

TOWN OF TROPHY CLUB
ANNUAL PROGRAM OF SERVICES
FISCAL YEAR 2011-12

ADOPTED

ON

SEPTEMBER 26, 2011

PREPARED BY:

MIKE SLYE
TOWN MANAGER

STEPHEN SEIDEL
ASSISTANT TOWN MANAGER

ERIC CANNON
FINANCE DIRECTOR

MICHAEL AGUILERA
CHIEF FINANCIAL AND BUDGET ANALYST

APRIL KITTRELL
FINANCIAL ANALYST

SHANNON DePRATER
TOWN SECRETARY

MIKE PASTOR
INFORMATION SERVICES DIRECTOR

This budget reflects a property tax rate of \$0.530 per \$100 appraised value that was adopted by the Town Council. Section 26.05 (b) of the State of Texas Tax Code requires the following statement to be published in conjunction with the adopted tax rate.

“THE TOWN OF TROPHY CLUB ADOPTED A TAX RATE THAT WILL RAISE MORE TAXES FOR MAINTENANCE AND OPERATIONS THAN LAST YEAR’S TAX RATE. THE TAX RATE WILL EFFECTIVELY BE RAISED BY 0.3 PERCENT AND WILL RAISE TAXES FOR MAINTENANCE AND OPERATIONS ON A \$100,000 HOME BY APPROXIMATELY \$7.01.”

ELECTED OFFICIALS

Mayor	Connie White
Mayor Pro Tem	Larry Hoover
Council Member	Margi Cantrell
Council Member	Bill Rose
Council Member	Jeannette Tiffany
Council Member	Glenn Strother

APPOINTED OFFICIALS

Town Manager	Mike Slye
Town Attorney	Patricia Adams
Town Secretary	Shannon DePrater
Municipal Judge	Honorable Mark Chambers

KEY STAFF

Assistant Town Manager	Stephen Seidel
Community Development Director	Carolyn Huggins
Emergency Medical Services & Fire Chief	Danny Thomas
Finance Director	Eric Cannon
Information Systems Director	Mike Pastor
Parks & Recreation Director	Adam Adams
Police Chief	Scott Kniffen
Streets Director	Ed Helton



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Town of Trophy Club
Texas**

For the Fiscal Year Beginning

October 1, 2010

President

Executive Director

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2011-2012

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TOWN OF TROPHY CLUB
100 Municipal Drive
Trophy Club, Texas 76262

SEPTEMBER 26, 2011

Town Council
Trophy Club, TX

Dear Council:

In accordance with the Trophy Club Town Charter and the State of Texas Local Government Code, the adopted FY12 Budget for the fiscal year beginning October 1, 2011 and ending September 30, 2012 is attached.

The adopted FY12 Budget presents in financial terms the plan for accomplishment of municipal objectives during the forthcoming fiscal year. Preparation of this document requires a comparison of the anticipated revenues with proposed programs and priorities that are based on Town Council priorities, service demands or prior project commitments.

While the adopted budget does not fund all departmental requests, it meets Town Council goals expressed during the planning process. The adopted budget has been formulated by reflecting the core values of:

- ✓ Providing exceptional governmental services;
- ✓ Remaining fiscally sound;
- ✓ Effectively allocating resources to meet citizen needs; and
- ✓ Valuing our employees

The attached document is a conservative financial plan developed utilizing advanced planning methods and Governmental Accounting Standards Board (GASB) 34 provisions and complying with the recently adopted Fund Balance Policy (GASB 54). Prudent financial and operational philosophies have guided budget development. Every budget seeks to allocate scarce resources, and there will always be more needs than available funds. The adopted FY12 Budget is based on a \$0.53 per \$100 assessed valuation and includes:

- Independence Park-East, Freedom Park, and median maintenance/personnel expenses.
- Initiating a formal Capital Replacement program.
- Phase one of employee salary market true-up.
- 2% COLA for those employees at market salary
- New Police Sergeant to offset demand from community growth.

- Full time Code Enforcement program.
- Codification update.
- Formal internship program
- A modest Capital Equipment purchase schedule

The adopted FY12 Budget has been placed on the Town website at www.trophyclub.org in order to continue our efforts to broaden public communication and increase transparency regarding the Town's finances and budget process.

I am grateful to the Town Council for providing clear direction and guidance from the outset of this budget cycle and the conviction to adopt this fiscal year's budget. This budget lays the groundwork for a continuation of a strong foundation to carry on the Town's duties and responsibilities and meeting the goals and objectives outlined by the Town Council. Each Department Manager examined their departments for innovative and cost saving approaches for service delivery and customer service. I am very appreciative of the entire Management Team for their dedicated efforts in developing this budget. In addition, special recognition goes to several employees who assisted in the budget document. Assistant Town Manager Stephen Seidel, Finance Director Eric Cannon, and Chief Financial & Budget Analyst Michael Aguilera are due a tremendous debt of gratitude for their hard work and diligence. I appreciate the opportunity to lead an organization that provides our community with better services, programs, and quality of life. Trophy Club truly is "a great place to call home!"

Sincerely,



Michael T. Slye
Town Manager



MAJOR BUDGET ISSUES

The adopted budget includes total revenues of \$10,385,222 and expenditures of \$10,354,252. This report discusses, by fund, the major issues addressed in the FY12 budget.

MAJOR ISSUES – GENERAL FUND

1. REVENUES – The first major issue deals with General Fund revenues.

A. Property Tax – The largest revenue source in the General Fund is the ad valorem tax.

1. **Adopted Tax Rate** - The FY12 adopted budget is based on a \$.53 ad valorem tax rate. This rate is 0.3% greater than the calculated effective tax rate (\$.5284) that would provide the same level of revenue as FY11.
2. **Tax Rate** – The ad valorem tax rate is comprised of two components. The first is the operations and maintenance component that is used to calculate revenue for the Town's General Fund operations. The second component is the debt portion that is used to calculate revenue to pay the Town's general debt service obligations.
3. **Average Home Value** – The 2011 certified appraisal rolls show an increase of 7.8% over the 2010 certified value with a current average home value of \$270,075.

B. Franchise Fees – The second largest revenue source in the General Fund is franchise fees. They are projected based on the past and current trends and franchisee's estimates. FY12 franchise fees will include a one-time adjustment increase for the Public Utility Commission ruling requiring ONCOR Electric to recalculate their franchise payments retroactive to September 2009 using the previous calculation method. The net affect is approximately \$26,000 one-time payment in FY12.

C. Sales Tax – Sales tax receipts are the third largest revenue in the General Fund. The FY12 budget projects a 1% growth in receipts over the current year's estimate and an additional \$40,000 of sales tax revenue due to new retail developments within the Town. As always, sales tax revenue is wholly dependent on the local economic conditions and can fluctuate.

D. Development Related Revenues – Single family development continues to grow at unprecedented rates with no slow down in site. The FY12 budget development-related revenue is expecting another 220 homes to be built and another subdivision to be developed.

E. Trash Revenue – Prior to FY11, the "pass through" revenue and expense associated with the Town's service contract with Allied Waste were recorded in the Town budget. The receipt of those funds should not be recorded as a revenue or expense but should be reported as a liability. In FY11 these receipts and disbursements were no longer recorded in the Town's budget. The only revenue received from Allied Waste is the budgeted franchise fees associated with their service contract and a \$500 per month educational stipend.

- F. **Public Safety** – Emergency Medical Service (EMS) revenues for ambulance fees are based on the current trend. Municipal court fines and fees are projected to increase based on the Town's participation in the State of Texas' Scofflaw Program.

The Northwest Independent School District's (NISD) contribution for the School Resource Officer assigned to Byron Nelson High School remains at the prior year's contribution level.

- G. **Park and Recreation** – Park and pool revenues are estimated to increase approximately 5% over the prior fiscal year based on historical and current trends. Athletic program revenues are projected to increase in fiscal year 2011-2012 with the newly constructed Independence Park completed in October 2011. Recreation programs are based on current levels with some minor additional programming. The various Sports Associations have agreed to provide an additional \$16,000 for concessionaire fees.

- H. **Grants** – Management continues to actively pursue grant funding as a means to augment local revenues.

- I. **Other Revenues** – Estimates for other revenues are based on departmental projections and current contracts.

- 2. **STRATEGIC MANAGEMENT PLANNING** – One of the major issues for the coming year is to engage Trophy Club Stakeholders in a long-term Strategic Planning Initiative in the early fall timeframe. The purpose of this initiative will be to develop a 'road map' of prioritized capital improvements for the entire community.

- 3. **MUNICIPAL UTILITY DISTRICT NO. 1 (MUD1) SERVICES AGREEMENT** – A significant change to previous years is the relationship between the Town and Utility District. In previous years, the Town and Utility District shared some employee expense equally at 50%. During FY10, the Town and Utility District opted to negotiate an agreement that would eliminate 50% employees except for Fire/EMS personnel, by entering into an agreement for contract services. Thus, the Town would receive payment from the Utility District and the Town would provide services such as HR duties, I.T., Permitting, etc. The agreement this year calls for the Utility District to pay the Town \$175,840 in two separate installments (October 2011 and March 2012).

- 4. **COMPENSATION**– The FY12 Budget includes a 2% Cost of Living Allowance (COLA) for all full-time employees that were not affected by the Salary True Up that was approved by Town Council.

- A. **Salary True Up** – The adopted budget includes the costs associated with providing a phased salary adjustment for several positions over the next several years. These positions have fallen behind the market and this initiative is extremely important to recruit and retain highly qualified employees to provide the municipal services that our community expects.

- B. **Health Insurance** – Health insurance program in FY12 has undergone major change. The town has changed its carrier to the Texas Municipal League Intergovernmental Employees Benefit Pool (TML IEBP). This is a non-profit health provider, centered on providing full service health protection of political subdivisions of Texas.

- 5. **CAPITAL IMPROVEMENT PROGRAM** – The five-year Capital Improvement Program includes vehicle purchases for Police and EMS departments and new virtual servers for Information Services. Street improvements listed on the program include the Roundabout to Durango, improvements to Municipal Drive and a portion of the costs associated with Indian Creek. Funding has not yet been secured for several drainage improvements listed on the program.

- 6. **FUND BALANCE** – The Town Council has adopted a Fund Balance Policy providing for a minimum of 30% of the town's annual general fund budget in reserves. Bond rating agencies consider the level of fund balance when determining a town's bond rating. During the process of assessing the Town's financial condition and assigning a bond rating for the 2010 \$5 million Park Bonds issued in May of 2010, the Town's strong fund balance was highlighted as one of the major components of an upgraded bond rating. This upgrade allowed the Town to issue the Park Bonds at a more advantageous interest rate. Below is a listing of the ending fund

balances for the past three years, and projected balances for the fiscal years ending September 30, 2011, and September 30, 2012.

	9/30/08	9/30/09	9/30/10	2011 Projected	2012 Projected
Fund Balance	\$1,830,233	\$2,010,869	\$2,113,820	\$2,494,517	\$2,495,182
% of Expenditures	29%	35%	39%	41%	37%

MAJOR ISSUES – STREET MAINTENANCE SALES TAX FUND

In May 2006, citizens approved a 1/4% Street Maintenance Sales Tax, with collections beginning in October 2006. The sales tax was needed to augment the funding provided in the General Fund for the maintenance of town streets. State law requires that the tax be reauthorized by the citizens after the initial four years. In order for the tax to not lapse, the Council held a reauthorization election on May 8, 2010 in which voters approved the reauthorization of the sales tax.

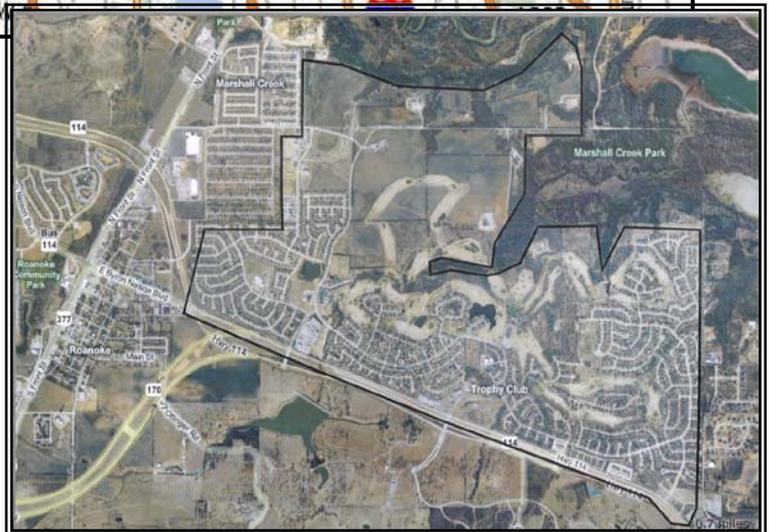
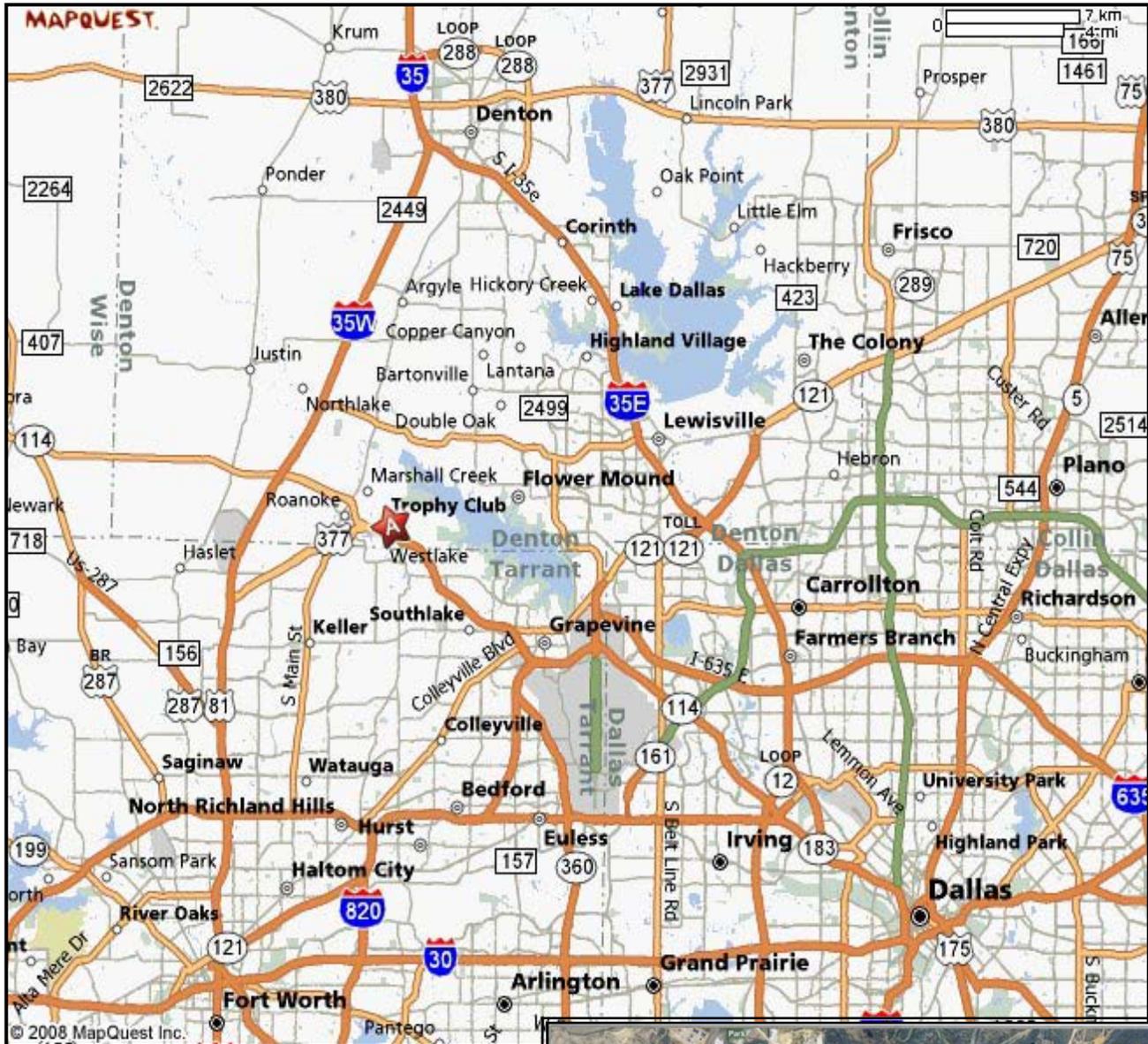
Beginning with the FY10 fiscal year, the Street Maintenance sales tax receipts and expenditures were reported as a separate fund. The FY12 budget projects an 11% growth in receipts.

MAJOR ISSUES – STORM DRAINAGE UTILITY FUND

The Town of Trophy Club charges a fee to citizens to cover the costs of providing the infrastructure and facilities that permit the safe drainage of storm water, the prevention of surface water stagnation, and the prevention of pollution arising from nonpoint runoff. The Town engaged the services of Freese and Nichols, Inc. (FNI) to conduct a master drainage study in order to better assess current infrastructure and future needs. Phase I of this study is nearing completion and has identified 5 major areas of concern related to storm drainage. FNI has also provided a phased improvement project list that will require significant resources to accomplish. A financial analysis will be completed to correctly identify revenue options, appropriate expenses and residential/commercial storm drainage fees necessary to accomplish these storm water improvement projects. Below are the expected projects and their associated costs in a proposed phased timeline.

	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
STORM DRAINAGE FUND						
DRAINAGE SYSTEM IMPROVEMENTS						
Town-wide Drainage Study Phase II	100,000	-	-	-	-	100,000
Trophy Club Dr Bridge over Marshall Creek	4,968,000	-	-	-	-	4,968,000
Timber Ridge	294,000	-	-	-	-	294,000
Inverness/Fresh Meadow	494,500	-	-	-	-	494,500
Skyline/Indian Creek (2 Phases)	-	-	3,208,500	3,208,500	-	6,417,000
Cypress Court	-	-	-	-	1,380,000	1,380,000
Total Drainage System Improvements	\$ 5,856,500	\$ -	\$ 3,208,500	\$ 3,208,500	\$ 1,380,000	\$ 13,653,500
TOTAL STORM DRAINAGE FUND	\$ 5,856,500	\$ -	\$ 3,208,500	\$ 3,208,500	\$ 1,380,000	\$ 13,653,500

DALLAS / FORT WORTH REGION



PROFILE OF TROPHY CLUB, TEXAS

The Town of Trophy Club, Texas incorporated in 1985 as Texas' first premiere planned community and is located in the North Central portion of Texas. This area of the state has proven to be one of the top growth areas in Texas and the United States. The Town currently occupies a land area of just over 4 square miles and serves a growing population of approximately 8,024. The Town is empowered to levy a property tax on real property located within its boundaries. Trophy Club is also empowered, by state statute, to extend its corporate limits by annexation, which has occurred periodically when deemed appropriate by the governing council of the Town.

Trophy Club has operated as a Home Rule municipality utilizing Council-Manager since 2004. Policy-making and legislative authority are vested in the Town Council consisting of the Mayor and five other members. The Town Council is responsible for, among other things, passing ordinances, adopting the budget, appointing boards and committees, and hiring the Town Manager, Town Attorney and Town Secretary. The Town Council is elected on a non-partisan basis. The Town Council consists of six (6) members, a Mayor and five (5) council members elected by the Town at-large-by-place for a term of three (3) years or until their successors have been elected and take office. Each Councilmember shall be elected to and occupy a place on the Council, such Places being numbered (e.g., Place 1, Place 2, Place 3, etc.). The Mayor and five (5) Council members shall be elected and serve in the following manner: The Mayor shall have a three-year term beginning with the May 2011 election. Council members elected at the May 2009 election shall draw lots to determine Places 1 and 2. Places 1 and 2 shall receive a two-year term at the May 2009 election; thereafter, Places 1 and 2 shall have three year terms. The Town Manager is responsible for carrying out the policies and ordinances of the Town Council, overseeing the day-to-day operations of the government and for appointing the heads of the various Town departments.

The Town of Trophy Club provides a full range of municipal services including general government, public safety (police and EMS), streets, parks and recreation, planning and zoning, code enforcement, and drainage utilities. Water/wastewater and Fire protection are provided through the Municipal Utility District.

Trophy Club's location is ideal for both businesses and residents, many of whom commute to Dallas, Denton, Las Colinas, and Fort Worth. Trophy Club maintains a small-town feel while having the advantages of nearby metro areas and offers an outstanding quality of life, with great educational and recreational amenities. Two 18-hole premier golf courses are available, including the only course designed by Ben Hogan.

The region possesses a varied manufacturing and industrial base that has added to the relative stability of the unemployment rate with approximately half of the local workforce employed in management, professional, and related occupations. Figures from the Texas Workforce Commission indicate a state unemployment rate of 8.5 percent while the national unemployment rate is 9.1%.

Trophy Club is positioned for a bright future with new families and businesses joining existing residents and companies and building on the Town's foundation of pleasant residential neighborhoods, excellent educational institutions, and numerous recreational activities to truly establish itself as a "a great place to call home."

March 11	Friday	<ul style="list-style-type: none"> • Council Retreat - Budget Philosophy and Calendar Discussion
March 18	Friday	<ul style="list-style-type: none"> • Capital Needs Requests provided to Managers
April 1	Friday	<ul style="list-style-type: none"> • Capital Needs Requests due from Managers
April 18	Friday	<ul style="list-style-type: none"> • Denton County Appraisal District Submits Preliminary Tax Values
April 25	Monday	<ul style="list-style-type: none"> • Mid-Year Review Presentation to Council & Review of Capital Needs with Managers
May 2	Monday	<ul style="list-style-type: none"> • Tarrant County Appraisal District Submits Preliminary Tax Values
May 5 - 6	Thursday-Friday	<ul style="list-style-type: none"> • Management Team Strategic Business Planning Retreat
May 11	Wednesday	<ul style="list-style-type: none"> • Base Budgets due back from Managers
June 3	Friday	<ul style="list-style-type: none"> • 2011-2012 Budget Overview with Council – Retreat
July 18	Monday	<ul style="list-style-type: none"> • Management Budget Update with Council – 5:30PM Workshop
July 25	Monday	<ul style="list-style-type: none"> • Certified Appraisal Roll Due from Denton Central Appraisal District
July 29	Friday	<ul style="list-style-type: none"> • Hand Deliver Hard Copy Proposed Budget to Council Members
August 5	Friday	<ul style="list-style-type: none"> • Council Workshop - Budget Discussion - 1:00 PM
August 15	Monday	<ul style="list-style-type: none"> • Submit Effective and Rollback Rate Calculations to Town Council • Vote to Propose Tax Rate (over Effective Rate) • Set Public Hearings for September 12 and September 19 • Public Notice of Public Hearing on Tax increase • Publish Notice of Effective and Rollback Tax Rates, Statement and Schedules
September 12	Monday	<ul style="list-style-type: none"> • First Public Hearing on Tax Increase • Public Hearing on PID Service Assessment
September 19	Monday	<ul style="list-style-type: none"> • Second Public Hearing on Tax Increase • Public Hearing on Budget • Adopt PID Assessment Rate • Announce Vote on Tax Rate
September 26	Monday	<ul style="list-style-type: none"> • Special Called Council Meeting • Budget Adoption • Tax Rate Adoption • Approve Tax Roll • Vote to Ratify Property Tax Revenue
October 1	Saturday	<ul style="list-style-type: none"> • Fiscal Year 2011-2012 Begins

READER'S GUIDE

The Reader's Guide provides an overview of the Town of Trophy Club's budget process and budget documents. The Town of Trophy Club has prepared a budget designed to meet the highest standards of performance in municipal budgeting. This document provides a summary of all budgeted funds, including both revenue and expenditure summaries. Major budget documents, the budget process, and organization of the budget itself are described below.

Major Budget Documents

The Town of Trophy Club's budget process includes the production of three key documents. It is important to understand the timing and purpose of these documents in order to fully understand the process itself.

1. The Manager's Message

The Manager's Message is submitted to Town Council in late July as a part of the proposed budget. This report summarizes and identifies key issues with regard to revenues and expenditures for the coming year.

2. The Proposed Budget

Pursuant to Town Charter, the proposed budget must be submitted to Town Council by July 31 or at least sixty (60) days prior to the first day of the new fiscal year." This document represents a balanced version of departmental budget requests versus projected revenues. The proposed budget is a product policy as expressed by the Town Council and is prepared by the Town Manager and the Management Team, which is comprised of the department directors. (Any mathematical differences are due to rounding.)

3. The Adopted Budget

The adopted budget represents a modified version of the proposed budget after public hearings and Town Council review in August/September. Any changes deemed necessary by Town Council to funding levels or revenue projections are reflected in the adopted budget. Revisions may also be made to reflect any updates to budget information.

The Budget Process

The Town of Trophy Club uses a program-based budgeting process. Each budgeting unit or division is given a target or "baseline" funding level based upon the previous year's funding level. With a few exceptions, no fixed assets, wages and benefits, or one-time packages are included in baseline funding. Any funding request that represents new expenditures and programs, or that is in excess of baseline funding, must be submitted as a separate request or "package." These packages may be either a new or restoration request for resources, depending upon the budgeting unit's funding target.

1. Revenue Projection

The budget revenue projections for the new fiscal year begin early in the current fiscal year. The projections are made by the departments responsible for the revenues with help from the Finance staff. Projections are based upon consultations with state and local agencies, trend analysis, anticipated changes in the local and regional economy, and discussions with directly associated staff members. Although revenue projections are prepared early in the budget process, the budget revenue analysis continues with departmental budget development and extends until the budget is adopted based upon any new information.

2. Proposed Budget Analysis/Compilation

The Budget Office reviews and compiles a preliminary draft of departmental budgets to present to the Management Team, which is comprised of the Town Manager and department directors. During Management Team discussions, each department director answers questions from the entire group concerning their budget.

Given revenue projections and baseline funding requirements, budget funding changes are made according to necessity and priority. A total recommended funding level is determined and is weighed against available resources.

3. Proposed Budget Development

The Town Manager, no later than July 31 each year (Charter Section 9.02), shall prepare and submit to the Town Secretary, the annual budget covering the next fiscal year. The Town Manager's proposed budget should assume, for each fund, operating revenues and resources that are equal to, or exceed operating expenditures. The Town Manager's budget message summarizes funding requirements, major changes in programs, and alternatives for funding.

4. Town Council Budget Study

A budget work session is held with the Town Council to review and discuss the proposed budget. Discussions and study may follow at subsequent work sessions up until budget adoption.

5. Capital Program

The Town Manager shall prepare and submit to the Council a five (5) year capital program no later than three months before the final date for submission of the budget. The capital program shall be revised and extended each year with regard to capital improvements still pending or in process of construction or acquisition (Charter Section 9.08).

6. Public Hearing/Budget Adoption

A public hearing on the proposed budget and two public hearings on the tax rate are held in August and September prior to final budget consideration. At the public hearings, citizens may make formal comments concerning the proposed budget. The public also has the opportunity to attend Town Council budget work sessions in August and September.

Budget adoption occurs in September after Town Council deliberations and the public hearings. The Town Council adopts a tax rate to support adopted funding levels. Pursuant to Town Charter, the budget in place for the preceding year shall remain in place on a month-to-month basis until such time as a new budget has been adopted if no Town Council action is taken before the end of the fiscal year, September 30.

7. Compilation of Adopted Budget/Budget Maintenance

The adopted budget is compiled and published during the first months of the new fiscal year. The adopted budget in the form of an amended proposed budget is available for public inspection in October. Ledger accounts are prepared for the new fiscal year prior to October 1.

Budget maintenance is a year-round activity of divisions/departments and Budget Office staff. Other spending control mechanisms include monthly review of expenditures by the Accounting staff. During the budget process departments make revenue and expenditure estimates for the current year.

Finally, program goals, objectives, and measures are evaluated during budget implementation to determine the effectiveness of program activities and levels of appropriate funding for subsequent years.

Financial Structure

The financial structure of the budget is organized by funds. A fund is generally defined as a fiscal and accounting entity which has its own self-balancing set of accounts for recording cash and other financial resources, as well as any liabilities or residual equities or balances. Normally, funds are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations. However, when appropriate, funds are made up of departments. Generally, there are two types of funds: Governmental and Proprietary. Proprietary funds are used to account for "business-type" activities usually associated with water, wastewater, sewer, and electric services. These services are under the

scope of other agencies. Therefore, this budget only addresses Governmental Funds. The specific funds which make up the Governmental Fund type are: General Fund, Storm Drainage Fund, Municipal Court Security Fund, Municipal Court Technology Fund, Trophy Club Park Fund, Hotel & Motel Fund, Capital Projects Fund, Interest & Sinking Fund, Grant Fund and Public Improvement District Fund. Each of the above-mentioned funds operates separately and independently from one another; therefore, they are budgeted separately and include separate financial statements.

Budgeted Funds

The Town of Trophy Club budget consists of various funds. Each fund represents a specific function and maintains individual objectives. The Town of Trophy Club's budget includes the following funds:

General Fund – The General Fund contains the control and fiscal accounting for the Town's general service operations such as administration, public safety, parks, etc. The General Fund's two major revenue sources are the sales and ad valorem taxes.

Interest & Sinking Fund – The Interest & Sinking Fund is used to record and control the accumulation of resources for payment of general long-term debt principal and interest. The Town issues debt to acquire or construct capital assets, such as roads or parks for the general benefit of Trophy Club citizens. Resources include an applicable portion of the ad valorem tax levy and related interest income usable from debt service.

Special Revenue Funds – Special Revenue Funds are used to account for the receipt of specific revenue sources that are restricted for expenditures for a specified purpose. Included in the special revenue funds are: Hotel & Motel Fund, Capital Projects Fund, Grant Fund and Public Improvement District Fund.

Budget Basis

The budget for the General, Interest & Sinking and Special Revenue Funds are prepared on the modified accrual basis of accounting. Under this basis of accounting, revenues are recognized when they become both "measurable" and "available" to finance expenditures of the current period except where the accrual basis is specified by generally accepted accounting principles. Expenditures are recognized when the related fund liability is incurred, except for (1) inventories of material and supplies which may be considered expenditures either when purchased or when used; (2) prepaid insurance and similar items which need not be reported; (3) accumulated unpaid vacation, sick pay, and other employee benefit amounts which need not be recognized in the current period; (4) interest on special assessment indebtedness which may be recorded when due rather than accrued, if approximately offset by interest earnings on special assessment levies; and (5) principal and interest on long-term debts which are generally recognized when due.

Organizational Relationships

A department is a major administrative segment of the Town, which indicates overall management responsibility for an operation or a group of related operations within a functional area (e.g., Police Department, Fire Department, Parks Department, Recreation Department). The smallest organizational unit budgeted is the program. The program indicates responsibility for one functional area, and in many cases these functional areas are put together to demonstrate a broader responsibility. When this is done, the programs are combined to make up a department. For example, the Parks Department is comprised of Parks General, Independence Park, Harmony Park, Lakeview Soccer Fields and Medians & Common Areas.

Budget Administration and Development

The Town of Trophy Club's policies set forth the basic framework for the fiscal management of the Town. These policies were developed within the parameters established by applicable provisions of the Texas Local Government Code, and the Town of Trophy Club Charter. The policies are intended to assist the Town Council and Town staff in evaluating current activities and proposals for future programs.

I. BUDGET PERIOD

Fiscal Year. The fiscal year of the Town of Trophy Club “shall begin on the first (1st) day of each October and end on the last (30th) day of September of each calendar year. Such fiscal year shall also constitute the budget and accounting year” (Charter Section 9.01).

II. BUDGET ADMINISTRATION AND DEVELOPMENT

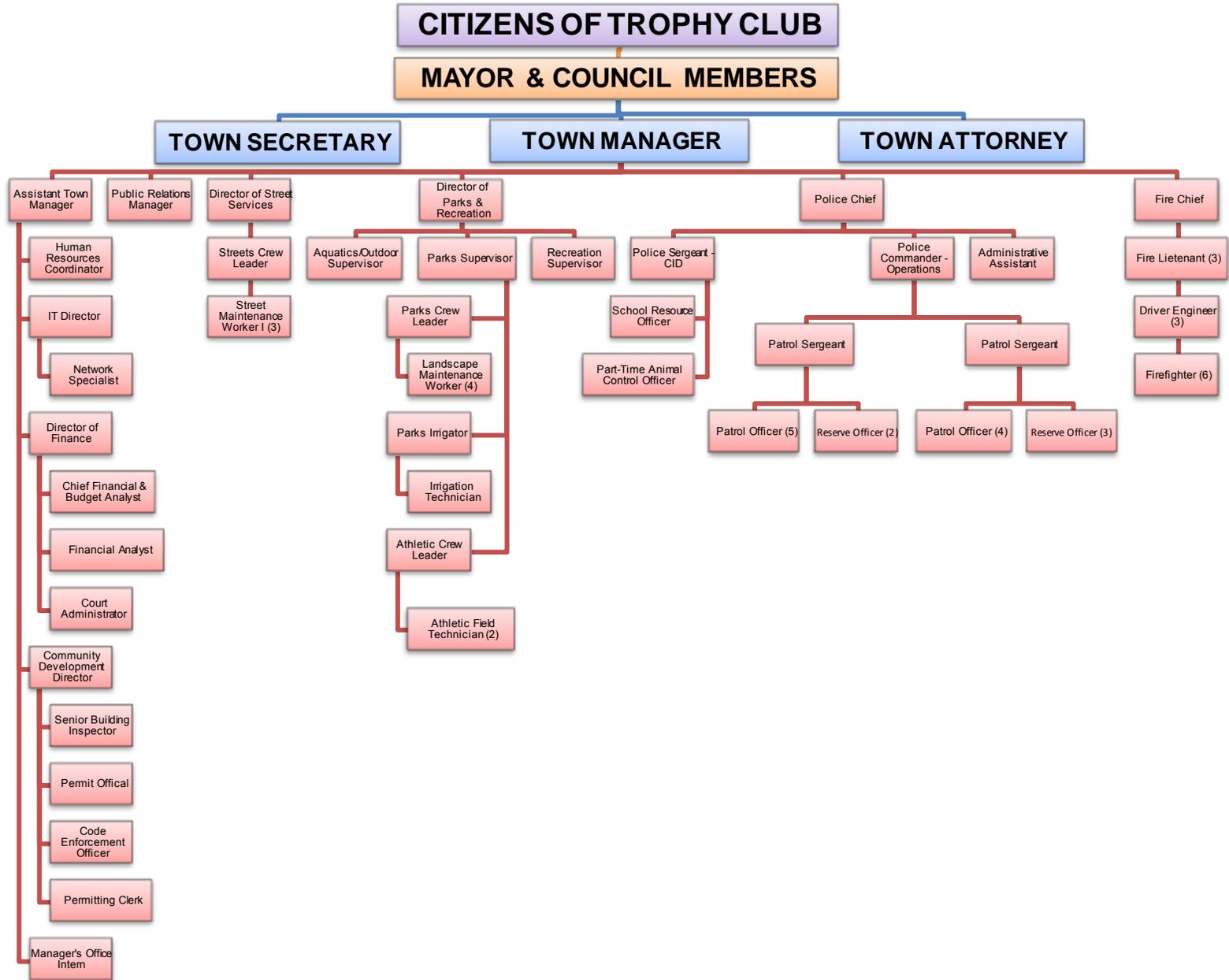
- A. Submission. The Town Manager shall submit to the Council a proposed budget and accompanying message before the last day of July of each year. The Council shall review the proposed budget and revise it as deemed appropriate prior to general circulation for public hearing. (Charter Section 9.04)
- B. Public Hearing on Budget. The Council shall hold a public hearing on the budget and shall provide adequate public notice of such hearing, including publication of notice as required by State law.
- C. Truth in Taxation. Budget development procedures will be in conformance with the State law outlined in the Truth in Taxation process. In the event of a tax increase, notices will be provided and required hearing(s) held in conformance to this State law
- D. Adoption. The Council, by majority vote, shall adopt the budget by ordinance not later than the 30th day of September. Adoption of the budget shall constitute appropriations of the amount specified as expenditures from the fund indicated. If the Council fails to adopt a budget by the beginning of the fiscal year, the budget currently in place for the preceding year shall remain in place on a month-to-month basis until such time as a new budget has been adopted.
- E. Amendment. The Council by ordinance may make supplemental appropriations for the year. To address a public emergency affecting life, health, property, or the public peace, the Council may also make emergency appropriations. Such appropriations may be made by emergency ordinance.
- F. Transfers. At any time during or before the fiscal year, the Council may by resolution transfer part or all of the unencumbered appropriation balance from one department, fund, service, strategy or organizational unit to the appropriation for other departments or organizational units or a new appropriation. The Town Manager may transfer funds among programs within a department, fund, service, strategy or organizational unit and shall report such transfers to the Council in writing in a timely manner.
- G. Public Records. The budget, budget message, and all supporting schedules shall be in a public record in the office of the Town Secretary and shall be public records available to the public for inspection upon request.
- H. Balanced Budget Required. The Town of Trophy Club will develop balanced budgets in which current resources (current revenues plus fund balance) will equal or exceed current expenditures.
- I. Funding of Current Expenditures with Current Revenues. The budget will assure that current expenditures are funded with current revenues. Current operating expenses will not be capitalized or funded through the use of long-term debt.

III. REVENUE POLICES

- A. Revenue Goal. The Town will attempt to maintain a diversified and stable revenue stream to shelter it from short-run fluctuations in any one revenue source.
- B. Development of Revenue Projection. The Town will estimate its annual revenues using an objective analytical process. The Town will project revenues for the next two years; and these projections will be updated annually. Each existing and potential revenue source will be examined annually.
- C. Fund Balance Policy. The Town recently implemented this policy is to establish a key element of the financial stability of the Town by setting guidelines for fund balance. Unassigned fund

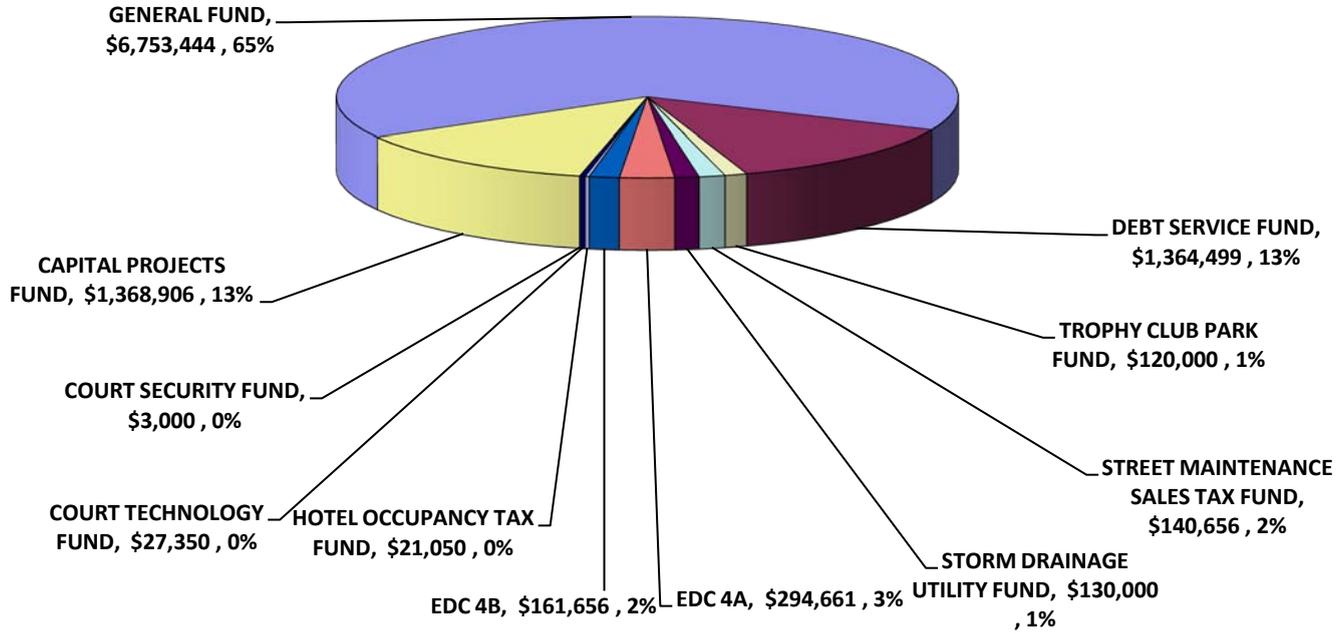
balance is an important measure of economic stability. It is essential that the Town maintain adequate levels of unassigned fund balance to mitigate financial risk that can occur from unforeseen revenue fluctuations, unanticipated expenditures, and similar circumstances. The fund balance also provides cash flow liquidity for the Town's general operations.

**TOWN OF TROPHY CLUB
ORGANIZATION STRUCTURE**

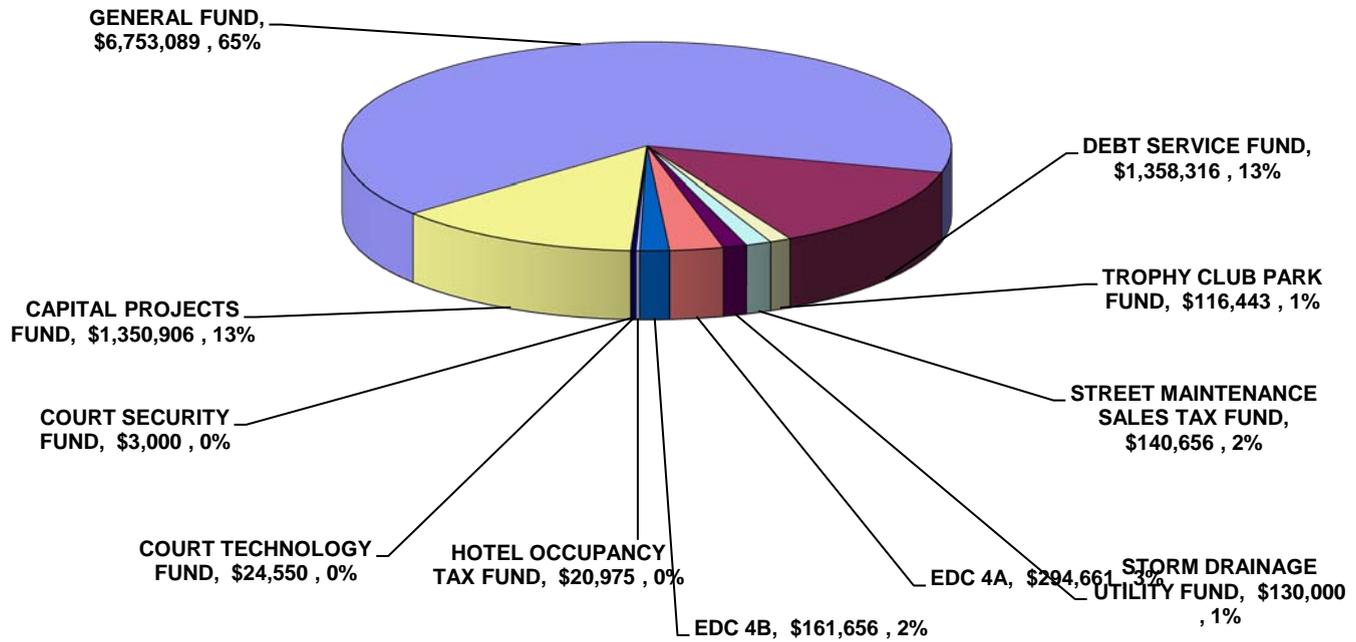


**REVENUES & EXPENDITURES SUMMARY
FY 2011-12 ADOPTED**

**REVENUES
\$10,385,222**



**EXPENDITURES
\$10,354,252**



**REVENUE & EXPENDITURE SUMMARY BY FUND
2011-2012**

	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATE	2011-12 ADOPTED	2012-13 PROJECTED	2013-14 PROJECTED
General Fund	6,022,311	5,987,176	6,155,099	6,458,264	6,753,444	6,786,332	6,934,418
Debt Service Fund	815,971	931,484	1,392,330	1,356,305	1,364,499	1,394,749	1,400,281
Trophy Club Park Fund	128,517	77,594	126,000	116,355	120,000	135,000	135,000
Street Maintenance Sales Tax Fund	-	132,420	126,273	126,273	140,656	151,359	155,899
Storm Drainage Utility Fund	-	128,880	248,000	248,000	130,000	130,000	130,000
Economic Development Corporation 4A	232,659	265,694	288,774	288,274	294,661	287,939	293,678
Economic Development Corporation 4B	116,651	132,917	128,273	125,273	161,656	164,889	168,187
Hotel Occupancy Tax Fund	17,132	17,713	20,050	20,050	21,050	22,100	23,203
Court Technology Fund	-	-	-	-	27,350	6,565	6,696
Court Security Fund	-	-	-	-	3,000	3,030	3,091
Capital Projects Fund	44,318	4,983,487	5,061,930	3,583,521	1,368,906	170,980	176,109
TOTAL REVENUE	\$ 7,377,559	\$ 12,657,366	\$ 13,546,729	\$ 12,322,315	\$ 10,385,222	\$ 9,252,943	\$ 9,426,561
	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATE	2011-12 ADOPTED	2012-13 PROJECTED	2013-14 PROJECTED
General Fund	5,764,012	5,903,225	6,034,961	6,077,567	6,753,089	6,938,866	7,106,604
Debt Service Fund	904,918	911,721	1,392,330	1,356,305	1,358,316	1,350,009	1,326,240
Trophy Club Park Fund	102,633	100,205	126,000	113,043	116,443	107,493	111,728
Street Maintenance Sales Tax Fund	-	94,439	126,273	123,994	140,656	132,465	40,678
Storm Drainage Utility Fund	-	116,923	248,000	230,448	130,000	94,776	96,729
Economic Development Corporation 4A	178,020	202,018	288,774	288,953	294,661	213,698	208,906
Economic Development Corporation 4B	74,002	91,378	124,595	124,595	161,656	164,889	168,187
Hotel Occupancy Tax Fund	41,828	19,000	20,050	20,050	20,975	21,604	22,252
Court Technology Fund	-	-	-	-	24,550	3,774	3,849
Court Security Fund	-	-	-	-	3,000	3,000	3,000
Capital Projects Fund	1,529,000	221,340	5,061,930	3,577,916	1,350,906	182,737	316,106
TOTAL EXPENDITURES	\$ 8,594,413	\$ 7,660,249	\$ 13,422,913	\$ 11,912,870	\$ 10,354,252	\$ 9,213,310	\$ 9,404,281
TOTAL REVENUES OVER/UNDER EXPENDITURES	\$ (1,216,854)	\$ 4,997,117	\$ 123,816	\$ 409,445	\$ 30,970	\$ 39,633	\$ 22,280

**FUND BALANCE SUMMARY BY FUND
2011-2012**

**FUND BALANCE SUMMARY BY FUND
2011-2012**

FUNDS	ACTUAL	ESTIMATED	ESTIMATED	PROJECTED	ADOPTED	ADOPTED	PROJECTED
	FUND BALANCE 10/1/2010	REVENUES 2010-2011	EXPENDITURES 2010-2011	FUND BALANCE 9/30/2011	BUDGETED REVENUES 2011-2012	BUDGETED EXPENDITURES 2011-2012	ENDING FUND BALANCE 9/30/2012
General Fund	2,113,820	6,458,264	6,077,567	2,494,517	6,753,444	6,753,089	2,494,873
Debt Service Fund	83,067	1,356,305	1,356,305	83,067	1,364,499	1,358,316	89,250
Trophy Club Park Fund	(37,726)	116,355	113,043	(34,414)	120,000	116,443	(30,856)
Street Maintenance Sales Tax Fund*	37,981	126,273	123,994	40,260	140,656	140,656	40,260
Storm Drainage Utility Fund**	128,370	248,000	230,448	145,922	130,000	130,000	145,922
Economic Development Corporation 4A	433,761	288,274	288,953	433,082	294,661	294,661	433,082
Economic Development Corporation 4B	299,715	125,273	124,595	300,393	161,656	161,656	300,393
Hotel Occupancy Tax Fund	(255)	20,050	20,050	(255)	21,050	20,975	(180)
Court Technology Fund	22,061	6,951	-	29,012	6,500	24,550	10,962
Court Security Fund	10,521	3,254	-	13,775	3,000	3,000	13,775
Capital Projects Fund***	4,762,153	49,098	3,577,916	1,233,335	166,000	1,350,906	48,429
TOTAL	\$ 7,853,468	\$ 8,798,097	\$ 11,912,870	\$ 4,738,695	\$ 9,161,466	\$ 10,354,252	\$ 3,545,910

* The Street Maintenance Sales Tax Fund was established in fiscal year 2009-2010 to account for revenues and expenditures previously reported in General Fund

** The Storm Drainage Utility Fund was established in fiscal year 2009-2010 to account for revenues and expenditures previously reported in General Fund

*** The Capital Projects Fund will use reserves for the 2010 Park Bond in the amount of \$1,202,906 in 2011-12 and this amount should not be included in the rolling fund balance calculation. This amount is categorized as revenue in the revenue & expenditure summary on the previous page but was excluded for this fund balance projection.

**GENERAL FUND
REVENUE & EXPENDITURE SUMMARY**

REVENUES	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATE	2011-12 ADOPTED	2012-13 PROJECTED	2013-14 PROJECTED
Property Taxes	2,991,858	3,214,500	3,435,998	3,437,140	3,865,202	3,981,158	4,100,593
Sales Taxes/ Mixed Beverage	574,779	512,378	517,450	502,643	570,626	581,879	593,357
Franchise Fees	552,745	524,400	565,200	566,855	592,556	621,047	577,219
Building Permits	543,470	565,000	504,000	646,000	550,000	504,000	504,000
Developers Fees	184,134	32,818	50,000	163,000	111,000	50,000	111,000
Trash and Drainage *	449,106	-	-	-	-	-	-
EMS and Municipal Court	285,477	291,509	300,633	304,045	290,200	290,200	290,200
Transfers and Other Revenue	308,693	661,171	593,018	624,404	556,110	544,938	544,938
Parks and Recreation Programs	132,049	185,400	188,800	214,177	217,750	213,110	213,111
REVENUES	\$ 6,022,311	\$ 5,987,176	\$ 6,155,099	\$ 6,458,264	6,753,444	6,786,332	6,934,418
EXPENDITURES	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATE	2011-12 ADOPTED	2012-13 PROJECTED	2013-14 PROJECTED
Manager's Office	474,656	607,333	546,417	541,149	658,387	674,159	692,440
Human Resources	38,715	44,304	81,752	83,823	87,146	89,892	92,730
Information Services	196,431	200,197	296,337	294,053	315,724	323,698	331,885
Legal	246,298	146,431	154,818	153,705	161,909	166,468	171,160
Police	1,307,421	1,411,945	1,468,489	1,497,349	1,686,885	1,729,917	1,758,117
Emergency Medical Services	609,173	656,246	676,891	673,294	729,285	720,190	722,983
Streets	620,832	429,613	398,446	391,100	441,687	454,500	467,542
Storm Sewer **	108,880	-	-	-	-	-	-
Construction Inspections **	61,590	-	-	-	-	-	-
Parks	715,969	777,289	912,577	951,094	1,129,529	1,177,515	1,219,221
Recreation	409,845	517,661	615,088	603,370	547,319	570,924	587,640
Community Events ***	-	-	-	-	46,837	48,221	48,946
Planning & Zoning	99,883	160,895	144,694	146,175	156,769	161,452	161,454
Community Development	492,977	546,884	191,206	215,629	259,809	267,600	275,625
Finance	236,211	257,275	390,915	370,078	372,037	390,074	407,825
Municipal Court	61,034	73,782	79,751	78,306	79,447	81,525	83,825
Facilities Management	84,097	73,369	77,580	78,443	80,320	82,729	85,212
EXPENDITURES	\$ 5,764,012	\$ 5,903,225	\$ 6,034,961	\$ 6,077,567	6,753,089	\$ 6,938,866	\$ 7,106,604
TOTAL SURPLUS/(SHORTFALL)	\$ 258,299	\$ 83,951	\$ 120,138	\$ 380,697	\$ 356	\$ (152,533)	\$ (172,186)

Regular Full-Time Equivalents 57.99
Seasonal Full-Time Equivalents 10.87

TOTAL 68.86

* Drainage fees were transferred to a separate fund in fiscal year 2009-10. Begin recording Trash fees as a liability in FY 2010-11.

