



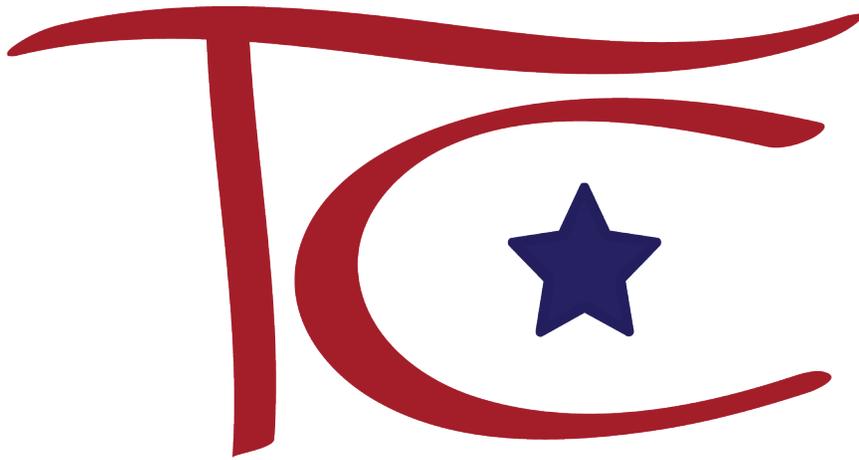
Cover Photo: Joint Town Hall & Police Facility Concept Approved by Voters on November 3, 2015



Town of Trophy Club, TX

Annual Program of Services

2015-2016



TOWN OF
TROPHY CLUB

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COUNCIL VOTE & TAX RATE

This budget will raise more total property taxes than last year’s budget by \$842,694, which is a 12.7% increase from last year’s budget. The property tax revenue to be raised from new property added to the tax roll this year is \$400,165.

The above statement is provided in compliance with Truth in Taxation laws.

Town Council Record Vote

The Town Council voted on September 22, 2015 to adopt a tax rate that exceeded the effective rate, but was lower than the rollback rate. This is the fourth consecutive year that the Town Council has lowered the property tax rate.

Name	Title	For	Against
Nick Sanders	Mayor	✓	
Greg Lamont	Mayor Pro Tem	✓	
Tim Kurtz	Council Member	✓	
Jim Parrow	Council Member	✓	
Garrett Reed	Council Member	✓	
Rhylan Rowe	Council Member	✓	
Philip Shoffner	Council Member	✓	

Municipal Tax Rate

	2014-2015 LAST YEAR	2015-2016 CURRENT YEAR
Maintenance & Operations (M&O)	\$0.380000/\$100	\$0.374000/\$100
Interest & Sinking (I&S)	\$0.110000/\$100	\$0.110000/\$100
Total Property Tax Rate	\$0.490000/\$100	\$0.484000/\$100
Mandated Rate Calculations		
Rollback Tax Rate	\$0.499140/\$100	\$0.496987/\$100
Effective Tax Rate	\$0.468137/\$100	\$0.462128/\$100
Effective Maintenance and Operations Rate	\$0.360315/\$100	\$0.352128/\$100
Interest & Sinking (I&S)	\$0.110000/\$100	\$0.110000/\$100
Tax Supported Debt Service	\$1,573,662	\$1,727,067

PREPARED BY:

**STEPHEN SEIDEL
TOWN MANAGER**

**STEVEN GLICKMAN, CPA
ASSISTANT TOWN MANAGER & CHIEF FINANCIAL OFFICER**

**APRIL REILING
PUBLIC INFORMATION OFFICER & MARKETING MANAGER**

**AMBER KARKAUSKAS
CONTROLLER**

**APRIL EZELL
CHIEF FINANCIAL ANALYST**

**JOHN ZAGURSKI
STRATEGIC SERVICES COORDINATOR**

**ADOPTED
ON
SEPTEMBER 22, 2015**

KEY OFFICIALS

Town Council



Pictured left to right: (seated) Council Member Jim Parrow, Mayor Nick Sanders, Mayor Pro Tem Greg Lamont, (standing) Council Member Garrett Reed, Council Member Rhylan Rowe, Council Member Tim Kurtz, and Council Member Philip Shoffner

Appointed Officials

Town Manager	Stephen Seidel
Town Attorney	Patricia Adams
Town Secretary	Holly Fimbres
Municipal Judge	Honorable Mark Chambers

Management Team

Assistant Town Manager/Chief Financial Officer	Steven Glickman, CPA
Emergency Medical Services & Fire Chief	Danny Thomas
Human Resources Manager	Carmel Fritz
Information Systems Director	Mike Pastor
Infrastructure & Development Services Manager	Pat Cooke
Parks & Recreation Director	Adam Adams
Police Chief	Patrick Arata
Public Information Officer/Marketing Manager	April Reiling



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Town of Trophy Club
Texas**

For the Fiscal Year Beginning

October 1, 2014

A handwritten signature in black ink, appearing to read "Jeffrey R. Egan".

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, 2014.

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.

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 the following three key documents: the Manager's Message, the Proposed Budget, and the Adopted Budget. It is important to understand the timing and purpose of these documents in order to fully understand the process itself.

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, expenditures, and programming for the coming year.

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, Assistant Town Manager/CFO, and Finance Department.

The Adopted Budget

The adopted budget represents a modified version of the proposed budget after public hearings and Town Council review throughout the summer. Any changes deemed necessary by Town Council to programming 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 capital 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 supplemental request. These supplemental requests may be new equipment, personnel, or service level increases.

Revenue Projections

The budgeted revenue projections for fiscal year 2016 began early in the 2015 fiscal year. The projections were calculated by the Finance Department with help from the departments that generate the revenue. 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 revenue analysis continues with departmental budget development and extends until the budget is adopted based upon any new information.

Proposed Budget Analysis/Compilation

The Finance Department reviews and compiles a preliminary draft of departmental budgets to present to the Budget Team, which is comprised of the Town Manager, Assistant Town Manager/CFO, Controller, and Strategic Services Coordinator. During Budget Team discussions, any department director may be asked to answer 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.

Proposed Budget Development

The Town Manager, no later than July 31 each year

(Charter Section 9.02), shall prepare and submit to Town Council the annual budget for the next fiscal year. The Town Manager’s proposed budget should assume, for each fund, operating revenues and reserves 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.

Town Council Budget Workshop Sessions

Budget work sessions are held with Town Council to review and discuss the proposed budget. Discussions and study may follow at subsequent work sessions up to budget adoption.

Capital Improvement Program

The Town Manager shall prepare and submit to Town Council a five (5) year capital improvement program no later than the first day of August each Year. 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).

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 workshop sessions in August and September.

Budget adoption occurs in September after Town Council deliberations and 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.

**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. General Ledger accounts are prepared for the new fiscal year prior to October 1.

Budget maintenance is a year-round activity of divisions/departments and Finance Department 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.

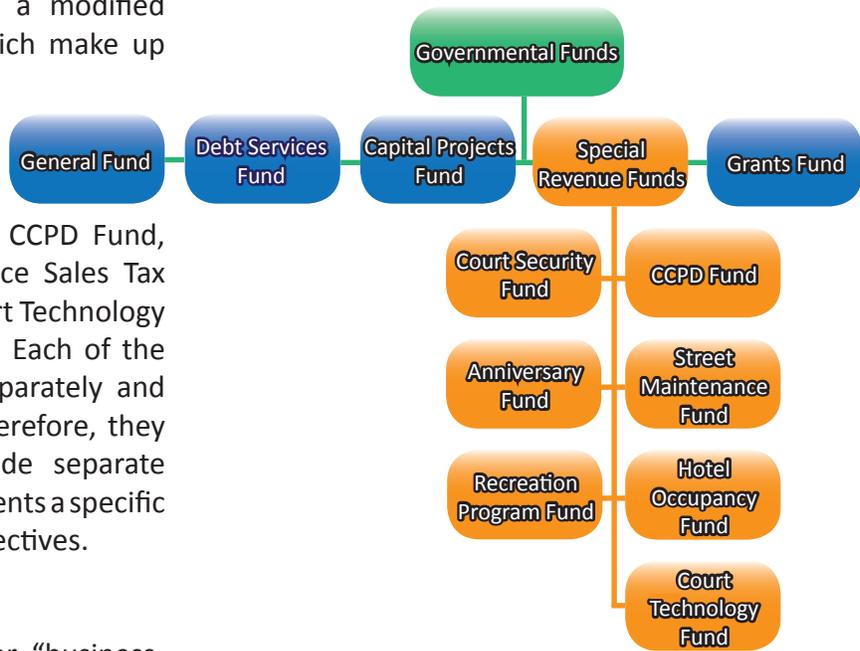
BUDGETED FUNDS

The Town employs two types of funds: Governmental and Proprietary. The Town also has two component-units: the EDC 4B Fund and the TIRZ #1 Fund.

GOVERNMENTAL FUNDS

These 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, Grants Fund, and Special Revenue Funds which include: Court Security Fund, CCPD Fund, Anniversary Fund, Street Maintenance Sales Tax Fund, Hotel Occupancy Tax Fund, Court Technology Fund, and Recreation Program 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.

CHART OF GOVERNMENTAL FUNDS



PROPRIETARY FUNDS

These 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 Storm Drain Utility Fund and the Trophy Club Park Fund. Proprietary Funds are accounted for on the full accrual basis.

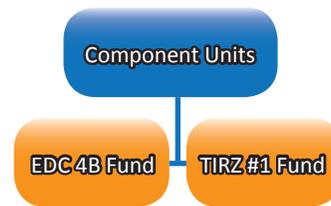
CHART OF PROPRIETARY FUNDS



COMPONENT UNITS

These units are legally separate organizations for which the elected officials of the primary government are financially accountable. The Town of Trophy Club has two discretely presented component-units: the Economic Development Corporation 4B (EDC 4B) and the Tax Increment Reinvestment Zone #1 (TIRZ #1). The Town of Trophy Club’s primary government is financially accountable for the Trophy Club the EDC 4B and the TIRZ #1. The Town presents the financial statements of the EDC 4B and TIRZ #1 discretely. Discrete presentation entails reporting component unit financial data in one or more columns separate from the financial data of the primary government.

CHART OF COMPONENT UNITS



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. The Capital Projects Fund was 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

FUND DESCRIPTIONS

MAJOR FUNDS

A major fund must make up at least 10% of the total expenditures, revenue, assets, or liabilities of that fund type and 5% of the total for all fund types. A government may also report a fund as major if it is of particular importance or interest to users.

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.

Grants Fund

This fund accounts for any receipts and uses of grants the Town may receive throughout the fiscal year.

NON-MAJOR FUNDS

Special Revenue Funds are used to account for the receipt of specific revenue sources that are restricted for expenditures for a specified purpose. Included in the special revenue funds are:

Hotel Occupancy Fund

Funds from hotel occupancy taxes can be used to promote tourism and the hotel industry in Trophy Club.

Street Maintenance Fund

A 0.25% voter approved sales tax for which funds may be used to maintain the Town's existing street system infrastructure.

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 for the Trophy Club Municipal Court through a \$4 fee per violation.

Anniversary Fund

This fund is used to account for donations, sponsorships, and expenditures related to the Town's Anniversary festivities.

Recreation Program Fund

This fund was created to account for the revenues and expenditures associated with recreational programs within the Town of Trophy Club. Expenditures are expected to be matched with program revenues.

PROPRIETARY FUNDS

Trophy Club Park Fund

Funded by user fees, this fund accounts for revenue and expenses 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 expenses associated with construction and maintenance of the Town's storm drainage system.

COMPONENT UNITS

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.

TIRZ #1 Fund

This fund was created to aid development of the Trophy Wood District through the contribution of 60% of the Town's real property increment, and 25% of the Town's \$0.01 general fund sales tax generated within the zone. Tarrant county also contributes 60% of the county's real property increment.

BASIS OF BUDGETING AND ACCOUNTING

The budgetary and accounting policies of the Town, to include all documents prepared, conform to generally accepted accounting principles (GAAP).

The General, Debt Service, Capital Projects, and Special Revenue Funds, except for discretely 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, and discretely presented component units, which include the EDC 4B Fund and the TIRZ #1 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.

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 scope of 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.

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).

BUDGET DEVELOPMENT

Submission

The Town Manager shall submit to the Council a proposed budget, accompanying message, and 5-year Capital Improvement Program before the first day of August 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).

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.

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 State law.

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.

BUDGET ADMINISTRATION

Budget Amendment

The Council, by ordinance, may make supplemental appropriations for the year. To address a public emergency affecting life, health, property, or 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.

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.

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 available to the public for inspection upon request.

Balance 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.

Funding of Current Expenditures with Current Resources

The budget will assure that current expenditures are funded with current resources. Current operating expenditures will not be capitalized or funded through the use of long-term debt.

REVENUE POLICIES

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.

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. Each existing and potential revenue source will be examined annually.

Fund Balance Policy

The Town implemented a fund balance policy, in conformity with GASB 54, to establish a key element of the financial stability 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. The Town currently has an estimated FY15 ending fund balance of \$3,662,226 or 46% of General Fund expenditures. The FY16 budget estimates an ending fund balance of \$3,745,717 or 43% of General Fund expenditures. The Town goal is to maintain an unassigned fund balance of at least 30% of General Fund expenditures, which would equal \$2,408,136 in FY15 and \$2,596,893 in FY16. Town policy requires a minimum unassigned fund balance of 15% of General Fund expenditures, which would equal \$1,204,068 in FY15 and \$1,298,447 in FY16.

BUDGET CALENDAR
Fiscal Year 2016

January 23-24	Friday & Saturday	• Town Council and Management Retreat/Strategic Planning
April 10	Friday	• Denton Central Appraisal District begins sending out weekly preliminary appraisal totals
April 27	Monday	• Tarrant Appraisal District submits 1st preliminary appraisal totals
April 28	Tuesday	• Workshop with Council over FY16 tax rate and revenue diversification
May 12	Tuesday	• Mid-year review presentation to Council
May 18 - 29		• Departmental budget meetings
May 26	Tuesday	• Workshop with Council to discuss FY16 compensation
June 9	Tuesday	• Workshop with Council to discuss General Fund revenues
July 14	Tuesday	• Workshop with Council to discuss General Fund expenditures & supplemental items • Receive CCPD Budget
July 24	Friday	• Certified Appraisal Roll due from Denton & Tarrant Appraisal Districts
July 28	Tuesday	• Workshop with Council to discuss all other funds
July 31	Friday	• Hand deliver hard copy Proposed Budget to Council members • Publish Notice of Public Hearing on CCPD Budget
August 3	Monday	• Denton County Tax Assessor/Collector provides Effective and Rollback Tax Rates
August 11	Tuesday	• Workshop with Council on the Proposed Budget • Public Hearing on CCPD Budget • Submit Effective & Rollback Rate calculations to Council • Vote to propose tax rate (if over effective rate) • Set Public Hearings for August 25th and September 8th (if applicable)
August 14	Friday	• Publish Notice of Public Hearing on the Budget • Publish Notice of Public Hearing Proposed Tax Rate (if applicable) • Publish Notice of Public Hearing on PID Service Assessment
August 25	Tuesday	• Workshop with Council on the Proposed Budget • First Public Hearing on Tax Rate (if applicable) • CCPD Budget Adoption
September 8	Tuesday	• Second Public Hearing on Tax Rate (if applicable) • Public Hearing on Budget • Resolution accepting proposed SAP & set Public Hearing date • Joint meeting with the CCPD (if applicable)
September 22	Tuesday	• 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	Thursday	• Fiscal Year 2015-2016 begins

TOWN OF TROPHY CLUB

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 Fiscal Year 2016 Budget for the fiscal year beginning October 1, 2015 and ending September 30, 2016 is presented along with an attached five-year Capital Improvement Program.

In financial terms, the adopted FY16 Budget presents 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
- Valuing our employees

The FY16 Budget 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 FY16 Budget highlights include:

Personnel

- New Police Officer
- Sergeant promotion for an existing Police Officer
- New Firefighter/Paramedic (50% funded by Trophy Club MUD #1)
- \$135,000 for merit increases & Police salary true-up
- Intern/part-time Network Specialist

Equipment Replacement & Capital

- Bleacher replacement program for Harmony Park
- Replacement grandstand lawnmower for Parks
- Water slide run and barrier reconfiguration at pool
- Spray pad feature replacement at pool
- Small pool resurface

- Small pool filter replacement
- Various IT related purchases and upgrades
- Stryker Power Cot for EMS (replaces manual cot)
- Replacement Police Vehicle
- Toddler playground at Harmony Park
- Shade structure for toddler playground at Harmony Park
- Furniture, Fixtures, and Equipment funded by the CCPD for the Police in the new facility

Capital Improvement Program

- Capital Improvement Projects totaling \$9,050,531 including a proposed joint Town Hall and Police Facility

FY16 BUDGET DEVELOPMENT CONSIDERATIONS

The adopted budget includes total revenues of \$12,410,329 and expenditures of \$20,844,215. Expenditures exceed revenues by \$8,433,886 due to \$8,993,531 of improvements in the Capital Projects Fund and Storm Drainage Fund (for which debt was issued in prior periods or is anticipated to be issued in the budget year). Excluding the capital improvements, the overall budget contains a surplus (revenues over expenditures) of \$559,645. The fund balance of the General Fund is anticipated to increase \$83,491 despite a transfer of \$385,000 to fund capital projects. This section discusses, by fund, the major issues addressed in the FY16 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 0.484/\$100 was adopted, a decrease from the previous year’s tax rate of 0.49/\$100. Property tax revenue in FY16 is expected to increase by \$581,246 over the FY15 estimate. Of this amount, \$309,218 can be attributed to over \$82M in new properties added to the tax roll in FY16. Strong growth is expected over the next fiscal year, and is a major consideration when projecting future property tax revenues.

◊ **Property Tax Rate** - The FY16 Budget is based on a property tax rate of \$0.484 per \$100 assessed valuation, a \$0.006 decrease from FY15. A Council and staff goal was to propose a tax rate below the FY15 tax rate. The adopted tax rate includes \$0.11 to service debt and \$0.374 to fund maintenance and operations.

◊ **Property Tax Base** - The Certified 2015 Appraisal Rolls show an increase of 13.1% over the 2014 certified values. The majority of the increase, 6.7%, is attributed to new properties added to the tax roll this year, while existing properties increased by 6.4%. The average appraised home value is \$352,731. FY16 projects 100 homes to be built which will continue to increase the total assessed value of Trophy Club, and thus 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 plus new development. Franchise Fees are projected to increase 13.40% in FY16 over the FY15 estimate, and should continue to increase as the Town approaches build out. On September 8, 2015, the Town Council took action to increase the solid waste Franchise Fees from 6% to 12% and on September 22, 2015 they took action to increase the gas franchise from 4% to 5%. This was done to diversify the Town’s revenue stream. It also allowed the Council to reduce property taxes by \$0.006/\$100 and save the average residential taxpayer approximately \$7 per year.

- ◊ **Sales Tax** – Sales tax receipts are the third largest revenue source in the General Fund. The FY16 budget projects a 4.53% growth in receipts over the FY15 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 has a potential for major commercial development along the corridor of Highway 114 that could help diversify the Town’s revenue sources in future years. Two destination restaurants, Meat U Anywhere and Bread Winners & Quarter Bar are anticipated to be operational beginning sometime in FY16, with more expected in FY17. Additionally, the Economic Development Corporation 4B (EDC 4B) purchased over seven acres of land in the Trophy Wood District in early FY16 to control the future development of the area with hopes of enticing future commercial development to increase sales tax in the future.

- ◊ **Licenses and Permits** – Licenses and Permits are the fourth largest revenue source for the General Fund. This revenue source grouping contains building permits and miscellaneous permits. This revenue source is expected to decrease 22.82% from the FY15 estimate due to the Town approaching substantial build-out. The heavy reduction in revenue derived from licensing and permits is considered when looking to the future. Increased property valuation from new properties on future tax rolls will make up for the substantial loss of this revenue source along with increased collections of sales taxes and Franchise Fees.

- ◊ **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 19.76% compared to the FY15 estimate, due to new developments approaching 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 – The Town evaluates all current and future spending and revenue projections in the context of the Town’s Five-Year Forecast. The Five-Year Forecast provides a responsible estimate of the Town’s future financial position based on past and future trend analysis, expectations, and the regional economy.

Municipal Utility District Services Contract – A significant change to previous years is the relationship between the Town and Utility District. The Town is in the process of negotiating a new contract with the MUD. In that contract no exchange of money is proposed, only an exchange of services which are rendered to the other entity.

Personnel – As municipal governments are primarily service-oriented they are extremely reliant on their employees. The Town of Trophy Club is no different, for a department to add positions, a 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 FY16 Budget includes a point/performance based merit distribution of up to 2% per employee/evaluation on October 1st and April 1st, an annual stipend of \$750 per employee, and Police Salary True-Up with base pay increases of up to 4% increase or adjustment to range minimum on October 1st (would not be eligible for additional 2% on October 1st). 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 FY16 continues with the Texas Municipal League Intergovernmental Employee Benefits Pool (TML IEBP). The Town offers three plans: a PPO, an HRA, and an HSA; rates for the plans increased 3%, 15%, and 3%, 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 FY16 budget includes the following personnel changes:
 - ◊ New Police Officer
 - ◊ Sergeant promotion for an existing Police Officer
 - ◊ New Firefighter/Paramedic (50% funded by Trophy Club MUD #1)
 - ◊ Intern/Part-Time Network Specialist
 - ◊ Crossing guard Full Time Equivalents (FTE's) changed from 3.60 FTE's to 3.15 FTE's based on updated work schedules

Services and Supplies – One area where fiscal responsibility can be applied most effectively is in the services and supplies the Town purchases. The services and supplies budget increased 12.97% from the FY15 estimate with 2.89% of that increase coming from supplemental items. 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 FY16 include the following items:

Police

- Replacement Police Patrol Vehicle

Parks

- Replacement grandstand lawnmower
- Bleacher replacement program for Harmony Park

Recreation

- Slide run and barrier reconfiguration for pool
- Spray pad feature replacement for pool
- Small pool resurface
- Small pool filter replacement

Information Technology

- Various IT related purchases and upgrades

Emergency Medical Service

- Stryker Power Cot for EMS (replaces manual cot)

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 43% 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.

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 proceeds, 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 Facility. Additionally, in FY14 a \$600,000 Tax Note was issued 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 FY16:

- Street and drainage improvements to Pin Oak Court
- Street improvements to Timberline Court
- Street and drainage improvements to Pebble Beach Drive
- Construction of a new joint Town Hall and Police Station
- Broadway Creek improvements and amenity lake slopes
- Cypress Court drainage inlets
- Construction of practice soccer fields at Lakeview Elementary
- Street and drainage improvements to Trophy Club Dr. (roundabout to Meadow Creek)
- Park Monument Signs
- Harmony Park toddler playground and shade structure

OTHER FUNDS

Debt Service Fund – In FY14 the Town issued a \$2.5M CO for the purchase of land for a joint Town Hall and Police Station. Also in FY14, a \$600,000 Tax Note was issued 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. In FY 2015 the Town refunded the 2007 GO bonds and realized \$218,000 in interest savings. The adopted I&S tax rate for FY16 is \$0.11 per \$100 of valuation, which is the same I&S tax rate adopted in FY 2015. The budget includes total debt issuances of \$9.75M in FY16 to fund a joint Town Hall and Police Facility and street and drainage improvements.

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 new 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 had an interlocal agreement with the Town to pay \$54,964 every year through FY28 to the General Fund. However, those payments were eliminated by Council beginning

in FY16 due to the EDC 4B issuing \$2.65M in debt to finance the purchase two parcels of land for the purpose of economic development that is expected to generate sales tax to further diversify the Town's revenue.

Crime Control and Prevention District (CCPD) - The CCPD 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 FY16 CCPD budget contains \$6,400 for uniforms, \$51,000 for small equipment such as Tasers, duty weapons, protective clothing, rapid response equipment, etc., and \$125,000 to purchase furniture, fixtures, and equipment for the new Police building. Starting in FY17 the CCPD will begin to service \$2,000,000 of debt issued for the joint Town Hall and Police Facility.

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. As of FY10, the Street Maintenance sales tax receipts and expenditures were reported as a separate fund. The FY16 budget projects a 4.51% growth in receipts along with \$100,000 in street maintenance projects and \$24,940 in vehicle maintenance, signs and markings, fuel and small tools. This fund also finances the personnel cost of 70% of a streets employee.

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 a \$1.7 million Certificate 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.

The FY16 Budget for the Storm Drainage Utility Fund includes funding for 25% of the personnel cost of the Infrastructure and Development Services Manager, mosquito abatement, debt service related to the 2007 GO, 2013 CO, and 2015 GO Refunding, and drainage capital projects totaling \$242,627.

FUTURE CHALLENGES AND OPPORTUNITIES

With regards to the long and short term, the most significant challenge Trophy Club faces is heavy reliance on property tax revenue. In FY 2015, 60% of the General Fund revenue for the Town was property tax revenue; by FY 2020 it is projected to be up to 69%. The Town endeavors to maintain a mix of revenue where property tax does not exceed 65% of total revenue generated in the General Fund. The Town is only a few years away from build out, which has already decreased permitting revenue and has pushed the Town into an even deeper reliance on property tax revenue.

The administration has focused on a multi-faceted solution to address the revenue issue. In September 2015, the Council increased Franchise Fees associated with solid waste and natural gas while decreasing the property tax rate. On the Economic Development front, the Town staff has been working with Council and the EDC4B board to recruit and develop new opportunities for destination restaurants that will increase the Town's sales tax revenues. The first steps were taken by creating a Tax Increment Reinvestment Zone #1 (TIRZ#1) in the Trophy Wood District in FY13. Next, the Town entered into a public-private partnership with Old Town Development, to bring about high-end, destination eateries within TIRZ#1. The first of these restaurants to sign a lease is Bread Winners & Quarter Bar. The eatery/bar will feature classical architectural touches, a courtyard feel, a rooftop space and old-world charm. The restaurant will not only be a strong addition to the region but a great place for our residents to eat, drink, and mingle. In the coming months the Town will be announcing the other slated restaurants and plans for the area.

Additionally, acclaimed BBQ restaurant Meat U Anywhere has purchased land on the corner of Trophy Club Drive and State Highway 114 to begin construction of a new restaurant. This is a regionally and state recognized, award-winning BBQ destination that will be a great place to eat for Trophy Club residents and will draw in diners from around the Metroplex and beyond.

Another great opportunity is the growth in the number of hotels established. The Town already has Hampton Inn & Suites and Value Place Extended Stay Hotel, and two more hotels, Homewood Suites and a Holiday Inn will be completed in FY16. All of the hotels are located in the Trophy Wood District and will help create a unique destination for overnight travelers or those just wanting to visit Trophy Club for a sumptuous dining experience.

SUMMARY & CONCLUSION

The Town of Trophy Club is poised to have a strong and exciting upcoming fiscal year. This year's FY16 budget represents a collective effort by the Town Council and the Town Staff to meet challenges facing our community. 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, strong public safety, and an excellent 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,



Stephen Seidel
Town Manager

Strategic Planning



FY15-16
Budget



Photo Credit: Stephen Zieverink

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 community's 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 worked together through strategic questions related to Trophy Club's history, governance, and future. Four meetings were held over a period of four months between 2012-2013. 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 Council developed a strategy map that presented the Town's responsibilities and principles that will enable achievement of their long term vision for Trophy Club. Each department has listed a set of performance measures that assist them in achieving the Town's responsibilities and principles within the strategy map. All three of these processes drive the Town of Trophy Club's service delivery and aid in long and short-term financial planning.



Strategy Map

MISSION

To maintain Trophy Club's standing as a Premier Residential Community and a "Great Place to Call Home" by protecting and promoting the interests of its Residents, Businesses, and Property Owners.

RESPONSIBILITIES

To support our Mission, we are tasked with the following areas of primary Responsibility:

- Exceeding high standards for public safety and low crime rates.
- Maintaining and improving street and storm drainage infrastructure.
- Fostering a business-friendly environment.
- Collaborating with Trophy Club MUD #1 and other governmental entities.
- Maintaining Town assets, services, and codes of ordinance that preserve the natural beauty of Trophy Club.
- Improving the aesthetic and recreational value of the Town.

PRINCIPLES

We pledge to carry out our Responsibilities operating under the following Principles:

- Operating a limited government with maximum transparency.
- Exercising fiscal discipline and taking a business-like approach to Town operations and budget prioritization.
- Remaining accountable and responsive to residents, businesses, and property owners, with emphasis on proactive communication and problem solving.
- Taking deliberate, targeted action resulting from thoughtful analysis, weighing costs and benefits in all situations.
- Conducting ourselves as leaders, following the highest ethical standards, with humility before residents.

GENERAL FUND FIVE-YEAR FORECAST

	FY 15 Estimate	FY 16 Adopted	FY 17 Planning	FY 18 Planning	FY 19 Planning	FY 20 Planning
Beginning Fund Balance	\$ 3,045,021	\$ 3,662,226	\$ 3,745,717	\$ 3,315,847	\$ 3,544,633	\$ 3,572,096
Revenue:						
Property Tax	5,220,298	5,801,544	6,132,903	6,306,686	6,402,741	6,517,666
Franchise Fees	835,341	947,257	951,693	952,372	967,668	983,430
Sales Tax	720,501	753,125	882,131	905,191	929,015	953,644
Licenses and Permits	723,794	558,606	281,326	247,560	199,482	189,520
Fines and Fees	523,856	420,359	426,793	433,626	439,458	446,589
Intergovernmental	126,134	-	-	-	-	-
Charges for Service	310,278	274,909	279,096	283,996	289,011	294,144
Interest Revenue	7,000	18,000	22,000	26,000	30,000	35,000
Grant Revenue	77,018	-	-	-	-	-
Miscellaneous	89,105	240,000	85,050	86,823	88,618	90,438
Total Revenue	8,633,325	9,013,800	9,060,992	9,242,254	9,345,993	9,510,431
Expenditures:						
Personnel	5,923,406	6,245,821	6,517,342	6,762,600	7,016,972	7,281,022
Services/Supplies	1,892,203	2,137,625	2,142,396	2,193,218	2,137,145	2,189,052
Capital	211,511	272,863	442,125	168,650	275,413	187,337
Total Expenditures	8,027,120	8,656,309	9,101,863	9,124,467	9,429,530	9,657,411
Other Sources (Uses):						
Transfers In	11,000	111,000	111,000	111,000	111,000	111,000
Transfers Out	-	(385,000)	(500,000)	-	-	-
Total Other Sources (Uses)	11,000	(274,000)	(389,000)	111,000	111,000	111,000
Net Increase (Decrease)	617,205	83,491	(429,871)	228,787	27,463	(35,980)
Ending Fund Balance	\$ 3,662,226	\$ 3,745,717	\$ 3,315,847	\$ 3,544,633	\$ 3,572,096	\$ 3,536,116
Fund Balance as % of Expenditures	45.62%	43.27%	36.43%	38.85%	37.88%	36.62%

FISCAL YEAR 2016 STRATEGIC PLAN (With Links to Council Responsibilities & Principles)

Planning Point	Long-Term Plan	Related Council Responsibilities & Principles
Personnel	The Town endeavors to provide competitive total compensation packages and an outstanding work environment. As the Town has approached substantial build-out, adding new personnel is only considered if a demonstrated need first exists and funding must also be secured. In FY16 a new police officer is budgeted along with the promotion of an existing officer to Sergeant which ensures adequate supervision per shift. A Firefighter/Paramedic is also budgeted (50% funded by the MUD) to ensure five firefighters per shift. A part-time network specialist is also budgeted to assist the Information Services department due to the ever increasing reliance on technology.	<ul style="list-style-type: none"> • Exercising fiscal discipline and taking a business-like approach to Town operations and budget prioritization. • Taking deliberate, targeted action resulting from thoughtful analysis, weighing costs and benefits in all situations.
Services & Supplies	As the Town is near build-out, emphasis on long-term financial sustainability requires close scrutiny on expenditures for services and supplies. Each year will be evaluated to provide an adequate level of funding with an overall goal for increases not to exceed inflation.	<ul style="list-style-type: none"> • Exercising fiscal discipline and taking a business-like approach to Town operations and budget prioritization.
Equipment Replacement	Equipment replacement is currently funded through operations. Each year an amount equal to each department's depreciation is set aside to fund future replacements. The Town maintains a Fleet Replacement Policy in which a point system is used to determine priority for replacement based on age, miles, hours, repair costs, etc. The FY16 budgeted equipment replacement includes \$215,863 for police patrol vehicle replacement, mower replacement, bleacher replacement, various pool replacements, and various IT replacements.	<ul style="list-style-type: none"> • Maintain Town assets, services, and code of ordinances that preserve the natural beauty of Trophy Club.
Capital Projects	The Town uses three criteria as a basis to repair, replace, or improve infrastructure: 1) State and Federal mandates, 2) health and safety of citizens, and 3) to improve the Town. Priorities likely to be addressed are the joint Town Hall and Police Facility, street reconstruction, and drainage improvements. Voters approved a \$5.4M GO bond for a joint Town Hall and Police Facility in November 2015. In addition, the Town anticipated issuing a \$4.35M CO for street improvements (\$2.35M) and the CCPD contribution towards the Police Facility (\$2M). Additionally, funding remains from the 2014 Tax Note for street improvements, the 2014 CO (which has been reallocated from land acquisition for a joint Town Hall and Police Facility to construction of the facility), and the 2013 CO for drainage improvements.	<ul style="list-style-type: none"> • Taking deliberate, targeted action resulting from thoughtful analysis, weighing costs and benefits in all situations.
Economic Development	Economic development is a priority for the Town and it is important in providing a diversified revenue base. While the Town is actively focused on the remaining land for economic development, undeveloped land is limited. The EDC 4B has purchased 7.5 acres of land in the Trophy Wood District for the purpose of economic development. Additionally, PD30, a 26 acre tract of land off Highway 114 and Trophy Club Drive, is anticipated to be developed over the next couple of years.	<ul style="list-style-type: none"> • Fostering a business-friendly environment.
Fund Balance	The Town's goal is to maintain an undesignated fund balance of 30% of annual expenditures in the General Fund. An unassigned fund balance of less than 15% is a cause for concern unless the action was deliberate. The Town currently maintains a higher-than-normal unassigned fund balance, projected at 40.3% for fiscal year end 2015. With the addition of 1.55 Full-time Equivalents (in the General Fund), in FY16 (over the FY15 estimate), the estimated unassigned fund balance is anticipated to decrease to 35.7% by the end of the Five Year Forecast in FY20.	<ul style="list-style-type: none"> • Exercising fiscal discipline and taking a business-like approach to Town operations and budget prioritization.
Debt Issuance	In November 2015, voters approved funding for a joint Town Hall and Police Facility. The \$5.4M GO Bond will be combined with \$2 million from the CCPD, \$1.15M in savings from the 2014 CO and operating funds to complete the project. With the Town nearing build out, all other future debt issues will be primarily used to maintain and replace existing infrastructure rather than to support new growth. Issues will be considered in conjunction with expiring debt to minimize the effect on the tax rate. The budgeted FY16 I&S percentage of the tax rate is 23%.	<ul style="list-style-type: none"> • Exercising fiscal discipline and taking a business-like approach to Town operations and budget prioritization.

