

City of Westlake



FISCAL YEAR 2020

ADOPTED BUDGET

Table of Contents

	<u>Page</u>
Budget Message	1
Budget Summary	4
General Fund Summary	5
General Fund Revenue	6
General Fund Expense Summary	8
City Council	9
City Manager	11
City Clerk	15
City Attorney	18
Finance	19
Comprehensive Planning	21
Community Services	23
Other Departments Summary	24
Special Revenue Fund – Housing Assistance Program	25

Date: September 18, 2019
To: Honorable Mayor and City Council
From: Ken Cassel, City Manager
RE: Fiscal Year 2020 Annual City Budget

In accordance with Section 10, Subsection C (d) of the City Charter, it is with pleasure that I present the City's third budget since incorporation for the Fiscal Year 2020, which begins October 1, 2019 and ends September 30, 2020. Included in this budget are financial tables, graphs and documentation regarding accomplishments and future needs of the City. This information provides historical information regarding past millage rates, revenues and expenses as well as the projected needs for the future.

The challenge in presenting the City's budget in the typical budget produced by most municipalities is the difference between a governmental entity with employees and a fully contracted City. Currently there are seven contracts for services with the City. A significant effort has been made to convert contract for services into a format which depicts the number of personnel and cost associated with the various departments.

At the present time the City has two funds. Below is a brief description of the two funds:

Special Revenue Fund: is comprised of the revenue derived from the Housing Assistance Payment Plan Yearly program. This program provides funds to assist potential homeowners with down payment assistance. These potential homeowners must meet the parameters of the HAPPY program.

General Fund: is comprised of all other revenue sources and is utilized to fund the operations of the various departments. There are eight departments within the organizational structure of the City. Those departments are as follows:

- City Council accounts for the expenses related to City Council and special events.
- City Manager accounts for the expenses related to the City Manager's office.
- City Attorney accounts for the expenses related to the operation of the legal department and legislative expense.
- City Clerk accounts for the expenses of the Clerk's office including legal advertising.
- Finance accounts for the expenses related to the operation of the finance department including the annual audit.
- Comprehensive Planning accounts for the Engineering, Building, and Planning & Zoning departments.
- Community Services accounts for the expense related to the contract services for Law Enforcement, Solid Waste and expenses related to parks and other community services.
- Roads and Street Facilities accounts for the expense related to signalization and street lighting for the portions of the roads which the City is responsible.

From a financial perspective the City continues to grow in line with the projections in the conversion and incorporation plan of 2016. The taxable value has increased one-hundred-

twenty-two (122) percent over last year. This is primarily due to land sales, development of homesites, home construction and the emergency surgical center.

The General Fund can be summarized in the following table:

(\$000)	FY 19			FY 20		
	Budget	Forecast	Var.	Proposed	Incr.	% Incr.
Revenue	3,141	2,594	-547	4,107	966	31%
Use Of Fund Balance	0	0	0	0	0	NA
Total Funding	3,141	2,594	-547	4,107	966	31%
Expenditure – Excluding Contingency	3,051	2,567	484	4,078	1,027	34%
Contingency	90	27	63	29	-61	-68%
Total Expenditure	3,141	2,594	547	4,107	966	31%
Opening Fund Balance	651	651	NA	651	0	0%
Use Of Fund Balance	0	0	0	0	0	NA
Closing Fund Balance	651	651	0	651	0	0%
Closing Balance As % Of Expenditure	21%	25%	4%	16%	-5%	NA

The following observations are based on the table above.

Revenue – The revenue is up approximately 31% over last year due to the increase in taxable value maintaining the 5.125 tax (millage) rate. Table 15 of the Elector-Initiated Combined Conversion and Incorporation Plan clearly outlines the 5.125 tax (millage) rate was planned through the year 2021 in order to meet the needs of the growing City.

Expenditures – Expenditures are projected to increase by 31% due to the development growth and the need to provide services in connection with the growth.

Contingency – The miscellaneous contingency was reduced from \$90,000 in 2019 to \$28,600 for the 2020 Fiscal Year. The difference was reallocated to other sections of the budget to more accurately represent expenditures in various areas.

Closing Fund Balance – The projected closing fund balance is estimated to be \$650,662 which is less than a three-month operating reserve based on the full expenditure of the budget. A three-month operating reserve is considered to be financially healthy.

FY 2019 Highlights

- Approved the platting and development for Cresswind (POD P) for eight-hundred fifty (850) single family detached active adult subdivision with an amenity center.
- Approved the platting and development for Sky Cove (POD M) for two-hundred thirty-six single family detached subdivision.
- Approved the platting and development of Meadows for three hundred eighty-eight single family units.
- Approved the plat and site plan for the construction of the dog park.

- Approved the plat for construction of Persimmon East
- Approved the plat for the construction of waters Edge Drive (est. completion January 2020)
- Approved the plat for Ilex phase 2
- Approved the plat for construction of Kingfisher Blvd. from Town Center Parkway North to Town Center Parkway South.
- Approved the plat for the construction of Persimmon West.
- Approved the plat and development of 7-11
- Approved the plat for POD K
- FPL has completed construction of the Westlake Substation and main transmission lines.
- FPL Solar site is well under construction. Expected completion second quarter of 2020.
- Completed the adoption of seven chapters of the City's Land development regulations

The above listed items highlight how fast the city is developing year over year and demonstrates the need to ensure sufficient funding is available to cover expenses. Only with adequate foresight will we be able to keep up with the demand.

Looking forward to 2020

We anticipate a continued growth over the next year with the addition of the two additional developers (Cresswind, Sky Cove). The balance of the land development regulations will be completed. The FPL solar field and the full operation of the Westlake Substation is expected in early 2020. Currently it is anticipated that we will process between four and six plats in the commercial areas.

The faster this growth occurs the faster we can move away from the developer funding of the shortfall between tax revenue and expenses.

I would like to thank the finance staff for their diligent work in developing this budget that is before you.

It is a pleasure working with this council is making the vision of a different kind of government come into fruition.