** Storm Sewer & Construction related expenditures transferred to separate fund in fiscal year 2009-10.

*** Community Events related expenditures were previously budgeted within the Recreation Budget.

**GENERAL FUND
REVENUE SUMMARY**

DESCRIPTION	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATE	2011-12 ADOPTED	2012-13 PROJECTED	2013-14 PROJECTED
TAXES	3,566,637	3,726,878	3,953,448	3,939,783	4,435,828	4,563,037	4,693,950
FRANCHISE FEES	552,745	524,400	565,200	566,855	592,556	621,047	577,219
PERMITS, LICENSES, & FEES	1,265,135	1,046,648	646,300	936,554	769,084	665,509	726,509
PUBLIC SAFETY & COURT	334,818	344,946	358,133	360,623	353,796	353,865	353,866
PARK & POOL	132,049	185,400	188,800	214,177	217,750	213,110	213,111
MISCELLANEOUS INCOME	170,927	158,904	443,218	440,272	384,430	369,765	369,765
TOTAL BUDGET	\$ 6,022,311	\$ 5,987,176	\$ 6,155,099	\$ 6,458,264	\$ 6,753,444	\$ 6,786,332	\$ 6,934,419
TAXES							
Property Taxes	2,896,019	3,164,000	3,368,472	3,403,885	3,804,333	3,918,463	4,036,017
Property Taxes/Prior Year	56,524	23,500	26,028	11,360	28,532	29,388	30,270
Property Taxes/P & I	25,732	27,000	29,498	21,895	32,337	33,307	34,306
Mixed Beverage Tax	13,583	10,000	12,000	11,065	8,000	8,000	8,000
Sales Tax - General	459,823	502,378	517,450	491,578	562,626	573,879	585,357
Sales Tax - Street Maintenance	114,956	-	-	-	-	-	-
TOTAL TAXES	\$ 3,566,637	\$ 3,726,878	3,953,448	3,939,783	\$ 4,435,828	\$ 4,563,037	\$ 4,693,950
FRANCHISE FEES							
Electric	309,599	291,000	310,000	318,543	331,700	348,285	358,734
Gas	49,878	37,500	45,000	48,811	45,900	48,195	49,159
Telecommunications	70,106	60,000	60,000	46,500	61,200	64,260	65,545
Cable	84,328	90,000	95,000	108,000	96,900	101,745	103,780
Allied Waste	38,834	45,900	55,200	45,000	56,856	58,562	-
TOTAL FRANCHISE FEES	\$ 552,745	\$ 524,400	565,200	566,855	\$ 592,556	\$ 621,047	\$ 577,219
PERMITS, LICENSES & FEES							
P & Z Administrative Fees	1,934	6,000	5,000	2,500	824	849	849
Developer Fees	184,134	32,818	50,000	163,000	111,000	50,000	111,000
Building Permits	543,470	565,000	504,000	646,000	550,000	504,000	504,000
Fire Permits/Sprinkler	5,125	800	800	425	400	800	800
Miscellaneous Permits	51,033	38,000	40,000	48,874	46,450	46,450	46,450
Zoning Fees	380	-	1,500	1,443	1,000	1,000	1,000
Platting Fees	3,298	5,030	5,000	2,650	3,000	5,000	5,000
Trash Revenue	327,701	344,000	-	-	-	-	-
Plumbing Permits	26,655	55,000	40,000	65,252	50,000	51,000	51,000
Multifamily Residence License	-	-	-	6,410	6,410	6,410	6,410
Storm Drainage	121,405	-	-	-	-	-	-
TOTAL PERMITS, LICENSES & FEES	\$ 1,265,135	\$ 1,046,648	646,300	936,554	\$ 769,084	\$ 665,509	\$ 726,509
PUBLIC SAFETY & COURT							
EMS Runs	139,314	140,000	145,000	140,000	140,000	140,000	140,000
Denton/Tarrant Cty Pledge - EMS	5,610	12,009	11,133	5,545	7,000	7,000	7,000
Misc EMS Revenue	-	-	-	-	-	-	-
Municipal Court Fines/Fees	140,553	135,000	140,000	156,000	140,000	140,000	140,000
Municipal Court Security Fee	-	4,500	4,500	2,500	3,200	3,200	3,200
Police Grants	20,852	27,802	-	-	-	-	-
Insurance Settlements	932	-	-	-	-	-	-
Animal Registration/Donations	5,603	4,300	4,500	3,500	3,425	3,494	3,494
NISD Contribution	21,024	20,835	52,500	52,500	52,500	52,500	52,500
Misc Police Revenue	830	500	500	578	7,671	7,671	7,671
Misc Fire Revenue	100	-	-	-	-	-	-
TOTAL PUBLIC SAFETY & COURT	\$ 334,818	\$ 344,946	358,133	360,623	\$ 353,796	\$ 353,865	\$ 353,866
PARK & POOL							
Interfund Trans In (TC Park)	15,000	15,000	15,000	15,000	-	-	-
Association Concession Fees	-	-	-	-	16,000	16,000	16,000
Athletic Programs	-	-	-	-	-	-	-
Recreation Programs	3,254	3,300	3,500	-	-	-	-
Recreation Rentals	8,235	8,000	6,000	5,400	6,000	6,000	6,000
Day Camp Programs	58,930	67,500	75,500	47,307	69,000	69,000	69,000
Aquatic Programs	29,341	21,600	16,000	17,250	16,000	16,000	16,000
Pool Concessions	8,395	9,000	10,000	21,309	17,000	12,360	12,360
Pool Entry Fees	4,494	33,000	35,000	67,976	55,000	55,000	55,000
Pool Rentals	4,400	6,000	8,000	10,600	11,000	11,000	11,000
Swim Team Programs	-	22,000	19,800	29,335	27,750	27,750	27,750
TOTAL PARK & POOL	\$ 132,049	\$ 185,400	188,800	214,177	\$ 217,750	\$ 213,110	\$ 213,111

**GENERAL FUND
REVENUE SUMMARY**

DESCRIPTION	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATE	2011-12 ADOPTED	2012-13 PROJECTED	2013-14 PROJECTED
MISCELLANEOUS INCOME							
Contribution From PID	-	-	-	-	-	-	-
MUD Service Contract	-	-	228,076	228,076	175,840	175,840	175,840
Capital Lease Proceeds	-	-	-	-	-	-	-
Loan Proceeds	23,310	-	-	-	-	-	-
Interest Income	17,727	10,000	22,500	4,157	20,000	5,000	5,000
Tower Revenue	30,000	30,000	30,000	32,866	48,000	48,000	48,000
Auction Sales	-	12,000	8,000	955	1,000	1,000	1,000
Vending Revenue	1,108	900	900	463	-	-	-
Cty Veh Reg Fees/Child Safety	-	-	-	-	8,000	8,000	8,000
Prior Year Reserves	-	-	-	-	-	-	-
GASB Reserves	-	17,400	60,000	60,000	-	-	-
PID Reimbursement	-	-	-	-	5,391	4,051	4,051
Beautification Revenues	2,321	-	-	-	-	-	-
Community Events Revenue	15,660	8,000	7,500	3,231	15,000	15,000	15,000
Intergov Trans In (EDC/MUD/COURT)	40,043	42,000	48,848	50,604	53,879	53,879	53,879
Intergov Trans In (Parks/Pool)	-	-	-	-	-	-	-
Miscellaneous Income	28,441	26,000	26,394	49,501	52,820	54,405	54,405
Records Management Revenue	629	750	1,000	520	500	500	500
Recovery of Prior Year Expense	476	5,854	3,000	7,557	-	-	-
Gas Well Revenues	10,736	5,000	6,000	1,493	3,000	3,090	3,090
CIA Lien Revenues	476	1,000	1,000	849	1,000	1,000	1,000
TOTAL MISCELLANEOUS INCOME	\$ 170,927	\$ 158,904	443,218	440,272	384,430	369,765	369,765
TOTAL REVENUES	\$ 6,022,311	\$ 5,987,176	6,155,099	6,458,264	\$ 6,753,444	\$ 6,786,332	\$ 6,934,419



**GENERAL FUND
MANAGER'S OFFICE**

Mission

To provide leadership and direction for the Trophy Club team by utilizing Best Management Practices, progressive thinking and planning, as well as promoting a positive public image of the organization and the Town on both a local and regional basis.

Strategic Business Plan

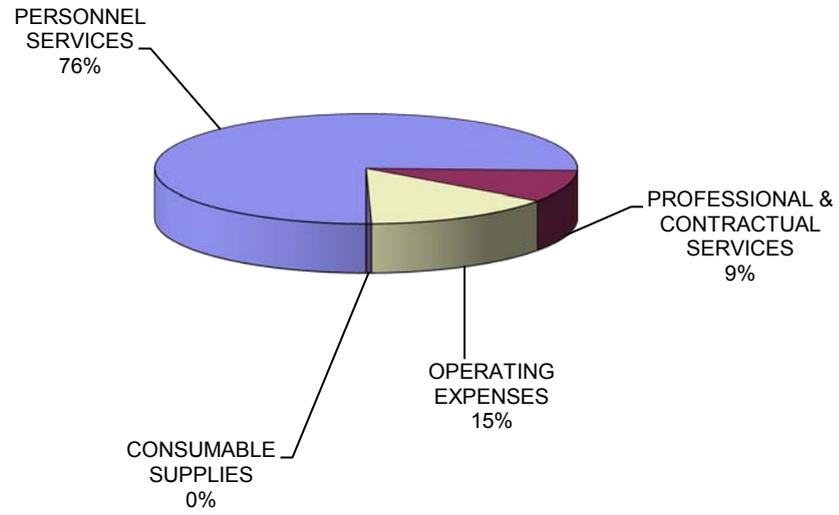
- Goal 1- Facilitate staff efforts to fulfill day-to-day requirements for the Town as well as Council goals**
- Manage day-to-day Town operations
 - Implement FY12 Budget
 - Foster a positive work environment
 - Goal-setting retreats with Town Council and Management Team
- Goal 2- Meet and negotiate with various representatives, local and otherwise, on behalf of the Town**
- Continue to partner with local agencies regarding a Bobcat Boulevard signal light
 - Continue to partner with the Metroport Chamber of Commerce, Metroport Cities, Northwest Communities, Trophy Club Country Club and other local and regional organizations.
- Goal 3- Act in a leadership role for the staff and act to spearhead Council initiatives**
- Rebid and construct Roundabout intersection improvements
 - Continue developing communication initiatives such as newsletters, Annual Report, website, etc.
 - Town fiscal integrity
 - Finalize and begin implementation of Storm Drainage Study Phase 1
- Goal 4- Work with Economic Development to attract new businesses to the Town**
- Host developers/business recruitment luncheon
 - Finalize and adopt Planned Development standards for 26 acre property
 - Continue to work with property owners on Trophy Wood business area
 - Complete logo/website redesign project
 - Implement TIF District
- Goal 5- Spearhead new programs and Town initiatives in order to keep the Town progressing and growing on a long-term basis**
- Initiate a long range planning study
 - Update Town Codification
 - Continue to seek and apply for award recognition

<i>Workload Measures</i>	<i>2009-2010 Actual</i>	<i>2010-2011 Budget</i>	<i>2010-2011 Estimate</i>	<i>2011-2012 Adopted</i>
• Produce weekly update for the Town Council	34	52	32	45
• Number of Open Records Requests Processed	354	400	565	550
• Number of Elections Conducted	1	1	1	1

<i>Productivity Measures</i>	<i>2009-2010 Actual</i>	<i>2010-2011 Budget</i>	<i>2010-2011 Estimate</i>	<i>2011-2012 Adopted</i>
• Completion of program and services adopted or amended in Budget	100%	100%	100%	100%
• Town documents uploaded to records management software within 3 days of approval	100%	100%	100%	100%
• Post approved minutes of all Town Boards and Commissions to the Town's website	100%	100%	100%	100%
• Achieve and maintain a 90% approval rating from Annual Citizen Survey	90%	90%	98%	98%

<i>Staff</i>	<i>2009-2010 Actual</i>	<i>2010-2011 Budget</i>	<i>2010-2011 Estimate</i>	<i>2011-2012 Adopted</i>
• FTE	3.50	4.00	4.00	4.75

**MANAGER'S OFFICE
FY 2011-12 ADOPTED
EXPENDITURES**



GENERAL FUND
MANAGER'S OFFICE

DESCRIPTION	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATE	2011-12 ADOPTED	2012-13 PROJECTED	2013-14 PROJECTED
PERSONNEL SERVICES	393,401	359,521	463,024	430,741	498,059	511,831	525,992
PROFESSIONAL & CONTRACTUAL	20,451	82,863	30,072	30,072	61,660	63,510	65,415
OPERATING EXPENSES	58,401	51,013	50,661	77,676	95,989	96,058	98,190
CONSUMABLE SUPPLIES	2,403	3,311	2,660	2,660	2,680	2,760	2,843
CAPITAL	-	110,625	-	-	-	-	-
TOTAL BUDGET	\$ 474,656	\$ 607,333	\$ 546,417	\$ 541,149	\$ 658,387	\$ 674,159	\$ 692,440
PERSONNEL SERVICES							
Salaries & Wages	302,136	270,800	341,486	320,078	381,045	392,476	404,251
Overtime	247	-	-	-	-	-	-
Longevity	778	1,491	1,716	1,138	1,288	1,314	1,340
Retirement	35,890	37,434	49,560	44,462	51,015	52,035	53,076
Medical Insurance	18,410	15,639	26,962	24,470	21,484	21,914	22,352
Dental Insurance	1,070	955	1,405	1,276	-	-	-
Vision Insurance	266	184	261	236	-	-	-
Life Insurance & Other	1,525	1,268	1,861	1,675	1,938	1,977	2,016
Social Security Taxes	16,973	16,671	21,195	19,308	22,373	22,820	23,277
Medicare Taxes	4,276	4,212	5,019	4,628	5,232	5,337	5,443
Unemployment Taxes	203	721	741	724	945	964	983
Worker's Compensation	657	1,315	935	863	976	996	1,015
Auto Allowance	10,350	8,300	10,800	10,800	10,800	11,016	11,236
Pre-Employment Physicals/Testing	48	69	120	120	-	-	-
Employee Relations	572	461	963	963	963	982	1,002
TOTAL PERSONNEL SERVICES	\$ 393,401	\$ 359,521	\$ 463,024	\$ 430,741	\$ 498,059	\$ 511,831	\$ 525,992
PROFESSIONAL & CONTRACTUAL SERVICES							
Independent Labor	1,223	1,601	1,560	1,560	1,607	1,655	1,705
Records Management	1,970	785	2,040	2,040	1,500	1,545	1,591
Professional Outside Services	8,497	68,364	15,000	15,000	24,000	24,720	25,462
Mayor/Council Expenses	8,761	12,114	11,472	11,472	34,553	35,590	36,657
TOTAL PROF & CONTRACTUAL SERVICES	\$ 20,451	\$ 82,863	\$ 30,072	\$ 30,072	\$ 61,660	\$ 63,510	\$ 65,415
OPERATING EXPENSES							
Telephone	202	160	703	703	724	746	768
Communications/Pagers/Mobiles	2,544	2,465	2,710	2,710	2,791	2,875	2,961
Postage	1,316	1,755	1,300	1,300	1,545	1,591	1,639
Service Charges & Fees	-	-	-	33	-	-	-
Newsletter/Year In Review/Communication	11,092	-	12,000	12,000	12,000	12,360	12,731
Publications/Books/Subscriptions	90	133	254	254	300	309	318
Dues & Memberships	13,002	13,287	14,662	14,662	14,238	14,665	15,105
Meetings	1,003	1,460	1,538	1,538	8,593	8,851	9,116
Schools & Training	1,317	2,671	2,605	2,605	3,575	3,682	3,793
Travel & Per Diem	1,831	2,460	4,889	4,889	10,378	10,689	11,010
Elections	23,751	19,157	5,000	5,000	8,930	9,198	9,474
Advertising	2,217	3,820	3,800	3,800	3,914	4,031	4,152
Miscellaneous Expenses	2	-	-	-	-	-	-
Contingency Expense	-	-	-	-	25,000	25,000	25,000
Meals on Wheels	-	1,200	1,200	1,200	2,000	2,060	2,122
Furniture/Equipment < \$5000	34	2,444	-	26,983	2,000	-	-
TOTAL OPERATING EXPENSES	\$ 58,401	\$ 51,013	\$ 50,661	\$ 77,676	\$ 95,989	\$ 96,058	\$ 98,190
CONSUMABLE SUPPLIES							
Office Supplies	1,838	1,985	2,000	2,000	2,000	2,060	2,122
Printing	565	1,326	660	660	680	700	721
TOTAL CONSUMABLE SUPPLIES	\$ 2,403	\$ 3,311	\$ 2,660	\$ 2,660	\$ 2,680	\$ 2,760	\$ 2,843
CAPITAL EXPENSES							
Land Acquisition	\$ -	\$ 110,625	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL CAPITAL EXPENSES	\$ -	\$ 110,625	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL EXPENDITURES	\$ 474,656	\$ 607,333	\$ 546,417	\$ 541,149	\$ 658,387	\$ 674,159	\$ 692,440
Regular Full-Time Equivalent	4.75						



**GENERAL FUND
HUMAN RESOURCES**

Mission

To provide quality personnel support services in employment, training, employee relations, benefits, compensation, and payroll such that employees are enabled to better serve community members and meet the organizational goals of the Town.

Strategic Business Plan

Goal 1- Promote competitive pay, benefits and a healthy work environment in order to retain and attract qualified and competent staff

- Pay/Benefit surveys
- Annual insurance open enrollment
- Ensure Town's H.R. business is conducted in compliance with regulations and internal policies
- Provide benefit and personnel training
- Investigate opportunities for flexible schedules
- Enhance Employee Action Committee

Goal 2- To protect the Town's assets and resources by minimizing the internal and external exposures and associated risks

- Revise and implement departmental SOP's
- Safety training
- Professional and skill training

Goal 3- Advise and support the organization in all aspects of Human Resources

- Implement all changes required by the National Health Care Reform
- Benefit Administration

Goal 4- Revise and implement personnel policies

- Perform revision of personnel policies and oversee implementation

Goal 5- Ensure recruitment, placement, evaluation and separation of employees are in compliance with laws

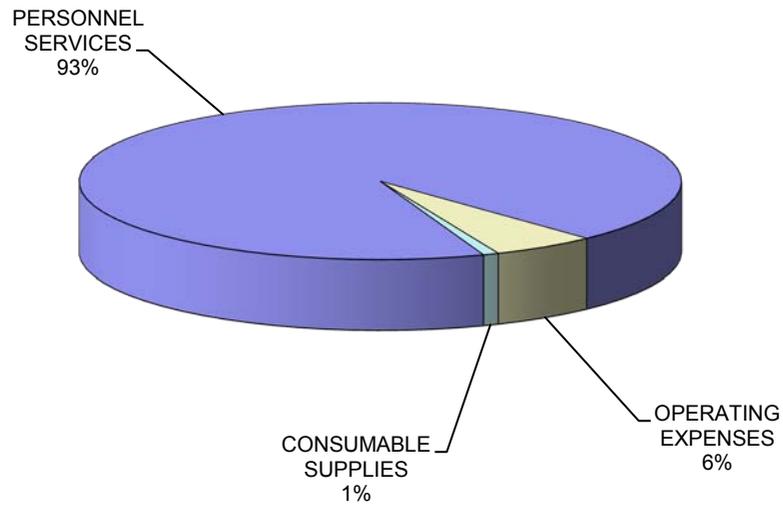
- Job descriptions and recruitment
- Performance evaluation monitoring system
- Exit interview process

<i>Workload Measures</i>	<i>2009-2010 Actual</i>	<i>2010-2011 Budget</i>	<i>2010-2011 Estimate</i>	<i>2011-2012 Adopted</i>
• Number of applications processed (not including seasonal)	175	150	349	175
• FMLA requests processed	13	10	4	10
• Workers' compensation claims processed	7	10	9	10

<i>Productivity Measures</i>	<i>2009-2010 Actual</i>	<i>2010-2011 Budget</i>	<i>2010-2011 Estimate</i>	<i>2011-2012 Adopted</i>
• Benefit issues identified and resolved within 10 working days	100%	100%	100%	100%
• Percentage of worker's compensation filed within legal requirements	100%	100%	100%	100%
• Maintain 90% employee retention (not including seasonal)	100%	100%	89%	100%

<i>Staff</i>	<i>2009-2010 Actual</i>	<i>2010-2011 Budget</i>	<i>2010-2011 Estimate</i>	<i>2011-2012 Adopted</i>
• FTE	0.50	1.00	1.00	1.00

**HUMAN RESOURCES
FY 2011-12 ADOPTED
EXPENDITURES**



GENERAL FUND
HUMAN RESOURCES

DESCRIPTION	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATE	2011-12 ADOPTED	2012-13 PROJECTED	2013-14 PROJECTED
PERSONNEL SERVICES	37,388	41,740	76,876	80,301	81,545	84,123	86,788
OPERATING EXPENSES	1,190	2,461	4,166	2,972	4,870	5,016	5,166
CONSUMABLE SUPPLIES	137	103	710	550	731	753	776
TOTAL BUDGET	\$ 38,715	\$ 44,304	\$ 81,752	\$ 83,823	\$ 87,146	\$ 89,892	\$ 92,730
PERSONNEL SERVICES							
Salaries & Wages	25,014	25,798	51,911	51,911	52,949	54,537	56,174
Longevity	68	98	255	255	473	487	502
Retirement	3,165	3,476	7,303	7,303	7,479	7,703	7,934
Medical Insurance	2,554	2,669	5,975	5,975	5,457	5,621	5,789
Dental Insurance	148	155	310	310	-	-	-
Vision Insurance	38	30	60	60	-	-	-
Life Insurance & Other	135	163	370	370	382	393	405
Social Security Taxes	1,489	1,659	3,234	3,234	2,974	3,063	3,155
Medicare Taxes	348	388	756	756	695	716	737
Unemployment Taxes	23	95	189	189	189	195	201
Worker's Compensation	52	78	138	138	136	140	144
Employee Relations	1,270	1,268	1,525	1,600	3,300	3,531	3,778
Tuition Reimbursement	-	2,851	1,500	1,500	811	835	860
Employee Assistance Program	1,275	1,131	1,750	3,500	3,500	3,605	3,713
Flexible Benefits Admin Fee	1,809	1,882	1,600	3,200	3,200	3,296	3,395
TOTAL PERSONNEL SERVICES	\$ 37,388	\$ 41,740	\$ 76,876	\$ 80,301	\$ 81,545	\$ 84,123	\$ 86,788
OPERATING EXPENSES							
Telephone	5	7	26	35	27	28	28
Communications/Pagers/Mobiles	189	184	467	467	481	495	510
Postage	98	107	103	650	300	309	318
Publications/Books/Subscriptions	360	-	440	400	453	467	481
Dues & Memberships	287	240	811	800	811	835	860
Meetings	-	342	260	-	260	268	276
Schools & Training	-	88	984	-	1,484	1,529	1,574
Travel & Per Diem	9	334	15	-	65	67	69
Physicals/Testing	242	-	960	620	989	1,018	1,049
Advertising	-	1,160	-	-	-	-	-
Furniture/Equipment < \$5000	-	-	100	-	-	-	-
TOTAL OPERATING EXPENSES	\$ 1,190	\$ 2,461	\$ 4,166	\$ 2,972	\$ 4,870	\$ 5,016	\$ 5,166
CONSUMABLE SUPPLIES							
Office Supplies	95	74	600	450	618	637	656
Printing	42	29	110	100	113	117	120
TOTAL CONSUMABLE SUPPLIES	\$ 137	\$ 103	\$ 710	\$ 550	\$ 731	\$ 753	\$ 776
TOTAL EXPENDITURES	\$ 38,715	\$ 44,304	\$ 81,752	\$ 83,823	\$ 87,146	\$ 89,892	\$ 92,730
Regular Full-Time Equivalents	1.0						



**GENERAL FUND
INFORMATION SERVICES**

Mission

To increase the productivity of Trophy Club services by developing and maintaining a technological and information support system for the Town of Trophy Club and the Trophy Club Municipal Utility Districts.

Strategic Business Plan

Goal 1- Cost effective solutions to current and future projects

- Printer consumables
- E-Cycle
- Power efficient options
- Virtualize Servers

Goal 2- Provide a secure infrastructure for all users and services within Trophy Club

- Data security
- Application/security patching
- Security policies
- Business continuity

Goal 3- Support systems and applications that meet the goals of the whole organization

- Incode migration
- Virtualize Server migration
- Administrator new website
- Citizen Relationship Management migration to WebQA

Goal 4- Provide timely and efficient support services to all departments

- Helpdesk monitoring
- Network monitoring
- Environmental monitoring

Goal 5- Develop/maintain a technically-skilled staff that is competent in current and emerging technology

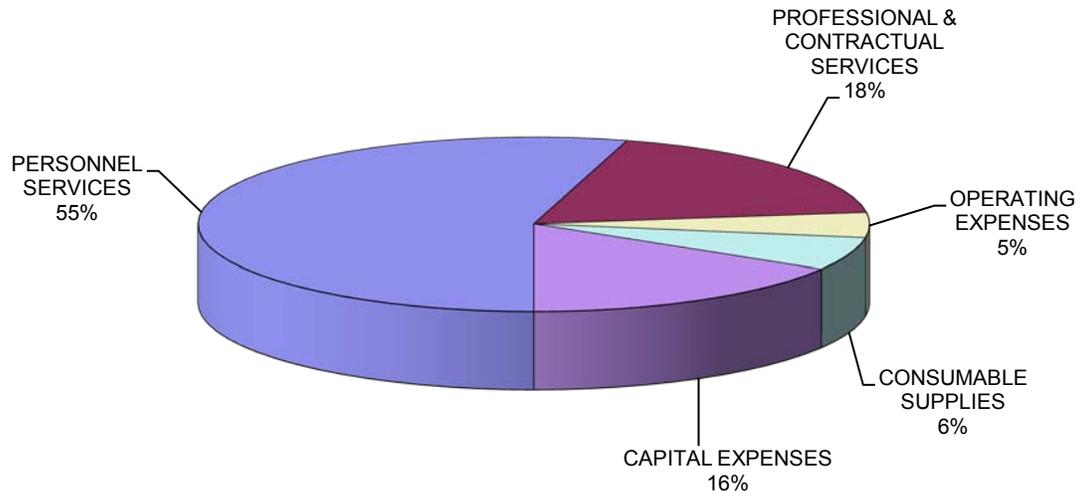
- Texas Association of Governmental Technology Managers
- Microsoft certification

<i>Workload Measures</i>	<i>2009-2010 Actual</i>	<i>2010-2011 Budget</i>	<i>2010-2011 Estimate</i>	<i>2011-2012 Adopted</i>
• Applications supported	174	185	174	211
• Devices/Servers supported	264	264	304	327
• Work order requests	957	950	947	975

<i>Productivity Measures</i>	<i>2009-2010 Actual</i>	<i>2010-2011 Budget</i>	<i>2010-2011 Estimate</i>	<i>2011-2012 Adopted</i>
• Scheduled server uptime	99%	99%	99%	99%
• Scheduled web services uptime	99%	99%	99%	99%
• Work orders resolved within Helpdesk predefined timeframe categories	83%	90%	79%	85%

<i>Staff</i>	<i>2009-2010 Actual</i>	<i>2010-2011 Budget</i>	<i>2010-2011 Estimate</i>	<i>2011-2012 Adopted</i>
• FTE	1.00	2.00	2.00	2.00

**INFORMATION SYSTEMS
FY 2011-12 ADOPTED
EXPENDITURES**



GENERAL FUND
INFORMATION SYSTEMS

DESCRIPTION	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATE	2011-12 ADOPTED	2012-13 PROJECTED	2013-14 PROJECTED
PERSONNEL SERVICES	74,932	78,067	159,862	159,862	172,023	176,763	181,636
PROFESSIONAL & CONTRACTUAL SERVICES	42,003	40,866	53,959	51,334	58,148	59,311	60,497
OPERATING EXPENSES	11,358	13,450	16,967	11,938	14,659	14,865	15,076
CONSUMABLE SUPPLIES	16,813	16,489	14,008	19,378	19,354	19,741	20,136
CAPITAL EXPENSES	51,325	51,325	51,541	51,541	51,541	53,019	54,540
TOTAL BUDGET	\$ 196,431	\$ 200,197	\$ 296,337	\$ 294,053	\$ 315,724	\$ 323,698	\$ 331,885
PERSONNEL SERVICES							
Salaries & Wages	57,899	59,045	118,944	118,944	129,935	133,833	137,848
Longevity	233	338	825	825	975	995	1,014
Retirement	6,845	7,978	16,768	16,768	18,327	18,694	19,067
Medical Insurance	4,836	4,929	11,950	11,950	12,203	12,447	12,696
Dental Insurance	277	310	620	620	-	-	-
Vision Insurance	72	60	120	120	-	-	-
Life Insurance & Other	342	341	778	778	811	827	844
Social Security Taxes	3,451	3,809	7,426	7,426	7,360	7,507	7,657
Medicare Taxes	807	891	1,737	1,737	1,721	1,755	1,791
Unemployment Taxes	45	189	378	378	378	386	393
Workman's Compensation	125	179	316	316	313	319	326
TOTAL PERSONNEL SERVICES	\$ 74,932	\$ 78,067	\$ 159,862	\$ 159,862	\$ 172,023	\$ 176,763	\$ 181,636
PROFESSIONAL & CONTRACTUAL SERVICES							
Software & Support	41,065	38,869	52,495	48,245	56,498	57,628	58,780
Independent Labor	842	1,997	1,464	3,089	1,650	1,683	1,717
Building Maint & Supplies	96	-	-	-	-	-	-
TOTAL PROF & CONTRACTUAL SERVICES	\$ 42,003	\$ 40,866	\$ 53,959	\$ 51,334	\$ 58,148	\$ 59,311	\$ 60,497
OPERATING EXPENSES							
Telephone	8,498	8,372	8,760	6,249	7,260	7,405	7,553
Communications/Pagers/Mobiles	1,028	900	1,334	1,466	1,567	1,598	1,630
Postage	28	2	75	176	150	153	156
Publications/Books/Subscripts	7	91	-	-	-	-	-
Dues & Memberships	94	137	924	100	150	150	150
Meetings	11	11	22	22	22	22	22
Schools & Training	399	774	2,898	1,125	2,350	2,350	2,350
Travel & Per Diem	89	385	1,604	1,650	1,810	1,810	1,810
Advertising	-	-	-	-	-	-	-
Security	1,204	2,779	1,350	1,150	1,350	1,377	1,405
Furniture/Equipment < \$5000	-	-	-	-	-	-	-
TOTAL OPERATING EXPENSES	\$ 11,358	\$ 13,450	\$ 16,967	\$ 11,938	\$ 14,659	\$ 14,865	\$ 15,076
CONSUMABLE SUPPLIES							
Hardware	8,245	9,823	4,088	10,236	10,133	10,336	10,542
Office Supplies	187	373	721	642	721	735	750
Printer Supplies & Maintenance	8,381	6,277	9,199	8,500	8,500	8,670	8,843
Printing	-	17	-	-	-	-	-
TOTAL CONSUMABLE SUPPLIES	\$ 16,813	\$ 16,489	\$ 14,008	\$ 19,378	\$ 19,354	\$ 19,741	\$ 20,136
CAPITAL EXPENSES							
Copier Lease Installments	6,618	6,618	6,834	6,834	6,834	6,971	7,110
Capital Replacement	44,707	44,707	44,707	44,707	44,707	46,048	47,430
TOTAL CAPITAL EXPENSES	\$ 51,325	\$ 51,325	\$ 51,541	\$ 51,541	\$ 51,541	\$ 53,019	\$ 54,540
TOTAL EXPENDITURES	\$ 196,431	\$ 200,197	\$ 296,337	\$ 294,053	\$ 315,724	\$ 323,698	\$ 331,885
Regular Full-Time Equivalents	2.0						



**GENERAL FUND
LEGAL**

Mission

To assist the Town of Trophy Club in achieving its goals and objectives by providing legal services that offer efficient and ethical Town representation and meet professionally-accepted legal practices.

Strategic Business Plan

Goal 1- Provide legal support to Council and Town staff

- Legislation
- Municipal Court/Police
- Briefings
- Provide legal advice
- Code enforcement

Goal 2- Provide efficient and effective legal representation

- Identification of liability risks
- Joint Governmental projects

Goal 3- Promote positive recognition and reputation with the general public and external contacts

- Promote regional positive recognition
- Promote professional development
- Provide direct contact to residents

Goal 4- Proactively reduce liability to Town by having risk management services

- Develop inspection procedures
- Safety protocols and training
- Claims management
- Personnel policy

Goal 5- Increase efforts to collect moneys due to the Town in a timely manner

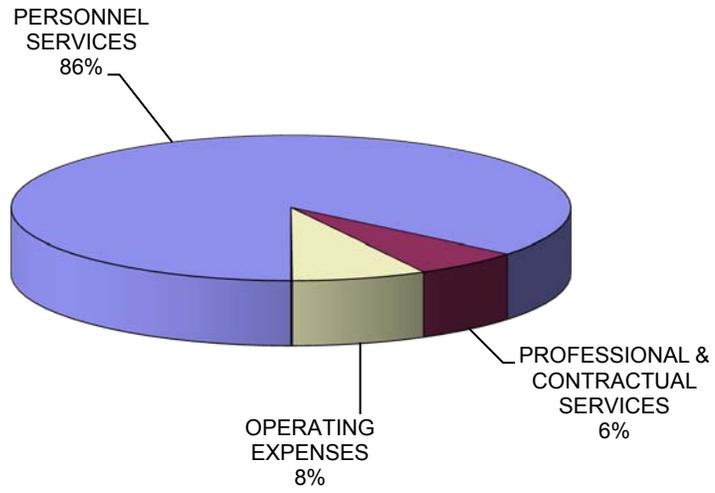
- PID
- Facility damages
- Court

<i>Workload Measures</i>	<i>2009-2010 Actual</i>	<i>2010-2011 Budget</i>	<i>2010-2011 Estimate</i>	<i>2011-2012 Adopted</i>
• Ordinances/Resolutions/documents reviewed/prepared	250	250	275	275
• Agendas reviewed	39	39	41	41
• Requests for general legal research/advice/meetings attended	1,175	1,175	1,460	1,460

<i>Productivity Measures</i>	<i>2009-2010 Actual</i>	<i>2010-2011 Budget</i>	<i>2010-2011 Estimate</i>	<i>2011-2012 Adopted</i>
• Percentage of trials successfully prosecuted	95%	95%	95%	95%
• Requests for legal services processed within provided deadline	95%	95%	95%	95%

<i>Staff</i>	<i>2009-2010 Actual</i>	<i>2010-2011 Budget</i>	<i>2010-2011 Estimate</i>	<i>2011-2012 Adopted</i>
• FTE	1.00	1.00	1.00	1.00

**LEGAL
FY 2011-12 ADOPTED
EXPENDITURES**



GENERAL FUND
LEGAL

DESCRIPTION	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATE	2011-12 ADOPTED	2012-13 PROJECTED	2013-14 PROJECTED
PERSONNEL SERVICES	126,107	131,294	132,520	132,520	139,206	143,382	147,684
PROFESSIONAL & CONTRACTUAL SERVICES	111,623	4,564	10,000	10,000	10,000	10,000	10,000
OPERATING EXPENSES	8,556	10,573	12,173	11,144	12,574	12,953	13,340
CONSUMABLE SUPPLIES	11	-	125	41	129	133	137
TOTAL BUDGET	\$ 246,297	\$ 146,431	\$ 154,818	\$ 153,705	\$ 161,909	\$ 166,468	\$ 171,160
PERSONNEL SERVICES							
Salaries & Wages	105,674	107,764	108,544	108,544	110,000	113,300	116,699
Retirement	12,440	14,485	15,196	15,196	15,400	15,862	16,338
Medical Insurance	-	-	-	-	5,328	5,488	5,652
Social Security Taxes	6,252	6,914	6,730	6,730	6,490	6,685	6,885
Medicare Taxes	1,469	1,617	1,574	1,574	1,518	1,564	1,610
Unemployment Taxes	45	189	189	189	189	195	201
Worker's Compensation	227	325	287	287	281	289	298
TOTAL PERSONNEL SERVICES	\$ 126,107	\$ 131,294	\$ 132,520	\$ 132,520	\$ 139,206	\$ 143,382	\$ 147,684
PROFESSIONAL & CONTRACTUAL SERVICES							
Professional Outside Services	4,625	4,564	10,000	10,000	10,000	10,000	10,000
Outside Legal Services	106,998	-	-	-	-	-	-
TOTAL PROF & CONTRACTUAL SERVICES	\$ 111,623	\$ 4,564	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
OPERATING EXPENSES							
Telephone	40	67	90	90	93	95	98
Communications/Pagers/Mobiles	885	796	670	670	695	716	737
Postage	-	-	-	-	-	-	-
Publications/Books/Subscripts	6,937	8,137	8,884	8,200	9,121	9,395	9,676
Dues & Memberships	305	425	455	410	455	469	483
Schools & Training	215	175	425	175	425	438	451
Travel & Per Diem	174	972	1,599	1,599	1,734	1,786	1,840
Miscellaneous Expenses	-	-	50	-	52	53	55
Furniture/Equipment < \$5000	-	-	-	-	-	-	-
TOTAL OPERATING EXPENSES	\$ 8,556	\$ 10,573	\$ 12,173	\$ 11,144	\$ 12,574	\$ 12,953	\$ 13,340
CONSUMABLE SUPPLIES							
Office Supplies	11	-	125	41	129	133	137
TOTAL CONSUMABLE SUPPLIES	\$ 11	\$ -	\$ 125	\$ 41	\$ 129	\$ 133	\$ 137
TOTAL EXPENDITURES	\$ 246,297	\$ 146,431	\$ 154,818	\$ 153,705	\$ 161,909	\$ 166,468	\$ 171,160
Regular Full-Time Equivalents		1.0					



**GENERAL FUND
POLICE**

Mission

To provide a safe environment for the citizens and visitors of Trophy Club by increasing police-community partnerships and encouraging voluntary compliance of all laws and ordinances.

Strategic Business Plan

Goal 1- Enhance public safety and reduce disorderly behavior

- Preventive patrol of burglary prone areas
- Enhance follow-up investigations with technological assets
- Improve community service training
- Increase CERT capabilities

Goal 2- Enhance Community Policing Strategies

- Bicycle Patrol/Rodeos
- National Night Out Against Crime
- Safety Fair in conjunction with Fire Department
- Continue SRO Program

Goal 3- Enhance community service opportunities

- Citizens' Police Academy – maintain at two (2) per year
- Increase Citizens on Patrol participation

Goal 4- Further enhance reputation of department

- Continue to pursue recognition program

Goal 5- Improve communications with community

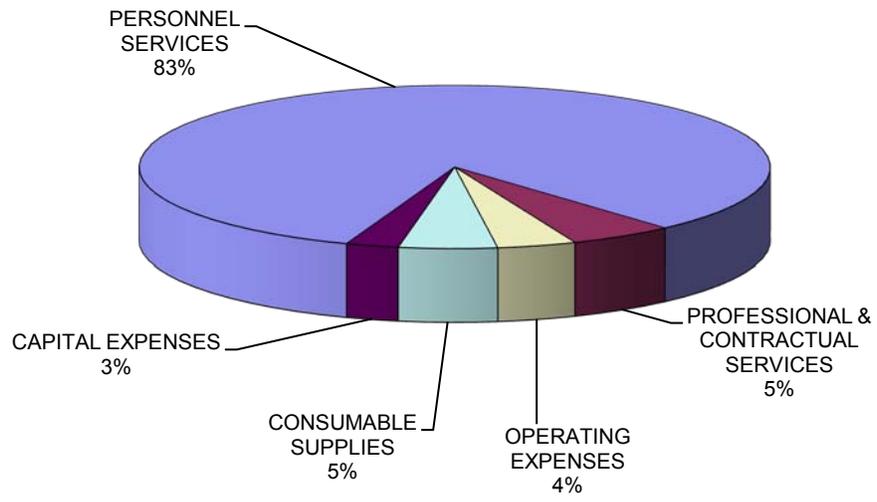
- Increase use of Connect CTY

<i>Workload Measures</i>	<i>2009-2010 Actual</i>	<i>2010-2011 Budget</i>	<i>2010-2011 Estimate</i>	<i>2011-2012 Adopted</i>
• Calls for service	19326	14500	19844	21000
• Total Incidents Investigated	587	525	505	525
• Number of index crimes (including Misdemeanor Assaults)	136	125	152	165

<i>Productivity Measures</i>	<i>2009-2010 Actual</i>	<i>2010-2011 Budget</i>	<i>2010-2011 Estimate</i>	<i>2011-2012 Adopted</i>
• Increase volunteer involvement in Citizens on Patrol	90.5 hours	N/A	270 hours	415 hours
• Plan and implement special events	N/A	N/A	4	4
• Implement departmental training standards to conform to Recognition standards	0	N/A	4	6
• Decrease burglaries through education and effective patrol tactics	12	N/A	28	18
• Maintain Citizens Police Academy at 2/year	1	1	2	2

<i>Staff</i>	<i>2009-2010 Actual</i>	<i>2010-2011 Budget</i>	<i>2010-2011 Estimate</i>	<i>2011-2012 Adopted</i>
• FTE	15.50	15.50	15.50	17.00

**POLICE
FY 2011-12 ADOPTED
EXPENDITURES**



**GENERAL FUND
POLICE**

DESCRIPTION	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATE	2011-12 ADOPTED	2012-13 PROJECTED	2013-14 PROJECTED
PERSONNEL SERVICES	\$1,128,539	\$1,158,032	\$1,304,296	\$1,303,844	\$1,397,924	\$1,437,802	\$1,480,936
PROFESSIONAL & CONTRACTUAL SERVICES	\$40,602	\$40,389	\$40,300	\$77,842	\$90,553	\$91,543	\$92,563
OPERATING EXPENSES	\$42,377	\$61,822	\$46,361	\$42,971	\$68,012	\$67,664	\$69,649
CONSUMABLE SUPPLIES	\$46,350	\$59,057	\$69,592	\$64,752	\$84,864	\$87,410	\$90,032
CAPITAL EXPENSES	\$49,396	\$92,645	\$7,940	\$7,940	\$45,532	\$45,499	\$24,937
TOTAL BUDGET	\$1,307,264	\$1,411,945	\$1,468,489	\$1,497,349	\$1,686,885	\$1,729,917	\$1,758,117
PERSONNEL SERVICES							
Salaries & Wages	801,084	779,743	860,070	851,070	973,509	1,002,714	1,032,796
Overtime	25,690	46,256	34,452	43,452	36,521	37,617	38,745
Holiday Pay	16,658	14,826	16,440	14,714	19,252	19,830	20,424
Longevity	5,468	6,918	8,295	8,145	8,578	8,835	9,100
Certification	6,875	8,650	11,100	11,100	9,300	9,579	9,866
Retirement	100,663	115,418	130,417	130,417	135,602	139,670	143,860
Medical Insurance	79,761	83,344	134,204	134,204	108,143	111,387	114,729
Dental Insurance	5,842	6,051	6,861	6,861	-	-	-
Vision Insurance	1,214	1,039	1,237	1,237	-	-	-
Life Insurance & Other	4,948	4,735	5,769	5,769	5,956	6,135	6,319
Social Security Taxes	47,712	51,837	53,948	53,948	58,219	59,966	61,765
Medicare Taxes	11,159	12,123	12,617	12,617	13,616	14,024	14,445
Unemployment Taxes	728	2,778	3,308	3,308	4,253	4,381	4,512
Workman's Compensation	18,954	22,474	23,778	23,778	21,175	21,810	22,465
Clothing Allowance	1,667	1,800	1,800	1,800	1,800	1,854	1,910
Pre-Employment Physicals/Testing	116	40	-	1,424	2,000	-	-
TOTAL PERSONNEL SERVICES	\$ 1,128,539	\$ 1,158,032	\$ 1,304,296	\$ 1,303,844	\$ 1,397,924	\$ 1,437,802	\$ 1,480,936
PROFESSIONAL & CONTRACTUAL SERVICES							
TCIC Access	1,735	-	-	-	-	-	-
Dispatch - Denton County	-	-	-	31,766	45,553	45,553	45,553
Independent Labor	4,200	2,050	7,200	1,971	12,000	12,000	12,000
Vehicle Maintenance	18,212	21,031	17,130	25,830	21,000	21,630	22,279
Equipment Maintenance	2,621	1,626	1,750	1,750	2,000	2,060	2,122
Building Maintenance	6,431	8,961	7,500	9,805	10,000	10,300	10,609
Cleaning Services	6,155	6,720	6,720	6,720	-	-	-
Professional Outside Services	1,248	-	-	-	-	-	-
TOTAL PROF & CONTRACTUAL SERVICES	\$ 40,602	\$ 40,389	\$ 40,300	\$ 77,842	\$ 90,553	\$ 91,543	\$ 92,563
OPERATING EXPENSES							
Telephone	170	214	300	550	200	206	212
Communications/Pagers/Mobiles	7,837	8,834	8,005	8,005	8,812	9,076	9,349
Electricity	18,156	16,462	18,500	18,000	22,000	22,660	23,340
Water	875	1,247	1,000	1,250	1,500	1,545	1,591
Postage	1,383	376	1,000	1,000	1,000	1,030	1,061
Publications/Books/Subscripts	-	755	-	73	1,000	1,030	1,061
Dues & Memberships	1,900	1,292	1,790	2,040	2,025	2,086	2,148
Meetings	327	-	-	22	275	-	-
Schools & Training	2,972	5,698	4,500	3,323	5,900	6,077	6,259
Emergency Management	1,000	1,000	1,000	1,000	1,000	1,030	1,061
Travel & Per Diem	2,388	4,207	3,600	2,445	4,850	4,996	5,145
Advertising	-	-	100	-	-	-	-
Programs & Special Projects	3,414	397	2,716	1,416	3,000	3,090	3,183
Child Safety Programs	-	18,011	-	-	-	-	-
Animal Control	421	1,196	1,000	1,115	11,450	11,794	12,147
Code Enforcement	-	-	350	460	-	-	-
Investigative Materials & Supp	886	1,326	1,000	987	1,500	1,545	1,591
Miscellaneous Expenses	325	514	500	625	1,000	500	500
Furniture/Equipment < \$5000	323	293	1,000	660	2,500	1,000	1,000
TOTAL OPERATING EXPENSES	\$ 42,377	\$ 61,822	\$ 46,361	\$ 42,971	\$ 68,012	\$ 67,664	\$ 69,649
CONSUMABLE SUPPLIES							
Fuel & Lube	28,767	35,654	47,592	46,092	57,664	59,394	61,175
Uniforms	5,212	4,708	5,000	6,850	4,800	4,944	5,092
Protective Clothing	6,622	110	5,000	3,150	5,000	5,150	5,305
Qualifications	528	1,725	2,250	500	2,850	2,936	3,024
Small Equipment	1,212	13,391	4,500	3,360	9,500	9,785	10,079
Office Supplies	2,079	1,330	3,000	2,900	2,800	2,884	2,971
Maintenance Supplies	1,238	1,460	1,500	1,500	1,500	1,545	1,591
Printing	572	679	750	400	750	773	796
Camera Supplies & Processing	120	-	-	-	-	-	-
TOTAL CONSUMABLE SUPPLIES	\$ 46,350	\$ 59,057	\$ 69,592	\$ 64,752	\$ 84,864	\$ 87,410	\$ 90,032
CAPITAL EXPENSES							
Grant Match	-	41,868	-	-	-	-	-
Lease Payment	22,680	33,150	7,940	7,940	21,940	21,244	-
Radar	-	-	-	-	1,500	1,500	1,500
Capital Replacement	-	-	-	-	22,092	22,755	23,437
Video Equipment	18,275	17,628	-	-	-	-	-
Police Records Management System	8,441	-	-	-	-	-	-
TOTAL CAPITAL EXPENSES	\$ 49,396	\$ 92,645	\$ 7,940	\$ 7,940	\$ 45,532	\$ 45,499	\$ 24,937
TOTAL EXPENDITURES	\$ 1,307,264	\$ 1,411,945	\$ 1,468,489	\$ 1,497,349	\$ 1,686,885	\$ 1,729,917	\$ 1,758,117
Regular Full-Time Equivalents	16.5						
Seasonal Full-Time Equivalents	2.9						



**GENERAL FUND:
EMERGENCY MEDICAL SERVICES**

Mission

To provide quality service to the citizens of Trophy Club by providing timely and efficient response to fire, medical, rescue, and calls for public service.

