



Town of Trophy Club

Annual Program of Services

2014-2015

Cover Photo: Spectators at July 4, 2014 Trophy Club Parade of Patriots

Town of Trophy Club

Annual Program of Services

Fiscal Year 2014-2015

This budget will raise more total property taxes than last year's budget by \$752,018, which is a 12.81% increase from last year's budget. The property tax revenue to be raised from new property added to the tax roll this year is \$447,923.

RECORD VOTE ON ADOPTION OF BUDGET			
September 23 rd , 2014			
NAME:	TITLE:	YES	NO
Nick Sanders	MAYOR	X	
Greg Lamont	COUNCIL MEMBER	X	
Jim Parrow	COUNCIL MEMBER	X	
Garrett Reed	COUNCIL MEMBER	X	
Rhylan Rowe	COUNCIL MEMBER	X	
Philip Shoffner	COUNCIL MEMBER	X	
TOTAL		6	0

MUNICIPAL TAX RATES		
	2013-2014 LAST YEAR	2014-2015 CURRENT YEAR
Maintenance & Operations	\$0.384300/\$100	\$0.380000/\$100
Debt	\$0.115000/\$100	\$0.110000/\$100
Total Property Tax Rate	\$0.499300/\$100	\$0.490000/\$100
Effective Tax Rate	\$0.509899/\$100	\$0.468137/\$100
Effective Maintenance and Operations Rate	\$0.396824/\$100	\$0.360315/\$100
Rollback Tax Rate	\$0.543569/\$100	\$0.499140/\$100
Debt Rate	\$0.115000/\$100	\$0.110000/\$100
Tax Supported Debt Service	\$1,585,842	\$1,573,662

**ADOPTED
ON
SEPTEMBER 23, 2014**

PREPARED BY:

**MIKE SLYE
*TOWN MANAGER***

**STEPHEN SEIDEL
*ASSISTANT TOWN MANAGER***

**JOHN ZAGURSKI
*BUDGET ANALYST***

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2014-2015**

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ELECTED OFFICIALS

Mayor	Nick Sanders
Mayor Pro Tem	Greg Lamont
Council Member	Jim Parrow
Council Member	Garrett Reed
Council Member	Rhylan Rowe
Council Member	Philip Shoffner
Council Member	Tim Kurtz

APPOINTED OFFICIALS

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

KEY STAFF

Assistant Town Manager	Stephen Seidel
Emergency Medical Services & Fire Chief	Danny Thomas
Finance Director	Vacant
Senior Planner	Matt Jones
Information Systems Director	Mike Pastor
Parks & Recreation Director	Adam Adams
Human Resources Director	Tammy Ard
Police Chief	Patrick Arata
Public Information Officer/Marketing Manager	April Reiling
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, 2013

Executive Director

THE GOVERNMENT FINANCE OFFICERS ASSOCIATION OF THE UNITED STATES AND CANADA (GFOA) HAS PRESENTED A DISTINGUISHED BUDGET PRESENTATION AWARD TO THE **TOWN OF TROPHY CLUB** FOR THE ANNUAL BUDGET BEGINNING **OCTOBER 01, 2013**.

IN ORDER TO RECEIVE THIS AWARD A GOVERNMENTAL UNIT MUST PUBLISH A BUDGET DOCUMENT THAT MEETS PROGRAM CRITERIA AS A POLICY DOCUMENT, AS AN OPERATIONS GUIDE, AS A FINANCIAL PLAN, AND AS A COMMUNICATIONS DEVICE.

THIS AWARD IS VALID FOR A PERIOD OF ONE YEAR ONLY. WE BELIEVE OUR CURRENT BUDGET CONTINUES TO CONFORM TO PROGRAM REQUIREMENTS AND WE ARE SUBMITTING IT TO GFOA TO DETERMINE ITS ELIGIBILITY FOR ANOTHER AWARD.

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 the 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 the 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 of 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 Department. 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 Finance Department 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 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 Council 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 the 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 (if required by Truth in Taxation laws) 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 the 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

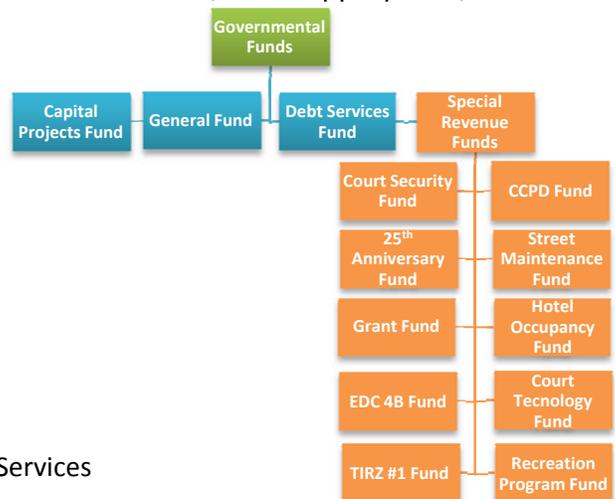
The adopted budget is compiled and published during the first months of the new fiscal year. The adopted budget in the form of an amended proposed budget is available for public inspection in October. Ledger accounts are prepared for the new fiscal year prior to October 1.

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 Finance Department. During the budget process departments make revenue and expenditure estimates for the current year with the assistance of the Budget Team.

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 comprised of departments.



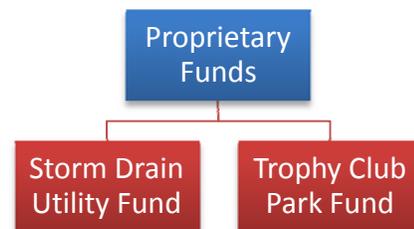
BUDGETED FUNDS

The Town employs three types of funds: Governmental, Proprietary, and Fiduciary.

1. **Governmental Funds** are accounted for on a modified accrual basis. The specific funds which

make up the Governmental Fund type are as follows: General Fund, Debt Service Fund, Capital Projects Fund, CCPD Fund, Street Maintenance Sales Tax Fund, Hotel Occupancy Tax Fund, Court Technology Fund, Court Security Fund, 25th Anniversary Fund, Grants Fund, TIRZ #1 Fund, Recreation Program Fund, and EDC 4B Fund. Each of the above-mentioned funds operates separately and independently from one another; therefore, they are budgeted separately and include separate financial statements. Each fund represents a specific function and maintains individual objectives.

2. **Proprietary Funds** are used to account for “business-type” activities that are financed by the revenues generated from these activities. The Town of Trophy Club has two of these funds: The Trophy Club Park Fund and the Storm Drain Utility Fund. Proprietary Funds are accounted for on the full accrual basis.



3. **Fiduciary Funds** are resources that the Town of Trophy Club holds in trust for individuals or other governments. The only Fiduciary Fund the Town has is the Public Improvement District (PID) No. 1 Debt Services Agency Fund. This fund accounts for bond proceeds, assessments and related debt associated with the issuance of bonds by the Town as an agent for the Public Improvement District.

- **Major Funds:** A major fund must make up at least 10% of the Town’s total expenditures.

General Fund - The primary operating fund of the Town. 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 major revenue sources are ad valorem taxes, sales taxes, licenses and permits, and franchise fees.

Capital Projects Fund - This fund is utilized for the acquisition and construction of major capital assets. 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 assets.

Debt Service Fund - This 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.

- **Non-Major Funds**

Special Revenue Funds - These 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 Occupancy Fund** – Funds from hotel occupancy taxes can be used to promote tourism in Trophy Club.
 - **Street Maintenance Fund** – A 0.25% voter approved sales tax for which funds may be used to maintain the Town’s street system infrastructure.
 - **Grants Fund** – This fund accounts for any receipts and uses of grants the Town may receive throughout the fiscal year.
 - **Crime Control Prevention District (CCPD) Fund** – A 0.25% voter approved sales tax for which funds may be used to finance activities related to crime control and prevention including, but not limited to, equipment, training, and programs.
 - **Court Security Fund** – This fund is used to provide security for the Trophy Club Municipal Court through a \$3 fee per violation.
 - **Court Technology Fund** - This fund is used to purchase technology related items used by the Trophy Club Municipal Court through a \$4 fee per violation.
 - **25th Anniversary Fund** – This fund is used to account for donations, sponsorships, and expenditures related to the Town’s 25th Anniversary festivities.
 - **EDC 4B Fund** – Funded by a 0.50% voter approved sales tax, the Trophy Club Economic Development Corporation 4B is a Discretely Presented Component Unit that may be used to fund economic and community development. Component units are legally separate organizations for which the elected officials of the primary government are financially accountable. The Town of Trophy Club’s primary government is financially accountable for the Trophy Club Economic Development Corporation 4B. The Town presents the financial statements of the Economic Development Corporation 4B discretely. Discrete presentation entails reporting component unit financial data in one or more columns separate from the financial data of the primary government.
 - **TIRZ #1 Fund** - This fund was created to aid development through the contribution of 60% of the Town’s real property increment, and 25% of the Towns \$0.01 general fund sales tax generated within the zone. Tarrant county also contributes 60% of the county’s real property increment
 - **Recreational Programs Fund** – This fund was created to account for the revenues and expenditures associated with recreational programs within the Town of Trophy Club. Expenses are expected to be matched with program revenues.
- **Proprietary Funds**
 - **Trophy Club Park Fund** – Funded by user fees, this fund accounts for revenue and expenditures associated with servicing, maintaining, and improving parkland the Town leases from the Army Corps of Engineers adjacent to Lake Grapevine.

- **Storm Drainage Utility Fund** – Funded by a drainage fee collected from residents and businesses each month, this fund accounts for revenues and expenditures associated with construction and maintenance of the Town’s storm drainage system.

BASIS OF BUDGETING AND ACCOUNTING

The budgetary and accounting policies in this document conform to generally accepted accounting principles (GAAP). The General, Debt Service, Capital Projects, and Special Revenue Funds along with discreetly presented component units 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. 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 that 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 that are generally recognized when due.

Proprietary Funds, which include the Drainage Utility Fund and the Trophy Club Park Fund, are prepared using the accrual basis of accounting. In accrual accounting, revenues are recognized when earned, regardless of when cash is received. Likewise, expenses are also recognized when incurred, not considering the actual cash flow. The measurement is thus focused on the flow of economic resources. Depreciation is not displayed. And capital expenditures and bond principal payments are shown as utilized within the fund.

ORGANIZATIONAL RELATIONSHIP

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, and 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 no 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. The level of budgetary control for amendments must be, at a minimum, made on a fund level.
- 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 POLICIES

- 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 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.

BUDGET CALENDAR

Fiscal Year 2015

January 24-25	Friday & Saturday	<ul style="list-style-type: none"> • Town Council and Management Retreat/Strategic Planning
April 11	Friday	<ul style="list-style-type: none"> • Denton Central Appraisal District begins sending out weekly preliminary appraisal totals
April 28	Monday	<ul style="list-style-type: none"> • Tarrant Appraisal District submits 1st preliminary appraisal totals
May 5	Monday	<ul style="list-style-type: none"> • Mid-Year Review Presentation to Council
May 6 - June 5		<ul style="list-style-type: none"> • Departmental Budget Meetings
June 13	Friday	<ul style="list-style-type: none"> • Preliminary GF Expenditures and Revenues Completed
July 22	Tuesday	<ul style="list-style-type: none"> • Management Budget Update with Council
July 25	Friday	<ul style="list-style-type: none"> • Certified Appraisal Roll Due from Denton & Tarrant Appraisal Districts
July 31	Thursday	<ul style="list-style-type: none"> • Hand Deliver Hard Copy Proposed Budget to Council Members
August 1	Friday	<ul style="list-style-type: none"> • Denton County Tax Assessor/Collector provides Effective and Rollback Tax Rates • Council Workshop - Budget Discussion - 1:00 PM • Publish Notice of Public Hearing on CCPD Budget
August 12	Tuesday	<ul style="list-style-type: none"> • Public Hearing on CCPD Budget • Submit Effective & Rollback Rate Calculations to Town Council • Vote to Propose Tax Rate (if over Effective Rate) • CCPD Budget Adoption • Set Public Hearings for September 9th and September 15th (if applicable)
August 29	Friday	<ul style="list-style-type: none"> • Publish Notice of Public Hearing on the Budget • Publish Notice of Proposed Tax Rate (if applicable) Public • Publish Notice of Public Hearing on PID Service Assessment
September 9	Tuesday	<ul style="list-style-type: none"> • First Public Hearing on Tax Rate (if applicable) • Public Hearing on Budget • Resolution accepting proposed SAP & set Public Hearing
September 15	Monday	<ul style="list-style-type: none"> • Second Public Hearing on Tax Rate (if applicable)
September 23	Tuesday	<ul style="list-style-type: none"> • Budget Adoption • Tax Rate Adoption • Approve Tax Roll • Public Hearing on PID Service Assessment • Vote to Ratify Property Tax Revenue • Adopt PID Assessment Rate
October 1	Wednesday	<ul style="list-style-type: none"> • Fiscal Year 2014-2015 Begins



September 23, 2014

Trophy Club Town Council
100 Municipal Drive
Trophy Club, TX 76262

Dear Town Council:

In accordance with the Trophy Club Town Charter and the State of Texas Local Government Code, the adopted FY15 Budget for the fiscal year beginning October 1, 2014 and ending September 30, 2015 is presented along with an attached 5-year Capital Improvement Program.

The adopted FY15 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 adopted 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 responsible financial plan developed utilizing advanced planning methods and Governmental Accounting Standards Board (GASB) 34 provisions and complying with the 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 FY15 Budget highlights include:

- A second Student Resource Officer
- A replacement Ambulance
- A replacement Police Tahoe
- A replacement irrigation vehicle for Parks
- A replacement zero-turn lawnmower for Parks
- Analog to digital radio upgrades for EMS

- Various IT related purchases and upgrades
- Use of \$600,000 in tax note proceeds to fund capital improvements
- Capital Improvement Projects totaling \$5,369,698
- 3% Merit increase effective April 1, 2015 for all non-appointed employees

FY15 Budget Development Considerations

The adopted budget includes total revenues of \$11,662,181 and expenditures of \$16,279,695. Expenditures exceed revenues by \$4,617,514 due to expenditures of \$5,369,698 related to capital improvements in the Capital Projects Fund and Storm Drainage Fund for which debt was issued in prior periods. Excluding the capital improvements, the overall budget contains a surplus (revenues over expenditures) of \$752,184, with a deficit of \$144,245, due to the transfer of \$385,000 to fund capital projects, being attributed to the General Fund. This section discusses, by fund, the major issues addressed in the FY15 budget.

GENERAL FUND

Revenues – Each revenue source is carefully evaluated during the budget process to ensure adequate levels of funding. As the Town reaches substantial build out, with accompanying smaller increases in assessed value and sharp decreases in licensing and permitting revenue, it endeavors to diversify its revenue sources to reduce reliance on property taxes. Identified diversification areas include maximization of sales tax revenue along the Highway 114 corridor and accompanying increased franchise fee collections that are included with substantial build-out.

- **Property Tax** – The largest revenue source in the General Fund is the ad valorem tax. A tax rate of 0.49/\$100 was adopted, a decrease from the previous year’s tax rate of 0.4993/\$100. Property tax revenue in FY15 is expected to increase by \$609,210 over the FY14 estimate. Of this amount, \$347,369 can be attributed to over \$90M in new properties added to the tax roll in FY14. Extensive growth is expected over the next fiscal year, and is a major consideration when projecting future property tax revenues.
 - **Property Tax Rate** - The FY15 Budget is based on a property tax rate of \$0.4900 per \$100 assessed valuation, a \$0.0093 decrease from FY14. A goal of staff and Council was to propose a tax rate below the FY14 tax rate. The adopted tax rate includes \$0.11 to service debt and \$0.38 to fund maintenance and operations.
 - **Property Tax Base** - The certified 2014 appraisal rolls show an increase of 15.53% over the 2013 certified values. The majority of the increase, 8.66%, is attributed to new properties added to the tax roll this year, while existing properties increased by 6.87%. The average appraised home value is \$319,875. In FY15 there are a projected 150 homes to be built; this will continue to

increase the total assessed value of Trophy Club, which will in turn increase total revenues derived from property tax at the adopted tax rate.

- **Franchise Fees** – The second largest revenue source in the General Fund is franchise fees. The fees are projected based on the past and current trends and franchisee's estimates. Franchise fees are projected to increase 6.74% in FY15 over the FY14 estimate, and should continue to increase as the Town approaches build out.
- **Licensing and Permits** – Licensing and Permits are the third largest revenue source for the General Fund. This revenue source grouping contains Building Permits, Fire Permits, Miscellaneous Permits, Plumbing Permits, and Multifamily Residence License. This revenue source is expected to decrease 17.30% from the FY14 estimate due to the Town approaching substantial build-out. The deep reduction in revenue derived from licensing and permits is considered when looking to the future. Increased property valuation from new property on future tax rolls will make up for the substantial loss of this revenue source along with any increased collections of sales taxes and franchise fees.
- **Sales Tax** – Sales tax receipts are the fourth largest revenue in the General Fund. The FY15 budget projects a 2.57% growth in receipts over the FY14 estimate. Included in the sales tax are general sales taxes and mixed beverage taxes. Sales tax revenue is wholly dependent on the local economic conditions and can fluctuate. The Town does have the potential for major commercial development along the corridor of Highway 114 that could help diversify the Town's revenue sources in future years. However, in order to remain fiscally responsible, the Town does not assume any major developments will be constructed prior to FY16.
- **Fines and Fees** – Fines and fees represent revenue generated from the municipal court, development related fees, and recreation based fees. This revenue source is expected to decrease 20% compared to the FY14 estimate, due to new developments reaching build-out which decreases the number of development related fees collected and further strengthens the Town's need to diversify its revenue sources.

Strategic Management Planning – Vision TC was adopted by Council in April 2013, and is being utilized to facilitate discussions and decisions. An all Boards and Commissions meeting was held and the plan was presented to them to aid in vertical integration. A charter election was held and provisions were passed, the main change being the addition of a 7th Council seat that was filled by a November 2013 election.

Municipal Utility District Services Contract – 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 expenses equally at 50%. During FY10, the Town and Utility

District opted to negotiate an agreement that would eliminate the majority of the 50% shared employees except for Fire/EMS personnel, by entering into an agreement for contract services. The FY15 agreement calls for the Utility District to pay the Town \$26,271 for IT Services of \$20,101 plus mowing/landscape services of \$9,025 less the cost for the Utility District to provide janitorial services of \$2,855 for the four offices Town staff occupies in the Svore Complex. The Town will continue to offer permit services to the Utility District at no charge, and it is agreed that the Utility District will provide their own payroll services and continue to provide building maintenance for the Svore Municipal Building. The Town will be responsible for the building maintenance of the Public Services Annex Building and the Police Department Building.

Personnel – Being primarily service oriented, municipal governments are extremely reliant on their employees. The Town of Trophy Club is no different. For a department to add positions a demonstrated need must first exist. Citizens and Council have come to expect the highest level of service at the lowest possible cost, all while being competitive in the marketplace. The adopted budget exemplifies this exact sentiment.

- **Compensation** - The FY15 Budget includes a 3% merit increase, effective on April 1, 2015, in addition to an annual stipend of \$750 per employee. The overall effort to bring employees salaries to competitive rates will continue, and the Town’s strategy will be reviewed annually to determine the extent of future endeavors.
- **Health Insurance** - The Health insurance program in FY15 continues with the Texas Municipal League Intergovernmental Employees Benefit Pool (TML IEBP). The Town offers three plans: a PPO, an HRA, and an HSA; rates for the plans increased 5%, 5%, and 12.32% respectively. TML IEBP is a non-profit health provider centered on providing full service health protection of political subdivisions of Texas.
- **Personnel Changes** – Personnel changes are considered on an as needed basis after a demonstrated need exists. As the Town grows, service level demand also grows. In order to meet increasing service demand the FY15 budget includes the following personnel changes:
 - A second Student Resource Officer partially funded by Northwest ISD
 - No plans to fund the following vacated positions:
 - Community Development Director
 - Street Maintenance Worker
 - Economic Development/Marketing Coordinator (Funded partially by 4B)
 - Part-Time Accountant/Bookkeeper

Services and Supplies – An area where fiscal responsibility can be applied most effectively are in the services and supplies the Town purchases. The services and supplies budget decreased

0.8% from the FY14 estimate. Any new programs that require the purchase of services or supplies will be carefully examined in the context of any potential revenue they generate and benefit they bring to Town citizens.

Equipment Replacement – The Town funds equipment replacement by setting aside an amount each year equal to each department’s equipment depreciation. Expenditures for FY15 include the following items:

- Replacement irrigation truck for Parks
- Replacement Ambulance for EMS
- Replacement zero turn mower for Parks
- Replacement T650 Bobcat split between Parks and Trophy Club Park
- Analog to digital radio upgrade in EMS
- Various scheduled replacements for Information Services

Fund Balance – The Town has a Fund Balance Policy with a goal of 30% of the Town’s annual General Fund expenditures being classified as unassigned fund balance. An unassigned fund balance of less than 15% is a cause for concern unless it is planned or deliberate. The Town’s budgeted fund balance in the General Fund is projected at 34.1% of expenditures, which is well above the Town’s policy. The Town endeavors to maintain its current strong fund balance levels, but will consider use of fund balance to fund major capital projects and /or acquisitions while maintaining an ending fund balance within the Town’s policy.

OTHER FUNDS

Capital Improvement Program – The five-year Capital Improvement Program includes scheduled construction of major capital improvements such as streets, facilities, parks, etc. These improvements are generally funded by debt, but may be funded by existing fund balances or grants when available. In FY13, the Town issued \$3M in Certificates of Obligation (CO) with \$1.3M to fund identified streets projects and \$1.7M to fund identified drainage improvements. In FY14, the Town issued \$2.5M in Certificates of Obligation to fund the purchase of land for a joint Town Hall and Police Station. A \$600,000 Tax Note was issued at the end of FY14 to fund various streets projects and park improvements. When considering capital improvements the Town considers Federal and State mandates, the effect on Town citizens, and the effect a project will have on future operating budgets. The following projects are included in the Capital Improvement Program for FY15:

- Street and drainage improvements including Indian Creek road rehab project and Meadowbrook Drive (both partially funded by Denton County).
- Street and drainage improvements to Pin Oak Court.
- Street improvements to Timberline Court.
- Street and drainage improvements to Pebble Beach Drive.
- Land Acquisition for a new joint Town Hall and Police Station.

- Broadway Creek improvements and amenity lake slopes.
- Independence East bleachers.
- Independence East security cameras.
- Cypress Court drainage inlets.
- Construction of eight practice soccer fields at Lakeview Elementary

Debt Service Fund – In FY13 the Town of Trophy Club citizens voted to dissolve dissolved the Economic Development Fund 4A. Before dissolving the 4A Fund the Town defeased debt related to the 4A fund and other debt held by the Town, which in turn decreased total debt service payments from last year’s projections. The Town also issued a \$3M CO for streets and drainage projects in FY13. In FY14 the Town issued a \$2.5M CO for the purchase of land for a joint Town Hall and Police Station. A \$600,000 Tax Note was issued at the end of FY14 to fund street and parks projects. Additionally, in FY14 the Town adopted a debt management policy and had its bond rating upgraded from AA to AA+ by Standard and Poor’s. The adopted I&S tax rate for FY15 is \$0.11 per \$100 of valuation. This is a \$.005 decrease from the current I&S tax rate.

Economic Development Fund 4B – In FY13, the Town of Trophy Club dissolved the Economic Development Fund 4A. The 0.50% 4A sales tax was reallocated between the Economic Development Fund 4B and a newly created Crime Control Prevention District. This essentially doubled the revenues for the 4B. Both 4A and 4B combined to service the 2002-A GO Bonds, which were to be defeased prior to dissolving the 4A. Due to a lack of fund balance in 4B the Town defeased the debt with \$660,000 of fund balance from the General Fund. To repay this debt the 4B fund has an inter-local agreement with the Town to pay \$54,964 every year through FY28 to the General Fund.

Crime Control and Prevention District (CCPD) - The CCPD was a newly created fund for FY14. The fund receives its revenues from a 0.25% sales tax. This fund is to help the police department with capital replacement costs, supplies, and activities related to Crime Control and Prevention. The FY15 CCPD budget contains \$36,285 for small equipment such as Taser’s, defibrillators, radar, rapid response equipment, etc, and \$47,179 to purchase a replacement patrol vehicle and electronic case file storage.

Street Maintenance Sales Tax Fund - In May 2014, citizens reauthorized a 0.25% Street Maintenance Sales Tax. The sales tax is 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 in FY10, the Street Maintenance sales tax receipts and expenditures were reported as a separate fund. The FY15 budget projects a 2.75% growth in receipts.

Storm Drainage Utility Fund - The Town of Trophy Club charges a fee to Trophy Club property owners 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 was completed and identified five major areas of concern related to storm drainage. The Town also engaged FNI to complete a financial analysis to correctly identify revenue options, appropriate expenses, and residential/commercial storm drainage fees necessary to accomplish these storm water improvement projects. Based on those recommendations, the fee for residential home owners increased from \$3 to \$6 in FY13, and commercial entities were increased based on an Equivalent Residential Unit (ERU) system.

The Town has commenced Phase I implementation and issued \$1.7 million in Certificates of Obligation backed by storm water fee revenue to address three areas identified by FNI. Additionally, the Town has retained FNI to initiate Phase II which will include a regional analysis on water drainage and the impact on Trophy Club. The Town is looking to partner with surrounding municipalities, counties, and a developer as well as seeking grant funding. Additionally the Town continues to assess drainage issues and address appropriately with available funding.

Summary & Conclusion

Municipal government exists for one reason: to organize and deliver the best service possible with the resources available, in order to provide a safe, high quality of life for our citizens. This year's budget for fiscal year 2015 represents a collective effort by the Town Council and the Town Staff to meet that challenge. This budget is more than a financial document, it is a policy document that lays the groundwork for a continuation of current services and stabilizes the future financial position in order to carry on the Town's duties and responsibilities, while meeting the goals and objectives outlined in the Town's Strategy Map. The Town staff will continue to work to review, evaluate, and innovate to improve service delivery.

I appreciate the opportunity to lead an organization that provides our community with exceptional services, programs, and quality of life. I would like to thank the Town Council for volunteering their time to serve their community and providing leadership to continue to make the Town of Trophy Club "a great place to call home!"

Sincerely,

A handwritten signature in black ink that reads "Mike Slye". The signature is written in a cursive, flowing style.

Michael T. Slye
Town Manager
September 23, 2014

Strategic Planning

The Town of Trophy Club utilizes three distinct planning processes that enables the organization to work on a daily basis to accomplish the communities long term strategies and goals, and evaluate its performance.

To develop Trophy Club Vision 2030 a series of community meetings in which citizens, council members, and staff dialogued together over a series of strategic questions related to Trophy Club’s history, governance, and future. Four meetings were held over a period of four months. At each meeting, participants met in groups of three, which were rotated with each question in order to enable them to interact with a variety of people throughout the process.

The Town of Trophy Club Council developed a strategy map that layed out the towns goals and objectives that will enable to reach their long term vision for Trophy Club. Each department has listed a set of performce measures that aid them in acheiveing the Town’s goals and objectives that are layed out in the strataegy map.

All three of these processes drive the Town of Trophy Club’s service delivery and aid in our long and short financial planning.



Trophy Club Vision 2030

Trophy Club's History and Future

Trophy Club was originally developed around the Country Club and has a rich history as a community in a picturesque setting. While maintaining its connection with golf, the town is now also the home of a great school system through NISD, unique homes, and a population that consists of people of all ages. Trophy Club citizens value having a strong sense of community, and they desire to be actively engaged in local government. Trophy Club is ideally situated on Highway 114 between Alliance Airport and DFW Airport. Due to the strategic location of this corridor, Trophy Club is in a great position to capitalize on the many benefits that this provides to its citizens and stakeholders. At the same time, it is important that Trophy Club plans strategically to maximize these opportunities.

Drivers for Trophy Club's Growth

Many factors contributed to Trophy Club's growth in the past. Some of those which were identified were:

- Golf
- Location
- Family Oriented
- Affluent, Yet Affordable
- Airport
- Picturesque
- Rural
- IBM
- Master Planned Community

While some of those drivers still currently exist, participants perceive that there are new things that are now driving Trophy Club's growth. For example, some of the things that are currently driving growth are:

- Schools
- Real Estate Values
- Golf Course
- Hwy 114 (Location & Ease)
- Entire Hwy System
- Location Between DFW Airport and Alliance Airport
- Location Between Dallas and Fort Worth
- Youth Sports
- Safety
- Balance of Affluent Yet Affordable
- Parks
- Family Oriented

As Trophy Club moves into its future, it will be important for leaders to realize that the things that draw people to Trophy Club will be similar to the things that are currently drawing people to Trophy Club. The list may expand by a few items, but it is not likely to be radically different.

Citizen Satisfaction

Trophy Club residents enjoy an excellent quality of life. Community surveys indicate that they are highly satisfied with their lives, with the amenities that they have, and with the city as a whole. This is a very positive thing, but it also creates a measure of anxiety that as growth comes to Trophy Club it will erode the quality of life that residents now experience. There is a deep desire for city leaders to make decisions that will guard against the erosion of their quality of life.

Some things that participants hope will never change:

- Character & Elegance
- Country Club
- Small Town Feel
- Sense of Community
- Enclosed Safety
- Quality of Schools
- Beauty

Citizen Hopes

Trophy Club residents also anticipate positive changes continuing to happen in the future. The participants desire more cohesiveness in the community. They also desire for there to be better relationships between town leaders and citizens, as well as between citizens themselves. Amongst the changes that participants hope for in the future are the following:

- Willingness to Embrace Change
- More Inclusive of Entire Town
- Less Negativity
- Senior Adult Activity Center
- Senior Adult Living Center
- Increased Property Values
- More Progressive

Trophy Club's Future

At the intersection of those things that people hope will never change and the things that they hope do change is the vision for Trophy Club 2030. Participants envision Trophy Club in the future of being:

- Progressive
- Cohesive
- Grounded (Not Pretentious)
- Regionally Synergized
- Re-inventive
- Business Friendly
- Creative
- Safety
- Family Oriented
- Thriving
- Green

5 Pillars for Trophy Club Vision 2030

1. A Premier Residential Community

Trophy Club should strive to be a premier residential community. Although developing the Highway 114 Corridor offers an opportunity for more retail and office developments, Trophy Club will continue to be a predominantly residential community. Participants want leaders to make decisions that will honor the residential nature of Trophy Club. Unique, affordable housing has been a major component of Trophy Club's heritage, and even as some commercial growth and redevelopment takes place, Trophy Club's DNA as a town will remain the same. Participants envision Trophy Club becoming the benchmark for what a residential community should be like in 2030. This will mean maintaining a commitment to being re-inventive and being sensitive to the need for redevelopment. Being a premier residential community will also mean becoming more environmentally green and having a proactive posture about protecting the environment by using new technologies and staying in step with emerging environmental standards. Trophy Club's brand centers on being a premier residential destination. This would include being a community where people can experience aging in place through senior living facilities. Participants believe that being strategic and consistent with greater branding is the key to promoting the positive benefits of Trophy Club.

Key Thoughts:

- Benchmark Residential Community
- Environmentally Friendly
- A Community for All Ages
- Faith Friendly Community
- Strategic Branding

Related Council Goals:

- Strong Partnerships and Community Involvement
- Healthy, Picturesque and Environmentally Sound

2. Economic Development

Trophy Club needs to be strategic and intentional in attracting businesses and jobs that add to the quality of life. Although it will continue to be a predominantly residential community, Trophy Club does need to develop more retail shopping and attract more job-producing businesses. Development on Highway 114 provides an opportunity for commercial development in Trophy Club. This is needed not only because of the amenities and jobs that it will provide to citizens, but it is also needed to help offset the town's dependence upon property taxes. Participants hope to attain a better balance between property taxes and sales taxes, but at the same time, they want leaders to be very intentional and discriminant about the businesses that Trophy Club will house. Attention needs to be given to making sure that these businesses fit in well with the current culture of Trophy Club. At the same time, the

council should be open to wisely using such tools as establishing a TIF District in order to facilitate economic development. In addition to attracting new businesses, economic development should also focus on doing things that help retain existing businesses. Participants believe that efforts should be made to maximize the use of the town's parks and park facilities. As a part of this, leaders should carefully examine how Trophy Club Park can best be used to generate revenue for the town.

Key Thoughts:

- Strategic Commercial Development that Honors Trophy Club's Residential Culture
- Balance between Property Taxes and Sales Taxes
- Retain Businesses
- Maximize Economic Benefits of Parks and Facilities

Related Council Goals:

- Business-Friendly Economic Development
- Financial and Operational Stewardship

3. Amenities

Trophy Club should strive to strategically add and sustain the kinds of amenities that a premier residential community will have by 2030. Some of the things envisioned are as follows:

- Make the town more golf cart friendly and more bike friendly
- Improve the Trail System, making the town more walkable and more connected
- Build a partnership with schools to provide accessibility to the community
- Support and enhance parks
- Community/Senior Center
- Municipal/Public Safety Facility
- Maximize accessibility and possibilities offered by Trophy Club Park and Lake Grapevine
- Embrace "Modernization," including staying current with new technology

Providing these amenities will require that leaders plan strategically and develop the financial mechanisms to fund them. The town needs more economic development in order to provide the kinds of amenities that residents want. As with the first two pillars, this points to the importance of the council identifying the balance it wants between property taxes and sales taxes.

Trophy Club is a picturesque community; residents value this. Residents desire that parks, trails, and other things that enable them to enjoy the area continue to be a priority for the future. Code enforcement is an important aspect of maintaining the beauty of the city, and maximizing the natural beauty of Trophy Club—including enhancing the view and entrance from Highway 114.

Key Thoughts:

- Strategically Add Amenities that Residents Want
- Use Economic Development to Provide more Amenities
- Maintain Picturesque Beauty of Trophy Club
- Make the View and Entrance from Highway 114 more Appealing

Related Council Goals:

- Financial and Operational Stewardship
- Healthy, Picturesque, and Environmentally Sound

4. Excellence in Governance

Trophy Club needs to become known for excellence in communication and transparency from the Council and Management. Participants desire that Trophy Club's governance be characterized by transparency and excellence in communicating with citizens. They envision the town leadership being proactive in seeking citizen input in a variety of ways. Excellence includes being intentional about communicating plans, events, news, and developments to the public. Trophy Club is well known for being a safe place to live, and since residents value this safety, they want to foster a high standard in public safety, staff, and municipal services.

Key Thoughts:

- Pro-active Communication
- Strive for Excellence
- Highly Transparent
- Promote Public Safety

Related Council Goals:

- Safe and Secure
- Financial and Operational Stewardship

5. Trophy Club's Relationship with Other Governmental Agencies

Maintaining healthy relationships with other governmental agencies is a key to Trophy Club's success, and none is more important to Trophy Club than its relationship with NISD. This must be an ongoing priority. The school's success will have a big impact upon the town's success. In order to continue to provide excellent customer service to citizens in the region Trophy Club also needs to maintain healthy relationships with entities such as:

- Southlake
- Roanoke

- Westlake
- Denton County
- Tarrant County
- MUD
- TxDot
- Corps of Engineers
- Other cities in the region

Trophy Club should continue to be cooperative with MUD while also examining the ways in which this relationship should evolve. Dialogue with MUD about the most cost effective and efficient way to provide services in the future should begin now.

Key Thoughts:

- Maintain Positive Relationships with other Governmental Agencies
- Trophy Club's Relationships with MUD and NISD are Especially Important

Related Council Goals:

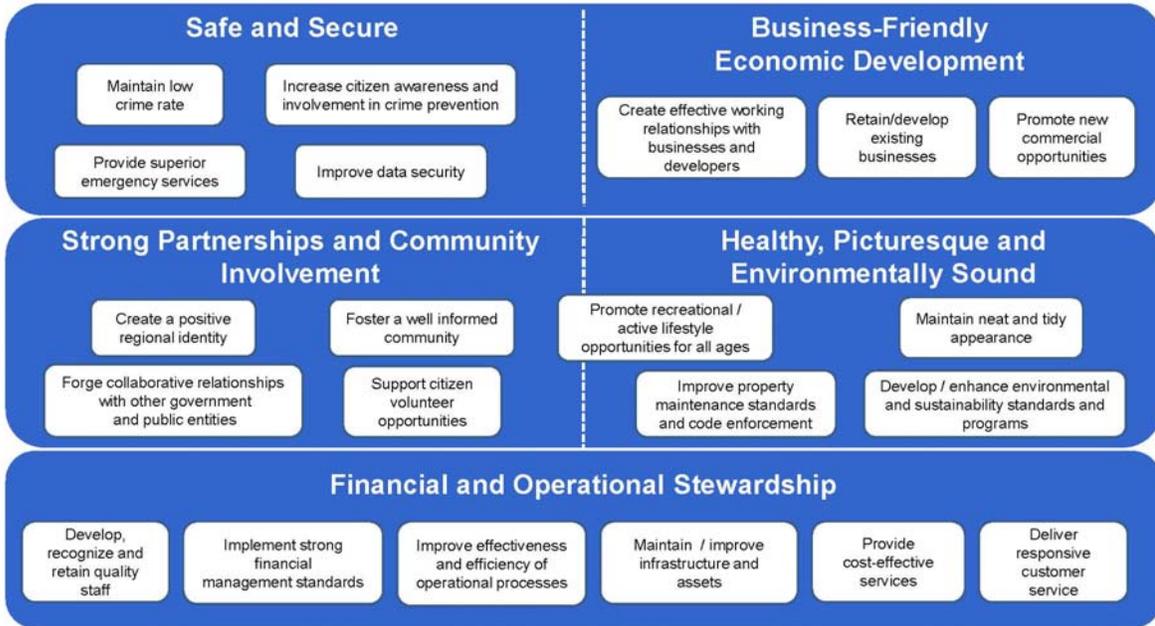
- Strong Partnerships and Community Involvement
- Business-Friendly Economic Development

Town of Trophy Club - Strategy Map

Fulfill Our Mission

Be a great place to call home through dedicated innovative leadership, while providing superior municipal services and facilities in a highly effective, efficient manner.