Respectfully,



Kenneth G. Cassel



Budget Summary

**City of Westlake
Fiscal Year 2020 Budget**

All Funds - Total Budget

	FY 2019			FY 2020		
	Amended Budget	Forecast	Fav / (Unfav)	Proposed Budget	Incr. Over Budget	% Incr. Budget
FUNDING						
Total Revenue	\$ 3,291,000	\$ 2,839,336	\$ (451,665)	\$ 4,256,700	\$ 965,700	29.3%
Total Fund Bal. Use / (Addition)	-	-	-	-	-	NA
Total Funding	3,291,000	2,839,336	(451,665)	4,256,700	965,700	29.3%
EXPENDITURES						
Personnel Expenses	219,600	219,606	(6)	219,600	-	0.0%
Operating Expenses	2,925,400	2,383,078	542,322	3,902,500	977,100	33.4%
Capital Expenses	6,000	-	6,000	6,000	-	0.0%
Contingency	90,000	26,639	63,361	28,600	(61,400)	-68.2%
Building Reserves	50,000	-	50,000	100,000	50,000	100.0%
Total Expenditures	\$ 3,291,000	\$ 2,629,323	\$ 661,677	\$ 4,256,700	\$ 965,700	29.3%



General Fund

**City of Westlake
Fiscal Year 2020 Budget**

General Fund - Summary

	FY 2019			FY 2020		
	Amended Budget	Forecast	Fav / (Unfav)	Proposed Budget	Incr. Over Budget	% Incr. Budget
<u>FUNDING</u>						
Total Revenue	\$ 3,141,000	\$ 2,593,984	\$ (547,016)	\$ 4,106,700	\$ 965,700	30.7%
Use / (Add To) Fund Balance	-	-	-	-	-	NA
Total Funding	3,141,000	2,593,984	(547,016)	4,106,700	965,700	30.7%
<u>EXPENDITURES</u>						
Personnel Expense	219,600	219,606	(6)	219,600	-	0.0%
Operating Expense	2,775,400	2,347,739	427,661	3,752,500	977,100	35.2%
Capital Expense	6,000	-	6,000	6,000	-	0.0%
Contingency	90,000	26,639	63,361	28,600	(61,400)	-68.2%
Building Reserves	50,000	-	50,000	100,000	50,000	100.0%
Total Expenditures	3,141,000	2,593,984	547,016	4,106,700	965,700	30.7%
<u>AVAILABLE FUND BALANCE</u>						
Opening Balance	650,662	650,662	-	650,662	-	0.0%
(Use) / Add To Fund Balance	-	-	-	-	-	NA
Closing Balance	\$ 650,662	\$ 650,662	\$ -	\$ 650,662	\$ -	0.0%
Closing Bal % Of Total Exp	20.7%	25.1%	4.4%	15.8%	-4.9%	N/A

**City of Westlake
Fiscal Year 2020 Budget**

General Fund - Source Of Funds

FUNDING

Revenue

Property Tax
Other Taxes
Permitting / P&Z Fees
Other Licenses, Permit and Fees
Developer Contribution
Interest Income