TROPHY CLUB VISION 2030

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 highway 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

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 Tax Increment Financing District (TIF) 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

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

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

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



FY15-16
Budget

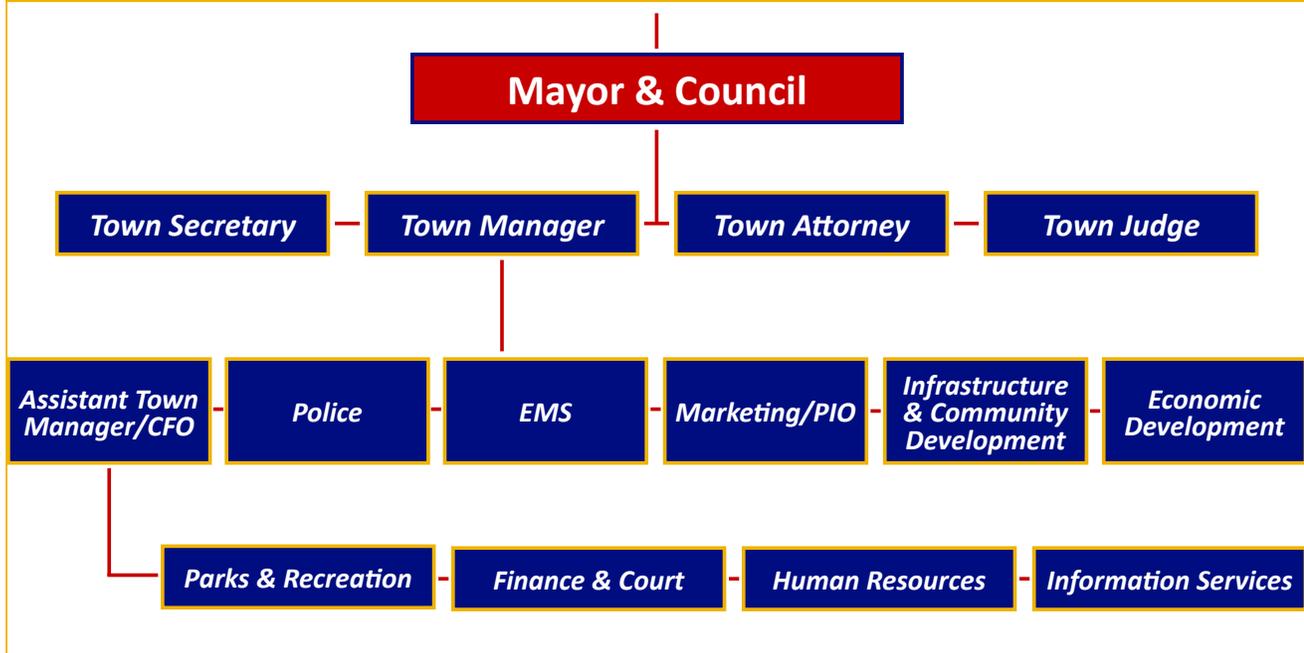
Organization





Organizational Chart

TROPHY CLUB CITIZENS



Full-Time Equivalent (FTE) Summary

	2011-12 ACTUAL	2012-13 ACTUAL	2013-14 ACTUAL	2014-15 ESTIMATE	2015-16 CHANGES	2015-16 ADOPTED
GENERAL FUND						
Administrative Services						
Manager's Office	4.80	4.00	6.00	5.00	-	5.00
Human Resources	2.00	1.00	1.00	1.00	-	1.00
Information Services	2.00	2.00	2.00	2.00	0.50	2.50
Legal	1.00	1.00	1.00	1.00	-	1.00
Public Safety Services						
Police	16.50	20.80	23.60	24.60	0.55	25.15
Emergency Medical Services	6.60	6.80	7.80	7.80	0.50	8.30
Streets	4.00	3.80	3.80	2.30	0.50	2.80
Parks	11.50	9.50	10.30	10.50	2.50	13.00
Medians	-	3.00	3.00	3.00	-3.00	-
Recreation*	2.10	2.10	2.10	2.10	-	2.10
Planning and Zoning	1.00	1.00	2.00	-	-	-
Community Development	3.50	5.00	5.00	5.75	-	5.75
Financial Services						
Finance	3.00	3.00	3.00	3.00	-	3.00
Municipal Court	1.00	1.00	1.00	1.00	-	1.00
Facilities Management	N/A	N/A	N/A	N/A	N/A	N/A
TOTAL GENERAL FUND	58.00	64.00	71.60	69.05	1.55	70.6
TROPHY CLUB PARK FUND	2.70	1.40	1.48	1.48	-	1.48
STREET MAINTENANCE SALES TAX FUND	0.60	0.70	0.70	0.70	-	0.7
STORM DRAINAGE UTILITY FUND	0.30	0.50	0.50	0.50	-0.25	0.25
TOTAL FULL TIME EQUIVALENTS (FTEs)	61.60	66.60	74.28	71.73	1.3	73.03

*Does Not Include Seasonal FTEs for FY 16

Summary of Changes

- Intern/part-time Network Specialist for Information Services
- Police Offer
- Decreased the number of crossing guards by 0.45 FTEs due to updated work schedules
- Firefighter/Paramedic split with the Trophy Club MUD #1
- Streets Supervisor is now 100% funded by the General Fund (previously split with Storm Drainage)
- Medians was consolidated with Parks, and a full-time position was made into a part-time position
- The Infrastructure & Development Services Manager is now split 75%/25% between the General Fund and the Storm Drainage Utility Fund

Tax Rate



TAX RATE CALCULATION

Line Ref	Truth in Taxation Formula	Actual 2013-2014	Actual 2014-2015	Adopted 2015-2016
1	= Start PY Taxable Value	1,039,062,412	1,201,386,205	1,388,705,005
2	- Tax Ceilings	122,090,903	140,275,971	162,994,030
3	+ PY ARB Value Loses	2,503,991	1,300,000	1,252,510
4	- PY First Year Exemption Loss	2,256,960	4,795,820	3,764,365
5	= PY Adjusted Taxable Roll	917,218,540	1,057,614,414	1,223,199,120
6	* PY Total Tax Rate	0.518543	0.499300	0.490000
7	= PY Adjusted Tax Levy	4,756,172	5,280,668	5,993,675
8	+ PY Taxes Refunded	5,681	921	746
9	- PY Taxes in Tax Increment Financing (TIF)	-	-	3,630
10	= PY Adjusted Tax Levy with Refunds and TIF	4,761,853	5,281,589	5,990,791
11	Start CY July Certified Tax Roll	1,184,966,294	1,368,841,034	1,566,947,193
12	+ CY Property Under Protest	10,684,465	12,254,509	11,252,095
13	- Tax Ceilings	139,405,687	161,468,798	197,738,589
14	- CY Annexed Property	14,953,453	-	1,434,611
15	- CY New Improvements	107,411,760	91,412,858	82,678,727
16	= CY Adjusted Tax Roll	933,879,859	1,128,213,887	1,296,347,361
17	CY Effective Tax Rate (Line 10/Line 16 * 100)	0.509899	0.468137	0.462128
18	Start PY Adjusted Taxable Roll (Line 5)	917,218,540	1,057,614,414	1,223,199,120
19	* PY M&O Rate	0.403543	0.384300	0.380000
20	= PY M&O Levy	3,701,371	4,064,412	4,648,157
21	+ Taxes Refunded for Years Preceding Tax Year	4,496	717	576
22	- Taxes in Tax Increment Financing (TIF)	-	-	3,630
23	= PY M&O Levy (including taxes refunded)	3,705,867	4,065,129	4,645,103
24	/ CY Adjusted Tax Roll (Line 16)	933,879,859	1,128,213,887	1,296,347,361
25	= CY Effective M&O Rate	0.396824	0.360315	0.358322
26	* CY M&O Rollback Factor	108%	108%	108%
27	= CY M&O Rollback Rate	0.428569	0.389140	0.386987
28	CY Debt Service Needed	1,214,682	1,341,601	1,518,517
29	/ Anticipated Collection Rate	100%	100%	100%
30	= Adjusted Debt Service	1,214,682	1,341,601	1,518,517
31	/ CY Taxable Value (Line 11 + Line 12 - Line 13)	1,056,245,072	1,219,626,745	1,380,460,699
32	= CY Debt Service Tax Rate	0.115000	0.110000	0.110000
33	= CY Rollback Rate (Line 27 + Line 32)	0.543569	0.499140	0.496987

TAXABLE VALUES, TAX RATES, AND TAX RATIOS

	Actual 2013-2014	Actual 2014-2015	Adopted 2015-2016
NET TAXABLE VALUES	\$ 1,056,245,072	\$ 1,219,626,745	\$ 1,380,460,699
% Change in Taxable Value	15.08%	15.47%	13.19%
Tax Ceilings	139,405,687	161,468,798	197,738,589
New Construction	107,411,760	91,412,858	82,678,727
TRUTH-IN-TAXATION			
Effective Tax Rate	\$ 0.509899	\$ 0.468137	\$ 0.462128
<u>Rollback Rate Calculation</u>			
Effective M&O	0.396824	0.360315	0.358322
Effective M&O x 1.08	0.428569	0.389140	0.386987
Debt Service Rate	<u>0.115000</u>	<u>0.110000</u>	<u>0.110000</u>
Rollback Rate	0.543569	0.499140	0.496987
TAX RATE			
General Fund (M&O)	0.384300	0.380000	0.374000
Debt Service (I&S)	<u>0.115000</u>	<u>0.110000</u>	<u>0.110000</u>
TOTAL	0.499300	0.490000	0.484000
TAX LEVY			
General Fund (M&O)	\$ 4,517,575	\$ 5,138,466	\$ 5,776,544
Debt Service (I&S)	1,351,864	1,490,172	1,697,277
TIRZ #1	-	6,062	3,573
TOTAL	5,869,439	6,634,700	7,477,394
A.V. TAX - 1 PENNY (NET)	\$ 105,625	\$ 121,963	\$ 138,046
TAX RATE RATIO			
General Fund (M&O)	76.97%	77.45%	77.25%
Debt Service (I&S)	23.03%	22.46%	22.70%
TIRZ #1	0.00%	0.09%	0.05%
TOTAL	100.00%	100.00%	100.00%

Items to Note:

The Effective Rate (\$0.462128) - This rate enables the public to evaluate the relationship between taxes for the preceding year and current taxes. This rate would produce the same tax dollars if applied to the same properties in both years.

The Rollback Rate (\$0.496987) - This rate, in essence, provides a ceiling (8% above the Effective Rate) in which any tax adopted above this rate would be subject to a Rollback Election if initiated by the public. A successful election would rollback the tax rate to the Rollback Rate.

Budget In Brief



Photo Credit: Mayor Pro Tem Greg Lamont

BUDGET IN BRIEF

The Town of Trophy Club continues to be “a great place to call home.” The financial outlook of the Town is strong considering the following: continued growth of property values; two new high-end restaurants: Meat U Anywhere and Bread Winners & Quarter Bar set to begin construction; and the completion of two new hotels: Holiday Inn and Homewood Suites. These new additions will continue to grow the property, sales, and hotel occupancy tax base. This growth will diversify the Town’s revenue base, which insulates the community for revenue shortfalls during times of economic recession. This year’s budget reflects the Town Council and Town Staff’s efforts to meet potential challenges in the upcoming year.

The Town of Trophy Club is approaching 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 service demand. The budget is developed around the responsibilities and principles set forth by the Town Council in the Strategy Map presented below:



Strategy Map

MISSION

To maintain Trophy Club’s standing as a Premier Residential Community and a “Great Place to Call Home” by protecting and promoting the interests of its Residents, Businesses, and Property Owners.

RESPONSIBILITIES

To support our Mission, we are tasked with the following areas of primary Responsibility:

- Exceeding high standards for public safety and low crime rates.
- Maintaining and improving street and storm drainage infrastructure.
- Fostering a business-friendly environment.
- Collaborating with Trophy Club MUD #1 and other governmental entities.
- Maintaining Town assets, services, and codes of ordinance that preserve the natural beauty of Trophy Club.
- Improving the aesthetic and recreational value of the Town.

PRINCIPLES

We pledge to carry out our Responsibilities operating under the following Principles:

- Operating a limited government with maximum transparency.
- Exercising fiscal discipline and taking a business-like approach to Town operations and budget prioritization.
- Remaining accountable and responsive to residents, businesses, and property owners, with emphasis on proactive communication and problem solving.
- Taking deliberate, targeted action resulting from thoughtful analysis, weighing costs and benefits in all situations.
- Conducting ourselves as leaders, following the highest ethical standards, with humility before residents.

Staff Goals

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. The FY16 Budget includes a point/performance based merit distribution of up to 2% per employee/evaluation on October 1st and April 1st, an annual stipend of \$750 per employee, and Police Salary True-Up with base pay increases of up to 4% increase or adjustment to range minimums on October 1st (would not be eligible for additional 2% on October 1st).

Technology

- Utilize current and new technology to create greater efficiency in the Town government:
 - Complete Town Secretary and Community Development records migration to Laserfische.
 - Beginning records migration to Laserfische for Finance, Municipal Court, Police, and Human Resources.
 - Continue to utilize and expand the usage of Content Manager for Finance and Human Resources.
 - Utilizing Geographic Information Systems to improve permitting, planning, and code enforcement and integration with the Town's Energov Software.

Economic Development

- Continue to work with commercial property owners and brokers to attract and retain businesses.
- Continue development of the Trophy Wood District.

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.
- Work to decrease response times for both EMS and Police.
- Increase EMS staff by one so that all shifts are equally manned.
- New Police Officer & Sergeant promotion so that each shift is supervised.

Town Facilities

- Begin construction on new joint Town Hall and Police Facility.
- Begin construction on new toddler playground and shade structure for Harmony Park.
- Relocate existing NEOS system at Harmony Park to Independence Park West.
- Construct eight youth practice soccer fields on leased land from Northwest Independent School District by Lakeview Elementary.
- Update parks monument signs throughout Town.
- Reconstruct the slide run and barrier at Trophy Club Pool.

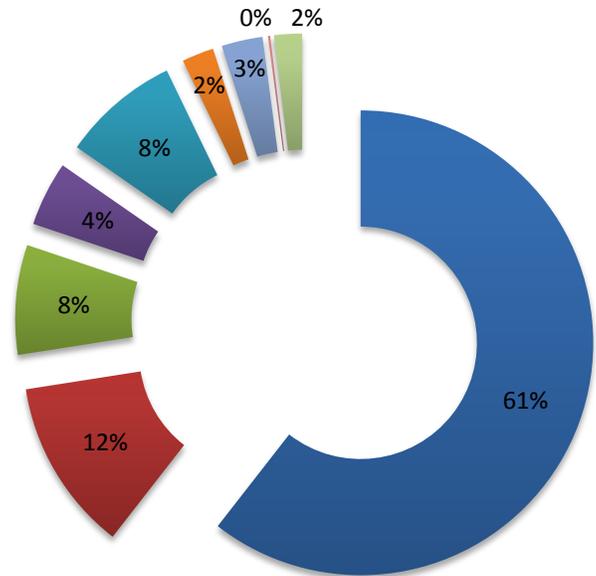
Budget Highlights

- The Town of Trophy Club lowered its tax rate from \$0.49/\$100 in FY15 to \$0.484/\$100 in FY16. Despite the decreased tax rate, property tax revenue (including delinquent taxes and penalty & interest) is expected to increase \$812,634 or 12.19% from FY15.
- General Fund expenditures are expected to increase 4.83% compared to the previous year's adopted budget, primarily due to increased personnel costs. Personnel expenditures are expected to increase 3.62% compared to the previous year's budget because of the addition of 1.55 full time equivalents, merit increases, and police salary true-ups. Capital replacement expenditures are expected to decrease 1.07% from the FY15 Budget, due to smaller replacement needs from departments than in the FY15 Budget. Highlights for General Fund Capital Replacement include:
 - Mower for Parks
 - Bleacher replacement program for Harmony Park
 - New patrol vehicle for Police
 - Improvements to Trophy Club Pool
 - Various IT related purchases and upgrades
 - Stryker Powercot for EMS
- Street and Drainage capital projects funded by the 2013 CO, existing fund balance, the 2014 Tax Note, and proposed 2015 CO are expected to continue this fiscal year with a large slate of new projects including:
 - Pin Oak Court street maintenance and drainage improvements
 - Timberline Court street maintenance and drainage improvements
 - Pebble Beach street maintenance and drainage improvements
 - Broadway Creek and Amenity Lake Slopes improvements
 - Cypress Court drainage inlets
 - Trophy Club Drive reconstruction (roundabout to Meadow Creek)
- Capital Projects not related to Streets and Drainage include:
 - Lakeview practice soccer fields
 - Harmony Park toddler playground and shade structure
 - Relocation of the NEOS system from Harmony Park to Independence Park West
 - New park monument signs
 - The bond election for the joint Town Hall and Police Building was approved by voters in November 2015. Construction will begin in the spring of 2016 and the building is expected to be complete by April 2017.

Revenues - All Funds

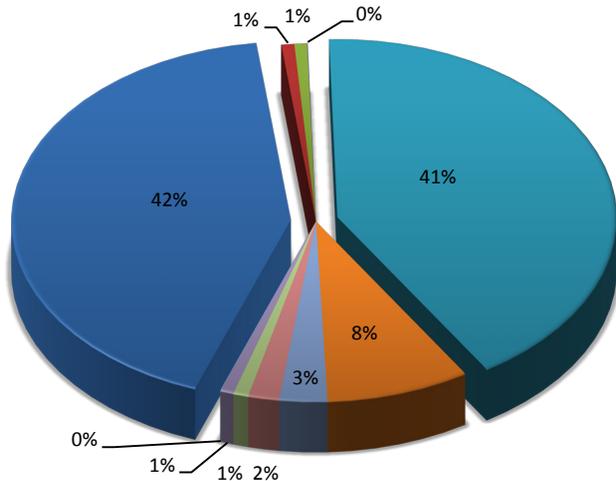
Property Tax	\$ 7,512,357
General Fund	5,801,544
Debt Service Fund	1,704,718
TIRZ #1	6,095
Sales Tax	1,488,221
General Fund	753,125
EDC 4B	365,109
Street Maintenance Fund	182,554
CCPD	186,433
TIRZ #1	1,000
Franchise Fees	947,257
Licenses and Permits	558,606
Fines and Fees	1,015,059
Charges for Service	274,909
Occupancy Tax	354,520
Investment Income	19,400
Miscellaneous Income	240,000
Total Revenues	\$ 12,410,329

Total Revenues \$12,410,329



- Property Tax
- Sales Tax
- Franchise Fees
- License and Permits
- Fines and Fees
- Charges for Service
- Occupancy Tax
- Investment Income
- Miscellaneous Income

Total Expenditures \$20,844,215



- Capital Projects Fund
- Trophy Club Park Fund
- The General Fund
- Stormwater Drainage Utility Fund
- CCPD Fund
- Court Technology Fund
- Hotel Occupancy Fund
- Recreation Program Fund
- Debt Service Fund
- EDC 4B Fund
- Street Maintenance Fund

Expenditures - All Funds

General Fund	\$ 8,656,309
Debt Service Fund	1,727,067
Capital Projects Fund	8,848,404
CCPD Fund	182,400
Street Maintenance Fund	160,412
Storm Drainage Utility Fund	576,842
Trophy Club Park Fund	152,806
Hotel Occupancy Fund	155,825
Court Technology Fund	5,200
EDC 4B Fund	370,950
Recreation Program Fund	8,000
Total Expenditures	\$ 20,844,215

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 other sources in prior years and related expenditures generally made over several years).

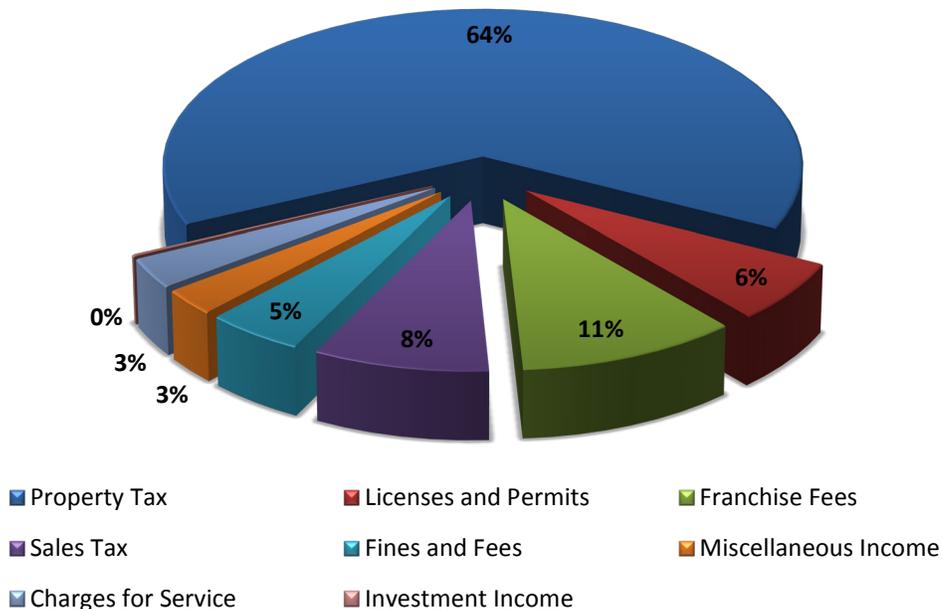
General Fund Revenue

	FY 2015 Budget	FY 2015 Estimate	FY 2016 Adopted	% Change (From FY15 Budget)	% Change (From FY15 Estimate)
Property Tax	\$ 5,166,466	\$ 5,220,298	\$ 5,801,544	12.29%	11.13%
Franchise Fees	812,506	835,341	947,257	16.58%	13.40%
Sales Tax	676,324	720,501	753,125	11.36%	4.53%
Licenses and Permits	710,631	723,794	558,606	-21.39%	-22.82%
Fines and Fees	466,101	523,856	420,359	-9.81%	-19.76%
Charges for Service	260,852	310,278	274,909	5.39%	-11.40%
Miscellaneous Income	118,550	89,105	240,000	102.45%	169.35%
Investment Income	6,000	7,000	18,000	200.00%	157.14%
Grant Revenue	77,018	77,018	-	-100%	-100%
Intergovernmental	192,901	126,134	-	-100%	-100%
Total Revenues	\$ 8,487,349	\$ 8,633,325	\$ 9,013,800	6.20%	4.41%

Revenue - Highlights:

- The Town of Trophy Club lowered its tax rate from \$0.49/\$100 in FY15 to \$0.484/\$100 in FY16. Despite the decreased tax rate, property tax revenue is increasing \$581,246 or 11.13% from the FY15 estimate.
- Revenue from licenses and permits are expected to decrease \$165,188 or 22.82% from the FY15 estimate. This is due to a decrease in residential permits, which will continue to decrease as the Town approaches build-out.
- In September 2015, the Town Council increased the solid waste franchise fees from 6% to 12% and the gas franchise from 4% to 5%. In total, franchise fees are expected to increase \$111,916 or 13.4% from the FY15 estimate.
- Miscellaneous income is expected to increase due to new ground leases with Sprint and Verizon to generate cell tower revenue. In total, miscellaneous revenue is projected to increase \$150,895 or 169% over the FY15 estimate.

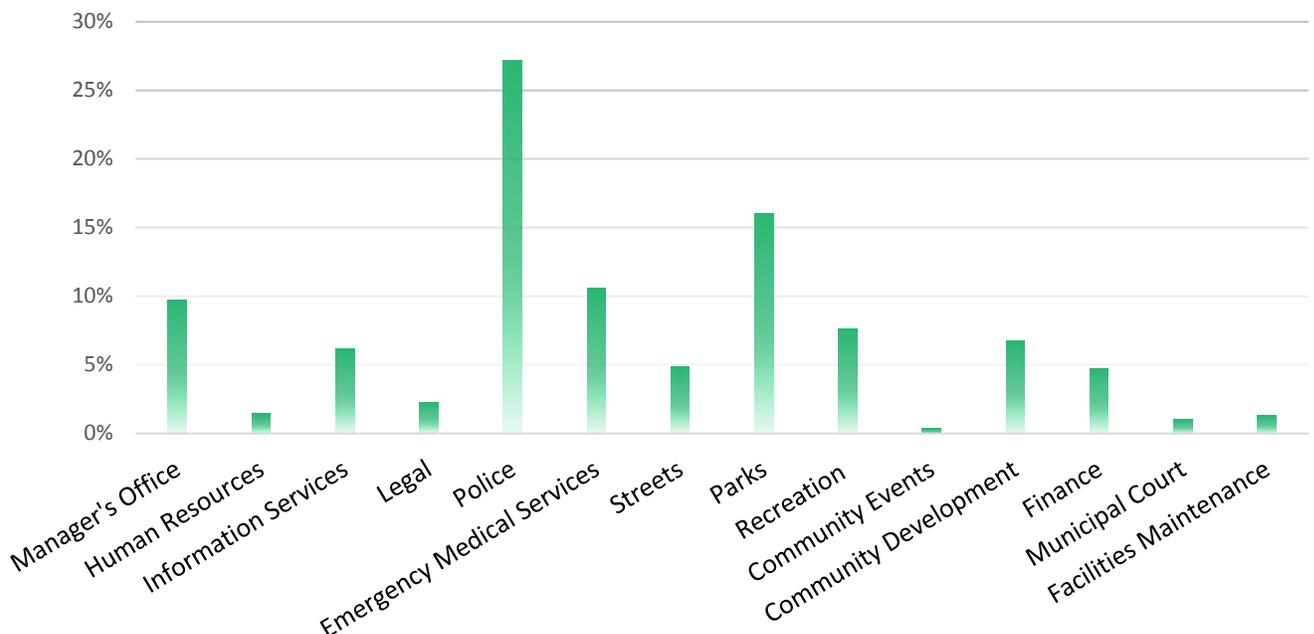
General Fund Revenues \$9,013,800



General Fund Expenditures By Department

	FY 2015 Budget	FY 2015 Estimate	FY 2016 Adopted	% Change (From FY15 Budget)	% Change (From FY15 Estimate)
Manager's Office	\$ 899,938	\$ 1,052,177	\$ 843,529	-6.27%	-19.83%
Human Resources	92,495	95,940	123,872	33.92%	29.11%
Information Services	423,312	478,244	531,262	25.50%	11.09%
Legal	193,389	177,963	196,972	1.85%	10.68%
Police	2,110,098	2,005,029	2,352,871	11.51%	17.35%
Emergency Medical Services	1,016,722	845,096	916,059	-9.90%	8.40%
Streets	411,677	421,966	420,120	2.05%	-0.44%
Medians	299,310	300,369	-	-100%	-100%
Parks	1,043,416	985,603	1,388,795	33.10%	40.91%
Recreation	550,039	542,083	658,647	19.75%	21.50%
Community Events	60,201	24,932	31,881	-47.04%	27.87%
Community Development	572,921	556,846	582,726	1.71%	4.65%
Finance	387,097	345,212	410,419	6.02%	18.89%
Municipal Court	85,936	83,111	87,077	1.33%	4.77%
Facilities Maintenance	111,042	112,550	112,079	0.93%	-0.42%
Total Expenditures	\$8,257,594	\$ 8,027,120	\$8,656,309	4.83%	7.84%

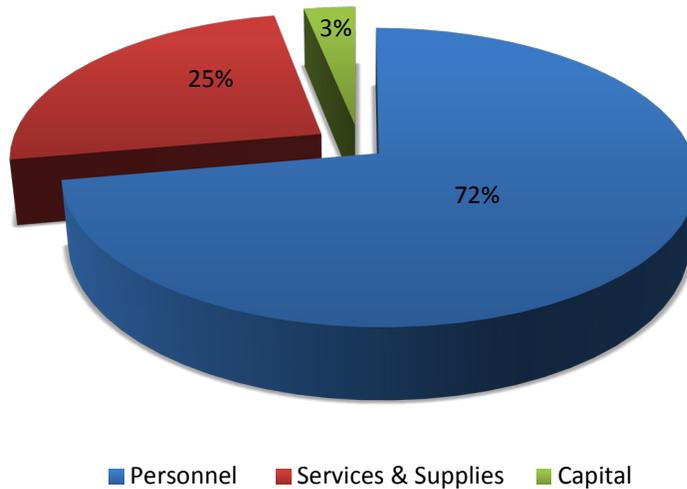
General Fund Expenditures By Department \$8,656,309



General Fund Expenditures By Use

	FY 2015 Budget	FY 2015 Estimate	FY 2016 Adopted	% Change (From FY15 Budget)	% Change (From FY15 Estimate)
Personnel	\$ 6,027,652	\$ 5,923,406	\$ 6,245,821	3.62%	5.44%
Services & Supplies	1,954,139	1,892,203	2,137,625	9.39%	12.97%
Capital	275,803	211,511	272,863	-1.07%	29.01%
TOTAL	\$ 8,257,594	\$ 8,027,120	\$ 8,656,309	4.83%	7.84%

General Fund Expenditures By Use \$8,656,309



Expenditure - Highlights:

- **Personnel** – Total personnel expenditures are expected to increase \$322,415 or 5.44% from the FY15 estimate. FY16 budget includes the following personnel changes and adjustments:
 - New Police Officer
 - Sergeant promotion for an existing Police Officer
 - New Firefighter/Paramedic (50% funded by Trophy Club MUD #1)
 - Intern/part-time Network Specialist
 - Crossing Guard Full-Time Equivalents (FTE’s) changed from 3.60 FTE’s to 3.15 FTE’s based on updated work schedules
 - \$135,000 merit pool

- **Services and Supplies** – The services and supplies budget increased \$245,422 or 12.97% from the FY15 estimate, 2.89% of which are supplemental items. The remainder of the increase is derived from the following: shifting personnel costs to contract labor in the Parks department, the relocation of the NEOS system, increased EMS collection fees, a new medical director, Laserfiche, Information Services cloud storage and backup, and the use of Geographic Information Systems (GIS) services.

- **Capital** - Capital expenditures include both capital replacement and new capital expenditures. The capital expenditures budget for the general fund increased \$61,352 or 29.01% from the FY15 estimate primarily due to a supplemental toddler playground and shade structure for Harmony Park.

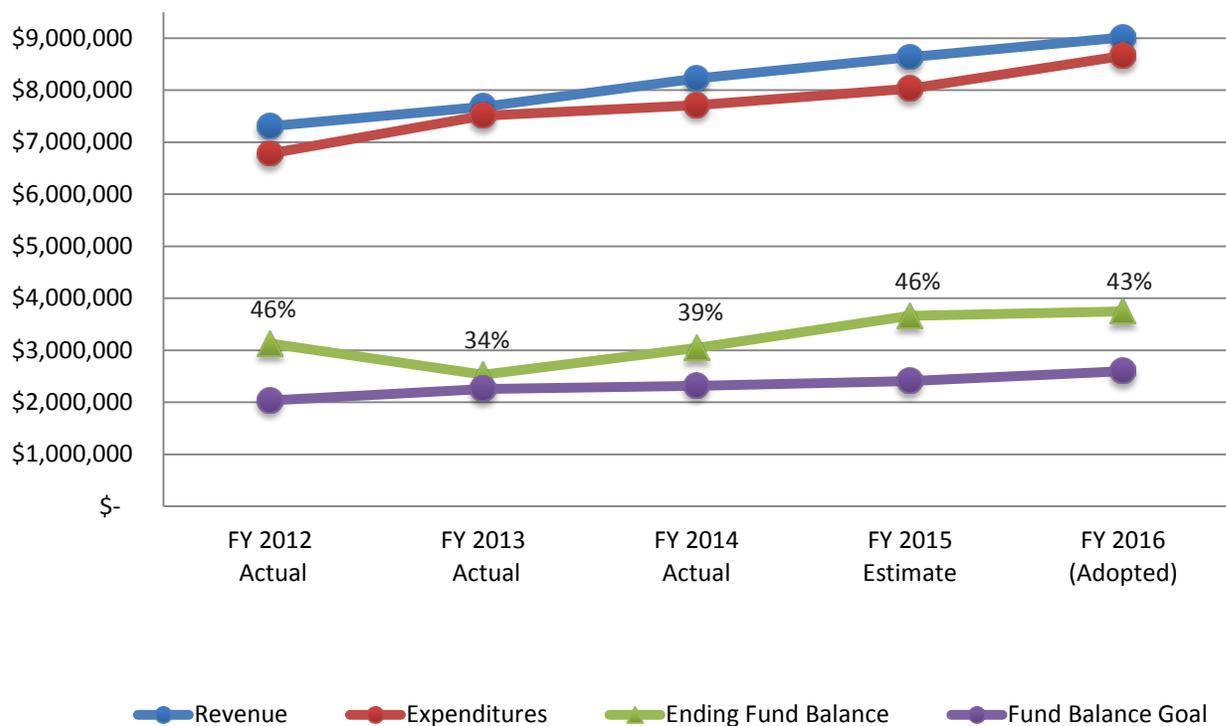
Future Challenges & Financial Position

The most significant challenge Trophy Club faces is heavy reliance on property tax revenue. The Town endeavors to maintain a mix of revenue where property tax does not exceed 65% of total revenue generated in the General Fund. The Town is only a few years away from build-out, which has already decreased permitting revenue and has pushed the Town into an even deeper reliance on property tax revenue. When residential build-out occurs, any growth in assessed valuation will reflect appreciation in the existing tax base, essentially leveling property tax revenues.