Strategic Business Plan

Goal 1- Provide quality service to the citizens

- Education
- Emergency Response
- Program development

Goal 2- Provide and maintain community education programs

- CPR classes
- Program development
- Citizen Fire Academy
- Home inspection programs

Goal 3- Program development for corporate and Town staff

- Education
- Program Development
- Citizen Fire Academy
- EMS Training

Goal 4- Resource management and working agreements with regional assets

- Medical control
- Northeast Fire Department Association (NEFDA)

Goal 5- Program development that maintains our ability to collect and support billing and records management

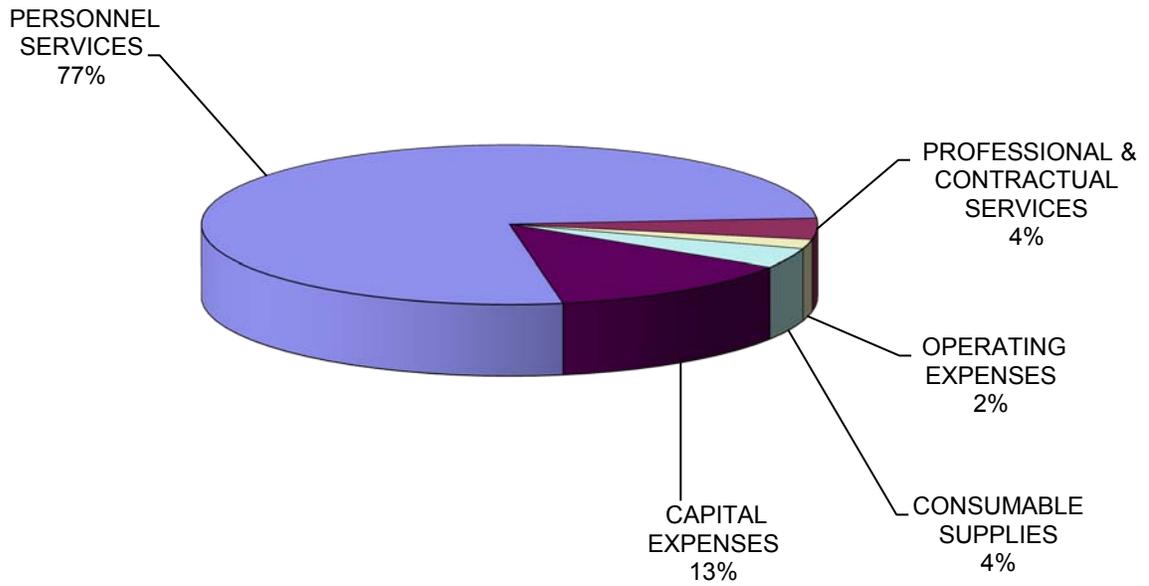
- Intermedix contract

<i>Workload Measures</i>	<i>2009-2010 Actual</i>	<i>2010-2011 Budget</i>	<i>2010-2011 Estimate</i>	<i>2011-2012 Adopted</i>
• EMS alarms responded to	350	375	350	350
• Medical transports completed	270	300	270	300
• Continuing education training hours (total employees)	675	675	675	675

<i>Productivity Measures</i>	<i>2009-2010 Actual</i>	<i>2010-2011 Budget</i>	<i>2010-2011 Estimate</i>	<i>2011-2012 Adopted</i>
• Third party collection rate	65%	65%	65%	65%
• Response time to EMS alarms in less than six minutes	90%	90%	90%	90%

<i>Staff</i>	<i>2009-2010 Actual</i>	<i>2010-2011 Budget</i>	<i>2010-2011 Estimate</i>	<i>2011-2012 Adopted</i>
• FTE	6.31	6.31	6.31	6.31

**EMERGENCY MEDICAL SERVICES
FY 2011-12 ADOPTED
EXPENDITURES**



**GENERAL FUND
EMERGENCY MEDICAL SERVICES**

DESCRIPTION	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATE	2011-12 ADOPTED	2012-13 PROJECTED	2013-14 PROJECTED
PERSONNEL SERVICES	508,783	555,336	568,270	568,026	558,335	577,027	596,396
PROFESSIONAL & CONTRACTUAL SERVICES	20,223	23,694	28,000	23,770	31,380	31,838	12,016
OPERATING EXPENSES	6,061	7,019	10,335	7,995	13,879	14,269	14,671
CONSUMABLE SUPPLIES	22,221	22,200	26,510	29,724	29,477	30,669	31,940
CAPITAL EXPENSES	49,036	47,997	43,776	43,779	96,214	66,388	67,959
TOTAL BUDGET	\$ 606,324	\$ 656,246	\$ 676,891	\$ 673,294	\$ 729,285	\$ 720,191	\$ 722,983
PERSONNEL SERVICES							
Salaries & Wages	340,563	365,663	356,779	356,779	374,247	389,217	404,786
Overtime	34,957	33,267	38,718	38,718	38,718	39,492	40,282
DPS Holiday Pay	10,194	10,020	10,619	10,619	11,104	11,326	11,553
Longevity	2,118	2,573	2,777	2,777	3,338	3,405	3,473
Certification	1,911	5,194	3,639	3,639	3,727	3,802	3,878
Retirement	42,584	53,486	57,754	57,754	60,359	61,566	62,798
Medical Insurance	37,813	36,612	51,949	51,949	23,066	23,527	23,998
Dental Insurance	2,372	2,623	2,716	2,716	-	-	-
Vision Insurance	509	418	483	483	-	-	-
Life Insurance & Other	2,033	2,020	2,387	2,387	2,468	2,517	2,568
Social Security Taxes	20,955	24,632	23,986	23,986	25,300	25,806	26,322
Medicare Taxes	4,901	5,761	5,610	5,610	5,917	6,035	6,156
Unemployment Taxes	335	1,559	1,284	1,284	1,264	1,289	1,315
Workman's Compensation	7,385	11,212	8,826	8,825	8,327	8,494	8,663
Auto Allowance	-	-	-	-	-	-	-
Pre-Employment Physicals/Testing	153	295	743	500	500	550	605
TOTAL PERSONNEL SERVICES	\$ 508,783	\$ 555,336	\$ 568,270	\$ 568,026	\$ 558,335	\$ 577,027	\$ 596,396
PROFESSIONAL & CONTRACTUAL SERVICES							
Vehicle Maintenance	256	1,520	3,790	3,000	3,790	3,904	4,021
Equipment Maintenance	1,571	1,676	3,500	3,500	6,290	6,605	6,935
Collection Fees	18,257	20,283	20,300	16,600	20,300	20,300	-
Hazmat Disposal	139	215	410	670	1,000	1,030	1,061
TOTAL PROF & CONTRACTUAL SERVICES	\$ 20,223	\$ 23,694	\$ 28,000	\$ 23,770	\$ 31,380	\$ 31,838	\$ 12,016
OPERATING EXPENSES							
Telephone	44	46	75	130	77	80	82
Communications/Pagers/Mobiles	2,196	2,044	3,674	3,500	6,184	6,370	6,561
Postage	65	37	65	65	67	69	71
Inspection Fees	-	804	-	-	870	870	870
Publications/Books/Subscrip	40	150	200	200	206	212	219
Dues & Memberships	383	280	574	200	591	609	627
Meetings	88	44	132	100	136	140	144
Schools & Training	1,041	1,176	1,350	600	1,391	1,432	1,475
Travel & Per Diem	46	152	1,196	200	1,232	1,269	1,307
Flags & Repair	2,135	1,936	1,869	2,500	1,925	1,983	2,042
Miscellaneous Expenses	23	351	1,200	500	1,200	1,236	1,273
Furniture/Equipment < \$5000	-	-	-	-	-	-	-
TOTAL OPERATING EXPENSES	\$ 6,061	\$ 7,019	\$ 10,335	\$ 7,995	\$ 13,879	\$ 14,269	\$ 14,671
CONSUMABLE SUPPLIES							
Fuel & Lube	3,439	4,436	5,762	6,200	5,762	5,935	6,113
Uniforms	2,504	3,068	3,883	3,800	3,800	3,914	4,031
Small Equipment	557	1,259	2,000	2,000	2,060	2,122	2,185
Disposable Supplies	5,355	4,705	5,000	7,000	7,000	7,210	7,426
Medical Control	6,774	6,804	7,000	6,924	7,000	7,210	7,426
Pharmacy	2,954	1,436	2,000	2,950	2,800	3,192	3,639
Oxygen	555	459	515	500	900	927	955
Office Supplies	78	33	150	150	155	159	164
Maintenance Supplies	5	-	200	200	-	-	-
TOTAL CONSUMABLE SUPPLIES	\$ 22,221	\$ 22,200	\$ 26,510	\$ 29,724	\$ 29,477	\$ 30,669	\$ 31,940
CAPITAL EXPENSES							
Capital Replacement	-	-	-	-	46,463	47,857	49,293
Vehicles	15,963	4,344	6,282	6,285	2,202	2,140	1,967
Radios	-	-	-	-	-	-	-
Lease Payment - Ambulance*	-	11,770	8,107	8,107	47,550	16,391	16,700
Lease Payment - Ambulance	33,073	31,883	29,387	29,387	-	-	-
TOTAL CAPITAL EXPENSES	\$ 49,036	\$ 47,997	\$ 43,776	\$ 43,779	\$ 96,214	\$ 66,388	\$ 67,959
TOTAL EXPENDITURES	\$ 606,324	\$ 656,246	\$ 676,891	\$ 673,294	\$ 729,285	\$ 720,190	\$ 722,983
Regular Full-Time Equivalents	6.60						

* Lease payments combined for FY12.



**GENERAL FUND
STREETS**

Mission

To provide a safe, clean, and well-maintained roadway system to the residents of Trophy Club.

*Strategic Business Plan **

Goal 1- Provide well-maintained streets and storm drains

- Concrete street repairs
- Inlet and structure inspection, cleaning, and repair
- Street, curb, and gutter sweeping
- Emergency response
- Signs and markings
- New construction

Goal 2- Provide timely & knowledgeable response to resident issues

- Responsive
- Friendly
- Customer service

Goal 3- Establish 5 year plan for Streets and Storm Drainage

- Identify and rank streets in need of reconstruction
- Identify and rank streets in need of maintenance
- Identify projects associated with improved traffic flow and transportation needs
- Identify and rank storm drainage projects

Goal 4- Provide support for other Town Departments and MUD 1

- Parks
- Police Department
- MUD 1

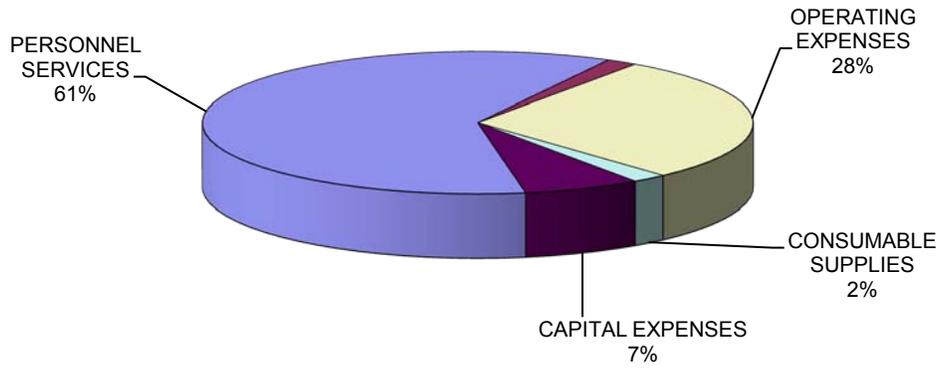
<i>Workload Measures *</i>	<i>2009-2010 Actual</i>	<i>2010-2011 Budget</i>	<i>2010-2011 Estimate</i>	<i>2011-2012 Adopted</i>
• Street sweeping (curb miles)	60	65	72	75
• Concrete placed/poured (cubic yards)	425	550	304	550
• Striping (linear feet)	43,573	43,573	4,306	32,679

<i>Productivity Measures *</i>	<i>2009-2010 Actual</i>	<i>2010-2011 Budget</i>	<i>2010-2011 Estimate</i>	<i>2011-2012 Adopted</i>
• Respond to calls in under 4 business hours	N/A	90%	100%	100%
• Ratio of lane miles of street maintained per employee	N/A	24.17:1	27.88:1	27.88:1

<i>Staff</i>	<i>2009-2010 Actual</i>	<i>2010-2011 Budget</i>	<i>2010-2011 Estimate</i>	<i>2011-2012 Adopted</i>
• FTE	4.04	4.04	4.04	4.04

* The General Fund Street Department, Street Maintenance Sales Tax Fund, and Storm Drainage Utility Fund each reflect a portion of the total funding of the Town's street and storm drainage programs. The Strategic Business Plan goals, as well as, the workload and productivity measures enumerated above relate to the interrelated efforts of the one street and storm drainage crew.

**STREETS
FY 2011-12 ADOPTED
EXPENDITURES**



**GENERAL FUND
STREETS**

DESCRIPTION	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATE	2011-12 ADOPTED	2012-13 PROJECTED	2013-14 PROJECTED
PERSONNEL SERVICES	270,264	258,019	267,331	267,331	267,895	275,932	284,210
PROFESSIONAL & CONTRACTUAL SERVICES	3,876	1,016	1,525	1,525	8,071	8,313	8,071
OPERATING EXPENSES	328,747	108,541	112,064	102,592	126,232	130,020	133,921
CONSUMABLE SUPPLIES	10,356	6,697	8,806	10,932	9,103	9,376	9,657
CAPITAL EXPENSES	7,589	55,339	8,720	8,720	30,386	30,859	31,683
TOTAL BUDGET	\$ 620,832	\$ 429,613	\$ 398,446	\$ 391,100	\$ 441,687	\$ 454,500	\$ 467,542
PERSONNEL SERVICES							
Salaries & Wages	192,413	169,872	179,491	179,491	184,119	189,643	195,332
Overtime	1,488	553	3,000	3,000	3,000	3,090	3,183
Longevity	281	536	696	696	1,752	1,805	1,859
Retirement	22,869	23,432	25,646	25,646	26,442	27,235	28,052
Medical Insurance	25,126	22,481	28,673	28,673	26,050	26,832	27,636
Dental Insurance	1,477	1,491	1,537	1,537	-	-	-
Vision Insurance	334	249	282	282	-	-	-
Life Insurance & Other	1,382	1,002	1,194	1,194	1,251	1,289	1,327
Social Security Taxes	10,767	10,238	10,637	10,637	10,095	10,398	10,710
Medicare Taxes	2,518	2,395	2,488	2,488	2,361	2,432	2,505
Unemployment Taxes	210	841	764	764	764	787	811
Workman's Compensation	11,399	24,929	12,423	12,423	11,546	11,892	12,249
Auto Allowance	-	-	-	-	-	-	-
Pre-Employment Physicals/Testing	-	-	500	500	515	530	546
TOTAL PERSONNEL SERVICES	\$ 270,264	\$ 258,019	\$ 267,331	\$ 267,331	\$ 267,895	\$ 275,932	\$ 284,210
PROFESSIONAL & CONTRACTUAL SERVICES							
Engineering	324	-	-	-	-	-	-
Vehicle Maintenance	1,326	578	525	525	541	557	541
Equipment Maintenance	2,226	438	1,000	1,000	7,530	7,756	7,530
TOTAL PROF & CONTRACTUAL SERVICES	\$ 3,876	\$ 1,016	\$ 1,525	\$ 1,525	\$ 8,071	\$ 8,313	\$ 8,071
OPERATING EXPENSES							
Telephone	27	18	50	52	60	62	65
Communications/Pagers/Mobiles	2,552	2,464	2,535	2,335	2,611	2,689	2,770
Electricity	97,720	104,962	107,988	100,000	122,027	125,688	129,458
Postage	20	124	50	10	50	52	53
Dues & Memberships	246	-	428	151	441	454	468
Meetings	-	-	-	44	-	-	-
Schools & Training	398	398	458	-	472	486	500
Travel & Per Diem	494	576	555	-	572	589	606
Advertising	-	-	-	-	-	-	-
Street Maintenance	217,018	-	-	-	-	-	-
Signs and Markings	10,272	-	-	-	-	-	-
TOTAL OPERATING EXPENSES	\$ 328,747	\$ 108,541	\$ 112,064	\$ 102,592	\$ 126,232	\$ 130,020	\$ 133,921
CONSUMABLE SUPPLIES							
Fuel	8,138	4,741	4,266	7,000	5,063	5,215	5,371
Uniforms	2,016	1,537	2,840	2,500	2,340	2,410	2,483
Small Tools	-	321	1,500	1,200	1,500	1,545	1,591
Safety Equipment	-	-	-	-	-	-	-
Office Supplies	202	98	200	232	200	206	212
TOTAL CONSUMABLE SUPPLIES	\$ 10,356	\$ 6,697	\$ 8,806	\$ 10,932	\$ 9,103	\$ 9,376	\$ 9,657
CAPITAL EXPENSES							
Capital Replacement	-	54,489	-	-	22,308	22,977	23,667
Lease Payment	7,589	851	8,720	8,720	8,078	7,882	8,016
TOTAL CAPITAL EXPENSES	\$ 7,589	\$ 55,339	\$ 8,720	\$ 8,720	\$ 30,386	\$ 30,859	\$ 31,683
TOTAL EXPENDITURES	\$ 620,832	\$ 429,613	\$ 398,446	\$ 391,100	\$ 441,687	\$ 454,500	\$ 467,542
Regular Full-Time Equivalent	4.04						



**GENERAL FUND
PARKS**

Mission

To preserve and enhance the Town of Trophy Club's exceptional quality of life through the planning, maintaining, and landscaping of the parks and public areas.

Strategic Business Plan

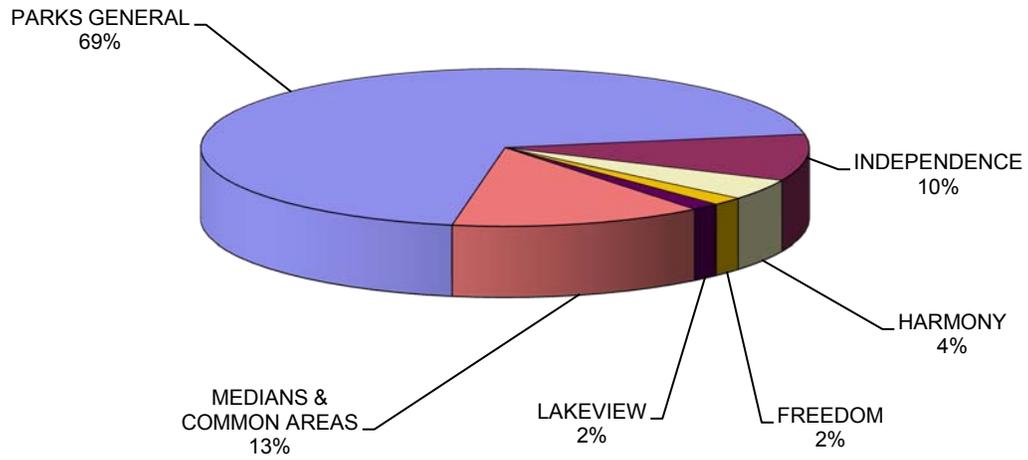
- Goal 1- Proactively maintain and reinforce sound environmental practices within the community**
 - Public irrigation
 - Public environmental awareness
 - Recycling
 - Landscaping
- Goal 2- Maintain current and future park and public amenities for increased resident enjoyment**
 - Sports field maintenance
 - Trail creation and maintenance
 - Facility maintenance
 - Staff resource training
 - Medians and common areas
- Goal 3- Implement the physical improvements to Trophy Club Park as identified in the master plan**
 - Update park entrance
 - Trail development
 - Beautification area
 - Disc Golf
- Goal 4- Evaluate maintenance procedures for new amenities**
 - Concrete trail maintenance and pond maintenance
 - Freedom Dog Park Maintenance
 - Evaluate new open space and park/land maintenance areas
 - Create a passive maintenance area ordinance
- Goal 5- Bring new park amenities online**
 - Fishing Pond
 - Concrete trail system
 - Independence East
 - Freedom Dog Park

<i>Workload Measures</i>	<i>2009-2010 Actual</i>	<i>2010-2011 Budget</i>	<i>2010-2011 Estimate</i>	<i>2011-2012 Adopted</i>
• Medians and common areas maintained	85	85	90	102
• Sports fields maintained	17	17	17	22
• Average weekly irrigation repairs/adjustments/replacements	50	50	50	75

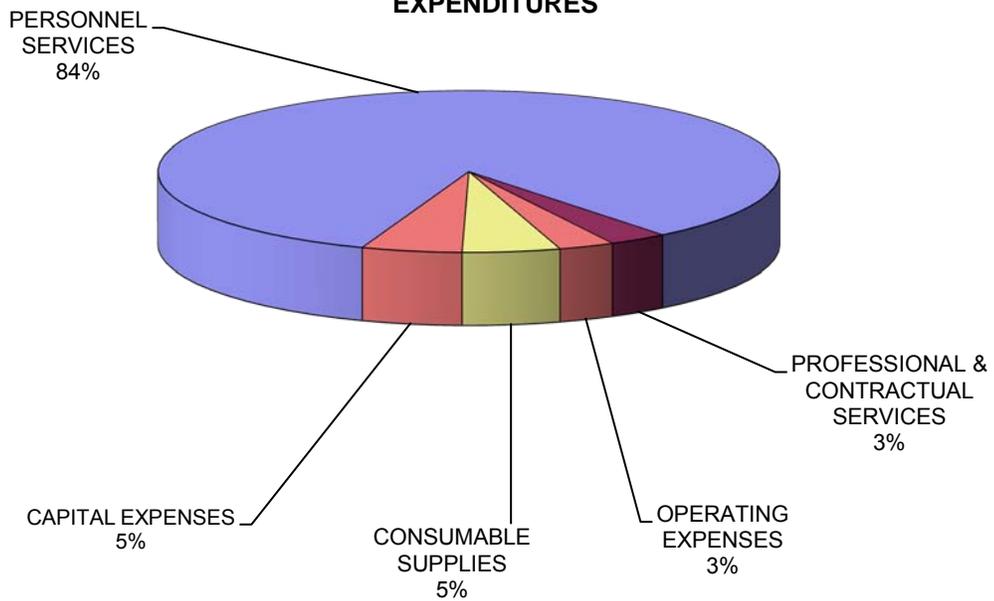
<i>Productivity Measures</i>	<i>2009-2010 Actual</i>	<i>2010-2011 Budget</i>	<i>2010-2011 Estimate</i>	<i>2011-2012 Adopted</i>
• Construction of additional t-ball fields	3	3	0	3
• Planting of trees for Tree City requirements	50	50	79	139
• Conversion of non-irrigated medians to xeriscape landscaping	5	5	5	3

<i>Staff</i>	<i>2009-2010 Actual</i>	<i>2010-2011 Budget</i>	<i>2010-2011 Estimate</i>	<i>2011-2012 Adopted</i>
• FTE	7.50	7.50	7.50	7.50

**TOTAL PARKS
FY 2011-12 ADOPTED
EXPENDITURES**



**PARKS GENERAL
FY 2011-12 ADOPTED
EXPENDITURES**



GENERAL FUND
 PARKS: PARKS GENERAL

DESCRIPTION	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATE	2011-12 ADOPTED	2012-13 PROJECTED	2013-14 PROJECTED
PERSONNEL SERVICES	407,358	426,942	447,671	450,348	657,557	678,176	698,383
PROFESSIONAL & CONTRACTUAL SERVICE!	18,949	16,402	97,941	32,534	24,053	24,774	25,517
OPERATING EXPENSES	21,990	21,124	29,948	40,551	22,664	37,056	38,218
CONSUMABLE SUPPLIES	22,800	31,960	32,202	49,011	39,869	41,065	56,463
CAPITAL EXPENSES	41,637	33,960	33,154	38,959	40,877	41,599	35,150
TOTAL BUDGET	\$ 512,734	\$ 530,387	\$ 640,916	\$ 611,403	\$ 785,019	\$ 822,670	\$ 853,730
PERSONNEL SERVICES							
Salaries & Wages	279,445	285,124	287,600	287,600	439,294	452,473	466,047
Overtime	15,653	13,083	12,500	15,000	12,500	12,875	13,261
Longevity	1,710	2,368	3,002	3,002	3,345	3,445	3,549
Certification	-	-	1,500	1,500	1,500	2,500	2,500
Retirement	35,125	40,735	42,938	42,938	63,929	65,847	67,822
Medical Insurance	41,242	44,373	60,887	60,887	90,185	92,891	95,677
Dental Insurance	2,795	3,131	3,131	3,131	-	-	-
Vision Insurance	625	537	566	566	-	-	-
Life Insurance & Other	1,953	1,968	2,033	2,033	3,137	3,231	3,328
Social Security Taxes	16,563	18,188	17,889	17,889	22,720	23,402	24,104
Medicare Taxes	3,874	4,254	4,184	4,184	5,314	5,473	5,638
Unemployment Taxes	338	1,417	1,418	1,418	2,174	2,239	2,306
Workman's Compensation	6,023	9,650	7,608	7,608	11,044	11,375	11,717
Auto Allowance	2,012	2,100	2,100	2,100	2,100	2,100	2,100
Pre-Employment Physicals/Testing	-	14	315	492	315	324	334
TOTAL PERSONNEL SERVICES	\$ 407,358	\$ 426,942	\$ 447,671	\$ 450,348	\$ 657,557	\$ 678,176	\$ 698,383
PROFESSIONAL & CONTRACTUAL SERVICES							
Independent Labor	-	-	78,641	12,000	-	-	-
Vehicle Maintenance	6,003	7,942	6,750	5,032	8,953	9,221	9,498
Equipment Maintenance	10,449	6,978	10,000	10,200	12,300	12,669	13,049
Building Maintenance	2,268	56	2,300	5,059	2,300	2,369	2,440
Professional Outside Services	105	1,426	250	243	500	515	530
Portable Toilets	124	-	-	-	-	-	-
TOTAL PROF & CONTRACTUAL SERVICES	\$ 18,949	\$ 16,402	\$ 97,941	\$ 32,534	\$ 24,053	\$ 24,774	\$ 25,517
OPERATING EXPENSES							
Telephone	27	59	62	151	424	437	450
Communications/Pagers/Mobiles	3,523	4,134	5,705	5,804	6,941	7,149	7,364
Electricity	1,649	1,908	3,087	2,588	3,180	3,275	3,373
Postage	43	20	50	42	50	52	53
Publications/Books/Subscrip	225	427	500	107	500	515	530
Dues & Memberships	300	112	915	492	1,144	1,178	1,214
Meetings	498	595	800	900	1,000	1,000	1,000
Schools & Training	1,387	1,511	2,975	2,975	2,975	3,064	3,156
Safety Program	310	275	300	158	350	361	371
Travel & Per Diem	1,103	1,230	1,904	1,904	1,617	1,666	1,715
Advertising	-	-	850	2,072	1,225	1,262	1,300
Storage Rental	-	-	-	710	2,208	2,274	2,342
Miscellaneous Expenses	139	73	100	10	100	103	106
Community Events	-	-	-	-	-	-	-
Tree City	10,028	10,188	12,000	12,736	-	14,000	14,500
Property Maintenance	2,758	592	700	502	700	721	743
Furniture/Equipment < \$5000	-	-	-	9,400	250	-	-
TOTAL OPERATING EXPENSES	\$ 21,990	\$ 21,124	\$ 29,948	\$ 40,551	\$ 22,664	\$ 37,056	\$ 38,218
CONSUMABLE SUPPLIES							
Fuel	11,103	13,047	15,867	20,000	19,039	19,610	34,364
Uniforms	4,849	5,521	7,285	6,400	7,230	7,447	7,670
Small Equipment	477	-	-	-	-	-	-
Small Tools	5,048	9,562	7,750	21,000	12,250	12,618	12,996
Safety Equipment	1,037	1,495	1,000	1,311	1,000	1,030	1,061
Hardware	-	2,118	-	-	-	-	-
Office Supplies	284	219	300	300	350	361	371
Printing	2	-	-	-	-	-	-
TOTAL CONSUMABLE SUPPLIES	\$ 22,800	\$ 31,960	\$ 32,202	\$ 49,011	\$ 39,869	\$ 41,065	\$ 56,463
CAPITAL EXPENSES							
Capital Replacement	24,754	24,512	24,078	24,459	35,806	36,670	30,560
Grant Match	-	-	-	-	-	-	-
Lease Payment	16,883	9,448	9,076	14,500	5,071	4,929	4,589
TOTAL CAPITAL EXPENSES	\$ 41,637	\$ 33,960	\$ 33,154	\$ 38,959	\$ 40,877	\$ 41,599	\$ 35,150
TOTAL EXPENDITURES	\$ 512,734	\$ 530,387	\$ 640,916	\$ 611,403	\$ 785,019	\$ 822,670	\$ 853,730

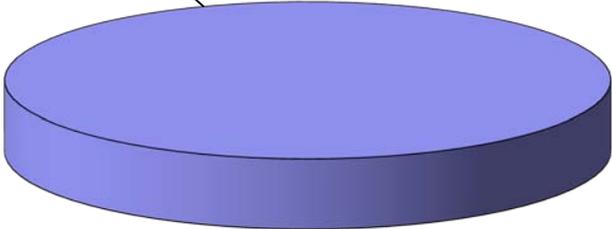
*Regular Full-Time Equivalents

1.5

* Total Personnel Expenses reflect 11.5 FTEs. Remaining FTEs were allocated among Park Programs.

**INDEPENDENCE PARK
FY 2011-12 ADOPTED
EXPENDITURES**

OPERATING
EXPENSES
100%

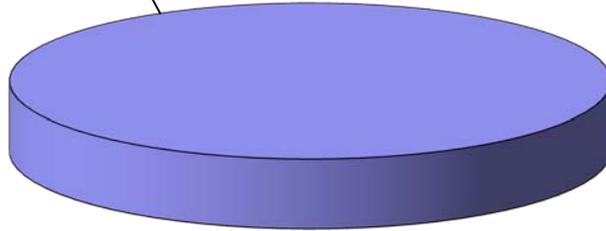


GENERAL FUND
PARKS: INDEPENDENCE PARK

DESCRIPTION	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATE	2011-12 ADOPTED	2012-13 PROJECTED	2013-14 PROJECTED
PROFESSIONAL & CONTRACTUAL SERVICES	176	-	-	-	-	-	-
OPERATING EXPENSES	53,954	55,112	71,010	66,121	108,200	111,446	114,789
TOTAL BUDGET	\$ 54,130	\$ 55,112	\$ 71,010	\$ 66,121	\$ 108,200	\$ 111,446	\$ 114,789
PROFESSIONAL & CONTRACTUAL SERVICES							
Portable Toilets	176	-	-	-	-	-	-
TOTAL PROF & CONTRACTUAL SERVICES	\$ 176	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
OPERATING EXPENSES							
Electricity	14,827	12,532	19,010	15,000	30,000	30,900	31,827
Water	13,784	11,389	27,000	28,000	31,000	31,930	32,888
Rent Equipment	57	-	-	-	-	-	-
Property Maintenance	25,286	31,191	25,000	32,117	47,200	48,616	50,074
TOTAL OPERATING EXPENSES	\$ 53,954	\$ 55,112	\$ 71,010	\$ 75,117	\$ 108,200	\$ 111,446	\$ 114,789
TOTAL EXPENDITURES	\$ 54,130	\$ 55,112	\$ 71,010	\$ 75,117	\$ 108,200	\$ 111,446	\$ 114,789
*Regular Full-Time Equivalents	3.5						
*Personnel Expenses associated with FTEs are located in Parks General Budget.							

**HARMONY PARK
FY 2011-12 ADOPTED
EXPENDITURES**

OPERATING
EXPENSES
100%

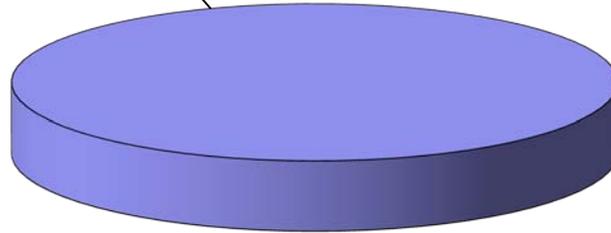


GENERAL FUND
 PARKS: HARMONY PARK

DESCRIPTION	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATE	2011-12 ADOPTED	2012-13 PROJECTED	2013-14 PROJECTED
PROFESSIONAL & CONTRACTUAL SERVICES	516	-	-	35,799	-	-	-
OPERATING EXPENSES	40,802	45,012	45,000	42,038	48,500	49,955	51,454
CAPITAL EXPENSES	-	-	-	-	-	-	-
TOTAL BUDGET	\$ 41,318	\$ 45,012	\$ 45,000	\$ 77,837	\$ 48,500	\$ 49,955	\$ 51,454
PROFESSIONAL & CONTRACTUAL SERVICES							
Engineering	-	-	-	35,799	-	-	-
Portable Toilets	516	-	-	-	-	-	-
TOTAL PROF & CONTRACTUAL SERVICES	\$ 516	\$ -	\$ -	\$ 35,799	\$ -	\$ -	\$ -
OPERATING EXPENSES							
Electricity	8,508	6,902	10,000	7,600	10,000	10,300	10,609
Water	10,861	13,472	17,500	15,572	17,500	18,025	18,566
Rent Equipment	88	-	-	-	-	-	-
Property Maintenance	21,345	24,638	17,500	17,459	21,000	21,630	22,279
TOTAL OPERATING EXPENSES	\$ 40,802	\$ 45,012	\$ 45,000	\$ 40,631	\$ 48,500	\$ 49,955	\$ 51,454
CAPITAL EXPENSES							
Capital Replacement	-	-	-	-	-	-	-
\$474K CO Payment	-	-	-	-	-	-	-
TOTAL CAPITAL EXPENSES	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL EXPENDITURES	\$ 41,318	\$ 45,012	\$ 45,000	\$ 76,430	\$ 48,500	\$ 49,955	\$ 51,454
*Regular Full-Time Equivalents	1.5						
*Personnel Expenses associated with FTEs are located in Parks General Budget.							

**FREEDOM PARK
FY 2011-12 ADOPTED
EXPENDITURES**

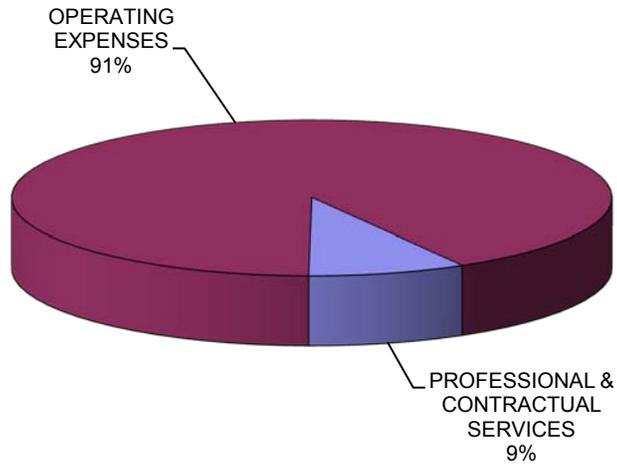
OPERATING
EXPENSES
100%



GENERAL FUND
 PARKS: FREEDOM PARK

DESCRIPTION	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATE	2011-12 ADOPTED	2012-13 PROJECTED	2013-14 PROJECTED
OPERATING EXPENSES	-	-	10,000	4,000	18,920	19,488	20,072
TOTAL BUDGET	\$ -	\$ -	\$ 10,000	\$ 4,000	\$ 18,920	\$ 19,488	\$ 20,072
OPERATING EXPENSES							
Electricity	-	-	-	-	1,500	1,545	1,591
Water	-	-	10,000	9,992	10,000	10,300	10,609
Portable Toilets	-	-	-	-	1,920	1,978	2,037
Property Maintenance	-	-	-	-	5,500	5,665	5,835
TOTAL OPERATING EXPENSES	\$ -	\$ -	\$ 10,000	\$ 9,992	\$ 18,920	\$ 19,488	\$ 20,072
TOTAL EXPENDITURES	\$ -	\$ -	\$ 10,000	\$ 9,992	\$ 18,920	\$ 19,488	\$ 20,072
*Regular Full-Time Equivalents	0.5						
*Personnel Expenses associated with FTEs are located in Parks General Budget.							

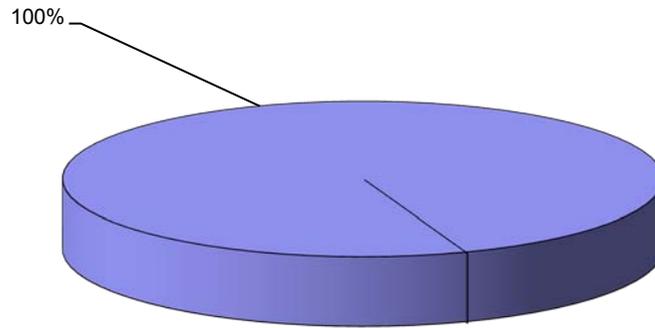
**LAKEVIEW SOCCER FIELDS
FY 2011-12 ADOPTED
EXPENDITURES**



GENERAL FUND
PARKS: LAKEVIEW SOCCER FIELDS

DESCRIPTION	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATE	2011-12 ADOPTED	2012-13 PROJECTED	2013-14 PROJECTED
PROFESSIONAL & CONTRACTUAL SERVICES	1,346	1,353	1,440	1,646	1,440	1,483	1,528
OPERATING EXPENSES	14,527	12,490	15,500	11,463	15,500	15,965	16,444
TOTAL BUDGET	\$ 15,873	\$ 13,843	\$ 16,940	\$ 13,109	\$ 16,940	\$ 17,448	\$ 17,972
PROFESSIONAL & CONTRACTUAL SERVICES							
Portable Toilets	1,346	1,353	1,440	1,646	1,440	1,483	1,528
TOTAL PROF & CONTRACTUAL SERVICES	\$ 1,346	\$ 1,353	\$ 1,440	\$ 1,646	\$ 1,440	\$ 1,483	\$ 1,528
OPERATING EXPENSES							
Water	10,788	8,877	11,000	12,001	11,000	11,330	11,670
Property Maintenance	3,739	3,612	4,500	1,505	4,500	4,635	4,774
TOTAL OPERATING EXPENSES	\$ 14,527	\$ 12,490	\$ 15,500	\$ 13,506	\$ 15,500	\$ 15,965	\$ 16,444
TOTAL EXPENDITURES	\$ 15,873	\$ 13,843	\$ 16,940	\$ 15,152	\$ 16,940	\$ 17,448	\$ 17,972
*Regular Full-Time Equivalents	0.25						
*Personnel Expenses associated with FTEs are located in Parks General Budget.							

**MEDIANS & COMMON AREAS
FY 2011-12 ADOPTED
EXPENDITURES**



GENERAL FUND
PARKS: MEDIANS & COMMON AREAS

DESCRIPTION	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATE	2011-12 ADOPTED	2012-13 PROJECTED	2013-14 PROJECTED
PROFESSIONAL & CONTRACTUAL SERVICES	252	-	-	-	-	-	-
OPERATING EXPENSES	91,662	132,935	144,993	163,000	151,950	156,509	161,204
TOTAL BUDGET	\$ 91,914	\$ 132,935	\$ 144,993	\$ 163,000	\$ 151,950	\$ 156,509	\$ 161,204
PROFESSIONAL & CONTRACTUAL SERVICES							
Portable Toilets	252	-	-	-	-	-	-
TOTAL PROF & CONTRACTUAL SERVICES	\$ 252	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
OPERATING EXPENSES							
Electricity	586	604	10,550	1,000	11,000	11,330	11,670
Water	32,047	21,845	45,593	27,000	45,000	46,350	47,741
Median Banners	-	5,664	-	-	-	-	-
Property Maintenance	59,029	104,822	88,850	135,000	95,950	98,829	101,793
TOTAL OPERATING EXPENSES	\$ 91,662	\$ 132,935	\$ 144,993	\$ 163,000	\$ 151,950	\$ 156,509	\$ 161,204
TOTAL EXPENDITURES	\$ 91,914	\$ 132,935	\$ 144,993	\$ 163,000	\$ 151,950	\$ 156,509	\$ 161,204
*Regular Full-Time Equivalents	4.25						
*Personnel Expenses associated with FTEs are located in Parks General Budget.							



**GENERAL FUND
RECREATION**

Mission

To preserve and enhance the Town of Trophy Club's exceptional quality of life by offering our citizens a variety of recreational and athletic opportunities and special events that combine to create an environment that fosters both community spirit and pride.

Strategic Business Plan

Goal 1- Promote physical activity and a healthy lifestyle

- Triton Swim Team
- Swim lessons
- Sports association support
- Eagle Scout opportunities

Goal 2- Offer unique recreation programs, events and amenities to residents of all ages

- Family Camp-out
- Summer Adventure Camp
- Freedom Dog Park
- BNHS programs

Goal 3- Encourage community involvement through increased awareness and opportunities

- Business vendors
- Community volunteers
- Community awareness
- Community events

Goal 4- Evaluation of revenue-producing programs

- Baseball tournaments
- Birthday parties
- Membership fees
- Pool rentals
- Sports agreement

Goal 5- Bring new programming on-line

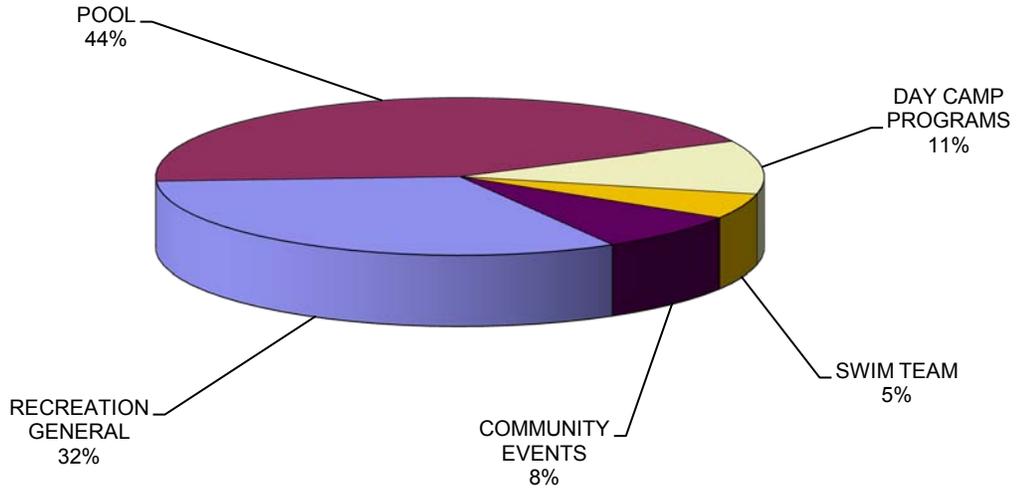
- Dog Obedience & training classes
- Bird watching
- Tennis program

<i>Workload Measures</i>	<i>2009-2010 Actual</i>	<i>2010-2011 Budget</i>	<i>2010-2011 Estimate</i>	<i>2011-2012 Adopted</i>
• Recreation programs offered	6	6	6	6
• Community Events offered	7	7	7	7
• Swim Team enrollment	180	180	190	195
• Day Camp enrollment	84	82	78	85

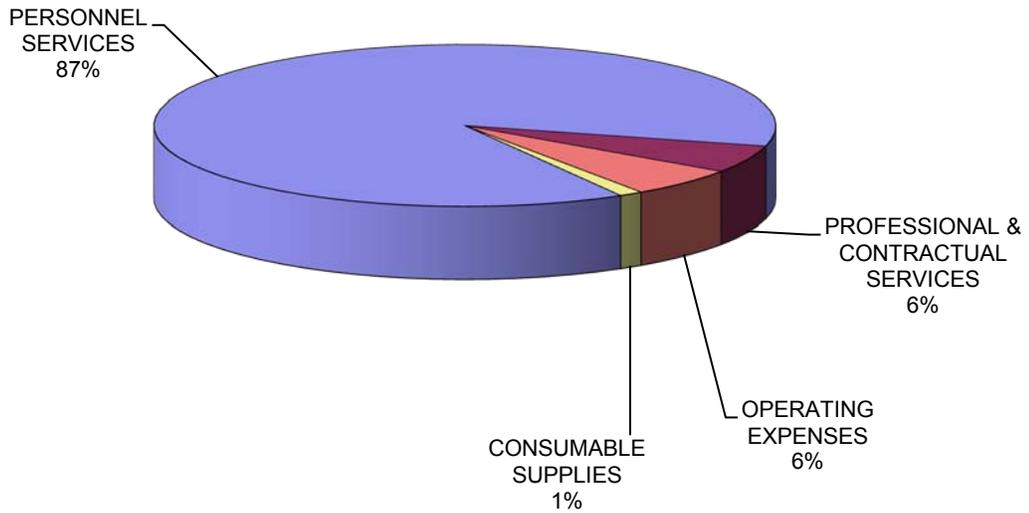
<i>Productivity Measures</i>	<i>2009-2010 Actual</i>	<i>2010-2011 Budget</i>	<i>2010-2011 Estimate</i>	<i>2011-2012 Adopted</i>
• Attendees at Fourth of July	1700	1,700	2,000	2,200
• Community organization partnerships	30	30	30	32
• Program and event volunteers	170	150	150	150

<i>Staff</i>	<i>2009-2010 Actual</i>	<i>2010-2011 Budget</i>	<i>2010-2011 Estimate</i>	<i>2011-2012 Adopted</i>
• FTE	2.10	2.10	2.10	2.10

**TOTAL RECREATION
FY 2011-12 ADOPTED
EXPENDITURES**



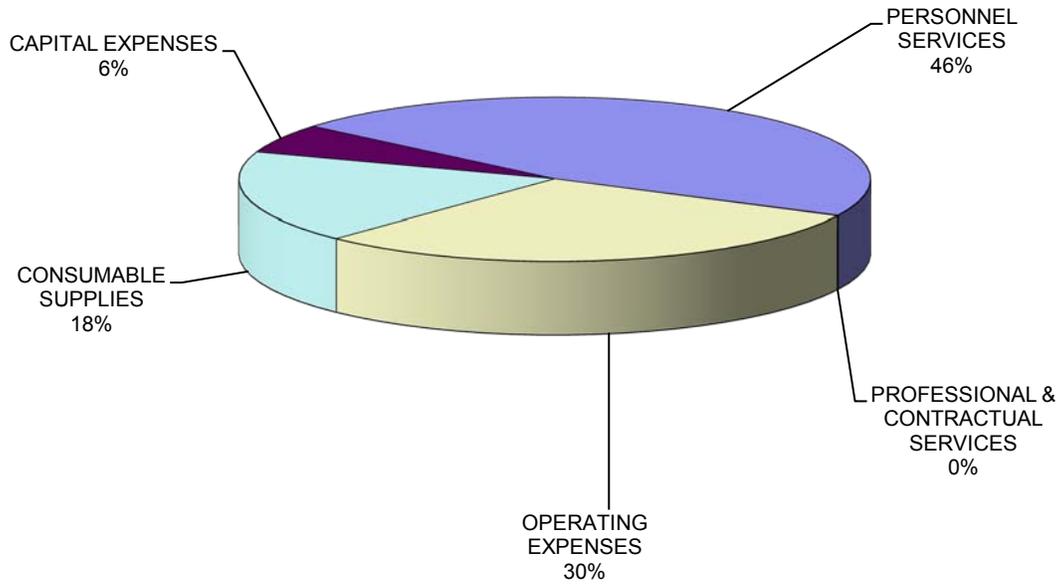
**RECREATION GENERAL
FY 2011-12 ADOPTED
EXPENDITURES**



GENERAL FUND
RECREATION: RECREATION GENERAL

DESCRIPTION	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATE	2011-12 ADOPTED	2012-13 PROJECTED	2013-14 PROJECTED
PERSONNEL SERVICES	112,672	108,149	166,437	166,679	168,301	173,350	178,551
PROFESSIONAL & CONTRACTUAL SERVICES	6,398	14,271	10,580	11,613	10,628	5,698	5,772
OPERATING EXPENSES	5,707	3,639	8,590	7,350	11,172	8,932	9,200
CONSUMABLE SUPPLIES	716	1,178	1,708	1,258	2,385	2,457	2,530
TOTAL BUDGET	\$ 125,493	\$ 127,237	\$ 187,315	\$ 186,900	\$ 192,485	\$ 190,437	\$ 196,052
PERSONNEL SERVICES							
Salaries & Wages	83,495	76,956	115,811	115,811	122,626	126,305	130,094
Longevity	248	413	338	338	383	394	406
Retirement	9,944	10,763	16,555	16,555	17,221	17,738	18,270
Medical Insurance	8,525	8,418	18,319	18,319	13,381	13,782	14,196
Dental Insurance	507	516	961	961	-	-	-
Vision Insurance	123	95	170	170	-	-	-
Life Insurance & Other	308	256	785	785	831	856	882
Social Security Taxes	4,635	4,789	6,539	6,539	6,797	7,001	7,211
Medicare Taxes	1,084	1,120	1,529	1,529	1,590	1,638	1,687
Unemployment Taxes	67	284	397	525	397	409	421
Worker's Compensation	1,724	2,440	2,933	2,933	2,975	3,064	3,156
Auto Allowance	2,012	2,100	2,100	2,100	2,100	2,163	2,228
Pre-Employment Physicals/Testing	-	-	-	115	-	-	-
TOTAL PERSONNEL SERVICES	\$ 112,672	\$ 108,149	\$ 166,437	\$ 166,679	\$ 168,301	\$ 173,350	\$ 178,551
PROFESSIONAL & CONTRACTUAL SERVICES							
Software & Support	-	8,950	8,500	8,500	8,500	3,500	3,500
Independent Labor	-	950	720	950	720	742	764
Equipment Maintenance	239	1,032	-	-	-	-	-
Collection Fees	6,159	3,338	1,360	2,163	1,408	1,457	1,508
TOTAL PROF & CONTRACTUAL SERVICES	\$ 6,398	\$ 14,271	\$ 10,580	\$ 11,613	\$ 10,628	\$ 5,698	\$ 5,772
OPERATING EXPENSES							
Telephone	86	-	50	30	100	103	106
Communications/Pagers/Mobiles	827	843	920	920	948	976	1,005
Postage	92	93	150	150	150	155	159
Publications/Books/Subscriptions	79	467	450	421	450	464	477
Dues & Memberships	200	65	269	270	269	277	285
Meetings	198	306	300	300	300	309	318
Schools & Training	1,163	579	1,100	1,100	1,100	1,133	1,167
Travel & Per Diem	1,539	243	2,536	1,136	2,140	2,204	2,270
Advertising	1,114	544	2,340	2,505	2,740	2,822	2,907
Miscellaneous Expenses	100	53	100	108	100	103	106
Community Events	-	-	-	-	2,500	-	-
Furniture/Equipment < \$5000	309	446	375	410	375	386	398
TOTAL OPERATING EXPENSES	\$ 5,707	\$ 3,639	\$ 8,590	\$ 7,350	\$ 11,172	\$ 8,932	\$ 9,200
CONSUMABLE SUPPLIES							
Uniforms	-	171	248	248	425	438	451
Safety Equipment	-	44	60	60	60	62	64
Office Supplies	693	613	650	650	650	670	690
Printing	23	350	750	300	1,250	1,288	1,326
TOTAL CONSUMABLE SUPPLIES	\$ 716	\$ 1,178	\$ 1,708	\$ 1,258	\$ 2,385	\$ 2,457	\$ 2,530
TOTAL EXPENDITURES	\$ 125,493	\$ 127,237	\$ 187,315	\$ 186,900	\$ 192,485	\$ 190,437	\$ 196,052
Regular Full-Time Equivalents	2.10						

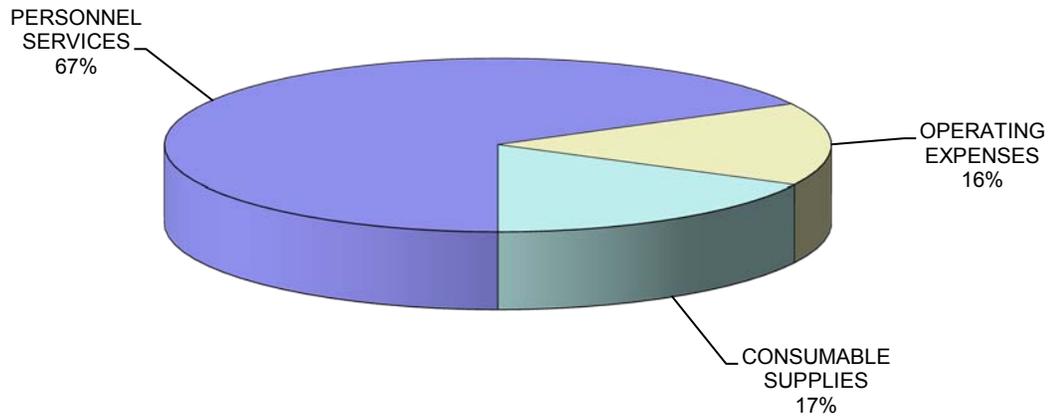
**POOL
FY 2011-12 ADOPTED
EXPENDITURES**



