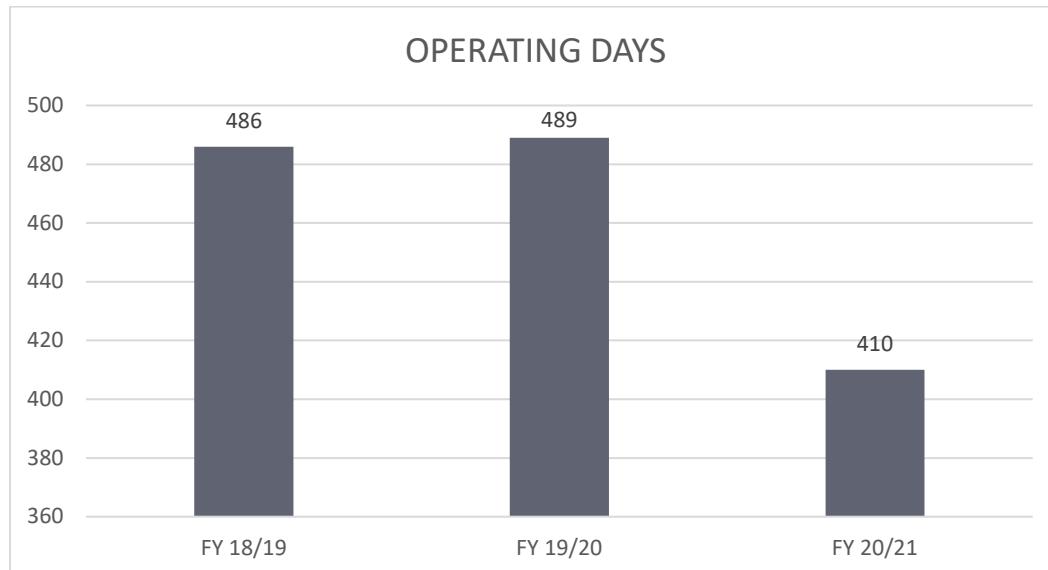
GENERAL FUND EXPENDITURES



- Services – Decreased \$73,579; services include the Keller Police Contract (\$987K), which increased \$9K.
- Supplies – Increased \$16,962; 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 – Increased \$673,327 for debt service and new interested rates.
- Travel & Training – Increased \$45,380 from prior year revised to ensure employee certifications are up-to-date. This includes virtual and possible in-person trainings in the upcoming fiscal year.
- Transfer Out - Decreased \$15,000. This expenditure is a transfer to the General Maintenance and Replacement Fund 600.

FUND BALANCE

The combined ending unassigned Fund Balance for General Fund is projected to be \$11,993,671. This is an 8% decrease of \$1,055,072 from prior year revised. 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	Adopted Budget FY 20/21	FY 20/21 Adopted vs FY 19/20	FY 20/21 Adopted vs FY 19/20 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%	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%	- 0%
Projects - Maintenance & Replacement	-	-	-	-	0% 0%	- 0%
Total Capital and Maintenance & Replacement	-	-	-	-	0% 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	\$ 12,665,273	\$ 13,448,628	\$ 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	100%	-	0%
Court County Bonds	100-10114-15-000	35,224	-	42,971	42,971	100%	-	0%
Court Child Safety	100-10117-15-000	25	-	25	25	100%	-	0%
P&D Escrow	100-10110-12-105	33,519	-	2,569	2,569	100%	-	0%
Tree Escrow	100-10110-00-101	63,354	63,350	63,354	4	0%	-	0%
Street Escrow	100-10110-00-102	54,707	54,710	54,707	(3)	0%	-	0%
Open Space Escrow	100-10110-00-106	-	-	100,000	100,000	100%	-	0%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS	\$ 321,552	\$ 298,560	\$ 399,885	\$ 399,885	\$ 101,325	25%	\$ -	0%

GENERAL FUND
BY DEPARTMENT
PROGRAM SUMMARY
FY 2020/2021

Department	General Services	Town Manager's Office	Planning and Development	Town Secretary's Office	Fire/EMS Department	Municipal Court	Public Works	Facilities Maintenance
REVENUES AND OTHER SOURCES								
General Sales Tax	3,166,125	-	-	-	-	-	-	-
Property Tax	1,837,577	-	-	-	-	-	-	-
Beverage Tax	40,000	-	-	-	-	-	-	-
Franchise Fees	942,125	-	-	-	-	-	-	-
Permits & Fees Other	6,695	-	129,368	-	110,000	-	-	-
Permits & Fees Building	-	-	2,389,288	-	55,866	-	-	-
Fines and Forfeitures	-	-	-	-	-	475,600	-	-
Investment Earnings	85,000	-	-	-	-	3,800	-	-
Misc Income	10,705	-	100	-	285,425	-	-	15,000
Total Revenues	6,088,227	-	2,518,756	-	451,291	479,400	-	15,000
Transfers In	-	-	-	-	-	-	-	-
Total Other Sources	-	-	-	-	-	-	-	-
TOTAL REVENUES AND OTHER SOURCES	\$ 6,088,227	\$ -	\$ 2,518,756	\$ -	\$ 451,291	\$ 479,400	\$ -	\$ 15,000
EXPENDITURES AND OTHER USES								
PR Salaries	48,870	616,211	357,500	134,926	1,799,817	334,036	280,348	119,129
PR Transfer In	-	(122,896)	-	-	-	-	(290,076)	(42,013)
PR Insurance	13,078	79,319	45,964	13,828	306,609	73,631	50,850	23,326
PR Taxes	4,107	48,798	29,689	10,800	180,865	29,638	27,261	11,100
PR Retirement	5,946	74,981	5,690	16,418	219,002	40,578	33,480	14,496
Total Payroll & Related	72,001	696,413	438,843	175,972	2,506,293	477,883	101,863	126,038
Capital Outlay	-	1,000	-	-	21,900	-	5,795	6,500
Debt Service	36,680	-	-	-	-	-	-	-
Leases and Rentals	46,265	-	2,550	250	-	1,070	-	-
Public Notices	-	-	-	15,000	140	-	-	2,380
Rent & Utilities	441,970	-	-	-	53,350	-	152,864	700
Repair & Maintenance	-	-	-	-	56,745	600	84,175	73,055
Services	420,825	660	386,550	26,765	161,425	48,060	113,392	102,605
Supplies	43,225	1,750	21,025	2,070	107,175	15,360	6,465	35,398
Transfer Out to DS	-	-	-	-	-	-	-	-
Travel & Training	42,855	32,050	4,525	3,945	58,835	8,340	2,541	10,320
Total Operations	1,031,820	35,460	414,650	48,030	459,570	73,430	365,232	230,958
Transfers Out	-	-	-	-	-	-	-	-
Other Uses	-	-	-	-	-	-	-	-
Total Other Uses	-	-	-	-	-	-	-	-
TOTAL EXPENDITURES AND OTHER USES	1,103,821	731,873	853,493	224,002	2,965,863	551,313	467,095	356,996
EXCESS REVENUES OVER (UNDER) EXPENDITURES	\$ 4,984,406	\$ (731,873)	\$ 1,665,263	\$ (224,002)	\$ (2,514,572)	\$ (71,913)	\$ (467,095)	\$ (341,996)

GENERAL FUND
BY DEPARTMENT
PROGRAM SUMMARY
FY 2020/2021

Department	Finance Department	Parks and Recreation	Information Technology	Human Resources	Communications	Police Services	Transfers In and Out	TOTAL
REVENUES AND OTHER SOURCES								
General Sales Tax	-	-	-	-	-	-	-	\$ 3,166,125
Property Tax	-	-	-	-	-	-	-	1,837,577
Beverage Tax	-	-	-	-	-	-	-	40,000
Franchise Fees	-	-	-	-	-	-	-	942,125
Permits & Fees Other	-	-	-	-	-	-	-	246,063
Permits & Fees Building	-	-	-	-	-	-	-	2,445,154
Fines and Forfeitures	-	-	-	-	-	-	-	475,600
Investment Earnings	-	-	-	-	-	-	-	88,800
Misc Income	-	-	-	-	-	-	-	311,230
Total Revenues	-	-	-	-	-	-	-	9,552,674
Transfers In	-	-	-	-	-	-	68,000	68,000
Total Other Sources	-	-	-	-	-	-	68,000	68,000
TOTAL REVENUES AND OTHER SOURCES	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 68,000	\$ 9,620,674
EXPENDITURES AND OTHER USES								
PR Salaries	383,252	52,829	199,156	135,563	97,860	-	-	4,559,497
PR Transfer In	(200,270)	(37,414)	-	(18,310)	(29,585)	-	-	(740,564)
PR Insurance	59,250	10,152	47,716	20,146	720	-	-	744,589
PR Taxes	30,868	5,418	15,974	10,892	7,853	-	-	413,263
PR Retirement	46,634	6,428	24,233	16,495	11,908	-	-	516,289
Total Payroll & Related	319,734	37,413	287,079	164,786	88,756	-	-	5,493,074
Capital Outlay	-	2,020	-	-	-	-	-	37,215
Debt Service	-	-	-	-	-	-	-	36,680
Leases and Rentals	-	-	-	-	-	-	-	50,135
Public Notices	-	-	-	2,500	-	-	-	20,020
Rent & Utilities	-	108,965	-	-	-	-	-	757,849
Repair & Maintenance	-	72,210	65,000	-	-	-	-	351,785
Services	52,950	84,120	68,215	15,900	225	987,694	-	2,469,386
Supplies	2,750	8,545	7,630	4,150	12,500	-	-	268,043
Transfer Out to DS	-	-	-	-	-	-	966,816	966,816
Travel & Training	11,890	5,000	9,615	18,200	6,627	-	-	214,743
Total Operations	67,590	280,860	150,460	40,750	19,352	987,694	966,816	5,172,672
Transfers Out	-	-	-	-	-	-	10,000	-
Other Uses	-	-	-	-	-	-	-	-
Total Other Uses	-	-	-	-	-	-	10,000	10,000
TOTAL EXPENDITURES AND OTHER USES	387,324	318,273	437,539	205,536	108,108	987,694	976,816	10,675,746
EXCESS REVENUES OVER (UNDER) EXPENDITURES	\$ (387,324)	\$ (318,273)	\$ (437,539)	\$ (205,536)	\$ (108,108)	\$ (987,694)	\$ 68,000	\$ (1,055,072)

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 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. A 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 18/19 Actuals	FY 19/20 Adopted	FY 19/20 Amended	FY 20/21 Adopted	Adopted Change Amount	Adopted Change Percent
Administrative	1.00	1.00	1.00	1.00	-	0%
Town Manager	3.00	4.00	4.00	4.00	-	0%
Planning & Development	4.00	4.00	4.33	4.33	-	0%
Town Secretary	1.50	1.5	1.00	1.00	-	0%
Emergency Services	15.50	18.00	18.00	21.00	3.00	16%
Court/Marshal/Judge	4.25	4.75	4.75	4.75	-	0%
Public Works	4.00	4.33	5.00	5.00	-	0%
Facilities Maintenance	1.00	0.83	0.83	0.83	-	0%
Administrative Services (Finance & HR)	6.00	6.50	6.00	6.00	-	0%
Park & Recreation	1.00	0.83	0.83	0.83	-	0%
Information Technology	2.00	2.00	2.00	2.00	-	0%
Communications	2.00	2.00	1.00	1.00	-	0%
Total Employees	45.25	49.75	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.

GENERAL SERVICES

Department #10

General Services is comprised of revenues and expenditures in the operational budget that are not specific to any department. Revenues include general sales & use taxes, ad valorem property taxes, franchise fees, beverage taxes, earned interest, permits that are not building related, and other miscellaneous income. Expenditures include payroll and related for one general service employee, rent and utilities for the town hall, professional services/leases/rentals, operating supplies, travel & training for staff. The activity is administered by the Finance Department and funds various charges that are not defined or directly related to any specific department or activity of the Town.

PERSONNEL

Position	FY 2019	FY 2020	FY 2021	FY 2022
	Actual	Actual	Budget	Forecast
Receptionist/Administrative Assistant	1.00	1.00	1.00	1.00

GENERAL SERVICES

DEPARTMENT 10

PROGRAM SUMMARY

	Actuals FY 18/19	Adopted Budget FY 19/20	Revised Budget FY 19/20	Adopted Budget FY 20/21	FY 20/21 Adopted vs FY 19/20 Revised
REVENUES AND OTHER SOURCES					
General Sales Tax	5,752,561	5,437,500	5,085,001	3,166,125	-37.7% (1,918,876)
Property Tax	1,655,548	1,634,916	1,725,000	1,837,577	6.5% 112,577
Permits and Fees Other	6,682	6,660	9,580	6,695	-30.1% (2,885)
Permits and Fees Building	-	-	-	-	0.0% -
Fines & Forfeitures	-	-	-	-	0.0% -
Franchise Fees	964,241	316,924	981,968	942,125	-4.1% (39,843)
Contributions	-	-	-	-	0.0% -
Beverage Tax	66,923	62,500	40,750	40,000	-1.8% (750)
Interest	351,948	275,000	173,500	85,000	-51.0% (88,500)
Misc Income	7,604	11,500	29,527	10,705	-63.7% (18,822)
TOTAL	\$ 8,805,507	\$ 7,745,000	\$ 8,045,326	\$ 6,088,227	-24.3% \$ (1,957,099)
EXPENDITURES AND OTHER USES					
Payroll Wages	46,862	46,915	48,398	48,870	1.0% 472
Payroll Transfer In	-	-	-	-	0.0% -
Payroll Insurance	12,990	14,279	14,279	13,078	-8.4% (1,201)
Payroll Taxes	4,156	3,926	4,097	4,107	0.2% 10
Payroll Retirement	5,726	5,769	6,020	5,946	-1.2% (74)
Total Payroll & Related	\$ 69,734	\$ 70,890	\$ 72,794	\$ 72,001	-1.1% \$ (793)
Capital Outlay	-	-	-	-	0.0% -
Debt Service	351,677	256,430	256,430	36,680	-85.7% (219,750)
Economic Development	-	-	-	-	0.0% -
Leases and Rentals	6,705	6,160	6,160	46,265	651.1% 40,105
Public Notices	-	-	-	-	0.0% -
Repair and Maintenance	-	-	-	-	0.0% -
Rent and Utilities	431,967	389,349	408,674	441,970	8.1% 33,296
Service	281,138	444,864	446,023	420,825	-5.6% (25,198)
Supplies	44,467	26,998	30,080	43,225	43.7% 13,145
Travel & Training	65,580	60,303	36,153	42,855	18.5% 6,702
Total Operation & Maintenance	\$ 1,181,533	\$ 1,184,104	\$ 1,183,520	\$ 1,031,820	-12.8% \$ (151,700)
TOTAL EXPENDITURES & OTHER USES	\$ 1,251,267	\$ 1,254,994	\$ 1,256,315	\$ 1,103,821	-12.1% \$ (152,494)
NET	\$ 7,554,240	\$ 6,490,006	\$ 6,789,011	\$ 4,984,406	-26.6% \$ (1,804,605)

TOWN MANAGER'S OFFICE

DEPARTMENT #11

The Town of Westlake operates according to the council-manager form of government. This type of local government system combines community leadership of elected officials with the expertise of a professionally educated public manager.

The Town Manager is appointed by the Town Council and functions as the chief executive officer with the principle responsibility of overseeing the administrative duties of the municipality, including all legal and financial obligations. The Town Manager works with the departmental directors to deliver public services to the residents and stakeholders of our community.

In Westlake, the Town Manager has the added unique responsibility of serving as the superintendent of Westlake Academy - the only municipally owned open-enrollment public charter school in the State of Texas. The superintendent coordinates the administrative functions of the school and works with the executive director and the on-campus leadership team to provide an outstanding International Baccalaureate education for our students.

Functions:

- Citizen engagement and communication
- Comprehensive planning and economic development
- Financial management
- Municipal administration
- Municipal governance
- Academic administration
- Academic governance

PERSONNEL

Position	FY 2019	FY 2020	FY 2021	FY 2022
Position	Actual	Actual	Budget	Forecast
Town Manager/ Superintendent	1.00	1.00	1.00	1.00
Deputy Town Manager	1.00	1.00	1.00	1.00
Assistant Town Manager	1.00	1.00	1.00	1.00
Budget Finance/Analyst	-	1.00	1.00	1.00
Administrative Assistant	1.00	-	-	-

GOALS & OBJECTIVES

GOALS

- Increase Citizen, Student, Stakeholder Satisfaction
- Preserve Desirability & Quality of Life
- Encourage Westlake's Unique Sense of Place

OBJECTIVES

- Provide municipal and academic leadership and support to the Westlake community and stakeholders.
- Ensure all growth is compliant with Westlake development standards and the vision of the community.
- Develop and strengthen excellent municipal and academic staff teams.
- Oversee budgets and provide financial forecasting for the organization.
- Identify opportunities to partner with public and private sector providers to help enhance financial sustainability.
- Assist elected officials with the implementation of organizational strategic plans.
- Monitor the growth and development of Westlake Academy.
- Provide support for Council appointed advisory committees and commissions.

FY 2020 ACCOMPLISHMENTS

- Navigated the New Coronavirus-19 Pandemic for both the municipal and academic service delivery teams.
- Restructured municipal service delivery teams to enhance efficiencies.
- Hired a Middle Years Programme Principal and Assistant Principal to strengthen our academic team and provide support to our staff.
- Continued to strengthen our connections with the Affiliates of Westlake Academy – House of Commons, Westlake Academy Foundation, and the Westlake Academy Athletic Club.
- Began an update to the Facility Master Plan for Westlake Academy.
- Worked with a public art advisory team to create our first juried art installation within the community.
- Through a partnership with Mesa Planning, completed the creation of a “Cost Recovery Tool” to help evaluate the impact of new development on our services.

FY 2021 INITIATIVES

- Continue organizational development of the municipal and academic teams into a cohesive unified entity with a focus on providing responsive, accessible, and efficient public services.
- Complete the long-range planning process that would guide any expansion in our facilities on the Academy campus.
- Continue the organizational growth opportunities for both the academic and municipal teams. Including, book review, mentorship, and visioning.
- Finalize performance measures and codify the information for Council review and staff use.
- Implement the “Cost Recovery Tool” to help us make informed decisions on development.
- Evaluate the opportunities presented by the pandemic to broaden our off-site educational options.
- Support the advancement of the vision, mission, and values identified by the elected officials.

KEY PERFORMANCE MEASURES

OBJECTIVE	PERFORMANCE MEASURE	Bench Mark	2020 Actual	2021 Target	2022 Target
Increase Citizen, Student, Stakeholder Satisfaction	Town Council Update	Monthly	12	12	12
	Attend ICMA Conference	Yearly	Yes	Yes	Yes
Preserve Desirability & Quality of Life	Attend Chamber Meetings	Monthly	6	6	12
	Attend Metropoert Meetings	Monthly	6	6	12
Encourage Westlake’s Unique Sense of Place	Town Q2 meetings	Quarterly	1	4	4

TOWN MANAGER'S OFFICE

DEPARTMENT 11

PROGRAM SUMMARY

	Actuals FY 18/19	Adopted Budget FY 19/20	Revised Budget FY 19/20	Adopted Budget FY 20/21	FY 20/21 Adopted vs FY 19/20 Revised
REVENUES AND OTHER SOURCES					
General Sales Tax	-	-	-	-	0.0% -
Property Tax	-	-	-	-	0.0% -
Permits and Fees Other	-	-	-	-	0.0% -
Permits and Fees Building	-	-	-	-	0.0% -
Fines & Forfeitures	-	-	-	-	0.0% -
Franchise Fees	-	-	-	-	0.0% -
Contributions	-	-	-	-	0.0% -
Beverage Tax	-	-	-	-	0.0% -
Interest	-	-	-	-	0.0% -
Misc Income	-	-	-	-	0.0% -
TOTAL	\$ -	\$ -	\$ -	\$ -	0.0% \$ -
EXPENDITURES AND OTHER USES					
Payroll Wages	474,047	558,148	582,880	616,211	5.7% 33,331
Payroll Transfer In	-	-	-	(122,896)	0.0% (122,896)
Payroll Insurance	41,381	82,449	82,449	79,319	-3.8% (3,130)
Payroll Taxes	31,574	48,028	48,540	48,798	0.5% 258
Payroll Retirement	105,956	68,634	70,000	74,981	7.1% 4,981
Total Payroll & Related	\$ 652,959	\$ 757,260	\$ 783,869	\$ 696,413	-11.2% \$ (87,456)
Capital Outlay	-	-	3,000	1,000	-66.7% (2,000)
Debt Service	-	-	-	-	0.0% -
Economic Development	-	-	-	-	0.0% -
Leases and Rentals	329	295	295	-	-100.0% (295)
Public Notices	-	-	-	-	0.0% -
Repair and Maintenance	-	-	-	-	0.0% -
Rent and Utilities	-	-	-	-	0.0% -
Service	2,534	2,655	660	660	0.0% -
Supplies	5,880	1,836	4,250	1,750	-58.8% (2,500)
Travel & Training	53,118	32,128	14,648	32,050	118.8% 17,402
Total Operation & Maintenance	\$ 61,861	\$ 36,914	\$ 22,853	\$ 35,460	55.2% \$ 12,607
TOTAL EXPENDITURES & OTHER USES	\$ 714,820	\$ 794,174	\$ 806,722	\$ 731,873	-9.3% \$ (74,849)
NET	\$ (714,820)	\$ (794,174)	\$ (806,722)	\$ (731,873)	-9.3% \$ 74,849

PLANNING & DEVELOPMENT

DEPARTMENT #12

The Planning and Development Department is responsible for processing plating and zoning requests and ensuring that existing buildings and properties, and all proposed development, conforms to the Town of Westlake's comprehensive plans, zoning regulations, building codes, and other regulations of the town.

Functions:

- Building inspection
- Code enforcement
- Municipal administration
- Municipal governance
- Plan review and inspection
- Planning and zoning
- Support for economic development
- Urban and structural design

PERSONNEL

Position	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Forecast
Director	1.00	1.00	1.00	1.00
Chief Building Official	1.00	1.00	1.00	1.00
Development Coordinator	1.00	1.00	1.00	1.00
Permit Clerk	1.00	1.00	1.00	1.00

GOALS & OBJECTIVES

GOALS

- Optimize Planning & Development Capabilities
- Preserve Desirability & Quality of Life
- Encourage Westlake's Unique Sense of Place

OBJECTIVES

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

FY 2020 ACCOMPLISHMENTS

- Amended Chapter 26 of the Code of Ordinances to improve application requirements in response to Texas Legislative House Bill 3167.
- Amended Chapter 102 of the Code of Ordinances providing for urban chickens on larger lots.
- Increased development fees across the board in order to keep tax burden low for citizens.
- Added GIS and expanded GIS capabilities with expanded ESRI licenses and additional plug-ins.
- In response to the Covid-19 pandemic, switched to an all-digital submittal and payment process in order to reduce infection risk and improve efficiencies.

FY 2021 INITIATIVES

- Communicate planning and development information to stakeholders in the most effective manner possible
- Update the 2015 Comprehensive Plan
- Maximize GIS utilization through programmatic development
- Continue to implement policies and processes that maximize development design excellence
- Create a Unified Development Code and provide policy enhancements as part of the scope
- Seek solutions to improve development efficiency and performance in the Entrada development
- Develop a comprehensive strategy for Westlake to become a dark sky certified community

KEY PERFORMANCE MEASURES

OBJECTIVE	PERFORMANCE MEASURE	Bench Mark	2020 Actual	2021 Target	2022 Target
Optimize Planning & Development Capabilities	Permits Issued	n/a	460	204	300
Resident Rating per Survey					
Preserve Desirability & Quality of Life	Enforcing sign regulations	90%	n/a	n/a	90%
Preserve Desirability & Quality of Life	Enforcing exterior regulations for property	90%	n/a	n/a	90%

PLANNING & DEVELOPMENT

DEPARTMENT 12

PROGRAM SUMMARY

	Actuals FY 18/19	Adopted Budget FY 19/20	Revised Budget FY 19/20	Adopted Budget FY 20/21	FY 20/21 Adopted vs FY 19/20 Revised
REVENUES AND OTHER SOURCES					
General Sales Tax	-	-	-	-	0.0% -
Property Tax	-	-	-	-	0.0% -
Permits and Fees Other	95,400	90,050	489,585	129,368	-73.6% (360,217)
Permits and Fees Building	5,407,486	2,563,058	1,226,000	2,389,288	94.9% 1,163,288
Fines & Forfeitures	-	-	-	-	0.0% -
Franchise Fees	-	-	-	-	0.0% -
Contributions	-	-	-	-	0.0% -
Beverage Tax	-	-	-	-	0.0% -
Interest	-	-	-	-	0.0% -
Misc Income	1,842	100	100	100	0.0% -
TOTAL	\$ 5,504,727	\$ 2,653,208	\$ 1,715,685	\$ 2,518,756	46.8% \$ 803,071
EXPENDITURES AND OTHER USES					
Payroll Wages	338,497	360,762	352,001	357,500	1.6% 5,499
Payroll Transfer In	-	-	-	-	0.0% -
Payroll Insurance	45,274	49,445	49,445	45,964	-7.0% (3,481)
Payroll Taxes	27,323	30,242	29,843	29,689	-0.5% (154)
Payroll Retirement	41,428	44,362	43,777	5,690	-87.0% (38,087)
Total Payroll & Related	\$ 452,521	\$ 484,812	\$ 475,066	\$ 438,843	-7.6% \$ (36,223)
Capital Outlay	-	750	-	-	0.0% -
Debt Service	-	-	-	-	0.0% -
Economic Development	-	-	-	-	0.0% -
Leases and Rentals	2,554	1,750	3,150	2,550	-19.0% (600)
Public Notices	-	-	-	-	0.0% -
Repair and Maintenance	5,373	500	-	-	0.0% -
Rent and Utilities	-	-	-	-	0.0% -
Service	761,364	542,025	470,250	386,550	-17.8% (83,700)
Supplies	20,098	24,960	17,425	21,025	20.7% 3,600
Travel & Training	7,819	11,310	3,615	4,525	25.2% 910
Total Operation & Maintenance	\$ 797,208	\$ 581,295	\$ 494,440	\$ 414,650	-16.1% \$ (79,790)
TOTAL EXPENDITURES & OTHER USES	\$ 1,249,729	\$ 1,066,107	\$ 969,506	\$ 853,493	-12.0% \$ (116,013)
NET	\$ 4,254,998	\$ 1,587,101	\$ 746,179	\$ 1,665,263	123.2% \$ 919,084

TOWN SECRETARY'S OFFICE

DEPARTMENT #13

The Town Secretary is appointed by the Town Council. The Town Secretary's Office provides administrative support to the mayor and councilmembers. In addition, the office communicates openly and with efficiency to residents and citizens to enhance public participation by providing transparency in municipal government.