Over the next five years the Town will see an increase in franchise fees, sales tax and hotel occupancy tax revenue. In September 2015, the Town Council took action to increase the solid waste franchise fees from 6% to 12% and the gas franchise from 4% to 5%. Sales tax will increase due to the addition of two new restaurants to the Town: Meat U Anywhere and Bread Winners & Quarter Bar. Hotel occupancy tax will increase as both Homewood Suites and Holiday Inn open in 2016.

It is the goal of the Town to achieve and maintain an unassigned fund balance in the General Fund of at least 30% of expenditures. The Town considers a balance of less than 15% to be cause for concern, barring unusual or deliberate circumstances. The Town currently has an estimated FY15 ending fund balance of \$3,662,226 or 46% of General Fund expenditures of which \$3,234,088 or 40% is unassigned. The FY16 budget estimates an ending fund balance of \$3,745,717 or 43% of General Fund expenditures of which \$3,579,717 or 41% is unassigned.

General Fund Revenues, Expenditures, Ending Fund Balance & Fund Balance Goal



All Funds Summaries



ALL FUNDS SUMMARY FISCAL YEAR 2016

	The General Fund	Debt Service Fund	Capital Projects Fund	CCPD Fund	Street Maint. Fund	Storm Drainage Utility Fund	Trophy Club Park Fund
Beginning Fund Balance	\$ 3,662,226	\$ 105,367	\$ 1,293,027	\$ 38,491	\$ 49,584	\$ 407,907	\$ (70,458)
Revenue							
Property Tax	5,801,544	1,704,718					
Sales Tax	753,125			186,433	182,554		
Franchise Fees	947,257						
Licenses and Permits	558,606						
Intergovernmental							
Fines and Fees	420,359					414,700	165,000
Charges for Service	274,909						
Occupancy Tax							
Investment Income	18,000	250	100			100	
Miscellaneous Income	240,000						
Total Revenue	\$ 9,013,800	\$ 1,704,968	\$ 100	\$ 186,433	\$ 182,554	\$ 414,800	\$ 165,000
Expenditures							
General Government			97,500				
Manager's Office	843,529						
Human Resources	123,872						
Information Services	531,262						
Legal	196,972						
Police	2,352,871			182,400			
Emergency Medical Services	916,059						
Streets & Drainage	420,120				160,412	158,815	
Parks	1,388,795						152,806
Recreation	658,647						
Community Events	31,881						
Community Development	582,726						
Finance	410,419						
Municipal Court	87,077						
Facility Management	112,079						
Debt Service		1,727,067				175,400	
Capital - Projects			8,750,904			242,627	
Total Expenditures	\$ 8,656,309	\$ 1,727,067	\$ 8,848,404	\$ 182,400	\$ 160,412	\$ 576,842	\$ 152,806
Other Sources (Uses):							
Debt Issuance			9,750,000				
Transfers In	111,000	87,206	385,000				
Transfers Out	(385,000)				(25,000)	(62,206)	(8,000)
Total Other Sources (Uses)	\$ (274,000)	\$ 87,206	\$ 10,135,000	\$ -	\$ (25,000)	\$ (62,206)	\$ (8,000)
Net Increase (Decrease)	\$ 83,491	\$ 65,107	\$ 1,286,696	\$ 4,033	\$ (2,858)	\$ (224,248)	\$ 4,194
Ending Fund Balance	\$ 3,745,717	\$ 170,474	\$ 2,579,723	\$ 42,524	\$ 46,726	\$ 183,659	\$ (66,264)

ALL FUNDS SUMMARY FISCAL YEAR 2016

Hotel Occupancy Fund	Court Technology Fund	Court Security Fund	Grants Fund	Anniversary Fund	EDC 4B Fund	TIRZ #1	Recreation Program Fund	Total
\$ 451,931	\$ 21,437	\$ 21,793	\$ (6,333)	\$ 4,614	\$ 490,480	\$ 8,291	\$ 2,812	\$ 6,481,170
						6,095		7,512,357
					365,109	1,000		1,488,221
								947,257
								558,606
								-
	4,000	3,000					8,000	1,015,059
								274,909
354,520								354,520
500					450			19,400
								240,000
\$ 355,020	\$ 4,000	\$ 3,000	\$ -	\$ -	\$ 365,559	\$ 7,095	\$ 8,000	\$ 12,410,329
					370,950			468,450
								843,529
								123,872
								531,262
								196,972
								2,535,271
								916,059
								739,347
								1,541,601
							8,000	666,647
155,825								187,706
								582,726
								410,419
	5,200							92,277
								112,079
								1,902,467
								8,993,531
\$ 155,825	\$ 5,200	\$ -	\$ -	\$ -	\$ 370,950	\$ -	\$ 8,000	\$ 20,844,215
								9,750,000
								583,206
(100,000)		(3,000)						(583,206)
\$ (100,000)	\$ -	\$ (3,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 9,750,000
\$ 99,195	\$ (1,200)	\$ -	\$ -	\$ -	\$ (5,391)	\$ 7,095	\$ -	\$ 1,316,114
\$ 551,126	\$ 20,237	\$ 21,793	\$ (6,333)	\$ 4,614	\$ 485,089	\$ 15,386	\$ 2,812	\$ 7,797,285

ALL FUNDS SUMMARY (THREE-YEAR)

	The General Fund			Debt Service Fund			Capital Projects Fund		
	FY 2014 Actual	FY 2015 Estimated	FY 2016 Adopted	FY 2014 Actual	FY 2015 Estimated	FY 2016 Adopted	FY 2014 Actual	FY 2015 Estimated	FY 2016 Adopted
Beginning Fund Balance	\$ 2,530,394	\$ 3,045,021	\$ 3,662,226	\$ 119,722	\$ 118,092	\$ 105,367	\$ 2,065,909	\$ 4,505,273	\$ 1,293,027
Revenue									
Property Tax	4,547,901	5,220,298	5,801,544	1,360,863	1,507,248	1,704,718			
Sales Tax	662,723	720,501	753,125						
Franchise Fees	772,621	835,341	947,257						
Licenses and Permits	893,733	723,794	558,606						
Intergovernmental	386,879	126,134	-				55,992		
Fines and Fees	551,899	523,856	420,359						
Charges for Service	236,719	310,278	274,909						
Grant / Contributions	58,892	77,018	-					200,061	
Occupancy Tax									
Investment Income	2,942	7,000	18,000	246		250	1,548	1,600	100
Miscellaneous Income	109,621	89,105	240,000						
Total Revenue	\$ 8,223,930	\$ 8,633,325	\$ 9,013,800	\$ 1,361,109	\$ 1,507,248	\$ 1,704,968	\$ 57,540	\$ 201,661	\$ 100
Expenditures									
General Government									97,500
Manager's Office	829,603	1,052,177	843,529						
Human Resources	74,282	95,940	123,872						
Information Services	333,769	478,244	531,262						
Legal	196,520	177,963	196,972						
Police	2,065,029	2,005,029	2,352,871						
Emergency Medical Services	808,788	845,096	916,059						
Streets & Drainage	403,868	421,966	420,120						
Medians	294,342	300,369	-						
Parks	1,020,004	985,603	1,388,795						
Recreation	503,373	542,083	658,647						
Community Events	38,805	24,932	31,881						
Planning & Zoning	260,939	-	-						
Community Development	326,821	556,846	582,726						
Finance	392,220	345,212	410,419						
Municipal Court	79,573	83,111	87,077						
Facility Management	81,550	112,550	112,079						
Debt Service				1,403,122	1,575,613	1,727,067			
Capital - Projects							768,476	3,413,907	8,750,904
Total Expenditures	\$ 7,709,485	\$ 8,027,120	\$ 8,656,309	\$ 1,403,122	\$ 1,575,613	\$ 1,727,067	\$ 768,476	\$ 3,413,907	\$ 8,848,404
Other Sources (Uses):									
Debt Issuance					3,290		3,150,329		9,750,000
Transfers In	11,000	11,000	111,000	40,383	52,350	87,206			385,000
Transfers Out	(10,818)	-	(385,000)				(29)		
Total Other Sources (Uses)	\$ 182	\$ 11,000	\$ (274,000)	\$ 40,383	\$ 55,640	\$ 87,206	\$ 3,150,300	\$ -	\$ 10,135,000
Net Increase (Decrease)	\$ 514,627	\$ 617,205	\$ 83,491	\$ (1,630)	\$ (12,725)	\$ 65,107	\$ 2,439,364	\$ (3,212,246)	\$ 1,286,696
Ending Fund Balance	\$ 3,045,021	\$ 3,662,226	\$ 3,745,717	\$ 118,091	\$ 105,367	\$ 170,474	\$ 4,505,273	\$ 1,293,027	\$ 2,579,723

ALL FUNDS SUMMARY (THREE-YEAR)

Storm Drainage Utility Fund			Trophy Club Park Fund			Other Funds			Total (All Funds)		
FY 2014 Actual	FY 2015 Estimated	FY 2016 Adopted	FY 2014 Actual	FY 2015 Estimated	FY 2016 Adopted	FY 2014 Actual	FY 2015 Estimated	FY 2016 Adopted	FY 2014 Actual	FY 2015 Estimated	FY 2016 Adopted
\$ 1,976,400	\$ 777,346	\$ 407,907	\$ (6,470)	\$ 1,830	\$ (70,458)	\$ 397,160	\$ 801,704	\$ 1,083,102	\$ 7,083,115	\$ 9,249,266	\$ 6,481,170
							8,291	6,095	5,908,764	6,735,837	7,512,357
						626,031	690,374	735,096	1,288,754	1,410,875	1,488,221
									772,621	835,341	947,257
									893,733	723,794	558,606
									442,871	126,134	-
399,692	407,000	414,700	150,925	90,000	165,000	22,933	12,400	15,000	1,125,449	1,033,256	1,015,059
						3,938			240,657	310,278	274,909
						2,491	74,384		61,383	351,463	-
						235,796	252,000	354,520	235,796	252,000	354,520
25		100				417	850	950	5,178	9,450	19,400
26,001						2,750	10,700		138,372	99,805	240,000
\$425,718	\$407,000	\$414,800	\$150,925	\$90,000	\$165,000	\$894,356	\$1,048,999	\$1,111,661	\$11,113,578	\$11,888,233	\$12,410,329
						215,593	198,876	370,950	215,593	198,876	468,450
									829,603	1,052,177	843,529
									74,282	95,940	123,872
									333,769	478,244	531,262
									196,520	177,963	196,972
						72,856	296,100	182,400	2,137,885	2,301,129	2,535,271
									808,788	845,096	916,059
79,956	148,091	158,815				114,096	140,002	160,412	597,920	710,059	739,347
									294,342	300,369	-
			134,625	154,288	152,806				1,154,630	1,139,891	1,541,601
						12,781	6,500	8,000	516,154	548,583	666,647
							92,200	155,825	38,805	117,132	187,706
									260,939	-	-
									326,821	556,846	582,726
									392,220	345,212	410,419
						21,764	5,923	5,200	101,337	89,034	92,277
									81,550	112,550	112,079
163,045	178,963	175,400							1,566,166	1,754,576	1,902,467
1,361,164	422,035	242,627				40,794			2,170,434	3,835,942	8,993,531
\$ 1,604,165	\$ 749,089	\$ 576,842	\$ 134,625	\$ 154,288	\$ 152,806	\$ 477,883	\$ 739,601	\$ 882,787	\$12,097,757	\$14,659,619	\$20,844,215
									3,150,329	3,290	9,750,000
6,460						4,358			62,201	63,350	583,206
(27,067)	(27,350)	(62,206)	(8,000)	(8,000)	(8,000)	(16,287)	(28,000)	(128,000)	(62,201)	(63,350)	(583,206)
\$ (20,607)	\$ (27,350)	\$ (62,206)	\$ (8,000)	\$ (8,000)	\$ (8,000)	\$ (11,929)	\$ (28,000)	\$ (128,000)	\$ 3,150,329	\$ 3,290	\$ 9,750,000
\$ (1,199,054)	\$ (369,439)	\$ (224,248)	\$ 8,300	\$ (72,288)	\$ 4,194	\$ 404,544	\$ 281,398	\$ 100,874	\$ 2,166,150	\$ (2,768,096)	\$ 1,316,114
\$ 777,346	\$ 407,907	\$ 183,659	\$ 1,830	\$ (70,458)	\$ (66,264)	\$ 801,703	\$ 1,083,102	\$ 1,183,976	\$ 9,249,265	\$ 6,481,170	\$ 7,797,285

(Other Funds Include: Court Security Fund, Court Technology Fund, Street Maintenance Sales Tax Fund, Crime Control Prevention District Fund, Grants Fund, Anniversary Fund, TIRZ #1, Recreation Program Fund, Economic Development 4B Fund and Hotel Occupancy Tax Fund)

SUPPLEMENTAL ITEMS, CAPITAL & EQUIPMENT REPLACEMENT



SUPPLEMENTAL ITEMS

General Fund			
Department	Item	Amount	Description
One-Time Expenditures			
Parks	NEOS Relocation	\$4,000	Move NEOS System from Harmony Park to Independence Park West.
Parks	Hardscapes	\$7,500	Convert non-irrigated medians to hardscapes.
Parks	Playground - Harmony Park	\$35,000	Replaces NEOS system with small toddler playground at Harmony Park.
Parks	Shade Structure - Harmony Park	\$22,000	Adds shade structure to supplemental small toddler playground at Harmony Park.
Police	New Police Officer & Sergeant Promotion Equipment	\$8,200	Equipment for new patrol officer.
Ongoing Expenditures			
IS	Cloud Backup and Recovery	\$35,000	Cloud backup and recovery solution.
IS	Intern/Part-Time Network Specialist	\$25,498	Provide network and desktop support to Town Employees.
EMS	Firefighter/Paramedic	\$22,504	Adds one firefighter/paramedic to a shift to make five scheduled per shift.
Police	New Police Officer & Sergeant Promotion Personnel Cost	\$82,248	Adds one patrol officer and promotes one officer to Sergeant.
Total Supplemental (General Fund)		\$241,950	

Capital Projects Fund			
Department	Item	Amount	Description
One-Time Expenditures			
Parks	Playground - Harmony Park	\$15,000	Replaces NEOS system with small toddler playground at Harmony Park.
Total Supplemental (Capital Projects Fund)		\$15,000	

Note: Supplemental items represent new or upgraded programs or equipment to the Town.

CAPITAL & EQUIPMENT REPLACEMENT

General Fund			
Department	Item	Amount	Description
Parks	36' Grandstand Mower	\$7,600	Scheduled replacement due to age/condition.
Parks	Harmony Park Bleachers	\$15,000	Replacement plan to convert wooden bleachers at Harmony Park to metal bleachers.
Police	Ford Patrol Vehicle (Fully Equipped)	\$45,800	Replaces 2008 Ford Expedition.
Recreation	Slide Run and Barrier Relocation	\$15,000	Reconfigure existing slide run at pool, replace plumbing as needed, so that it runs onto the splash pad rather than onto a hard surface.
Recreation	Spray Pad Feature Refurbishing	\$25,000	Refurbishes worn spray pad features.
Recreation	Small Pool Resurface	\$21,000	Resurfaces and renovates small pool.
Recreation	Small Pool Filter	\$19,000	Replaces small pool filter and equipment.
IS	Server Replacement	\$8,500	Scheduled IT replacement.
IS	Computer Replacement	\$14,613	Scheduled IT replacement.
IS	Printer and Copier Replacement	\$9,100	Scheduled IT replacement.
IS	Infrastructure Replacement	\$15,000	Scheduled IT replacement.
IS	Software Replacement	\$2,250	Scheduled IT replacement.
EMS	Stryker Powercot	\$18,000	Replaces manual cot.
Supplemental			
Parks	Toddler Playground - Harmony Park	\$35,000	Replaces NEOS system with small toddler playground Harmony Park.
Parks	Shade Structure for Toddler Playground - Harmony Park	\$22,000	Adds a shade structure to supplemental small toddler playground at Harmony Park.
General Fund Total		\$272,863	

Crime Control and Prevention District (CCPD)			
Department	Item	Amount	Description
Police	Furniture, Fixtures, and Equipment	\$125,000	For new Police facility.
CCPD Total		\$125,000	

Capital Projects Fund			
Department	Item	Amount	Description
Parks	Toddler Playground - Harmony Park	\$15,000	Replaces NEOS system with small toddler playground Harmony Park.
Capital Projects Fund Total		\$15,000	

The General Fund



FY15-16
Budget



Photo Credit: Mayor Pro Tem Greg Lamont

GENERAL FUND ANALYSIS

Revenues, Expenditures (By Department) & Fund Balance

Revenues	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 ESTIMATE	FY 2016 ADOPTED	FY 2017 PROJECTED	FY 2018 PROJECTED
Property Tax	\$ 3,852,874	\$ 4,149,900	\$ 4,547,901	\$ 5,166,466	\$ 5,220,298	\$ 5,801,544	\$ 6,132,903	\$ 6,306,686
Licenses and Permits	1,112,979	947,870	893,733	710,631	723,794	558,606	281,326	247,560
Franchise Fees	693,722	718,952	772,621	812,506	835,341	947,257	951,693	952,372
Sales Tax	606,714	609,889	662,723	676,324	720,501	753,125	882,131	905,191
Fines and Fees	688,797	644,609	551,899	466,101	523,856	420,359	426,793	433,626
Intergovernmental	265,686	184,689	386,879	192,901	126,134	-	-	-
Charges for Service	210,831	235,594	236,719	260,852	310,278	274,909	279,096	283,996
Investment Income	5,632	4,919	2,942	6,000	7,000	18,000	22,000	26,000
Grant Revenue	-	75,599	58,892	77,018	77,018	-	-	-
Prior Year Adjustment	(217,750)	(96,870)	-	-	-	-	-	-
Miscellaneous Income	87,000	203,766	109,621	118,550	89,105	240,000	85,050	86,823
Total Revenues	\$ 7,306,485	\$ 7,678,919	\$ 8,223,930	\$ 8,487,349	\$ 8,633,325	\$ 9,013,800	\$ 9,060,992	\$ 9,242,254

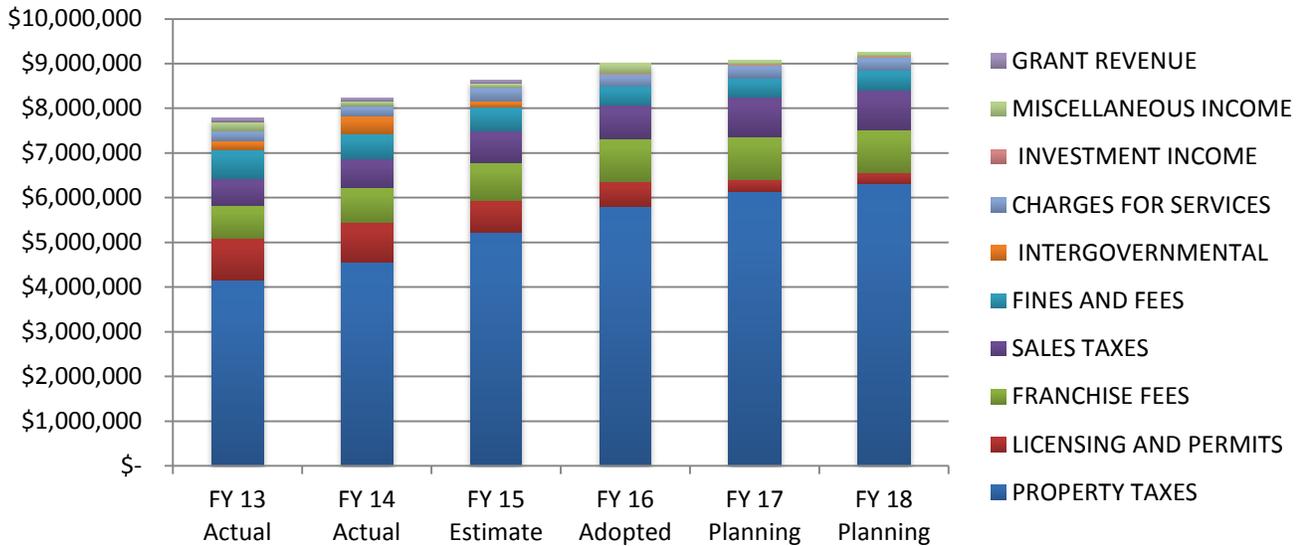
Expenditures	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 ESTIMATE	FY 2016 ADOPTED	FY 2017 PROJECTED	FY 2018 PROJECTED
Manager's Office	\$ 636,758	\$ 707,166	\$ 829,603	\$ 899,938	\$ 1,052,177	\$ 843,529	\$ 867,856	\$ 908,678
Human Resources	94,839	102,771	74,282	92,495	95,940	123,872	128,053	132,222
Information Services	330,204	342,319	333,769	423,312	478,244	531,262	570,841	549,473
Legal	154,236	171,157	196,520	193,389	177,963	196,972	203,401	210,230
Police	1,638,863	2,068,309	2,065,029	2,110,098	2,005,029	2,352,871	2,385,390	2,505,280
Emergency Medical Services	695,139	768,367	808,788	1,016,722	845,096	916,059	1,154,578	965,188
Streets	417,998	766,411	403,868	411,677	421,966	420,120	472,630	491,014
Medians	-	-	294,342	299,310	300,369	-	-	-
Parks	1,141,216	947,734	1,020,004	1,043,416	985,603	1,388,795	1,349,570	1,386,011
Recreation	470,551	496,388	503,373	550,039	542,083	658,647	659,909	626,738
Community Events	47,889	47,374	38,805	60,201	24,932	31,881	32,688	33,614
Planning & Zoning	233,134	257,138	260,939	-	-	-	-	-
Community Development	248,339	319,168	326,821	572,921	556,846	582,726	649,029	667,225
Finance	528,143	372,816	392,220	387,097	345,212	410,419	422,715	438,687
Municipal Court	78,929	68,731	79,573	85,936	83,111	87,077	89,984	93,050
Facilities Maintenance	65,341	75,344	81,550	111,042	112,550	112,079	115,220	117,059
Total Expenditures	\$ 6,781,579	\$ 7,511,193	\$ 7,709,485	\$ 8,257,594	\$ 8,027,120	\$ 8,656,309	\$ 9,101,863	\$ 9,124,467

Other Sources (Uses)	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 ESTIMATE	FY 2016 ADOPTED	FY 2017 PROJECTED	FY 2018 PROJECTED
Transfers In	\$ 64,019	\$ 12,300	\$ 11,000	\$ 11,000	\$ 11,000	\$ 111,000	\$ 111,000	\$ 111,000
Transfers Out	(100,615)	(780,734)	(10,818)	(385,000)	-	(385,000)	(500,000)	-
Total Other Sources (Uses)	\$ (36,596)	\$ (768,434)	\$ 182	\$ (374,000)	\$ 11,000	\$ (274,000)	\$ (389,000)	\$ 111,000

Fund Balance	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 ESTIMATE	FY 2016 ADOPTED	FY 2017 PROJECTED	FY 2018 PROJECTED
Beginning Fund Balance	\$ 2,642,792	\$ 3,131,102	\$ 2,530,394	\$ 2,960,660	\$ 3,045,021	\$ 3,662,226	\$ 3,745,717	\$ 3,315,086
Net Increase (Decrease)	488,310	(600,708)	514,627	(144,245)	617,205	83,491	(429,871)	228,787
Ending Fund Balance	\$ 3,131,102	\$ 2,530,394	\$ 3,045,021	\$ 2,816,415	\$ 3,662,226	\$ 3,745,717	\$ 3,315,847	\$ 3,544,633

Fund Balance Detail	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 ESTIMATE	FY 2016 ADOPTED	FY 2017 PROJECTED	FY 2018 PROJECTED
Reserve Fund Balance (30% of Total Expenditures)	\$ 2,034,474	\$ 2,253,358	\$ 2,312,846	\$ 2,477,278	\$ 2,408,136	\$ 2,596,893	\$ 2,730,559	\$ 2,737,340
Assigned Fund Balance	228,138	228,138	228,138	228,138	228,138	-	-	-
Committed Fund Balance	-	-	-	-	200,000	166,000	144,000	122,000
Unassigned Fund Balance in Excess (Deficit) of 30%	868,491	48,898	504,038	110,999	825,952	982,825	441,288	685,293
Total Fund Balance	\$ 3,131,102	\$ 2,530,394	\$ 3,045,021	\$ 2,816,415	\$ 3,662,226	\$ 3,745,717	\$ 3,315,847	\$ 3,544,633

General Fund Revenues



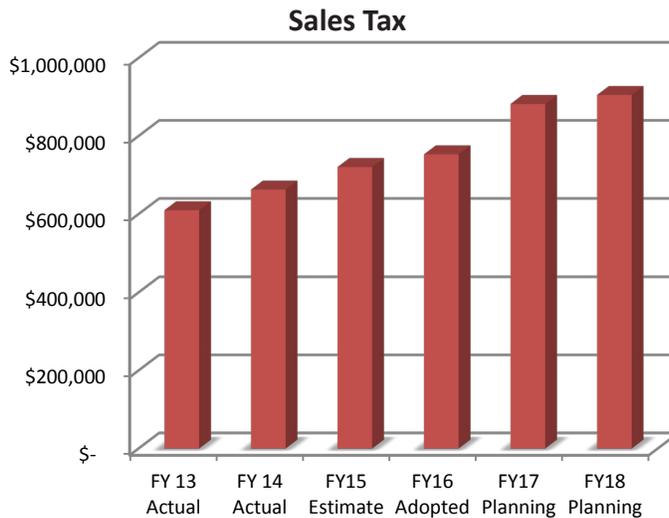
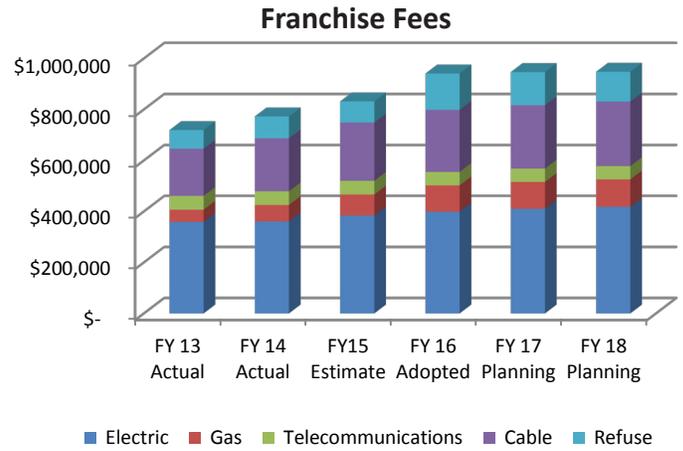
The largest revenue source in the General Fund is the Ad Valorem Property Tax. Property tax revenues are calculated by multiplying the tax rate by the property tax base. The tax rate for the FY16 adopted budget is based on a \$0.48400 ad valorem tax rate. This rate is 4.7% more than the calculated effective tax rate (\$0.462128/\$100) that would provide the same level of revenue on existing properties as FY15. 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 such as Police and Administration; 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. Summing both appraised values together amounts to the total appraised value for Trophy Club. After adding both appraisal rolls, the total property value shows an increase of 13.1% over the prior year certified values, and a current average home value of \$352,731. In FY16, 100 homes are projected for construction which will continue to increase the total assessed value of Trophy Club, and in turn increase revenues derived from property tax. Over the next year the property tax base is forecast to increase by 10% over the previous fiscal year due to new growth and increased values of existing properties.



General Fund Revenues

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 Town's right-of-ways. In September 2015, Town Council took action to increase the solid waste franchise fees from 6% to 12% and the gas franchise from 4% to 5%. They are projected based on past and current trends and franchisees' estimates. Franchise fees are projected to increase 13.38% over the FY15 estimate.



State of Texas	6.25%
Trophy Club	1.00%
TC Economic Development	0.50%
Street Maintenance	0.25%
CCPD	0.25%
Total	8.25%

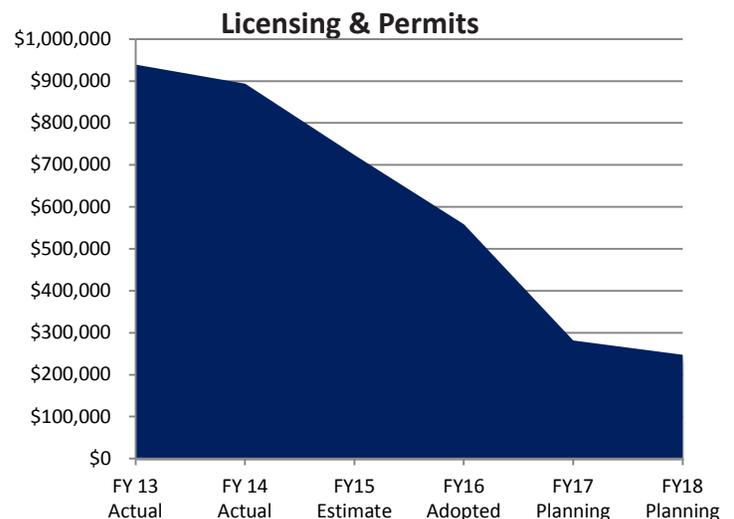
to open in 2016.

Licensing and Permits are the fourth largest revenue source for the General Fund. This revenue source grouping contains Building and Miscellaneous Permits, and is expected to decrease 22.82% from the FY15 estimate due to the Town approaching substantial build-out. The heavy reduction in revenue derived from licensing and permits is considered when looking to the future. Increased property valuation from new properties on future tax rolls will make up for the substantial loss of this revenue source along with increased collections of sales taxes and franchise fees.

Sales Tax is the third largest revenue source in the General Fund. Consumers pay 8.25% in sales tax in the Town of Trophy Club. Of that, the State of Texas charges 6.25% sales tax. Local governments have an additional 1.0% sales tax that they automatically receive. The remaining 1.0% of sales tax has to be approved for specific use by voters.

The 2.0% of sales tax that the Town collects is distributed as follows: the General Fund receives 1% of the sales tax, 0.5% goes to fund the Economic Development 4B Fund, 0.25% goes to the Street Maintenance Sales Tax Fund, and 0.25% goes to the Crime Control Prevention District Fund.

Included in the sales tax totals is the Mixed Beverage tax, which amounts to 3.0% of the revenue for this category. The FY16 budget projects a 4.53% growth in total receipts over the current year's estimate. The sales tax revenue is dependent on local economic conditions and can fluctuate. Future projections include the addition of two new restaurants Meat U Anywhere BBQ and Bread Winners & Quarter Bar, which are projected



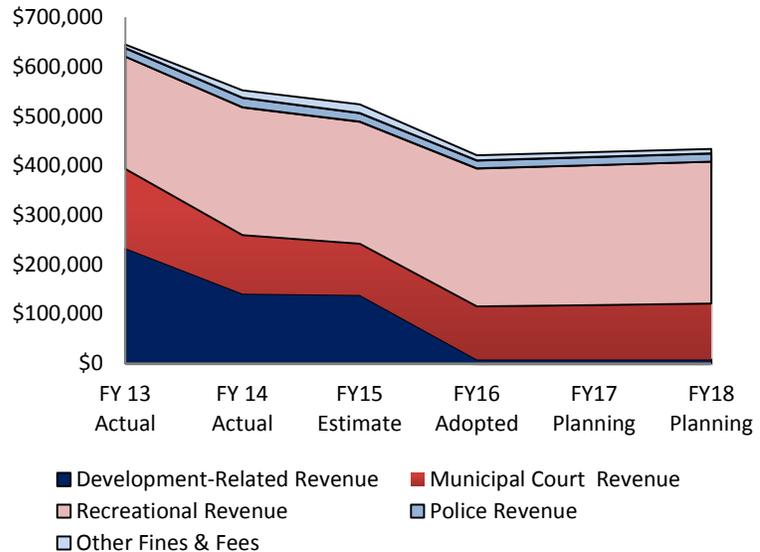
General Fund Revenues

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-related fees (composed of P & Z Administrative Fees, Developer Fees, Zoning Fees, and Platting Fees) are expected to sharply decrease \$130,722 or 94.57% compared to the FY15 estimate due to new developments reaching build-out. The majority of revenue received is from Developer Fees. These fees sharply increased from FY 2011-2012 due to new residential development, but with development coming to a close, revenues are projected to decrease steeply.

Fines & Fees Revenue

- 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 steady for the next three years.
- Recreation-based revenues stem from the pool, community events, and day camp. Pool entry fee revenue was lower than expected in FY15 due to an extremely wet summer for the area. As the population increases, recreation-based revenues are projected to increase. This revenue source overall is projected to increase \$36,962 or 13.38% over the FY15 estimate.



In general, Fines and Fees are projected to decrease \$103,498 or 19.76% from the Fiscal Year 2015 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 in revenue would be unforeseen commercial development, which has not been programmed into the future forecast.

Interest Income is expected to increase \$11,000 or 157.14% from the FY15 Estimate, primarily due to the investment of fund balance in Certificates of Deposit (CD) that yield a higher interest rate than the Town's interest bearing accounts. The Town of Trophy Club maintains an investment policy to ensure the safety of principle, maintain sufficient liquidity to meet operational needs, maintain the trust of the public, and optimize interest earnings.

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. This revenue category is expected to increase due to a new ground lease with Sprint, cell tower revenue from Verizon, and a one-time payment of \$156,700 from Sprint. In total, miscellaneous revenue is projected to increase \$150,895 or 169.35% over the FY15 estimate.