GENERAL FUND
RECREATION: POOLS

DESCRIPTION	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATE	2011-12 ADOPTED	2012-13 PROJECTED	2013-14 PROJECTED
PERSONNEL SERVICES	106,330	135,136	107,334	110,739	119,751	123,254	126,861
PROFESSIONAL & CONTRACTUAL SERVICES	-	680	225	225	232	239	246
OPERATING EXPENSES	35,754	67,967	68,780	52,785	76,930	79,238	81,615
CONSUMABLE SUPPLIES	27,433	35,939	37,600	36,384	47,157	48,511	49,907
CAPITAL EXPENSES	10,000	17,400	75,000	75,000	15,000	25,000	25,000
TOTAL BUDGET	\$ 179,517	\$ 257,122	\$ 288,939	\$ 275,133	\$ 259,070	\$ 276,242	\$ 283,629
PERSONNEL SERVICES							
Salaries & Wages	89,410	110,764	92,049	97,027	103,331	106,431	109,624
Overtime	-	1,932	3,000	1,457	3,000	3,000	3,000
Longevity	-	96	-	-	-	-	-
Retirement	3,066	3,558	-	-	-	-	-
Medical Insurance	3,242	2,669	-	-	-	-	-
Dental Insurance	166	155	-	-	-	-	-
Vision Insurance	43	30	-	-	-	-	-
Life Insurance & Other	169	152	-	-	-	-	-
Social Security Taxes	5,501	7,051	5,893	5,893	6,593	6,791	6,995
Medicare Taxes	1,287	1,649	1,378	1,378	1,542	1,588	1,636
Unemployment Taxes	350	1,955	756	756	756	779	802
Worker's Compensation	2,141	2,988	2,358	2,358	2,572	2,649	2,729
Auto Allowance	-	-	-	-	-	-	-
Pre-Employment Physicals/Testing	955	2,137	1,900	1,870	1,957	2,016	2,076
TOTAL PERSONNEL SERVICES	\$ 106,330	\$ 135,136	\$ 107,334	\$ 110,739	\$ 119,751	\$ 123,254	\$ 126,861
PROFESSIONAL & CONTRACTUAL SERVICES							
Independent Labor	-	680	-	-	-	-	-
Health Inspections	-	-	225	225	232	239	246
TOTAL PROF & CONTRACTUAL SERVICES	\$ -	\$ 680	\$ 225	\$ 225	\$ 232	\$ 239	\$ 246
OPERATING EXPENSES							
Telephone	937	1,053	1,026	1,294	1,057	1,088	1,121
Communications/Pagers/Mobiles	1,048	1,157	2,062	2,062	1,730	1,782	1,835
Electricity	17,949	20,419	31,100	15,500	32,000	32,960	33,949
Water	7,922	21,710	15,833	17,614	21,000	21,630	22,279
Dues & Memberships	95	280	555	555	555	572	589
Meetings	264	393	400	243	412	424	437
Schools & Training	160	140	860	285	1,360	1,401	1,443
Travel & Per Diem	396	395	744	175	766	789	813
Advertising	-	-	650	236	750	773	796
Special Events	1,142	675	1,700	1,371	1,700	1,751	1,804
Refund Prior Year Reserve	-	300	-	-	-	-	-
Miscellaneous Expenses	82	-	100	-	100	103	106
Property Maintenance	4,939	19,405	11,950	11,950	13,500	13,905	14,322
Furniture/Equipment < \$5000	820	2,039	1,800	1,500	2,000	2,060	2,122
TOTAL OPERATING EXPENSES	\$ 35,754	\$ 67,967	\$ 68,780	\$ 52,785	\$ 76,930	\$ 79,238	\$ 81,615
CONSUMABLE SUPPLIES							
Fuel	-	69	-	-	-	-	-
Uniforms	1,677	1,769	2,260	1,652	2,260	2,328	2,398
Small Equipment	1,730	4,144	3,000	2,222	6,200	6,386	6,578
Chemicals	13,610	17,707	13,700	16,200	21,000	21,630	22,279
Safety Equipment	947	1,700	1,000	288	1,000	1,030	1,061
Hardware	45	801	4,000	7,630	2,000	2,000	2,000
Office Supplies	584	542	500	690	1,000	1,030	1,061
Program Supplies	-	22	290	12	299	308	317
Maintenance Supplies	1,001	1,938	1,600	1,600	1,648	1,697	1,748
Concessions	7,839	6,899	10,500	5,340	10,500	10,815	11,139
Printing	-	349	750	750	1,250	1,288	1,326
TOTAL CONSUMABLE SUPPLIES	\$ 27,433	\$ 35,939	\$ 37,600	\$ 36,384	\$ 47,157	\$ 48,511	\$ 49,907
CAPITAL EXPENSES							
Capital Replacement	10,000	-	15,000	15,000	15,000	25,000	25,000
Repairs & Maintenance	-	17,400	60,000	60,000	-	-	-
TOTAL CAPITAL EXPENSES	\$ 10,000	\$ 17,400	\$ 75,000	\$ 75,000	\$ 15,000	\$ 25,000	\$ 25,000
TOTAL EXPENDITURES	\$ 179,517	\$ 257,122	\$ 288,939	\$ 275,133	\$ 259,070	\$ 276,242	\$ 283,629
Seasonal Full-Time Equivalents	5.19						

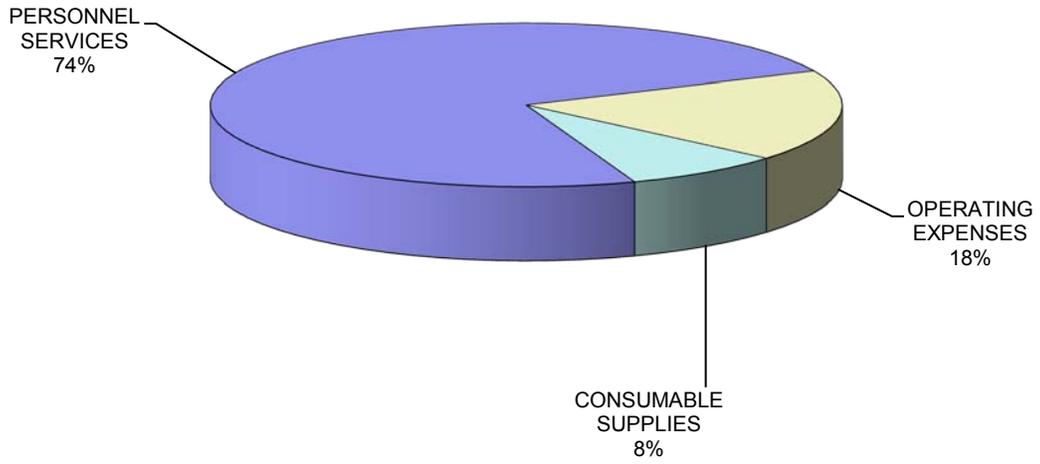
**SWIM TEAM PROGRAMS
FY 2011-12 ADOPTED
EXPENDITURES**



GENERAL FUND
RECREATION: SWIM TEAM

DESCRIPTION	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATE	2011-12 ADOPTED	2012-13 PROJECTED	2013-14 PROJECTED
PERSONNEL SERVICES	10,642	15,571	15,488	17,191	20,776	21,581	22,418
OPERATING EXPENSES	3,740	4,123	4,369	4,589	4,779	4,922	5,070
CONSUMABLE SUPPLIES	1,795	2,267	2,715	2,210	5,375	5,536	5,702
TOTAL BUDGET	\$ 16,177	\$ 21,961	\$ 22,572	\$ 23,990	\$ 30,930	\$ 32,040	\$ 33,191
PERSONNEL SERVICES							
Salaries & Wages	9,461	13,508	13,393	14,873	18,200	18,928	19,685
Overtime	-	185	-	223	-	-	-
Social Security Taxes	587	849	830	830	1,128	1,162	1,197
Medicare Taxes	137	199	194	194	264	272	280
Unemployment Taxes	47	288	567	567	567	584	602
Worker's Compensation	271	377	332	332	440	453	467
Pre-Employment Physicals/Testing	139	166	172	172	177	182	188
TOTAL PERSONNEL SERVICES	\$ 10,642	\$ 15,571	\$ 15,488	\$ 17,191	\$ 20,776	\$ 21,581	\$ 22,418
OPERATING EXPENSES							
Dues & Memberships	3,250	3,173	2,900	3,150	3,260	3,358	3,459
Meetings	-	-	145	72	145	149	154
Schools & Training	-	245	-	-	-	-	-
Travel & Per Diem	490	705	1,074	1,367	1,074	1,106	1,139
Advertising	-	-	250	-	300	309	318
TOTAL OPERATING EXPENSES	\$ 3,740	\$ 4,123	\$ 4,369	\$ 4,589	\$ 4,779	\$ 4,922	\$ 5,070
CONSUMABLE SUPPLIES							
Uniforms	1,459	1,672	2,215	1,953	2,625	2,704	2,785
Program Supplies	336	595	500	257	2,750	2,833	2,917
TOTAL CONSUMABLE SUPPLIES	\$ 1,795	\$ 2,267	\$ 2,715	\$ 2,210	\$ 5,375	\$ 5,536	\$ 5,702
TOTAL EXPENDITURES	\$ 16,177	\$ 21,961	\$ 22,572	\$ 23,990	\$ 30,930	\$ 32,040	\$ 33,191
Seasonal Full-Time Equivalents	0.66						

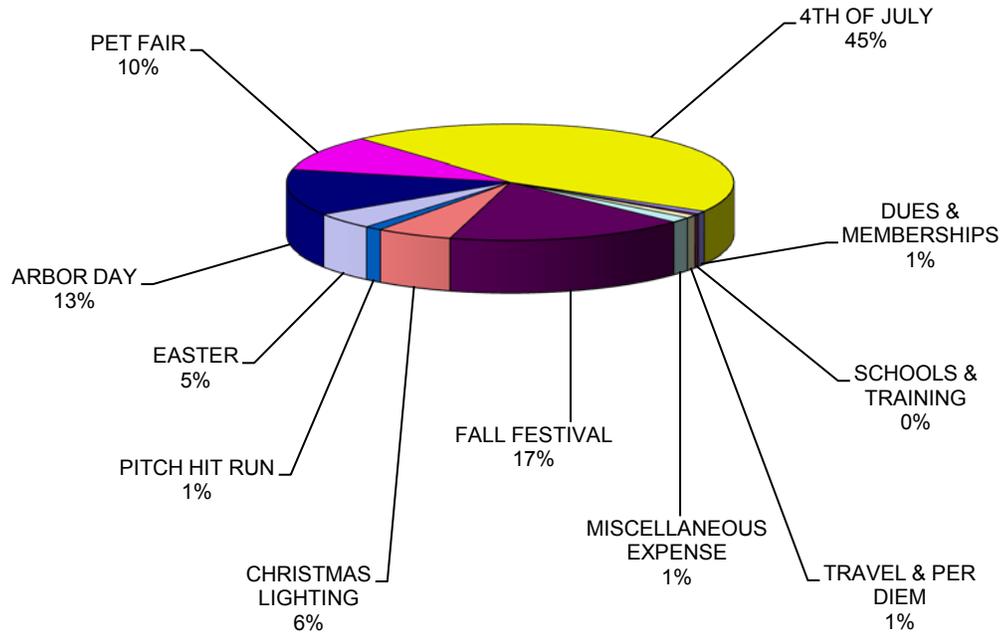
**DAY CAMP PROGRAMS
FY 2011-12 ADOPTED
EXPENDITURES**



GENERAL FUND
RECREATION: DAY CAMP PROGRAMS

DESCRIPTION	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATE	2011-12 ADOPTED	2012-13 PROJECTED	2013-14 PROJECTED
PERSONNEL SERVICES	41,367	42,658	48,074	47,928	47,847	49,698	51,621
PROFESSIONAL & CONTRACTUAL SERVICES	-	231	-	-	-	-	-
OPERATING EXPENSES	14,182	15,303	16,044	14,632	11,706	12,066	12,438
CONSUMABLE SUPPLIES	4,099	4,949	5,128	3,858	5,282	5,440	5,571
TOTAL BUDGET	\$ 59,648	\$ 63,141	\$ 69,246	\$ 66,418	\$ 64,834	\$ 67,204	\$ 69,630
PERSONNEL SERVICES							
Salaries & Wages	36,771	36,317	41,774	39,967	41,580	43,243	44,973
Overtime	308	793	800	2,366	800	824	849
Social Security Taxes	2,299	2,301	2,640	2,640	2,628	2,707	2,788
Medicare Taxes	538	538	617	617	615	633	652
Unemployment Taxes	185	779	756	756	756	779	802
Workman's Compensation	847	1,175	1,057	1,057	1,025	1,056	1,087
Pre-Employment Physicals/Testing	419	755	430	525	443	456	470
TOTAL PERSONNEL SERVICES	\$ 41,367	\$ 42,658	\$ 48,074	\$ 47,928	\$ 47,847	\$ 49,698	\$ 51,621
PROFESSIONAL & CONTRACTUAL SERVICES							
Independent Labor	-	231	-	-	-	-	-
TOTAL PROF & CONTRACTUAL SERVICES	\$ -	\$ 231	\$ -	\$ -	\$ -	\$ -	\$ -
OPERATING EXPENSES							
Communications/Pagers/Mobiles	348	371	465	381	479	493	508
Rent	4,277	4,781	4,688	4,688	-	-	-
Insurance	-	-	441	-	463	486	511
Meetings	173	113	150	227	155	159	164
Schools & Training	133	125	300	-	309	318	328
Rent Equipment	4,251	3,831	5,400	5,400	5,562	5,729	5,901
Advertising	1,500	1,455	600	400	618	637	656
Field Trips	3,262	4,561	3,800	3,536	3,914	4,031	4,152
Miscellaneous Expenses	125	-	100	-	103	106	109
Furniture/Equipment < \$5000	113	66	100	-	103	106	109
TOTAL OPERATING EXPENSES	\$ 14,182	\$ 15,303	\$ 16,044	\$ 14,632	\$ 11,706	\$ 12,066	\$ 12,438
CONSUMABLE SUPPLIES							
Fuel	-	-	-	-	-	-	-
Uniforms	974	1,523	1,353	865	1,394	1,435	1,478
Office Supplies	293	137	200	124	206	212	219
Program Supplies	2,289	2,464	2,500	2,851	2,575	2,652	2,732
Maintenance Supplies	131	-	50	18	52	53	55
Printing	412	825	1,025	-	1,056	1,087	1,087
TOTAL CONSUMABLE SUPPLIES	\$ 4,099	\$ 4,949	\$ 5,128	\$ 3,858	\$ 5,282	\$ 5,440	\$ 5,571
TOTAL EXPENDITURES	\$ 59,648	\$ 63,141	\$ 69,246	\$ 66,418	\$ 64,834	\$ 67,204	\$ 69,630
Seasonal Full-Time Equivalents	2.12						

**COMMUNITY EVENT PROGRAMS
FY 2011-12 ADOPTED
EXPENDITURES**



GENERAL FUND
RECREATION: COMMUNITY EVENT PROGRAMS

DESCRIPTION	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATE	2011-12 ADOPTED	2012-13 PROJECTED	2013-14 PROJECTED
OPERATING EXPENSES							
Dues & Memberships	260	375	375	100	386	398	410
Schools & Training	-	340	200	240	200	206	212
Travel & Per Diem	-	821	413	277	425	438	451
Miscellaneous Expense	-	-	-	-	700	700	-
Fall Festival Activities	-	5,375	8,000	8,167	8,120	8,364	8,615
Christmas Lighting Activities	-	1,984	2,470	2,634	2,578	2,655	2,735
Pitch Hit Run Activities	-	301	555	50	585	603	621
Easter Activities	1,051	1,790	1,792	2,080	2,142	2,207	2,273
Arbor Day Activities	-	5,550	5,463	6,358	6,055	6,236	6,423
Spring Pet Fair Activities	-	4,078	4,000	4,045	4,595	4,733	4,875
4th of July Activities	-	22,063	20,500	23,603	21,050	21,682	22,332
TOTAL OPERATING EXPENSES	\$ 1,311	\$ 42,678	\$ 43,768	\$ 47,554	\$ 46,837	\$ 48,221	\$ 48,946
TOTAL EXPENDITURES	\$ 1,311	\$ 42,678	\$ 43,768	\$ 47,554	\$ 46,837	\$ 48,221	\$ 48,946



**GENERAL FUND
COMMUNITY DEVELOPMENT**

Mission

To maintain Trophy Club in such a manner that it enhances quality of life for current and future residents by seeking compliance with the Town's Code of Ordinances and to provide prompt, friendly, and efficient customer service to all.

Strategic Business Plan

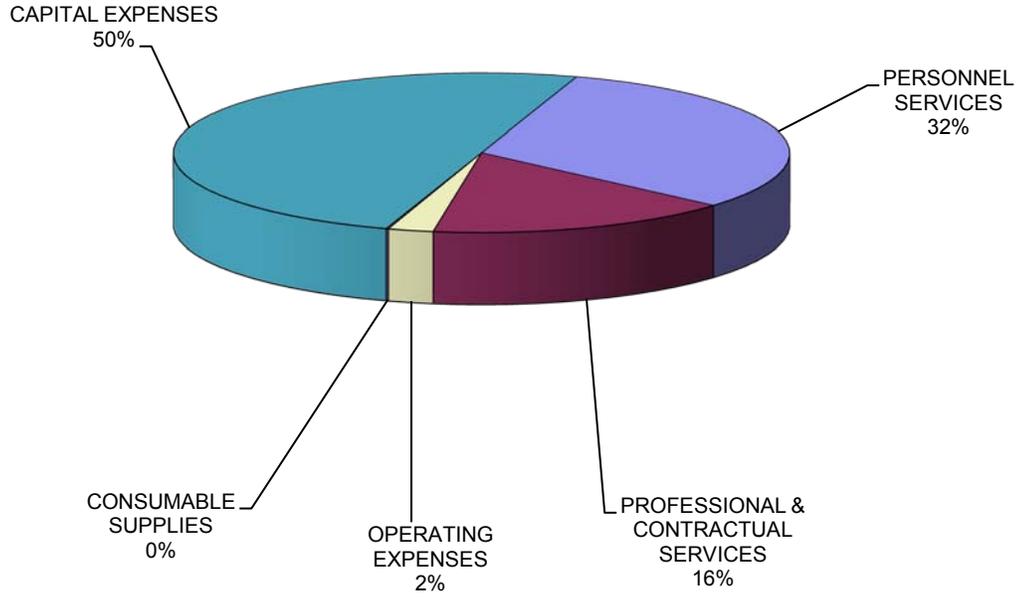
- Goal 1- Structurally sound residential and commercial construction**
 - Inspections by Fully Licensed Inspector/Certified Building Official
 - Customer service
 - Plan review (residential and commercial)
- Goal 2- Quality residential and commercial developments in Trophy Club**
 - Liaison - for developers/builders through the development process
 - Customer Service - through the permitting process
 - Code Enforcement - for the residential and commercial developments
- Goal 3- Streamlined permitting for efficient and timely service to community**
 - Integrate Software
 - On-Line capabilities
 - Communication
- Goal 4- Beautification efforts**
 - Community Clean Up Event
 - Electronic recycling
 - Trash collection
 - Shredding
- Goal 5- Improve and/or update zoning and other land use ordinances**
 - Improved/Updated Ordinances
 - Residential
 - Commercial
 - Code enforcement

<i>Workload Measures</i>	<i>2009-2010 Actual</i>	<i>2010-2011 Budget</i>	<i>2010-2011 Estimate</i>	<i>2011-2012 Adopted</i>
• Number of inspections annually	3,651	3,500	3,581	3,800
• Number of permits issued per year	1,292	1,300	1,474	1,500
• P & Z meetings	11	8	11	11
• ZBA meetings	0	3	0	1
• Plats processed	7	5	10	5
• Ordinance amendments to reflect Council policies	4	6	5	5
• High Grass/Weeds	N/A	N/A	N/A	55
• Sign Violations	N/A	N/A	N/A	200

<i>Productivity Measures</i>	<i>2009-2010 Actual</i>	<i>2010-2011 Budget</i>	<i>2010-2011 Estimate</i>	<i>2011-2012 Adopted</i>
• Turn around time for plan review (in work days)	10	10	25	15
• Turn around time to perform inspections after called in by contractor (in work days)	1	1	1	1

<i>Staff</i>	<i>2009-2010 Actual</i>	<i>2010-2011 Budget</i>	<i>2010-2011 Estimate</i>	<i>2011-2012 Adopted</i>
• FTE	2.50	3.00	3.00	4.50

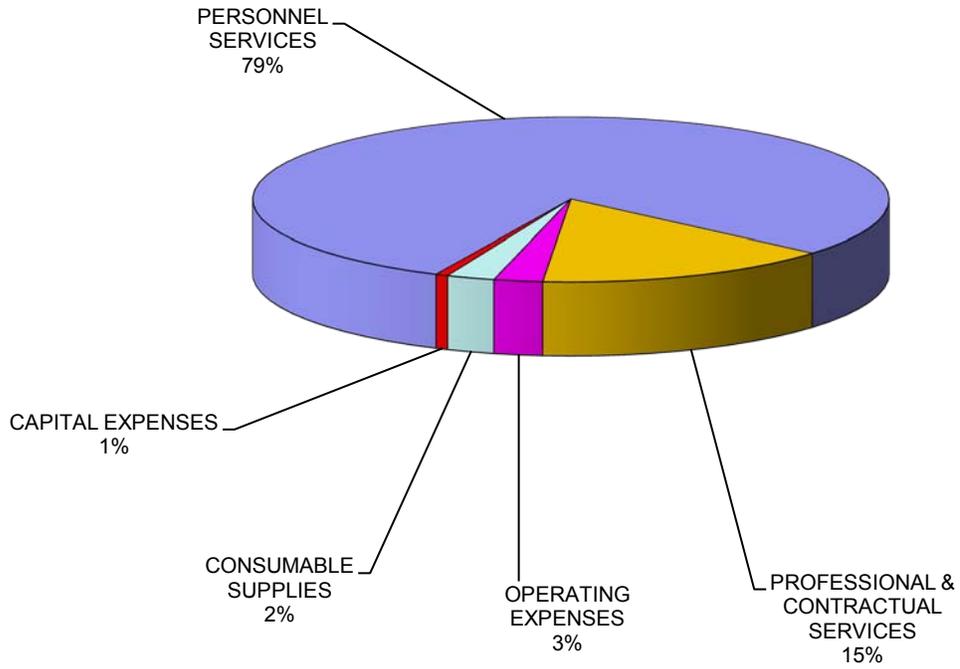
**PLANNING & ZONING
FY 2011-12 ADOPTED
EXPENDITURES**



**GENERAL FUND
PLANNING & ZONING**

DESCRIPTION	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATE	2011-12 ADOPTED	2012-13 PROJECTED	2013-14 PROJECTED
PERSONNEL SERVICES	73,711	79,896	90,346	90,346	98,704	101,665	101,665
PROFESSIONAL & CONTRACTUAL SERVICES	22,221	76,677	46,500	51,000	50,250	51,743	51,744
OPERATING EXPENSES	3,506	3,905	7,448	4,129	7,415	7,636	7,637
CONSUMABLE SUPPLIES	445	418	400	700	400	409	409
TOTAL BUDGET	\$ 99,883	\$ 160,895	\$ 144,694	\$ 146,175	\$ 156,769	\$ 161,452	\$ 161,454
PERSONNEL SERVICES							
Salaries & Wages	57,169	61,130	68,821	68,821	76,140	78,424	78,424
Longevity	-	160	220	220	280	288	288
Retirement	6,730	8,213	9,666	9,666	10,699	11,020	11,020
Medical Insurance	4,836	4,519	5,196	5,196	5,328	5,488	5,488
Dental Insurance	277	310	310	310	-	-	-
Vision Insurance	71	60	60	60	-	-	-
Life Insurance & Other	325	344	420	420	434	447	447
Social Security Taxes	3,365	3,886	4,281	4,281	4,408	4,540	4,540
Medicare Taxes	787	909	1,001	1,001	1,031	1,062	1,062
Unemployment Taxes	45	189	189	189	189	195	195
Workman's Compensation	106	176	182	182	195	201	201
TOTAL PERSONNEL SERVICES	\$ 73,711	\$ 79,896	\$ 90,346	\$ 90,346	\$ 98,704	\$ 101,665	\$ 101,665
PROFESSIONAL & CONTRACTUAL SERVICES							
Engineering Services	18,121	67,543	40,000	47,000	43,750	45,063	45,063
Planning Services	3,900	9,134	6,000	4,000	6,000	6,180	6,180
Appraisal	-	-	500	-	500	500	500
Building Maint & Supplies	200	-	-	-	-	-	1
TOTAL PROF & CONTRACT SERVICES	\$ 22,221	\$ 76,677	\$ 46,500	\$ 51,000	\$ 50,250	\$ 51,743	\$ 51,744
OPERATING EXPENSES							
Telephone	177	140	154	154	159	163	163
Communications/Pagers/Mobile	-	-	665	665	685	705	705
Postage	182	382	263	425	300	309	309
Prompt Payment Act Interest	-	507	-	-	-	-	1
Publications/Books/Subscripts	118	72	335	55	335	345	345
Dues & Memberships	321	235	390	250	245	252	252
Meetings	93	54	176	160	176	181	181
Schools & Training	85	75	820	-	820	845	845
Travel & Per Diem	473	167	745	100	745	767	767
Advertising	1,190	1,774	1,300	600	1,300	1,339	1,339
Platt Filing Fees	665	241	500	700	500	515	515
Computer Mapping	169	164	2,100	1,000	2,100	2,163	2,163
ZBA Hearings	-	-	-	-	-	-	-
Miscellaneous Expenses	33	95	-	20	50	50	50
TOTAL OPERATING EXPENSES	\$ 3,506	\$ 3,905	\$ 7,448	\$ 4,129	\$ 7,415	\$ 7,636	\$ 7,637
CONSUMABLE SUPPLIES							
Office Supplies	408	338	300	300	300	309	309
Printing	37	79	100	400	100	100	100
TOTAL CONSUMABLE SUPPLIES	\$ 445	\$ 418	\$ 400	\$ 700	\$ 400	\$ 409	\$ 409
TOTAL EXPENDITURES	\$ 99,883	\$ 160,895	\$ 144,694	\$ 146,175	\$ 156,769	\$ 161,452	\$ 161,454
Regular Full-Time Equivalents	1.0						

**COMMUNITY DEVELOPMENT
FY 2011-12 ADOPTED
EXPENDITURES**



GENERAL FUND
COMMUNITY DEVELOPMENT

DESCRIPTION	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATE	2011-12 ADOPTED	2012-13 PROJECTED	2013-14 PROJECTED
PERSONNEL SERVICES	116,951	112,591	148,248	146,431	206,255	212,443	218,816
PROFESSIONAL & CONTRACTUAL SERVICES	365,658	424,238	34,800	42,200	39,175	40,350	41,561
OPERATING EXPENSES	2,612	2,639	4,853	3,198	6,430	6,620	6,815
CONSUMABLE SUPPLIES	2,171	1,831	3,305	3,800	6,325	6,515	6,710
CAPITAL EXPENSES	5,585	5,585	-	20,000	1,624	1,673	1,723
TOTAL BUDGET	\$ 492,977	\$ 546,884	\$ 191,206	\$ 215,629	\$ 259,809	\$ 267,600	\$ 275,625
PERSONNEL SERVICES							
Salaries & Wages	87,907	84,719	109,647	106,722	148,831	153,296	157,895
Overtime	587	-	-	-	-	-	-
Longevity	765	548	1,065	1,015	1,830	1,885	1,941
Retirement	10,556	11,456	15,500	14,981	19,273	19,851	20,447
Medical Insurance	7,643	7,188	11,172	13,234	24,303	25,032	25,783
Dental Insurance	437	548	620	663	-	-	-
Vision Insurance	113	105	120	126	-	-	-
Life Insurance & Other	534	502	742	731	1,052	1,084	1,116
Social Security Taxes	5,318	5,453	6,864	6,569	7,834	8,069	8,311
Medicare Taxes	1,244	1,275	1,605	1,536	1,832	1,887	1,944
Unemployment Taxes	69	284	378	378	747	769	792
Workman's Compensation	1,778	514	535	476	553	570	587
Pre-Employment Physicals/Testing	-	-	-	-	-	-	-
TOTAL PERSONNEL SERVICES	\$ 116,951	\$ 112,591	\$ 148,248	\$ 146,431	\$ 206,255	\$ 212,443	\$ 218,816
PROFESSIONAL & CONTRACTUAL SERVICES							
Engineering	-	-	-	-	-	-	-
Inspection Services	7,956	28,174	20,000	29,000	20,000	20,600	21,218
Plan Review Services	4,313	1,405	10,000	10,000	10,000	10,300	10,609
Vehicle Maintenance	173	462	300	200	1,175	1,210	1,247
Building Maintenance	-	-	-	-	-	-	-
Cleaning Services	-	-	-	-	-	-	-
Trash Removal/Recycling	330,572	388,597	-	-	-	-	-
Health Inspections	5,200	5,600	4,500	3,000	7,500	7,725	7,957
Abatements	-	-	-	-	500	515	530
Consultants	-	-	-	-	-	-	-
Professional Outside Services	17,444	-	-	-	-	-	-
TOTAL PROF & CONTRACTUAL SERVICES	\$ 365,658	\$ 424,238	\$ 34,800	\$ 42,200	\$ 39,175	\$ 40,350	\$ 41,561
OPERATING EXPENSES							
Telephone	36	67	75	225	300	309	318
Communications/Pagers/Mobiles	1,630	1,724	1,598	1,598	1,800	1,854	1,910
Postage	76	27	125	150	375	386	398
Publications/Books/Subscrip	-	-	600	50	660	680	700
Dues & Memberships	225	155	450	450	550	567	583
Meetings	-	-	100	75	90	93	95
Schools & Training	285	579	1,205	600	1,405	1,447	1,491
Travel & Per Diem	21	-	500	-	750	773	796
Advertising	-	-	-	-	100	100	100
Miscellaneous Expenses	-	87	200	50	400	412	424
Furniture/Equipment < \$5000	339	-	-	-	-	-	-
TOTAL OPERATING EXPENSES	\$ 2,612	\$ 2,639	\$ 4,853	\$ 3,198	\$ 6,430	\$ 6,620	\$ 6,815
CONSUMABLE SUPPLIES							
Fuel	961	1,299	1,580	1,600	4,000	4,120	4,244
Uniforms	310	210	400	400	800	824	849
Office Supplies	743	136	1,000	800	800	824	849
Printing	157	186	325	1,000	725	747	769
TOTAL CONSUMABLE SUPPLIES	\$ 2,171	\$ 1,831	\$ 3,305	\$ 3,800	\$ 6,325	\$ 6,515	\$ 6,710
CAPITAL EXPENSES							
Capital Replacement	-	-	-	-	1,624	1,673	1,723
Lease Payment	5,585	5,585	-	-	-	-	-
Capital Expense	-	-	-	20,000	-	-	-
TOTAL CAPITAL EXPENSES	\$ 5,585	\$ 5,585	\$ -	\$ 20,000	\$ 1,624	\$ 1,673	\$ 1,723
TOTAL EXPENDITURES	\$ 492,977	\$ 546,884	\$ 191,206	\$ 215,629	\$ 259,809	\$ 267,600	\$ 275,625
Regular Full-Time Equivalents	3.5						



GENERAL FUND FINANCE

Mission

To provide the highest quality financial management, support, fiduciary oversight, and public accountability to the citizens and community of Trophy Club and its designated officials.

Departmental Goals

The Finance Department's goals include providing timely and accurate financial information to Town departments and the community; complying with State and Federal regulations regarding financial management, accounting, and control; meeting industry standards of financial management and reporting; being a resource to Town leaders on financial matters, economic issues, and operational performance; being a role model to the organization for business management, ethical values, and organizational efficiency and effectiveness.

Fiscal Year 2010-2011 Accomplishments

- Completed the annual financial audit incorporating the Public Improvement District.
- Received an unqualified audit opinion from our independent audit firm for the fiscal year ended September 30, 2009.
- Prepared the 2009-2010 Adopted Budget document for submission to the Government Finance Officers Association of the United States and Canada's Distinguished Budget Award Program.
- Filled vacant Director of Finance position with qualified, experienced candidate.
- Created monthly financial reports incorporating explanations of variances in a managerial report format.
- Created and implemented GTOT accepted investment policy.
- Develop and implement GASB 54 fund balance policy.
- Developed a vehicle and equipment replacement schedule and incorporated the first year in the 2009-2010 Proposed Budget.
- Developed an Request for Proposal (RFP) for professional auditing services, significantly lowered cost of service with our new contract.
- Developed an Request for Proposal (RFP) for integrated municipal software: town selected Incode as it's municipal software provider going forward.
- Proposed a balanced budget for 2009-2010 with a reduction in expenditures.
- Developed proposal for implementing pooled cash and investments to streamline operations.

Fiscal Year 2011-2012 Departmental Objectives

- Implement Incode municipal software for all town functions.
- Implemented a capital accrual to fund capital purchases for equipment.
- Integrate billing options into Trophy Club's website by creating a means to make payments online (i.e. Municipal Court, Permitting, etc).
- Redesign the annual budget process to make the process more transparent and efficient.
- Analyze the system requirements for in-house preparation of a Comprehensive Annual Financial Report.
- Prepare an official statement and bond rating presentation for a bond sale.
- Continue development of a perpetual five-year, long-range Capital & Replacement Schedule, to address critical infrastructure and operational needs.
- Continue development/update of accounting policies and procedures to ensure compliance with Governmental Accounting Standards Board (GASB)/GAAP requirements.
- Continue to improve and document internal control procedures.
- Receive unqualified annual audit opinion.
- Revise the town's funds structure and chart of accounts.

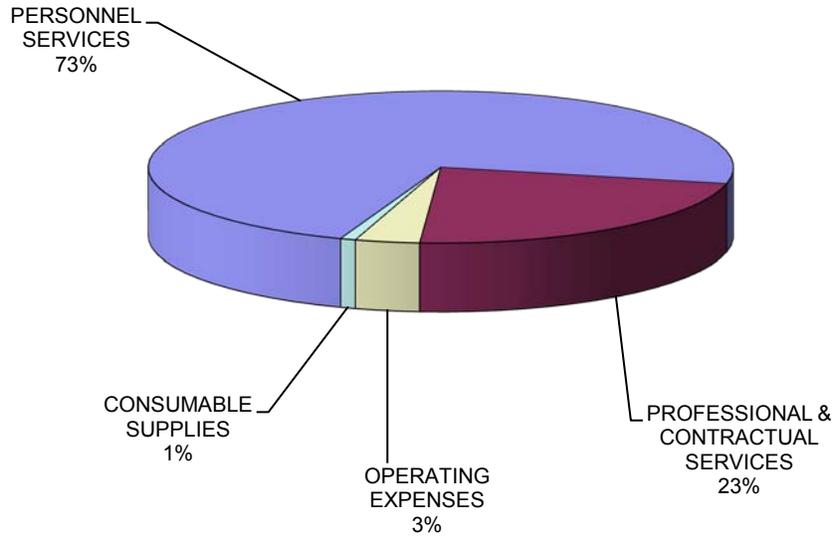
**GENERAL FUND
FINANCE (continued)**

<i>Workload Measures</i>	<i>2009-2010 Actual</i>	<i>2010-2011 Budget</i>	<i>2010-2011 Estimate</i>	<i>2011-2012 Adopted</i>
• Journal entries/checks processed	3,500	3,500	9,300	5,500
• Payroll transactions processed	3,000	3,800	4,100	4,250
• Purchase card transactions processed	2,500	3,370	2,930	3,150

<i>Productivity Measures</i>	<i>2009-2010 Actual</i>	<i>2010-2011 Budget</i>	<i>2010-2011 Estimate</i>	<i>2011-2012 Adopted</i>
• General obligation bond rating	A2	A1	A1	A1
• Overtime costs	\$2,500	\$2,500	\$2,500	\$0
• Vendor invoices processed within 30 days	99%	99%	99%	99%

<i>Staff</i>	<i>2009-2010 Actual</i>	<i>2010-2011 Budget</i>	<i>2010-2011 Estimate</i>	<i>2011-2012 Adopted</i>
• FTE	N/A	3.00	3.00	3.00

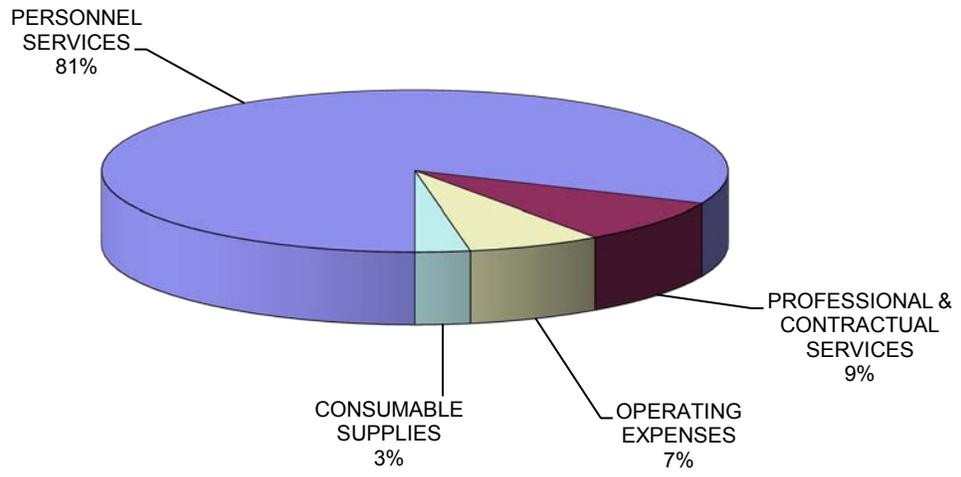
**FINANCE
FY 2011-12 ADOPTED
EXPENDITURES**



GENERAL FUND
FINANCE

DESCRIPTION	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATE	2011-12 ADOPTED	2012-13 PROJECTED	2013-14 PROJECTED
PERSONNEL SERVICES	154,870	160,906	283,973	266,885	271,271	281,434	291,983
PROFESSIONAL & CONTRACTUAL SERVICES	67,864	83,772	86,300	87,149	84,384	91,767	98,462
OPERATING EXPENSES	10,354	9,630	17,592	13,344	13,240	13,637	14,046
CONSUMABLE SUPPLIES	3,123	2,966	3,050	2,700	3,142	3,236	3,333
TOTAL BUDGET	\$ 236,211	\$ 257,275	\$ 390,915	\$ 370,078	\$ 372,037	\$ 390,074	\$ 407,825
PERSONNEL SERVICES							
Salaries & Wages	117,595	115,874	208,188	198,273	202,489	210,589	219,012
Overtime	2,619	6,295	-	-	-	-	-
Longevity	1,054	870	180	150	-	-	-
Retirement	13,916	16,578	29,171	25,368	28,348	29,198	30,074
Medical Insurance	9,799	10,009	27,826	26,858	24,468	25,202	25,958
Dental Insurance	618	694	1,343	1,221	-	-	-
Vision Insurance	132	109	238	213	-	-	-
Life Insurance & Other	646	615	1,266	1,107	1,264	1,302	1,341
Social Security Taxes	6,535	7,219	11,868	10,307	11,037	11,368	11,709
Medicare Taxes	1,529	1,688	2,776	2,410	2,581	2,658	2,738
Unemployment Taxes	92	395	567	496	567	584	602
Worker's Compensation	289	456	550	482	517	533	548
Pre-Employment Physicals/Testing	46	104	-	-	-	-	-
TOTAL PERSONNEL SERVICES	\$ 154,870	\$ 160,906	\$ 283,973	\$ 266,885	\$ 271,271	\$ 281,434	\$ 291,983
PROFESSIONAL & CONTRACTUAL SERVICES							
Auditing	36,008	38,989	45,000	37,819	36,500	37,595	38,723
Appraisal	28,787	32,368	36,100	38,000	42,684	46,952	51,648
Tax Admin Fees	2,869	3,647	5,200	4,500	5,200	5,720	6,292
Independent Labor	-	-	-	-	-	-	-
Building Maint & Supplies	200	-	-	-	-	-	-
Professional Outside Services	-	8,768	-	6,830	-	1,500	1,800
TOTAL PROF & CONTRACTUAL SERVICES	\$ 67,864	\$ 83,772	\$ 86,300	\$ 87,149	\$ 84,384	\$ 91,767	\$ 98,462
OPERATING EXPENSES							
Telephone	55	106	170	400	350	361	371
Communications/Pagers/Mobiles	502	381	665	800	685	705	727
Postage	515	306	900	1,200	927	955	983
Service Charges & Fees	33	144	300	300	309	318	328
Publications/Books/Subscriptions	253	36	500	280	500	515	530
Dues & Memberships	1,194	1,496	2,475	1,200	715	736	759
Meetings	75	265	300	230	300	309	318
Schools & Training	1,364	1,873	2,830	1,500	1,435	1,478	1,522
Travel & Per Diem	661	1,264	5,032	3,600	3,467	3,570	3,678
Advertising	5,702	1,240	4,420	3,834	4,553	4,689	4,830
Miscellaneous Expenses	-	54	-	-	-	-	-
Furniture/Equipment < \$5000	-	2,466	-	-	-	-	-
TOTAL OPERATING EXPENSES	\$ 10,354	\$ 9,630	\$ 17,592	\$ 13,344	\$ 13,240	\$ 13,637	\$ 14,046
CONSUMABLE SUPPLIES							
Office Supplies	1,371	814	1,200	1,600	1,236	1,273	1,311
Printing	1,752	2,153	1,850	1,100	1,906	1,963	2,022
TOTAL CONSUMABLE SUPPLIES	\$ 3,123	\$ 2,966	\$ 3,050	\$ 2,700	\$ 3,142	\$ 3,236	\$ 3,333
TOTAL EXPENDITURES	\$ 236,211	\$ 257,275	\$ 390,915	\$ 370,078	\$ 372,037	\$ 390,074	\$ 407,825
Regular Full-Time Equivalents	3.0						

**MUNICIPAL COURT
FY 2011-12 ADOPTED
EXPENDITURES**



GENERAL FUND
MUNICIPAL COURT

DESCRIPTION	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATE	2011-12 ADOPTED	2012-13 PROJECTED	2013-14 PROJECTED
PERSONNEL SERVICES	47,023	60,534	63,361	63,161	64,836	66,579	68,370
PROFESSIONAL & CONTRACTUAL SERVICES	7,093	5,217	7,080	5,692	6,880	7,138	7,412
OPERATING EXPENSES	5,428	5,747	6,860	7,723	5,481	5,491	5,656
CONSUMABLE SUPPLIES	1,490	2,284	2,050	1,730	2,250	2,318	2,387
TOTAL BUDGET	\$ 61,034	\$ 73,782	\$ 79,351	\$ 78,306	\$ 79,447	\$ 81,525	\$ 83,825
PERSONNEL SERVICES							
Salaries & Wages	34,752	44,489	45,685	45,685	47,273	48,691	50,152
Overtime	-	-	-	-	-	-	-
Longevity	765	-	-	-	140	140	140
Certification	300	900	1,200	1,000	1,200	1,200	1,200
Retirement	4,045	6,006	6,494	6,494	6,736	6,871	7,008
Medical Insurance	3,933	4,519	5,196	5,196	5,328	5,435	5,543
Dental Insurance	210	310	310	310	-	-	-
Vision Insurance	51	60	60	60	-	-	-
Life Insurance & Other	159	310	327	327	345	352	359
Social Security Taxes	1,992	2,892	2,907	2,907	2,684	2,738	2,792
Medicare Taxes	466	676	680	680	628	641	653
Unemployment Taxes	94	231	378	378	378	386	393
Workman's Compensation	98	141	124	124	124	126	129
Pre-emp Physicals/Testing	158	-	-	-	-	-	-
TOTAL PERSONNEL SERVICES	\$ 47,023	\$ 60,534	\$ 63,361	\$ 63,161	\$ 64,836	\$ 66,579	\$ 68,370
PROFESSIONAL & CONTRACTUAL SERVICES							
Judge's Compensation	4,200	3,900	5,100	4,500	5,100	5,253	5,411
Jury Fees	60	72	180	12	180	185	191
Warrant Roundup Expenses	-	288	400	80	600	600	600
Professional Outside Services	1,027	648	1,000	1,100	1,000	1,100	1,210
Collection Fees	702	310	400	-	-	-	-
TCIC Warrant Expense	1,104	-	-	-	-	-	-
TOTAL PROF & CONTRACTUAL SERVICES	\$ 7,093	\$ 5,217	\$ 7,080	\$ 5,692	\$ 6,880	\$ 7,138	\$ 7,412
OPERATING EXPENSES							
Telephone	42	70	75	140	140	144	149
Postage	837	429	750	1,150	900	927	955
Service Charges & Fees	1,621	1,883	2,400	3,100	-	-	-
Publications/Books/Subscripts	402	185	130	130	200	206	212
Dues & Memberships	251	230	430	330	305	314	324
Meetings	-	-	200	200	200	206	212
Schools & Training	306	964	700	1,100	700	721	743
Travel & Per Diem	858	930	2,035	1,350	2,746	2,828	2,913
Advertising	-	-	-	172	-	-	-
Prisoner-Sit Out DCSO	60	160	140	40	140	144	149
Miscellaneous Expenses	261	126	-	11	150	-	-
Furniture/Equipment < \$5000	790	769	-	-	-	-	-
TOTAL OPERATING EXPENSES	\$ 5,428	\$ 5,747	\$ 6,860	\$ 7,723	\$ 5,481	\$ 5,491	\$ 5,656
CONSUMABLE SUPPLIES							
Office Supplies	463	477	450	430	450	464	477
Printing	1,027	1,807	1,600	1,300	1,800	1,854	1,910
TOTAL CONSUMABLE SUPPLIES	\$ 1,490	\$ 2,284	\$ 2,050	\$ 1,730	\$ 2,250	\$ 2,318	\$ 2,387
TOTAL EXPENDITURES	\$ 61,034	\$ 73,782	\$ 79,351	\$ 78,306	\$ 79,447	\$ 81,525	\$ 83,825
Regular Full-Time Equivalent	1.0						



**GENERAL FUND
FACILITIES MANAGEMENT**

Mission

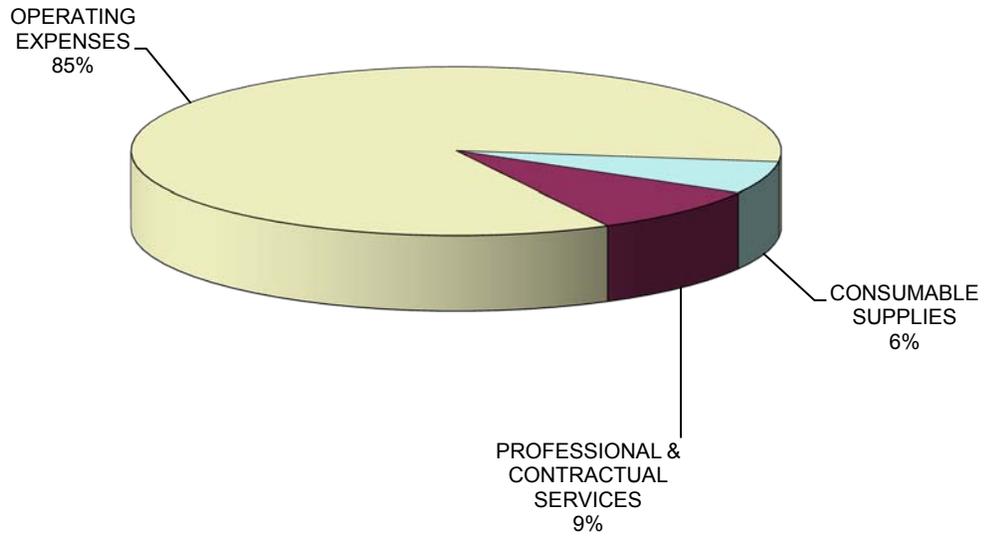
To provide superior building maintenance, janitorial services and utilities for the Town's municipal buildings.

Departmental Goal

The goal of Facilities Management is to provide maintenance services to all Town owned and operated facilities in an aesthetically pleasing and orderly manner, which instills employee pride and efficiency and improves public approval.

<i>Staff</i>	<i>2009-2010 Actual</i>	<i>2010-2011 Budget</i>	<i>2010-2011 Estimate</i>	<i>2011-2012 Adopted</i>
• FTE	N/A	N/A	N/A	N/A

**FACILITIES MANAGEMENT
FY 2011-12 ADOPTED
EXPENDITURES**



GENERAL FUND
FACILITIES MANAGEMENT

DESCRIPTION	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATE	2011-12 ADOPTED	2012-13 PROJECTED	2013-14 PROJECTED
PROFESSIONAL & CONTRACTUAL SERVICES	15,221	13,720	15,200	15,200	7,210	7,426	7,649
OPERATING EXPENSES	66,173	57,296	59,780	60,743	68,110	70,153	72,258
CONSUMABLE SUPPLIES	2,703	2,353	2,600	2,500	5,000	5,150	5,305
TOTAL BUDGET	\$ 84,097	\$ 73,369	\$ 77,580	\$ 78,443	\$ 80,320	\$ 82,729	\$ 85,212
PROFESSIONAL & CONTRACTUAL SERVICES							
Building Maintenance	7,111	5,675	7,000	7,000	7,210	7,426	7,649
Cleaning Services	8,110	8,045	8,200	8,200	-	-	-
TOTAL PROF & CONTRACT SERVICES	\$ 15,221	\$ 13,720	\$ 15,200	\$ 15,200	7,210	7,426	7,649
OPERATING EXPENSES							
Electricity	15,520	15,909	16,500	15,500	23,611	24,319	25,049
Water	756	655	900	900	-	-	-
Insurance	49,897	40,732	42,380	44,343	44,499	45,834	47,209
TOTAL OPERATING EXPENSES	\$ 66,173	\$ 57,296	\$ 59,780	\$ 60,743	68,110	70,153	72,258
CONSUMABLE SUPPLIES							
Maintenance Supplies	1,688	1,592	1,700	1,800	5,000	5,150	5,305
Vending Machine Supplies	1,015	761	900	700	-	-	-
TOTAL CONSUMABLE SUPPLIES	\$ 2,703	\$ 2,353	\$ 2,600	\$ 2,500	5,000	5,150	5,305
TOTAL EXPENDITURES	\$ 84,097	\$ 73,369	\$ 77,580	\$ 78,443	80,320	82,729	85,212

DEBT SERVICE FUND

The Interest and Sinking Fund is used for the accumulation of resources for payment of long-term debt principal and interest. The long-term debt is to finance major capital improvements including the construction of parks, streets, public facilities, and other general government projects. Resources included an applicable portion of the Ad Valorem Tax Levy and related interest income usable for debt service.

