



THE TOWN OF
WESTLAKE

DISTINCTIVE BY DESIGN

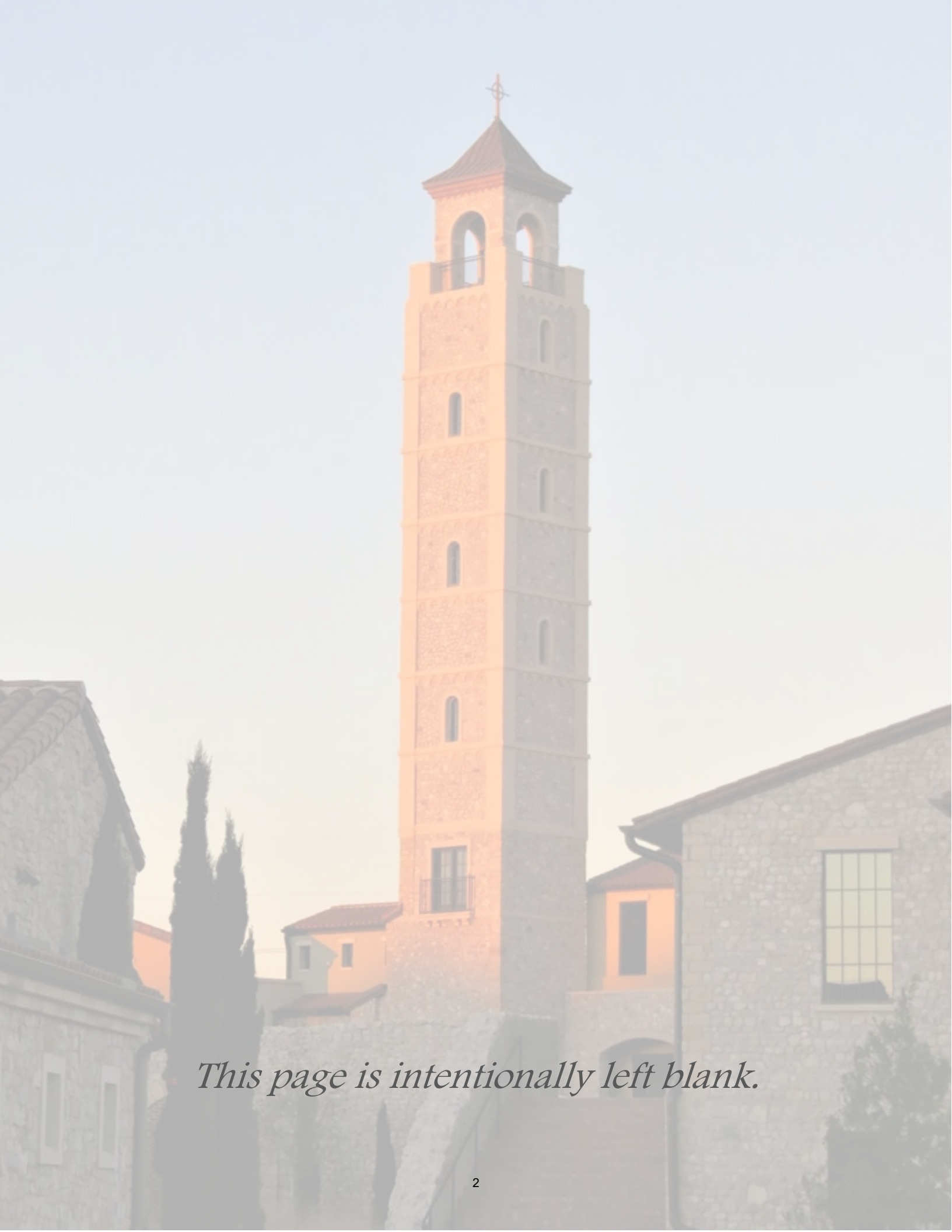
FISCAL YEAR 2023

MUNICIPAL OPERATING BUDGET

& CAPITAL IMPROVEMENT PLAN

1500 SOLANA BOULEVARD, BLDG. 7, STE. 7200 • WESTLAKE, TEXAS 76262

WESTLAKE-TX.ORG



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**TOWN OF WESTLAKE
FISCAL YEAR 2022 – 2023
PROPOSED ANNUAL BUDGET
AUGUST 29, 2022**

This budget will raise more revenue from property taxes than last year's budget by an amount of \$492,829, which is an 18.16 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 \$111,143.

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

FOR:

AGAINST:

PRESENT and not voting:

ABSENT:

PROPERTY TAX RATE COMPARISON

	2022-2023	2020-2021
Property Tax Rate	\$0.16788/100	\$0.16788/100
No New Revenue Tax Rate	\$0.14609/100	\$0.16746/100
No New Revenue Maintenance & Operations Tax Rate	\$0.09025/100	\$0.12531/100
Voter Approval Tax Rate	\$0.15098/100	\$0.22181/100
Debt Rate	\$0.06297/100	\$0.06504/100

The total debt obligation for the Town of Westlake secured by property taxes: \$1,202,918.

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August 29, 2022

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 2023. The fiscal year begins October 1, 2022 and ends September 30, 2023.

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

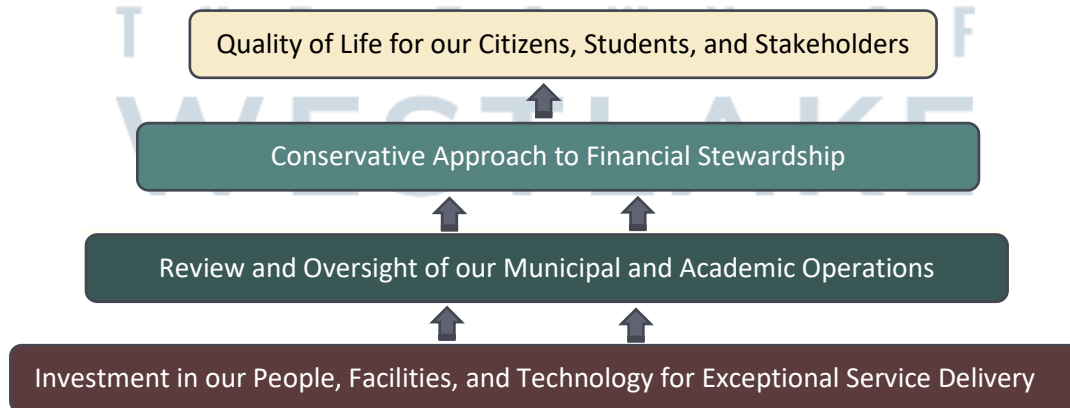
- Meeting resident expectations;
- Continuing high quality services and responsive customer service;
- Retaining and attracting employees who support the community's vision;
- Working with developers to create distinctive residential and commercial opportunities; and
- Building on our strong corporate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

BUDGET STRATEGIES

The proposed budget is influenced by the following systems: The Town's Strategic Plan, the Comprehensive Plan, Council direction, Fiscal & Budgetary policies, recommendations from the Town Manager, Government Finance Officers Association guidelines, and general budgeting 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 stated focus for the coming fiscal year are as follows:

- 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: Preparing Students to Thrive in a Global Society"*; 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 principles 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 exceptional and responsive public services; and
- Provide competitive employee compensation.

PROPERTY TAX

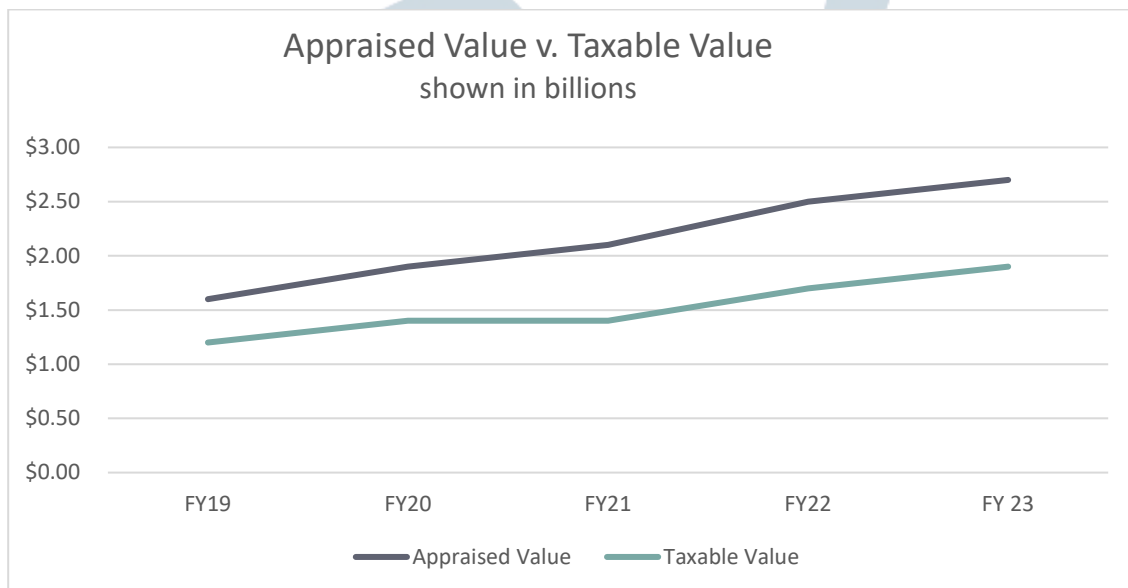
The proposed municipal property tax rate (or ad valorem rate) will maintain the current adopted rate of \$0.16788 per \$100 of assessed valuation. This rate is slightly higher this year (\$0.00042) than the no-new-revenue rate (formerly the "effective tax rate"), which is the total tax rate needed to generate the same amount of property tax revenue for the Town from the same properties between the 2021 tax year and the 2022 tax year.

This budget adheres to direction the Council gave to stabilize our ad valorem rate, monitor expenditures, and direct one-time revenue to our conduit funds – Major Maintenance & Repair, Vehicle Maintenance & Repair and Capital Improvements. These directives help ensure we plan for the Town's financial stability and are better prepared to meet the service delivery expectations of our community. Our approach to both revenue estimating and expenditure requests continue to proceed in a fiscally conservative manner without raising the rate for our property owners and still allow Westlake the ability to exceed expectations of our residents.

The ad valorem 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 \$.10491 and totals \$2.0M. The allocation for I&S debt service is \$0.06297 and totals \$1.2M. Please see the tax rate change below:

Tax Rate Change	FY22 Adopted	FY23 Proposed	Variance
M&O	\$0.10284	\$0.10491	\$ 0.0207
I&S	\$0.06504	\$0.06297	\$(0.0207)
Total	\$0.16788	\$0.16788	\$ 0.00

We have also been very fortunate that the Town's property values, for both residential and commercial categories, continue to be strong during the current economic times.



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
- Additional Tax Ceiling, or Tax Freeze, for 65+ or Disabled
- Property Tax Reduction, or Additional Sales & Use Tax

FISCAL YEAR 2023 PROPOSED BUDGET

In FY23, revenues are budgeted at \$28M for all funds. This is a 41% decrease of \$19.5M from prior year revised primarily due to the \$15.7M bond refunding related to Hillwood and interfund transfers. Expenditures are budgeted at \$33.2M for all funds. This is a 27% decrease of \$12.3M from prior year revised, which includes the \$15.7 debt obligation payout, offset by increases in overall payroll, service expenditures, transfers out to Westlake Academy and interfund transfers. As the economy continues to recover post-pandemic, revenues and expenditures remain conservatively budgeted. The proposed budget includes the planned use of fund balance in General Fund, Enterprise Funds, Special Revenue Funds, Debt Service 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 Funds	Percent Change
General Fund	\$13,268,443	\$10,694,198	\$15,736,919	\$(5,042,721)	\$8,225,722	27%	-38%
Enterprise Funds	9,074,539	6,107,775	6,851,618	(743,843)	8,330,695	27%	-8%
Internal Service M&R	3,262,961	3,485,491	2,064,545	1,420,946	4,683,907	15%	44%
Special Revenue Funds	1,837,918	3,102,316	3,195,475	(93,159)	1,744,758	6%	-5%
Debt Service Funds	32,688	2,825,757	2,858,444	(32,687)	(0)	0%	-100%
Capital Projects Funds	8,444,800	1,755,100	2,515,033	(759,933)	7,684,867	25%	-9%
Municipal Total	\$35,921,349	\$27,970,637	\$33,222,034	\$(5,251,397)	\$30,669,951	100%	-15%

Major expenditures that impacted the proposed FY23 budget include:

- Payroll increase as per the following activities (*affects General, Visitors Association, and Utility funds*):
 - o 4% market adjustment payroll increase to all Municipal Staff;
 - o Additional 3 full-time equivalent (FTE) Staff: Academy Firefighter/Paramedic, Academy SRO, and Academy Accountant II;
 - o Increase market/reclassification adjustments (*excluded from 4% overall market adjustment*) for Development & GIS Manager, P&D Coordinator, and Accountant I;
 - o Employment severance agreement;
- Transfers Out:
 - o Added Westlake Academy Foundation Blacksmith Donations line (*contra expenditure*) of \$1.1m and transfer out line of \$1.1m (*netting to \$0 change*);
 - o Increase in Westlake Academy transfers to support 100% Foundation salaries, increase of \$79k, as well as increase of \$405k to support overall academic operations for a balanced budget, netting increase of \$490k;
- The Utility Fund issued debt in the 2022 GORB and thus added \$866k in principal and interest payments;

- \$2.2m in capital projects proposed mainly for park and trail improvements as well as the Westlake Academy gymnasium remodel; and
- Transfers out of the General Fund of \$3.9m to support both current and long-term projects in the General Maintenance and Replacement Fund, General Vehicle Maintenance and Replacement Fund, and Capital Projects Fund.

During the budget season, major emphasis this year was placed on examining the decrease to overall fund balance and considering how the Town should address out-year projections. Under Council recommendation, analysis was performed to reduce non-planned repair and maintenance budget and create contingency amounts should there be any breakages during the fiscal year. As we move into FY23, Town Management and Council will be intentional in establishing structure and implementing strategies

CLOSING

In adherence to our fiscal policies, the budget will continue to be monitored periodically and regular updates will be provided to the Town Council. The budget is intended to be adaptable given the unfamiliar long-term fiscal impact of the pandemic and other service delivery needs that may arise within our community.

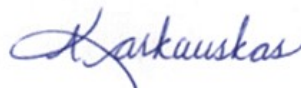
We are very fortunate to work alongside a team of professionals in our academic and municipal areas and to serve with a committed Town Council. This upcoming budget year will be met with changes in leadership both in Council and Town Management. With change comes new perspectives and a different level of awareness which we anticipate will foster growth in efficiency, transparency, and foresight. It is with fresh, stewardly vision we may find improvements in how we do business, and with collaborative positivity we continue to strive for excellence. Through strong and dedicated leadership, we all make a difference, which is why the Town of Westlake is a premier location in which to both work and reside.

We are truly ***Distinctive by Design*** and are proud to be a part of creating such a wonderful community.

Respectfully submitted,



Jarrod Greenwood
Acting Town Manager



Amber Karkauskas
Director of Finance

MISSION

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

ELECTED COUNCIL MEMBERS



From left to right:

Kim Greaves - Councilmember

Anna White – Councilmember

Sean Kilbride – Mayor

Tim Shiner – Councilmember

Chandrika Dasgupta – Councilmember

David Quint – Mayor Pro-Tem

BOARDS & COMMISSIONS

Planning & Zoning Commission

Westlake Academy Foundation

4B Economic Development Board

Westlake Public Arts Society

Westlake Historical Preservation Society

Texas Student Housing Authority

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

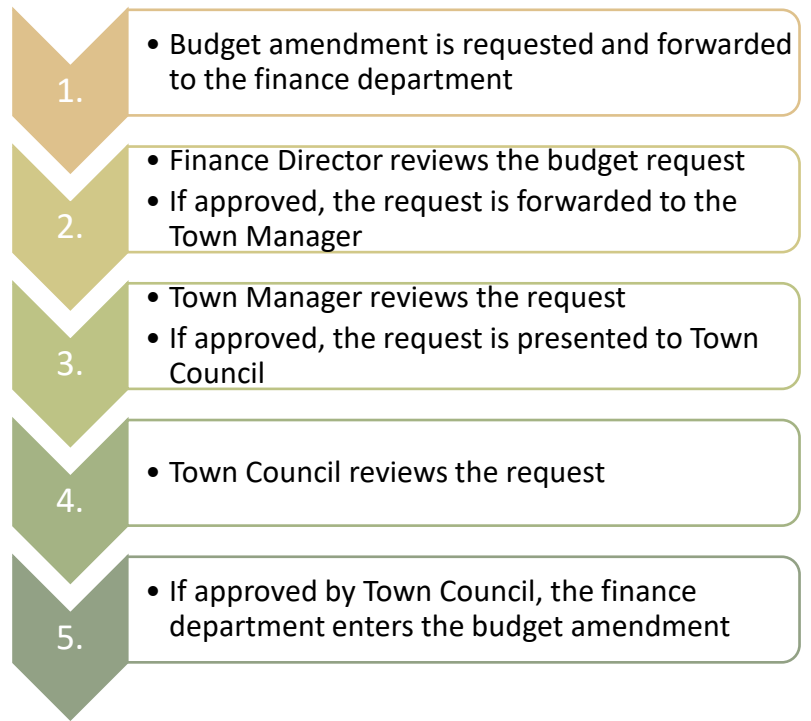
Upon the determination and presentation of the final proposed budget as established by the Council, a public hearing date and time will be set and publicized. Council will consider a resolution which, if adopted, the budget becomes the Town's Approved Annual Budget. Council adopts the budget in September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

AMENDMENTS

The finance department monitors all financial operations while department directors are responsible for monitoring their respective department budgets. 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.

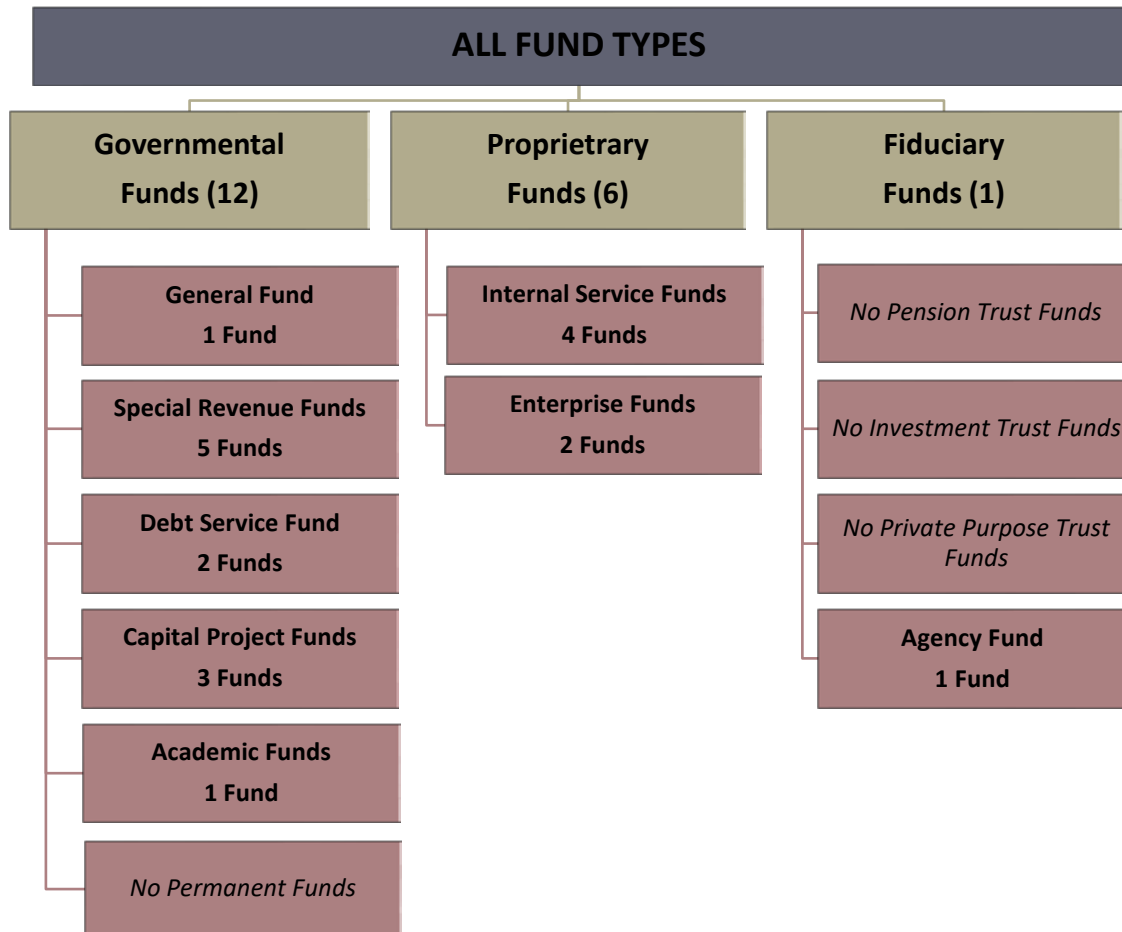
The budget team (finance and department heads) determine whether to proceed with a budget amendment. If so, they will present the request to the Town Manager for review. If approved, the Town Manager will draft an ordinance to formally amend the current budget.

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.



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, revenues, 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. (Adopted separate from Municipal)

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.

FIDUCIARY FUND TYPES

Fiduciary fund types report assets held in a trustee or agency capacity for others and which therefore cannot be used to support the government's own programs. The Town holds the Solana PID (public improvement district) Custodial Fund which is an agency fund. This fund accounts for bond proceeds, assessments, and related debt associated with bonds issued by the Town as an agent for the Solana PID. Because of the nature of this fund the Town does not set a budget for the purposes of this document.

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	\$13,268,443	\$10,694,198	\$15,736,919	\$(5,042,721)	\$8,225,722	27%	-38%
Enterprise Funds	9,074,539	6,107,775	6,851,618	(743,843)	8,330,695	27%	-8%
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Special Revenue Funds	1,837,918	3,102,316	3,195,475	(93,159)	1,744,758	6%	-5%
Debt Service Funds	32,688	2,825,757	2,858,444	(32,687)	(0)	0%	-100%
Capital Projects Funds	8,444,800	1,755,100	2,515,033	(759,933)	7,684,867	25%	-9%
Municipal Total	\$35,921,349	\$27,970,637	\$33,222,034	\$(5,251,397)	\$30,669,951	100%	-15%

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

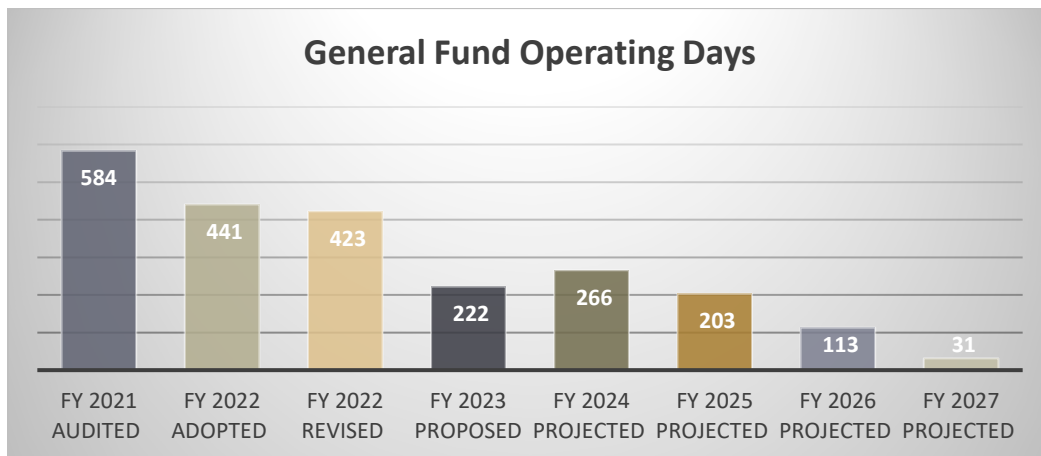
- Emergencies
- Non-recurring expenditures such as technology, furniture, fixtures and equipment, or major capital purchases that cannot be accommodated through current year savings.

- 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 FY23 is well over the minimum number of operating days as determined by Town Council.



TYPES OF REVENUE

General Sales & Use Tax is the largest revenue source in the General Fund. General sales & use 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

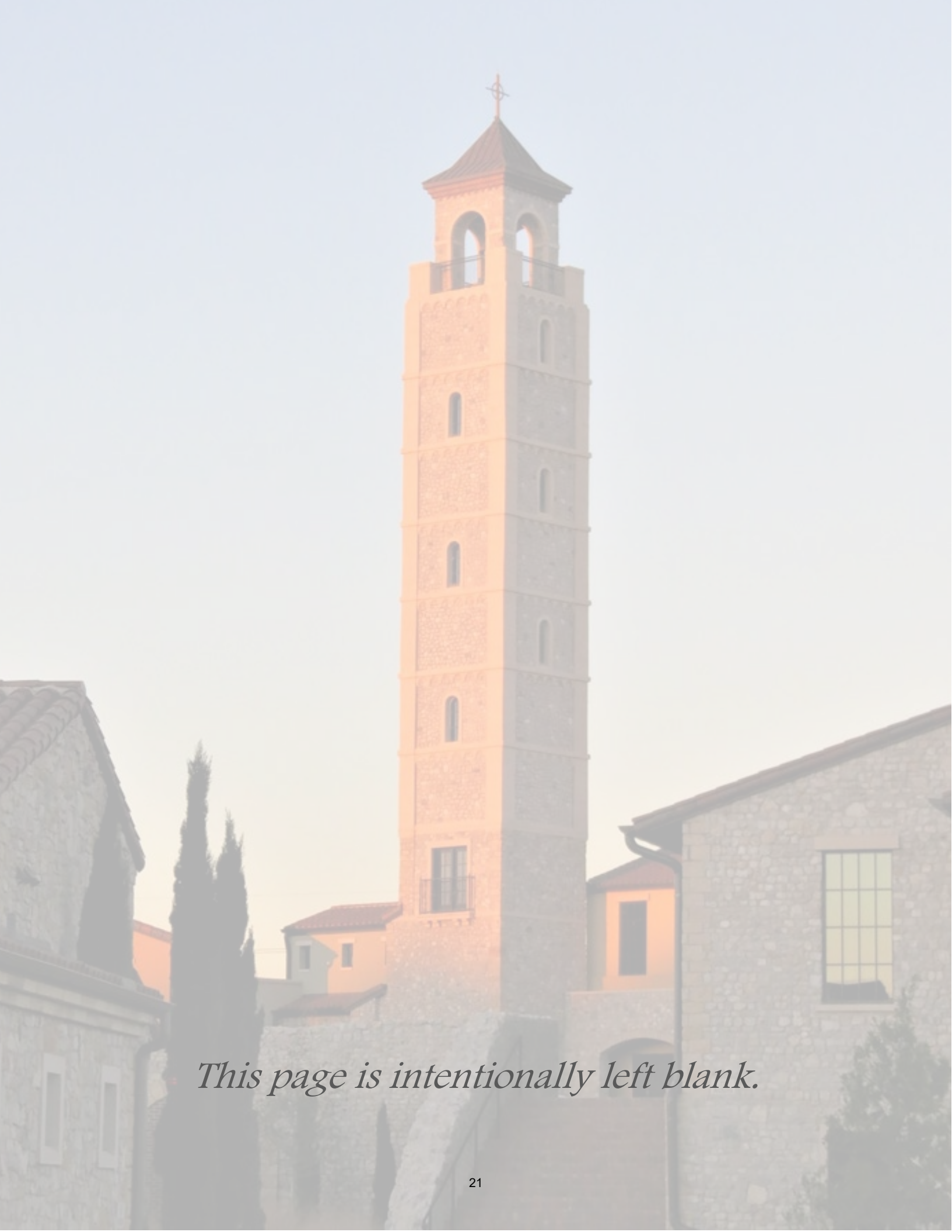
Payroll and Related Expenditures is the largest expenditure in the General Fund. The Town utilizes a shared service model, which conserves resources and avoids duplication of efforts across municipal and academic functions.

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.

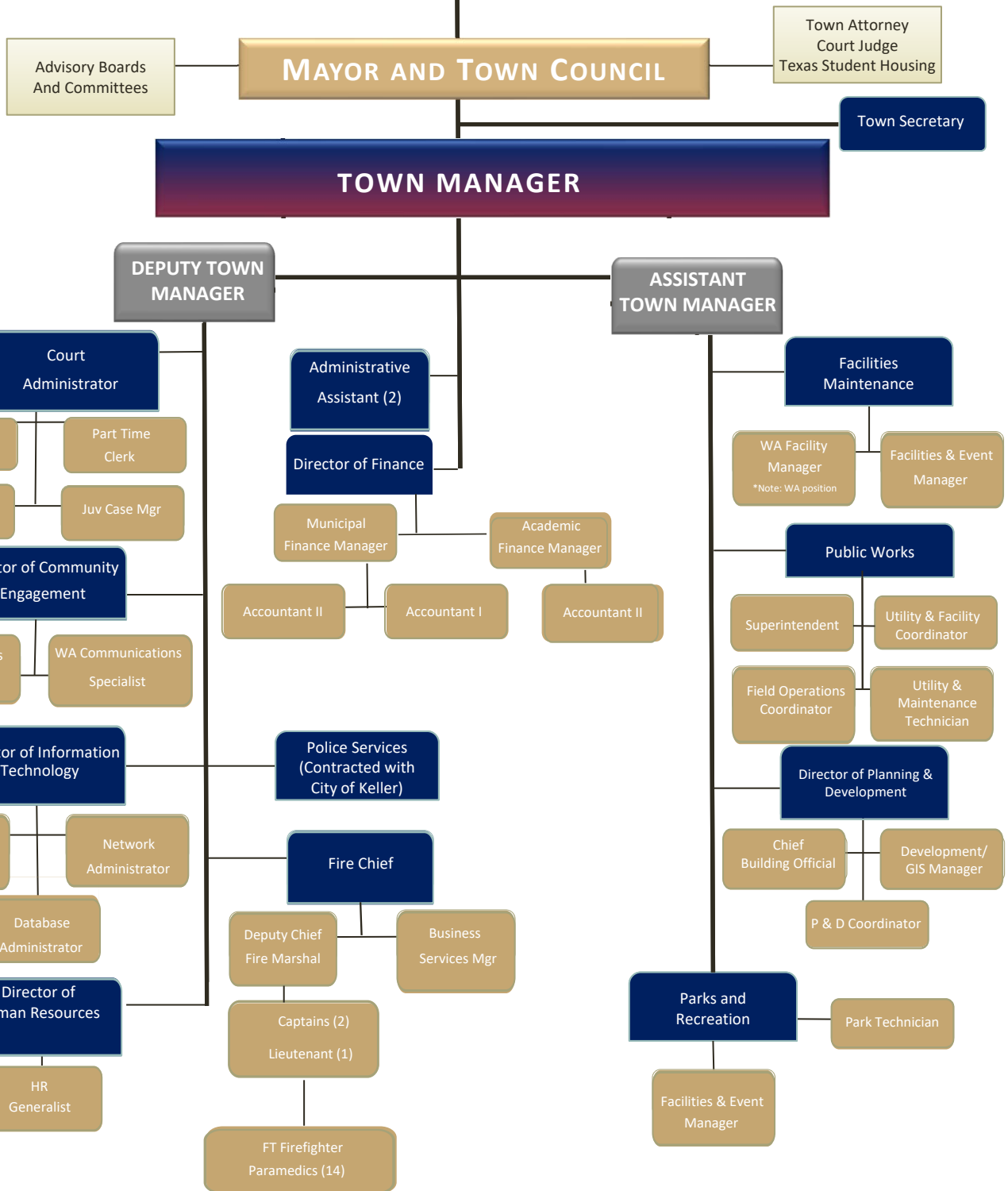
Transfer Out includes transfers to General Maintenance and Replacement Fund 600, General Vehicle Maintenance and Replacement 605, and Visitor Association Fund 220.