General responsibilities of the Town Secretary's Office include:

- Accepting and processing requests for public information and ensuring all requests are processed in a timely manner in accordance with state laws
- Coordinating the annual board and commission appointment process
- Ensuring publication and codification of town ordinances
- Issuing local alcoholic beverage licenses
- Overseeing joint elections with Tarrant and Denton county election administrators in accordance with state election regulations
- Preparing and distributing agenda packet materials, public postings, and official meeting minutes for both the Town Council, Westlake Academy Board of Trustee and Planning & Zoning Commission agendas in accordance with state regulations
- Posting agendas for affiliate boards
- Serving as the custodian of the town corporate seal and attesting to the mayor's signature on official documents
- Serving as the records management officer and managing, improving efficiency, and adequately protecting and preserving essential town records

PERSONNEL

Position	FY 2019 Actual	FY 2020 Actual	FY2021 Budget	FY 2022 Forecast
Town Secretary/Organizational Performance Manager	1.00	1.00	1.00	1.00

GOALS & OBJECTIVES

GOALS

- Increase Transparency, Accessibility & Communication
- Maximize Efficiencies & Effectiveness
- Encourage Westlake's Unique Sense of Self

OBJECTIVES

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

FY 2020 ACCOMPLISHMENTS

- Prepared agendas, agenda packets, and minutes for approval in a timely manner.
- Expanded details of meeting minutes to expand the
- Facilitated public meetings electronically in accordance with State guidelines in response to the COVID-19 pandemic.
- Provided responsive records to over 200 Open Records Requests in accordance with the Public Information Act.

FY 2021 INITIATIVES

- Administer the 2021 Local Election.
- Continue working with individual departments to design and implement forms improving and automating processes.
- Attend Municipal Clerks training as necessary to maintain the Texas Municipal Clerk's certification.
- Continue with records management best practices for records destruction.

KEY PERFORMANCE MEASURES

OBJECTIVE	PERFORMANCE MEASURE	Bench Mark	2020 Actual	2021 Target	2022 Target
Increase Transparency, Accessibility & Communication	Post all Board meeting agendas to website at least 72-hours prior to the meeting date and time.	100%	100%	100%	100%
Maximize Efficiencies & Effectiveness	Complete Minutes of regularly scheduled meetings and workshops	5 days	99%	99%	99%
Increase Transparency, Accessibility & Communication	Response to open records request	5 days	99%	99%	100%
Maximize Efficiencies & Effectiveness	Texas Municipal Clerks State Certification	Yes	Yes	Yes	Yes
	International Certified Municipal Clerk	Yes	Yes	Yes	Yes
	Notary Public	Yes	Yes	Yes	Yes

TOWN SECRETARY'S OFFICE

DEPARTMENT 13

PROGRAM SUMMARY

	Actuals FY 18/19	Adopted Budget FY 19/20	Revised Budget FY 19/20	Adopted Budget FY 20/21	FY 20/21 Adopted vs FY 19/20 Revised
REVENUES AND OTHER SOURCES					
General Sales Tax	-	-	-	-	0.0% -
Property Tax	-	-	-	-	0.0% -
Permits and Fees Other	-	-	-	-	0.0% -
Permits and Fees Building	-	-	-	-	0.0% -
Fines & Forfeitures	-	-	-	-	0.0% -
Franchise Fees	-	-	-	-	0.0% -
Contributions	-	-	-	-	0.0% -
Beverage Tax	-	-	-	-	0.0% -
Interest	-	-	-	-	0.0% -
Misc Income	-	-	-	-	0.0% -
TOTAL	\$ -	\$ -	\$ -	\$ -	0.0% \$ -
EXPENDITURES AND OTHER USES					
Payroll Wages	131,073	138,444	165,460	134,926	-18.5% (30,534)
Payroll Transfer In	-	-	-	-	0.0% -
Payroll Insurance	20,040	22,599	23,036	13,828	-40.0% (9,208)
Payroll Taxes	10,502	11,260	13,211	10,800	-18.3% (2,411)
Payroll Retirement	16,041	17,024	20,000	16,418	-17.9% (3,582)
Total Payroll & Related	\$ 177,656	\$ 189,327	\$ 221,706	\$ 175,972	-20.6% \$ (45,734)
Capital Outlay	-	-	-	-	0.0% -
Debt Service	-	-	-	-	0.0% -
Economic Development	-	-	-	-	0.0% -
Leases and Rentals	2,378	2,705	2,650	250	-90.6% (2,400)
Public Notices	15,135	25,000	20,000	15,000	-25.0% (5,000)
Repair and Maintenance	-	-	-	-	0.0% -
Rent and Utilities	-	-	-	-	0.0% -
Service	16,328	29,765	11,640	26,765	129.9% 15,125
Supplies	2,694	3,225	2,070	2,070	0.0% -
Travel & Training	2,684	4,340	3,945	3,945	0.0% -
Total Operation & Maintenance	\$ 39,218	\$ 65,035	\$ 40,305	\$ 48,030	19.2% \$ 7,725
TOTAL EXPENDITURES & OTHER USES	\$ 216,874	\$ 254,362	\$ 262,011	\$ 224,002	-14.5% \$ (38,009)
NET	\$ (216,874)	\$ (254,362)	\$ (262,011)	\$ (224,002)	-14.5% \$ 38,009

FIRE-EMS DEPARTMENT #14

The Westlake Fire-EMS Department strives to provide our residents, business owners and visitors with the highest level of professional service. We are a progressive department that aspires to continually improve the quality of service that we provide in the areas of fire, rescue, medical emergencies, hazardous materials incidents, and other emergency services. We pledge to serve the Westlake community with dedication, compassion, and excellence.

Westlake Fire-EMS Department includes a staff of fifteen Firefighter/Paramedics, several part-time Firefighter/Paramedics in the Operations Division and three Administrative Staff positions. Operations is staffed by five positions per shift, covering an engine and ambulance. There are three 24-hour shifts. Currently, there is only one fire station, located at 2000 Dove Road, providing emergency services coverage for the entire town.

The department is comprised of four divisions:

- Operations
- Risk Reduction
- Business Services
- Emergency Management

Responsibilities of the Fire-EMS Department include, but are not limited to, the following primary areas:

- Fire Suppression
- Emergency Medical Services
- Hazardous Materials Mitigation
- General Emergency Response
- All Hazard Risk Reduction
- Emergency Management

PERSONNEL

Position	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Forecast
Fire Chief	1.00	1.00	1.00	1.00
Deputy Chief	1.00	1.00	1.00	1.00
Business Services Manager	1.00	1.00	1.00	1.00
Pub Ed Specialist/Inspector	0.00	0.00	0.00	1.00
Lieutenants/Captains	3.00	3.00	3.00	3.00
Driver/Engineer	0.00	0.00	0.00	3.00
FT Firefighter/Paramedic	12.00	12.00	12.00	12.00
PT Firefighter/Paramedic	12.00	12.00	12.00	12.00

GOALS & OBJECTIVES

GOALS

- Preserve Desirability & Quality of Life
- Maximize Efficiencies & Effectiveness
- Increase Citizen, Student & Stakeholder Satisfaction

OBJECTIVES

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

FY 2020 ACCOMPLISHMENTS

- Implemented Stop-the-Bleed Education
- Conducted CPR and Stop-the-Bleed Education for all TOW and WA staff
- Implemented the Car Seat Check Safety Program
- Conducted a Community Risk Assessment
- Adapted and responded to the COVID-19 pandemic
- Hired five new employees
- Implemented Boot Camp Onboarding
- Implemented Leader of Character Model
- Implemented Business Services Division within Fire Administration
- Conducted Tests and Inspections to facilitate the opening of Schwab Campus

FY 2021 INITIATIVES

1. Improve Emergency Operations and Fire Administration Effectiveness
 - A. Add Three Firefighter Positions
 - B. Reclassify Three (3) Firefighters to Driver/Engineer Positions
 - C. Add Public Education Specialist/Fire Inspector
2. Complete and adopt Standards of Cover (SOC)
 - A. Analyze past response data and provide reports for Community Risk Assessment
 - B. Complete Community Risk Assessment
 - C. Present Standards of Cover to Council for adoption
3. Implement Town of Westlake Emergency Operations Plan (EOP)
 - A. Develop EOC Organizational Chart
 - B. Develop Annex N: Direction & Control
 - C. Complete required NIMS classes
 - D. Execute Tabletop Exercises
4. Implement Town of Westlake Continuity of Operations Plan (COOP)
 - A. Establish Staffing Roles
 - B. Develop Policy/Procedures
5. Review/Update Westlake Academy Emergency Operations Plan (EOP)
 - A. Develop EOC Organizational Chart
 - B. Establish Planning Team
 - C. Review Current Plan
 - D. Revise and implement new EOP
6. Complete Fire Records Management System Transition (RMS)
 - A. Implement Personnel Manager
 - B. Implement Scheduling Plus
 - C. Implement Asset Management
 - D. Implement Properties & Inspections
7. Implement Fit for Duty Program
 - A. Develop and Implement New Hire Testing Policy
 - B. Develop and Implement Annual Firefighter Testing Policy
 - C. Develop and Implement Return to Work Policy
8. Continue Leader of Character Development Model
 - D. Evolve Boot Camp Onboarding Program
 - E. Improve Performance Appraisals
 - F. Continue Mentorship
 - G. Continue Professional Development
9. Improve Emergency Operations and Fire Administration Effectiveness
 - H. Add Three Firefighter Positions
 - I. Reclassify Three (3) Firefighters to Driver/Engineer Positions
 - J. Add Public Education Specialist/Fire Inspector

KEY PERFORMANCE MEASURES

OBJECTIVE	PERFORMANCE MEASURE	Bench Mark	2020 Actual	2021 Target	2022 Target
Preserve Desirability & Quality of Life	Public Education Events	10	8	28	20
	Medical Incidents	n/a	265	134	200
	Fire/Emergency Incidents	n/a	345	89	300
	Fire Inspections	n/a	145	150	120
Maximize Efficiencies & Effectiveness	Pre-Incident Plans	n/a	155	0	150
	Response time of 5 minutes or less	90%	41%	29%	60%
Resident Rating per Survey 2019					
Increase Citizen, Student & Stakeholder Satisfaction	Overall quality of EMS	90%	n/a	n/a	n/a%
	Response time of Fire/EMS personnel	90%	n/a	n/a	n/a%
	Overall quality of fire services	90%	n/a	n/a	n/a%
Maximize Efficiencies & Effectiveness	Emergency preparedness efforts	90%	n/a	n/a	n/a%

FIRE/EMS
DEPARTMENT 14
PROGRAM SUMMARY

	Actuals FY 18/19	Adopted Budget FY 19/20	Revised Budget FY 19/20	Adopted Budget FY 20/21	FY 20/21 Adopted vs FY 19/20 Revised
REVENUES AND OTHER SOURCES					
General Sales Tax	-	-	-	-	0.0% -
Property Tax	-	-	-	-	0.0% -
Permits and Fees Other	112,126	100,525	110,000	110,000	0.0% -
Permits and Fees Building	251,535	72,267	43,000	55,866	29.9% 12,866
Fines & Forfeitures	-	-	-	-	0.0% -
Franchise Fees	-	-	-	-	0.0% -
Contributions	-	-	-	-	0.0% -
Beverage Tax	-	-	-	-	0.0% -
Interest	-	-	-	-	0.0% -
Misc Income	-	-	100	285,425	285325.0% 285,325
TOTAL	\$ 363,661	\$ 172,792	\$ 153,100	\$ 451,291	194.8% \$ 298,191
EXPENDITURES AND OTHER USES					
Payroll Wages	1,265,954	1,530,712	1,436,744	1,799,817	25.3% 363,073
Payroll Transfer In	-	-	-	-	0.0% -
Payroll Insurance	204,599	296,926	296,926	306,609	3.3% 9,683
Payroll Taxes	117,490	154,972	151,617	180,865	19.3% 29,248
Payroll Retirement	150,715	184,336	180,129	219,002	21.6% 38,873
Total Payroll & Related	\$ 1,738,758	\$ 2,166,945	\$ 2,065,416	\$ 2,506,293	21.3% \$ 440,877
Capital Outlay	5,443	71,900	76,300	21,900	-71.3% (54,400)
Debt Service	-	-	-	-	0.0% -
Economic Development	-	-	-	-	0.0% -
Leases and Rentals	2,272	1,200	2,970	-	-100.0% (2,970)
Public Notices	-	140	140	140	0.0% -
Repair and Maintenance	52,030	81,145	81,145	56,745	-30.1% (24,400)
Rent and Utilities	75,905	45,100	84,600	53,350	-36.9% (31,250)
Service	75,872	138,932	149,817	161,425	7.7% 11,608
Supplies	91,532	97,015	94,140	107,175	13.8% 13,035
Travel & Training	51,537	54,295	53,290	58,835	10.4% 5,545
Total Operation & Maintenance	\$ 354,590	\$ 489,727	\$ 542,402	\$ 459,570	-15.3% \$ (82,832)
TOTAL EXPENDITURES & OTHER USES	\$ 2,093,349	\$ 2,656,672	\$ 2,607,818	\$ 2,965,863	13.7% \$ 358,045
NET	\$ (1,729,688)	\$ (2,483,880)	\$ (2,454,718)	\$ (2,514,572)	2.4% \$ (59,854)

MUNICIPAL COURT

DEPARTMENT #15

The Municipal Court performs the duties necessary to support municipal judicial functions, assist the public, and manage court operations. Westlake Municipal Court interprets and adjudicates applicable state laws and supports the local community by providing efficient and effective services through the promotion of justice. In addition to providing fair and equal access to all citizens, the court strives to facilitate the timely disposition of cases with prompt and courteous service.

Additional responsibilities of the Municipal Court include the following:

- Case Processing
- Collection Services
- Docketing
- Judiciary and Administration
- Warrant Processing
- Court Security
- School Resource Officer
- Background Checks for Volunteers
- Juvenile Case Manager

PERSONNEL

Position	FY 2019	FY 2020	FY 2021	FY 2022
	Actual	Actual	Budget	Forecast
Court Administrator	1.00	1.00	1.00	1.00
Town Marshall/SRO	1.00	1.00	1.00	1.00
Lead Court Clerk	1.00	1.00	1.00	1.00
Deputy Court Clerk/Juvenile Case Manager	1.00	1.00	1.00	1.00
Deputy Court Clerk	.50	.50	.50	.50

GOALS & OBJECTIVES

GOALS

- Preserve Desirability & Quality of Life
- Maximize Efficiencies & Effectiveness
- Increase Citizen, Student & Stakeholder Satisfaction

OBJECTIVES

- Provide excellent customer service in an efficient, professional and courteous manner.
- Collect and expense special revenue.
- Ensure court security measures are followed as required by state law.
- Comply with Legislative changes that affect processes and requirements with the State.
- Conduct hearings and trials in a timely, professional, and dignified manner to provide an impartial setting for cases to be adjudicated by the Municipal Court Judge.
- Reduce the number of outstanding arrest warrants. This includes processing the outstanding citations to active warrant status on a monthly basis to ensure cases are current and more collectible. Maintenance of aged and uncollectible warrants are updated on a quarterly basis.
- Work in partnership with the Texas Department of Public Safety to operate the driver's license non-renewal program for defendants who have outstanding or delinquent fines in the Court.
- Continue to participate with TMCEC's Certification Program until all clerks are Level III certified.
- Maintain current court software to allow a paper light system that allows scanning to maintain records and reduces paper usage in the office.
- Continue to keep case files current and up to date with the court processes.

FY 2020 ACCOMPLISHMENTS

- Created a Marshal's Policy manual to direct the Marshal on policy and procedures allowed and followed within the Towns jurisdiction.
- Updated the Marshals vehicle by purchasing a Ford Pickup with impressive image decals, video system, emergency lights and a laptop with TLETS abilities that increase security and safety of the staff, passengers and prisoners.
- Improved the working relationship between the Westlake Marshals office and the Keller Police Department to enhance and improve efficiency, communication and resources.
- The new SRO position has been a great improvement for the Westlake Academy due to the resources of Marshal Cure and his ability to work extremely well with the staff and students.
- Implemented the Garrett walk through scanner and implemented COVID 19 social distancing measures during open court hearings.
- The Marshal upgraded the uniforms, made connections and works very closely with surrounding agencies to improve the performance of the Marshals position.
- Clerks have obtained both their Level I and Level II certifications.

- Created online forms that allow defendants to request most options online. This helps reduce personal interaction for COVID 19 reasons as well as allows defendants easier ways to handle their fines.
- Created a court procedure manual to assist personnel with the employee shortage in the department.

FY 2021 INITIATIVES

- Continue to audit outstanding warrants that are over 6 years old. Close case files to reduce back log in the Court and Law Enforcement Systems. These cases are considered uncollectible or non-prosecutable by the prosecutor as well as the Municipal Court Judge.
- Maintain the paper light system to reduce paper usage and improve procedures.
- Take advantage of the local no-cost court training within the metroplex to increase knowledge, morale and confidence of the court employees through the North Texas Court Clerks Association.
- Work closely with school counselors with mentoring students.
- Make sure the Marshals policy manual has been finalized and approved by the Town Council.
- Have clerks continue to attend education courses to increase their levels of certifications to increase their knowledge and value.
- The Court Administrator will complete the final stage of training and become Nationally Court Clerk Certified.
- Cross train staff to be versatile, knowledgeable and proficient in all phases of duties within the Municipal Court.

KEY PERFORMANCE MEASURES

OBJECTIVE	PERFORMANCE MEASURE	Bench Mark	2020 Actual	2021 Target	2022 Target
Preserve Desirability & Quality of Life	Number of Speeding Violations	n/a	3,384	3,700	3,700
Maximize Efficiencies & Effectiveness	Expired Dismissible Violations	n/a	744	700	700
Preserve Desirability & Quality of Life	Number of Filed Violations	n/a	5,305	5,700	5,700
Maximize Efficiencies & Effectiveness	Number of Cleared Warrants	n/a	1,306	1,900	1,900
	Number of Closed Violations	n/a	5,552	6,200	6,200

MUNICIPAL COURT

DEPARTMENT 15

PROGRAM SUMMARY

	Actuals FY 18/19	Adopted Budget FY 19/20	Revised Budget FY 19/20	Adopted Budget FY 20/21	FY 20/21 Adopted vs FY 19/20 Revised
REVENUES AND OTHER SOURCES					
General Sales Tax	-	-	-	-	0.0% -
Property Tax	-	-	-	-	0.0% -
Permits and Fees Other	-	-	-	-	0.0% -
Permits and Fees Building	-	-	-	-	0.0% -
Fines & Forfeitures	616,451	547,426	510,709	475,600	-6.9% (35,109)
Franchise Fees	-	-	-	-	0.0% -
Contributions	-	-	-	-	0.0% -
Beverage Tax	-	-	-	-	0.0% -
Interest	4,908	3,616	1,500	3,800	153.3% 2,300
Misc Income	-	-	-	-	0.0% -
TOTAL	\$ 621,359	\$ 551,042	\$ 512,209	\$ 479,400	-6.4% \$ (32,809)
EXPENDITURES AND OTHER USES					
Payroll Wages	271,034	333,088	323,100	334,036	3.4% 10,936
Payroll Transfer In	-	-	-	-	0.0% -
Payroll Insurance	56,606	73,038	73,039	73,631	0.8% 592
Payroll Taxes	23,441	26,612	29,242	29,638	1.4% 396
Payroll Retirement	30,296	40,959	40,704	40,578	-0.3% (126)
Total Payroll & Related	\$ 381,376	\$ 473,698	\$ 466,085	\$ 477,883	2.5% \$ 11,798
Capital Outlay	-	1,500	-	-	0.0% -
Debt Service	-	-	-	-	0.0% -
Economic Development	-	-	-	-	0.0% -
Leases and Rentals	12,813	10,866	13,370	1,070	-92.0% (12,300)
Public Notices	-	-	-	-	0.0% -
Repair and Maintenance	941	193	1,048	600	-42.7% (448)
Rent and Utilities	-	-	-	-	0.0% -
Service	64,165	50,541	50,031	48,060	-3.9% (1,971)
Supplies	11,044	15,405	11,035	15,360	39.2% 4,325
Travel & Training	4,703	9,549	7,190	8,340	16.0% 1,150
Total Operation & Maintenance	\$ 93,666	\$ 88,054	\$ 82,674	\$ 73,430	-11.2% \$ (9,244)
TOTAL EXPENDITURES & OTHER USES	\$ 475,042	\$ 561,752	\$ 548,759	\$ 551,313	0.5% \$ 2,554
NET	\$ 146,317	\$ (10,710)	\$ (36,550)	\$ (71,913)	96.8% \$ (35,363)

PUBLIC WORKS

DEPARTMENT #16

The Public Works Department is responsible for utility billing, infrastructure maintenance, water/sewer line maintenance, water meter installation/maintenance, and utility line locates.

Additional responsibilities include:

- Trash/recycling requests & feedback
- Code enforcement
- Eye on Water program
- Road, signal, & signage maintenance
- Water conservation efforts
- Cross train with the Facility Department

PERSONNEL

Position	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Forecast
Director	1.00	1.00	1.00	1.00
Superintendent	1.00	1.00	1.00	1.00
Technician	1.00	2.00	2.00	2.00
Assistant	1.00	1.00	1.00	1.00

GOALS & OBJECTIVES

GOALS

- Increase Citizen, Student, and Stakeholder Satisfaction
- Improve Technology, Facilities & Equipment
- Maximize Efficiencies & Effectiveness

OBJECTIVES

- Maintain streets and shoulders in safe travelable condition.
- Maintain water and wastewater infrastructure to provide safe and reliable potable water to Town customers.
- Maintain accurate inventory of streets, water, wastewater, storm sewers, duct bank assets and their current condition.
- Manage all Public Works capital projects to be on schedule and within budget.
- Regularly schedule utility billing and apply payments properly to customer accounts.
- Improve reliability and efficiency of our existing Lift Stations.

FY 2020 ACCOMPLISHMENTS

- H5 overlay product for Aspen Lane, Wyck Hill roads and Westlake Academy parking lot.
- Rebuilt Pump 3 at the pump station for increased efficiency.
- Completed 30" water main installation to the pump station from Fort Worth for maximum capacity.
- Stagecoach drainage flume improvements.
- Solana Pavement repairs.
- Dove Rd preventive maintenance using crack sealant from Terra Bella to FM 1938.
- Completed Vaquero Sanitary Sewer Improvements.
- Coordinated with TxDot to begin the Hwy 170 and 114 Improvements.
- Completed annual inspections of our Knox, 1MGD and 685 water storage tanks.
- Hired Parkhill/Schrickel Rollins to create a Way Finding program for the Town.