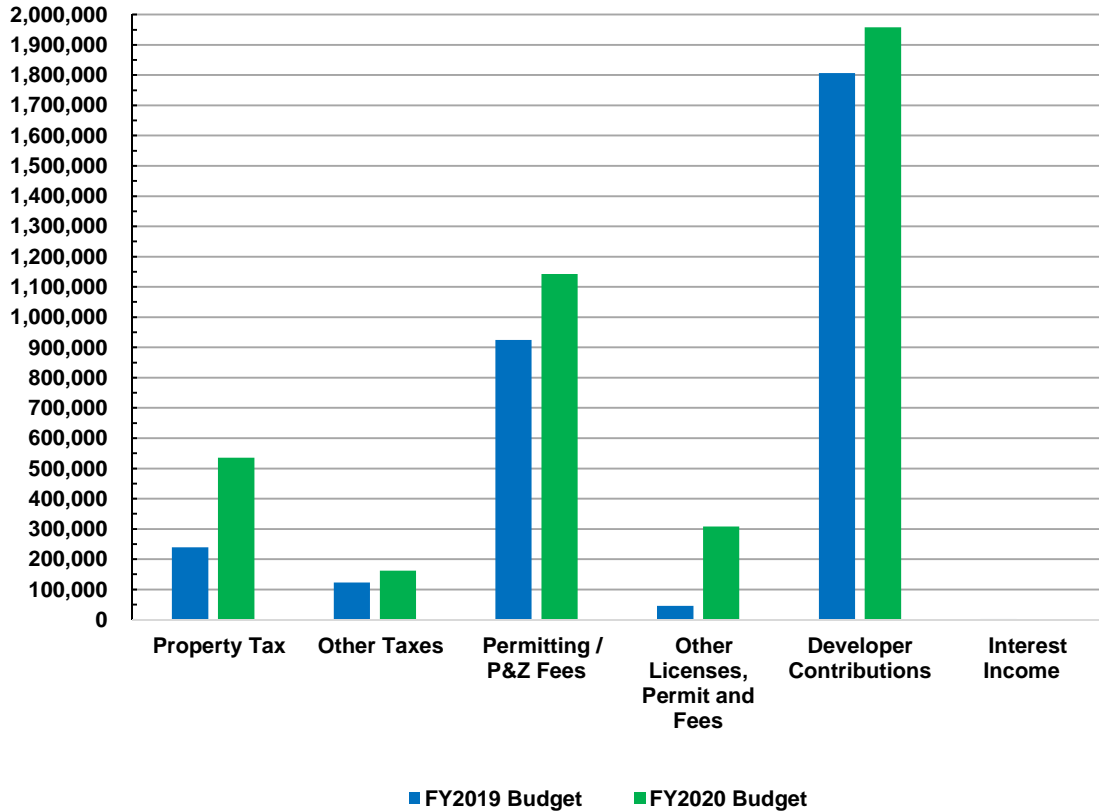
Total Revenue

Use (Add To) Fund Balance

Total Funding

	FY 2019			FY 2020		
	Amended Budget	Forecast	Fav / (Unfav)	Proposed Budget	Incr. Over Budget	% Incr. Budget
Property Tax	\$ 238,900	\$ 241,127	\$ 2,227	\$ 535,630	\$ 296,730	124.2%
Other Taxes	123,200	61,222	(61,978)	162,301	39,101	31.7%
Permitting / P&Z Fees	925,000	912,109	(12,891)	1,142,500	217,500	23.5%
Other Licenses, Permit and Fees	45,500	188,045	142,545	308,000	262,500	576.9%
Developer Contribution	1,806,400	1,190,027	(616,373)	1,958,269	151,869	8.4%
Interest Income	2,000	1,454	(546)	-	(2,000)	-100.0%
Total Revenue	3,141,000	2,593,984	(547,016)	4,106,700	965,700	0
Use (Add To) Fund Balance	-	-	-	-	-	NA
Total Funding	\$ 3,141,000	\$ 2,593,984	\$ (547,016)	\$ 4,106,700	\$ 965,700	30.7%

**Revenues
FY2019 Budget vs. FY2020 Budget**



**City of Westlake
Fiscal Year 2020 Budget**

General Fund - Revenue Details

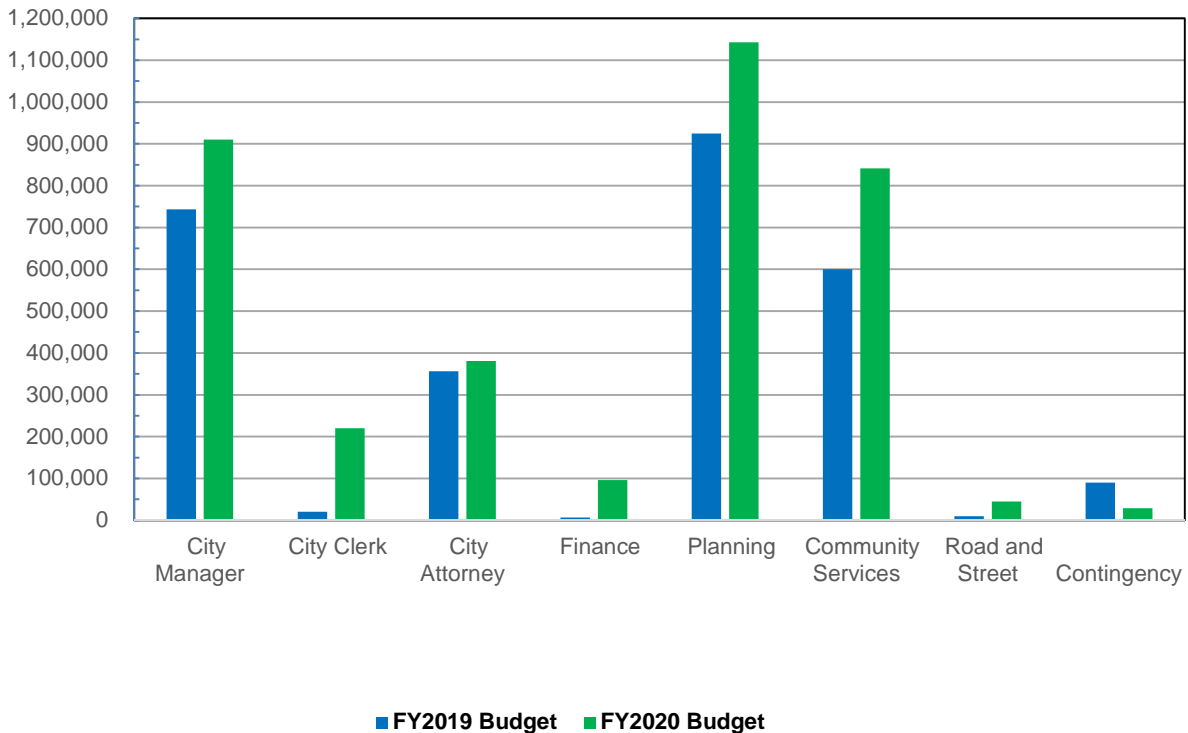
Description	FY 2018	FY 2019			FY 2020		
	Actual	Amended Budget	Forecast	Variance Fav/(Unfav)	Proposed Budget	Incr. Over Budget	% Incr. Budget
Property Tax							
Tax Receipts - Current Year	\$ 140,208	\$ 248,894	\$ 248,894	\$ -	\$ 557,948	\$ 309,054	124.2%
Tax Receipts - Discounts	(5,463)	(9,994)	(7,767)	2,227	(22,318)	(12,324)	123.3%
Total - Property Tax	134,745	238,900	241,127	2,227	535,630	296,730	124.2%
Other Taxes							
Local Option Fuel Tax	85	100	50	(50)	100	-	0.0%
Local Discretionary Sales Tax	-	800	-	(800)	-	(800)	-100.0%
Municipal Revenue Sharing	-	-	-	-	1	1	NA
Local Govt. Half Cent Sales Tax	-	400	-	(400)	2,400	2,000	500.0%
Public Service Tax-Electricity	5,578	18,000	29,985	11,985	50,000	32,000	177.8%
Public Service Tax-Water	13,874	76,800	7,000	(69,800)	69,400	(7,400)	-9.6%
Public Service Tax-Gas	-	-	6,215	6,215	10,400	10,400	NA
Communications Svcs. Tax	11,618	27,100	17,972	(9,128)	30,000	2,900	10.7%
Total - Other Taxes	31,155	123,200	61,222	(61,978)	162,301	39,101	31.7%
Permitting / Planning & Zoning							
Building	665,690	600,000	608,346	8,346	725,400	125,400	20.9%
Engineering	314,204	75,000	231,758	156,758	175,400	100,400	133.9%
Planning & Zoning	115,395	250,000	72,005	(177,995)	241,700	(8,300)	-3.3%
Total - Permitting / P&Z	1,095,289	925,000	912,109	(12,891)	1,142,500	217,500	23.5%
Other Licenses, Permit and Fees							
FPL Franchise Fee	16,538	33,300	82,879	49,579	138,100	104,800	314.7%
Occupational Licenses	5,910	5,000	5,306	306	5,300	300	6.0%
Building Reinspection Fees	8,600	1,000	13,500	12,500	10,000	9,000	900.0%
Building Surcharge Admin.Fees	1,666	-	1,403	1,403	1,800	1,800	NA
FPL TUG Program Admin.Fee	-	-	15,750	15,750	15,000	15,000	NA
Solid Waste Disposal Fees	-	-	-	-	76,600	76,600	NA
County Impact Fee Admin.Fees	52,370	-	56,029	56,029	57,100	57,100	NA
County Solid Waste Admin.Fees	1,773	-	6,458	6,458	-	-	NA
Contractor Registration Fees	4,143	4,700	5,640	940	4,100	(600)	-12.8%
Impact Fees	-	1,500	-	(1,500)	-	(1,500)	-100.0%
Lien Search Fees	333	-	475	475	-	-	NA
Other Fees	179	-	605	605	-	-	NA
Total - Other Fees	91,512	45,500	188,045	142,545	308,000	262,500	576.9%
Developer Contributions	1,019,568	1,806,400	1,190,027	(616,373)	1,958,269	151,869	8.4%
Interest Income							
Interest Income	961	2,000	1,381	(619)	-	(2,000)	-100.0%
Interest Income - Tax Collector	9	-	73	73	-	-	NA
Total - Interest Income	970	2,000	1,454	(546)	-	(2,000)	-100.0%
Total Revenue	\$ 2,373,239	\$ 3,141,000	\$ 2,593,984	\$ (547,016)	\$ 4,106,700	\$ 965,700	30.7%