General Fund Revenue Detail Summary

	FY13 Actual	FY14 Actual	FY15 Budget	FY15 Estimate	FY16 Adopted	FY17 Planning	FY18 Planning
Property Tax							
Property Taxes	\$ 4,081,555	\$ 4,517,989	\$ 5,138,466	\$ 5,160,298	\$ 5,776,544	\$ 6,107,903	\$ 6,281,686
Property Taxes/Delinquent	46,578	18,045	15,000	40,000	15,000	15,000	15,000
Property Taxes/P & I	21,767	11,867	13,000	20,000	10,000	10,000	10,000
TOTAL PROPERTY TAXES	\$ 4,149,900	\$ 4,547,901	\$ 5,166,466	\$ 5,220,298	\$ 5,801,544	\$ 6,132,903	\$ 6,306,686

SALES TAXES							
Sales Tax - General	\$ 592,638	\$ 641,946	\$ 654,543	\$ 698,684	\$ 730,218	\$ 853,497	\$ 873,694
Mixed Beverage Tax	17,251	20,777	21,780	21,816	22,907	28,633	31,497
TOTAL SALES TAXES	\$ 609,889	\$ 662,723	\$ 676,324	\$ 720,501	\$ 753,125	\$ 882,131	\$ 905,191

FRANCHISE FEES							
Electric	\$ 358,644	\$ 360,796	\$ 389,270	\$ 384,940	\$ 399,347	\$ 410,837	\$ 418,807
Cable	184,833	207,906	221,453	235,144	251,914	256,953	262,092
Refuse	73,020	85,739	82,905	81,928	142,560	130,080	116,640
Gas	48,288	64,470	69,690	82,459	103,074	105,135	107,238
Telecommunications	54,168	53,710	49,188	50,870	50,362	48,687	47,596
TOTAL FRANCHISE FEES	\$ 718,952	\$ 772,621	\$ 812,506	\$ 835,341	\$ 947,257	\$ 951,693	\$ 952,372

LICENSES AND PERMITS							
Building Permits	\$ 781,820	\$ 699,466	\$ 500,952	\$ 515,848	\$ 374,052	\$ 106,000	\$ 81,000
Fire Permits/Sprinkler	125	-	-	-	-	-	-
Miscellaneous Permits	155,509	194,267	209,679	207,946	184,554	175,326	166,560
Plumbing Permits	10,416	-	-	-	-	-	-
TOTAL LICENSES AND PERMITS	\$ 947,870	\$ 893,733	\$ 710,631	\$ 723,794	\$ 558,606	\$ 281,326	\$ 247,560

INTERGOVERNMENTAL							
MUD Service Contract	\$ 85,465	\$ 77,048	\$ 26,271	\$ 26,170	\$ -	\$ -	\$ -
Intergov Transfer In MUD	41,116	10,373	10,996	10,000	-	-	-
Intergov Transfer In EDC	52,239	299,458	155,634	89,964	-	-	-
Recovery of Prior Year Expense	5,869	-	-	-	-	-	-
TOTAL INTERGOVERNMENTAL	\$ 184,689	\$ 386,879	\$ 192,901	\$ 126,134	\$ -	\$ -	\$ -

GRANT REVENUE							
Grant Revenue	\$ 75,599	\$ 58,892	\$ 77,018	\$ 77,018	\$ -	\$ -	\$ -
TOTAL GRANT REVENUE	\$ 75,599	\$ 58,892	\$ 77,018	\$ 77,018	\$ -	\$ -	\$ -

CHARGES FOR SERVICES							
EMS Runs	\$ 138,509	\$ 174,064	\$ 150,072	\$ 158,434	\$ 160,018	\$ 161,619	\$ 163,235
CIA Lien Revenues	-	145	-	1,350	-	-	-
PID Reimbursement	43,400	8,825	8,000	47,715	8,000	8,000	8,000
NISD Contract	53,685	53,685	102,780	102,779	106,891	109,477	112,761
TOTAL CHARGES FOR SERVICES	\$ 235,594	\$ 236,719	\$ 260,852	\$ 310,278	\$ 274,909	\$ 279,096	\$ 283,996

General Fund Revenue Detail Summary

FINES AND FEES	FY13 Actual	FY14 Actual	FY15 Budget	FY15 Estimate	FY16 Adopted	FY17 Planning	FY18 Planning
P & Z Administrative Fees	\$ 4,364	\$ 4,620	\$ 3,000	\$ 1,800	\$ 1,500	\$ 1,500	\$ 1,500
Developer Fees	214,019	132,063	30,000	135,622	5,000	5,000	5,000
Zoning Fees	6,141	-	-	300	-	-	-
Platting Fees	8,585	4,122	3,000	500	1,000	1,000	1,000
Denton/Tarrant County Pledge - EMS	5,305	5,554	5,000	5,562	5,500	5,500	5,500
Municipal Court Fines/Fees	150,905	114,212	128,750	100,231	103,238	106,335	109,525
Municipal Court Child Safety Fees	9,709	4,559	5,665	4,071	4,194	4,319	4,449
Day Camp Programs	49,298	54,128	60,000	62,815	60,600	61,206	61,818
Aquatic Programs	18,099	15,644	19,190	11,500	19,382	19,576	19,772
Recreation Programs	2,015	4,747	-	-	-	-	-
Pool Concessions	20,716	24,633	23,000	21,000	23,000	23,000	23,000
Pool Entry Fees	92,879	110,604	123,789	100,000	126,265	128,790	131,366
Swim Team Programs	26,550	28,576	26,260	37,100	29,150	29,442	29,736
Records Management Revenue	371	336	500	700	500	500	500
Golf Cart Registration	1,325	1,775	1,000	1,200	1,000	1,000	1,000
City Vehicle Registration Fees/ Child Safety	10,471	10,797	10,000	12,000	10,000	10,000	10,000
Community Events Revenue	7,227	6,010	1,200	1,000	1,500	1,500	1,700
Convenience Fees	1,627	1,390	1,267	4,500	4,050	3,645	3,281
Animal Control	3,322	4,183	3,500	3,500	3,500	3,500	3,500
Miscellaneous Police Revenue	1,476	2,156	1,500	300	1,500	1,500	1,500
Pool Rentals	10,205	13,990	19,480	13,000	19,480	19,480	19,480
TC Magazine	-	7,800	-	7,155	-	-	-
TOTAL FINES AND FEES	\$ 644,609	\$ 551,899	\$ 466,101	\$ 523,856	\$ 420,359	\$ 426,793	\$ 433,626

INTEREST INCOME							
Interest Income	\$ 4,919	\$ 2,942	\$ 6,000	\$ 7,000	\$ 18,000	\$ 22,000	\$ 26,000
TOTAL INTEREST INCOME	\$ 4,919	\$ 2,942	\$ 6,000	\$ 7,000	\$ 18,000	\$ 22,000	\$ 26,000

MISCELLANEOUS							
Auction Sales	\$ -	\$ -	\$ -	\$ 5,450	\$ -	\$ -	\$ -
Gas Well Revenues	1,512	198	-	-	-	-	-
Donation	-	260	-	1,905	-	-	-
Tower Revenue	37,375	31,625	34,500	28,750	181,000	24,300	24,300
Recreation Rentals	18,229	36,350	33,000	33,000	34,000	35,000	36,000
Miscellaneous Revenue	146,650	41,188	51,050	20,000	25,000	25,750	26,523
TOTAL MISCELLANEOUS	\$ 203,766	\$ 109,621	\$ 118,550	\$ 89,105	\$ 240,000	\$ 85,050	\$ 86,823

TOTAL REVENUES	\$ 7,775,787	\$ 8,223,930	\$ 8,487,349	\$ 8,633,325	\$ 9,013,800	\$ 9,060,992	\$ 9,242,254
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General Fund Expenditures

Personnel – Personnel related expenditures are expected to increase \$322,415 or 5.4% in FY16 from the FY15 estimate. New personnel changes for FY16 include: new Police Officer, Sergeant promotion for an existing Police Officer, new Firefighter/Paramedic (50% funded by Trophy Club MUD #1), Intern/part-time Network Specialist, and crossing guard, Full-Time Equivalent (FTE) changed from 3.60 FTE’s to 3.15 FTE’s based on updated work schedules. The FY16 Budget includes a point/performance based merit distribution of up to 2% per employee/evaluation on October 1st and April 1st, an annual stipend of \$750 per employee, and Police Salary True-Up with base pay increases of up to 4% or adjustment to salary range minimum on October 1st (not be eligible for additional 2% on October 1st).

Services & Supplies – The services and supplies budget increased 12.97% from the FY15 estimate with 2.89% of that increase coming from supplemental items. 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.

Capital – Capital expenditures are expected to increase \$61,352 or 29.01% from the FY15 estimate. General Fund equipment replacement budgeted for FY16 includes: a Police patrol vehicle, grandstand lawnmower, bleacher program for Harmony Park, slide run and barrier reconfiguration for pool, spray pad feature refurbishment for pool, small pool resurface, small pool filter replacement, various IT related replacements, and Stryker Power Cot for EMS (replaces manual cot).

Expenditures by Category

	FY 2015 Budget	FY 2015 Estimate	FY 2016 Adopted	% Change (From FY15 Budget)	% Change (From FY15 Estimate)
Personnel	\$ 6,027,652	\$ 5,923,406	\$ 6,245,821	3.62%	5.44%
Services & Supplies	1,954,139	1,892,203	2,137,625	9.39%	12.97%
Capital	275,803	211,511	272,863	-1.07%	29.01%
TOTAL	\$ 8,257,594	\$ 8,027,120	\$ 8,656,309	4.83%	7.84%

THE MANAGER'S OFFICE

Mission

To provide leadership and direction for the Trophy Club team by utilizing the 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, fostering environmentally sound policies, ensuring the safety and security of all residents and staff, and maintaining financial and operational stewardship.

Top 3 Accomplishments for FY15

- Successfully negotiated property acquisitions for joint Town Hall and Police Facility and two Trophy Wood properties
- Successfully recruited Bread Winners & Quarter Bar and Meat U Anywhere
- Launched 'No Soliciting' sign program

Strategic Planning

Goal 1- Facilitate staff efforts to fulfill day-to-day requirements for the Town as well as Council goals

- Manage day-to-day Town operations
- Implement FY16 Budget
- Foster a positive work environment
- Strategic planning retreats with Town Council and Management Team

Goal 2- Meet and negotiate with various representatives, local and otherwise, on behalf of the Town

- Continue to partner with 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 spearhead Council initiatives

- Continue to plan and act accordingly to evaluate land acquisition opportunities
- 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 Capital Improvement Projects

Goal 4- Work with Economic Development to attract new businesses to the Town

- Host developers/business Alliance Development Forum
- Continue to work with commercial property owners and brokers to attract and retain businesses
- Work with EDC 4B on strategic business attraction, development, and retention
- 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

- Review Town ordinances and codes for appropriate updates
- Continue to seek and apply for award recognition

Financial Summary

	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 ESTIMATE	FY 2016 ADOPTED	% Change (Bud vs. Ad)
Personnel	\$495,718	\$562,769	\$682,554	\$757,082	\$928,877	\$689,144	-9%
Services & Supplies	141,040	144,397	147,049	142,856	123,300	154,385	8%
TOTAL	\$636,758	\$707,166	\$829,603	\$899,938	\$1,052,177	\$843,529	-6%

PERFORMANCE MATRIX

Workload Measures	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ESTIMATE
# of weekly updates for the Town Council	36	49	34	52	52
# of recognitions from local, state, national, and media organizations	5	3	6	4	5
Performance Measure:	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Open Records Requests (ORRs) Turnaround	ACTUAL	ACTUAL	ACTUAL	ACTUAL	GOAL
Percent of ORRs completed within 5 Days	-	-	-	67.19%	75.00%
Average # of Days to Process	-	-	-	4.14	< 5.00
# of ORRs Processed	288	332	334	192	120
Explanation	State law requires that municipal governments provide ORRs back to the requester within 10 business days.				
Council Objective	Operating a limited government with maximum transparency.				
Measure	It is the Town's goal to process all routine ORR within five business days.				

PERSONNEL SCHEDULE

POSITION TITLE	FY 2015 BUDGET	FY 2015 ESTIMATE	FY 2016 ADOPTED
TOWN MANAGER	1.00	1.00	1.00
ASSISTANT TOWN MANAGER	1.00	1.00	1.00
TOWN SECRETARY	1.00	1.00	1.00
EXECUTIVE SECRETARY	1.00	1.00	1.00
ECONOMIC DEVELOPMENT COORDINATOR	1.00	0.00	0.00
PIO/MARKETING MANAGER	1.00	1.00	1.00
TOTAL FTEs	6.00	5.00	5.00

Managers Office	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 ESTIMATE	FY 2016 ADOPTED	FY 2017 PROJECTED	FY 2018 PROJECTED
Personnel								
Salaries	\$382,616	\$416,592	\$489,071	\$523,682	\$ 688,406	\$ 507,062	\$ 524,809	\$ 543,177
Longevity	1,288	1,728	1,583	1,863	1,883	1,168	1,528	1,888
Stipend	-	10,000	7,200	4,500	4,000	3,000	3,750	3,750
Retirement	53,290	64,353	93,378	115,002	128,400	77,518	81,394	85,464
Medical Insurance	18,770	19,864	34,842	51,838	45,350	49,631	52,113	54,718
Dental Insurance	1,501	1,709	2,828	3,828	3,250	3,234	3,396	3,565
Vision Insurance	383	422	654	819	685	624	655	688
Life Insurance & Other	1,172	3,886	2,840	3,445	3,115	3,227	3,388	3,558
Social Security Taxes	21,813	23,950	27,690	29,400	32,200	27,497	28,459	29,455
Medicare Taxes	5,578	6,250	7,207	7,686	9,904	7,413	7,672	7,941
Unemployment Taxes	1,086	58	1,247	1,242	2,020	1,035	1,071	1,109
Workman's Compensation	796	1,192	1,377	1,327	1,459	1,285	1,330	1,377
Pre-Employment Physical/Testing	62	125	105	-	115	-	-	-
Auto Allowance	7,207	12,161	12,039	12,000	7,640	6,000	6,000	6,000
Employee Relations	157	482	493	450	450	450	450	450
Total Personnel	\$ 495,718	\$ 562,769	\$ 682,554	\$ 757,082	\$ 928,877	\$ 689,144	\$ 716,016	\$ 743,140
Services/Supplies								
Professional Outside Services	\$ 9,475	\$ 7,500	\$ 8,911	\$ 2,000	\$ -	\$ 2,000	\$ 2,000	\$ 2,500
TC Magazine	-	-	-	-	13,050	-	-	-
Records Management	1,316	1,451	1,628	1,584	1,988	2,042	2,097	2,154
Newsletter/Year-In-Review	10,000	4,720	6,634	10,000	10,000	10,600	11,000	11,500
Elections	5,509	25,627	16,351	24,000	12,000	22,000	8,000	8,000
Meals on Wheels	3,000	2,000	2,000	-	-	-	-	-
Advertising	1,661	1,516	2,302	3,000	1,500	3,900	3,900	3,900
Printing	290	94	144	2,000	1,500	2,980	2,980	3,050
Schools & Training	4,752	1,433	3,665	3,775	3,920	4,255	4,505	4,305
Service Charges & Fees	723	-	-	-	-	-	-	-
Telephone	750	1,205	200	500	-	-	-	-
Communications/Pagers/Mobiles	2,094	2,541	4,326	4,980	3,800	4,060	4,060	4,060
Independent Labor	1,783	1,625	1,652	1,700	1,700	1,800	1,800	2,000
Dues & Membership	15,322	12,386	15,096	19,294	17,199	20,775	21,102	21,465
Travel & Per Diem	7,162	3,696	6,450	7,678	4,915	7,938	7,810	7,885
Meetings	7,880	6,591	3,949	9,608	8,080	9,688	9,814	10,824
Office Supplies	4,935	3,041	2,672	3,000	2,500	3,500	3,500	3,500
Postage	1,368	2,043	1,727	2,187	1,500	2,300	2,425	2,550
Publications/Books/Subscriptions	281	283	199	48	48	48	48	48
Mayor/Council Expense	44,759	34,298	23,419	20,402	13,100	23,399	24,274	24,889
Furniture/Equipment <\$5,000	3,764	60	1,943	-	500	1,000	1,000	1,000
Maintenance Supplies	82	51	-	100	-	-	-	-
Contingency Expense	14,136	24,669	42,495	25,000	25,000	25,000	25,000	35,000
Miscellaneous Expense	-	7,567	1,287	2,000	1,000	7,100	7,100	7,200
Incentive Program	-	-	-	-	-	-	9,425	9,708
Total Services/Supplies	\$ 141,040	\$ 144,397	\$ 147,049	\$ 142,856	\$ 123,300	\$ 154,385	\$ 151,840	\$ 165,538
Total Expenditures	\$ 636,758	\$ 707,166	\$ 829,603	\$ 899,938	\$ 1,052,177	\$ 843,529	\$ 867,856	\$ 908,678

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.

Top 3 Accomplishments for FY15

- Town Hall and EDC land purchase transactions
- Old Town Development economic development contracts
- Sign ordinance

Strategic Planning

Goal 1- Provide legal support to Council and Town staff

- Legislation
- Municipal Court/Police
- Legal advice/briefings
- Zoning and development
- Code enforcement

Goal 2- Provide efficient and effective legal representation

- Identification of liability risks
- Joint governmental contracts

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

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

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

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

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

- PID
- Facility damages
- Court

Financial Summary

	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 ESTIMATE	FY 2016 ADOPTED	% Change (Bud vs. Ad)
Personnel	\$140,092	\$147,427	\$155,337	\$162,446	\$162,018	\$165,480	2%
Services & Supplies	14,143	23,731	41,183	30,943	15,945	31,492	2%
TOTAL	\$154,236	\$171,157	\$196,520	\$193,389	\$177,963	\$196,972	2%

PERFORMANCE MATRIX

Workload Measures	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ESTIMATE
# of Ordinances/Resolutions/documents reviewed/prepared	250	275	275	260	250
# of Requests for general legal research/advice	1,175	1,500	1,510	1,510	1,500
# of Agendas reviewed	39	41	41	40	40
# of cases prosecuted	-	182	370	336	300

PERSONNEL SCHEDULE

POSITION TITLE	FY 2015 BUDGET	FY 2015 ESTIMATE	FY 2016 ADOPTED
TOWN ATTORNEY	1.00	1.00	1.00
TOTAL FTEs	1.00	1.00	1.00

LEGAL	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 ESTIMATE	FY 2016 ADOPTED	FY 2017 PROJECTED	FY 2018 PROJECTED
Personnel								
Salaries	\$110,636	\$112,759	\$115,964	\$116,233	\$118,419	\$122,200	\$126,477	\$130,904
Longevity	-	878	968	1,058	1,060	1,148	1,238	1,328
Stipend	-	2,500	1,800	750	750	750	750	750
Retirement	15,370	16,265	20,860	28,203	25,100	24,820	26,061	27,364
Medical Insurance	4,432	4,463	5,334	5,570	5,730	5,781	6,070	6,374
Dental Insurance	344	363	364	387	440	414	435	456
Vision Insurance	82	81	81	81	88	81	85	89
Life Insurance & Other	366	1,238	692	696	710	716	752	789
Social Security Taxes	6,772	6,960	7,129	7,254	7,600	7,254	7,508	7,771
Medicare Taxes	1,601	1,677	1,722	1,712	1,810	1,799	1,862	1,927
Unemployment Taxes	261	9	207	207	50	207	214	222
Workman's Compensation	229	234	216	295	261	310	321	332
Total Personnel	\$140,092	\$147,427	\$155,337	\$162,446	\$162,018	\$165,480	\$171,773	\$178,306
Services/Supplies								
Professional Outside Services	\$4,421	\$13,225	\$33,024	\$20,000	\$5,200	\$20,000	\$20,000	\$20,000
Schools & Training	175	250	270	450	450	450	475	475
Telephone	90	258	7	76	-	-	-	-
Communications/Pagers/Mobiles	641	564	614	624	624	696	696	696
Dues & Membership	380	390	315	475	500	495	515	535
Travel & Per Diem	1,192	1,269	559	1,500	1,000	1,550	1,600	1,650
Office Supplies	5	132	147	130	100	130	130	130
Postage	5	-	-	10	50	50	50	50
Publications/Books/Subscriptions	7,235	7,643	6,247	7,628	8,021	8,021	8,062	8,288
Miscellaneous Expenses	-	-	-	50	-	100	100	100
Total Services/Supplies	\$14,143	\$23,731	\$41,183	\$30,943	\$15,945	\$31,492	\$31,628	\$31,924
Total Expenditures	\$154,236	\$171,157	\$196,520	\$193,389	\$177,963	\$196,972	\$203,401	\$210,230

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 for FY15

- An inventory of all Police equipment was completed
- A complete overhaul of the evidence room along with the completion of court orders to destroy all items from closed cases
- Upgraded to new HD Wide angle body camera systems

Strategic Planning

Goal 1- Enhance public safety and reduce disorderly behavior

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

Goal 2- Enhance community policing strategies

- Bicycle patrol/rodeos
- National Night Out Against Crime
- Safety Fair in conjunction with Fire Department
- Continue School Resource Officer Program

Goal 3- Enhance community service opportunities

- Citizens' Police Academy – maintain one per year
- Increase Citizens on Patrol participation

Goal 4- Further enhance reputation of department

- Continue to pursue recognition program

Goal 5- Improve communications with community

- Increase use of Connect CTY

Financial Summary

	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 ESTIMATE	FY 2016 ADOPTED	% Change (Bud. vs. Ad)
Personnel	\$1,369,687	\$1,595,503	\$1,785,362	\$1,868,734	\$1,743,557	\$2,022,142	8%
Services & Supplies	196,455	376,205	230,562	241,364	261,472	284,929	18%
Capital	72,721	96,601	49,105	-	-	45,800	N/A
TOTAL	\$1,638,863	\$2,068,309	\$2,065,029	\$2,110,098	\$2,005,029	\$2,352,871	12%

PERFORMANCE MATRIX

Performance Measure - Volunteer Hours	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 GOAL
# of citizen volunteer hours with the police department	3,000	3,000	3,407	4,709	3,700
Explanation	Utilization of volunteers saves the Town and Trophy Club Tax payers money, as well as increases the service level that the police can provide.				
Council Objective	Exceed high standards for public safety and low crime rate.				
Measure	It is the Town's goal to utilize the citizen volunteers for at least 3,700 hours for FY16.				
Performance Measure -Police Response Time (Priority 1 Calls)	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 GOAL
Average response time for calls for assistance (Min)	-	-	1.94 Min	1.88 Min	< 2.00 Min
Explanation	Lower response time is commonly associated with community security and citizens satisfaction. Priority 1 calls are those deemed critical.				
Council Objective	Exceed high standards for public safety and low crime rate.				
Measure	It is the Town's goal to have under a 2 minute average response time for Priority 1 calls.				

PERSONNEL SCHEDULE			
POSITION TITLE	FY 2015 BUDGET	FY 2015 ESTIMATE	FY 2016 ADOPTED
POLICE CHIEF	1.00	1.00	1.00
POLICE LIEUTENANT	1.00	1.00	1.00
CID SERGEANT	0.00	1.00	1.00
POLICE SERGEANT	3.00	3.00	4.00
ANIMAL CONTROL OFFICER	1.00	1.00	1.00
DETECTIVE/JUVENILE INVESTIGATOR	1.00	1.00	1.00
SCHOOL RESOURCE OFFICER	2.00	2.00	2.00
POLICE OFFICER	11.00	10.00	10.00
POLICE ADMINISTRATIVE ASSISTANT	1.00	1.00	1.00
SEASONAL SCHOOL CROSSING GUARDS	3.60	3.60	3.15
TOTAL FTEs	24.60	24.60	25.15

Police	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 ESTIMATE	FY 2016 ADOPTED	FY 2017 PROJECTED	FY 2018 PROJECTED
Personnel								
Salaries	\$ 949,327	\$ 1,137,839	\$ 1,208,716	\$ 1,249,755	\$ 1,189,046	\$ 1,386,202	\$ 1,434,719	\$ 1,484,934
Overtime	59,287	44,773	56,032	46,324	65,086	61,420	63,570	65,795
Longevity	8,578	10,140	11,828	12,728	12,073	11,170	12,880	14,590
Stipend	-	20,000	24,900	15,750	16,600	15,750	16,500	16,500
Certification	6,575	1,025	14,049	12,000	11,600	10,200	10,200	10,200
Holiday Pay	17,007	-	24,890	25,080	20,000	30,327	31,388	32,487
Retirement	133,034	157,574	183,548	217,589	169,593	186,621	195,952	205,750
Medical Insurance	80,859	87,756	109,937	127,636	109,716	143,875	151,069	158,622
Dental Insurance	7,072	8,298	9,150	10,321	8,679	10,478	11,002	11,552
Vision Insurance	1,709	1,963	2,165	2,271	1,901	2,352	2,470	2,593
Life Insurance & Other	5,405	14,931	9,769	10,882	8,980	12,336	12,953	13,600
Social Security Taxes	61,328	71,609	79,741	83,445	75,697	92,390	95,624	98,970
Medicare Taxes	14,347	16,748	18,649	19,752	17,502	21,969	22,738	23,534
Unemployment Taxes	6,061	678	5,594	5,085	3,870	5,001	5,176	5,357
Workman's Compensation	17,272	19,382	23,699	27,116	30,514	28,851	29,861	30,906
Pre-Employment Physicals/Testing	660	2,639	714	1,200	1,100	2,000	1,500	1,500
Clothing Allowance	1,168	150	1,979	1,800	1,600	1,200	-	-
Total Personnel	\$ 1,369,687	\$ 1,595,503	\$ 1,785,362	\$ 1,868,734	\$ 1,743,557	\$ 2,022,142	\$ 2,097,601	\$ 2,176,891

Police	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 ESTIMATE	FY 2016 ADOPTED	FY 2017 PROJECTED	FY 2018 PROJECTED
Services & Supplies								
Professional Outside Services	\$ -	\$ -	\$ -	\$ -	\$ 9,500	\$ 14,500	\$ 2,500	\$ 2,750
Advertising	-	-	148	-	-	7,000	5,000	5,000
Printing	583	606	339	800	800	700	600	600
Schools & Training	4,181	4,918	6,693	5,500	6,000	9,900	8,800	9,650
Electricity	12,907	18,317	15,953	18,500	15,000	15,500	16,000	16,500
Water	873	802	1,203	1,500	1,100	1,650	1,700	1,750
Telephone	975	1,520	221	1,000	-	-	-	-
Communications/Pagers/Mobiles	7,045	8,292	9,654	12,864	13,124	13,189	13,189	13,189
Building Maintenance	10,264	148,093	6,457	12,500	18,850	12,500	12,500	12,500
Vehicle Maintenance	19,041	21,022	30,551	21,730	19,000	20,000	20,000	21,200
Equipment Maintenance	4,120	4,373	3,813	4,250	4,500	3,450	3,450	4,550
Cleaning Services	560	-	-	-	400	-	-	-
Qualifying Expenses	3,168	3,867	981	5,400	5,400	11,400	7,100	7,100
Emergency Management	1,000	2,000	-	2,000	1,500	2,000	2,000	2,000
Dispatch - Denton County	45,553	51,141	51,141	34,600	34,600	33,000	42,000	42,000
Independent Labor	4,150	2,550	4,710	6,000	6,000	7,000	7,500	8,500
Dues & Membership	1,724	2,003	1,702	2,250	1,250	1,500	1,500	1,650
Travel & Per Diem	3,725	3,053	5,024	5,000	5,400	8,500	7,000	7,500
Meetings	282	75	153	375	240	500	500	500
Office Supplies	1,564	2,638	2,087	2,500	2,500	2,350	2,350	2,450
Postage	351	383	1,099	900	500	550	550	550
Publications/Books/Subscription	1,396	-	1,296	350	500	1,600	600	1,600
Fuel	40,647	55,886	48,207	58,995	34,000	42,240	45,000	50,000
Uniforms	4,777	12,281	14,319	14,500	20,000	17,500	15,300	15,800
Protective Clothing	3,319	8,334	2,268	3,950	7,600	900	-	-
Investigative Materials	1,780	4,073	6,041	6,500	6,808	6,000	6,000	6,000
Golf Cart Stickers	-	425	-	-	-	750	-	500
Animal Control	7,288	4,399	4,772	6,250	6,250	6,250	6,250	6,750
Small Equipment	10,696	9,583	4,382	6,150	8,150	9,200	3,600	3,600
Furniture/Equipment <\$5,000	225	1,691	479	2,000	2,500	2,000	2,000	2,000
Maintenance Supplies	2,283	2,370	2,832	2,000	2,500	2,600	2,600	1,000
Miscellaneous Expenses	1,460	736	750	1,500	2,000	1,500	1,500	1,500
Programs & Special Projects	521	773	3,286	1,500	25,500	29,200	16,200	16,200
Total Services/Supplies	\$ 196,455	\$ 376,205	\$ 230,562	\$ 241,364	\$ 261,472	\$ 284,929	\$ 253,289	\$ 264,889
Capital								
Capital Outlay	\$ 72,721	\$ 96,601	\$ 49,105	\$ -	\$ -	\$ 45,800	\$ 34,500	\$ 63,500
Total Capital	\$ 72,721	\$ 96,601	\$ 49,105	\$ -	\$ -	\$ 45,800	\$ 34,500	\$ 63,500
Total Expenditures	\$ 1,638,863	\$ 2,068,309	\$ 2,065,029	\$ 2,110,098	\$ 2,005,029	\$ 2,352,871	\$ 2,385,390	\$ 2,505,280

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 for FY15

- Medical Education with Baylor Scott & White
- Medical Control through BEST (Blue Emergency Services Team) Dr. Justin Norheim
- 11 scheduled CPR Classes, 56 participants

Strategic Planning

Goal 1- Provide quality service to the citizens

- Educational classes
- Emergency response
- Program development

Goal 2- Provide and maintain community education programs

- CPR classes
- School education
- Citizen Fire Academy
- Home inspection programs

Goal 3- Program development for corporate and Town staff

- Day camp programs
- Staff safety awareness classes
- Citizens Fire Academy
- EMS Training

Goal 4- Resource management and working agreements with regional assets

- Medical control - Baylor Scott & White - BEST Medical Control
- Northeast Fire Department Association (NEFDA)
- Denton and Tarrant County Interlocal Agreement

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

- Intermedix contract

Financial Summary

	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 ESTIMATE	FY 2016 ADOPTED	% Change (Bud. vs. Ad)
Personnel	\$588,560	\$658,407	\$711,887	\$764,304	\$749,373	\$793,590	4%
Services & Supplies	64,700	63,919	64,208	73,058	77,723	104,469	43%
Capital	41,879	46,041	32,693	179,360	18,000	18,000	-90%
TOTAL	\$695,139	\$768,367	\$808,788	\$1,016,722	\$845,096	\$916,059	-10%

PERFORMANCE MATRIX

Workload Measures	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ESTIMATE
EMS alarms responded to	350	359	395	463	473
Medical transports completed	270	262	242	232	240
Continuing education training hours (total employees)	675	675	804	774	800
Performance Measure - Response Time	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 GOAL
Average response time (in-district)	4:57	5:07	5:35	5:42	< 6:00
Response time to EMS alarms in less than six minutes	72%	70%	62%	56%	75%
Explanation	The sooner emergency responders can arrive the sooner life saving support can be given. This number not only affects the number of lives saved but also insurance rates within the Town.				
Council Objective	Exceed high standards for public safety and low crime rate.				
Measure	It is the Town's goal to respond to in district EMS alarms in less than six minutes.				