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CITIZENS OF WESTLAKE




PERSONNEL STAFFING BY DEPARTMENT & POSITION

Dept	Position	FY 2021 Audited Actual	FY 2022 Adopted Positions	FY 2022 Revised Positions	FY 2023 Proposed Positions	change	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast	FY 2027 Forecast
10	GENERAL ADMINISTRATIVE									
	Administrative Assistant	1.00	1.00	-	1.00	-	1.00	1.00	1.00	1.00
		1.00	1.00	-	1.00	-	1.00	1.00	1.00	1.00
11	TOWN MANAGER'S OFFICE									
	Town Manager	1.00	1.00	-	1.00	-	1.00	1.00	1.00	1.00
	Deputy Town Manager	1.00	1.00	-	1.00	-	1.00	1.00	1.00	1.00
	Assistant Town Manager	1.00	1.00	-	1.00	-	1.00	1.00	1.00	1.00
	Administrative Assistant	-	-	1.00	1.00	-	1.00	1.00	1.00	1.00
		3.00	3.00	1.00	4.00	-	4.00	4.00	4.00	4.00
12	PLANNING & DEVELOPMENT									
	Director of Planing & Development	1.00	1.00	-	1.00	-	1.00	1.00	1.00	1.00
	Chief Building Official	1.00	1.00	-	1.00	-	1.00	1.00	1.00	1.00
	Development/GIS Manager	-	-	-	1.00	1.00	1.00	1.00	1.00	1.00
	Development Coordinator	1.00	1.00	-	-	(1.00)	-	-	-	-
	Planning and Development Coord.	-	-	-	1.00	1.00	1.00	1.00	1.00	1.00
	Permitting Technician	1.00	1.00	-	-	(1.00)	-	-	-	-
		4.00	4.00	-	4.00	-	4.00	4.00	4.00	4.00
13	TOWN SECRETARY'S OFFICE									
	Town Secretary	1.00	1.00	-	1.00	-	1.00	1.00	1.00	1.00
	Administrative Assistant	-	-	-	-	-	-	-	-	-
		1.00	1.00	-	1.00	-	1.00	1.00	1.00	1.00
14	FIRE/EMS DEPARTMENT									
	Fire Chief	1.00	1.00	-	1.00	-	1.00	1.00	1.00	1.00
	Deputy Chief/Fire Marshal	1.00	1.00	-	1.00	-	1.00	1.00	1.00	1.00
	Business Services Manager	1.00	1.00	-	1.00	-	1.00	1.00	1.00	1.00
	Firefighter/Paramedic - WA	-	-	1.00	2.00	1.00	2.00	2.00	2.00	2.00
		3.00	3.00	1.00	5.00	1.00	5.00	5.00	5.00	5.00
1st Shift	Fire Captain/Paramedic	-	-	-	1.00	1.00	1.00	1.00	1.00	1.00
	Lt. Firefighter/Paramedic	1.00	1.00	-	-	(1.00)	-	-	-	-
	Driver/Engineer	-	1.00	-	-	(1.00)	1.00	1.00	1.00	1.00
	Firefighter/Paramedics full time	4.00	3.00	-	4.00	1.00	4.00	4.00	4.00	4.00
		5.00	5.00	-	5.00	-	6.00	6.00	6.00	6.00
2nd Shift	Fire Captain/Paramedic	-	-	-	1.00	1.00	1.00	1.00	1.00	1.00
	Lt. Firefighter/Paramedic	1.00	1.00	-	-	(1.00)	-	-	-	-
	Driver/Engineer	-	1.00	-	-	(1.00)	1.00	1.00	1.00	1.00
	Firefighter/Paramedics full time	4.00	3.00	-	4.00	1.00	4.00	4.00	4.00	4.00
		5.00	5.00	-	5.00	-	6.00	6.00	6.00	6.00
3rd Shift	Lt. Firefighter/Paramedic	1.00	1.00	-	1.00	-	1.00	1.00	1.00	1.00
	Driver/Engineer	-	1.00	-	-	(1.00)	1.00	1.00	1.00	1.00
	Firefighter/Paramedics full time	4.00	3.00	-	4.00	1.00	4.00	4.00	4.00	4.00
		5.00	5.00	-	5.00	-	6.00	6.00	6.00	6.00
Truck Co.	Fire Captain/Paramedic	-	-	-	-	-	3.00	3.00	3.00	3.00
	Driver/Engineer	-	-	-	-	-	-	3.00	3.00	3.00
	Firefighter/Paramedic	-	-	-	-	-	-	-	3.00	6.00
		18	18	1	20	1	3.00	6.00	9.00	12.00
15	MUNICIPAL COURT OFFICE									
	Court Administrator	1.00	1.00	-	1.00	-	1.00	1.00	1.00	1.00
	Lead Clerk	1.00	1.00	-	1.00	-	1.00	1.00	1.00	1.00
	Clerk/Juv. CM	1.00	1.00	-	1.00	-	1.00	1.00	1.00	1.00
	Clerk Part Time	0.50	0.50	-	0.50	-	0.50	0.50	0.50	0.50
	Marshal	1.00	1.00	-	1.00	-	1.00	1.00	1.00	1.00
	Student Resource Officer	-	-	-	1.00	1.00	1.00	1.00	1.00	1.00
	Court Judge	0.25	0.25	-	0.25	-	0.25	0.25	0.25	0.25
		4.75	4.75	-	5.75	1.00	5.75	5.75	5.75	5.75
16	PUBLIC WORKS OFFICE									
	Director of Public Works	0.33	0.34	-	-	(0.34)	-	-	-	-
	Superintendent	1.00	1.00	-	1.00	-	1.00	1.00	1.00	1.00
	Field Operations Coordinator	1.00	1.00	-	1.00	-	1.00	1.00	1.00	1.00
	Utility & Maintenance Technician	1.00	1.00	-	1.00	-	1.00	1.00	1.00	1.00
	Utility Technician #2	-	-	-	-	-	0.50	0.50	0.50	0.50
	Utility & Facility Coordinator	1.00	1.00	-	1.00	-	1.00	1.00	1.00	1.00
	Utility Billing Clerk	-	-	-	-	-	1.00	1.00	1.00	1.00
		4.33	4.34	-	4.00	(0.34)	5.50	5.50	5.50	5.50
17	FACILITIES MAINTENANCE									
	Director of Facilities Maintenance	0.33	0.33	-	-	(0.33)	-	-	-	-
	Facilities & Event Manager	0.50	0.50	-	0.50	-	0.50	0.50	0.50	0.50
	Facilities Technician	-	-	-	-	-	1.00	1.00	1.00	1.00
	Summer Techs Part Time	-	-	-	-	-	0.25	0.25	0.25	0.25
		0.83	0.83	-	0.50	(0.33)	1.75	1.75	1.75	1.75

PERSONNEL STAFFING BY DEPARTMENT & POSITION

Dept	Position	FY 2021 Audited Actual	FY 2022 Adopted Positions	FY 2022 Revised Positions	FY 2023 Proposed Positions	change	FY 2024 Forecast	FY 2025 Forecast	FY 2026 Forecast	FY 2027 Forecast
18	FINANCE OFFICE									
	<u>Director of Finance</u>	1.00	1.00	-	1.00	-	1.00	1.00	1.00	1.00
	Municipal Finance Manager	1.00	1.00	-	1.00	-	1.00	1.00	1.00	1.00
	Academic Finance Manager	1.00	1.00	-	1.00	-	1.00	1.00	1.00	1.00
	Accountant II-Municipal	1.00	1.00	-	1.00	-	1.00	1.00	1.00	1.00
	Accountant II-Academy			-	1.00	1.00	1.00	1.00	1.00	1.00
	Accountant I	1.00	1.00	-	1.00	-	1.00	1.00	1.00	1.00
		5.00	5.00	-	6.00	1.00	6.00	6.00	6.00	6.00
19	PARKS & RECREATION OFFICE									
	<u>Director of Parks & Recreation</u>	0.33	0.33	-	-	(0.33)	-	-	-	-
	Facilities & Event Manager	0.50	0.50	-	0.50	-	0.50	0.50	0.50	0.50
	Park Technician	-	-	-	-	-	0.50	0.50	0.50	0.50
		0.83	0.83	-	0.50	(0.33)	1.00	1.00	1.00	1.00
20	INFORMATION TECHNOLOGY									
	<u>Director of Information Technology</u>	1.00	1.00	-	1.00	-	1.00	1.00	1.00	1.00
	Network Administrator	1.00	1.00	-	1.00	-	1.00	1.00	1.00	1.00
	Systems Administrator	-	1.00	-	1.00	-	1.00	1.00	1.00	1.00
	Database Administrator	-	-	1.00	1.00	-	1.00	1.00	1.00	1.00
		2.00	3.00	1.00	4.00	-	4.00	4.00	4.00	4.00
21	HUMAN RESOURCES OFFICE									
	<u>Director of Human Resources</u>	1.00	1.00	-	1.00	-	1.00	1.00	1.00	1.00
	HR Generalist 1	-	1.00	-	1.00	-	1.00	1.00	1.00	1.00
		1.00	2.00	-	2.00	-	2.00	2.00	2.00	2.00
22	COMMUNITY ENGAGEMENT									
	<u>Director of Community Engagement</u>	1.00	1.00	-	1.00	-	1.00	1.00	1.00	1.00
	Manager	-	1.00	-	1.00	-	1.00	1.00	1.00	1.00
	WA Communications Specialist	-	-	1.00	1.00	-	1.00	1.00	1.00	1.00
	Marketing/CVB	-	-	-	-	-	1.00	1.00	1.00	1.00
		1.00	2.00	1.00	3.00	-	4.00	4.00	4.00	4.00





ALL FUNDS

ALL FUNDS - BY FUND

Combining Revenues, Expenditures and Fund Balance

Fiscal Year 2023

	General Fund	Enterprise Funds	Internal Service Funds	Special Revenue Funds	Debt Service Funds	Capital Project Funds	MUNICIPAL TOTAL
REVENUES AND OTHER SOURCES							
General Sales Tax	\$ 4,638,709	\$ -	\$ -	\$ 1,916,016	\$ -	\$ -	\$ 6,554,725
Property Tax	2,004,100	-	-	-	1,202,967	-	3,207,067
Charge for Services	-	5,752,032	-	-	-	-	5,752,032
Hotel Occupancy Tax	-	-	-	456,000	-	-	456,000
Beverage Tax	42,000	-	-	-	-	-	42,000
Franchise Fees	547,135	-	-	-	-	-	547,135
Permits and Fees Other	252,750	-	-	-	-	-	252,750
Permits and Fees Building	2,178,528	-	-	-	-	-	2,178,528
Permits and Fees Utility	-	323,218	-	-	-	-	323,218
Fines & Forfeitures	503,585	-	-	-	-	-	503,585
Investment Earnings	28,800	15,500	2,025	100	-	20,000	66,425
Contributions	-	-	60,000	475,000	-	-	535,000
Misc Income	431,366	17,025	-	5,200	-	-	453,591
Total Revenues	10,626,973	6,107,775	62,025	2,852,316	1,202,967	20,000	20,872,056
Transfers In	67,225	-	3,423,466	250,000	1,622,790	1,735,100	7,098,581
Other Sources	-	-	-	-	-	-	-
Total Other Sources	67,225	-	3,423,466	250,000	1,622,790	1,735,100	7,098,581
TOTAL REVENUES AND OTHER SOURCES	\$ 10,694,198	\$ 6,107,775	\$ 3,485,491	\$ 3,102,316	\$ 2,825,757	\$ 1,755,100	\$ 27,970,637

EXPENDITURES AND OTHER USES

Payroll Salaries	\$ 5,565,914	\$ 4,645	\$ -	\$ -	\$ -	\$ -	\$ 5,570,559
Payroll Transfer In	(1,158,375)	-	-	-	-	-	(1,158,375)
Payroll Insurance	811,821	-	-	-	-	-	811,821
Payroll Taxes	566,103	3,930	-	-	-	-	570,033
Payroll Retirement	706,891	-	-	-	-	-	706,891
Payroll Transfer Out	-	569,460	-	588,915	-	-	1,158,375
Total Payroll & Related	6,492,355	578,035	-	588,915	-	-	7,659,305
Capital Outlay	35,350	25,780	50,000	-	-	-	111,130
Debt	36,680	1,067,574	-	-	2,855,375	-	3,959,629
Economic Development	-	-	-	141,535	-	-	141,535
Leases and Rentals	11,287	1,500	-	-	-	-	12,787
Public Notices	22,140	-	-	15,000	-	-	37,140
Rent & Utilities	933,683	204,136	-	97,395	-	-	1,235,214
Insurance	151,059	-	-	-	-	-	151,059
Repair & Maintenance	473,735	335,174	308,000	-	-	-	1,116,909
Services	2,558,082	3,746,857	-	222,340	3,070	-	6,530,349
Supplies	321,465	13,918	-	32,500	-	-	367,883
Travel & Training	264,283	11,420	-	-	-	-	275,703
Westlake Academy Shared Services	553,234	-	-	-	-	-	553,234
Transfer Out Operating	-	-	-	-	-	-	-
Total Operations & Maintenance	5,360,998	5,406,359	358,000	508,770	2,858,445	-	14,492,572
TOTAL OPERATING EXPENDITURES	11,853,353	5,984,393	358,000	1,097,685	2,858,445	-	22,151,876
Maintenance & Replacement	-	-	1,706,545	-	-	-	1,706,545
Capital Project Funds	-	-	-	-	-	2,265,033	2,265,033
Total Capital	-	-	1,706,545	-	-	2,265,033	3,971,578
Transfers Out	3,883,566	867,225	-	2,097,790	-	250,000	7,098,581
Other Uses	-	-	-	-	-	-	-
Total Other Uses	3,883,566	867,225	-	2,097,790	-	250,000	7,098,581
TOTAL NON-OPERATING EXPENDITURES	3,883,566	867,225	1,706,545	2,097,790	-	2,515,033	11,070,159
TOTAL EXPENDITURES AND OTHER USES	\$ 15,736,919	\$ 6,851,618	\$ 2,064,545	\$ 3,195,475	\$ 2,858,445	\$ 2,515,033	\$ 33,222,035

SUMMARY

Excess Revenue over (under) Expenditures	\$ (5,042,721)	\$ (743,843)	\$ 1,420,946	\$ (93,159)	\$ (32,688)	\$ (759,933)	\$ (5,251,398)
PY Beginning Fund Balance	15,739,333	6,982,091	2,163,678	2,275,657	103,994	5,886,965	25,088,168
ENDING FUND BALANCE	\$ 8,225,722	\$ 8,330,695	\$ 4,683,907	\$ 1,744,758	\$ (0)	\$ 7,684,867	\$ 30,669,950



Westlake Academy Related Costs Supported by Municipal General Fund

FISCAL YEAR 2023

Account Description	Line Item Description	FY23 Σ Budget Amount
DEPT 40 PAYROLL		1,430,765
DEPT 40-10 General Services		187,026
DEPT 40-18 Finance		51,649
DEPT 40-20 IT		106,750
DEPT 40-22 Communications		14,467
DEPT 40-Xfrs		553,234
FUND 100 - GENERAL FUND		2,343,891
FUNDS 300 & 301 - DEBT SERVICE 1		1,188,352
FUND 410 - CAPITAL PROJECTS		-
FUND 600-17 GMR WA Facilities		551,925
FUND 600-40 IT		131,250
FUND 600 - GENERAL MAINTENANCE & REPLACEMENT FUND		683,175
TOTAL EXPENDITURES		4,215,417

¹ Total debt balance attributed to Westlake Academy Σ \$20,724,873.

FIVE YEAR FINANCIAL FORECAST

FUND	AUDITED FY 2021	ADOPTED FY 2022	REVISED FY 2022	PROPOSED FY 2023	Projected FY 2024	Projected FY 2025	Projected FY 2026	Projected FY 2027
GENERAL FUND								
Total Revenues and Other Sources	\$ 11,004,428	\$ 10,788,545	\$ 12,114,880	\$ 10,694,198	\$ 14,291,412	\$ 11,067,423	\$ 10,624,640	\$ 11,267,853
Total Expenditures and Other Uses	(9,517,132)	(14,070,731)	(14,585,770)	(15,736,919)	(13,987,348)	(13,809,395)	(13,305,217)	(13,207,625)
NET CHANGE TO FUND BALANCE	1,487,296	(3,282,187)	(2,470,890)	(5,042,721)	304,064	(2,741,972)	(2,680,577)	(1,939,772)
Beginning Fund Balance	14,252,036	15,739,333	15,739,333	13,268,443	8,225,722	8,529,786	5,787,813	3,107,237
Ending Fund Balance	15,739,332	12,457,146	13,268,443	8,225,722	8,529,786	5,787,813	3,107,237	1,167,465
Restricted/Committed/Assigned	657,776	298,560	1,011,684	1,011,684	588,218	(423,466)	(423,466)	164,752
Unassigned Ending Balance	\$ 15,081,557	\$ 12,158,587	\$ 12,256,759	\$ 7,214,038	\$ 7,941,568	\$ 6,211,279	\$ 3,530,703	\$ 1,002,713
Operating Expenditures	\$9,432,132	\$10,070,731	\$10,585,770	\$11,853,353	\$10,907,551	\$11,156,000	\$11,413,922	\$11,705,230
Operating Cost per Day	\$25,841	\$27,591	\$29,002	\$32,475	\$29,884	\$30,564	\$31,271	\$32,069
OPERATING DAYS	584	441	423	222	266	203	113	31

ENTERPRISE FUNDS								
Total Revenues and Other Sources	\$ 6,253,274	\$ 5,724,016	\$ 23,348,652	\$ 6,107,775	\$ 6,156,670	\$ 6,263,625	\$ 6,360,485	\$ 6,475,195
Total Expenditures and Other Uses	(4,976,685)	(6,013,468)	(21,256,204)	(6,851,618)	(6,411,027)	(6,434,727)	(6,535,230)	(6,480,617)
NET CHANGE TO FUND BALANCE	1,276,589	(289,452)	2,092,447	(743,843)	(254,357)	(171,102)	(174,746)	(5,423)
Beginning Working Capital	5,705,502	6,982,091	6,982,091	9,074,539	8,330,695	8,076,338	7,905,236	7,730,490
Ending Working Capital	6,982,091	6,692,639	9,074,539	8,330,695	8,076,338	7,905,236	7,730,490	7,725,068
Restricted/Committed/Assigned	1,547,130	1,517,191	639,746	629,470	519,537	513,105	502,073	490,784
Unassigned Working Capital	\$ 5,434,961	\$ 5,175,448	\$ 8,434,792	\$ 7,701,225	\$ 7,556,801	\$ 7,392,131	\$ 7,228,417	\$ 7,234,284

INTERNAL SERVICE FUNDS								
Total Revenues and Other Sources	\$ 608,530	\$ 2,980,775	\$ 2,978,350	\$ 3,485,491	\$ 1,977,060	\$ 2,412,070	\$ 1,662,080	\$ 662,091
Total Expenditures and Other Uses	(425,692)	(2,033,287)	(1,879,066)	(2,064,545)	(1,471,000)	(1,309,000)	(1,838,515)	(1,133,000)
NET CHANGE TO FUND BALANCE	182,838	947,488	1,099,284	1,420,946	506,060	1,103,070	(176,435)	(470,909)
Beginning Fund Balance	1,980,839	2,163,677	2,163,677	3,262,961	4,683,907	5,189,967	6,293,037	6,116,603
Ending Fund Balance	2,163,677	3,111,165	3,262,961	4,683,907	5,189,967	6,293,037	6,116,603	5,645,693
Restricted/Committed/Assigned	2,163,677	3,111,165	3,262,961	4,683,907	5,189,967	6,293,037	6,116,603	5,645,693
Unassigned Ending Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

SPECIAL REVENUE FUNDS								
Total Revenues and Other Sources	\$ 1,987,623	\$ 2,465,250	\$ 3,988,721	\$ 3,102,316	\$ 3,437,486	\$ 3,092,113	\$ 2,647,426	2,697,881.14
Total Expenditures and Other Uses	(2,064,052)	(2,381,299)	(2,908,992)	(3,195,475)	(3,084,223)	(3,449,286)	(3,201,491)	(3,209,605.90)
NET CHANGE TO FUND BALANCE	(76,429)	83,951	1,079,729	(93,159)	353,263	(357,173)	(554,065)	(511,724.76)
Beginning Fund Balance	834,616	758,189	758,189	1,837,918	1,744,758	2,098,022	1,740,848	1,186,783
Ending Fund Balance	758,188	842,140	1,837,918	1,744,758	2,098,022	1,740,848	1,186,783	675,059
Restricted/Committed/Assigned	758,188	842,140	1,837,918	1,744,758	2,098,022	1,740,848	1,186,783	675,059
Unassigned Ending Balance	-	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

DEBT SERVICE FUNDS								
Total Revenues and Other Sources	7,411,961	2,760,000	2,848,235	2,825,757	2,629,906	2,606,418	2,601,688	2,595,681
Total Expenditures and Other Uses	(7,458,486)	(2,868,587)	(2,919,541)	(2,858,445)	(2,629,906)	(2,606,418)	(2,601,688)	(2,595,681)
NET CHANGE TO FUND BALANCE	(46,524)	(108,587)	(71,306)	(32,688)	-	-	-	-
Beginning Fund Balance	150,518	103,994	103,994	32,688	(0)	(0)	(0)	(0)
Ending Fund Balance	103,994	(4,593)	32,688	(0)	(0)	(0)	(0)	(0)
Restricted/Committed/Assigned	103,994	(4,593)	32,688	(0)	(0)	(0)	(0)	(0)
Unassigned Ending Balance	-	-	-	-	-	0	0	0

FIVE YEAR FINANCIAL FORECAST

FUND	AUDITED FY 2021	ADOPTED FY 2022	REVISED FY 2022	PROPOSED FY 2023	Projected FY 2024	Projected FY 2025	Projected FY 2026	Projected FY 2027
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CAPITAL PROJECT FUNDS

Total Revenues and Other Sources	\$ 5,823,718	\$ 4,614,602	\$ 2,209,890	\$ 1,755,100	\$ 1,349,947	\$ 413,496	\$ 401,447	\$ 862,598
Total Expenditures and Other Uses	(2,186,739)	(2,991,720)	(1,953,114)	(2,515,033)	(240,865)	-	-	-
NET CHANGE TO FUND BALANCE	3,636,979	1,622,882	256,776	(759,933)	1,109,082	413,496	401,447	862,598
Beginning Fund Balance	4,551,045	8,188,024	8,188,024	8,444,800	7,684,867	8,793,949	9,207,445	9,608,891
Ending Fund Balance	8,188,024	9,810,906	8,444,800	7,684,867	8,793,949	9,207,445	9,608,891	10,471,489
Restricted/Committed/Assigned	6,135,522	8,003,404	6,483,298	6,293,365	7,197,397	7,405,792	7,602,087	8,259,482
Unassigned Ending Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

GRAND TOTAL ALL MUNICIPAL FUND TYPES

Total Revenues and Other Sources	\$ 33,089,535	\$ 29,333,188	\$ 47,488,728	\$ 27,970,637	\$ 29,842,481	\$ 25,855,144	\$ 24,297,766	\$ 24,561,299
Total Expenditures and Other Uses	(26,628,785)	(30,359,092)	(45,502,687)	(33,222,035)	(27,824,369)	(27,608,826)	(27,482,141)	(26,626,529)
NET CHANGE TO FUND BALANCE	6,460,749	(1,025,905)	1,986,040	(5,251,398)	2,018,112	(1,753,682)	(3,184,376)	(2,065,231)
Beginning Fund Balance	27,474,557	33,935,308	33,935,308	35,921,349	30,669,950	32,688,062	30,934,380	27,750,004
Ending Fund Balance	33,935,306	32,909,403	35,921,349	30,669,950	32,688,062	30,934,380	27,750,004	25,684,773
Restricted/Committed/Assigned	11,366,287	13,767,867	13,268,295	14,363,185	15,593,141	15,529,317	14,984,080	15,235,770
Unassigned Ending Balance	\$ 20,516,518	\$ 17,334,035	\$ 20,691,551	\$ 14,915,263	\$ 15,498,369	\$ 13,603,410	\$ 10,759,120	\$ 8,236,996



GENERAL FUND

GENERAL FUND

OVERVIEW

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



FY22 REVISION

REVENUES

Revisions to the adopted FY22 budget include:

- Sales tax exceeded expectations by estimated \$2.6m (*netted against transfer to Economic Development 4B Fund*) as revenues in general were higher than anticipated but a >\$2m one-time anomaly was also received for February reporting period;
- Permits & fees estimated revenues were reduced by \$871k as Entrada commercial and residential didn't move forward as expected;
- Miscellaneous permits and fees were increased \$143k as per FYE (*fiscal year-end*) estimates;
- Miscellaneous income was reduced by \$217k mainly due to pushing the \$211k ARPA funds to FY23 revenue recognition;
- Franchise fees were reduced by \$410k as per FYE estimates;
- Fines and forfeitures were reduced by \$24k as per FYE estimates; and
- Transfer in from the Utility Fund increased by \$82k per impact fees update.

EXPENDITURES

Revisions to the adopted FY22 budget include:

- Increase in payroll by \$412k due to addition of 4 FTEs (DBA, Admin Assistant, WA Communications Specialist, and Firefighter/Paramedic for the Academy), mid-year increase in Town Manager's salary approved by Council and then severance agreement for Town Manager at end of year;
- Increase in rent/lease & utilities by \$108k as per FYE estimates (*mainly water and ROW irrigation*);
- Increase in services by \$5k as per FYE estimates;
- Increase in supplies by \$115k due to Council approved Audio/Visual Equipment/Software for Swag-It; and
- Decrease transfer out to Debt Service of \$125k.

FUND BALANCE

Revisions have affected fund balance in an increase of \$811k, mainly due to increase in sales tax revenues.



FY23 PROPOSED

REVENUES

Revenues are proposed at \$10.7m which is a 12% decline in the revised FY22 budget mainly due to one-time sales tax revenues. Sales and use tax revenue is volatile with many variables to include one-time outlier payments, economic pressures, and legislative changes. It is proposed to generate a conservative 43% of the General Fund revenues, retaining 75% and transferring the remaining 25% to the 4B Economic Development Fund. The proposed budget is 35% reduced from the revised FY22 due to one-time revenues. Property Tax represents 19% of overall revenues and has increased 18% in the General Fund from revised FY22 though the rate of 0.16788/\$100 assessed valuation has remained constant. Residential and commercial building Permits and Fees make up 22% of revenues increasing in FY23 for anticipated construction starts in Entrada, Westlake Ranch/Aspen Estates, Lifetime Fitness, and a 7-Eleven. Other less significant revenue streams include Court Fines and Forfeitures, Interest Income, Beverage Tax, and Franchise Fees, all of which are increased conservatively from the revised FY22 budget.

EXPENDITURES

General Fund total expenditures of \$15.8m are 8% higher than the revised FY22 budget, much of which vastly relates to payroll representing 55% of total operational costs. Payroll is presented at a 4% increase related to a market adjustment and is reimbursed by both the Utility Fund and Visitors Association Fund for the proportion of employees that work in those areas. Included in these numbers is also the remainder of the severance agreement payout to the former Town Manager, as well as 3 additional full-time equivalent staff members (FTEs). 22% of the operating expenditures proposed are in services, which has decreased slightly from the revised FY22 budget, and includes the Keller Police Contract, attorneys' fees, and consultant fees. Less significant expenditures include rent and utilities, repair and maintenance, supplies, and travel and training. Of the overall expenditures in the fund, transfers to internal service funds as well as CIP and Visitors Association funds represents 25% of the total expenditures. These transfers support finance projects, capital repairs and maintenance, and Debt Service.

New to FY23 are transfers to Westlake Academy to include foundation staff full reimbursement and operational costs to provide for their balanced budget. The Westlake Foundation will transfer Blacksmith Donations raised to the Municipality via the General Fund. The General Fund will then transfer 100% of those funds to Westlake Academy with any shortfall in the \$1.1m budget to be supplemented by the General Fund's fund balance.

FUND BALANCE

The proposed FY23 ending fund balance is \$8.2m, which is a 38% decrease from revised FY22. Transfers out of the General Fund including additional support to the Westlake Academy, Payroll expenditure increases, and reduction of sales tax revenues significantly contribute to this decline. Operating costs per day is proposed at \$32,475 with 222 operating days which exceeds the required 180 minimum operating days as determined by Council.