FY 2021 INITIATIVES

- Continue to pursue transfer of N-1 sewer line to Trinity River Authority.
- Continue to work with the Entrada, Schwab, and Hillwood to ensure adherence to our approved plans, Town standards, and developer agreements.
- Work with TxDOT on SH 114 service roads and Solana/Kirkwood improvements.
- Partner with Hillwood on the SH 170 main lane and Parish Lane project.
- Update and replace valves at the 377 pump station.
- Review and update the master drainage plan.
- Start the MS4 Stormwater management program.
- Create town first Utility Policy Manual which may includes
 - Water leak adjustment policy
 - After utility repairs, who pays for landscaping restoration? And at what level?
 - Who maintains drainage easements?
 - Utility deposit refunds prior to account termination
 - Policies for unpaid utility bills, late fees, & disconnections
- Installation Pump 5 at the HYW 377 pump station
- Partner with Tarrant County road crew to reconstruction J.T. Ottinger Rd.
- Replace and add addition motors to the 3 Lift Stations.
- Repainting improvements of the U-turns and retaining walls on 114
- Conduct internal water and sewer rate study
- Compare and evaluate utility billing benchmark policies from nearby cities and industry standards for implementation

KEY PERFORMANCE MEASURES

OBJECTIVE	PERFORMANCE MEASURE	Bench Mark	2020 Actual	2021 Target	2022 Target
	Resident Survey Results				
Improve Technology, Facilities & Equipment	Cleanliness of streets and other public areas	90%	N/A	85%	90%
	Condition of major streets	90%	N/A	81%	90%
	Condition of neighborhood streets	90%	N/A	81%	90%
Maximize Efficiencies & Effectiveness	Traffic Flow and congestion management	90%	N/A	56%	90%
	Class A water operator certification	Yes	Yes	Yes	Yes
	Class II Wastewater Collection operator certification (2 staff)	Yes	Yes	Yes	Yes
	Class C Water Distribution operator certification (2 staff)	Yes	Yes	Yes	Yes

PUBLIC WORKS
DEPARTMENT 16
PROGRAM SUMMARY

	Actuals FY 18/19	Adopted Budget FY 19/20	Revised Budget FY 19/20	Adopted Budget FY 20/21	FY 20/21 Adopted vs FY 19/20 Revised
REVENUES AND OTHER SOURCES					
General Sales Tax	-	-	-	-	0.0% -
Property Tax	-	-	-	-	0.0% -
Permits and Fees Other	-	-	-	-	0.0% -
Permits and Fees Building	-	-	-	-	0.0% -
Fines & Forfeitures	-	-	-	-	0.0% -
Franchise Fees	-	-	-	-	0.0% -
Contributions	-	-	-	-	0.0% -
Beverage Tax	-	-	-	-	0.0% -
Interest	-	-	-	-	0.0% -
Misc Income	-	-	-	-	0.0% -
TOTAL	\$ -	\$ -	\$ -	\$ -	0.0% \$ -
EXPENDITURES AND OTHER USES					
Payroll Wages	329,775	276,265	274,462	280,348	2.1% 5,886
Payroll Transfer In	-	-	-	(290,076)	0.0% (290,076)
Payroll Insurance	50,441	53,274	53,274	50,850	-4.6% (2,424)
Payroll Taxes	31,054	27,552	27,897	27,261	-2.3% (636)
Payroll Retirement	40,328	33,972	34,283	33,480	-2.3% (803)
Total Payroll & Related	\$ 451,598	\$ 391,063	\$ 389,916	\$ 101,863	-73.9% \$ (288,053)
Capital Outlay	3,970	5,000	6,295	5,795	-7.9% (500)
Debt Service	-	-	-	-	0.0% -
Economic Development	-	-	-	-	0.0% -
Leases and Rentals	-	-	-	-	0.0% -
Public Notices	-	-	-	-	0.0% -
Repair and Maintenance	42,844	83,340	82,363	84,175	2.2% 1,812
Rent and Utilities	185,270	202,864	199,937	152,864	-23.5% (47,073)
Service	192,263	83,372	104,354	113,392	8.7% 9,038
Supplies	5,552	5,205	6,420	6,465	0.7% 45
Travel & Training	2,719	2,481	2,740	2,541	-7.3% (199)
Total Operation & Maintenance	\$ 432,618	\$ 382,262	\$ 402,109	\$ 365,232	-9.2% \$ (36,877)
TOTAL EXPENDITURES & OTHER USES	\$ 884,216	\$ 773,325	\$ 792,025	\$ 467,095	-41.0% \$ (324,930)
NET	\$ (884,216)	\$ (773,325)	\$ (792,025)	\$ (467,095)	-41.0% \$ 324,930

FACILITIES

DEPARTMENT #17

The Facilities Department provides for the maintenance and upkeep of the Town's capital assets including, Town Hall, Fire Station, Pump Station and Westlake Academy

Additional responsibilities include:

- Facilities Planning
- Security Audit of the campus and update the WA EOP
- Facility management- Westlake Academy
- Repair & Replacement
- Renovation & Construction

PERSONNEL

Position	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Forecast
Director	1.00	1.00	1.00	1.00
Facilities & Event Manager	1.00	1.00	1.00	1.00

GOALS & OBJECTIVES

GOALS

- Improve Technology, Facilities & Equipment
- Maximize Efficiencies & Effectiveness

OBJECTIVES

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

FY 2020 ACCOMPLISHMENTS

- Install security fence around the eastside of the Westlake Academy
- Renewed cleaning and landscape contracts
- Prepared the Westlake Academy students to return to campus deairing the COVID 19 Pandemic
- Replace 4 roof at the Westlake Academy Campus
- Update the maintenance building on Dove Rd.
- Closed out the Westlake Fire Department project
- Created three options the Sam & Margret Lee Arts & Science Center
- Resurface the asphalt driveways and parking areas at Westlake Academy
- Re-bid the Janitorial contract for Westlake Academy and the Fire Station and landscaping services.
- Crosstrain both Facilities and Public Works departments

FY 2021 INITIATIVES

- Make repairs to the retention pond located on the Westlake Academy campus.
- Crosstrain both Facilities and Public Works departments.
- Create a safe working and learning environment for teachers, administration staff, students and visitors, by maintaining quarterly and monthly maintenance agreements for the Westlake Academy Campus, Solana Campus, Maintenance Facilities, and the Fire-EMS Station No. 1.
- Explore options to design and fund the approximal 8,500 sq. ft. addition to the Sam & Margret Lee Arts & Science Center.
- Review the availability of parking spaces for all users at Westlake Academy.
- Provide maintenance to the Fire-EMS Station No. 1 including the HVAC, security, landscaping, and other exterior and interior elements.
- Ensure the Academy is in compliance with Senate Bill 11 which includes a Safety and Security Audit of the campus, creating safety teams and updated our EOP.

KEY PERFORMANCE MEASURES

OBJECTIVE	PERFORMANCE MEASURE	Bench Mark	2020 Actual	2021 Target	2022 Target
Maximize Efficiencies & Effectiveness	HVAC maintenance	Quarterly	4	4	4
	Electric Systems	Quarterly	4	4	4
	Security Systems	Semi Annual	2	2	2
	Fire Sprinklers	Annual	1	1	1
	Alarm Systems	Annual	1	1	1
	Elevator Inspections	Annual	1	1	1
	Windows, Carpet, Tile	Semi Annual	2	2	2
Improve Technology, Facilities & Equipment	Cleaning Service	Daily	365	365	365
Westlake Academy					
Improve Technology, Facilities & Equipment	Mow, Fertilize, Weed Control	Weekly	40	40	40
	Athletic Field Mowing	Weekly	40	40	40
Fire-EMS Station No. 1					
Improve Technology, Facilities & Equipment	Mowing & Water Feature	Weekly	40	40	40

FACILITIES
DEPARTMENT 17
PROGRAM SUMMARY

	Actuals FY 18/19	Adopted Budget FY 19/20	Revised Budget FY 19/20	Adopted Budget FY 20/21	FY 20/21 Adopted vs FY 19/20 Revised
REVENUES AND OTHER SOURCES					
General Sales Tax	-	-	-	-	0.0% -
Property Tax	-	-	-	-	0.0% -
Permits and Fees Other	-	-	-	-	0.0% -
Permits and Fees Building	-	-	-	-	0.0% -
Fines & Forfeitures	-	-	-	-	0.0% -
Franchise Fees	-	-	-	-	0.0% -
Contributions	-	-	-	-	0.0% -
Beverage Tax	-	-	-	-	0.0% -
Interest	-	-	-	-	0.0% -
Misc Income	28,674	15,000	15,000	15,000	0.0% \$ -
TOTAL	\$ 28,674	\$ 15,000	\$ 15,000	\$ 15,000	0.0% \$ -
EXPENDITURES AND OTHER USES					
Payroll Wages	122,181	111,446	123,960	119,129	-3.9% (4,831)
Payroll Transfer In	-	-	-	(42,013)	0.0% (42,013)
Payroll Insurance	24,210	24,908	24,908	23,326	-6.4% (1,582)
Payroll Taxes	10,829	10,494	10,706	11,100	3.7% 394
Payroll Retirement	14,754	13,704	14,250	14,496	1.7% 246
Total Payroll & Related	\$ 171,974	\$ 160,552	\$ 173,823	\$ 126,038	-27.5% \$ (47,785)
Capital Outlay	2,446	7,800	7,500	6,500	-13.3% (1,000)
Debt Service	-	-	-	-	0.0% -
Economic Development	-	-	-	-	0.0% -
Leases and Rentals	4,034	7,226	2,000	-	-100.0% (2,000)
Public Notices	-	222	2,380	2,380	0.0% -
Repair and Maintenance	38,299	90,966	75,940	73,055	-3.8% (2,885)
Rent and Utilities	358	200	700	700	0.0% -
Service	25,992	100,297	109,348	102,605	-6.2% (6,743)
Supplies	3,486	34,351	33,771	35,398	4.8% 1,628
Travel & Training	2,247	10,222	10,305	10,320	0.1% 15
Total Operation & Maintenance	\$ 76,860	\$ 251,283	\$ 241,944	\$ 230,958	-4.5% \$ (10,986)
TOTAL EXPENDITURES & OTHER USES	\$ 248,834	\$ 411,835	\$ 415,767	\$ 356,996	-14.1% \$ (58,771)
NET	\$ (220,160)	\$ (396,835)	\$ (400,767)	\$ (341,996)	-14.7% \$ 58,771

FINANCE

DEPARTMENT #18

The Finance Department is responsible for the accurate maintenance of all fiscal and budget records pertaining to the operations of the Town, the Academy and the Westlake Academy Foundation.

Additional responsibilities of the department include the following:

- Collecting, recording, summarizing, and reporting the results of all financial transactions in a timely manner.
- Complies with generally accepted accounting principles, applicable state and federal statutes, bond covenants, and grant contracts.
- Prepares and coordinates external financial audits for the Town of Westlake, Westlake Academy and Westlake Academy Foundation's IRS 990 report.
- Developing and publishing the annual operating and capital budgets.
- Reviewing all invoices for making payments of all legally incurred and properly authorized obligations.
- Operates two payroll systems concurrently.
- Establishes strong internal controls for accounts receivable cash collections to prevent mishandling of funds and to safeguard against loss.

PERSONNEL

Position	FY 2019	FY 2020	FY 2021	FY 2022
	Actual	Actual	Budget	Forecast
Director	1.00	1.00	1.00	1.00
WA Business Manager	1.00	1.00	1.00	1.00
Accounting Tech II	1.00	1.00	1.00	1.00
Accounting Tech I	0.00	0.00	1.00	1.00

GOALS & OBJECTIVES

GOALS

- Increase Financial Capacity/Reserves
- Increase Transparency, Accessibility, & Communications
- Maximize Efficiencies & Effectiveness

OBJECTIVES

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

FY 2020 ACCOMPLISHMENTS

- Increased collaboration between Finance/HR regarding processes.
- Realigned working assignments within the department.
- Completed a separate database for Westlake Academy Foundation.
- Westlake Academy Business Manager received her MBA with a specialization in school business from Concordia University.
- Received a superior 100% on Westlake Academy Charter FIRST financial rating.

FY 2021 INITIATIVES

- Continuous training of municipal and academic staff related to financial processes, procedures and internal controls related to accounts payable, receivable, travel, etc.
- Receive an unqualified audit opinion on the municipal Comprehensive Annual Financial Report.
- Maintain fund balance for municipal General Fund at 180 days or greater.
- Prepare and submit the academic budget to the Association of School Business Officials International for the International Award for Budget Excellence.
- Maintain fund balance for the academic General Fund at 45 days or greater.
- Receive an unqualified audit opinion on the academic Annual Financial Report.
- Prepare Request for Proposal (RFP) and obtain auditing services for the town, academy, Westlake Academy Foundation and Texas Student Housing.
- Prepare RFP and obtain services for a depository contract for the town and academy.

KEY PERFORMANCE MEASURES

OBJECTIVE	PERFORMANCE MEASURE	Bench Mark	2020 Actual	2021 Target	2022 Target
Increase Transparency, Accessibility, & Communications	Prepare CAFR/Audit (Municipal)	Annual	Annual	Annual	Annual
	Prepare AFR/Audit (Academic)	Annual	Annual	Annual	Annual
	Prepare AFR/Audit (Foundation)	Annual	Annual	Annual	Annual
	Prepare Budget (Municipal)	Annual	Annual	Annual	Annual
	Prepare Budget (Academic)	Annual	Annual	Annual	Annual
MUNICIPAL MEASURES					
Increase Financial Capacity/Reserves	Fund balance 180 days or greater	180 days	467 days	435 days	435 days
Maximize Efficiencies & Effectiveness	Standard & Poors Rating	AAA/stable	AAA/stable	AAA/stable	AAA/stable
Increase Transparency, Accessibility, & Communications	CAFR with Clean Opinion	Yes	Yes	Yes	Yes
	GFOA Award for CAFR	Yes	Yes	Yes	Yes
	GFOA Award for Budget	Yes	Yes	Yes	Yes
ACADEMIC MEASURES					
Increase Financial Capacity/Reserves	Fund balance 45 days or greater	45 days	48 days	48 days	52 days
Increase Transparency, Accessibility, & Communications	CAFR with Clean Opinion	Yes	Yes	Yes	Yes
	ASBO Award for Budget	Yes	Yes	Yes	Yes
FOUNDATION MEASURES					
Increase Transparency, Accessibility, & Communications	CAFR with Clean Opinion	Yes	Yes	Yes	Yes

FINANCE
DEPARTMENT 18
PROGRAM SUMMARY

	Actuals FY 18/19	Adopted Budget FY 19/20	Revised Budget FY 19/20	Adopted Budget FY 20/21	FY 20/21 Adopted vs FY 19/20 Revised
REVENUES AND OTHER SOURCES					
General Sales Tax	-	-	-	-	0.0% -
Property Tax	-	-	-	-	0.0% -
Permits and Fees Other	-	-	-	-	0.0% -
Permits and Fees Building	-	-	-	-	0.0% -
Fines & Forfeitures	-	-	-	-	0.0% -
Franchise Fees	-	-	-	-	0.0% -
Contributions	-	-	-	-	0.0% -
Beverage Tax	-	-	-	-	0.0% -
Interest	-	-	-	-	0.0% -
Misc Income	-	-	-	-	0.0% -
TOTAL	\$ -	\$ -	\$ -	\$ -	0.0% \$ -
EXPENDITURES AND OTHER USES					
Payroll Wages	388,394	424,886	400,960	383,252	-4.4% (17,708)
Payroll Transfer In	-	-	-	(200,270)	0.0% (200,270)
Payroll Insurance	65,176	70,211	70,211	59,250	-15.6% (10,961)
Payroll Taxes	28,973	34,498	34,074	30,868	-9.4% (3,206)
Payroll Retirement	47,498	49,173	48,532	46,634	-3.9% (1,898)
Total Payroll & Related	\$ 530,041	\$ 578,767	\$ 553,777	\$ 319,734	-42.3% \$ (234,043)
Capital Outlay	1,510	5,710	-	-	0.0% -
Debt Service	-	-	-	-	0.0% -
Economic Development	-	-	-	-	0.0% -
Leases and Rentals	2,707	1,550	1,550	-	-100.0% (1,550)
Public Notices	-	-	-	-	0.0% -
Repair and Maintenance	-	500	500	-	-100.0% (500)
Rent and Utilities	-	-	-	-	0.0% -
Service	29,634	34,272	57,256	52,950	-7.5% (4,306)
Supplies	6,406	2,797	4,652	2,750	-40.9% (1,902)
Travel & Training	8,163	10,935	16,210	11,890	-26.7% (4,320)
Total Operation & Maintenance	\$ 48,420	\$ 55,764	\$ 80,168	\$ 67,590	-15.7% \$ (12,578)
TOTAL EXPENDITURES & OTHER USES	\$ 578,460	\$ 634,531	\$ 633,945	\$ 387,324	-38.9% \$ (246,621)
NET	\$ (578,460)	\$ (634,531)	\$ (633,945)	\$ (387,324)	-38.9% \$ 246,621

PARKS & RECREATION

DEPARTMENT #19

The Parks and Recreation Department promotes the protection and preservation of environmentally sensitive areas for public enjoyment and education. The department maintains, secures and manages parks and open spaces in a manner that encourages their appropriate use.

Additional responsibilities include:

- Citizen communication and engagement
- Event Planning
- Municipal administration
- Plan review
- Open space and trail planning
- Working with the Town Art committee
- Westlake I.O.F.F. Cemetery

PERSONNEL

Position	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Forecast
Director	1.00	1.00	1.00	1.00
Facilities & Event Manager	1.00	1.00	1.00	1.00

GOALS & OBJECTIVES

GOALS

- Encourage Westlake's Unique Sense of Place
- Preserve Desirability & Quality of Life

OBJECTIVES

- Provide park and green space, open spaces adequate in size and condition to serve the stakeholders of Westlake.
- Use of the park system to preserve and protect environmentally significant areas for public enjoyment and education.
- Maintain, secure and manage parks in a manner that promotes and encourages the use of public spaces.
- Maximize public/private partnerships to assist in all aspects of parks and recreation planning and development.

FY 2020 ACCOMPLISHMENTS

- Tree Replacement on Dove Rd.
- Update Landscaping on East side of Davis Blvd
- Received the 20th Tree City USA awarded
- Working to Public Art Committee on location of first Public Art project
- Worked with stakeholders to connect the trails at the Southwest corner of Capital Parkway and Davis Blvd. Schedule to be completes by November 30th
- WyckHill to Dove Rd. Trail Project Approved by Town Council, Start contraction in Nov. 2020

FY 2021 INITIATIVES

- Continue working with Planning and Development to coordinate park land acquisitions and long-range growth and development planning.
- Ensure the Christmas Tree Lighting, Arbor Day, Car Show and Decoration Day events have a quality, reliable location.
- Develop marketing strategies for the Westlake I.O.O.F. Westlake Cemetery to increase plots sales.
- Enhance and expand the linear park system along creeks and roadways.
- Recognize and promote the concept that parks and recreation needs evolve over time with changes in the population.
- Design parks and open spaces that are durable, easily maintained and provide natural benefits to surrounding areas.
- Create a plan for the Open space on Sam School Rd. Mayor Hill's.

- Review master trail plan and work with stakeholder to connect trails at the following locations
 - Schwab Way to Trophy Club, under HWY 114
 - Parish Lane from Roanoke to HWY 170
 - Aspen Lane to Dove Road
 - Schwab Way to the Cemetery
- Utilize partnerships, wherever appropriate, to help develop, manage and maintain parks and recreation facilities.
- Create an electric scooter and bike use policy.

KEY PERFORMANCE MEASURES

OBJECTIVE	PERFORMANCE MEASURE	Bench Mark	2020 Actual	2021 Target	2022 Target
Encourage Westlake's Unique Sense of Place	Open Space (acreage)	n/a	76	78	78
Preserve Desirability & Quality of Life	Academy Playgrounds	n/a	2	2	2
	Softball/Soccer Field	n/a	1	1	1
	Football Field	n/a	1	1	1
	Outdoor Learning Station	n/a	1	1	1
Encourage Westlake's Unique Sense of Place	Obtain Tree City Award	Yes	Yes	Yes	Yes

PARKS & RECREATION

DEPARTMENT 19

PROGRAM SUMMARY

	Actuals FY 18/19	Adopted Budget FY 19/20	Revised Budget FY 19/20	Adopted Budget FY 20/21	FY 20/21 Adopted vs FY 19/20 Revised
REVENUES AND OTHER SOURCES					
General Sales Tax	-	-	-	-	0.0% -
Property Tax	-	-	-	-	0.0% -
Permits and Fees Other	-	-	-	-	0.0% -
Permits and Fees Building	-	-	-	-	0.0% -
Fines & Forfeitures	-	-	-	-	0.0% -
Franchise Fees	-	-	-	-	0.0% -
Contributions	-	-	-	-	0.0% -
Beverage Tax	-	-	-	-	0.0% -
Interest	-	-	-	-	0.0% -
Misc Income	-	-	-	-	0.0% -
TOTAL	\$ -	\$ -	\$ -	\$ -	0.0% \$ -
EXPENDITURES AND OTHER USES					
Payroll Wages	69,925	52,422	51,528	52,829	2.5% 1,301
Payroll Transfer In	-	-	-	(37,414)	0.0% (37,414)
Payroll Insurance	12,353	10,532	10,532	10,152	-3.6% (380)
Payroll Taxes	6,620	5,475	5,416	5,418	0.0% 2
Payroll Retirement	8,551	6,446	6,377	6,428	0.8% 51
Total Payroll & Related	\$ 97,450	\$ 74,875	\$ 73,853	\$ 37,413	-49.3% \$ (36,440)
Capital Outlay	2,646	3,020	1,000	2,020	102.0% 1,020
Debt Service	-	-	-	-	0.0% -
Economic Development	-	-	-	-	0.0% -
Leases and Rentals	-	-	-	-	0.0% -
Public Notices	-	-	-	-	0.0% -
Repair and Maintenance	79,593	79,472	71,440	72,210	1.1% 770
Rent and Utilities	88,659	132,827	108,965	108,965	0.0% -
Service	33,208	87,791	80,920	84,120	4.0% 3,200
Supplies	1,645	12,843	7,245	8,545	17.9% 1,300
Travel & Training	215	5,000	5,000	5,000	0.0% -
Total Operation & Maintenance	\$ 205,966	\$ 320,953	\$ 274,570	\$ 280,860	2.3% \$ 6,290
TOTAL EXPENDITURES & OTHER USES	\$ 303,416	\$ 395,828	\$ 348,423	\$ 318,273	-8.7% \$ (30,150)
NET	\$ (303,416)	\$ (395,828)	\$ (348,423)	\$ (318,273)	-8.7% \$ 30,150

INFORMATION TECHNOLOGY

DEPARTMENT #20

The Information Technology Department provides a diverse array of services to both the Town and Westlake Academy. In partnership with the Town Manager's office, the IT department establishes IT policies, evaluates and recommends technology solutions for specific departmental needs and provides administrative support to network infrastructure, systems and staff.

Additional responsibilities of the department include the following:

- IT Help Desk / Support (Municipal & Academic)
- Local Server Management and Support
- Applications and Cloud Services Management and Support
- Network/System Security
- Data Archiving
- Disaster Recovery

PERSONNEL

Position	FY 2019	FY 2020	FY2021	FY 2022
	Actual	Actual	Budget	Forecast
Director	1.00	1.00	1.00	1.00
Network Manager	1.00	1.00	1.00	1.00
WA Coordinator	1.00	1.00	1.00	1.00
WA Technician	1.00	1.00	1.00	1.00

GOALS & OBJECTIVES

GOALS

- Maximize Efficiencies & Effectiveness
- Increase Transparency, Accessibility, & Communications
- Improve Technology, Facilities & Equipment

OBJECTIVES

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

FY 2020 ACCOMPLISHMENTS

- Successfully shifted all municipal staff from mostly on-site work with few having remote access to all staff having full remote access work capability.
- IT Staff shifted focus to remote support needs, including cybersecurity, hardware availability and support, server and cloud service maintenance and support, and internet network needs.
- Successfully facilitated the quick move from full on-site to full remote learning for Westlake Academy in March 2020 and continued successful remote support of faculty, staff and students through the rest of the Spring Semester.
- Reconfigured network services in August 2020 to better facilitate a hybrid learning environment at Westlake Academy. Updated network capabilities at Westlake Academy and increased internet bandwidth availability from 150Mbps to 500Mbps to better handle both on-site and remote staff and students
- Dark Fiber project resumed in August 2020 and construction was completed in December 2020.

FY 2021 INITIATIVES

- Complete hardware installation and configuration necessary to move all academic and municipal network services to the dark fiber network installed between municipal and academic buildings utilizing the Town's duct bank in late 2020. Network hardware installation and configuration will begin in January 2021 and should be completed by February 2021. This new network will give us 10Gbps connections between Town Hall, Fire EMS, Maintenance, and Westlake Academy as well as a 1Gbps internet connection that will be used by all locations, with failover capabilities to backup internet services if necessary.
- Perform on-going security assessments to validate the efficacy of existing measures and to evaluate and deploy solutions for new threats.
- Identify and implement additional information technologies to improve the efficiency and/or security of business processes.
- Identify and implement additional information technologies to improve transparency to our citizens, stakeholders, and students.
- Continue to reduce costs through the use of internal staff and third-party vendors.
- Continue to simplify our network where possible while maintaining the highest levels of security, reliability, and functionality for system users.
- Expand the effective use of technology in the classroom to maximize each child's learning potential.
- Explore and implement additional systems to enhance services provided to external customers.

KEY PERFORMANCE MEASURES

OBJECTIVE	PERFORMANCE MEASURE	Bench Mark	2020 Actual	2021 Target	2022 Target
Maximize Efficiencies & Effectiveness	Network connectivity & telephone functionality	99.5%	95%	99.8%	99.8%
Improve Technology, Facilities & Equipment	Response to all service requests with 24 hours	95%	99.5%	99.5%	95%

INFORMATION TECHNOLOGY

DEPARTMENT 20

PROGRAM SUMMARY

	Actuals FY 18/19	Adopted Budget FY 19/20	Revised Budget FY 19/20	Adopted Budget FY 20/21	FY 20/21 Adopted vs FY 19/20 Revised
REVENUES AND OTHER SOURCES					
General Sales Tax	-	-	-	-	0.0% -
Property Tax	-	-	-	-	0.0% -
Permits and Fees Other	-	-	-	-	0.0% -
Permits and Fees Building	-	-	-	-	0.0% -
Fines & Forfeitures	-	-	-	-	0.0% -
Franchise Fees	-	-	-	-	0.0% -
Contributions	-	-	-	-	0.0% -
Beverage Tax	-	-	-	-	0.0% -
Interest	-	-	-	-	0.0% -
Misc Income	-	-	-	-	0.0% -
TOTAL	\$ -	\$ -	\$ -	\$ -	0.0% \$ -
EXPENDITURES AND OTHER USES					
Payroll Wages	185,206	195,404	195,269	199,156	2.0% 3,887
Payroll Transfer In	-	-	-	-	0.0% -
Payroll Insurance	47,653	51,506	51,506	47,716	-7.4% (3,790)
Payroll Taxes	13,490	15,857	16,009	15,974	-0.2% (35)
Payroll Retirement	22,670	24,028	24,258	24,233	-0.1% (25)
Total Payroll & Related	\$ 269,019	\$ 286,795	\$ 287,041	\$ 287,079	0.0% \$ 38
Capital Outlay	-	-	-	-	0.0% -
Debt Service	-	-	-	-	0.0% -
Economic Development	-	-	-	-	0.0% -
Leases and Rentals	-	-	-	-	0.0% -
Public Notices	-	-	-	-	0.0% -
Repair and Maintenance	84,162	65,000	66,000	65,000	-1.5% (1,000)
Rent and Utilities	-	-	-	-	0.0% -
Service	6,714	68,212	68,215	68,215	0.0% -
Supplies	13,295	7,630	24,360	7,630	-68.7% (16,730)
Travel & Training	4,015	9,618	2,365	9,615	306.6% 7,250
Total Operation & Maintenance	\$ 108,186	\$ 150,460	\$ 160,940	\$ 150,460	-6.5% \$ (10,480)
TOTAL EXPENDITURES & OTHER USES	\$ 377,205	\$ 437,255	\$ 447,981	\$ 437,539	-2.3% \$ (10,442)
NET	\$ (377,205)	\$ (437,255)	\$ (447,981)	\$ (437,539)	-2.3% \$ 10,442

HUMAN RESOURCES

DEPARTMENT #21

The Human Resources and Administrative Services Department utilizes a shared services model to provide a diverse array of services to both the Town and Westlake Academy. These services include: all human resource functions, general administrative services, payroll processing, benefits administration, and risk management.