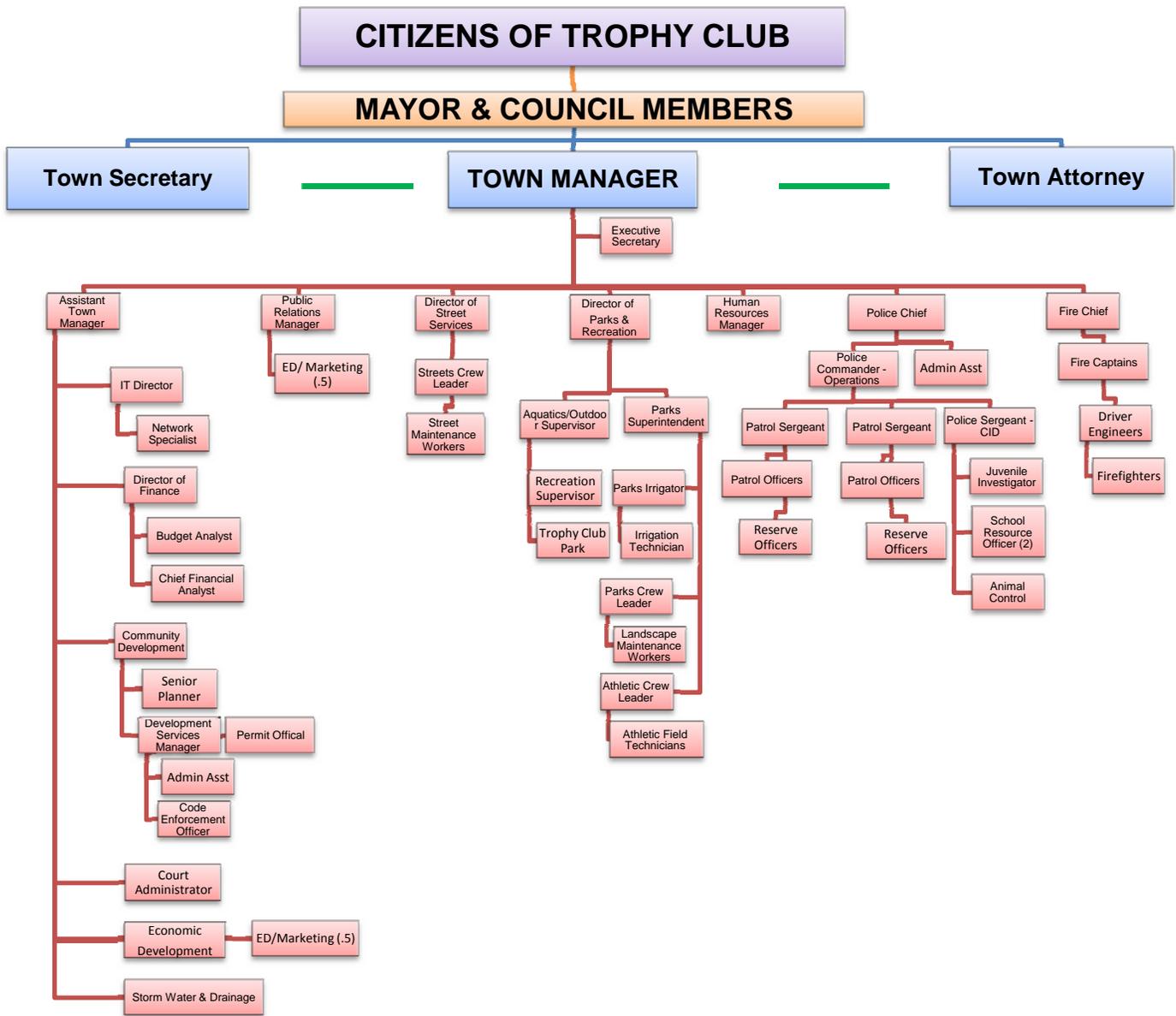
Deliver on Our Strategy



Live Our Core Values

Integrity and Trust ★ Accountability ★ Teamwork ★ Innovation ★ Pride and Service Commitment

Town Organizational Chart



Full Time Equivalent (FTE) Summary

	2010-11 ACTUAL	2011-12 ACTUAL	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 CHANGES	2014-15 ADOPTED
GENERAL FUND						
Administrative Services						
Manager's Office	4.0	4.8	4.0	6.0	-	6.0
Human Resources	1.0	1.0	1.0	1.0	-	1.0
Information Services	2.0	2.0	2.0	2.0	-	2.0
Legal	1.0	1.0	1.0	1.0	-	1.0
Public Safety Services						
Police	16.0	16.5	20.8	23.6	1.0	24.6
Emergency Medical Services	6.3	6.6	6.8	7.8	-	7.8
Streets	4.0	4.0	3.8	3.8	-1.0	2.8
Parks	7.5	11.5	9.5	10.3	0.2	10.5
Medians	-	-	3.0	3.0	-	3.0
Recreation*	2.1	2.1	2.1	2.1	-	2.1
Planning and Zoning	1.0	1.0	1.0	2.0	-2.0	-
Community Development	2.0	3.5	5.0	5.0	1.0	6.0
Financial Services						
Finance	3.0	3.0	3.0	3.4	-0.4	3.0
Municipal Court	1.0	1.0	1.0	1.0	-	1.0
Facilities Management	N/A	N/A	N/A	N/A	N/A	N/A
TOTAL GENERAL FUND	51.0	58.0	63.0	72.0	-1.2	70.8
TROPHY CLUB PARK FUND	1.4	2.7	1.4	1.5	-	1.5
STREET MAINTENANCE SALES TAX FUND	0.6	0.6	0.7	0.7	-	.7
STORM DRAINAGE UTILITY FUND	0.3	0.3	0.5	0.5	-	0.5
TOTAL FULL TIME EQUIVALENTS (FTEs)	53.3	61.6	66.6	74.7	-1.2	73.5

*Does not Include Seasonal FTEs for FY 15

- The Police Department added an additional School Resource Officer.
- The Streets Department does not plan to rehire a streets maintenance worker position this fiscal year.
- The parks department had a maintenance worker start after the beginning of the year the full year actualization of this position from last year is equivalent to 0.2 FTE.
- The Planning and Zoning Department consolidated into the community development department. The Community Development director position will not be rehired thus creating a savings of 1.0 FTE.
- The Finance Department will not hire a part-time accounting clerk this fiscal year saving 0.4 FTE.

Budget in Brief

Budget in Brief

The Town of Trophy Club weathered the recession well, not experiencing the shortfalls and deep budget cuts that many across the country felt. Texas, more specifically North Texas, has been one of the strongest areas to recover and grow after the recession. The financial outlook for the Town is positive showing a growth in new home starts and a corresponding increase in revenues, with the new possibility of a mixed-use development that will potentially expand the sales tax base. The slow growth and uncertainty of the United States' economy makes it even more important now to be fiscally responsible with the budget and our estimates in the future. This year's budget document reflects the Town Council and Town Staff's efforts to meet the challenges the next year will bring.

The Town of Trophy Club is coming close to build-out, as a result the revenues received from housing related permits will decrease, but total assessed property value is still expected to increase. The biggest challenge that the Town now faces is to be fiscally responsible while maintaining its high level of service. With a steadily growing population there will be a corresponding increase in services and Town personnel. The budget is developed around the goals and objectives set forth by the Town Council in the Strategy map.

Town of Trophy Club - Strategy Map



Staff Initiative

Personnel

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

Technology

- Utilize current and new technology to create greater efficiency in the Town government.
 - Online Records Migration

Economic Development

- Continue to work with commercial property owners and brokers to attract and retain businesses.
- Begin implementing EDC Strategic Plan.

Public Safety

- 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.
- Trophy Club EMS will continue to provide and maintain community education programs.

Town Facilities

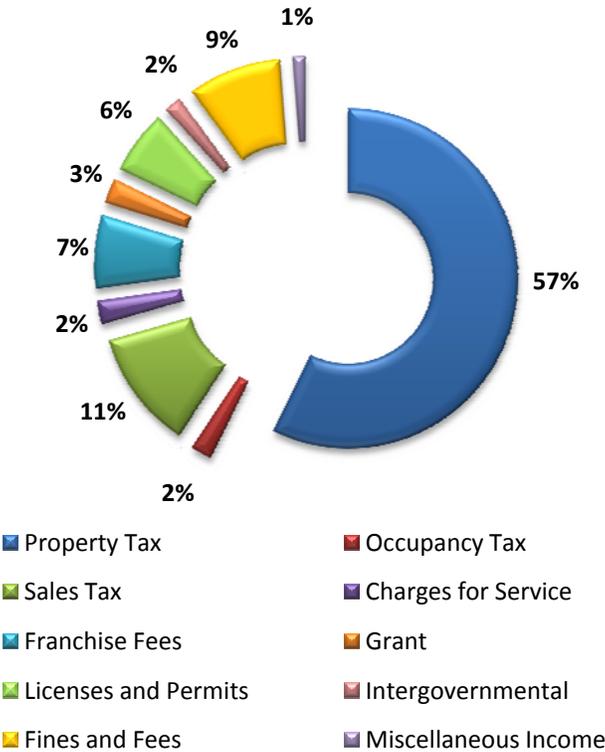
- The Town will begin the process of acquiring land for a new police building and municipal complex.

Budget Highlights

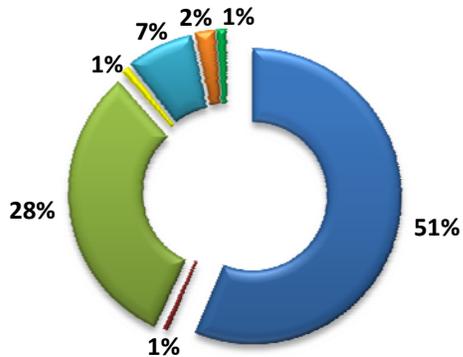
- The Town of Trophy Club lowered its tax rate 1.9% from \$0.4993/\$100 in FY13 to \$0.4900/\$100 in FY14. Despite the decreased tax rate, property tax revenue is expected to increase \$576,610 or 12.6% from the FY14 budget.
- General Fund expenditures are expected to increase 5.4% compared to the previous year's adopted budget. Personnel expenditures are expected to increase 3.8% compared to the previous year's budget, primarily due to a half year merit increase and an increase in the Texas Municipal Retirement System contribution rate. Capital replacement expenditures are expected to increase 27.3% from the FY14 budget due the purchase of a new ambulance.
- Street and Drainage construction projects funded by the 2013 CO, existing fund balance and the 2014 Tax Note; are expected to continuing this fiscal year with a large slate of new projects. Projects include: Indian Creek reconstruction and drainage, Pin Oak Court, Timberline Court, Pebble Beach, Broadway Creek and Amenity Lake Slopes improvements, Cypress Court drainage inlets, Independence East bleacher and security cameras, and the construction of Lakeview Practice Soccer Fields.
- In FY14 the Town created the Tax Incremental Revenue Zone #1 to aid in the attraction of unique developments for Trophy Club.
- The Town secured architectural services to complete a study for a proposed joint Police Station and Town Hall and is currently in the land acquisition and planning process for the building. The joint building is a priority due to working space and the fact that the Town does not own the current facility.

Revenues- All Funds		
Property Tax		\$ 6,677,438
General Fund	5,166,466	
Debt Service Fund	1,498,303	
TIRZ #1	12,669	
Sales Tax		1,314,978
General Fund	676,323	
EDC 4B	327,272	
Street Maint. Fund	163,636	
CCPD	147,272	
TIRZ #1	475	
Franchise Fees		812,506
License and Permits		710,631
Intergovernmental		192,901
Fines and Fees		1,035,441
General Fund	466,101	
Stormwater Drainage Utility Fund	402,800	
Trophy Club Park Fund	153,752	
Court Technology Fund	5,000	
Recreational Program Fund	4,000	
Court Security Fund	3,788	
Charges for Service		260,852
Occupancy Tax		233,416
Investment Income		7,450
General Fund	6,000	
Capital Projects Fund	500	
Hotel Occupancy Fund	300	
EDC 4B	300	
Debt Services Fund	250	
Stormwater Drainage Utility Fund	100	
Miscellaneous Income		139,550
General Fund	118,550	
Stormwater Drainage Utility Fund	21,000	
Grants		277,018
General Fund	77,018	
Capital Projects Fund	200,000	
Total Revenues		\$ 11,662,181

Total Revenues \$11,662,181



Total Expenditures \$16,279,695



- General Fund
- Capital Projects Fund
- Stormwater Drainage Utility Fund
- CCPD Fund
- Street Maint. Fund
- EDC 4B Fund

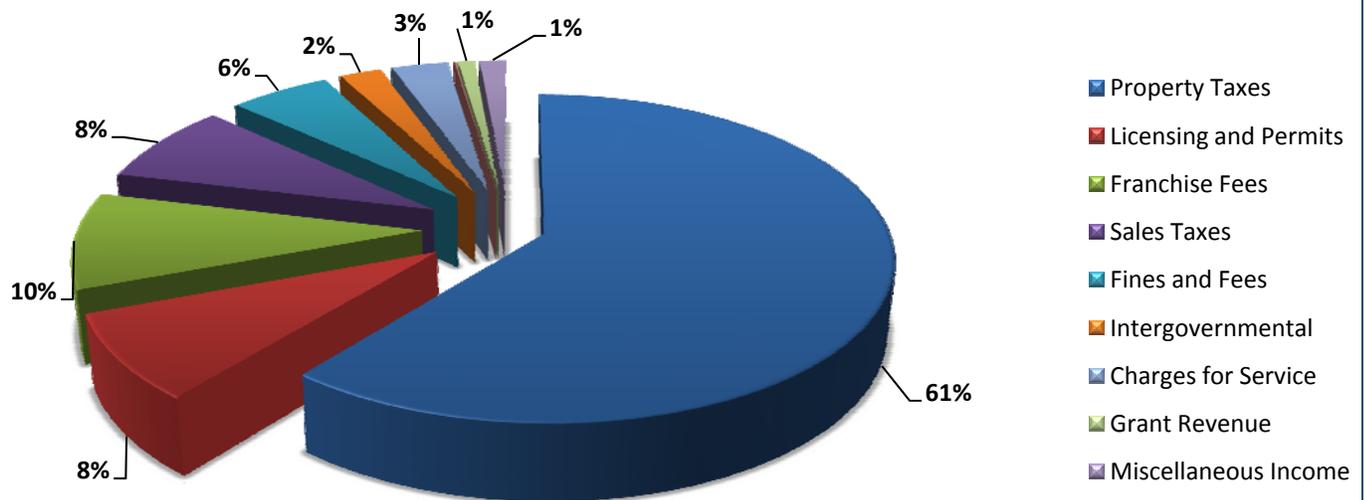
Expenditures All Funds	
General Fund	\$ 8,257,593
Debt Service Fund	1,573,662
Capital Projects Fund	4,627,524
CCPD Fund	83,464
Street Maintenance Fund	131,300
Stormwater Drainage Utility	1,082,310
Trophy Club Park Fund	150,327
Hotel Occupancy Fund	38,825
Court Technology Fund	5,730
EDC 4B Fund	324,960
Recreation Program Fund	4,000
Total Expenditures	\$16,279,695

Please note: Expenditures exceeding revenues in total reflects a draw-down in available balances – primarily due to capital projects expenditures (Corresponding bond proceeds reflected as revenue in prior years – related expenditures generally made over several years)

General Fund – Revenues

	2013-14 Adopted	2013-14 Estimate	2014-15 Adopted	% Change (From FY 14 Budget)	% Change (From FY 14 Estimate)
Property Taxes	\$4,589,856	\$4,550,075	\$5,166,466	12.56%	13.55%
Licensing and Permits	937,860	859,236	710,631	-24.23%	-17.30%
Franchise Fees	729,870	761,169	812,506	11.32%	6.74%
Sales Taxes	655,375	659,365	676,323	3.20%	2.57%
Fines and Fees	573,727	582,638	466,101	-18.76%	-20.00%
Intergovernmental	214,008	231,382	192,901	-9.86%	-16.63%
Charges for Service	198,763	210,685	260,852	31.24%	23.81%
Investment Income	5,500	2,500	6,000	9.09%	140.00%
Grant Revenue	77,018	77,018	77,018	0.00%	0.00%
Miscellaneous Income	85,000	102,000	118,550	39.47%	16.23%
TOTAL	\$8,066,977	\$8,036,068	\$8,487,348	5.21%	5.62%

FY 2015 General Fund Revenues \$8,487,348



Revenues – Highlights:

- Property tax revenue is expected to increase \$576,610 or 12.6% over the FY14 budget as a result of new properties being added to the tax roll for FY15 despite a tax rate decrease of 1.9%.
- Revenue from Licensing and Permits are expected to decrease 24.2% or \$148,605 from the FY14 budget due to the decrease levels of residential permits issued anticipated throughout FY15.
- Franchise fee collections are expected to increase 11.3% or \$82,636 from the FY14 budget due to more homes and businesses residing within Trophy Club compared to the previous year.
- Sales Taxes are expected to increase 2.6% or \$16,958 from FY14 estimates.
- Charges for services are expected to increase 31.2% or \$62,089 due to the addition of a School Resource Officer for Northwest ISD, which the town is being partially reimbursed for through an inter-local agreement with Northwest ISD.
- Intergovernmental revenues are expected to decrease 9.7% or \$21,107 primarily related to a termination of shared Information Technology services with the Municipal Utility District of Trophy Club.

General Fund - Expenditures

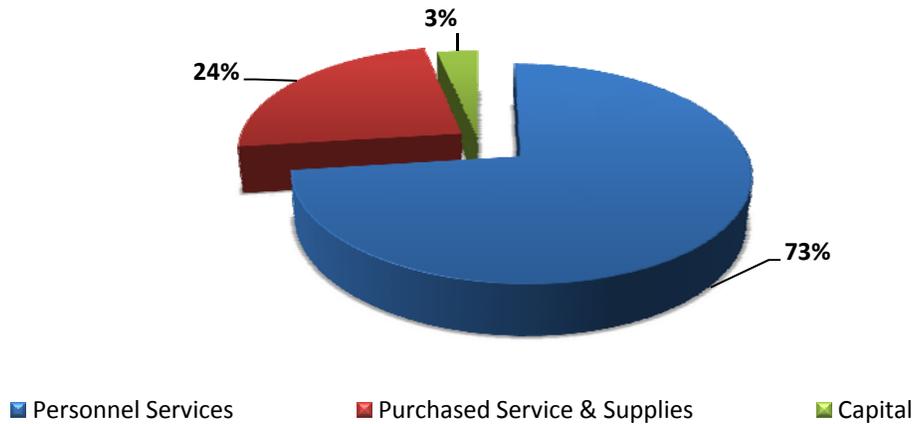
By Department

FY15 EXPENDITURES	2013-14 Adopted	2013-14 Estimate	2014-15 Adopted	% Change (From FY 14 Budget)	% Change (From FY 14 Est.)
Manager's Office	\$872,641	\$820,828	\$899,938	3.13%	9.64%
Human Resources	98,382	78,233	92,495	-5.98%	18.23%
Information Services	374,271	377,922	423,312	13.10%	12.01%
Legal	184,246	208,393	193,389	4.96%	-7.20%
Police	1,963,011	2,050,084	2,110,098	7.49%	2.93%
Emergency Medical Services	853,933	817,404	1,016,722	19.06%	24.38%
Streets	444,452	409,231	411,677	-7.37%	0.60%
Medians	306,772	276,533	299,310	-2.43%	8.24%
Parks	980,967	1,005,404	1,043,416	6.37%	3.78%
Recreation	553,828	523,317	550,039	-0.68%	5.11%
Community Events	55,915	49,785	60,201	7.67%	20.92%
Planning & Zoning	241,753	345,585	-	NA	NA
Community Development	355,601	371,157	572,921	61.11%	54.36%
Finance	395,440	385,753	387,097	-2.11%	0.35%
Municipal Court	84,994	81,571	85,936	1.11%	5.35%
Facilities Management	72,200	79,550	111,042	53.80%	39.59%
TOTAL EXPENDITURES	\$7,838,406	\$7,880,750	\$8,257,593	5.35%	4.78%

By Use

FY15 EXPENDITURES	2013-14 Adopted	2013-14 Estimate	2014-15 Adopted	% Change (From FY 14 Budget)	% Change (From FY 14 Est.)
Personnel Services	\$5,806,764	\$5,713,227	\$6,027,651	3.80%	5.50%
Purchased Service & Supplies	1,811,232	1,955,661	1,954,139	7.89%	-0.08%
Capital	216,663	240,989	275,803	27.30%	14.45%
Total	\$7,834,659	\$7,909,877	\$8,257,593	5.40%	4.40%

FY 2015 General Fund Expenditures By Use \$8,257,593



Expenditures – Highlights:

- Personnel – Total personnel expenditures are expected to increase 3.8% or \$220,887 from the FY14 budget. The expenditure highlights for personnel in the General Fund include:
 - An additional School Resource Officer, which is partially offset by an inter-local agreement with the Northwest Independent School District.
 - There was also a 2% increase of the TMRS pension contribution rate due to a change in actuarial methods.
 - A 3% merit increase effective April 1, 2014.

- Purchased Services / Supplies – The total of these categories are expected to decrease 0.1% or \$1,522 from the FY14 budget. The reduction to this category is due to a consolidation of the Communality Development and Planning and Zoning budgets

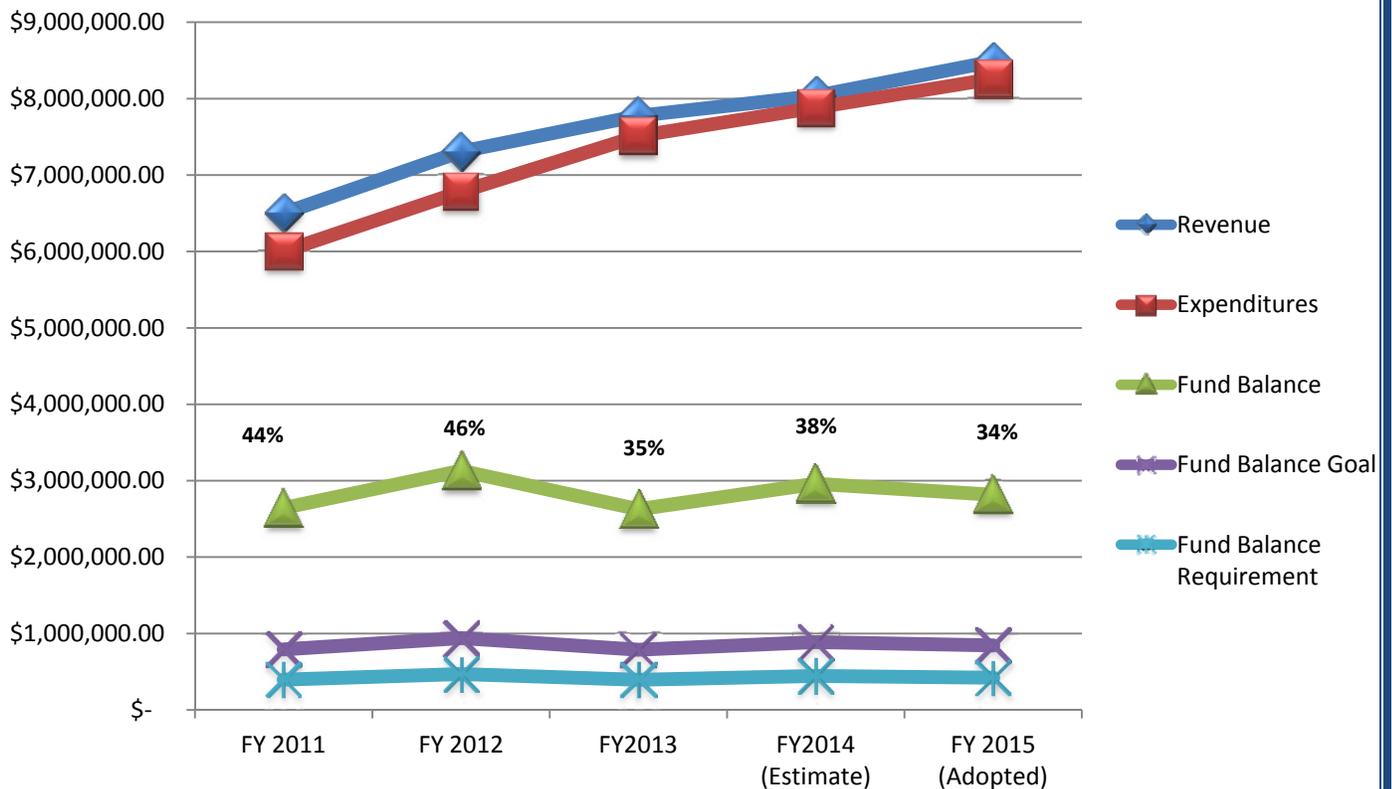
- Capital – Capital expenditures are expected to increase 27.3% or \$59,140 from the FY14 budget, this increase can primarily due to the replacement of an ambulance.

Future Challenges

Trophy Club is in excellent financial condition and weathered the recession well with expansive residential growth to combat any depressed valuations of existing properties. However, as the Town reaches residential build-out over the next two years, with accompanying severe declines in licensing and permit revenue, the Town maintained a cautious approach in developing the FY15 budget. When residential build-out occurs, any growth in assessed valuation will reflect appreciation in the existing tax base, essentially leveling property tax revenues. Additionally, with residential build-out comes increased service level demand that may require additional staffing. New staff is added only if a demonstrated need exists and is evaluated in the context of the benefit to citizens versus the cost.

The Town currently has an estimated FY14 ending fund balance of \$2,961,660 or 38% of General Fund expenditures. The FY14 budget estimates an ending fund balance of \$2,908,255 or 37% of General Fund expenditures. The Town goal is to maintain a fund balance of at least 30% of General Fund expenditures, which would equal \$2,220,896 in FY13 and \$2,351,522 in FY14. Town policy requires a minimum fund balance of 15% of General Fund expenditures, which would equal \$1,110,448 in FY13 and \$1,175,761 in FY14.

General Fund Balance



All Fund Section

All Funds Summary (2014-2015 Budget Year)

	Beginning Fund Balance	Revenue	Expenditures	Other Sources (Uses)	Net Increase (Decrease)	Ending Fund Balance
The General Fund	2,960,660	8,487,348	8,257,593	(374,000)	(144,245)	2,816,415
Debt Service Fund	122,222	1,498,553	1,573,662	127,350	52,241	174,463
Capital Projects Fund	4,275,854	200,500	4,627,524	385,000	(4,042,024)	233,830
CCPD Fund	92,246	147,272	83,464	(75,000)	(11,192)	81,054
Street Maint. Fund	24,268	163,636	131,300	(25,000)	7,336	31,604
Stormwater Drainage Utility Fund	751,641	423,900	1,082,310	(27,350)	(685,760)	65,881
Trophy Club Park Fund	4,389	153,752	150,327	(8,000)	(4,575)	(185)
Hotel Occupancy Fund	285,590	233,716	38,825	-	194,891	480,481
Court Technology Fund	24,271	5,000	5,730	-	(730)	23,541
Court Security Fund	22,526	3,788	-	(3,000)	788	23,314
Grants Fund	4,687	-	-	-	-	4,687
25th Anniversary Fund	2,114	-	-	-	-	2,114
EDC 4B Fund	332,636	327,572	324,960	-	2,612	335,248
TIRZ #1	-	13,144	-	-	13,144	13,144
TIRZ #2	-	-	-	-	-	-
Recreation Program Fund	4,000	4,000	4,000	-	-	4,000
Total	\$ 8,907,103	\$ 11,662,181	\$ 16,279,695	\$ -	\$ (4,617,514)	\$ 4,289,589

All Funds Summary (Three Year)

	The General Fund			Debt Service Fund			Capital Projects Fund			Stormwater Drainage Utility Fund			Trophy Club Park Fund		
	FY 2013 Actual	FY 2014 Estimated	FY 2015 Budget	FY 2013 Actual	FY 2014 Estimated	FY 2015 Budget	FY 2013 Actual	FY 2014 Estimated	FY 2015 Budget	FY 2013 Actual	FY 2014 Estimated	FY 2015 Budget	FY 2013 Actual	FY 2014 Estimated	FY 2015 Budget
Beginning Fund Balance	\$ 3,131,102	\$ 2,627,264	\$ 2,960,660	\$ 94,267	\$ 119,723	\$ 122,222	\$ 996,425	\$ 2,065,759	\$ 4,275,854	\$ 72,981	\$ 289,910	\$ 751,641	\$ (26,115)	\$ (6,470)	\$ 4,389
Revenue															
Property Tax	4,149,900	4,550,075	5,166,466	1,180,878	1,361,590	1,498,303									
Sales Tax	609,889	659,365	676,323												
Franchise Fees	718,952	761,169	812,506												
Licenses and Permits	947,870	859,236	710,631												
Intergovernmental	184,689	231,382	192,901												
Fines and Fees	644,611	582,638	466,101												
Charges for Service	235,594	210,685	260,852							375,542	394,000	402,800	130,663	143,752	153,752
Grant / Contributions	75,599	77,018	77,018												
Occupancy Tax									30,230	100,000	200,000				
Investment Income	4,919	2,500	6,000	833	250	250	1,429	1,330	500		100	100			
Miscellaneous Income	203,766	102,000	118,550	729,909			30,000				34,000	21,000			
Total Revenue	\$ 7,775,789	\$ 8,036,068	\$ 8,487,348	\$ 1,911,620	\$ 1,361,840	\$ 1,498,553	\$ 61,659	\$ 101,330	\$ 200,500	\$ 375,542	\$ 428,100	\$ 423,900	\$ 130,663	\$ 143,752	\$ 153,752
Expenditures															
General Government															
Manager's Office	707,166	820,828	899,938												
Human Resources	102,771	78,233	92,495												
Information Services	342,319	377,922	423,312												
Legal	171,157	208,393	193,389												
Police	2,068,309	2,050,084	2,110,098												
Emergency Medical Services	768,367	817,404	1,016,722												
Streets & Drainage	766,411	409,231	411,677							109,464	137,789	161,173			
Medians	-	276,533	299,310												
Parks	947,734	1,005,404	1,043,416										98,717	124,893	150,327
Recreation	496,390	523,317	550,039												
Community Events	47,374	49,785	60,201												
Planning & Zoning	257,138	345,585													
Community Development	319,168	371,157	572,921												
Finance	372,816	385,753	387,097												
Municipal Court	68,731	81,571	85,936												
Facility Management	75,345	79,550	111,042												
Debt Service				2,750,417	1,399,695	1,573,662				3,049	186,147	178,963			
Capital - Projects							318,392	991,235	4,627,524	8,755	200,000	742,174			
Total Expenditures	\$ 7,511,194	\$ 7,880,751	\$ 8,257,593	\$ 2,750,417	\$ 1,399,695	\$ 1,573,662	\$ 318,392	\$ 991,235	\$ 4,627,524	\$ 121,269	\$ 523,936	\$ 1,082,310	\$ 98,717	\$ 124,893	\$ 150,327
Other Sources (Uses):															
Debt Issuance															
Transfers In	12,300	188,897	11,000	864,253	40,354	127,350	1,333,794	3,100,000	385,000		6,460				
Transfers Out	(780,734)	(10,818)	(385,000)				(7,727)			(37,344)	(27,067)	(27,350)	(12,300)	(8,000)	(8,000)
Total Other Sources (Uses)	\$ (768,434)	\$ 178,079	\$ (374,000)	\$ 864,253	\$ 40,354	\$ 127,350	\$ 1,326,067	\$ 3,100,000	\$ 385,000	\$ (37,344)	\$ (20,607)	\$ (27,350)	\$ (12,300)	\$ (8,000)	\$ (8,000)
Net Increase (Decrease)	\$ (503,838)	\$ 333,396	\$ (144,245)	\$ 25,456	\$ 2,499	\$ 52,241	\$ 1,069,334	\$ 2,210,095	\$ (4,042,024)	\$ 216,928	\$ (116,443)	\$ (685,760)	\$ 19,645	\$ 10,859	\$ (4,575)
Ending Fund balance	\$ 2,627,264	\$ 2,960,660	\$ 2,816,415	\$ 119,722	\$ 122,222	\$ 174,463	\$ 2,065,759	\$ 4,275,854	\$ 233,830	\$ 289,910	\$ 173,467	\$ 65,881	\$ (6,470)	\$ 4,389	\$ (185)

All Funds Summary (Three Year)

EDC 4A Fund			EDC 4B Fund			Non-Major Governmental Funds			Total (All Funds)		
FY 2013	FY 2014	FY 2015	FY 2013	FY 2014	FY 2015	FY 2013	FY 2014	FY 2015	FY 2013	FY 2014	FY 2015
Actual	Estimated	Budget	Actual	Estimated	Budget	Actual	Estimated	Budget	Actual	Estimated	Budget
\$ 499,798	\$ 177,896		\$ 382,709	\$ 188,704	\$ 332,636	\$ (127,954)	\$ 208,456	\$ 459,701	\$ 5,023,213	\$ 5,671,241	\$ 8,907,103
174,473			246,997	319,311	327,272	171,166	302,954	12,669	5,330,778	5,911,665	6,677,438
								311,383	1,202,526	1,281,630	1,314,978
									718,952	761,169	812,506
									947,870	859,236	710,631
									184,689	231,382	192,901
									1,161,780	1,141,274	1,035,441
									235,594	210,685	260,852
									105,829	177,018	277,018
									108,169	231,105	233,416
				100	300	386,504	13,641	300	393,686	17,921	7,450
				3,938		22,397	2,200		986,072	142,138	139,550
\$ 174,473	\$ -	\$ -	\$ 246,997	\$ 323,349	\$ 327,572	\$ 699,202	\$ 570,784	\$ 570,556	\$ 11,375,944	\$ 10,965,223	\$ 11,662,181
496,375			441,002	179,417	324,960				937,377	179,417	324,960
									707,166	820,828	899,938
									102,771	78,233	92,495
									342,319	377,922	423,312
									171,157	208,393	193,389
									2,068,309	2,081,279	2,146,383
									768,883	817,404	1,016,722
						516			1,177,426	715,429	704,150
						301,551	168,409	131,300	-	276,533	299,310
									1,046,451	1,130,297	1,193,743
									496,390	532,317	554,039
									69,651	82,625	99,026
									257,138	345,585	-
									319,168	371,157	572,921
									372,816	385,753	387,097
									21,214	102,785	91,666
									75,345	79,550	111,042
									2,753,466	1,585,842	1,752,625
									327,147	1,236,187	5,416,877
\$ 496,375	\$ -	\$ -	\$ 441,002	\$ 179,417	\$ 324,960	\$ 324,344	\$ 307,610	\$ 263,319	\$ 12,061,710	\$ 11,407,537	\$ 16,279,695
									1,333,794	3,100,000	-
									876,553	240,069	523,350
	(177,896)								(876,554)	(240,068)	(523,350)
\$ -	\$ (177,896)	\$ -	\$ -	\$ -	\$ -	\$ (38,448)	\$ (11,929)	\$ (103,000)	\$ 1,333,794	\$ 3,100,001	\$ -
\$ (321,902)	\$ (177,896)	\$ -	\$ (194,004)	\$ 143,932	\$ 2,612	\$ 336,409	\$ 251,245	\$ 204,237	\$ 648,028	\$ 2,657,688	\$ (4,617,514)
\$ 177,896	\$ -	\$ -	\$ 188,704	\$ 332,636	\$ 335,248	\$ 208,455	\$ 459,701	\$ 663,937	\$ 5,671,241	\$ 8,328,929	\$ 4,289,589

(1) Non-Major Government Funds Include: Court Security Fund, Court Technology Fund, Street Maintenance Sales Tax Fund, Crime Control Prevention District Fund, Grants Fund, 25th Anniversary Fund, TIRZ #1, Recreation Program Fund, and Hotel Occupancy Tax Fund.