DEBT MANAGEMENT SUMMARY

- A. **Debt Issuance.** The Town issues debt only for the purpose of acquiring or constructing capital assets for the general benefit of its citizens and to allow it to fulfill its various missions as a town. Debt may be issued for the purposes of purchasing land or rights-of-way and/or improvements to land, for construction projects to provide for the general good, or for capital equipment.
- B. **Types of Debt.**
1. **General Obligation Bonds (GOs).** General obligation bonds are used to fund capital assets of the general government, are not to be used to fund operating needs of the Town, and are backed by the full faith and credit of the Town, as well as, the ad valorem tax authority of the Town. General obligation bonds must be authorized by a vote of the citizens of the Town of Trophy Club.
 2. **Certificates of Obligation (COs).** Certificates of obligation are used to finance permanent improvements and land acquisition, the need for which arises between bond elections. In addition, they may also be used to finance costs associated with capital project overruns or to acquire equipment. Debt service for COs may be from general tax revenues under certain circumstances as defined by law. They may also be backed by a specific revenue stream(s) or by a combination of tax revenues and specific revenue streams.
 3. **Method of Sale.** The Town uses a competitive bidding process in the sale of bonds unless the nature of the issue warrants a negotiated bid. In situations where a competitive bidding process is not elected, the Town will present the reasons why, and the Town will actively participate with the financial advisor in the selection of the underwriter or direct purchaser.
 4. **Bidding Parameters.** The notice of sale will be carefully constructed so as to ensure the best possible bid for the Town, in light of the existing market conditions and other prevailing factors. Parameters to be examined included:
 - Limits between lowest and highest coupons
 - Coupon requirements relative to the yield curve
 - Method of underwriter compensation, discount or premium coupons
 - Use of true interest cost (TIC) versus net interest cost (NIC)
 - Use of bond insurance
 - Deep discount bonds
 - Variable rate bonds
 - Call provisions
- C. **Analysis of Financing 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: 1) grants in aid, 2) use of reserves, 3) use of current revenues, 4) contributions from other developers and others, 5) leases, and 6) impact fees.

- D. **Disclosure.** Full disclosure of operations will be made to the bond rating agencies and other depositories of financial information as required by the Security and Exchange Commission (SEC) Rule 15c2-12, specifically, Texas Municipal Advisory Council (State Information Depository).
- E. **Rating Agency Communication.** The Town management will seek to maintain and improve its current bond rating so its borrowing costs are reduced to a minimum and its access to credit preserved. The Town management, with the assistance of financial advisors and bond counsel, will prepare the necessary materials for presentation to the rating agencies, will aid in the production of Official Statements, and will take responsibility for the accuracy of all financial information released.
- F. **Federal Requirements.** The Town will maintain procedures to comply with arbitrage rebate and other federal requirements.
- G. **Debt Limit.** The State of Texas limits the ad valorem tax rate to \$2.50 per \$100 valuation. The Town of Trophy Club's proposed rate of \$0.53 per \$100 valuation falls well below this limit.
- H. **Bond Rating.** The Town of Trophy Club's went through a bond rating process in May 2010. Moody's Investor Service upgraded the Town from an A2 to Aa3, and Standard and Poors' gave the Town a AA rating as their initial rating. The Town's bond rating directly affects the cost of debt. The Town's policies are focused on issues which maintain high bond ratings and keep debt costs reasonable.

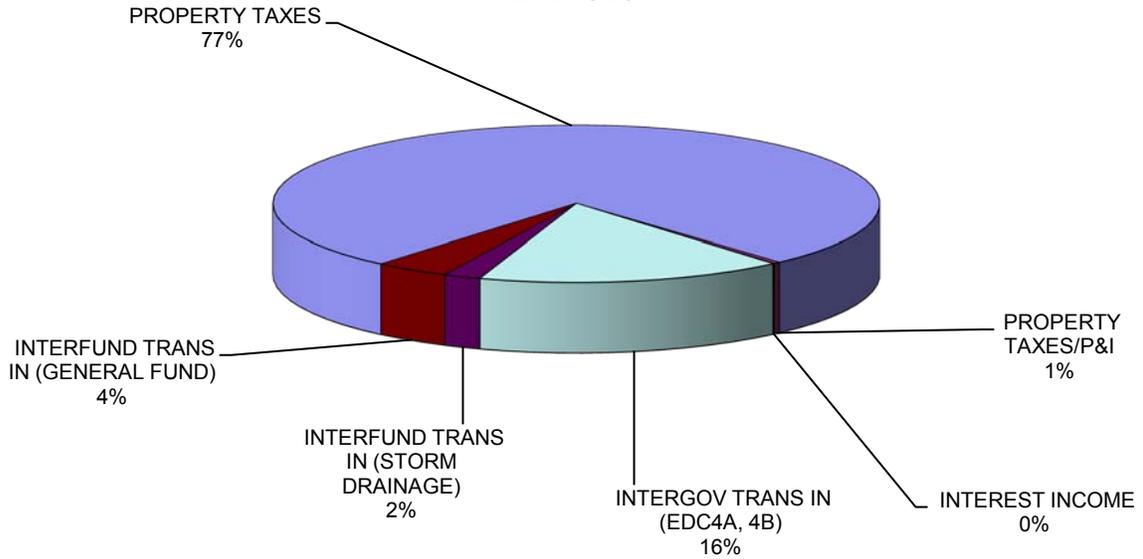
**ESTIMATED AD VALOREM TAX COLLECTIONS AND DISTRIBUTION
2011-12**

Net Assessed Valuation for 2011	\$ 828,422,663
Debt Service Tax Rate Per \$100 Valuation	x 0.115193
	\$ 952,578
Proration of Taxes for Frozen Property	\$ 101,483
	\$ 1,054,064
Estimated Collection Rate	100%
Total Revenue	\$ 1,054,064

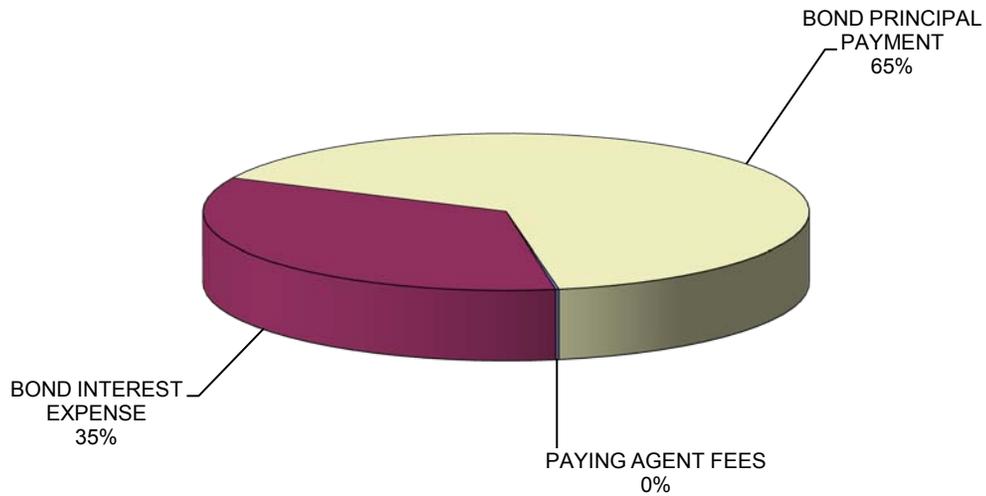
TAX RATE PER \$100 VALUATION

DISTRIBUTION	2009-10	2010-11	2011-12	2011-12 REVENUE	PERCENT
General Fund Operations & Maintenance	0.38838	0.39722	0.4150130	\$ 3,804,333	78.30%
Interest and Sinking Fund	0.08162	0.11778	0.1149870	\$ 1,054,064	21.70%
TOTAL	0.47000	0.51500	0.53000	\$ 4,858,397	100.00%

**DEBT SERVICE FUND
FY 2011-12 ADOPTED
REVENUES**



**DEBT SERVICE FUND
FY 2011-12 ADOPTED
EXPENDITURES**



DEBT SERVICE FUND

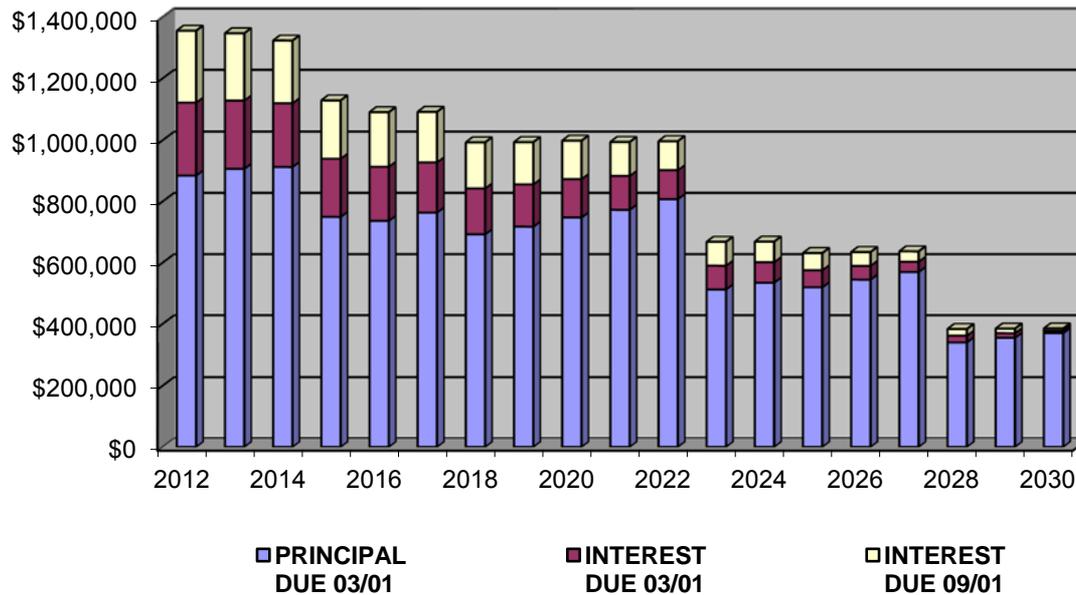
DESCRIPTION	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATE	2011-12 ADOPTED	2012-13 PROJECTED	2013-14 PROJECTED
REVENUES	815,971	931,484	1,392,330	1,356,305	1,364,499	1,394,749	1,400,281
EXPENDITURES	904,918	911,721	1,392,330	1,356,305	1,358,316	1,350,009	1,326,240
TOTAL EXCESS/(DEFICIT) \$	(88,947) \$	19,762 \$	- \$	- \$	6,183 \$	44,740 \$	74,041 \$
REVENUES							
Property Taxes	639,580	670,024	998,794	1,004,939	1,054,064	1,085,686	1,118,257
Property Taxes/P & I	5,268	5,742	4,840	8,348	5,000	5,000	5,000
Contribution From PID	-	-	-	-	-	-	-
Interest Income	2,841	6,471	1,000	629	1,000	1,000	1,000
Prior Year Reserves	-	-	51,305	5,997	-	-	-
Intergov Trans In (EDC4A, 4B)	157,183	161,230	220,557	220,557	222,922	223,437	217,945
Interfund Trans In (Capital)	9,792	-	-	-	-	-	-
Interfund Trans In (Storm Drainage)	-	64,836	64,204	64,204	27,244	27,040	26,806
Interfund Trans In (General Fund)	-	23,180	51,630	51,630	54,268	52,586	31,272
Recovery of Prior Year Expense	1,307	-	-	-	-	-	-
TOTAL REVENUES	\$ 815,971	\$ 931,484	1,392,330	\$ 1,356,305	\$ 1,364,499	\$ 1,394,749	\$ 1,400,281
EXPENDITURES							
Paying Agent Fees	2,000	2,016	3,500	3,500	2,300	2,300	2,300
Bond Interest Expense	387,918	369,706	585,830	549,805	471,016	440,709	410,940
Bond Principal Payment	515,000	540,000	803,000	803,000	885,000	907,000	913,000
TOTAL EXPENDITURES	\$ 904,918	\$ 911,721	1,392,330	\$ 1,356,305	\$ 1,358,316	\$ 1,350,009	\$ 1,326,240

TOWN OF TROPHY CLUB

ANNUAL PRINCIPAL & INTEREST REQUIREMENT - ALL ISSUES

FISCAL YEAR	PRINCIPAL DUE 03/01	INTEREST DUE 03/01	INTEREST DUE 09/01	TOWN TOTAL
2012	885,000.00	236,186.37	234,830.10	1,356,016.47
2013	907,000.00	221,108.14	219,600.69	1,347,708.83
2014	913,000.00	206,143.54	204,796.02	1,323,939.56
2015	750,000.00	190,005.94	188,356.60	1,128,362.54
2016	737,000.00	176,929.53	175,833.44	1,089,762.97
2017	764,000.00	164,030.48	162,883.27	1,090,913.75
2018	693,000.00	150,141.37	150,233.60	993,374.97
2019	718,000.00	137,998.27	138,077.44	994,075.71
2020	748,000.00	125,394.70	125,438.77	998,833.47
2021	773,000.00	110,747.06	110,800.10	994,547.16
2022	808,000.00	94,600.21	94,640.19	997,240.40
2023	513,000.00	77,628.35	77,655.27	668,283.62
2024	535,000.00	66,988.62	66,997.85	668,986.47
2025	520,000.00	55,825.63	55,825.63	631,651.26
2026	545,000.00	45,013.13	45,013.13	635,026.26
2027	570,000.00	33,643.13	33,643.13	637,286.26
2028	340,000.00	21,753.13	21,753.13	383,506.26
2029	355,000.00	14,953.13	14,953.13	384,906.26
2030	370,000.00	7,631.25	7,631.25	385,262.50
\$	12,444,000.00	\$ 2,136,721.98	\$ 2,128,962.74	\$ 16,709,684.72

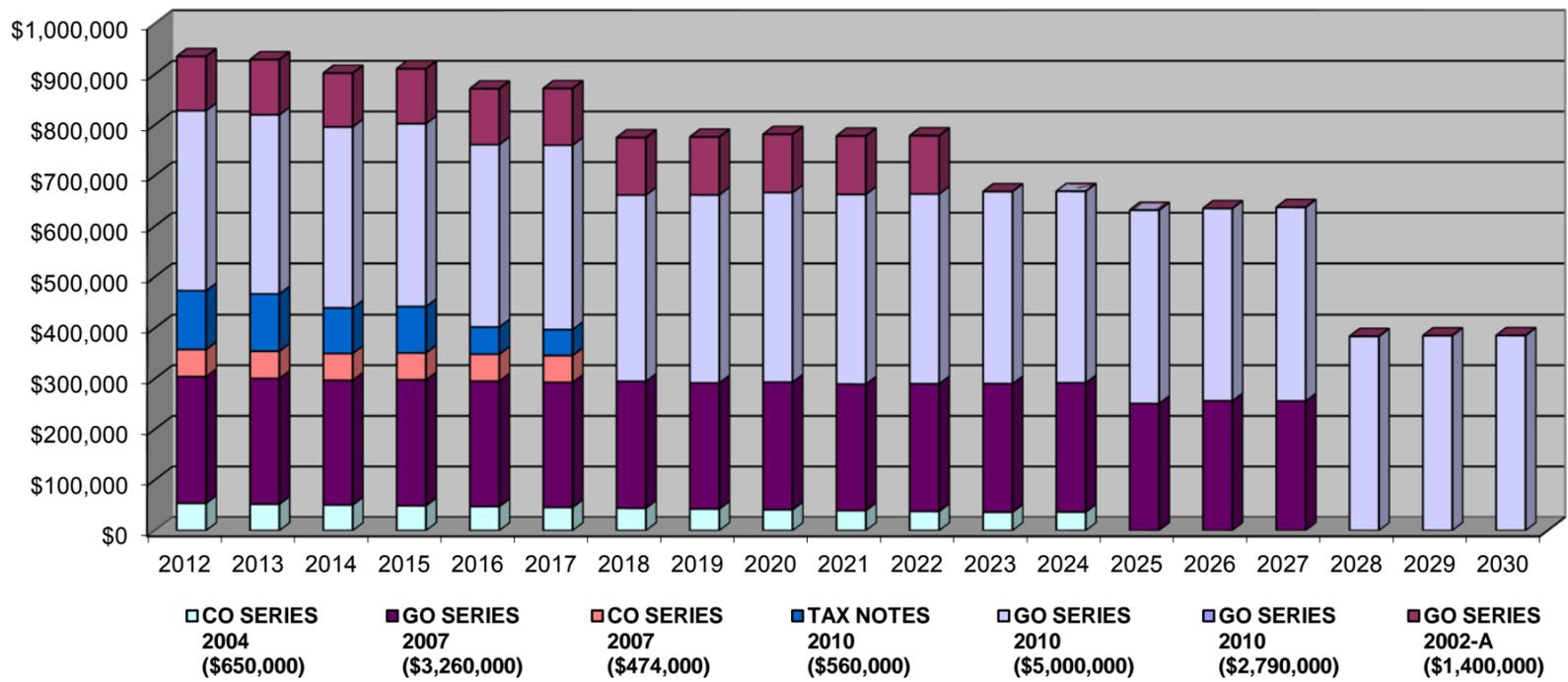
Debt Payments by Year



TOWN OF TROPHY CLUB

ANNUAL DEBT SERVICE REQUIREMENTS - BY ISSUE

FISCAL YEAR	GO SERIES 2002-A (\$1,400,000)	CO SERIES 2004 (\$650,000)	GO SERIES 2007 (\$3,260,000)	CO SERIES 2007 (\$474,000)	TAX NOTES 2010 (\$560,000)	GO SERIES 2010 (\$5,000,000)	GO SERIES 2010 (\$2,790,000)	TOWN TOTAL
2012	107,132.50	53,813.71	250,087.50	53,676.00	116,200.50	354,356.26	420,750.00	1,356,016.47
2013	109,045.00	52,167.57	248,212.50	53,912.00	113,065.50	352,556.26	418,750.00	1,347,708.83
2014	106,245.00	50,578.30	246,062.50	53,064.00	89,908.50	356,431.26	421,650.00	1,323,939.56
2015	108,445.00	48,989.03	248,637.50	53,174.00	91,635.75	359,956.26	217,525.00	1,128,362.54
2016	110,370.00	47,439.21	247,692.50	53,200.00	53,680.00	359,106.26	218,275.00	1,089,762.97
2017	112,010.00	45,810.49	246,692.50	53,142.00	51,252.50	363,106.26	218,900.00	1,090,913.75
2018	113,355.00	44,221.21	250,492.50	-	-	366,806.26	218,500.00	993,374.97
2019	114,395.00	42,631.95	248,892.50	-	-	370,206.26	217,950.00	994,075.71
2020	115,120.00	41,064.71	252,092.50	-	-	373,306.26	217,250.00	998,833.47
2021	115,320.00	39,453.40	249,667.50	-	-	373,706.26	216,400.00	994,547.16
2022	115,280.00	37,864.14	251,990.00	-	-	373,706.26	218,400.00	997,240.40
2023	-	36,274.86	253,702.50	-	-	378,306.26	-	668,283.62
2024	-	36,690.21	254,990.00	-	-	377,306.26	-	668,986.47
2025	-	-	250,745.00	-	-	380,906.26	-	631,651.26
2026	-	-	256,120.00	-	-	378,906.26	-	635,026.26
2027	-	-	255,780.00	-	-	381,506.26	-	637,286.26
2028	-	-	-	-	-	383,506.26	-	383,506.26
2029	-	-	-	-	-	384,906.26	-	384,906.26
2030	-	-	-	-	-	385,262.50	-	385,262.50
	\$ 1,226,717.50	\$ 576,998.79	\$ 4,011,857.50	\$ 320,168.00	\$ 515,742.75	\$ 7,053,850.18	\$ 3,004,350.00	\$ 16,709,684.72



TOWN OF TROPHY CLUB

**GENERAL OBLIGATION BONDS - SERIES 2002-A
(\$1,400,000)**

FISCAL YEAR	PRINCIPAL DUE 09/01	INTEREST DUE 03/01	INTEREST DUE 09/01	TOWN TOTAL
2012	65,000.00	21,066.25	21,066.25	107,132.50
2013	70,000.00	19,522.50	19,522.50	109,045.00
2014	70,000.00	18,122.50	18,122.50	106,245.00
2015	75,000.00	16,722.50	16,722.50	108,445.00
2016	80,000.00	15,185.00	15,185.00	110,370.00
2017	85,000.00	13,505.00	13,505.00	112,010.00
2018	90,000.00	11,677.50	11,677.50	113,355.00
2019	95,000.00	9,697.50	9,697.50	114,395.00
2020	100,000.00	7,560.00	7,560.00	115,120.00
2021	105,000.00	5,160.00	5,160.00	115,320.00
2022	110,000.00	2,640.00	2,640.00	115,280.00
\$	945,000.00	\$ 140,858.75	\$ 140,858.75	\$ 1,226,717.50

**CERTIFICATE OF OBLIGATION BONDS - SERIES 2004
(\$650,000)**

FISCAL YEAR	PRINCIPAL DUE 09/01	INTEREST DUE 03/01	INTEREST DUE 09/01	TOWN TOTAL
2012	33,000.00	10,349.99	10,463.72	53,813.71
2013	33,000.00	9,505.01	9,662.56	52,167.57
2014	33,000.00	8,716.91	8,861.39	50,578.30
2015	33,000.00	7,928.81	8,060.22	48,989.03
2016	33,000.00	7,180.15	7,259.06	47,439.21
2017	33,000.00	6,352.60	6,457.89	45,810.49
2018	33,000.00	5,564.49	5,656.72	44,221.21
2019	33,000.00	4,776.39	4,855.56	42,631.95
2020	33,000.00	4,010.32	4,054.39	41,064.71
2021	33,000.00	3,200.18	3,253.22	39,453.40
2022	33,000.00	2,412.08	2,452.06	37,864.14
2023	33,000.00	1,623.97	1,650.89	36,274.86
2024	35,000.00	840.49	849.72	36,690.21
\$	431,000.00	\$ 72,461.39	\$ 73,537.40	\$ 576,998.79

**GENERAL OBLIGATION BONDS - SERIES 2007
(\$3,260,000)**

FISCAL YEAR	PRINCIPAL DUE 09/01	INTEREST DUE 03/01	INTEREST DUE 09/01	TOWN TOTAL
2012	125,000.00	62,543.75	62,543.75	250,087.50
2013	130,000.00	59,106.25	59,106.25	248,212.50
2014	135,000.00	55,531.25	55,531.25	246,062.50
2015	145,000.00	51,818.75	51,818.75	248,637.50
2016	150,000.00	48,846.25	48,846.25	247,692.50
2017	155,000.00	45,846.25	45,846.25	246,692.50
2018	165,000.00	42,746.25	42,746.25	250,492.50
2019	170,000.00	39,446.25	39,446.25	248,892.50
2020	180,000.00	36,046.25	36,046.25	252,092.50
2021	185,000.00	32,333.75	32,333.75	249,667.50
2022	195,000.00	28,495.00	28,495.00	251,990.00
2023	205,000.00	24,351.25	24,351.25	253,702.50
2024	215,000.00	19,995.00	19,995.00	254,990.00
2025	220,000.00	15,372.50	15,372.50	250,745.00
2026	235,000.00	10,560.00	10,560.00	256,120.00
2027	245,000.00	5,390.00	5,390.00	255,780.00
\$	2,855,000.00	\$ 578,428.75	\$ 578,428.75	\$ 4,011,857.50

TOWN OF TROPHY CLUB

**CERTIFICATE OF OBLIGATION BONDS - SERIES 2007
(\$474,000)**

FISCAL YEAR	PRINCIPAL DUE 09/01	INTEREST DUE 03/01	INTEREST DUE 09/01	TOWN TOTAL
2012	42,000.00	5,838.00	5,838.00	53,676.00
2013	44,000.00	4,956.00	4,956.00	53,912.00
2014	45,000.00	4,032.00	4,032.00	53,064.00
2015	47,000.00	3,087.00	3,087.00	53,174.00
2016	49,000.00	2,100.00	2,100.00	53,200.00
2017	51,000.00	1,071.00	1,071.00	53,142.00
	\$ 278,000.00	\$ 21,084.00	\$ 21,084.00	\$ 320,168.00

**TAX NOTES - SERIES 2010
(\$560,000)**

FISCAL YEAR	PRINCIPAL DUE 03/01	INTEREST DUE 03/01	INTEREST DUE 09/01	TOWN TOTAL
2012	100,000.00	8,835.25	7,365.25	116,200.50
2013	100,000.00	7,365.25	5,700.25	113,065.50
2014	80,000.00	5,700.25	4,208.25	89,908.50
2015	85,000.00	4,208.25	2,427.50	91,635.75
2016	50,000.00	2,427.50	1,252.50	53,680.00
2017	50,000.00	1,252.50	-	51,252.50
	\$ 465,000.00	\$ 29,789.00	\$ 20,953.75	\$ 515,742.75

**GENERAL OBLIGATION BONDS - SERIES 2010
(\$5,000,000)**

FISCAL YEAR	PRINCIPAL DUE 09/01	INTEREST DUE 03/01	INTEREST DUE 09/01	TOWN TOTAL
2012	170,000.00	92,178.13	92,178.13	354,356.26
2013	175,000.00	88,778.13	88,778.13	352,556.26
2014	185,000.00	85,715.63	85,715.63	356,431.26
2015	195,000.00	82,478.13	82,478.13	359,956.26
2016	200,000.00	79,553.13	79,553.13	359,106.26
2017	210,000.00	76,553.13	76,553.13	363,106.26
2018	220,000.00	73,403.13	73,403.13	366,806.26
2019	230,000.00	70,103.13	70,103.13	370,206.26
2020	240,000.00	66,653.13	66,653.13	373,306.26
2021	250,000.00	61,853.13	61,853.13	373,706.26
2022	260,000.00	56,853.13	56,853.13	373,706.26
2023	275,000.00	51,653.13	51,653.13	378,306.26
2024	285,000.00	46,153.13	46,153.13	377,306.26
2025	300,000.00	40,453.13	40,453.13	380,906.26
2026	310,000.00	34,453.13	34,453.13	378,906.26
2027	325,000.00	28,253.13	28,253.13	381,506.26
2028	340,000.00	21,753.13	21,753.13	383,506.26
2029	355,000.00	14,953.13	14,953.13	384,906.26
2030	370,000.00	7,631.25	7,631.25	385,262.50
	\$ 4,895,000.00	\$ 1,079,425.09	\$ 1,079,425.09	\$ 7,053,850.18

**GENERAL OBLIGATION REFUNDING BONDS - SERIES 2010
(\$2,790,000)**

FISCAL YEAR	PRINCIPAL DUE 03/01	INTEREST DUE 03/01	INTEREST DUE 09/01	TOWN TOTAL
2012	350,000.00	35,375.00	35,375.00	420,750.00
2013	355,000.00	31,875.00	31,875.00	418,750.00
2014	365,000.00	28,325.00	28,325.00	421,650.00
2015	170,000.00	23,762.50	23,762.50	217,525.00
2016	175,000.00	21,637.50	21,637.50	218,275.00
2017	180,000.00	19,450.00	19,450.00	218,900.00
2018	185,000.00	16,750.00	16,750.00	218,500.00
2019	190,000.00	13,975.00	13,975.00	217,950.00
2020	195,000.00	11,125.00	11,125.00	217,250.00
2021	200,000.00	8,200.00	8,200.00	216,400.00
2022	210,000.00	4,200.00	4,200.00	218,400.00
	\$ 2,575,000.00	\$ 214,675.00	\$ 214,675.00	\$ 3,004,350.00



TROPHY CLUB PARK FUND
TROPHY CLUB PARK

Mission

To provide the facilities and programs that meet the recreational needs of Trophy Club as it develops; to preserve open space for the enjoyment of all visitors; and to provide specific areas for environmental education.

Departmental Goal

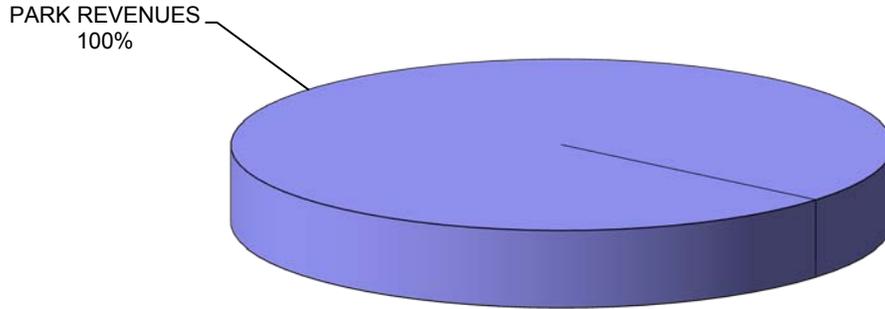
The Trophy Club Park Fund is aimed toward ensuring that all current Trophy Club Park facilities and programs are maintained and operated at a standard of excellence. To this end, the Fund is also intended to explore and create new facilities and programs that allow Trophy Club residents to utilize the park resources to the fullest extent possible.

	<i>2009-2010</i>	<i>2010-2011</i>	<i>2010-2011</i>	<i>2011-2012</i>
<i>Workload Measures</i>	<i>Actual</i>	<i>Budget</i>	<i>Estimate</i>	<i>Adopted</i>
• Motorized trails maintained (miles)	9	9	9	9
• Non-Motorized trails maintained (miles)	3	5	3	4
• Park attendant monitoring (hours per week)	32	32	32	32

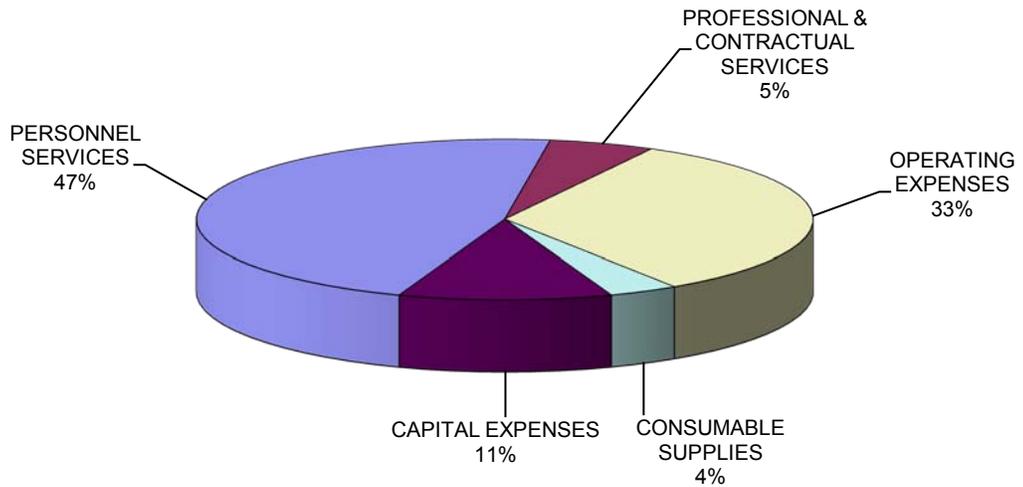
	<i>2009-2010</i>	<i>2010-2011</i>	<i>2010-2011</i>	<i>2011-2012</i>
<i>Productivity Measures</i>	<i>Actual</i>	<i>Budget</i>	<i>Estimate</i>	<i>Adopted</i>
• Special Events at park	6	8	6	6
• Classes offered at park	2	4	2	4

	<i>2009-2010</i>	<i>2010-2011</i>	<i>2010-2011</i>	<i>2011-2012</i>
<i>Staff</i>	<i>Actual</i>	<i>Budget</i>	<i>Estimate</i>	<i>Adopted</i>
• FTE	1.40	1.40	1.40	1.40

**TROPHY CLUB PARK FUND
FY 2011-12 ADOPTED
REVENUES**



**TROPHY CLUB PARK FUND
FY 2011-12 ADOPTED
EXPENDITURES**



TROPHY CLUB PARK FUND

DESCRIPTION	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATE	2011-12 ADOPTED	2012-13 PROJECTED	2013-14 PROJECTED
REVENUES	\$ 128,517	\$ 77,594	\$ 126,000	\$ 116,355	\$ 120,000	\$ 135,000	\$ 135,000
PERSONNEL SERVICES	43,254	38,252	54,995	45,705	54,507	56,585	58,742
PROFESSIONAL & CONTRACTUAL SERVICES	21,180	24,937	22,422	22,312	6,453	6,710	6,981
OPERATING EXPENSES	35,930	35,141	44,846	42,200	38,246	40,346	42,032
CONSUMABLE SUPPLIES	2,269	1,875	3,737	2,826	4,237	3,853	3,973
CAPITAL	0	0	0	0	13,000	0	0
TOTAL EXPENDITURES	\$ 102,633	\$ 100,205	\$ 126,000	\$ 113,043	\$ 116,443	\$ 107,493	\$ 111,728
TOTAL EXCESS/(DEFICIT)	\$ 25,884	\$ (22,610)	\$ -	\$ 3,312	\$ 3,557	\$ 27,507	\$ 23,272
REVENUES							
Park Revenues	126,511	76,538	126,000	115,000	120,000	135,000	135,000
Loan Proceeds	-	-	-	-	-	-	-
Interest Income	6	3	-	-	-	-	-
Intergov Trans In (EDC/MUD)	-	-	-	-	-	-	-
Miscellaneous Revenue	2,000	-	-	-	-	-	-
Recovery of Prior Year Expense	-	1,054	-	1,355	-	-	-
TOTAL REVENUES	\$ 128,517	\$ 77,594	\$ 126,000	\$ 116,355	\$ 120,000	\$ 135,000	\$ 135,000
PERSONNEL SERVICES							
Salaries & Wages	35,120	29,695	44,238	35,000	44,453	46,231	48,080
Overtime	-	-	-	-	-	-	-
Longevity	-	64	-	-	-	-	-
Certification	-	-	-	-	-	-	-
Retirement	2,044	2,372	2,885	2,885	2,947	3,035	3,126
Medical Insurance	2,161	1,779	2,390	2,390	2,131	2,195	2,261
Dental Insurance	111	103	323	323	-	-	-
Vision Insurance	29	20	24	24	-	-	-
Life Insurance & Other	112	102	319	319	328	338	348
Social Security Taxes	2,058	1,920	2,743	2,743	2,624	2,703	2,784
Medicare Taxes	481	449	641	641	614	632	651
Unemployment Taxes	127	435	265	265	265	273	281
Worker's Compensation	844	1,181	1,097	1,097	1,075	1,107	1,140
Pre-Employment Physicals/Testing	167	131	70	18	70	70	70
TOTAL PERSONNEL SERVICES	\$ 43,254	\$ 38,252	\$ 54,995	\$ 45,705	\$ 54,507	\$ 56,585	\$ 58,742
PROFESSIONAL & CONTRACTUAL SERVICES							
Park Administration	10,000	10,000	10,000	10,000	-	-	-
Police and EMS Services	5,000	5,000	5,000	5,000	-	-	-
Software & Support	-	3,247	-	1,386	-	-	-
Auditing	-	972	1,000	-	-	-	-
Equipment Maintenance	1,028	2,705	750	750	788	827	868
Trash Removal/Recycling	-	-	-	-	-	-	-
Professional Outside Services	-	28	500	176	525	551	579
Collection Fees	-	-	1,300	-	1,300	1,300	1,300
Portable Toilets	5,152	2,985	3,872	5,000	3,840	4,032	4,234
TOTAL PROF & CONTRACTUAL SERVICES	\$ 21,180	\$ 24,937	\$ 22,422	\$ 22,312	\$ 6,453	\$ 6,710	\$ 6,981
OPERATING EXPENSES							
Telephone	475	548	450	635	464	477	492
Communications/Pagers/Mobiles	1,747	1,768	2,527	1,800	2,578	2,629	2,682
Postage	-	-	-	22	-	-	-
Electricity	1,655	2,738	3,466	2,000	3,400	3,468	3,537
Water	1,363	1,347	3,000	2,700	3,000	3,150	3,308
Service Charges & Fees	1	1,521	1,500	2,748	1,575	1,654	1,736
Insurance	5,000	5,000	5,000	-	-	-	-
Dues & Memberships	-	-	340	-	340	340	340
Schools & Training	1,575	55	1,100	350	1,100	1,100	1,100
Travel & Per Diem	1,417	-	1,330	220	840	1,330	1,330
Advertising	258	-	2,000	3,740	2,100	2,205	2,315
Miscellaneous Expenses	684	352	350	355	350	368	386
Community Events	2,675	3,090	3,100	3,630	3,300	3,465	3,638
Property Maintenance	19,080	18,418	20,683	24,000	19,200	20,160	21,168
Furniture/Equipment < \$5000	-	303	-	-	-	-	-
TOTAL OPERATING EXPENSES	\$ 35,930	\$ 35,141	\$ 44,846	\$ 42,200	\$ 38,246	\$ 40,346	\$ 42,032
CONSUMABLE SUPPLIES							
Fuel	81	225	500	270	500	525	551
Uniforms	10	110	815	381	815	839	865
Small Tools	1,270	-	1,000	1,250	1,500	1,000	1,000
Office Supplies	204	1,337	247	500	247	254	262
Maintenance Supplies	78	203	425	425	425	446	469
Printing	626	-	750	-	750	788	827
TOTAL CONSUMABLE SUPPLIES	\$ 2,269	\$ 1,875	\$ 3,737	\$ 2,826	\$ 4,237	\$ 3,853	\$ 3,973
CAPITAL EXPENSES							
Park Improvement	-	-	-	-	13,000	-	-
Grant Match	-	-	-	-	-	-	-
TOTAL CAPITAL EXPENSES	\$ -	\$ -	\$ -	\$ -	\$ 13,000	\$ -	\$ -
*Regular Full-Time Equivalents	2.65						
* Includes part-time staff.							



STREET MAINTENANCE SALES TAX FUND

Mission

To provide a safe, clean, and well-maintained roadway system to the residents of Trophy Club.

Strategic Business Plan *

Goal 1- Provide well-maintained streets

- Concrete street repairs
- Street, curb, and gutter sweeping
- Emergency response
- Signs and markings
- New construction

Goal 2- Provide timely & knowledgeable response to resident issues

- Responsive
- Friendly
- Customer service

Goal 3- Establish 5 year plan for street maintenance

- Identify and rank streets in need of maintenance

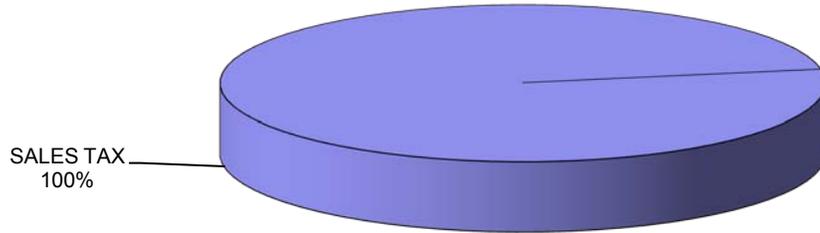
Goal 4- Provide support for other Town Departments and MUD 1

- Parks
- Police Department
- MUD 1

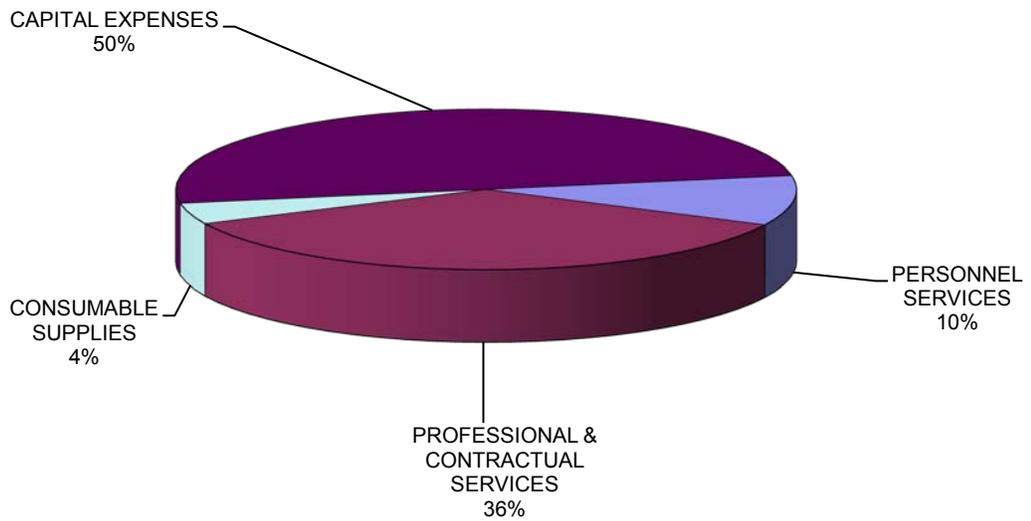
	2009-2010	2010-2011	2010-2011	2011-2012
	Actual	Budget	Estimate	Adopted
<i>Workload Measures *</i>				
• Street, curb, and gutter sweeping (curb miles)	60	65	72	77
• Concrete placed/poured (cubic yards)	425	550	304	550
• Striping (linear feet)	43,573	43,573	4,306	32,679
<i>Productivity Measures *</i>				
• Respond to calls in under 4 business hours	N/A	90%	100%	100%
• Ratio of lane miles of street maintained per employee	N/A	24.17:1	27.88:1	27.88:1
<i>Staff</i>				
• FTE	0.63	0.63	0.63	0.63

* The General Fund Street Department and Street Maintenance Sales Tax Fund each reflect a portion of the total funding of the Town's street maintenance program. The Strategic Business Plan goals, as well as, the workload and productivity measures enumerated above relate to the overall street maintenance efforts.

**STREET MAINTENANCE SALES TAX FUND
FY 2011-12 ADOPTED
REVENUES**



**STREET MAINTENANCE SALES TAX FUND
FY 2011-12 ADOPTED
EXPENDITURES**



STREET MAINTENANCE SALES TAX FUND

DESCRIPTION	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATE	2011-12 ADOPTED	2012-13 PROJECTED	2013-14 PROJECTED
REVENUES \$	-	\$ 132,420	\$ 126,273	\$ 126,273	\$ 140,656	\$ 151,359	\$ 155,899
PERSONNEL SERVICES	-	29,780	29,213	29,213	28,348	29,194	30,069
OPERATING EXPENSES	-	64,659	97,060	93,000	100,357	103,271	10,609
CONSUMABLE SUPPLIES	-	-	-	1,781	-	-	-
CAPITAL EXPENSES	-	-	-	-	11,951	-	-
TOTAL EXPENDITURES \$	-	\$ 94,439	\$ 126,273	\$ 123,994	\$ 140,656	\$ 132,465	\$ 40,678
TOTAL EXCESS/(DEFICIT) \$	-	\$ 37,981	\$ -	\$ 2,279	\$ -	\$ 18,894	\$ 115,221
REVENUES							
Sales Tax	-	132,420	126,273	126,273	140,656	151,359	155,899
TOTAL REVENUES	\$ -	\$ 132,420	\$ 126,273	\$ 126,273	\$ 140,656	\$ 151,359	\$ 155,899
EXPENDITURES							
PERSONNEL SERVICES							
Salaries & Wages	-	20,014	17,790	17,790	19,316	19,895	20,492
Overtime	-	-	-	-	-	-	-
Longevity	-	-	-	-	160	160	165
Retirement	-	2,290	2,491	2,491	2,727	2,809	2,893
Medical Insurance	-	3,340	6,147	6,147	3,470	3,574	3,681
Dental Insurance	-	194	323	323	-	-	-
Vision Insurance	-	37	56	56	-	-	-
Life Insurance & Other	-	126	129	129	142	146	151
Social Security Taxes	-	1,092	772	772	992	1,022	1,052
Medicare Taxes	-	255	181	181	232	239	246
Unemployment Taxes	-	42	118	118	118	122	125
Workman's Compensation	-	2,390	1,206	1,206	1,191	1,227	1,264
TOTAL PERSONNEL SERVICES	\$ -	\$ 29,780	\$ 29,213	\$ 29,213	\$ 28,348	\$ 29,194	\$ 30,069
OPERATING EXPENSES							
Street Maintenance	-	53,906	87,060	83,000	90,357	92,971	-
Signs and Markings	-	10,753	10,000	10,000	10,000	10,300	10,609
TOTAL OPERATING EXPENSES	\$ -	\$ 64,659	\$ 97,060	\$ 93,000	\$ 100,357	\$ 103,271	\$ 10,609
CONSUMABLE SUPPLIES							
Fuel & Lube	-	-	-	1,781	-	-	-
TOTAL CONSUMABLE SUPPLIES	\$ -	\$ -	\$ -	\$ 1,781	\$ -	\$ -	\$ -
CAPITAL EXPENSES							
Capital Replacement	-	-	-	-	11,951	-	-
TOTAL CAPITAL EXPENSES	\$ -	\$ -	\$ -	\$ -	\$ 11,951	\$ -	\$ -
Regular Full-Time Equivalents	0.63						



STORM DRAINAGE UTILITY FUND

Mission

To provide a safe, clean, and well-maintained storm drainage system to the residents of Trophy Club.

Strategic Business Plan *

Goal 1- Provide well-maintained Storm Drainage System

- Inlet & structure inspection, cleaning, and repair
- Street, curb, and gutter sweeping
- Emergency response
- Signs and markings
- New construction

Goal 2- Provide timely & knowledgeable response to resident issues

- Responsive
- Friendly
- Customer service

Goal 3- Establish 5 year CIP plan for Storm Drainage

- Identify and rank drainage needs

Goal 4- Provide support for other Town Departments and MUD 1

- Parks
- Police Department
- MUD

<i>Workload Measures *</i>	<i>2009-2010 Actual</i>	<i>2010-2011 Budget</i>	<i>2010-2011 Estimate</i>	<i>2011-2012 Adopted</i>
• Storm Drain Structure Inspection & Cleaning	1024	1024	1024	1106
• Storm Drain System Repairs	52	50	36	40
• Street, Curb, and Gutter Sweeping (curb miles)	60	65	72	77

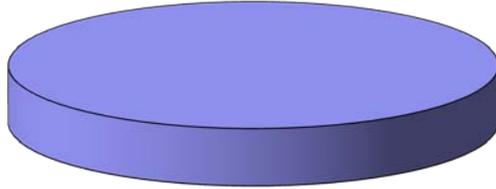
<i>Productivity Measures *</i>	<i>2009-2010 Actual</i>	<i>2010-2011 Budget</i>	<i>2010-2011 Estimate</i>	<i>2011-2012 Adopted</i>
• Response to calls in under 4 business hours	100%	100%	100%	100%

<i>Staff</i>	<i>2009-2010 Actual</i>	<i>2010-2011 Budget</i>	<i>2010-2011 Estimate</i>	<i>2011-2012 Adopted</i>
• FTE	0.33	0.33	0.33	0.33

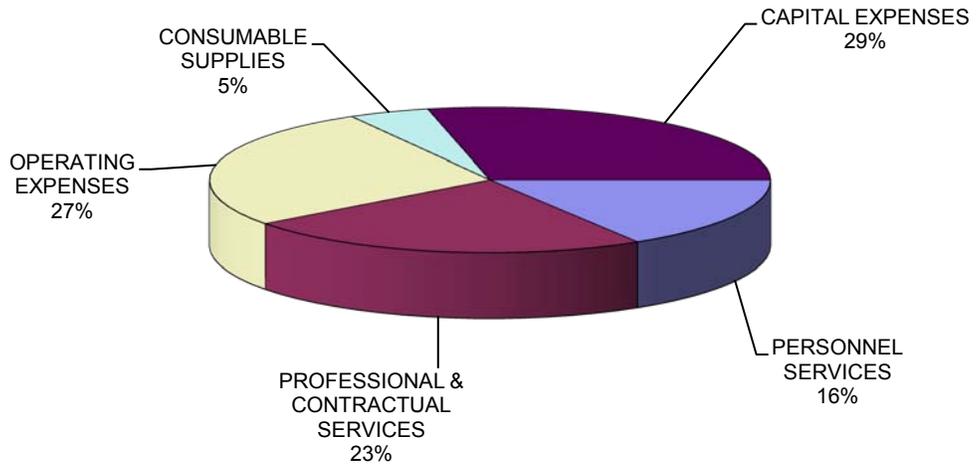
* The General Fund Street Department and Storm Drainage Utility Fund each reflect a portion of the total funding of the Town's storm drainage program. The Strategic Business Plan goals, as well as, the workload and productivity measures enumerated above relate to the Town's overall storm drainage efforts.

**STORM DRAINAGE UTILITY FUND
FY 2011-12 ADOPTED
REVENUES**

STORM DRAINAGE
FEE REVENUE, 100%



**STORM DRAINAGE UTILITY FUND
FY 2011-12 ADOPTED
EXPENDITURES**



STORM DRAINAGE UTILITY FUND

DESCRIPTION	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATE	2011-12 ADOPTED	2012-13 PROJECTED	2013-14 PROJECTED
REVENUES	\$ -	\$ 128,880	\$ 248,000	\$ 248,000	\$ 130,000	\$ 130,000	\$ 130,000
PERSONNEL SERVICES	-	21,327	20,660	20,660	21,075	21,856	22,667
PROFESSIONAL & CONTRACTUAL SERVICES	-	22,679	30,400	18,700	30,583	31,500	32,446
OPERATING EXPENSES	-	68,791	71,754	70,848	35,149	35,182	35,192
CONSUMABLE SUPPLIES	-	4,127	7,186	2,240	6,055	6,237	6,424
CAPITAL	-	-	118,000	118,000	37,138	-	-
TOTAL EXPENDITURES	\$ -	\$ 116,923	\$ 248,000	\$ 230,448	\$ 130,000	\$ 94,776	\$ 96,729
TOTAL EXCESS/(DEFICIT)	\$ -	\$ 11,956	\$ -	\$ 17,552	\$ -	\$ 35,224	\$ 33,271
REVENUES							
Storm Drainage Fee Revenue	-	128,880	130,000	130,000	130,000	130,000	130,000
Prior Year Reserves	-	-	118,000	118,000	-	-	-
TOTAL REVENUES	\$ -	\$ 128,880	\$ 248,000	\$ 248,000	\$ 130,000	\$ 130,000	\$ 130,000
EXPENDITURES							
PERSONNEL SERVICES							
Salaries & Wages	-	14,664	14,773	14,773	14,919	15,516	16,136
Overtime	-	56	-	-	-	-	-
Longevity	-	74	94	94	171	176	181
Retirement	-	1,987	2,081	2,081	2,113	2,176	2,242
Medical Insurance	-	1,761	1,972	1,972	1,758	1,811	1,865
Dental Insurance	-	102	102	102	-	-	-
Vision Insurance	-	20	20	20	-	-	-
Life Insurance & Other	-	93	107	107	110	113	117
Social Security Taxes	-	943	922	922	827	852	877
Medicare Taxes	-	221	216	216	193	199	205
Unemployment Taxes	-	62	62	62	62	64	66
Workman's Compensation	-	1,343	311	311	922	950	978
Auto Allowance	-	-	-	-	-	-	-
Pre-Employment Physicals/Testing	-	-	-	-	-	-	-
TOTAL PERSONNEL SERVICES	\$ -	\$ 21,327	\$ 20,660	\$ 20,660	\$ 21,075	\$ 21,856	\$ 22,667
PROFESSIONAL & CONTRACTUAL SERVICES							
Engineering	-	6,339	4,300	3,800	4,000	4,120	4,244
Independent Labor	-	695	5,000	2,500	5,000	5,150	5,305
Property Maintenance	-	329	1,000	1,000	1,000	1,030	1,061
Vehicle Maintenance	-	2,194	1,000	1,200	1,030	1,061	1,093
Equipment Maintenance	-	1,022	4,000	3,700	4,000	4,120	4,244
Trash Removal/Recycling	-	12,099	15,100	6,500	15,553	16,020	16,500
TOTAL PROF & CONTRACTUAL SERVICES	\$ -	\$ 22,679	\$ 30,400	\$ 18,700	\$ 30,583	\$ 31,500	\$ 32,446
OPERATING EXPENSES							
Dues & Memberships	-	105	2,350	2,444	2,455	2,529	2,605
Schools & Training	-	-	-	-	-	-	-
Travel & Per Diem	-	-	-	-	-	-	-
Advertising	-	-	-	-	-	-	-
Street Sweeping	-	3,850	5,000	4,000	5,250	5,408	5,570
Miscellaneous Expenses	-	-	200	200	200	206	212
Transfer to Debt Service	-	64,836	64,204	64,204	27,244	27,040	26,806
TOTAL OPERATING EXPENSES	\$ -	\$ 68,791	\$ 71,754	\$ 70,848	\$ 35,149	\$ 35,182	\$ 35,192
CONSUMABLE SUPPLIES							
Fuel	-	3,561	5,946	1,000	5,200	5,356	5,517
Small Tools	-	567	1,000	1,000	615	633	652
Printing	-	-	240	240	240	247	255
TOTAL CONSUMABLE SUPPLIES	\$ -	\$ 4,127	\$ 7,186	\$ 2,240	\$ 6,055	\$ 6,237	\$ 6,424
CAPITAL EXPENSES							
Capital Expenses	-	-	118,000	118,000	-	-	-
Capital Replacement	-	-	-	-	37,138	-	-
TOTAL CAPITAL EXPENSES	\$ -	\$ -	\$ 118,000	\$ 118,000	\$ 37,138	\$ -	\$ -
Regular Full-Time Equivalents	0.33						



ECONOMIC DEVELOPMENT CORPORATION 4A FUND

Mission

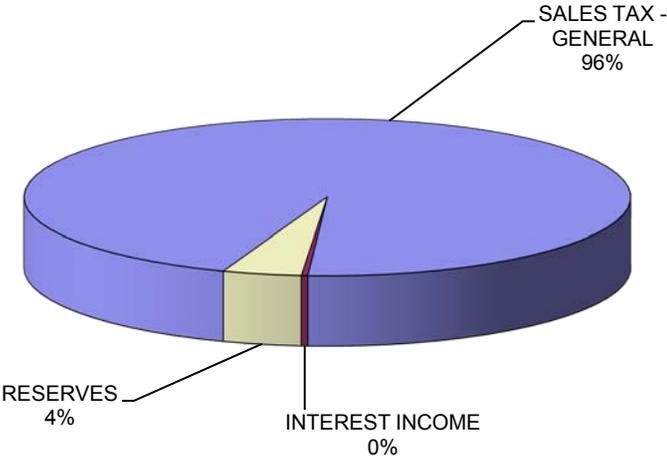
To use its resources to promote and implement capital park projects that will enhance the lives of the current residents that use Town park and recreational amenities as well as attract new residents to Trophy Club as a result of our diverse and attractive park system.