Support is offered in partnership with other departments for bidding and purchasing, strategic planning, policy development, general administration, and risk management.

Additional responsibilities of the department include the following:

- Employment services
- Financial management
- Human resources administration
- Risk management
- Total compensation

PERSONNEL

Position	FY 2019	FY 2020	FY 2021	FY 2022
	Actual	Actual	Budget	Forecast
Director	1.00	0.00	1.00	1.00
Generalist	1.00	1.00	1.00	1.00

GOALS & OBJECTIVES

GOALS

- Recruit, Retain and Develop the Highest Quality Workforce
- Increase Transparency, Accessibility, & Communications

OBJECTIVES

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

FY 2020 ACCOMPLISHMENTS

- Provided employee education on COVID leave and benefits in accordance with Town policies and the FFCRA.
- Improved the onboarding process for Town and Academy personnel.
- Updated internal formulas and calculations for Academy FTE.
- Tripled employee participation in the ICMA 457 program.
- Engaged OneDigital as the Town's health, dental and vision insurance broker.
- In partnership with the Finance Department, completed the integration of the TxEIS budget module system into existing modules.

FY 2021 INITIATIVES

- Develop and implement a new comprehensive employee training program to maximize effective employee development and retention. This includes collaboration with employees to “find and perform their passion” that support the Vision, Values, and Mission of the organization and establish a clear pathway to achievement.
- Utilizing the input of all employees, review the employee performance evaluation system to maximize the effectiveness of communication and achievement of goals and objectives.
- Continue to assess, develop, and implement cooperative inter-departmental procedures to reflect best practices, transparency, and efficiency.
- Complete an annual risk assessment of all areas affected by potential property, liability, or worker’s compensation losses.
- Provide greater transparency, communication, and accountability for Human Resources processes and services.
- Review needs for employee policy amendments, additions, and deletions.
- In cooperation with the Town of Westlake and Westlake Academy Leadership Teams, research, recommend, and implement retention strategies across the organization.
- Assess the integration of Frontline software modules for the school (timekeeping & absence management, along with potential HRIS solutions).
- Assess and recommend enhancements for employee timekeeping and exception reporting.
- Update position descriptions for the Town of Westlake and Westlake Academy.
- Design and implement position change forms for Westlake Academy to provide proper paper trails and approval steps.
- Conduct a comprehensive employee benefits survey for the Town of Westlake.
- Research the possibilities of incorporating wellness and health screenings on a quarterly or semi-annual basis, in cooperation with our health insurance carriers and/or outside entities.
- Assess opportunities to mitigate risk at all municipal facilities, issue recommendations.
- Assess additional employee recognition opportunities that have not been previously implemented.
- Continue the improvement of the organization’s onboarding process to maximize employee retention and cohesion with the organizational culture.
- Increase employee knowledge of health insurance options.

KEY PERFORMANCE MEASURES

OBJECTIVE	PERFORMANCE MEASURES	Bench Mark	2020 Actual	2021 Target	2022 Target
Recruit, Retain and Develop the Highest Quality Workforce	Time to fill vacant positions	45	32	45	45
	Town Turnover	12.00%	6.30%	6.00%	6.00%
	Town Turnover – Preventable	12.00%	2.10%	3.00%	3.00%
	Academy Turnover	16.00%	10.80%	8.00%	8.00%
	Academy Turnover – Preventable	16.00%	3.10%	4.00%	4.00%
	ICMA – 457 Participation	12	9	12	12

HUMAN RESOURCES

DEPARTMENT 21

PROGRAM SUMMARY

	Actuals FY 18/19	Adopted Budget FY 19/20	Revised Budget FY 19/20	Adopted Budget FY 20/21	FY 20/21 Adopted vs FY 19/20 Revised
REVENUES AND OTHER SOURCES					
General Sales Tax	-	-	-	-	0.0% -
Property Tax	-	-	-	-	0.0% -
Permits and Fees Other	-	-	-	-	0.0% -
Permits and Fees Building	-	-	-	-	0.0% -
Fines & Forfeitures	-	-	-	-	0.0% -
Franchise Fees	-	-	-	-	0.0% -
Contributions	-	-	-	-	0.0% -
Beverage Tax	-	-	-	-	0.0% -
Interest	-	-	-	-	0.0% -
Misc Income	-	-	-	-	0.0% -
TOTAL	\$ -	\$ -	\$ -	\$ -	0.0% \$ -
EXPENDITURES AND OTHER USES					
Payroll Wages	192,077	199,069	130,960	135,563	3.5% 4,603
Payroll Transfer In	-	-	-	(18,310)	0.0% (18,310)
Payroll Insurance	26,835	29,427	29,427	20,146	-31.5% (9,281)
Payroll Taxes	15,311	16,143	11,951	10,892	-8.9% (1,059)
Payroll Retirement	23,494	24,479	15,000	16,495	10.0% 1,495
Total Payroll & Related	\$ 257,717	\$ 269,119	\$ 187,338	\$ 164,786	-12.0% \$ (22,552)
Capital Outlay	-	-	-	-	0.0% -
Debt Service	-	-	-	-	0.0% -
Economic Development	-	-	-	-	0.0% -
Leases and Rentals	2,049	3,135	3,135	-	-100.0% (3,135)
Public Notices	837	1,500	2,500	2,500	0.0% -
Repair and Maintenance	-	-	-	-	0.0% -
Rent and Utilities	-	-	-	-	0.0% -
Service	5,111	14,680	15,580	15,900	2.1% 320
Supplies	3,032	3,270	3,800	4,150	9.2% 350
Travel & Training	8,754	17,250	8,500	18,200	114.1% 9,700
Total Operation & Maintenance	\$ 19,783	\$ 39,835	\$ 33,515	\$ 40,750	21.6% \$ 7,235
TOTAL EXPENDITURES & OTHER USES	\$ 277,500	\$ 308,954	\$ 220,853	\$ 205,536	-6.9% \$ (15,317)
NET	\$ (277,500)	\$ (308,954)	\$ (220,853)	\$ (205,536)	-6.9% \$ 15,317

COMMUNICATIONS & COMMUNITY AFFAIRS

DEPARTMENT #22

The Department of Communications and Community Affairs is responsible for leadership and representation on matters related to communications, promotion, and citizen / parent engagement for both the Town of Westlake and Westlake Academy.

The department also leads and assists in facilitating: neighborhood town meetings, publication of our community news via personal emails from the Westlake Wire and also the monthly publication of Simply Westlake, advertising and press coverage, website development, video presentations, economic development, and various community events and gatherings.

Additional responsibilities of the department include the following:

- Academic administration
- Academic governance
- Citizen engagement and communication
- Comprehensive planning and economic development
- Financial management
- Municipal administration
- Municipal governance

PERSONNEL

Position	FY 2019 Actual	FY 2020 Actual	FY 2021 Budget	FY 2022 Forecast
Director	1.00	1.00	1.00	1.00
Manager	1.00	1.00	1.00	1.00

GOALS & OBJECTIVES

GOALS

- Preserve Desirability & Quality of Life
- Increase Transparency, Accessibility, & Communications

OBJECTIVES

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

FY 2020 ACCOMPLISHMENTS

- Increase partnership and outreach with local businesses (videos for new businesses, wrote stories featuring businesses, promoted local businesses on social media channels, Terrance & Solana features on social media and Simply Westlake magazine, and expanded the business welcome program).
- Created COVID-19 webpages for Town of Westlake and Westlake Academy.
- Increased social media and Town of Westlake website engagements/visits.
- Produced, wrote, edited and shot a record number of videos in a calendar year.
- Record number of Facebook Live events (Westlake Academy & Town of Westlake).
- Navigated communications team through a global pandemic.
- Retooled resident welcome baskets.
- Created Census webpage for Town of Westlake.
- Completed production and promotion of first budget video (white-board style) to help residents understand and know where their tax dollars are being utilized.

FY 2021 INITIATIVES

- Continue to grow community engagement through new initiatives.
- Stream all meetings (Town Council, Board of Trustees, and Planning & Zoning) live
- Increase crossover presence with Westlake Academy communications team
- Increase social media engagement
- Increase Town of Westlake website visits
- Aid and take part in training for new Westlake Academy website
- Implement new resident engagement tool for Town of Westlake
- Continue momentum with partnering with local businesses for outreach purposes
- Complete development and distribution of the internal municipal style guide, electronic signatures, and e-letterhead to assist staff in our branding initiatives for a cohesive and consistent professional appearance.
- Collaborate and work with public works department as needed to facilitate completion of new branding efforts such as entry monuments, planning of new wayfinding signage, and with office window decals, rugs, etc.
- Continue to support municipal staff in their consistent review and improvement of related website content to keep information fresh and accurate; Collaborate with departments to implement strategies for sustained storytelling and information sharing to increase our stakeholder's engagement, satisfaction, and understanding of their local government.
- Maintain position on Westlake Academy's EOP committee, collaboration of the EO plan and participation in additional preparation exercises and training as needed.
- Consideration of new related phone app for Westlake Academy community.
- Work together with Academy team members and marketing consultant to produce several new informational marketing brochures for Westlake Academy and the three IB Programmes and for possible brand awareness/story-telling efforts at Deloitte University and Marriott Solana.
- Resume management and with marketing consultant for creation and distribution of additional informational and promotional brochures related to various municipal departments and for overall marketing and strategic messaging needs.
- Continue to collaborate with academic communication team regarding new campus initiatives including internal communication website and Academy communications plan annex; Also resume work on overarching municipal communications plan and the various components.
- Support partnership and work together with all WA affiliate and advisory boards, as well as WA staff, in their mission to serve and support our students and parents with fundraising, promotion and communication efforts across the community and beyond.
- Review and seek ways to enhance the annual resident and Academy parent meetings to improve community engagement, support, and open/transparent lines of communication.
- Communication team members to attend a minimum of two related professional development organizational conferences and/or training seminars for both municipal & academic services; Team to share applicable information with other staff & departmental team members for continuous improvement of organization.

KEY PERFORMANCE MEASURES

OBJECTIVE	PERFORMANCE MEASURE	Bench Mark	2020 Actual	2021 Target	2022 Target
MUNICIPAL SERVICES					
Preserve Desirability & Quality of Life	Neighborhood Meetings	Quarterly	0	2	4
	New Resident Meetings	Annually	0	2	2
Increase Transparency, Accessibility, & Communications	Resident Email (Westlake Wire, Meeting Notice)	Monthly	31	34	37
	Resident Welcome Baskets	Yearly	18	25	30
	In-House Video Production	Yearly	22	24	26
	Simply Westlake Issues	Monthly	12	12	12
	Effectiveness of Communications	70%	N/A	N/A	85%
	Social Media Engagement FB Reactions, Shares, Comments, new likes, Twitter mentions	20,000 average	8,958	9,500	10,000
	Email Open Rate (IT change occurred in Aug. 2018)	21%	53%	55%	57%
ACADEMIC SERVICES					
Preserve Desirability & Quality of Life	New Parent Meetings	Annually	0	2	2
Increase Transparency, Accessibility, & Communications	Parents Communique	Weekly	33	34	35
	Parent Rating Survey	N/A	N/A	N/A	N/A
	Quality of Communications	60%	N/A	67%	70%
	Social Media Engagement FB Reactions, Shares, Comments, new likes, Twitter mentions	8,700 average	17,830	18,000	19,000
	Email Open Rate	24%	68%	70%	68%

COMMUNICATIONS
DEPARTMENT 22
PROGRAM SUMMARY

	Actuals FY 18/19	Adopted Budget FY 19/20	Revised Budget FY 19/20	Adopted Budget FY 20/21	FY 20/21 Adopted vs FY 19/20 Revised
REVENUES AND OTHER SOURCES					
General Sales Tax	-	-	-	-	0.0% -
Property Tax	-	-	-	-	0.0% -
Permits and Fees Other	-	-	-	-	0.0% -
Permits and Fees Building	-	-	-	-	0.0% -
Fines & Forfeitures	-	-	-	-	0.0% -
Franchise Fees	-	-	-	-	0.0% -
Contributions	-	-	-	-	0.0% -
Beverage Tax	-	-	-	-	0.0% -
Interest	-	-	-	-	0.0% -
Misc Income	5,000	\$ 5,000	\$ -	\$ -	0.0% \$ -
TOTAL					
EXPENDITURES AND OTHER USES					
Payroll Wages	186,060	199,536	209,320	97,860	-53.2% (111,460)
Payroll Transfer In	-	-	-	(29,585)	0.0% (29,585)
Payroll Insurance	14,196	15,498	15,498	720	-95.4% (14,778)
Payroll Taxes	14,614	16,191	16,049	7,853	-51.1% (8,196)
Payroll Retirement	22,775	24,537	24,322	11,908	-51.0% (12,414)
Total Payroll & Related	\$ 237,645	\$ 255,762	\$ 265,190	\$ 88,756	-66.5% \$ (176,434)
Capital Outlay	-	-	-	-	0.0% -
Debt Service	-	-	-	-	0.0% -
Economic Development	-	-	-	-	0.0% -
Leases and Rentals	2,049	1,872	2,000	-	-100.0% (2,000)
Public Notices	-	-	-	-	0.0% -
Repair and Maintenance	-	-	-	-	0.0% -
Rent and Utilities	-	-	-	-	0.0% -
Service	-	722	220	225	2.3% 5
Supplies	12,921	12,519	11,833	12,500	5.6% 667
Travel & Training	6,475	7,759	5,402	6,627	22.7% 1,225
Total Operation & Maintenance	\$ 21,445	\$ 22,872	\$ 19,455	\$ 19,352	-0.5% \$ (103)
TOTAL EXPENDITURES & OTHER USES	\$ 259,090	\$ 278,634	\$ 284,645	\$ 108,108	-62.0% \$ (176,537)
NET	\$ (254,090)	\$ (278,634)	\$ (284,645)	\$ (108,108)	-62.0% \$ 176,537

POLICE SERVICES

DEPARTMENT #23

The Keller Police Department provides police services for the Town of Westlake.

Additional services include:

- Jail Services
- Emergency Communication
- Animal Services
- Police Records

PERSONNEL

Given that police services are contracted out, there are no individual program personnel allocations for this department. Please see Keller Police Department's contact information below:

Keller Police Department
300 Rufe Snow Dr.
Keller, TX 76248-0770
Telephone: 817-743-4500
Dispatch Non-Emergency: 817-743-4522
police@cityofkeller.com
www.KellerPD.com

GOALS & OBJECTIVES

GOALS

- Preserve Desirability & Quality of Life
- Maximize Efficiencies & Effectiveness
- Increase Citizen, Student, and Stakeholder Satisfaction

OBJECTIVES

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

FY 2020 ACCOMPLISHMENTS

- Adopted safety measures & protocols while continuing to provide police services, to include dispatch, animal control, detention and patrol, in response to State executive orders and County guidance through the COVID-19 Pandemic.
 - Assisted with providing Birthday Brigades during COVID-19 stay-at-home orders.
- Appropriately responded to community protests and citizen concerns in and around Keller & Westlake in response to the tragic death of George Floyd.
 - Ensured training, policies, and the culture within the Keller PD continued to adhere to the pillars of 21st Century Policing and Procedural Justice.
 - Revised website to effectively communicate with the community to maintain transparency.
- Continued to participate in the Westlake Area Network meetings.
- Assisted in completing Keller-Westlake Police Services Survey-Jan/Feb 2020.

FY 2021 INITIATIVES

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

KEY PERFORMANCE MEASURES

OBJECTIVE	PERFORMANCE MEASURE	Bench Mark	2020 Actual	2021 Target	2022 Target
Westlake Police Information					
Preserve Desirability & Quality of Life	Motor Vehicle Stops	n/a	7,729	9,000	9,000
	Traffic Crashes	n/a	314	300	300
	Part 1 Reported Crime	n/a	14	25	25
	DWI Arrests	n/a	25	40	40
Maximize Efficiencies & Effectiveness	Commission on Accreditation for Law Enforcement Agencies (CALEA)	Yes	Yes	Yes	Yes
	CALEA Communications Accreditation	Yes	Yes	Yes	Yes
	Texas Police Chiefs Association (TPCA) Best Practices Recognition Program	Yes	Yes	Yes	Yes
Resident Rating per Survey					
Increase Citizen, Student, and Stakeholder Satisfaction	Police response time to emergencies	90%	n/a	n/a	90%
	Efforts of Town to prevent crime	90%	n/a	n/a	90%
	Satisfaction with local police station	90%	n/a	n/a	90%
	Level of Traffic Enforcement	90%	n/a	n/a	90%
	Visibility of police in the neighborhood	90%	n/a	n/a	90%
	Quality of public safety services	95%	n/a	n/a	90%

POLICE SERVICES

DEPARTMENT 23

PROGRAM SUMMARY

	Actuals FY 18/19	Adopted Budget FY 19/20	Revised Budget FY 19/20	Adopted Budget FY 20/21	FY 20/21 Adopted vs FY 19/20 Revised
REVENUES AND OTHER SOURCES					
General Sales Tax	-	-	-	-	0.0%
Property Tax	-	-	-	-	0.0%
Permits and Fees Other	-	-	-	-	0.0%
Permits and Fees Building	-	-	-	-	0.0%
Fines & Forfeitures	-	-	-	-	0.0%
Franchise Fees	-	-	-	-	0.0%
Contributions	-	-	-	-	0.0%
Beverage Tax	-	-	-	-	0.0%
Interest	-	-	-	-	0.0%
Misc Income	-	-	-	-	0.0%
TOTAL	\$ -	\$ -	\$ -	\$ -	0.0% \$ -
EXPENDITURES AND OTHER USES					
Payroll Wages	-	-	-	-	0.0%
Payroll Transfer In	-	-	-	-	0.0%
Payroll Insurance	-	-	-	-	0.0%
Payroll Taxes	-	-	-	-	0.0%
Payroll Retirement	-	-	-	-	0.0%
Total Payroll & Related	\$ -	\$ -	\$ -	\$ -	0.0% \$ -
Capital Outlay	-	-	-	-	0.0%
Debt Service	-	-	-	-	0.0%
Economic Development	-	-	-	-	0.0%
Leases and Rentals	-	-	-	-	0.0%
Public Notices	-	-	-	-	0.0%
Repair and Maintenance	-	-	-	-	0.0%
Rent and Utilities	-	-	-	-	0.0%
Service	944,518	963,519	978,651	987,694	0.9% 9,043
Supplies	-	-	-	-	0.0%
Travel & Training	-	-	-	-	0.0%
Total Operation & Maintenance	\$ 944,518	\$ 963,519	\$ 978,651	\$ 987,694	0.9% \$ 9,043
TOTAL EXPENDITURES & OTHER USES	\$ 944,518	\$ 963,519	\$ 978,651	\$ 987,694	0.9% \$ 9,043
NET	\$ (944,518)	\$ (963,519)	\$ (978,651)	\$ (987,694)	0.9% \$ (9,043)



ENTERPRISE FUNDS

ENTERPRISE FUNDS

Combined Program Summary

Fiscal Year 2020/2021

Audited Actuals FY 18/19	Adopted Budget FY 19/20	Revised Budget FY 19/20	Adopted Budget FY 20/21	FY 20/21 vs FY 19/20	Adopted FY 19/20	FY 20/21 vs FY 19/20	Adopted 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								
6,905,074	4,898,554	5,966,673	5,641,207	742,653	15%	(325,466)	-5%	

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 OVERVIEW

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).

FUND HIGHLIGHTS

REVENUES

Budgeted at \$51,325. This is a 19% decrease of \$11,800 from prior year revised. The decrease in revenue is due to a projected \$10,000 decrease in cemetery section sales and \$1,800 reduction in investment earnings due to new interest rates.

EXPENSES

Budgeted at \$24,026. This is a \$102 decrease from prior year revised. The decrease in expenses is a result of reduced attorney costs.

WORKING CAPITAL

The ending working capital for the cemetery fund is projected to be \$326,464. This is a 9% increase of \$27,299 from prior year revised.

CEMETERY FUND 255

Program Summary

Fiscal Year 2020/2021

Audited Actuals FY 18/19	Adopted Budget FY 19/20	Revised Budget FY 19/20	Adopted Budget FY 20/21	FY 20/21 Adopted vs FY 19/20 Adopted	FY 20/21 Adopted vs FY 19/20 Revised
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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%
					(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 OVERVIEW

The Utility Fund accounts for the acquisition, operation, and maintenance of water, sewer, and trash services. This fund is primarily supported by service charges to utility (water and sewer) customers. The intent of this fund is for the direct beneficiaries to pay for all costs of the fund, including debt service for utility system improvement bonds, through fees for service.

FUND HIGHLIGHTS

REVENUE

Budgeted to be \$5,768,478. This is a 1% decrease of \$29,367 from the prior year revised. The decrease in revenue is a result of the following:

- Charge for Service revenue is projected to increase by \$103,927. Please note that utility rates were increased in January 2020 due to underperforming revenue. Currently, a water rate study is in progress from an independent rate analyst.
- Permits & Fees – Utility revenue is projected to decrease by \$134,967. This change in revenue is due to the Trinity River Authority wastewater settle-up and duct bank permit fees.
- Investment Earnings are projected to increase \$553 due to new interest rates.
- Miscellaneous income is projected to increase due to a 39% increase in cross connection fees.

EXPENSES

Budgeted to be \$5,617,181. This is a 5% decrease of \$325,364 from prior year revised. The decrease in expenses is a result of the following:

- Decrease in debt service payments due to the Keller water tower being paid in full in FY 19/20.
- Increased rent and utilities for town hall (\$7,028) and electric service (\$1,600).
- \$110,367 decrease in water, sewer and pump station repair costs.
- \$65,775 increase in transfers out. This includes, \$60K to the Utility Vehicle Maintenance and Replacement Fund 505, \$68K to the General Fund, and \$30K to Utility Maintenance and Replacement Fund 510..

WORKING CAPITAL

The Utility Fund is projected to have an ending working capital of \$4,623,030. This is a 3% increase of \$151,297 from prior year revised.

UTILITY FUND 500
Program Summary
Fiscal Year 2020/2021

Audited Actuals FY 18/19	Adopted Budget FY 19/20	Revised Budget FY 19/20	Adopted Budget FY 20/21	FY 20/21 vs FY 19/20	Adopted Adopted	FY 20/21 vs FY 19/20	Adopted 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%



INTERNAL SERVICE FUNDS

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	Adopted Budget FY 20/21	FY 20/21 vs FY 19/20	Adopted FY 19/20	FY 20/21 vs FY 19/20	Adopted 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	\$ (35,194)	-79%	\$ (18,225)	-66%
Contributions	\$ 202,894	\$ -	\$ 24,750	\$ -	100%	\$ (24,750)	100%
Donations	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Misc Income	\$ 7,112	\$ -	\$ 25,000	\$ -	0%	\$ (25,000)	-100%
Total Revenues	\$ 240,261	\$ 50,469	\$ 77,250	\$ (41,194)	-82%	\$ (67,975)	-88%
Transfer In	\$ 2,157,065	\$ 478,370	\$ 50,000	\$ (378,370)	-79%	\$ 50,000	100%
Other Sources	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Total Transfer In and Other Sources	\$ 2,157,065	\$ 478,370	\$ 50,000	\$ (378,370)	-79%	\$ 50,000	100%
GRAND TOTAL REVENUES & OTHER SOURCES	\$ 2,397,327	\$ 528,839	\$ 127,250	\$ (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 OVERVIEW

The Utility Fund Vehicle Maintenance & Replacement Fund allows for the long-term repair and replacement of Town Utility Fund vehicles. Vehicles are designated for replacement based on a long-range depreciation schedule, periodic evaluations of repair versus replacement costs, and recommended replacement guidelines. Routine scheduled maintenance is also factored into vehicle maintenance and replacement funding calculations.

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

FUND HIGHLIGHTS

REVENUES

Budgeted at \$60,025. This is a 193% increase of \$39,525 from prior year revised. The increase in revenue is due to projected investment earnings of \$25 and a \$60,000 transfer in from Utility Fund 500.

EXPENDITURES

Budgeted at \$60,000. This is a 20% increase of \$10,000 from prior year revised. This expenditure consists of the purchase of a new utility vehicle.

FUND BALANCE

The projected ending fund balance is \$4,912. This is a 1% increase of \$25 from prior year revised.

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	Adopted Budget FY 20/21	FY 20/21 vs FY 19/20	Adopted FY 19/20	FY 20/21 vs Adopted FY 19/20
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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	\$ -	\$ -	(5,000) -100%	\$ -	0%
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 MAINTENANCE & REPLACEMENT FUND 510 OVERVIEW

The Utility Maintenance & Replacement Fund was created to provide a mechanism for repair and replacement of existing capital assets such as pump stations, lift stations, elevated and ground storage facilities, water and sewer lines, etc. This fund receives planned revenue transfers from the Utility Fund that are intended to cover the cost of future capital repair and replacement. This fund is designed to avoid future bond programs and encourage a conservative pattern of spending that minimizes reliance on elastic revenue streams. Projects are included each year from a long-range maintenance schedule which incorporates routine scheduled maintenance, recommended replacement guidelines and evaluations, and upgrades of lines and permanent capital assets.

FUND HIGHLIGHTS

REVENUES

Budgeted at \$31,750. This is a 234% increase of \$22,250 from prior year revised. The increase in revenue is a result of \$1,750 in investment earnings and \$30,000 transfer in from the Utility Fund 500.

EXPENDITURES

Budgeted at \$321,500. This is a 95% increase of \$156,500 from prior year revised. The increase in expenditures is due to required maintenance and replacement projects including, sewer easement cleaning machine, lift station repair and maintenance, pump/motor repair and maintenance, pump station equipment, and sewer line repair and maintenance.

FUND BALANCE

The projected ending fund balance is \$9,102. This is a 97% decrease of \$289,750 from prior year revised.