**City of Westlake
Fiscal Year 2020 Budget**

General Fund - Total Expenditures By Function

	FY 2019			FY 2020		
	Amended Budget	Forecast	Fav / (Unfav)	Proposed Budget	Incr. Over Budget	% Incr. Budget
Expenditures						
City Council	\$ 338,600	\$ 223,770	\$ 114,830	\$ 342,500	\$ 3,900	1.2%
City Manager	743,500	727,727	15,773	910,000	166,500	22.4%
City Clerk	20,600	24,106	(3,506)	219,900	199,300	967.5%
City Attorney	356,300	369,546	(13,246)	380,600	24,300	6.8%
Finance	7,000	3,225	3,775	96,100	89,100	1272.9%
Comprehensive Planning	925,000	1,142,590	(217,590)	1,142,500	217,500	23.5%
Community Services	600,000	72,473	527,527	841,500	241,500	40.3%
Road and Street Facilities	10,000	3,908	6,092	45,000	35,000	350.0%
Contingency	90,000	26,639	63,361	28,600	(61,400)	-68.2%
Building Reserves	50,000	-	50,000	100,000	50,000	100.0%
Total Expenditures	\$ 3,141,000	\$ 2,593,984	\$ 547,016	\$ 4,106,700	\$ 965,700	30.7%

FY2019 Budget vs. FY2020 Budget by Function



**City of Westlake
Fiscal Year 2020 Budget**

General Fund – City Council Department

Mission

Serves as the legislative body in accordance with the Charter and applicable statutes. The form of government is a Council Manager. The City council shall conduct regular meetings, special meetings, adopt codes and ordinances and approve the annual budget by September 30 each year by resolution.

Current Year Highlights

- Approved over ten plats for future development
- Adopted ordinances for seven chapters of the City's Land Development regulations.
- Approved the contract for Solid Waste.
- Workshopped the annual budget with the City Manager and staff.
- Approved development of Cresswind's and Sky Cove in addition to Meadows.
- Approved development for the 7-11.
- Approved plats for roads and the construction thereof.

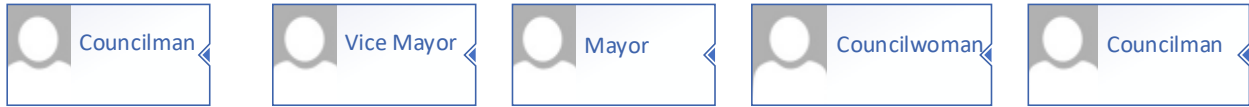
Next Year Goals

- Finish adoption of the remaining chapters of the City's Land Development regulations.
- Approve additional plats as presented by staff.
- Approve site plans for developments in conformance with the City's Land development Regulations

**City of Westlake
Fiscal Year 2020 Budget**

General Fund – City Council Department

Organizational Chart



Description	FY 2018	FY 2019			FY 2020		
	Actual	Amended Budget	Forecast	Variance Fav/(Unfav)	Proposed Budget	Incr. Over Budget	%Incr. Budget
Personal Services							
Mayor/Council Stipend	\$ 204,000	\$ 204,000	\$ 204,000	\$ -	\$ 204,000	\$ -	0.0%
FICA	15,606	15,600	15,606	(6)	15,600	-	0.0%
Total Personal Services	219,606	219,600	219,606	(6)	219,600	-	0.0%
Operating Expenses							
City Events	-	75,000	-	75,000	75,000	-	0.0%
ProfServ-Legislative Expense	16,000	24,000	-	24,000	24,000	-	0.0%
Council Expenses	-	20,000	4,164	15,836	20,000	-	0.0%
Public Officials Insurance	-	-	-	-	3,900	3,900	100.0%
Total Operating Expenses	16,000	119,000	4,164	114,836	122,900	3,900	3.3%
Total City Council	\$ 235,606	\$ 338,600	\$ 223,770	\$ 114,830	\$ 342,500	\$ 3,900	1.2%

**City of Westlake
Fiscal Year 2020 Budget**

General Fund – City Manager Department

Summary

The City Manager is the chief administrative officer of the City, directs and supervises the administration of all departments, offices and agencies of the City except the City Attorney, and except as otherwise directed in the City Charter. Ensures all laws and provisions of the Charter and acts of the Council are fully executed. Make recommendations to the council concerning the affairs of the City. Prepares the annual budget and capital program. Ensures the City Clerk prepares the Council agendas. Draws and signs vouchers as provided by ordinance. Provides administrative services to support the City Council. Keep council advised as to the financial condition of the City. Provide reports to council on the finances and administrative services of the City. Performs other duties as outlined in the Charter or requested by Council.