The General Fund

The General Fund

Revenues, Expenditures (By Department) & Fund Balance

Revenues	FY 2011	FY 2012	FY 2013	FY 2014	FY 2014	FY 2015	FY 2016	FY 2017
	ACTUAL	ACTUAL	ACTUAL	BUDGET	ESTIMATE	ADOPTED	PROJECTED	PROJECTED
Property Tax	\$ 3,442,842	\$ 3,852,874	\$ 4,149,900	\$ 4,589,856	\$ 4,550,075	\$ 5,166,466	\$ 5,581,239	\$ 5,890,028
Licenses and Permits	792,067	1,112,979	947,870	937,860	859,236	710,631	579,537	307,376
Franchise fees	608,806	693,722	718,952	729,870	761,169	812,506	838,132	846,633
Sales Tax	508,187	606,714	609,889	625,375	659,365	676,323	693,731	711,600
Fines and Fees	554,312	684,807	644,611	497,727	582,638	466,101	445,503	453,285
Intergovernmental	290,498	265,686	184,689	214,008	231,382	192,901	174,770	176,799
Charges for Service	209,305	214,821	235,594	198,763	210,685	260,852	265,008	269,235
Investment Income	4,124	5,632	4,919	5,500	2,500	6,000	7,000	8,000
Grant Revenue	-	-	75,599	-	77,018	77,018	-	-
Prior Year Adjustment	-	(217,750)	-	-	-	-	-	-
Miscellaneous Income	91,320	87,000	203,766	85,000	102,000	118,550	105,632	107,745
Total Revenues	\$ 6,501,461	\$ 7,306,485	\$ 7,775,789	\$ 7,883,959	\$ 8,036,068	\$ 8,487,348	\$ 8,690,552	\$ 8,770,701

Expenditures	FY 2011	FY 2012	FY 2013	FY 2014	FY 2014	FY 2015	FY 2016	FY 2017
	ACTUAL	ACTUAL	ACTUAL	BUDGET	ESTIMATE	ADOPTED	PROJECTED	PROJECTED
Manager's Office	\$ 556,489	\$ 636,758	\$ 707,166	\$ 872,641	\$ 820,828	\$ 899,938	\$ 910,247	\$ 930,549
Human Resources	90,060	94,839	102,771	98,382	78,233	92,495	95,654	97,864
Information Services	287,448	330,204	342,319	374,271	377,922	423,312	425,312	428,361
Legal	146,881	154,236	171,157	184,246	208,393	193,389	198,113	202,013
Police	1,463,179	1,638,863	2,068,309	1,963,011	2,050,084	2,110,098	2,240,811	2,286,676
Emergency Medical Services	688,213	695,139	768,367	853,933	817,404	1,016,722	908,937	926,331
Streets	384,513	417,998	766,411	444,452	409,231	411,677	447,702	461,535
Medians	-	-	-	306,772	276,533	299,310	310,430	318,194
Parks	951,328	1,141,216	947,734	980,967	1,005,404	1,043,416	1,132,670	1,101,979
Recreation	523,691	470,550	496,390	553,828	523,317	550,039	566,893	576,404
Community Events	48,114	47,890	47,374	55,915	49,785	60,201	61,935	63,723
Planning & Zoning	154,225	233,134	257,138	241,753	345,585	-	-	-
Community Development	189,425	248,339	319,168	355,601	371,157	572,921	595,258	579,469
Finance	360,548	528,143	372,816	395,440	385,753	387,097	416,875	425,010
Municipal Court	80,260	78,929	68,731	84,994	81,571	85,936	89,047	90,960
Facilities Maintenance	76,483	65,341	75,345	72,200	79,550	111,042	102,929	106,577
Total Expenditures	\$ 6,000,855	\$ 6,781,579	\$ 7,511,194	\$ 7,838,406	\$ 7,880,751	\$ 8,257,593	\$ 8,502,814	\$ 8,595,645

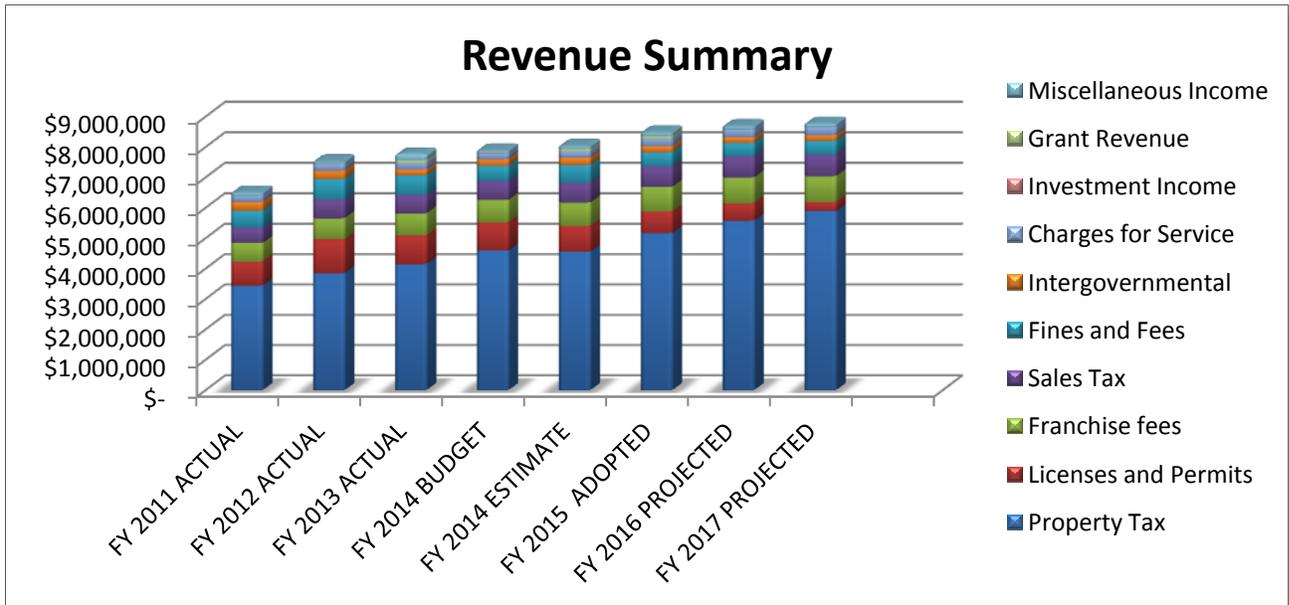
Other Sources (Uses)	FY 2011	FY 2012	FY 2013	FY 2014	FY 2014	FY 2015	FY 2016	FY 2017
	ACTUAL	ACTUAL	ACTUAL	BUDGET	ESTIMATE	ADOPTED	PROJECTED	PROJECTED
Transfers In	\$ 75,000	\$ 64,019	\$ 12,300	\$ 11,000	\$ 188,897	\$ 11,000	\$ 11,000	\$ 11,000
Transfers Out	(46,631)	(100,615)	(780,734)	-	(10,818)	(385,000)	-	-
Total Other Sources (Uses)	\$ 28,369	\$ (36,596)	\$ (768,434)	\$ 11,000	\$ 178,079	\$ (374,000)	\$ 11,000	\$ 11,000

Fund Balance	FY 2011	FY 2012	FY 2013	FY 2014	FY 2014	FY 2015	FY 2016	FY 2017
	ACTUAL	ACTUAL	ACTUAL	BUDGET	ESTIMATE	ADOPTED	PROJECTED	PROJECTED
Beginning fund balance	\$ 2,113,820	\$ 2,642,792	\$ 3,131,102	\$ 2,851,702	\$ 2,627,264	\$ 2,960,660	\$ 2,816,415	\$ 3,015,154
Net increase (Decrease)	528,975	488,310	(503,838)	56,553	333,396	(144,245)	198,738	186,056
Ending Fund Balance	\$ 2,642,795	\$ 3,131,102	\$ 2,627,264	\$ 2,908,255	\$ 2,960,660	\$ 2,816,415	\$ 3,015,154	\$ 3,201,210

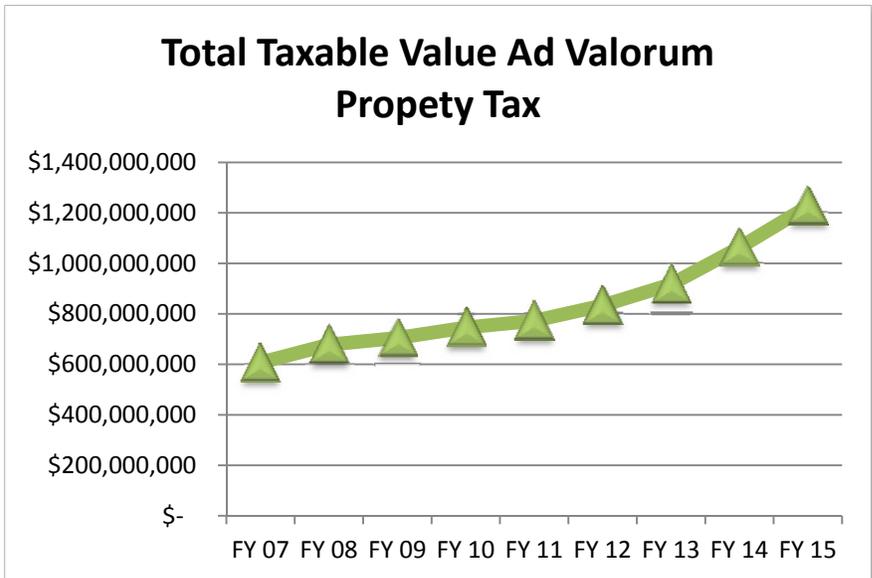
Fund Balance Detail	FY 2011	FY 2012	FY 2013	FY 2014	FY 2014	FY 2015	FY 2016	FY 2017
	ACTUAL	ACTUAL	ACTUAL	BUDGET	ESTIMATE	ADOPTED	PROJECTED	PROJECTED
Reserve Fund balance (30% of Total Expenditures)	1,800,257	2,034,474	2,253,358	2,351,522	2,364,225	2,477,278	2,550,844	2,578,693
Assigned Fund Balance	228,138	228,138	228,138	228,138	228,138	-	-	-
Unassigned Fund Balance in Excess (Deficit) of 30%	614,400	868,490	145,768	328,596	368,297	339,137	464,310	622,517
Total Fund balance	2,642,795	3,131,102	2,627,264	2,908,255	2,960,660	2,816,415	3,015,154	3,201,210

General Fund

Revenues

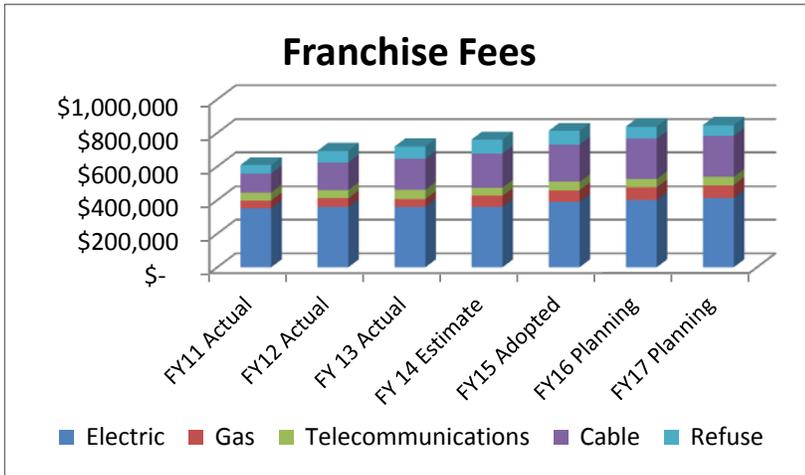


The largest revenue source in the General Fund is the ad valorem **Property Tax**. Property tax revenues are calculated by multiplying the tax rate by the property tax base. The tax rate for the fiscal year 2015 (FY15) adopted budget is based on a \$0.4900 ad valorem tax rate. This rate is 4.7% more than the calculated effective tax rate (\$0.468137) that would provide the same level of revenue on existing properties as FY14. This is a 1.9% decrease from the ad valorem tax rate of FY14 (\$0.49933). The ad valorem tax rate is comprised of two components. The first is the maintenance and operations component (M&O) that is used to calculate revenue to fund the Town's General Fund operations. The second component is the Interest & Sinking (I&S) portion that is used to calculate revenue to pay the Town's general debt service obligations.



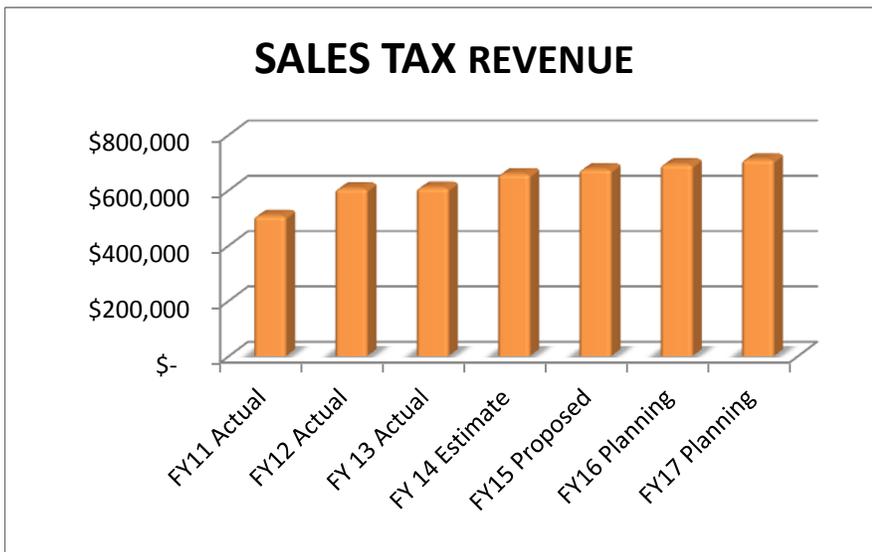
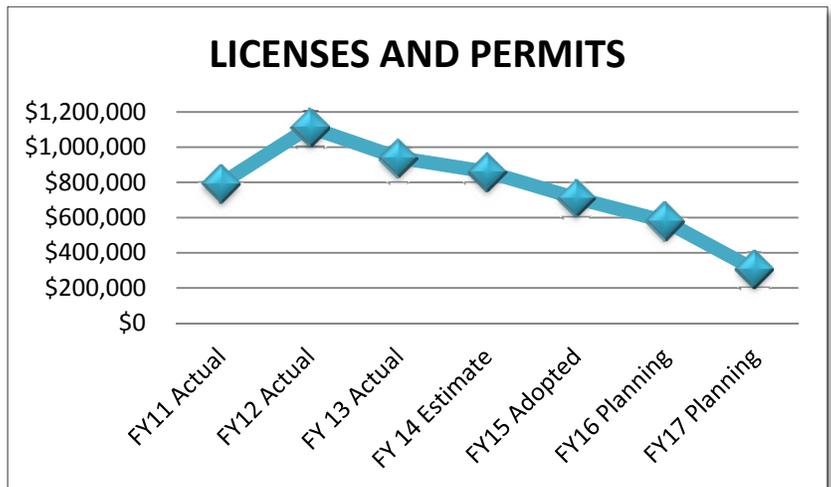
The Property Tax Base is calculated by both Denton County and Tarrant County, since the Town of Trophy Club has property in both counties; by adding both appraised values together you have the total appraised value for Trophy Club. After adding up both 2014 appraisal rolls, total property value shows an increase of 15.4% over the 2013 certified values, with a current average home value of

\$325,345. In FY15 there are a projected 150 homes to be built; this will continue to increase the total assessed value of Trophy Club, which will in turn increase revenues derived from property tax. Over the next two years it is projected that the property tax base will increase substantially until complete build-out occurs.



Franchise Fees are the second largest revenue source in the General Fund. These fees are charged to gas, electric, telecommunications, solid waste, and cable companies for the use of the city's right-of-way, typically 4-6% of the utilities' annual revenues. They are projected based on past and current trends and franchisee's estimates. Franchise fees are projected to increase 6.7% over the FY14 estimate.

Licensing and Permits are the third largest revenue source for the general fund. This revenue source grouping contains Building Permits, Fire Permits, Miscellaneous Permits, Plumbing Permits, and Multi-family Residence License. This revenue source is expected to decrease 17.3% from the FY14 estimate. In the next two years building related permits and licensing are expected to continue decreasing as Trophy Club approaches build-out.



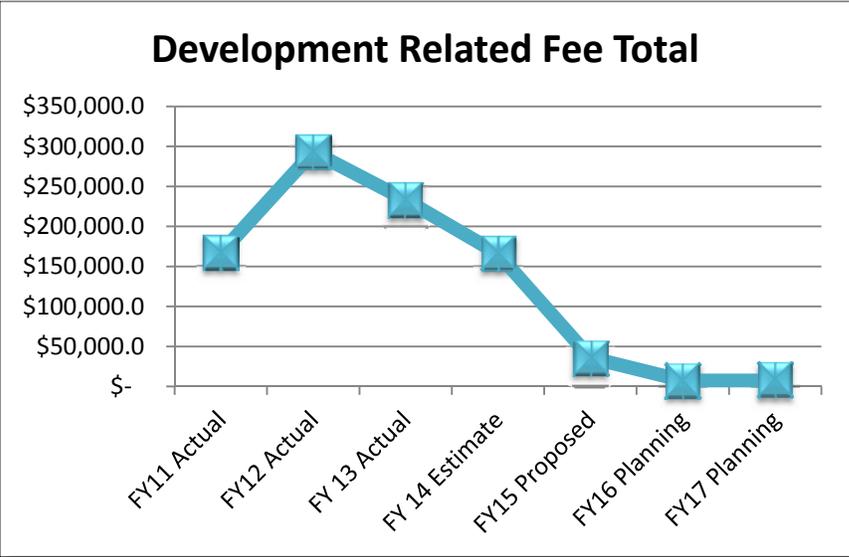
The **Sales Tax** is the fourth largest revenue source in the General Fund. The State of Texas charges a 6.25% sales tax; local governments have an additional 1.0% sales tax that they receive. The other 1.0% of the sales tax use has to be approved for a specific use by voters. In the Town of Trophy Club consumers pay 8.25% sales tax total. The general fund receives 1% of the sales tax from local sales. Included in the sales tax totals is

State of Texas	6.25%
Trophy Club	1.00%
TC Economic Dev. 4B	0.50%
Street Maintenance	0.25%
CCPD	<u>0.25%</u>
Total	8.25%

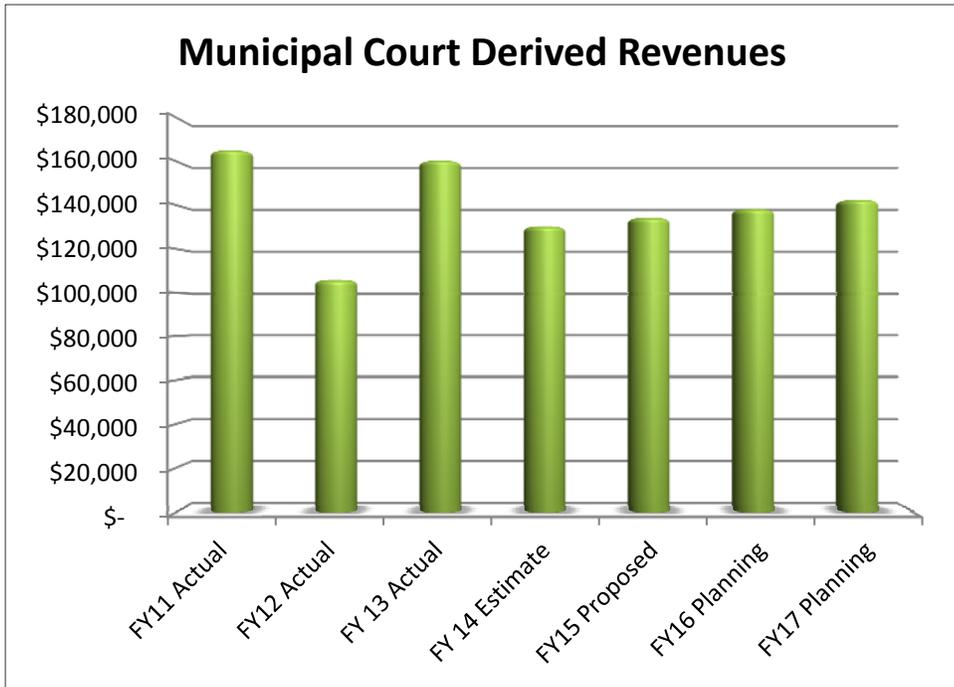
the Mixed Beverage tax, this tax only brings in 3.2% of the revenue for this category. The FY15 budget projects a 2.57% growth in receipts over the current year's estimate. The sales tax revenue is dependent on the local economic conditions and can fluctuate.

Fines and Fees are charges for utilizing a government service or receiving a penalty. The main revenue sources for Fines and Fees are development related fees, recreational fees, and court related fines and fees. Development fees are expected to sharply decrease 78% compared to FY14 estimate, due to new developments reaching build-out, which decreases the number of development related fees collected.

Development related fees are P & Z Administrative Fees, Developer Fees, Zoning Fees, and Platting Fees. The majority of the revenue received is from the Developer's Fee. These fees sharply increased from 2011-2012 due to a new development,



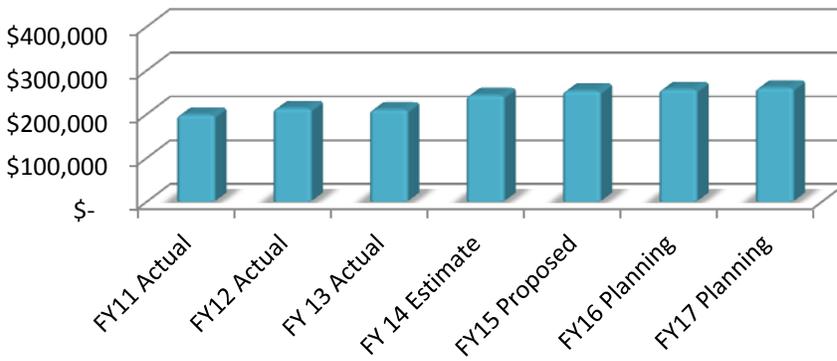
but with the development coming close to build-out, revenues are projected to decrease steeply.



The Municipal Court derives its revenues from citations primarily associated with motor vehicles, misdemeanors, and code enforcement. The fines and fees from the Municipal Court have remained fairly constant and are projected to remain that steady for

the next three years.

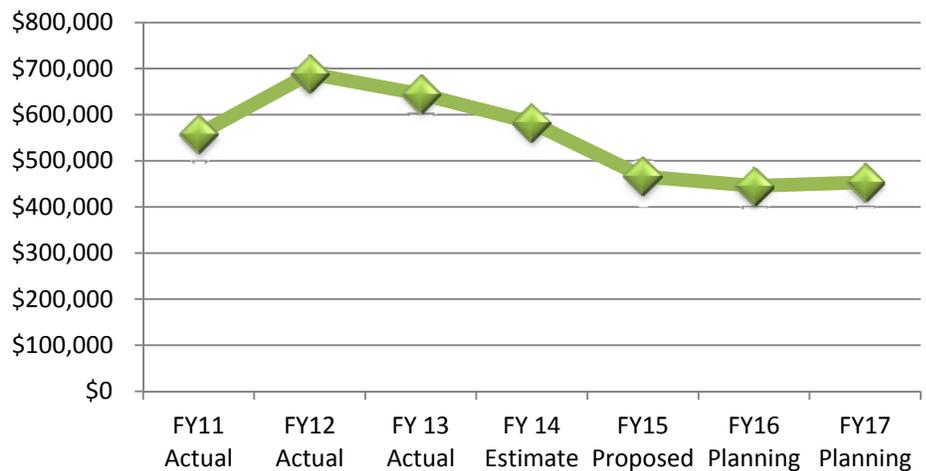
Recreation Revenues



Recreation based fees increased in FY14 due to an increased admissions fee to the pool and an increase to the pool rental fee. Other recreation based fees are projected to increase with the growth in population.

Overall Fines and Fees are projected to decrease from the fiscal year 2014 estimate due to a decrease in building related fees as the Town approaches build-out. Fines and Fees are expected to stabilize over the next three fiscal years. One factor that might cause a slight increase for the revenue source would be new commercial development, which have not been programmed into the future forecast due to the uncertainty of new developments.

FINES AND FEES REVENUE



Investment Income - The Town of Trophy Club maintains an investment policy to ensure the safety of principal, maintain sufficient liquidity to meet operational needs, maintain the trust of the public, and optimize interest earnings. Investment earnings are expected to increase \$3,500 or 140% from the FY14 Estimate, primarily due to finding better investment account with a higher interest rate.

Miscellaneous – Miscellaneous revenues represent unanticipated revenues as well as minor sources not contained in other categories. Included in this category are other various non-routine revenues received during the year. Tower rental and gas well revenues also fall into this category.

General Fund - Expenditures

Expenditures by Category

Financial Summary	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	FY 2015 ADOPTED	FY 2016 PROJECTED	FY 2017 PROJECTED
Personnel Services	\$ 4,257,099	\$ 4,716,652	\$ 5,243,108	\$ 5,806,764	\$ 5,713,227	\$ 6,027,651	\$ 6,247,784	\$ 6,394,551
Services & Supplies	1,561,583	1,710,129	1,980,581	1,811,232	1,955,661	1,954,139	1,972,337	1,967,851
Capital	212,907	377,621	305,382	216,663	240,989	275,803	282,693	233,243
TOTAL	\$6,031,589	\$6,804,402	\$7,529,071	\$7,834,659	\$ 7,909,877	\$ 8,257,593	\$ 8,502,814	\$ 8,595,645

Personnel – Personnel related expenditures are expected to increase \$314,424 or 5.5% in FY15. An additional School Resource Officer Position was added this year; the majority of cost for this position will be reimbursed through a grant. The Town of Trophy Club decided not to open three vacant positions this year; a streets maintenance workers position, a part-time Accounting Clerk, and a Community Development Director. The FY14 budget also includes 3% merit increase effective April 1, 2015. Lastly due to a change in the actuarial methods used by Texas Municipal Retirement Systems (TMRS), the TMRS contribution rate increased 2%.

Services & Supplies – The sum of these categories are expected to increase \$1,522 or 0.1% from FY14 budget. The main savings in this category comes firstly from the consolidation of the planning and zoning department with the community development department. This is one of the few categories that savings can be more easily realized and it was management’s goal to tighten these expenditures for FY15.

Capital – Capital expenditures are expected to increase \$59,140 or 18.3% from the FY14 budget. General Fund equipment replacement budgeted for FY15 includes: A zero-turn mower, a Ford F250 irrigation truck, T650 Bobcat compact track loader (split with Trophy Club Park Fund), a server replacement, audio-video replacement, computer replacements, software replacements, an ambulance, and radio upgrades from analog to digital.

Revenue Summary

	FY10 Actual	FY11 Actual	FY12 Actual	FY 13 Actual	FY 14 Estimate	FY15 Adopted	FY16 Planning	FY17 Planning
Property Tax								
Property Taxes	3,164,661	3,408,917	3,788,436	4,081,555	4,517,575	5,138,466	5,552,239	5,860,028
Property Taxes/Prior Year	23,500	11,510	36,357	46,578	20,000	15,000	15,500	16,000
Property Taxes/P & I	27,000	22,415	28,081	21,767	12,500	13,000	13,500	14,000
TOTAL PROPERTY TAXES	\$3,215,161	\$3,442,842	\$3,852,874	\$4,149,900	\$4,550,075	\$5,166,466	\$5,581,239	\$5,890,028
SALES TAXES								
Mixed Beverage Tax	12,030	14,689	17,151	17,251	20,743	21,780	22,869	24,013
Sales Tax - General	529,681	493,498	589,563	592,638	638,622	654,543	670,862	687,587
TOTAL SALES TAXES	541,711	508,187	606,714	\$609,889	\$659,365	\$676,324	\$693,731	\$711,600
FRANCHISE FEES								
Electric	290,948	349,414	358,050	358,644	360,796	389,270	400,557	412,177
Gas	37,322	48,811	52,302	48,288	64,470	69,690	75,485	77,750
Telecommunications	52,391	46,938	50,108	54,168	49,495	49,188	48,696	48,297
Cable	96,564	113,687	163,420	184,833	202,109	221,453	239,763	244,559
Refuse	42,734	49,956	69,842	73,020	84,299	82,905	73,632	63,850
TOTAL FRANCHISE FEES	\$519,959	\$608,806	\$693,722	\$718,952	\$761,169	\$812,506	\$838,134	\$846,633
LICENSES AND PERMITS								
Building Permits	581,685	664,176	990,735	781,820	652,452	500,952	374,052	106,000
Fire Permits/Sprinkler	800	425	1,150	125	-	-	-	-
Miscellaneous Permits	38,000	53,790	59,324	155,509	206,784	209,679	205,485	201,376
Plumbing Permits	55,000	67,266	61,770	10,416	-	-	-	-
Multifamily Residence License	-	6,410	-	-	-	-	-	-
TOTAL LICENSES AND PERMITS	\$675,485	\$792,067	\$1,112,979	\$947,870	\$859,236	\$710,631	\$579,537	\$307,376
INTERGOVERNMENTAL								
MUD Service Contract	-	228,076	190,769	85,465	77,048	26,271	6,170	6,170
Intergov Trans In MUD	-	23,182	12,159	41,116	21,370	10,996	10,996	10,996
Intergov Trans In EDC	-	31,683	47,151	52,239	132,964	155,634	157,604	159,633
Recovery of Prior Year Expense	5,854	7,557	15,607	5,869	-	-	-	-
TOTAL INTERGOVERNMENTAL	\$5,854	\$290,498	\$265,686	\$184,689	\$231,382	\$192,901	\$174,770	\$176,799
GRANT REVENUE								
GRANT REVENUE	27,802	-	-	75,599	77,018	77,018		
TOTAL GRANT REVENUE	\$27,802	\$0	\$0	\$75,599	\$77,018	\$77,018	\$0	\$0

FINES AND FEES

P & Z Administrative Fees	6,000	2,407	3,727	4,364	4,500	3,000	1,500	1,500
Developer Fees	32,818	160,541	277,995	214,019	157,500	30,000	5,000	5,000
Zoning Fees	-	1,443	795	6,141	-	-	-	-
Platting Fees	5,030	2,605	10,733	8,585	4,000	3,000	1,000	1,000
Denton/Tarrant Cty Pledge - EMS	12,009	5,546	5,294	5,305	5,554	5,000	5,000	5,000
Municipal Court Fines/Fees	115,651	165,300	105,941	150,905	125,000	128,750	132,613	136,591
Municipal Court Child Safety Fees				9,709	5,500	5,665	5,835	6,010
Municipal Court Security Fee	4,500	2,161	43,193	-	-	-	-	-
Association Concession Fees	-	-	-	-	-	-	-	-
Day Camp Programs	57,411	51,014	59,285	49,298	52,000	60,000	60,600	61,206
Aquatic Programs	21,600	20,997	17,613	18,099	19,000	19,190	19,382	19,576
Recreation Programs	3,300	-	-	2,015	715	-	-	-
Pool Concessions	9,000	20,789	20,579	20,716	23,000	23,000	23,000	23,000
Pool Entry Fees	32,339	75,629	86,315	92,879	121,362	123,789	126,265	128,790
Swim Team Programs	22,000	29,055	28,643	26,550	26,000	26,260	26,523	26,788
Records Management Revenue	750	526	4,041	371	300	500	500	500
Golf Cart Registration	-	-	-	1,325	1,000	1,000	1,000	1,000
Cty Veh Reg Fees/Child Safety	-	-	7,841	10,471	10,797	10,000	10,000	10,000
Community Events Revenue	8,000	3,601	1,782	7,227	700	1,200	1,500	1,500
Convenience Fees	-	-	-	1,627	1,230	1,267	1,305	1,344
Animal Control	-	3,478	3,990	3,322	3,500	3,500	3,500	3,500
Misc Police Revenue	500	598	321	1,476	1,500	1,500	1,500	1,500
Pool Rentals	6,000	12,100	10,709	10,205	19,480	19,480	19,480	19,480
Other	-	-	-	-	-	-	-	-
TOTAL FINES AND FEES	336,908	\$557,790	\$688,797	\$644,609	\$582,638	\$466,101	\$445,502	\$453,285

CHARGES FOR SERVICES

EMS Runs	130,747	152,478	156,496	138,509	148,000	150,072	152,173	154,303
CIA Lien Revenues	1,000	849	1,835	-	-	-	-	-
PID Reimbursement	-	-	-	43,400	9,000	8,000	8,000	8,000
NISD Contribution	20,835	52,500	52,500	53,685	53,685	102,780	104,835	106,932
Insurance Settlements	-	-	-	-	-	-	-	-
TOTAL CHARGES FOR SERVICES	\$152,582	\$205,827	\$210,831	\$235,594	\$210,685	\$260,852	\$265,008	\$269,236

INVESTMENT INCOME

INVESTMENT INCOME	5,662	4,124	5,632	4,919	2,500	6,000	7,000	8,000
TOTAL INVESTMENT INCOME	\$5,662	\$4,124	\$5,632	\$4,919	\$2,500	\$6,000	\$7,000	\$8,000

MISCELLANEOUS

Auction Sales	12,000	955	18,130	-	-	-	-	-
Vending Revenue	900	463	144	-	-	-	-	-
Gas Well Revenues	5,000	1,607	285	1,512	500	-	-	-
Tower Revenue	30,000	32,866	34,500	37,375	34,500	34,500	34,500	34,500
Recreation Rentals	8,000	5,233	10,511	18,229	32,000	33,000	34,000	35,000
Miscellaneous Revenue	42,431	50,196	23,430	146,650	35,000	51,050	37,132	38,245
TOTAL MISCELLANEOUS	\$98,331	\$91,320	\$87,000	\$203,766	\$102,000	\$118,550	\$105,632	\$107,745

TOTAL REVENUES	\$5,551,653	\$6,501,461	\$7,524,235	\$7,775,787	\$8,036,068	\$8,487,349	\$8,690,553	\$8,770,702
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The Managers 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. The Manager's Office seeks to support the Town's mission by building strong partnerships and deepening community involvement, creating business-friendly economic development, developing environmentally sound policies, ensuring the safety and security of all residents and staff, and maintaining financial and operational stewardship.

Top 3 Accomplishments from FY14

1. The Town of Trophy Club's bond rating increased from AA to AA+
2. Created the CCPD Fund and reallocated ¼ cent to the CCPD & EDC 4B
3. Adopted a new Town logo

Managers Departmental Goals
Goal 1- Facilitate staff efforts to fulfill day-to-day requirements for the Town as well as Council goals
<ul style="list-style-type: none"> • Manage day-to-day Town operations • Implement FY15 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
<ul style="list-style-type: none"> • Continue to partner with government entities to seek opportunities on regional services and programs • 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
<ul style="list-style-type: none"> • Continue to plan and act accordingly to evaluate land acquisition opportunities and facility development • Continue developing communication initiatives such as newsletters, Annual Report, website, etc. • Town fiscal integrity • Continue to update and maintain Town Codification • Implement Vision 2030 • Manage Street and Storm Water Capital Improvement Projects
Goal 4- Work with Economic Development to attract new businesses to the Town
<ul style="list-style-type: none"> • Host developers/business Alliance Development Forum • Continue to work with commercial property owners and brokers to attract and retain businesses • Begin implementing EDC Strategic Plan • Continue to focus and develop Trophy Club and regional marketing initiatives
Goal 5- Spearhead new programs and Town initiatives to foster Town progress and long-term growth
<ul style="list-style-type: none"> • Review Town ordinances and codes for appropriate updates • Continue to seek and apply for award recognition

Financial Summary	-----Past-----			-----Projected Year-----		-Budget-	
	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 ADOPTED	% Change (Est. vs. Pro)
Personnel	\$ 424,367	\$ 495,717	\$ 562,769	\$ 711,541	\$ 685,851	\$ 757,082	10%
Services & Supplies	\$ 132,122	\$ 141,041	\$ 144,397	\$ 161,100	\$ 134,977	\$ 142,856	6%
TOTAL	\$ 556,489	\$ 636,758	\$ 707,166	\$ 872,641	\$ 820,828	\$ 899,938	10%

Performance Management Matrix						
Related Council Goal	Council Objective	Measures	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Estimate
Strong Partnerships and Community Involvement	Foster a well informed community	# of weekly updates for the Town Council	36	49	34	40
		# of documents processed for Open Records Request	288	332	334	340
	Create a positive regional identity	# of recognitions from local, state, national, and media organizations	5	3	6	5
Business-Friendly Economic Development	Retain/develop existing businesses	# of local business, development, and regional meetings held	2	2	4	2

PERSONNEL SCHEDULE			
POSITION TITLE	ACTUAL	ESTIMATE	ADOPTED
	2013	2014	2015
TOWN MANAGER	1.0	1.0	1.0
ASST TOWN MANAGER	1.0	1.0	1.0
TOWN SECRETARY/HR MANAGER	1.0	1.0	1.0
EXECUTIVE SECRETARY	0.0	1.0	1.0
ECONOMIC DEVELOPMENT COORDINATOR	0.0	1.0	1.0
PIO/MARKETING MANAGER	1.0	1.0	1.0
TOTAL FTEs	4.0	6.0	6.0

Managers Office	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 ADOPTED	2016 PROJECTED	2017 PROJECTED
Personnel								
Salaries	\$319,619	\$ 382,614	\$ 416,592	\$ 511,872	\$ 491,803	\$ 523,682	\$ 536,774	\$ 547,510
Overtime	-	-	-	-	-	-	-	-
Longevity	1,138	1,288	1,728	2,146	1,583	1,863	2,313	2,763
Stipend	-	-	10,000	8,400	7,200	4,500	4,500	4,500
Retirement	46,647	53,290	64,353	85,705	93,648	115,002	118,714	121,088
Medical Insurance	19,322	18,770	19,864	42,636	34,580	51,838	44,426	46,647
Dental Insurance	1,155	1,501	1,709	3,055	2,868	3,828	4,019	4,220
Vision Insurance	223	383	422	706	661	819	835	852
Life Insurance & Other	1,847	1,172	3,886	3,224	2,871	3,445	3,531	3,602
Social Security Taxes	20,354	21,813	23,950	31,052	28,215	29,400	30,135	30,738
Medicare Taxes	4,791	5,578	6,250	7,262	7,236	7,686	7,878	8,036
Unemployment Taxes	748	1,086	58	1,297	1,247	1,242	1,242	1,242
Workman's Compensation	887	796	1,192	1,204	1,380	1,327	1,360	1,387
Pre-Employment Physical/Testing	87	62	125	-	105	-	-	-
Auto Allowance	7,094	7,207	12,161	12,000	12,004	12,000	12,000	12,000
Employee Relations	454	157	482	982	450	450	450	450
Total Personnel	\$424,367	\$ 495,717	\$ 562,769	\$ 711,541	\$ 685,851	\$ 757,082	\$ 768,177	\$ 785,034
Services/Supplies								
Professional Outside Services	\$ 18,175	\$ 9,475	\$ 7,500	\$ 13,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000
Records Management	1,949	1,316	1,451	1,500	1,584	1,584	1,630	1,679
Newsletter/Year-In-Review	9,233	10,000	4,720	10,000	10,000	10,000	10,500	11,000
Elections	4,648	5,509	25,627	17,860	16,942	24,000	15,000	16,000
Meals on Wheels	1,200	3,000	2,000	2,000	2,000	-	-	-
Advertising	3,569	1,661	1,516	1,000	1,500	3,000	3,000	3,000
Printing	541	290	94	680	680	2,000	2,000	2,000
Schools & Training	2,953	4,752	1,433	4,440	4,400	3,775	3,825	3,875
Service Charges & Fees	33	723	-	-	-	-	-	-
Telephone	294	750	1,205	718	500	500	520	540
Communications/Pagers/Mobiles	3,086	2,094	2,541	4,057	4,240	4,980	4,980	4,980
Independent Labor	1,502	1,783	1,625	1,600	1,600	1,700	1,800	1,800
Dues & Membership	12,348	15,321	12,386	17,975	19,055	19,294	20,315	20,615
Travel & Per Diem	4,143	7,162	3,696	12,065	6,925	7,678	8,195	8,320
Meetings	2,732	7,880	6,591	8,345	5,560	9,608	9,608	9,734
Office Supplies	2,930	4,935	3,041	2,500	2,500	3,000	3,000	3,100
Postage	1,453	1,368	2,043	1,400	1,625	2,187	2,300	2,425
Publications/Books/Subscriptions	153	281	283	100	48	48	48	48
Mayor/Council Expense	22,099	44,759	34,298	28,760	24,918	20,402	24,224	25,249
Furniture/Equipment <\$5,000	35,397	3,764	60	2,000	1,800	-	2,000	2,000
Maintenance Supplies	-	82	51	100	100	100	125	150
Contingency Expense	-	14,136	24,669	28,000	25,000	25,000	25,000	25,000
Miscellaneous Expense	3,682	-	7,567	3,000	2,000	2,000	2,000	2,000
Total Services/Supplies	\$132,122	\$ 141,041	\$ 144,397	\$ 161,100	\$ 134,977	\$ 142,856	\$ 142,070	\$ 145,515
Total Expenditures	\$556,489	\$ 636,758	\$ 707,166	\$ 872,641	\$ 820,828	\$ 899,938	\$ 910,247	\$ 930,549

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 consistent with professionally-accepted legal practices.