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	Adopted Budget FY 20/21	FY 20/21 vs FY 19/20	Adopted Adopted	FY 20/21 vs FY 19/20	Adopted 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%

GENERAL MAINTENANCE & REPLACEMENT FUND 600 OVERVIEW

The General Maintenance & Replacement Fund allows for the long-term repair and replacement of large capital assets such as HVAC, walls, floors and ceilings, plumbing, electric, roadways, etc. This fund receives planned revenue transfers from each operating fund that owns and maintains capital assets. Accumulated funds are intended to cover the cost of future capital repair and replacement. This fund is designed to avoid future bond programs, encourage a conservative pattern of spending, and minimize reliance on revenue streams that are vulnerable to fluctuations in the economy. Project lists are developed annually from a long-range facility maintenance schedule and incorporated into a routine schedule for maintenance and replacement of major facility equipment, infrastructure and permanent capital assets.

FUND HIGHLIGHTS

REVENUES

Budgeted at \$14,500. This is an 83% decrease of \$72,750 from prior year revised. The decrease in revenue is due to new projected interest rates, reduced transfers in from General Fund 100, and no projected grants or contributions.

EXPENDITURES

Budgeted at \$744,000. This is a 27% increase of \$159,975 from prior year revised. The increase in expenditures is a result of needed maintenance and replacement including, but not limited to, street signs, street staining and maintenance, Westlake Academy building repairs, trail and park repairs and maintenance, server replacement, network equipment, and Town building maintenance and repair.

FUND BALANCE

The projected ending fund balance is \$1,865. This is a 100% decrease of \$729,500 from prior year revised.

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	Adopted Budget FY 20/21	FY 20/21 vs FY 19/20	Adopted Adopted	FY 20/21 vs FY 19/20	Adopted 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 VEHICLE MAINTENANCE & REPLACEMENT FUND 605 OVERVIEW

The General Vehicle Maintenance & Replacement Fund provides a mechanism for the long-term repair and replacement of Town vehicles. This fund receives planned revenue transfers from each operating fund that owns and maintains vehicles. Accumulated funds are intended to cover the cost of future vehicle repair and replacement. This fund is designed to avoid future bond programs and encourage a more conservative pattern of spending that minimizes reliance on elastic revenue streams. Vehicles are designated for replacement based on a long-range depreciation schedule, periodic evaluations of repair versus replacement costs, and recommended replacement guidelines. Routine scheduled maintenance is also factored into funding calculations.

FUND HIGHLIGHTS

REVENUES

Budgeted at \$3,000. This is a 70% decrease of \$7,000 from prior year revised. The decrease in revenue is due to projected new interest rates and no planned transfers from other funds.

EXPENDITURES

Budgeted at \$18,000. This is a 79% decrease of \$68,174 from prior year revised. The only expenditure in this fund is for a mule truck for the parks and recreation department.

FUND BALANCE

The projected ending fund balance is \$835,017. This is an 2% decrease of \$15,000 from prior year revised.

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	Adopted Budget FY 20/21	FY 20/21 vs FY 19/20	Adopted FY 19/20	FY 20/21 vs FY 19/20	Adopted Revised FY 19/20
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REVENUES & OTHER SOURCES

General Revenues		\$	\$	\$	\$	\$	-	
General Sales Tax	-						0%	
Property Tax	-						0%	
Beverage Tax	-						0%	
Charge for Service	-						0%	
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	7,692	7,210	10,000	3,000	(4,210)	-58%	(7,000) -70%	
Contributions	112,700	-	-	-	-	100%	- 100%	
Donations	-	-	-	-	-	0%	- 0%	
Misc Income	-	-	-	-	-	0%	- 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%	- 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

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%



SPECIAL REVENUE FUNDS

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	Adopted Budget FY 20/21	FY 20/21 vs FY 19/20	Adopted Adopted	FY 20/21 vs FY 19/20	Adopted 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	3,400,561	2,965,937	2,467,353	1,470,625	(1,495,312)	-50%	(996,728)	-40%
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	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 Revenue 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%

ECONOMIC DEVELOPMENT FUND 200 OVERVIEW

The 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.

FUND HIGHLIGHTS

REVENUES

Budgeted at \$1,055,375. This is a 38% decrease of \$639,625 from prior year revised. The projected decrease in revenue is due to the projected decrease in general sales tax due to the uncertainty and economic impact of COVID-19.

EXPENDITURES

Budgeted at \$1,055,375. This is a 38% decrease of \$639,625 from prior year revised. The only expenditure in this fund is a transfer out to Debt Service Fund 300.

FUND BALANCE

The projected ending fund balance is \$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	Adopted Budget FY 20/21	FY 20/21 vs FY 19/20	Adopted vs Adopted	FY 20/21 vs FY 19/20	Adopted 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 OVERVIEW

Economic Development Fund 210 is used to transparently account for all receipts and disbursements related to economic development agreements.

FUND HIGHLIGHTS

REVENUES

Budgeted at \$28,000. This is a 91% decrease of \$275,000 from prior year revised. The decrease in revenue includes a 28% projected decrease of hotel occupancy tax due to the uncertainty and economic impact of COVID-19. There are no economic development contributions for Westlake Academy.

EXPENDITURES

Budgeted at \$28,000. This is a 94% decrease of \$405,653 from prior year revised. The economic development expenditure is to Deloitte University as a tax abatement in accordance with the economic development agreement.

FUND BALANCE

The projected ending fund balance is \$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	Adopted Budget FY 20/21	FY 20/21 vs FY 19/20	Adopted Adopted	FY 20/21 vs FY 19/20	Adopted 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 FUND 215 OVERVIEW

The Local Public Improvement District (PID) Fund 215 accounts for monies received from the original bond proceeds, inspection fees and payments related to the Solana Public Improvement District. The District was created by ordinance in February 2014 to finance the construction of public infrastructure (such as water lines and streets) in the Entrada subdivision. This fund was created to segregate “Local” PID expenditures from the Capital Project Fund. Revenues deposited into the PID Fund are used to cover engineering, consulting, legal, and advertising costs attributable to Entrada development and construction.

FUND HIGHLIGHTS

REVENUES

No revenue is budgeted this fiscal year.

EXPENDITURES

Budgeted at \$12,100. This is a 117% increase of \$6,520 from prior year revised. The budgeted expenditures consist of administrative and attorney services. No consultant expenditures are budgeted this fiscal year.

FUND BALANCE

The projected ending fund balance is \$369,825. This is a 3% decrease of \$12,100 from prior year revised.

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	Adopted Budget FY 20/21	FY 20/21 vs FY 19/20	Adopted FY 19/20	FY 20/21 vs Adopted
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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	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	12,100	100%	6,520	117%
SUB-TOTAL OPERATIONS and MAINTENANCE EXPENDITURES	72,394	-	5,580	12,100	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	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	\$ 369,825	\$ 369,825	\$ (17,680)	-5%	(12,100)	-3%
Restricted/Assigned/Committed Funds	387,505	387,505	387,505	369,825	369,825	(17,680)	-5%	(12,100)	-3%
UNASSIGNED FUND BALANCE, ENDING	\$ -	0%	\$ -	0%					

VISITOR ASSOCIATION FUND 220 OVERVIEW

The 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 which is the maximum allowable under State law. Funds generated by the occupancy tax are generally restricted to uses that directly promote tourism and the 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.

FUND HIGHLIGHTS

REVENUES

Budgeted at \$387,200. This is a 5% increase of \$17,997 from prior year revised. Revenue projections are based on new interest rates, conversations with local hotels, and the projected economic impact of COVID-19.

EXPENDITURES

Budgeted at \$517,241. This is a 43% decrease of \$398,100 from prior year revised. The decrease in expenditures consist of a \$21,150 reduction in supplies, \$418,634 reduction in payroll and related transfers, \$1,500 reduction in travel and training and \$615 reduction in public notices.

FUND BALANCE

The projected ending fund balance is \$50,155. This is a 72% decrease of \$130,041 from prior year revised.

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	Adopted Budget FY 20/21	FY 20/21 vs FY 19/20	Adopted FY 19/20	FY 20/21 vs FY 19/20	Adopted 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	-	-	-	-	0%	-	0%	
GRAND TOTAL REVENUES & OTHER SOURCES	855,929	838,420	369,203	387,200	(451,220)	-54%	\$ 17,997	5%

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 OVERVIEW

The 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 set an artistic standard for future works.

FUND HIGHLIGHTS

REVENUES

No revenue is budgeted for this fiscal year.

EXPENDITURES

Budgeted at \$50,000. This is a 400% increase of \$40,000 from prior year revised. The increase in expenditures consist of \$50,000 for public arts services.

FUND BALANCE

The projected ending fund balance is \$50,000. This is a 50% decrease of \$50,000 from prior year revised.

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	Adopted Budget FY 20/21	FY 20/21 vs FY 19/20	Adopted FY 19/20	FY 20/21 vs FY 19/20	Adopted 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)	-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	-	-	-	-	0%	-	0%
Supplies	20,000	-	10,000	-	50,000	50,000	100%
Transfer Out Operating	-	-	-	-	-	(10,000)	-100%
Travel & Training	-	-	-	-	-	-	0%
Operations and Maintenance	20,000	-	10,000	50,000	50,000	40,000	400%
SUB-TOTAL OPERATIONS and MAINTENANCE EXPENDITURES	20,000	-	10,000	50,000	50,000	40,000	400%
Projects - Capital improvement	-	-	-	-	-	-	0%
Projects - Maintenance & Replacement	-	-	-	-	-	-	0%
Total Capital and Maintenance & 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							
	20,000	-	10,000	50,000	50,000	40,000	400%

SUMMARY

EXCESS REVENUES OVER(UNDER) EXPENDITURES	(20,000)	-	90,000	(50,000)	(50,000)	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 FUND 418 OVERVIEW

The 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 at \$50. This is a 67% decrease of \$100 from prior year revised. Revenues for this fund are based on interest rates for investment earnings.

EXPENDITURES

No expenditures are budgeted for this fund.

FUND BALANCE

The projected ending fund balance is \$14,743. This is a 0.3% decrease of \$50 from prior year revised.

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	Adopted Budget FY 20/21	FY 20/21 vs FY 19/20	Adopted vs Adopted	FY 20/21 vs FY 19/20	Adopted 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%	-	0%
Donations	-	-	-	-	0%	-	0%
Misc Income	-	-	-	-	0%	-	0%
Total Revenues	403	1,035	150	50	(985) -95%	(100) -67%	
Trnsfer In	-	-	-	-	0%	-	0%
Other Sources	-	-	-	-	0%	-	0%
Total Other Sources	-	-	-	-	0%	-	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%	-	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	-	-	-	-	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	-	-	-	-	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%



DEBT SERVICE FUNDS

DEBT SERVICE OVERVIEW

Town Council and staff are dedicated to a conservative pattern of debt issuance that ensures property tax rates remain attractive to prospective businesses and residents. Prior to acquiring any debt, alternative financing sources are evaluated. When debt is issued, it is used to acquire major assets with expected lives which equal or exceed the average life of the debt issue.

The Town's 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. Debt Service Fund 301 is property tax supported debt for street infrastructure improvements, Westlake Academy Expansion, and funding the Westlake Academy's Arts & Sciences Center.

DEBT SERVICE PROCESS

DEBT MANAGEMENT POLICIES

The Town's debt management policies are reviewed annually and revised as necessary. The Town's policies address the following:

- Direct Debt - debt payable from property tax (or ad valorem I&S tax), and other available funds of the Town.
- Interfund Borrowing – loans for short-term cash flow needs.

LIMITS

There is no direct limit on debt for the Town except for the tax rate limit.

ANALYSIS

Any consideration of debt issuance for major capital assets are prepared within the framework of a Council approved multi-year capital improvement plan and forecast for all Town facilities and infrastructures.

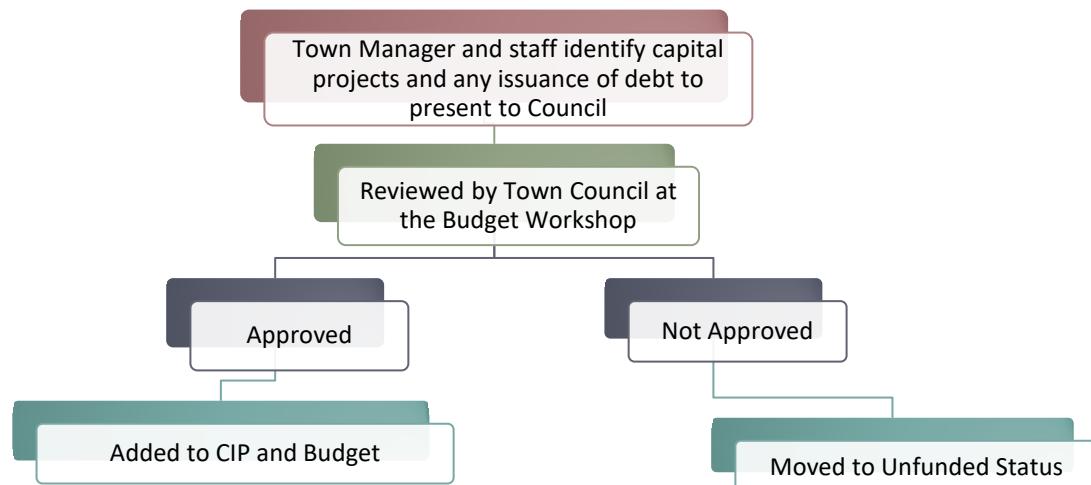
Staff explore alternative funding sources prior to the issuance of debt for capital acquisitions and construction projects. These alternatives include, but not be limited to:

- Grants-In-Aid
- Use of Reserves
- Use of either current on-going general revenues or one-time revenues
- Contributions from developers or others
- Leases
- User Fees
- Impact Fees.

If debt is determined as the funding source it is presented to Council for the approval.

APPROVAL PROCESS

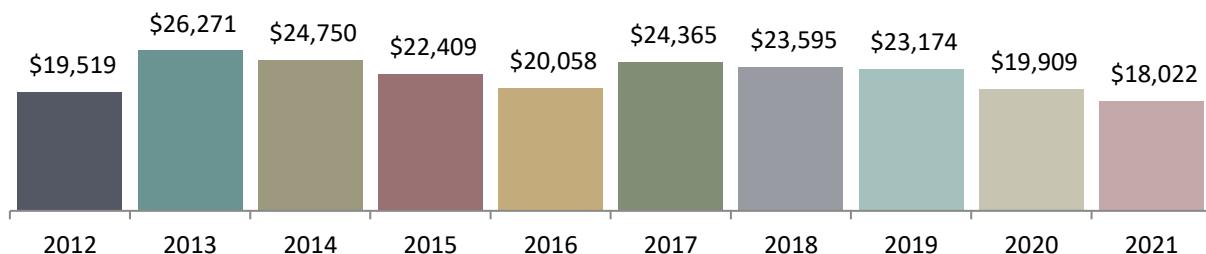
The debt approval process aligns with the approval of capital project(s) in the Capital Improvement Plan. Please see the approval process below:



DEBT PER CAPITA

Debt per capita is the measure of how much debt the Town has per citizen. The Town's gross bonded debt per capita for FY 2021 is \$18,022. This does not include interest.

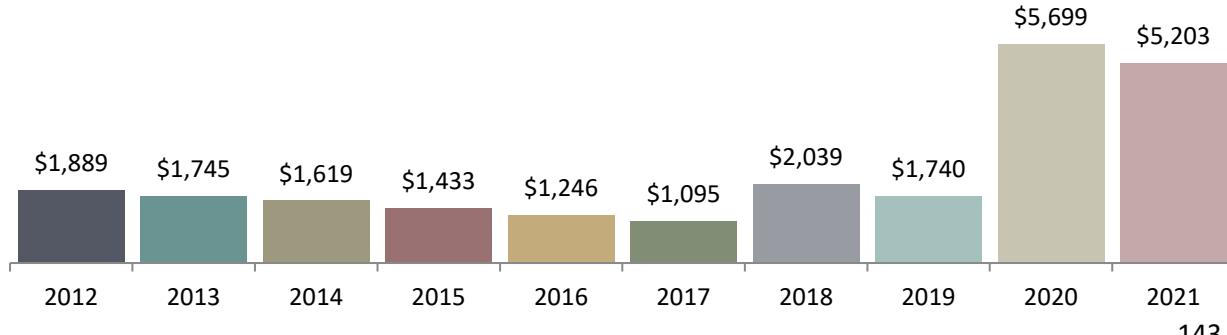
GROSS BONDED DEBT PER CAPITA



While the Town's gross bonded debt is secured by its property tax (or ad valorem tax), most of it is paid from sales tax revenues and other sources. The Town's property tax supported bonded debt per capita for FY 2021 is \$5,203. The following bonds are paid with property taxes:

- Series 2011 CO for street infrastructure improvements and repairs
- Series 2013 CO for the Westlake Academy Expansion
- Series 2013 GO-Refunding for the Arts and Sciences Center

PROPERTY TAX SUPPORTED BONDED DEBT PER CAPITA



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	Adopted Budget FY 20/21	FY 20/21 vs FY 19/20	Adopted Adopted	FY 20/21 vs FY 19/20	Adopted 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 Revenue 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	\$ (1,703)	-100%	\$ (7,981)	-18%
FUND BALANCE, ENDING	\$ 44,683	\$ 1,703	\$ 1,703	\$ 36,702	\$ 0	-100%	\$ (36,702)	-100%
Restricted/Assigned/Committed Funds	\$ -	\$ -	\$ -	\$ -	\$ (1,703)	-100%	\$ (36,702)	-100%
UNASSIGNED FUND BALANCE, ENDING	\$ -	0%	\$ -	0%				

DEBT SERVICE FUND 300 OVERVIEW

The Debt Service Fund 300 is used to manage payments on all general government related debt. 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 at \$2,022,191. This is a 2% increase of \$33,702 from prior year revised. Revenue is supported by the General Fund (\$966,816) and 4B Economic Development Fund (\$1,055,375). Transfers from the General Fund increased 229% or \$673,327 from prior year revised. Transfers from the 4B Economic Development Fund decreased 38% or \$639,625 due to the economic impact of COVID-19.

EXPENDITURES

Budgeted at \$2,022,191. This is a 2% increase of \$33,702 from prior year revised. For expenditures, debt service increased 2% and bank charges service decreased 22%.

FUND BALANCE

The projected ending fund balance is \$0.

DEBT SERVICE FUND 300

Program Summary

Fiscal Year 2020/2021

Audited Actuals FY 18/19	Adopted Budget FY 19/20	Revised Budget FY 19/20	Adopted Budget FY 20/21	FY 20/21 vs FY 19/20	Adopted vs Adopted	FY 20/21 vs FY 19/20	Adopted 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 300
REVENUE SUPPORTED DEBT

		Fire Station Complex					
		Fire Station Complex			Fire Station Complex		
		SERIES 2017 Texas Tax Note			SERIES 2016 CO		
		Program 16		TOTAL	Program 17		TOTAL
		Principal	Interest		Principal	Interest	TOTAL
1	2021	219,000	14,326	233,326	215,000	292,125	507,125
2	2022	223,000	10,326	233,326	225,000	285,525	510,525
3	2023	227,000	6,254	233,254	230,000	278,700	508,700
4	2024	232,000	2,100	234,100	235,000	271,725	506,725
5	2025	-	-	-	245,000	264,525	509,525
6	2026	-	-	-	250,000	257,100	507,100
7	2027	-	-	-	260,000	249,450	509,450
8	2028	-	-	-	265,000	241,575	506,575
9	2029	-	-	-	275,000	233,475	508,475
10	2030	-	-	-	285,000	225,075	510,075
11	2031	-	-	-	290,000	216,450	506,450
12	2032	-	-	-	300,000	207,600	507,600
13	2033	-	-	-	310,000	198,450	508,450
14	2034	-	-	-	320,000	189,000	509,000
15	2035	-	-	-	330,000	179,250	509,250
16	2036	-	-	-	340,000	169,200	509,200
17	2037	-	-	-	350,000	158,850	508,850
18	2038	-	-	-	360,000	146,400	506,400
19	2039	-	-	-	375,000	131,700	506,700
20	2040	-	-	-	390,000	116,400	506,400
21	2041	-	-	-	410,000	100,400	510,400
22	2042	-	-	-	425,000	83,700	508,700
23	2043	-	-	-	440,000	66,400	506,400
24	2044	-	-	-	460,000	48,400	508,400
25	2045	-	-	-	480,000	29,600	509,600
26	2046	-	-	-	500,000	10,000	510,000
TOTAL		\$ 901,000	\$ 33,005	\$ 934,005	\$ 8,565,000	\$ 4,651,075	\$ 13,216,075
Issued By:		The Independent Bank					
Account No.:		ML-0000-93465					
Original Issue:		\$1,530,000					
Issue Date:		May 2017					
End Date:		7 years = 2024					
		US Bank					
		251-965-000					
		\$9,180,000					
		December 2016					
		30 years = 2046					

DEBT SERVICE FUND 300
REVENUE SUPPORTED DEBT

		Westlake Academy					
		Refunding of 2007 (orig 2002)			Refunding of 2003		
Pymt No.	Fiscal Year	SERIES 2017 GO-Refunding		SERIES 2014 GO-Refunding		TOTAL	
		Program 15	TOTAL	Program 14	TOTAL		
Principal	Interest	Principal	Interest				
1	2021	35,000	225,675	260,675	5,000	64,500	69,500
2	2022	35,000	224,888	259,888	5,000	64,320	69,320
3	2023	35,000	223,925	258,925	5,000	64,140	69,140
4	2024	40,000	222,800	262,800	5,000	63,960	68,960
5	2025	605,000	210,100	815,100	5,000	63,780	68,780
6	2026	625,000	185,500	810,500	5,000	63,600	68,600
7	2027	645,000	160,100	805,100	5,000	63,420	68,420
8	2028	675,000	133,700	808,700	5,000	63,240	68,240
9	2029	715,000	105,900	820,900	350,000	56,150	406,150
10	2030	735,000	76,900	811,900	360,000	41,950	401,950
11	2031	775,000	46,700	821,700	375,000	27,250	402,250
12	2032	780,000	15,600	795,600	395,000	9,874	404,874
13	2033	-	-	-	-	-	-
14	2034	-	-	-	-	-	-
15	2035	-	-	-	-	-	-
16	2036	-	-	-	-	-	-
17	2037	-	-	-	-	-	-
18	2038	-	-	-	-	-	-
19	2039	-	-	-	-	-	-
20	2040	-	-	-	-	-	-
21	2041	-	-	-	-	-	-
22	2042	-	-	-	-	-	-
23	2043	-	-	-	-	-	-
24	2044	-	-	-	-	-	-
25	2045	-	-	-	-	-	-
26	2046	-	-	-	-	-	-
TOTAL		\$ 5,700,000	\$ 1,831,788	\$ 7,531,788	\$ 1,520,000	\$ 646,184	\$ 2,166,184
<p>Issued By: US Bank</p> <p>Account No: 231-799-000</p> <p>Original Issue: \$5,795,000</p> <p>Issue Date: February 2007</p> <p>End Date: 30 years = 2032</p> <p>US Bank</p> <p>207-801-000</p> <p>\$1,910,000</p> <p>January 2014</p> <p>30 years = 2032</p>							

DEBT SERVICE FUND 300
REVENUE SUPPORTED DEBT

		Westlake Academy			GRAND TOTAL		
		Partial refunding of 2002 & 2003					
		SERIES 2011 GO-Refunding					
Pymt No.	Fiscal Year	Program 10		TOTAL	Principal	Interest	TOTAL
		Principal	Interest				
1	2021	750,000	127,550	877,550	987,368	167,550	1,601,725
2	2022	770,000	104,750	874,750	1,007,370	144,750	1,611,958
3	2023	790,000	81,350	871,350	1,027,300	121,350	1,616,415
4	2024	820,000	55,150	875,150	1,058,148	100,150	1,628,910
5	2025	260,000	36,250	296,250	264,050	646,250	815,130
6	2026	260,000	27,150	287,150	264,052	657,150	786,250
7	2027	275,000	17,100	292,100	279,054	667,100	775,620
8	2028	290,000	5,800	295,800	294,056	685,800	757,740
9	2029	-	-	-	4,058	1,065,000	437,050
10	2030	-	-	-	4,060	1,095,000	403,850
11	2031	-	-	-	4,062	1,150,000	363,950
12	2032	-	-	-	4,064	1,175,000	325,474
13	2033	-	-	-	4,066	-	310,000
14	2034	-	-	-	4,068	-	320,000
15	2035	-	-	-	4,070	-	330,000
16	2036	-	-	-	4,072	-	340,000
17	2037	-	-	-	4,074	-	350,000
18	2038	-	-	-	4,076	-	360,000
19	2039	-	-	-	4,078	-	375,000
20	2040	-	-	-	4,080	-	390,000
21	2041	-	-	-	4,082	-	410,000
22	2042	-	-	-	4,084	-	425,000
23	2043	-	-	-	4,086	-	440,000
24	2044	-	-	-	4,088	-	460,000
25	2045	-	-	-	4,090	-	480,000
26	2046	-	-	-	4,092	-	500,000
TOTAL		\$ 4,215,000	\$ 455,100	\$ 4,670,100	\$ 5,254,747	\$ 7,675,100	\$ 16,614,072
<p>Issued By: US Bank</p> <p>Account No: 156-460-000</p> <p>Original Issue: \$7,375,000</p> <p>Issue Date: December 2011</p> <p>End Date: 20 years = ends 2028</p>							

DEBT SERVICE FUND 301 OVERVIEW

Debt Service Fund 301 is Property Tax Supported Debt. Property tax is allocated between Maintenance and Operations in the General Fund and Interest and Sinking in the Debt Service Fund 301. 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. This fund is used 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.

FUND HIGHLIGHTS

REVENUES

Budgeted at \$632,381. This is a 10% decrease of \$68,839 from prior year revised. Revenues for this fund are based on the approved no new revenue property tax rate. Of the no new revenue property tax rate, \$0.04298 per \$100 of assessed valuation is allocated for interest and sinking debt service.

Please see the interest and sinking tax rate change below:

Tax Rate Change	FY19/20 Adopted	FY20/21 Adopted	Variance
I&S	\$0.04565	\$0.04298	\$(0.00267)

EXPENDITURES

Budgeted at \$669,083. This is a 6% decrease of \$40,118 from prior year revised. The decrease in expenditures is based on the adopted no new revenue property tax rate.