PERSONNEL SCHEDULE

POSITION TITLE	FY 2015 BUDGET	FY 2015 ESTIMATE	FY 2016 ADOPTED
FIRE CHIEF	0.50	0.50	0.50
FIRE CAPTAIN	1.50	1.50	1.50
DRIVER/ENGINEER	1.50	1.50	1.50
FIREFIGHTER/PARAMETIC	4.00	4.00	4.50
PART-TIME FIREFIGHTER	0.30	0.30	0.30
TOTAL FTEs	7.80	7.80	8.30



EMS	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 ESTIMATE	FY 2016 ADOPTED	FY 2017 PROJECTED	FY 2018 PROJECTED
Personnel								
Salaries	\$ 395,406	\$ 443,107	\$ 455,011	\$ 471,029	\$ 476,000	\$ 500,453	\$ 517,969	\$ 536,098
Overtime	36,777	40,233	40,075	45,258	44,000	48,735	50,441	52,206
Longevity	3,271	4,099	4,655	5,501	5,300	5,761	6,511	7,261
Stipend	-	8,575	9,150	11,250	10,200	11,250	12,000	12,000
Certification	1,350	360	5,119	4,800	5,060	4,200	4,200	4,200
Holiday Pay	8,829	-	13,290	14,749	14,500	15,873	16,429	17,004
Retirement	59,260	67,164	75,410	91,367	74,950	76,167	79,975	83,974
Medical Insurance	36,711	41,410	54,500	59,167	60,900	65,597	68,877	72,321
Dental Insurance	3,209	3,775	4,154	4,387	4,388	4,871	5,115	5,370
Vision Insurance	723	783	824	807	782	859	902	947
Life Insurance & Others	2,085	5,835	3,861	4,030	3,881	4,585	4,814	5,055
Social Security Taxes	25,613	28,357	30,189	33,563	33,146	35,675	36,924	38,216
Medicare Taxes	5,990	6,632	7,062	8,013	7,581	8,507	8,805	9,113
Unemployment Taxes	2,046	206	1,648	1,620	-	1,699	1,758	1,820
Workman's Compensation	7,222	7,421	6,768	8,763	8,425	9,358	9,686	10,025
Pre-Employment Physicals/Testing	67	451	171	-	260	-	-	-
Total Personnel	\$ 588,560	\$ 658,407	\$ 711,887	\$ 764,304	\$ 749,373	\$ 793,590	\$ 824,404	\$ 855,609

EMS	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 ESTIMATE	FY 2016 ADOPTED	FY 2017 PROJECTED	FY 2018 PROJECTED
Services/Supplies								
Collection Fees	\$ 18,071	\$ 10,514	\$ 14,989	\$ 14,006	\$ 17,500	\$ 18,000	\$ 18,000	\$ 18,000
Hazmat Disposal	2,576	499	3,194	500	1,150	1,131	1,131	1,131
Radios	-	-	-	500	335	1,000	1,000	1,000
Schools & Training	1,989	1,732	1,150	1,575	1,100	3,830	2,830	2,830
Electricity	-	4,021	6,960	6,700	7,200	7,400	7,600	7,800
Water	-	984	1,353	1,750	1,500	1,900	1,950	2,000
Telephone	157	226	7	120	-	-	-	-
Communications/Pagers/Mobiles	4,870	3,555	2,658	2,616	2,200	2,790	2,790	2,790
Building Maintenance	-	110	326	200	700	700	700	700
Vehicle Maintenance	3,437	4,859	5,424	4,500	4,500	9,200	6,500	9,200
Equipment Maintenance	1,623	1,541	799	4,700	4,000	5,700	5,700	5,700
Emergency Management	-	-	-	-	2,180	2,500	2,500	2,500
Dispatch - Denton County	-	1,315	1,295	2,216	2,216	2,379	2,379	2,379
Dues & Membership	474	800	1,727	1,332	1,432	884	884	884
Flags & Repairs	4,687	2,462	1,767	2,000	2,000	2,000	2,000	2,000
Travel & Per Diem	1,801	1,748	636	1,600	800	2,325	2,325	2,325
Meetings	75	22	28	100	100	100	100	100
Safety Programs	-	-	-	500	500	1,170	920	920
Inspection Fees	-	-	-	-	-	870	-	870
Office Supplies	101	103	180	150	150	225	225	225
Postage	53	44	12	70	70	100	100	100
Publications/Books/Subscriptions	-	-	-	200	200	300	300	300
Fuel	5,756	6,034	5,714	6,423	6,250	8,060	8,250	8,500
Uniforms	3,177	2,566	2,698	2,500	2,500	3,140	2,515	2,000
Medical Control	3,024	6,924	3,024	7,000	7,000	12,750	12,750	12,750
Pharmacy	3,512	2,382	2,579	2,750	2,750	3,710	3,710	3,710
Oxygen	674	1,241	1,078	900	900	1,050	1,050	1,050
Disposable Supplies	7,739	6,747	5,949	5,400	5,400	6,140	6,140	6,140
Small Equipment	875	2,906	-	2,200	2,540	4,740	3,450	2,500
Maintenance Supplies	-	-	-	150	150	150	150	150
Miscellaneous Expense	31	584	663	400	400	225	225	225
Total Services/Supplies	\$ 64,700	\$ 63,919	\$ 64,208	\$ 73,058	\$ 77,723	\$ 104,469	\$ 98,174	\$ 100,779
Capital								
Capital Outlay	\$ 41,879	\$ 46,041	\$ 32,693	\$ 179,360	\$ 18,000	\$ 18,000	\$ 232,000	\$ 8,800
Total Capital	\$ 41,879	\$ 46,041	\$ 32,693	\$ 179,360	\$ 18,000	\$ 18,000	\$ 232,000	\$ 8,800
Total Expenditures	\$ 695,139	\$ 768,367	\$ 808,788	\$ 1,016,722	\$ 845,096	\$ 916,059	\$ 1,154,578	\$ 965,188

STREETS

Mission

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

Top 3 Accomplishments for FY15

- Complete re-construction of a portion of Indian Creek in time and under budget
- Annual street re-striping 41,500 feet
- Completed Hazardous Mitigation Action Plan

Strategic Planning

Goal 1- Provide well-maintained streets and storm drains

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

Goal 2- Provide timely & knowledgeable response to resident issues

- Quick customer response
- Customer service

Goal 3- Establish five-year plan for streets and storm drainage

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

Goal 4- Provide support for other Town Departments

- Parks
- Police Department

Financial Summary

	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 ESTIMATE	FY 2016 ADOPTED	% Change (Bud vs. Ad)
Personnel	\$268,817	\$401,150	\$234,485	\$222,195	\$191,936	\$220,656	-1%
Services & Supplies	149,181	365,261	169,383	189,482	174,849	199,464	5%
Capital	-	-	-	-	55,181	-	N/A
TOTAL	\$417,998	\$766,411	\$403,868	\$411,677	\$421,966	\$420,120	2%

PERFORMANCE MATRIX

Workload Measures	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ESTIMATE
Streets sweeping (curb miles)	87	90	93	95	97
Striping (linear feet)	37,665	38,346	39,500	41,500	42,000
Concrete placed/poured (cubic yards)	233	320	400	215	150
Ratio of lane miles of street maintained per employee	30:01	30:01	30:01	45:1	45:1

PERSONNEL SCHEDULE

POSITION TITLE	FY 2015 BUDGET	FY 2015 ESTIMATE	FY 2016 ADOPTED
DIRECTOR OF STREETS SERVICES	1.00	0.00	0.00
PROJECT MANAGER	0.00	1.00	1.00
STREETS SUPERVISOR	0.50	0.00	0.50
STREETS MAINTENANCE WORKER	1.30	1.30	1.30
TOTAL FTEs	2.80	2.30	2.80

Streets	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 ESTIMATE	FY 2016 ADOPTED	FY 2017 PROJECTED	FY 2018 PROJECTED
Personnel								
Salaries	\$ 188,402	\$ 270,120	\$ 156,796	\$ 148,225	\$ 131,100	\$ 150,174	\$ 178,034	\$ 184,266
Overtime	599	1,773	1,111	3,000	2,598	3,000	3,000	3,000
Longevity	1,752	3,834	1,894	1,961	1,962	1,773	2,010	2,247
Stipend	-	8,530	4,086	2,085	2,015	1,725	2,475	2,475
Retirement	26,846	39,794	23,872	26,229	19,600	20,367	24,558	25,786
Medical Insurance	23,692	37,729	21,498	19,860	18,360	23,530	30,207	31,717
Dental Insurance	1,962	3,124	1,580	1,541	1,335	1,660	2,093	2,198
Vision Insurance	497	710	330	298	281	329	420	441
Life Insurance & Other	1,046	4,239	1,318	1,288	1,118	1,536	1,590	1,645
Social Security Taxes	10,981	15,859	9,339	9,498	7,760	9,607	11,400	11,799
Medicare Taxes	2,563	3,709	2,184	2,251	1,870	2,272	2,692	2,786
Unemployment Taxes	1,059	70	848	573	-	580	683	706
Workman's Compensation	9,418	11,560	9,453	5,386	3,927	4,103	4,482	4,638
Pre-Employment Physicals/Testing	-	100	176	-	10	-	-	-
Total Personnel	\$ 268,817	\$ 401,150	\$ 234,485	\$ 222,195	\$ 191,936	\$ 220,656	\$ 263,644	\$ 273,705
Services/Supplies								
Professional Services - PID Utility	\$ -	\$ -	\$ 5,522	\$ 5,000	\$ 4,000	\$ 5,000	\$ 5,000	\$ 5,000
Advertising	-	475	200	-	-	-	-	-
Schools & Training	398	693	-	600	1,570	1,175	1,945	1,175
Electricity	127,292	173,475	155,159	173,237	160,000	181,899	190,994	200,544
Water	5,017	42,239	-	-	-	-	-	-
Telephone	76	115	15	125	-	-	-	-
Communications/Pagers/Mobiles	2,671	3,980	2,427	2,580	2,100	2,100	2,100	2,100
Property Maintenance	1,295	113,845	-	-	-	-	-	-
Building Maintenance	-	2,030	-	-	-	-	-	-
Vehicle Maintenance	626	4,371	126	-	-	-	-	-
Equipment Maintenance	1,312	4,156	2,159	3,000	2,000	3,000	3,000	3,000
Storage Rental	-	2,242	-	-	-	-	-	-
Dues & Membership	155	174	179	428	210	428	428	428
Travel & Per Diem	798	567	-	812	1,269	812	1,269	812
Meetings	-	37	75	150	150	150	150	150
Safety Program	-	41	-	-	-	-	-	-
Office Supplies	192	291	356	200	200	200	200	200
Postage	3	30	3	100	100	100	100	100
Fuel	5,436	9,678	-	-	-	-	-	-
Uniforms	1,900	2,086	1,645	1,750	1,750	3,100	2,300	2,300
Small Tools	2,011	4,565	1,517	1,500	1,500	1,500	1,500	1,500
Safety Equipment	-	170	-	-	-	-	-	-
Total Services/Supplies	\$ 149,181	\$ 365,261	\$ 169,383	\$ 189,482	\$ 174,849	\$ 199,464	\$ 208,986	\$ 217,309
Capital								
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ 55,181	\$ -	\$ -	\$ -
Total Capital	\$ -	\$ -	\$ -	\$ -	\$ 55,181	\$ -	\$ -	\$ -
Total Expenditures	\$ 417,998	\$ 766,411	\$ 403,868	\$ 411,677	\$ 421,966	\$ 420,120	\$ 472,630	\$ 491,014

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 for FY15

- Opened the Dino Toddler Playground
- Installed a pilot channel at Freedom Dog Park to increase drainage
- Converted 10 ancillary medians to a hardscape design for water conservation and to reduced maintenance

Strategic Planning

Goal 1 - Proactively maintain and reinforce sound environmental practices within the community

- 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

- Sports field maintenance
- Trail maintenance
- Facility maintenance
- Staff training to implement current maintenance standards
- Medians and common area maintenance

Goal 3 - Streamline current operations to achieve greater efficiency

- Eliminate or reduce maintenance of non-town owned properties
- Identify areas that are more appropriate for contract maintenance
- Reduce overall use of freshwater irrigation
- Aquatic area maintenance

Goal 4 - Evaluate maintenance procedures for new amenities

- Concrete trail maintenance and pond maintenance
- Long-term solutions for park drainage issues
- Evaluate new open space and park/land maintenance areas
- Implement infrastructure repair and replacement plan

Goal 5 - Bring new park amenities online

- Relocate the NEOS system to Independence West
- Additional playground at Harmony Park
- Install new practice fields at Lakeview Park

The Parks Department was combined with the Medians Department in FY16

Financial Summary

	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 ESTIMATE	FY 2016 ADOPTED	% Change (Bud vs. Ad)
Personnel	\$ 653,640	\$ 549,713	\$ 601,121	\$ 657,422	\$ 616,626	\$ 786,327	20%
Services & Supplies	480,576	299,313	382,801	321,164	304,147	522,868	63%
Capital	7,000	98,708	36,083	64,830	64,830	79,600	23%
TOTAL	\$1,141,216	\$ 947,734	\$1,020,004	\$1,043,416	\$ 985,603	\$1,388,795	33%

PERFORMANCE MATRIX

Workload Measures	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ESTIMATE
Medians and common areas maintained	85	114	114	114	106
Sports fields maintained	17	22	22	22	35
Medians redesigned	-	-	-	4	3
Medians converted to hardscape or xeriscape	5	7	10	1	10
Acres maintained by contract labor	12	14	28	30	62

PERSONNEL SCHEDULE

POSITION TITLE	FY 2015 BUDGET	FY 2015 ESTIMATE	FY 2016 ADOPTED
P & R DIRECTOR	0.50	0.50	0.50
PARKS SUPERINTENDENT	1.00	1.00	1.00
PARKS SUPERVISOR	0.00	1.00	1.00
PARKS CREW LEADER	1.00	0.00	0.00
ATHLETIC CREW LEADER	1.00	1.00	1.00
PARK IRRIGATOR CREW LEADER	1.00	1.00	1.00
PARK IRRIGATOR	0.00	0.00	1.00
LANDSCAPE MAINTENANCE WORKER	3.00	3.00	5.00
ATHLETIC FIELD TECHNICIAN	1.00	1.00	0.00
SPRAY TECHNICIAN CREW LEADER	1.00	1.00	1.00
APPLICATOR SPRAY TECHNICIAN	1.00	1.00	1.00
PART-TIME MAINTENANCE WORKER	0.00	0.00	0.50
TOTAL FTEs	10.50	10.50	13.00

The Parks Department was combined with the Medians Department in FY16

Parks	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 ESTIMATE	FY 2016 ADOPTED	FY 2017 PROJECTED	FY 2018 PROJECTED
Personnel								
Salaries	\$ 439,757	\$ 368,787	\$ 392,610	\$ 428,803	\$ 409,369	\$ 527,769	\$ 546,241	\$ 565,359
Overtime	20,119	12,838	18,271	12,500	14,600	15,000	15,000	15,000
Longevity	3,345	2,267	2,880	3,461	3,490	4,466	5,411	6,356
Stipend	-	8,750	10,800	7,125	7,375	7,875	9,375	9,375
Certification	1,250	205	1,510	1,500	1,835	3,600	3,600	3,600
Retirement	66,301	55,305	62,411	76,589	61,600	70,712	74,248	77,960
Medical Insurance	64,901	51,148	57,647	68,640	65,650	86,779	91,118	95,674
Dental Insurance	5,007	3,919	4,102	4,861	4,495	5,715	6,001	6,301
Vision Insurance	1,166	887	939	1,050	1,043	1,213	1,274	1,337
Life Insurance & Other	2,982	5,494	3,436	3,762	3,552	5,262	5,525	5,801
Social Security Taxes	27,918	23,050	25,158	27,668	25,650	34,152	35,347	36,584
Medicare Taxes	6,529	5,391	5,884	6,574	6,020	8,101	8,385	8,678
Unemployment Taxes	3,908	243	2,755	2,174	142	2,691	2,785	2,883
Workman's Compensation	9,009	8,771	10,126	10,300	11,680	12,677	13,121	13,580
Pre-Employment Physicals/Testing	435	503	547	315	125	315	-	-
Auto Allowance	1,012	2,156	2,044	2,100	-	-	-	-
Total Personnel	\$ 653,640	\$ 549,713	\$ 601,121	\$ 657,422	\$ 616,626	\$ 786,327	\$ 817,430	\$ 848,489

The Parks Department was combined with the Medians Department in FY16

Parks	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 ESTIMATE	FY 2016 ADOPTED	FY 2017 PROJECTED	FY 2018 PROJECTED
Services/Supplies								
Professional Outside Services	\$ 1,015	\$ -	\$ 1,220	\$ -	\$ -	\$ -	\$ -	\$ -
Advertising	2,274	175	1,025	1,000	2,200	825	825	825
Printing	-	85	-	-	-	-	-	-
Schools & Training	912	2,731	1,918	4,596	4,072	4,845	4,097	4,370
Electricity	34,195	33,354	33,437	41,695	29,444	38,639	39,639	40,139
Water	145,812	79,152	82,743	73,315	71,500	121,000	121,050	123,500
Telephone	394	393	23	435	-	-	-	-
Communications/Pagers/Mobiles	6,131	6,648	6,765	7,220	8,300	8,926	8,926	8,926
Property Maintenance	211,702	89,737	156,335	113,100	106,500	185,000	176,900	180,300
Building Maintenance	3,787	3,155	2,090	2,500	3,500	3,500	3,500	2,500
Vehicle Maintenance	7,692	13,108	9,315	8,241	10,288	10,288	10,288	10,288
Equipment Maintenance	12,053	13,776	10,403	11,032	11,000	11,000	11,000	11,000
Independent Labor	-	-	-	-	-	53,600	53,600	53,600
Equipment Rental/Lease	-	121	8	-	-	-	-	-
Storage Rental	2,222	6,866	14,097	14,008	14,008	11,408	11,408	11,408
Portable Toilets	1,646	2,693	1,999	4,243	1,900	3,556	4,588	4,727
Dues & Membership	318	250	511	1,189	1,030	1,430	1,430	1,430
Travel & Per Diem	1,704	1,028	4,487	2,155	2,180	2,692	210	710
Meetings	787	388	778	900	900	750	750	750
Safety Program	900	18	165	464	750	600	600	600
Tree City	-	-	-	-	-	10,000	10,000	10,000
Office Supplies	379	444	983	372	500	383	402	422
Postage	15	19	65	52	25	25	25	25
Publications/Books/Subscriptions	151	254	405	515	500	500	500	500
Fuel	23,713	23,946	24,714	17,013	17,000	25,149	26,250	27,000
Uniforms	8,705	9,416	8,622	6,750	6,750	9,432	9,432	9,432
Small Tools	12,719	9,464	13,811	7,000	7,000	16,450	13,850	13,850
Safety Equipment	965	947	1,844	2,039	3,500	2,070	2,070	2,070
Small Equipment	-	558	1,802	-	-	-	-	-
Furniture/Equipment <\$5,000	285	505	1,368	1,030	1,000	500	500	500
Hardware	-	84	-	-	-	-	-	-
Miscellaneous Expense	100	-	1,869	300	300	300	300	300
Total Services/Supplies	\$ 480,576	\$ 299,313	\$ 382,801	\$ 321,164	\$ 304,147	\$ 522,868	\$ 512,140	\$ 519,172
Capital								
Capital Outlay	\$ 7,000	\$ 98,708	\$ 36,083	\$ 64,830	\$ 64,830	\$ 79,600	\$ 20,000	\$ 18,350
Total Capital	\$ 7,000	\$ 98,708	\$ 36,083	\$ 64,830	\$ 64,830	\$ 79,600	\$ 20,000	\$ 18,350
Total Expenditures	\$ 1,141,216	\$ 947,734	\$ 1,020,004	\$ 1,043,416	\$ 985,603	\$ 1,388,795	\$ 1,349,570	\$ 1,386,011

The Parks Department was combined with the Medians Department in FY16

MEDIANS

PERSONNEL SCHEDULE

POSITION TITLE	FY 2015 BUDGET	FY 2015 ESTIMATE	FY 2016 ADOPTED
PARK IRRIGATOR	1.00	1.00	0.00
LANDSCAPE MAINTENANCE WORKER	2.00	2.00	0.00
TOTAL FTEs	3.00	3.00	0.00

Medians	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 ESTIMATE	FY 2016 ADOPTED	FY 2017 PROJECTED	FY 2018 PROJECTED
Personnel								
Salaries	\$ -	\$ -	\$ 94,632	\$ 98,876	\$ 100,639	\$ -	\$ -	\$ -
Overtime	-	-	3,022	2,000	5,000	-	-	-
Longevity	-	-	1,063	285	200	-	-	-
Stipend	-	-	3,600	2,250	2,000	-	-	-
Retirement	-	-	14,882	17,469	15,150	-	-	-
Medical Insurance	-	-	15,656	16,709	16,430	-	-	-
Dental Insurance	-	-	1,168	1,442	1,300	-	-	-
Vision Insurance	-	-	260	300	277	-	-	-
Life Insurance & Other	-	-	868	985	969	-	-	-
Social Security Taxes	-	-	6,109	6,272	6,760	-	-	-
Medicare Taxes	-	-	1,429	1,499	1,604	-	-	-
Unemployment Taxes	-	-	830	621	107	-	-	-
Workman's Compensation	-	-	1,824	2,375	3,283	-	-	-
Pre-Employment Physicals/Testing	-	-	70	-	-	-	-	-
Total Personnel	\$ -	\$ -	\$ 145,412	\$ 151,083	\$ 153,719	\$ -	\$ -	\$ -
Services/Supplies								
Electricity	\$ -	\$ -	\$ 9,263	\$ 1,030	\$ 3,250	\$ -	\$ -	\$ -
Water	-	-	31,257	32,273	40,000	-	-	-
Communications/Pagers/Mobiles	-	-	1,317	1,200	1,100	-	-	-
Property Maintenance	-	-	98,319	84,000	84,000	-	-	-
Building Maintenance	-	-	197	-	-	-	-	-
Vehicle Maintenance	-	-	1,883	2,048	-	-	-	-
Equipment Maintenance	-	-	250	3,167	-	-	-	-
Meetings	-	-	-	103	-	-	-	-
Safety Program	-	-	296	155	-	-	-	-
Tree City	-	-	-	10,000	7,500	-	-	-
Fuel	-	-	2,432	5,447	5,400	-	-	-
Uniforms	-	-	927	2,444	2,400	-	-	-
Small Tools	-	-	2,790	6,360	3,000	-	-	-
Total Services/Supplies	\$ -	\$ -	\$ 148,930	\$ 148,227	\$ 146,650	\$ -	\$ -	\$ -
Total Expenditures	\$ -	\$ -	\$ 294,342	\$ 299,310	\$ 300,369	\$ -	\$ -	\$ -

The Medians Department was combined with the Parks Department in FY16

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 for FY15

- Managed and Planned for 87 programs and 25 events
- Created a new multi-year agreement for use of Town facilities with Trophy Club/Roanoke Youth Baseball Association
- Implemented Active.Net registration website that improved customer experience and saved staff time

Strategic Planning

Goal 1- Promote physical activity and a healthy lifestyle

- Triton Swim Team
- Tennis camp
- Sports association support
- Volunteer support

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

- Family Camp-Out
- Summer Adventure Camp
- Freedom Dog Park
- Third-party programs

Goal 3- Encourage community involvement through increased awareness and opportunities

- Business vendors at community events
- Eagle Scout projects
- Facility rentals
- Community events

Goal 4- Evaluation of revenue-producing programs

- Baseball and soccer tournaments
- Birthday parties
- Pool fees
- Enterprise program fund

Goal 5- Bring new programming on-line

- Dog obedience & training classes
- Active adult classes
- Nature classes



Financial Summary

	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 ESTIMATE	FY 2016 ADOPTED	% Change (Bud vs. Ad)
Personnel	\$324,286	\$346,991	\$357,015	\$393,165	\$382,166	\$417,042	6%
Services & Supplies	146,266	149,397	146,358	156,874	159,917	161,605	3%
Capital	-	-	-	-	-	80,000	N/A
TOTAL	\$470,551	\$496,388	\$503,373	\$550,039	\$542,083	\$658,647	20%

PERFORMANCE MATRIX

Workload Measures	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ESTIMATE
Adult/senior programs	-	-	-	14	16
Aquatics programs	-	-	-	57	57
Youth programs	-	-	-	13	36
Volunteer hours	-	-	-	475	500
Public private partnerships	-	-	-	10	12
Event attendees	5,000	6,000	10,000	11,000	11,500
Planned events	6	7	8	26	27

PERSONNEL SCHEDULE

POSITION TITLE	FY 2015 BUDGET	FY 2015 ESTIMATE	FY 2016 ADOPTED
PARKS & RECREATION DIRECTOR	0.50	0.50	0.50
RECREATION SUPERINTENDENT	0.60	0.60	0.60
RECREATION SUPERVISOR	1.00	1.00	1.00
CAMP DIRECTOR	0.27	0.27	0.27
ASSISTANT CAMP DIRECTOR	0.21	0.21	0.21
CAMP COUNSELOR	1.69	1.69	1.69
ASSISTANT POOL MANAGER	0.28	0.28	0.28
HEAD LIFEGUARDS	0.74	0.74	0.74
LIFEGUARDS	3.84	3.84	3.84
CASHIER	0.93	0.93	0.93
SWIM TEAM	0.69	0.69	0.69
TOTAL FTEs	10.76	10.76	10.76



Recreation	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 ESTIMATE	FY 2016 ADOPTED	FY 2017 PROJECTED	FY 2018 PROJECTED
Personnel								
Salaries	\$ 258,705	\$ 275,485	\$ 279,981	\$ 309,673	\$ 307,500	\$ 335,983	\$ 347,742	\$ 359,913
Overtime	1,616	1,011	2,647	3,800	3,800	3,800	3,800	3,800
Longevity	383	524	760	892	901	1,135	1,315	1,495
Stipend	-	3,650	3,300	1,575	1,575	1,575	1,575	1,575
Retirement	15,716	18,524	19,957	23,140	19,540	18,912	19,858	20,850
Medical Insurance	10,114	11,348	12,489	13,341	13,150	14,032	14,734	15,470
Dental Insurance	711	835	840	891	997	1,055	1,108	1,163
Vision Insurance	184	199	199	199	208	199	209	219
Life Insurance & Other	769	1,945	1,133	1,141	1,151	1,270	1,334	1,400
Social Security Taxes	17,673	17,274	17,589	19,491	19,150	21,137	22,194	23,304
Medicare Taxes	4,133	4,040	4,113	4,581	4,500	4,966	5,140	5,320
Unemployment Taxes	4,986	165	3,743	2,198	605	2,203	2,280	2,360
Workman's Compensation	5,720	6,836	5,210	7,438	6,589	8,070	8,352	8,645
Pre-Employment Physicals/Testing	2,564	3,000	3,012	2,705	2,500	2,705	2,800	2,898
Auto Allowance	1,012	2,156	2,044	2,100	-	-	-	-
Total Personnel	\$ 324,286	\$ 346,991	\$ 357,015	\$ 393,165	\$ 382,166	\$ 417,042	\$ 432,440	\$ 448,412

Recreation	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 ESTIMATE	FY 2016 ADOPTED	FY 2017 PROJECTED	FY 2018 PROJECTED
Services/Supplies								
Software & Support	\$ 8,500	\$ 3,500	\$ 3,648	\$ 4,805	\$ 4,009	\$ 4,009	\$ 1,109	\$ 1,109
Collection Fees	3,531	158	-	-	-	-	-	-
Health Inspections	-	-	-	261	261	269	277	285
Advertising	2,970	862	2,957	2,716	1,895	1,976	1,996	2,017
Printing	2,592	4,749	-	5,813	7,500	8,500	8,500	8,900
Schools & Training	1,257	1,227	1,038	5,733	3,055	3,075	3,265	1,975
Service Charges & Fees	-	4,440	8,407	5,700	15,300	15,300	15,300	15,300
Electricity	7,929	18,958	18,573	19,500	17,500	19,000	19,000	19,000
Water	18,377	9,519	8,036	13,138	11,000	14,000	14,300	14,600
Telephone	1,672	1,681	1,728	1,295	1,907	1,916	1,920	1,923
Communications/Pagers/Mobiles	2,562	2,847	2,887	3,000	3,000	4,196	4,196	4,196
Insurance	-	-	-	501	-	-	-	-
Property Maintenance	13,656	7,338	17,072	6,221	11,433	6,407	6,599	6,796
Equipment Maintenance	1,182	250	86	-	-	-	-	-
Library Services	-	15,000	15,000	-	-	-	-	-
Independent Labor	408	-	-	2,824	-	-	-	-
Equipment Rental/Lease	4,885	5,454	6,386	5,901	7,400	7,622	7,851	8,087
Building rental/Lease	(2,896)	-	-	-	-	-	-	-
Dues & Membership	6,787	5,807	6,510	7,367	7,932	8,024	8,219	8,420
Travel & Per Diem	5,262	3,197	3,944	5,910	4,573	5,495	5,456	5,526
Meetings	505	1,083	366	1,191	669	669	674	679
Field Trips	4,974	4,066	5,452	5,665	5,665	5,835	6,010	6,190
Office Supplies	1,417	824	2,126	1,988	1,895	1,625	1,632	1,639
Postage	113	483	-	777	1,324	1,363	1,404	1,446
Publications/Books/Subscriptions	-	208	200	478	478	300	300	300
Fuel	-	10	438	-	-	-	-	-
Uniforms	9,281	5,809	9,676	8,110	7,950	8,386	8,623	8,866
Chemicals	20,286	18,811	12,622	19,156	12,622	13,000	13,000	13,000
Concessions	8,167	9,885	7,103	10,400	7,103	8,000	8,000	8,000
Program Supplies	3,800	4,573	2,644	3,578	6,408	6,624	4,455	4,475
Special Events	1,322	1,310	1,047	1,914	2,313	1,971	2,030	2,091
Community Events	2,502	-	-	-	-	-	-	-
Safety Equipment	1,271	1,629	1,364	1,190	1,160	1,225	1,262	1,300
Small Equipment	5,893	2,770	1,146	2,500	5,391	3,540	2,750	2,800
Furniture/Equipment <\$5,000	2,990	9,900	3,340	5,509	5,700	5,212	5,216	5,219
Hardware	3,463	-	870	1,500	2,233	1,800	1,800	1,800
Maintenance Supplies	677	1,042	1,498	1,909	1,940	1,966	2,025	2,086
Miscellaneous Expenses	928	2,010	194	324	300	300	300	300
Total Services/Supplies	\$ 146,266	\$ 149,397	\$ 146,358	\$ 156,874	\$ 159,917	\$ 161,605	\$ 157,469	\$ 158,325
Capital								
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 80,000	\$ 70,000	\$ 20,000
Total Capital	\$ -	\$ 80,000	\$ 70,000	\$ 20,000				
Total Expenditures	\$ 470,551	\$ 496,388	\$ 503,373	\$ 550,039	\$ 542,083	\$ 658,647	\$ 659,909	\$ 626,738

COMMUNITY EVENTS

Financial Summary

	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 ESTIMATE	FY 2016 ADOPTED	% Change (Bud. vs. Ad)
Services & Supplies	\$47,889	\$47,374	\$38,805	\$60,201	\$24,932	\$31,881	-47%
TOTAL	\$47,889	\$47,374	\$38,805	\$60,201	\$24,932	\$31,881	-47%

Community Events	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 ESTIMATE	FY 2016 ADOPTED	FY 2017 PROJECTED	FY 2018 PROJECTED
Services/Supplies								
Advertising	\$ 3,030	\$ 300	\$ 512	\$ 1,288	\$ 300	\$ 530	\$ 546	\$ 563
Printing	783	1,288	364	3,914	2,759	1,650	1,650	1,750
Schools & Training	-	-	230	-	205	205	205	225
Event Rentals	33,073	33,466	26,399	37,690	9,101	15,799	16,268	16,772
Dues & Membership	-	-	200	124	205	205	205	215
Travel & Per Diem	-	-	428	567	567	583	601	619
Uniforms	756	-	-	606	800	800	850	850
Program Supplies	9,502	12,535	10,572	13,231	9,295	11,366	11,598	11,832
Miscellaneous Expense	746	(214)	100	2,781	1,700	743	765	788
Total Services/Supplies	\$ 47,889	\$ 47,374	\$ 38,805	\$ 60,201	\$ 24,932	\$ 31,881	\$ 32,688	\$ 33,614
Total Expenditures	\$ 47,889	\$ 47,374	\$ 38,805	\$ 60,201	\$ 24,932	\$ 31,881	\$ 32,688	\$ 33,614

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 for FY15

- Construction oversight of Homewood Suites and Holiday Inn
- Upgraded to Energov Software
- Code Enforcement Officer became fully certified by State of Texas

Strategic Planning

Goal 1 - Structurally sound residential and commercial construction

- Inspections by fully licensed Inspector/Certified Building Official
- Customer service
- Plan review (residential and commercial)

Goal 2 - Quality residential and commercial developments in Trophy Club

- Liaison
- Customer service
- Code enforcement

Goal 3 - Streamlined permitting for efficient and timely service to community

- Online permitting capabilities
- Effective communication policies allow for quick customer response times

Goal 4 - Beautification efforts

- Community Clean-Up Event
- Trash collection, electronic recycling, shredding

Goal 5 - Improve and/or update zoning and other land use ordinances

- Improved/updated ordinances
- Residential
- Commercial
- Code enforcement

Financial Summary

	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 ESTIMATE	FY 2016 ADOPTED	% Change (Bud vs. Ad)
Personnel	\$185,085	\$287,778	\$302,809	\$429,897	\$397,029	\$451,227	5%
Services & Supplies	45,890	31,390	24,013	143,024	117,817	131,499	-8%
Capital	17,364	-	-	-	42,000	-	N/A
TOTAL	\$248,339	\$319,168	\$326,821	\$572,921	\$556,846	\$582,726	2%

PERFORMANCE MATRIX

Workload Measures	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ESTIMATE
Number of inspections Completed	-	3,581	5,100	4,755	4,500
High grass/weeds violations	97	110	10	142	124
Sign violations	75	50	70	112	140
Trailer/boat/vehicle parking violations	21	25	60	16	20
Outdoor storage violations	35	20	20	34	40
Number of permits issued	1,785	1,572	1,650	1,672	1,600
Plats processed	12	8	10	4	3
P & Z meetings held	11	14	13	15	12
Ordinances amended to reflect council policies	2	1	2	2	3

PERSONNEL SCHEDULE

POSITION TITLE	FY 2015 BUDGET	FY 2015 ESTIMATE	FY 2016 ADOPTED
INFRASTRUCTURE & DEVELOPMENT SERVICES MANAGER	0.00	0.75	0.75
TOWN PLANNER	1.00	1.00	1.00
BUILDING SERVICES MANAGER	1.00	0.00	0.00
CUSTOMER SERVICE/CODE ENFORCEMENT	1.00	1.00	1.00
BUILDING INSPECTOR	1.00	1.00	1.00
PERMIT OFFICIAL	1.00	1.00	1.00
ADMINISTRATIVE ASSISTANT	1.00	1.00	1.00
TOTAL FTEs	6.00	5.75	5.75