Strategic Plan	
Goal 1- Provide legal support to Council and Town staff	
<ul style="list-style-type: none"> • Legislation • Municipal Court/Police • Legal Advice/briefings • Zoning and development • Code enforcement 	
Goal 2- Provide efficient and effective legal representation	
<ul style="list-style-type: none"> • Identification of liability risks • Joint Governmental contracts 	
Goal 3- Promote positive recognition and reputation with the general public and external contacts	
<ul style="list-style-type: none"> • Promote regional positive recognition • Promote professional development • Provide direct contact to residents 	
Goal 4- Proactively reduce liability to Town by having risk management services	
<ul style="list-style-type: none"> • Develop inspection procedures • Safety protocols and training for departments • Claims management • Personnel policy interpretation 	
Goal 5- Increase efforts to collect monies due to the Town in a timely manner	
<ul style="list-style-type: none"> • PID • Facility damages • Court 	

Financial Summary	-----Past-----		-----Projected Year-----		-Budget-		% Change (Est. vs. Pro)
	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 ADOPTED	
Personnel	\$131,900	\$140,092	\$147,427	\$151,546	\$155,785	\$ 162,446	4%
Services & Supplies	\$ 14,981	\$ 14,144	\$ 23,731	\$ 32,700	\$ 52,608	\$ 30,943	-41%
TOTAL	\$146,881	\$154,236	\$171,157	\$184,246	\$208,393	\$ 193,389	-7%

Performance Management Matrix						
Related Council Goal	Council Objective	Measures	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Estimate
Financial and Operational Stewardship	Provide cost effective services	# of Ordinances/Resolutions/Documents reviewed/ prepared	250	275	275	300
		# of Requests for general legal research/advice	1175	1500	1510	1550
		# of Meetings Attended	176	181	180	185
		# of Agendas reviewed	39	41	41	42
	Deliver responsive customer service	% of requests for legal services processed within provided deadline	95%	95%	95%	95%
Safe and Secure	Maintain low crime rate	% of trials successfully prosecuted	95%	100%	95%	100%

PERSONNEL SCHEDULE			
POSITION TITLE	ACTUAL 2013	ESTIMATE 2014	ADOPTED 2015
TOWN ATTORNEY	1.0	1.0	1.0
TOTAL FTEs	1.0	1.0	1.0

LEGAL	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 ADOPTED	2016 PROJECTED	2017 PROJECTED
Personnel								
Salaries	\$ 107,812	\$ 110,635	\$ 112,759	\$ 115,566	\$ 115,602	\$ 116,233	\$ 118,558	\$ 120,929
Longevity	-	-	878	975	968	1,058	1,148	1,238
Stipend	-	-	2,500	1,800	1,800	750	750	750
Retirement	15,252	15,370	16,265	17,216	21,727	28,203	29,656	30,262
Medicare Insurance	79	4,432	4,463	5,304	5,310	5,570	5,849	6,141
Dental Insurance	6	344	363	362	362	387	406	427
Vision Insurance	1	82	81	81	81	81	83	84
Life Insurance & Other	-	366	1,238	729	690	696	710	724
Social Security Taxes	6,734	6,772	6,960	7,337	7,106	7,254	7,399	7,547
Medicare Taxes	1,585	1,601	1,677	1,716	1,716	1,712	1,769	1,804
Unemployment Taxes	159	261	9	187	207	207	207	207
Workman's Compensation	272	229	234	273	216	295	302	308
Total Personnel	\$ 131,900	\$ 140,092	\$ 147,427	\$ 151,546	\$ 155,785	\$ 162,446	\$ 166,836	\$ 170,421
Services/Supplies								
Professional Outside Services	\$ 4,888	\$ 4,421	\$ 13,225	\$ 20,000	\$ 43,000	\$ 20,000	\$ 20,000	\$ 20,000
Schools & Training	175	175	250	425	425	450	450	475
Telephone	74	90	258	76	20	76	76	76
Communications/Pagers/Mobiles	851	641	564	694	624	624	624	624
Dues & Membership	410	380	390	455	455	475	495	515
Travel & Per Diem	1,040	1,192	1,269	1,739	750	1,500	1,550	1,600
Office Supplies	41	5	132	130	130	130	130	130
Postage	-	5	-	10	10	10	10	10
Publications/Books/Subscriptions	7,503	7,235	7,643	9,121	7,144	7,628	7,842	8,062
Miscellaneous Expense	-	-	-	50	50	50	100	100
Total Services/Supplies	\$ 14,981	\$ 14,144	\$ 23,731	\$ 32,700	\$ 52,608	\$ 30,943	\$ 31,277	\$ 31,592
Total Expenditures	\$ 146,881	\$ 154,236	\$ 171,157	\$ 184,246	\$ 208,393	\$ 193,389	\$ 198,113	\$ 202,013

Police

Mission: To promote and maintain a safe and peaceful community and enforce all laws without prejudice or bias, utilizing proactive partnerships to anticipate and meet the challenges of our changing environment. We will accomplish this mission by standing committed to a standard of excellence and maintaining that we are accountable for our actions to one another and the community we serve.

Top 3 Accomplishments from FY14:

1. Overall, the total number of Violent Crimes and Property Crimes in Trophy Club decreased from 118 incidents in 2013 (January 1 thru December 31, 2013) to 64 incidents in 2014 (January 1 thru November 30, 2014).
2. Our new Police Chief, Patrick Arata, was sworn in and welcomed to the Police Department in November 2014.
3. The Police Department began the Explorer Program, which will help allow 25 youth from the community to explore police service.

Strategic Plan
Goal 1- Enhance public safety and reduce disorderly behavior
<ul style="list-style-type: none"> 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
<ul style="list-style-type: none"> Bicycle Patrol/Rodeos National Night Out Against Crime Safety Fair in conjunction with Fire Department Continue SRO Program
Goal 3- Enhance community service opportunities
<ul style="list-style-type: none"> Citizens' Police Academy – maintain at two (2) per year Increase Citizens on Patrol participation
Goal 4- Further enhance reputation of department
<ul style="list-style-type: none"> Continue to pursue recognition program
Goal 5- Improve communications with community
<ul style="list-style-type: none"> Increase use of Connect CTY

Financial Summary	-----Past-----			-----Projected Year-----		-Budget-	% Change (Est. vs. Pro)
	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 ADOPTED	
Personnel	\$ 1,273,131	\$ 1,369,690	\$ 1,595,505	\$ 1,679,317	\$ 1,764,950	\$ 1,868,734	6%
Services & Supplies	175,948	196,453	376,203	248,188	239,023	241,364	1%
Capital	14,100	72,720	96,601	35,506	46,111	-	-100%
TOTAL	\$1,463,179	\$1,638,863	\$2,068,309	\$1,963,011	\$2,050,084	\$2,110,098	3%

Performance Measurement Matrix			Calendar Year			
Related Council Goal	Council Objective	Measures	2012 Actual	2013 Actual	2014* Actual	2015** Estimate
Safe and Secure	Maintain Low Crime Rate	UCRD-Part One Property Crimes	82	109	60	84
		UCRD-Property Crime Rate/1000 people	8.20	1.09	6.00	5.10
		UCRD-Part One violent Crimes	2	9	4	5
		UCRD-Violent Crime rate/1000 people	0.20	0.90	0.40	0.50
		UCRD-Arrests	23	28	16	22
		P&TE- # of DWI Arrests	7	9	16	11
		P&TE- # of Traffic Citations	1100	1314	695	1036
		P&TE- # of Parking Citations	150	101	87	113
		P&TE- # of Incidents-including self-initiated	18,530	23,777	19,071	20,459
	Increase citizen awareness and involvement in crime prevention	# of citizen volunteer hours with the police department	3000	3000	3407	3500
Financial and Operational Stewardship	Develop, recognize and retain quality staff	Average training hours per officer	50	81	40	40
	Deliver responsive customer service	# Requests for public information	115	73	120	103

UCRD- Uniform Crime Report Data

P&TE- Patrol and Traffic Enforcement

*Data is only for Jan 1st through Nov. 31, 2014

*Estimate is an average of past three years

PERSONNEL SCHEDULE			
POSITION TITLE	ACTUAL	ESTIMATE	ADOPTED
	2013	2014	2015
POLICE CHIEF	1.0	1.0	1.0
POLICE COMMANDER	1.0	1.0	1.0
POLICE SERGEANT	3.0	3.0	3.0
ANIMAL CONTROL OFFICER	1.0	1.0	1.0
DETECTIVE/JUVENILE INVESTIGATOR	1.0	1.0	1.0
SRO	1.0	1.0	2.0
POLICE OFFICER	11.0	11.0	11.0
POLICE ADMINISTRATIVE ASSISTANT	1.0	1.0	1.0
SEASONAL SCHOOL CROSSING GUARDS	3.0	3.6	3.6
TOTAL FTEs	23.0	23.6	24.6

Police	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 ADOPTED	2016 PROJECTED	2017 PROJECTED
Personnel								
Salaries	\$ 846,645	\$ 949,328	\$ 1,137,839	\$ 1,143,928	\$ 1,202,309	\$ 1,249,755	\$ 1,297,496	\$ 1,327,446
Overtime	49,762	59,287	44,773	41,843	44,118	46,324	47,945	48,432
Longevity	8,145	8,578	10,140	10,450	11,828	12,728	14,873	16,373
Stipend	-	-	20,000	23,000	24,900	15,750	15,750	15,750
Certification	11,868	6,575	1,025	11,100	13,116	12,000	13,158	13,421
Holiday Pay	14,714	17,007	-	23,583	24,135	25,080	26,030	26,550
Retirement	129,840	133,034	157,574	171,527	182,062	217,589	230,753	236,073
Medical Insurance	105,977	80,859	87,756	110,027	110,659	127,636	131,432	138,003
Dental Insurance	6,409	7,072	8,298	8,920	9,243	10,321	10,837	11,379
Vision Insurance	1,121	1,709	1,963	2,166	2,196	2,271	2,316	2,363
Life Insurance & Other	3,120	5,405	14,931	9,814	9,827	10,882	11,100	11,322
Social Security Taxes	54,785	61,328	71,609	75,056	80,503	83,445	86,366	88,341
Medicare Taxes	12,764	14,347	16,749	17,553	18,793	19,752	20,443	21,100
Unemployment Taxes	1,970	6,061	678	5,521	5,521	5,085	5,085	5,085
Workman's Compensation	22,761	17,272	19,382	23,629	23,756	27,116	28,065	28,626
Pre-Employment Physicals/Testing	1,418	660	2,639	-	184	1,200	1,200	1,200
Clothing Allowance	1,832	1,168	150	1,200	1,800	1,800	1,800	1,800
Total Personnel	\$ 1,273,131	\$ 1,369,690	\$ 1,595,505	\$ 1,679,317	\$ 1,764,950	\$ 1,868,734	\$ 1,944,649	\$ 1,993,264
Services & Supplies								
Printing	\$ 309	\$ 583	\$ 606	\$ 800	\$ 400	\$ 800	\$ 800	\$ 900
Schools & Training	2,644	4,181	4,918	5,500	5,500	5,500	6,000	6,500
Electricity	15,564	12,907	18,317	17,000	17,000	18,500	18,500	18,500
Water	1,278	873	802	1,500	1,500	1,500	1,500	2,000
Telephone	416	975	1,520	960	650	1,000	1,050	1,100
Communications/Pagers/Mobiles	8,385	7,045	8,292	9,952	10,732	12,864	12,864	12,864
Building Maintenance	10,186	10,264	148,093	12,500	12,500	12,500	12,500	10,000
Vehicle Maintenance	23,368	19,041	21,022	23,830	23,830	21,730	22,230	22,730
Equipment Maintenance	2,615	4,120	4,373	3,250	3,250	4,250	4,250	4,250
Cleaning Services	6,714	560	-	-	-	-	-	-
Qualifying Expenses	327	3,168	3,867	5,400	5,400	5,400	5,400	5,500
Emergency Management	1,000	1,000	2,000	1,000	1,000	2,000	2,000	2,000
Dispatch - Denton County	31,766	45,553	51,141	51,141	51,141	34,600	42,000	42,000
Independent Labor	950	4,150	2,550	6,000	5,000	6,000	6,000	6,500
Dues & Membership	2,026	1,724	2,003	2,135	1,500	2,250	2,250	2,250
Travel & Per Diem	2,187	3,725	3,053	4,500	4,500	5,000	5,000	5,000
Meetings	22	282	75	275	275	375	375	375
Office Supplies	1,971	1,564	2,638	2,800	2,000	2,500	2,500	2,500
Postage	976	351	383	750	750	900	900	900
Publications/Books/Subscription	73	1,396	-	1,450	1,450	350	1,550	450
Fuel	43,135	40,647	55,886	58,525	53,525	58,995	60,000	61,000
Uniforms	7,004	4,777	12,281	12,900	13,100	14,500	13,000	13,000
Protective Clothing	2,759	3,319	8,334	3,200	3,200	3,950	5,700	3,300
Investigative Materials	1,622	1,780	4,073	5,320	5,320	6,500	6,500	6,500
Golf Cart Stickers	-	-	425	-	-	-	-	-
Animal Control	1,604	7,288	4,399	6,250	5,000	6,250	6,250	6,250
Code Enforcement	459	-	-	-	-	-	-	-
Small Equipment	2,572	10,696	9,583	5,000	3,000	6,150	5,000	5,000
Furniture/Equipment <\$5,000	659	225	1,691	2,000	1,000	2,000	2,000	2,000
Maintenance Supplies	1,654	2,283	2,370	1,500	2,250	2,000	2,000	2,000
Miscellaneous Expense	572	1,455	736	1,250	750	1,500	1,500	1,500
Programs & Special Projects	1,127	521	773	1,500	3,500	1,500	1,500	1,500
Prompt Payment Interest	4	-	-	-	-	-	-	-
Total Services/Supplies	\$ 175,948	\$ 196,453	\$ 376,203	\$ 248,188	\$ 239,023	\$ 241,364	\$ 251,119	\$ 248,369
Capital								
Capital Outlay	\$ 14,100	\$ 72,720	\$ 96,601	\$ 35,506	\$ 46,111	\$ -	\$ 45,043	\$ 45,043
Total Capital	\$ 14,100	\$ 72,720	\$ 96,601	\$ 35,506	\$ 46,111	\$ -	\$ 45,043	\$ 45,043
Total Expenditures	\$ 1,463,179	\$ 1,638,863	\$ 2,068,309	\$ 1,963,011	\$ 2,050,084	\$ 2,110,098	\$ 2,240,811	\$ 2,286,676

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. Our mission enhances the Town’s mission by providing a safe and secure environment to all Town residents as well as developing strong partnerships and community involvement.

Top 3 Accomplishments from FY14:

1. Maintained (3) staff members certified to American Heart Association (AHA) instructor level.
 - A. (2) Friends & Family CPR classes – 30 participants
 - B. (7) Heartsaver CPR/AED – 50 participants
 - C. (3) Basic Life Support (BLS) Healthcare provider – 12 participants
2. Maintained Texas Department of Health (TDH) certification levels through Tarrant County College
 - A. Pre-hospital Emergency Pediatric Provider (PEPP)
 - B. Pre-hospital Trauma Life Support (PHTLS)
 - C. Advanced Medical Life Support (AMLS)
 - D. Advanced Cardiac Life Support (ACLS)
3. New Medical Director through Baylor Medical Center Grapevine
 - A. 6 months of research and development, start date 01/01/2015
 - B. Planning and Coordination of new Medical protocols, start date 01/01/2015
 - C. Planning and Coordination on Medical Education Program, start date 10/01/2015

Strategic Plan
Goal 1- Provide quality service to the citizens
<ul style="list-style-type: none"> • Educational classes • Emergency Response • Program development
Goal 2- Provide and maintain community education programs
<ul style="list-style-type: none"> • CPR classes • School education • Citizen Fire Academy • Home inspection programs
Goal 3- Program development for corporate and Town staff
<ul style="list-style-type: none"> • Day camp programs • Staff safety awareness classes • Citizen Fire Academy • EMS Training
Goal 4- Resource management and working agreements with regional assets
<ul style="list-style-type: none"> • Medical control • Northeast Fire Department Association (NEFDA) • Denton and Tarrant County ILA
Goal 5- Program development that maintains our ability to collect and support billing and records management
<ul style="list-style-type: none"> • Intermedix contract

Performance Management Matrix						
Related Council Goal	Council Objective	Measures	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Estimate
Safe and Secure	Provide superior emergency services	EMS alarms responded to	350	359	395	425
		Medical transports completed	270	262	242	266
		Third Party collection rate	65%	65%	65%	65%
		Response time to EMS alarms in less than six minutes	90%	90%	90%	90%
Financial and Operational Stewardship	Develop, recognize and retain quality staff	Continuing education training hours (total employees)	675	675	804	964

PERSONNEL SCHEDULE			
POSITION TITLE	ACTUAL	ESTIMATE	ADOPTED
	2013	2014	2015
DRIVER/ENGINEER	1.5	1.5	1.5
FIRE CHIEF	0.5	0.5	0.5
FIREFIGHTER-EMT-P	4.0	4.0	4.0
FIRE CAPTAIN	1.5	1.5	1.5
PART TIME FF	0.3	0.3	0.3
TOTAL FTEs	7.8	7.8	7.8

EMS	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 ADOPTED	2016 PROJECTED	2017 PROJECTED
Personnel								
Salaries	\$ 368,467	\$ 395,405	\$ 443,107	\$ 449,202	\$ 456,562	\$ 471,029	\$ 487,515	\$ 497,265
Overtime	54,822	36,777	40,233	44,224	37,544	45,258	46,842	47,779
Longevity	2,733	3,271	4,099	4,768	4,655	5,501	6,101	6,701
Stipend	-	-	8,575	9,150	9,150	11,250	11,250	11,250
Certification	2,377	1,350	360	4,350	4,933	4,800	4,920	5,018
Holiday Pay	8,778	8,829	-	14,268	13,290	14,749	15,265	15,571
Retirement	59,299	59,260	67,164	75,663	76,115	91,367	98,637	100,610
Medical Insurance	44,233	36,711	41,410	56,350	54,104	59,167	62,125	65,232
Dental Insurance	2,725	3,209	3,775	4,230	4,133	4,387	4,606	4,837
Vision Insurance	440	723	783	977	825	807	823	840
Life Insurance & Others	1,297	2,085	5,835	3,986	3,862	4,030	4,171	4,254
Social Security Taxes	25,280	25,613	28,357	28,769	29,965	33,563	34,738	35,432
Medicare Taxes	5,915	5,990	6,632	6,714	6,947	8,013	8,293	8,459
Unemployment Taxes	902	2,046	206	1,681	1,681	1,620	1,620	1,620
Workman's Compensation	8,377	7,222	7,421	8,771	6,771	8,763	9,070	9,251
Pre-Employment Physicals/Testing	334	67	451	550	341	-	-	-
Total Personnel	\$ 585,979	\$ 588,558	\$ 658,408	\$ 713,653	\$ 710,878	\$ 764,304	\$ 795,977	\$ 814,120
Services/Supplies								
Collection Fees	\$ 21,320	\$ 18,071	\$ 10,514	\$ 14,275	\$ 13,928	\$ 14,006	\$ 14,196	\$ 14,387
Hazmat Disposal	667	2,576	499	700	700	500	600	600
Radios	-	-	-	-	-	500	500	500
Schools & Training	878	1,989	1,732	1,250	1,250	1,575	1,575	1,575
Electricity	-	-	4,021	4,800	6,500	6,700	6,900	7,100
Water	-	-	984	1,260	1,500	1,750	1,750	1,800
Telephone	130	157	226	120	50	120	120	120
Communications/Pagers/Mobiles	2,683	4,870	3,555	2,763	2,616	2,616	2,616	2,616
Building Maintenance	-	-	110	-	200	200	200	200
Vehicle Maintenance	3,164	3,437	4,859	4,000	4,000	4,500	4,500	4,500
Equipment Maintenance	2,282	1,623	1,541	6,200	4,700	4,700	4,700	4,700
Dispatch - Denton County	-	-	1,315	1,259	1,295	2,216	2,553	2,553
Dues & Membership	185	474	800	574	1,652	1,332	1,332	1,332
Flags & Repairs	1,959	4,687	2,462	1,700	1,700	2,000	2,000	2,000
Travel & Per Diem	-	1,801	1,748	1,174	1,100	1,600	1,600	1,600
Meetings	33	75	22	136	100	100	100	100
Safety Programs	-	-	-	-	-	500	500	500
Inspection Fees	-	-	-	870	690	-	690	-
Office Supplies	-	101	103	150	150	150	150	150
Postage	42	53	44	70	70	70	100	100
Publications/Books/Subscriptions	-	-	-	200	200	200	200	200
Fuel	6,530	5,756	6,034	6,466	5,846	6,423	6,500	6,500
Uniforms	3,726	3,177	2,566	1,500	2,504	2,500	2,500	2,000
Medical Control	10,824	3,024	6,924	7,000	7,000	7,000	7,000	7,000
Pharmacy	2,979	3,512	2,382	2,500	2,500	2,750	2,750	2,750
Oxygen	576	674	1,241	900	900	900	900	900
Disposable Supplies	6,974	7,739	6,747	5,000	5,000	5,400	5,400	5,400
Small Equipment	1,142	875	2,906	2,200	1,000	2,200	2,500	2,500
Maintenance Supplies	-	-	-	-	75	150	150	150
Miscellaneous Expense	389	31	584	1,200	600	400	400	400
Total Services/Supplies	\$ 66,484	\$ 64,702	\$ 63,918	\$ 68,267	\$ 67,826	\$ 73,058	\$ 74,982	\$ 74,233
Capital								
Capital Outlay	\$ 35,750	\$ 41,879	\$ 46,041	\$ 72,013	\$ 38,700	\$ 179,360	\$ 37,978	\$ 37,978
Total Capital	\$ 35,750	\$ 41,879	\$ 46,041	\$ 72,013	\$ 38,700	\$ 179,360	\$ 37,978	\$ 37,978
Total Expenditures	\$ 688,213	\$ 695,139	\$ 768,367	\$ 853,933	\$ 817,404	\$ 1,016,722	\$ 908,937	\$ 926,331

Streets

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

Top 3 Accomplishments from FY14

1. Constructed and accepted the Fresh Meadow/Timber Ridge Drainage project.
2. Upgraded 148 Street Signs to meet new standards.
3. Awarded and issued NTP for Indian Creek reconstruction project.

Strategic Plan
Goal 1- Provide well-maintained streets and storm drains
<ul style="list-style-type: none"> • 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
<ul style="list-style-type: none"> • Quick customer response • Customer service
Goal 3- Establish 5 year plan for Streets and Storm Drainage
<ul style="list-style-type: none"> • 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
<ul style="list-style-type: none"> • Parks • Police Department • MUD 1

Financial Summary	-----Past-----			-----Projected Year-----		-Budget-	% Change (Est. vs. Pro)
	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 ADOPTED	
Personnel	\$261,261	\$268,816	\$401,151	\$264,010	\$230,100	\$ 222,195	-3%
Services & Supplies	\$123,252	\$149,182	\$365,260	\$180,442	\$179,131	\$ 189,482	6%
TOTAL	\$384,513	\$417,998	\$766,411	\$444,452	\$409,231	\$ 411,677	1%

Performance Measurement Matrix						
Related Council Goal	Council Objective	Measures	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Estimate
Healthy, Picturesque Environmentally Sound	Maintain neat and tidy appearance	Streets sweeping (curb miles)	87	90	93	93
Financial and Operational Stewardship	Maintain / improve infrastructure and assets	Striping (linear feet)	37665	38346	39500	39500
		Concrete placed/poured (cubic yards)	233	320	400	150
	Provide cost-effective services	Ratio of lane miles of street maintained per employee	30:1	30:1	30:1	40:1
		Respond to calls in under 4 business hours	100%	100%	100%	100%
	Deliver responsive customer service					

PERSONNEL SCHEDULE			
POSITION TITLE	ACTUAL	ESTIMATE	ADOPTED
	2013	2014	2015
DIRECTOR OF STREETS SERVICES	1.0	1.0	1.0
STREETS SUPERVISOR	0.5	0.5	0.5
STREETS MAINTENANCE WORKER 1	2.3	2.3	1.3
TOTAL FTEs	3.8	3.8	2.8

Streets	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 ADOPTED	2016 PROJECTED	2017 PROJECTED
Personnel								
Salaries	\$ 178,590	\$ 188,401	\$ 270,120	\$ 174,527	\$ 152,537	\$ 148,225	\$ 152,203	\$ 155,247
Overtime	2,137	599	1,773	3,000	1,913	3,000	3,075	3,137
Longevity	1,061	1,752	3,834	2,602	1,894	1,961	2,111	2,261
Stipend	-	-	8,530	5,286	4,086	2,085	2,085	2,085
Retirement	25,685	26,846	39,794	26,973	23,599	26,229	28,099	28,673
Medical Insurance	25,896	23,692	37,729	23,821	20,793	19,860	20,853	21,896
Dental Insurance	1,532	1,962	3,124	1,629	1,532	1,541	1,618	1,699
Vision Insurance	248	497	710	363	313	298	304	310
Life Insurance & Other	621	1,046	4,239	1,592	1,399	1,288	1,314	1,340
Social Security Taxes	10,771	10,981	15,859	10,861	9,457	9,498	9,830	10,027
Medicare Taxes	2,519	2,563	3,709	2,540	2,212	2,251	2,296	2,342
Unemployment Taxes	411	1,059	70	706	800	573	571	571
Workman's Compensation	11,790	9,418	11,560	10,110	9,455	5,386	5,522	5,632
Pre-Employment Physicals/Testing	-	-	100	-	110	-	-	-
Total Personnel	\$ 261,261	\$ 268,816	\$ 401,151	\$ 264,010	\$ 230,100	\$ 222,195	\$ 229,882	\$ 235,220
Services/Supplies								
Professional Services-PID Utility	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
Advertising	-	-	475	-	350	-	-	-
Schools & Training	-	398	693	458	600	600	600	-
Electricity	107,027	127,292	173,475	164,988	164,988	173,237	181,899	190,994
Water	-	5,017	42,239	-	-	-	-	-
Telephone	22	76	115	125	125	125	125	125
Communications/Pagers/Mobiles	2,535	2,671	3,980	2,741	2,497	2,580	2,580	2,580
Property Maintenance	-	1,295	113,845	-	-	-	-	-
Building Maintenance	-	-	2,030	-	-	-	-	-
Vehicle Maintenance	525	626	4,371	500	-	-	-	-
Equipment Maintenance	833	1,312	4,156	6,150	1,523	3,000	3,000	3,000
Storage Rental	-	-	2,242	-	-	-	-	-
Dues & Membership	151	155	174	428	428	428	428	428
Travel & Per Diem	-	798	567	812	-	812	812	812
Meetings	44	-	37	100	100	150	150	150
Safety Program	-	-	41	-	-	-	-	-
Office Supplies	471	192	291	200	250	200	200	200
Postage	9	3	30	100	20	100	100	100
Fuel	7,189	5,436	9,678	-	-	-	-	-
Uniforms	2,364	1,900	2,086	2,340	1,750	1,750	1,750	1,750
Small Tools	2,082	2,011	4,565	1,500	1,500	1,500	1,500	1,500
Safety Equipment	-	-	170	-	-	-	-	-
Total Services/Supplies	\$ 123,252	\$ 149,182	\$ 365,260	\$ 180,442	\$ 179,131	\$ 189,482	\$ 198,144	\$ 206,639
Capital								
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 19,676	\$ 19,676
Total Capital	\$ -	\$ 19,676	\$ 19,676					
Total Expenditures	\$ 384,513	\$ 417,998	\$ 766,411	\$ 444,452	\$ 409,231	\$ 411,677	\$ 447,702	\$ 461,535

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. The Parks Department reinforces the Town's mission by ensuring a healthy, picturesque and environmentally sound community.

Top 3 Accomplishments from FY14

1. Constructed Dino-playground
2. Installed permanent pads for 18 hole disc golf course
3. Completed Phase 1 of the Veteran's Memorial

Strategic Plan
Goal 1 - Proactively maintain and reinforce sound environmental practices within the community
<ul style="list-style-type: none">• Installation and retrofit to drip irrigation• Public environmental awareness• Installation and retrofit to xeriscape landscaping
Goal 2 - Maintain current and future park and public amenities for increased resident enjoyment
<ul style="list-style-type: none">• 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
<ul style="list-style-type: none">• Round-about• Trail development• Beautification area in Trophy Club Park• Aquatic area maintenance
Goal 4 - Evaluate maintenance procedures for new amenities
<ul style="list-style-type: none">• Concrete trail maintenance and pond maintenance• Long term solutions for park drainage issues• Evaluate new open space and park/land maintenance areas• Infrastructure repair and replacement plan
Goal 5 - Bring new park amenities online
<ul style="list-style-type: none">• New fencing along public trails• Additional playground• Independence East trail extension

-----Past----- -----Projected Year----- -Budget-

Financial Summary	2011	2012	2013	2014	2014	2015	% Change (Est. vs. Pro)
	ACTUAL	ACTUAL	ACTUAL	BUDGET	ESTIMATE	ADOPTED	
Personnel	\$454,562	\$ 653,640	\$549,715	\$627,442	\$ 628,405	\$ 657,422	5%
Services & Supplies	463,230	480,576	299,312	289,344	336,479	321,164	-5%
Capital	33,536	7,000	98,707	64,181	40,520	64,830	60%
TOTAL	\$951,328	\$1,141,216	\$947,734	\$980,967	\$1,005,404	\$1,043,416	4%

Performance Management Matrix						
Related Council Goal	Council Objective	Measures	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Estimate
Healthy, Picturesque Environmentally Sound	Maintain neat and tidy appearance	Medians and common areas maintained	85	114	114	114
		Sports fields maintained	17	22	22	22
		Addition of irrigated sections along Highlands Trails	0	5	5	2
	Develop / enhance environmental and sustainability standards and programs	Conversion of non-irrigated medians to Xeriscape landscaping	5	7	10	5
Financial and Operational Stewardship	Provide cost-effective services	Average weekly irrigation sections along Highland Trail	50	75	75	75
		Average number of fields prepared and striped weekly during sports season	27	36	38	38
		Average weekly irrigation repairs/adjustments/replacements	50	75	75	75

PERSONNEL SCHEDULE			
POSITION TITLE	ACTUAL	ESTIMATE	ADOPTED
	2013	2014	2015
P & R DIRECTOR	0.5	0.5	0.5
PARKS SUPERINTENDENT	1.0	1.0	1.0
CREW LEADER P & R	2.0	2.0	2.0
ATHLETIC CREW LEADER	1.0	1.0	1.0
PARK IRRIGATOR	1.0	1.0	1.0
LANDSCAPE MAINTENANCE WORKER	2.0	2.8	3.0
ATHLETIC FIELD TECHNICIAN	1.0	1.0	1.0
APPLICATOR SPRAY TECHNICIAN	1.0	1.0	1.0
TOTAL FTEs	9.5	10.3	10.5

Parks	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 ADOPTED	2016 PROJECTED	2017 PROJECTED
Personnel								
Salaries	\$ 297,723	\$ 439,758	\$ 368,789	\$ 413,741	\$ 412,162	\$ 428,803	\$ 442,099	\$ 450,941
Overtime	15,543	20,119	12,838	12,500	19,134	12,500	12,813	13,069
Longevity	2,860	3,345	2,267	3,002	2,880	3,461	4,051	4,551
Stipend	-	-	8,750	1,000	10,800	7,125	7,125	7,125
Certification	3,105	1,250	205	12,000	1,500	1,500	1,530	1,561
Retirement	45,066	66,301	55,305	64,335	65,677	76,589	79,270	80,855
Medical Insurance	52,376	64,901	51,148	65,449	60,573	68,640	72,072	75,676
Dental Insurance	3,143	5,007	3,919	4,501	4,304	4,861	5,104	5,359
Vision Insurance	1,210	1,166	887	1,016	979	1,050	1,071	1,092
Life Insurance & Other	1,261	2,982	5,494	4,080	3,524	3,762	3,837	3,914
Social Security Taxes	17,871	27,918	23,050	25,899	25,554	27,668	28,636	29,209
Medicare Taxes	4,147	6,529	5,391	6,057	5,976	6,574	6,804	6,940
Unemployment Taxes	1,096	3,908	243	1,914	2,714	2,174	2,174	2,174
Workman's Compensation	7,221	9,009	8,771	9,533	10,127	10,300	10,619	10,831
Pre-Employment Physicals/Testing	492	435	503	315	400	315	-	-
Auto Allowance	1,448	1,012	2,156	2,100	2,101	2,100	2,100	2,100
Total Personnel	\$ 454,562	\$ 653,640	\$ 549,715	\$ 627,442	\$ 628,405	\$ 657,422	\$ 679,305	\$ 695,397
Services/Supplies								
Professional Outside Services	\$ -	\$ 1,015	\$ -	\$ 500	\$ -	\$ -	\$ -	\$ -
Engineering	35,799	-	-	-	-	-	-	-
Advertising	2,071	2,274	175	700	1,100	1,000	1,000	1,000
Printing	-	-	85	-	-	-	-	-
Schools & Training	3,183	912	2,731	3,025	2,485	4,596	3,840	2,085
Electricity	25,166	34,195	33,354	42,800	36,300	41,695	42,921	44,790
Water	105,029	145,812	79,152	60,750	58,237	73,315	78,415	79,915
Telephone	148	394	393	425	50	435	450	450
Communications/Pagers/Mobiles	5,345	6,131	6,648	7,224	7,310	7,220	7,070	7,070
Property Maintenance	185,947	211,702	89,737	102,900	147,700	113,100	109,636	110,330
Building Maintenance	5,059	3,787	3,155	2,500	2,500	2,500	2,652	2,784
Vehicle Maintenance	4,945	7,692	13,108	8,001	8,500	8,241	8,488	8,912
Equipment Maintenance	10,381	12,053	13,776	10,225	10,225	11,032	12,048	12,590
Equipment Rental/Lease	-	-	121	-	-	-	-	-
Storage Rental	538	2,222	6,866	4,200	14,008	14,008	14,008	14,008
Portable Toilets	2,244	1,646	2,693	1,557	4,042	4,243	4,454	4,675
Dues & Membership	249	318	250	780	1,089	1,189	1,189	1,030
Travel & Per Diem	1,206	1,704	1,028	2,967	565	2,155	2,200	210
Meetings	1,120	787	388	1,000	1,000	900	900	900
Safety Program	70	900	18	450	450	464	477	500
Tree City	12,736	-	-	-	-	-	-	-
Office Supplies	206	379	444	361	361	372	383	402
Postage	33	15	19	50	50	52	54	57
Publications/Books/Subscriptions	39	151	254	500	500	515	530	556
Fuel	19,830	23,713	23,946	17,727	17,727	17,013	17,523	18,049
Uniforms	6,859	8,705	9,416	7,622	7,500	6,750	6,950	7,150
Small Tools	25,946	12,719	9,464	9,800	9,800	7,000	7,197	7,416
Safety Equipment	1,330	965	947	1,980	1,980	2,039	2,101	2,206
Small Equipment	-	-	558	-	-	-	-	-
Furniture/Equipment <\$5,000	7,642	285	505	1,000	1,000	1,030	1,061	1,114
Hardware	-	-	84	-	-	-	-	-
Miscellaneous Expense	9	100	-	300	2,000	300	318	333
Prompt Payment Interest	101	-	-	-	-	-	-	-
Total Services/Supplies	\$ 463,230	\$ 480,576	\$ 299,312	\$ 289,344	\$ 336,479	\$ 321,164	\$ 325,865	\$ 328,532
Capital								
Capital Outlay	\$ 33,536	\$ 7,000	\$ 98,707	\$ 64,181	\$ 40,520	\$ 64,830	\$ 127,500	\$ 78,050
Total Capital	\$ 33,536	\$ 7,000	\$ 98,707	\$ 64,181	\$ 40,520	\$ 64,830	\$ 127,500	\$ 78,050
Total Expenditures	\$ 951,328	\$ 1,141,216	\$ 947,734	\$ 980,967	\$ 1,005,404	\$ 1,043,416	\$ 1,132,670	\$ 1,101,979

Medians

-----Past----- -----Projected Year----- -Budget-

Financial Summary	2011	2012	2013	2014	2014	2015	% Change (Est. vs. Pro)
	ACTUAL	ACTUAL	ACTUAL	BUDGET	ESTIMATE	ADOPTED	
Personnel	\$ -	\$ -	\$ -	\$158,159	\$ 143,486	\$ 151,083	5%
Services & Supplies	-	-	-	148,613	133,047	148,227	11%
TOTAL	\$ -	\$ -	\$ -	\$306,772	\$ 276,533	\$ 299,310	8%

PERSONNEL SCHEDULE			
POSITION TITLE	ACTUAL	ESTIMATE	ADOPTED
	2013	2014	2015
PARK IRRIGATOR	1.0	1.0	1.0
LANDSCAPE MAINTENANCE WORKER	2.0	2.0	2.0
TOTAL FTEs	3.0	3.0	3.0

MEDIANS	2011	2012	2013	2014	2014	2015	2016	2017
	ACTUAL	ACTUAL	ACTUAL	BUDGET	ESTIMATE	ADOPTED	PROJECTED	PROJECTED
Personnel								
Salaries	\$ -	\$ -	\$ -	\$ 100,984	\$ 93,589	\$ 98,876	\$ 102,163	\$ 104,206
Overtime	-	-	-	2,000	1,992	2,000	2,050	2,091
Longevity	-	-	-	1,896	1,063	285	465	645
Stipend	-	-	-	3,600	3,600	2,250	2,250	2,250
Certification	-	-	-	500	-	-	-	-
Retirement	-	-	-	15,854	14,983	17,469	18,080	18,442
Medical Insurance	-	-	-	19,683	15,562	16,709	17,544	18,422
Dental Insurance	-	-	-	1,609	1,178	1,442	1,514	1,590
Vision Insurance	-	-	-	357	262	300	306	312
Life Insurance & Other	-	-	-	1,042	879	985	1,005	1,025
Social Security Taxes	-	-	-	6,296	6,164	6,272	6,492	6,621
Medicare Taxes	-	-	-	1,472	1,440	1,499	1,551	1,582
Unemployment Taxes	-	-	-	560	950	621	621	621
Workman's Compensation	-	-	-	2,306	1,824	2,375	2,454	2,503
Total Personnel	\$ -	\$ -	\$ -	\$ 158,159	\$ 143,486	\$ 151,083	\$ 156,495	\$ 160,310
Services/Supplies								
Electricity	\$ -	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ 1,030	\$ 1,061	\$ 1,114
Water	-	-	-	29,726	28,068	32,273	32,773	33,273
Communications/Pagers/Mobiles	-	-	-	1,413	1,200	1,200	1,200	1,200
Property Maintenance	-	-	-	83,553	83,553	84,000	88,641	91,300
Building Maintenance	-	-	-	2,000	-	-	-	-
Vehicle Maintenance	-	-	-	1,988	1,988	2,048	2,109	2,172
Equipment Maintenance	-	-	-	3,075	3,075	3,167	3,262	3,359
Meetings	-	-	-	100	100	103	106	109
Safety Program	-	-	-	150	150	155	159	163
Tree City	-	-	-	11,694	-	10,000	10,000	10,000
Fuel	-	-	-	5,388	5,388	5,447	5,610	5,779
Uniforms	-	-	-	2,350	2,350	2,444	2,463	2,537
Small Tools	-	-	-	6,175	6,175	6,360	6,551	6,878
Total Services/Supplies	\$ -	\$ -	\$ -	\$ 148,613	\$ 133,047	\$ 148,227	\$ 153,935	\$ 157,884
Total Expenditures	\$ -	\$ -	\$ -	\$ 306,772	\$ 276,533	\$ 299,310	\$ 310,430	\$ 318,194

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.