FUND BALANCE

The projected ending fund balance is \$0.

DEBT SERVICE FUND 301

Program Summary

Fiscal Year 2020/2021

Audited Actuals FY 18/19	Adopted Budget FY 19/20	Revised Budget FY 19/20	Adopted Budget FY 20/21	FY 20/21 vs FY 19/20	Adopted Adopted	FY 20/21 vs FY 19/20	Adopted 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	\$ (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	\$ 1,703	\$ 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%

DEBT SERVICE FUND 301
PROPERTY TAX SUPPORTED DEBT

		WESTLAKE ACADEMY			WESTLAKE ACADEMY		
		Refunding of 2008 for A&S Bldg			Academy Expansion		
		SERIES 2013 GO-REFUNDING			SERIES 2013 CO		
		Program 13			Program 12		
Pymt No.	Fiscal Year	Principal	Interest	Total	Principal	Interest	Total
1	2021	145,000	27,463	172,463	191,350	255,525	446,875
2	2022	145,000	23,838	168,838	200,250	250,630	450,880
3	2023	150,000	20,375	170,375	204,700	245,056	449,756
4	2024	145,000	17,130	162,130	213,600	238,781	452,381
5	2025	155,000	13,830	168,830	213,600	232,373	445,973
6	2026	165,000	10,063	175,063	226,950	225,765	452,715
7	2027	160,000	6,000	166,000	231,400	218,601	450,001
8	2028	160,000	2,000	162,000	240,300	210,936	451,236
9	2029			-	347,100	200,956	548,056
10	2030			-	360,450	188,574	549,024
11	2031			-	369,350	175,803	545,153
12	2032			-	529,550	158,748	688,298
13	2033			-	280,350	142,550	422,900
14	2034			-	293,700	131,069	424,769
15	2035			-	307,050	119,054	426,104
16	2036			-	320,400	106,505	426,905
17	2037			-	329,300	94,129	423,429
18	2038			-	342,650	81,950	424,600
19	2039			-	356,000	69,287	425,287
20	2040			-	369,350	55,447	424,797
21	2041			-	382,700	40,406	423,106
22	2042			-	400,500	24,742	425,242
23	2043			-	418,300	8,366	426,666
TOTAL		\$ 1,225,000	\$ 120,698	\$ 1,345,698	\$ 7,128,900	\$ 3,475,253	\$ 10,604,153
Issued By:		US Bank			US Bank		
Account No:		203-258-000			203-258-000		
Original Issue:		\$2,200,000			\$8,500,000		
Issue Date:		March 2013			April 2013		
End Date:		15 years = 2028			25 years = 2043		

DEBT SERVICE FUND 301
PROPERTY TAX SUPPORTED DEBT

Pymt No.	Fiscal Year
1	2021
2	2022
3	2023
4	2024
5	2025
6	2026
7	2027
8	2028
9	2029
10	2030
11	2031
12	2032
13	2033
14	2034
15	2035
16	2036
17	2037
18	2038
19	2039
20	2040
21	2041
22	2042
23	2043
TOTAL	
Issued By:	Independent Bank
Account No:	ML-0000-90886
Original Issue:	\$2,095,000
Issue Date:	March 2011
End Date:	20 years = 2031

MUNICIPAL			GRAND TOTAL		
Street Infrastructure Improvements					
SERIES 2011 CO					
Program 11					
Principal		Interest	Principal		Interest
Total			TOTAL		
			427,350	313,168	740,518
			441,250	302,404	743,654
			455,700	291,003	746,703
			464,600	278,999	743,599
			479,600	266,687	746,287
			508,950	253,576	762,526
			514,400	239,469	753,869
			529,300	224,780	754,080
			483,100	209,620	692,720
			503,450	193,890	697,340
			519,350	177,603	696,953
			529,550	158,748	688,298
			280,350	142,550	422,900
			293,700	131,069	424,769
			307,050	119,054	426,104
			320,400	106,505	426,905
			329,300	94,129	423,429
			342,650	81,950	424,600
			356,000	69,287	425,287
			369,350	55,447	424,797
			382,700	40,406	423,106
			400,500	24,742	425,242
			418,300	8,366	426,666
TOTAL			\$ 9,656,900	\$ 3,783,451	\$ 13,440,351



ACADEMY FUND

WESTLAKE ACADEMY FUND OVERVIEW

Westlake Academy is owned and operated by the Town of Westlake. It is the only municipally owned and operated open enrollment K-12 charter school in the State of Texas. While Westlake Academy is a department of the Town, it is its own financial reporting entity as defined by Government Accounting Standards Board (GASB) in its Statement No. 14, "The Financial Reporting Entity." Therefore, Westlake Academy prepares its basic financial statements in accordance with generally accepted accounting principles promulgated by the GASB and other authoritative sources identified in Statement on Auditing Standards No. 69 of the American Institute of Certified Public Accountants.

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. For detailed information regarding Westlake Academy's operating budget, please visit www.westlakeacademy.org.

FUND HIGHLIGHTS

REVENUES

Budgeted at \$9,431,978. This is a 2% decrease of \$183,960 from prior year revised. Revenues are based on the following underlying assumptions:

- 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).
- With school closures due to COVID-19, revenues are expected to remain flat for FY 20/21.
- 100% use of Westlake Academy Foundation (WAF) Annual Program revenues (proposed \$1.03 million).
- Municipal transfer contributions have been discontinued.
- 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.

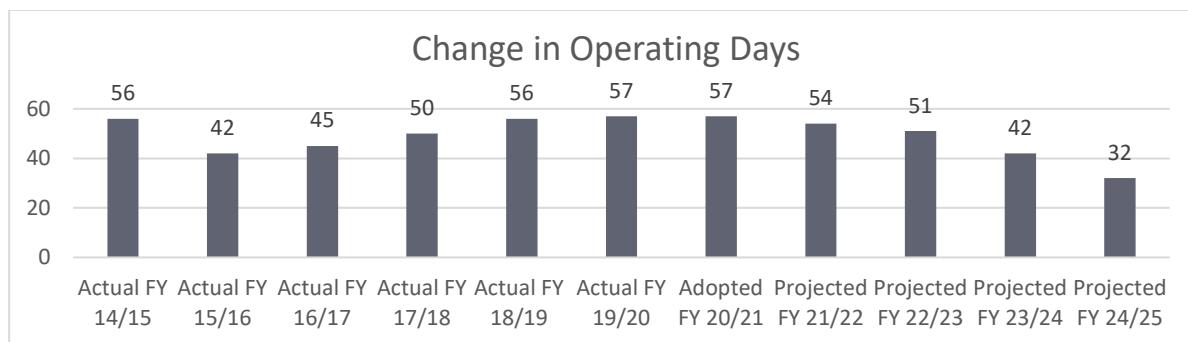
EXPENDITURES

Budgeted at \$9,393,877. This is a 6% decrease of \$622,165 from prior year revised. This decrease in expenditures is a result of the proper recording of iPad leases (\$586K) in FY 19/20 and the following expenditure changes below:

- Personnel costs were approved by the Board of Trustees to increase approximately 2.0% for FY 20/21.
- Texas House Bill 3 mandates remain in effect as Reading Academy training begins in FY 20/21 and will continue through FY 22/23.
- 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.

FUND BALANCE

The unassigned ending fund balance is \$1,509,457. This is an 2% increase of \$38,101 from prior year revised. The unassigned balance represents coverage for 59 operating days.



Academy
Program Summary
Fiscal Year 2020/2021

REVENUES

	Adopted Budget FY19/20	Revised Budget FY19/20	Adopted Budget FY 20/21	FY20/21 vs FY19/20	Adopted 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%



CAPITAL PROJECT FUNDS

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	Adopted Budget FY 20/21	FY 20/21 vs FY 19/20	Adopted Adopted	FY 20/21 vs FY 19/20	Adopted Revised
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	-	-	-	\$ -	\$ -	0%	\$ -	0%
38 Projects - Capital Improvement	3,525,435	2,385,749	1,660,511	1,363,830	(1,021,919)	-43%	(296,681)	-18%
39 Projects - Maintenance & Replacement	-	-	-	-	-	0%	-	0%
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 Revenue 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	4,187,345	(1,319,011)	-22%	(1,319,011)	-22%
48 FUND BALANCE, ENDING	\$ 5,988,997	\$ 4,974,134	\$ 4,187,345	\$ 2,853,515	\$ (1,637,978)	-33%	\$ (1,333,830)	-29%
49 Restricted/Assigned/Committed Funds	5,988,997	4,974,134	4,187,345	2,853,515	(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	2,853,515	(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	\$ 4,187,345	\$ 2,853,515	\$ (1,637,978)	-33%	\$ (1,333,830)	-29%

CAPITAL PROJECT FUND 410 OVERVIEW

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.

FUND HIGHLIGHTS

REVENUE

Budgeted at \$15,000. This is a 46% decrease of \$13,000 from prior year revised. The decrease in revenue is due to the projected new interest rates.

EXPENDITURES

Budgeted at \$1,113,830. This is a 29% decrease of \$446,681 from prior year revised. Expenditures consist of the following budgeted capital projects:

- 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

FUND BALANCE

The projected ending fund balance is \$76,803. This is a 93% decrease of \$1,098,830 from prior year revised.

IMPACT ON OPERATING BUDGET

Capital projects often have a 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 four years. Upon approval of the project, the ongoing fiscal impact is integrated into the operating budget.

When evaluating the impact to the operating budget, staff consider the following:

- If a workforce increase is needed - how much money would be added to the budget for salaries and employee benefits. And what about a workforce decrease is needed once the project is finished?
- How much will property and casualty insurance rise or fall because of this project?
- What is the estimate of the impact in utility costs once the construction is completed?
- Must a piece of equipment be purchased or needed once the construction is completed?

Please see the impact to the operating budget for the approved capital expenditures in the chart below:

IMPACT TO THE OPERATING BUDGET						
Dept	Proj	Account Description	FY 21/22	FY 22/23	FY 23/24	FY 24/25
16	34	Roanoke Road Reconstruction & Drainage	\$ 30,943	\$ 36,247	\$ 36,407	\$ 36,571
16	40	Sam School Road Reconstruction and Drainage	-	3,201	8,506	8,665
16	75	Flashing Crosswalk Lights	-	-	-	-
16	80	FM 1938 Pavement Repair	8,000	8,240	8,487	8,742
16	82	SH 114 Service Road Construction	10,000	10,300	10,609	10,927
16	83	GPS Opticom Traffic Control Equipment	4,074	6,574	8,574	8,574
16	20	FM1938 Town Improvements	-	-	-	-
17	77	Westlake Academy Pond Repairs	2,060	2,122	2,185	2,251
19	42	Trail Connection at 114/Solana	19,728	22,228	22,303	22,380
19	67	Wayfinding Signage	-	-	-	-
16/19	52/58	Ottinger Road Reconstruction/Drainage & Trail	18,564	28,564	28,864	29,173
16/19	53/60	Pearson Lane Reconstruction, Drainage & Trail	33,955	36,955	37,045	37,138
TOTAL OPERATING IMPACT			\$127,324	\$154,431	\$162,980	\$164,421

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	Adopted Budget FY 20/21	FY 20/21 vs FY 19/20	Adopted FY 19/20	FY 20/21 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%	-	0%
13 Donations	-	-	-	-	0%	-	0%
14 Misc Income	-	-	-	-	0%	-	0%
15 Total Revenues	56,036	48,505	28,000	15,000	(33,505) -69%	(13,000) -46%	
16 Transfers In	-	-	-	-	0%	-	0%
17 Other Sources	-	-	-	-	0%	-	0%
18 Total Other Sources	-	-	-	-	0%	-	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%	-	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 Transfer Out Operating	-	-	-	-	0%	-	0%
36 Travel & Training	-	-	-	-	0%	-	0%
37 Operations and Maintenance	-	-	-	-	0%	-	0%
38 SUB-TOTAL OPERATIONS and MAINTENANCE EXPENDITURES	\$ -	\$ -	\$ -	\$ -	0%	\$ -	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%	-	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%	-	0%
43 Other Uses	-	-	-	-	0%	-	0%
44 Total Transfers Out & Other Uses	-	-	-	-	0%	-	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%	\$ -

RESTRICTED/ASSIGNED/COMMITTED FUNDS

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 OVERVIEW

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.

FUND HIGHLIGHTS

REVENUE

Budgeted at \$250,000. This is a 150% increase of \$150,000 from prior year revised. Revenues are a transfer in from Westlake Academy Expansion Fund 412.

EXPENDITURES

Budgeted at \$250,000. This is a 150% increase of \$150,000 from prior year revised. Expenditures are budgeted for preliminary planning services for the Westlake Academy Arts & Sciences Center.

FUND BALANCE

The projected ending fund balance is \$0.

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	Adopted Budget FY 20/21	FY 20/21 vs FY 19/20	Adopted vs Adopted	FY 20/21 vs FY 19/20	Adopted 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%	150,000
16 Transfer In from Fund 412 WA Expansion	-	-	100,000	250,000	250,000	100%	150,000
17 Other Sources	-	-	-	-	-	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 OVERVIEW

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.

FUND HIGHLIGHTS

REVENUE

Budgeted at \$15,000. This is a 95% decrease of \$298,500 from prior year revised. The decrease in revenue is due to the projected new interest rates, no projected contributions or transfers in from other funds.

EXPENDITURES

Budgeted at \$250,000. This is a 150% increase of \$150,000 from prior year revised. Expenditures consist of a transfer to Fund 411 for preliminary planning services for the Westlake Academy Art & Sciences Center.

FUND BALANCE

The projected ending fund balance is \$2,776,712. This is an 8% decrease of \$235,000 from prior year revised.

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	Adopted Budget FY 20/21	FY 20/21 vs FY 19/20	Adopted Adopted	FY 20/21 vs FY 19/20	Adopted 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	#DIV/0!	150,000	150%
44 Total Transfers Out & Other Uses	(130,652)	100,000	-	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 TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS	\$ 2,798,212	\$ 3,229,233	\$ 3,011,712	\$ 2,776,712	\$ (452,521)	-14%	\$ (235,000)	-8%



LONG-TERM PLANNING

LONG-TERM PLANNING

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

Long-term planning ensures Council has time to strategize a course for the Town in both the short and long-term.

FORECASTING

The Town develops a financial forecast by assessing key revenue and expenditure drivers. Key revenue forecasts are based on projected development projects and data driven assessments of the local, regional, state and national economy. Key expenditure forecasts are based on the goods and service needs of the Town, useful life of major assets, and the operational impact of projects or programs.

KEY REVENUES	KEY EXPENDITURES
General Sales Tax	Overtime
Property Tax Rate	Maintenance
Net Taxable Value	Travel & Training
Franchise Fees	Utility Costs
Licenses & Permits	Professional Services
Charges for Services	Insurance Costs
Intergovernmental Revenues	Fleet Replacements
Fines & Forfeitures	Capital Equipment Replacements

Key revenues and expenditures are monitored quarterly and annually to identify financial trends, shortfalls, and potential issues so that they can be addressed proactively. Forecasting is essential to budgeting and multi-year planning as it allows Council to make informed decisions about the Town's financial health and strategic goals.

LONG-TERM PLAN

The Town's long-term plan is depicted in the five-year financial forecast for all municipal funds and the five-year Capital Improvement Plan.

SIGNIFICANT FORECAST ASSUMPTIONS

GENERAL FUND

REVENUES

General Sales Tax

- Annual increase of 2%
- Charles Schwab Phase I and II added in FY 2023 – FY 2025
- Front 44 added in FY 2023 – FY 2025

Ad Valorem (Property) Tax

- Based on the permit date of new constructions plus two years.

Permits & Fees Building

- Based on the schedule of annual permits for commercial and residential growth

Transfer In

- Based on projected impact fees from the Utility Fund

All other revenues are projected to increase annually by 1%.

EXPENDITURES

Payroll & Related

- Increase annually by 3%
- Medical Insurance increases annually by 8%
- Social Security, Medicare, and TMRS Retirement increases annually by 3%
- All other taxes and insurance costs increase annually by 1%

Capital Outlay

- Remains flat until FY 2025

Debt Service

- Remains flat until FY 2025

Rent and Utilities

- Town hall office is based on a tiered rent payment schedule
- All other rent and utilities costs increase annually by 1%

Supplies

- No COVID-19 related expenses are projected out in future years
- All other supplies increase annually by 1%

Transfer Out to Debt Service

- Covers general sales tax shortages from 4B Economic Development Funds that are used for Debt Service Fund 300.

Transfer Out

- Transfers to conduit funds are expected to resume in FY 2022 to FY 2025.

All other expenditures are projected to increase annually by 1%.

UTILITY FUND 500

REVENUES

- Projected to increase annually by 2% based on new constructions

EXPENDITURES

- Payroll & Related increases annually by 1%
- Debt Service is based on the tiered schedules or specific Utility Fund revenues
- All other expenditures are projected to increase annually by 2%

VISITORS ASSOCIATION FUND 200

REVENUES

- Projected to increase annually by 1%
- The Entrada hotel is projected to be added in FY 2023
- The Front 44 hotel is projected to be added in FY 2024

EXPENDITURES

- Projected to increase annually by 1%

FIVE YEAR FINANCIAL FORECAST

FUND	ADOPTED FY 19/20	REVISED FY 19/20	ADOPTED FY 20/21	Projected FY 21/22	Projected FY 22/23	Projected FY 23/24	Projected FY 24/25
GENERAL FUND							
Total Revenues and Other Sources	\$ 11,204,267	\$ 10,508,544	\$ 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)	752,262	(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	13,448,628	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	\$ 13,048,743	\$ 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	\$26,661	\$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 Working Capital	4,876,601	4,876,601	4,770,898	4,949,494	5,303,278	5,678,366	6,104,372
Ending Working Capital	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 Working Capital	\$ 4,316,996	\$ 3,439,472	\$ 3,728,768	\$ 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	1,149,523	676,814	484,723	498,194	667,019	1,253,144	1,934,974
Restricted/Committed/Assigned	1,149,523	676,814	484,723	498,194	667,019	1,253,144	1,934,974
Unassigned Ending Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

FIVE YEAR FINANCIAL FORECAST

FUND	ADOPTED FY 19/20	REVISED FY 19/20	ADOPTED FY 20/21	Projected FY 21/22	Projected FY 22/23	Projected FY 23/24	Projected FY 24/25
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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)	(36,703)				
Beginning Fund Balance	44,683	44,683	36,702	-	-	-	-
Ending Fund Balance	1,703	36,702		-	-	-	-
Restricted/Committed/Assigned	1,703	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)	1,760,511	(1,613,830)	(10,903,139)	(62,150)	0	0
NET CHANGE TO FUND BALANCE	(1,014,863)	(1,319,011)	(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)	(23,428,273)	(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	25,005,509	21,525,184	18,086,107	17,244,480	16,377,624
Ending Fund Balance	26,679,554	25,005,509	21,532,184	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	\$ 15,722,440	\$ 14,660,008	\$ 13,832,923	\$ 13,034,342	\$ 12,165,729



IV

CAPITAL IMPROVEMENT PLAN

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CAPITAL IMPROVEMENT PLAN OVERVIEW

The Capital Improvement Plan (CIP) is the Town's strategy for infrastructure development and improvement. This includes, road expansion, repairs on publicly owned buildings, and the acquisition of new water sources. The CIP is a multi-year document that summarizes capital projects for the next five (5) years. Each project has individual cost estimates and financing methods for improvements. The CIP establishes the Town's priorities and serves as a blueprint for investment in capital infrastructure in the short and long-term.

CAPITAL IMPROVEMENT PLAN PROCESS

IDENTIFYING A NEED

The CIP process begins with identifying capital project needs based on the Town's balanced scorecard and comprehensive plan.

FUNDING SOURCES

Once a capital project need is identified, staff analyze potential funding sources.

There are four primary funding sources for capital projects:

- Cash Funding (revenue sources such as sales, hotel/motel and property taxes);
- State/Federal funding (public grants);
- Private Funding (developmental impact fees or charitable donations); and
- Bond Issuance.

All funding considerations are based on collaborative discussions with stakeholders and the source of the revenue.

WHAT IS A CAPITAL EXPENDITURE?

Any major non-recurring expenditure or expenditure for facilities, including additions or major alterations, construction of highways or utility lines, fixed equipment, landscaping, or similar expenditures.

STAFF ANALYSIS

Projects proposed for the CIP are reviewed, evaluated, and recommended based on the following criteria:

- The project is within the debt limitations established by state law and within a maximum local levy debt service established by Town Council.
- The project meets the established useful life criteria to be financed.

PROJECT TYPE	GENERAL LIFE	FINANCING
Public buildings	40 years	10 year
New road construction	40 years	10 year
Major road rehabilitation	15 years	10 year
Water, sewer & drainage	40 years	20 year
Miscellaneous items	Based on asset	10 year
Local sales tax projects	10 year	15 year

- Highways and streets provide safe and effective vehicular access and efficient urban traffic flow. This includes:
 - New projects that will reduce future maintenance requirements; and
 - Good streets and roadways to serve Town facilities.

- Adequate water supply is available for existing neighborhoods, planned growth and development of the Town.
- Improvements for beautification and landscaping are conducted on arterials and highways, facilities, etc.
- The CIP is balanced for all types of Town assets.

WHAT IS A CAPITAL PROJECT?

Capital projects are the individual action plans that make up a CIP. Capital projects are categorized into the following groups: Parks & Recreation, Facilities, Transportation, Vehicles and Utilities.

CIP PRIORITIZATION STRATEGY

The Town's CIP prioritization strategy is to preserve, protect and plan.

- Preserve the past by investing in the continued upgrade of town assets and infrastructure.
- Protect the present with improvements and/or additions to facilities, roads, and capital investments.
- Plan for the future of the organization.

PRESERVE



PROTECT



PLAN



IMPACT TO OPERATING BUDGET

The Town's operating budget is directly affected by the CIP budget. CIP projects can often increase or decrease costs. CIP investments in technology or significant improvements to existing maintenance intensive assets can reduce operating budget costs. However, new facilities and land acquisitions typically increase operating expenditures.

Operating costs are carefully considered in deciding which projects move forward in the CIP budget. It is typically impossible to absorb many large increases in operating costs at once; therefore, projects are planned to prevent shocks to operating budgets. Several projects are currently included in the adopted CIP and may have future impacts on the operating budget.

ADOPTION OF THE CIP

CIP recommendations are forwarded to the Town Manager and then to Town Council. Town Council may shift, add, or delete projects in the proposed CIP. Like the operating budget, Town Council will adopt the CIP.

FUNDED v UNFUNDED PROJECTS

The CIP includes funded and unfunded capital projects. Funded capital projects have been approved and adopted by Town Council. Unfunded projects are capital needs that are subject to more discussion. These projects may be moved to the “Funded” section of the CIP or moved out into future years depending on the Town’s priorities, funding availability, or other considerations.

Documenting unfunded projects ensures stakeholders are aware of the Town’s capital needs so that funding can be secured or through further evaluation eliminate the project entirely.

IMPLEMENTATION

After the CIP is adopted by Town Council, departments use the CIP as a guide for implementing capital improvements.

BUDGETING FOR ONGOING OPERATING COSTS OF CAPITAL PROJECTS

The CIP is developed and revised with the Town’s annual operating budget. Departments provide estimated ongoing costs for capital projects to reduce any impact to cash flow. When a project is completed, the operating costs are included in the department’s operating budget.

FUNDED CAPITAL IMPROVEMENT PROJECT FORECAST

PROJ #	Project Description	Totals		FY 19/20		FY 20/21		FY 21/22		FY 22/23		FY 23/24		PROJECT	
		thru	FY 18/19	Adopted	Revised	Adopted	Projected	Projected	Projected	Budget	Budget	Budget	Budget	GRAND	
				Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget	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	-	-	-	-	-	-	-	-	82,000	
Total - Facility Improvements - Dept 17		5,048	95,000	161,845	82,000	-	-	-	-	-	-	-	-	248,893	
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	-	-	-	-	-	-	-	-	-	286,521	

TOTAL GOVERNMENTAL PROJECTS		4,388,413	2,385,749	1,560,511	1,113,830	1,849,715	62,150	-	8,974,619	
Funding Summary		Totals	FY 19/20		FY 20/21	FY 21/22		FY 22/23	FY 23/24	PROJECT
		thru	Adopted	Revised	Adopted	Projected	Projected	Projected	GRAND	
		FY 18/19	Budget	Budget	Budget	Budget	Budget	Budget	TOTAL	
Cash/Fund Balance (Formerly adopted)		4,388,413	2,385,749	1,560,511	1,088,830	-	-	-	7,037,754	
FY21/22 Bonds 20 Year - Street/Trail		-	-	-	-	1,849,715	62,150	-	1,911,865	
GRAND TOTAL ALL PROJECTS		4,388,413	2,385,749	1,560,511	1,088,830	1,849,715	62,150	-	8,949,619	

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								
410-73000-16-000-000034	Actuals Thru	Amended	Adopted	Projection				Project Total
				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								
410-33501-16-000-000034	Actuals Thru	Amended	Adopted	Projection				Project Total
				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	Adopted	Projection				
				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	

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	Adopted	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	Adopted	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	Adopted	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	3,201	8,506	8,665

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.