Community Development	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 ESTIMATE	FY 2016 ADOPTED	FY 2017 PROJECTED	FY 2018 PROJECTED
Personnel								
Salaries	\$ 138,964	\$ 206,471	\$ 211,862	\$ 298,068	\$ 280,385	\$ 318,266	\$ 329,405	\$ 340,934
Overtime	247	895	3,607	3,000	6,800	5,000	5,000	5,000
Longevity	915	1,005	1,235	1,595	1,530	1,900	2,290	2,680
Stipend	-	5,500	4,100	4,500	4,000	4,312	4,312	4,312
Retirement	18,943	29,778	32,154	51,888	40,648	42,832	44,974	47,222
Medical Insurance	11,012	21,504	26,738	38,871	35,208	36,455	38,278	40,192
Dental Insurance	902	2,015	1,968	2,603	2,350	2,535	2,662	2,795
Vision Insurance	214	450	429	543	500	523	549	577
Life Insurance & Other	950	3,373	1,953	2,745	2,345	2,967	3,115	3,271
Social Security Taxes	8,724	12,777	13,083	18,765	17,600	20,160	21,168	22,226
Medicare Taxes	2,040	2,988	3,060	4,454	4,160	4,777	4,944	5,117
Unemployment Taxes	1,391	259	1,170	1,242	65	1,190	1,232	1,275
Workman's Compensation	451	757	1,203	1,623	1,438	10,310	10,671	11,044
Pre-Employment Physicals/Testing	332	7	247	-	-	-	-	-
Total Personnel	\$ 185,085	\$ 287,778	\$ 302,809	\$ 429,897	\$ 397,029	\$ 451,227	\$ 468,600	\$ 486,646
Services/Supplies								
Professional Outside Services	\$ 2,812	\$ -	\$ -	\$ 12,000	\$ 12,000	\$ 8,000	\$ 83,000	\$ 83,000
Engineering	-	-	-	75,000	75,000	75,000	50,000	50,000
Plan Review Services	-	4,709	-	5,000	-	5,000	5,000	5,000
Appraisal	-	-	-	500	-	-	-	-
Health Inspections	6,000	5,975	5,350	6,100	6,100	6,900	7,200	7,200
Inspection Services	16,300	-	-	8,000	2,000	8,000	8,000	8,000
Advertising	-	461	33	1,100	1,100	1,100	1,100	1,100
Printing	890	734	1,679	1,100	1,100	1,100	1,100	1,100
Computer Mapping	-	-	-	4,000	-	-	-	-
Abatements	2,055	2,920	190	3,000	1,800	3,000	3,000	3,000
Schools & Training	1,365	1,187	1,519	2,800	2,400	1,950	1,950	1,950
Service Charges & Fees	-	331	-	-	-	-	-	-
Telephone	337	794	85	600	-	-	-	-
Communications/Pagers/Mobiles	1,506	1,609	2,199	3,672	2,500	4,512	4,512	4,512
Vehicle Maintenance	862	869	3,973	3,000	3,000	3,000	3,000	3,000
Dues & Membership	421	260	251	1,627	1,227	1,307	1,307	1,307
Travel & Per Diem	517	117	123	1,000	800	1,000	1,000	1,000
Meetings	22	75	-	240	240	240	240	240
Plat Filing Fees	-	-	-	1,100	-	-	-	-
Office Supplies	1,367	1,106	559	2,500	1,500	1,500	1,500	1,500
Postage	825	798	470	500	500	500	500	500
Publications/Books/Subscriptions	661	454	225	700	350	2,000	500	500
Fuel	3,978	6,217	5,060	6,245	4,000	4,870	5,000	5,150
Uniforms	1,181	1,527	1,726	2,340	1,600	1,920	1,920	1,920
Miscellaneous Expense	4,792	1,248	571	900	600	600	600	600
Total Services/Supplies	\$ 45,890	\$ 31,390	\$ 24,013	\$ 143,024	\$ 117,817	\$ 131,499	\$ 180,429	\$ 180,579
Capital								
Capital Outlay	\$ 17,364	\$ -	\$ -	\$ -	\$ 42,000	\$ -	\$ -	\$ -
Total Capital	\$ 17,364	\$ -	\$ -	\$ -	\$ 42,000	\$ -	\$ -	\$ -
Total Expenditures	\$ 248,339	\$ 319,168	\$ 326,821	\$ 572,921	\$ 556,846	\$ 582,726	\$ 649,029	\$ 667,225

PLANNING & ZONING

Financial Summary

	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 ESTIMATE	FY 2016 ADOPTED	% Change (Bud vs. Ad)
Personnel	\$99,378	\$104,932	\$125,871	\$ -	\$ -	\$ -	N/A
Services & Supplies	133,756	152,206	135,068	-	-	-	N/A
TOTAL	\$233,134	\$257,138	\$260,939	\$ -	\$ -	\$ -	N/A

Planning & Zoning	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 ESTIMATE	FY 2016 ADOPTED	FY 2017 PROJECTED	FY 2018 PROJECTED
Personnel								
Salaries	\$ 76,872	\$ 78,257	\$ 94,418	\$ -	\$ -	\$ -	\$ -	\$ -
Longevity	280	510	600	-	-	-	-	-
Stipend	-	2,500	1,800	-	-	-	-	-
Retirement	10,719	11,380	14,113	-	-	-	-	-
Medical Insurance	4,432	4,463	5,886	-	-	-	-	-
Dental Insurance	344	363	394	-	-	-	-	-
Vision Insurance	82	81	88	-	-	-	-	-
Life Insurance & Other	366	1,034	580	-	-	-	-	-
Social Security Taxes	4,752	5,001	5,944	-	-	-	-	-
Medicare Taxes	1,111	1,170	1,390	-	-	-	-	-
Unemployment Taxes	261	9	414	-	-	-	-	-
Workman's Compensation	159	165	244	-	-	-	-	-
Total Personnel	\$ 99,378	\$ 104,932	\$ 125,871	\$ -	\$ -	\$ -	\$ -	\$ -
Services/Supplies								
Professional Outside Services	\$ -	\$ 27,459	\$ 30,875	\$ -	\$ -	\$ -	\$ -	\$ -
Engineering	115,243	116,150	96,647	-	-	-	-	-
Advertising	3,628	357	1,275	-	-	-	-	-
Printing	453	228	45	-	-	-	-	-
Computer Mapping	1,829	5,196	465	-	-	-	-	-
Schools & Training	455	55	430	-	-	-	-	-
Telephone	510	628	111	-	-	-	-	-
Communications/Pagers/Mobiles	616	615	717	-	-	-	-	-
Dues & Membership	334	(425)	525	-	-	-	-	-
Travel & Per Diem	525	28	-	-	-	-	-	-
Meetings	85	40	153	-	-	-	-	-
Plat Filing Fees	1,657	790	951	-	-	-	-	-
Office Supplies	259	402	2,557	-	-	-	-	-
Postage	61	565	51	-	-	-	-	-
Publications/Books/Subscriptions	-	119	57	-	-	-	-	-
Miscellaneous Expenses	31	-	211	-	-	-	-	-
Planning	8,070	-	-	-	-	-	-	-
Total Services/Supplies	\$ 133,756	\$ 152,206	\$ 135,068	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$233,134	\$257,138	\$260,939	\$ -	\$ -	\$ -	\$ -	\$ -

This department was consolidated with the Community Development in FY15.

FINANCE

Mission

To provide the highest quality financial management, support, fiduciary oversight, and public accountability to the wide range of constituents of Trophy Club, and to ensure that financial resources are collected, preserved, invested, and dispersed in a fiscally accountable manner. The Finance Department endeavors to promote the Town’s mission by creating strong partnerships and encouraging community involvement as well as by enhancing the Town’s financial and operational stewardship.

Top 3 Accomplishments for FY15

- Submitted the Town’s first Popular Annual Financial Report
- Refunded 2007 General Obligations Bonds for a net savings of \$218,000 in interest
- Content manager (paperless document storage) implementation for Accounts Payable

Strategic Planning

Goal 1 - Provide timely and accurate financial information to the Town departments and community

- Continue to advocate for transparency by meeting the requirements for Texas Comptroller Leadership Circle Award and analyze new avenues of providing information to readers of financial data.
- Adhere to governmental requirements such as implementing GASB 68: Accounting and Financial Reporting.
- Work with internal departments to meet accounts payable processing goal under net 30.
- Encourage vendors to provide ACH information to reduce departmental processing time, provide swifter payment, and endeavor towards a GREEN INITIATIVE.
- Continue to work towards separation of duties and improve checks and balances while developing a “working smart” culture.
- Promote customer service externally as well as internally through friendliness, compassion, and efficiency.

Goal 2 - Update Policies and Procedures in accordance with the Town’s current operational methods and goals

- Improve Procurement Policies and Procedures.
- Update Purchase Card (P-Card) Program: Cardholders Policies and Procedures Manual.
- Revise Cash Handling Policy.
- Amend standard departmental forms.

Goal 3 - Promote training of personnel

- Cross-training Finance personnel on court procedures to cover Court Clerk.
- Provide training to Town departments on budget controls and procurement policies.
- Encourage departmental training on job-specific tasks by mentoring internally or attending external courses.

Financial Summary							
	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 ESTIMATE	FY 2016 ADOPTED	% Change (Bud vs. Ad)
Personnel	\$259,681	\$254,187	\$267,197	\$266,946	\$240,576	\$285,126	7%
Services & Supplies	117,623	108,978	125,023	120,151	104,636	125,293	4%
Capital	150,839	9,650	-	-	-	-	N/A
TOTAL	\$528,143	\$372,816	\$392,220	\$387,097	\$345,212	\$410,419	6%

PERFORMANCE MATRIX					
Performance Measure- Investment Yield	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 GOAL
Actual Investment Yield	-	-	0.065%	0.103%	0.300%
Benchmark (6 month Treasury Bill)	-	-	0.068%	0.106%	0.200%
Yield Compared to Benchmark	-	-	95%	97%	150%
Explanation	Idle cash is to be promptly invested to preserve capital, provide adequate liquidity for the Town's needs, promote the public trust, and achieve interest earnings.				
Council Objective	Exercising fiscal discipline and taking a business-like approach to Town operations and budget prioritization.				
Measure	To achieve earnings which exceed the benchmark of a rolling six month treasury bill.				
Performance Measure -Accounts Payable Turnaround	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 GOAL
Percent of Payables Paid within 30 Days	-	-	-	83.70%	95.00%
Average Days Payable	-	-	-	18.23	21.00
# of Invoices Paid	2,191	2,276	2,169	2,502	2,650
# of Checks Processed	1,644	1,576	1,523	1,661	1,600
Explanation	The Town's payment terms are net 30 and the Town endeavors to pay all invoices within that time frame. Mail processing and the length of time invoices are held by departments affects the percentage of invoices paid within the Town's terms.				
Council Objective	Exercising fiscal discipline and taking a business-like approach to Town operations and budget prioritization.				
Measure	To pay 95% of invoices within 30 days while not disbursing funds too quickly to increase investment yield and smooth cash flow.				

PERSONNEL SCHEDULE			
POSITION TITLE	FY 2015 BUDGET	FY 2015 ESTIMATE	FY 2016 ADOPTED
FINANCE DIRECTOR	1.00	0.00	0.00
CONTROLLER	0.00	1.00	1.00
CHIEF FINANCIAL ANALYST	1.00	1.00	1.00
STRATEGIC SERVICES COORDINATOR	0.00	1.00	1.00
BUDGET ANALYST	1.00	0.00	0.00
TOTAL FTEs	3.00	3.00	3.00

Finance	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 ESTIMATE	FY 2016 ADOPTED	FY 2017 PROJECTED	FY 2018 PROJECTED
Personnel								
Salaries	\$ 196,651	\$ 188,446	\$ 200,610	\$ 188,912	\$ 186,600	\$ 209,643	\$ 216,981	\$ 224,575
Longevity	-	135	140	270	200	455	665	875
Stipend	-	4,500	3,500	2,250	1,500	2,250	2,250	2,250
Retirement	27,484	24,776	28,135	32,338	21,300	27,605	28,985	30,435
Medical Insurance	17,992	19,291	16,940	23,861	16,930	23,995	25,195	26,454
Dental Insurance	1,004	1,262	1,333	1,665	1,325	1,731	1,818	1,908
Vision Insurance	229	144	346	398	274	357	375	394
Life Insurance & Other	994	2,508	1,463	1,671	1,163	1,833	1,897	1,964
Social Security Taxes	11,148	10,238	11,063	11,729	8,600	13,026	13,482	13,954
Medicare Taxes	2,713	2,394	2,587	2,776	2,080	3,079	3,187	3,298
Unemployment Taxes	1,044	31	634	597	105	621	643	665
Workman's Compensation	422	398	382	479	424	531	550	569
Pre-Employment Physicals/Testing	-	64	64	-	75	-	-	-
Total Personnel	\$ 259,681	\$ 254,187	\$ 267,197	\$ 266,946	\$ 240,576	\$ 285,126	\$ 296,026	\$ 307,341
Services/Supplies								
Professional Outside Services	\$ -	\$ 13,320	\$ -	\$ 2,100	\$ 5,650	\$ 2,100	\$ 2,100	\$ 2,100
Auditing	58,000	35,000	44,000	32,750	22,750	35,500	34,750	37,500
Appraisal	40,886	43,407	45,724	46,394	46,832	51,629	54,210	55,470
Tax Administration	2,971	3,831	3,987	4,416	3,291	3,312	3,478	3,513
Advertising	2,339	2,140	2,631	3,800	3,800	3,800	3,800	3,800
Printing	2,135	1,948	2,309	750	1,731	5,750	5,750	5,750
Schools & Training	1,666	371	1,564	2,855	3,199	2,830	2,230	2,555
Service Charges & Fees	-	200	16,954	18,120	10,800	10,956	11,116	11,278
PID	(84)	87	114	100	-	100	100	100
Telephone	347	222	22	100	-	-	-	-
Communications/Pagers/Mobiles	685	664	821	900	375	900	900	900
Building Maintenance	6	-	-	-	-	-	-	-
Dues & Membership	1,175	1,310	1,313	1,500	1,540	1,370	1,375	1,450
Travel & Per Diem	2,360	1,460	2,165	2,916	1,768	3,096	2,930	2,980
Meetings	95	311	-	100	100	100	100	100
Office Supplies	1,480	1,657	1,753	1,800	1,800	1,800	1,800	1,800
Postage	1,212	891	1,463	1,000	1,000	1,500	1,500	1,500
Publications/Books/Subscriptions	26	576	57	250	-	250	250	250
Furniture/Equipment <\$5000	-	1,150	146	200	-	200	200	200
Miscellaneous Expense	2,325	435	-	100	-	100	100	100
Total Services/Supplies	\$ 117,623	\$ 108,978	\$ 125,023	\$ 120,151	\$ 104,636	\$ 125,293	\$ 126,689	\$ 131,346
Capital								
Capital Outlay	\$ 150,839	\$ 9,650	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Capital	\$ 150,839	\$ 9,650	\$ -					
Total Expenditures	\$ 528,143	\$ 372,816	\$ 392,220	\$ 387,097	\$ 345,212	\$ 410,419	\$ 422,715	\$ 438,687

MUNICIPAL COURT

Top 3 Accomplishments for FY15

- Attended legislative update seminar and made sure court is in compliance with new laws
- Entered all court offense codes into RMS system to prepare for electronic tickets
- Completed Warrant Round-Up

Financial Summary

	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 ESTIMATE	FY 2016 ADOPTED	% Change (Bud. vs. Ad)
Personnel	\$ 68,308	\$ 55,108	\$ 71,725	\$ 75,397	\$ 75,227	\$ 77,388	3%
Services & Supplies	10,621	13,623	7,848	10,539	7,884	9,689	-8%
TOTAL	\$ 78,929	\$ 68,731	\$ 79,573	\$ 85,936	\$ 83,111	\$ 87,077	1%

PERSONNEL SCHEDULE

POSITION TITLE	FY 2015 BUDGET	FY 2015 ESTIMATE	FY 2016 ADOPTED
SENIOR COURT CLERK	1.00	1.00	1.00
TOTAL FTEs	1.00	1.00	1.00

Municipal Court	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 ESTIMATE	FY 2016 ADOPTED	FY 2017 PROJECTED	FY 2018 PROJECTED
Personnel								
Salaries	\$ 50,763	\$ 40,796	\$ 52,306	\$ 54,747	\$ 54,100	\$ 56,867	\$ 58,857	\$ 60,917
Longevity	140	200	-	80	-	140	200	260
Stipend	-	1,000	1,200	750	750	750	750	750
Certifications	718	557	-	-	2,025	900	900	900
Retirement	6,854	4,949	7,492	8,714	7,260	7,106	7,461	7,834
Medical Insurance	4,671	3,281	5,334	5,570	5,730	5,781	6,070	6,374
Dental Insurance	358	261	364	387	440	414	435	456
Vision Insurance	86	58	81	81	88	81	85	89
Life Insurance & Other	343	597	508	512	529	552	571	591
Social Security Taxes	3,197	2,636	3,317	3,399	3,380	3,590	3,716	3,846
Medicare Taxes	748	617	776	806	790	851	881	912
Unemployment Taxes	329	50	250	222	21	222	230	238
Workman's Compensation	101	106	97	129	114	134	139	144
Total Personnel	\$ 68,308	\$ 55,108	\$ 71,725	\$ 75,397	\$ 75,227	\$ 77,388	\$ 80,295	\$ 83,311
Services/Supplies								
Professional Outside Services	\$ 1,458	\$ 643	\$ 1,467	\$ 1,890	\$ 1,400	\$ 1,890	\$ 1,890	\$ 1,890
Judge's Compensation	3,900	3,900	3,600	4,500	4,350	4,500	4,500	4,500
Advertising	-	-	742	-	-	-	-	-
Printing	982	870	630	1,100	665	1,100	1,100	1,100
Schools & Training	500	400	50	350	150	350	350	350
Service Charges & Fees	1,301	4,949	-	-	-	-	-	-
Telephone	169	285	69	150	-	-	-	-
Jury Fees	-	-	36	144	108	144	144	144
Dues & Membership	101	130	60	130	-	130	130	130
Travel & Per Diem	1,043	1,136	-	625	125	375	375	375
Meetings	-	29	-	-	-	-	-	-
Office Supplies	299	287	278	450	250	300	300	300
Postage	465	460	916	1,000	500	600	600	650
Warrant Round-Up	272	422	-	-	-	-	-	-
Furniture/Equipment <\$5000	-	113	-	200	200	200	200	200
Miscellaneous Expense	131	-	-	-	136	100	100	100
Total Services/Supplies	\$ 10,621	\$ 13,623	\$ 7,848	\$ 10,539	\$ 7,884	\$ 9,689	\$ 9,689	\$ 9,739
Total Expenditures	\$ 78,929	\$ 68,731	\$ 79,573	\$ 85,936	\$ 83,111	\$ 87,077	\$ 89,984	\$ 93,050

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.

Top 3 Accomplishments for FY15

- Finalized new Performance Review Document and process, and conducted supervisor training.
- Completed Records Management process on 25 boxes of HR files scanning, and destroying as prescribed by guidelines.
- Finalized RFP for selection of an Independent Insurance Broker for 2016-2017 Health Insurance Benefits process.



Strategic Planning

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

- Timely Pay/Benefit surveys
- Ensure annual insurance open enrollment process and accompanying training is conducted and accurate
- Provide management/employee training on applicable topics
- Conduct RFP for 2015-2016 broker to ensure competitive health benefits
- Stay current on all regulations related to HR practices

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

- Revise and implement departmental standard operating procedures as required ensuring all regulatory and internal compliance
- Ensure that all safety and appropriate training occurs as required
- Recommend professional and skills training for staff

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

- Ensure Town's HR is conducted in compliance with all state and federal regulations, internal policies, and standard operating procedures
- Policy Administration
- Compensation and Benefits Administration
- Records Management
- Disciplinary process and actions
- Recruitment process – selection and retention

Goal 4 - Ensure the Town is compliant with all aspects of Health Care Reform and Patient Protection & Affordable Care Act (PPACA)

- Stay current on changes and current reporting requirements associated with the National Health Care Reform & PPACA to ensure the Town is in compliance
- Provide all required training to leadership and employees as applicable
- Ensure that all reporting requirements are met within required timeliness

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

- Job descriptions are updated and current
- Recruitment process is consistent and in compliance with laws
- Performance evaluation process is conducted within prescribed timeliness and tool is relevant
- Conduct exit interview process and provide appropriate feedback to leaders to address retention issues

Financial Summary

	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 ESTIMATE	FY 2016 ADOPTED	% Change (Bud. vs. Ad)
Personnel	\$ 90,623	\$ 97,595	\$ 70,840	\$ 87,655	\$ 91,990	\$119,557	36%
Services & Supplies	4,215	5,176	3,442	4,840	3,950	4,315	-11%
TOTAL	\$ 94,839	\$102,771	\$ 74,282	\$ 92,495	\$ 95,940	\$123,872	34%

PERFORMANCE MATRIX

Workload Measures	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ESTIMATE
Number of applications processed*	365	200	327	215	250
Performance Measure- Turnover, Absence Rate, and Tenure	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 GOAL
% of employee turnover*	11%	15%	20%	16%	12%
Average employee absence rate (sick days)	-	-	-	6.23	5.00
Average tenure (years)	-	-	-	4.27	5.00

Explanation Lower employee turnover and absence rate, save the Town money in training, and increase organizational efficiency. The longer an employee is tenured at the Town the more institutional knowledge an employee has to better perform their assigned tasks.

Council Objective Exercising fiscal discipline and taking a business-like approach to Town operations and budget prioritization.

Measure It is the Town's goal to have a turnover rate at or below 12%, less than a five day absence rate, and for average tenure at or above five years.

**Does not include seasonal FTEs*

PERSONNEL SCHEDULE

POSITION TITLE	FY 2015 BUDGET	FY 2015 ESTIMATE	FY 2016 ADOPTED
HR MANAGER	0.00	1.00	1.00
HR COORDINATOR	1.00	0.00	0.00
TOTAL FTEs	1.00	1.00	1.00

Human Resources	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 ESTIMATE	FY 2016 ADOPTED	FY 2017 PROJECTED	FY 2018 PROJECTED
Personnel								
Salaries	\$ 56,305	\$ 60,012	\$ 42,830	\$ 51,765	\$ 58,600	\$ 76,274	\$ 78,944	\$ 81,707
Longevity	473	563	-	65	-	-	90	180
Stipend	-	2,500	500	750	-	-	750	750
Retirement	7,824	8,830	6,485	8,882	8,350	9,916	10,412	10,932
Medical Insurance	4,945	4,301	341	-	4,830	5,781	6,070	6,374
Dental Insurance	344	353	330	387	390	414	435	456
Vision Insurance	82	79	73	81	78	81	85	89
Life Insurance & Other	366	922	358	474	490	626	648	671
Social Security Taxes	3,453	3,911	2,739	3,213	3,650	4,729	4,895	5,066
Medicare Taxes	808	915	641	762	886	1,106	1,145	1,185
Unemployment Taxes	261	9	213	207	-	207	214	222
Workman's Compensation	111	131	91	131	116	193	200	207
Pre-Employment Physicals/Testing	-	-	147	-	450	-	-	-
Employee Relations	4,475	5,257	6,603	8,150	7,550	10,850	10,280	10,280
Tuition Reimbursement	8,451	7,509	7,049	10,100	4,100	6,500	6,500	6,500
Employee Assistance Program	2,727	2,303	2,442	2,688	2,500	2,880	3,072	3,264
Total Personnel	\$ 90,623	\$ 97,595	\$ 70,840	\$ 87,655	\$ 91,990	\$ 119,557	\$ 123,738	\$ 127,882
Services/Supplies								
Physicals/Testing	\$ 1,909	\$ 295	\$ 190	\$ 540	\$ 150	\$ 540	\$ 540	\$ 540
Advertising	-	-	345	-	800	-	-	-
Printing	8	20	45	150	-	150	150	150
Schools & Training	299	2,095	300	1,000	1,300	1,000	1,000	1,000
Telephone	132	89	13	100	-	-	-	-
Communications/Pagers/Mobiles	228	857	454	900	625	900	900	900
Dues & Membership	240	255	315	250	300	300	300	300
Travel & Per Diem	-	168	699	500	-	500	500	500
Meetings	20	-	39	-	-	-	-	-
Office Supplies	544	1,030	723	1,000	600	600	600	600
Postage	236	307	139	300	175	325	325	350
Publications/Books/Subscriptions	600	60	180	100	-	-	-	-
Total Services/Supplies	\$ 4,215	\$ 5,176	\$ 3,442	\$ 4,840	\$ 3,950	\$ 4,315	\$ 4,315	\$ 4,340
Total Expenditures	\$ 94,839	\$ 102,771	\$ 74,282	\$ 92,495	\$ 95,940	\$ 123,872	\$ 128,053	\$ 132,222

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 for FY15

- Migrated the police departments first generation personal video recorders (PVR) to the latest generation greatly improving audio and video quality.
- Migrated Incode Permitting to their new Energov product.
- Migrated our current online records to Laserfiche.

Strategic Planning

Goal 1- Cost effective solutions to current and future projects

- Printer consumables
- E-Cycle
- Power efficient options

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

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

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

- Online Records Migration

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

- Helpdesk monitoring
- Network monitoring
- Environmental monitoring

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

- Texas Association of Governmental Information Technology Managers
- Microsoft certification



Financial Summary

	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 ESTIMATE	FY 2016 ADOPTED	% Change (Bud. vs. Ad)
Personnel	\$172,777	\$181,544	\$186,288	\$191,325	\$190,312	\$218,142	14%
Services & Supplies	92,431	124,270	139,203	200,374	256,432	263,657	32%
Capital	64,996	36,506	8,278	31,613	31,500	49,463	56%
TOTAL	\$330,204	\$342,319	\$333,769	\$423,312	\$478,244	\$531,262	26%

PERFORMANCE MATRIX

Workload Measures	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ESTIMATE
Scheduled web services uptime	99%	99%	99%	99%	99%
Scheduled server uptime	99%	99%	99%	99%	99%
Applications supported	171	175	175	132	135
Devices/Servers supported	264	306	310	278	280
Performance Measures - Work Order Turnaround	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 GOAL
Work order requests	702	1,025	1,035	808	850
Work orders resolved within 2 work days	77%	82%	83%	76%	80%
Explanation	Technology continues to play a pivotal role in the delivery of services for local governments. A quicker turnaround time on work orders leads to increased efficiency of service delivery.				
Council Objective	Exercising fiscal discipline and taking a business-like approach to Town operations and budget prioritization.				
Measure	It is the Town's goal to respond and resolve work orders within 2 working days.				

PERSONNEL SCHEDULE

POSITION TITLE	FY 2015 BUDGET	FY 2015 ESTIMATE	FY 2016 ADOPTED
INFORMATION SERVICES DIRECTOR	1.00	1.00	1.00
NETWORK SUPPORT SPECIALIST	1.00	1.00	1.00
INTERN/PART-TIME NETWORK SPECIALIST	0.00	0.00	0.50
TOTAL FTEs	2.00	2.00	2.50

Information Services	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 ESTIMATE	FY 2016 ADOPTED	FY 2017 PROJECTED	FY 2018 PROJECTED
Personnel								
Salaries	\$ 131,133	\$ 133,759	\$ 137,092	\$ 139,358	\$ 142,080	\$ 167,773	\$ 173,645	\$ 179,723
Longevity	975	1,125	1,455	1,620	1,635	1,800	1,980	2,160
Stipend	-	3,500	3,000	1,500	1,500	1,500	1,500	1,500
Retirement	18,293	19,320	20,584	24,068	20,120	19,197	19,197	19,197
Medical Insurance	9,921	10,166	10,664	11,139	11,350	11,562	12,140	12,747
Dental Insurance	687	726	727	774	820	828	869	913
Vision Insurance	163	163	163	162	181	162	170	179
Life Insurance & Other	732	1,932	1,118	1,130	1,143	1,238	1,300	1,365
Social Security Taxes	8,167	8,554	8,765	8,741	8,980	10,514	10,882	11,263
Medicare Taxes	1,910	2,000	2,050	2,066	2,140	2,481	2,568	2,658
Unemployment Taxes	524	18	414	414	50	621	643	665
Workman's Compensation	272	281	257	353	313	466	482	499
Total Personnel	\$ 172,777	\$ 181,544	\$ 186,288	\$ 191,325	\$ 190,312	\$ 218,142	\$ 225,376	\$ 232,868
Services/Supplies								
Software & Support	\$ 43,013	\$ 79,168	\$ 92,954	\$ 147,602	\$ 176,090	\$ 170,947	\$ 172,602	\$ 174,261
Security	1,499	663	859	1,350	956	1,350	1,350	1,350
Schools & Training	3,352	2,800	840	3,500	3,200	3,650	3,650	3,650
Telephone	5,248	6,218	6,073	5,808	5,040	9,488	9,488	9,488
Communications/Pagers/Mobiles	1,506	2,036	2,358	2,716	3,436	30,476	30,476	30,476
Independent Labor	1,002	1,696	1,346	3,000	8,000	10,500	10,500	10,500
Copier Rental/Leases	6,202	6,164	9,634	7,908	7,908	9,136	9,136	9,136
Dues & Membership	100	300	100	250	150	250	250	250
Travel & Per Diem	-	1,534	-	2,849	2,355	2,869	2,022	2,353
Meetings	-	-	56	72	50	122	122	122
Office Supplies	666	852	648	721	600	721	721	721
Printer Supplies	9,171	8,030	8,647	7,500	7,500	7,500	7,500	7,500
Postage	86	108	307	250	55	250	300	300
Uniforms	-	-	-	225	225	125	125	125
Hardware	20,584	14,701	15,382	16,623	40,867	16,273	11,598	8,373
Total Services/Supplies	\$ 92,431	\$ 124,270	\$ 139,203	\$ 200,374	\$ 256,432	\$ 263,657	\$ 259,840	\$ 258,605
Capital								
Capital Outlay	\$ 64,996	\$ 36,506	\$ 8,278	\$ 31,613	\$ 31,500	\$ 49,463	\$ 85,625	\$ 58,000
Total Capital	\$ 64,996	\$ 36,506	\$ 8,278	\$ 31,613	\$ 31,500	\$ 49,463	\$ 85,625	\$ 58,000
Total Expenditures								
Total Expenditures	\$ 330,204	\$ 342,319	\$ 333,769	\$ 423,312	\$ 478,244	\$ 531,262	\$ 570,841	\$ 549,473

FACILITY MAINTENANCE

Mission

To support the Town of Trophy Club in being a municipal service provider through efficient and environmentally sustainable operation and maintenance of the Town buildings. Facility Maintenance 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.

Facility Maintenance	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 ESTIMATE	FY 2016 ADOPTED	FY 2017 PROJECTED	FY 2018 PROJECTED
Services/Supplies								
Electricity	\$ 13,584	\$ 14,948	\$ 12,870	\$ 15,000	\$ 12,000	\$ 14,500	\$ 14,500	\$ 14,500
Water	1,027	926	1,038	1,860	1,100	1,200	1,250	1,300
Insurance	42,305	44,241	51,788	54,265	54,242	56,971	59,812	61,601
Building Maintenance	3,029	12,251	14,142	10,000	15,000	15,000	15,000	15,000
Equipment Maintenance	-	150	362	250	500	250	250	250
Cleaning Services	2,801	448	-	17,292	18,208	17,658	17,658	17,658
Vending Machine Supplies	41	-	-	-	-	-	-	-
Furniture/Equipment<\$5,000	-	-	-	10,875	10,000	5,000	5,000	5,000
Maintenance Supplies	2,553	2,381	1,350	1,500	1,500	1,500	1,750	1,750
Total Services/Supplies	\$ 65,341	\$ 75,344	\$ 81,550	\$ 111,042	\$ 112,550	\$ 112,079	\$ 115,220	\$ 117,059
Total Expenditures	\$ 65,341	\$ 75,344	\$ 81,550	\$ 111,042	\$ 112,550	\$ 112,079	\$ 115,220	\$ 117,059

Other Major Funds



Photo Credit: Mayor Pro Tem Greg Lamont

CAPITAL PROJECTS FUND

The Capital Projects Fund receives the proceeds from bonds or other legally authorized instruments issued for specific capital improvements and equipment. 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 FY16 the budgeted fund balance in the Capital Projects Fund is expected to increase \$1,286,696 or 99.5% from the FY15 estimated ending fund balance due to the issuance of bond proceeds not being fully expended in FY16.

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 includes:
 - ◊ Eastside Trail Head
 - ◊ Harmony Park
 - ◊ Independence Park
 - ◊ Freedom Park
 - ◊ Trail Improvements
- The FY16 budget includes the remaining funds of \$15,000 to be used for the toddler playground at Harmony Park

B. 2010 Tax Note - \$500,000

- This note was approved by Council for streets and parks capital equipment and park improvements.
- The FY16 budget includes the remaining funds of \$41,000 to be used for monument signs in the park system.

C. 2012 Tax Note - \$500,000

- This note was approved by Council for facility planning and land acquisition.
- The FY16 budget includes the remaining funds of \$143,803 to be used for architectural fees and professional services for the joint Town Hall and Police Facility.

D. 2013 Certificate of Obligation - \$3 million (\$1.7 million is located in the Storm Drainage Fund)

- Council approved this bond to be used for street (\$1.3M) and drainage (\$1.7M) projects which includes:
 - ◊ Indian Creek – Street Reconstruction - Completed in FY15
 - ◊ Pebble Beach Drive – Street Reconstruction

E. 2014 Certificate of Obligation – \$2.5 million

- Municipal and Police Services Facility Land Purchase: \$1,346,833.
- Remaining funds were reauthorized to be spent on professional services and construction of new joint Town Hall and Police Facility.