Top 3 Accomplishments from FY14

1. Started adult kickball league
2. Took charge of Special Event Committee and revised the event documents
3. Revised the Park Ordinance

Strategic Plan
Goal 1- Promote physical activity and a healthy lifestyle
<ul style="list-style-type: none"> • Triton Swim Team • Tennis camp • Sports association support • Volunteer support
Goal 2- Offer unique recreation programs, events, and amenities to residents of all ages
<ul style="list-style-type: none"> • Family Camp-out • Summer Adventure Camp • Freedom Dog Park • Third-party programs
Goal 3- Encourage community involvement through increased awareness and opportunities
<ul style="list-style-type: none"> • Business vendors at community events • Eagle Scout projects • Facility Rentals • Community events
Goal 4- Evaluation of revenue-producing programs
<ul style="list-style-type: none"> • Baseball and soccer tournaments • Birthday parties • Pool fees • Enterprise program fund
Goal 5- Bring new programming on-line
<ul style="list-style-type: none"> • Dog Obedience & training classes • Active adult classes • Nature classes

-----Past----- -----Projected Year----- -Budget-

Financial Summary	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 ADOPTED	% Change (Est. vs. Pro)
Personnel	\$325,517	\$324,287	\$346,991	\$373,180	\$368,211	\$ 393,165	7%
Services & Supplies	142,164	146,263	149,399	180,648	155,106	156,874	1%
Capital	56,010	-	-	-	-	-	NA
TOTAL	\$523,691	\$470,550	\$496,390	\$553,828	\$523,317	\$ 550,039	5%

Performance Measurement Matrix						
Related Council Goal	Council Objective	Measures	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Estimate
Strong Partnerships and Community Involvement	Support citizen volunteer opportunities	Community/Volunteer Partnership	30	36	40	40
	Promote recreational / active lifestyle opportunities for all ages	Recreational Programs Offered	6	7	10	12
Community Events Offered		6	7	8	9	
Swim Team Enrollment		180	196	196	196	
Day Camp		82	83	72	90	
Financial and Operational Stewardship	Provide cost-effective services	Attendees at Community Events	5,000+	6,000+	10,000+	10,000+

PERSONNEL SCHEDULE			
POSITION TITLE	ACTUAL 2013	ESTIMATE 2014	ADOPTED 2015
P & R DIRECTOR	0.5	0.5	0.5
RECREATION SUPERINTENDENT	0.6	0.6	0.6
RECREATION SUPERVISOR	1.0	1.0	1.0
CAMP DIRECTOR	0.3	0.3	0.3
ASSISTANT CAMP DIRECTOR	0.2	0.2	0.2
CAMP COUNSELOR	1.7	1.7	1.7
ASSISTANT MANAGER	0.3	0.3	0.3
HEAD LIFEGUARDS	0.7	0.7	0.7
LIFEGUARDS	2.0	2.0	2.0
CASHIER	0.9	0.9	0.9
SWIM TEAM	0.7	0.7	0.7
TOTAL FTEs	8.9	8.9	8.9

RECREATION	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 ADOPTED	2016 PROJECTED	2017 PROJECTED
Personnel								
Salaries	\$ 260,839	\$ 258,706	\$ 275,485	\$ 293,613	\$ 289,818	\$ 309,673	\$ 316,423	\$ 322,752
Overtime	4,047	1,616	1,011	3,800	3,800	3,800	3,876	3,954
Longevity	338	383	524	760	760	892	1,072	1,252
Stipend	-	-	3,650	3,300	3,300	1,575	1,575	1,575
Retirement	15,031	15,716	18,524	19,332	19,674	23,140	24,008	24,488
Medical Insurance	12,355	10,114	11,348	11,851	12,452	13,341	14,008	14,708
Dental Insurance	691	711	835	833	833	891	936	982
Vision Insurance	129	184	199	199	198	199	209	219
Life Insurance & Other	347	769	1,945	1,173	1,177	1,141	1,164	1,187
Social Security Taxes	15,849	17,673	17,274	18,442	17,969	19,491	19,914	20,313
Medicare Taxes	3,707	4,133	4,040	4,313	4,202	4,581	4,696	4,789
Unemployment Taxes	1,655	4,986	165	4,261	3,966	2,198	2,242	2,287
Workman's Compensation	6,340	5,720	6,836	6,498	5,256	7,438	7,600	7,752
Pre-Employment Physicals/Testing	2,665	2,564	3,000	2,705	2,705	2,705	2,786	2,870
Auto Allowance	1,525	1,012	2,156	2,100	2,101	2,100	2,100	2,100
Total Personnel	\$ 325,517	\$ 324,287	\$ 346,991	\$ 373,180	\$ 368,211	\$ 393,165	\$ 402,609	\$ 411,228
Services/Supplies								
Software & Support	\$ 8,500	\$ 8,500	\$ 3,500	\$ 3,500	\$ 4,100	\$ 4,805	\$ 6,013	\$ 5,025
Collection Fees	2,992	3,531	158	1,650	-	-	-	-
Health Inspections	-	-	-	246	253	261	269	277
Advertising	3,202	2,970	862	3,433	2,637	2,716	2,798	2,881
Printing	1,226	2,592	4,749	3,701	1,087	5,813	5,986	6,165
Schools & Training	1,384	1,257	1,227	4,025	1,700	5,733	5,863	5,994
Service Charges & Fees	-	-	4,440	-	5,700	5,700	5,700	5,700
Electricity	17,732	7,929	18,958	20,000	19,000	19,500	20,000	20,500
Water	19,235	18,377	9,519	20,000	10,797	13,138	13,538	13,938
Telephone	1,459	1,672	1,681	1,224	1,258	1,295	1,333	1,373
Communications/Pagers/Mobiles	2,592	2,562	2,847	3,061	3,000	3,000	3,000	3,000
Insurance	-	-	-	486	486	501	516	531
Property maintenance	17,342	13,656	7,338	9,997	8,000	6,221	6,407	6,599
Equipment Maintenance	-	1,182	250	-	-	-	-	-
Library Services	-	-	15,000	15,000	15,000	-	-	-
Independent Labor	1,070	408	-	2,742	1,300	2,824	2,909	2,996
Equipment rental/Lease	4,809	4,885	5,454	5,729	5,729	5,901	6,078	6,260
Building rental/Lease	-	(2,896)	-	-	-	-	-	-
Dues & Membership	5,956	6,787	5,807	6,994	7,153	7,367	7,587	7,812
Travel & Per Diem	2,672	5,262	3,197	5,986	5,078	5,910	6,086	6,256
Meetings	753	505	1,083	1,137	1,157	1,191	1,228	1,265
Field Trips	3,877	4,974	4,066	5,500	5,500	5,665	5,835	6,010
Office Supplies	1,602	1,417	824	1,923	1,862	1,988	2,115	2,242
Postage	20	113	483	155	755	777	800	824
Publications/Books/Subscriptions	22	-	208	464	464	478	492	507
Fuel	-	-	10	-	-	-	-	-
Uniforms	6,244	9,281	5,809	7,283	7,874	8,110	8,352	8,603
Chemicals	15,373	20,286	18,811	20,688	17,000	19,156	19,656	20,156
Concessions	5,348	8,167	9,885	11,139	9,400	10,400	10,600	10,800
Program Supplies	3,120	3,800	4,573	5,544	3,479	3,578	5,860	3,775
Special Events	1,371	1,322	1,310	1,804	1,858	1,914	1,971	2,030
Community Events	-	2,502	-	-	-	-	-	-
Safety Equipment	288	1,271	1,629	1,123	1,155	1,190	1,225	1,262
Small Equipment	2,222	5,893	2,770	4,120	3,200	2,500	2,550	2,600
Furniture/Equipment <\$5,000	1,909	2,990	9,900	7,881	5,706	5,509	5,717	5,926
Hardware	7,629	3,463	-	2,000	1,250	1,500	1,500	1,500
Maintenance Supplies	1,606	677	1,042	1,801	1,853	1,909	1,966	2,025
Miscellaneous Expenses	606	928	2,010	312	315	324	334	344
Prompt Payment interest	3	-	-	-	-	-	-	-
Total Services/Supplies	\$ 142,164	\$ 146,263	\$ 149,399	\$ 180,648	\$ 155,106	\$ 156,874	\$ 164,284	\$ 165,176
Capital								
Capital Outlay	\$ 56,010	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Capital	\$ 56,010	\$ -						
Total Expenditures	\$ 523,691	\$ 470,550	\$ 496,390	\$ 553,828	\$ 523,317	\$ 550,039	\$ 566,893	\$ 576,404

Community Events

	-----Past-----			-----Projected Year-----		-Budget-	
Financial Summary	2011	2012	2013	2014	2014	2015	% Change
	ACTUAL	ACTUAL	ACTUAL	BUDGET	ESTIMATE	ADOPTED	(Est. vs. Pro)
Services & Supplies	48,114	47,890	47,374	55,915	49,785	60,201	21%
TOTAL	\$ 48,114	\$ 47,890	\$ 47,374	\$ 55,915	\$ 49,785	\$ 60,201	21%

Community Events	2011	2012	2013	2014	2014	2015	2016	2017
	ACTUAL	ACTUAL	ACTUAL	BUDGET	ESTIMATE	ADOPTED	PROJECTED	PROJECTED
Services/Supplies								
Advertising	\$ 1,033	\$ 3,030	\$ 300	\$ 1,250	\$ 1,250	\$ 1,288	\$ 1,326	\$ 1,366
Printing	27	783	1,288	3,800	3,800	3,914	4,033	4,153
Schools & Training	240	-	-	200	-	-	-	-
Event Rentals	32,826	33,073	33,466	36,592	27,867	37,690	38,822	39,986
Dues & Membership	100	-	-	120	120	124	131	135
Travel & Per Diem	276	-	-	550	550	567	583	601
Uniforms	425	756	-	843	588	606	624	642
Program Supplies	13,185	9,502	12,535	9,860	12,910	13,231	13,551	13,890
Miscellaneous Expense	-	746	(214)	2,700	2,700	2,781	2,865	2,950
Prompt Payment Interest	1	-	-	-	-	-	-	-
Total Services/Supplies	\$ 48,114	\$ 47,890	\$ 47,374	\$ 55,915	\$ 49,785	\$ 60,201	\$ 61,935	\$ 63,723
Total Expenditures	\$ 48,114	\$ 47,890	\$ 47,374	\$ 55,915	\$ 49,785	\$ 60,201	\$ 61,935	\$ 63,723

Planning & Zoning

Financial Summary	-----Past-----			-----Projected Year-----		-Budget-		% Change (Est. vs. Pro)
	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 ADOPTED		
Personnel	\$ 89,764	\$ 99,378	\$ 104,932	\$ 179,882	\$ 125,071	\$ -	-100%	
Services & Supplies	64,461	133,756	152,206	61,871	220,514	-	-100%	
TOTAL	\$ 154,225	\$ 233,134	\$ 257,138	\$ 241,753	\$ 345,585	\$ -	-100%	

PERSONNEL SCHEDULE			
POSITION TITLE	ACTUAL 2013	ESTIMATE 2014	ADOPTED 2015
COMMUNITY DEVELOPMENT DIRECTOR	1.0	1.0	0.0
SENIOR PLANNER	0.0	1.0	0.0
TOTAL FTEs	1.0	2.0	0.0

***The Planning & Zoning Department is combined with the Community Development Department in FY15**

Planning & Zoning	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 ADOPTED	2016 PROJECTED	2017 PROJECTED
Personnel								
Salaries	\$ 68,464	\$ 76,872	\$ 78,257	\$ 131,751	\$ 93,201	\$ -	\$ -	\$ -
Longevity	220	280	510	600	600	-	-	-
Stipend	-	-	2,500	1,800	1,800	-	-	-
Retirement	9,715	10,719	11,380	19,516	14,287	-	-	-
Medical Insurance	5,275	4,432	4,463	13,017	6,258	-	-	-
Dental Insurance	316	344	363	985	428	-	-	-
Vision Insurance	61	82	81	219	96	-	-	-
Life Insurance & Other	241	366	1,034	1,078	606	-	-	-
Social Security Taxes	4,192	4,752	5,001	8,317	5,899	-	-	-
Medicare Taxes	980	1,111	1,170	1,945	1,234	-	-	-
Unemployment Taxes	127	261	9	345	414	-	-	-
Workman's Compensation	173	159	165	309	248	-	-	-
Total Personnel	\$ 89,764	\$ 99,378	\$ 104,932	\$ 179,882	\$ 125,071	\$ -	\$ -	\$ -
Services/Supplies								
Professional Outside services	\$ -	\$ -	\$ 27,459	\$ 6,000	\$ 35,000	\$ -	\$ -	\$ -
Engineering	56,823	115,243	116,150	45,000	180,000	-	-	-
Appraisal	-	-	-	500	-	-	-	-
Advertising	595	3,628	357	900	1,100	-	-	-
Printing	276	453	228	200	200	-	-	-
Computer Mapping	1,289	1,829	5,196	4,000	1,000	-	-	-
Schools & Training	(565)	455	55	820	-	-	-	-
Telephone	145	510	628	400	250	-	-	-
Communications/Pagers/Mobiles	684	616	615	900	624	-	-	-
Dues & Membership	245	334	(425)	305	-	-	-	-
Travel & Per Diem	599	525	28	785	-	-	-	-
Meetings	157	85	40	176	140	-	-	-
Plat Filing Fees	693	1,657	790	700	1,100	-	-	-
Office Supplies	304	259	402	300	500	-	-	-
Postage	467	61	565	500	100	-	-	-
Publications/Books/Subscriptions	54	-	119	335	200	-	-	-
Miscellaneous Expense	20	31	-	50	300	-	-	-
Planning	2,676	8,070	-	-	-	-	-	-
Total Services/Supplies	\$ 64,461	\$ 133,756	\$ 152,206	\$ 61,871	\$ 220,514	\$ -	\$ -	\$ -
Total Expenditures	\$ 154,225	\$ 233,134	\$ 257,138	\$ 241,753	\$ 345,585	\$ -	\$ -	\$ -

***The Planning & Zoning Department is combined with the Community Development Department in FY15**

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.

Top 3 Accomplishments from FY14

1. Adopted 2009 ICC (building codes) and 2011 NEC (electrical code)
2. Implemented credit card and online payments
3. Implemented/Converted to Incode Software

Strategic Plan
Goal 1 - Structurally sound residential and commercial construction
<ul style="list-style-type: none"> • 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
<ul style="list-style-type: none"> • Liaison • Customer Service • Code Enforcement
Goal 3 - Streamlined permitting for efficient and timely service to community
<ul style="list-style-type: none"> • On-Line permitting capabilities • Effective communication policies allow for quick customer response times
Goal 4 - Beautification efforts
<ul style="list-style-type: none"> • Community Clean Up Event • Trash Collection, Electronic recycling, Shredding
Goal 5 - Improve and/or update zoning and other land use ordinances
<ul style="list-style-type: none"> • Improved/Updated Ordinances • Residential • Commercial • Code enforcement

***The Planning & Zoning Department is combined with the Community Development Department in FY 15**

-----Past----- -----Projected Year----- -Budget-

Financial Summary	2011	2012	2013	2014	2014	2015	% Change
	ACTUAL	ACTUAL	ACTUAL	BUDGET	ESTIMATE	ADOPTED	(Est. vs.)
Personnel	\$140,015	\$185,084	\$287,778	\$313,976	\$ 301,584	\$ 429,897	43%
Services & Supplies	49,410	45,891	31,390	37,623	27,748	143,024	415%
Capital	-	17,364	-	4,002	41,825	-	NA
TOTAL	\$189,425	\$248,339	\$319,168	\$355,601	\$371,157	\$ 572,921	54%

Performance Management Matrix							
Related Council Goal	Council Objective	Measures	FY 2012	FY 2013	FY 2014	FY 2015	
			Actual	Actual	Actual	Estimate	
Healthy, Picturesque Environmentally Sound	Improve property maintenance standards and code enforcement	Number of inspections done annually	*	3581	5100	4680	
	Maintain neat and tidy appearance	High Grass/Weeds	97	110	10	100	
		Sign Violations	75	50	70	120	
		Trailer/Boat/Vehicle Parking	21	25	60	70	
		Outdoor Storage	35	20	20	25	
Business-Friendly Economic Development	Create effective working relationships with businesses and developers	Number of permits issued per year	1785	1572	1650	1450	
		Plats Processed	12	8	10	5	
Strong partnerships and Community Involvement	Foster well informed community	P & Z Meetings Held	11	14	13	12	
	Support citizen volunteer opportunities						
Financial and Operational Stewardship	Improve effectiveness and efficiency of operational processes	Ordinances amendments to reflect Council Policies	2	1	2	3	
	Provide cost-effective services	Turnaround time for plan review (in work days)	10	10	10	10	
	Deliver responsive customer service	Turnaround time to perform inspections after called in by	1	1	1	1	

PERSONNEL SCHEDULE			
POSITION TITLE	ACTUAL	ESTIMATE	ADOPTED
	2013	2014	2015
SENIOR PLANNER	0.0	0.0	1.0
BUILDING SERVICES MANAGER	0.0	0.0	1.0
BUILDING OFFICIAL	1.0	1.0	0.0
CUSTOMER SVC/CODE ENFORCEMENT	1.0	1.0	1.0
BUILDING INSPECTOR	1.0	1.0	1.0
PERMIT OFFICIAL	1.0	1.0	1.0
ADMINISTRATIVE ASSISTANT CD	1.0	1.0	1.0
TOTAL FTEs	5.0	5.0	6.0

*The Planning & Zoning Department is combined with the Community Development Department in FY 15

***The Planning & Zoning Department is combined with the Community Development Department in FY 15**

Community Development	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 ADOPTED	2016 PROJECTED	2017 PROJECTED
Personnel								
Salaries	\$ 103,245	\$ 138,963	\$ 206,471	\$ 218,000	\$ 211,375	\$ 298,068	\$ 307,541	\$ 313,692
Overtime	-	247	895	-	2,805	3,000	3,075	3,137
Longevity	1,065	915	1,005	1,360	1,235	1,595	2,045	2,495
Stipend	-	-	5,500	5,300	4,100	4,500	4,500	4,500
Retirement	14,701	18,943	29,778	32,682	32,255	51,888	55,884	57,058
Medical Insurance	10,880	11,012	21,504	34,061	26,570	38,871	40,815	42,855
Dental Insurance	675	902	2,015	2,333	1,966	2,603	2,733	2,870
Vision Insurance	130	214	450	519	432	543	570	599
Life Insurance & Other	417	950	3,373	1,986	1,946	2,745	2,800	2,856
Social Security Taxes	6,525	8,724	12,777	12,871	13,109	18,765	19,359	19,746
Medicare Taxes	1,526	2,040	2,988	3,010	3,066	4,454	4,610	4,702
Unemployment Taxes	278	1,391	259	934	1,267	1,242	1,242	1,242
Workman's Compensation	508	451	757	920	1,203	1,623	1,672	1,705
Pre-Employment Physicals/Testing	65	332	7	-	255	-	-	-
Total Personnel	\$ 140,015	\$ 185,084	\$ 287,778	\$ 313,976	\$ 301,584	\$ 429,897	\$ 446,845	\$ 457,456
Services/Supplies								
Professional Outside Services	\$ -	\$ 2,812	\$ -	\$ -	\$ -	\$ 12,000	\$ 8,000	\$ 8,000
Engineering	-	-	-	-	-	75,000	75,000	50,000
Plan Review Services	9,203	-	4,709	5,000	-	5,000	5,000	5,000
Appraisal	-	-	-	-	-	500	500	500
Health Inspections	5,300	6,000	5,975	6,100	6,100	6,100	6,100	6,100
Inspection Services	28,045	16,300	-	5,000	-	8,000	8,000	8,000
Advertising	-	-	461	100	-	1,100	1,100	1,100
Printing	892	890	734	900	900	1,100	1,100	1,100
Computer Mapping	-	-	-	-	-	4,000	4,000	4,000
Abatements	-	2,055	2,920	1,000	1,000	3,000	3,000	3,000
Schools & Training	679	1,365	1,187	1,860	1,800	2,800	2,800	2,800
Service Charges & Fees	-	-	331	-	-	-	-	-
Telephone	207	337	794	560	200	600	600	600
Communications/Pagers/Mobiles	1,120	1,506	1,609	2,008	2,148	3,672	3,672	3,672
Vehicle maintenance	158	862	869	3,000	4,500	3,000	3,000	3,000
Dues & Membership	400	421	260	667	500	1,627	1,627	1,627
Travel & Per Diem	-	517	117	28	100	1,000	1,000	1,000
Meetings	65	22	75	100	-	240	240	240
Plat Filing Fees	-	-	-	-	-	1,100	1,100	1,100
Office Supplies	789	1,367	1,106	1,500	2,000	2,500	2,500	2,500
Postage	132	825	798	500	300	500	500	500
Publications/Books/Subscriptions	17	661	454	800	-	700	2,000	500
Fuel	1,824	3,978	6,217	6,000	5,700	6,245	6,245	6,245
Uniforms	356	1,181	1,527	1,900	1,900	2,340	2,340	2,440
Miscellaneous Expense	222	4,792	1,248	600	600	900	900	900
Total Services/Supplies	\$ 49,410	\$ 45,891	\$ 31,390	\$ 37,623	\$ 27,748	\$ 143,024	\$ 140,324	\$ 113,924
Capital								
Capital Outlay	\$ -	\$ 17,364	\$ -	\$ 4,002	\$ 41,825	\$ -	\$ 8,089	\$ 8,089
Total Capital	\$ -	\$ 17,364	\$ -	\$ 4,002	\$ 41,825	\$ -	\$ 8,089	\$ 8,089
Total Expenditures	\$ 189,425	\$ 248,339	\$ 319,168	\$ 355,601	\$ 371,157	\$ 572,921	\$ 595,258	\$ 579,469

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. The Finance Department endeavors to promote the Town’s mission by creating strong partnerships and encouraging community involvement as well as enhance the Town’s financial and operational stewardship.

Top 3 Accomplishments from FY14

1. Received Distinguished Budget Presentation Award and Certified Award for Excellence in Financial Reporting from GFOA
2. First year of completing in-house financial statements
3. Upgraded Municipal Bond Rating to AA+

Strategic Plan
Goal 1- Providing timely and accurate financial information to Town departments and the community
<ul style="list-style-type: none"> • Produce monthly financial report • Publish CAFR before March 31st • Publish Budget Document before December 31st • Produce quarterly investment report
Goal 2- Complying with State and Federal regulations regarding financial management, accounting, and control;
<ul style="list-style-type: none"> • Receive unqualified annual audit opinion • Meet continuing disclosure requirements
Goal 3- Meeting industry standards of financial management and reporting
<ul style="list-style-type: none"> • Continue development/update of accounting policies and procedures to ensure compliance with Governmental Accounting Standards Board (GASB)/GAAP requirements) <ul style="list-style-type: none"> • Implement GASB 65 “Items previously reported as assets and liabilities” • Revise purchasing policy to meet state requirements
Goal 4- Be a role model to the organization for business management, ethical values, and organizational efficiency and effectiveness
<ul style="list-style-type: none"> • Improve budget process for efficiency and transparency • Being apprised of all GASB announcements • Maintaining ethical standards to meet GFOA and GFOAT standards

-----Past----- -----Projected Year----- -Budget-

Financial Summary	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 ADOPTED	% Change (Est. vs. Pro)
Personnel	\$259,463	\$259,680	\$254,187	\$285,438	\$268,036	\$ 266,946	0%
Services & Supplies	101,085	117,624	108,980	110,002	117,717	120,151	2%
Capital	-	150,839	9,650	-	-	-	NA
TOTAL	\$360,548	\$528,143	\$372,816	\$395,440	\$385,753	\$ 387,097	0%

Performance Measurement Matrix						
Related Council Goal	Council Objective	Measures	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Estimate
Strong partnerships and Community Involvement	Create a positive regional identity	# of state level recognition awarded	3	3	3	4
		Bond Rating	AA	AA	AA+	AA+
Financial and Operational Stewardship	Develop, recognize and retain quality staff	# of hours of training	5	7	15	15
	Provide cost-effective services	# of payroll transactions processed	428	557	615	600

PERSONNEL SCHEDULE			
POSITION TITLE	ACTUAL	ESTIMATE	ADOPTED
	2013	2014	2015
FINANCE DIRECTOR	1.0	1.0	1.0
CHIEF FINANCIAL ANALYST	1.0	1.0	1.0
BUDGET ANALYST	1.0	1.0	1.0
PART TIME ACCOUNTANT/BOOKKEEPER	0.0	0.4	0.0
TOTAL FTEs	3.0	3.4	3.0

Finance	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 ADOPTED	2016 PROJECTED	2017 PROJECTED
Personnel								
Salaries	\$ 194,234	\$ 196,650	\$ 188,446	\$ 207,457	\$ 201,418	\$ 188,912	\$ 205,524	\$ 209,634
Longevity	180	-	135	150	140	270	545	745
Stipend	-	-	4,500	2,200	3,500	2,250	2,250	2,250
Retirement	26,658	27,484	24,776	30,522	28,113	32,338	36,706	37,465
Medical Insurance	21,874	17,992	19,291	24,876	17,004	23,861	23,618	24,799
Dental Insurance	1,017	1,004	1,262	1,756	1,337	1,665	1,534	1,611
Vision Insurance	175	229	144	414	349	398	364	371
Life Insurance & Other	654	994	2,508	1,706	1,476	1,671	1,704	1,739
Social Security Taxes	10,862	11,148	10,238	12,298	11,042	11,729	12,984	13,243
Medicare Taxes	2,540	2,713	2,394	2,876	2,573	2,776	3,021	3,083
Unemployment Taxes	618	1,044	31	700	635	597	621	621
Workman's Compensation	522	422	398	483	384	479	530	541
Pre-Employment Physicals/Testing	129	-	64	-	65	-	-	-
Total Personnel	\$ 259,463	\$ 259,680	\$ 254,187	\$ 285,438	\$ 268,036	\$ 266,946	\$ 289,400	\$ 296,102
Services/Supplies								
Professional Outside Services	\$ 6,830	\$ -	\$ 13,320	\$ -	\$ -	\$ 2,100	\$ 2,100	\$ 2,100
Auditing	37,819	58,000	35,000	38,500	34,000	32,750	35,500	34,750
Appraisal	37,831	40,886	43,407	44,157	45,736	46,394	51,178	52,384
Tax Administration	3,971	2,971	3,831	5,526	4,000	4,416	4,637	4,869
Advertising	3,331	2,339	2,140	3,800	3,800	3,800	3,800	3,800
Printing	960	2,135	1,948	2,000	2,300	750	750	750
Schools & Training	1,635	1,666	371	1,481	1,580	2,855	2,005	2,480
Service Charges & Fees	300	-	200	7,000	18,120	18,120	18,620	18,620
PID	112	(84)	87	-	114	100	100	100
Telephone	349	347	222	280	150	100	100	100
Communications/Pagers/Mobiles	807	685	664	900	900	900	900	900
Building Maintenance	-	6	-	-	-	-	-	-
Dues & Membership	1,021	1,175	1,310	1,470	1,375	1,500	1,575	1,775
Travel & Per Diem	2,452	2,360	1,460	1,688	2,246	2,916	2,760	2,830
Meetings	226	95	311	150	100	100	100	100
Office Supplies	1,685	1,480	1,657	1,200	1,800	1,800	1,800	1,800
Postage	1,476	1,212	891	1,000	1,000	1,000	1,000	1,000
Publications/Books/Subscriptions	280	26	576	500	250	250	250	250
Furniture/Equipment <\$5000	-	-	1,150	250	146	200	200	200
Miscellaneous Expense	-	2,325	435	100	100	100	100	100
Total Services/Supplies	\$ 101,085	\$ 117,624	\$ 108,980	\$ 110,002	\$ 117,717	\$ 120,151	\$ 127,475	\$ 128,908
Capital								
Capital Outlay	\$ -	\$ 150,839	\$ 9,650	\$ -	\$ -	\$ -	\$ -	\$ -
Total Capital	\$ -	\$ 150,839	\$ 9,650	\$ -				
Total Expenditures	\$ 360,548	\$ 528,143	\$ 372,816	\$ 395,440	\$ 385,753	\$ 387,097	\$ 416,875	\$ 425,010

Municipal Court

Top 3 Accomplishments from FY14

1. 996 new cases filed
2. 937 cases dispose
3. Initiated a new postcard program and letters as soon as defendant is delinquent

	-----Past-----	-----Projected Year-----		-Budget-			
Financial Summary	2011	2012	2013	2014	2014	2015	% Change
	ACTUAL	ACTUAL	ACTUAL	BUDGET	ESTIMATE	ADOPTED	(Est. vs. Pro)
Personnel	\$ 64,880	\$ 68,308	\$ 55,108	\$ 70,630	\$ 70,625	\$ 75,397	7%
Services & Supplies	15,380	10,621	13,624	14,364	10,946	10,539	-4%
TOTAL	\$ 80,260	\$ 78,929	\$ 68,731	\$ 84,994	\$ 81,571	\$ 85,936	5%

PERSONNEL SCHEDULE			
POSITION TITLE	ACTUAL	ESTIMATE	ADOPTED
	2013	2014	2015
SENIOR COURT CLERK	1.00	1.00	1.00
TOTAL FTEs	1.00	1.00	1.00

Municipal Court	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 ADOPTED	2016 PROJECTED	2017 PROJECTED
Personnel								
Salaries	\$ 47,397	\$ 50,763	\$ 40,796	\$ 51,500	\$ 51,350	\$ 54,747	\$ 56,628	\$ 57,761
Longevity	-	140	200	-	-	80	155	230
Stipend	-	-	1,000	500	1,200	750	750	750
Certifications	900	718	557	1,200	-	-	-	-
Retirement	6,650	6,854	4,949	7,521	7,474	8,714	9,407	9,596
Medical Insurance	5,385	4,671	3,281	5,304	5,306	5,570	5,849	6,141
Dental Insurance	322	358	261	362	362	387	406	427
Vision Insurance	62	86	58	81	82	81	85	89
Life Insurance & Other	185	343	597	526	505	512	522	533
Social Security Taxes	3,027	3,197	2,636	2,664	3,258	3,399	3,516	3,586
Medicare Taxes	708	748	617	623	762	806	834	851
Unemployment Taxes	126	329	50	226	226	222	222	222
Workman's Compensation	118	101	106	123	100	129	133	136
Total Personnel	\$ 64,880	\$ 68,308	\$ 55,108	\$ 70,630	\$ 70,625	\$ 75,397	\$ 78,508	\$ 80,321
Services/Supplies								
Professional Outside Services	\$ 976	\$ 1,458	\$ 643	\$ 1,650	\$ 1,755	\$ 1,890	\$ 1,890	\$ 1,890
Judge's Compensation	4,500	3,900	3,900	5,000	4,500	4,500	4,500	4,500
Advertising	172	-	-	-	742	-	-	-
Printing	1,249	982	870	1,850	1,100	1,100	1,100	1,100
Schools & Training	850	500	400	750	350	350	350	350
Service Charges & Fees	4,337	1,301	4,949	-	-	-	-	-
Telephone	119	169	285	160	150	150	150	150
Jury Fees	12	-	-	185	144	144	144	144
Prisoner-Sit Out DCSO	40	-	-	144	-	-	-	-
Dues & Membership	280	101	130	215	130	130	130	130
Travel & Per Diem	1,153	1,043	1,136	2,110	625	625	625	625
Meetings	-	-	29	-	-	-	-	-
Office Supplies	408	299	287	450	250	450	450	450
Postage	1,083	465	460	900	1,000	1,000	1,000	1,100
Publications/Books/Subscriptions	110	-	-	150	-	-	-	-
Warrant Round-Up	80	272	422	600	-	-	-	-
Furniture/Equipment <\$5000	-	-	113	200	200	200	200	200
Miscellaneous Expense	11	131	-	-	-	-	-	-
Total Services/Supplies	\$ 15,380	\$ 10,621	\$ 13,624	\$ 14,364	\$ 10,946	\$ 10,539	\$ 10,539	\$ 10,639
Total Expenditures	\$ 80,260	\$ 78,929	\$ 68,731	\$ 84,994	\$ 81,571	\$ 85,936	\$ 89,047	\$ 90,960

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 Plan
Goal 1 - Promote competitive pay, benefits and a healthy work environment in order to retain and attract qualified and competent staff
<ul style="list-style-type: none"> • Pay/Benefit surveys • Annual insurance open enrollment and accompanying training • Provide personnel training
Goal 2 - To protect the Town's assets and resources by minimizing the internal and external exposures and associated risks
<ul style="list-style-type: none"> • Revise and implement departmental SOP's • Ensure safety training occurs on an annual basis • Professional and skill training
Goal 3 - Advise and support the organization in all aspects of Human Resources
<ul style="list-style-type: none"> • Benefit Administration • Ensure Town's H.R. business is conducted in compliance with regulations and internal policies • Provide policy training
Goal 4 - Ensure the Town is compliant with all aspects of Health Care Reform and Patient Protection & Affordable Care Act (PPACA)
<ul style="list-style-type: none"> • Stay current on changes with National Health Care Reform & PPACA to ensure the Town is compliant • Provide training as needed
Goal 5 - Ensure recruitment, placement, evaluation and separation of employees are in compliance with laws
<ul style="list-style-type: none"> • Job descriptions and recruitment • Performance evaluation monitoring system • Exit interview process

-----Past----- -----Projected Year----- -Budget-

Financial Summary	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 ADOPTED	% Change (Est. vs. Pro)
Personnel	\$ 86,339	\$ 90,623	\$ 97,595	\$ 92,186	\$ 74,438	\$ 87,655	18%
Services & Supplies	3,721	4,216	5,176	6,196	3,795	4,840	28%
TOTAL	\$ 90,060	\$ 94,839	\$102,771	\$ 98,382	\$ 78,233	\$ 92,495	18%

Performance Measurement Matrix						
Related Council Goal	Council Objective	Measures	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Estimate
Financial and Operational Stewardship	Develop, recognize and retain quality staff	% of employee retained (not including seasonal)	89%	85%	80%	90%
		% of employee evaluations completed (not including seasonal)	100%	100%	100%	100%
		# of employee appreciation events held	6	6	6	6
		Number of applications processed (not including seasonal)	365	200	327	297
	Deliver Responsive Customer Service	FMLA requests processed	2	5	3	3
		Benefit issues identified and resolved within 10 working days	100%	100%	100%	100%
	Improve effectiveness and efficiency of operational processes	Average Response time to internal & external inquiry	30 min	30 min	30 min	30 min

PERSONNEL SCHEDULE			
POSITION TITLE	ACTUAL 2013	ESTIMATE 2014	ADOPTED 2015
HR COORDINATOR	0.0	0.0	1.0
HR MANAGER	1.0	0.0	0.0
HR GENERALIST	0.0	1.0	0.0
TOTAL FTEs	1.0	1.0	1.0

Human Resources	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 ADOPTED	2016 PROJECTED	2017 PROJECTED
Personnel								
Salaries	\$ 56,013	\$ 56,303	\$ 60,012	\$ 50,000	\$ 42,719	\$ 51,765	\$ 53,582	\$ 54,654
Longevity	255	473	563	-	-	65	140	215
Stipend	-	-	2,500	-	500	750	750	750
Retirement	7,904	7,824	8,830	7,274	6,328	8,882	9,598	9,800
Medical Insurance	6,063	4,945	4,301	9,074	-	-	-	-
Dental Insurance	439	344	353	624	326	387	406	427
Vision Insurance	61	82	79	138	74	81	85	89
Life Insurance & Other	207	366	922	526	346	474	483	493
Social Security Taxes	3,489	3,453	3,911	3,100	2,666	3,213	3,326	3,393
Medicare Taxes	816	808	915	725	639	762	795	811
Unemployment Taxes	117	261	9	187	213	207	207	207
Workman's Compensation	131	111	131	115	92	131	135	138
Employee Relations	1,505	4,475	5,257	7,900	7,735	8,150	8,300	8,750
Tuition Reimbursement	2,311	8,451	7,509	10,104	10,100	10,100	10,100	10,100
Employee Assistance Program	3,051	2,727	2,303	2,419	2,464	2,688	2,880	3,072
Flexible Benefits Administration	3,978	-	-	-	-	-	-	-
Total Personnel	\$ 86,339	\$ 90,623	\$ 97,595	\$ 92,186	\$ 74,438	\$ 87,655	\$ 90,789	\$ 92,899
Services/Supplies								
Physicals/Testing	\$ 1,346	\$ 1,909	\$ 295	\$ 540	\$ 540	\$ 540	\$ 540	\$ 540
Printing	103	8	20	-	-	150	150	150
Schools & Training	75	299	2,095	1,950	500	1,000	1,000	1,000
Telephone	32	132	89	100	100	100	100	100
Communications/Pagers/Mobiles	417	228	857	900	225	900	900	900
Dues & Membership	315	240	255	1,046	250	250	250	250
Travel & Per Diem	87	-	168	100	700	500	500	500
Meetings	-	20	-	260	-	-	-	-
Office Supplies	416	544	1,030	1,000	1,000	1,000	1,000	1,100
Postage	691	236	307	300	300	300	325	325
Publications/Books/Subscriptions	240	600	60	-	180	100	100	100
Total Services/Supplies	\$ 3,721	\$ 4,216	\$ 5,176	\$ 6,196	\$ 3,795	\$ 4,840	\$ 4,865	\$ 4,965
Total Expenditures	\$ 90,060	\$ 94,839	\$ 102,771	\$ 98,382	\$ 78,233	\$ 92,495	\$ 95,654	\$ 97,864

Information Services

Mission: To increase the productivity of Trophy Club services by developing and maintaining technological and informational support systems for the Town of Trophy Club. The Information Services Department seeks to enhance the Town’s mission by improving the effectiveness and efficiency of operational processes which promotes financial and operational stewardship.