Departmental Goal

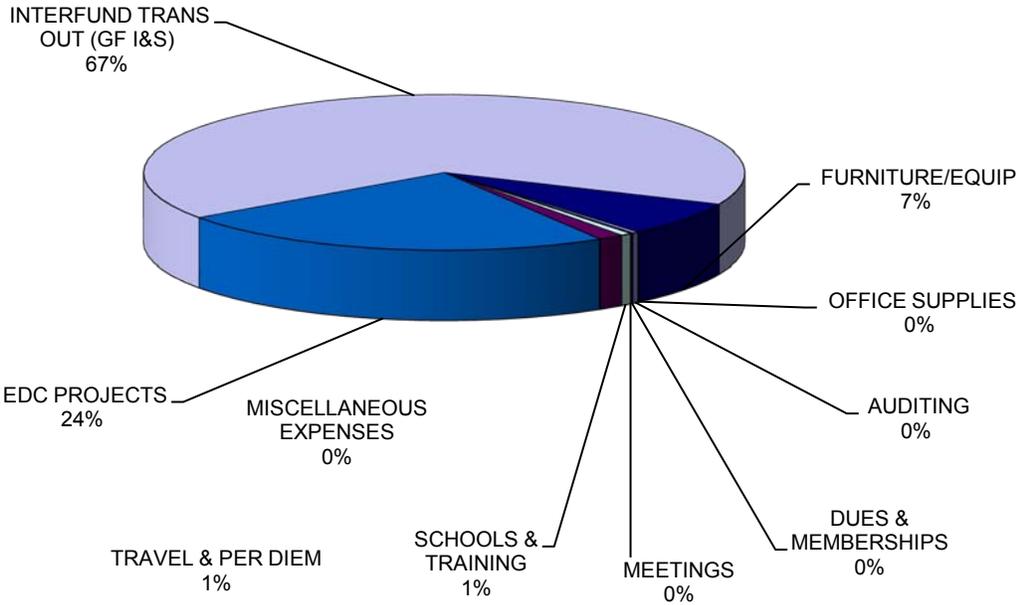
Authorized by the Development Corporation Act of 1979 and first enacted by the Town in 2000 the Trophy Club Economic Development Corporation 4A (EDC 4A) Fund strives to assist the Town in the development and operation in park related Public Improvement District amenities.

<i>Staff</i>	<i>2009-2010 Actual</i>	<i>2010-2011 Budget</i>	<i>2010-2011 Estimate</i>	<i>2011-2012 Adopted</i>
• FTE	N/A	N/A	N/A	N/A

**EDC4A FUND
FY 2011-12 ADOPTED
REVENUES**



**EDC4A FUND
FY 2011-12 ADOPTED
EXPENDITURES**



ECONOMIC DEVELOPMENT CORPORATION 4A FUND

DESCRIPTION	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATE	2011-12 ADOPTED	2012-13 PROJECTED	2013-14 PROJECTED
REVENUES	232,659	265,694	288,774	288,274	294,661	287,939	293,678
EXPENDITURES	178,020	202,018	288,774	288,953	294,661	213,698	208,906
TOTAL EXCESS/(DEFICIT)	\$ 54,639	\$ 63,676	\$ -	\$ (679)	\$ -	\$ 74,242	\$ 84,772
REVENUES							
Sales Tax - General	229,912	264,841	\$252,545	\$252,545	281,313	286,939	292,678
Interest Income	2,747	854	1,000	500	1,000	1,000	1,000
Reserves	-	-	35,229	35,229	12,348	-	-
TOTAL REVENUES	\$ 232,659	\$ 265,694	\$ 288,774	\$ 288,274	\$ 294,661	\$ 287,939	\$ 293,678
EXPENDITURES							
Auditing	-	916	1,000	1,091	1,000	1,000	1,000
Legal	-	-	-	-	-	-	-
Dues & Memberships	-	140	140	140	280	280	280
Meetings	-	-	200	200	200	200	200
Schools & Training	-	1,403	680	680	1,710	1,710	1,710
Travel & Per Diem	-	1,124	1,915	2,003	4,032	4,032	4,032
Miscellaneous Expenses	-	63	100	100	100	100	100
Property Maintenance	-	-	-	-	-	-	-
EDC Projects	42,344	-	8,000	8,000	70,000	10,000	10,000
Interfund Trans Out (GF I&S)	130,821	140,308	206,539	206,539	196,139	196,176	191,384
Large Project Reserves	4,855	-	-	-	-	-	-
Intergov Trans Out (GF)	-	-	-	-	-	-	-
Furniture/Equipment < \$5,000	-	22,065	35,000	35,000	21,000	-	-
Office Supplies	-	-	200	200	200	200	200
Capital Expenses	-	16,000	-	-	-	-	-
Transfer-Park Repairs/Replacement Reserve	-	20,000	35,000	35,000	-	-	-
TOTAL EXPENDITURES	\$ 178,020	\$ 202,018	\$ 288,774	\$ 288,953	\$ 294,661	\$ 213,698	\$ 208,906

2011-12 EDC Projects Breakdown

Master Concept Plan - Trophy Club Park	20,000
Pool Network Infrastructure & Pool Theme	20,000
Spray Pad Re-Paint	30,000
\$ 70,000	



ECONOMIC DEVELOPMENT CORPORATION 4B FUND

Mission

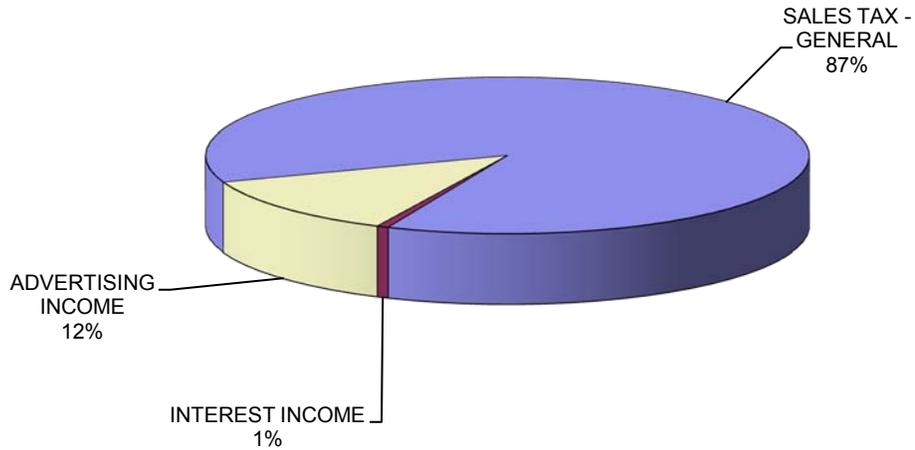
To promote economic development within the Town and the State of Texas in order to eliminate unemployment and under employment, and to promote and encourage employment and the public welfare of, for, and on behalf of the town by undertaking, developing, providing, and financing projects* under the Economic Development Act and as defined in Section 4B of the Act.

Departmental Goal

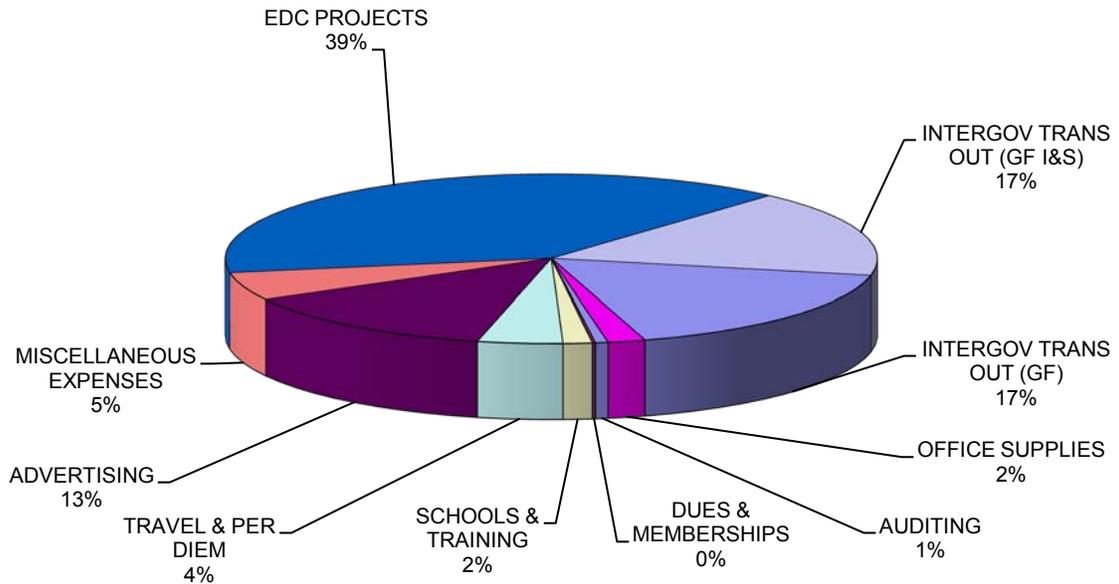
Funded by quarter-cent sales and use tax receipts, the Trophy Club Economic Development Corporation 4B (EDC 4B), aims to: design superior strategies and oversight plans that are geared toward intensifying economic activity and heightening the already superior Trophy Club lifestyle.

<i>Staff</i>	<i>2009-2010 Actual</i>	<i>2010-2011 Budget</i>	<i>2010-2011 Estimate</i>	<i>2011-2012 Adopted</i>
• FTE	N/A	N/A	N/A	N/A

**EDC4B FUND
FY 2011-12 ADOPTED
REVENUES**



**EDC4B FUND
FY 2011-12 ADOPTED
EXPENDITURES**



ECONOMIC DEVELOPMENT CORPORATION 4B FUND

DESCRIPTION	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATE	2011-12 ADOPTED	2012-13 PROJECTED	2013-14 PROJECTED
REVENUES	116,651	132,917	128,273	125,273	161,656	164,889	168,187
EXPENDITURES	74,002	91,378	124,595	124,595	161,656	164,889	168,187
TOTAL EXCESS/(DEFICIT) \$	42,649	41,539	3,678	678	-	-	-
REVENUES							
Sales Tax - General	114,955	\$132,420	\$126,273	125,000	140,656	143,469	146,339
Interest Income	1,696	497	2,000	273	1,000	1,020	1,040
Advertising Income	-	-	-	-	20,000	20,400	20,808
Reserves	-	-	-	-	-	-	-
TOTAL REVENUES	\$ 116,651	\$ 132,917	\$ 128,273	\$ 125,273	\$ 161,656	\$ 164,889	\$ 168,187
EXPENDITURES							
Auditing	-	916	1,000	1,000	1,000	1,020	1,040
Publications/Books/Subscriptions	-	-	-	-	-	-	-
Dues & Memberships	350	200	200	200	250	255	260
Schools & Training	760	1,020	2,300	2,300	2,320	2,366	2,414
Travel & Per Diem	2,786	2,225	3,250	3,250	6,800	6,936	7,075
Advertising	7,958	7,672	750	750	21,500	21,930	22,369
Miscellaneous Expenses	-	424	10,100	10,100	8,600	8,772	8,947
Community Events	-	1,000	-	-	-	-	-
EDC Projects	18,911	34,724	55,083	55,083	63,706	64,980	66,280
Intergov Trans Out (GF I&S)	26,362	26,362	26,246	26,246	26,783	27,319	27,865
Large Project Reserves	-	-	-	-	-	-	-
Intergov Trans Out (GF)	16,861	16,835	25,666	25,666	27,697	28,251	28,816
Office Supplies	14	-	-	-	3,000	3,060	3,121
Printing	-	-	-	-	-	-	-
TOTAL EXPENDITURES	\$ 74,002	\$ 91,378	\$ 124,595	\$ 124,595	\$ 161,656	\$ 164,889	\$ 168,187

2011-12 EDC Projects Breakdown

Planning, Marketing, & Design	23,706
Merchandising & ROW analysis	40,000
\$	63,706



HOTEL OCCUPANCY TAX FUND

Mission

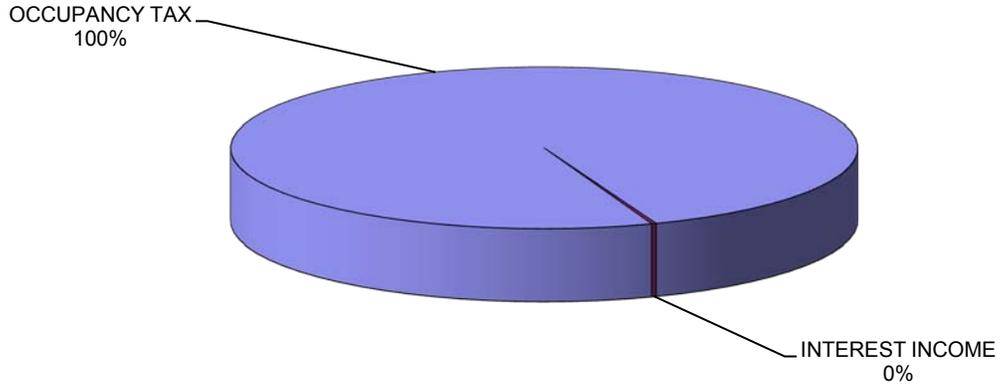
Through the receipt of Hotel Occupancy Tax, the mission of this fund is to promote tourism in Trophy Club.

Departmental Goal

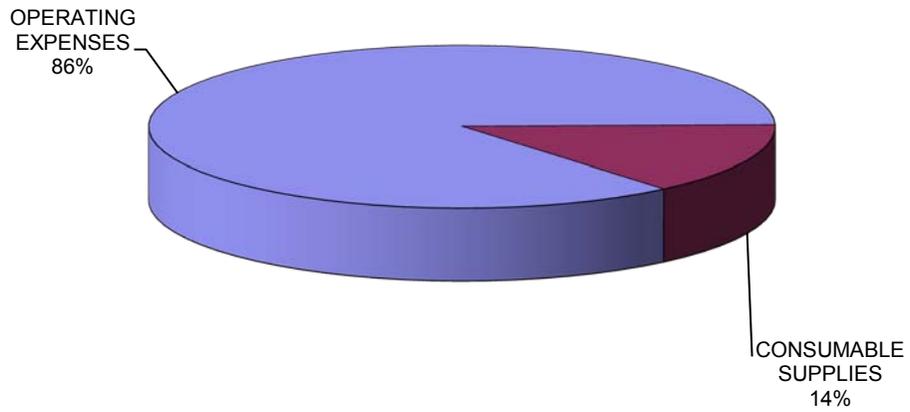
Created for Fiscal Year 2007-08 following the November 20, 2006 Town Council adopted and levied tax for the occupancy of hotel rooms, the Hotel Occupancy Tax Fund's primary function is to account for the receipt and distribution of the Town's Hotel/Motel Occupancy Tax.

Staff	2009-2010 Actual	2010-2011 Budget	2010-2011 Estimate	2011-2012 Adopted
• FTE	N/A	N/A	N/A	N/A

**HOTEL OCCUPANCY TAX FUND
FY 2011-12 ADOPTED
REVENUES**



**HOTEL OCCUPANCY TAX FUND
FY 2011-12 ADOPTED
EXPENDITURES**



HOTEL OCCUPANCY TAX FUND

DESCRIPTION	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATE	2011-12 ADOPTED	2012-13 PROJECTED	2013-14 PROJECTED
REVENUES	\$ 17,132	\$ 17,713	\$ 20,050	\$ 20,050	\$ 21,050	\$ 22,100	\$ 23,203
OPERATING EXPENSES	41,828	19,000	20,050	20,050	18,000	18,540	19,096
CONSUMABLE SUPPLIES	-	-	-	-	2,975	3,064	3,156
TOTAL EXPENDITURES	\$ 41,828	\$ 19,000	\$ 20,050	\$ 20,050	\$ 20,975	\$ 21,604	\$ 22,252
TOTAL EXCESS/(DEFICIT)	\$ (24,696)	\$ (1,287)	\$ -	\$ -	\$ 75	\$ 496	\$ 950
REVENUES							
Occupancy Tax	17,069	17,686	20,000	20,000	21,000	22,050	23,153
Interest Income	63	28	50	50	50	50	50
Prior Year Reserves	-	-	-	-	-	-	-
TOTAL REVENUES	\$ 17,132	\$ 17,713	\$ 20,050	\$ 20,050	\$ 21,050	\$ 22,100	\$ 23,203
OPERATING EXPENDITURES							
Dues & Memberships	2,500	-	-	-	-	-	-
Advertising	-	-	-	-	850	876	902
Community Events	3,000	-	-	-	-	-	-
4th of July Activities	36,328	19,000	20,050	20,050	-	-	-
Event Rentals	-	-	-	-	17,150	17,665	18,194
TOTAL OPERATING EXPENSES	\$ 41,828	\$ 19,000	\$ 20,050	\$ 20,050	\$ 18,000	\$ 18,540	\$ 19,096
CONSUMABLE SUPPLIES							
Uniforms	\$ -	\$ -	\$ -	\$ -	\$ 425	\$ 438	\$ 451
Program Supplies	\$ -	\$ -	\$ -	\$ -	\$ 1,950	\$ 2,009	\$ 2,069
Printing	\$ -	\$ -	\$ -	\$ -	\$ 600	\$ 618	\$ 637
TOTAL CONSUMABLE SUPPLIES	\$ -	\$ -	\$ -	\$ -	\$ 2,975	\$ 3,064	\$ 3,156



COURT TECHNOLOGY FUND

Mission

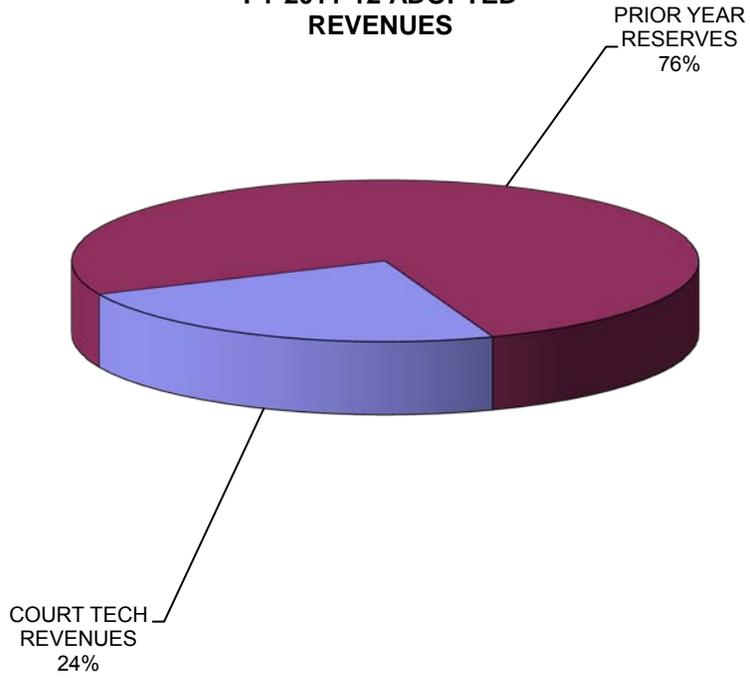
The Court technology Fund is used for the sole purpose of financing the purchase of or maintenance of technological enhancements for the Trophy Club Municipal Court.

Departmental Goal

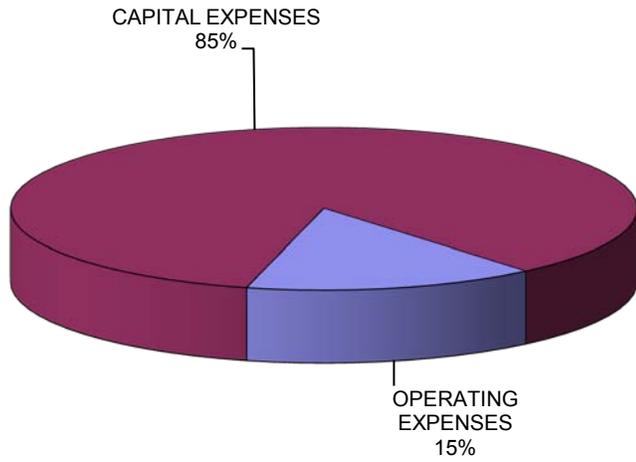
To help offset the costs related to the purchase of the INCODE Court Software system and the support needed to maintain said system.

<i>Staff</i>	<i>2009-2010 Actual</i>	<i>2010-2011 Budget</i>	<i>2010-2011 Estimate</i>	<i>2011-2012 Adopted</i>
• FTE	N/A	N/A	N/A	N/A

**COURT TECHNOLOGY FUND
FY 2011-12 ADOPTED
REVENUES**



**COURT TECHNOLOGY FUND
FY 2011-12 ADOPTED
EXPENDITURES**



COURT TECHNOLOGY FUND

DESCRIPTION	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATE	2011-12 ADOPTED	2012-13 PROJECTED	2013-14 PROJECTED
REVENUES	\$ -	\$ -	\$ -	\$ -	\$ 27,350	\$ 6,565	\$ 6,696
OPERATING EXPENSES	-	-	-	-	3,700	3,774	3,849
CAPITAL EXPENSES	-	-	-	-	20,850	-	-
TOTAL EXPENDITURES	\$ -	\$ -	\$ -	\$ -	\$ 24,550	\$ 3,774	\$ 3,849
TOTAL EXCESS/(DEFICIT)	\$ -	\$ -	\$ -	\$ -	\$ 2,800	\$ 2,791	\$ 2,847
REVENUES							
Court Technology Revenue	-	-	-	-	6,500	6,565	6,696
Prior Year Reserves	-	-	-	-	20,850	-	-
TOTAL REVENUES	\$ -	\$ -	\$ -	\$ -	\$ 27,350	\$ 6,565	\$ 6,696
OPERATING EXPENDITURES							
Software & Support	-	-	-	-	3,700	3,774	3,849
TOTAL OPERATING EXPENSES	\$ -	\$ -	\$ -	\$ -	\$ 3,700	\$ 3,774	\$ 3,849
CAPITAL EXPENSES							
Capital Expense	\$ -	\$ -	\$ -	\$ -	\$ 20,850	\$ -	\$ -
TOTAL CAPITAL EXPENSES	\$ -	\$ -	\$ -	\$ -	\$ 20,850	\$ -	\$ -



COURT SECURITY FUND

Mission

The Court Security Fund is used for the sole purpose of providing security personnel, services, and items to the Trophy Club Municipal Court.

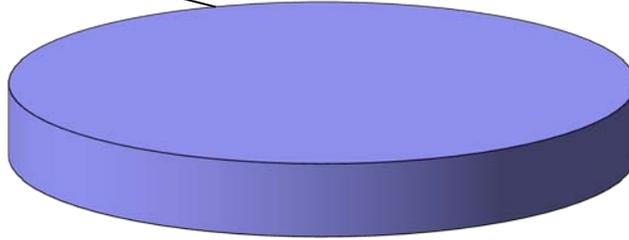
Departmental Goal

To help offset the expense of providing bailiff services for Trophy Club Municipal Court dockets during Fiscal Year 2011-2012.

<i>Staff</i>	<i>2009-2010 Actual</i>	<i>2010-2011 Budget</i>	<i>2010-2011 Estimate</i>	<i>2011-2012 Adopted</i>
• FTE	N/A	N/A	N/A	N/A

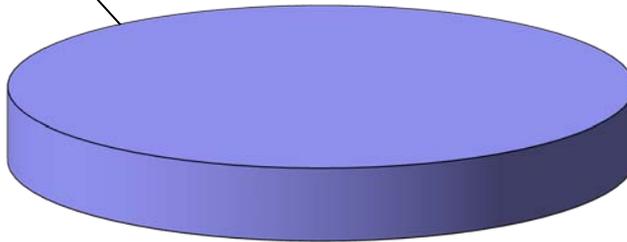
**COURT SECURITY FUND
FY 2011-12 ADOPTED
REVENUES**

OCCUPANCY TAX
100%



**COURT SECURITY FUND
FY 2011-12 ADOPTED
EXPENDITURES**

OPERATING
EXPENSES
100%



COURT SECURITY FUND

DESCRIPTION	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATE	2011-12 ADOPTED	2012-13 PROJECTED	2013-14 PROJECTED
REVENUES	\$ -	\$ -	\$ -	\$ -	\$ 3,000	\$ 3,030	\$ 3,091
OPERATING EXPENSES	-	-	-	-	3,000	3,000	3,000
CAPITAL EXPENSES	-	-	-	-	-	-	-
TOTAL EXPENDITURES	\$ -	\$ -	\$ -	\$ -	\$ 3,000	\$ 3,000	\$ 3,000
TOTAL EXCESS/(DEFICIT)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 30	\$ 91
REVENUES							
Court Security Revenue	-	-	-	-	3,000	3,030	3,091
Prior Year Reserves	-	-	-	-	-	-	-
TOTAL REVENUES	\$ -	\$ -	\$ -	\$ -	\$ 3,000	\$ 3,030	\$ 3,091
OPERATING EXPENDITURES							
Transfer to General Fund (Bailliff Reimbursement)	-	-	-	-	3,000	3,000	3,000
TOTAL OPERATING EXPENSES	\$ -	\$ -	\$ -	\$ -	\$ 3,000	\$ 3,000	\$ 3,000
CAPITAL EXPENSES							
Capital Expense	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL CAPITAL EXPENSES	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

CAPITAL IMPROVEMENT PROGRAM

The Capital Improvement Program (CIP) represents the Town's plan for development. The Capital Improvement Program is reviewed each year to reflect changing priorities and to provide a framework for identifying capital requirements, the impact of capital projects on operating budgets, scheduling, and coordinating related projects. Capital project funds are created to account for proceeds from the sale of general obligation bonds, certificates of obligation, tax or revenue notes, or operating funds set aside or reserved for such projects to be used for the costs associated with the acquisition or construction of major capital improvements. Budgets are developed by project and may transcend more than one fiscal year.

The Capital Improvement Program budget is prepared based on the following criteria:

1. Public safety, health, and life
2. Service demands
3. Legal requirements, liability, and mandate
4. Quality and reliability of current service level
5. Economic growth and development
6. Funding ability
7. Operating budgets

The five year Capital Improvement Program shown on the next page illustrates by fund and function the estimated costs for equipment purchases and/or improvement projects. For fiscal year 2011-12, vehicle and equipment purchases have been fully funded within the Capital Projects Fund (refer to the Capital Replacement budget).

Additionally, the Town has secured \$2,000,000 (which is not reflected in the Capital Project Fund) in funding from Denton County for road improvements that will cover the construction costs associated with the Roundabout to Durango, improvements to Municipal Drive, and a portion of improvement costs for Indian Creek Drive (listed under STREET IMPROVEMENTS on the five year Capital Improvement Program).

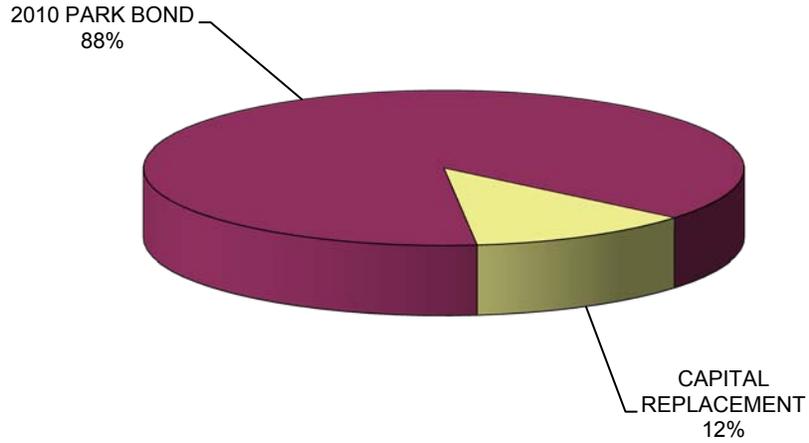
Funding for facility and drainage improvements and a portion of street improvements has yet to be secured and funding options will be discussed with the Council. Once funding for a project is secured, revenues and expenditures associated with the improvement will be included within the function's budget within the Capital Projects Fund.

OPERATION AND MAINTANCE COSTS OF CAPITAL IMPROVEMENTS

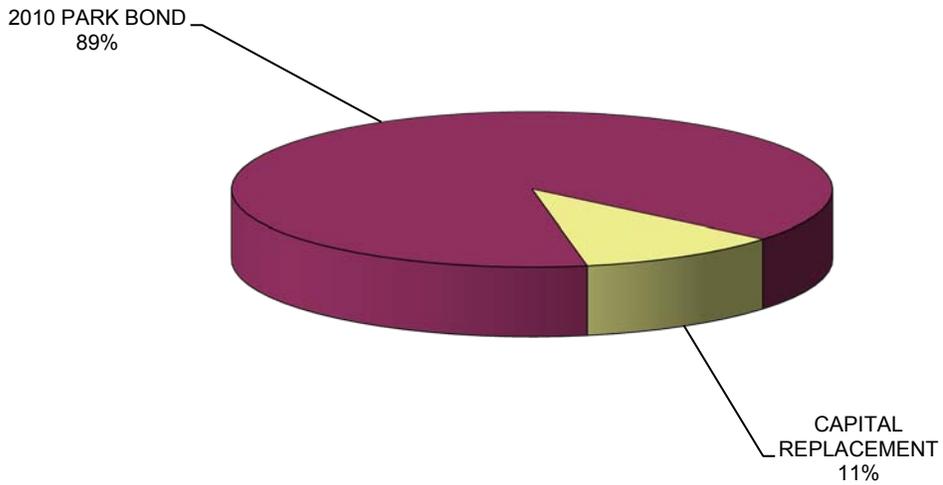
Annually, the projected costs of operations and maintenance associated with capital projects anticipated to be completed and coming on line are estimated and included in the respective departments' operating budget. Any associated tax rate impact and/or estimated user fee analysis is included in each fiscal year's proposed budget. The Town Council discusses and debates funding options during budget deliberations.

	2011-12	2012-13	2013-14	2014-15	2015-16	TOTAL
GENERAL FUND						
ROLLING STOCK (VEHICLE & EQUIP REPLACEMENT)						
Police	70,000	45,000	70,000	-	-	185,000
EMS	13,000	-	160,614	-	99,737	273,351
Streets	-	40,000	-	46,172	8,500	94,672
Community Development	-	-	-	28,000	-	28,000
Code Enforcement	-	-	-	-	-	-
Parks	-	52,237	52,717	21,438	-	126,392
Recreation	-	-	-	-	-	-
IT Annual Replacement	65,000	45,500	32,775	28,630	43,800	215,705
Total Vehicle & Equipment Replacement	\$ 148,000	\$ 182,737	\$ 316,106	\$ 124,240	\$ 152,037	923,120
STREET IMPROVEMENTS						
Indian Creek (Creekmere to Greenhill)	770,000	-	-	-	-	770,000
Roundabout to Durango	1,600,000	-	-	-	-	1,600,000
Municipal Drive	42,000	-	-	-	-	42,000
Pin Oak Court	-	228,150	-	-	-	228,150
Phoenix (Pebble Beach to Shields)	-	257,324	-	-	-	257,324
Pebble Beach (Indian Creek to end)	-	252,473	-	-	-	252,473
Timberline Court	-	47,628	-	-	-	47,628
Indian Creek (Greenhill to end)	-	-	286,724	-	-	286,724
Southbound Trophy Club (Bobcat to Durango)	-	-	752,737	-	-	752,737
Troon Court/ Drive	-	-	322,321	-	-	322,321
Portland Drive	-	-	-	124,964	-	124,964
Woodlands Court	-	-	-	91,170	-	91,170
Llano Drive	-	-	-	216,377	-	216,377
Wilshire Drive	-	-	-	79,500	-	79,500
Lee Court	-	-	-	116,698	-	116,698
Murfield Court	-	-	-	136,877	-	136,877
Glendale Court	-	-	-	-	76,326	76,326
Ross Court	-	-	-	-	59,223	59,223
Total Street Improvements	\$ 2,412,000	\$ 785,575	\$ 1,361,782	\$ 765,586	\$ 135,549	\$ 5,460,492
PARKS AND RECREATION						
Trophy Club Park Improvements	-	-	-	1,500,000	-	1,500,000
Total Parks and Recreation	\$ -	\$ -	\$ -	\$ 1,500,000	\$ -	\$ 1,500,000
FACILITIES						
Facilities Study	50,000	-	-	-	-	50,000
Total Facilities	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000
TOTAL GENERAL FUND	\$ 2,610,000	\$ 968,312	\$ 1,677,888	\$ 2,389,826	\$ 287,586	\$ 7,933,612
STORM DRAINAGE FUND						
DRAINAGE SYSTEM IMPROVEMENTS						
Town-wide Drainage Study Phase II	100,000	-	-	-	-	100,000
Trophy Club Dr Bridge over Marshall Creek	4,968,000	-	-	-	-	4,968,000
Timber Ridge	294,000	-	-	-	-	294,000
Inverness/Fresh Meadow	494,500	-	-	-	-	494,500
Skyline/Indian Creek (2 Phases)	-	-	3,208,500	3,208,500	-	6,417,000
Cypress Court	-	-	-	-	1,380,000	1,380,000
Total Drainage System Improvements	\$ 5,856,500	\$ -	\$ 3,208,500	\$ 3,208,500	\$ 1,380,000	\$ 13,653,500
TOTAL STORM DRAINAGE FUND	\$ 5,856,500	\$ -	\$ 3,208,500	\$ 3,208,500	\$ 1,380,000	\$ 13,653,500

**CAPITAL PROJECTS FUND
FY 2011-12 ADOPTED
REVENUES**



**CAPITAL PROJECTS FUND
FY 2011-12 ADOPTED
EXPENDITURES**



CAPITAL PROJECTS FUND

DESCRIPTION	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATE	2011-12 ADOPTED	2012-13 PROJECTED	2013-14 PROJECTED
REVENUES							
Capital Replacement	37,200	44,707	53,930	44,707	166,000	170,980	176,109
\$474 Harmony Park CO Bond	328	-	-	-	-	-	-
\$3.26M Street GO Bond	6,790	-	-	-	-	-	-
2010 Park Bond	-	4,938,780	4,083,000	3,538,814	1,202,906	-	-
Street Improvements	-	-	925,000	-	-	-	-
TOTAL REVENUES	\$ 44,318	\$ 4,983,487	\$ 5,061,930	\$ 3,583,521	\$ 1,368,906	\$ 170,980	\$ 176,109
EXPENDITURES							
Capital Replacement	37,200	19,888	53,930	39,102	148,000	182,737	316,106
\$474 Harmony Park CO Bond	209,041	-	-	-	-	-	-
\$3.26M Street GO Bond	1,282,759	-	-	-	-	-	-
2010 Park Bond	-	201,451	4,083,000	3,538,814	1,202,906	-	-
Street Improvements	-	-	925,000	-	-	-	-
TOTAL EXPENDITURES	\$ 1,529,000	\$ 221,340	\$ 5,061,930	\$ 3,577,916	\$ 1,350,906	\$ 182,737	\$ 316,106
TOTAL REVENUES OVER EXPENDITURES	\$ (1,484,682)	\$ 4,762,147	\$ -	\$ 5,605	\$ 18,000	\$ (11,757)	\$ (139,997)

CAPITAL PROJECTS FUND

Capital Replacement

DESCRIPTION	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATE	2011-12 ADOPTED	2012-13 PROJECTED	2013-14 PROJECTED
REVENUES	37,200	44,707	53,930	44,707	166,000	170,980	176,109
EXPENDITURES	37,200	19,888	53,930	39,102	148,000	182,737	316,106
TOTAL EXCESS/(DEFICIT)	\$ -	\$ 24,819	\$ -	\$ 5,605	\$ 18,000	\$ (11,757)	\$ (139,997)
REVENUES							
Capital Replacement Contribution - General Fund	37,200	44,707	44,707	44,707	166,000	170,980	176,109
Use of Reserves	-	-	9,223	-	-	-	-
TOTAL REVENUES	\$ 37,200	\$ 44,707	\$ 53,930	\$ 44,707	\$ 166,000	\$ 170,980	\$ 176,109
EXPENDITURES							
IT Annual Replacement	37,200	19,888	53,930	39,102	-	45,500	32,775
IT Virtual Servers	-	-	-	-	65,000	-	-
Vehicles	-	-	-	-	83,000	137,237	283,331
Equipment	-	-	-	-	-	-	-
TOTAL EXPENDITURES	\$ 37,200	\$ 19,888	\$ 53,930	\$ 39,102	\$ 148,000	\$ 182,737	\$ 316,106

CAPITAL PROJECTS FUND

2010 Park Bond

DESCRIPTION	2008-09 ACTUAL	2009-10 ACTUAL	2010-11 ADOPTED	2010-11 ESTIMATE	2011-12 ADOPTED	2012-13 PROJECTED	2013-14 PROJECTED
REVENUES	-	4,938,780	4,083,000	3,538,814	1,202,906	-	-
EXPENDITURES	-	201,451	4,083,000	3,538,814	1,202,906	-	-
TOTAL BUDGET	\$ -	\$ 4,737,329	\$ -	\$ -	\$ -	\$ -	\$ -
REVENUES							
Bond Proceeds	-	4,935,030	-	-	-	-	-
Interest Income	-	3,750	-	4,391	-	-	-
Use of Reserves	-	-	4,083,000	3,534,423	1,202,906	-	-
TOTAL REVENUES	\$ -	\$ 4,938,780	\$ 4,083,000	\$ 3,538,814	\$ 1,202,906	\$ -	\$ -
EXPENDITURES							
Freedom Park	-	9,288	566,500	544,302	75,937	-	-
Independence Park	-	179,213	3,316,500	2,948,054	638,825	-	-
Harmony Park	-	-	200,000	1,862	64,093	-	-
Eastside Trail Head Acquisition	-	-	-	44,596	9,863	-	-
At Large	-	-	-	-	414,188	-	-
UV Filter System	-	12,950	-	-	-	-	-
TOTAL EXPENDITURES	\$ -	\$ 201,451	\$ 4,083,000	\$ 3,538,814	\$ 1,202,906	\$ -	\$ -
TOTAL REVENUES OVER EXPENDITURES	\$ -	\$ 4,737,329	\$ -	\$ -	\$ -	\$ -	\$ -



TOWN OF TROPHY CLUB, TEXAS SOME FACTS ABOUT US

Phone: 682-831-4600 – Fax: 817-491-9312
Website: www.trophyclub.org



COMMUNITY

Residents 8,024
Square miles 4.048
Number of Households 3,072
Household size 2.8

LOCATION

From [DFW Airport](#) 14.68 miles
From [Dallas](#) 30 miles
From [Ft. Worth](#) 23 miles

QUALITY OF LIFE

Texas' first premiere planned community
Wide range of home prices from the low \$100's to \$1,000,000
Country Club with two 18-hole premiere golf courses; including the only course designed by Ben Hogan
15.4 miles planned pathways in new developments

TOWN AMENITIES

[Community Swimming Pool](#) 817-491-0500
[Harmony Park](#)
[Independence Park](#)
[Trophy Club Park](#) 817-491-9616

COMMUNITY CHURCHES

[Bara Church](#) 817-500-5848
[Church at Trophy Lakes](#) 817-430-8818
[Fellowship United Methodist Church](#) 817-430-1500
[Lake Cities Church of Christ](#) 817-430-1161

CLUBS AND ASSOCIATIONS

[Trophy Club Country Club](#) 817-837-1900
[Trophy Club Northwest Youth Football](#)
[Trophy Club/Roanoke Girls Softball Association](#)
[Trophy Club/Roanoke Soccer Association](#)
[Trophy Club/Roanoke Youth Baseball Association](#)
[Trophy Club/Roanoke Youth Basketball](#)
[Trophy Club Women's Club](#)

COMMUNITY INVOLVEMENT

Trophy Club is proud of its many volunteer groups and associations. We encourage all of our residents to become involved in shaping the direction of our Town.

WE'RE THIS CLOSE

[American Airlines Center](#) 40 minutes
[Bass Performance Hall](#) 35 minutes
[Casa Manana](#) 30 minutes
[Cowboy Stadium](#) 30 minutes
[Dallas Museum of Art](#) 32 minutes
[Dallas Zoo](#) 31 minutes
[Ft. Worth Botanical Gardens](#) 30 minutes
[Ft. Worth Zoo](#) 35 minutes
[Hurricane Harbor](#) 26 minutes
[Kimball Art Museum](#) 30 minutes
[Morton H. Meyerson Symphony](#) 35 minutes
[NRH₂O Water Park](#) 33 minutes
[Rangers Ballpark in Arlington](#) 30 minutes
[Six Flags Over Texas](#) 27 minutes
[Texas Motor Speedway](#) 10 minutes

TOWN FINANCIAL STATUS

Standard and Poor's - AA
Moody's Investors Service – Aa3

TOWN ISO RATING

Class 3 - Effective November 1, 2008

TAX RATES (Per \$100 Valuation)

Denton County \$0.27736
MUD No. 1 \$0.17500
Northwest ISD \$1.37500
PID No. 1 (Emergency Services) (Denton County) \$0.10925
Tarrant County \$0.26400
Tarrant County College District \$0.14897
Tarrant County Hospital District \$0.227897
Town \$0.53000

TAXES – COMBINED (Per \$100 Valuation)

MUD No. 1 (Tarrant County) \$2.72087
MUD No. 1 (Denton County) \$2.35736
PID No. 1 (Emergency Services) (Denton County) \$2.29161

STATE SALES TAX – 8.25%

(6.25% State, 0.50% EDC 4A, 0.25% EDC 4B, 0.25% Street Maintenance and 1.00% Town)

PUBLIC IMPROVEMENT DISTRICT (PID) ASSESSMENTS

For specific PID information, please visit www.trophyclub.org/pid

UTILITIES

Water and Sewer [Trophy Club MUD 1](#)
Gas/Electricity www.powertochoose.org
Telephone [AT&T](#)
Cable [Charter Communications](#)

NORTHWEST ISD

Public Information: 817-215-0000 nisd@nisdtx.org
[Lakeview Elementary](#) 817-215-0750
[Samuel Beck Elementary](#) 817-215-0450
[Medlin Middle School](#) 817-215-0500
[Byron Nelson High School](#) 817-698-5600
[Northwest High School](#) 817-215-0200
[Steele Accelerated High School](#) 817-698-5800
2009 Test Scores SAT – 1490 ACT – 21.2

TOWN COUNCIL

Mayor [Connie White](#)
Council Members:
[Larry Hoover](#), Mayor Pro Tem
[Margi Cantrell](#)
[Bill Rose](#),
[Glenn Strother](#)
[Jeannette Tiffany](#)

DEPARTMENTS

Town Manager [Mike Slye](#)
Assistant Town Manager [Stephen Seidel](#)
Town Secretary [Shannon DePrater](#)
MUD District Manager [Robert Scott](#)
Community Development Director [Carolyn Huggins](#)
Finance Director [Eric Cannon](#)
Fire Chief [Danny Thomas](#)
Information Systems Director [Mike Pastor](#)
Parks & Recreation Director [Adam Adams](#)
PIO/Marketing Manager [April Reiling](#)
Police Chief [Scott Kniffen](#)
Streets Director [Ed Helton](#)

TOWN OF TROPHY CLUB PROCUREMENT POLICIES AND PROCEDURES

SECTION 1.0: POLICIES

1.01 Purpose

The purpose of the Town's Procurement Policy is to provide the parameters for the expenditure of funds in the procurement of goods and services for the Town of Trophy Club. The policies and procedures outlined herein are intended to comply with the Town of Trophy Club's Mission and legally mandated federal and state statutes.

1.02 Policy

Regardless of the value of the expenditure it is the policy of the Town of Trophy Club to promote competition that produces the highest quality goods and services at the lowest possible price whether or not the item is subject to bid. The Town Manager in coordination with the Town Council is charged with establishing the policies for the procurement of all goods and services.

The Finance Department:

- Develops purchasing objectives, programs, and procedures for the acquisition of materials, equipment, supplies, and services;
- Helps department managers provide open and fair competition to vendors; and
- Helps departments prepare and obtain approval of purchase orders, price agreements, and contracts;

The City Secretary's Office/Department Managers or designee:

- Receives, and monitors formal bids for purchases.

The Department Managers:

- Develops and maintains technical and non-technical commodity specifications;
- Ensures funding is available for procurement in department budgets.
- Provides open and fair competition to vendors;
- Prepares requisitions;
- Obtains approval of purchase orders, price agreements, and contracts;
- Prepares requests for proposals (RFPs), requests for qualifications (RFQs) and requests for bids (RFBs); and
- Monitors and evaluates the performance of vendors including but not limited to compliance with contract specifications.

1.03 Free and Open Competition

All procurement transactions, regardless of dollar value, whether advertised or negotiated, shall be conducted in a manner so as to provide maximum free and open competition. The Town Manager or Town Council should be alert to organizational conflicts of interest or noncompetitive practices among contractors that may restrict or

eliminate competition or otherwise restrain trade. In order to ensure objective contractor performance and eliminate unfair competitive advantage, contractors who develop or draft specifications and other requirements for solicitation instruments (Requests for Bids or Proposals) shall be excluded from competing for such procurement.

1.04 Compliance

In order to have an efficient purchasing function, all departments must work in close cooperation with the Finance Department. Departments can ensure compliance with the Town's policies and procedures by:

- Informing departmental personnel of the purchasing requirements and ensuring adherence;
- Planning purchases in advance in order to allow sufficient time to advertise, when necessary, obtain proposals, quotations, or bids, determine best source, and issue purchase orders with reasonable lead-time for delivery and thus prevent emergencies;
- Providing accurate and concise specifications for items requested and timely preparing requisitions;
- Inspecting or supervising the inspection of commodities, services and equipment delivered; and determining acceptability of their quality, quantity, and conformity with specifications; and
- Providing complete written documentation of a vendor's performance to be used in future bid award evaluations.

SECTION 2.0: CODE OF ETHICS

Officers and employees of The Town of Trophy Club are public servants, who will carry out their activities in a fair and legal manner avoiding actual or perceived conflicts of interest. All officers and staff members are expected to conduct the activities of the Town in full compliance with the law and in an honest, fair, and courteous manner. Officers and staff members must neither ask nor expect contractors, vendors or others with whom the Town does business to favor the Town, the officer or the individual staff member with special treatment.

Officers and staff members should not permit personal preferences and dislikes to affect decisions related to their duties. To do so acts against the Town's policy which is to treat all individuals, members, potential members, contractors, and others fairly and equitably. Conversely, officers and staff members are expected to use their best professional judgment and expertise when evaluating potential vendors and contracts for purchasing goods and services.

This section does not preclude officers and staff from considering past purchasing experience with a specific vendor when making a future purchasing decision or recommendation to Town Council. Third party references and vendor experience may be considered by the Town when evaluating and awarding contracts for purchases.

SECTION 3.0: CONFLICT OF INTEREST

3.01 Contracts

Specifically, with reference to contracts, no employee or officer of the Town who exercises any functions or responsibilities in the review or approval of an undertaking or the carrying out of one of Town's contracts shall participate in any decision relating to that contract if the decision affects his or her personal financial interest, such officer or employee has a substantial interest as defined by state law, or participation by such officer or employee is otherwise prohibited by state law or Town policy.

If a former staff member or Town officer has worked less than one year for a business seeking to contract with the Town, the business entity must make this known and must describe the relationship between the former employee/officer and the firm. In no instance may this former employee/officer have hours billed on any project or program. To do so is reason for not awarding a contract.

3.02 Declaration of Conflict of Interest

In the event of a conflict of interest as defined by state law, the affected officer or employee must file a signed affidavit declaring his or her conflict of interest. The affidavit must be filed with the Town Secretary. Such official, officer or employee must abstain from discussion of or voting on a bid, proposal or contract submitted by a business entity in which he/she has a substantial interest. More specifically, in addition to the requirement to complete an affidavit, when an item is placed before a Board, Commission, Committee, or Town Council for review, any and all members of those bodies who has a conflict of interest shall announce that he/she has such conflict and shall leave the room until the body has discussed and taken action on the item for which the member has a conflict.

Moreover, it is the policy of the Town that an employee who has a substantial interest in a business entity as defined by state law, shall follow the procedure outlined in this section by completing an affidavit and leaving the room where a discussion and/or vote is taking place regarding the business entity in which the employee has an interest. Further it is the obligation of officials, officers and employees to avoid apparent conflicts of interest by abstaining and following the procedures specified in this section.

Officials, officers and employees shall abstain from participating in the procurement process, which includes but is not limited to discussions, lobbying, rating, scoring, recommending, providing current copies of contracts outside of Public Information Act process, explaining or assisting in the design or approval of the procurement process on contract with the organization he or she represents or from which he or she receives a direct financial benefit; or on contracts with organizations in which a family member will realize a direct benefit.