F. 2014 Tax Note - \$600,000

- Pebble Beach Drive – Street Reconstruction
- Lakeview Practice Soccer Fields – Park Improvements
- Pin Oak Court – Street Reconstruction
- Timberline Court – Street Reconstruction

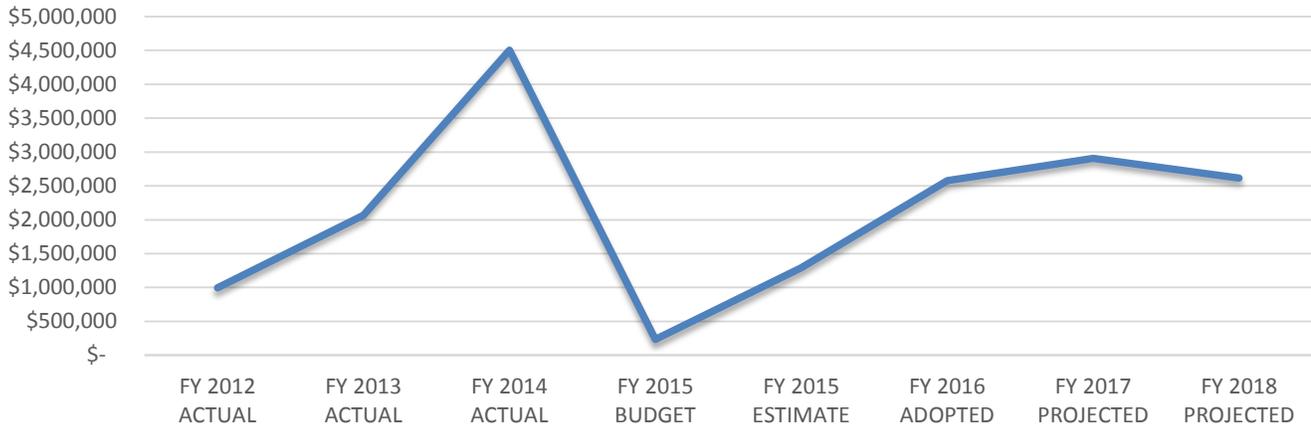
G. Proposed Bond Package

- \$5.4 million General Obligation Bond for joint Town Hall and Police Facility
- \$4.35 Certificate of Obligation
 - ◊ \$2 million for the joint Town Hall and Police Facility (Serviced by the CCPD)
 - ◊ \$2.35 million for Streets Projects

Financial Summary

	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 ESTIMATE	FY 2016 ADOPTED	% Change (Bud. vs. Ad)
Beginning Fund Balance	\$ 1,599,988	\$ 996,425	\$ 2,065,909	\$ 4,275,854	\$ 4,505,273	\$ 1,293,027	-70%
Revenues	323,781	61,809	57,540	200,500	201,661	100	-100%
Expenditures	(1,427,344)	(318,392)	(768,476)	(4,627,524)	(3,413,907)	(8,848,404)	91%
Other Sources (Uses)	500,000	1,326,067	3,150,300	385,000	-	10,135,000	2532%
Net Increase (Decrease)	(603,563)	1,069,484	2,439,364	(4,042,024)	(3,212,246)	1,286,696	-132%
Ending Fund Balance	\$ 996,425	\$ 2,065,909	\$ 4,505,273	\$ 233,830	\$ 1,293,027	\$ 2,579,723	1003%

Ending Fund Balance



Capital Projects Fund	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 ESTIMATE	FY 2016 ADOPTED	FY 2017 PROJECTED	FY 2018 PROJECTED
Beginning Fund Balance	\$ 1,599,988	\$ 996,425	\$ 2,065,909	\$ 4,275,854	\$ 4,505,273	\$ 1,293,027	\$ 2,579,723	\$ 2,904,823
Revenue								
Contributions/Grants	\$ 322,536	\$ 30,230	\$ -	\$ 200,000	\$ 200,061	\$ -	\$ -	\$ -
Interest Revenue	1,245	1,429	1,548	500	1,600	100	100	100
Miscellaneous Revenue	-	30,000	-	-	-	-	-	-
Intergovernmental Revenue	-	-	55,992	-	-	-	-	-
Prior Year Adjustment	-	150	-	-	-	-	-	-
Total Revenue	\$ 323,781	\$ 61,809	\$ 57,540	\$ 200,500	\$ 201,661	\$ 100	\$ 100	\$ 100
Expenditures								
General Government	\$ 2,453	\$ 51,089	\$ 18,070	\$ -	\$ 125,000	\$ -	\$ -	\$ -
Bond Issuance Costs	21,200	29,367	68,850	-	-	97,500	40,000	32,500
Capital Outlay	1,403,691	237,936	681,556	4,627,524	3,288,907	8,750,904	4,135,000	2,256,000
Total Expenditures	\$ 1,427,344	\$ 318,392	\$ 768,476	\$ 4,627,524	\$ 3,413,907	\$ 8,848,404	\$ 4,175,000	\$ 2,288,500
Other Sources (Uses)								
Debt Proceeds	\$ 500,000	\$ 1,300,000	\$ 3,100,000	\$ -	\$ -	\$ 9,750,000	\$ 4,000,000	\$ 2,000,000
Bond Premium	-	33,794	50,329	-	-	-	-	-
Transfer In	-	-	-	385,000	-	385,000	500,000	-
Transfer Out	-	(7,727)	(29)	-	-	-	-	-
Total Other Sources (Uses)	\$ 500,000	\$ 1,326,067	\$ 3,150,300	\$ 385,000	\$ -	\$10,135,000	\$ 4,500,000	\$ 2,000,000
Net Increase (Decrease)	\$ (603,563)	\$ 1,069,484	\$ 2,439,364	\$(4,042,024)	\$(3,212,246)	\$ 1,286,696	\$ 325,100	\$ (288,400)
Ending Fund Balance	\$ 996,425	\$ 2,065,909	\$ 4,505,273	\$ 233,830	\$ 1,293,027	\$ 2,579,723	\$ 2,904,823	\$ 2,616,423

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 and equipment 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.

- ◇ **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.
- ◇ **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.
- **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.
- **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 include, but are 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
- 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. 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, aid in the production of Official Statements, and take responsibility for the accuracy of all financial information released.

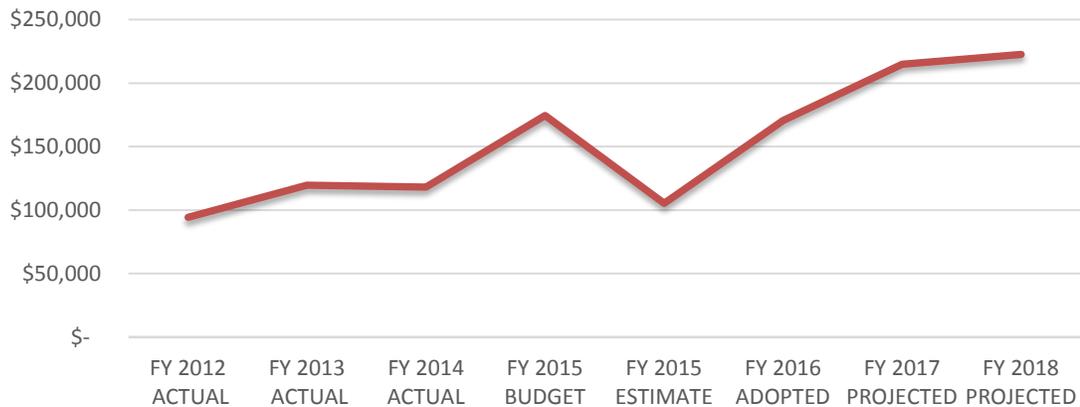
F. Federal Requirements. The Town will maintain procedures to comply with arbitrage rebate and other federal requirements.

G. Debt Limit. The State of Texas limits the ad valorem tax rate to \$2.50 per \$100 valuation. The Town of Trophy Club's adopted rate of \$0.484 per \$100 valuation falls well below this limit.

H. Bond Rating. The Town of Trophy Club went through a bond rating process in May 2014. Standard and Poor's 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.

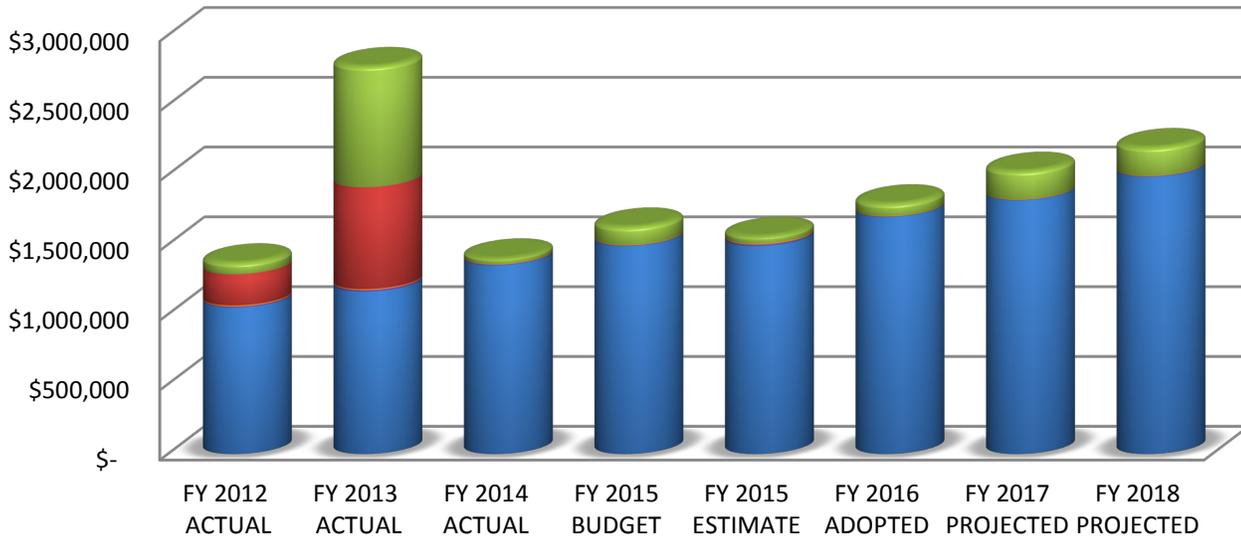
Financial Summary							
	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 ESTIMATE	FY 2016 ADOPTED	% Change (Bud. vs. Ad)
Beginning Fund Balance	\$ 85,388	\$ 94,267	\$ 119,722	\$ 122,222	\$ 118,092	\$ 105,367	-14%
Revenues	1,287,814	1,911,619	1,361,109	1,498,553	1,507,248	1,704,968	14%
Expenditures	(1,360,266)	(2,750,417)	(1,403,122)	(1,573,662)	(1,575,613)	(1,727,067)	10%
Other Sources (Uses)	81,331	864,253	40,383	127,350	55,640	87,206	-32%
Net Increase (Decrease)	8,879	25,455	(1,630)	52,241	(12,725)	65,107	25%
Ending Fund Balance	\$ 94,267	\$ 119,722	\$ 118,092	\$ 174,463	\$ 105,367	\$ 170,474	-2%

Ending Fund Balance



Debt Services Fund	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 ESTIMATE	FY 2016 ADOPTED	FY 2017 PROJECTED	FY 2018 PROJECTED
Beginning Fund Balance	\$ 85,388	\$ 94,267	\$ 119,722	\$ 122,222	\$ 118,092	\$ 105,367	\$ 170,474	\$ 214,943
Revenue								
Property Taxes	\$1,049,656	\$1,163,144	\$1,351,988	\$1,490,172	\$1,489,851	\$1,697,277	\$1,815,800	\$1,984,452
Property Taxes/Delinquent	7,389	11,959	5,091	4,356	11,598	4,465	4,499	4,784
Property Taxes/Penalty & Interest	6,967	5,774	3,784	3,775	5,799	2,976	2,999	3,189
Intergovernmental Transfer EDC	222,922	729,909	-	-	-	-	-	-
Interest Income	880	833	246	250	-	250	300	400
Total Revenue	\$1,287,814	\$1,911,619	\$1,361,109	\$1,498,553	\$1,507,248	\$1,704,968	\$1,823,598	\$1,992,825
Expenditures								
Bond Principal	\$ 885,000	\$2,294,000	\$ 998,000	\$1,088,000	\$1,088,000	\$1,339,500	\$1,293,600	\$1,563,600
Bond Interest	471,016	451,417	398,872	481,912	441,127	383,067	682,916	619,296
Paying Agent Fees	4,250	5,000	6,250	3,750	3,750	4,500	4,500	4,500
Bond/CO Issuance cost	-	-	-	-	42,736	-	-	-
Total Expenditures	\$1,360,266	\$2,750,417	\$1,403,122	\$1,573,662	\$1,575,613	\$1,727,067	\$1,981,016	\$2,187,396
Other Sources (Uses)								
Bond Proceeds	\$ -	\$ -	\$ -	\$ -	\$2,030,000	\$ -	\$ -	\$ -
Refund Cost	-	-	-	-	(2,026,710)	-	-	-
Transfer In	81,331	864,253	40,383	127,350	52,350	87,206	201,887	202,209
Total Other Sources (Uses)	\$ 81,331	\$ 864,253	\$ 40,383	\$ 127,350	\$ 55,640	\$ 87,206	\$ 201,887	\$ 202,209
Net Increase (Decrease)	\$ 8,879	\$ 25,455	\$ (1,630)	\$ 52,241	\$ (12,725)	\$ 65,107	\$ 44,468	\$ 7,637
Ending Fund Balance	\$ 94,267	\$ 119,722	\$ 118,092	\$ 174,463	\$ 105,367	\$ 170,474	\$ 214,943	\$ 222,580

Debt Services Fund Revenue & Other Sources (\$1,792,174)



- Property Taxes
- Property Taxes/Delinquent
- Property Taxes/Penalty & Interest
- Intergovernmental Transfer EDC
- Interest Income
- Transfer In

Total Debt Service			
	Principal	Interest	Total
2016	\$ 1,378,000	\$ 390,342	\$ 1,768,342
2017	798,000	357,103	1,155,103
2018	828,000	332,705	1,160,705
2019	853,000	307,331	1,160,331
2020	883,000	284,360	1,167,360
2021	898,000	258,178	1,156,178
2022	938,000	228,193	1,166,193
2023	758,000	196,796	954,796
2024	775,000	172,757	947,757
2025	770,000	147,910	917,910
2026	560,000	123,519	683,519
2027	580,000	103,388	683,388
2028	600,000	82,425	682,425
2029	495,000	62,744	557,744
2030	515,000	43,200	558,200
2031	150,000	22,863	172,863
2032	155,000	17,613	172,613
2033	160,000	12,188	172,188
2034	165,000	6,188	171,188
	\$12,259,000	\$ 3,149,800	\$15,408,800

**Does not include proposed debt issuances.*

	2004 CO		
	Principal	Interest	Total
2016	\$ 33,000	\$ 14,439	\$ 47,439
2017	33,000	12,810	45,810
2018	33,000	11,221	44,221
2019	33,000	9,632	42,632
2020	33,000	8,065	41,065
2021	33,000	6,453	39,453
2022	33,000	4,864	37,864
2023	33,000	3,275	36,275
2024	35,000	1,690	36,690
2025			
2026			
2027			
2028			
2029			
2030			
2031			
2032			
2033			
2034			
	\$ 299,000	\$ 72,450	\$ 371,450

	2007 GO		
	Principal	Interest	Total
2016	\$ 150,000	\$ 18,800	\$ 168,800
2017	155,000	12,800	167,800
2018	165,000	6,600	171,600
2019			
2020			
2021			
2022			
2023			
2024			
2025			
2026			
2027			
2028			
2029			
2030			
2031			
2032			
2033			
2034			
	\$470,000	\$38,200	\$508,200

	2010 GO		
	Principal	Interest	Total
2016	\$ 200,000	\$ 159,106	\$ 359,106
2017	210,000	153,106	363,106
2018	220,000	146,806	366,806
2019	230,000	140,206	370,206
2020	240,000	133,306	373,306
2021	250,000	123,706	373,706
2022	260,000	113,706	373,706
2023	275,000	103,306	378,306
2024	285,000	92,306	377,306
2025	300,000	80,906	380,906
2026	310,000	68,906	378,906
2027	325,000	56,506	381,506
2028	340,000	43,506	383,506
2029	355,000	29,906	384,906
2030	370,000	15,263	385,263
2031			
2032			
2033			
2034			
	\$4,170,000	\$1,460,550	\$5,630,550

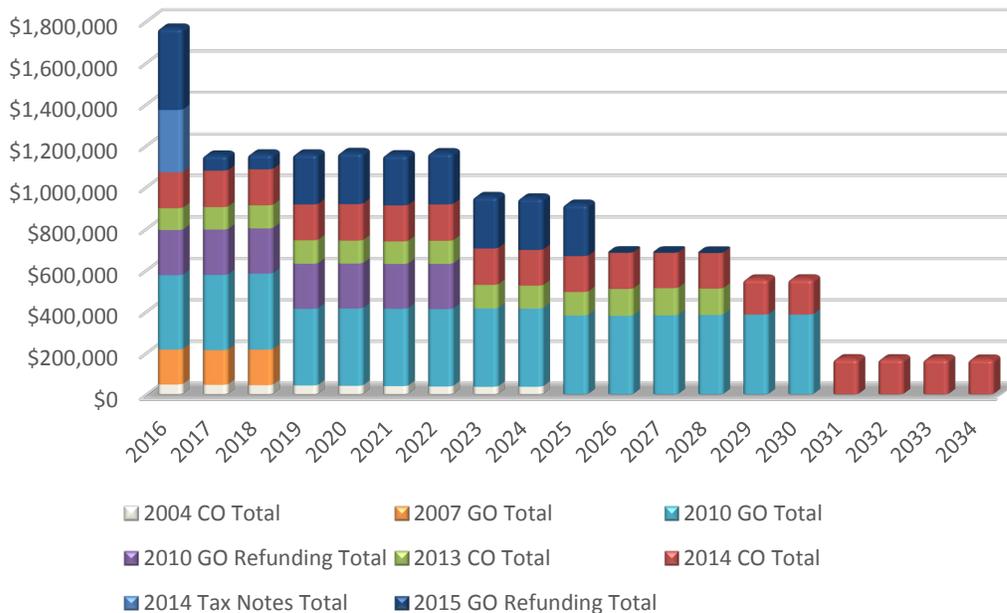
	2010 GO Refunding		
	Principal	Interest	Total
2016	\$ 175,000	\$ 43,275	\$ 218,275
2017	180,000	38,900	218,900
2018	185,000	33,500	218,500
2019	190,000	27,950	217,950
2020	195,000	22,250	217,250
2021	200,000	16,400	216,400
2022	210,000	8,400	218,400
2023			
2024			
2025			
2026			
2027			
2028			
2029			
2030			
2031			
2032			
2033			
2034			
	\$ 1,335,000	\$ 190,675	\$ 1,525,675

	2013 CO		
	Principal	Interest	Total
2016	\$ 70,000	\$ 33,787	\$ 103,787
2017	75,000	31,975	106,975
2018	80,000	30,038	110,038
2019	85,000	27,975	112,975
2020	85,000	25,850	110,850
2021	85,000	23,725	108,725
2022	90,000	21,425	111,425
2023	95,000	18,881	113,881
2024	95,000	16,150	111,150
2025	100,000	13,225	113,225
2026	120,000	9,925	129,925
2027	125,000	6,094	131,094
2028	125,000	2,031	127,031
2029			
2030			
2031			
2032			
2033			
2034			
	\$ 1,230,000	\$ 261,081	\$ 1,491,081

	2014 CO		
	Principal	Interest	Total
2016	\$ 100,000	\$ 72,888	\$ 172,888
2017	105,000	70,888	175,888
2018	105,000	68,788	173,788
2019	105,000	66,688	171,688
2020	110,000	64,588	174,588
2021	110,000	62,388	172,388
2022	115,000	59,088	174,088
2023	120,000	55,638	175,638
2024	120,000	52,038	172,038
2025	125,000	48,438	173,438
2026	130,000	44,688	174,688
2027	130,000	40,788	170,788
2028	135,000	36,888	171,888
2029	140,000	32,838	172,838
2030	145,000	27,938	172,938
2031	150,000	22,863	172,863
2032	155,000	17,613	172,613
2033	160,000	12,188	172,188
2034	165,000	6,188	171,188
	\$ 2,425,000	\$ 863,413	\$ 3,288,413

2014 Tax Notes			2015 GO Refunding			
	Principal	Interest	Total	Principal	Interest	Total
2016	\$ 300,000	\$ 1,335	\$ 301,335	\$ 350,000	\$ 46,713	\$ 396,713
2017			-	40,000	36,624	76,624
2018			-	40,000	35,752	75,752
2019			-	210,000	34,880	244,880
2020			-	220,000	30,302	250,302
2021			-	220,000	25,506	245,506
2022			-	230,000	20,710	250,710
2023			-	235,000	15,696	250,696
2024			-	240,000	10,573	250,573
2025			-	245,000	5,341	250,341
2026			-			
2027			-			
2028			-			
2029			-			
2030			-			
2031			-			
2032			-			
2033			-			
2034			-			
	\$ 300,000	\$ 1,335	\$ 301,335	\$ 2,030,000	\$ 262,097	\$ 2,292,097

Annual Debt Services By Issuance*



*Does not include proposed debt issuances.



FY15-16
Budget

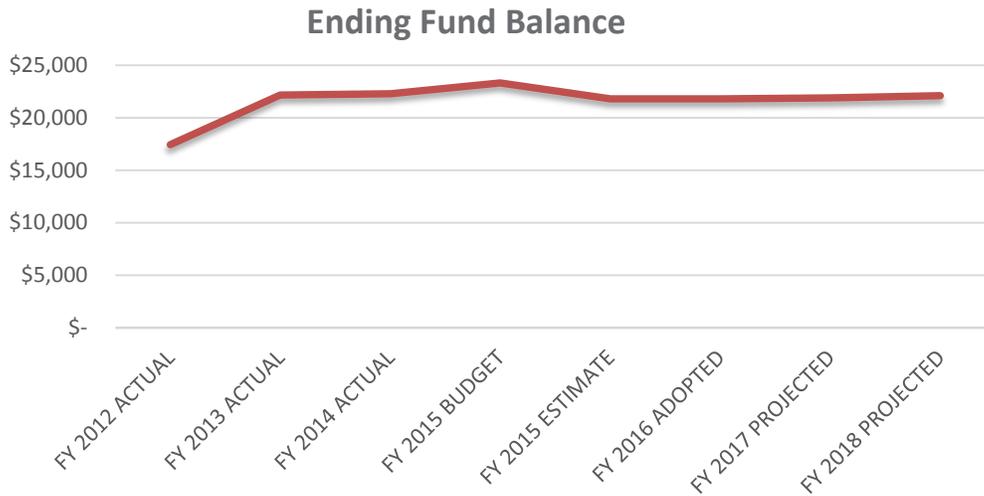
Special Revenue Funds



COURT SECURITY FUND

Fund Description

The Court Security Fund is used for the purpose of providing security personnel, services, and security equipment 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.



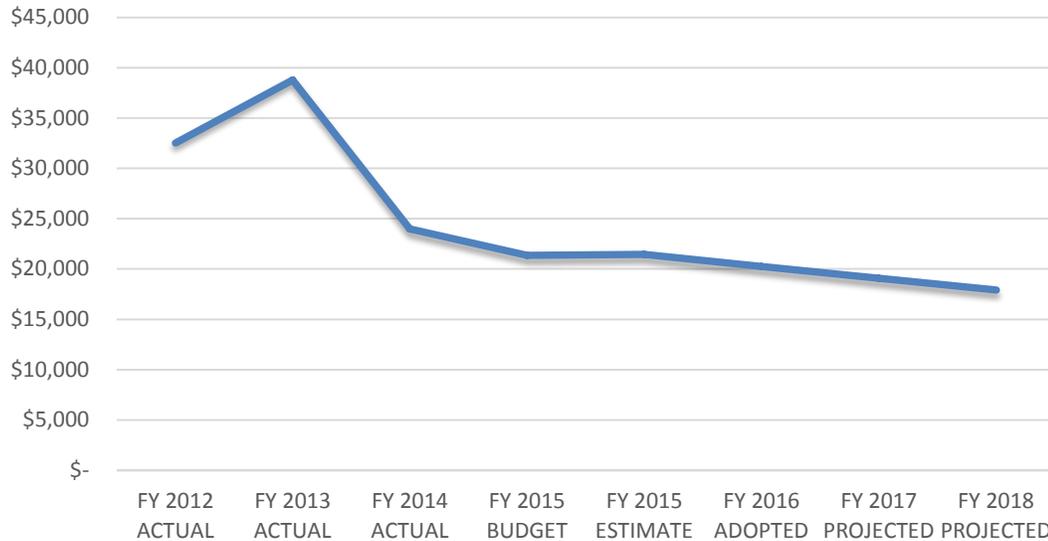
Court Security Fund	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 ESTIMATE	FY 2016 ADOPTED	FY 2017 PROJECTED	FY 2018 PROJECTED
Beginning Fund Balance	\$ -	\$ 17,448	\$ 22,147	\$ 22,526	\$ 22,293	\$ 21,793	\$ 21,793	\$ 21,893
Revenue								
Municipal Court Security Fee	\$ 3,499	\$ 4,699	\$ 3,146	\$ 3,788	\$ 2,500	\$ 3,000	\$ 3,100	\$ 3,200
Total Revenue	\$ 3,499	\$ 4,699	\$ 3,146	\$ 3,788	\$ 2,500	\$ 3,000	\$ 3,100	\$ 3,200
Total Expenditures								
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Sources (Uses)								
Transfer In	\$ 13,949	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer Out	-	-	(3,000)	(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)	\$ (3,000)
Net Increase (Decrease)	\$ 17,448	\$ 4,699	\$ 146	\$ 788	\$ (500)	\$ -	\$ 100	\$ 200
Ending Fund Balance	\$ 17,448	\$ 22,147	\$ 22,293	\$ 23,314	\$ 21,793	\$ 21,793	\$ 21,893	\$ 22,093

COURT TECHNOLOGY FUND

Fund Description

The Court Technology Fund is used for the sole purpose of financing the purchase 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.

Ending Fund Balance



Court Technology Fund	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 ESTIMATE	FY 2016 ADOPTED	FY 2017 PROJECTED	FY 2018 PROJECTED
Beginning Fund Balance	\$ -	\$ 32,514	\$ 38,780	\$ 22,071	\$ 23,960	\$ 21,437	\$ 20,237	\$ 19,072
Revenue								
Municipal Court Technology Fee	\$ 4,510	\$ 6,265	\$ 4,194	\$ 5,000	\$ 3,400	\$ 4,000	\$ 4,135	\$ 4,270
Miscellaneous Revenue	-	-	2,750	-	-	-	-	-
Total Revenue	\$ 4,510	\$ 6,265	\$ 6,944	\$ 5,000	\$ 3,400	\$ 4,000	\$ 4,135	\$ 4,270
Expenditures								
Services & Supplies								
Software & Support	\$ -	\$ -	\$ 2,494	\$ 5,730	\$ 5,118	\$ 5,200	\$ 5,300	\$ 5,400
Hardware	1,240	-	5,830	-	805	-	-	-
Total Services & Supplies	\$ 1,240	\$ -	\$ 8,324	\$ 5,730	\$ 5,923	\$ 5,200	\$ 5,300	\$ 5,400
Capital								
Capital Outlay	\$ -	\$ -	\$ 13,440	\$ -	\$ -	\$ -	\$ -	\$ -
Total Capital Outlay	\$ -	\$ -	\$ 13,440	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 1,240	\$ -	\$ 21,764	\$ 5,730	\$ 5,923	\$ 5,200	\$ 5,300	\$ 5,400
Other Sources (Uses)								
Transfer In	\$ 29,244	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Other Sources (Uses)	\$ 29,244	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net Increase (Decrease)	\$ 32,514	\$ 6,265	\$ (14,819)	\$ (730)	\$ (2,523)	\$ (1,200)	\$ (1,165)	\$ (1,130)
Ending Fund Balance	\$ 32,514	\$ 38,780	\$ 23,960	\$ 21,341	\$ 21,437	\$ 20,237	\$ 19,072	\$ 17,942

CRIME CONTROL PREVENTION DISTRICT FUND

Fund Description

Chapter 363 of the Texas Local Government Code allows for the creation of a Crime Control and Prevention District (CCPD). 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. Sales tax funds the CCPD with 0.25%, which the voters approved on May 11, 2013.

CCPD Goals

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, and finally 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. Detectives 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.

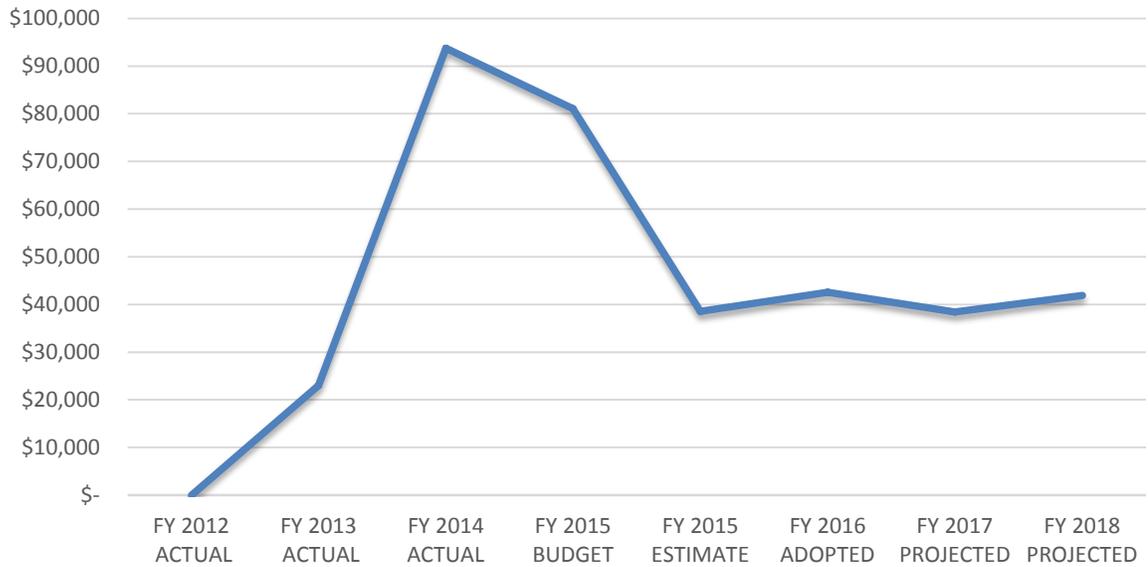
The Town of Trophy Club is a proactive town and its police department is no different. The department attempts to equip its staff with the most effective safety and crime fighting equipment they can reasonably afford. Funding sources have traditionally included the General Fund and grants. There are obvious limits on these sources of funding. 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.

Goal 1: Support the 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 equipment assigned to individual officers up to capital equipment. Police department Supervisors, along with the Town’s Information Services staff continually evaluate new technology that can be employed to enhance our capabilities and efficiency.

Goal 3: 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.

Ending Fund Balance



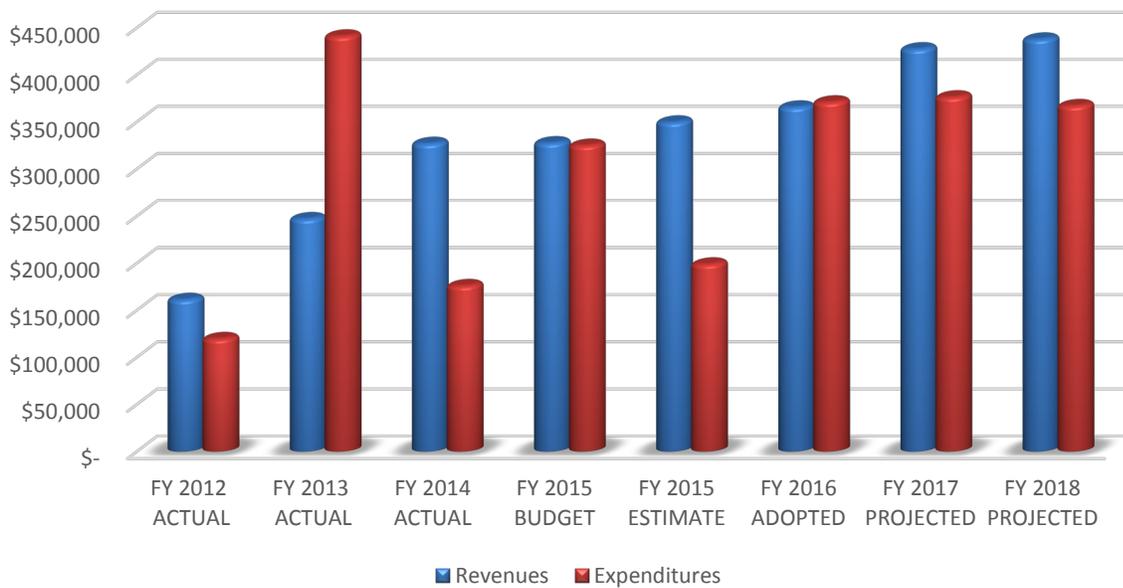
CCPD	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 ESTIMATE	FY 2016 ADOPTED	FY 2017 PROJECTED	FY 2018 PROJECTED
Beginning Fund Balance	\$ -	\$ -	\$ 23,007	\$ 92,246	\$ 93,746	\$ 38,491	\$ 42,524	\$ 38,369
Revenue								
Sales Tax	\$ -	\$ 23,007	\$ 141,855	\$ 147,272	\$ 166,361	\$ 186,433	\$ 217,345	\$ 222,488
Interest Income	-	-	45	-	100	-	-	-
Total Revenue	\$ -	\$ 23,007	\$ 141,900	\$ 147,272	\$ 166,461	\$ 186,433	\$ 217,345	\$ 222,488
Expenditures								
Services & Supplies								
Uniforms	\$ -	\$ -	\$ -	\$ -	\$ 5,400	\$ 6,400	\$ 5,500	\$ 6,000
Small Equipment	-	-	27,564	36,285	48,816	51,000	24,000	32,500
Total Services & Supplies	\$ -	\$ -	\$ 27,564	\$ 36,285	\$ 54,216	\$ 57,400	\$ 29,500	\$ 38,500
Capital								
Capital Outlay	\$ -	\$ -	\$ 43,597	\$ 47,179	\$ 167,500	\$ 125,000	\$ 42,000	\$ 30,500
Total Capital	\$ -	\$ -	\$ 43,597	\$ 47,179	\$ 167,500	\$ 125,000	\$ 42,000	\$ 30,500
Total Expenditures	\$ -	\$ -	\$ 71,161	\$ 83,464	\$ 221,716	\$ 182,400	\$ 71,500	\$ 69,000
Other Sources (Uses)								
Transfer Out	\$ -	\$ -	\$ -	\$ (75,000)	\$ -	\$ -	\$ (150,000)	\$ (150,000)
Total Other Sources (Uses)	\$ -	\$ -	\$ -	\$ (75,000)	\$ -	\$ -	\$ (150,000)	\$ (150,000)
Net Increase (Decrease)	\$ -	\$ 23,007	\$ 70,740	\$ (11,192)	\$ (55,255)	\$ 4,033	\$ (4,155)	\$ 3,488
Ending Fund Balance	\$ -	\$ 23,007	\$ 93,746	\$ 81,054	\$ 38,491	\$ 42,524	\$ 38,369	\$ 41,857

ECONOMIC DEVELOPMENT CORPORATION 4B FUND

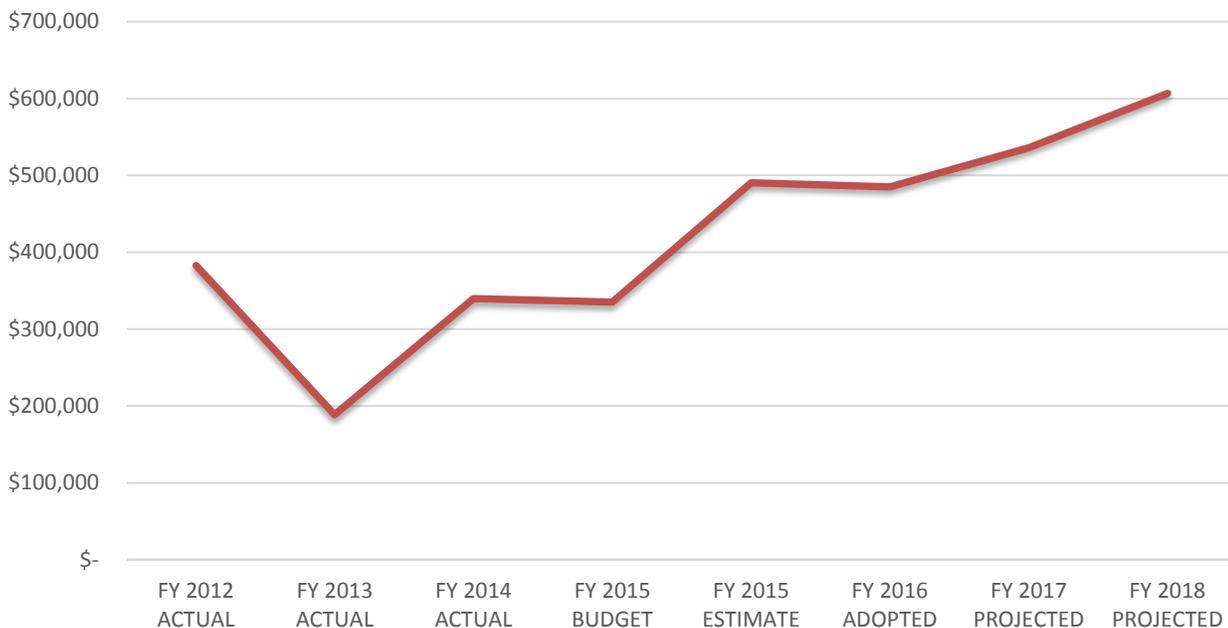
Fund Description

The Town of Trophy Club Economic Development 4B (EDC 4B) is used to promote economic development within the Town. Funded by 0.5% of sales tax receipts, the Trophy Club 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.