GENERAL FUND
Program Summary
Fiscal Year 2023

	Audited Actuals FY 2021	Adopted Budget FY 2022	Revised Budget FY 2022	Proposed Budget FY 2023	FY 2023 vs FY 2022	Proposed vs Adopted	FY 2023 vs FY 2022	Adopted vs Revised
REVENUES & OTHER SOURCES								
General Sales Tax	\$ 4,779,275	\$ 4,500,000	\$ 7,125,000	\$ 4,638,709	\$ 138,709	3%	\$ (2,486,291)	-35%
Property Tax	2,017,446	1,705,163	1,705,163	2,004,100	298,937	18%	298,937	18%
Beverage Tax	23,269	40,000	40,000	42,000	2,000	5%	2,000	5%
Franchise Fees	735,262	942,125	532,225	547,135	(394,990)	-42%	14,910	3%
Permits & Fees Other	360,760	213,563	356,563	252,750	39,187	18%	(103,813)	-29%
Permits & Fees Building	2,118,607	2,567,656	1,696,179	2,178,528	(389,128)	-15%	482,349	28%
Fines & Forfeitures Court	582,854	475,600	474,500	503,585	27,985	6%	29,085	6%
Interest Income	23,696	48,800	24,345	28,800	(20,000)	-41%	4,455	18%
Contributions	132,730	-	-	-	-	0%	-	0%
Misc Income	25,515	227,638	10,905	431,366	203,728	89%	420,461	3856%
Total Revenues	10,799,414	10,720,545	11,964,880	10,626,973	(93,572)	-1%	(1,337,907)	-11%
Transfer In from Fund 500 Utility	205,014	68,000	150,000	67,225	(775)	-1%	(82,775)	-55%
Total Other Sources	205,014	68,000	150,000	67,225	(775)	-1%	(82,775)	-55%
GRAND TOTAL REVENUES & OTHER SOURCES	\$ 11,004,428	\$ 10,788,545	\$ 12,114,880	\$ 10,694,198	\$ (94,347)	-1%	\$ (1,420,682)	-12%
EXPENDITURES & OTHER USES								
Salaries	\$ 4,392,679	\$ 4,743,851	\$ 5,169,939	\$ 4,135,149	\$ (608,702)	-13%	\$ (1,034,790)	-20%
Transfers In	(665,804)	(1,080,019)	(1,132,303)	(1,158,375)	(78,356)	7%	(26,072)	2%
Transfers Out	-	-	-	1,430,765	1,430,765	100%	1,430,765	100%
Insurance	569,643	606,511	606,511	811,821	205,310	34%	205,310	34%
Taxes	369,643	413,290	414,755	566,103	152,813	37%	151,348	36%
Retirement	507,354	550,216	586,973	706,891	156,675	28%	119,918	20%
Total Payroll and Related	5,173,516	5,233,849	5,645,875	6,492,355	1,258,506	24%	846,480	15%
Capital Outlay	26,162	38,215	38,215	35,350	(2,865)	-7%	(2,865)	-7%
Debt Service	36,677	36,680	36,680	36,680	-	0%	-	0%
Insurance	67,140	82,016	82,016	84,085	2,069	3%	2,069	3%
Leases and Rentals	10,930	50,135	58,135	11,287	(38,848)	-77%	(46,848)	-81%
Public Notices	13,057	19,140	19,140	22,140	3,000	16%	3,000	16%
Rent & Utilities	838,800	789,344	889,594	933,683	144,339	18%	44,089	5%
Repair & Maintenance	299,076	404,600	404,600	473,735	69,135	17%	69,135	17%
Services	2,183,958	2,677,804	2,682,804	2,625,056	(52,748)	-2%	(57,748)	-2%
Supplies	225,020	318,673	433,673	321,465	2,792	1%	(112,209)	-26%
Travel & Training	130,755	227,038	227,038	264,283	37,245	16%	37,245	16%
Westlake Academy Shared Services	69,872	68,000	68,000	553,234	485,234	714%	485,234	714%
Transfer Out Operating (DS-300)	357,169	125,237	-	-	(125,237)	-100%	-	0%
Operations and Maintenance	4,258,616	4,836,882	4,939,895	5,360,998	524,116	11%	421,103	9%
OTAL OPERATIONS and MAINTENANCE EXPENDITURES	\$ 9,432,131	\$ 10,070,731	\$ 10,585,770	\$ 11,853,353	\$ 1,782,622	18%	\$ 1,267,583	12%
Transfer Out to VA	-	500,000	500,000	250,000	(250,000)	100%	(250,000)	100%
Transfer Out to Fund 600 GMR	10,000	1,500,000	1,500,000	1,123,466	(376,534)	-25%	(376,534)	-25%
Transfer Out to Fund 605 VMR-GF	75,000	1,000,000	1,000,000	1,500,000	500,000	100%	500,000	100%
Transfer Out to CP	-	1,000,000	1,000,000	1,010,100	10,100	100%	10,100	100%
Total Transfers Out	85,000	4,000,000	4,000,000	3,883,566	(116,434)	-3%	(116,434)	-3%
SUB-TOTAL NON-OPERATING EXPENDITURES	\$ 85,000	\$ 4,000,000	\$ 4,000,000	\$ 3,883,566	\$ (116,434)	-3%	\$ (116,434)	-3%
GRAND TOTAL ALL EXPENDITURES & OTHER USES	\$ 9,517,131	\$ 14,070,731	\$ 14,585,770	\$ 15,736,919	\$ 1,666,188	12%	\$ 1,151,149	8%

GENERAL FUND

Program Summary

Fiscal Year 2023

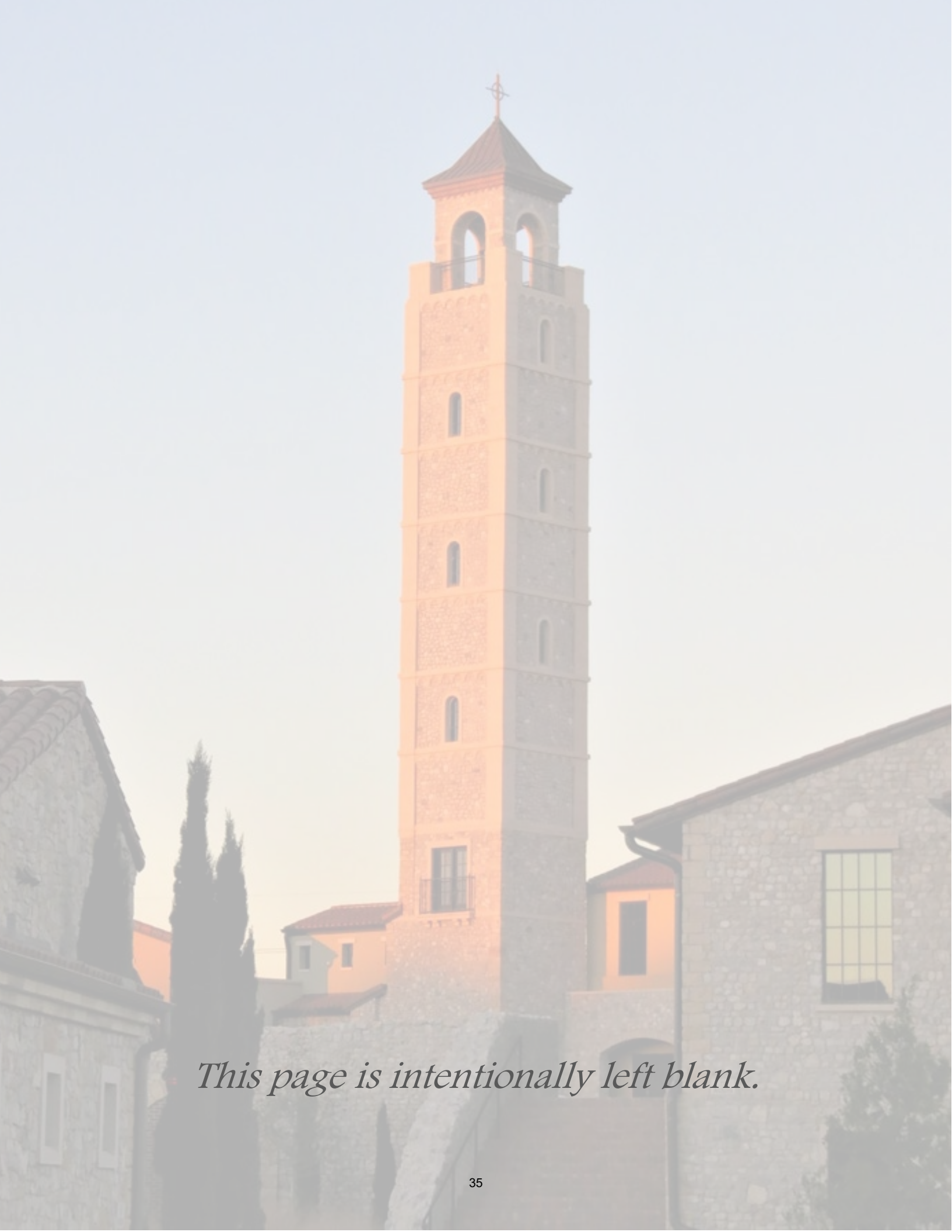
	Audited Actuals FY 2021	Adopted Budget FY 2022	Revised Budget FY 2022	Proposed Budget FY 2023	FY 2023 vs FY 2022	Proposed vs Adopted	FY 2023 vs FY 2022	Adopted vs Revised
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SUMMARY

EXCESS REVENUES OVER(UNDER) EXPENDITURES	1,487,297	(3,282,186)	(2,470,890)	(5,042,721)	(1,760,535)	54%	(2,571,831)	104%
FUND BALANCE, BEGINNING	14,252,036	15,739,333	15,739,333	13,268,443	(2,470,890)	-16%	(2,470,890)	-16%
FUND BALANCE, ENDING	\$ 15,739,333	\$ 12,457,147	\$ 13,268,443	\$ 8,225,722	\$ (4,231,425)	-34%	\$ (5,042,721)	-38%
Restricted/Assigned/Committed Funds	657,776	298,560	1,011,684	1,011,684	713,124	239%	-	0%
UNASSIGNED FUND BALANCE, ENDING	\$ 15,081,557	\$ 12,158,587	\$ 12,256,759	\$ 7,214,038	\$ (4,944,549)	-41%	\$ (5,042,721)	-41%
Operating Cost per Day	\$25,841	\$27,591	\$29,002	\$32,475	\$4,884	18%	\$3,473	12%
Operating Days	584	441	423	222	(219)	-50%	(200)	-47%

Restricted Cash

Court Technology 100-10112-15-000	\$ 68,172	\$ 60,000	\$ 74,685	\$ 74,685	\$ 14,685	20%	\$ -	0%
Court Security 100-10113-15-000	163,756	110,000	173,202	173,202	63,202	36%	-	0%
Court Efficiency 100-10116-15-000	14,483	10,500	14,598	14,598	4,098	28%	-	0%
Court Cash Drawer 100-10111-15-000	600	-	600	600	600	100%	-	0%
Court County Bonds 100-10114-15-000	37,291	-	38,277	38,277	38,277	100%	-	0%
Court Child Safety 100-10117-15-000	25	-	51	51	51	100%	-	0%
P&D Escrow 100-10110-12-105	37,270	-	26,972	26,972	26,972	100%	-	0%
Tree Escrow 100-10110-00-101	181,471	63,350	259,526	259,526	196,176	76%	-	0%
Street Escrow 100-10110-00-102	54,707	54,710	54,707	54,707	(3)	0%	-	0%
Open Space Escrow 100-10110-00-106	100,000	-	-	-	-	0%	-	0%
2021 CLFRF - ARPA 100-10107-00-000	-	-	369,066	369,066	369,066	100%	-	0%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS	\$ 657,776	\$ 298,560	\$ 1,011,684	\$ 1,011,684	\$ 713,124	70%	\$ -	0%



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GENERAL FUND
BY DEPARTMENT
Fiscal Year 2023

Department	Council	General Services	Town Manager's Office	Planning and Development	Town Secretary's Office	Fire/EMS Department	Municipal Court	Public Works	Facilities Maintenance	Finance Department	Parks and Recreation
REVENUES AND OTHER SOURCES											
General Sales Tax	\$ -	\$ 4,638,709	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Property Tax	-	2,004,100	-	-	-	-	-	-	-	-	-
Beverage Tax	-	42,000	-	-	-	-	-	-	-	-	-
Franchise Fees	-	547,135	-	-	-	-	-	-	-	-	-
Permits & Fees Other	-	2,750	-	150,000	-	100,000	-	-	-	-	-
Permits & Fees Building	-	-	-	2,105,328	-	73,200	-	-	-	-	-
Fines and Forfeitures	-	-	-	-	-	-	503,585	-	-	-	-
Investment Earnings	-	25,000	-	-	-	-	3,800	-	-	-	-
Contributions	-	-	-	-	-	-	-	-	-	-	-
Misc Income	-	431,266	-	-	-	100	-	-	-	-	-
Total Revenues	-	7,690,960	-	2,255,328	-	173,300	507,385	-	-	-	-
Transfers In	-	-	-	-	-	-	-	-	-	-	-
Total Other Sources	-	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUES AND OTHER SOURCES	\$ -	\$ 7,690,960	\$ -	\$ 2,255,328	\$ -	\$ 173,300	\$ 507,385	\$ -	\$ -	\$ -	\$ -
EXPENDITURES AND OTHER USES											
PR Salaries	-	45,281	522,545	398,713	29,887	1,831,681	332,654	244,649	31,586	277,258	36,097
PR Transfer In	\$ -	\$ (19,213)	\$ (307,848)	\$ -	\$ -	\$ -	\$ -	\$ (256,163)	\$ -	\$ (277,177)	\$ (39,611)
PR Transfer Out	-	-	-	-	-	-	-	-	-	-	-
PR Insurance	-	11,101	92,488	40,854	23,021	295,216	86,316	34,153	5,653	109,393	5,653
PR Taxes	-	4,598	66,350	34,978	8,712	248,712	44,064	33,969	3,035	46,604	3,035
PR Retirement	-	7,229	105,504	51,243	13,455	248,075	52,512	35,400	4,729	72,543	4,729
Total Payroll & Related	-	48,996	479,040	525,788	75,075	2,623,684	515,546	92,008	45,003	228,621	9,903
Capital Outlay	-	-	-	-	-	21,900	-	1,000	6,500	-	2,200
Debt Service	-	36,680	-	-	-	-	-	-	-	-	-
Insurance	-	22,714	-	-	-	45,860	850	12,093	1,944	-	624
Leases and Rentals	-	2,472	-	-	250	-	1,075	-	-	-	-
Public Notices	-	-	-	-	15,000	140	-	-	1,500	-	-
Rent & Utilities	-	361,398	-	-	-	95,172	-	265,000	2,800	-	118,965
Repair & Maintenance	-	-	-	-	-	59,445	690	102,669	114,231	-	76,700
Security	-	-	-	-	-	-	-	-	-	-	-
Services	2,000	449,175	-	206,750	19,165	79,314	55,024	188,000	99,185	62,675	191,500
Supplies	-	43,484	3,500	22,800	2,070	120,157	18,250	14,725	34,808	17,046	8,545
Transfer Out to DS	-	-	-	-	-	-	-	-	-	-	-
Travel & Training	-	46,040	35,350	9,800	9,610	60,110	8,954	7,581	10,320	10,913	5,000
Shared Services	-	-	-	-	-	-	-	-	-	-	-
Total Operations	2,000	961,963	38,850	239,350	46,095	482,098	84,843	591,068	271,288	90,634	403,534
Transfers Out	-	-	-	-	-	-	-	-	-	-	-
Other Uses	-	-	-	-	-	-	-	-	-	-	-
Total Other Uses	-	-	-	-	-	-	-	-	-	-	-
TOTAL EXPENDITURES AND OTHER USES	2,000	1,010,959	517,890	765,138	121,170	3,105,782	600,389	683,076	316,291	319,255	413,437
EXCESS REVENUES OVER (UNDER) EXPENDITURES	\$ (2,000)	\$ 6,680,002	\$ (517,890)	\$ 1,490,190	\$ (121,170)	\$ (2,932,482)	\$ (93,004)	\$ (683,076)	\$ (316,291)	\$ (319,255)	\$ (413,437)

GENERAL FUND
BY DEPARTMENT
Fiscal Year 2023

Department	Information Technology	Human Resources	Communications	Police Services	** Westlake Academy	Transfers In and Out	TOTAL
REVENUES AND OTHER SOURCES							
General Sales Tax	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,638,709
Property Tax	-	-	-	-	-	-	2,004,100
Beverage Tax	-	-	-	-	-	-	42,000
Franchise Fees	-	-	-	-	-	-	547,135
Permits & Fees Other	-	-	-	-	-	-	252,750
Permits & Fees Building	-	-	-	-	-	-	2,178,528
Fines and Forfeitures	-	-	-	-	-	-	503,585
Investment Earnings	-	-	-	-	-	-	28,800
Contributions	-	-	-	-	-	-	-
Misc Income	-	-	-	-	-	-	431,366
Total Revenues	-	-	-	-	-	-	10,626,973
Transfers In	-	-	-	-	-	67,225	67,225
Total Other Sources	-	-	-	-	-	67,225	67,225
TOTAL REVENUES AND OTHER SOURCES	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 67,225	\$ 10,694,198

EXPENDITURES AND OTHER USES							
PR Salaries	119,143	74,657	190,998	-	-	-	4,135,149
PR Transfer In	\$ -	\$ (27,142)	\$ (231,221)	\$ -	\$ -	\$ -	\$ (1,158,375)
PR Transfer Out	-	-	-	-	1,430,765	-	1,430,765
PR Insurance	52,253	14,311	41,409	-	-	-	811,821
PR Taxes	32,974	17,614	21,458	-	-	-	566,103
PR Retirement	50,985	27,200	33,287	-	-	-	706,891
Total Payroll & Related	255,355	106,640	55,931	-	1,430,765	-	6,492,355
Capital Outlay	-	-	-	-	3,750	-	35,350
Debt Service	-	-	-	-	-	-	36,680
Insurance	-	-	-	-	-	-	84,085
Leases and Rentals	-	-	-	-	7,490	-	11,287
Public Notices	-	5,000	500	-	-	-	22,140
Rent & Utilities	-	-	-	-	90,348	-	933,683
Repair & Maintenance	57,500	-	-	-	62,500	-	473,735
Security	-	-	-	-	-	-	-
Services	62,000	9,750	5,000	1,032,869	162,649	-	2,625,056
Supplies	8,270	3,650	3,000	-	21,159	-	321,465
Transfer Out to DS	-	-	-	-	-	-	-
Travel & Training	11,115	12,950	24,545	-	11,995	-	264,283
Shared Services	-	-	-	-	553,234	-	553,234
Total Operations	138,885	31,350	33,045	1,032,869	913,126	-	5,360,998
Transfers Out	-	-	-	-	-	3,883,566	3,883,566
Other Uses	-	-	-	-	-	-	-
Total Other Uses	-	-	-	-	-	3,883,566	3,883,566
TOTAL EXPENDITURES AND OTHER USES	394,240	137,990	88,976	1,032,869	2,343,891	3,883,566	15,736,919

EXCESS REVENUES OVER (UNDER) EXPENDITURES	\$ (394,240)	\$ (137,990)	\$ (88,976)	\$ (1,032,869)	\$ (2,343,891)	\$ (3,816,341)	\$ (5,042,721)
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** Westlake Academy related expenditures supported by Municipal General Fund.
PR salaries are offset by PR Transfers out when appropriate.



ENTERPRISE FUNDS

THE MUNICIPAL BUDGET HAS TWO ENTERPRISE FUNDS WHICH ARE USED TO REPORT BUSINESS-TYPE ACTIVITIES.

CEMETERY FUND

OVERVIEW

This fund includes all operations associated with the 5.5-acre cemetery located on JT Ottinger Road. This fund accounts for operational activities such as interment, lot sales, record keeping, and maintenance (grounds, fences, trees and flower beds).



FY22 REVISION

REVENUES

Revisions to the adopted FY22 budget include:

- Increase in section sales as per FYE estimates offset by small interest income reduction netting \$11k.

EXPENDITURES

No revisions to the adopted FY22 budget.

FUND BALANCE (Working Capital)

Revisions have affected fund balance in an increase of \$11k.



FY23 PROPOSED

REVENUES

Revenues are proposed at \$15k, of which sectional sales mark 80% of the total revenues. Overall revenues are 31% decreased from the revised budget maintaining conservative projections for FY23.

EXPENDITURES

Overall expenditures are \$25k representing a 5% increase from the revised FY22 budget. Engineering and landscaping costs mark 51% of the expenditures, though they stayed consistent year-over-year. ROW Irrigation represents 11% of the budgeted expenditures and is anticipated to increase \$1k in FY23.

FUND BALANCE (Working Capital)

The ending fund balance is proposed at \$312,775, which is a 3% decrease from revised FY22.

CEMETERY FUND 255

Program Summary

Fiscal Year 2023

	Audited Actuals FY 2021	Adopted Budget FY 2022	Revised Budget FY 2022	Proposed Budget FY 2023	FY 2023 vs FY 2022	Proposed vs Adopted	FY 2023 vs FY 2022	Proposed vs Revised
REVENUES & OTHER SOURCES								
Charge for Service	\$ 25,145	\$ 10,100	\$ 20,780	\$ 13,900	\$ 3,800	38%	\$ (6,880)	-33%
Investment Earnings	385	500	375	500	-	0%	125	33%
Misc Income	-	525	525	525	-	0%	-	0%
Total Revenues	25,530	11,125	21,680	14,925	3,800	34%	(6,755)	-31%
GRAND TOTAL REVENUES & OTHER SOURCES	\$ 25,530	\$ 11,125	\$ 21,680	\$ 14,925	\$ 3,800	34%	\$ (6,755)	-31%
EXPENSES & OTHER USES								
Repair & Maintenance	\$ 78.52	\$ 4,875	\$ 4,875	\$ 4,875	\$ -	0%	\$ -	0%
Services	7,981	16,311	16,311	17,486	1,175	7%	1,175	7%
Supplies	377	215	215	215	-	100%	-	0%
Travel & Training	-	2,625	2,625	2,625	-	0%	-	0%
Operations and Maintenance	8,437	24,026	24,026	25,201	1,175	5%	1,175	5%
SUB-TOTAL OPERATIONS and MAINTENANCE EXPENSES	8,437	24,026	24,026	25,201	1,175	5%	1,175	5%
GRAND TOTAL ALL EXPENSES & OTHER USES	\$ 8,437	\$ 24,026	\$ 24,026	\$ 25,201	\$ 1,175	5%	\$ 1,175	5%
SUMMARY								
EXCESS REVENUES OVER(UNDER) EXPENSES	17,093	(12,901)	(2,346)	(10,276)	2,625	-20%	(7,930)	338%
FUND BALANCE, BEGINNING (Working Capital)	308,304	325,397	325,397	323,051	(2,346)	-1%	(2,346)	-1%
FUND BALANCE, ENDING (Working Capital)	\$ 325,397	\$ 312,496	\$ 323,051	\$ 312,775	\$ 279	0%	\$ (10,276)	-3%
Restricted/Assigned/Committed Funds	325,397	312,496	323,051	312,775	279	0%	(10,276)	-3%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%

UTILITY FUND

OVERVIEW

This fund accounts for the acquisition, operation, and maintenance of water, and sewer. 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.



FY22 REVISION

REVENUES

Revisions to the adopted FY22 budget include:

- Water and sewer revenues increased by \$1.2m and \$682k respectively and impact fees increased by \$83k, netting to overall increase in charges for service revenues by \$2m;
- Duct bank permits decreased by \$74k as per planning and development estimates, mainly in Entrada residential;
- Interest income and miscellaneous income decreased \$9k as per FYE estimates;
- General Obligations Refunding Bonds Series 2022 (GORB) were issued which satisfied the debt owed to Hillwood Alliance Group for reimbursement obligations; bond proceeds increased other sources by \$15.7m.

EXPENDITURES

Revisions to the adopted FY22 budget include:

- Payroll costs transfer to the General Fund was increased by \$26k;
- 2022 GORB increased debt service expenditures by \$15.1m; and
- Transfers increased by \$82k to the General Fund mainly due to the impact fees.

FUND BALANCE (Working Capital)

Revisions have affected fund balance by \$2.4m mainly due to water and sewer revenue increase.



REVENUES

Total revenues are proposed at \$6m which is a 74% decrease from revised FY22 mainly contributed to Debt Service for the 2022 GORB. Charges for service represents 94% of the overall revenues and is decreasing 21% from revised FY22 due to water and sewer revenues conservatively estimated in FY23 even with 5% rate increases. The drought¹ during the summer of FY22 contributed to higher revenues than originally anticipated in the year. Duct bank permit fees have been programmed based on current prospects of construction starts and are anticipated to increase contributing to the overall 21% on permits and fees proposed revenues.

EXPENDITURES

Overall expenditures in this fund are proposed at \$6.8m which is a 68% decrease from revised FY22, though this decline is largely due to the bond issuance payment to satisfy reimbursement obligations with Hillwood Alliance Group. Of overall expenditures, payroll transfers to the General Fund are 8%, debt service is 16%, and services are 55%. Services increased 7% from revised FY22 mainly due to increased water purchases from Ft. Worth. Transfers out are 13% of overall expenditures with the bulk going to the Utility Maintenance and Replacement internal service fund, and a small portion going to the General Fund for impact fees.

No debt issuance from this fund is planned for FY23 or the outyears at this time.

FUND BALANCE (Working Capital)

The proposed ending fund balance of \$8m is an 8% decrease from revised FY22 with a \$734k net change. Operating costs per day is proposed at \$18,703 with 429 operating days which exceeds the required 180 minimum operating days as determined by Council.

¹ Driest year to date over the past 128 years (January-July 2022). Source: [Tarrant County Conditions | Drought.gov](https://www.tarrantcountytx.gov/drought).

UTILITY FUND 500
Program Summary
Fiscal Year 2023

	Audited Actuals FY 2021	Adopted Budget FY 2022	Revised Budget FY 2022	Proposed Budget FY 2023	FY 2023 vs FY 2022	Proposed vs Adopted	FY 2023 vs FY 2022	Proposed vs Revised
REVENUES & OTHER SOURCES								
Charge for Service	\$ 5,967,532	\$ 5,337,455	\$ 7,307,143	\$ 5,738,132	\$ 400,677	8%	\$ (1,569,011)	-21%
Permits & Fees Utility	230,575	342,411	268,011	323,218	(19,193)	-6%	55,207	21%
Investment Earnings	10,589	15,000	12,300	15,000	-	0%	2,700	22%
Misc Income	19,048	18,025	11,975	16,500	(1,525)	-8%	4,525	38%
Total Revenues	6,227,744	5,712,891	7,599,429	6,092,850	379,959	7%	(1,506,579)	-20%
Other Sources	-	-	15,727,543	-	-	0%	(15,727,543)	-100%
Total Transfer In and Other Sources	-	-	15,727,543	-	-	0%	(15,727,543)	-100%
GRAND TOTAL REVENUES & OTHER SOURCES	\$ 6,227,744	\$ 5,712,891	\$ 23,326,972	\$ 6,092,850	\$ 379,959	7%	\$ (17,234,122)	-74%
Compensated Absences	\$ 3,729	\$ 9,195	\$ 9,195	\$ 4,645	\$ (4,550)	-49%	\$ (4,550)	-49%
Transfers Out	475,706	582,764	608,906	569,460	(13,304)	-2%	(39,446)	-6%
Taxes	3,673	3,930	3,930	3,930	-	100%	-	100%
Total Payroll and Related	485,832	595,889	622,031	578,035	(17,854)	-3%	(43,996)	-7%
Capital Outlay	32,925	38,055	38,055	25,780	(12,275)	-32%	(12,275)	-32%
Debt Service	987,121	1,020,857	16,155,451	1,067,574	46,717	5%	(15,087,878)	-93%
Leases and Rentals	-	1,500	1,500	1,500	-	0%	-	0%
Rent & Utilities	147,640	191,297	191,297	204,136	12,839	7%	12,839	7%
Repair & Maintenance	179,280	154,065	154,065	330,299	176,234	114%	176,234	114%
Services	2,824,209	3,487,444	3,487,444	3,729,371	241,927	7%	241,927	7%
Supplies	15,578	9,540	9,540	13,703	4,163	44%	4,163	44%
Travel & Training	650	7,795	7,795	8,795	1,000	13%	1,000	13%
Operations and Maintenance	4,187,403	4,910,553	20,045,147	5,381,158	470,605	10%	(14,663,990)	-73%
SUB-TOTAL OPERATIONS and MAINTENANCE EXPENSES	4,673,235	5,506,442	20,667,178	5,959,192	452,750	8%	(14,707,986)	-71%
Transfer out to Fund 100 General Fund	\$ 205,014	\$ 68,000	\$ 150,000	\$ 67,225	\$ (775)	-1%	\$ (82,775)	-55%
Transfer out to Fund 505 Utility Vehicle	60,000	65,000	65,000	-	(65,000)	-100%	(65,000)	-100%
Transfer out to Fund 510 Utility M&R	30,000	350,000	350,000	800,000	450,000	129%	450,000	129%
Total Transfers Out and Other Uses	295,014	483,000	565,000	867,225	384,225	80%	302,225	53%
SUB-TOTAL NON-OPERATING EXPENSES	295,014	483,000	565,000	867,225	384,225	80%	302,225	53%
GRAND TOTAL ALL EXPENSES & OTHER USES	\$ 4,968,249	\$ 5,989,442	\$ 21,232,178	\$ 6,826,417	\$ 836,975	14%	\$ (14,405,761)	-68%
EXCESS REVENUES OVER(UNDER) EXPENSES	1,259,496	(276,551)	2,094,793	(733,567)	(457,016)	165%	(2,828,361)	-135%
FUND BALANCE, BEGINNING (Working Capital)	5,397,199	6,656,694	6,656,694	8,751,487	2,094,793	31%	2,094,793	31%
FUND BALANCE, ENDING (WORKING CAPITAL)	\$ 6,656,694	\$ 6,380,143	\$ 8,751,487	\$ 8,017,920	\$ 1,637,777	26%	\$ (733,567)	-8%
Restricted/Assigned/Committed Funds	1,221,733	1,204,695	316,695	316,695	(888,000)	-74%	-	0%
UNASSIGNED FUND BALANCE, ENDING	\$ 5,434,961	\$ 5,175,448	\$ 8,434,792	\$ 7,701,225	\$ 2,525,777	49%	\$ (733,567)	-9%
Hillwood	\$ 888,000	\$ 888,000	\$ -	\$ -	\$ (888,000)	-100%	\$ -	0%
Deposits	230,065	213,027	213,027	213,027	-	0%	-	0%
Cash-USB UF500 Restricted	103,668	103,668	103,668	103,668	-	0%	-	0%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS	\$ 1,221,733	\$ 1,204,695	\$ 316,695	\$ 316,695	\$ (888,000)	-74%	\$ -	0%

UTILITY FUND 500 DEBT SERVICE

Pymt No.	Fiscal Year
1	2023
2	2024
3	2025
4	2026
5	2027
6	2028
7	2029
8	2030
9	2031
10	2032
11	2033
12	2034
13	2035
14	2036
15	2037
16	2038
17	2039
18	2040
19	2041
20	2042
21	2043
22	2044
23	2045
24	2046
25	2047
TOTAL	
Issued By:	
Original Issue:	
Issue Date:	
End Date:	

REFUNDING OF HILLWOOD DEBT		
Series 2022 GORB		
Principal	Interest	Total
\$ 370,000	\$ 496,100	\$ 866,100
385,000	481,000	866,000
400,000	465,300	865,300
420,000	448,900	868,900
435,000	431,800	866,800
450,000	414,100	864,100
470,000	395,700	865,700
490,000	376,500	866,500
510,000	356,500	866,500
530,000	335,700	865,700
555,000	314,000	869,000
575,000	291,400	866,400
595,000	270,975	865,975
615,000	252,825	867,825
635,000	234,075	869,075
650,000	214,800	864,800
670,000	195,000	865,000
690,000	174,600	864,600
715,000	153,525	868,525
735,000	131,775	866,775
755,000	109,425	864,425
780,000	86,400	866,400
805,000	62,625	867,625
830,000	38,100	868,100
855,000	12,825	867,825
\$ 14,920,000	\$ 6,743,950	\$ 21,663,950
US Bank		
\$14,920,000		
March, 2022		
25 years = 2047		

TWDB/NS II 30-INCH WATR MAIN FORT WORTH		
SERIES 2018 CO		
Principal	Interest	Total
\$ 95,000	\$ 50,886	\$ 145,886
95,000	48,563	143,563
95,000	46,164	141,164
100,000	43,638	143,638
105,000	40,932	145,932
105,000	38,118	143,118
110,000	35,160	145,160
110,000	32,080	142,080
115,000	28,884	143,884
120,000	25,482	145,482
120,000	21,966	141,966
125,000	18,284	143,284
130,000	14,382	144,382
130,000	10,404	140,404
135,000	6,350	141,350
140,000	2,142	142,142
-	-	-
-	-	-
-	-	-
-	-	-
-	-	-
-	-	-
-	-	-
\$ 1,830,000	\$ 463,435	\$ 2,293,435
US BANK		
\$2,100,000		
October, 2018		
20 years = 2038		

UTILITY FUND 500 DEBT SERVICE

		GROUND STORAGE TANK			GRAND TOTAL		
		SERIES 2013 CO (UF Portion)					
Pymt No.	Fiscal Year	Principal	Interest	Total	Principal	Interest	TOTAL
1	2023	\$ 25,300	\$ 30,288	\$ 55,588	\$ 490,300	\$ 577,274	\$ 1,067,574
2	2024	26,400	29,512	55,912	506,400	559,075	1,065,475
3	2025	26,400	28,720	55,120	521,400	540,184	1,061,584
4	2026	28,050	27,904	55,954	548,050	520,442	1,068,492
5	2027	28,600	27,018	55,618	568,600	499,750	1,068,350
6	2028	29,700	26,071	55,771	584,700	478,289	1,062,989
7	2029	42,900	24,837	67,737	622,900	455,697	1,078,597
8	2030	44,550	23,307	67,857	644,550	431,887	1,076,437
9	2031	45,650	21,728	67,378	670,650	407,112	1,077,762
10	2032	65,450	19,621	85,071	715,450	380,803	1,096,253
11	2033	34,650	17,619	52,269	709,650	353,585	1,063,235
12	2034	36,300	16,200	52,500	736,300	325,884	1,062,184
13	2035	37,950	14,715	52,665	762,950	300,072	1,063,022
14	2036	39,600	13,164	52,764	784,600	276,393	1,060,993
15	2037	40,700	11,634	52,334	810,700	252,059	1,062,759
16	2038	42,350	10,129	52,479	832,350	227,071	1,059,421
17	2039	44,000	8,564	52,564	714,000	203,564	917,564
18	2040	45,650	6,853	52,503	735,650	181,453	917,103
19	2041	47,300	4,994	52,294	762,300	158,519	920,819
20	2042	49,500	3,058	52,558	784,500	134,833	919,333
21	2043	51,700	1,034	52,734	806,700	110,459	917,159
22	2044	-	-	-	780,000	86,400	866,400
23	2045				805,000	62,625	867,625
24	2046	-	-	-	830,000	38,100	868,100
25	2047				855,000	12,825	867,825
TOTAL		\$ 832,700	\$ 366,970	\$ 1,199,670	\$ 17,582,700	\$ 7,574,355	\$ 25,157,055
Issued By:		US Bank					
Original Issue:		\$1,025,020					
Issue Date:		April, 2013					
End Date:		30 years = 2043					



INTERNAL SERVICE FUNDS

THE MUNICIPAL BUDGET HAS FOUR INTERNAL SERVICE FUNDS TO HELP PLAN FOR THE MAINTENANCE AND REPLACEMENT COSTS. THE MAINTENANCE AND REPLACEMENT FUNDS PROVIDE MONEY TO PLAN FOR FUTURE FACILITY FINANCIAL REQUIREMENTS BY TRANSFERRING MONEY INTO THESE FUNDS AS ECONOMICALLY PRUDENT. THE VEHICLE REPLACEMENT FUND ACCOUNTS FOR THE RESOURCES NEEDED TO MANAGE THE PURCHASE OF VEHICLES AND HEAVY EQUIPMENT FOR THE TOWN'S FLEET. THE ESTABLISHMENT AND FUNDING OF THE VEHICLE AND HEAVY EQUIPMENT REPLACEMENT PROGRAM WAS DESIGNED TO EVEN OUT EXPENSES FOR THE TOWN'S FLEET FROM YEAR TO YEAR AND PROVIDES A LOGICAL METHOD FOR PURCHASING AND RETIRING VEHICLES.