3.03 Violations and Remedies

Violations of the provisions of this Article constitute misconduct, subjecting the violator to any and all penalties prescribed by law. Penalties, sanctions or other disciplinary actions, to the extent permitted by state or local law, rules or regulations, shall be imposed for violations of the code of conduct/conflict of interest standards, by the Town's officers, employees or agents or by persons, contractors or their agents, when the procurement involves state or federal programs and/or funds.

Appropriate sanctions, penalties or disciplinary actions shall be applied for violation(s) of these policies and/or state law. Violations of state or federal law shall be referred to the proper authority having jurisdiction over it.

3.04.1 Substantial Interest

A person has a substantial interest in a business entity if: (1) the person owns 10 percent or more of the voting stock or shares of the business entity or owns either 10 percent or more or \$15,000 or more of the fair market value of the business entity; or (2) funds received by the person from the business entity exceed 10 percent of the person's gross income for the previous year. Additionally, a local public official is considered to have a substantial interest if a person related to the official in the first degree by blood or marriage, as defined by Chapter 573 of the Texas Government Code, has a substantial interest as defined herein.

SECTION 4.0: LEGAL CONSIDERATIONS

4.01 Procurements Exempt from State Law Competitive Bid Requirements

Purchases made by the Town shall be in accordance with State law. Except as specifically exempted by state law or by the terms of this Procurement Policies and Procedures Manual, including but not limited to Sections Four, Five and Seven, written, competitive bids must be taken for all procurements over \$25,000. Procurements exempt from the competitive bid requirement are as follows:

- Those made in case of public calamity, where it is necessary to act immediately to appropriate money to relieve the necessity of the Town's residents or to protect or to preserve Town property and for which Town Council has approved a Resolution ratifying the expenditure as an exception to the competitive bid requirement. Public calamity shall mean a grave event or occurrence that causes great loss or distress for the residents of the Town, including but not limited to natural disasters, acts of war, acts of terrorism, and other events as authorized by law or as determined by the Town Council to constitute a public calamity after consideration of the existing facts and circumstances. Purchases made pursuant to this exception shall be in accordance with the Emergency Management Procedures in effect at the time of the purchase;
- Those made necessary by unforeseen damage to Town property, machinery or equipment for which Town Council has approved a Resolution ratifying the expenditure as an exception to the competitive bid requirement. Such resolution shall explain the nature of the damage, the cause of the damage, and the urgent need that supports the use of an exception to competitive bid. Unforeseen damage shall mean unexpected damage caused by some natural force or act of vandalism or other criminal or negligent act or omission. Purchases made pursuant to this exception shall be in accordance with the Emergency Management Procedures in effect at the time of the purchase;
- A procurement necessary to preserve or to protect the public health or safety of the Town's residents for which Town Council has approved a Resolution ratifying the expenditure as an exception to the competitive bid requirement. Purchases made pursuant to this exception shall be in accordance with the Emergency Management Procedures in effect at the time of the purchase;
- Those for personal, professional, or planning services as budgeted are exempt from competitive bid; however, the procurement of those types of services shall be done in accordance with state law requirements and the RFQ/RFP process as specified in the Town's Procurement Policies and Procedures manual, including but not limited to Section 5.07 of that manual;

- Those for work performed and paid for by the day as work progresses as budgeted by the Town Council;
- A purchase of land or right-of-way for which Town Council has approved a Resolution authorizing the expenditure as an exception to the competitive bid requirement;
- Items that are available from only one source and for which Town Council has approved a Resolution authorizing the expenditure as an exception to the competitive bid requirement;
- A purchase of rare books, appears, and other library materials for a public library and for which Town Council has approved a Resolution authorizing the expenditure as an exception to the competitive bid requirement;
- Paving, drainage, street widening, and other public improvements, or related matters, if at least one-third of the cost is to be paid by or through special assessments levied on property that will benefit from the improvements;
- A public improvement project, already in progress, authorized by the voters of the municipality, for which there is a deficiency of funds for completing the project in accordance with the plans and purposes authorized by the voters and for which Town Council has approved a Resolution authorizing the expenditure as an exception to the competitive bid requirement;
- A payment under a contract by which a developer participates in the construction of a public improvement as provided by Chapter 212 of the Texas Local Government Code and for which Town Council has approved a Resolution authorizing the expenditure as an exception to the competitive bid requirement;
- Personal property sold:
 - At an auction by a state licensed auctioneer provided that such purchase has been approved as a part of the budget or that the Town Council has approved a Resolution authorizing the expenditure as an exception to the competitive bid requirement;
 - At a going out of business sale held in compliance with Chapter 17, Texas Business and Commerce Code provided that such purchase has been approved as a part of the budget or that the Town Council has approved a Resolution authorizing the expenditure as an exception to the competitive bid requirement
 - By a political subdivision of the state of Texas, a state agency of the State of Texas, or an entity of the federal government pursuant to an interlocal agreement approved by Town Council; or
 - Under an interlocal contract for cooperative purchasing administered by a regional planning commission established under Chapter 391 of the Texas Local Government Code provided that such purchase has been approved as a part of the budget and that Town Council has approved the interlocal contract for cooperative purchasing;
- Services performed by blind or severely disabled persons;
- Goods purchased by a municipality for subsequent retail by the municipality and for which Town Council has approved a Resolution authorizing the expenditure as an exception to the competitive bid requirement;

- Electricity; or
- Purchases made pursuant to an approved cooperative purchasing program or those from an approved state program provided that Town Council has approved participation in the cooperative purchasing or approved state program.

Contracts shall be awarded in a manner consistent with the provisions of Town policy statements and state law.

4.02 Conflict of Interest

An employee of the Town may not solicit bid quotations from relatives of the employee or relatives of another Town employee on products to be purchased by The Town.

4.03 Public Access to Procurement Information

Procurement information shall be a public record to the extent provided by the Texas Open Records Act and the Freedom of Information Act and shall be available to the public as provided therein. If a proposal contains information that the bidder considers proprietary and does not want disclosed to the public or used for any purpose other than the evaluation of the offer, all such information must be clearly marked as proprietary and confidential by making such notation on each page or portion thereof containing propriety and confidential information. The Town reserves the right to duplicate, use or disclose the information as needed to prepare contract documents and working documents for the project and is not liable for accidental disclosure of such information.

4.04 Confidentiality of Bidders Quotations

A vendor's bid/proposal is confidential until opened. Therefore, no bid or proposal shall be opened before the date and time of the published opening of such bid/proposal. Opening bids/proposals prior to the publication date and time is a violation of state law and Town policy.

SECTION 5.0: METHODS OF PROCUREMENT

5.01 General

The Town has four methods for procuring goods and services each of which is determined by the total estimated cost of the purchase. However, regardless of the cost of the purchase, the objective is to secure the highest quality goods and services at the lowest possible price. No purchase may be split to circumvent the dollar amount requirements. With the exception of Petty Cash and procurement card purchases, the procurement process begins with the preparation and approval of a Purchase Order (**see Section 6.0**). All purchases except those made through Petty Cash, Procurement Card, or those listed under the exemptions in Section 6.1 must be made through an approved Purchase Order or Contract. Purchase Orders will not be issued "after-the-fact".

5.02 Petty Cash Purchases - Cost up to \$100

All Town departments and employees have access to the use of petty cash funds for individual item purchases with dollar values not in excess of \$100. The petty cash fund is to be used for small purchases that the employee can pick up at a local facility if a purchasing card is not accepted or if the employee has not been given a purchase card. Town employees are not to misuse petty cash funds by splitting a purchase into more than one transaction in order not to exceed the \$100 limit. A petty cash slip must be completed and signed by the requesting employee and authorized by the employee's manager. Receipts for each transaction must accompany the petty cash slip. Neither a purchase requisition nor competitive bids are required when using petty cash.

5.03 Procurement Card Purchases –Travel Expenses

- Personal travel expenses (expenses made in support or for the benefit of anyone other than the employee/official or expenses made in support or for the benefit of the employee which are not attributable to Town business) may not be charged to a procurement card issued by the Trophy Club Entities. All travel and related expenses incurred must be documented and submitted to the Town along with a completed Travel Expense Form that includes all receipts and supporting documents in accordance with IRS codes and regulations. A copy of the Travel Expense Form is attached as Exhibit “A” to this Procurement Policies and Procedures Manual.
- If the training or seminar was not approved through the budget process, written permission must be obtained from the Department Manager or Town Manager prior to travel. There must be money in the budget to cover the travel unless the Town Manager or designee makes the exception.
- Transportation – Attach a copy of the airline ticket showing flight times to the appropriate purchasing card transaction sheet received from the Procurement Card Administrator. If the mileage to drive your personal car is more than the cost of the airline ticket plus ground transportation (i.e. taxi or shuttle service) plus airport parking costs, the employee reimburses the difference. Attach a copy of taxi or shuttle service receipts if applicable to the purchasing card transaction sheet if they take a purchasing card. If you drive your personal car and claim mileage, you cannot charge your gasoline on your purchasing card. If you drive a Town of Trophy Club vehicle or if you receive a car allowance, you can charge your gasoline for out-of-town trips.
- Lodging – A copy of the invoice showing all expenses should be attached to the purchasing card transaction sheet received from the Procurement Card Administrator. In-room movies or pay television, phone calls, golf, sporting events, dry cleaning or laundry, and valet parking are not reimbursable expenses. For Texas destinations, you need to present a copy of the Texas Sales and Use Tax Exemption Certification. State taxes should not be paid but city taxes may or may not be exempt depending on local resolutions.
- Meals – receipts should be attached to the purchasing card transaction sheet received from the Procurement Card Administrator. You actually need two receipts. One would include the breakdown of items bought. The other would be the receipt that shows the actual amount charged that includes a reasonable tip of not more than 15%. No alcoholic beverages may be charged. The total for the day depends on the time you leave and the time you come back. Generally, you must be traveling by 7:00 a.m. to receive breakfast and stay after 7:00 p.m. to receive the evening meal. The most per day is \$30 if you are traveling or at a conference the full day. If there is a partial day of travel, you will need to keep the daily total to \$10 per meal. If your conference includes a meal, you should consider the meal to be \$10 of your daily amount.
- Registration – if you do an on-line registration, be sure to screen print details that show how much the conference costs, dates of the conference, and name of the conference. If you fax the registration information, keep a copy of the same details. Attach the copy to the purchasing card transaction sheet.
- Any unauthorized expenses are the responsibility of the cardholder and must be reimbursed to the Town of Trophy Club.
- The Town Manager or designee must approve any exceptions to the above.

5.04 Procurement Card Purchases

The intent of the procurement card is to provide a controlled, but less labor-intensive alternative to the existing procedures for purchasing and paying for items up to the pre-determined credit limits. The Department Managers shall determine employees within each Department who are to be issued a procurement card and the transaction value limit to be assigned to each individual's card. The Town Manager or designee shall approve all limits. Cards are issued in the name of the designated Town employee and the Trophy Club Entities. The card remains the property of the Trophy Club Entities. Each potential cardholder shall attend a training session and sign a procurement card policy that documents the cardholder's responsibilities prior to being issued a card.

The Procurement Card is to be used to make purchases for operations included in the Town's approved budget. Violations of these requirements may result in revocation of use privileges and/or disciplinary action, up to and including termination of employment. Employees who have inappropriately used the Procurement Card will be required to reimburse the Town for all costs associated with the improper use. Department Managers shall report any violations of this policy or abuse of a procurement card to the Town Manager or designee. Department Managers who fail to properly report such violation or abuse shall be subject to disciplinary action, up to and including termination of employment.

Each employee who has been issued a card shall ensure that a receipt that indicates the place, date and nature of the purchase is obtained each time the card is used. The receipts will be attached to the procurement card transaction sheet, which will be signed, dated, and turned in to each applicable Department Manager who will review each purchase for appropriateness. The Department Manager shall sign the purchasing card transaction sheet as an indication that all transactions have been reviewed and approved and forward to the Procurement Card Administrator within the specified time limit of no more than three days. The Procurement Card Administrator will reconcile the individual Department packets with the monthly statement received from the issuing Bank. Should any charges not be supported by receipts, the Procurement Card Administrator will notify the applicable Department Manager who shall obtain a receipt or other proper documentation evidencing the nature and amount of the purchase.

In the event that a receipt is lost or an employee fails to obtain a receipt, a lost receipt form shall be completed and attached to the procurement card transaction sheet. Such form shall contain an explanation of the reason that the receipt was not obtained or was lost and any and all steps taken to obtain a duplicate copy of the receipt. The lost receipt form shall be signed by the Manager or Director of the Employee's Department. An employee's procurement card privileges may be revoked for failure to provide a receipt or otherwise comply with the Town Purchasing Policies and Procedures Manual.

Use of a procurement card for a purchase in excess of \$2,500 shall require the review and approval of the Town Manager or designee.

If a purchase order is issued, attach the original purchase order with the appropriate signatures to the procurement card transaction sheet so that Finance can close the purchase order for financial reporting.

The Procurement Card Administrator is responsible for compliance with the issuing bank's Procurement Card guidelines and notifying the Town Manager or designee of any problems. Additionally, each Department Manager shall be responsible for taking appropriate remedial action to correct noncompliance with the Town's policies and procedures governing procurement cards by his or her respective employees.

5.05 Purchases over \$3,000 but less than \$25,000

If the cost of the item(s) exceed \$3,000 but is less than \$25,000, departments are required to secure at least three (3) documented quotes on the item(s). In keeping with State Law, at least two (2) of the quotes must be from Historically Underutilized Business (HUBs) located in Denton County. If a purchase falls within the foregoing cost parameters and if a firm classified as a HUB handles that type of product, such HUB must be contacted on a rotating basis, but a department must attempt to contact at least two HUB's on each order.

Once all bids have been received and evaluated, the Department Manager or his or her designee will place the purchase to the lowest responsible bidder. In the event that a Department Manager or his or her designee desires to award a bid to a bidder other than the low bidder, such employee provide a detailed explanation in writing specifying why the lowest bidder was not accepted. Such written explanation shall be attached to the bid sheet.

5.06 Competitive Sealed Bids - Cost over \$25,000

The Town Council must approve all non-budgeted or unanticipated purchases with values in excess of \$25,000 **prior to** the purchase. Once a resolution has been passed or approval has been granted, the purchase must be made through the use of competitive sealed bids (**see Section 7.0**) or some other purchasing method as authorized by this policy. Invitations for sealed bids shall include specific instructions to the vendors concerning bid submission requirements including the time, date and place for receipt of bids by the Town.

Competitive sealed bids are to be advertised in local newspapers of general circulation under the legal notices section. The bid must be advertised at least 14 days prior to the date of the bid opening. The advertisement is to give adequate instruction as to the nature of the bid, date and time of bid opening, and bidders conference, if applicable.

Exceptions to Competitive Sealed Bidding

Competitive sealed bidding is not necessary if one of the exceptions in Section 4.0 of these policies is applicable.

5.07 Professional Consulting Services Contracts –RFQ/RFP Process

- a. RFQ/RFP Process** - Professional consulting services means those within the scope of the practices of accounting, architecture, land surveying, professional engineering, and other areas as defined by the laws of the State of Texas. Such services to the Town are to be provided pursuant to a third party independent contractor agreement for a specified time period. Competitive bidding shall not be used to select the professionals/consultants contracted by the Town. Compensation will be negotiated before the contract is signed and after the consultant has been selected on the basis of his or her demonstrated competence and qualifications to perform the services for a fair and reasonable price.

When professional consulting services are needed, the Department requesting the services will prepare a Request for Qualifications setting forth a description of the scope of services needed, the minimum desired qualifications, credentials and experience, and the relative importance of each, and will forward that information to the Town Manager. The RFQ shall be advertised and may also be sent out to qualified vendors whom Town staff recommends. The Town Manager will assemble a team (Selection Team) of appropriate staff that will evaluate the responses submitted by those firms whose qualifications meet the requirements set forth in the Request for Qualifications. Requests

for Proposals shall be solicited and processed in accordance with the requirements set forth in Section 5.07(b) hereof.

b. RFP Process - A Request for Proposal (RFP) will be sent to each consultant identified by the Selection Team in accordance with the RFQ process set forth in Section 5.07(a) above. However, if the two-step RFQ/RFP Process is not utilized and the single step RFP process is utilized, then the RFP must be advertised and must require that proposals contain information identifying qualifications, credentials, and experience of those vendors submitting a response. The RFP shall also list the services desired and a deadline for return of the RFP. The request shall require the responding professionals/consultants to provide a schedule for completion of the scope of services, where applicable. Copies of the proposal(s) shall be submitted to the Town Secretary who shall process the responses in accordance with Section 7.0 and who will forward to the members of the Selection Team. Interviews shall be scheduled with the highest ranked firms. The Selection Team will ask each finalist to make a presentation of experience and then may question the firms as to capability and methods of approach for furnishing the required services. Professional compensation is not considered in these discussions.

The qualified firm(s) shall be ranked from most qualified to least qualified. The Selection Team shall begin negotiations with the most qualified to develop a contract. The Town contract shall include all relevant terms and conditions, including but not limited to, compensation, time required and full scope of work to be performed. If an agreement satisfactory to both the Town and a firm cannot be reached, negotiations will be terminated with that firm and the process started over with the second choice candidate and so on. As soon as an agreement is reached, the Selection Team shall make its recommendation to the Town Council.

c. Frequency - The RFQ/RFP process for professional services may be utilized bi-annually.

5.08 Annual Contracts

For goods or services that are used repetitively throughout the Town such as office supplies, paper goods, mailing services, or stationery, the Town may enter into an annual contract with a supplier. The purpose of entering into an annual contract is to eliminate the need to obtain competitive pricing each time repetitively used items are requested. The Town will obtain competitive sealed bids requiring that bid prices remain in effect for a specified period. The Town will enter into agreement, upon approval of the Town Council (if the contract price exceeds \$25,000), with the approved bidder by signing a contract stating the terms and conditions. Once the contract period nears the end of the term, the Finance Department will re-advertise the bid request for the following year giving fair opportunity for vendors to respond.

5.09 Sole Source Purchases

When a department identifies a potential sole source purchase, a detailed justification explaining why a sole source purchase is necessary must be provided to the Town Manager or designee in advance for review and concurrence. Upon review and concurrence of the Town Manager or designee, a Resolution outlining the basis for the sole source purchase shall be submitted for Town Council approval. Except as specifically provided otherwise in these policies, a sole source purchase may only be made pursuant to an approved Town Council Resolution.

5.10 State Contract Purchasing

The Town has the option of purchasing items on contract through the Houston-Galveston Area Council Cooperative Purchasing program and the State of Texas central purchasing agency. Participation in these programs is strictly voluntary and the Town is not obligated

to purchase through either. According to Section 271.081 - 271.083 of the Texas Local Government Code, The Town is not required to obtain competitive bids for items that are on state or local government contract. Because the State of Texas central purchasing agency purchases in large quantities through a state cooperative purchasing program, prices are generally lower than retail. One must keep in mind when purchasing items under state contract that there are no alterations or modifications to the specifications that are listed with the cooperative purchasing programs.

5.11 Alternative Project Delivery Methods for Certain Projects. Alternative project delivery methods, include but are not limited to, construction manager at risk, construction manager agent and design build contracts. Any of the alternative project delivery methods specified in Subchapter H of Chapter 271 of the Texas Local Government Code, as amended, may be utilized provided that the purchase and the procedures utilized in making that purchase comply with all requirements specified therein.

SECTION 6.0: THE REQUISITION PROCESS

6.01 Procedure for Non-Emergency Purchases

When the need arises for a single purchase of goods and/or services with an estimated value in excess of \$10,000, the user Department shall originate an on-line purchase order. The purchase order must be prepared far enough in advance of the date that the goods or services are needed to allow all procurement procedures to properly function, including:

- Securing appropriate approval of the purchase
- Advertising for bids, if necessary
- Obtaining bids or price quotations
- Evaluating bids
- Preparing the contract
- Allowing delivery of goods or services in a timely manner

Each Department is responsible for ensuring that duplicate purchases are not made. Once a purchase order is received, the Department Manager must:

- Check the purchase order for completeness, including quantity and concise specifications;
- If specified as a sole source, ensure the reason for the sole source is documented and appropriate;
- Verify the budget authority. Check budget line item authority and budget balance for sufficient unencumbered amount to cover the purchase.

Once the vendor selection process has been completed, the Department Manager will bring the requisition to Finance who will prepare the purchase order. The Department Manager will then secure the appropriate approval of the purchase order or contract.

The Town is not liable for making payment to vendors for purchases that have not had prior approval of the Department Manager and have not been issued a purchase order number. The Department needs to attach the approved Purchase Order to the invoice received and forward to Finance for payment.

6.02 Procedure for Emergency Purchases

The designation of emergency purchase indicates a situation of such urgency that normal purchasing procedures must be modified in the interest of time, and therefore no competitive bids are required. The Town is allowed to make emergency or exempted purchases without competitive bidding as defined in Texas statutes. An approved Town Council Resolution is required for all emergency purchases; provided however, that if due to exigent circumstances, the purchase must be made and time does not allow the posting and holding of a Council meeting, the Town Manager or designee, may authorize the expenditure by providing written permission to make the emergency purchase in accordance with the Emergency Management Procedures in effect at the time of the purchase; provided however, that the Town Manager or designee shall prepare and submit , a ratifying Resolution to Council at the first available Council meeting after the purchase is made where the item may be properly posted as required by law. A purchase is not considered to be an emergency if the expenditure becomes necessary due to poor planning.

All emergency purchases are processed as follows:

- The applicable Department Manager will be notified immediately with as much information as possible about the emergency purchase required.
- The Department Manager contacts as many vendors as necessary to arrange the emergency purchase. The purchase is completed by telephone by issuing a verbal purchase order number to the vendor and requesting expedited delivery. The purchase order is either mailed or faxed to the vendor at a later date.
- Staff making the request may be required to pick-up the emergency purchase from the vendor, if applicable, if expedited delivery from the vendor is not available.
- Council approval or ratification must be obtained for all such emergency purchases exceeding \$25,000.00.

SECTION 7.0: PURCHASING PROCESSES

7.01 Policy

Competitive written or telephone bids are to be sought for all purchases over \$3,000 (**see Section 5.05**). All practical means to obtain the best price available should also be used when making emergency purchases. Competitive sealed bids are required for those bids exceeding \$25,000 (**see Section 5.06**). The bid consists of the items offered by the vendor in response to the specifications, along with details governing the offer. The Town bidding procedures contain the following general requirements:

- A short summary of the Request For Bid (RFB) or Request for Proposal (RFP) shall be published in local newspapers of general. The advertisement is to be published under the Legal Notices section of the newspaper. This should be coordinated through the City Secretary's Office.

- Bids are received until the date and hour set out in the specifications. The Town Secretary or her designee will mark bids with the date and time at which they are received. Once a bid is submitted, the bidder cannot alter or correct a bid. A vendor who wishes to withdraw a previously submitted bid and/or submit an alternate bid may only do so prior to the bid opening. Under no circumstances will bids be accepted after the specified date and time.
- The bids are to be opened at the date and hour specified in the bid and notice documents, and submitted to the requesting department for review. Generally, the lowest and best responsible bid is accepted. Occasionally, a bid may be split between vendors to obtain optimum pricing. If no bid is found to be acceptable, the entire bidding process must be repeated. Sealed bids are opened publicly in the presence of at least three (3) Town employees. The Town Secretary or her designee will coordinate the opening of the bids.
- Bids are to be kept confidential from competitors until after the bid has been opened. Once the bid is opened, the bid becomes open record in accordance with the Texas Open Records Act.
- Sealed bids must be submitted to the Town of Trophy Club by mail or hand delivered to Town offices. Envelopes must be clearly marked that a sealed bid is enclosed. Faxed or late bids will not be considered for award. They should be addressed to the Town Secretary.
- The Town of Trophy Club reserves the right to reject any and all bids submitted and to waive any and all irregularities.

It is the consistent policy of the Town to use competitive principles in awarding all public contracts of any amount with only limited exceptions as allowed by law. This includes the purchase and lease of goods, the purchase of services, and construction projects. These competitive principles apply to all departments of the Town of Trophy Club.

7.02 Requests for Bids (RFB) or Requests for Proposals (RFP)

RFBs and RFPs are used to notify vendors that the Town has specific requirements for goods and/or services and that vendors are being offered an opportunity to fulfill those requirements. The bid system is to be kept simple and practical, and the bids must be advertised as widely as possible in order for competition to work. Complicated bid invitations or requests for proposals discourage competition and drive up prices.

7.03 Bid Packet

A bid packet contains documents needed by the vendor to respond to the requirements of the RFB/RFP. It may include several elements:

Request for Bid (RFB) or Request for Proposal (RFP): This is the cover form for the bid/proposal package. It provides specific information that the bidder will need to respond. As applicable, it should include:

- Quantity and brief description of goods or services to be provided
- Request for unit cost, extended cost, and total cost of items bid
- Estimated delivery time if vendor is awarded the bid
- Closing date and time for receiving bids or proposals.

- Place where bids or proposals are to be sent, including the address and office
- Person to contact for additional information
- Instructions to bidders (see example in *Appendix F*)
- For RFPs only: Factors to be used in the evaluation process, the weights attached to each factor. Evaluation factors may include price, experience of vendor's staff, ability to respond in a timely way, past recommendations, safety record in accordance with a duly adopted Town vendor safety record policy, and financial soundness, as well as any others considered necessary. Other evaluation factors will depend on the individual requirements attached with the procurement.

Standard Terms and Conditions: All conditions of doing business with the Town will remain constant for all contracts and purchases, unless specifically deleted. They are usually presented as an attachment to the RFP.

Special Provisions: Terms and conditions required for a particular contract or purchase.

Specification: The description of the purchase requirements. In place of enclosing the actual specification, information about where the specification may be obtained may be substituted.

Pricing: The offer and acceptance page. The vendor quotes prices in accordance with the specification requirements. Prices are usually provided by unit and include the total cost for the estimated amount required.

A list of attendees and minutes of the bidders conference by the City Secretary or her staff must be kept as part of the procurement file.

7.04 Competitive Proposals

Competitive proposals can only be used for procurements of high-technology products or services as allowed by law. The specification shall be written using performance standards rather than the description of the good or service. The specification must also specify the relative importance of price and other evaluation factors by identifying the weight to be given to each factor.

- Vendors submit a proposal for a system to satisfy the requirements set forth in the proposal. Proposals may incorporate various types of hardware or services to accomplish the performance objectives set forth in the specifications.
- After proposals are received, the Town may enter into discussions with offerors who submit proposals and who are determined to be reasonably qualified for the award of the contract based upon proposal specifications. Offerors shall be treated fairly and equally with respect to any opportunity for discussion and revision of proposals. Revisions may be permitted during the discussion process after submissions and before the award of the contract in order to obtain the best final offers.
- The contract must be awarded to the responsible offeror whose proposal is determined to be the most advantageous to the Town considering the relative importance of price and the other evaluation factors included in the request for proposal.

7.05 Cancellation of a RFB/RFP

RFBs and RFPs may be canceled by the Town at any time before the date set for opening bids. A cancellation notice should be mailed or faxed to all vendors receiving bid or proposal invitations.

7.06 Modification of a RFB/RFP

RFBs and RFPs submitted to vendors may also be modified by the Town after being issued but before the final date for submission. When modifications are required, addenda shall be mailed and/or faxed to all vendors receiving bid or proposal packets. The modification notification should state whether the bid opening date is or is not extended. The bid opening date may be extended if notification of the amendment will not give vendors ample time to respond to the modified request.

7.07 Receiving the Bid or Proposal – Procedural Requirements

Receiving competitive bids and proposals must be done properly in order to ensure that no possibility of favoritism or even the appearance of favoritism exists. Notice of the time and place at which the bids/proposals will be publicly opened must be published at least once a week for two consecutive weeks. The date of the first publication must be at least fifteen (15) days before the date of public opening.

- Each bid or proposal must be returned to the Town Secretary's Office as designated in the invitation. Each proposal is to be in a separate envelope, sealed and with the bid or proposal identification number marked on the outside of the envelope. If more than one bid is to be submitted, vendors are required to use separate envelopes for each bid.
- The bid or proposal envelope must be clearly marked by the offeror with the date upon which it is submitted to the Town and the Town Secretary or her designee shall mark the date and time of receipt of by the Town.
- The bid or proposal envelope should then be filed unopened together with the other bids or proposals for the same bid invitation until the time of the bid opening.
- Bids or proposals must be received by and opened on the date, hour and location as specified in the invitation/request. Vendors are invited and encouraged to attend the bid opening. Bid openings are considered open meetings and anyone can attend. Three (3) Town representatives (i.e. employee, town official, or professional staff) must be present at all bid openings.
- All bids and proposals must be sealed with the identification number clearly marked on the outside of the envelope. One bid or proposal may be submitted per envelope. Opened bids shall be kept on file and available for inspection.

7.08 Disqualified Bids

The following are grounds for disqualifying a submitted bid:

- Incomplete bids/proposals may be considered non-responsive. Such bids/proposals may be considered for award if the non-responsiveness is due to a non-material omission. (i.e. the omission does not affect price, quality, quantity, delivery or other material contractual conditions).
- Unsigned bids/proposals, or bids/proposals with unauthorized signatures.

- Bids or proposals received after the date and time for opening. Late bids/proposals are not considered for award of the purchase, will not be opened, and will be returned to the submitting bidder/proposer.
- Bids/proposals where prices are conditional on award of another bid, or when prices are subject to unlimited escalation. If allowed by the specification, prices may be subject to escalation based on an independent wholesale index.

7.09 Correction or Withdrawal of a Bid

Bids may not be altered or amended after the submission deadline. A non-material omission or error may be waived if:

- The omission or error relates to a matter of form, not substance; and
- Does not otherwise prejudice the other bidders/offerors.

Any alteration or change made to a bid or offer prior to opening must be initialed by the authorized signatory of the bidder guaranteeing authenticity. Mathematical errors may not be corrected. In the event of a conflict between a unit price for an item(s) and the total price for such item(s), the Town reserves the right to resolve the conflict by accepting the lowest price.

SECTION 8.0: EVALUATING COMPETITIVE BIDS

8.01 General

The Finance Director or his/her designee will provide tabulations, calculation checks, price extension and information about compliance with specifications to the RFB/RFP.

8.02 Tabulating the Results

When bids or proposals are opened, the results are tabulated by the Finance Director or his designee for easy reference. The following information is included in the bid analysis:

- All calculations and sums are double checked for accuracy.
- Unit prices are extended to a total price for the requested quantity.
- The bid or proposal is verified to determine if all requirements listed meet specifications. All areas where the bid/proposals fail to meet conditions included in the specifications and whether any failures disqualify the bid/proposal are listed. Any modifications to the specifications submitted by the vendor are so noted.
- All required samples to be included, if applicable, are verified by the Department.
- Samples of the desired product, if required, are tested and results of the test noted by the Department.

8.03 Basis for Purchase Decision

The evaluation and recommendation includes whether or not the vendor has submitted a responsive bid or proposal (one that meets all criteria of the RFB/RFP). Additionally, information on the vendor's record of being a responsible bidder (one who has proven capable of performing a contract and/or appears financially and technically capable of adequately performing this contract) is included. If the bidder's safety record is to be considered, the evaluation states if the bidder has an acceptable record, and if not, the identifiable factors that were not satisfactory as required by the written definition and

criteria for accurately determining the safety record of a bidder and the Town has complied with all other requirements of §252.0435 of the Texas Local Government Code, as amended.

SECTION 9.0: AWARDING THE BID

9.01 Policy

The Town awards bids to the vendor who meets the requirements set forth in the bid documents who offers the lowest cost or the vendor who provides goods or services at the best value for the Town pursuant to the criteria set forth in Section 252.043 of the Texas Local Government Code, as amended. If staff recommends award of a bid to a vendor who is not the lowest responsible bidder, justification for the vendor selection must be documented. In the event that no bid is deemed satisfactory, the Town may declare that all bids are unacceptable.

9.02 Disqualification of a Bidder

If a bidder has provided unsatisfactory service or products to the Town in the past, those experiences are to be thoroughly documented in order to support any later disqualifications.

A vendor who fails to provide satisfactory products, goods or services or who has breached, terminated or been terminated from a contract with the Town in the past will be removed from the Approved Vendors List for future bidding opportunities and may be disqualified from bidding on future projects.

SECTION 10.0: PROTESTING A BID

Upon selection of an offeror or bidder, all competitors must be notified in writing of the procurement results and advised of their right to appeal the decision by the Department. A protest must be submitted to Town Manager or designee within seven (7) calendar days of the date upon which the Town's written notice of procurement results is made. All such protests will be reviewed by the Town Manager or designee who will issue a written decision regarding the protest. An appeal from the decision of the Town Manager or designee may be made to Town Council and shall be placed on the Council agenda on the first available date for which notice and publication requirements may be met after a written notice of appeal is received by the Town Secretary.

SECTION 11.0: PROCUREMENT SPECIFICATIONS

A specification is a concise description of goods or services the Town seeks to buy, and the requirements the vendor must meet in order to be considered for the award. A specification may include requirements for testing, inspection or preparing an item for delivery, or preparing or installing it for use. The specification is the total description of the purchase. A good specification has four characteristics:

- **It sets the minimum acceptability of the good or service.** The term minimum acceptability is key, since the vendor must know the minimum standard to determine what to provide. Setting too high a standard means tax dollars will be wasted, while setting too low a standard means the good or service will not meet the expectations of the user.
- **It should promote competitive bidding.** The maximum number of responsible vendors should be able to bid to the specifications. Restrictive specifications decrease competition.

- **It should contain provisions for reasonable tests and inspections for acceptability of the good or service.** The methods and timing of testing and inspecting must be indicated in the specification. Tests should refer to nationally recognized practices and standards, whenever possible.
- **It should provide for an equitable award to the lowest responsible bidder.** The buyer obtains goods or services that will perform to expectations, and the vendor is able to provide the goods or services at an equitable price.

SECTION 12.0: MODIFICATION AND TERMINATION OF CONTRACTS

12.01 Policy

All modifications or changes to a contract must be in writing. The Town Manager or designee may approve a modification or change order that increases or decreases a contract by \$15,000 or less. The Town Council must approve modifications or change orders exceeding \$15,000. The original contract price is not to be increased by more than 25%. Additionally, funding must be available to cover the cost of the price increase.

The original contract price may not be decreased by more than 25% without the consent of the contractor.

A contract awarded by the Town Council may only be terminated upon the approval of such termination by Town Council.

12.02 Requirement to Re-bid

- In the event that a change order exceeds 25% of the contract price, a new bid must be solicited using the same bidding procedures as noted in **Section 6.0**. A new bid solicitation is to be issued if the procurement of supplies, equipment or services is materially different from that specified in the previous bid process regardless of the percentage in increase in the contract price.

SECTION 13.0: DELIVERY OF GOODS

Once goods are delivered to the Town's offices, receipt of delivery is noted by signature of the receiving department or the receptionist in the Administration Building. If the receptionist receives goods, he/she will notify the department to which the goods belong.

The person receiving the goods should make every effort to inspect the goods prior to signing the delivery ticket. If visible damage to a container being delivered is detected, it should be noted on the delivery ticket. Although damage to the contents of the package may not be seen, making this notation on the delivery ticket could make filing a claim easier if in fact the contents are damaged. Sometimes, damage to goods is concealed in packaging and the receiving party has no way of knowing of the damage.

SECTION 14.0: DISPOSAL OF SURPLUS PROPERTY

Annually, all departments shall review their assets and determine which items are no longer needed. A list of surplus, obsolete or unused supplies, materials or equipment, including description, make, model, and serial numbers should be forwarded to the Town Manager. Upon review and approval by Town Manager or her designee the items on the department's lists may be transferred to other departments or sold through public auction. A copy of the items sold

TOWN OF TROPHY CLUB, TEXAS
Annual Program of Services

including amounts, names, and addresses will be provided to the Finance Department so that it can be removed from asset lists and insurance.

TOWN OF TROPHY CLUB INVESTMENT POLICY

I. POLICY

It is the policy of the Town of Trophy Club that after allowing for anticipated cash flow requirements of the Town of Trophy Club and giving due consideration to the safety and risk of investment, all available funds shall be invested in conformance with these legal and administrative guidelines.

Effective cash management is recognized as essential to good fiscal management. Investment interest is a source of revenue to Trophy Club funds. Trophy Club's investment portfolio shall be developed and managed in a manner designed to be responsive to public trust, in compliance with legal requirements and limitations, and to maximize this revenue source.

Investments shall be made with the primary objectives of:

- * Safety and preservation of principal
- * Maintenance of sufficient liquidity to meet operating needs
- * Public trust from prudent investment activities
- * Optimization of interest earnings on the portfolio

II. PURPOSE

The purpose of this investment policy is to comply with Chapter 2256 of the Government Code ("Public Funds Investment Act"), which requires the Town of Trophy Club to adopt a written investment policy regarding the investment of its funds and funds under its control. The Investment Policy addresses the methods, procedures and practices that must be exercised to ensure effective and judicious fiscal management of Trophy Club's funds.

III. SCOPE

This Investment Policy shall govern the investment of all financial assets of the Town of Trophy Club. These funds are accounted for in the Town of Trophy Club's Comprehensive Annual Financial Report (CAFR) and include:

- General Fund
- Special Revenue Funds
- Capital Projects Funds
- Debt Service Funds, including reserves and sinking funds, to the extent not required by law or existing contract to be kept segregated and managed separately
- Any new fund created by the Town of Trophy Club, unless specifically exempted from this Policy by the Town Council or by law.

The Town of Trophy Club consolidates fund cash balances to maximize investment earnings. Investment income will be allocated to the various funds based on their respective participation and in accordance with generally accepted accounting principles.

This Investment Policy shall apply to all transactions involving the financial assets and related activity for all the foregoing funds. However, this policy does not apply to the assets administered

for the benefit of the Town of Trophy Club by outside agencies under deferred compensation programs.

IV. INVESTMENT OBJECTIVES

The Town of Trophy Club shall manage and invest its cash with four primary objectives, listed in order of priority: safety, liquidity, public trust, and yield, expressed as optimization of interest earnings. The safety of the principal invested always remains the primary objective. All investments shall be designed and managed in a manner responsive to the public trust and consistent with state and local law.

The Town of Trophy Club shall maintain a comprehensive cash management program, which includes collection of accounts receivable, vendor payments in accordance with invoice terms, and prudent investment of available cash. Cash management is defined as the process of managing monies in order to insure maximum cash availability and maximum earnings on short-term investment of idle cash.

Safety [PFIA 2256.005(b)(2)]

Safety of principal is the foremost objective of the investment program. Investments shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. The objective will be to mitigate credit and interest rate risk.

- Credit Risk and Concentration of Credit Risk – The Town of Trophy Club will minimize credit risk, the risk of loss due to the failure of the issuer or backer of the investment, and concentration of credit risk, the risk of loss attributed to the magnitude of investment in a single issuer, by:
 - Limiting investments to the safest types of investments
 - Pre-qualifying the financial institutions and broker/dealers with which the Town of Trophy Club will do business
 - Diversifying the investment portfolio so that potential losses on individual issuers will be minimized.

- Interest Rate Risk – the Town of Trophy Club will manage the risk that the interest earnings and the market value of investments in the portfolio will fall due to changes in general interest rates by limiting the maximum weighted average maturity of the investment portfolio to 365 days. The Town of Trophy Club will, in addition,:
 - Structure the investment portfolio so that investments mature to meet cash requirements for ongoing operations, thereby avoiding the need to liquidate investments prior to maturity.
 - Invest operating funds primarily in certificates of deposit, shorter-term securities, money market mutual funds, or local government investment pools functioning as money market mutual funds.
 - Diversify maturities and staggering purchase dates to minimize the impact of market movements over time.

Liquidity [PFIA 2256.005(b)(2)]

The investment portfolio shall remain sufficiently liquid to meet all operating requirements that may be reasonably anticipated. This is accomplished by structuring the portfolio so that investments mature concurrent with cash needs to meet anticipated demands. Because all possible cash demands cannot be anticipated, a portion of the portfolio will be invested in shares of money market

mutual funds or local government investment pools that offer same-day liquidity. In addition, a portion of the portfolio will consist of securities with active secondary or resale markets.

Public Trust

All participants in the Town of Trophy Club's investment process shall seek to act responsibly as custodians of the public trust. The investment officer shall avoid any transaction that might impair public confidence in the Town of Trophy Club's ability to govern effectively.

Yield (Optimization of Interest Earnings) [PFIA 2256.005(b)(3)]

The investment portfolio shall be designed with the objective of attaining a market rate of return throughout budgetary and economic cycles, taking into account the investment risk constraints and liquidity needs. Return on investment is of secondary importance compared to the safety and liquidity objectives described above.

V. INVESTMENT STRATEGY STATEMENTS

The Town of Trophy Club portfolio will be structured to benefit from anticipated market conditions and to achieve a reasonable return. Relative value among asset groups shall be analyzed and pursued as part of the investment program within the restrictions set forth by the investment policy.

The Town of Trophy Club maintains portfolios which utilize four specific investment strategy considerations designed to address the unique characteristics of the fund groups represented in the portfolios.

Operating Funds

Suitability - All investments authorized in the Investment Policy are suitable for Operating Funds.

Preservation and Safety of Principal - All investments shall be high quality securities with no perceived default risk.

Liquidity - Investment strategies for the pooled operating funds have as their primary objective to assure that anticipated cash flows are matched with adequate investment liquidity. The dollar-weighted average maturity of operating funds, based on the stated final maturity date of each security, will be calculated and limited to one year or less. Constant \$1 net asset value investment pools and money market mutual funds shall be an integral component in maintaining daily liquidity. Investments for these funds shall not exceed an 18-month period from date of purchase.

Marketability - Securities with active and efficient secondary markets will be purchased in the event of an unanticipated cash requirement.

Diversification - Maturities shall be staggered throughout the budget cycle to provide cash flows based on anticipated needs. Investment risks will be reduced through diversification among authorized investments.

Yield - The Town's objective is to attain a competitive market yield for comparable securities and portfolio constraints. The benchmark for Operating Funds shall be the 91 day Treasury bill.

Reserve and Deposit Funds

Suitability - All investments authorized in the Investment Policy are suitable for Reserve and Deposit Funds.

Preservation and Safety of Principal - All investments shall be high quality securities with no perceived default risk.

Liquidity - Investment strategies for reserve and deposit funds shall have as the primary objective the ability to generate a dependable revenue stream to the appropriate reserve fund from investments with a low degree of volatility. Except as may be required by the bond ordinance specific to an individual issue, investments should be of high quality, with short-to-intermediate-term maturities. The dollar-weighted average maturity of reserve and deposit funds, based on the stated final maturity date of each security, will be calculated and limited to two years or less.

Marketability - Securities with active and efficient secondary markets will be purchased in the event of an unanticipated cash requirement.

Diversification - Maturities shall be staggered throughout the budget cycle to provide cash flows based on anticipated needs. Investment risks will be reduced through diversification among authorized investments.

Yield - The Town's objective is to attain a competitive market yield for comparable securities and portfolio constraints. The benchmark for Reserve and Deposit Funds shall be the 91 day Treasury bill.

Bond and Certificate Capital Project Funds and Special Purpose Funds

Suitability - All investments authorized in the Investment Policy are suitable for Bond and Certificate Capital Project Funds and Special Purpose Funds.

Preservation and Safety of Principal - All investments shall be high quality securities with no perceived default risk.

Liquidity - Investment strategies for bond and certificate capital project funds, special projects and special purpose funds portfolios will have as their primary objective to assure that anticipated cash flows are matched with adequate investment liquidity. The stated final maturity dates of investments held should not exceed the estimated project completion date or a maturity of no greater than three years. The dollar-weighted average maturity of bond and certificate capital project funds and special purpose funds, based on the stated final maturity date of each security, will be calculated and limited to two years or less.

Marketability - Securities with active and efficient secondary markets will be purchased in the event of an unanticipated cash requirement.

Diversification - Maturities shall be staggered throughout the budget cycle to provide cash flows based on anticipated needs. Investment risks will be reduced through diversification among authorized investments.

Yield - The Town's objective is to attain a competitive market yield for comparable securities and portfolio constraints. The benchmark for Bond and Certificate Capital Project Funds and Special Purpose Funds shall be the 91 day Treasury bill. A secondary objective of these funds is to achieve a yield equal to or greater than the arbitrage yield of the applicable bond or certificate.

Debt Service Funds

Suitability - All investments authorized in the Investment Policy are suitable for Debt Service Funds.

Preservation and Safety of Principal - All investments shall be high quality securities with no perceived default risk.

Liquidity - Investment strategies for debt service funds shall have as the primary objective the assurance of investment liquidity adequate to cover the debt service obligation on the required payment date. Securities purchased shall not have a stated final maturity date which exceeds the debt service payment date. The dollar-weighted average maturity of debt service funds, based on the stated final maturity date of each security, will be calculated and limited to one year or less.

Marketability - Securities with active and efficient secondary markets will be purchased in the event of an unanticipated cash requirement.

Diversification - Maturities shall be staggered throughout the budget cycle to provide cash flows based on anticipated needs. Investment risks will be reduced through diversification among authorized investments.

Yield - The Town's objective is to attain a competitive market yield for comparable securities and portfolio constraints. The benchmark for Debt Service Funds shall be the 91 day Treasury bill.

VI. RESPONSIBILITY AND CONTROL

Delegation of Authority [PFIA 2256.005(f)]

In accordance with the Town of Trophy Club and the Public Funds Investment Act, the Town Council designates the Director of Finance as the Town of Trophy Club's Investment Officer. The Investment Officer is authorized to execute investment transactions on behalf of the Town of Trophy Club and may designate a secondary investment officer to act in his/her absence. No other person may engage in an investment transaction or the management of the Town of Trophy Club funds except as provided under the terms of this Investment Policy. The investment authority granted to the investing officer is effective until rescinded.

Quality and Capability of Investment Management [PFIA 2256.005(b)(3)]

The Town of Trophy Club shall provide periodic training in investments for the designated investment officers and other investment personnel through courses and seminars offered by professional organizations, associations, and other independent sources in order to insure the quality and capability of investment management in compliance with the Public Funds Investment Act.

Training Requirement [PFIA 2256.008 – Local Governments]

In accordance with the Town of Trophy Club and the Public Funds Investment Act, designated Investment Officers shall attend an investment training session no less often than once every two years and shall receive not less than 10 hours of instruction relating to investment responsibilities. A newly appointed Investment Officer must attend a training session of at least 10 hours of instruction within twelve months of the date the officer took office or assumed the officer's duties. The investment training session shall be provided by an independent source. For purposes of this policy, an "independent source" from which investment training shall be obtained shall include a

professional organization, an institution of higher education or any other sponsor other than a business organization with whom the Town of Trophy Club may engage in an investment transaction.

Internal Controls (Best Practice)

The Investment Officer is responsible for establishing and maintaining an internal control structure designed to ensure that the assets of the Town of Trophy Club are protected from loss, theft, or misuse. The internal control structure shall be designed to provide reasonable assurance that these objectives are met. The concept of reasonable assurance recognizes that (1) the cost of a control should not exceed the benefits likely to be derived; and (2) the valuation of costs and benefits requires estimates and judgments by management.

Accordingly, the Investment Officer shall establish a process for annual independent review by an external auditor to assure compliance with policies and procedures. The internal controls shall address the following points.

- Control of collusion.
- Separation of transactions authority from accounting and record keeping.
- Custodial safekeeping.
- Avoidance of physical delivery securities.
- Clear delegation of authority to subordinate staff members.
- Written confirmation for telephone (voice) transactions for investments and wire transfers.
- Development of a wire transfer agreement with the depository bank or third party custodian.

Investment Policy Certification [PFIA 2256.005(k-l)]

All investment providers, including financial institutions, banks, money market mutual funds, and local government investment pools, must sign a certification acknowledging that the organization has received and reviewed the Town of Trophy Club's investment policy and that reasonable procedures and controls have been implemented to preclude investment transactions that are not authorized by the Town of Trophy Club's policy.

Prudence [PFIA 2256.006]

The standard of prudence to be applied by the Investment Officer shall be the "prudent investor" rule. This rule states that "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 probable income to be derived." In determining whether an Investment Officer has exercised prudence with respect to an investment decision, the determination shall be made taking into consideration:

- The investment of all funds, or funds under the Town of Trophy Club's control, over which the officer had responsibility rather than a consideration as to the prudence of a single investment.
- Whether the investment decision was consistent with the written approved investment policy of the Town of Trophy Club.

Indemnification

The Investment Officer, acting in accordance with written procedures and exercising due diligence, shall not be held personally responsible for a specific investment's credit risk or market price changes, provided that these deviations are reported immediately and the appropriate action is taken to control adverse developments.

Ethics and Conflicts of Interest [PFIA 2256.005(j)]

Officers and employees involved in the investment process shall refrain from personal business activity that would conflict with the proper execution and management of the investment program, or that would impair their ability to make impartial decisions. Employees and Investment Committee members shall disclose any material interests in financial institutions with which they conduct business. They shall further disclose any personal financial/investment positions that could be related to the performance of the investment portfolio. Employees and Investment Committee members shall refrain from undertaking personal investment transactions with the same individual with which business is conducted on behalf of the Town of Trophy Club.

An Investment Committee member of the Town of Trophy Club who has a personal business relationship with an organization seeking to sell an investment to the Town of Trophy Club shall file a statement disclosing that personal business interest. An Investment Committee member who is related within the second degree by affinity or consanguinity to an individual seeking to sell an investment to the Town of Trophy Club shall file a statement disclosing that relationship. A statement required under this subsection must be filed with the Texas Ethics Commission and the Town Council.

VII. SUITABLE AND AUTHORIZED INVESTMENTS

Portfolio Management

The Town of Trophy Club currently has a “buy and hold” portfolio strategy. Maturity dates are matched with cash flow requirements and investments are purchased with the intent to be held until maturity. However, investments may be liquidated prior to maturity for the following reasons:

- An investment with declining credit may be liquidated early to minimize loss of principal.
- Cash flow needs of the Town of Trophy Club require that the investment be liquidated.

Investments [PFIA 2256.005(b)(4)(A)]

Trophy Club funds governed by this policy may be invested in the instruments described below, all of which are authorized by Chapter 2256 of the Government Code (Public Funds Investment Act). Investment of Town of Trophy Club funds in any instrument or security not authorized for investment under the Act is prohibited. The Town of Trophy Club will not be required to liquidate an investment that becomes unauthorized subsequent to its purchase.