Mission

To serve the residents of the community by fulfilling duties as the legislative body directs through developing policies designed to successfully perform municipal functions and render other municipal services.

Major Issues

- Final implementation of an IT platform that allows the various contracted departments to work as one
- Ensuring the proper level of service is maintained while minimizing the overall cost for services.
- Passage of the balance of the City's Land Development Regulations in order to move from the interim code.
- Planning for future growth of needed services and ensuring sufficient revenues to cover the growth.
- Maintaining intergovernmental cooperation with other agencies surrounding and impacting the City.
- Working with the developers and other third parties to ensure the integrity of the original vision of the City is maintained.

**City of Westlake
Fiscal Year 2020 Budget**

General Fund – City Manager Department

Current Year Highlights

- Ensured development occurred within the comprehensive master plan and current LRS's
- Initiated the implementation of a cloud-based IT system to ensure the communication between departments.
- Implemented a new document management system for the City.
- Successfully completed the drafting and approval of seven chapters of the City's Land Development regulations.
- Processed an additional ten plats for development within the City.
- Negotiated a contract with PBCSO for police services to provide full time coverage.
- Ensured the processing of all the appropriate GIS information for all properties within the City.
- Continued the implementation process of a unified building department software system
- Continued to implement administrative process that minimize processing time.

Next Year Goals

- Complete the drafting and adoption of the remaining chapters of the City's Land Development regulations.
- Review new commercial and residential plats as submitted for future development.
- Review and draft contracts for additional services as needed.
- Work with new commercial and residential developers to ensure city codes are met.
- Begin implementation of the code enforcement processes
- Improve community outreach through the appropriate combination of meetings and media.
- Improve the City Website and ensure compliance of applicable ADA requirements

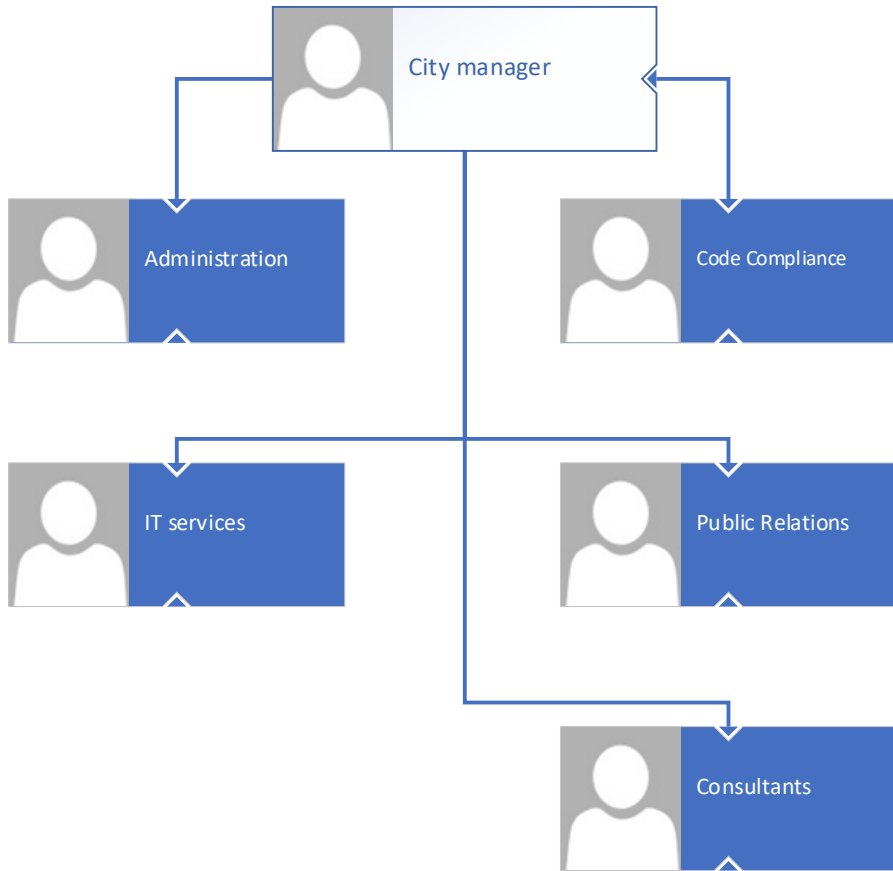
Positions

Within the City managers department there are four individuals directly involved. The Budget provides for an additional individual in addition to contract for services in the area of public relations, code compliance and other consultant as the need arises.