Top 3 Accomplishments from FY14

1. Upgraded bandwidth for the entire organization
2. Police Department security camera upgrade
3. Implemented Barracuda cloud based email security for spam and virus protection

Strategic Plan
Goal 1- Cost effective solutions to current and future projects
<ul style="list-style-type: none"> • Printer consumables • E-Cycle • Power efficient options
Goal 2- Provide a secure infrastructure for all users and services within Trophy Club
<ul style="list-style-type: none"> • Data security • Application/security patching • Security policies • Business continuity
Goal 3- Support systems and applications that meet the goals of the whole organization
<ul style="list-style-type: none"> • Online Records Migration
Goal 4- Provide timely and efficient support services to all departments
<ul style="list-style-type: none"> • Helpdesk monitoring • Network monitoring • Environmental monitoring
Goal 5- Develop/maintain a technically-skilled staff that is competent in current and emerging technology
<ul style="list-style-type: none"> • Texas Association of Governmental Information Technology Managers • Microsoft certification

Performance Management Matrix						
Related Council Goal	Council Objective	Measures	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Estimate
Financial and Operational Stewardship	Deliver Responsive Customer Service	Work orders resolved within Helpdesk predefined time frame	77%	82%	83%	85%
	Improve effectiveness and efficiency of operational processes	Scheduled web services uptime	99%	99%	99%	99%
		Scheduled server uptime	99%	99%	99%	99%
		Work order request	702	1025	1035	1045
	Maintain / improve infrastructure and assets	Applications supported	171	175	175	176
		Devices/Servers supported	264	306	310	308

Financial Summary	-----Past-----		-----Projected Year-----		-Budget-		% Change (Est. vs. Pro)
	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 ADOPTED	
Personnel	\$ 159,921	\$172,779	\$181,544	\$185,804	\$185,807	\$ 191,325	3%
Services & Supplies	84,750	92,429	124,270	143,760	147,408	200,374	36%
Capital	42,777	64,996	36,506	44,707	44,707	31,613	-29%
TOTAL	\$ 287,448	\$330,204	\$342,319	\$374,271	\$377,922	\$ 423,312	12%

PERSONNEL SCHEDULE			
POSITION TITLE	ACTUAL	ESTIMATE	ADOPTED
	2013	2014	2015
INFORMATION TECHNOLOGY DIRECTOR	1.0	1.0	1.0
NETWORK SUPPORT SPECIALIST	1.0	1.0	1.0
TOTAL FTEs	2.0	2.0	2.0

Information Services	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 ADOPTED	2016 PROJECTED	2017 PROJECTED
Personnel								
Salaries	\$ 119,695	\$ 131,135	\$ 133,759	\$ 136,509	\$ 136,725	\$ 139,358	\$ 143,421	\$ 146,289
Longevity	825	975	1,125	1,455	1,455	1,620	1,800	1,980
Stipend	-	-	3,500	3,000	3,000	1,500	1,500	1,500
Retirement	17,002	18,293	19,320	20,507	20,530	24,068	25,852	26,389
Medical Insurance	11,348	9,921	10,166	10,609	10,616	11,139	11,696	12,281
Dental Insurance	632	687	726	723	735	774	813	853
Vision Insurance	122	163	163	162	163	162	165	169
Life Insurance & Other	437	732	1,932	1,356	1,115	1,130	1,153	1,176
Social Security Taxes	7,555	8,167	8,554	8,740	8,742	8,741	8,995	9,175
Medicare Taxes	1,767	1,910	2,000	2,044	2,052	2,066	2,138	2,181
Unemployment Taxes	239	524	18	374	414	414	414	414
Workman's Compensation	300	272	281	325	260	353	364	371
Total Personnel	\$ 159,921	\$ 172,779	\$ 181,544	\$ 185,804	\$ 185,807	\$ 191,325	\$ 198,311	\$ 202,779
Services/Supplies								
Software & Support	\$ 44,765	\$ 43,013	\$ 79,168	\$ 93,215	\$ 100,939	\$ 147,602	\$ 138,336	\$ 134,305
Security	277	1,499	663	1,350	1,350	1,350	1,350	1,350
Schools & Training	750	3,352	2,800	3,500	2,000	3,500	3,500	3,500
Telephone	7,300	5,248	6,218	5,808	5,808	5,808	5,808	5,808
Communications/Pagers/Mobiles	1,489	1,506	2,036	2,483	2,483	2,716	2,716	2,716
Independent Labor	2,428	1,002	1,696	3,000	3,000	3,000	3,000	3,000
Copier Rental/Leases	6,193	6,202	6,164	6,834	6,790	7,908	7,908	7,908
Dues & Membership	100	100	300	250	250	250	250	250
Travel & Per Diem	1,654	-	1,534	2,259	577	2,849	2,685	2,022
Meetings	22	-	-	22	72	72	72	72
Office Supplies	732	666	852	721	721	721	721	721
Printer Supplies	8,075	9,171	8,030	7,500	8,000	7,500	7,500	7,500
Postage	228	86	108	200	300	250	250	300
Uniforms	-	-	-	125	125	225	125	125
Hardware	10,737	20,584	14,701	16,493	14,993	16,623	8,373	11,598
Total Services/Supplies	\$ 84,750	\$ 92,429	\$ 124,270	\$ 143,760	\$ 147,408	\$ 200,374	\$ 182,594	\$ 181,175
Capital								
Capital Outlay	\$ 42,777	\$ 64,996	\$ 36,506	\$ 44,707	\$ 44,707	\$ 31,613	\$ 44,407	\$ 44,407
Total Capital	\$ 42,777	\$ 64,996	\$ 36,506	\$ 44,707	\$ 44,707	\$ 31,613	\$ 44,407	\$ 44,407
Total Expenditures	\$ 287,448	\$ 330,204	\$ 342,319	\$ 374,271	\$ 377,922	\$ 423,312	\$ 425,312	\$ 428,361

Facilities Maintenance

Description: Facility Management is a non-departmental expenditure, meaning that the expense is associated with the entire organization instead of a particular department. Facility management includes the utilities for the Town of Trophy Club Facilities, maintenance on the facility, the cleaning service, and insurance for the facility.

-----Past----- -----Projected Year----- -Budget-

Financial Summary	2011	2012	2013	2014	2014	2015	% Change (Est. vs. Pro)
	ACTUAL	ACTUAL	ACTUAL	BUDGET	ESTIMATE	ADOPTED	
Services & Supplies	\$ 76,483	\$ 65,341	\$ 75,345	\$ 72,200	\$ 79,550	\$ 111,042	40%
TOTAL	\$ 76,483	\$ 65,341	\$ 75,345	\$ 72,200	\$ 79,550	\$ 111,042	40%

Facilities Maintenance	2011	2012	2013	2014	2014	2015	2016	2017
	ACTUAL	ACTUAL	ACTUAL	BUDGET	ESTIMATE	ADOPTED	PROJECTED	PROJECTED
Services/Supplies								
Electricity	\$ 13,811	\$ 13,584	\$ 14,948	\$ 15,000	\$ 14,500	\$ 15,000	\$ 15,000	\$ 15,500
Water	766	1,027	926	1,500	1,500	1,860	1,916	1,973
Insurance	44,443	42,306	44,241	46,500	51,688	54,265	56,971	59,812
Building Maintenance	5,994	3,029	12,251	5,000	10,000	10,000	10,000	10,000
Equipment Maintenance	582	-	150	-	362	250	250	250
Cleaning Services	8,133	2,801	448	1,500	-	17,292	17,292	17,292
Vending Machine Supplies	603	41	-	-	-	-	-	-
Furniture/Equipment<\$5,000					-	10,875	-	-
Maintenance Supplies	2,151	2,553	2,381	2,700	1,500	1,500	1,500	1,750
Total Services/Supplies	\$ 76,483	\$ 65,341	\$ 75,345	\$ 72,200	\$ 79,550	\$ 111,042	\$ 102,929	\$ 106,577
Total Expenditures	\$ 76,483	\$ 65,341	\$ 75,345	\$ 72,200	\$ 79,550	\$ 111,042	\$ 102,929	\$ 106,577

Other Major Funds

Capital Projects Fund

The Capital Projects Fund receives the proceeds from bonds or other legally authorized debt instruments issued for a specific project. The related expenditures associated with capital projects are recorded in this fund. The Capital Improvement Program is reviewed each year by the Town Council to determine the need for projects and the issuance of debt to finance planned improvements or projects. In FY 2015 the fund balance in the Capital Projects Fund is expected to decrease \$4,042,024, or 94.5% from the FY 14 estimated ending fund balance due to the use of bond proceeds, namely the 2013 & 2014 CO's, to reconstruct streets and perform drainage system upgrades.

The Capital Projects Fund Balance includes funds originating from:

A. 2010 General Obligation Bond - \$5 Million

- The voters approved the bond for park projects which include:
 - Eastside Trail Head
 - Harmony Park
 - Independence Park
 - Freedom Park
 - Trail Improvements

B. 2012 Tax Note - \$500,000

- This note was approved by council for facility planning and land acquisition
 - To date, the Town has spent \$54,956 to date on a Town Facility Study for a new Police Department and Town Hall

C. 2013 Certificate of Obligation - \$3 Million

- Council approved this bond to be used for street and drainage projects which include:
 - Indian Creek – Street Reconstruction and Drainage Improvements
 - \$672,437 has been spent to date on this project
 - Pin Oak court – Street Reconstruction
 - Timberline Court – Street Reconstruction
 - Broadway Creek Improvements and Amenity Lake slopes- Drainage Improvements
 - Cypress Court Drainage Inlets – Drainage Improvements

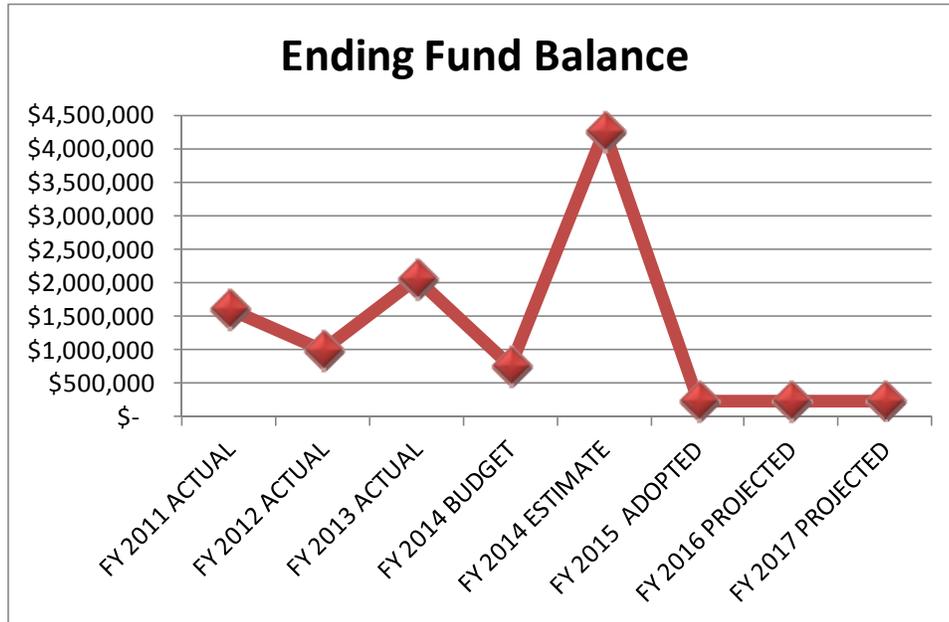
D. 2014 Certificate of Obligation – \$2.5 Million

- Municipal and Police Services Facility Land Purchase

E. 2014 Tax Note - \$600,000

- Pebble Beach Drive – Drainage Improvements
- Lakeview Practice Soccer Fields – Park Improvements

Financial Summary	-----Past-----			-----Projected Year-----		-Budget-
	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 ADOPTED
Revenues	305,705	323,781	61,659	-	101,330	200,500
Expenditures	5,418,119	1,427,344	318,392	3,528,871	991,235	4,627,524
Other Sources (Uses)	(45,000)	500,000	1,326,067	-	3,100,000	385,000



Capital Projects Fund	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2014 ESTIMATE	FY 2015 ADOPTED	FY 2016 PROJECTED	FY 2017 PROJECTED
Beginning Fund Balance	\$ 6,757,402	\$ 1,599,988	\$ 996,425	\$ 4,293,136	\$ 2,065,759	\$ 4,275,854	\$ 233,830	\$ 234,330
Revenue								
Contributions/Grants	\$ 264,381	\$ 322,536	\$ 30,230	\$ -	\$ 100,000	\$ 200,000	\$ -	\$ -
Interest Revenue	6,323	1,245	1,429	-	1,330	500	500	100
Miscellaneous Revenue	-	-	30,000	-	-	-	-	-
Intergovernmental Revenue	35,001	-	-	-	-	-	-	-
Total Revenue	\$ 305,705	\$ 323,781	\$ 61,659	\$ -	\$ 101,330	\$ 200,500	\$ 500	\$ 100
Expenditures								
General Government	\$ 27,489	\$ 2,453	\$ 51,089	\$ -	\$ -	\$ -	\$ -	\$ -
Bond Issuance Costs	-	21,200	29,367	-	-	-	-	-
Capital Outlay	5,390,630	1,403,691	237,936	3,528,871	991,235	4,627,524	11,700,000	-
Total Expenditures	\$ 5,418,119	\$ 1,427,344	\$ 318,392	\$ 3,528,871	\$ 991,235	\$ 4,627,524	\$ 11,700,000	\$ -
Other Sources (Uses)								
Debt Proceeds	\$ -	\$ 500,000	\$ 1,300,000	\$ -	\$ 3,100,000	\$ -	\$ 11,700,000	\$ -
Bond Premium	-	-	33,794	-	-	-	-	-
Transfer In	15,000	-	-	-	-	385,000	-	-
Transfer Out	(60,000)	-	(7,727)	-	-	-	-	-
Total Other Sources (Uses)	\$ (45,000)	\$ 500,000	\$ 1,326,067	\$ -	\$ 3,100,000	\$ 385,000	\$ 11,700,000	\$ -
Net Increase (Decrease)	\$ (5,157,414)	\$ (603,563)	\$ 1,069,334	\$ (3,528,871)	\$ 2,210,095	\$ (4,042,024)	\$ 500	\$ 100
Ending Fund Balance	\$ 1,599,988	\$ 996,425	\$ 2,065,759	\$ 764,265	\$ 4,275,854	\$ 233,830	\$ 234,330	\$ 234,430

Debt Service Fund

The Debt Service Fund is used for the accumulation of resources for payment of long-term debt principal and interest. The long-term debt is used to finance major capital improvements including the construction of parks, streets, public facilities, and other general government projects. Resources include 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 include:
 - 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.

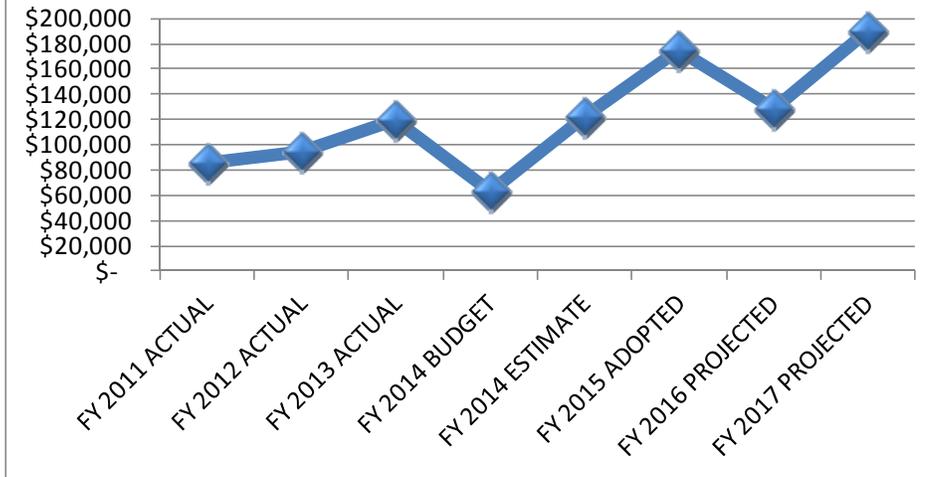
D. **Federal Requirements.** The Town will maintain procedures to comply with arbitrage rebate and other federal requirements.

E. **Debt Limit.** The State of Texas limits the ad valorem tax rate to \$2.50 per \$100 valuation. The Town of Trophy Club’s adopted rate of \$0.49 per \$100 valuation falls well below this limit.

F. **Bond Rating.** The Town of Trophy Club went through a bond rating process in May 2014. Standard and Poors’ upgraded the Town’s bond rating to AA+. 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.

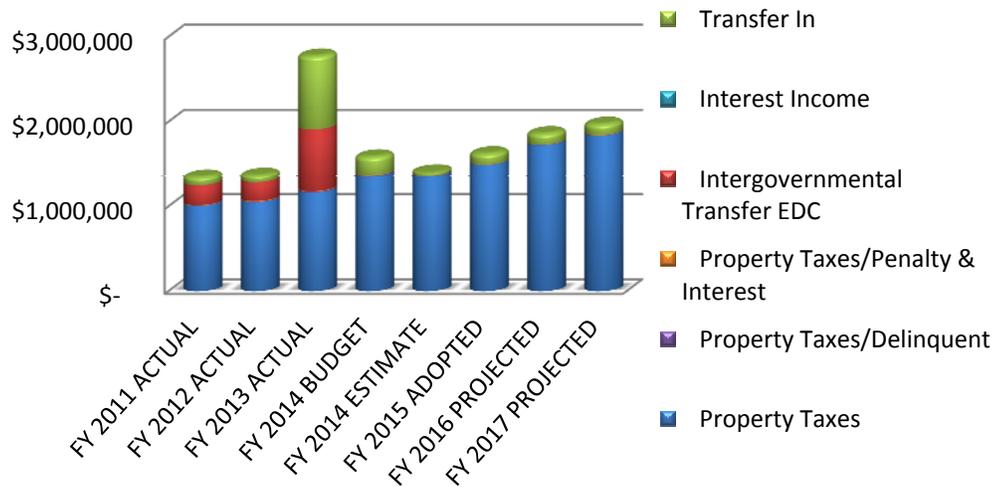
Financial Summary	-----Past-----			-----Projected Year-----		-Budget-
	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 BUDGET	2014 ESTIMATE	2015 ADOPTED
Revenues	1,252,365	1,287,815	1,911,620	1,370,864	1,361,840	1,498,553
Expenditures	4,254,782	1,360,266	2,750,417	1,585,092	1,399,695	1,573,662
Other Sources (Uses)	3,004,739	81,331	864,253	218,362	40,354	127,350

Ending Fund Balance



DEBT SERVICE	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2014 ESTIMATE	FY 2015 ADOPTED	FY 2016 PROJECTED	FY 2017 PROJECTED
Beginning Fund Balance	\$ 83,067	\$ 85,388	\$ 94,267	\$ 58,785	\$ 119,723	\$ 122,222	\$ 174,463	\$ 128,587
Revenue								
Property Taxes	\$ 1,006,366	\$ 1,049,656	\$ 1,163,144	\$ 1,351,864	\$ 1,351,864	\$ 1,490,172	\$ 1,726,301	\$ 1,836,318
Property Taxes/Delinquent	2,402	7,389	11,959	12,000	5,985	4,356	4,819	5,014
Property Taxes/Penalty & Interest	6,220	6,967	5,774	6,000	3,741	3,775	4,197	4,387
Intergovernmental Transfer EDC	232,785	222,922	729,909	-	-	-	-	-
Interest Income	4,591	880	833	1,000	250	250	250	300
Total Revenue	\$ 1,252,365	\$ 1,287,815	\$ 1,911,620	\$ 1,370,864	\$ 1,361,840	\$ 1,498,553	\$ 1,735,567	\$ 1,846,019
Expenditures								
Bond Principal	\$ 803,000	\$ 885,000	\$ 2,294,000	\$ 1,138,000	\$ 998,000	\$ 1,088,000	\$ 1,228,000	\$ 1,258,000
Bond Interest	549,805	471,016	451,417	445,092	398,945	481,912	676,189	649,372
Paying Agent Fees	2,150	4,250	5,000	2,000	2,750	3,750	4,500	4,500
Bond/CO Issuance cost	74,324	-	-	-	-	-	-	-
Refund Cost	2,825,503	-	-	-	-	-	-	-
Total Expenditures	\$ 4,254,782	\$ 1,360,266	\$ 2,750,417	\$ 1,585,092	\$ 1,399,695	\$ 1,573,662	\$ 1,908,689	\$ 1,911,872
Other Sources (Uses)								
Bond Proceeds	\$ 2,790,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Bond Proceeds- Premium	118,904	-	-	-	-	-	-	-
Transfer In	95,835	81,331	864,253	218,362	40,354	127,350	127,246	127,136
Transfer Out	-	-	-	-	-	-	-	-
Total Other Sources (Uses)	\$ 3,004,739	\$ 81,331	\$ 864,253	\$ 218,362	\$ 40,354	\$ 127,350	\$ 127,246	\$ 127,136
Net Increase (Decrease)	\$ 2,321	\$ 8,879	\$ 25,456	\$ 4,134	\$ 2,499	\$ 52,241	\$ (45,876)	\$ 61,283
Ending Fund Balance	\$ 85,388	\$ 94,267	\$ 119,723	\$ 62,919	\$ 122,222	\$ 174,463	\$ 128,587	\$ 189,870

Debt Services Fund Revenue & Other Sources (\$1,625,903)



Town of Trophy Club Debt Schedule

	Total Debt Service		
	Principal	Interest	Total
FY 2015	\$ 1,228,000	\$ 519,573	\$ 1,747,573
FY 2016	1,173,000	457,923	1,630,923
FY 2017	903,000	431,147	1,334,147
FY 2018	938,000	403,932	1,341,932
FY 2019	968,000	375,618	1,343,618
FY 2020	998,000	346,551	1,344,551
FY 2021	1,023,000	313,802	1,336,802
FY 2022	1,068,000	276,667	1,344,667
FY 2023	898,000	237,390	1,135,390
FY 2024	925,000	204,799	1,129,799
FY 2025	745,000	173,314	918,314
FY 2026	795,000	144,639	939,639
FY 2027	825,000	114,168	939,168
FY 2028	600,000	82,425	682,425
FY 2029	495,000	62,744	557,744
FY 2030	515,000	43,200	558,200
FY 2031	150,000	22,863	172,863
FY 2032	155,000	17,613	172,613
FY 2033	160,000	12,188	172,188
FY 2034	165,000	6,188	171,188
Total	\$ 14,727,000	\$ 4,246,741	\$ 18,973,741

Annual Program of Services

Town of Trophy Club Debt Schedule

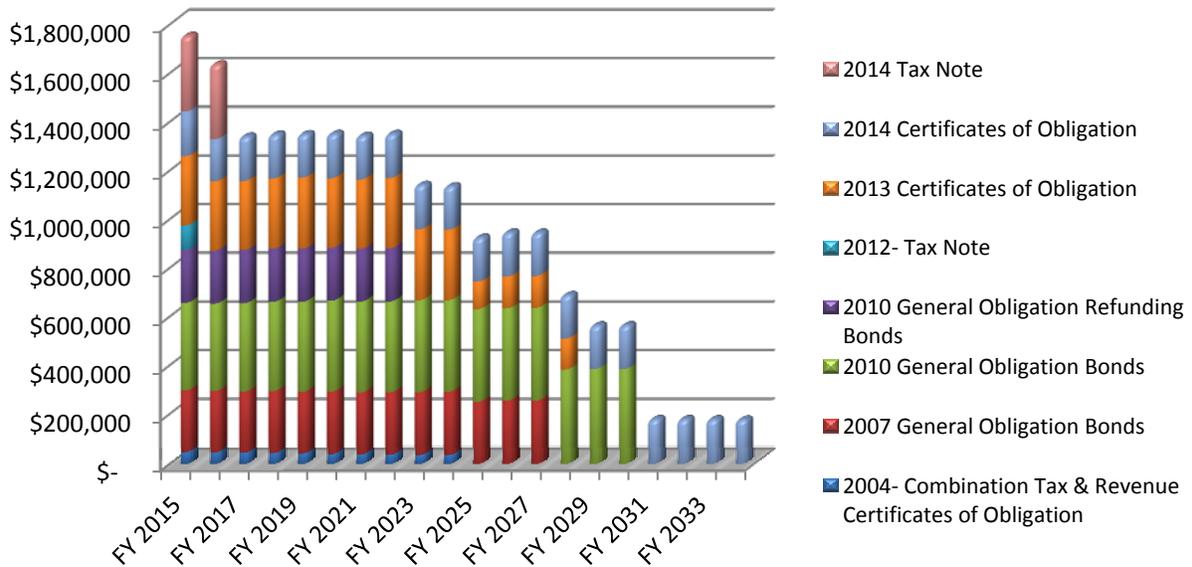
	2004- Combination Tax & Revenue Certificates of Obligation			2007 General Obligation Bonds			2010 General Obligation Bonds		
	Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total
FY 2015	\$ 33,000	\$ 15,989	\$ 48,989	\$ 145,000	\$ 103,638	\$ 248,638	\$ 195,000	\$ 164,956	\$ 359,956
FY 2016	33,000	14,439	47,439	150,000	97,693	247,693	200,000	159,106	359,106
FY 2017	33,000	12,810	45,810	155,000	91,693	246,693	210,000	153,106	363,106
FY 2018	33,000	11,221	44,221	165,000	85,493	250,493	220,000	146,806	366,806
FY 2019	33,000	9,632	42,632	170,000	78,893	248,893	230,000	140,206	370,206
FY 2020	33,000	8,065	41,065	180,000	72,093	252,093	240,000	133,306	373,306
FY 2021	33,000	6,453	39,453	185,000	64,668	249,668	250,000	123,706	373,706
FY 2022	33,000	4,864	37,864	195,000	56,990	251,990	260,000	113,706	373,706
FY 2023	33,000	3,275	36,275	205,000	48,703	253,703	275,000	103,306	378,306
FY 2024	35,000	1,690	36,690	215,000	39,990	254,990	285,000	92,306	377,306
FY 2025				220,000	30,745	250,745	300,000	80,906	380,906
FY 2026				235,000	21,120	256,120	310,000	68,906	378,906
FY 2027				245,000	10,780	255,780	325,000	56,506	381,506
FY 2028							340,000	43,506	383,506
FY 2029							355,000	29,906	384,906
FY 2030							370,000	15,263	385,263
FY 2031									
FY 2032									
FY 2033									
FY 2034									
Total	\$ 332,000	\$ 88,439	\$ 420,439	\$ 2,465,000	\$ 802,495	\$ 3,267,495	\$ 4,365,000	\$ 1,625,506	\$ 5,990,506

	2010 General Obligation Refunding Bonds			2012- Tax Note			2013 Certificates of Obligation		
	Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total
FY 2015	\$ 170,000	\$ 47,525	\$ 217,525	\$ 100,000	\$ 578	\$ 100,578	\$ 210,000	\$ 74,500	\$ 284,500
FY 2016	175,000	43,275	218,275				215,000	69,188	284,188
FY 2017	180,000	38,900	218,900				220,000	63,750	283,750
FY 2018	185,000	33,500	218,500				230,000	58,125	288,125
FY 2019	190,000	27,950	217,950				240,000	52,250	292,250
FY 2020	195,000	22,250	217,250				240,000	46,250	286,250
FY 2021	200,000	16,400	216,400				245,000	40,188	285,188
FY 2022	210,000	8,400	218,400				255,000	33,619	288,619
FY 2023							265,000	26,469	291,469
FY 2024							270,000	18,775	288,775
FY 2025							100,000	13,225	113,225
FY 2026							120,000	9,925	129,925
FY 2027							125,000	6,094	131,094
FY 2028							125,000	2,031	127,031
FY 2029									
FY 2030									
FY 2031									
FY 2032									
FY 2033									
FY 2034									
Total	\$ 1,505,000	\$ 238,200	\$ 1,743,200	\$ 100,000	\$ 578	\$ 100,578	\$ 2,860,000	\$ 514,388	\$ 3,374,388

Town of Trophy Club Debt Schedule Continued

	2014 Certificates of Obligation			2014 Tax Note		
	Principal	Interest	Total	Principal	Interest	Total
FY 2015	\$ 75,000	\$ 108,688	\$ 183,688	\$ 300,000	\$ 3,699	\$ 303,699
FY 2016	100,000	72,888	172,888	300,000	1,335	301,335
FY 2017	105,000	70,888	175,888			
FY 2018	105,000	68,788	173,788			
FY 2019	105,000	66,688	171,688			
FY 2020	110,000	64,588	174,588			
FY 2021	110,000	62,388	172,388			
FY 2022	115,000	59,088	174,088			
FY 2023	120,000	55,638	175,638			
FY 2024	120,000	52,038	172,038			
FY 2025	125,000	48,438	173,438			
FY 2026	130,000	44,688	174,688			
FY 2027	130,000	40,788	170,788			
FY 2028	135,000	36,888	171,888			
FY 2029	140,000	32,838	172,838			
FY 2030	145,000	27,938	172,938			
FY 2031	150,000	22,863	172,863			
FY 2032	155,000	17,613	172,613			
FY 2033	160,000	12,188	172,188			
FY 2034	165,000	6,188	171,188			
Total	\$ 2,500,000	\$ 972,101	\$ 3,472,101	\$ 600,000	\$ 5,034	\$ 605,034

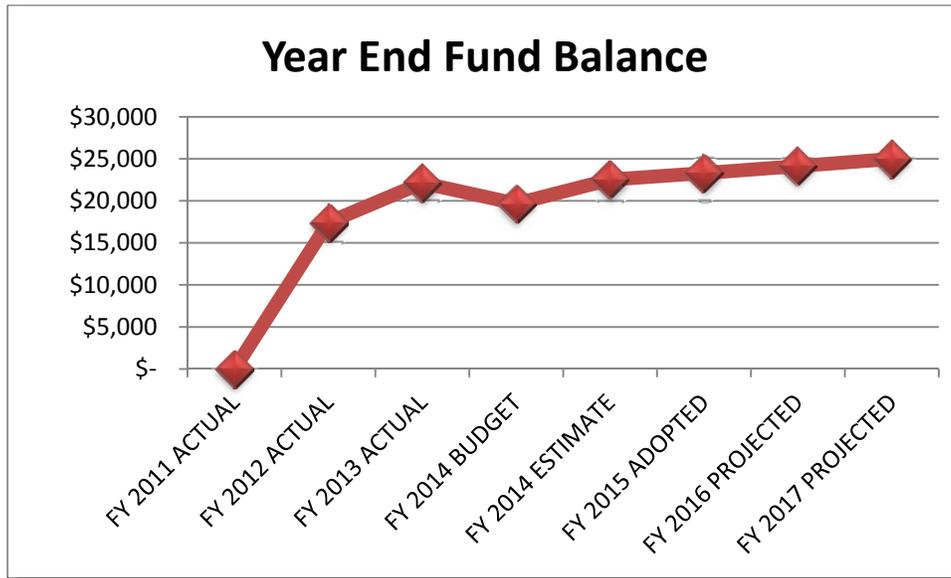
Annual Debt Service Payment By Issue



Non-Major Funds Section

Court Security Fund

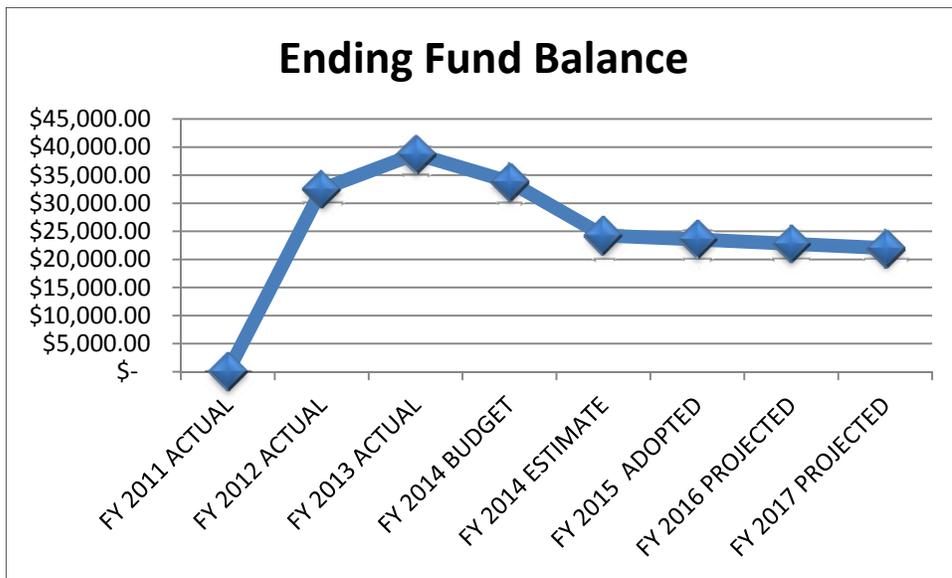
The Court Security Fund is used for the purpose of providing security personnel, services, and items to the Trophy Club Municipal Court and to promote financial stewardship by delivering responsive customer service. This fund is primarily used to offset the expenditures associated with providing bailiff services for the Trophy Club Municipal Court.



Court Security	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2014 ESTIMATE	FY 2015 ADOPTED	FY 2016 PROJECTED	FY 2017 PROJECTED
Beginning Fund Balance	\$ -	\$ -	\$ 17,448	\$ 18,675	\$ 22,147	\$ 22,526	\$ 23,314	\$ 24,139
Revenue								
Municipal Court Security Fee	\$ -	\$ 3,499	\$ 4,699	\$ 4,000	\$ 3,379	\$ 3,788	\$ 3,825	\$ 3,863
Total Revenue	\$ -	\$ 3,499	\$ 4,699	\$ 4,000	\$ 3,379	\$ 3,788	\$ 3,825	\$ 3,863
Total Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Sources (Uses)								
Transfer In	\$ -	\$ 13,949	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer Out	\$ -	\$ -	\$ -	\$ (3,000)	\$ (3,000)	\$ (3,000)	\$ (3,000)	\$ (3,000)
Total Other Sources (Uses)	\$ -	\$ 13,949	\$ -	\$ (3,000)	\$ (3,000)	\$ (3,000)	\$ (3,000)	\$ (3,000)
Net Increase (Decrease)	\$ -	\$ 17,448	\$ 4,699	\$ 1,000	\$ 379	\$ 788	\$ 825	\$ 863
Ending Fund Balance	\$ -	\$ 17,448	\$ 22,147	\$ 19,675	\$ 22,526	\$ 23,314	\$ 24,139	\$ 25,002

Court Technology Fund

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 and promoting financial and operational stewardship by improving the effectiveness and efficiency of operational processes. The court technology fee is primarily used to offset the costs related to the annual maintenance and support of the INCODE Court Software system along with any other technology purchases made by the municipal court.