UTILITY VEHICLE MAINTENANCE & REPLACEMENT FUND

OVERVIEW

The Utility Fund Vehicle Maintenance & Replacement Fund allows for the long-term repair and replacement of Municipal 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. Vehicle maintenance and replacement is designed to reduce reliance on future bond programs and encourage a more conservative pattern of spending that minimizes reliance on elastic revenue streams.

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.



FY22 REVISION

REVENUES

No revisions to the adopted FY22 budget.

EXPENDITURES

No revisions to the adopted FY22 budget.

FUND BALANCE

No change to ending fund balance.



FY23 PROPOSED

REVENUES

Only interest income is programmed for FY23 at \$25. There is no transfer in from the Utility Fund.

EXPENDITURES

There are no planned expenditures for FY23.

FUND BALANCE

The proposed ending fund balance of \$26,819 which is only slightly increased from revised FY22 from interest income.

UTILITY VEHICLE MAINTENANCE & REPLACEMENT FUND 505

Program Summary

Fiscal Year 2023

Audited Actuals FY 2021	Adopted Budget FY 2022	Revised Budget FY 2022	Proposed Budget FY 2023	FY 2023 vs FY 2022	Proposed vs Adopted	FY 2023 vs FY 2022	Proposed vs Revised
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REVENUES & OTHER SOURCES

Charge for Service	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Investment Earnings	(3)	25	25	25	-	0%	-	0%
Total Revenues	(3)	25	25	25	-	0%	-	0%
Transfer In from Fund 100 General Fund	-	-	-	-	-	0%	-	0%
Transfer In from Fund 500 Utility Fund	60,000	65,000	65,000	-	(65,000)	-100%	(65,000)	-100%
Total Transfers In and Other Sources	60,000	65,000	65,000	-	(65,000)	-100%	(65,000)	-100%
GRAND TOTAL REVENUES & OTHER SOURCES	\$ 59,997	\$ 65,025	\$ 65,025	\$ 25	\$ (65,000)	-100%	\$ (65,000)	-100%

EXPENDITURES & OTHER USES

Capital Outlay	\$ 37,913	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Operations and Maintenance	37,913	-	-	-	-	0%	-	0%
SUB-TOTAL OPERATIONS and MAINTENANCE EXPENDITURES	\$ 37,913	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Projects - Maintenance & Replacement	-	65,000	65,000	-	(65,000)	-100%	(65,000)	-100%
Total Capital and Maintenance & Replacement	-	65,000	65,000	-	(65,000)	-100%	(65,000)	-100%
SUB-TOTAL NON-OPERATING EXPENDITURES	\$ -	\$ 65,000	\$ 65,000	\$ -	\$ (65,000)	-100%	\$ (65,000)	-100%
GRAND TOTAL ALL EXPENDITURES & OTHER USES	\$ 37,913	\$ 65,000	\$ 65,000	\$ -	\$ (65,000)	-100%	\$ (65,000)	-100%

EXCESS REVENUES OVER(UNDER) EXPENDITURES	22,084	25	25	25	-	-	-	-
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FUND BALANCE/WORKING CAPITAL, BEGINNING	4,685	26,769	26,769	26,794	25	0%	25	0%
FUND BALANCE/WORKING CAPITAL, ENDING	\$ 26,769	\$ 26,794	\$ 26,794	\$ 26,819	\$ 25	0%	\$ 25	0%
Restricted/Assigned/Committed Funds	26,769	26,794	26,794	26,819	25	0%	25	0%

UTILITY

Vehicle Maintenance & Replacement Fund 505

Five Year Forecast

Description	Audited Actuals FY 2021	Adopted Budget FY 2022	Revised Budget FY 2022	Proposed Budget FY 2023	Projected Budget FY 2024	Projected Budget FY 2025	Projected Budget FY 2026	Projected Budget FY 2027
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REVENUES & OTHER SOURCES

Transfer In from UF	\$ 60,000	\$ 65,000	\$ 65,000	\$ -	\$ 65,000	\$ -	\$ -	\$ -
Interest Earned	(3)	25	25	25	50	50	50	50
TOTAL REVENUES AND OTHER SOURCES	\$ 59,997	\$ 65,025	\$ 65,025	\$ 25	\$ 65,050	\$ 50	\$ 50	\$ 50

EXPENDITURES & OTHER USES

Motor Vehicle	37,913	65,000	65,000	-	-	-	-	65,000
TOTAL EXPENDITURES	\$ 37,913	\$ 65,000	65,000	\$ -	-	-	-	65,000

Excess Revenues over(under) Expenditures	22,084	25	25	25	65,050	50	50	(64,950)
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BEGINNING FUND BALANCE	4,685	26,769	26,769	26,794	26,819	91,869	91,919	91,969
ENDING FUND BALANCE	\$ 26,769	\$ 26,794	\$ 26,794	\$ 26,819	\$ 91,869	\$ 91,919	\$ 91,969	\$ 27,019

UTILITY MAINTENANCE & REPLACEMENT FUND

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 reduce reliance on 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. 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 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.



FY22 REVISION

REVENUES

Revisions to the adopted FY22 budget include:

- Reduction in investment income by \$1k as per FYE estimates.

EXPENDITURES

No revisions to the adopted FY22 budget.

FUND BALANCE

Revisions have affected fund balance in a decrease in fund balance by \$1k.



FY23 PROPOSED

REVENUES

Revenues are proposed at \$801k mostly from a transfer in from the Utility Fund.

EXPENDITURES

The majority of expenditures is in the pump station equipment line at 49% of overall costs and is proposed to increase in FY23 to add a new generator and reducing the outyear maintenance. The Lift Station Pump line is also increasing in FY23 for rebuilding/replacement costs.

FUND BALANCE

Ending fund balance is proposed to increase by \$215k due to transfers in.

UTILITY MAINTENANCE & REPLACEMENT FUND 510

Program Summary

Fiscal Year 2023

Audited Actuals FY 2021	Adopted Budget FY 2022	Revised Budget FY 2022	Proposed Budget FY 2023	FY 2023 vs FY 2022	Proposed vs Adopted	FY 2023 vs FY 2022	Proposed vs Revised
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REVENUES & OTHER SOURCES

Investment Earnings	468	1,750	475	1,000	(750)	-43%	525	111%
Total Revenues	468	1,750	475	1,000	(750)	-43%	525	111%
Transfer In from Fund 500 Utility Fund	30,000	350,000	350,000	800,000	450,000	129%	450,000	129%
Total Transfers In and Other Sources	30,000	350,000	350,000	800,000	450,000	129%	450,000	129%
GRAND TOTAL REVENUES & OTHER SOURCES	\$ 30,468	\$ 351,750	\$ 350,475	\$ 801,000	\$ 449,250	128%	\$ 450,525	129%
Capital Outlay	-	-	-	50,000	50,000	0%	50,000	0%
Operations and Maintenance	-	-	-	50,000	50,000	0%	50,000	0%
SUB-TOTAL OPERATIONS and MAINTENANCE EXPENDITURES	\$ -	\$ -	\$ -	\$ 50,000	\$ 50,000	0%	\$ 50,000	0%
Projects - Maintenance & Replacement	6,087	514,000	514,000	536,000	22,000	4%	22,000	4%
Total Capital and Maintenance & Replacement	6,087	514,000	514,000	536,000	22,000	4%	22,000	4%
SUB-TOTAL NON-OPERATING EXPENDITURES	\$ 6,087	\$ 514,000	\$ 514,000	\$ 536,000	\$ 22,000	4%	\$ 22,000	4%
GRAND TOTAL ALL EXPENDITURES & OTHER USES	\$ 6,087	\$ 514,000	\$ 514,000	\$ 586,000	\$ 72,000	14%	\$ 72,000	14%
EXCESS REVENUES OVER(UNDER) EXPENDITURES	24,381	(162,250)	(163,525)	215,000	377,250	-233%	378,525	-231%
FUND BALANCE/WORKING CAPITAL, BEGINNING	280,657	305,038	305,038	141,513	(163,525)	-54%	(163,525)	-54%
FUND BALANCE/WORKING CAPITAL, ENDING	\$ 305,038	\$ 142,788	\$ 141,513	\$ 356,513	\$ 213,725	150%	\$ 215,000	152%
Restricted/Assigned/Committed Funds	305,038	142,788	141,513	356,513	213,725	150%	215,000	152%

UTILITY

Maintenance & Replacement Fund 510

Five Year Forecast

Description	Audited Actuals FY 2021	Adopted Budget FY 2022	Revised Budget FY 2022	Proposed Budget FY 2023	Projected Budget FY 2024	Projected Budget FY 2025	Projected Budget FY 2026	Projected Budget FY 2027
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REVENUES & OTHER SOURCES

Interest Income	\$ 468	\$ 1,750	\$ 475	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Transfer in from UF	30,000	350,000	350,000	800,000	150,000	150,000	150,000	-
TOTAL REVENUES AND OTHER SOURCES	\$ 30,468	\$ 351,750	\$ 350,475	\$ 801,000	\$ 151,000	\$ 151,000	\$ 151,000	\$ 1,000

MAINTENANCE/REPLACEMENT PROJECTS

Pump Station Equip Replacement	\$ -	\$ 190,000	\$ 190,000	\$ 290,000	\$ 10,000	\$ 25,000	\$ 50,000	\$ 10,000
Lift Station Pump Replacement	-	20,000	20,000	80,000	15,000	10,000	25,000	10,000
Fire Hydrant Repair & Painting	-	-	-	45,000	-	-	-	-
Sewer Easement Cleaning Machin	-	68,000	68,000	-	-	-	-	-
Water Main R&M	-	20,000	20,000	32,000	20,000	20,000	20,000	20,000
Lift Station R&M	-	15,000	15,000	30,000	35,000	10,000	10,000	10,000
Pump Station R&M	4,337	-	-	-	10,000	15,000	10,000	5,000
Pump Station Gate Retro-Fit	-	-	-	4,000	-	-	-	-
Pump/Motor Repair	1,750	175,000	175,000	10,000	20,000	10,000	10,000	30,000
Duct Bank R&M	-	5,000	5,000	5,000	10,000	5,000	5,000	10,000
Sewer Line R&M	-	15,000	15,000	10,000	15,000	15,000	15,000	15,000
Water Meters/Equipment	-	-	-	50,000	5,000	5,000	5,000	5,000
Public Works Equipment	-	6,000	6,000	30,000	3,000	3,000	3,000	3,000
TOTAL PROJECTS	\$ 6,087	\$ 514,000	\$ 514,000	\$ 586,000	\$ 143,000	\$ 118,000	\$ 153,000	\$ 118,000

Excess Revenues over(under) Expenditures	24,381	(162,250)	(163,525)	215,000	8,000	33,000	(2,000)	(117,000)
BEGINNING FUND BALANCE	280,657	305,038	305,038	141,513	356,513	364,513	397,513	395,513
ENDING FUND BALANCE	\$ 305,038	\$ 142,788	\$ 141,513	\$ 356,513	\$ 364,513	\$ 397,513	\$ 395,513	\$ 278,513

GENERAL MAINTENANCE & REPLACEMENT FUND

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 is designed to reduce reliance on 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.

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.



FY22 REVISION

REVENUES

Revisions to the adopted FY22 budget include:

- Reduction in interest income by \$1k as per FYE estimates.

EXPENDITURES

Revisions to the adopted FY22 budget include:

- Decrease fire department Lifepack equipment (moved to FY23 due to delivery timing) by \$44k;
- Decrease Road/Street improvements by \$55k as per FYE estimates;
- Decrease Westlake Academy facilities by \$21k as per FYE estimates;
- Decrease Town facilities by \$6k as per FYE estimates;

FUND BALANCE

Revisions have affected fund balance with an increase of \$125k.



FY23 PROPOSED

REVENUES

The transfer in from the General Fund of \$1.1m represents 95% of overall revenues of \$1.2m.

EXPENDITURES

Of the total \$1.3m of expenditures, 64% of the FY23 expenditures are comprised of Westlake Academy facility and IT maintenance. The anticipated phone and network replacement in both Municipal and Academic entities increase the overall costs in FY23-25. The Fire/EMS department represents 12% of expenditures with radios consuming much of that amount. Many repair and maintenance line items were analyzed over a 5-year period of actuals, the approximate sum of which were moved into newly created contingency accounts. If those estimated amounts are exceeded by unforeseen issues, budget amendments will be presented to Council for consideration in FY23.

FUND BALANCE

The ending fund balance is proposed at \$979k, representing an 8% decrease from revised FY22 mainly due to a decrease in the transfer in from the General Fund.

GENERAL MAINTENANCE & REPLACEMENT FUND 600

Program Summary

Fiscal Year 2023

	Audited Actuals FY 2021	Adopted Budget FY 2022	Revised Budget FY 2022	Proposed Budget FY 2023	FY 2023 FY 2022	Proposed vs Adopted	FY 2023 FY 2022	Proposed vs Revised
REVENUES & OTHER SOURCES								
Interest Income	\$ 1,381	\$ 2,000	\$ 1,050	\$ -	\$ (2,000)	-100%	\$ (1,050)	-100%
Contributions	172,500	60,000	60,000	60,000	-	100%	-	0%
Misc Income/Grant	25,000	-	-	-	-	0%	-	0%
Total Revenues	198,881	62,000	61,050	60,000	(2,000)	-3%	(1,050)	-2%
Transfer In from Fund 100 General Fund	10,000	1,500,000	1,500,000	1,123,466	(376,534)	-25%	(376,534)	-25%
Total Transfers In and Other Sources	10,000	1,500,000	1,500,000	1,123,466	(376,534)	-25%	(376,534)	-25%
GRAND TOTAL REVENUES & OTHER SOURCES	\$ 208,881	\$ 1,562,000	\$ 1,561,050	1,183,466	(378,534)	-24%	(377,584)	-24%
EXPENDITURES & OTHER USES								
Repair & Maintenance	\$ -	\$ 60,000	\$ 60,000	\$ 308,000	\$ 248,000	100%	\$ 248,000	100%
Operations and Maintenance	-	60,000	60,000	308,000	248,000	100%	248,000	100%
SUB-TOTAL OPERATIONS and MAINTENANCE EXPENDITURES	\$ -	\$ 60,000	\$ 60,000	308,000	248,000	100%	248,000	100%
Projects - Maintenance & Replacement	381,692	1,231,287	1,105,742	958,545	(272,742)	-22%	(147,197)	-13%
Total Capital and Mainteance & Replacement	381,692	1,231,287	1,105,742	958,545	(272,742)	-22%	(147,197)	-13%
SUB-TOTAL NON-OPERATING EXPENDITURES	\$ 381,692	\$ 1,231,287	\$ 1,105,742	958,545	(272,742)	-22%	(147,197)	-13%
GRAND TOTAL ALL EXPENDITURES & OTHER USES	\$ 381,692	\$ 1,291,287	\$ 1,165,742	\$ 1,266,545	\$ (24,742)	-2%	\$ 100,803	9%
SUMMARY								
EXCESS REVENUES OVER(UNDER) EXPENDITURES	(172,810)	270,713	395,308	(83,079)	(353,792)	-131%	(478,387)	-121%
FUND BALANCE, BEGINNING	839,526	666,715	666,715	1,062,023	395,308	59%	395,308	59%
FUND BALANCE, ENDING	\$ 666,715	\$ 937,428	\$ 1,062,023	\$ 978,944	\$ 41,516	4%	\$ (83,079)	-8%
Restricted/Assigned/Committed Funds	666,715	937,428	1,062,023	978,944	41,516	4%	(83,079)	-8%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%

GENERAL

Maintenance & Replacement Fund 600

Five Year Forecast

Description		Audited Actuals FY 2021	Adopted Budget FY 2022	Revised Budget FY 2022	Proposed Budget FY 2023	Projected Budget FY 2024	Projected Budget FY 2025	Projected Budget FY 2026	Projected Budget FY 2027
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REVENUES & OTHER SOURCES

WA Facilities Allotment	n/a	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000
Contributions	n/a	112,500	-	-	-	-	-	-	-
Sale of Surplus	n/a	-	-	-	-	-	-	-	-
Interest Income	n/a	1,381	2,000	1,050	-	-	-	-	-
TEA-Safety & Security Grant	n/a	25,000	-	-	-	-	-	-	-
Transfer in from GF	n/a	10,000	1,500,000	1,500,000	1,123,466	950,000	950,000	950,000	100,000
TOTAL REVENUES AND OTHER SOURCES		\$ 208,881	\$ 1,562,000	\$ 1,561,050	\$ 1,183,466	\$ 1,010,000	\$ 1,010,000	\$ 1,010,000	\$ 160,000

EXPENDITURES AND OTHERS USES

Fire Dept Equipment	59	\$ -	\$ 78,287	\$ 34,242	\$ 44,045	\$ -	\$ -	\$ -	\$ -
Communications	60	-	60,000	60,000	108,000	-	-	-	-
TOTAL FIRE/EMS		-	138,287	94,242	152,045	-	-	-	-

Illuminated Street Name Signs	36	-	10,000	10,000	25,000	10,000	10,000	10,000	-
Solana Pavement Repair	46	-	30,000	15,000	-	-	50,000	-	25,000
FM 1938 Pavement Repairs	46	-	90,000	50,000	-	80,000	20,000	20,000	10,000
SH 114 Repainting	48	-	30,000	30,000	50,000	15,000	-	40,000	-
Dove/Ottinger Surface Treatmen	51	85,449	-	-	-	15,000	-	-	15,000
Street Signs and Signal Lights	59	1,800	15,000	15,000	-	10,000	20,000	10,000	5,000
Street Staining/Maintenance	60	18,152	100,000	100,000	100,000	100,000	50,000	10,000	100,000
Road R&M	60	-	-	-	-	30,000	30,000	30,000	40,000
Contingency R&M	60	-	-	-	58,491	30,000	30,000	30,000	40,000
TOTAL PUBLIC WORKS		105,401	275,000	220,000	233,491	290,000	210,000	150,000	235,000

WA Facilities Allotment Exp	-	-	60,000	60,000	60,000	60,000	60,000	60,000	60,000
WA-Irrigation System	7	-	10,000	10,000	-	5,000	10,000	5,000	5,000
WA-Carpet/Flooring R&M	8	17,278	25,000	14,500	-	10,000	10,000	30,000	10,000
WA-Ext Envrnmt Imprvmts Irrig	9	-	10,000	10,000	-	10,000	10,000	10,000	5,000
WA-Envrnmt Bldg UG light/water	10	-	5,000	5,000	-	5,000	5,000	50,000	5,000
WA-Bldg Exterior Paint/R&M	11	21,535	10,000	10,000	-	15,000	15,000	15,000	15,000
WA-Painting/Cloth Wall R&M	12	-	5,000	5,000	-	15,000	5,000	5,000	5,000
WA-Roof Repairs	13	50,171	20,000	10,000	-	10,000	10,000	10,000	10,000
WA-Parking Lot	15	-	-	-	-	10,000	5,000	5,000	20,000
WA-Refurbish Classrooms	17	18,445	20,000	20,000	-	25,000	25,000	25,000	25,000
WA-Security System	18	3,073	5,000	5,000	-	20,000	5,000	5,000	5,000
WA-Security Cameras	19	5,860	5,000	5,000	-	15,000	5,000	5,000	5,000
WA Security Fence/Cameras	19	2,402	-	-	-	3,000	15,000	3,000	3,000
WA-Interior Building R&M	23	-	35,000	35,000	-	40,000	35,000	30,000	30,000
WA-15 Ton Split HVAC System	24	8,635	200,000	200,000	254,000	160,000	160,000	10,000	10,000
WA-2 Ton Roof Top Units	25	8,600	15,000	15,000	-	5,000	5,000	5,000	5,000
WA-AC ton/7.5 ton server room	26	-	10,000	10,000	-	10,000	5,000	5,000	5,000
WA-Heater Boilers	29	-	5,000	5,000	-	20,000	5,000	25,000	5,000
WA-HVAC System Replacement	32	-	150,000	150,000	-	5,000	5,000	5,000	5,000
WA-Plumbing Repair/Replacement	36	-	5,000	5,000	-	10,000	5,000	5,000	5,000
WA Playground Equipment	40	-	-	-	-	-	50,000	-	-
WA-Furniture/Interior Bldg	45	-	5,000	5,000	150,000	150,000	100,000	5,000	5,000
WA Fire Alarm System Allotment	63	78,166	-	-	-	5,000	10,000	-	5,000
Contingency R&M		-	-	-	87,925	-	-	-	-
TOTAL ACADEMY FACILITIES MAINTENANCE		214,164	600,000	579,500	551,925	608,000	560,000	318,000	248,000

GENERAL

Maintenance & Replacement Fund 600

Five Year Forecast

Description		Audited Actuals FY 2021	Adopted Budget FY 2022	Revised Budget FY 2022	Proposed Budget FY 2023	Projected Budget FY 2024	Projected Budget FY 2025	Projected Budget FY 2026	Projected Budget FY 2027
Park Repairs and Maintenance	43	9,973	25,000	25,000	-	25,000	25,000	25,000	25,000
Trail Repairs and Maintenance	14	-	20,000	20,000	-	20,000	20,000	25,000	25,000
Misc Income		-	-	-	16,981	20,000	20,000	25,000	25,000
TOTAL PARKS & RECREATION		9,973	45,000	45,000	16,981	65,000	65,000	75,000	75,000

Servers & Network Storage	20	18,232	15,000	15,000	90,000	30,000	30,000	-	-
Network Printers/Peripheal Dev	21	2,195	5,000	5,000	2,500	5,000	5,000	-	-
Network Equipment	27	1,599	15,000	15,000	1,250	15,000	15,000	15,000	-
Phone System/Peripheal Devices	28	2,725	15,000	15,000	12,500	20,000	20,000	-	-
Server Replacements	33	18,785	60,000	60,000	10,000	65,000	65,000	-	-
Audio/Visual Equipment	34	-	-	-	15,000	25,000	25,000	25,000	100,000
TOTAL INFORMATION TECHNOLOGY		43,535	110,000	110,000	131,250	160,000	160,000	40,000	100,000

Town-Irrigation R&M	7	-	5,000	5,000	-	8,000	5,000	6,000	8,000
Town-Carpet/Flooring R&M	8	-	-	-	-	10,000	20,000	10,000	5,000
Town-Environmental Improvement	9	-	5,000	5,000	-	5,000	5,000	5,000	5,000
Town-Env Bldg UG light/water	10	-	8,000	2,000	-	5,000	5,000	10,000	5,000
Town-Bldg Exterior Paint/R&M	11	-	5,000	5,000	-	10,000	5,000	5,000	5,000
Town-Painting/Cloth Wall R&M	12	-	4,000	4,000	-	3,000	3,000	3,000	3,000
Town-Roof Repairs	13	-	5,000	5,000	-	7,000	5,000	5,000	3,000
Town-Parking Lot	15	-	3,000	3,000	-	3,000	3,000	15,000	3,000
Town-Security System	18	3,550	10,000	10,000	5,000	10,000	10,000	5,000	3,000
Town-Security Cameras	19	-	5,000	5,000	5,000	10,000	5,000	5,000	5,000
Town-Interior Building R&M	23	4,322	5,000	5,000	-	5,000	5,000	5,000	5,000
Town-AC ton/7.5 ton server roo	26	-	3,000	3,000	-	5,000	2,000	3,000	3,000
Town-HVAC System Replacement	32	-	5,000	5,000	-	3,000	5,000	3,000	5,000
Town-Plumbing Repair/Replace	36	-	4,000	4,000	-	2,000	4,000	2,000	2,000
Town-Furniture/Interior Bldg	45	746	3,000	3,000	-	3,000	3,000	3,000	10,000
Town-Furniture/Interior Bldg	52	-	-	-	-	-	-	-	-
Town Open Space Improvements	52	-	40,000	40,000	-	45,000	45,000	45,000	45,000
Town-Contract Landscaping	56	-	5,000	5,000	-	7,000	5,000	5,000	5,000
Town-Ground R&M	57	-	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Town-Safety Doors	58	-	5,000	5,000	-	3,000	10,000	3,000	3,000
Contributions		-	-	-	36,604	3,000	10,000	3,000	3,000
TOTAL TOWN FACILITIES MAINTENANCE		8,618	123,000	117,000	49,604	150,000	158,000	144,000	129,000

Servers & Network St	45	-	-	-	90,000	-	-	-	-
Network Printers/Peripheal Dev	52	-	-	-	2,500	45,000	45,000	45,000	45,000
Network Equipment	52	-	-	-	1,250	7,000	5,000	5,000	5,000
Phone System/Peripheral	57	-	-	-	12,500	3,000	3,000	3,000	3,000
Server Replacements	56	-	-	-	10,000	3,000	10,000	3,000	3,000
Audio/Visual Equipment	58	-	-	-	15,000	25,000	25,000	25,000	100,000
TOTAL TOWN FACILITIES MAINTENANCE		-	-	-	131,250	83,000	88,000	81,000	156,000

GRAND TOTAL PROJECTS		\$ 381,692	\$ 1,291,287	\$ 1,165,742	\$ 1,266,545	\$ 1,356,000	\$ 1,241,000	\$ 808,000	\$ 943,000
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SUMMARY

Excess Revenues over(under) Expenditures		(172,810)	270,713	395,308	(83,079)	(346,000)	(231,000)	202,000	(783,000)
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BEGINNING FUND BALANCE		839,526	666,715	666,715	1,062,023	978,944	632,944	401,944	603,944
ENDING FUND BALANCE		\$ 666,715	\$ 937,428	\$ 1,062,023	\$ 978,944	\$ 632,944	\$ 401,944	\$ 603,944	\$ (179,056)

GENERAL VEHICLE MAINTENANCE & REPLACEMENT FUND

OVERVIEW

The General Vehicle Maintenance & Replacement Fund provides a mechanism for the long-term repair and replacement of Municipal 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 reduce reliance on 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.

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.



FY22 REVISION

REVENUES

Revisions to the adopted FY22 budget include:

- Reduction in interest income by \$200 as per FYE estimates.

EXPENDITURES

Revisions to the adopted FY22 budget include:

- Decrease fire department equipment for commander truck by \$32k due to delivery timing (moved to FY23);
- Increase in Parks and Rec vehicle overage of \$3k.

FUND BALANCE

Revisions have affected fund balance in an increase of \$28k mainly from the fire equipment move to FY23.



FY23 PROPOSED

REVENUES

Transfers in of \$1.5m from the General Fund represent 99.9% of the revenues of which \$500k was increased year-over-year. These large transfers are for future planning purposes to perhaps include fire vehicles and related apparatus.

EXPENDITURES

The overall expenditures of \$212k are 58% increased from revised FY22 and include a LifePak for the Fire/EMS department (moved from FY22 for timing delays) and \$180k for two 18-passenger vans to be used by the Westlake Academy.

FUND BALANCE

The ending fund balance is proposed at \$3.3m which is a 63% increase from revised FY22 due to transfers in.