PROJECT EXPENSE								
410-73000-16-000-000075	Actuals Thru FY 18/19	Amended FY 19/20	Adopted FY 20/21	Projection				Project Total
EXPENDITURE TYPE				FY 21/22	FY 22/23	FY 23/24	FY 24/25	
Engineering	-	-	-	-	-	-	-	-
Construction	31,044	28,850	25,000	-	-	-	-	84,894
Design	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
EXPENDITURES TOTAL	31,044	28,850	25,000	-	-	-	-	84,894

PROJECT FUNDING								
410-33501-16-000-000075	Actuals Thru FY 18/19	Amended FY 19/20	Adopted FY 20/21	Projection				Project Total
FUNDING TYPE				FY 21/22	FY 22/23	FY 23/24	FY 24/25	
Cash (Fund Balance)	31,044	28,850	25,000	-	-	-	-	84,894
Contributions/Grants	-	-	-	-	-	-	-	-
Bonds FY 22/23 CO	-	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	31,044	28,850	25,000	-	-	-	-	84,894

IMPACT ON OPERATING BUDGET								
IMPACT TYPE	Actuals Thru FY 18/19	Amended FY 19/20	Adopted 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	-	-	-	-	-	-	-	-
OPERATING IMPACT	-	-	-	-	-	-	-	-

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	Adopted	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	Adopted	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

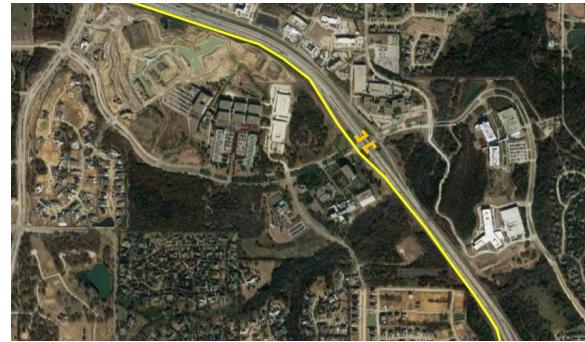
IMPACT TYPE	Actuals Thru	Amended	Adopted	Projection				
				FY 20/21	FY 21/22	FY 22/23	FY 23/24	
Supplies	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Repair & Maintenance	-	-	-	8,000	8,240	8,487	8,742	-
Rent & Utilities	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
OPERATING IMPACT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

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 agreement with each.



PROJECT EXPENSE

410-73000-16-000-000082	Actuals Thru	Amended	Adopted	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	Adopted	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	Adopted	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	-

FUNDED CAPITAL IMPROVEMENT PROJECT #83

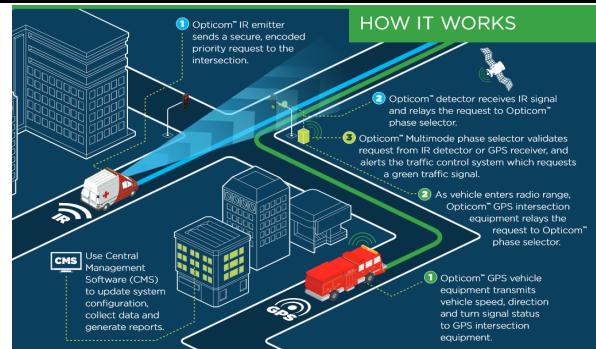
Traffic Control Equipment - GPS Opticom for 5 Intersections

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

410-73000-16-000-000083	Actuals Thru	Amended	Adopted	Projection				Project Total
				FY 20/21	FY 21/22	FY 22/23	FY 23/24	
EXPENDITURE TYPE	FY 18/19	FY 19/20	FY 20/21					
Engineering	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-
Design	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-
Other	-	-	-	79,100	-	-	-	79,100
EXPENDITURES TOTAL	-	-	-	79,100	-	-	-	79,100

PROJECT FUNDING

410-33501-16-000-000080	Actuals Thru	Amended	Adopted	Projection				Project Total
				FY 20/21	FY 21/22	FY 22/23	FY 23/24	
FUNDING TYPE	FY 18/19	FY 19/20	FY 20/21					
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	Adopted	Projection				
				FY 20/21	FY 21/22	FY 22/23	FY 23/24	
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	-

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	Adopted	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	Adopted	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

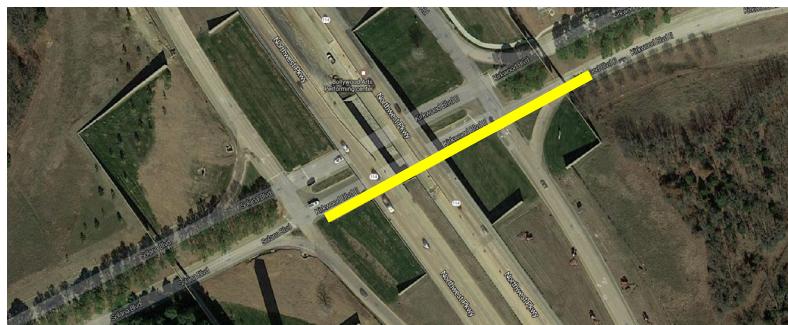
IMPACT ON OPERATING BUDGET								
OPERATING IMPACT	Actuals Thru	Amended	Adopted	Projection				
				FY 20/21	FY 21/22	FY 22/23	FY 23/24	
Services	-	-	-		-	-	-	-
Insurance	-	-	-		-	-	-	-
Repair & Maintenance	-	-	-	2,060	2,122	2,185	2,251	-
Rent & Utilities	-	-	-		-	-	-	-
Debt Service	-	-	-		-	-	-	-
Other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

FUNDED CAPITAL IMPROVEMENT PROJECT #67

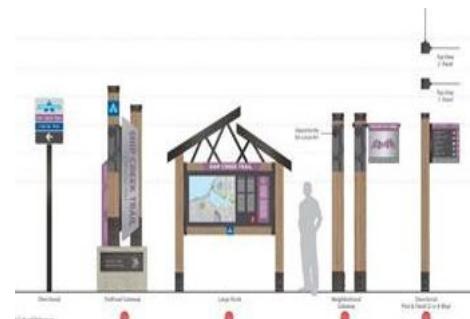
Wayfinding Signage

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	Adopted	Projection				Project Total
				FY 20/21	FY 21/22	FY 22/23	FY 23/24	
EXPENDITURE TYPE	FY 18/19	FY 19/20	FY 20/21					
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	Adopted	Projection				Project Total
				FY 20/21	FY 21/22	FY 22/23	FY 23/24	
FUNDING TYPE	FY 18/19	FY 19/20	FY 20/21					
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

IMPACT TYPE	Actuals Thru	Amended	Adopted	Projection				
				FY 20/21	FY 21/22	FY 22/23	FY 23/24	
Supplies	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Repair & Maintenance	-	-	-	-	-	-	-	-
Rent & Utilities	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
OPERATING IMPACT	-	-	-	-	-	-	-	-

FUNDED CAPITAL IMPROVEMENT PROJECT #52/58

Ottinger Road Reconstruction/Drainage & Trail

(North of Westlake Academy)

Project Description:

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



PROJECT EXPENSE

410-74400-19-000-000052	Actuals Thru	Amended	Adopted	Projection				Project Total
				FY 21/22	FY 22/23	FY 23/24	FY 24/25	
410-73000-16-000-000058	FY 18/19	FY 19/20	FY 20/21					
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

410-33501-19-000-000052	Actuals Thru	Amended	Adopted	Projection				Project Total
				FY 21/22	FY 22/23	FY 23/24	FY 24/25	
410-33501-16-000-000058	FY 18/19	FY 19/20	FY 20/21					
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	Amended	Adopted	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	-

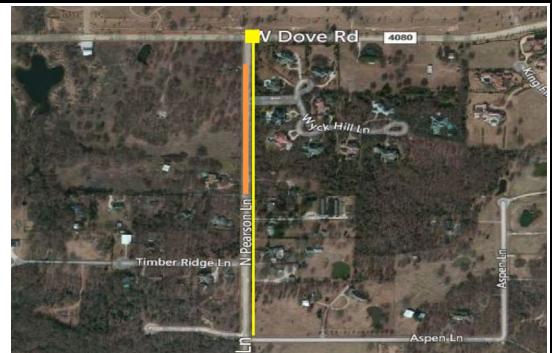
FUNDED CAPITAL IMPROVEMENT PROJECT #53/60

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	Actuals Thru FY 18/19	Amended FY 19/20	Adopted 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	Actuals Thru FY 18/19	Amended FY 19/20	Adopted 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	Adopted 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	-

UNFUNDED/UNDER DISCUSSION CAPITAL IMPROVEMENT PROJECT FORECAST

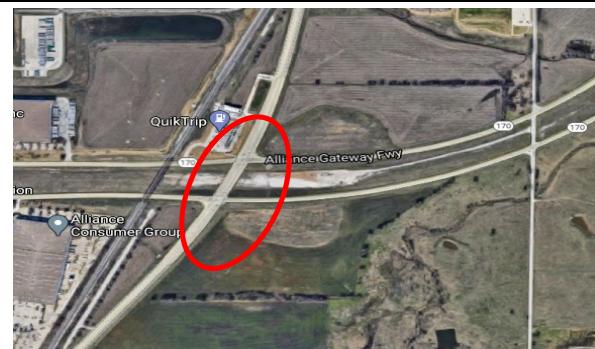
Dept No.	Project Description	Totals Thru FY 18/19	FY 19/20 Revised Budget	FY 20/21 Adopted Budget	FY 21/22 Projected Budget	FY 22/23 Projected Budget	FY 23/24 Projected Budget	FY 24/25 Projected Budget	PROJECT GRAND TOTAL
16	Hwy 170 and 377 Traffic Signal Upgrade	\$ -	\$ -	\$ -	\$ -	\$ 300,000	\$ -	\$ -	\$ 300,000
16	Dove Road & Randol 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

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	Adopted 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	Adopted 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
Other	-	-	-	-	-	-	-	-
FUNDING TOTAL	-	-	-	-	-	300,000	-	300,000

IMPACT ON OPERATING BUDGET

IMPACT TYPE	Actuals Thru FY 17/18	Estimated FY 18/19	Adopted 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	Adopted 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	Adopted 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	Adopted 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	-

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	Adopted 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	Adopted 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	Adopted 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	Adopted 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	Adopted 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

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

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	Adopted 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	Adopted 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	Adopted 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	Adopted 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

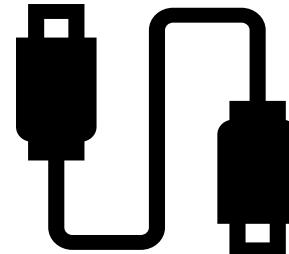
IMPACT TYPE	Actuals Thru FY 18/19	Revised FY 19/20	Adopted FY 20/21	Projection				
				FY 21/22	FY 22/23	FY 23/24	FY 24/25	
Supplies	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Repair & Maintenance	-	-	-	-	-	-	-	-
Rent & Utilities	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	274,667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

IMPACT TYPE	Actuals Thru FY 18/19	Revised FY 19/20	Adopted 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	-	-	-	-	-	-	-	-
OPERATING IMPACT	-	-	-	-	-	-	-	-

UNFUNDED (UNDER DISCUSSION) CAPITAL IMPROVEMENT

Hwy 377 Landscape Improvements

Project Description:

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



PROJECT EXPENSE

EXPENDITURE TYPE	Actuals Thru FY 18/19	Revised FY 19/20	Adopted 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	Adopted 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

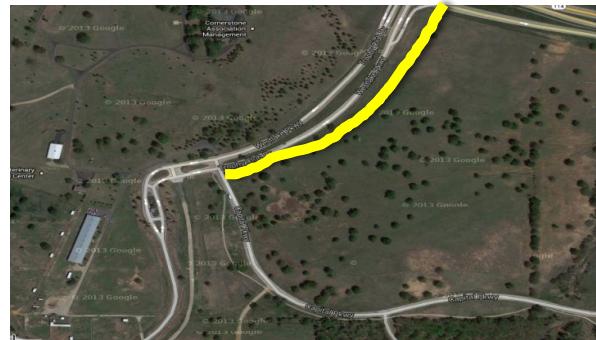
IMPACT TYPE	Actuals Thru FY 18/19	Revised FY 19/20	Adopted FY 20/21	Projection				
				FY 21/22	FY 22/23	FY 23/24	FY 24/25	
Supplies	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Repair & Maintenance	-	-	-	-	-	-	5,305	-
Rent & Utilities	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-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

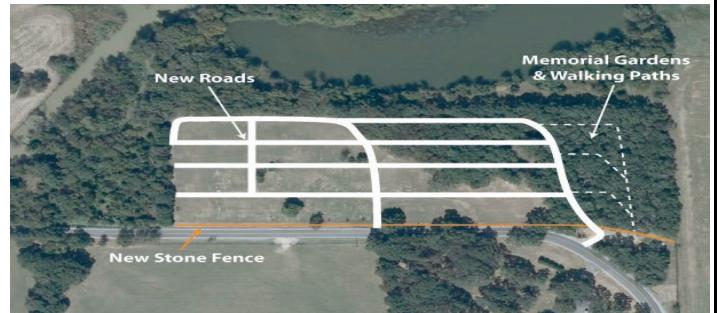
IMPACT TYPE	Actuals Thru FY 18/19	Revised FY 19/20	Adopted FY 20/21	Projection				Project Total
				FY 21/22	FY 22/23	FY 23/24	FY 24/25	
Supplies	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-
Repair & Maintenance	-	-	-	-	-	5,000	5,150	-
Rent & Utilities	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-
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	Adopted 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	Adopted 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	Adopted 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 18/19	Revised FY 19/20	Adopted FY 20/21	Projection				Project Total
				FY 21/22	FY 22/23	FY 23/24	FY 24/25	
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 18/19	Revised FY 19/20	Adopted 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	-	-	-	-	-	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 18/19	Revised FY 19/20	Adopted FY 20/21	Projection				Project Total
				FY 21/22	FY 22/23	FY 23/24	FY 24/25	
Supplies	-	-	-			-	3,065	-
Services	-	-	-			-	18,387	-
Insurance	-	-	-			-	-	-
Repair & Maintenance	-	-	-			-	3,065	-
Rent & Utilities	-	-	-			-	9,807	-
Debt Service	-	-	-	-	-	-	528,600	-
OPERATING IMPACT	-	-	-	-	-	-	562,923	-



V POLICIES

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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

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

POLICIES PENDING DISCUSSION

The Town of Westlake has identified additional policies to review and discuss with Town Council. These policies (recommended by GFOA) are designed to further preserve and enhance the fiscal health of the Town.

I. BUDGET CRISIS POLICY

This policy establishes a more formal plan for the Town when budget problems or unexpected financial issues arise. This policy shall be designed to establish comprehensive risk analysis and contingency plans.

II. LONG-TERM FORECASTING POLICY

The purpose of this policy is to:

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

III. FUND BALANCE/WORKING CAPITAL POLICY FOR OTHER FUNDS

This policy would describe how the Town uses fund balance/working capital for restricted or committed for specific purposes.



VI

APPENDIX

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TOWN OF WESTLAKE

ORDINANCE NO. 913

AN ORDINANCE OF THE TOWN COUNCIL OF THE TOWN OF WESTLAKE, TEXAS, REVISING THE BUDGET FOR THE 2019-2020 FISCAL YEAR; ADOPTING THE BUDGET FOR THE TOWN OF WESTLAKE, TEXAS FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2020 AND ENDING SEPTEMBER 30, 2021 INCLUDING INVESTMENT POLICY, PAY PLAN POLICY, FISCAL AND BUDGETARY POLICIES, RESTRICTED, COMMITTED AND ASSIGNED FUND BALANCES; PROVIDING AUTHORIZATION TO THE TOWN MANGER TO APPROVE APPROPRIATED FUNDS UP TO \$50,000; PROVIDING THAT THE BUDGET BE KEPT IN CITY SECRETARY'S OFFICE; PROVIDING FOR A SEVERABILITY CLAUSE; AND PROVIDING FOR AN EFFECTIVE DATE.

WHEREAS, public notice of a public hearing on the proposed annual budget, stating the date, time, and place and subject matter of the public hearing, was given as required by the laws of the State of Texas and; and

WHEREAS, a public hearing was duly held, and all interested persons were given an opportunity to be heard for or against any item therein on September 14, 2020; and,

WHEREAS, as required by Texas Local Government Code 102.002, the budget officer has prepared a municipal budget to cover the proposed expenditures of the municipal government for the succeeding year; and,

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

WHEREAS, the Town Council finds that the passage of this Ordinance is in the best interest of the citizens of Westlake.

NOW, THEREFORE, BE IT ORDAINED BY THE TOWN COUNCIL OF THE TOWN OF WESTLAKE, TEXAS:

SECTION 1: That, all matters stated in the Recitals hereinabove are found to be true and correct and are incorporated herein by reference as if copied in their entirety

SECTION 2: That the Town Council hereby adopts the revised budget for the fiscal year beginning October 1, 2019 and ending September 30, 2020 as shown within *Exhibit "A."*

SECTION 3: That the Town Council does hereby approve the proposed Municipal Budget attached in *Exhibit "A"*, adopting the budget for the fiscal year beginning October 1, 2020 and ending September 30, 2021.

SECTION 4: That the Town Council does hereby adopt the presented Investment Policy, Pay Plan Policy, Fiscal and Budgetary Policies, and the Restricted, Committed and Assigned Fund Balances.

SECTION 5: That the Town Council hereby gives the Town Manager authorization to approve any appropriated funds up to the amount of \$50,000.

SECTION 6: That a copy of the official adopted 2020-2021 budget document shall be kept on file in the office of the Town Secretary.

SECTION 7: If any portion of this Ordinance shall, for any reason, be declared invalid by any court of competent jurisdiction, such invalidity shall not affect the remaining provisions hereof and the Council hereby determines that it would have adopted this Ordinance without the invalid provision.

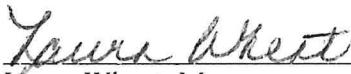
SECTION 8: This Ordinance shall take effect immediately from and after its passage as the law in such case provides.

PASSED AND APPROVED ON THIS 14th DAY OF SEPTEMBER 2020.

ATTEST:

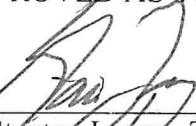


Todd Wood, Town Secretary



Laura Wheat, Mayor

APPROVED AS TO FORM:



L. Stanton Lowry, Town Attorney



TOWN OF WESTLAKE

ORDINANCE NO. 914

AN ORDINANCE OF THE TOWN COUNCIL OF THE TOWN OF WESTLAKE, TEXAS LEVYING TAXES TO BE ASSESSED ON ALL TAXABLE PROPERTIES WITHIN THE TOWN LIMITS OF THE TOWN OF WESTLAKE FOR THE TAX YEAR 2020 (FISCAL YEAR 2020-2021); SETTING OUT EXEMPTIONS AND LIMITATION; NO STATE LAW STATEMENTS REQUIRED; PROVIDING FOR THE COLLECTION OF DELINQUENT TAXES AND A COLLECTION PENALTY TO BE ADDED TO DELINQUENT TAXES; PROVIDING FOR A SEVERABILITY CLAUSE; AND DECLARING AN EFFECTIVE DATE.

WHEREAS, a public hearing on the proposed annual budget for the Town of Westlake, Texas, for the fiscal year beginning October 1, 2020 and ending on September 30, 2021, was duly advertised giving the date, time, place and subject matter of the public hearing; and

WHEREAS, a public hearing was set by the Town Council in a duly posted Town Council meeting held on August 24, 2020, and all citizens were invited to participate and be heard on September 14, 2020; and

WHEREAS, all requirements of state law were met, including Open Meetings Act, Texas Government Code chapter 551 requirements and the requirement of Texas Local Government Code 102.002 that the budget officer prepare a municipal budget to cover the proposed expenditures of the municipal government for the succeeding year; and

WHEREAS, it is deemed to be in the best interest of the citizens of the Town of Westlake, Texas to levy a tax as set forth below, on all taxable properties within the Town limits of Westlake in order to provide the necessary funds to provide municipal services to its citizens and to meet all municipal commitments; and

WHEREAS, The Town of Westlake will raise more revenue from property taxes than last year's budget by \$122,145, which is a 5.20% increase from last year's budget, and the property tax revenue to be raised from new property added to the tax roll this year is \$134,493; and

WHEREAS, the Town of Westlake has passed exemptions to certain applicable taxes which were previously adopted by earlier Resolution and recognized and adopted a tax limitation set out in the Town Municipal Code and such exemptions and limitation are included and adopted as part of this Ordinance; and

WHEREAS, the Town Council finds the passage of this Ordinance to be in the best interest for the citizens of Westlake, for the preservation of public health, safety and welfare of the citizens of the Town.

NOW, THEREFORE, BE IT ORDAINED BY THE TOWN COUNCIL OF THE TOWN OF WESTLAKE, TEXAS:

SECTION 1: That all matters stated in the findings hereinabove are found to be true and correct and are incorporated herein by reference as if copied in their entirety.

SECTION 2: That the Town Council of the Town of Westlake, Texas shall hereby levy the following taxes on each One Hundred Dollars (\$100.00) of taxable valuation on all taxable property within the Town limits of the Town of Westlake, Texas to be assessed and collected by the Tax Assessor/Collector for the tax year 2020 (Fiscal year 2020-2021) for the purposes stipulated below, to-wit:

- (a) \$0.12490 For General Fund Maintenance and Operations (M&O)
- (b) \$0.04298 For Interest and Sinking Fund (debt service)

SECTION 3: Exemptions: That the Town Council authorizes the following exemptions and limitations:

(a) Homestead exemption - That it is the intent of the Town Council of the Town of Westlake to adopt the highest possible homestead exemption, which would be a homestead exemption in the amount of twenty percent (20%) of the value of the homestead, and in any event, the exemption shall be at least a minimum of Five Thousand dollars (\$5,000). For purposes of this section "residential homestead" is defined as a structure (including a mobile home) or a separately secured and occupied portion of a structure (together with land, not to exceed ten (10) acres, and improvements used in the residential occupancy of the structure and the land and improvements have identical ownership) that (1) is owned by one or more individuals, either directly or through a beneficial interest is a qualifying trust; (2) is designed or adapted for a human residence; (3) is used as a residence; and (4) is occupied as his or her principal residence by an owner or, for property owned through a beneficial interest in a qualifying trust, by a trustee of the trust who qualifies for the exemption.

(b) Over 65 or Disabled exemption - That an exemption for a resident over 65 or disabled, pursuant to section 11.13(b) of the Texas Tax Code shall be authorized in the amount of \$10,000. A resident is eligible for an exemption under this section if the resident is over 65 or disabled, but the resident shall not be entitled to two exemptions under this section, as set out in section 11.13(b) of the Texas Tax Code.

(c) The Town of Westlake previously adopted an ad valorem tax limitation in section 86-2 of the Town Code, for elderly and disabled citizens according to Article VIII, Section 1-b of the Texas Constitution and Texas Tax Code § 11.261, which provides "The county, municipality, or junior college district may not increase the total annual amount of ad valorem taxes the county, municipality, or junior college district imposes on the residence homestead of a disabled individual or an individual 65 years of age or older above the amount of the taxes the county, municipality, or junior college district imposed on the residence homestead in the first tax year, other than a tax year preceding the tax year in which the county, municipality, or junior college district established the limitation described by Subsection (a), in which the individual qualified

that residence homestead for the exemption provided by Section 11.13(c) for a disabled individual or an individual 65 years of age or older." This provision, commonly referred to as a "tax freeze" means that residents who are already eligible for the provisions of that section will not have any increase in their taxes from the time that they became eligible, as citizens of Westlake, for that section.

SECTION 4: State Law Required Statements:

(A) THIS TAX RATE WILL RAISE MORE TAXES FOR MAINTENANCE AND OPERATIONS THAN LAST YEAR'S TAX RATE; AND

(B) THE TAX RATE WILL EFFECTIVELY BE RAISED BY 9.05% AND WILL RAISE TAXES FOR MAINTENANCE AND OPERATIONS ON A \$100,000 HOME BY APPROXIMATELY \$10.37.

SECTION 5: The Town of Westlake will pursue collection of delinquent taxes and adopts the provisions of Section 33.07 of the Texas Tax Code so that hereafter an additional penalty of Twenty (20) percent of the delinquent tax, penalty and interest on delinquent taxes will be imposed on taxes becoming delinquent as provided by the Texas Tax Code and the Town's collection agreement.

SECTION 6: If any portion of this Ordinance shall, for any reason, be declared invalid by any court of competent jurisdiction, such invalidity shall not affect the remaining provisions hereof and the Council hereby determines that it would have adopted this Ordinance without the invalid provision.

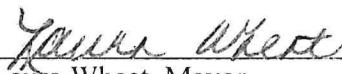
SECTION 7: That this Ordinance shall become effective from and after its date of passage.

PASSED AND APPROVED ON THIS 14th DAY OF SEPTEMBER 2020.

ATTEST:

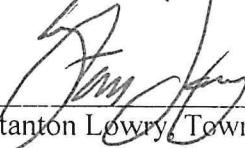


Todd Wood, Town Secretary



Laura Wheat, Mayor

APPROVED AS TO FORM:



L. Stanton Lowry, Town Attorney

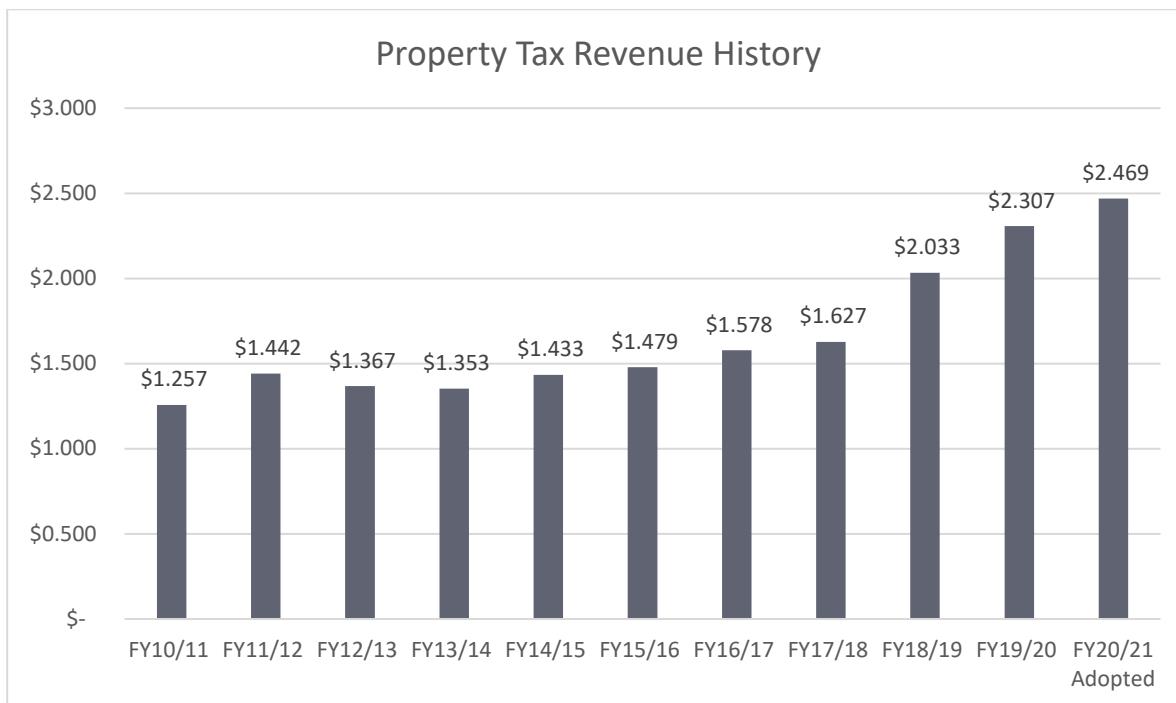


Amanda DeGan, Town Manager

PROPERTY TAX OVERVIEW

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

The 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 Adopted.