Court Technology	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2014 ESTIMATE	FY 2015 ADOPTED	FY 2016 PROJECTED	FY 2017 PROJECTED
Beginning Fund Balance	\$ -	\$ -	\$ 32,514	\$ 32,989	\$ 38,780	\$ 24,271	\$ 23,541	\$ 22,795
Revenue								
Municipal Court Technology Fee	\$ -	\$ 4,510	\$ 6,265	\$ 5,000	\$ 4,505	\$ 5,000	\$ 5,050	\$ 5,100
Miscellaneous Revenue	\$ -	\$ -	\$ -	\$ -	\$ 2,200	\$ -	\$ -	\$ -
Total Revenue	\$ -	\$ 4,510	\$ 6,265	\$ 5,000	\$ 6,705	\$ 5,000	\$ 5,050	\$ 5,100
Expenditures								
Services & Supplies								
Software & Support	\$ -	\$ -	\$ -	\$ 4,166	\$ 2,494	\$ 5,730	\$ 5,796	\$ 5,862
Hardware	\$ -	\$ 1,240	\$ -	\$ -	\$ 5,280	\$ -	\$ -	\$ -
Total Services & Supplies	\$ -	\$ 1,240	\$ -	\$ 4,166	\$ 7,774	\$ 5,730	\$ 5,796	\$ 5,862
Capital								
Capital Expenses	\$ -	\$ -	\$ -	\$ -	\$ 13,440	\$ -	\$ -	\$ -
Total Capital Expenses	\$ -	\$ -	\$ -	\$ -	\$ 13,440	\$ -	\$ -	\$ -
Total Expenditures	\$ -	\$ 1,240	\$ -	\$ 4,166	\$ 21,214	\$ 5,730	\$ 5,796	\$ 5,862
Other Sources (Uses)								
Transfer In	\$ -	\$ 29,244	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Other Sources (Uses)	\$ -	\$ 29,244	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net Increase (Decrease)	\$ -	\$ 32,514	\$ 6,265	\$ 834	\$ (14,509)	\$ (730)	\$ (746)	\$ (762)
Ending Fund Balance	\$ -	\$ 32,514	\$ 38,780	\$ 33,823	\$ 24,271	\$ 23,541	\$ 22,795	\$ 22,033

Crime Control Prevention District

Chapter 363 of the Texas Local Government Code allows for the creation of a Crime Control and Prevention District (hereinafter, "CCPD"). A Crime Control and Prevention District (CCPD) is a local sales tax funded organization, governed by an independent board appointed by the Town Council that may finance all costs of a crime control and crime prevention program, including costs for personnel, administration, expansion, enhancement and capital expenditures. The sales tax funds the CCPD with 1/4 of 1 percent, which the voters approved on May 11, 2013.

Crime Control Prevention District Two-Year Plan

Goal 1: Development of a needs assessment and if necessary procurement of design/engineering services for a Police Building – The Police Building is in abysmal condition. This is a critical issue for the Department. In order to carry out its mission, the Department must move forward with a needs assessment, development of architectural and engineering plans, and locating a site for a future police building.

Goal 2: Equipment and New Technology – In order to carry out its mission, the police department must equip and train its officers with various tools to maintain and improve public safety. Such tools may include small pieces of equipment assigned to individual officers up to and including capital equipment. Supervisors, in conjunction with the Town's Information Technology staff continually evaluate new technology that can be employed to enhance our efficiency.

Goal 3: Staffing Levels – Critical law enforcement services in the Town of Trophy Club rely upon establishing minimum staffing levels in specific areas in order to carry out its mission. The district will support local law enforcement with additional staffing in order to ensure minimum staffing for School Resource Officers.

CRIME CONTROL AND PREVENTION DISTRICT- TWO YEAR PLAN

Throughout the history of law enforcement in America, changes in technology ushered in changes in crime control strategies. As equipment, technology, and training have improved agencies moved from the traditional model to, the professional model, to the community policing model, to the intelligence-led model.

The Trophy Club Police Department recognizes the effectiveness of the two most recent models but also recognizes the effectiveness of traditional law enforcement practices such as rapid response to calls for service.

The Trophy Club Police Department primarily uses a hybrid form of community policing, embracing the problem-solving and partnership aspects of community policing. Also included are what many consider a more traditional response by having a uniformed officer respond to all calls for service as quickly as time permits. Detective's non-civilian personnel follow-up on all criminal events. However, in keeping with the problem oriented/community oriented model, officers look for potential problem areas where there are reoccurring problems and partner with residents and other stake holders to resolve those problems.

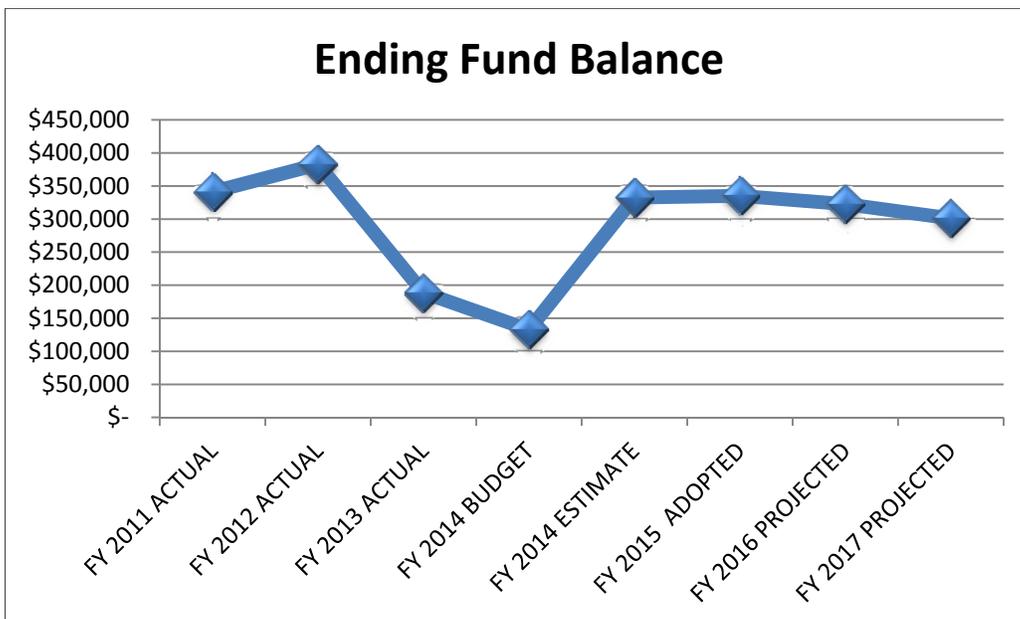
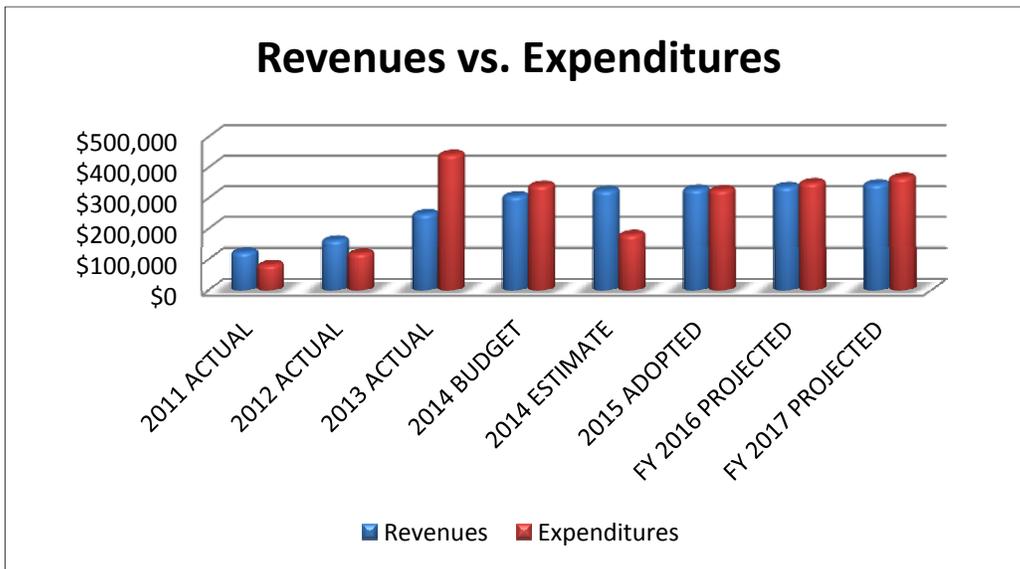
The Town of Trophy Club is a proactive town and its police department is no different. The department attempts to equip its staff with the most effective safety and crime fighting equipment they can reasonably afford. Funding sources have traditionally included the general fund and grants. There are obvious limits on these sources of funding. The Department competes with other Town departments for general fund dollars and against other public and non-profit agencies for grant funding.

Any increase to the sales tax rate such as proposed through the creation of the CCPD will collect taxes from non-residents who consume law enforcement services and provide needed funding to improve public safety. The 1/4 of a cent sales tax allocated for the CCPD appears as a fair way of spreading that burden because the choice to make purchases for which sales tax dollars are collected rests solely with the purchaser.

CCPD	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2014 ESTIMATE	FY 2015 ADOPTED	FY 2016 PROJECTED	FY 2017 PROJECTED
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ 23,007	\$ 92,246	\$ 81,054	\$ 142,998
Revenue								
Sales Tax	\$ -	\$ -	\$ 23,007	\$ 152,500	\$ 143,690	\$ 147,272	\$ 150,944	\$ 154,707
Total Revenue	\$ -	\$ -	\$ 23,007	\$ 152,500	\$ 143,690	\$ 147,272	\$ 150,944	\$ 154,707
Expenditures								
Services & Supplies								
Small Equipment	\$ -	\$ -	\$ -	\$ 40,054	\$ 29,500	\$ 36,285	\$ 14,000	\$ -
Total Services & Supplies	\$ -	\$ -	\$ -	\$ 40,054	\$ 29,500	\$ 36,285	\$ 14,000	\$ -
Capital								
Capital Outlay	\$ -	\$ -	\$ -	\$ 44,946	\$ 44,952	\$ 47,179	\$ -	\$ -
Total Capital	\$ -	\$ -	\$ -	\$ 44,946	\$ 44,952	\$ 47,179	\$ -	\$ -
Total Expenditures	\$ -	\$ -	\$ -	\$ 85,000	\$ 74,452	\$ 83,464	\$ 14,000	\$ -
Other Sources (Uses)								
Transfer Out	\$ -	\$ -	\$ -	\$ (67,500)	\$ -	\$ (75,000)	\$ (75,000)	\$ (75,000)
Total Other Sources (Uses)	\$ -	\$ -	\$ -	\$ (67,500)	\$ -	\$ (75,000)	\$ (75,000)	\$ (75,000)
Net Increase (Decrease)	\$ -	\$ -	\$ 23,007	\$ -	\$ 69,238	\$ (11,192)	\$ 61,944	\$ 79,707
Ending Fund Balance	\$ -	\$ -	\$ 23,007	\$ -	\$ 92,246	\$ 81,054	\$ 142,998	\$ 222,705

Economic Development Corporation 4B Fund

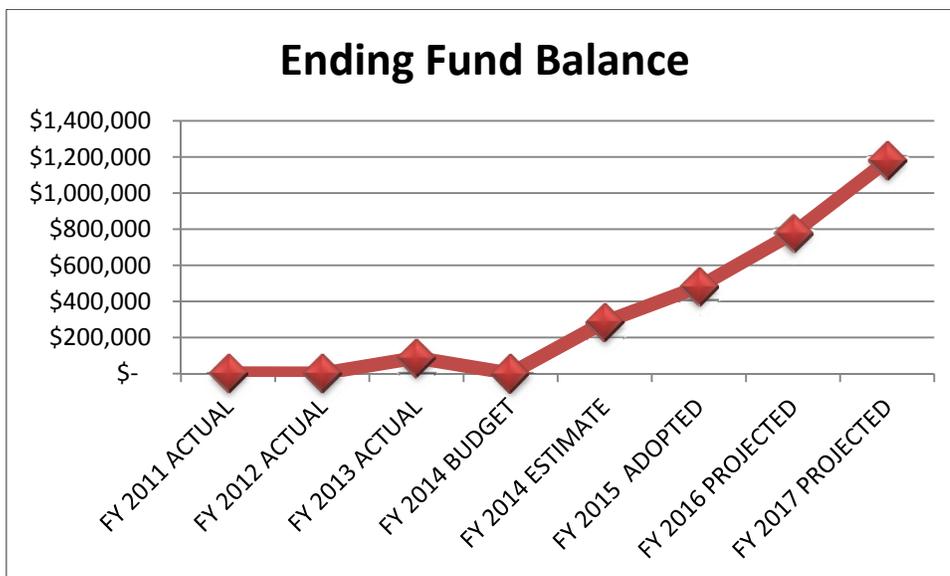
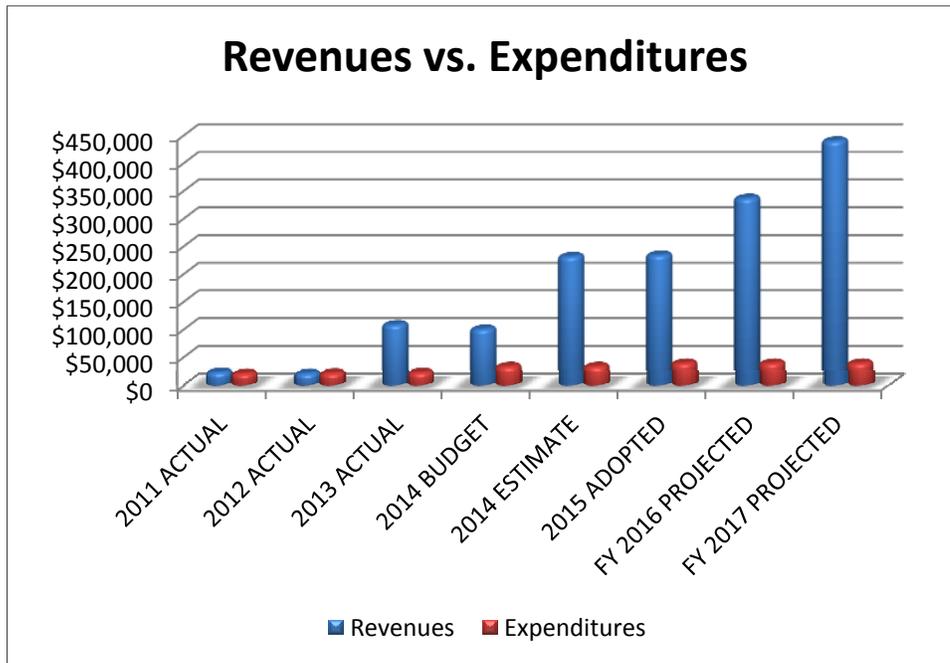
Mission: To promote economic development within the Town and the State of Texas in order to eliminate unemployment and under employment, and to promote and encourage employment and the public welfare of, for, and on behalf of the Town by undertaking, developing, providing, and financing projects under the Economic Development Act and as defined in Section 4B of the Act. Funded by 0.5% sales and use tax receipts (FY13 funding for 4B was 0.25% sales and use tax, it was doubled when the Economic Development Corporation 4A Fund was dissolved). 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.



EDC 4B	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2014 ESTIMATE	FY 2015 ADOPTED	FY 2016 PROJECTED	FY 2017 PROJECTED
Beginning Fund Balance	\$ 299,715	\$ 341,135	\$ 382,709	\$ 167,530	\$ 188,704	\$ 332,636	\$ 335,248	\$ 322,552
Revenue								
Sales Tax - General	\$ 123,374	\$ 147,391	\$ 246,997	\$ 305,000	\$ 319,311	\$ 327,272	\$ 335,431	\$ 343,794
Advertising Revenue	-	13,850	-	-	-	-	-	-
NTX Magazine Revenue	-	-	-	-	3,938	-	-	-
Interest Income	362	-	-	100	100	300	450	600
Total Revenue	\$ 123,737	\$ 161,241	\$ 246,997	\$ 305,100	\$ 323,349	\$ 327,572	\$ 335,881	\$ 344,394
Expenditures								
Auditing	\$ 1,091	\$ 1,000	\$ 3,500	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Election	-	-	6,116	-	-	-	-	-
Advertising	787	12,952	2,910	16,500	5,800	3,000	7,200	9,400
Printing	-	-	-	1,000	250	500	500	500
Schools & Training	3,061	1,766	1,955	2,320	1,430	2,120	3,050	2,350
Dues & Membership	450	300	400	600	1,050	1,050	1,050	1,150
Travel & Per Diem	1,711	2,396	153	3,226	52	1,533	1,700	1,775
Office Supplies	-	872	523	1,000	700	400	500	500
Community Events	-	-	-	-	-	-	-	-
Miscellaneous Expense	2,523	2,983	12,427	6,750	4,025	7,100	7,450	9,450
EDC Projects	14,766	23,464	123,285	50,744	38,150	11,850	7,750	18,350
Incentive Programs	-	-	-	130,000	-	140,773	160,773	161,773
Transfer to General Fund	31,683	47,151	55,200	71,996	71,996	155,634	157,604	159,633
Transfer to Debt Service	26,246	26,783	234,533	54,964	54,964	-	-	-
Total Expenditures	\$ 82,317	\$ 119,667	\$ 441,002	\$ 340,100	\$ 179,417	\$ 324,960	\$ 348,577	\$ 365,881
Net Increase (Decrease)	\$ 41,420	\$ 41,574	\$ (194,004)	\$ (35,000)	\$ 143,932	\$ 2,612	\$ (12,696)	\$ (21,487)
Ending Fund Balance	\$ 341,135	\$ 382,709	\$ 188,704	\$ 132,530	\$ 332,636	\$ 335,248	\$ 322,552	\$ 301,065

Hotel Occupancy Tax Fund

Mission: To promote tourism in Trophy Club by developing strong community partnerships which create a positive regional identity. 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 and promote tourism to Trophy Club.

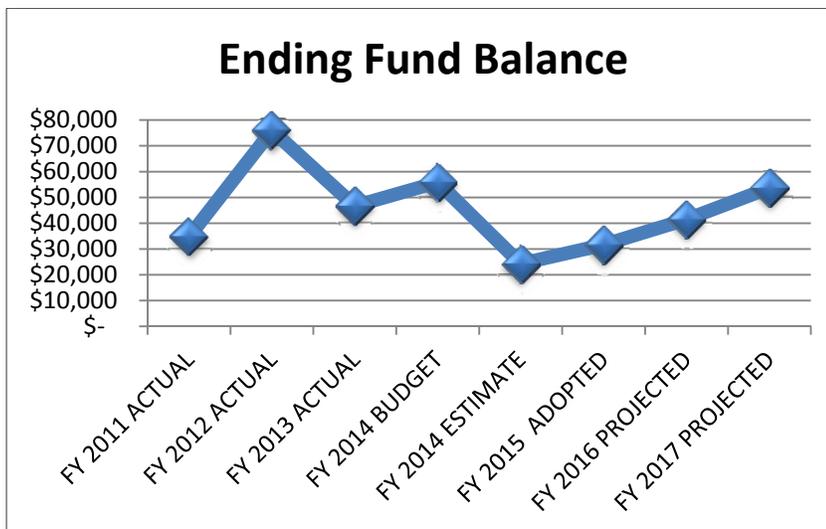
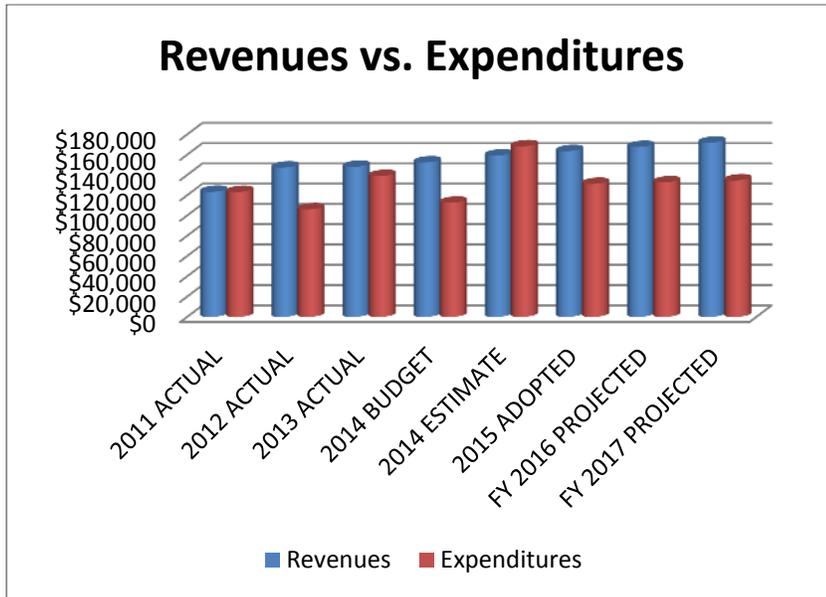


Hotel Occupancy	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2014 ESTIMATE	FY 2015 ADOPTED	FY 2016 PROJECTED	FY 2017 PROJECTED
Beginning Fund Balance	\$ (255)	\$ 1,890	\$ 1,321	\$ 1,321	\$ 87,225	\$ 285,590	\$ 480,481	\$ 777,856
Revenue								
Hotel Occupancy Tax	\$ 22,645	\$ 20,543	\$ 108,169	\$ 100,000	\$ 231,105	\$ 233,416	\$ 335,750	\$ 439,108
Interest Income	1	32	11	100	100	300	450	600
Total Revenue	\$ 22,645	\$ 20,575	\$ 108,181	\$ 100,100	\$ 231,205	\$ 233,716	\$ 336,200	\$ 439,708
Expenditures								
Event Rentals	\$ -	\$ 20,719	\$ 22,277	\$ 32,840	\$ 32,840	\$ 38,825	\$ 38,825	\$ 38,825
July 4 Celebration	20,500	425	-	-	-	-	-	-
Total Expenditures	\$ 20,500	\$ 21,144	\$ 22,277	\$ 32,840	\$ 32,840	\$ 38,825	\$ 38,825	\$ 38,825
Other Sources (Uses)								
Transfer Out	\$ -	\$ -	\$ -	\$ (67,260)	\$ -	\$ -	\$ -	\$ -
Total Other Sources (Uses)	\$ -	\$ -	\$ -	\$ (67,260)	\$ -	\$ -	\$ -	\$ -
Net Increase (Decrease)	\$ 2,145	\$ (569)	\$ 85,903	\$ -	\$ 198,365	\$ 194,891	\$ 297,375	\$ 400,883
Ending Fund Balance	\$ 1,890	\$ 1,321	\$ 87,225	\$ 1,321	\$ 285,590	\$ 480,481	\$ 777,856	\$ 1,178,739

Street Maintenance Sales Tax Fund

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

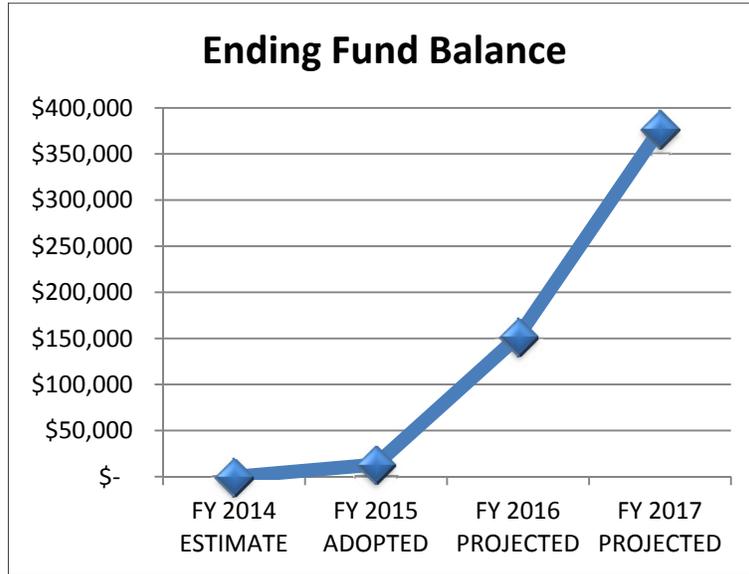
PERSONNEL SCHEDULE			
POSITION TITLE	ACTUAL	ESTIMATE	ADOPTED
	2013	2014	2015
STREET MAINTENANCE WORKER 1	0.7	0.7	0.7
TOTAL FTEs	0.7	0.7	0.7



Street Maintenance	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2014 ESTIMATE	FY 2015 ADOPTED	FY 2016 PROJECTED	FY 2017 PROJECTED
Beginning Fund Balance	\$ 37,981	\$ 34,750	\$ 75,999	\$ 29,338	\$ 46,700	\$ 24,268	\$ 31,604	\$ 41,491
Revenue								
Sales Tax	\$ 123,374	\$ 147,391	\$ 148,159	\$ 152,500	\$ 159,264	\$ 163,636	\$ 167,715	\$ 171,897
Interest Income	59	-	-	-	-	-	-	-
Total Revenue	\$ 123,434	\$ 147,391	\$ 148,159	\$ 152,500	\$ 159,264	\$ 163,636	\$ 167,715	\$ 171,897
Expenditures								
Personnel								
Salaries	\$ 18,109	\$ 17,821	\$ 22,799	\$ 23,342	\$ 20,284	\$ 22,041	\$ 22,812	\$ 23,611
Overtime	59	114	174	-	468	-	-	-
Longevity	-	160	340	410	405	-	54	108
Stipend	-	-	720	864	864	540	540	540
Retirement	2,536	2,517	3,365	3,581	3,233	3,814	4,124	4,274
Medical insurance	3,794	2,962	3,652	3,818	3,666	5,087	5,341	5,608
Dental Insurance	198	198	261	260	252	392	412	432
Vision Insurance	38	47	59	58	58	99	102	105
Life Insurance & Other	65	142	388	241	233	246	255	260
Social Security Taxes	792	1,173	1,490	1,526	1,365	1,367	1,415	1,464
Medicare Taxes	186	280	348	357	319	327	338	350
Unemployment Taxes	54	160	6	134	225	149	149	149
Workman's Compensation	1,145	972	1,166	1,342	1,637	1,338	1,385	1,433
Total Personnel	\$ 26,976	\$ 26,546	\$ 34,768	\$ 35,933	\$ 33,009	\$ 35,400	\$ 36,928	\$ 38,335
Services & Supplies								
Vehicle Maintenance	\$ -	\$ -	\$ 883	\$ 3,665	\$ 3,200	\$ 3,700	\$ 3,700	\$ 3,700
Street Maintenance	48,178	41,495	69,958	51,377	113,500	70,000	70,000	70,000
Signs & Markings	10,865	23,166	27,790	15,000	12,000	15,000	15,000	15,000
Fuel	-	2,984	5,611	6,000	6,000	6,500	6,500	7,000
Small Tools	-	-	-	700	700	700	700	700
Total Service & Supplies	\$ 59,043	\$ 67,645	\$ 104,242	\$ 76,742	\$ 135,400	\$ 95,900	\$ 95,900	\$ 96,400
Capital								
Capital Outlay	\$ 37,260	\$ 11,951	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Capital	\$ 37,260	\$ 11,951	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 123,279	\$ 106,142	\$ 139,010	\$ 112,675	\$ 168,409	\$ 131,300	\$ 132,828	\$ 134,735
Other Sources (Uses)								
Transfer Out	\$ (3,385)	\$ -	\$ (38,448)	\$ (13,287)	\$ (13,287)	\$ (25,000)	\$ (25,000)	\$ (25,000)
Total Sources Other (Uses)	\$ (3,385)	\$ -	\$ (38,448)	\$ (13,287)	\$ (13,287)	\$ (25,000)	\$ (25,000)	\$ (25,000)
Net Increase (Decreases)	\$ (3,231)	\$ 41,248	\$ (29,299)	\$ 26,538	\$ (22,432)	\$ 7,336	\$ 9,887	\$ 12,162
Ending Fund Balance	\$ 34,750	\$ 75,999	\$ 46,700	\$ 55,876	\$ 24,268	\$ 31,604	\$ 41,491	\$ 53,653

Tax Incremental Revenue Zone #1

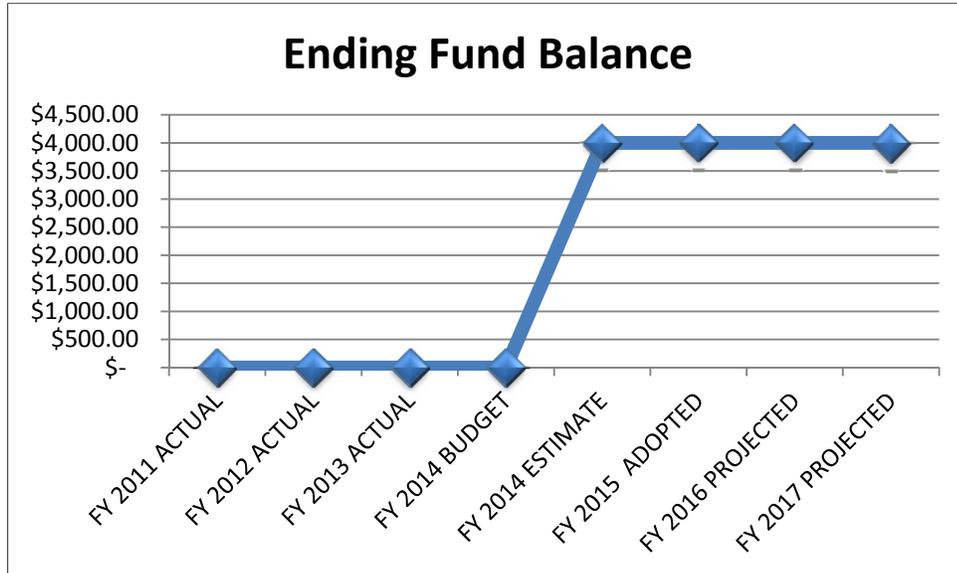
TIRZ#1 fund was created to aid development through the contribution of 60% of the Town's real property increment, and 25% of the Towns \$0.01 general fund sales tax generated within the zone. Tarrant County contributes 60% of their real property increment as well.



TIRZ#1	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2014 ESTIMATE	FY 2015 ADOPTED	FY 2016 PROJECTED	FY 2017 PROJECTED
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 13,144	\$ 151,909
Revenue								
Property Tax	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 12,669	\$ 117,661	\$ 195,532
Sales Tax	-	-	-	-	-	475	21,105	29,362
Total Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 13,144	\$ 138,766	\$ 224,894
Total Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Other Sources (Uses)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net Increase (Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 13,144	\$ 138,766	\$ 224,894
Ending Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 13,144	\$ 151,909	\$ 376,803

Recreational Program Fund

The Recreational Program Fund was created to account for the revenues and expenditures associated with recreational programs within the Town of Trophy Club. Expenses are expected to be matched with program revenues.



Recreation Program Fund	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2014 ESTIMATE	FY 2015 ADOPTED	FY 2016 PROJECTED	FY 2017 PROJECTED
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,000	\$ 4,000	\$ 4,000
Revenue								
Recreation Programs	\$ -	\$ -	\$ -	\$ -	\$ 13,000	\$ 4,000	\$ 4,000	\$ 4,000
Total Revenue	\$ -	\$ -	\$ -	\$ -	\$ 13,000	\$ 4,000	\$ 4,000	\$ 4,000
Expenditures								
Recreational Programs	\$ -	\$ -	\$ -	\$ -	\$ 9,000	\$ 4,000	\$ 4,000	\$ 4,000
Total Expenditures	\$ -	\$ -	\$ -	\$ -	\$ 9,000	\$ 4,000	\$ 4,000	\$ 4,000
Net Increase (Decrease)	\$ -	\$ -	\$ -	\$ -	\$ 4,000	\$ -	\$ -	\$ -
Ending Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000

Proprietary Funds

Trophy Club Park Fund

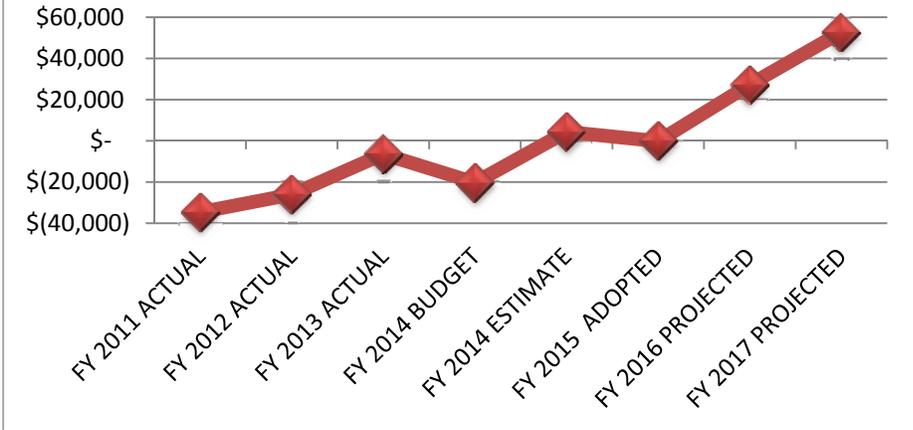
Mission: To provide the facilities and programs that meet the recreational needs of Trophy Club as it develops; to preserve open space for the enjoyment of all visitors; and to provide specific areas for environmental education.

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. Much of the equestrian/pedestrian trail work in this park continues to be performed by volunteers.

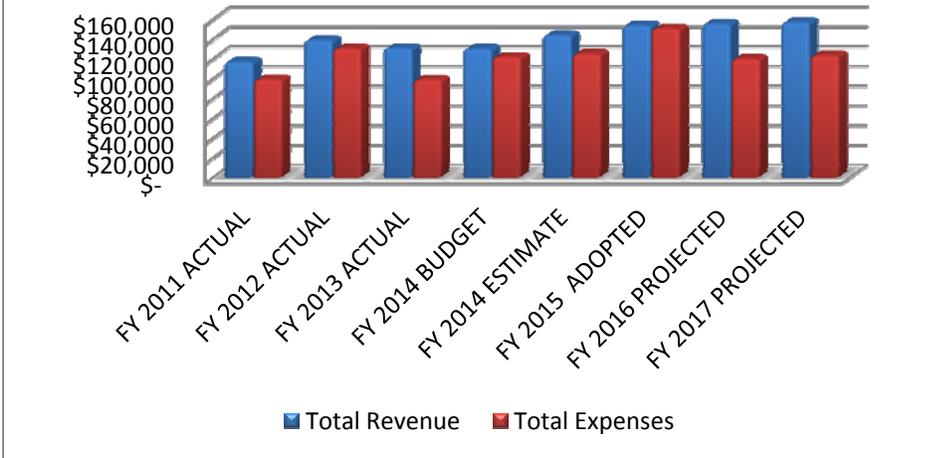
Performance Measurement Matrix						
Related Council Goal	Council Objective	Measures	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Estimate
Financial and Operational	Maintain / improve infrastructure and assets	Motorized trails maintained (miles)	9	9	9	9
		Non-motorized trails maintained (miles)	3	4	7	7
Strong Partnerships and Community Involvement	Support citizen volunteer opportunities	Park attendant monitoring (hours per week)	32	32	32	32
		Special events at park	8	6	6	7
Healthy, Picturesque Environmentally Sound	Promote recreational / active lifestyle opportunities for all ages	Classes offered at park	4	4	3	5

PERSONNEL SCHEDULE			
POSITION TITLE	ACTUAL	ESTIMATE	ADOPTED
	2013	2014	2015
RECREATION SUPERINTENDENT	0.4	0.4	0.4
TCP GATE ATTENDANT	1.1	1.1	1.1
TOTAL FTEs	1.5	1.5	1.5

Ending Working Capital



Revenues vs. Expenditures



Trophy Club Park	FY 2011	FY 2012	FY 2013	FY 2014	FY 2014	FY 2015	FY 2016	FY 2017
	ACTUAL	ACTUAL	ACTUAL	BUDGET	ESTIMATE	ADOPTED	PROJECTED	PROJECTED
Beginning Working Capital	\$ (37,726)	\$ (34,642)	\$ (26,115)	\$ (20,608)	\$ (6,470)	\$ 4,389	\$ (185)	\$ 27,252
Revenue								
Park Revenue	\$ 115,658	\$ 138,712	\$ 130,663	\$ 130,000	\$ 143,752	\$ 153,752	\$ 155,290	\$ 156,842
Recovery of Prior Year Expense	1,355	-	-	-	-	-	-	-
Interest Income	6	-	-	-	-	-	-	-
Total Revenue	\$ 117,019	\$ 138,712	\$ 130,663	\$ 130,000	\$ 143,752	\$ 153,752	\$ 155,290	\$ 156,842
Expenses								
Personnel								
Salaries	\$ 34,624	\$ 36,506	\$ 38,612	\$ 35,390	\$ 40,541	\$ 43,008	\$ 44,513	\$ 45,404
Longevity	-	-	64	88	88	112	142	172
Stipend	-	-	600	1,600	600	300	300	300
Retirement	2,913	2,939	3,117	3,318	3,329	4,222	4,349	4,436
Medical Insurance	2,425	1,984	2,029	2,122	2,523	2,826	2,967	3,116
Dental Insurance	126	137	145	145	145	155	163	171
Vision Insurance	25	33	33	32	33	32	33	34
Life Insurance & Other	82	146	357	355	208	211	218	223
Social Security Taxes	2,162	2,240	2,433	2,299	2,508	2,673	2,767	2,822
Medicare Taxes	506	524	569	538	590	630	652	665
Unemployment taxes	206	489	59	261	350	306	306	306
Workman's Compensation	1,041	877	896	799	768	1,033	1,069	1,091
Pre-Employment Physicals/Testing	17	102	4	140	-	-	-	-
Total Personnel	\$ 44,127	\$ 45,976	\$ 48,917	\$ 47,087	\$ 51,683	\$ 55,508	\$ 57,479	\$ 58,738
Services & Supplies								
Professional Outside Services	\$ -	\$ -	\$ -	\$ 5,000	\$ 5,000	\$ 5,000	\$ -	\$ -
Auditing	-	-	1,000	1,000	1,000	1,000	1,000	1,000
Software & Support	1,416	453	3,493	1,928	3,576	3,849	2,897	3,849
Collection Fees	-	-	1,215	1,300	-	-	-	-
Advertising	3,731	1,514	1,808	1,440	1,428	1,500	1,550	1,600
Printing	-	712	-	1,375	-	1,416	1,459	1,502
Schools & Training	-	879	663	1,280	983	340	375	425
Service Charges & Fees	4,391	6,043	3,298	1,736	6,000	6,000	6,000	6,000
Electricity	2,215	2,068	3,392	2,000	3,500	3,600	3,700	3,800
Water	2,755	2,054	1,650	1,600	1,648	1,697	1,747	1,799
Telephone	681	998	1,178	1,380	1,548	1,600	1,650	1,700
Communications/Pagers/Mobiles	1,722	1,547	1,626	3,483	2,265	1,560	1,560	1,560
Property Maintenance	24,204	37,382	7,131	12,000	12,000	10,500	10,815	11,139
Equipment Maintenance	730	2,176	(911)	2,926	2,129	2,426	2,475	2,525
Independent Labor	-	-	11,798	10,200	11,600	10,200	10,250	10,300
Portable toilets	4,688	3,590	3,590	4,158	3,939	4,000	4,100	4,200
Dues & Membership	355	200	199	1,450	310	320	330	340
Travel & Per Diem	219	854	424	1,093	1,126	387	450	500
Office Supplies	487	151	294	955	984	1,013	1,044	1,075
Postage	38	169	25	300	309	318	327	336
Fuel	265	259	374	1,404	1,200	1,490	1,534	1,580
Uniforms	381	456	383	845	375	645	700	750
Community Events	3,628	5,587	5,269	6,500	5,300	6,500	6,600	6,700
Consultants	175	-	-	-	-	-	-	-
Small Tools	1,962	1,883	1,384	1,400	800	1,400	772	795
Furniture/Equipment<\$5,000	-	-	-	1,720	600	1,720	-	-
Maintenance Supplies	355	2,185	515	425	438	451	464	478
Miscellaneous Expense	383	426	-	525	302	557	574	591
Prompt Payment Interest	27	-	-	-	-	-	-	-
Total Services & Supplies	\$ 54,808	\$ 71,586	\$ 49,800	\$ 69,423	\$ 68,360	\$ 69,489	\$ 62,373	\$ 64,544
Capital								
Capital Expenses	\$ -	\$ 12,623	\$ -	\$ 5,200	\$ 4,850	\$ 25,330	\$ -	\$ -
Total Capital	\$ -	\$ 12,623	\$ -	\$ 5,200	\$ 4,850	\$ 25,330	\$ -	\$ -
Total Expenses	\$ 98,935	\$ 130,185	\$ 98,717	\$ 121,710	\$ 124,893	\$ 150,327	\$ 119,852	\$ 123,281
Other Sources (Uses)								
Transfer Out	\$ (15,000)	\$ -	\$ (12,300)	\$ (8,000)	\$ (8,000)	\$ (8,000)	\$ (8,000)	\$ (8,000)
Total Other Sources (Uses)	\$ (15,000)	\$ -	\$ (12,300)	\$ (8,000)	\$ (8,000)	\$ (8,000)	\$ (8,000)	\$ (8,000)
Net Increase (Decrease)	\$ 3,084	\$ 8,527	\$ 19,645	\$ 290	\$ 10,859	\$ (4,575)	\$ 27,438	\$ 25,561
Ending Working Capital	\$ (34,642)	\$ (26,115)	\$ (6,470)	\$ (20,318)	\$ 4,389	\$ (185)	\$ 27,252	\$ 52,813

Storm Drainage Utility Fund

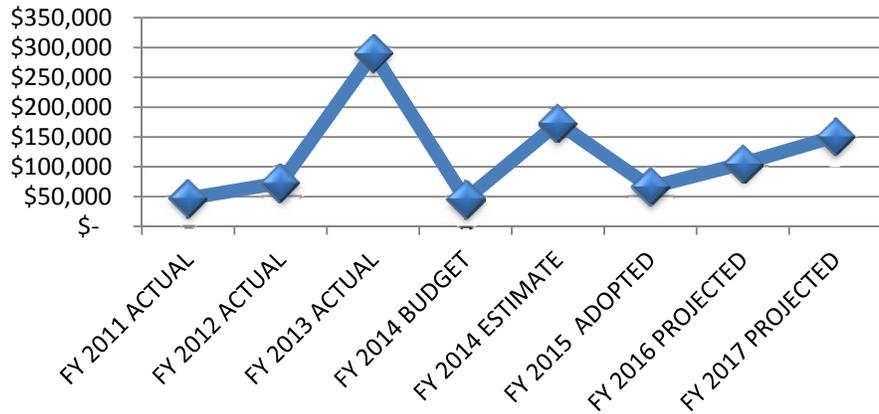
Mission: To provide a safe, clean, and well-maintained storm drainage system to the residents of Trophy Club.