GENERAL VEHICLE MAINTENANCE & REPLACEMENT FUND 605

Program Summary

Fiscal Year 2023

Audited Actuals FY 2021	Adopted Budget FY 2022	Revised Budget FY 2022	Proposed Budget FY 2023	FY 2023 vs FY 2022	Proposed vs Adopted	FY 2023 vs FY 2022	Proposed vs Revised
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REVENUES & OTHER SOURCES

Investment Earnings	\$ 1,586	\$ 2,000	\$ 1,800	\$ 1,000	\$ (1,000)	-50%	\$ (800)	-44%
Contributions	187,500	-	-	-	-	100%	-	100%
Misc Income	45,098	-	-	-	-	0%	-	0%
Total Revenues	234,184	2,000	1,800	1,000	(1,000)	-50%	(800)	-44%
Transfer In from Fund 100 General Fund	75,000	1,000,000	1,000,000	1,500,000	500,000	100%	500,000	50%
Other Sources	-	-	-	-	-	0%	-	0%
Total Transfers In and Other Sources	75,000	1,000,000	1,000,000	1,500,000	500,000	100%	500,000	50%
GRAND TOTAL REVENUES & OTHER SOURCES	\$ 309,184	\$ 1,002,000	\$ 1,001,800	\$ 1,501,000	\$ 499,000	50%	\$ 499,200	50%

EXPENDITURES & OTHER USES

Projects - Vehicles	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Projects - Maintenance & Replacement	-	163,000	134,324	212,000	49,000	30%	77,676	100%
Total Capital and Maintenance & Replacement	-	163,000	134,324	212,000	49,000	30%	77,676	100%
Transfers Out	-	-	-	-	-	0%	-	0%
Other Uses	-	-	-	-	-	0%	-	0%
Total Transfers Out and Other Uses	-	-	-	-	-	0%	-	0%
SUB-TOTAL NON-OPERATING EXPENDITURES	\$ -	\$ 163,000	\$ 134,324	\$ 212,000	\$ 49,000	30%	\$ 77,676	100%
GRAND TOTAL ALL EXPENDITURES & OTHER USES	\$ -	\$ 163,000	\$ 134,324	\$ 212,000	\$ 49,000	30%	\$ 77,676	100%
EXCESS REVENUES OVER(UNDER) EXPENDITURES	309,184	839,000	867,476	1,289,000	450,000	54%	421,524	49%
FUND BALANCE, BEGINNING	855,972	1,165,156	1,165,156	2,032,632	867,476	74%	867,476	74%
FUND BALANCE, ENDING	\$ 1,165,156	\$ 2,004,156	\$ 2,032,632	\$ 3,321,632	\$ 1,317,476	66%	\$ 1,289,000	63%
Restricted/Assigned/Committed Funds	1,165,156	2,004,156	2,032,632	3,321,632	1,317,476	66%	1,289,000	63%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%

GENERAL

Vehicle Maintenance & Replacement Fund 605

Five Year Forecast

	Audited	Adopted	Revised	Proposed	Projected	Projected	Projected	Projected
	Actuals	Budget	Budget	Budget	Budget	Budget	Budget	Budget
Description	FY 2021	FY 2022	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027

REVENUES & OTHER SOURCES

Transfer In from GF	\$ 75,000	\$ 1,000,000	\$ 1,000,000	\$ 1,500,000	\$ 750,000	\$ 1,250,000	\$ 500,000	\$ 500,000
Contributions	187,500	-	-	-				
Insurance Proceeds	45,098	-	-	-				
Interest Earned	1,586	2,000	1,800	1,000	1,010	1,020	1,030	1,041
TOTAL REVENUES AND OTHER SOURCES	\$ 309,184	\$ 1,002,000	\$ 1,001,800	\$ 1,501,000	\$ 751,010	\$ 1,251,020	\$ 501,030	\$ 501,041

EXPENDITURES & OTHER USES

Fire Dept - Ambulance				\$ -			\$ 455,515	
Fire Dept - Command Suburban	-	75,000	43,000	32,000				
Fire Dept - Fire Attack				-			415,000	
Fire Dept - ATV Attack/ Vehicle	-	70,000	70,000	-				
Motor Vehicle MC	-	-		-				70,000
Motor Vehicle P&R	-	18,000	21,324	-	20,000			
Motor Vehicle FM	-	-		180,000			65,000	
TOTAL EXPENDITURES	\$ -	\$ 163,000	134,324	\$ 212,000	\$ 20,000	\$ -	\$ 935,515	\$ 70,000

Excess Revenues over(under) Expenses	309,184	839,000	867,476	1,289,000	731,010	1,251,020	(434,485)	431,041
BEGINNING FUND BALANCE	855,972	1,165,156	1,165,156	2,032,632	3,321,632	4,052,642	5,303,662	4,869,177
ENDING FUND BALANCE	\$ 1,165,156	\$ 2,004,156	\$ 2,032,632	\$ 3,321,632	\$ 4,052,642	\$ 5,303,662	\$ 4,869,177	\$ 5,300,218



SPECIAL REVENUE FUNDS

THE MUNICIPAL BUDGET HAS FIVE SPECIAL REVENUE FUNDS WHICH ARE USED TO ACCOUNT FOR PROCEEDS OF REVENUE SOURCES THAT ARE RESTRICTED OR COMMITTED FOR SPECIFIED PURPOSES OTHER THAN DEBT SERVICE OR CAPITAL PROJECTS.

4B ECONOMIC DEVELOPMENT FUND

OVERVIEW

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 (now known as the Westlake Academy campus).



FY22 REVISION

REVENUES

Revisions to the adopted FY22 budget include:

- Increase of \$875k from sales tax as per FYE estimates.

EXPENDITURES

Revisions to the adopted FY22 budget include:

- Increased \$213k from surplus of sales tax to Debt Service funds.

FUND BALANCE

Revisions have affected fund balance in an increase in fund balance of \$662k.



FY23 PROPOSED

REVENUES

Sales tax of \$1.8m represents all revenues in this fund, which is anticipated to decrease 25% from revised FY22 due to one-time revenues.

EXPENDITURES

Transfers out to Debt Service of \$1.6m represent all expenditures in this fund.

FUND BALANCE

The ending fund balance proposed is \$823k which is a \$24% increase from revised FY22.

4B ECONOMIC DEVELOPMENT FUND 200

Program Summary

Fiscal Year 2023

Audited Actuals FY 2021	Adopted Budget FY 2022	Revised Budget FY 2022	Proposed Budget FY 2023	FY 2023 FY 2022	Proposed vs Adopted	FY 2023 FY 2022	Proposed vs Revised
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REVENUES & OTHER SOURCES

General Sales Tax	\$ 1,593,092	\$ 1,500,000	\$ 2,375,000	\$ 1,784,481	\$ 284,481	19%	(590,519)	-25%
Total Revenues	1,593,092	1,500,000	2,375,000	1,784,481	284,481	19%	(590,519)	-25%
Transfer In	-	-	-	-	-	0%	-	0%
Other Sources	-	-	-	-	-	0%	-	0%
Total Transfers In and Other Sources	-	-	-	-	-	0%	-	0%
GRAND TOTAL REVENUES & OTHER SOURCES	\$ 1,593,092	\$ 1,500,000	\$ 2,375,000	\$ 1,784,481	\$ 284,481	19%	\$ (590,519)	-25%

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	1,593,092	1,500,000	1,625,237	1,622,790	122,790	8%	(2,447)	0%
Transfer Out to Fund 301 Debt Service	-	-	88,235	-	-	0%	-	-100%
Other Uses	-	-	-	-	-	0%	-	0%
Total Transfers Out and Other uses	1,593,092	1,500,000	1,713,472	1,622,790	122,790	8%	(90,682)	-5%
SUB-TOTAL NON-OPERATING EXPENDITURES	1,593,092	1,500,000	1,713,472	1,622,790	122,790	8%	(90,682)	-5%
GRAND TOTAL ALL EXPENDITURES & OTHER USES	\$ 1,593,092	\$ 1,500,000	\$ 1,713,472	\$ 1,622,790	\$ 122,790	8%	\$ (90,682)	-5%

SUMMARY

EXCESS REVENUES OVER(UNDER) EXPENDITURES	(0)	-	661,528	161,691	161,691	0%	(499,837)	-76%
FUND BALANCE, BEGINNING	-	\$ -	(0)	661,528	661,528	0%	661,528	-44108567%
FUND BALANCE, ENDING	\$ (0)	\$ -	\$ 661,528	\$ 823,219	\$ 823,219	0%	\$ 161,691	24%
Restricted/Assigned/Committed Funds	(0)	(0)	661,528	823,219	823,219	-548812567%	161,691	24%

ECONOMIC DEVELOPMENT FUND

OVERVIEW

This fund is used as a pass-through based on economic development agreements to easily identify the revenues and expenditures pertaining to the agreements. Currently it receives 50% of Deloitte hotel occupancy taxes and remits the agreed upon rebate back to Deloitte. Additionally, this fund receives lot payment revenues and transfers to the Academy Expansion Fund to finance its capital projects.



FY22 REVISION

REVENUES

Revisions to the adopted FY22 budget include:

- Increase in developer lot fees of \$150k.

EXPENDITURES

Revisions to the adopted FY22 budget include:

- Decrease of \$150k due to transfer out to Westlake Academy Expansion Fund; and
- Increase by \$70 adjusting budget to net to zero as it's intended for the fund.

FUND BALANCE

Revisions have affected fund balance by under \$100.



FY23 PROPOSED

REVENUES

Overall revenues are proposed at \$617k which makes up sales tax revenues, hotel occupancy tax, and economic development for Westlake Academy (from developer lot fees).

EXPENDITURES

All revenues are expended out as per economic agreements with Deloitte & Schwab, as well as the Westlake Academy Expansion fund.

FUND BALANCE

There is no proposed change to the ending fund balance. It nets \$0 as intended.

ECONOMIC DEVELOPMENT FUND 210

Program Summary

Fiscal Year 2023

Audited Actuals FY 2021	Adopted Budget FY 2022	Revised Budget FY 2022	Proposed Budget FY 2023	FY 2023 vs FY 2022	Proposed vs Adopted	FY 2023 vs FY 2022	Proposed vs Revised
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REVENUES & OTHER SOURCES

General Sales Tax	\$ -	\$ -	\$ -	\$ 131,535	\$ 131,535	100%	\$ 131,535	100%
Hotel Occupancy Tax	70	28,000	28,000	10,000	(18,000)	-64%	(18,000)	-64%
Contributions	-	-	150,000	475,000	475,000	100%	325,000	217%
Total Revenues	70	28,000	178,000	616,535	588,535	2102%	438,535	246%
Transfer In	-	-	-	-	-	0%	-	0%
Other Sources	-	-	-	-	-	0%	-	0%
Total Transfers In and Other Sources	-	-	-	-	-	0%	-	0%
GRAND TOTAL REVENUES & OTHER SOURCES	\$ 70	\$ 28,000	\$ 178,000	\$ 616,535	\$ 588,535	2102%	\$ 438,535	246%

EXPENDITURES & OTHER USES

Economic Development	\$ -	\$ 28,000	\$ 28,070	\$ 141,535	\$ 113,535	405%	\$ 113,465	404%
Operations and Maintenance	-	28,000	28,070	141,535	113,535	405%	113,465	404%
SUB-TOTAL OPERATIONS and MAINTENANCE EXPENDITURES	-	28,000	28,070	141,535	113,535	405%	113,465	404%
Projects - Capital improvement	-	-	-	-	-	0%	-	0%
Projects - Maintenance & Replacement	-	-	-	-	-	0%	-	0%
Total Capital and Maintenance & Replacement	-	-	-	-	-	0%	-	0%
Transfer out to Fund 412 WA Expansion	-	-	150,000	475,000	475,000	100%	325,000	217%
Other Uses	-	-	-	-	-	0%	-	0%
Total Transfers Out and Other Uses	-	-	150,000	475,000	475,000	100%	325,000	217%
SUB-TOTAL NON-OPERATING EXPENDITURES	-	-	150,000	475,000	475,000	100%	325,000	217%
GRAND TOTAL ALL EXPENDITURES & OTHER USES	\$ -	\$ 28,000	\$ 178,070	\$ 616,535	\$ 588,535	2102%	\$ 438,465	246%

SUMMARY

EXCESS REVENUES OVER(UNDER) EXPENDITURES	70	-	(70)	-	-	0%	70	-100%
FUND BALANCE, BEGINNING	0	70	70	0	(70)	-100%	(70)	-100%
FUND BALANCE, ENDING	70	70	0	0	(70)	-100%	-	0%
Restricted/Assigned/Committed Funds	70	70	0	0	(70)	-100%	-	0%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%

PID FUND

OVERVIEW

The PID is comprised of revenues used to cover costs attributable to Entrada development and construction. Consultant, attorney, and administer fees are budgeted and are covered by the remaining fund balance.



FY22 REVISION

REVENUES

No revisions to the adopted FY22 budget.

EXPENDITURES

No revisions to the adopted FY22 budget.

FUND BALANCE

No change in fund balance.



FY23 PROPOSED

REVENUES

No revenues have been programmed for this fund.

EXPENDITURES

Consultant, attorney and admin fees are included in this fund at \$7k, which is 42% decreased from revised FY22.

FUND BALANCE

The ending fund balance is proposed to decrease by \$7k.

LOCAL PUBLIC IMPROVEMENT DISTRICT FUND 215

Program Summary

Fiscal Year 2023

	Audited Actuals FY 2021	Adopted Budget FY 2022	Revised Budget FY 2022	Proposed Budget FY 2023	FY 2023 FY 2022	Proposed vs Adopted	FY 2023 FY 2022	Proposed vs Revised
REVENUES & OTHER SOURCES								
Misc Income	\$ 21,277	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Total Revenues	21,277	-	-	-	-	0%	-	0%
Transfer In	-	-	-	-	-	0%	-	0%
Other Sources	-	-	-	-	-	0%	-	0%
Total Transfers In and Other Sources	-	-	-	-	-	0%	-	0%
GRAND TOTAL REVENUES & OTHER SOURCES	\$ 21,277	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
EXPENDITURES & OTHER USES								
Services	\$ 22,545	\$ 12,100	\$ 12,100	\$ 7,000	\$ (5,100)	-42%	\$ (5,100)	-42%
Operations and Maintenance	22,545	12,100	12,100	7,000	(5,100)	-42%	(5,100)	-42%
SUB-TOTAL OPERATIONS and MAINTENANCE EXPENDITURES	22,545	12,100	12,100	7,000	(5,100)	-42%	(5,100)	-42%
Projects - Capital improvement	-	-	-	-	-	0%	-	0%
Projects - Maintenance & Replacement	-	-	-	-	-	0%	-	0%
Total Capital and Maintenance & Replacement	-	-	-	-	-	0%	-	0%
Transfer Out to Fund 300 Debt Service	-	-	-	-	-	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	\$ 22,545	\$ 12,100	\$ 12,100	\$ 7,000	\$ (5,100)	-42%	\$ (5,100)	-42%
SUMMARY								
EXCESS REVENUES OVER(UNDER) EXPENDITURES	(1,268)	(12,100)	(12,100)	(7,000)	5,100	58%	5,100	58%
FUND BALANCE, BEGINNING	396,565	395,297	395,297	383,197	(12,100)	-3%	(12,100)	-3%
FUND BALANCE, ENDING	\$ 395,297	\$ 383,197	\$ 383,197	\$ 376,197	\$ (7,000)	-2%	\$ (7,000)	-2%
Restricted/Assigned/Committed Funds	395,297	383,197	383,197	376,197	(7,000)	-2%	(7,000)	-2%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%

VISITORS ASSOCIATION FUND

OVERVIEW

This fund collects a Hotel Occupancy Tax from the Marriott Solana, Deloitte, and any future Westlake hotels. A 7% municipal tax is levied on the cost of nightly room rentals, the maximum allowable under State law. Funds generated by the occupancy tax are generally restricted to uses that directly promote tourism and the convention and hotel industry.



FY22 REVISION

REVENUES

Revisions to the adopted FY22 budget include:

- Decrease of interest income offset by unbudgeted Community Tree Lighting revenue netting \$1k.

EXPENDITURES

Revisions to the adopted FY22 budget include:

- Services' expenditures increased by \$26k due to payroll transfers to the General Fund.

FUND BALANCE

Revisions have affected fund balance in a decrease of \$27k mainly due to payroll-related items.



FY23 PROPOSED

REVENUES

The proposed revenues of \$701k are 25% less than revised FY22 mainly due to decreased transfers in from the General Fund. Hotel Occupancy tax represents 64% of the revenues and is anticipated to conservatively increase by 4% in FY23 as we continue to recover post-pandemic.

EXPENDITURES

Expenditures of \$949k are mostly represented in transfers out for payroll which represent 62% of the overall total. Communications expenditures are 10% of the total and remained steady with revised FY22.

FUND BALANCE

The ending fund balance is proposed at (\$81k). Staff will review this fund in FY23 to determine if enough actual fund balance at FYE22 (unrealized expenditure relief and/or exceeding revenues) to see if a budget amendment will be necessary for the fund's solvency.

VISITOR ASSOCIATION FUND 220

Program Summary

Fiscal Year 2023

	Audited Actuals FY 2021	Adopted Budget FY 2022	Revised Budget FY 2022	Proposed Budget FY 2023	FY 2023 FY 2022	Proposed vs Adopted	FY 2023 FY 2022	Proposed vs Revised
REVENUES & OTHER SOURCES								
Hotel Occupancy Tax	\$ 222,868	\$ 428,000	\$ 428,000	\$ 446,000	\$ 18,000	4%	\$ 18,000	4%
Investment Earnings	293	3,500	75	75	(3,425)	-98%	-	0%
Misc Income	1	5,700	7,626	5,200	(500)	-9%	(2,426)	-32%
Total Revenues	223,162	437,200	435,701	451,275	14,075	3%	15,574	4%
Transfer In	-	500,000	500,000	250,000	(250,000)	50%	(250,000)	50%
Total Transfers In and Other Sources	-	500,000	500,000	250,000	(250,000)	50%	(250,000)	50%
GRAND TOTAL REVENUES & OTHER SOURCES	\$ 223,162	\$ 937,200	\$ 935,701	\$ 701,275	\$ (235,925)	-25%	\$ (234,426)	-25%
EXPENDITURES & OTHER USES								
Payroll Transfers Out	\$ 190,097	\$ 497,255	\$ 523,397	\$ 588,915	\$ 91,660	18%	\$ 65,518	13%
Total Payroll and Related	190,097	497,255	523,397	588,915	91,660	18%	65,518	13%
Public Notices	5,613	20,000	20,000	15,000	(5,000)	-25%	(5,000)	-25%
Rent & Utilities	91,446	93,394	93,394	97,395	4,001	4%	4,001	4%
Services	153,660	201,300	201,300	215,340	14,040	7%	14,040	7%
Supplies	1,409	22,000	22,000	32,500	10,500	148%	10,500	148%
Travel & Training	6,190	7,250	7,250	-	(7,250)	-100%	(7,250)	-100%
Operations and Maintenance	258,319	343,944	343,944	360,235	16,291	5%	16,291	5%
SUB-TOTAL OPERATIONS and MAINTENANCE EXPENDITURES	448,416	841,199	867,341	949,150	107,951	13%	81,809	9%
Projects - Capital improvement	-	-	-	-	-	0%	-	0%
Total Capital and Maintenance & Replacement	-	-	-	-	-	0%	-	0%
SUB-TOTAL NON-OPERATING EXPENDITURES	-	-	-	-	-	0%	-	0%
GRAND TOTAL ALL EXPENDITURES & OTHER USES	\$ 448,416	\$ 841,199	\$ 867,341	\$ 949,150	\$ 107,951	13%	\$ 81,809	9%
SUMMARY								
EXCESS REVENUES OVER(UNDER) EXPENDITURES	(225,254)	96,001	68,360	(247,875)	(343,876)	-258%	(316,235)	-363%
FUND BALANCE, BEGINNING	323,332	98,078	98,078	166,438	68,360	70%	68,360	70%
FUND BALANCE, ENDING	\$ 98,078	\$ 194,079	\$ 166,438	\$ (81,438)	\$ (275,516)	-42%	\$ (247,875)	-49%
Restricted/Assigned/Committed Funds	98,078	194,079	166,438	(81,438)	(275,516)	-42%	(247,875)	-49%
TOTAL RESTRICTED/ASSIGNED/COMMITTED FUNDS	\$ 98,078	\$ 194,079	\$ 166,438	\$ (81,438)	\$ (275,516)	-142%	\$ (247,875)	-149%

PUBLIC ARTS PROGRAM FUND

OVERVIEW

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

FY22 REVISION

REVENUES

Revisions to the adopted FY22 budget include:

- Increase of \$500k as per actual contributions.

EXPENDITURES

Revisions to the adopted FY22 budget include:

- Increase in artwork expense and contract services as per actuals of \$138k.

FUND BALANCE

Revisions have affected fund balance in an increase in fund balance by \$362k.

FY23 PROPOSED

REVENUES

There are no programmed revenues for this fund in FY23.

EXPENDITURES

There are no programmed expenditures for this fund in FY23.

FUND BALANCE

Ending fund balance of \$612k is expected to remain the same in FY23.

PUBLIC ARTS FUND 225

Program Summary

Fiscal Year 2023

	Audited Actuals FY 2021	Adopted Budget FY 2022	Revised Budget FY 2022	Proposed Budget FY 2023	FY 2023 FY 2022	Proposed vs Adopted	FY 2023 FY 2022	Proposed vs Revised
REVENUES & OTHER SOURCES								
Contributions	\$ 150,000	\$ -	\$ 500,000	\$ -	\$ -	0%	\$ (500,000)	-100%
Total Revenues	150,000	-	500,000	-	-	0%	(500,000)	-100%
Transfer In	-	-	-	-	-	0%	-	0%
Other Sources	-	-	-	-	-	0%	-	0%
Total Transfers In and Other Sources	-	-	-	-	-	0%	-	0%
GRAND TOTAL REVENUES & OTHER SOURCES	\$ 150,000	\$ -	\$ 500,000	\$ -	\$ -	0%	\$ (500,000)	-100%
EXPENDITURES & OTHER USES								
Services	\$ -	\$ -	\$ 138,009	\$ -	\$ -	0%	\$ (138,009)	-100%
Operations and Maintenance	-	-	138,009	-	-	0%	(138,009)	-100%
SUB-TOTAL OPERATIONS and MAINTENANCE EXPENDITURES	-	-	138,009	-	-	0%	(138,009)	-100%
Transfer Out to Fund 300 Debt Service	-	-	-	-	-	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	\$ -	\$ -	\$ 138,009	\$ -	\$ -	0%	\$ (138,009)	-100%
SUMMARY								
EXCESS REVENUES OVER(UNDER) EXPENDITURES	150,000	-	361,991	-	-	100%	(361,991)	0%
FUND BALANCE, BEGINNING	100,000	250,000	250,000	611,991	361,991	145%	361,991	145%
FUND BALANCE, ENDING	\$ 250,000	\$ 250,000	\$ 611,991	\$ 611,991	\$ 361,991	245%	\$ -	100%
Restricted/Assigned/Committed Funds	250,000	250,000	611,991	611,991	361,991	245%	-	100%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%

LONE STAR PUBLIC FACILITIES FUND

OVERVIEW

This fund was created to account for the financial activities of the Lone Star Public Facilities Corporation. 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, however no bonds were ever issued. Monies in this fund were from corporate donations that were received shortly after the fund was created.



FY22 REVISION

REVENUES

Revisions to the adopted FY22 budget include:

- Decrease in interest income by \$30 as per FYE estimates.

EXPENDITURES

No revisions to the adopted FY22 budget include:

FUND BALANCE

Decrease in fund balance by \$30.



FY23 PROPOSED

REVENUES

Only interest income of \$25 is programmed for FY23.

EXPENDITURES

There are no expenditures programmed for this fund.

FUND BALANCE

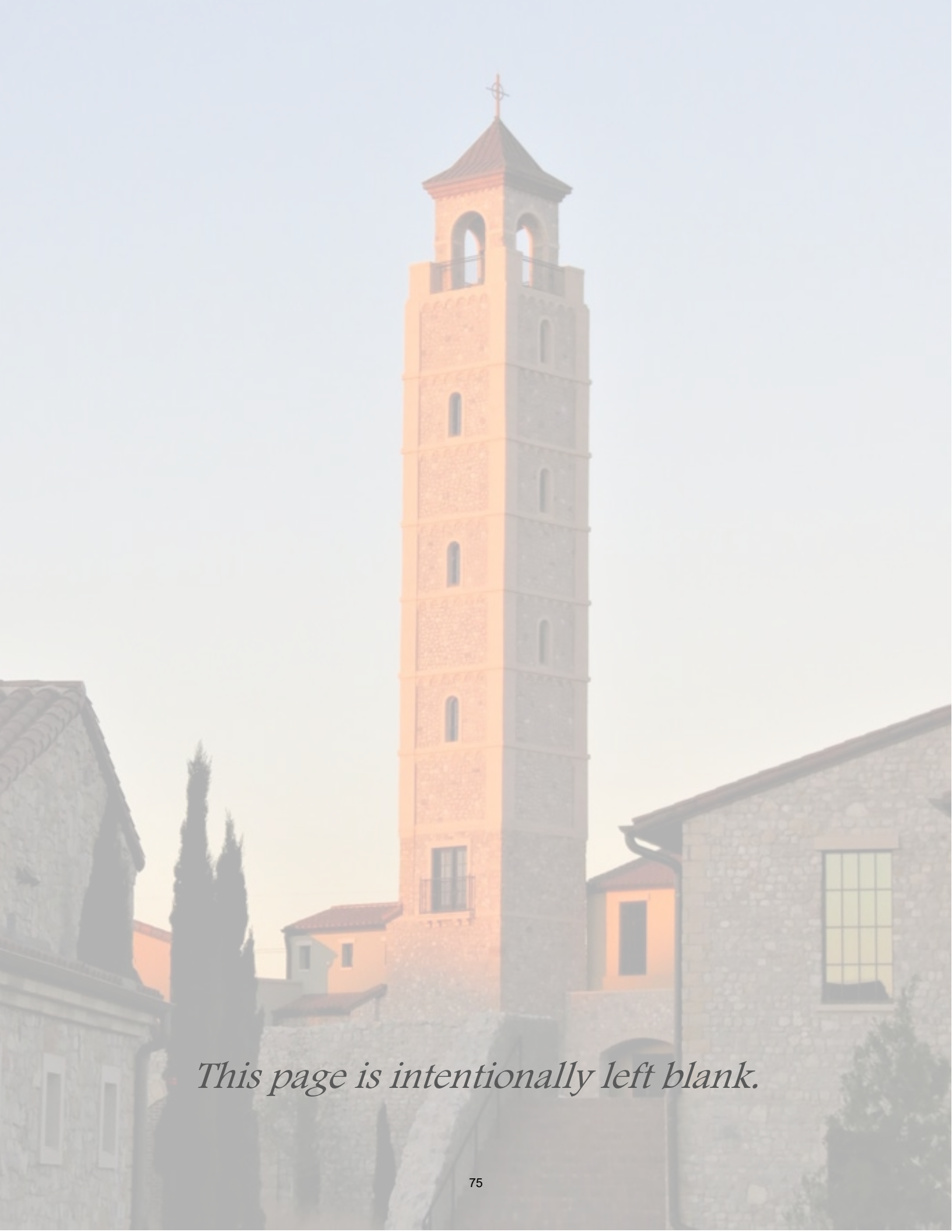
The ending fund balance is proposed to increase by \$25.

LONE STAR PUBLIC FACILITIES FUND 418

Program Summary

Fiscal Year 2023

		Audited Actuals FY 2021	Adopted Budget FY 2022	Revised Budget FY 2022	Proposed Budget FY 2023	FY 2023 FY 2022 vs	Proposed Adopted	FY 2023 FY 2022 vs	Proposed Revised
REVENUES & OTHER SOURCES									
3	Investment Earnings	\$ 25	\$ 50	\$ 20	\$ 25	\$ (25)	-50%	\$ 5	25%
7	Total Revenues	25	50	20	25	(25)	-50%	5	25%
	Transfer In	-	-	-	-	-	0%	-	0%
	Other Sources	-	-	-	-	-	0%	-	0%
	Total Transfers In and Other Sources	-	-	-	-	-	0%	-	0%
	GRAND TOTAL REVENUES & OTHER SOURCES	\$ 25	\$ 50	\$ 20	\$ 25	\$ (25)	-50%	\$ 5	25%
EXPENDITURES & OTHER USES									
	Transfer Out to Fund 300 Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	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	25	50	20	25	(25)	50%	5	125%
	FUND BALANCE, BEGINNING	14,719	14,744	14,744	14,764	20	0%	20	0%
	FUND BALANCE, ENDING	\$ 14,744	\$ 14,794	\$ 14,764	\$ 14,789	\$ (5)	100%	\$ 25	100%
	Restricted/Assigned/Committed Funds	14,744	14,794	14,764	14,789	(5)	100%	25	100%
	UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%



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DEBT SERVICE FUNDS

THE TOWN IS 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 RATING OF AAA/STABLE WAS RECONFIRMED BY STANDARD & POOR'S RATINGS SERVICES FOR THE TOWN'S MOST RECENT DEBT ISSUANCE.

DEBT SERVICE FUND (sales tax supported)

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. Current debt issuances relate to the Fire Station Complex, as well as Westlake Academy and its expansion.

FY22 REVISION

REVENUES

No revisions to the adopted FY22 budget.

EXPENDITURES

Revisions to the adopted FY22 budget include:

- Small adjusting decrease of \$400 for bank charges related to 2013 GORB.

FUND BALANCE

Revisions have affected fund balance in a decrease of \$400.

FY23 PROPOSED

REVENUES

Transfers in from the 4B Economic Development fund represent all revenues of \$1.6m, which remains steady with revised FY22.

EXPENDITURES

Debt service of \$1.6m is planned in FY23 as per amortization schedules.

FUND BALANCE

There is no planned change to the ending fund balance which remains at \$0.