**City of Westlake
Fiscal Year 2020 Budget**

General Fund – City Manager Department

Organizational Chart



**City of Westlake
Fiscal Year 2020 Budget**

General Fund - City Manager Department

Description	FY 2018	FY 2019			FY 2020		
	Actual	Amended Budget	Forecast	Variance Fav/(Unfav)	Proposed Budget	Incr. Over Budget	% Incr. Budget
Operating Expenses							
Contracts - City Manager	\$ -	\$ -	\$ -	\$ -	\$ 254,600	\$ 254,600	100.0%
Prof. Services - IT Services	-	148,000	202,418	(54,418)	165,600	17,600	11.9%
Prof. Services - Consultants	18,825	40,000	14,430	25,570	88,800	48,800	122.0%
Public Relations	-	-	-	-	50,000	50,000	100.0%
Code Compliance	-	-	-	-	50,000	50,000	100.0%
Contracts - Administration	-	-	-	-	158,700	158,700	100.0%
General Government	50,097	100,000	47,879	52,121	47,900	(52,100)	-52.1%
Office Cleaning	-	-	-	-	38,400	38,400	100.0%
Telephone, Cable, Internet	3,720	7,500	18,072	(10,572)	23,100	15,600	208.0%
Office Supplies	7,365	5,000	17,100	(12,100)	17,100	12,100	242.0%
Insurance	6,000	16,500	7,120	9,380	4,000	(12,500)	-75.8%
Lease-Building	500	500	500	-	500	-	0.0%
Miscellaneous Services	-	-	460	(460)	-	-	0.0%
Late Fees	-	-	348	(348)	-	-	0.0%
Management Services	350,149	410,000	414,748	(4,748)	-	(410,000)	-100.0%
Dues, Licenses, Subscriptions	5,321	10,000	4,652	5,348	5,300	(4,700)	-47.0%
Total Operating Expenses	441,977	737,500	727,727	9,773	904,000	166,500	22.6%
Capital Expenses							
Capital Outlay	-	6,000	-	6,000	6,000	-	0.0%
Total Capital Expenses	-	6,000	-	6,000	6,000	-	0.0%
Total City Manager	\$ 441,977	\$ 743,500	\$ 727,727	\$ 15,773	\$ 910,000	\$ 166,500	22.4%

**City of Westlake
Fiscal Year 2020 Budget**

General Fund – City Clerk Department

Summary

The City Clerk position is a contract position as part of the master contract with Inframark to provide management services to the City. The contract is a fee for services based upon the scope and level of work. This is reviewed and adjusted on an annual basis within the budget process. The City pays proportionately to the amount of time required to accomplish the task of City Clerk. As the City has grown the point where a full time City Clerk is needed as well as some additional support time.

Mission

Preserve access to official public records; coordinate and administer City elections; prepare and distribute City Council agendas; respond to public records request, certify and distribute ordinances and resolutions, publish legal notices and enhance community communication through managing the new website management group.

Major Issues

- Significant need to continue organization of the electronic records management system in accordance with the applicable records retention statutes.
- Keep the City records organized and accessible to the public in accordance with applicable State Statutes.
- Update the City's website utilizing the new website management group and maintaining compliance with applicable statutes.

Current Year Highlights

- Began implementation of new electronic records management system.
- Attended FACC Webinar to Plan for the upcoming general election in 2020.

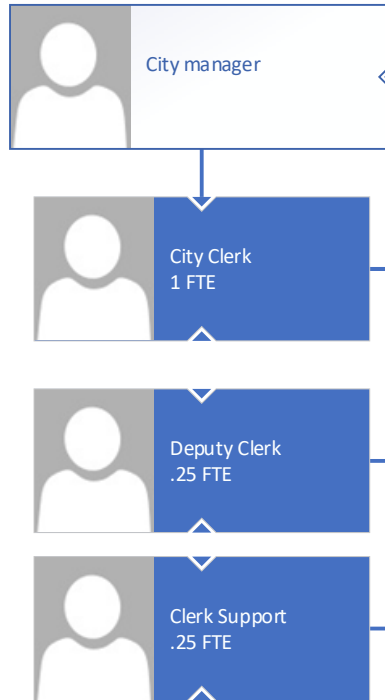
Next Year Goals

- Improve the agenda preparation process to ensure agendas are distributed to the City Council in time for review.
- Ensure the City website is updated and in compliance with ADA standards.
- Successfully run the City elections.
- Develop key contact list for property managers.
- Attend FACC Meetings and Seminars to further the growth of the City Clerk's office and streamline processes for more efficiency.

**City of Westlake
Fiscal Year 2020 Budget**

General Fund – City Clerk Department

Organizational Chart



**City of Westlake
Fiscal Year 2020 Budget**

General Fund - City Clerk Department

Description	FY 2018	FY 2019			FY 2020		
	Actual	Amended Budget	Forecast	Variance Fav/(Unfav)	Proposed Budget	Incr. Over Budget	% Incr. Budget
Operating Expenses							
Contracts-City Clerk	\$ -	\$ -	\$ -	\$ -	\$ 125,100	\$ 125,100	100.0%
Lease-Copier	-	-	-	-	36,800	36,800	100.0%
Advertising	33,718	12,000	15,221	(3,221)	24,100	12,100	100.8%
Website Support	5,025	6,100	6,204	(104)	18,200	12,100	198.4%
Resident Mailings	-	-	-	-	12,400	12,400	100.0%
Printing	100	1,000	1,872	(872)	1,900	900	90.0%
Postage and Freight	1,416	1,500	809	691	1,400	(100)	-6.7%
Total City Clerk	\$ 40,259	\$ 20,600	\$ 24,106	\$ (3,506)	\$ 219,900	\$ 199,300	967.5%

**City of Westlake
Fiscal Year 2020 Budget**

General Fund – City Attorney Department

Summary

The City Attorney in accordance with the City Chartered is a contracted service.

Mission

Serves as the chief legal advisor to the City Council and Administration to ensure the City is operating in accordance with applicable statutes. Drafts and review all contractual documents between the City and various vendors and suppliers. Drafts ordinances and resolutions for the governance of the City. Work with the City Manager in the drafting of policies requested by the Council to address policy issues.

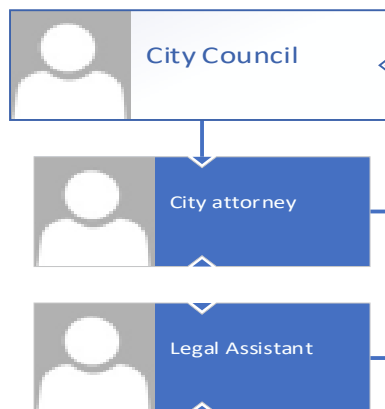
Current Year Highlights

- o Completed the drafting and approval of seven chapters of the City’s Land Development regulations.
- o Reviewed and approved the plat language on ten new plats.
- o Completed the contract negotiations and approval of the Solid Waste Contract.
- o Drafted ordinances and resolutions for approval by the City Council.
- o Monitored the legislature for potential impacts on the City.
- o Advised City Council on plats and LDR’s
- o Worked with the City Manager, Planning & Zoning Director and Engineering in drafting the Land Development Regulations.