I. Authorized

1. Obligations of the United States of America, its agencies and instrumentalities.
2. Certificates of Deposit issued by a depository institution that has its main office or a branch office in Texas. The certificate of deposit must be guaranteed or insured by the Federal Deposit Insurance Corporation or its successor or the National Credit Union Share Insurance Fund or its successor and secured by obligations in a manner and amount as provided by law. In addition, certificates of deposit obtained through a depository institution that has its main office or a branch office in Texas and that contractually agrees to place the funds in federally insured depository institutions in accordance with the conditions prescribed in Section 2256.010(b) of the Public Funds Investment Act are authorized investments.
3. Fully collateralized direct repurchase agreements with a defined termination date secured by obligations of the United States or its agencies and instrumentalities. These

shall be pledged to the Town of Trophy Club, held in the Town of Trophy Club's name, and deposited at the time the investment is made with the Town of Trophy Club or with a third party selected and approved by the Town of Trophy Club. Repurchase agreements must be purchased through a primary government securities dealer, as defined by the Federal Reserve, or a financial institution doing business in Texas. A Master Repurchase Agreement must be signed by the bank/dealer prior to investment in a repurchase agreement. All repurchase agreement transactions will be on a delivery vs. payment basis. Securities received for repurchase agreements must have a market value greater than or equal to 102 percent at the time funds are disbursed. (Sweep Accounts and/or Bond Proceeds)

4. Money Market Mutual funds that: 1) are registered and regulated by the Securities and Exchange Commission, 2) have a dollar weighted average stated maturity of 90 days or less, 3) seek to maintain a net asset value of \$1.00 per share, and 4) are rated AAA by at least one nationally recognized rating service.
5. Local government investment pools, which 1) meet the requirements of Chapter 2256.016 of the Public Funds Investment Act, 2) are rated no lower than AAA or an equivalent rating by at least one nationally recognized rating service, and 3) are authorized by resolution or ordinance by the Town Council. In addition, a local government investment pool created to function as a money market mutual fund must mark its portfolio to the market daily and, to the extent reasonably possible, stabilize at \$1.00 net asset value.

All prudent measures will be taken to liquidate an investment that is downgraded to less than the required minimum rating. (PFIA 2256.021) Additionally, Trophy Club is not required to liquidate investments that were authorized at the time of purchase. (PFIA 2256.017)

II. **Not Authorized [PFIA 2256.009(b)(1-4)]**

Investments including interest-only or principal-only strips of obligations with underlying mortgage-backed security collateral, collateralized mortgage obligations with an inverse floating interest rate or a maturity date of over 10 years are strictly prohibited.

VIII. INVESTMENT PARAMETERS

Maximum Maturities [PFIA 2256.005(b)(4)(B)]

The longer the maturity of investments, the greater their price volatility. Therefore, it is the Town of Trophy Club's policy to concentrate its investment portfolio in shorter-term securities in order to limit principal risk caused by changes in interest rates.

The Town of Trophy Club attempts to match its investments with anticipated cash flow requirements. The Town of Trophy Club will not directly invest in securities maturing more than two years from the date of purchase; however, the above described obligations, certificates, or agreements may be collateralized using longer dated investments.

Because no secondary market exists for repurchase agreements, the maximum maturity shall be 120 days except in the case of a flexible repurchase agreement for bond proceeds. The maximum maturity for such an investment shall be determined in accordance with project cash flow projections and the requirements of the governing bond ordinance.

The composite portfolio will have a weighted average maturity of 365 days or less. This dollar-weighted average maturity will be calculated using the stated final maturity dates of each security. [PFIA 2256.005(b)(4)(C)]

Diversification [PFIA 2256.005(b)(3)]

The Town of Trophy Club recognizes that investment risks can result from issuer defaults, market price changes or various technical complications leading to temporary illiquidity. Risk is managed through portfolio diversification that shall be achieved by the following general guidelines:

- Limiting investments to avoid overconcentration in investments from a specific issuer or business sector (excluding U.S. Treasury securities and certificates of deposit that are fully insured and collateralized in accordance with state and federal law),
- Limiting investment in investments that have higher credit,
- Investing in investments with varying maturities, and
- Continuously investing a portion of the portfolio in readily available funds such as local government investment pools (LGIPs), money market funds or overnight repurchase agreements to ensure that appropriate liquidity is maintained in order to meet ongoing obligations.

IX. SELECTION OF BANKS AND DEALERS

Depository

At least every five years a Depository shall be selected through the Town of Trophy Club's banking services procurement process, which shall include a formal request for proposal (RFP). The selection of a depository will be determined by competitive bid and evaluation of bids will be based on the following selection criteria:

- The ability to qualify as a depository for public funds in accordance with state law.
- The ability to provide requested information or financial statements for the periods specified.
- The ability to meet all requirements in the banking RFP.
- Complete response to all required items on the bid form
- Lowest net banking service cost, consistent with the ability to provide an appropriate level of service.
- The credit worthiness and financial stability of the bank.

Authorized Brokers/Dealers [PFIA 2256.025]

The Town of Trophy Club Investment Committee shall, at least annually, review, revise, and approve a list of qualified broker/dealers and financial institutions authorized to engage in securities transactions with the Town of Trophy Club. Those firms that request to become qualified bidders for securities transactions will be required to provide a completed broker/dealer questionnaire that provides information regarding creditworthiness, experience and reputation. and 2) a certification stating the firm has received, read and understood the Town of Trophy Club's investment policy and agree to comply with the policy. Authorized firms may include primary dealers or regional dealers that qualify under Securities & Exchange Commission Rule 15C3-1 (Uniform Net Capital Rule), and qualified depositories. All investment providers, including financial institutions, banks, money market mutual funds, and local government investment pools, must sign a certification acknowledging that the organization has received and reviewed the Town of Trophy Club's investment policy and that reasonable procedures and controls have been implemented to preclude

investment transactions that are not authorized by the Town of Trophy Club's policy. [PFIA 2256.005(k-l)]

Competitive Bids

It is the policy of the Town of Trophy Club to require competitive bidding for all individual security purchases and sales except for: a) transactions with money market mutual funds and local government investment pools and b) treasury and agency securities purchased at issue through an approved broker/dealer or financial institution. The Investment Officer shall develop and maintain procedures for ensuring a competition in the investment of the Town of Trophy Club's funds.

Delivery vs. Payment [PFIA 2256.005(b)(4)(E)]

Securities shall be purchased using the delivery vs. payment method with the exception of investment pools and mutual funds. Funds will be released after notification that the purchased security has been received.

X. CUSTODIAL CREDIT RISK MANAGEMENT

Safekeeping and Custodial Agreements

The Town of Trophy Club shall contract with a bank or banks for the safekeeping of securities either owned by the Town of Trophy Club as part of its investment portfolio or held as collateral to secure demand or time deposits. Securities owned by the Town of Trophy Club shall be held in the Town of Trophy Club's name as evidenced by safekeeping receipts of the institution holding the securities.

Collateral for deposits will be held by a third party custodian designated by the Town of Trophy Club and pledged to the Town of Trophy Club as evidenced by safekeeping receipts of the institution with which the collateral is deposited. Original safekeeping receipts shall be obtained. Collateral may be held by the depository bank's trust department, a Federal Reserve bank or branch of a Federal Reserve bank, a Federal Home Loan Bank, or a third party bank approved by the Town of Trophy Club.

Collateral Policy [PFCA 2257.023]

Consistent with the requirements of the Public Funds Collateral Act, it is the policy of the Town of Trophy Club to require full collateralization of all Town of Trophy Club funds on deposit with a depository bank, other than investments. In order to anticipate market changes and provide a level of security for all funds, the collateralization level will be 102% of market value of principal and accrued interest on the deposits or investments less an amount insured by the FDIC. At its discretion, the Town of Trophy Club may require a higher level of collateralization for certain investment securities. Securities pledged as collateral shall be held by an independent third party with whom the Town of Trophy Club has a current custodial agreement. The Investment Officer is responsible for entering into collateralization agreements with third party custodians in compliance with this Policy. The agreements are to specify the acceptable investment securities for collateral, including provisions relating to possession of the collateral, the substitution or release of investment securities, ownership of securities, and the method of valuation of securities. A clearly marked evidence of ownership (safekeeping receipt) must be supplied to the Town of Trophy Club and retained. Collateral shall be reviewed at least monthly to assure that the market value of the pledged securities is adequate.

Collateral Defined

The Town of Trophy Club shall accept only the following types of collateral:

- Obligations of the United States or its agencies and instrumentalities
- Direct obligations of the state of Texas or its agencies and instrumentalities
- Collateralized mortgage obligations directly issued by a federal agency or instrumentality of the United States, the underlying security for which is guaranteed by an agency or instrumentality of the United States
- Obligations of states, agencies, counties, cities, and other political subdivisions of any state rated as to investment quality by a nationally recognized rating firm not less than A or its equivalent with a remaining maturity of ten (10) years or less
- A surety bond issued by an insurance company rated as to investment quality by a nationally recognized rating firm not less than A
- A letter of credit issued to the Town of Trophy Club by the Federal Home Loan Bank

Subject to Audit

All collateral shall be subject to inspection and audit by the Investment Officer or his/her designee, including the Town of Trophy Club's independent auditors.

XI. PERFORMANCE

Performance Standards

The Town of Trophy Club's investment portfolio will be managed in accordance with the parameters specified within this policy. The portfolio shall be designed with the objective of obtaining a rate of return through budgetary and economic cycles, commensurate with the investment risk constraints and the cash flow requirements of the Town of Trophy Club.

Performance Benchmark

It is the policy of the Town of Trophy Club to purchase investments with maturity dates coinciding with cash flow needs. Through this strategy, the Town of Trophy Club shall seek to optimize interest earnings utilizing allowable investments available on the market at that time. Market value will be calculated on a quarterly basis on all securities owned and compared to current book value. The Town of Trophy Club's portfolio shall be designed with the objective of regularly meeting or exceeding the average rate of return on U.S. Treasury Bills at a maturity level comparable to the Town of Trophy Club's weighted average maturity in days.

XII. REPORTING (PFIA 2256.023)

Methods

The Investment Officer shall prepare an investment report on a quarterly basis that summarizes investment strategies employed in the most recent quarter and describes the portfolio in terms of investment securities, maturities, and shall explain the total investment return for the quarter.

The quarterly investment report shall include a summary statement of investment activity prepared in compliance with generally accepted accounting principals. This summary will be prepared in a manner that will allow the Town of Trophy Club to ascertain whether investment activities during the reporting period have conformed to the Investment Policy. The report will be provided to the Town Council. The report will include the following:

- A listing of individual securities held at the end of the reporting period.
- Unrealized gains or losses resulting from appreciation or depreciation by listing the beginning and ending book and market value of securities for the period.
- Additions and changes to the market value during the period.
- Average weighted yield to maturity of portfolio as compared to applicable benchmark.
- Listing of investments by maturity date.
- Fully accrued interest for the reporting period
- The percentage of the total portfolio that each type of investment represents.
- Statement of compliance of the Town of Trophy Club's investment portfolio with state law and the investment strategy and policy approved by the Town Council.

An independent auditor will perform a formal annual review of the quarterly reports with the results reported to the governing body [PFIA 2256.023(d)].

Monitoring Market Value [PFIA 2256.005(b)(4)(D)]

Market value of all securities in the portfolio will be determined on a quarterly basis. These values will be obtained from a reputable and independent source and disclosed to the governing body quarterly in a written report.

XIII. INVESTMENT COMMITTEE

Members

An Investment Committee, consisting of the Town Manager, the Assistant Town Manager, the Investment Officer/Director of Finance, and the Secondary Investment Officer, shall review the Town's investment strategies and monitor the results of the investment program at least quarterly. This review can be done by reviewing the quarterly written reports and by holding committee meetings as necessary. The committee will be authorized to invite other advisors to attend meetings as needed.

Scope

TOWN OF TROPHY CLUB, TEXAS
Annual Program of Services

The Investment Committee shall include in its deliberations such topics as economic outlook, investment strategies, portfolio diversification, maturity structure, potential risk to the Town's funds, evaluation and authorization of broker/dealers, rate of return on the investment portfolio, and review of compliance with the investment policy. The Investment Committee will also advise the Town Council of any future amendments to the investment policy that are deemed necessary or recommended.

Procedures

The investment policy shall require the Investment Committee to provide minutes of investment information discussed at any meetings held. The committee should meet at least annually to discuss the investment program and policy.

XIV. INVESTMENT POLICY ADOPTION [PFIA 2256.005(e)]

The Town of Trophy Club's investment policy shall be adopted by resolution of the Town Council. It is the Town of Trophy Club's intent to comply with state laws and regulations. The Town of Trophy Club's investment policy shall be subject to revisions consistent with changing laws, regulations, and needs of the Town of Trophy Club. The Town Council shall adopt a resolution stating that it has reviewed the policy and investment strategies not less than annually, approving any changes or modifications.

TOWN OF TROPHY CLUB CASH HANDLING POLICY

CASH:

During hours of operation, coins, currency and checks will be secured in a designated locked drawer or cash register.

When not in use all coins, currency and checks must be stored in one of three locking bank bags assigned to each cashier and secured in the designated safe.

Each cashier will be assigned a cash till (cash drawer) for use during their scheduled shift. Cash in this till remains the property of the Town of Trophy Club and at no time will be converted to or otherwise allowed for personal use. There is only one cashier assigned per till. When not in use, the till must be secured in one of the three locking bank bags assigned to each cashier.

Cash tills are provided to perform the function of cashier only. At no time will the cashier use this till to cash checks, pay vouchers, provide petty cash, issue refunds, or any other cash related function except to make change for cash transactions, store cash received for services/goods, and store check payments received for same said functions.

Cash tills must be counted at the beginning of a shift and at shift end to ensure the till is at the issued balance. **EACH CASH TILL MUST ALWAYS REMAIN AT THE ISSUED BALANCE.**

Cash till variances, missing tills, or theft must be reported immediately to the supervisor.

CHECKS:

Proper identification must be requested from the presenting party. Lack of identification is proper grounds for check refusal. Checks must be restrictively endorsed upon receipt (i.e. stamped "For Deposit Only" upon receipt).

Checks must be made payable to the Town of Trophy Club and are to be accepted for the amount of the purchase/transaction only.

Personal checks can not be exchanged for cash.

Checks must not be post dated or otherwise held for future processing.

Third party checks are not permitted.

REPORTING AND DEPOSITS:

Record each transaction in designated cash receipt application or cash register immediately when received. Payment type (cash, check, or credit card) must be indicated on each transaction.

Daily reconciliations are required for each cashier's shift. The reconciliation for each cashier's shift must be completed immediately at the close of his/her shift. Each cashier will prepare a deposit slip related to that shift's transactions. The original deposit slip and all cash and checks related to that shift's receipts must be secured in one of the cashier's bank bags and turned into the cashier's supervisor, or his/her designee. The remaining cashier's designated till will be secured in a locking bank bag assigned to the cashier. Each cashier must close out their respective transactions at the end of each shift and balance the cash and checks to the transaction report and/or the cash register tape for the same period. The supervisor or his/her designee will deliver all deposits related to the previous business day to the Finance Department along with the cash receipts report and related duplicate copy of the deposit slip.

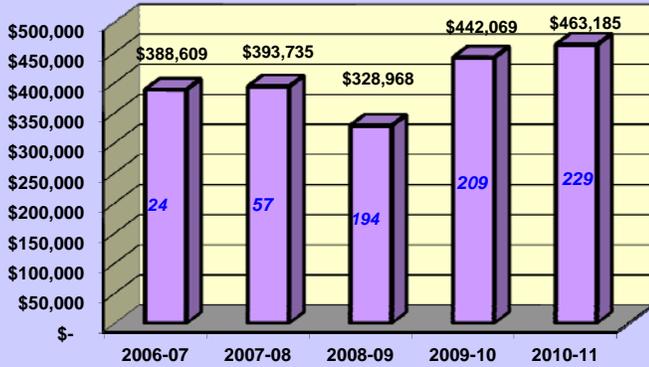
Cash counting and/or deposit preparation must be performed out of public view.

If a cashier's cash and checks do not balance to the transaction report for the same period, the resulting shortage or overage must be reported immediately to the cashier's supervisor. The cashier will secure all relevant documents, reports, and the related cash and checks in a locking bank bag and provide such to the supervisor or his/her designee. The supervisor will notify the Director of Finance and take the locked bank bag to the Director of Finance or his/her designee. The Director of Finance and/or his/her designee will verify the shortage or overage.

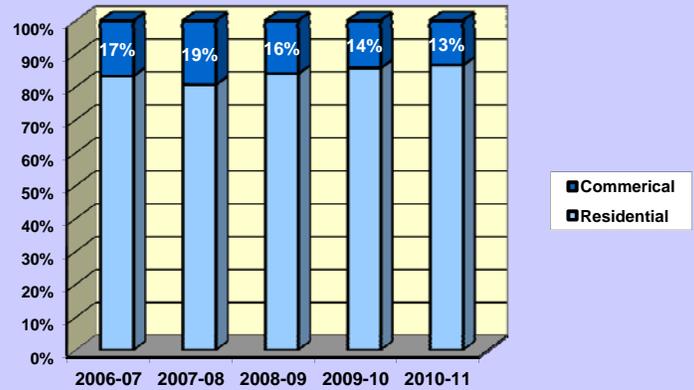
TOWN OF TROPHY CLUB

ECONOMIC CLIMATE DASHBOARD

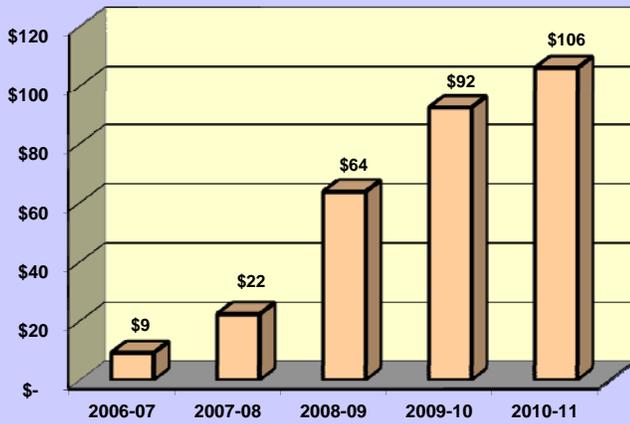
Average New Home Value
(number of permits/year in italics)



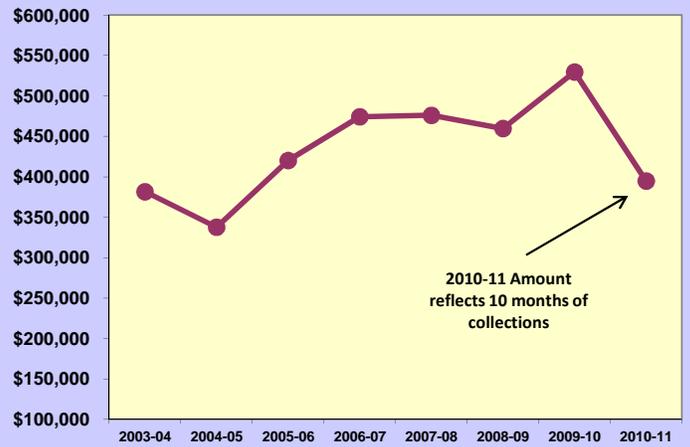
Commercial Value as % of Total



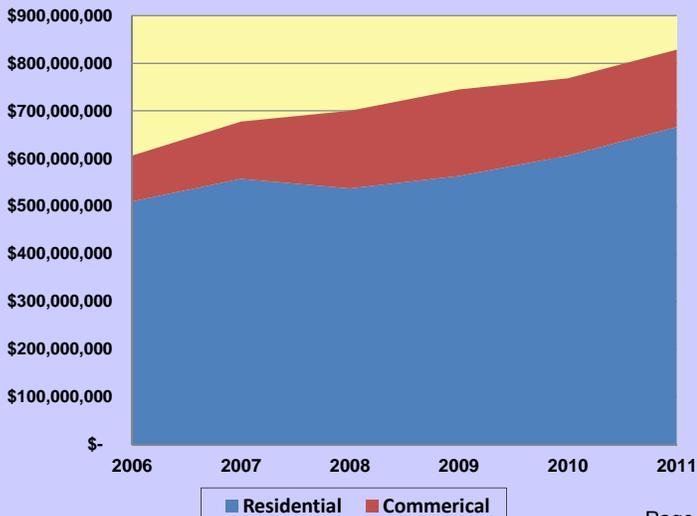
Total New Home Value Added
(in millions)



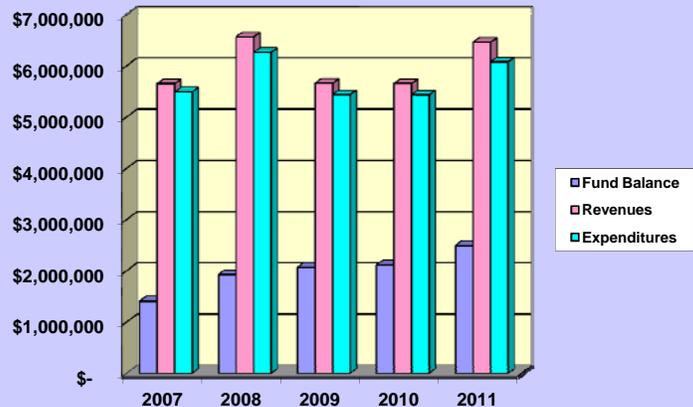
Sales Tax History (fiscal year)



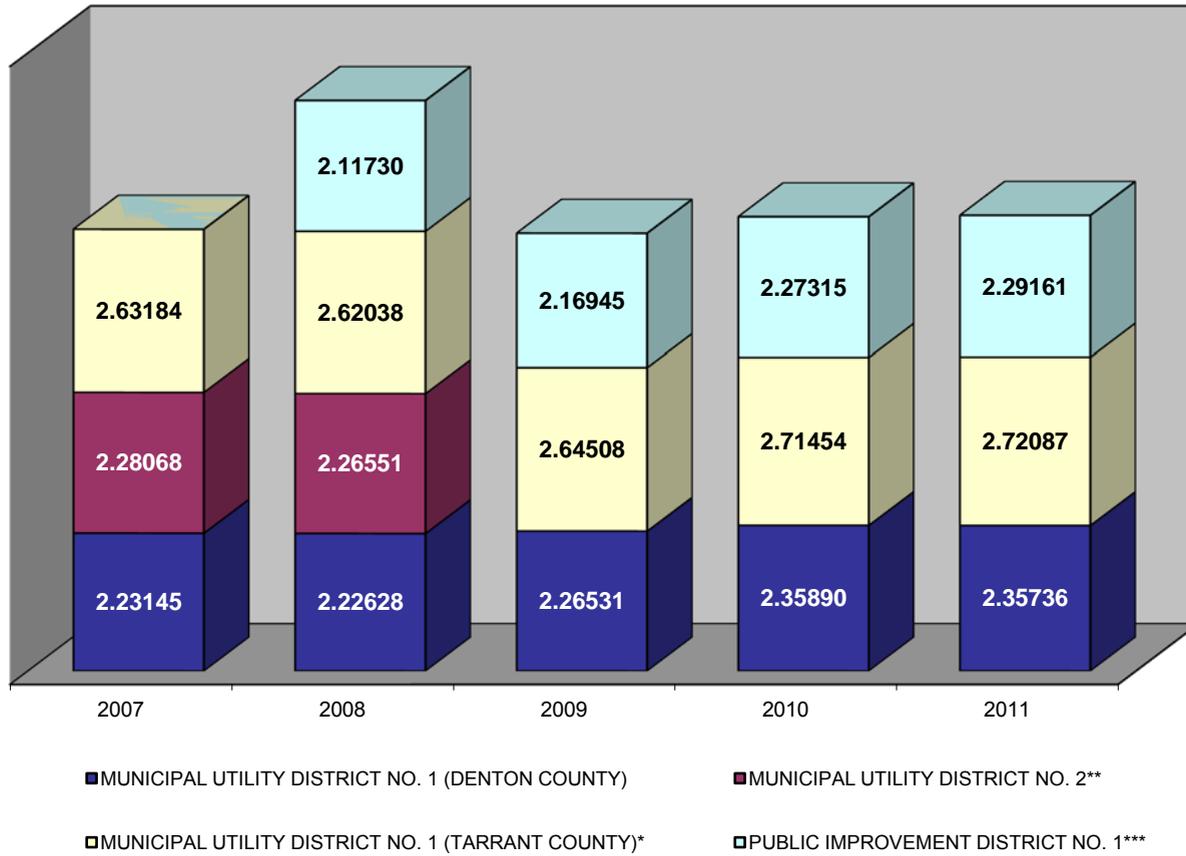
Total Net Taxable Assessed Value



Fund Balance vs. Revenues and Expenditures at 9/30
(General Fund)



**TOTAL COMBINED TAX & ASSESSMENT DISTRIBUTION
FIVE YEAR SUMMARY**



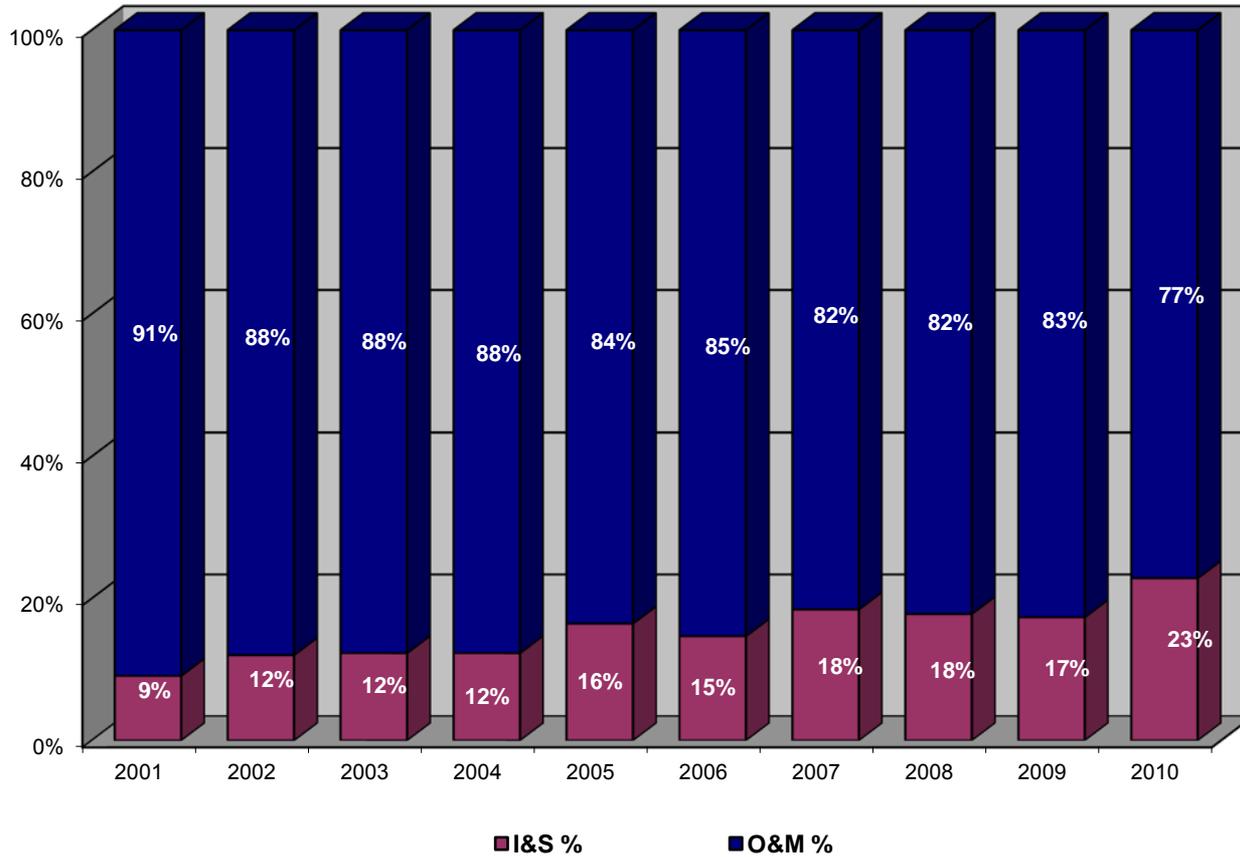
	2007	2008	2009	2010	2011
C28: TOWN OF TROPHY CLUB	0.43051	0.43051	0.45551	0.51500	0.53000
(+) PLUS APPLICABLE DISTRICT					
ESD2: PUBLIC IMPROVEMENT DISTRICT NO. 1	0.09084	0.11602	0.10914	0.10925	0.10925
W03: MUNICIPAL UTILITY DISTRICT NO. 1	0.23000	0.22500	0.20500	0.19500	0.17500
W05: MUNICIPAL UTILITY DISTRICT NO. 2 **	0.27923	0.26423	-	-	-
(+) PLUS APPLICABLE COUNTY					
DENTON COUNTY	0.23589	0.23577	0.24980	0.27390	0.27736
TARRANT COUNTY	<u>0.63628</u>	<u>0.62987</u>	<u>0.62957</u>	<u>0.62954</u>	<u>0.64087</u>
TARRANT COUNTY	0.26650	0.26400	0.26400	0.26400	0.26400
TARRANT COUNTY COLLEGE DISTRICT	0.13938	0.13797	0.13767	0.13764	0.14897
TARRANT COUNTY HOSPITAL DISTRICT	0.23040	0.22790	0.22790	0.22790	0.22790
(+) PLUS SCHOOL DISTRICT					
NORTHWEST INDEPENDENT SCHOOL DISTRICT	1.33505	1.33500	1.35500	1.37500	1.37500
(=) EQUALS					
MUNICIPAL UTILITY DISTRICT NO. 1 (DENTON COUNTY)	2.23145	2.22628	2.26531	2.35890	2.35736
MUNICIPAL UTILITY DISTRICT NO. 1 (TARRANT COUNTY)*	2.63184	2.62038	2.64508	2.71454	2.72087
MUNICIPAL UTILITY DISTRICT NO. 2**	2.28068	2.26551	-	-	-
PUBLIC IMPROVEMENT DISTRICT NO. 1***	-	2.11730	2.16945	2.27315	2.29161

* Incorporated as a result of Denton/Tarrant County border dispute.

** Municipal Utility Districts No.1 and No.2 were consolidated as a result of the May 9, 2009 election

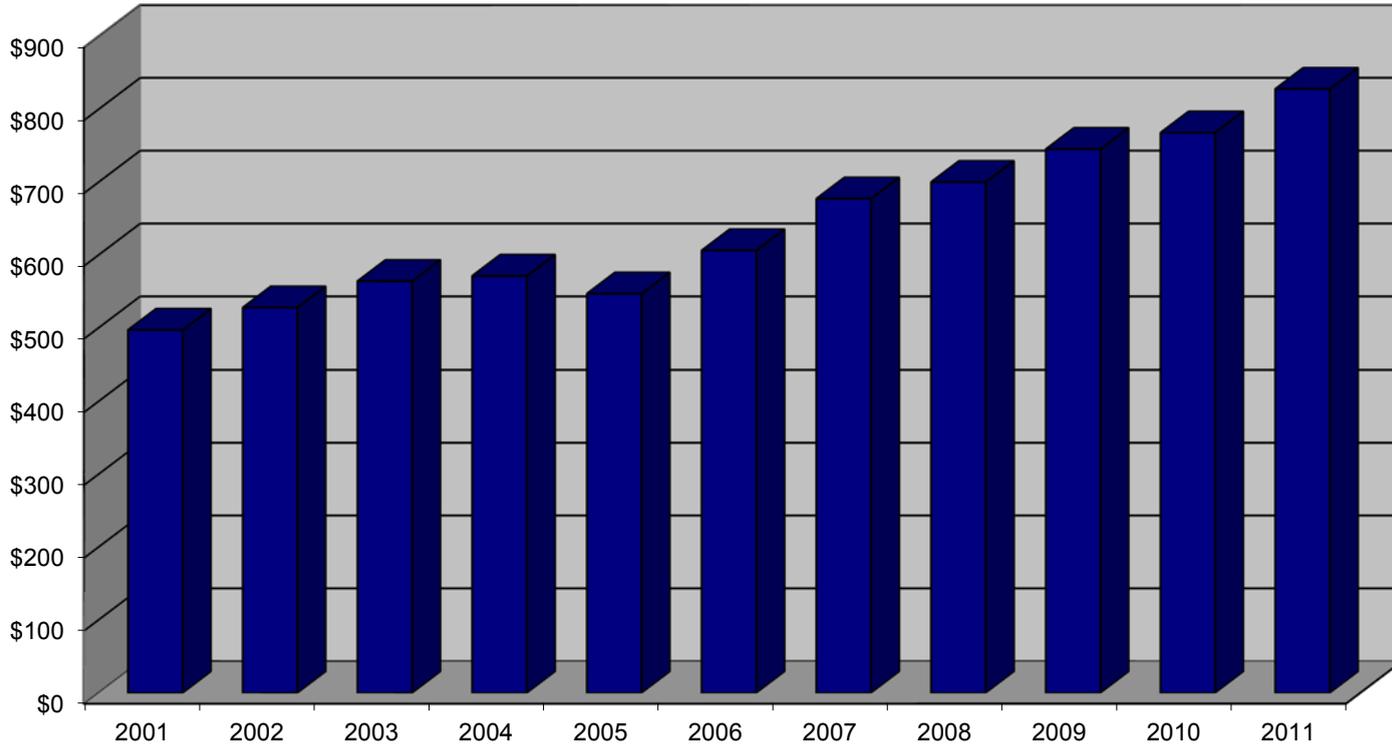
*** Represents O&M assessment for Emergency Services. Residents are also responsible for an additional flat dollar amount debt assessment, which varies by lot size (not depicted).

**TOWN OF TROPHY CLUB
AD VALOREM TAX DISTRIBUTION (%)
TEN YEAR SUMMARY**



TAX YEAR	O&M RATE	I&S RATE	TOTAL RATE	% CHG	TAX YEAR	O&M RATE	I&S RATE	TOTAL RATE	% CHG
1988	0.22700	0.00000	0.22700		2000	0.41750	0.04301	0.46051	0.0%
1989	0.22700	0.00000	0.22700	0.0%	2001	0.40041	0.04010	0.44051	-4.3%
1990	0.24950	0.00000	0.24950	9.9%	2002	0.38751	0.05300	0.44051	0.0%
1991	0.27960	0.00000	0.27960	12.1%	2003	0.37751	0.05300	0.43051	-2.3%
1992	0.33610	0.00000	0.33610	20.2%	2004	0.37751	0.05300	0.43051	0.0%
1993	0.33610	0.00000	0.33610	0.0%	2005	0.35963	0.07088	0.43051	0.0%
1994	0.33610	0.09000	0.42610	26.8%	2006	0.36723	0.06328	0.43051	0.0%
1995	0.33110	0.08000	0.41110	-3.5%	2007	0.35104	0.07947	0.43051	0.0%
1996	0.33700	0.07300	0.41000	-0.3%	2008	0.37431	0.08120	0.45551	5.8%
1997	0.40040	0.06540	0.46580	13.6%	2009	0.38838	0.08162	0.47000	3.2%
1998	0.40600	0.05980	0.46580	0.0%	2010	0.39722	0.11778	0.51500	9.6%
1999	0.41500	0.04551	0.46051	-1.1%	2011	0.41501	0.11499	0.53000	2.9%

**TOWN OF TROPHY CLUB
 ASSESSED NET TAXABLE VALUE (\$M)
 TEN YEAR SUMMARY**



TAX YEAR	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
VALUE	497.6	528.3	564.6	571.8	547.4	606.7	677.8	700.6	745.8	768.4	828.4
ANNUAL CHG	6%	6%	7%	1%	-4%	11%	12%	3%	6%	3%	8%

TOWN OF TROPHY CLUB, TEXAS

PRINCIPAL PROPERTY TAX PAYERS
(Unaudited)

2010		
Taxpayer	Assessed Value	Percentage of Total City Assessed Value^b
Regency Centers LP	\$ 17,800,000	2.15%
High Trophy Development LP	6,163,459	0.74%
Standard Pacific of Texas	5,665,875	0.68%
BDMR Development LLC	2,354,460	0.28%
Goodman Family of Builders LP	2,175,239	0.26%
Clubcorp Golf Texas LP	1,267,595	0.15%
4663 Okeechobee Blvd & Palm Beach Holdings	1,096,536	0.13%
ONCOR Electric Delivery Company FKA:TXU	795,340	0.10%
Randall's Food & Drug	482,752	0.06%
JSB Properties LP	424,000	0.05%
Total	\$ 38,225,256	4.61%
Total Assessed Valuation	\$ 828,422,663	100.00%

Source: Denton & Tarrant County Appraisal Districts

GLOSSARY

The Annual Program of Services contains specialized and technical terminology that is unique to public finance and budgeting. To assist the reader of this document in understanding these terms, a budget glossary has been included in this document.

Accrual Basis: A basis of accounting under which transactions are recognized when they occur, regardless of the timing of related cash flows. For example, in accrual accounting, revenue that was earned between April 1 and June 30, but for which payment was not received until July 10, is recorded as being received on June 30 rather than July 10.

Accrued Expenses: Expenses incurred but not due until a later date.

Administrative Transfer: An interfund transfer designed to recover General Fund expenditures conducted on behalf of Proprietary funds.

Ad Valorem Taxes (Current): All property, real, personal, tangible, intangible, annexations, additions, and improvements to property located within the taxing unit's jurisdiction, which are subject to taxation on January 1 of the current fiscal year. Each year, by ordinance, the Town Council exempts taxes on automobiles and other items from the tax levy. Following the final passage of the appropriation ordinance, Town Council sets the tax rate and levy for the fiscal year beginning October 1 and continuing through the following September 30.

Ad Valorem Taxes (Delinquent): All taxes are due on receipt of bill and are delinquent if not paid before February 1 of the fiscal year in which they are imposed, except when the taxing unit postpones the delinquency date due to late mailing of tax bills or successful rollback elections.

Ad Valorem Taxes (Penalty and Interest): A delinquent tax incurs a penalty of six percent (6%) of the amount of the tax for the first calendar month it is delinquent, plus one percent (1%) for each additional month or portion of the month the tax remains unpaid prior to July 1 of the year in which it becomes delinquent. However, the delinquent tax on July 1 incurs a total penalty of twelve percent (12%) of the amount of the delinquent tax without regard to the number of months the tax has been delinquent.

Appropriation: A legal authorization granted by a governing body to make expenditures and to incur obligations for specific purposes.

Appropriation Ordinance: The official enactment by the Town Council to establish legal authority for Town officials to obligate and expend resources.

Assessed Valuation: A value that is established for real or personal property for use as a basis for levying property taxes. (Note: Property values are established by the Denton County Appraisal District.)

Audit: A comprehensive examination of how an organization's resources were actually utilized, concluding in a written report of the findings. A financial audit is a review of the accounting system and financial information to determine how government funds were spent and whether expenditures were in compliance with the legislative body's appropriations. A performance audit consists of a review of how well the organization met its stated goals.

Balance Sheet: A financial statement that discloses the assets, liabilities, and equity of a specific governmental fund as of a specific date.

Balanced Budget: A budget in which estimated revenues equal estimated expenditures.

Bond: A written promise to pay a sum of money on a specific date at a specified interest rate. The interest payments and the repayment of the principal are detailed in a bond ordinance. The most common types of bonds are general obligation and revenue bonds. These are most frequently used for construction of large capital projects, such as buildings, streets and bridges.

Budget: A plan of financial operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them. Used without any modifier, the term usually indicates a financial plan for a single fiscal year. The term "budget" is used in two senses in practice. Sometimes it designates the financial plan presented to the governing body for adoption and sometimes the financial plan finally approved by that body. It is usually necessary to specify whether the budget under consideration is preliminary and tentative or whether it has been approved by the governing body.

Budget Adjustment: A legal procedure utilized by the Town staff and Town Council during to revise a budget appropriation. The Town of Trophy Club's Town Charter requires Town Council approval through the adoption of a supplemental appropriation ordinance (which specifies both the source of revenue and the appropriate expenditure account) for any interfund adjustments. Town staff has the prerogative to adjust expenditures within a departmental budget.

Budget Calendar: The schedule of key dates or milestones, which the Town departments follow in the preparation, adoption, and administration of the budget.

Budget Document: The instrument used by the operational authority to present a comprehensive financial program to the Town Council.

Budget Message: The opening section of the budget which provides the Town Council and the public with a general summary of the most important aspects of the budget, changes from the current and previous fiscal years, and the views and recommendations of the Town Manager.

Budgeted Funds: Funds that are planned for certain uses but have not yet been formally or legally appropriated by the governing body.

Capital Equipment Budget: The portion of the annual operating budget that appropriates funds for the purchase of capital equipment items. These expenditures are often separated from regular operating items, such as salaries, services, and supplies. The capital equipment budget includes funds for capital equipment purchase, which are usually distinguished from operating items according to their value and projected useful life. Examples include vehicles, minor equipment, furniture, machinery, building improvements, and special tools. The dollar value varies according to the policy established by each jurisdiction.

Capital Improvements: A permanent addition to the Town's assets, including the design, construction or purchase of land, buildings or facilities or major renovations of the same.

Cash Basis: A basis of accounting under which transactions are recognized only when cash changes hands.

Cash Management: The management of cash necessary to pay for government services while investing temporary cash excesses in order to earn interest revenue. Cash management refers to the activities of forecasting the inflows and outflows of cash, mobilizing cash to improve its availability for investment, establishing and maintaining banking relationships, and investing funds in order to achieve the highest interest and return available for temporary cash balances.

Commitment: The pledge of appropriated funds to purchase an item or service. Funds are committed when a requisition is issued through the purchasing division of the Town.

Cost: (1) The amount of money or other consideration exchanged for property or services. (2) Expense.

Cost Accounting: That method of accounting, which provides for assembling and recoding all of the elements of cost incurred to accomplish a purpose, to carry on an activity or operation, or to complete a unit of work or a specified job.

Current Taxes: Taxes that are levied and due within one year.

Debt Service: The Town's obligation to pay the principal and interest of all bonds and other debt instruments according to a pre-determined payment schedule.

Deficit: (1) The excess of the liabilities of a fund over its assets. (2) 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.

Delinquent Taxes: Taxes that remain unpaid on and after the date on which a penalty for non-payment is attached.

Department: An organizational unit which has the responsibility of providing programs, activities, and functions in a related field.

Depreciation: The process of estimating and recording the lost usefulness, expired useful life or diminution of service from a fixed asset that cannot or will not be restored by repair and will be replaced. The cost of the fixed asset's lost usefulness is the depreciation or the cost to reserve in order to replace the item at the end of its useful life.

Disbursement: Payment for goods and services in cash or by checks.

Division: An administrative segment of the Town, which indicates management responsibility for an operation or a group of related activities within a functional area. Divisions are the basic units of the budget upon which departments are composed.

Encumbrances: Commitments related to unperformed (executory) contracts for goods or services.

Enterprise Fund: A fund established to account for operations (a) that are financed and operated in a manner similar to private business enterprises – where the intent of the governing body is that the costs (expenses, including depreciation) for providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or (b) where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes. Examples of Enterprise funds are those for water, gas, and electric utilities; swimming pools; airports; parking garages; and transit systems.

Expenditure: This term refers to the outflow of funds paid or to be paid for an asset obtained or goods and services obtained regardless of when the expense is actually paid. This term applies to all funds. Note: An encumbrance is not an expenditure. An encumbrance reserves funds to be expended.

Expenses: Charges incurred (whether paid immediately or unpaid) for operation, maintenance, interest and other charges.

Fiscal Year: The time period designated by the Town signifying the beginning and ending period for recording financial transactions. The Town of Trophy Club has specified October 1 to September 30 as its fiscal year.

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

Full Faith and Credit: A pledge of the general taxing power of a government to repay debt obligations (typically used in reference to bonds.)

Franchise Fee: This is a charge paid for the use of Town streets and public right of way and is in lieu of all other municipal charges, fees, street rentals, pipe taxes or rentals, easement or other like franchise fees, inspections, fees, and /or charges of every kind except only Ad Valorem and special assessment taxes for public improvements (i.e., gas, telephone and cable TV).

Full-time Equivalent (FTE): A unit of measure based on the number of hours that an employee works during the fiscal year. One FTE is equal to 2080 hours.

Function: A group of related activities aimed at accomplishing a major service or regulatory program for which a government is responsible.

Fund: An accounting entity that has a set of self-balancing accounts and that records all financial transactions for specific activities of government functions. Eight commonly used funds in public accounting are: general fund, special revenue funds, debt service funds, capital project funds, enterprise funds, trust and agency funds, internal service funds, and special assessment funds.

Fund Balance: Fund balance is the excess of assets over liabilities and is, therefore, also known as surplus funds.

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

General Obligation Bonds: Bonds that finance a variety of public projects, such as streets, buildings, and improvements. The repayment of these bonds is usually made from the General Debt Service Fund, and these bonds are backed by the full faith and credit of the issuing government.

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

Governmental Funds: Those 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, and General Debt Service).

Grants: Contributions or gifts of cash or other assets from another government to be used or expended for a specified purpose, activity, or facility.

Income: A term used in proprietary fun type accounting to represents (1) revenues or (2) the excess of revenues over expenses.

Interfund Transfers: Amounts transferred from one fund to another to recover the charge for administrative services.

Intergovernmental Revenue: Revenue received from another governmental entity for a specified purpose. In the Town of Trophy Club, these are funds from Denton County, the State of Texas, and through recovery of indirect costs from federal and state agencies.

Internal Service Fund: A fund used to account for the financing of goods or services provided by one department to another department on a cost reimbursement basis.

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

Levy: (Verb) To impose taxes, special assessments or service charges for the support of governmental activities. (Noun) The total amount of taxes, special assessments or service charges imposed by a government.

Line-Item Budget: A budget that lists each expenditure category (salary, materials, telephone service, travel, etc.) separately along with the dollar amount budgeted for each specified category.

Long-Term Debt: Debt with a maturity of more than one year after the date of issuance.

Mixed Beverage Tax: A tax imposed on the gross receipts of a Licensee for the sale, preparation or service of mixed beverages or from the sale of ice or non-alcoholic beverages and consumed on the premises of the permittee.

Modified Accrual Basis: The accrual basis of accounting adapted to the governmental fund type spending measurement focus. Under it, revenues are recognized when they become both “measurable” and “available to finance expenditures of the current period.” Expenditures are recognized when the related fund liability is incurred except for (1) inventories of materials and supplies which may be considered expenditures either when purchased or when used; (2) prepaid insurance and similar items which need not be reported; (3) accumulated unpaid vacation, sick pay and other employee benefit amounts which need not be recognized in the current period, but for which larger-than-normal accumulations must be disclosed in the notes to the financial statements; (4) interest on special assessment indebtedness which may be recorded when due rather than accrued, if approximately offset by interest earnings on special assessment levies; (5) principal and interest on long-term debt which are generally recognized when due.

Operating Budget: Plan of current expenditures and the proposed means of financing them. The annual operating budget (or, in the case of some state governments, the biennial operating budget) is the primary means by which most of the financing acquisition, spending, and service delivery activities of a government are controlled. The use of annual operating budgets is usually required by law. Even where not required by law, however, annual operating budgets are essential to sound financial management and should be adopted by every government.

Operating Expenses: Fund expenses which are directly related to the fund’s primary service activities.

Operating Grants: Grants which are restricted by the grantor to operating purposes or which may be used for either capital or operating purposes at the discretion of the grantee.

Operating Income: The excess of fund operating revenues over operating expenses.

Operating Revenues: Fund revenues, which are directly related to the fund’s primary service activities. They consist primarily of use charges for services.

Ordinance: A formal legislative enactment by the governing board of a municipality. If it is not in conflict with any higher form of law, such as a state statute or constitutional provision, it has the full force and effect of law within the boundaries of the municipality to which it applies. The difference between an ordinance and a resolution is that the latter requires less legal formality and has a lower legal status. Ordinarily, the statutes or charter will specify or imply those legislative actions, which must be by ordinance and those which may be by resolution. Revenue raising measures, such as the imposition of taxes, special assessments and service charges, universally require ordinances.

Other Financing Sources: Governmental fund general long-term debt proceeds, operating transfers out, and material proceeds of fixed asset dispositions. Such amounts are classified separately from revenues.

Overlapping Debt: The proportionate share of the debts of local governments located wholly or in part within the limits of the reporting government, which must be borne by property within each government.

Performance Budget: A budget that focuses upon activities rather than line items. Workload and unit cost data are collected in order to assess the efficiency of services. Typical data collected might include miles of streets paved per year, cost of paved streets per mile, tons of garbage collected per employee hour or cost per employee hour of garbage collection.

Performance Measures: Specific quantitative and qualitative measures of work performed as an objective of the department.

Productivity Measures: Productivity measures should reflect how well a program is performing its activities to meet the needs of the public and the organization. They should measure productivity, effectiveness, efficiency or the impact of a service provided. While activity measures indicate “how much” activity the division/department is performing, productivity measures identify “how well” the division/department is performing.

Program Budget: A budget that focuses upon the goal and objectives of an agency or jurisdiction rather than upon its organizational budget units or object classes or expenditures.

Program Description: Describes the nature of service delivery provided at this level of funding. It clearly explains how service delivery will be different from the prior budget year.

Program Goals: Program goals describe the purpose or benefit the division/department plans to provide to the community and/or organizations it serves. Goals identify the end result the division/department desires to achieve with its activities, but goals are often ongoing and may not be achieved in one year.

Program Objectives: Program Objectives are quantifiable steps toward accomplishing stated goals. They should have a specific time frame or measurable achievement. Objectives should be able to be reached or completed within the current fiscal year. Objective statements are not required for every activity performed, but should focus on the major steps necessary for achieving established goals.

Property Tax: Property taxes are levied on both real and personal property according to the property’s valuation and the tax rate.

Reconciliation: A detailed analysis of changes in revenue or expenditure balances within a fund.

Requisition: A written request from a department to the purchasing office for specific goods or services. This action precedes the authorization of a purchase order.

Reserve: An account used to indicate that a portion of a fund’s balance is legally restricted for a specific purpose and is, therefore, not available for general appropriations.

Retained Earnings: The difference between assets and liabilities for enterprise and internal service funds.

Revenue Bonds: Bonds usually sold for constructing a project that will produce revenue for the government. All or part of the revenue is used to pay the principle and interest of the bond.

Revenues: (1) Increases in governmental fund type net current assets from other than expenditure refunds and residual equity transfers. Under NCGA Statement 1, general long-term debt proceeds and operating transfers in are classified as “other financing sources” rather than revenues. (2) Increases in proprietary fund type net total assets from other than expense refunds, capital contributions and residual equity transfers. Under NCGA Statement 1, operating transfers in are classified separately from revenues.

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. Money collected under authorization of this tax is for the use and benefit of the Town; however, no town may pledge anticipated revenues from this source to secure the payment of funds or other indebtedness.

Shared Revenues: Revenues levied by one government but shared on a pre-determined basis, often in proportion to the amount collected at the local level, with another government or class of governments.

Tax Rate: The amount of tax stated in terms of a unit of the tax base; for example, \$.50 per \$100 (one hundred dollars) assessed valuation of property.

Tax Rate Limit: The maximum rate at which a government may levy a tax. The limit may apply to taxes raised for a particular purpose, or to taxes imposed for all purposes, and may apply to a single government, to a class of governments, or to all governments operating in a particular area. Overall tax rate limits usually restrict levies for all purposes and of all governments, state and local, having jurisdiction in a given area.

Tax Roll: The official list showing the amount of taxes levied against each taxpayer or property. Frequently, the tax roll and the assessment roll are combined, but even in these cases the two can be distinguished.

Taxes: Compulsory charges levied by a government for the purpose of financing services performed for the common benefit. This term does not include specific charges made against particular persons or property for current or permanent benefits such as special assessments. Neither does the term include charges for services rendered only to those paying such charges as, for example, sewer service charges.

Trial balance; A list of the balances of the accounts in a ledger kept by double entry with the debit and credit balances shown in separate columns.

Unencumbered Balance: The amount of an appropriation that is neither expended nor encumbered. It is essentially the amount of money still available for future purchases.

Working Capital: Budgeted working capital is calculated as a fund's current assets less current liabilities and outstanding encumbrances.