DEBT SERVICE FUND 300

Program Summary

Fiscal Year 2023

Audited Actuals FY 2021	Adopted Budget FY 2022	Revised Budget FY 2022	Proposed Budget FY 2023	FY 2023 FY 2022	Proposed vs Adopted	FY 2023 FY 2022	Proposed vs Revised
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REVENUES & OTHER SOURCES

Transfer In from Fund 100 General Fund	\$ 357,169	\$ 125,237	\$ -	\$ -	\$ (125,237)	-100%	\$ -	0%
Transfer In from Fund 200 4B Economic Development	1,593,092	1,500,000	1,625,237	1,622,790	122,790	8%	(2,447)	0%
Total Transfers in and Other Sources	1,950,261	1,625,237	1,625,237	1,622,790	(2,447)	0%	(2,447)	0%
GRAND TOTAL REVENUES & OTHER SOURCES	\$ 1,950,261	\$ 1,625,237	\$ 1,625,237	\$ 1,622,790	\$ (2,447)	0%	\$ (2,447)	0%

EXPENDITURES & OTHER USES

Debt Service	\$ 1,948,121	\$ 1,623,457	\$ 1,623,457	\$ 1,621,010	\$ (2,447)	0%	\$ (2,447)	0%
Services	2,140	1,393	1,780	1,780	387	28%	-	0%
Operations and Maintenance	1,950,261	1,624,850	1,625,237	1,622,790	(2,060)	0%	(2,447)	0%
SUB-TOTAL OPERATIONS and MAINTENANCE EXPENDITURES	1,950,261	1,624,850	1,625,237	1,622,790	(2,060)	0%	(2,447)	0%
GRAND TOTAL ALL EXPENDITURES & OTHER USES	\$ 1,950,261	\$ 1,624,850	\$ 1,625,237	\$ 1,622,790	\$ (2,060)	0%	\$ (2,447)	0%

SUMMARY

EXCESS REVENUES OVER(UNDER) EXPENDITURES	-	387	-	-	(387)	100%	-	0%
FUND BALANCE, BEGINNING	-	-	-	-	-	100%	-	100%
FUND BALANCE, ENDING	\$ -	\$ 387	\$ -	\$ -	\$ (387)	-100%	\$ -	0%
Restricted/Assigned/Committed Funds	-	387	-	-	(387)	-100%	-	0%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%

DEBT SERVICE FUND 300
REVENUE SUPPORTED DEBT

		Fire Station Complex					
Pymt No.	Fiscal Year	Fire Station Complex			Fire Station Complex		
		SERIES 2017 Texas Tax Note			SERIES 2016 CO		
		Program 16		TOTAL	Program 17		TOTAL
		Principal	Interest		Principal	Interest	
1	2023	\$ 227,000	\$ 6,254	\$ 233,254	\$ 230,000	\$ 278,700	\$ 508,700
2	2024	232,000	2,100	234,100	235,000	271,725	506,725
3	2025	-	-	-	245,000	264,525	509,525
4	2026	-	-	-	250,000	257,100	507,100
5	2027	-	-	-	260,000	249,450	509,450
6	2028	-	-	-	265,000	241,575	506,575
7	2029	-	-	-	275,000	233,475	508,475
8	2030	-	-	-	285,000	225,075	510,075
9	2031	-	-	-	290,000	216,450	506,450
10	2032	-	-	-	300,000	207,600	507,600
11	2033	-	-	-	310,000	198,450	508,450
12	2034	-	-	-	320,000	189,000	509,000
13	2035	-	-	-	330,000	179,250	509,250
14	2036	-	-	-	340,000	169,200	509,200
15	2037	-	-	-	350,000	158,850	508,850
16	2038	-	-	-	360,000	146,400	506,400
17	2039	-	-	-	375,000	131,700	506,700
18	2040	-	-	-	390,000	116,400	506,400
19	2041	-	-	-	410,000	100,400	510,400
20	2042	-	-	-	425,000	83,700	508,700
21	2043	-	-	-	440,000	66,400	506,400
22	2044	-	-	-	460,000	48,400	508,400
23	2045	-	-	-	480,000	29,600	509,600
24	2046	-	-	-	500,000	10,000	510,000
TOTAL		\$ 459,000	\$ 8,353	\$ 467,353	\$ 8,125,000	\$ 4,073,425	\$ 12,198,425
Issued By:		The Independent Bank			US Bank		
Original Issue:		\$1,530,000			\$9,180,000		
Issue Date:		May 2017			December 2016		
End Date:		7 years = 2024			30 years = 2046		

DEBT SERVICE FUND 300
REVENUE SUPPORTED DEBT

		Westlake Academy					
Pymt No.	Fiscal Year	Refunding of 2007 (orig 2002)			Refunding of Series 2008		
		SERIES 2017 GO-Refunding			SERIES 2013 GO-Refunding		
		Program 15		TOTAL	Program 10		TOTAL
		Principal	Interest		Principal	Interest	
1	2023	\$ 35,000	\$ 223,925	\$ 258,925	\$ 150,000	\$ 20,375	\$ 170,375
2	2024	40,000	222,800	262,800	145,000	17,130	162,130
3	2025	605,000	210,100	815,100	155,000	13,830	168,830
4	2026	625,000	185,500	810,500	165,000	10,063	175,063
5	2027	645,000	160,100	805,100	160,000	6,000	166,000
6	2028	675,000	133,700	808,700	160,000	2,000	162,000
7	2029	715,000	105,900	820,900	-	-	-
8	2030	735,000	76,900	811,900	-	-	-
9	2031	775,000	46,700	821,700	-	-	-
10	2032	780,000	15,600	795,600	-	-	-
11	2033	-	-	-	-	-	-
12	2034	-	-	-	-	-	-
13	2035	-	-	-	-	-	-
14	2036	-	-	-	-	-	-
15	2037	-	-	-	-	-	-
16	2038	-	-	-	-	-	-
17	2039	-	-	-	-	-	-
18	2040	-	-	-	-	-	-
19	2041	-	-	-	-	-	-
20	2042	-	-	-	-	-	-
21	2043	-	-	-	-	-	-
22	2044	-	-	-	-	-	-
23	2045	-	-	-	-	-	-
24	2046	-	-	-	-	-	-
TOTAL		\$ 5,630,000	\$ 1,381,225	\$ 7,011,225	\$ 935,000	\$ 69,398	\$ 1,004,398
Issued By:		US Bank					
Original Issue:		\$5,795,000					
Issue Date:		February 2007					
End Date:		30 years = 2032					
		US Bank					
		\$2,200,000					
		April 2013					
		15 years - 2028					

DEBT SERVICE FUND 300
REVENUE SUPPORTED DEBT

		Westlake Academy			GRAND TOTAL		
		WA EXPANSION (Governmental Portion)					
		SERIES 2013 CO					
Pymt No.	Fiscal Year	Program 12		TOTAL	Principal	Interest	TOTAL
		Principal	Interest				
1	2023	\$ 204,700	\$ 245,056	\$ 449,756	\$ 846,700	\$ 774,310	\$ 1,621,010
2	2024	213,600	238,781	452,381	865,600	752,536	1,618,136
3	2025	213,600	232,373	445,973	1,218,600	720,828	1,939,428
4	2026	226,950	225,765	452,715	1,266,950	678,428	1,945,378
5	2027	231,400	218,601	450,001	1,296,400	634,151	1,930,551
6	2028	240,300	210,936	451,236	1,340,300	588,211	1,928,511
7	2029	347,100	200,956	548,056	1,337,100	540,331	1,877,431
8	2030	360,450	188,574	549,024	1,380,450	490,549	1,870,999
9	2031	369,350	175,803	545,153	1,434,350	438,953	1,873,303
10	2032	529,550	158,748	688,298	1,609,550	381,948	1,991,498
11	2033	280,350	142,550	422,900	590,350	341,000	931,350
12	2034	293,700	131,069	424,769	613,700	320,069	933,769
13	2035	307,050	119,054	426,104	637,050	298,304	935,354
14	2036	320,400	106,505	426,905	660,400	275,705	936,105
15	2037	329,300	94,129	423,429	679,300	252,979	932,279
16	2038	342,650	81,950	424,600	702,650	228,350	931,000
17	2039	356,000	69,287	425,287	731,000	200,987	931,987
18	2040	369,350	55,447	424,797	759,350	171,847	931,197
19	2041	382,700	40,406	423,106	792,700	140,806	933,506
20	2042	400,500	24,742	425,242	825,500	108,442	933,942
21	2043	418,300	8,366	426,666	858,300	74,766	933,066
22	2044	-	-	-	460,000	48,400	508,400
23	2045	-	-	-	480,000	29,600	509,600
24	2046				500,000	10,000	510,000
TOTAL		\$ 6,737,300	\$ 2,969,098	\$ 9,706,398	\$ 21,886,300	\$ 8,501,499	\$ 30,387,799
Issued By:		US Bank					
Original Issue:		\$8,294,800					
Issue Date:		April 2013					
End Date:		30 years = ends 2043					

DEBT SERVICE FUND (property tax supported)

OVERVIEW

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 Sam & Margaret Lee Arts & Sciences Center. Prior to acquiring long-term debt, alternative financing sources are explored before debt is issued. In 2021, the Government Obligations Refunding Bonds (GORB) series 2021 were issued to support capital projects.



FY22 REVISION

REVENUES

Revisions to the adopted FY22 budget include:

- Increase of \$88k from transfer in from Economic Development 4B.

EXPENDITURES

Revisions to the adopted FY22 budget include:

- Increase of \$1.02m from the 2021 GORB (which was closed at the end of FY21);
- Decrease of \$966k from satisfying the 2011 GORB and 2011 CO with the 2021 GORB;
- Decrease of \$3k on 2021 CO from amortization schedule update;

FUND BALANCE

Revisions have affected fund balance in an increase of \$37k due primarily to the transfer in.



FY23 PROPOSED

REVENUES

Ad valorem (property tax) represent all revenues of \$1.2m, which is a slight increase of 6% from revised FY22.

EXPENDITURES

Debt service of \$1.2m is planned in FY23 as per amortization schedules.

FUND BALANCE

Ending fund balance is proposed to net to 0 as it is intended.

DEBT SERVICE FUND 301

Program Summary

Fiscal Year 2023

	Audited Actuals FY 2021	Adopted Budget FY 2022	Revised Budget FY 2022	Proposed Budget FY 2023	FY 2023 FY 2022	Proposed vs Adopted	FY 2023 FY 2022	Proposed vs Revised
REVENUES & OTHER SOURCES								
Property Tax	\$694,403	\$1,134,763	\$1,134,763	\$1,202,967	\$68,204	6%	\$68,204	6%
Total Revenues	694,403	1,134,763	1,134,763	1,202,967	68,204	6%	68,204	6%
Transfer in from 4B		-	88,235					
Other Sources	4,767,298	-	-	-	-	0%	-	0%
Total Transfers In and Other Sources	4,767,298	-	88,235	-	-	0%	(88,235)	-100%
GRAND TOTAL REVENUES & OTHER SOURCES	\$ 5,461,701	\$ 1,134,763	\$ 1,222,998	\$ 1,202,967	\$ 68,204	6%	\$ (20,031)	-2%
EXPENDITURES & OTHER USES								
Debt Service	\$5,434,853	\$1,242,857	\$1,294,304	\$1,234,365	\$ (8,492)	-1%	\$ (59,939)	-5%
Services	73,372	880	-	1,290	410	47%	1,290	100%
Operations and Maintenance	5,508,225	1,243,737	1,294,304	1,235,655	(8,082)	-1%	(58,649)	-5%
SUB-TOTAL OPERATIONS and MAINTENANCE EXPENDITURES	5,508,225	1,243,737	1,294,304	1,235,655	(8,082)	-1%	(58,649)	-5%
GRAND TOTAL ALL EXPENDITURES & OTHER USES	\$ 5,508,225	\$ 1,243,737	\$ 1,294,304	\$ 1,235,655	\$ (8,082)	-1%	\$ (58,649)	-5%
SUMMARY								
EXCESS REVENUES OVER(UNDER) EXPENDITURES	(46,524)	(108,974)	(71,306)	(32,688)	76,286	-70%	38,618	-54%
FUND BALANCE, BEGINNING	150,518	103,994	103,994	32,688	(71,306)	-69%	(71,306)	-69%
FUND BALANCE, ENDING	\$ 103,994	\$ (4,980)	\$ 32,688	\$ 0	\$ 4,980	-100%	\$ (32,688)	-100%
Restricted/Assigned/Committed Funds	103,994	(4,980)	32,688	0	4,980	-100%	(32,688)	-100%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%

DEBT SERVICE 301
PROPERTY TAX REVENUE SUPPORTED

		WESTLAKE ACADEMY			MUNICIPAL		
		Refunding of 2003 (2nd Phase of WA)			Capital Improvements for Municipality		
		SERIES 2014 GO-REFUNDING			SERIES 2021		
Pymt No.	Fiscal Year	Principal	Interest	Total	Principal	Interest	Total
1	2023	\$ 5,000	\$ 64,140	\$ 69,140	\$ 120,000	\$ 84,600	\$ 204,600
2	2024	5,000	63,960	68,960	125,000	79,700	204,700
3	2025	5,000	63,780	68,780	130,000	74,600	204,600
4	2026	5,000	63,600	68,600	135,000	69,300	204,300
5	2027	5,000	63,420	68,420	140,000	63,800	203,800
6	2028	5,000	63,240	68,240	145,000	58,100	203,100
7	2029	350,000	56,150	406,150	150,000	52,200	202,200
8	2030	360,000	41,950	401,950	155,000	46,100	201,100
9	2031	375,000	27,250	402,250	160,000	39,800	199,800
10	2032	395,000	9,874	404,874	165,000	34,950	199,950
11	2033	-	-	-	170,000	31,600	201,600
12	2034	-	-	-	175,000	28,150	203,150
13	2035	-	-	-	180,000	24,600	204,600
14	2036	-	-	-	180,000	21,000	201,000
15	2037	-	-	-	185,000	17,350	202,350
16	2038	-	-	-	190,000	13,600	203,600
17	2039	-	-	-	190,000	9,800	199,800
18	2040	-	-	-	195,000	5,950	200,950
19	2041	-	-	-	200,000	2,000	202,000
20	2042	-	-	-	-	-	-
21	2043	-	-	-	-	-	-
TOTAL		\$ 1,510,000	\$ 517,364	\$ 2,027,364	\$ 3,090,000	\$ 757,200	\$ 3,847,200
Issued By:		US Bank			US BANK		
Original Issue:		\$8,500,000			\$3,215,000		
Issue Date:		January 2014			September 2021		
End Date:		18 years = 2032			20 years = 2041		

**DEBT SERVICE 301
PROPERTY TAX REVENUE SUPPORTED**

		WA 25%/MUNICIPAL 75%			GRAND TOTAL		
		Refunding of 2011 CO and 2011 GO					
		2021 GO - REFUNDING					
Pymt No.	Fiscal Year	Principal	Interest	Total	Principal	Interest	TOTAL
1	2023	\$ 865,000	\$ 95,625	\$ 960,625	\$ 990,000	\$ 244,365	\$ 1,234,365
2	2024	900,000	69,150	969,150	1,030,000	212,810	1,242,810
3	2025	340,000	50,550	390,550	475,000	188,930	663,930
4	2026	340,000	40,350	380,350	480,000	173,250	653,250
5	2027	360,000	29,850	389,850	505,000	157,070	662,070
6	2028	375,000	18,825	393,825	525,000	140,165	665,165
7	2029	125,000	10,700	135,700	625,000	119,050	744,050
8	2030	135,000	5,500	140,500	650,000	93,550	743,550
9	2031	140,000	1,400	141,400	675,000	68,450	743,450
10	2032	-	-	-	560,000	44,824	604,824
11	2033	-	-	-	170,000	31,600	201,600
12	2034	-	-	-	175,000	28,150	203,150
13	2035	-	-	-	180,000	24,600	204,600
14	2036	-	-	-	180,000	21,000	201,000
15	2037	-	-	-	185,000	17,350	202,350
16	2038	-	-	-	190,000	13,600	203,600
17	2039	-	-	-	190,000	9,800	199,800
18	2040	-	-	-	195,000	5,950	200,950
19	2041	-	-	-	200,000	2,000	202,000
20	2042	-	-	-	-	-	-
21	2043	-	-	-	-	-	-
TOTAL		\$ 3,580,000	\$ 321,950	\$ 3,901,950	\$ 8,180,000	\$ 1,596,514	\$ 9,776,514
Issued By:		US Bank					
Original Issue:		\$4,430,000					
Issue Date:		September 2021					
End Date:		10 years - 2031					



CAPITAL PROJECTS FUNDS

THESE FUNDS ARE USED TO ACCOUNT FOR FINANCIAL RESOURCES THAT ARE RESTRICTED, COMMITTED, OR ASSIGNED TO EXPENDITURE FOR CAPITAL OUTLAYS.

MUNICIPAL EXPANSION FUND

OVERVIEW

This fund was created to track and accumulate resources intended to finance future Municipal expansions. This fund was being used to provide a Fire/EMS station (but did not include apparatus or training facility and included the acquisition of land by private donation.) The fund was adjusted for final accounting treatment and has no future project plans at this time.



FY22 REVISION

REVENUES

Revisions to the adopted FY22 budget include:

- Transfer in increase of \$41k to close-out fund.

EXPENDITURES

No revisions to the adopted FY22 budget include:

FUND BALANCE

Revisions have affected fund balance in an increase of \$41k.



FY23 PROPOSED

REVENUES

There are no programmed revenues for this fund.

EXPENDITURES

There are no programmed revenues for this fund.

FUND BALANCE

The ending fund balance is \$0.

MUNICIPAL EXPANSION FUND 405

Program Summary

Fiscal Year 2023

	Audited Actuals FY 2021	Adopted Budget FY 2022	Estimated Budget FY 2022	Adopted Budget FY 2023	FY 2023 FY 2022	Adopted vs Adopted	FY 2023 FY 2022	Adopted vs Revised
REVENUES & OTHER SOURCES								
Transfers In	-	-	40,890	-	-	0%	(40,890)	-100%
Other Sources	-	-	-	-	-	0%	-	0%
Total Other Sources	-	-	40,890	-	-	0%	(40,890)	-100%
GRAND TOTAL REVENUES & OTHER SOURCES	\$ -	\$ -	\$ 40,890	\$ -	\$ -	0%	\$ (40,890)	-100%
EXPENDITURES & OTHER USES								
Capital Project Funds	\$ 89,483	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
Capital Outlay	-	-	-	-	-	0%	-	0%
Maintenance & Replacment Funds	-	-	-	-	-	0%	-	0%
Total Capital and M&R Projects	89,483	-	-	-	-	0%	-	0%
Transfers Out	-	-	-	-	-	0%	-	0%
Other Sources	-	-	-	-	-	0%	-	0%
Total Other Uses	-	-	-	-	-	0%	-	0%
TOTAL NON-OPERATING EXPENDITURES	89,483	-	-	-	-	0%	-	0%
GRAND TOTAL ALL EXPENDITURES & OTHER USES	\$ 89,483	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%
SUMMARY								
Excess Revenues over(under) Expenditures	(89,483)	-	40,890	-	-	0%	(40,890)	-100%
FUND BALANCE, BEGINNING	48,593	(40,890)	(40,890)	-	40,890	-100%	40,890	-100%
FUND BALANCE, ENDING	\$ (40,890)	\$ (40,890)	\$ -	\$ -	\$ 40,890	-100%	\$ -	0%
Restricted/Assigned/Committed Funds	(40,890)	(40,890)	-	-	40,890	-	-	0%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%

CAPITAL PROJECTS FUND

OVERVIEW

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

An Unfunded/Under Discussion Capital Improvement Project Forecast is also included which outlines projects Staff and Council have identified but require Council direction on implementation and prioritization. None of the Unfunded/Under Discussion projects will be planned or built prior to Council discussion and approval. The projects shown are for future consideration and planning purposes only.



FY22 REVISION

REVENUES

Revisions to the adopted FY22 budget include:

- SH114/Hwy170 enhancement project of \$3.4m removed from budget;

EXPENDITURES

Revisions to the adopted FY22 budget include:

- Decrease of \$216k in road/street improvements as per FYE estimates;
- Decrease of \$57k in finance software upgrades as per FYE estimates, portion incomplete to be rolled over into FY23;
- Decrease of \$596k in parks/trail/cemetery improvements as per FYE estimates;
- Increase of bond issuance costs by \$3k from update of debt schedule;
- Increase in transfer-out of \$41k to Municipal Expansion fund to offset final FY21 expenditures and close that fund.

FUND BALANCE

Revisions have affected fund balance in a decrease of \$2.5m.



FY23 PROPOSED

REVENUES

Transfers in from the General Fund represent 99.5% of the total revenues of \$1m.

EXPENDITURES

The total expenditures of \$1.4m is mostly comprised of parks/trails/cemetery improvements which represents 82% of all project costs.

In addition to the fund program detail, a Funded Capital Improvement Project Forecast is provided for current and out-year planning.

FUND BALANCE

The ending fund balance is proposed at \$2.8m which is an overall decrease of 12%.

CAPITAL PROJECTS FUND 410

Program Summary

Fiscal Year 2023

Audited Actuals FY 2021	Adopted Budget FY 2022	Revised Budget FY 2022	Proposed Budget FY 2023	FY 2022 vs FY 2023	Proposed vs Adopted	FY 2022 vs FY 2023	Proposed vs Revised
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REVENUES & OTHER SOURCES

Investment Earnings	\$ 3,015	\$ 5,000	\$ 5,000	\$ 5,000	\$ -	0%	\$ -	0%
Contributions	50,000	-	-	-	-	0%	-	0%
Total Revenues	53,015	5,000	5,000	5,000	-	0%	-	0%
Transfers In	-	1,000,000	1,000,000	1,010,100	10,100	1%	10,100	1%
Other Sources	3,464,742	3,353,602	-	-	(3,353,602)	100%	-	100%
Total Other Sources	3,464,742	4,353,602	1,000,000	1,010,100	(3,343,502)	100%	10,100	100%
GRAND TOTAL REVENUES & OTHER SOURCES	\$ 3,517,757	\$ 4,358,602	\$ 1,005,000	\$ 1,015,100	\$ (3,343,502)	-77%	\$ 10,100	1%

EXPENDITURES & OTHER USES

Debt Service	\$ 57,097	\$ -	\$ 3,220	\$ -	\$ -	0%	\$ (3,220)	-100%
Operations and Maintenance	57,097	-	3,220	-	-	0%	(3,220)	-100%
SUB-TOTAL OPERATIONS and MAINTENANCE EXPENDITURES	57,097	-	3,220	\$ -	\$ -	0%	\$ (3,220)	-100%
Projects - Capital improvement	1,026,158	2,491,720	1,624,004	1,410,033	(1,081,687)	-43%	(213,971)	-13%
Total Capital and Maintenance & Replacement	1,026,158	2,491,720	1,624,004	1,410,033	(1,081,687)	-43%	(213,971)	-13%
Transfers Out	-	-	40,890	-	-	0%	(40,890)	-100%
Total Transfers Out & Other Uses	-	-	40,890	-	-	0%	(40,890)	-100%
SUB-TOTAL NON-OPERATING EXPENDITURES	1,026,158	2,491,720	1,664,894	1,410,033	(1,081,687)	-43%	(254,861)	-15%
GRAND TOTAL ALL EXPENDITURES & OTHER USES	\$ 1,083,255	\$ 2,491,720	\$ 1,668,114	\$ 1,410,033	\$ (1,081,687)	-43%	\$ (258,081)	-15%

SUMMARY

EXCESS REVENUES OVER(UNDER) EXPENDITURES	2,434,501	1,866,882	(663,114)	(394,933)	(2,261,815)	-121%	268,181	-40%
FUND BALANCE, BEGINNING	1,440,851	3,875,352	3,875,352	3,212,238	(663,114)	-	(663,114)	-
FUND BALANCE, ENDING	\$ 3,875,352	\$ 5,742,234	\$ 3,212,238	\$ 2,817,305	\$ (2,924,929)	-51%	\$ (394,933)	-12%
Restricted/Assigned/Committed Funds	3,875,352	5,742,234	3,212,238	2,817,305	(2,924,929)	-51%	(394,933)	-12%

WESTLAKE ACADEMY SAM & MARGARET LEE ARTS & SCIENCES CENTER FUND OVERVIEW

This fund tracks and accumulates resources to finance the Sam & Margaret Lee Arts and Sciences Center expansion. Westlake Academy Staff identified immediate needs for three additional science labs and two art rooms on campus. Subsequent discussions involved the replacement of the portable buildings and Staff were directed to propose expanding the building footprint in an attempt to eliminate classrooms from the portables. The estimated cost of this project is \$15M. The funding source for the project includes funds provided per economic development agreements by residential developments, anonymous matching funds, and Westlake Academy affiliates.



FY22 REVISION

REVENUES

Revisions to the adopted FY22 budget include:

- Increase by \$754k due to contributions as of FYE estimates.

EXPENDITURES

Revisions to the adopted FY22 budget include:

- Decrease by \$215k in design fees.

FUND BALANCE

Revisions have affected fund balance in an increase of \$969k.



FY23 PROPOSED

REVENUES

Overall revenues of \$260k decreased significantly by 74% from the revised FY22 as contributions were not anticipated in FY23.

EXPENDITURES

Planned expenditures of \$55k are increased by 57% from revised FY22 in design fees.

FUND BALANCE

The ending fund balance of \$3.4m is a slight 6% increase as overall revenues still exceeded expenditures.

WESTLAKE ACADEMY SAM & MARGARGET LEE ARTS & SCIENCES CENTER FUND 411

Program Summary

Fiscal Year 2023

	Audited Actuals FY 2021	Adopted Budget FY 2022	Revised Budget FY 2022	Proposed Budget FY 2023	FY 2023 vs FY 2022	Proposed Adopted	FY 2023 vs FY 2022	Proposed Revised
REVENUES & OTHER SOURCES								
Investment Earnings	\$ 1,377	\$ 1,000	\$ 5,000	\$ 10,000	\$ 9,000	900%	\$ 5,000	100%
Contributions	1,250,000	-	750,000	-	-	0%	(750,000)	-100%
Total Revenues	1,251,377	1,000	755,000	10,000	9,000	900%	(745,000)	-99%
Transfer In from Fund 412 WA Expansion	1,000,000	250,000	250,000	250,000	-	0%	-	0%
Total Transfers In and Other Sources	1,000,000	250,000	250,000	250,000	-	0%	-	0%
GRAND TOTAL REVENUES & OTHER SOURCES	\$ 2,251,377	\$ 251,000	\$ 1,005,000	\$ 260,000	\$ 9,000	4%	\$ (745,000)	-74%
EXPENDITURES & OTHER USES								
Projects - Capital improvement	-	\$ 250,000	\$ 35,000	\$ 55,000	\$ (195,000)	-78%	\$ 20,000	57%
Total Capital and Maintenance & Replacement	-	250,000	35,000	55,000	(195,000)	-78%	20,000	57%
SUB-TOTAL NON-OPERATING EXPENDITURES	\$ -	\$ 250,000	\$ 35,000	\$ 55,000	\$ (195,000)	-78%	\$ 20,000	57%
GRAND TOTAL ALL EXPENDITURES & OTHER USES	\$ -	\$ 250,000	\$ 35,000	\$ 55,000	\$ (195,000)	-78%	\$ 20,000	57%
SUMMARY								
EXCESS REVENUES OVER(UNDER) EXPENDITURES	2,251,377	1,000	970,000	205,000	204,000	20400%	(765,000)	-79%
FUND BALANCE, BEGINNING	49,682	2,301,059	2,301,059	3,271,059	970,000	42%	970,000	42%
FUND BALANCE, ENDING	\$ 2,301,059	\$ 2,302,059	\$ 3,271,059	\$ 3,476,059	\$ 1,174,000	51%	\$ 205,000	6%
Restricted/Assigned/Committed Funds	2,301,059	2,302,059	3,271,059	3,476,059	1,174,000	51%	205,000	6%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%

ACADEMY EXPANSION FUND

OVERVIEW

This fund 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, \$5K for lots in the Quail Hollow subdivision and \$5K for lot the Knolls. These payments are recorded in the Economic Development Fund 210 and are transferred to the Westlake Academy Fund 412.

FY22 REVISION

REVENUES

Revisions to the adopted FY22 budget include:

- Increase of \$154k primary from transfer-in from the Economic Development fund from increased lot fees revenue.

EXPENDITURES

No revisions to the adopted FY22 budget include:

FUND BALANCE

Revisions have affected fund balance in an increase of \$154k.

FY23 PROPOSED

REVENUES

Revenues of \$480k are made up mostly from transfers in from the Economic Development fund from lot fees.

EXPENDITURES

An athletic capital improvement package has been proposed for the Westlake Academy campus which would be funded through private donations only estimate \$800k. Staff is working with the donor funding.

FUND BALANCE

The ending fund balance proposed of \$1.4m is 29% less than revised FY22.

WESTLAKE ACADEMY EXPANSION FUND 412

Program Summary

Fiscal Year 2023

	Audited Actuals FY 2021	Adopted Budget FY 2022	Revised Budget FY 2022	Proposed Budget FY 2023	FY 2022 vs FY 2023	Proposed Adopted	FY 2022 vs FY 2023	Proposed Revised
REVENUES & OTHER SOURCES								
Investment Earnings	\$ 4,584	\$ 5,000	\$ 9,000	\$ 5,000	\$ -	0%	\$ (4,000)	-44%
Contributions	50,000	-	-	-	-	0%	-	0%
Total Revenues	54,584	5,000	9,000	5,000	-	0%	(4,000)	-44%
Transfer In from Fund 210 Economic Development	-	-	150,000	475,000	475,000	100%	325,000	217%
Total Transfers In and Other Sources	-	-	150,000	475,000	475,000	100%	325,000	217%
GRAND TOTAL REVENUES & OTHER SOURCES	\$ 54,584	\$ 5,000	\$ 159,000	\$ 480,000	\$ 475,000	9500%	\$ 321,000	202%
EXPENDITURES & OTHER USES								
Projects - Capital improvement	\$ 14,000	\$ -	\$ -	\$ 800,000	\$ 800,000	100%	\$ 800,000	100%
Total Capital and Maintenance & Replacement	14,000	-	-	800,000	800,000	100%	800,000	100%
Transfers Out to Fund 411 A&S Building	1,000,000	250,000	250,000	250,000	-	0%	-	0%
Total Transfers Out & Other Uses	1,000,000	250,000	250,000	250,000	-	0%	-	0%
SUB-TOTAL NON-OPERATING EXPENDITURES	\$ 1,014,000	\$ 250,000	\$ 250,000	\$ 1,050,000	\$ 800,000	100%	\$ 800,000	320%
GRAND TOTAL ALL EXPENDITURES & OTHER USES	\$ 1,014,000	\$ 250,000	\$ 250,000	\$ 1,050,000	\$ 800,000	100%	\$ 800,000	320%
SUMMARY								
EXCESS REVENUES OVER(UNDER) EXPENDITURES	(959,416)	(245,000)	(91,000)	(570,000)	(325,000)	133%	(479,000)	526%
FUND BALANCE, BEGINNING	3,011,918	2,052,502	2,052,502	1,961,502	(91,000)	-4%	(91,000)	-4%
FUND BALANCE, ENDING	\$ 2,052,502	\$ 1,807,502	\$ 1,961,502	\$ 1,391,502	\$ (416,000)	-23%	\$ (570,000)	-29%
Restricted/Assigned/Committed Funds	2,052,502	1,807,502	1,961,502	1,391,502	(416,000)	-23%	(570,000)	-29%
UNASSIGNED FUND BALANCE, ENDING	\$ -	\$ -	\$ -	\$ -	\$ -	0%	\$ -	0%

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.

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.

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

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.

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.

- 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.

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 vs. 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.