Next Year Goals

- o Finish the drafting and adoption of the remaining chapters of the City’s Land Development regulations.
- o Process with the City Manager applications and agreement for the HAPPY program.
- o Review new plat language for consistency and protection of City’s interest.
Review and draft contracts for additional services as needed.

Organizational Chart



**City of Westlake
Fiscal Year 2020 Budget**

General Fund – Finance Department

Summary

The finance department is part of the City Managers contract for services. The finance department has approximately seven personnel who work on various aspects of the financial process. These positions are Accounting Manager, Lead Accountant, Accountant, A/R Specialist, AP Manager, AP Specialist, and Payroll Specialist.

Mission

To provide the processing of all financial information for the City. Ensure all appropriate reporting is made to the appropriate agencies. Work with the outside Auditor to ensure the Audit is completed. Work with the City Manager in the preparation of the annual budget. Ensure all invoices are properly paid to vendors and various agencies. Keep accurate accounting records of the City operations.

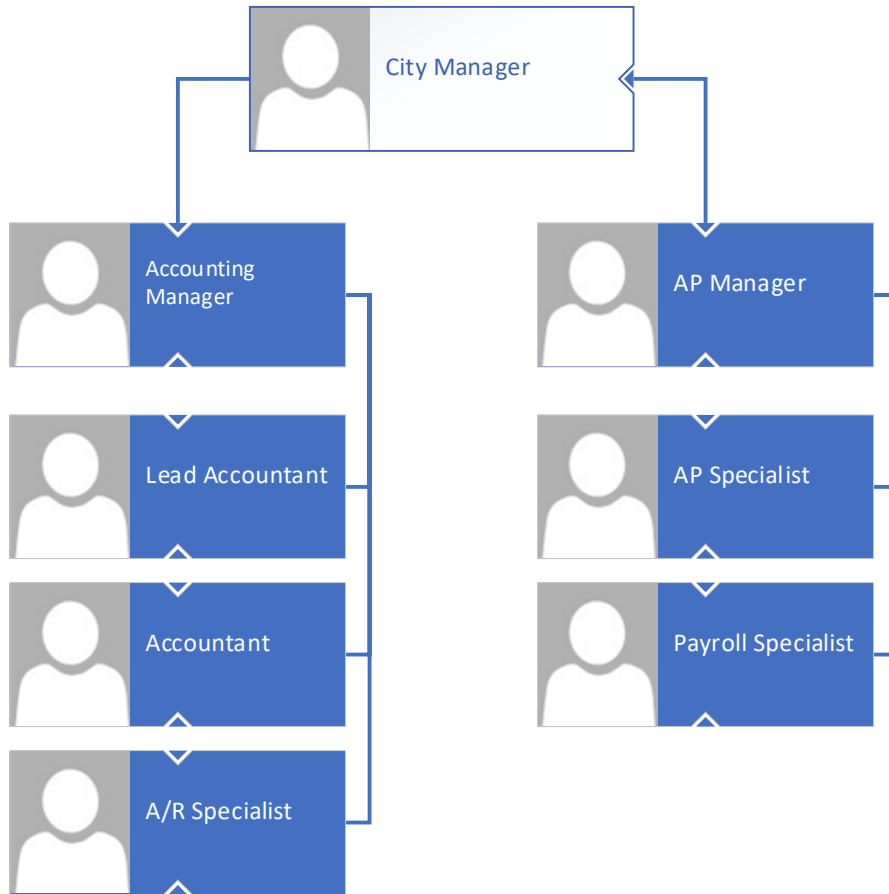
Current Year Highlights

- Completed a clean Audit for the fiscal year of 2018
- Ensured all invoices were paid on time.
- Accounted for all funds, credits and receivables for the City.
- Filed all reports with various agencies in a timely manner.
- Prepared monthly financial reports for the City Manager and Council approval.

Next Year Goals

- Continue to provide accurate accounting of all City funds.
- Ensure all invoices are correct and paid on time.
- Work with the City Manager and other staff to improve the budget format and presentation.
- File all applicable financial reports on time.
- Continue to prepare monthly financial reports.

Organizational Chart



**City of Westlake
Fiscal Year 2020 Budget**

General Fund – Comprehensive Planning Department

Summary

The comprehensive department is composed of three disciplines which include Building, Engineering and Planning and Zoning. These departments are contracted, and their cost is covered by the revenue generated from permit and review fees paid by the various developers. Between the three departments there are approximately twenty personnel involved in the processing, permitting, and inspections processes.

Mission

The comprehensive planning department includes the Engineering, Building and Planning & Zoning departments. These departments although separate, work together to ensure the proposed development comply with the applicable land development regulations and building codes.

Major Issues

- Final implementation, integration and migration of the development process from paper to electronic formats.
- Ensuring the new developers understand the City's processes and procedures.
- Ensuring the proper level of service and customer service is maintained.
- Participate in the drafting of the balance of the City's Land Development Regulations in order to move from the interim code.
- Planning for future growth of needed services.
- Maintain good interdepartmental communication and communication with the City Manager and the City Attorney.

Current Year Highlights

- Ensured development occurred within the comprehensive master plan and current LRS's
- Worked with the City Manager in the implementation of a cloud-based IT system.
- Successfully participated in the drafting and approval of seven chapters of the City's Land Development regulations.
- Processed an additional ten plats for current and future development.
- Coordinated with the GIS department to ensure addressing plans etc. were correct in order to process permits.
- Continued work with the implementation process of the building department software system
- Continued to evaluate administrative process and improve processing time.
- Processed review and inspections in a timely manner.