Performance Measurement Matrix						
Related Council Goal	Council Objective	Measures	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Estimate
Healthy, Picturesque Environmentally Sound	Maintain neat and tidy appearance	Storm Drain Structure Inspection & Cleaning	1200	1200	1550	1550
		Streets and Gutter Sweeping (curb miles)	90	90	93	95
Financial and Operational Stewardship	Maintain / improve infrastructure and assets	Storm Drain System Repairs	233	320	400	150
	Deliver responsive customer service	Respond to calls in under 4 business hours	100%	100%	100%	100%

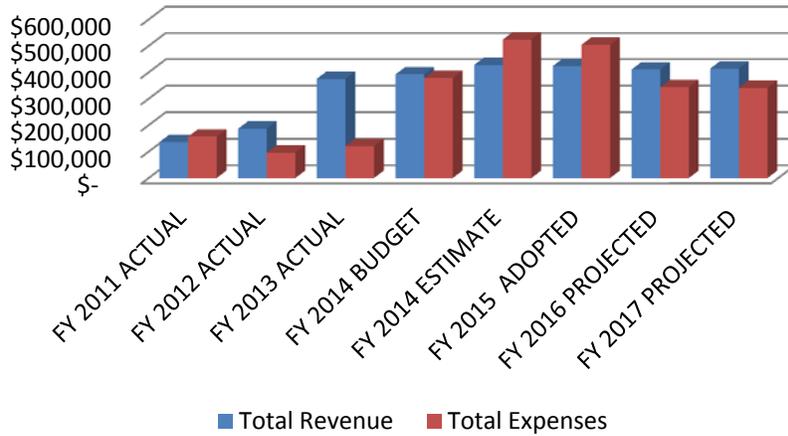
PERSONNEL SCHEDULE			
POSITION TITLE	ACTUAL	ESTIMATE	ADOPTED
	2013	2014	2015
STREETS SUPERVISOR	0.5	0.5	0.5
TOTAL FTEs	0.5	0.5	0.5

Storm Drainage Capital Projects	FY 2015	FY 2016	FY 2017	Total
Previous Balance	\$ 578,174	\$ -	\$ -	\$ 578,174
Sources of Funds				-
Bond Proceeds	-	-	-	-
Capital Funding from Operations	164,000	-	-	164,000
Total Sources	\$ 742,174	\$ -	\$ -	\$ 742,174
Expenses				
Indian Creek	\$ 313,174	\$ -	\$ -	\$ 313,174
Cypress Court Drainage Inlets	30,000	-	-	30,000
Pin Oak Court	80,000	-	-	80,000
Pebble Beach Drive	205,000	-	-	205,000
Broadway Creek Improvements and Amenity Lake Slopes	114,000	-	-	114,000
Total Expenses	\$ 742,174	\$ -	\$ -	\$ 742,174
Remaining Balance	\$ -	\$ -	\$ -	\$ -

Ending Working Capital



Revenues vs. Expenditures



Storm Drainage Utility	FY 2011 ACTUAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 BUDGET	FY 2014 ESTIMATE	FY 2015 ADOPTED	FY 2016 PROJECTED	FY 2017 PROJECTED
Beginning Working Capital	\$ 128,370	\$ 47,183	\$ 72,981	\$ 244,766	\$ 289,910	\$ 173,467	\$ 65,881	\$ 105,618
Revenue								
Storm Drainage Fee	\$ 136,021	\$ 180,668	\$ 370,042	\$ 386,034	\$ 390,000	\$ 402,800	\$ 410,500	\$ 414,100
Hazardous Waste Stipend	-	6,000	5,500	6,000	4,000	-	-	-
Miscellaneous Revenue	-	-	-	-	34,000	21,000	-	-
Interest Income	72	-	-	-	100	100	100	100
Total Revenue	\$ 136,093	\$ 186,668	\$ 375,542	\$ 392,034	\$ 428,100	\$ 423,900	\$ 410,600	\$ 414,200
Expenses								
Personnel Services								
Salaries	\$ 14,667	\$ 15,203	\$ 23,214	\$ 23,748	\$ 23,812	\$ 24,238	\$ 25,086	\$ 25,588
Overtime	304	118	253	-	741	-	-	-
Longevity	94	171	304	349	349	394	444	494
Stipend	-	-	750	750	750	375	375	375
Retirement	2,130	2,148	3,433	3,615	3,678	4,224	4,565	4,662
Medical Insurance	2,001	1,657	2,537	2,652	2,653	2,785	2,924	3,070
Dental Insurance	104	115	185	181	312	334	351	368
Vision Insurance	20	27	41	41	40	41	42	43
Life Insurance & Other	60	223	402	245	235	250	259	264
Social Security Taxes	934	946	1,501	1,540	1,551	1,527	1,580	1,612
Medicare Taxes	218	221	351	360	364	363	376	383
Unemployment Taxes	36	86	4	93	104	104	104	104
Workman's Compensation	295	752	1,183	1,355	1,296	1,472	1,524	1,554
Total Personnel	\$ 20,863	\$ 21,666	\$ 34,156	\$ 34,929	\$ 35,885	\$ 36,107	\$ 37,630	\$ 38,518
Services & Supplies								
Engineering/Construction	\$ 3,509	\$ 3,998	\$ 40,339	\$ 104,000	\$ 78,624	\$ 100,000	\$ 100,000	\$ 100,000
Printing	-	-	-	-	-	-	-	-
Trash Removal/Recycling	6,110	12,896	19,359	16,000	1,500	1,500	1,500	1,500
Property Maintenance	22	-	-	-	-	-	-	-
Vehicle maintenance	1,015	464	-	-	-	-	-	-
Equipment maintenance	3,951	567	0	-	-	-	-	-
Street Sweeping	3,850	3,850	3,850	4,000	4,720	6,000	6,000	6,000
Independent Labor	-	8,000	9,011	16,860	16,860	17,366	17,887	18,781
Dues & Membership	2,444	2,555	2,570	2,494	200	200	200	200
Fuel	3,975	1,675	69	-	-	-	-	-
Small Tools	3,188	565	-	-	-	-	-	-
Miscellaneous Expense	-	-	110	-	-	-	-	-
Total Services & Supplies	\$ 28,065	\$ 34,571	\$ 75,308	\$ 143,354	\$ 101,904	\$ 125,066	\$ 125,587	\$ 126,481
Capital								
Transfer to Drainage Capital Projects	\$ 107,532	\$ 40,251	\$ 8,755	\$ 200,000	\$ 200,000	\$ 164,000	\$ -	\$ -
Total Capital	\$ 107,532	\$ 40,251	\$ 8,755	\$ 200,000	\$ 200,000	\$ 164,000	\$ -	\$ -
Debt Service								
Principal	\$ -	\$ -	\$ -	\$ -	\$ 140,000	\$ 140,000	\$ 145,000	\$ 145,000
Interest	-	-	3,049	-	46,147	38,963	35,400	31,775
Total Debt Service	\$ -	\$ -	\$ 3,049	\$ -	\$ 186,147	\$ 178,963	\$ 180,400	\$ 176,775
Total Expenses	\$ 156,461	\$ 96,488	\$ 121,269	\$ 378,283	\$ 523,936	\$ 504,136	\$ 343,617	\$ 341,774
Other Sources (Uses)								
Transfer In	\$ 3,385	\$ -	\$ -	\$ -	\$ 6,460	\$ -	\$ -	\$ -
Transfer Out	(64,204)	(64,382)	(37,344)	(213,214)	(27,067)	(27,350)	(27,246)	(27,136)
Total Other Sources	\$ (60,819)	\$ (64,382)	\$ (37,344)	\$ (213,214)	\$ (20,607)	\$ (27,350)	\$ (27,246)	\$ (27,136)
Net Increase (Decrease)	\$ (81,187)	\$ 25,798	\$ 216,928	\$ (199,463)	\$ (116,443)	\$ (107,586)	\$ 39,737	\$ 45,290
Ending Working Capital	\$ 47,183	\$ 72,981	\$ 289,910	\$ 45,303	\$ 173,467	\$ 65,881	\$ 105,618	\$ 150,908

Capital Improvement Program

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 2014-15, vehicle and equipment purchases have been fully funded within the Capital Projects Fund (refer to the Capital Replacement budget).

Additionally, the Town has secured \$3,000,000 in funding from Certificates of Obligation for road improvements and storm drainage projects. Additionally, a small portion of improvement costs for Indian Creek Drive will be covered by the remaining \$2,000,000 from Denton County TRIP08 Bond funds.

Town of Trophy Club - Five Year Capital Improvement Program

Projects in Progress and Currently Funded Projects												
Project Name	Fund	Funding Source	Project Phase	Description	Total Prior Funding	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total	Annual Operating Budget Impact
Indian Creek Reconstruction and Drainage	Capital Projects Fund / Storm Drainage Fund	2013 CO & Denton County Contribution	Construction	Project will reconstruct four lanes of pavement, medians, and storm drainage improvements from Edgemere to Meadowbrook. The project will also construct new sidewalks along Indian Creek. The project also calls for paving and drainage reconstruction improvements along Meadowbrook.	\$ 672,437	\$ 1,159,904	\$ -	\$ -	\$ -	\$ -	\$ 1,832,341	\$ -
Pin Oak Court	Capital Projects Fund / Storm Drainage Fund	2013 CO	Planning	Reconstruction of a neighborhood street and any needed storm drainage infrastructure repair or replacement.	\$ -	\$ 383,000	\$ -	\$ -	\$ -	\$ -	\$ 383,000	\$ -
Timberline Court	Capital Projects Fund / Storm Drainage Fund	2013 CO	Planning	Reconstruction of a neighborhood street and any needed storm drainage infrastructure repair or replacement.	\$ -	\$ 154,000	\$ -	\$ -	\$ -	\$ -	\$ 154,000	\$ -
Pebble Beach Drive	Capital Projects Fund / Storm Drainage Fund	2014 Tax Note & Fund Balance	Planning	Reconstruction of Pebble Beach Drive from Indian Creek to North Cul-De-Sac.	\$ -	\$ 783,000	\$ -	\$ -	\$ -	\$ -	\$ 783,000	\$ -
Broadway Creek Improvements and Amenity	Storm Drainage Fund	2013 CO / Drainage Fund Operations	Planning	Drainage improvements to Broadway Creek and Amenity Lake Slopes.	\$ -	\$ 114,000	\$ -	\$ -	\$ -	\$ -	\$ 114,000	\$ -
Independence East Bleachers	Capital Projects Fund	2010 GO	Planning	Install six angle frame bleachers on existing concrete slabs at Independence East Park.	\$ -	\$ 23,310	\$ -	\$ -	\$ -	\$ -	\$ 23,310	\$ -
Independence East Security Cameras	Capital Projects Fund	2010 GO	Planning	Install security cameras at Independence East Park.	\$ -	\$ 22,484	\$ -	\$ -	\$ -	\$ -	\$ 22,484	\$ -
Cypress Court Drainage Inlets	Storm Drainage Fund	2013 CO / Drainage Fund Operations	Planning	Install drainage inlets along Cypress Court	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ 30,000	\$ -
Lakeview Practice Soccer Fields	Capital Projects Fund	2014 Tax Note & Fund Balance	Planning	Construct eight youth (under age eight) practice soccer fields on leased land from NISD by Lakeview Elementary.	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ 200,000	\$ 12,765
Municipal and Police Services Facility Land	Capital Projects Fund	2014 CO	Planning	Purchase of land for joint Town Hall / Police Station.	\$ -	\$ 2,500,000	\$ -	\$ -	\$ -	\$ -	\$ 2,500,000	\$ -
Subtotal: Projects in Progress/Currently Funded					\$ 672,437	\$ 5,369,698	\$ -	\$ -	\$ -	\$ -	\$ 6,042,135	\$ 12,765

Future Funded Projects												
Project Name	Fund	Funding Source	Project Phase	Description	Total Prior Funding	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Total	Annual Operating Budget Impact
Municipal and Police Services Facility	Capital Projects Fund	Proposed Bonds	Planning	Construction of joint Municipal Complex and Police Station.	\$ -	\$ -	\$ 11,700,000	\$ -	\$ -	\$ -	\$ 11,700,000	\$ 100,000
Dino Playground Parking	General Fund	General Fund Operations	Planning	Add twelve parking spaces to the Dino Playground.	\$ -	\$ -	\$ 49,450				\$ 49,450	\$ -
Indian Creek Drive	Capital Projects Fund	Proposed Bonds	Planning	Reconstruction of Indian Creek Drive from Meadowbrook to Harmony Park.	\$ -	\$ -	\$ -	\$ -	\$ 945,201	\$ 945,201	\$ 1,890,402	\$ -
Trophy Club Drive	Capital Projects Fund	Proposed Bonds	Planning	Street reconstruction southbound from Durango to Bobcat.	\$ -	\$ -	\$ -	\$ -	\$ 908,736	\$ 908,736	\$ 1,817,471	\$ -
Trophy Club Drive	Capital Projects Fund	Proposed Bonds	Planning	Street reconstruction from Marshall Creek roundabout to Meadow Creek.	\$ -	\$ -	\$ -	\$ -	\$ 259,887	\$ 259,887	\$ 519,774	\$ -
Trophy Lake Drive	Capital Projects Fund	Proposed Bonds	Planning	Street reconstruction from Village Trail to SH 114.	\$ -	\$ -	\$ -	\$ -	\$ 579,970	\$ 579,970	\$ 1,159,940	\$ -
Phoenix Drive	Capital Projects Fund / Storm Drainage Fund	Proposed Bonds	Planning	Reconstruction of a neighborhood street and any needed storm drainage infrastructure repair or replacement.	\$ -			\$ -	\$ 578,813	\$ 245,000	\$ 823,813	\$ -
Municipal Drive	Street Maintenance Sales Tax Fund	Street Maintenance Sales Tax	Planning	Street reconstruction.	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 70,499	\$ 70,499	\$ -
Subtotal: Future Funded Projects					\$ -	\$ -	\$ 11,749,450	\$ -	\$ 3,272,606	\$ 3,009,293	\$ 18,031,349	\$ 100,000

Future Consideration (Unfunded Projects)			
Project Name	Fund	Description	Projected Start Date
Tron Court Drive	Capital Projects Fund	Street Reconstruction from Indian Creek to cul-de-sac.	Fiscal Year 2022
Murfield Court	Capital Projects Fund	Street reconstruction.	Fiscal Year 2022
Woodlands Court	Capital Projects Fund	Street reconstruction.	Fiscal Year 2022
Portland Drive	Capital Projects Fund	Street reconstruction.	Fiscal Year 2022
Wilshire Court	Capital Projects Fund	Street reconstruction.	Fiscal Year 2023
Lee Court	Capital Projects Fund	Street reconstruction.	Fiscal Year 2023
Glendale Court	Capital Projects Fund	Street reconstruction.	Fiscal Year 2023
Ross Court	Capital Projects Fund	Street reconstruction.	Fiscal Year 2024
Llano Drive	Capital Projects Fund	Street reconstruction.	Fiscal Year 2024
T.W. King Parking Area / Emergency Exit	Capital Projects Fund	Parking lot / emergency exit construction.	Fiscal Year 2024
Bobcat Blvd.	Storm Drainage Fund	Drainage system improvements.	Fiscal Year 2024
Cypress Court	Capital Projects Fund	Drainage system improvements.	Fiscal Year 2024
Trophy Club Drive Bridge Over Marshall Creek	Capital Projects Fund	Construction of a bridge on Trophy Club Drive over Marshall Creek.	Fiscal Year 2027

Operation and Maintenance Costs

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. Street reconstruction, parking lot reconstruction, and drainage improvements are not anticipated to have additional maintenance expenditures within the five year window. Costs associated with on-going operations are shown in accordance to the cost to contract maintenance services. The Town may choose to utilize Town Staff, which would likely have similar cost - but also with a higher service level. On-going operating costs for facility construction is estimated on the basis of the new facility's cost of utilities, janitorial services, supplies, and general building and parking lot maintenance less the costs associated with the facility being replaced, if applicable. In the engineering phase of facility development, more accurate assumptions can be formed in regards to these costs.

Fiscal Year 2015 Capital and Equipment Replacement

General Fund			
Department	Item	Amount	Description
Parks	Zero Turn Mower	\$ 10,000	Scheduled replacement due to age/condition.
Parks	Ford F250 Irrigation Truck	\$ 29,500	Scheduled replacement due to age/condition.
Parks	T650 Bobcat Compact Track Loader (Split with TCP)	\$ 25,330	Replaces leased equipment.
IS	Server Replacement	\$ 4,250	Scheduled replacement of IT Equipment.
IS	Audio Video Replacement	\$ 6,250	Scheduled replacement of IT Equipment.
IS	Computer Replacements	\$ 14,488	Scheduled replacement of IT Equipment.
IS	Software Replacement	\$ 3,250	Scheduled replacement of IT Equipment.
IS	Printers and Copiers Replacement	\$ 3,375	Scheduled replacement of IT Equipment.
EMS	Ambulance	\$ 155,860	Scheduled replacement due to age/condition.
Supplemental			
EMS	Radio Upgrade from Analog to Digital	\$ 23,500	Upgrades system from analog to digital on all mobile and base station radios.
General Fund Total		\$ 275,803	

Crime Control and Prevention District (CCPD)

Department	Item	Amount	Description
Police	Patrol Tahoe	\$ 39,079	Replaces 2010 Tahoe.
CCPD Total		\$ 39,079	

Trophy Club Park

Department	Item	Amount	Description
Parks	T650 Bobcat Compact Track Loader (Split with General Fund)	25,330	Replaces leased equipment.
Trophy Club Park Total		\$ 25,330	

Supplemental Information



FACT SHEET

COMMUNITY



Residents..... 12,000
Square Miles.....4.2
Number of Households.....4,000+
Household Size..... 2.8
Average Home Sales Value.....\$357,500

LOCATION – Northwest DFW Metroplex
From [DFW Airport](#)..... 10 miles
From [Dallas](#).....30 miles
From [Ft. Worth](#).....23 miles

QUALITY OF LIFE

Texas' first premiere planned community developed around the only golf course designed by Ben Hogan with a wide range of home prices from the \$100's to \$1,000,000+. Active lifestyle includes over 1,000 acres of parks, sports complexes, miles of sidewalks and trails, Lake Grapevine access, 877 acre natural park, disc golf course, dog park and more. Four world-class public schools managed by Northwest ISD: two elementary schools, one middle school & one high school.

TOWN AMENITIES

[Community Swimming Pool & Splash Pad](#) 817-491-0500
[Freedom Dog Park](#) 682-831-4603
[Harmony Park](#) 682-831-4603
[Independence Park](#) 682-831-4603
[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
[Church of Jesus Christ of Latter-day Saints](#) 817-637-2839

CLUBS AND ASSOCIATIONS

[Trophy Club Country Club](#) 817-837-1900
[Trophy Club/Roanoke Youth Football & Cheer](#)
[Greater Northwest Soccer Association](#)
[Trophy Club/Roanoke Youth Baseball Association](#)
[Trophy Club Women's Club](#)
[Trophy Club Families](#)
[Boy Scouts / Girl Scouts](#)

WE'RE THIS CLOSE

[Texas Motor Speedway](#) 10 minutes
[American Airlines Center](#) 40 minutes
[Bass Performance Hall](#) 35 minutes
[Casa Manana](#) 30 minutes
[AT&T Stadium \(Dallas Cowboys\)](#) 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 \(Globe Life Park\)](#) 30 minutes
[Six Flags Over Texas](#) 27 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 – Tax Year 2014)

Denton County\$0.2722
MUD No. 1.....\$0.13339
Northwest ISD\$1.4525
PID No. 1 (Emergency Services) (Denton County) \$.07727
Tarrant County\$0.264
Tarrant County College District\$0.1495
Tarrant County Hospital District.....\$0.227897
Town\$0.49

TAXES – COMBINED (Per \$100 Valuation)

MUD No. 1 (Tarrant County)\$2.72
MUD No. 1 (Denton County)\$2.34
PID No. 1 (Emergency Services) (Denton County). \$2.29

STATE SALES TAX – 8.25%

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

PUBLIC IMPROVEMENT DISTRICT (PID) ASSESSMENTS

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

UTILITIES

Water and Sewer [Trophy Club MUD 1](#)
Gas/Electricity www.powertochoose.org
Home Phone/Television/Internet .. [AT&T](#); [Charter Communications](#); [Direct TV](#), [Dish Network](#)

NORTHWEST ISD

[Public Information](#)..... 817-215-0000
[Lakeview Elementary](#) 817-215-0750
[Samuel Beck Elementary](#) 817-215-0450
[Medlin Middle School](#) 817-215-0500
[Byron Nelson High School](#) 817-698-5600

TOWN COUNCIL

Mayor [Nick Sanders](#)

Council Members:

[Greg Lamont](#), Mayor Pro Tem
[Jim Parrow](#)
[Garrett Reed](#)
[Rhylan Rowe](#)
[Tim Kurtz](#)
[Philip Shoffner](#)

DEPARTMENTS

Town Manager
Assistant Town Manager
Police Chief
Fire Chief
Parks & Recreation Director
PIO/Marketing Manager
Community Development
Streets Director
Finance
Municipal Court
Information Systems Director

[Mike Slye](#)
[Stephen Seidel](#)
[Patrick Arata](#)
[Danny Thomas](#)
[Adam Adams](#)
[April Reiling](#)
[Matt Jones](#)
[Ed Helton](#)
[Stephen Seidel](#)
[Andrea Buerger](#)
[Mike Pastor](#)

**Town Council
Regular Meetings**
Scheduled for 2nd
and 4th Tuesday
of each month

- ✓ Get Social on the Town Blog, [TC Exchange](#), [Facebook](#) & [Twitter](#)
- ✓ Sign up for the Town [Emergency Notification System](#)
- ✓ Events, activities and meetings on the [Community Event Calendar](#)

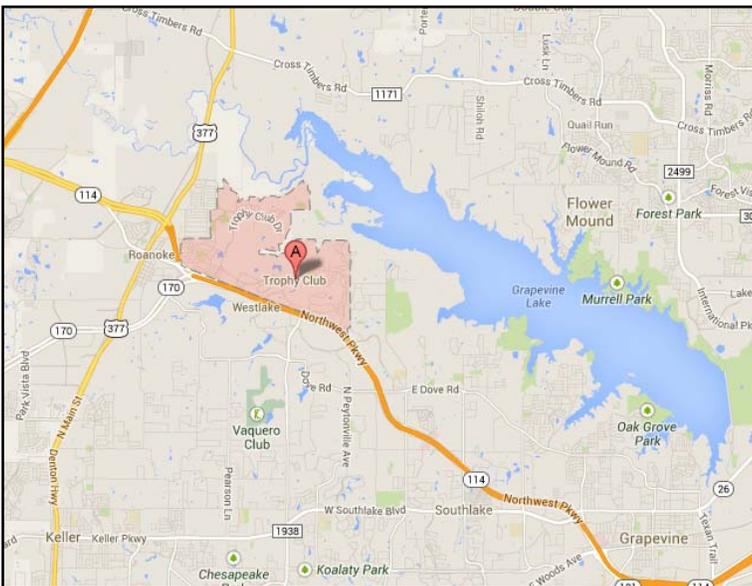
Trophy Club Municipal Offices:

100 Municipal Dr. | Trophy Club, TX 76262 | (P) 682-831-4600 | (F) 817-490-0705 | www.trophyclub.org | info@trophyclub.org

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 six 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 seven (7) members, a Mayor and six (6) 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 (6) 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 great place to call home."

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.

1.02 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.

1.03 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 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 employees 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.

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.

5.12 Payment Corrections

In the event that an error has been detected in the general ledger, an employee shall complete a Journal Entry Correction Form. This form must be authorized by the Department Head and then to submitted to the Finance Department with all appropriate documentation. Furthermore, With all corrections made via a journal entry requires approval by the Finance Director.

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

INVESTMENT POLICY

I. POLICY

It is the policy of the Town of Trophy Club that after allowing for the anticipated cash flow requirements of the Entity 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, seeking to optimize interest earnings while maintaining appropriate oversight of all investments.

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

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 the Town of Trophy Club requirements and Chapter 2256 of the Government Code ("Public Funds Investment Act"), which require each Entity 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 the Entity's funds.

III. SCOPE

This Investment Policy shall govern the investment of all financial assets of the Entity. These funds are accounted for in the Entity's annual audited financials statements and include:

- General Fund;
- Special Revenue Funds;
- Capital Projects Funds;
- GASB-34 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;
- Economic Development 4-A and 4-B funds;
- Trophy Club Park funds;
- Any new fund created by the Entity, unless specifically exempted from this Policy by the Board of Trustees (Board) or by law.

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 Entity by outside agencies under deferred compensation programs.

IV. INVESTMENT OBJECTIVES

The Entity 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 Entity shall maintain a comprehensive cash management program, which includes collection of account receivables, 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:** The Entity will minimize credit risk, the risk of loss due to the failure of the issuer or backer of the investment, by:
 - Limiting investments to the safest types of investments;
 - Pre-qualifying the financial institutions and broker/dealers with which the Entity will do business;
 - Diversifying the investment portfolio so that potential losses on individual issuers will be minimized.

- **Interest Rate Risk:** the Entity will minimize 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:
 - Structuring the investment portfolio so that investments mature to meet cash requirements for ongoing operations, thereby avoiding the need to liquidate investments prior to maturity.
 - Investing 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.
 - Diversifying 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 Entity's investment process shall seek to act responsibly as custodians of the public trust. Investment officers shall avoid any transaction that might impair public confidence in the Entity'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. RESPONSIBILITY AND CONTROL

Delegation of Authority [PFIA 2256.005(f)]

In accordance with the Town of Trophy Club requirements and the Public Funds Investment Act, the Town Council designates the Director of Finance as the Entity's Investment Officer. An Investment Officer is authorized to execute investment transactions on behalf of the Entity. No person may engage in an investment transaction or the management of Entity funds except as provided under the terms of this Investment Policy as approved by the Town Council. The investment authority granted to the investing officer is effective until rescinded by the Town Council.

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

The Entity 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)

In accordance with the Town of Trophy Club requirements and the Public Funds Investment Act, designated Investment Officers shall attend an investment training session no less often than once every two years commencing September 1, 1997 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 Entity may engage in an investment transaction.

Internal Controls (*Best Practice*)

The Director of Finance is responsible for establishing and maintaining an internal control structure designed to ensure that the assets of the entity 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 Director of Finance 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.

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 Entity’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 Entity.

Indemnification (*Best Practice*)

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(i)*]

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 Officers 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 officers shall refrain from undertaking personal investment transactions with the same individual with which business is conducted on behalf of the Entity.

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

VI. SUITABLE AND AUTHORIZED INVESTMENTS

Portfolio Management

The Entity 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 Entity require that the investment be liquidated.

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

Entity 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 Entity funds in any instrument or security not authorized for investment under the Act is prohibited. The Entity 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 bank organized under Texas law, the laws of another state, or federal law, that has its main office or a branch office in Texas, or by a savings and loan association or a savings bank organized under Texas law, the laws of another state, or federal law, that has its main office or a branch office in Texas and that is guaranteed or insured by the Federal Deposit Insurance or its successor or secured by obligations in a manner and amount provided by law for deposits of the Entity.

3. Money Market Mutual funds that are 1) registered and regulated by the Securities and Exchange Commission, 2) have a dollar weighted average stated maturity of 90 days or less, 4) rated AAA by at least one nationally recognized rating service, and 4) seek to maintain a net asset value of \$1.00 per share.
4. 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 Board.

All prudent measures will be taken to liquidate an investment that is downgraded to less than the required minimum rating. (PFIA 2256.021)

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.

VII. 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 Entity's policy to concentrate its investment portfolio in shorter-term securities in order to limit principal risk caused by changes in interest rates.

The Entity attempts to match its investments with anticipated cash flow requirements. The Entity will not directly invest in securities maturing more than two (2) years from the date of purchase; however, the above described obligations, certificates, or agreements may be collateralized using longer dated investments.

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 Entity recognizes that investment risks can result from issuer defaults, market price changes or various technical complications leading to temporary illiquidity. Risk is controlled 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 risks (example: commercial paper);
- 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), or money market funds to ensure that appropriate liquidity is maintained in order to meet ongoing obligations.

The following maximum limits, by instrument, are established for the Entity’s total portfolio:

1. U.S. Treasury Securities	85%
2. Agencies and Instrumentalities	85%
3. Certificates of Deposit	85%
4. Money Market Mutual Funds	50%
5. Authorized Pools	100%

VIII. SELECTION OF BANKS AND DEALERS

Depository

At least every 5 years a Depository shall be selected through the Entity’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 Entity shall, at least annually, review, revise, and adopt a list of qualified broker/dealers and financial institutions authorized to engage in securities transactions with the Entity. 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 Entity’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 Entity’s investment policy and that reasonable procedures and controls have been implemented to preclude investment transactions that are not authorized by the Entity’s policy. [PFIA 2256.005(k-l)]

Competitive Bids (Best Practice)

It is the policy of the Entity 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.

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.

IX. SAFEKEEPING OF SECURITIES AND COLLATERAL

Safekeeping and Custodian Agreements (Best Practice)

The Entity shall contract with a bank or banks for the safekeeping of securities either owned by the Entity as part of its investment portfolio or held as collateral to secure demand or time deposits. Securities owned by the Entity shall be held in the Entity'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 Entity and pledged to the Entity 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 banks 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 Entity.

Collateral Policy (PFCA 2257.023)

Consistent with the requirements of the Public Funds Collateral Act, it is the policy of the Entity to require full collateralization of all Entity 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 Entity may require a higher level of collateralization for certain investment securities. Securities pledged as collateral should be held by an independent third party with which the Entity has a current custodial agreement. The Director of Finance 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 Entity and retained. Collateral shall be reviewed at least quarterly to assure that the market value of the pledged securities is adequate.

Collateral Defined

The Entity 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 Entity by the Federal Home Loan Bank.

Subject to Audit

All collateral shall be subject to inspection and audit by the Director of Finance or the Entity's independent auditors.

X. PERFORMANCE

Performance Standards

The Entity'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 Entity.

Performance Benchmark (*Best Practice*)

It is the policy of the Entity to purchase investments with maturity dates coinciding with cash flow needs. Through this strategy, the Entity 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.

XI. 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 Entity 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 Entity'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.

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

The Entity's investment policy shall be adopted by ordinance/resolution of the Town Council. It is the Entity's intent to comply with state laws and regulations. The Entity's investment policy shall be subject to revisions consistent with changing laws, regulations, and needs of the Entity. The Town Council shall adopt an ordinance/resolution stating that it has reviewed the policy and investment strategies 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.

COIN PAYMENTS

Payment of Fees and Fines tendered in coins will be accepted until 10:00 a.m. each day. Payers must anticipate a delay in crediting of payments while coin payments are triple counted for accuracy. For coin payments tendered in currency less than a quarter (\$0.25), Staff will utilize a maximum of one (1) hour during the business day to complete the triple counting process. Payer must remain on premises while coins are being counted. If counting cannot be completed within that one (1) hour period, the balance of the currency will be returned to the Payer, a receipt will be issued for the partial payment, and the Payer may return the following business day to complete the tender of payment. If payment in full is not received or a payment is not completed until after a delinquency date, Payer will be subject to delinquency fees as well as other fees and penalties authorized by law. A sign advising the public of the Town's Coin Payment Policy shall be posted to provide notice to the public.

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 cannot 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.

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 fund 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 “measureable” 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.

Acronyms

ACLS – Advanced Cardiac Life Support

AED – Automated External Defibrillation

AMLS – Advanced Medical Life Support

BLS – Basic Life Support

CCPD – Crime Control Prevention District

CE – Certification Exam

CERT - Community Emergency Response Teams

CPR - Cardiopulmonary Resuscitation

CO – Certificates of Obligation

COLA – Cost of Living Adjustment

DCSO – Denton County Sheriff's Office

DFW – Dallas and Fort Worth

DWI – Driving While Intoxicated

EDC – Economic Development Corporation

E.g. - *for example* (from the Latin *exempli gratia*)

EMS – Emergency Medical Service

FMLA – Family Medical Leave Act

FNI - Freese and Nichols Inc.

FTE – Full Time Equivalent

FY - Fiscal Year

GAAP - Generally Accepted Accounting Principals

GASB - Governmental Accounting Standers Board

GF - General Fund

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

GO – General Obligation

HRA - Health Reimbursement Account

HSA – Health Savings Account

HR – Human Resources

ICC – International Code Council

I.e. - in *other words* or *that is* (from the Latin *id est*)

I & S – Interest and Sinking

M & O - Maintenance and Operation

MUD – Municipal Utility District

NEC – National Election Codes

NEFDA - Northeast Fire Department Association

NISD – Northwest Independent School District

PEPP – Pre-hospital Emergency Pediatric Provider

PHTLS – Pre-hospital Trauma Life Support

P & I – Principal and Interest

PID – Public Improvement District

PPACA - Patient Protection & Affordable Care Act

PPO - Preferred Provider Organization

P & Z – Planning and Zoning

SGR – Strategic Government Resources Inc.

SOP – Standard Operating Procedure

SRO – School Resources Officer

TC - Trophy Club

TIF – Tax Incremental Finance

TML – Texas Municipal League

TML IEBP – Texas Municipal League Intergovernmental Employee Benefits Pool

ZBA – Zoning Board of Adjustment