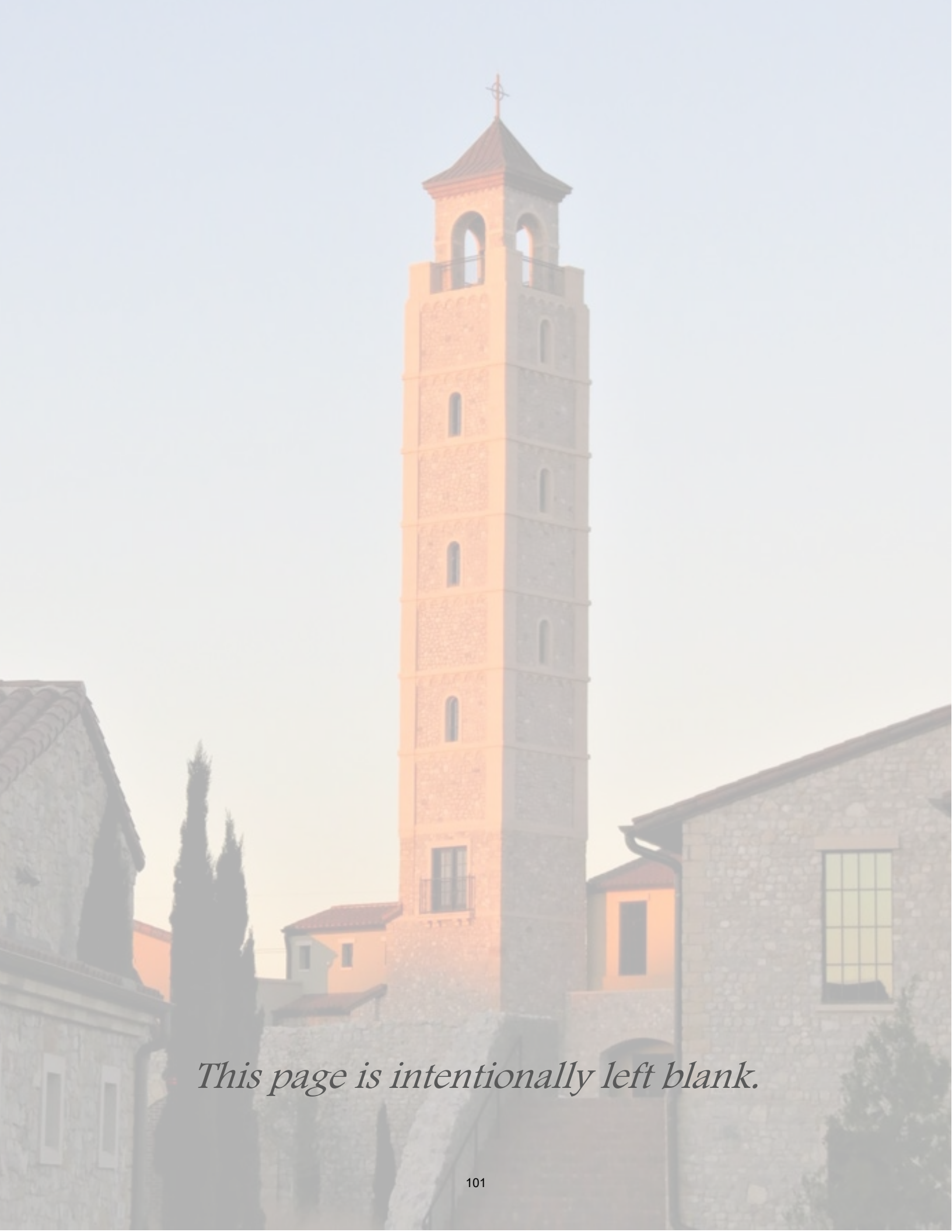
FUNDED CAPITAL IMPROVEMENT PROJECT FORECAST

PROJ#	Project Description	Totals thru FY 2021	FY 2022 Adopted Budget	Revised Budget	FY 2023 Proposed Budget	FY 2024 Projected Budget	FY 2025 Projected Budget	FY 2026 Projected Budget	FY 2027 Projected Budget	PROJECT GRAND TOTAL
CP34	Roanoke Road Reconstruction & Drainage South	72,118	700,955	700,955	-	-	-	-	-	773,073
CP40	Sam School Road Reconstruction & Drainage	26,828	-	-	-	72,160	-	-	-	98,988
CP82	SH114 Service Road Construction	259,398	100,000	80,000	120,000	50,000	-	-	-	509,398
CP83	GPS Opticom Traffic Control	-	91,250	91,250	-	-	-	-	-	91,250
CP92	Glenwyck Farms Entranceways (2)	-	-	-	-	246,000	-	-	-	246,000
CP	JT Ottinger Bridge Improvement (future agreement with TxDOT)	-	-	-	-	-	88,000	-	-	88,000
CP84	SH 170 Town Improvements	234,800	-	-	-	-	-	-	-	234,800
Total - Road Improvements - Dept 16		5,227,616	892,205	872,205	120,000	368,160	88,000	-	-	6,675,981
CP85	WA Parking Improvements (Dept 17)	61,722	-	-	-	-	-	-	-	61,722
CP88	WA Athletics Facilities Improvements	-	-	-	800,000	-	-	-	-	800,000
CP93	WA pickup lane improvements	-	-	-	-	150,000	-	-	-	150,000
CP94	Fire station driveway and parking extension	-	-	-	-	246,000	-	-	-	246,000
Total - Facility Improvements - Dept 17		165,307	-	-	800,000	396,000	-	-	-	1,361,307
CP90	ADA trail enhancements Solana/Sam School Road	-	-	-	198,000	-	-	-	-	198,000
CP67	Wayfinding Signage	5,585	214,700	100,000	214,700	-	-	-	-	320,285
CP76	Cemetery Improvements	117,742	250,000	100,000	64,317	-	-	-	-	282,059
CP89	Sam School/Knolls Open Space	-	-	29,000	131,000	-	-	-	-	160,000
Total - Trail/Park/Cemetery - Dept 19		123,327	464,700	229,000	608,017	-	-	-	-	800,344
CP52	Trail - Academy to Cemetery	-	-	-	-	560,705	-	-	-	560,705
CP53	Trail - Dove/Pearson/Aspen	91,018	459,250	100,000	554,815	-	-	-	-	745,833
CP60	Pearson Lane Recon/Drainage	98,543	475,565	280,000	-	-	-	-	-	378,543
Total - Trail and Road Improvements - Dept 16 & 19		825,707	934,815	380,000	554,815	560,705	-	-	-	2,321,227
CP86	Software Upgrades for WA	-	200,000	200,000	57,201	-	-	-	-	257,201
CP87	Software Upgrades for Municipality	-	-	-	70,000	200,000	-	-	-	270,000
Total - Information Technology - Dept 18 & 20		366,088	200,000	200,000	127,201	200,000	-	-	-	893,289
TOTAL GOVERNMENTAL PROJECTS		6,708,046	2,491,720	1,681,205	2,210,033	1,524,865	88,000	-	-	12,052,149


Funding Summary	Totals thru FY 2021	FY 2022 Adopted Budget	Revised Budget	FY 2023 Adopted Budget	FY 2024 Projected Budget	FY 2025 Projected Budget	FY 2026 Projected Budget	FY 2027 Projected Budget	PROJECT GRAND TOTAL
Cash/Fund Balance (Formerly adopted)	6,708,046	200,000	229,000	456,201	200,000	88,000	-	-	7,681,247
FY21/22 Bonds 30 Year	-	2,291,720	1,452,205	953,832	682,865	-	-	-	3,088,902
WAAC (Westlake Academy Athletic Club)	-	-	-	800,000	-	-	-	-	800,000
GRAND TOTAL ALL PROJECTS	6,708,046	2,491,720	1,681,205	2,210,033	882,865	88,000	-	-	11,570,149

UNFUNDED/UNDER DISCUSSION CAPITAL IMPROVEMENT PROJECT FORECAST

Dept No.	Project Description	Totals Thru FY 2021	FY 2022 Revised Budget	FY 2023 Proposed Budget	FY 2024 Projected Budget	FY 2025 Projected Budget	FY 2026 Projected Budget	FUTURE YEARS Projected Budget	PROJECT GRAND TOTAL
16	Hwy 170, 377 and Schwab Way Traffic Signal Upgrade	\$ -	\$ -	\$ -	\$ 544,500	\$ -	\$ -	\$ -	\$ 544,500
16	Dove Road & Randol Mill Traffic Circle	-	-	-	-	-	91,960	1,219,680	1,311,640
16	SH 114 Main Lane Expansion (Engineering)	-	-	1,000,000	-	-	-	-	1,000,000
16	SH 114/170 Enhancements	239,433	-	-	-	1,005,016	-	-	1,244,449
Sub-Total - Road/Street Improvements		239,433	-	1,000,000	544,500	1,005,016	91,960	1,219,680	4,100,589
17	Fire Station No. 2 West Side of town	-	-	-	-	1,100,000	18,700,000	-	19,800,000
17	Municipal Town Hall	-	-	-	-	-	110,000	11,890,000	12,000,000
17	Sam & Margaret Lee Westlake Academy Arts & Sciences Center Expansion	-	-	2,600,000	7,370,000	7,370,000	-	-	17,340,000
Sub-Total - Facility Improvements		-	-	2,600,000	7,370,000	8,470,000	18,810,000	11,890,000	49,140,000
19	Hwy 377 Landscape Improvements (Phase I and II)	-	-	-	-	635,250	121,000	-	756,250
19	Trail - Fidelity Campus to Westlake Parkway at Hwy 114	-	-	-	453,750	-	-	-	453,750
19	Cemetery Improvements	-	-	-	220,000	-	-	-	220,000
19	15-30 Acre Community Park	-	-	-	-	-	-	3,850,000	3,850,000
Sub-Total - Trail/Park/Cemetery Improvements		-	-	-	673,750	635,250	121,000	3,850,000	5,280,000
TOTAL UNFUNDED (UNDER DISCUSSION)		\$ 239,433	\$ -	\$ 3,600,000	\$ 8,588,250	\$ 10,110,266	\$ 19,022,960	\$ 16,959,680	\$ 58,520,589



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POLICIES

MUNICIPAL FISCAL & BUDGETARY POLICIES

I. STATEMENT OF PURPOSE

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

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

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

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

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

II. SUMMARY OF POLICY INTENDED OUTCOMES

This policy framework mandates pursuit of the following fiscal objectives:

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

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

III. **OPERATING BUDGET**

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

- D. **Proposed Budget Process:** a proposed budget shall be prepared by the Town Manager with the participation of all of the Town's department directors.
- The proposed budget shall include four basic segments for review and evaluation: (1) personnel costs, (2) base budget for operations and maintenance costs, (3) service level adjustments for increases of existing service levels or additional services, and (4) revenues.
 - The proposed budget review process shall include Council participation in the review of each of the four segments of the proposed budget and a public hearing to allow for citizen participation in the budget preparation.
 - The proposed budget process shall allow sufficient time to provide review, as well as address policy and fiscal issues, by the Town Council.
 - A copy of the proposed budget shall be filed with the Town Secretary when it is submitted to the Town Council as well as placed on the Town's website.
- E. **Budget Adoption:** Upon the determination and presentation of the final iteration of the proposed budget as established by the Council, a public hearing date and time will be set and publicized. The Council will subsequently consider a resolution which, if adopted, such budget becomes the Town's Approved Annual Budget. The adopted budget will be effective for the fiscal year beginning October 1. The approved budget will be placed on the Town's web site.
- F. **Budget Award:** Each year the Council approved operating budget will be submitted annually to the Government Finance Officers Association (GFOA) for evaluation and consideration for the Award for Distinguished Budget Presentation.
- G. **Budget Amendments:** Department Directors are responsible for monitoring their respective department budgets. The Finance Department will monitor all financial operations. The budget team will decide whether to proceed with a budget amendment and, if so, will then present the request to the Town Council. If the Council decides a budget amendment is necessary, the amendment is adopted in resolution format and the necessary budgetary changes are then made.
- H. **Central Control:** Modifications within the operating categories (salaries, supplies, maintenance, services, capital, etc.) can be made with the approval of the Town Manager. Modifications to reserve categories and interdepartmental budget totals will be made only by Town Council consent with formal briefing and Council action.
- I. **Planning:** The budget process will be coordinated so as to identify major policy issues for Town Council by integrating it into the Council's overall strategic planning process for the Town. Each department shall have a multi-year business plan that integrates with the Town's overall strategic plan.
- J. **Reporting:** Monthly financial reports will be prepared by the Finance Department and distributed to and reviewed by each Director. Information obtained from financial reports and other operating reports is to be used by Directors to monitor and control departmental budget. Summary financial reports will be presented to the Town Council quarterly.
- K. **Performance Measures & Productivity Indicators:** Where appropriate, performance measures and productivity indicators will be used as guidelines to measure efficiency, effectiveness, and outcomes of Town services. This information will be included in the annual budget process as needed.

- L. **Contingent Appropriation:** During the budget process, staff will attempt to establish an adequate contingent appropriation in each of the operating funds. The expenditure for this appropriation shall be made only in cases of emergency, and a detailed account shall be recorded and reported. The proceeds shall be disbursed only by transfer to departmental appropriation. All transfers from the contingent appropriation will be evaluated using the following criteria:
- Is the request of such an emergency nature that it must be made immediately?
 - Why was the item not budgeted in the normal budget process?
 - Why can't the transfer be made within the department?

IV. REVENUES MANAGEMENT

- A. **Revenue Design Parameter:** The Town will pursue the following optimum characteristics in its revenue system:
- **Simplicity** - The Town, where possible and without sacrificing accuracy, will strive to keep the revenue system simple in order to reduce costs, achieve transparency, and increase citizen understanding of Town revenue sources.
 - **Certainty** - A knowledge and understanding of revenue sources reliability increases the viability of the revenue system. The Town will understand, to the best of its ability, all aspects of its revenue sources and their performance, as well as enact consistent collection policies to provide assurances that the revenue base will materialize according to budgets, forecasts, and plans.
 - **Equity** - The Town shall make every effort to maintain equity in its revenue system: i.e. the Town shall seek to minimize or eliminate all forms of subsidization between entities, funds, services utilities, and customer classes within a utility.
 - **Administration** - The benefits of a revenue source will not exceed the cost of collecting that revenue. Every effort will be made for the cost of collection to be reviewed annually for cost effectiveness as a part of the Town's indirect cost and cost of service analysis.
 - **Adequacy, Diversification and Stability** - The Town shall attempt, in as much as is practical, to achieve a balance in its revenue system. The Town shall also strive to maintain a balanced and diversified revenue system to protect the Town from fluctuations in any one source due to changes in local economic conditions which adversely impact that revenue source.
- B. **Other Considerations.** The following considerations and issues will guide the Town in its revenue policies concerning specific sources of funds:
- **Cost/Benefit of Incentives for Economic Development** - The Town will use due caution in the analysis of any tax or fee incentives that are being considered to encourage economic development. A cost/benefit (fiscal impact) analysis will be performed as a part of the evaluation for each proposed economic development project.
 - **Non-Recurring Revenues** - One-time or non-recurring revenues will not be used to finance on-going operational costs. Non-recurring revenues will be used only for one-time expenditures such as long-lived capital needs or one-time major maintenance projects that occur infrequently. Non-recurring revenues will not be used for budget balancing purposes except to cover the one-time expenditures described above.
 - **Investment Income** - Earnings from investment of available monies, whether pooled or not, will be distributed to the funds in accordance with the equity balance of the fund from which monies were provided to be invested.
 - **Property Tax Revenues** - The Town shall endeavor to avoid a property tax by revenue diversification, implementation of user fees, and economic development.

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

V. EXPENDITURE CONTROL

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

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

VI. **FUND BALANCE/RETAINED EARNINGS**

- A. **General Fund Undesignated Fund Balance** - The Town shall strive to maintain the General Fund undesignated minimum fund balance at, or in excess of, 180 days of operation.
- B. **Retained Earnings of Other Operating Funds** - In the Utility Fund, the Town shall strive to maintain positive retained earnings positions to provide sufficient reserves for emergencies and revenue shortfalls.
- C. **Use of Fund Balance** – The Council delegates the responsibility to assign funds to the Town Manager or his/her designee. The Council shall have the authority to assign any amount of funds. Assignments may occur subsequent to fiscal year-end. The Council will utilize funds in the following spending order: Restricted, Committed, Assigned, Unassigned
Fund Balance will be targeted to only be used with Council approval and can be only be used for the following:
 - Emergencies, such as a natural disaster, pandemic, epidemic, or quarantine.
 - 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, and their related response and/or necessary repairs to major equipment failure or damage, such as a natural disaster, pandemic, epidemic, or quarantine.
 - 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-reoccurring) 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 reasonable be expected to provide for a revenue stream to fund the debt service requirement.
- Certificates of obligation - These can be authorized by Council approval with debt service by either general revenues or backed by a specific revenue stream or a combination of both.
- Lease/purchase agreements - These shall only be used to purchase capital assets that cannot be financed from either current revenues or fund balance/retained earnings and to fund infrastructure improvements and additions.

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

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

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

planning and financial management.

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

VIII. INTERGOVERNMENTAL RELATIONSHIPS

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

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

IX. GRANTS

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

X. ECONOMIC DEVELOPMENT

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

XI. FISCAL MONITORING

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

XII. FINANCIAL CONSULTANTS

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

XIII. ACCOUNTING, AUDITING, AND FINANCIAL REPORTING

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

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

- B. **External Auditing** - Town will be audited annually by outside independent accountants (auditors). The auditors must be a CPA firm and must demonstrate significant experience in the field of local government auditing. They must conduct the town's audit in accordance with generally accepted auditing standards and be knowledgeable in the Government Finance Officers Association Certificate of Achievement program. The auditors' report on Town's financial statements will be completed within a timely period of the Town's fiscal year-end. The auditor will jointly review the management letter with the Town Council, if necessary. In conjunction with this review, the Finance Director shall respond in writing to the Town Council regarding the auditor's Management Letter, addressing the issues 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. DEPOSITORIES

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

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

XIV. INVESTMENT POLICY ADOPTION BY COUNCIL

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

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

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

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

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

REPLACEMENT AND DEPRECIATION GUIDELINES

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

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

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

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

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

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

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

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

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

GUIDE FOR EARLY REPLACEMENT OF TOWN-OWNED VEHICLES

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

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

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

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

EXAMPLE A – Vehicles

- Mileage: \$30,000 vehicle divided by the target replacement cycle of 100,000 miles will give you a depreciation cost of \$.30 per mile.
- \$.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	1	Each 10,000 miles of usage
Type of Service	1	Standard sedans, SUV's and pickups
	2	Each year of chronological age
	3	Vehicles that pulls trailer, haul heavy loads and continued off-road usage
	4	Any vehicle involved in ice or snow removal or road treatment
Reliability	1	In shop one time within 3-month time period, no major breakdowns/roadside assistance call with 3-month period
Preventive Maintenance	2	In shop one time within three-month time period, 1 breakdown/ roadside assistance call within 3-month period
Work Not Included	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	1	Maintenance cost are less than or equal to 20% of replacement
Incident	2	Maintenance cost are 21-40% of replacement cost
Repair Not	3	Maintenance cost are 41-60% of replacement cost
Include	4	Maintenance cost are 61-80% of replacement cost
	5	Maintenance cost are greater than or equal to 81% of replacement cost
Condition	1	No visual damage or rust
	2	Minor imperfections in body and paint, interior fair (no rips, tears, burn)
	3	Noticeable imperfections in body and paint surface, minor rust, minor damage for add-on equipment, won interior (one or more rips, tears, burns).
	4	Poor paint and body condition, rust (holes), interior (rips, tears, burns, cracked dash) and major damage for add-on equipment
	5	Previous accident damage, poor paint and body condition, rust (holes), interior (rips, tears, burns, cracked dash) and major damage for add-on equipment
GRAND TOTAL	60	

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


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



APPENDIX

2022 Tax Rate Calculation Worksheet

Taxing Units Other Than School Districts or Water Districts

Form 50-856

Town of Westlake

817-430-5721

Taxing Unit Name

Phone (area code and number)

1500 Solana Boulevard, Bldg.7, Suite 7200

Westlake-TX.org

Taxing Unit's Address, City, State, ZIP Code

Taxing Unit's Website Address

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

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

Water districts as defined under Water Code Section 49.001(1) do not use this form, but instead use Comptroller Form 50-858 *Water District Voter-Approval Tax Rate Worksheet for Low Tax Rate and Developing Districts* or Comptroller Form 50-860 *Developed Water District Voter-Approval Tax Rate Worksheet*.

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

SECTION 1: No-New-Revenue Tax Rate

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

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

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

Line	No-New-Revenue Tax Rate Worksheet	Amount/Rate
1.	2021 total taxable value. Enter the amount of 2021 taxable value on the 2021 tax roll today. Include any adjustments since last year's certification; exclude Tax Code Section 25.25(d) one-fourth and one-third over-appraisal corrections from these adjustments. Exclude any property value subject to an appeal under Chapter 42 as of July 25 (will add undisputed value in Line 6). This total includes the taxable value of homesteads with tax ceilings (will deduct in Line 2) and the captured value for tax increment financing (adjustment is made by deducting TIF taxes, as reflected in Line 17). ¹	\$ 1,742,070,931
2.	2021 tax ceilings. Counties, cities and junior college districts. Enter 2021 total taxable value of homesteads with tax ceilings. These include the homesteads of homeowners age 65 or older or disabled. Other taxing units enter 0. If your taxing unit adopted the tax ceiling provision in 2021 or a prior year for homeowners age 65 or older or disabled, use this step. ²	\$ 154,365,221
3.	Preliminary 2021 adjusted taxable value. Subtract Line 2 from Line 1.	\$ 1,587,705,710
4.	2021 total adopted tax rate.	\$ 0.16788 /\$100
5.	2021 taxable value lost because court appeals of ARB decisions reduced 2021 appraised value.	
	A. Original 2021 ARB values: \$ 55,732,786	
	B. 2021 values resulting from final court decisions: - \$ 34,851,937	
	C. 2021 value loss. Subtract B from A. ³	\$ 20,880,849
6.	2021 taxable value subject to an appeal under Chapter 42, as of July 25.	
	A. 2021 ARB certified value: \$ 0	
	B. 2021 disputed value: - \$ 0	
	C. 2021 undisputed value. Subtract B from A. ⁴	\$ 0
7.	2021 Chapter 42 related adjusted values. Add Line 5C and Line 6C.	\$ 20,880,849

¹ Tex. Tax Code § 26.012(14)

² Tex. Tax Code § 26.012(14)

³ Tex. Tax Code § 26.012(13)

⁴ Tex. Tax Code § 26.012(13)

Line	No-New-Revenue Tax Rate Worksheet	Amount/Rate
8.	2021 taxable value, adjusted for actual and potential court-ordered adjustments. Add Line 3 and Line 7.	\$ 1,608,586,559
9.	2021 taxable value of property in territory the taxing unit deannexed after Jan. 1, 2021. Enter the 2021 value of property in deannexed territory. ⁵	\$ 0
10.	2021 taxable value lost because property first qualified for an exemption in 2022. If the taxing unit increased an original exemption, use the difference between the original exempted amount and the increased exempted amount. Do not include value lost due to freeport, goods-in-transit, temporary disaster exemptions. Note that lowering the amount or percentage of an existing exemption in 2022 does not create a new exemption or reduce taxable value. A. Absolute exemptions. Use 2021 market value: \$ 1,360 B. Partial exemptions. 2022 exemption amount or 2022 percentage exemption times 2021 value: + \$ 11,899,760 C. Value loss. Add A and B. ⁶	\$ 11,901,120
11.	2021 taxable value lost because property first qualified for agricultural appraisal (1-d or 1-d-1), timber appraisal, recreational/scenic appraisal or public access airport special appraisal in 2022. Use only properties that qualified in 2022 for the first time; do not use properties that qualified in 2021. A. 2021 market value: \$ 0 B. 2022 productivity or special appraised value: - \$ 0 C. Value loss. Subtract B from A. ⁷	\$ 0
12.	Total adjustments for lost value. Add Lines 9, 10C and 11C.	\$ 11,901,120
13.	2021 captured value of property in a TIF. Enter the total value of 2021 captured appraised value of property taxable by a taxing unit in a tax increment financing zone for which 2021 taxes were deposited into the tax increment fund. ⁸ If the taxing unit has no captured appraised value in line 18D, enter 0.	\$ 0
14.	2021 total value. Subtract Line 12 and Line 13 from Line 8.	\$ 1,596,685,439
15.	Adjusted 2021 total levy. Multiply Line 4 by Line 14 and divide by \$100.	\$ 2,680,515
16.	Taxes refunded for years preceding tax year 2021. Enter the amount of taxes refunded by the taxing unit for tax years preceding tax year 2021. Types of refunds include court decisions, Tax Code Section 25.25(b) and (c) corrections and Tax Code Section 31.11 payment errors. Do not include refunds for tax year 2021. This line applies only to tax years preceding tax year 2021. ⁹	\$ 13,694
17.	Adjusted 2021 levy with refunds and TIF adjustment. Add Lines 15 and 16. ¹⁰	\$ 2,694,209
18.	Total 2022 taxable value on the 2022 certified appraisal roll today. This value includes only certified values or certified estimate of values and includes the total taxable value of homesteads with tax ceilings (will deduct in Line 20). These homesteads include homeowners age 65 or older or disabled. ¹¹ A. Certified values: \$ 1,959,867,447 B. Counties: Include railroad rolling stock values certified by the Comptroller's office: + \$ C. Pollution control and energy storage system exemption: Deduct the value of property exempted for the current tax year for the first time as pollution control or energy storage system property: - \$ 0 D. Tax increment financing: Deduct the 2022 captured appraised value of property taxable by a taxing unit in a tax increment financing zone for which the 2022 taxes will be deposited into the tax increment fund. Do not include any new property value that will be included in Line 23 below. ¹² - \$ 0 E. Total 2022 value. Add A and B, then subtract C and D.	\$ 1,959,867,447

⁵ Tex. Tax Code § 26.012(15)⁶ Tex. Tax Code § 26.012(15)⁷ Tex. Tax Code § 26.012(15)⁸ Tex. Tax Code § 26.03(c)⁹ Tex. Tax Code § 26.012(13)¹⁰ Tex. Tax Code § 26.012(13)¹¹ Tex. Tax Code § 26.012, 26.04(c-2)¹² Tex. Tax Code § 26.03(c)

Line	No-New-Revenue Tax Rate Worksheet	Amount/Rate
19.	Total value of properties under protest or not included on certified appraisal roll. ¹³	
A.	2022 taxable value of properties under protest. The chief appraiser certifies a list of properties still under ARB protest. The list shows the appraisal district's value and the taxpayer's claimed value, if any, or an estimate of the value if the taxpayer wins. For each of the properties under protest, use the lowest of these values. Enter the total value under protest. ¹⁴ \$ <u>51,593,541</u>	
B.	2022 value of properties not under protest or included on certified appraisal roll. The chief appraiser gives taxing units a list of those taxable properties that the chief appraiser knows about but are not included in the appraisal roll certification. These properties also are not on the list of properties that are still under protest. On this list of properties, the chief appraiser includes the market value, appraised value and exemptions for the preceding year and a reasonable estimate of the market value, appraised value and exemptions for the current year. Use the lower market, appraised or taxable value (as appropriate). Enter the total value of property not on the certified roll. ¹⁵ + \$ <u>62,109,909</u>	
C.	Total value under protest or not certified. Add A and B.	\$ <u>113,703,450</u>
20.	2022 tax ceilings. Counties, cities and junior colleges enter 2022 total taxable value of homesteads with tax ceilings. These include the homesteads of homeowners age 65 or older or disabled. Other taxing units enter 0. If your taxing unit adopted the tax ceiling provision in 2021 or a prior year for homeowners age 65 or older or disabled, use this step. ¹⁶	\$ <u>163,267,120</u>
21.	2022 total taxable value. Add Lines 18E and 19C. Subtract Line 20. ¹⁷	\$ <u>1,910,303,777</u>
22.	Total 2022 taxable value of properties in territory annexed after Jan. 1, 2021. Include both real and personal property. Enter the 2022 value of property in territory annexed. ¹⁸	\$ <u>0</u>
23.	Total 2022 taxable value of new improvements and new personal property located in new improvements. New means the item was not on the appraisal roll in 2021. An improvement is a building, structure, fixture or fence erected on or affixed to land. New additions to exist-ing improvements may be included if the appraised value can be determined. New personal property in a new improvement must have been brought into the taxing unit after Jan. 1, 2021 and be located in a new improvement. New improvements do include property on which a tax abatement agreement has expired for 2022. ¹⁹	\$ <u>66,204,078</u>
24.	Total adjustments to the 2022 taxable value. Add Lines 22 and 23.	\$ <u>66,204,078</u>
25.	Adjusted 2022 taxable value. Subtract Line 24 from Line 21.	\$ <u>1,844,099,699</u>
26.	2022 NNR tax rate. Divide Line 17 by Line 25 and multiply by \$100. ²⁰	\$ <u>0.14609</u> /\$100
27.	COUNTIES ONLY. Add together the NNR tax rates for each type of tax the county levies. The total is the 2022 county NNR tax rate. ²¹	\$ _____/\$100

SECTION 2: Voter-Approval Tax Rate

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

- Maintenance and Operations (M&O) Tax Rate:** The M&O portion is the tax rate that is needed to raise the same amount of taxes that the taxing unit levied in the prior year plus the applicable percentage allowed by law. This rate accounts for such things as salaries, utilities and day-to-day operations.
- Debt Rate:** The debt rate includes the debt service necessary to pay the taxing unit's debt payments in the coming year. This rate accounts for principal and interest on bonds and other debt secured by property tax revenue.

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

Line	Voter-Approval Tax Rate Worksheet	Amount/Rate
28.	2021 M&O tax rate. Enter the 2021 M&O tax rate.	\$ <u>0.10284</u> /\$100
29.	2021 taxable value, adjusted for actual and potential court-ordered adjustments. Enter the amount in Line 8 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$ <u>1,608,586,559</u>

¹³ Tex. Tax Code § 26.01(c) and (d)

¹⁴ Tex. Tax Code § 26.01(c)

¹⁵ Tex. Tax Code § 26.01(d)

¹⁶ Tex. Tax Code § 26.012(6)(B)

¹⁷ Tex. Tax Code § 26.012(6)

¹⁸ Tex. Tax Code § 26.012(17)

¹⁹ Tex. Tax Code § 26.012(17)

²⁰ Tex. Tax Code § 26.04(c)

²¹ Tex. Tax Code § 26.04(d)

Line	Voter-Approval Tax Rate Worksheet	Amount/Rate
30.	Total 2021 M&O levy. Multiply Line 28 by Line 29 and divide by \$100	\$ 1,654,270
31.	Adjusted 2021 levy for calculating NNR M&O rate. A. M&O taxes refunded for years preceding tax year 2021. Enter the amount of M&O taxes refunded in the preceding year for taxes before that year. Types of refunds include court decisions, Tax Code Section 25.25(b) and (c) corrections and Tax Code Section 31.11 payment errors. Do not include refunds for tax year 2021. This line applies only to tax years preceding tax year 2021. + \$ 10,137 B. 2021 taxes in TIF. Enter the amount of taxes paid into the tax increment fund for a reinvestment zone as agreed by the taxing unit. If the taxing unit has no 2022 captured appraised value in Line 18D, enter 0. - \$ 0 C. 2021 transferred function. If discontinuing all of a department, function or activity and transferring it to another taxing unit by written contract, enter the amount spent by the taxing unit discontinuing the function in the 12 months preceding the month of this calculation. If the taxing unit did not operate this function for this 12-month period, use the amount spent in the last full fiscal year in which the taxing unit operated the function. The taxing unit discontinuing the function will subtract this amount in D below. The taxing unit receiving the function will add this amount in D below. Other taxing units enter 0. +/- \$ 0 D. 2021 M&O levy adjustments. Subtract B from A. For taxing unit with C, subtract if discontinuing function and add if receiving function. \$ 10,137 E. Add Line 30 to 31D.	\$ 1,664,407
32.	Adjusted 2022 taxable value. Enter the amount in Line 25 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$ 1,844,099,699
33.	2022 NNR M&O rate (unadjusted). Divide Line 31E by Line 32 and multiply by \$100.	\$ 0.09025 /\$100
34.	Rate adjustment for state criminal justice mandate. ²³ A. 2022 state criminal justice mandate. Enter the amount spent by a county in the previous 12 months providing for the maintenance and operation cost of keeping inmates in county-paid facilities after they have been sentenced. Do not include any state reimbursement received by the county for the same purpose. \$ 0 B. 2021 state criminal justice mandate. Enter the amount spent by a county in the 12 months prior to the previous 12 months providing for the maintenance and operation cost of keeping inmates in county-paid facilities after they have been sentenced. Do not include any state reimbursement received by the county for the same purpose. Enter zero if this is the first time the mandate applies. - \$ 0 C. Subtract B from A and divide by Line 32 and multiply by \$100. \$ 0/\$100 D. Enter the rate calculated in C. If not applicable, enter 0.	\$ 0/\$100
35.	Rate adjustment for indigent health care expenditures. ²⁴ A. 2022 indigent health care expenditures. Enter the amount paid by a taxing unit providing for the maintenance and operation cost of providing indigent health care for the period beginning on July 1, 2021 and ending on June 30, 2022, less any state assistance received for the same purpose. \$ 0 B. 2021 indigent health care expenditures. Enter the amount paid by a taxing unit providing for the maintenance and operation cost of providing indigent health care for the period beginning on July 1, 2020 and ending on June 30, 2021, less any state assistance received for the same purpose. - \$ 0 C. Subtract B from A and divide by Line 32 and multiply by \$100. \$ 0.00000 /\$100 D. Enter the rate calculated in C. If not applicable, enter 0.	\$ 0/\$100