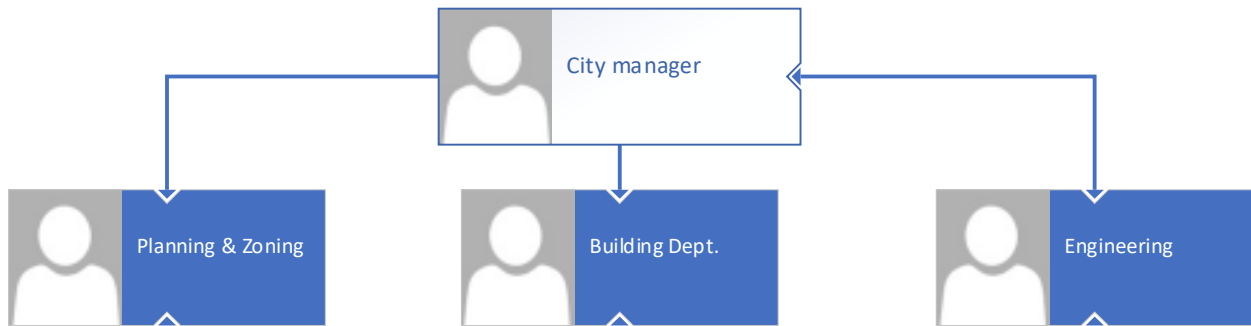
**City of Westlake
Fiscal Year 2020 Budget**

General Fund – Comprehensive Planning Department

Next Year Goals

- Participate in the drafting and adoption of the remaining chapters of the City's Land Development regulations.
- Review new commercial and residential plats as submitted.
- Review all applications for compliance with current and proposed LDR's
- Work with new commercial and residential developers to ensure city process are followed.
- Continue to plan and accommodate future demands for services.

Organizational Chart



**City of Westlake
Fiscal Year 2020 Budget**

General Fund – Community Services Department

Summary

The community services department is comprised of the contract with the Sheriff's office for police services, solid waste, R&M community service and parks.

Mission

- *Sheriff* - The mission of the Sheriff's department is to provide police service to the City. The current contract calls for one 24/7 deputy. In order to accomplish this coverage, it requires a total of five deputies. The contract includes dedicated officers, vehicles, dispatch. The contract also includes the supervisory personnel, K-9, detectives, crime lab, SWAT, and other resource necessary for the safety of the residents.

- *Solid Waste* – The Solid waste contract is part of the County's solid waste system. The solid waste is covered by two sources of revenue. The first is a direct bill from the City for annual service and the second component is the fee on the tax bill.

- *Community Service* – This line indicated the funds to pay for the delivery of the garbage cans and recycling containers. The operating supplies line is the projected cost of additional garbage can for the residents.

**City of Westlake
Fiscal Year 2020 Budget**

General Fund - Other Departments

Description	FY 2018	FY 2019			FY 2020		
	Actual	Amended Budget	Forecast	Variance Fav/(Unfav)	Proposed Budget	Incr. Over Budget	% Incr. Budget
City Attorney	\$ 291,387	\$ 356,300	\$ 369,546	\$ (13,246)	\$ 380,600	\$ 24,300	6.8%
Finance							
Contracts - Finance	-	-	-	-	92,700	92,700	100.0%
Auditing Services	3,085	7,000	3,225	3,775	3,400	(3,600)	-51.4%
Total Finance	3,085	7,000	3,225	3,775	96,100	89,100	1272.9%
Comprehensive Planning							
Building	622,366	600,000	725,449	(125,449)	725,400	125,400	20.9%
Planning & Zoning	221,191	250,000	241,717	8,283	241,700	(8,300)	-3.3%
Engineering	156,719	75,000	175,424	(100,424)	175,400	100,400	133.9%
Total Planning Expense	1,000,276	925,000	1,142,590	(217,590)	1,142,500	217,500	23.5%
Community Services							
Contracts-Sheriff	36,199	550,000	72,473	477,527	677,000	127,000	23.1%
Contracts-Solid Waste	-	-	-	-	72,800	72,800	NA
R&M-Parks	-	50,000	-	50,000	50,000	-	0.0%
R&M-Community Service	-	-	-	-	26,700	26,700	NA
Operating Supplies	-	-	-	-	15,000	15,000	NA
Total Community Services	36,199	600,000	72,473	527,527	841,500	241,500	40.3%
Road and Street Facilities							
Electricity	-	10,000	3,908	6,092	45,000	35,000	350.0%
Total Road and Street Facilities	-	10,000	3,908	6,092	45,000	35,000	350.0%
Contingency	51,732	90,000	26,639	63,361	28,600	(61,400)	-68.2%
Building Reserves	-	50,000	-	50,000	100,000	50,000	100.0%
Total Other Departments	\$ 1,382,679	\$ 2,038,300	\$ 1,618,381	419,919	\$ 2,634,300	\$ 596,000	29.2%



Special Revenue Fund

**City of Westlake
Fiscal Year 2020 Budget**

Special Revenue Fund (Housing Assistance Program)

Description	FY 2018	FY 2019			FY 2020		
	Actual	Amended Budget	Forecast	Variance Fav/(Unfav)	Proposed Budget	Incr. Over Budget	% Incr. Budget
<u>Housing Assistance Revenue</u>							
Interest-Investments	\$ 2,348	\$ -	\$ 6,947	\$ 6,947	\$ -	\$ -	NA
Housing Assistance Fee	21,000	150,000	238,405	88,405	150,000	-	0.0%
Developer Contribution	316,500	-	-	-	-	-	NA
Total Revenue	339,848	150,000	245,352	95,352	150,000	-	0.0%
<u>Expenditures</u>							
Assistance Program	56,745	138,700	35,304	103,396	138,700	-	0.0%
Administration Fee	58	11,300	35	11,265	11,300	-	0.0%
Total Expenditures	56,803	150,000	35,339	114,661	150,000	-	0.0%
Change in Fund Balance	283,045	-	210,012	(210,012)	-	-	NA
Beginning Fund Balance	-	283,045	283,045	-	493,057	210,012	74.2%
Ending Fund Balance	\$ 283,045	\$ 283,045	\$ 493,057	\$ (210,012)	\$ 493,057	\$ 210,012	74.2%