This budget will raise more revenue from property taxes than last year's budget by an amount of \$122,145, which is a 5.2 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 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.

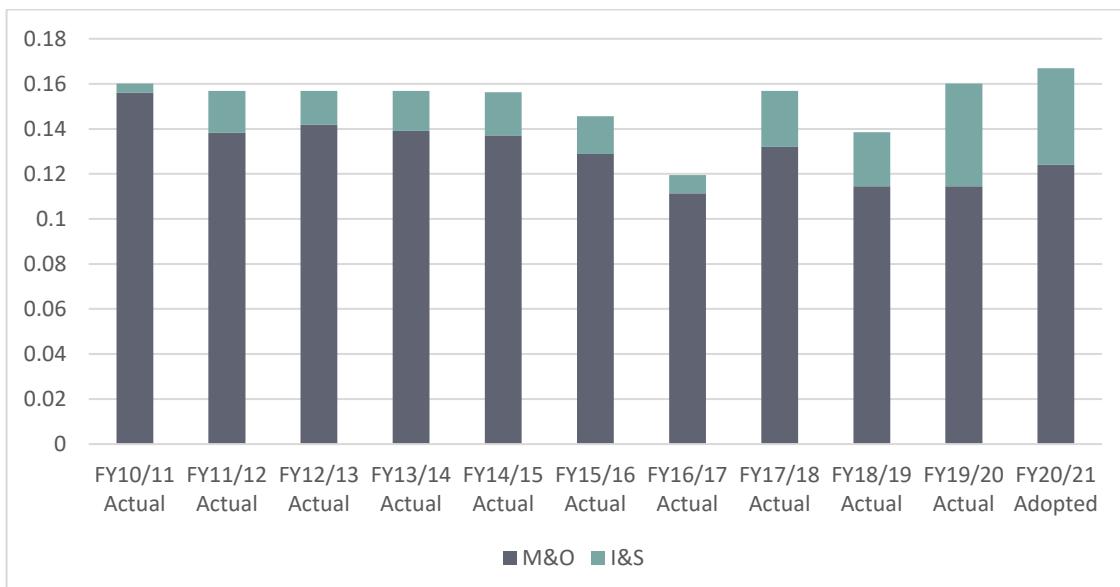
M&O: The M&O is the tax rate that is needed to raise the same amount of taxes that the Town levied in the prior year plus the applicable percentage allowed by law. This rate accounts for such thing as utilities and day-to-day operations.

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 Adopted	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 \$1.8M. The allocation for I&S debt service is \$0.04298 and totals \$632K.

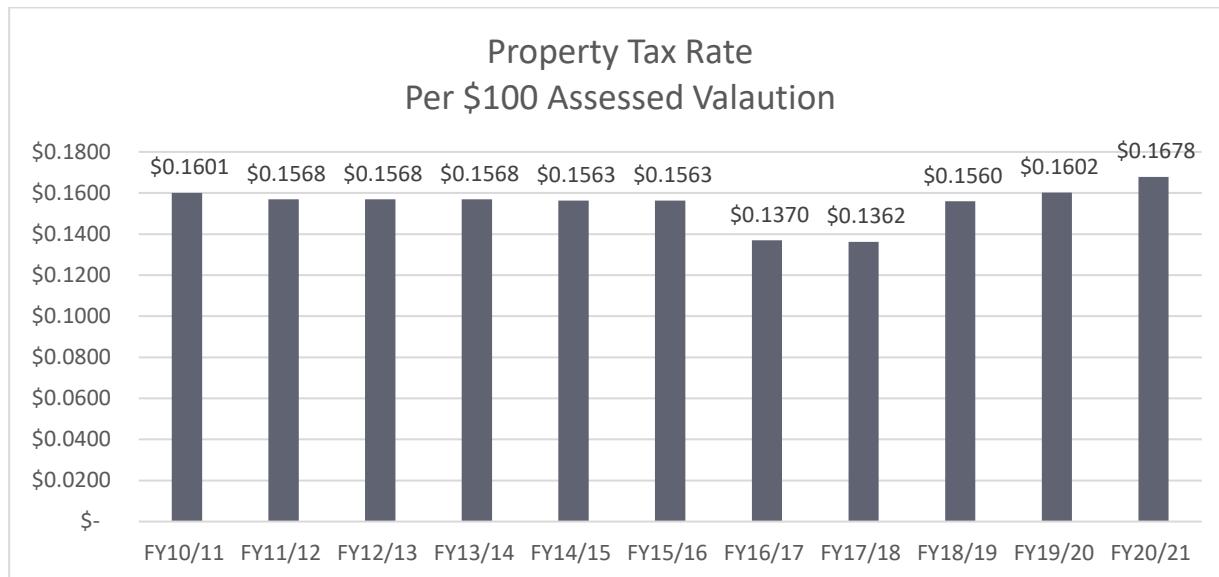


This graph depicts the historical allocation of property tax between Maintenance and Operations and Interest and Sinking from FY10/11 – FY20/21 Adopted.

TRENDS

PROPERTY TAX RATE

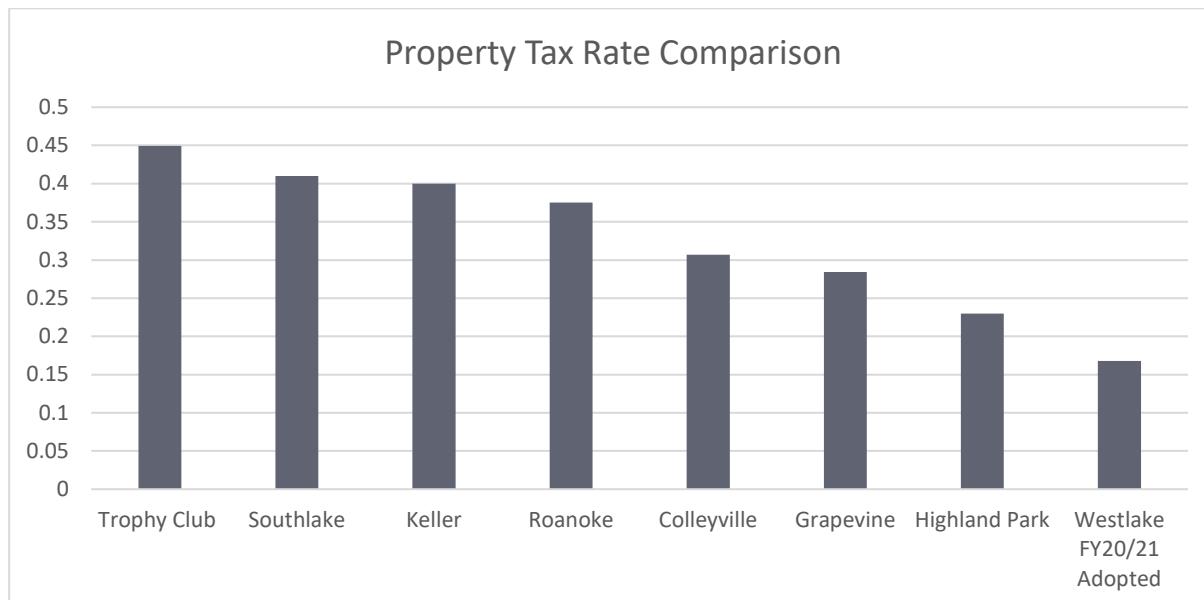
This year is the 11th year the Town of Westlake has assessed a local property tax.



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

PROPERTY TAX RATE COMPARISON

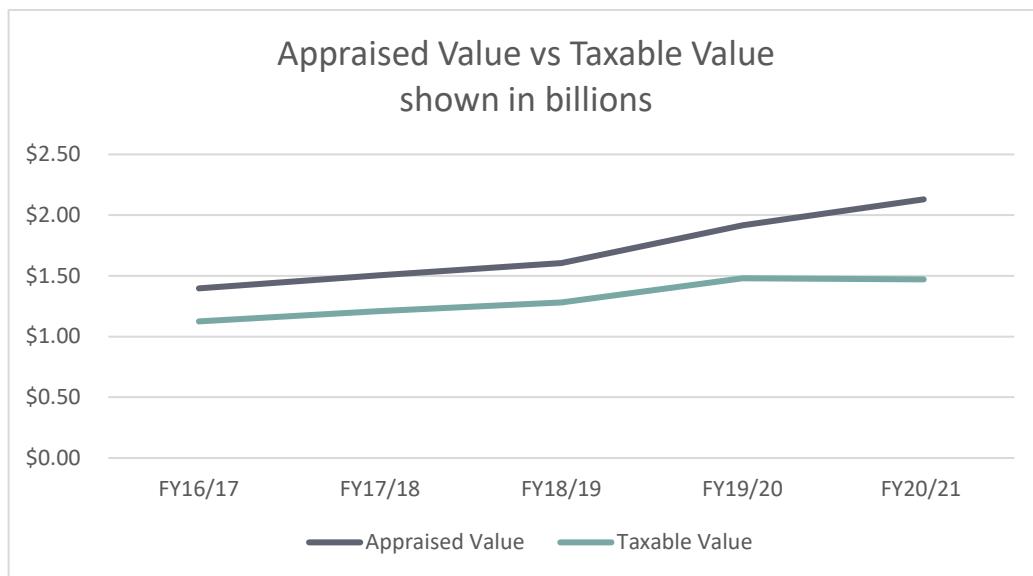
The property tax rate of \$0.16788 per \$100 valuation for the Town continues to be one of the lowest for municipalities in the immediate area and Westlake will remain in the bottom third of ALL municipalities in the State.



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

GLOSSARY OF TERMS

Account: A separate financial reporting unit for budgeting, management, or accounting purposes. All budgetary transactions, whether revenue or expenditure, are recorded in accounts.

Activity: A service performed by a department or division.

Accounts Payable: A liability account reflecting amount of open accounts owed to private persons or organizations for goods and services received by a government (but not including amounts due to other funds of the same government or to other governments).

Accounts Receivable: An asset account reflecting amounts owed to open accounts from private persons or organizations for goods or services furnished by the government.

Accrual Accounting: Recognition of the financial effects of transactions, events, and circumstances in the period(s) when they occur regardless of when the cash is received or paid.

Adopted Budget: The budget as modified and finally approved by the Town Council. The adopted budget is authorized by resolution that sets the legal spending limits for the fiscal year.

Ad Valorem Tax: A tax based on value (e.g., a property tax)

Allocation: A part of a lump-sum amount, which is designated for expenditure by specific organization units and/or for special purposes, activities, or objects.

Amortization: Payment of principal plus interest over a fixed period.

Appraised Value: Either the market value or value determined by using another method of valuation according to the Property Tax Code Chapter 23.

Appropriation: An authorization made by the legislative body of a government, which permits officials to incur obligations against and to make expenditures of governmental resources. Specific appropriations are usually made at the fund level and are granted for a one-year period.

Appropriation Ordinance: The official enactment by the legislative body establishing the legal authority for officials to obligate and expend resources.

Assets: Resources owned or held by the Town which has monetary value.

Assessed Valuation: A value that is established for real or personal property for use as a basis for levying property taxes.

Audit: An examination, usually by an official or a private accounting firm retained by the Town Council, of organization financial statements and the utilization of resources.

Balance Sheet: The basic financial statement, which discloses the assets, liability, and equities of an entity at a specific date in conformity with General Accepted Accounting Principles.

Balanced Budget: A budget adopted by the Town Council and authorized by resolution where the proposed expenditures are equal to or less than the proposed revenues plus fund balances.

Basis of Accounting: A term used to refer to when revenue, expenditures, expenses, and transfers – and related assets and liabilities – are recognized in the accounts and reported in the Town's financial statements.

Bond: A written promise to pay a specified sum of money, called the face sum of money, called the principal amount, at a specified date or dates in the future, called the maturity date(s), together with periodic interest at a specified rate.

Bond Covenant: A legally enforceable agreement with bondholders that requires the governmental agency selling the bond to meet certain conditions in the repayment of the debt.

Bond Ordinance: A law approving the sale of bonds that specifies how proceeds may be spent.

Bond Funds: Resources derived from issuance of bonds for financing capital improvements.

Budget: The Town's financial plan for a specific fiscal year that contains an estimate of proposed expenditures and the proposed means of financing them.

Budget Amendment: A revision of the adopted budget that, when approved by the Council, replaces the original provision.

Budget Calendar: Schedule of key dates which the Town follows in the preparation and adoption of the budget.

Budget Document: Instrument used by the budget-making authority to present a comprehensive financial plan of operations to the Town Council.

Budgetary Control: The control or management of the organization in accordance with an approved budget for keeping expenditures within the limitations of available appropriations and revenues.

Capital Expenditures: Any major non-recurring expenditure or expenditure for facilities, including additions or major alterations, construction of highways or utility lines, fixed equipment, landscaping or similar expenditures.

Cash Basis: A basis of accounting under which transactions are recognized when cash changes hand

Certificates of Obligations (CO's): Similar to general obligation bonds except certificates require no voter approval.

Comprehensive Annual Financial Report (CAFR): This report summarizes financial data for the previous fiscal year in a standardized format.

Contingency: A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

Contractual Services: The costs related to services performed for the Town by individuals, businesses, or utilities.

Cost: The amount of money or other consideration exchanged for property or services. Cost may be incurred before money is paid; that is, as soon as liability is incurred.

Council: The Mayor and five council members collectively acting as the legislative and policymaking body of the town

Current Assets: Those assets which are available or can be made readily available to finance current operations or to pay current liabilities. Those assets which will be used up or converted into cash within one year. Some examples are cash, temporary investments, and accounts receivable collected within one year.

Current Liabilities: Debt or other legal obligation arising out of transactions in the past which must be liquidated, renewed, or refunded within one year.

Debt Service Fund: A fund used to account for the moneys set aside for the payment of interest and principal to holders of the Town's general obligation and revenue bonds, the sale of which finances long-term capital improvements, such as facilities, streets and drainage, parks and water/wastewater systems.

Deficit: The excess of expenditures over revenues during an accounting period; or, in the case of proprietary funds, the excess of expense over income during an accounting period.

Department: A major administrative division of the Town that indicates overall management responsibility for an operation or a group of related operations within a functional area.

Depreciation: Change in the value of assets (equipment, buildings, etc. with a useful life of 5 years or more) due to the use of the asset.

Effective Tax Rate: The rate that would generate the same amount of levy as the prior year's rate based on the current year's values.

EMS: Emergency Medical Services

Encumbrances: The commitment of appropriated funds to purchase an item or service.

Enterprise Fund: A fund established to account for operations that are financed and operated in a manner similar to private business enterprises – where the intent of the governing body is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges.

Excess Fund Balance: The excess of a fund's current assets over its current liabilities and required reserve limits.

Exempt: Personnel not eligible to receive overtime pay and who are expected to work whatever hours are necessary to complete their job assignments.

Expenditures: Outflow or non-enterprise funds paid or to be paid for an asset obtained or goods and services obtained.

Expenses: Outflow of enterprise funds paid or to be paid for an asset obtained or goods and services obtained.

Fiscal Policy: The Town's policies with response to spending and debt management as they relate to government services, programs, and capital investments.

Fiscal Year: A 12-month period to which the annual operating budget applies and at the end of which a government determines its financial position and the result of its operations. The Town of Westlake's fiscal year begins each October 1st and ends the following September 30th.

Fixed Assets: Assets of a long-term character, which are intended to continue to be held or used, such as land, buildings, improvements other than buildings, machinery, and equipment.

Franchise Fee: A fee levied by the Town Council on businesses that use Town property or right-of-way. This fee is usually charged as a percentage of gross receipts.

Full-Time Equivalent (FTE): The measure of authorized personnel often referred to as worker-years. The full time equivalent of 1 person (1 FTE) approximately represents 2080 hours of work per year.

Fund: A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

Fund Accounting: A governmental accounting system that is organized and operated on a fund basis.

Fund Balance: The excess of a fund's current assets over its current liabilities, sometimes called working capital or fund equity. A negative fund balance is often referred to as a deficit.

GAAP-Generally Accepted Accounting Principles: Uniform minimum standards and guidelines for financial accounting and reporting. They govern the form and content of the financial statements of an entity. GAAP encompass the conventions, rules and procedures necessary to define accepted accounting practice at a time. They include not only broad guidelines of general applications, but also detailed practices and procedures. GAAP provide a standard by which to measure financial presentations.

GASB: Acronym for Government Accounting Standards Board, an independent, non-profit agency responsible for the promulgation of accounting and financial reporting procedures for governmental entities.

GFOA: Government Finance Officers Association of the United States and Canada

General Fund: The fund used to account for all financial resources except those required to be accounted for in another fund. The General Fund is tax supported.

General Obligation Bonds: Bonds sold and guaranteed by the Town, in which the full faith and credit of the Town is pledged for repayment.

Governmental Funds: The funds through which most governmental functions typically are financed. The acquisition, use, and financial resources and the related current liabilities are accounted for through governmental funds (General, Special Revenue, Capital Projects, and Debt Service Funds).

Goal: Generalized statements of where an organization desires to be at some future time regarding certain operating elements (e.g. financial condition, service levels provided, etc.)

Grant: A contribution by a government or other organization to support a function. Typically, these contributions are made to local governments from state or federal governments.

Infrastructure: Basic public investments such as streets, storm drainage, water and sewer lines, streetlights and sidewalks.

Inter-fund transfer: The transfer of money from one fund to another.

Investments: Securities and real estate held to produce revenues in the form of interest, dividends, rentals, or lease payments.

ISO: Insurance Service Office. The system to determine the rating of a fire department. A scale of 1 to 10, with 1 being the best score. This ISO rating schedule examines many factors relating to local fire departments, especially focusing on training and equipment, and examines the locations of the fire stations in the community.

L.F. (Linear feet): Length in feet.

Levy: To impose taxes, special assessments, or service charges for the support of Town activities. Also, the amount of tax for an individual property or the sum of all individual amounts of tax.

Liabilities: Probably future sacrifices of economic benefits, arising from present obligations of an entity to transfer assets or to provide services to other entities in the future because of past transactions or events; what you owe.

Lift Station: The Town's collection system relies on gravity to collect water. When the system gets to an unreasonable depth, a lift station pumps the water to a higher elevation so the gravity process can begin again.

Line-item budget: A budget format in which departmental outlays are grouped per the items that will be purchased.

MGD: Million gallons per day.

Maintenance and Operations (M&O): Taxes that are generated by the taxing unit for general expenses.

Major Funds: Funds whose revenues, expenditures/expenses, assets, or liabilities (excluding extraordinary items) are at least 10 percent of corresponding totals for all governmental or enterprise funds and at least 5 percent of the aggregate amount for all governmental and enterprise funds.

Maintenance: The upkeep of physical properties in condition for use or occupancy. Examples are the inspection of equipment to detect defects and the making of repairs.

Modified Accrual Accounting: This method of accounting is a combination of cash and accrual accounting since expenditures are immediately incurred as a liability while revenues are not recorded until they are received or are "Measurable" and "available for expenditure". This type of accounting basis is conservative and is recommended as the standard for most government funds.

Municipal: Of or pertaining to a Town or its government.

Non-departmental: Accounts for expenditures or professional services and other general government functions, which cannot be allocated to individual departments.

Non-major Funds: Funds whose revenues, expenditures, expenses, assets, or liabilities (excluding extraordinary items) are at least 10 percent of corresponding totals for all governmental and enterprise funds.

Non-exempt: Personnel eligible to receive overtime pay when overtime work has been authorized or requested by the supervisor.

Object Code: The standard classification of the expenditures such as office supplies or rental of equipment.

Objectives: Specific, measurable targets set in relation to goals.

Operating Budget: Plan for current expenditures and the proposed means of financing them. The annual operating budget is the primary means by which most of the financing, acquisition, spending, and service delivery activities of the Town are controlled. The use of annual operating budgets is required by State law.

Operating Expenditure: Expenditure on an existing item of property or equipment that is not a capital expenditure.

Ordinance: An authoritative command or order. This term is used for laws adopted by a municipality.

Performance Measures: Specific quantitative measures of work performed within an activity or program. They may also measure results obtained through an activity or program.

Personal Property: Items that can be owned but are not real property – divided into two types: tangible and intangible.

Personnel Services: Expenditures for salaries, wages and related fringe benefits of Town employees.

Prompt Payment Act: Adopted in July 1985 by the State, the Act requires the Town to pay for goods and services within 30 days of receipt of invoice or the goods or services, whichever comes later. If this is not satisfied, the Town may be charged interest on the unpaid balance at the rate of 1% per month.

Property Tax: Taxes levied on both real and personal property according to the property's valuation and the tax rate.

Property Tax Reduction Sales Tax (PTR): $\frac{1}{2}$ cent sales tax approved by the Town of Westlake voters in May 2006. Texas law allowed the Town to collect the new $\frac{1}{2}$ cent sales tax that does not share the restrictive spending limitations on revenues designated to the 4A Economic Development Fund $\frac{1}{2}$ cent sales tax. 4A sales tax was dissolved and replaced with this sales tax.

Proposed Budget: The financial plan initially developed by departments and presented by the Town Manger to the Town Council for approval.

Proprietary Funds: Operation that operates like a private operation, in which services are financed through user charges and expenditures include the full cost of operations.

Public Hearing: An open meeting regarding proposed operating or capital budget allocations, which provide citizens with an opportunity to voice their views on the merits of the proposals.

PVC: Acronym for polyvinyl chloride, a plastic compound used for water and sewer pipes.

Reserve: An account used to indicate that a portion of fund resources is restricted for a specific purpose or is not available for appropriation and subsequent spending.

Resolution: A formal statement of opinion or determination adopted by an assembly or another formal group.

Resources: Total dollars available for appropriations, including estimated revenues, fund transfers, and beginning fund balances.

Retained Earnings: The excess of total assets over total liabilities for an enterprise fund. Retained earnings include both short-term and long-term assets and liabilities for an enterprise fund.

Revenues: Funds that the government receives as income. It includes such items a tax payment, fees from specific services, receipts from other governments, fines for forfeitures, grants, shared revenues and interest income.

ROW: Acronym for right-of-way.

Sales Tax: A general “sales tax” is levied on persons and businesses selling merchandise or services in the town limits on a retail basis. The categories for taxation are defined by state law. Monies collected under authorization of this tax are for the use and benefit of the town.

SCADA: Acronym that stands for Supervisory Control and Data Acquisition. SCADA refers to a system that collects data from various sensors at a remote location and then sends this data to a central computer which then manages and controls the data.

Special Revenue Fund: A fund used to account for the proceeds of specific revenue sources that are legally restricted to expenditure for specified purposes.

Supplies: A cost category for minor items (individually priced at less than \$5,000) required by departments to conduct their operations.

TMRS: Acronym for the Texas Municipal Retirement System, a pension plan for employees of member cities within the State of Texas.

TRA: Trinity River Authority – A separate governmental entity responsible for providing water and wastewater services in the Trinity River basin. The Town contracts with TRA for treatment of wastewater.

TXDOT: Texas Department of Transportation

Transfer-In: Funds expended in one fund and received in other.

User Charges: The payment of a fee for direct receipt of a public service by the party benefiting from the service.

Working Capital: Budgeted working capital is calculated as a fund’s current assets less current liabilities and outstanding encumbrances. Working capital does not include long-term assets or liabilities. For budgetary purposes, working capital, rather than retained earnings, is generally used to reflect the available resources of enterprise funds.

ACRONYMS

TERM	STANDS FOR	TERM	STANDS FOR
ACCT	Account	HR	Human Resources
AP	Accounts Payable:	ISO	Insurance Service Office
AR	Accounts Receivable	IT	Information Technology
BS	Balance Sheet	LTL	Long Term Liabilities
CAFR	Comprehensive Annual Financial Report	MC	Municipal Court
CF	Cemetery Fund	MGD	Million gallons per day.
CIP	Capital Improvement Plan	OS	Other Sources
CO'S	Certificates of Obligations	P&D	Planning and Development
CPA	Certified Public Accountant	P&R	Parks and Recreation
DS	Debt Service	PTR	Property Tax Reduction Sales Tax
EF	Enterprise Fund	R&M	Repair and Maintenance
EMS	Emergency Medical Services	ROW	Right-of-way.
FLSA	Fair Labor Standards Act	S&P	Standard & Poor's
FTE	Full-Time Equivalent	SCADA	Supervisory Control and Data Acquisition.
FY	Fiscal Year	SLA	Service Level Adjustment
G&O	Goals and Objectives	SRF	Special Revenue Fund
GAAP	Generally Accepted Accounting Principles	TMRS	Texas Municipal Retirement System
GASB	Government Accounting Standards Board	TRA	Trinity River Authority
GF	General Fund	TXDOT	Texas Department of Transportation
GFOA	Government Finance Officers Association	UMR	Utility Maintenance and Replacement Fund
GL	General Ledger	VMR	Vehicle Maintenance and Replacement Fund
GMR	General Maintenance and Replacement Fund	WA	Westlake Academy
GO	General Obligation Bonds	XFR	Transfer

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