²² [Reserved for expansion]²³ Tex. Tax Code § 26.044²⁴ Tex. Tax Code § 26.0441

Line	Voter-Approval Tax Rate Worksheet	Amount/Rate
36.	Rate adjustment for county indigent defense compensation. ²⁵ A. 2022 indigent defense compensation expenditures. Enter the amount paid by a county to provide appointed counsel for indigent individuals and fund the operations of a public defender's office under Article 26.044, Code of Criminal Procedure for the period beginning on July 1, 2021 and ending on June 30, 2022, less any state grants received by the county for the same purpose \$ _____ 0 B. 2021 indigent defense compensation expenditures. Enter the amount paid by a county to provide appointed counsel for indigent individuals and fund the operations of a public defender's office under Article 26.044, Code of Criminal Procedure for the period beginning on July 1, 2020 and ending on June 30, 2021, less any state grants received by the county for the same purpose. \$ _____ 0 C. Subtract B from A and divide by Line 32 and multiply by \$100. \$ _____ 0/\$100 D. Multiply B by 0.05 and divide by Line 32 and multiply by \$100. \$ _____ 0/\$100 E. Enter the lesser of C and D. If not applicable, enter 0.	\$ _____ 0/\$100
37.	Rate adjustment for county hospital expenditures. ²⁶ A. 2022 eligible county hospital expenditures. Enter the amount paid by the county or municipality to maintain and operate an eligible county hospital for the period beginning on July 1, 2021 and ending on June 30, 2022. \$ _____ 0 B. 2021 eligible county hospital expenditures. Enter the amount paid by the county or municipality to maintain and operate an eligible county hospital for the period beginning on July 1, 2020 and ending on June 30, 2021. \$ _____ 0 C. Subtract B from A and divide by Line 32 and multiply by \$100. \$ _____ 0/\$100 D. Multiply B by 0.08 and divide by Line 32 and multiply by \$100. \$ _____ 0/\$100 E. Enter the lesser of C and D, if applicable. If not applicable, enter 0.	\$ _____ 0/\$100
38.	Rate adjustment for defunding municipality. This adjustment only applies to a municipality that is considered to be a defunding municipality for the current tax year under Chapter 109, Local Government Code. Chapter 109, Local Government Code only applies to municipalities with a population of more than 250,000 and includes a written determination by the Office of the Governor. See Tax Code 26.0444 for more information. A. Amount appropriated for public safety in 2021. Enter the amount of money appropriated for public safety in the budget adopted by the municipality for the preceding fiscal year \$ _____ 0 B. Expenditures for public safety in 2021. Enter the amount of money spent by the municipality for public safety during the preceding fiscal year. \$ _____ 0 C. Subtract B from A and divide by Line 32 and multiply by \$100 \$ _____ 0/\$100 D. Enter the rate calculated in C. If not applicable, enter 0.	\$ _____ 0/\$100
39.	Adjusted 2022 NNR M&O rate. Add Lines 33, 34D, 35D, 36E, and 37E. Subtract Line 38D.	\$ _____ 0.09025/\$100
40.	Adjustment for 2021 sales tax specifically to reduce property values. Cities, counties and hospital districts that collected and spent additional sales tax on M&O expenses in 2021 should complete this line. These entities will deduct the sales tax gain rate for 2022 in Section 3. Other taxing units, enter zero. A. Enter the amount of additional sales tax collected and spent on M&O expenses in 2021, if any. Counties must exclude any amount that was spent for economic development grants from the amount of sales tax spent \$ _____ 1,235,922 B. Divide Line 40A by Line 32 and multiply by \$100 \$ _____ 0.06702/\$100 C. Add Line 40B to Line 39.	\$ _____ 0.15727/\$100
41.	2022 voter-approval M&O rate. Enter the rate as calculated by the appropriate scenario below. Special Taxing Unit. If the taxing unit qualifies as a special taxing unit, multiply Line 40C by 1.08. - or - Other Taxing Unit. If the taxing unit does not qualify as a special taxing unit, multiply Line 40C by 1.035.	\$ _____ 0.16277/\$100

²⁵ Tex. Tax Code § 26.0442²⁶ Tex. Tax Code § 26.0443

Line	Voter-Approval Tax Rate Worksheet	Amount/Rate
D41.	Disaster Line 41 (D41): 2022 voter-approval M&O rate for taxing unit affected by disaster declaration. If the taxing unit is located in an area declared a disaster area and at least one person is granted an exemption under Tax Code Section 11.35 for property located in the taxing unit, the governing body may direct the person calculating the voter-approval tax rate to calculate in the manner provided for a special taxing unit. The taxing unit shall continue to calculate the voter-approval tax rate in this manner until the earlier of 1) the first year in which total taxable value on the certified appraisal roll exceeds the total taxable value of the tax year in which the disaster occurred, or 2) the third tax year after the tax year in which the disaster occurred If the taxing unit qualifies under this scenario, multiply Line 40C by 1.08. ²⁷ If the taxing unit does not qualify, do not complete Disaster Line 41 (Line D41).	\$ _____ 0 /\$100
42.	Total 2022 debt to be paid with property taxes and additional sales tax revenue. Debt means the interest and principal that will be paid on debts that: (1) are paid by property taxes, (2) are secured by property taxes, (3) are scheduled for payment over a period longer than one year, and (4) are not classified in the taxing unit's budget as M&O expenses. A. Debt also includes contractual payments to other taxing units that have incurred debts on behalf of this taxing unit, if those debts meet the four conditions above. Include only amounts that will be paid from property tax revenue. Do not include appraisal district budget payments. If the governing body of a taxing unit authorized or agreed to authorize a bond, warrant, certificate of obligation, or other evidence of indebtedness on or after Sept. 1, 2021, verify if it meets the amended definition of debt before including it here. ²⁸ Enter debt amount \$ 2,858,445 B. Subtract unencumbered fund amount used to reduce total debt. - \$ 0 C. Subtract certified amount spent from sales tax to reduce debt (enter zero if none) - \$ 0 D. Subtract amount paid from other resources - \$ 1,622,790 E. Adjusted debt. Subtract B, C and D from A.	\$ 1,235,655
43.	Certified 2021 excess debt collections. Enter the amount certified by the collector. ²⁹	\$ 32,623
44.	Adjusted 2022 debt. Subtract Line 43 from Line 42E.	\$ 1,203,032
45.	2022 anticipated collection rate. A. Enter the 2022 anticipated collection rate certified by the collector. ³⁰ 100.00 % B. Enter the 2021 actual collection rate. 100.45 % C. Enter the 2020 actual collection rate. 99.29 % D. Enter the 2019 actual collection rate. 101.23 % E. If the anticipated collection rate in A is lower than actual collection rates in B, C and D, enter the lowest collection rate from B, C and D. If the anticipated rate in A is higher than at least one of the rates in the prior three years, enter the rate from A. Note that the rate can be greater than 100%. ³¹	100.00 %
46.	2022 debt adjusted for collections. Divide Line 44 by Line 45E.	\$ 1,203,032
47.	2022 total taxable value. Enter the amount on Line 21 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$ 1,910,303,777
48.	2022 debt rate. Divide Line 46 by Line 47 and multiply by \$100.	\$ 0.06297 /\$100
49.	2022 voter-approval tax rate. Add Lines 41 and 48.	\$ 0.22574 /\$100
D49.	Disaster Line 49 (D49): 2022 voter-approval tax rate for taxing unit affected by disaster declaration. Complete this line if the taxing unit calculated the voter-approval tax rate in the manner provided for a special taxing unit on Line D41. Add Line D41 and 48.	\$ _____ /\$100

²⁷ Tex. Tax Code § 26.042(a)²⁸ Tex. Tax Code § 26.012(7)²⁹ Tex. Tax Code § 26.012(10) and 26.04(b)³⁰ Tex. Tax Code § 26.04(b)³¹ Tex. Tax Code §§ 26.04(h), (h-1) and (h-2)

Line	Voter-Approval Tax Rate Worksheet	Amount/Rate
50.	COUNTIES ONLY. Add together the voter-approval tax rates for each type of tax the county levies. The total is the 2022 county voter-approval tax rate.	\$ _____ 0 /\$100

SECTION 3: NNR Tax Rate and Voter-Approval Tax Rate Adjustments for Additional Sales Tax to Reduce Property Taxes

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

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

Line	Additional Sales and Use Tax Worksheet	Amount/Rate
51.	Taxable Sales. For taxing units that adopted the sales tax in November 2021 or May 2022, enter the Comptroller's estimate of taxable sales for the previous four quarters. ³² Estimates of taxable sales may be obtained through the Comptroller's Allocation Historical Summary webpage. Taxing units that adopted the sales tax before November 2021, enter 0.	\$ _____ 0
52.	Estimated sales tax revenue. Counties exclude any amount that is or will be spent for economic development grants from the amount of estimated sales tax revenue. ³³ Taxing units that adopted the sales tax in November 2021 or in May 2022. Multiply the amount on Line 51 by the sales tax rate (.01, .005 or .0025, as applicable) and multiply the result by .95. ³⁴ - or - Taxing units that adopted the sales tax before November 2021. Enter the sales tax revenue for the previous four quarters. Do not multiply by .95.	\$ _____ 2,458,568
53.	2022 total taxable value. Enter the amount from Line 21 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$ _____ 1,910,303,777
54.	Sales tax adjustment rate. Divide Line 52 by Line 53 and multiply by \$100.	\$ _____ 0.12870 /\$100
55.	2022 NNR tax rate, unadjusted for sales tax. ³⁵ Enter the rate from Line 26 or 27, as applicable, on the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$ _____ 0.14609 /\$100
56.	2022 NNR tax rate, adjusted for sales tax. Taxing units that adopted the sales tax in November 2021 or in May 2022. Subtract Line 54 from Line 55. Skip to Line 57 if you adopted the additional sales tax before November 2021.	\$ _____ 0.14609 /\$100
57.	2022 voter-approval tax rate, unadjusted for sales tax. ³⁶ Enter the rate from Line 49, Line D49 (disaster) or Line 50 (counties) as applicable, of the <i>Voter-Approval Tax Rate Worksheet</i> .	\$ _____ 0.22574 /\$100
58.	2022 voter-approval tax rate, adjusted for sales tax. Subtract Line 54 from Line 57.	\$ _____ 0.09704 /\$100

SECTION 4: Voter-Approval Tax Rate Adjustment for Pollution Control

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

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

Line	Voter-Approval Rate Adjustment for Pollution Control Requirements Worksheet	Amount/Rate
59.	Certified expenses from the Texas Commission on Environmental Quality (TCEQ). Enter the amount certified in the determination letter from TCEQ. ³⁷ The taxing unit shall provide its tax assessor-collector with a copy of the letter. ³⁸	\$ _____ 0
60.	2022 total taxable value. Enter the amount from Line 21 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$ _____ 1,910,303,777
61.	Additional rate for pollution control. Divide Line 59 by Line 60 and multiply by \$100.	\$ _____ 0 /\$100
62.	2022 voter-approval tax rate, adjusted for pollution control. Add Line 61 to one of the following lines (as applicable): Line 49, Line D49 (disaster), Line 50 (counties) or Line 58 (taxing units with the additional sales tax).	\$ _____ 0.09704 /\$100

³² Tex. Tax Code § 26.041(d)

³³ Tex. Tax Code § 26.041(i)

³⁴ Tex. Tax Code § 26.041(d)

³⁵ Tex. Tax Code § 26.04(c)

³⁶ Tex. Tax Code § 26.04(c)

³⁷ Tex. Tax Code § 26.045(d)

³⁸ Tex. Tax Code § 26.045(i)

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

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

The difference between the adopted tax rate and voter-approval tax rate is considered zero in the following scenarios:

- a tax year before 2020;⁴⁰
- a tax year in which the municipality is a defunding municipality, as defined by Tax Code Section 26.0501(a);⁴¹ or
- after Jan. 1, 2022, a tax year in which the comptroller determines that the county implemented a budget reduction or reallocation described by Local Government Code Section 120.002(a) without the required voter approval.⁴²

This section should only be completed by a taxing unit that does not meet the definition of a special taxing unit.⁴³

Line	Unused Increment Rate Worksheet	Amount/Rate
63.	2021 unused increment rate. Subtract the 2021 actual tax rate and the 2021 unused increment rate from the 2021 voter-approval tax rate. If the number is less than zero, enter zero.	\$ 0.03463 /\$100
64.	2020 unused increment rate. Subtract the 2020 actual tax rate and the 2020 unused increment rate from the 2020 voter-approval tax rate. If the number is less than zero, enter zero.	\$ 0.01931 /\$100
65.	2019 unused increment rate. Subtract the 2019 actual tax rate and the 2019 unused increment rate from the 2019 voter-approval tax rate. If the number is less than zero, enter zero. If the year is prior to 2020, enter zero.	\$ 0 /\$100
66.	2022 unused increment rate. Add Lines 63, 64 and 65.	\$ 0.05394 /\$100
67.	2022 voter-approval tax rate, adjusted for unused increment rate. Add Line 66 to one of the following lines (as applicable): Line 49, Line D49 (disaster), Line 50 (counties), Line 58 (taxing units with the additional sales tax) or Line 62 (taxing units with pollution control).	\$ 0.15098 /\$100

SECTION 6: De Minimis Rate

The de minimis rate is the rate equal to the sum of the no-new-revenue maintenance and operations rate, the rate that will raise \$500,000, and the current debt rate for a taxing unit.⁴⁴

This section should only be completed by a taxing unit that is a municipality of less than 30,000 or a taxing unit that does not meet the definition of a special taxing unit.⁴⁵

Line	De Minimis Rate Worksheet	Amount/Rate
68.	Adjusted 2022 NNR M&O tax rate. Enter the rate from Line 39 of the <i>Voter-Approval Tax Rate Worksheet</i>	\$ 0.09025 /\$100
69.	2022 total taxable value. Enter the amount on Line 21 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$ 1,910,303,777
70.	Rate necessary to impose \$500,000 in taxes. Divide \$500,000 by Line 69 and multiply by \$100.	\$ 0.02617 /\$100
71.	2022 debt rate. Enter the rate from Line 48 of the <i>Voter-Approval Tax Rate Worksheet</i> .	\$ 0.06297 /\$100
72.	De minimis rate. Add Lines 68, 70 and 71.	\$ 0.17939 /\$100

SECTION 7: Voter-Approval Tax Rate Adjustment for Emergency Revenue Rate

In the tax year after the end of the disaster calculation time period detailed in Tax Code Section 26.042(a), a taxing unit that calculated its voter-approval tax rate in the manner provided for a special taxing unit due to a disaster must calculate its emergency revenue rate and reduce its voter-approval tax rate for that year.⁴⁶

Similarly, if a taxing unit adopted a tax rate that exceeded its voter-approval tax rate, calculated normally, without holding an election to respond to a disaster, as allowed by Tax Code Section 26.042(d), in the prior year, it must also reduce its voter-approval tax rate for the current tax year.⁴⁷

This section will apply to a taxing unit other than a special taxing unit that:

- directed the designated officer or employee to calculate the voter-approval tax rate of the taxing unit in the manner provided for a special taxing unit in the prior year; and
- the current year is the first tax year in which the total taxable value of property taxable by the taxing unit as shown on the appraisal roll for the taxing unit submitted by the assessor for the taxing unit to the governing body exceeds the total taxable value of property taxable by the taxing unit on January 1 of the tax year in which the disaster occurred or the disaster occurred four years ago.

³⁹ Tex. Tax Code § 26.013(a)

⁴⁰ Tex. Tax Code § 26.013(c)

⁴¹ Tex. Tax Code §§ 26.0501(a) and (c)

⁴² Tex. Local Gov't Code § 120.007(d), effective Jan. 1, 2022

⁴³ Tex. Tax Code § 26.063(a)(1)

⁴⁴ Tex. Tax Code § 26.012(8-a)

⁴⁵ Tex. Tax Code § 26.063(a)(1)

⁴⁶ Tex. Tax Code § 26.042(b)

⁴⁷ Tex. Tax Code § 26.042(f)

This section will apply to a taxing unit in a disaster area that adopted a tax rate greater than its voter-approval tax rate without holding an election in the prior year.

Note: This section does not apply if a taxing unit is continuing to calculate its voter-approval tax rate in the manner provided for a special taxing unit because it is still within the disaster calculation time period detailed in Tax Code Section 26.042(a) because it has not met the conditions in Tax Code Section 26.042(a)(1) or (2).

Line	Emergency Revenue Rate Worksheet	Amount/Rate
73.	2021 adopted tax rate. Enter the rate in Line 4 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$ 0.16788 /\$100
74.	Adjusted 2021 voter-approval tax rate. Use the taxing unit's Tax Rate Calculation Worksheets from the prior year(s) to complete this line. If a disaster occurred in 2021 and the taxing unit calculated its 2021 voter-approval tax rate using a multiplier of 1.08 on Disaster Line 41 (D41) of the 2021 worksheet due to a disaster, enter the 2021 voter-approval tax rate as calculated using a multiplier of 1.035 from Line 49. - or - If a disaster occurred prior to 2021 for which the taxing unit continued to calculate its voter-approval tax rate using a multiplier of 1.08 on Disaster Line 41 (D41) in 2021, complete the separate <i>Adjusted Voter-Approval Tax Rate for Taxing Units in Disaster Area Calculation Worksheet</i> to recalculate the voter-approval tax rate the taxing unit would have calculated in 2021 if it had generated revenue based on an adopted tax rate using a multiplier of 1.035 in the year(s) following the disaster. ⁴⁸ Enter the final adjusted 2021 voter-approval tax rate from the worksheet. - or - If the taxing unit adopted a tax rate above the 2021 voter-approval tax rate without calculating a disaster tax rate or holding an election due to a disaster, no recalculation is necessary. Enter the voter-approval tax rate from the prior year's worksheet.	\$ 0 /\$100
75.	Increase in 2021 tax rate due to disaster. Subtract Line 74 from Line 73.	\$ 0.16788 /\$100
76.	Adjusted 2021 taxable value. Enter the amount in Line 14 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$ 1,596,685,439
77.	Emergency revenue. Multiply Line 75 by Line 76 and divide by \$100.	\$ 2,680,515
78.	Adjusted 2022 taxable value. Enter the amount in Line 25 of the <i>No-New-Revenue Tax Rate Worksheet</i> .	\$ 1,844,099,699
79.	Emergency revenue rate. Divide Line 77 by Line 78 and multiply by \$100. ⁴⁹	\$ 0 /\$100
80.	2022 voter-approval tax rate, adjusted for emergency revenue. Subtract Line 79 from one of the following lines (as applicable): Line 49, Line D49 (disaster), Line 50 (counties), Line 58 (taxing units with the additional sales tax), Line 62 (taxing units with pollution control) or Line 67 (taxing units with the unused increment rate).	\$ 0.15098 /\$100

SECTION 8: Total Tax Rate

Indicate the applicable total tax rates as calculated above.

No-new-revenue tax rate. As applicable, enter the 2022 NNR tax rate from: Line 26, Line 27 (counties), or Line 56 (adjusted for sales tax). Indicate the line number used: <u>26</u>	\$ 0.14609 /\$100
Voter-approval tax rate. As applicable, enter the 2022 voter-approval tax rate from: Line 49, Line D49 (disaster), Line 50 (counties), Line 58 (adjusted for sales tax), Line 62 (adjusted for pollution control), Line 67 (adjusted for unused increment), or Line 80 (adjusted for emergency revenue). Indicate the line number used: <u>67</u>	\$ 0.15098 /\$100
De minimis rate. If applicable, enter the 2022 de minimis rate from Line 72.	\$ 0.17939 /\$100

SECTION 9: Taxing Unit Representative Name and Signature

Enter the name of the person preparing the tax rate as authorized by the governing body of the taxing unit. By signing below, you certify that you are the designated officer or employee of the taxing unit and have accurately calculated the tax rates using values that are the same as the values shown in the taxing unit's certified appraisal roll or certified estimate of taxable value, in accordance with requirements in Tax Code. ⁵⁰

print
here

Amber Karkauskas, Director of Finance

Printed Name of Taxing Unit Representative

sign
here

Taxing Unit Representative

Date

⁴⁸ Tex. Tax Code §26.042(c)

⁴⁹ Tex. Tax Code §26.042(b)

⁵⁰ Tex. Tax Code §§ 26.04(c-2) and (d-2)

PROPERTY TAX OVERVIEW

The municipal property tax rate (or ad valorem rate) proposed will maintain the current adopted rate of \$0.16788 per \$100 of assessed valuation. This rate is higher than the voter-approval rate (\$0.15098 per \$100 valuation) but less than the De Minimus rate (\$0.17939 per \$100 valuation). Definitions of terminology can be found below.

This budget will raise more revenue from property taxes than last year's budget by an amount of \$492,829 which is a 18.16% 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 \$111,143.

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.

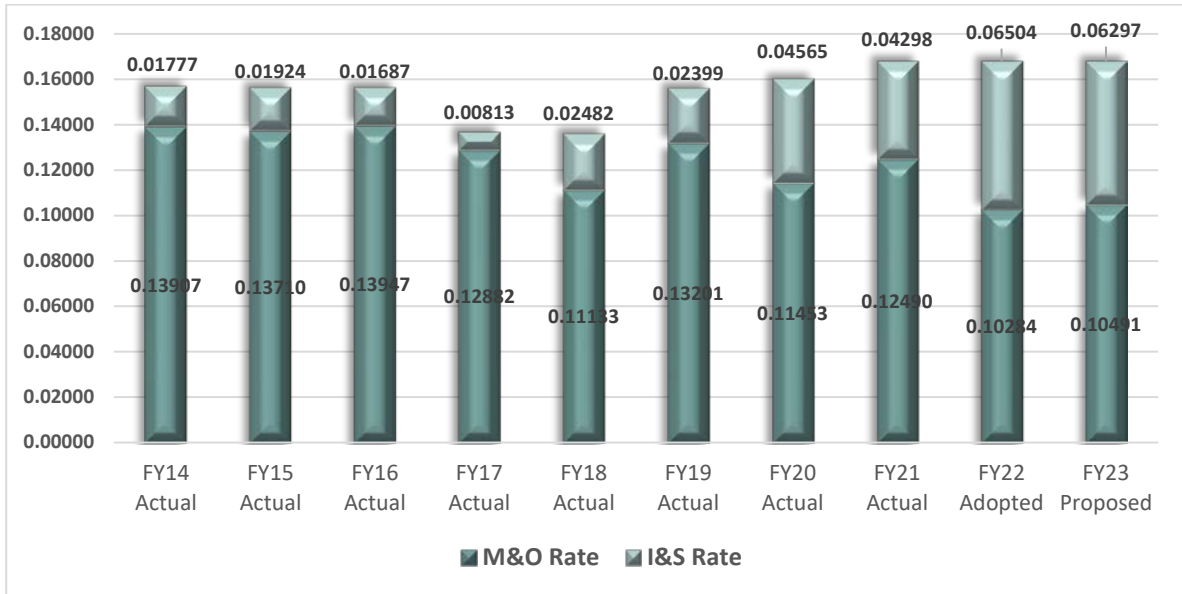
I&S: The debt service rate includes the debt service necessary to pay the Town's debt payments in the coming year. This rate accounts for principal and interest on bonds and other debt secured by property tax revenue.

Please see the tax rate change from FY22 adopted to FY23 proposed below:

Tax Rate Change	FY22 Adopted	FY 23 Proposed	Variance
M&O	\$0.10284	\$0.10491	\$ 0.0207
I&S	\$0.06504	\$0.06297	\$ (0.0207)
Total	\$0.16788	\$0.16788	\$ 0.00

The allocation for M&O is \$.10491 and totals \$2.0M. The allocation for I&S debt service is \$0.06297 and totals \$1.2M.

ALLOCATION OF M&O AND I&S TAX RATES

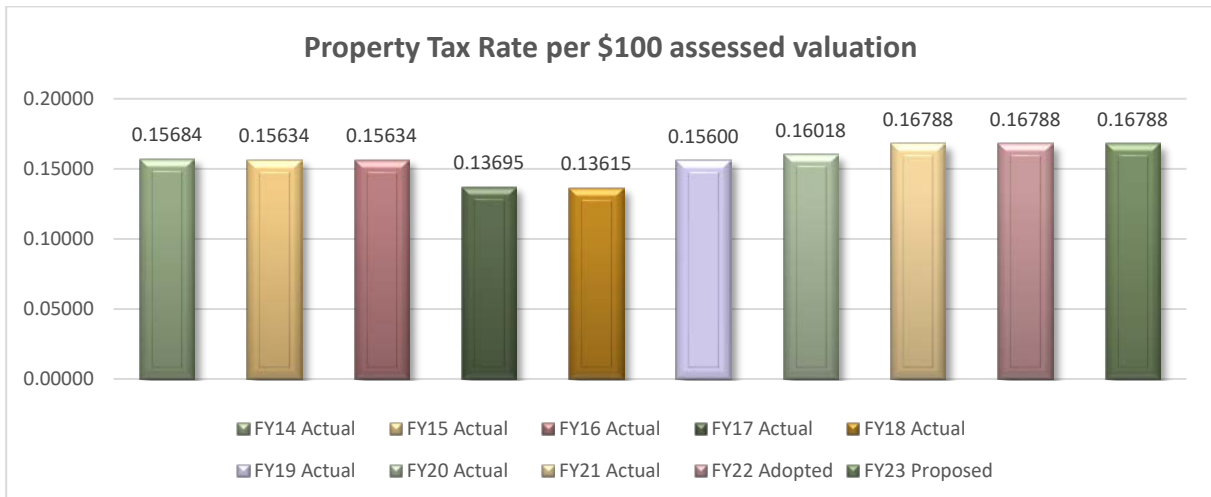


This graph depicts the historical allocation of property tax between Maintenance and Operations and Interest and Sinking from FY14 – FY23 Proposed.

TRENDS

PROPERTY TAX RATE

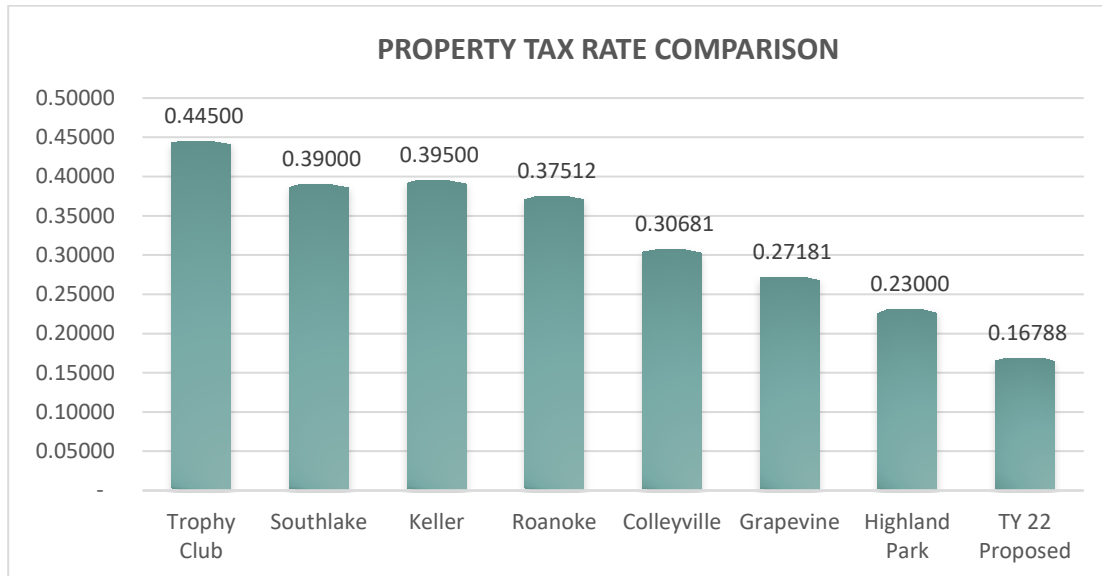
This year is the 12th year the Town of Westlake has assessed a local property tax.



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

PROPERTY TAX RATE COMPARISON

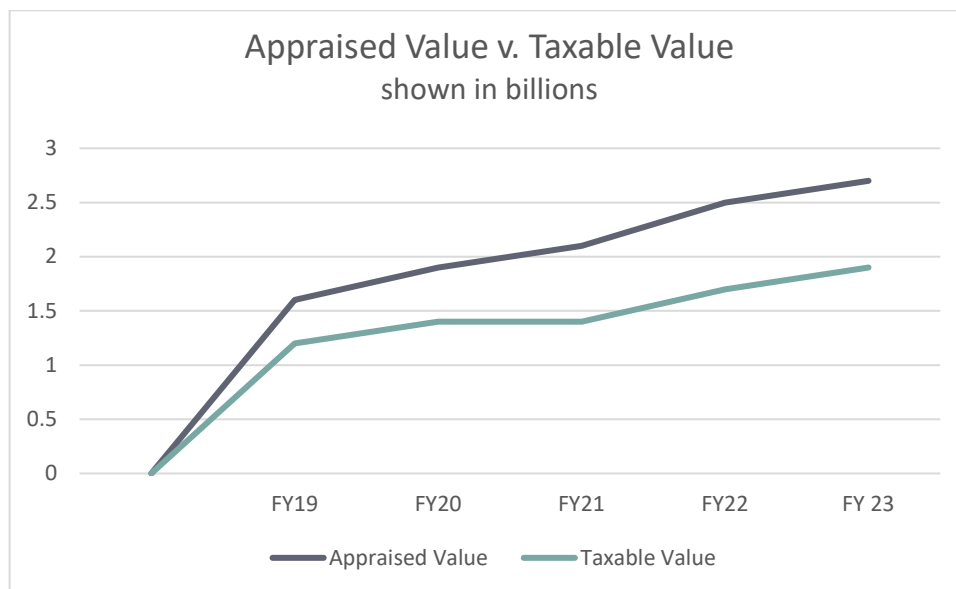
The property tax rate of \$0.16788 per \$100 valuation for the Town continues to be one of the lowest for municipalities in the immediate area and Westlake will remain in the bottom third of ALL municipalities in the State.



Based on TY 21 property tax rates for surrounding cities and Westlake's TY 22 proposed tax rate.

APPRAISED VALUE vs. TAXABLE VALUE

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



This graph shows the historical appraised and taxable value of the Town of Westlake from FY19 to FY23.

DEFINITIONS

NO-NEW-REVENUE (NNR) TAX RATE (FORMERLY KNOWN AS THE EFFECTIVE TAX RATE): The tax rate that will generate the same total amount of property tax revenue as the previous year from the same properties. This rate serves as the benchmark from which all Truth-in-Taxation requirements are measured.

NNR MAINTENANCE & OPERATIONS (M&O) RATE: The tax rate that will generate the same amount of tax revenue for maintenance and operations as the previous year. It does not consider revenues from new properties in the current year.

VOTER-APPROVAL TAX (VA) RATE (FORMERLY KNOWN AS THE ROLL-BACK TAX RATE): The maximum tax rate the Town may adopt without requiring an election unless the De Minimis Rate is used.

- The calculated voter-approval rate is **\$0.15909** per \$100 valuation.

MAINTENANCE & OPERATIONS (M&O) RATE: The portion of the ad valorem tax rated used for maintenance and operations.

- The maintenance & operations tax rate for FY 23 is **\$0.10491** per \$100 valuation

DEBT TAX (INTEREST & SINKING) RATE: The rate required to generate revenue to meet debt service requirements, which is unlimited in terms of calculating the voter-approved tax rate.

- The debt tax rate for FY23 is **\$0.06297** per \$100 valuation

DE MINIMIS RATE: The de minimis rate was added to SB2 to allow smaller cities some flexibility to adopt a tax rate that generates \$500,000 more in property tax revenue than the previous year. The thinking was that applying a 3.5 percent voter-approval rate in some small communities would unnecessarily restrict revenue growth to sometimes just a nominal amount, and the application of the lowered voter-approval rate created an unfair result for small towns. This de minimis rate applies to a city with a population of less than 30,000.

- The de minimis rate is **\$0.18276** per \$100 valuation.

EXEMPTIONS & PROPERTY TAX REDUCTION

The Town of Westlake offer 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 (for 65+ or disabled)

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 can 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 ½% additional sales and use tax for economic and industrial development, Section 4A, and to implement the ½% 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. Calculations of Westlake's tax rate take these revenues into consideration every year.

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 Budgeting: Method used to determine when revenues and expenditures are recognized for budgetary purposes; relates to the timing of the measurements made regardless of the measurement focus applied.

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): ½ cent sales tax approved by the Town of Westlake voters in May 2006. Texas law allowed the Town to collect the new ½ cent sales tax that does not share the restrictive spending limitations on revenues designated to the 4A Economic Development Fund ½ 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 Manager 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