Revenues Vs. Expenditures



Ending Fund Balance



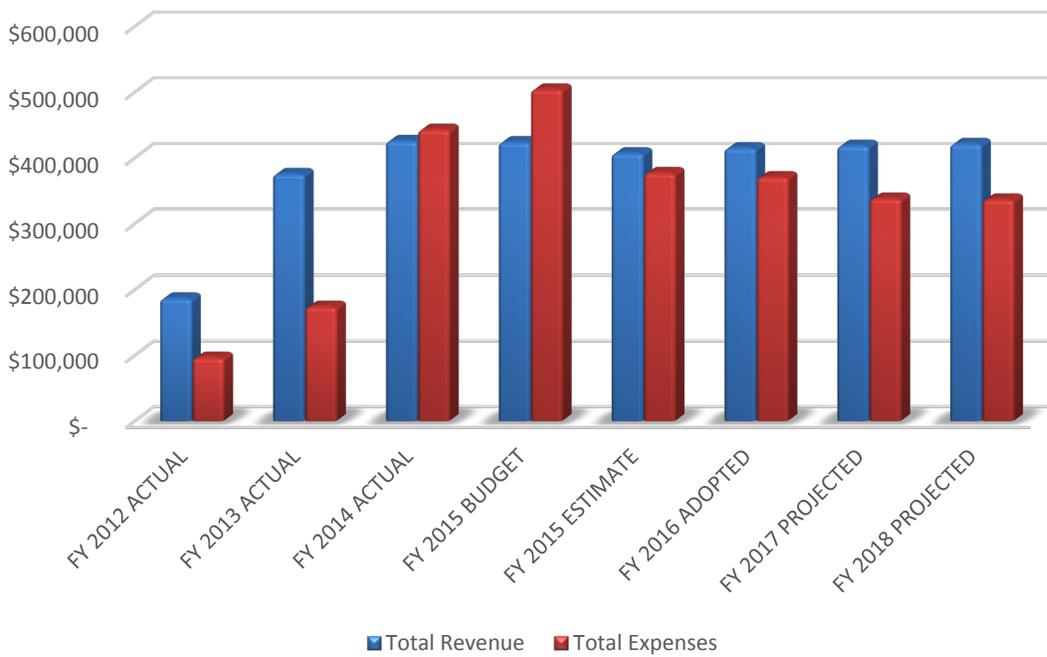
EDC 4B	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 ESTIMATE	FY 2016 ADOPTED	FY 2017 PROJECTED	FY 2018 PROJECTED
Beginning Fund Balance	\$ 341,135	\$ 382,708	\$ 188,704	\$ 332,636	\$ 339,715	\$ 490,480	\$ 485,089	\$ 536,138
Revenue								
Sales Tax - General	\$ 147,391	\$ 246,997	\$ 322,784	\$ 327,272	\$ 349,342	\$ 365,109	\$ 426,749	\$ 436,847
Advertising Revenue	13,850	-	-	-	-	-	-	-
NTX Magazine Revenue	-	-	3,938	-	-	-	-	-
Interest Income	-	-	179	300	300	450	600	900
Total Revenue	\$ 161,241	\$ 246,997	\$ 326,901	\$ 327,572	\$ 349,642	\$ 365,559	\$ 427,349	\$ 437,747
Expenditures								
Auditing	\$ 1,000	\$ 3,500	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Election	-	6,116	-	-	-	-	-	-
Advertising	12,953	2,910	7,704	3,000	3,780	5,200	6,900	6,400
Printing	-	-	1,000	500	-	500	500	750
Discover Trophy Club Magazine	-	-	-	-	-	-	-	-
Schools & Training	1,766	1,955	1,430	2,120	270	1,310	1,310	1,310
Dues & Membership	300	400	650	1,050	600	1,050	1,150	1,150
Travel & Per Diem	2,396	153	132	1,533	30	694	694	694
Office Supplies	872	522	220	400	250	250	250	250
Community Events	-	-	-	-	-	-	-	-
Miscellaneous Expense	2,983	12,427	6,059	7,100	5,234	7,950	9,950	9,950
EDC Projects	23,464	123,285	36,133	11,850	3,900	3,750	11,350	3,950
Incentive Programs	-	-	-	140,773	93,848	140,773	140,773	140,773
Transfer to General Fund	47,151	55,200	66,597	155,634	89,964	-	-	-
Transfer to Debt Service	26,783	234,533	54,964	-	-	-	-	-
Debt Service	-	-	-	-	-	208,473	202,423	200,823
Total Expenditures	\$ 119,668	\$ 441,001	\$ 175,890	\$ 324,960	\$ 198,876	\$ 370,950	\$ 376,300	\$ 367,050
Net Increase (Decrease)	\$ 41,573	\$ (194,004)	\$ 151,011	\$ 2,612	\$ 150,766	\$ (5,391)	\$ 51,049	\$ 70,697
Ending Fund Balance	\$ 382,708	\$ 188,704	\$ 339,715	\$ 335,248	\$ 490,480	\$ 485,089	\$ 536,138	\$ 606,835

HOTEL OCCUPANCY

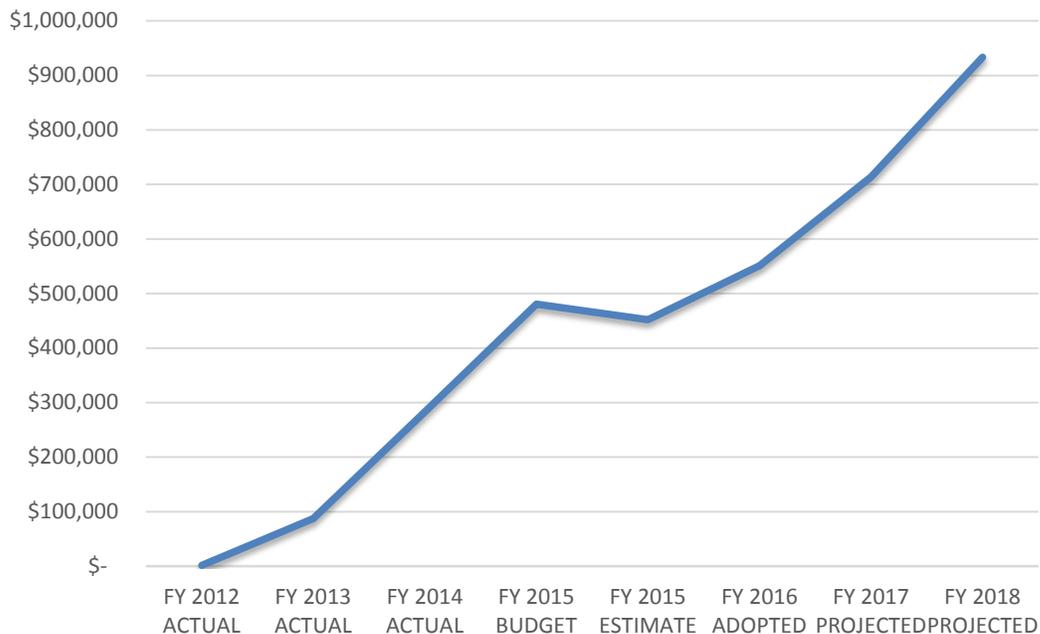
Fund Description

Hotel occupancy tax revenue is used to promote tourism in Trophy Club by developing strong community partnerships which create a positive regional identity. Created for Fiscal Year 2007-2008, 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.

Revenues Vs. Expenditures



Ending Fund Balance



Hotel Occupancy Fund	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 ESTIMATE	FY 2016 ADOPTED	FY 2017 PROJECTED	FY 2018 PROJECTED
Beginning Fund Balance	\$ 1,890	\$ 1,321	\$ 87,225	\$ 285,590	\$ 283,481	\$ 451,931	\$ 551,126	\$ 714,125
Revenue								
Hotel Occupancy Tax	\$ 20,543	\$ 108,170	\$ 235,796	\$ 233,416	\$ 252,000	\$ 354,520	\$ 458,065	\$ 462,646
Interest Income	32	11	163	300	450	500	600	900
Total Revenue	\$ 20,575	\$ 108,181	\$ 235,959	\$ 233,716	\$ 252,450	\$ 355,020	\$ 458,665	\$ 463,546
Expenditures								
Advertising	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 83,000	\$ 84,500	\$ 64,500
Printing	-	-	-	-	15,000	-	35,000	-
Event Rentals	20,719	22,277	39,703	38,825	45,000	46,825	49,166	51,624
July 4 Celebration	425	-	-	-	24,000	26,000	27,000	28,000
Total Expenditures	\$ 21,144	\$ 22,277	\$ 39,703	\$ 38,825	\$ 84,000	\$ 155,825	\$ 195,666	\$ 144,124
Other Sources (Uses)								
Transfer Out	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (100,000)	\$ (100,000)	\$ (100,000)
Total Other Sources (Uses)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (100,000)	\$ (100,000)	\$ (100,000)
Net Increase (Decrease)	\$ (569)	\$ 85,904	\$ 196,256	\$ 194,891	\$ 168,450	\$ 99,195	\$ 162,999	\$ 219,422
Ending Fund Balance	\$ 1,321	\$ 87,225	\$ 283,481	\$ 480,481	\$ 451,931	\$ 551,126	\$ 714,125	\$ 933,547

STREET MAINTENANCE SALES TAX FUND

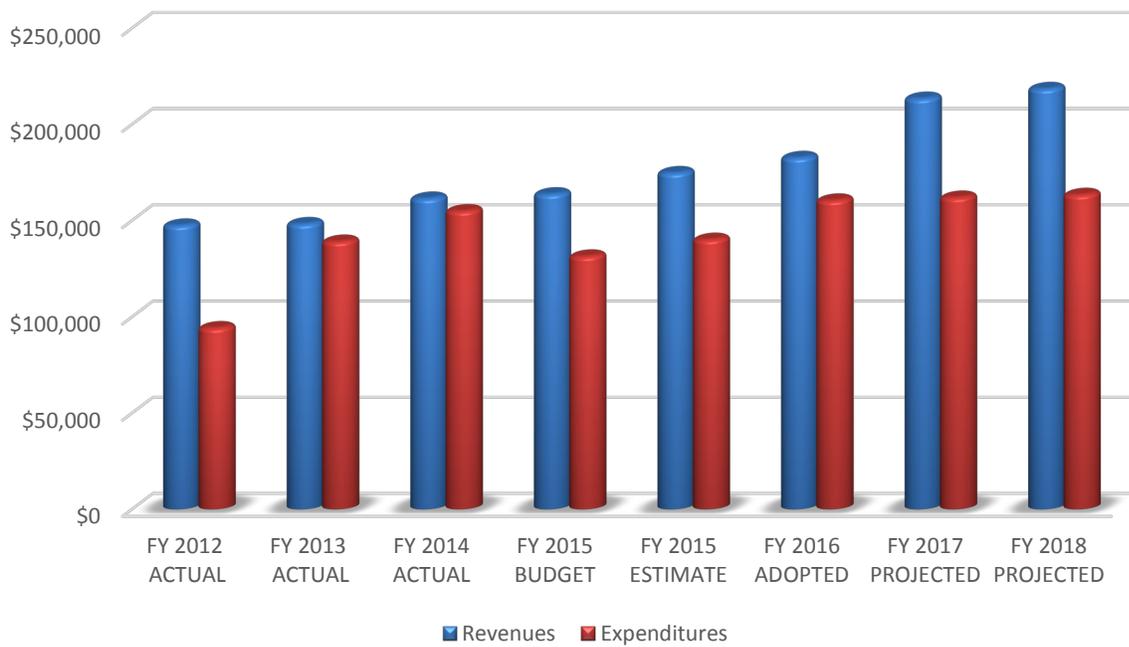
Fund Description

The Street Maintenance Sales Tax Fund is used to provide a safe, clean, and well-maintained roadway system to the residents of Trophy Club. This fund receives all of its revenue from 0.25% sales tax.

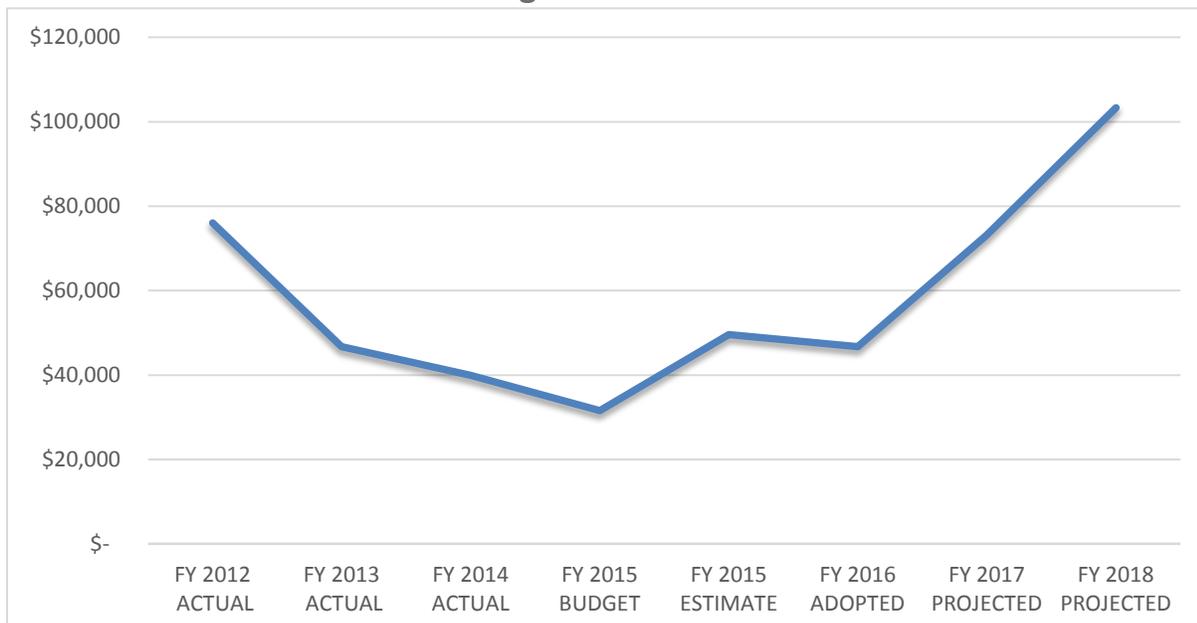
PERSONNEL SCHEDULE

POSITION TITLE	FY 2015 BUDGET	FY 2015 ESTIMATE	FY 2016 ADOPTED
STREET MAINTENANCE WORKER	0.7	0.7	0.7
TOTAL FTEs	0.7	0.7	0.7

Revenues Vs. Expenditures



Ending Fund Balance



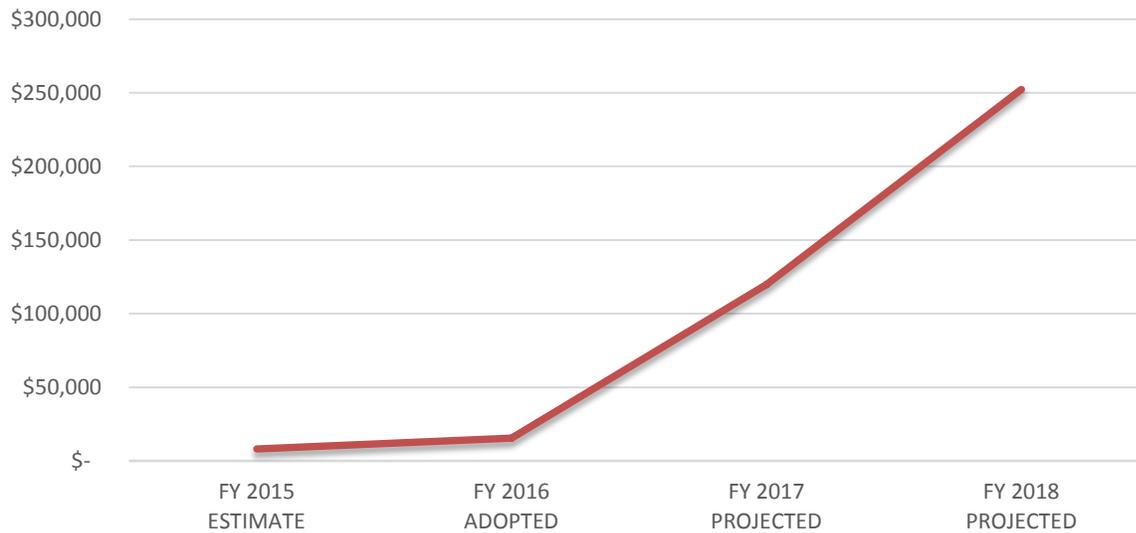
Street Maintenance Sales Tax Fund	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 ESTIMATE	FY 2016 ADOPTED	FY 2017 PROJECTED	FY 2018 PROJECTED
Beginning Fund Balance	\$ 34,750	\$ 75,999	\$ 46,700	\$ 24,268	\$ 39,915	\$ 49,584	\$ 46,726	\$ 73,200
Revenue								
Sales Tax	\$ 147,391	\$ 148,159	\$ 161,392	\$ 163,636	\$ 174,671	\$ 182,554	\$ 213,374	\$ 218,424
Total Revenue	\$ 147,391	\$ 148,159	\$ 161,392	\$ 163,636	\$ 174,671	\$ 182,554	\$ 213,374	\$ 218,424
Expenditures								
Personnel								
Salaries	\$ 17,821	\$ 22,799	\$ 16,110	\$ 22,041	\$ 21,700	\$ 22,612	\$ 23,403	\$ 24,106
Overtime	114	174	317	-	1,350	-	-	-
Longevity	160	340	405	-	-	59	94	129
Stipend	-	720	864	540	360	525	525	525
Retirement	2,517	3,365	2,615	3,814	3,160	3,016	3,122	3,215
Medical insurance	2,962	3,652	2,443	5,087	5,000	5,250	5,513	5,788
Dental Insurance	198	261	167	392	440	408	428	450
Vision Insurance	47	59	37	99	102	97	97	97
Life Insurance & Other	142	388	146	246	230	245	254	261
Social Security Taxes	1,173	1,490	1,119	1,367	1,194	1,406	1,455	1,499
Medicare Taxes	280	348	262	327	296	336	346	356
Unemployment Taxes	160	6	149	149	90	145	149	154
Workman's Compensation	972	1,166	1,630	1,338	1,185	1,373	1,414	1,457
Total Personnel	\$ 26,546	\$ 34,768	\$ 26,264	\$ 35,400	\$ 35,107	\$ 35,472	\$ 36,800	\$ 38,037
Services & Supplies								
Vehicle Maintenance	\$ -	\$ 883	\$ 1,565	\$ 3,700	\$ 3,700	\$ 3,700	\$ 3,700	\$ 3,700
Street Maintenance	41,495	69,958	99,456	70,000	50,000	100,000	100,000	100,000
Signs & Markings	23,166	27,790	19,687	15,000	43,995	15,000	15,000	15,000
Fuel	2,984	5,611	7,892	6,500	6,500	5,540	5,700	5,900
Small Tools	-	-	-	700	700	700	700	700
Miscellaneous Expense	-	-	25	-	-	-	-	-
Total Service & Supplies	\$ 67,645	\$ 104,242	\$ 128,626	\$ 95,900	\$ 104,895	\$ 124,940	\$ 125,100	\$ 125,300
Total Expenditures	\$ 94,191	\$ 139,010	\$ 154,890	\$ 131,300	\$ 140,002	\$ 160,412	\$ 161,900	\$ 163,337
Other Sources (Uses)								
Transfer Out	\$ (11,951)	\$ (38,448)	\$ (13,287)	\$ (25,000)	\$ (25,000)	\$ (25,000)	\$ (25,000)	\$ (25,000)
Total Sources Other (Uses)	\$ (11,951)	\$ (38,448)	\$ (13,287)	\$ (25,000)	\$ (25,000)	\$ (25,000)	\$ (25,000)	\$ (25,000)
Net Increase (Decreases)	\$ 41,249	\$ (29,299)	\$ (6,785)	\$ 7,336	\$ 9,669	\$ (2,858)	\$ 26,474	\$ 30,087
Ending Fund Balance	\$ 75,999	\$ 46,700	\$ 39,915	\$ 31,604	\$ 49,584	\$ 46,726	\$ 73,200	\$ 103,287

TAX INCREMENT REINVESTMENT ZONE #1 FUND

Fund Description

The Tax Increment Reinvestment Zone #1 (TIRZ#1) fund was created to aid development of the Trophy Wood District through the contribution of 60% of the Town's real property increment, and 25% of the Town's \$0.01 general fund sales tax generated within the zone. Tarrant County contributes 60% of their real property increment, as well.

Ending Fund Balance



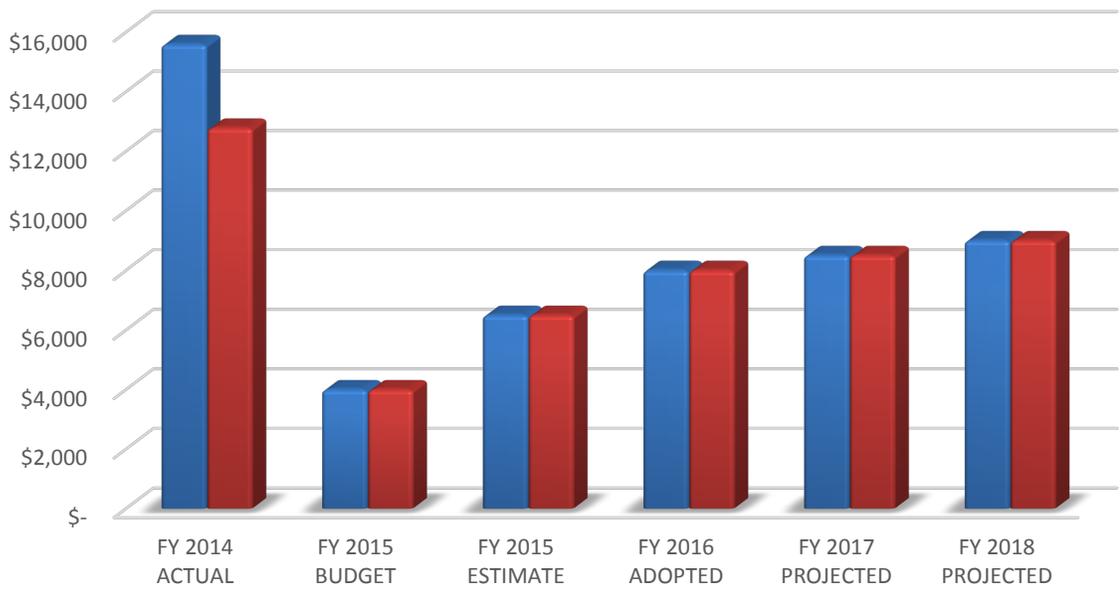
TIRZ #1	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 ESTIMATE	FY 2016 ADOPTED	FY 2017 PROJECTED	FY 2018 PROJECTED
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,291	\$ 15,386	\$ 119,748
Revenue								
Property Tax	\$ -	\$ -	\$ -	\$ 8,291	\$ 8,291	\$ 6,095	\$ 75,000	\$ 95,000
Sales Tax	-	-	-	475	-	1,000	29,362	37,619
Total Revenue	\$ -	\$ -	\$ -	\$ 8,766	\$ 8,291	\$ 7,095	\$ 104,362	\$ 132,619
Total Expenditures								
Total Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Other Sources (Uses)								
Total Other Sources (Uses)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net Increase (Decrease)	\$ -	\$ -	\$ -	\$ 8,766	\$ 8,291	\$ 7,095	\$ 104,362	\$ 132,619
Ending Fund Balance	\$ -	\$ -	\$ -	\$ 8,766	\$ 8,291	\$ 15,386	\$ 119,748	\$ 252,367

RECREATION PROGRAM FUND

Fund Description

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

Revenues Vs. Expenditures



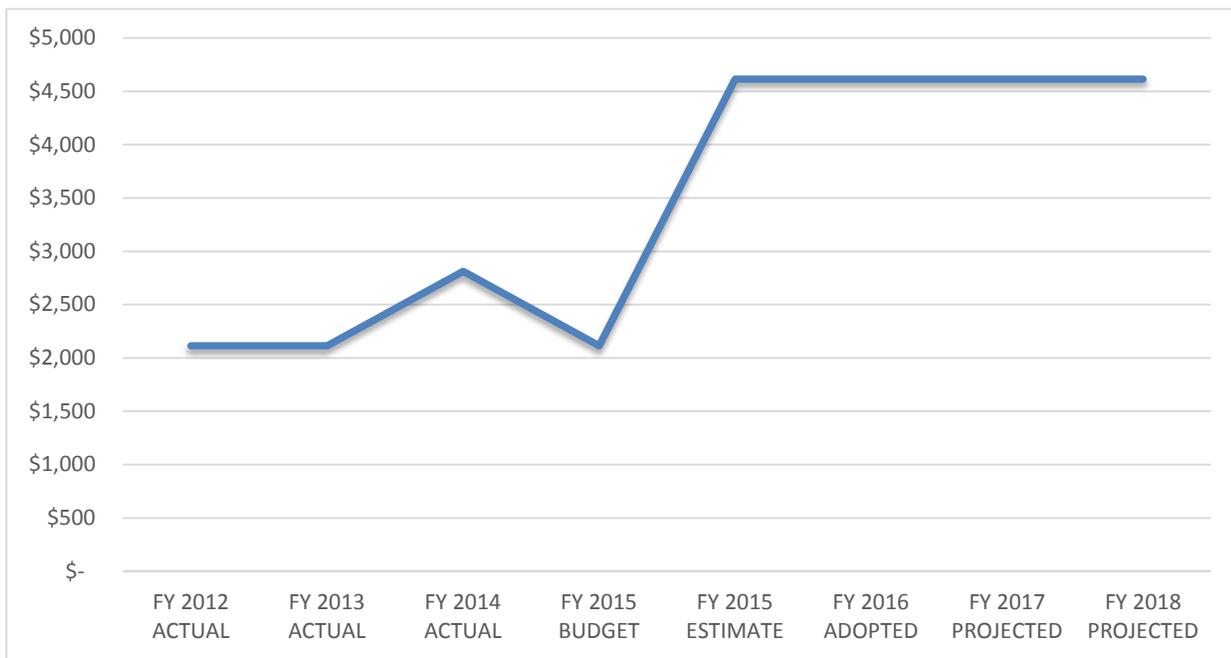
Recreational Programs Fund	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 ESTIMATE	FY 2016 ADOPTED	FY 2017 PROJECTED	FY 2018 PROJECTED
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ 4,000	\$ 2,812	\$ 2,812	\$ 2,812	\$ 2,812
Revenue								
Recreation Programs	\$ -	\$ -	\$ 15,593	\$ 4,000	\$ 6,500	\$ 8,000	\$ 8,500	\$ 9,000
Total Revenue	\$ -	\$ -	\$ 15,593	\$ 4,000	\$ 6,500	\$ 8,000	\$ 8,500	\$ 9,000
Expenditures								
Recreation Programs	\$ -	\$ -	\$ 12,781	\$ 4,000	\$ 6,500	\$ 8,000	\$ 8,500	\$ 9,000
Total Expenditures	\$ -	\$ -	\$ 12,781	\$ 4,000	\$ 6,500	\$ 8,000	\$ 8,500	\$ 9,000
Net Increase (Decrease)	\$ -	\$ -	\$ 2,812	\$ -	\$ -	\$ -	\$ -	\$ -
Ending Fund Balance	\$ -	\$ -	\$ 2,812	\$ 4,000	\$ 2,812	\$ 2,812	\$ 2,812	\$ 2,812

ANNIVERSARY FUND

Fund Description

The Anniversary Fund was created due to remaining donations that were specifically collected for the celebration of the Town of Trophy Club's 25th Anniversary. These funds can only be used to purchase services and supplies for anniversary events.

Ending Fund Balance



Anniversary Fund	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 ESTIMATE	FY 2016 ADOPTED	FY 2017 PROJECTED	FY 2018 PROJECTED
Beginning Fund Balance	\$ 2,114	\$ 2,114	\$ 2,114	\$ 2,114	\$ 2,114	\$ 4,614	\$ 4,614	\$ 4,614
Revenue								
Miscellaneous Contributions	\$ -	\$ -	\$ -	\$ -	\$ 10,700	\$ -	\$ -	\$ -
Total Revenue	\$ -	\$ -	\$ -	\$ -	\$ 10,700	\$ -	\$ -	\$ -
Expenditures								
Community Events	\$ -	\$ -	\$ -	\$ -	\$ 8,200	\$ -	\$ -	\$ -
Total Expenditures	\$ -	\$ -	\$ -	\$ -	\$ 8,200	\$ -	\$ -	\$ -
Net Increase (Decrease)	\$ -	\$ -	\$ -	\$ -	\$ 2,500	\$ -	\$ -	\$ -
Ending Fund Balance	\$ 2,114	\$ 2,114	\$ 2,114	\$ 2,114	\$ 4,614	\$ 4,614	\$ 4,614	\$ 4,614

Proprietary Funds



Photo Credit: April Reiling

TROPHY CLUB PARK FUND

Fund Description

To provide the facilities and programs that meet the recreational needs of Trophy Club as it develops, preserve open space for the enjoyment of all visitors and provide specific areas for environmental education. The Trophy Club Park Fund is aimed towards 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.

PERSONNEL SCHEDULE

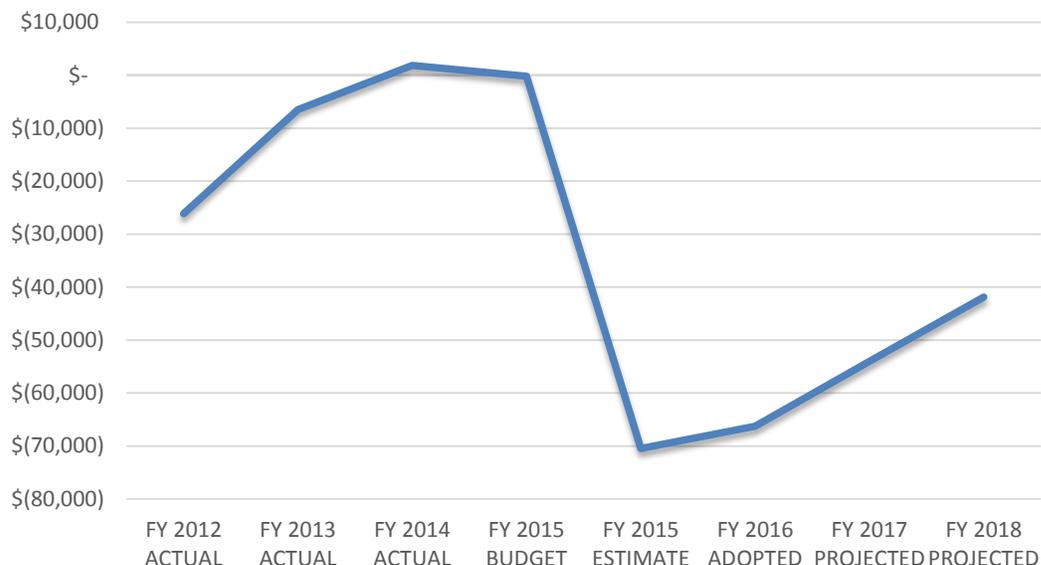
POSITION TITLE	FY 2015 BUDGET	FY 2015 ESTIMATE	FY 2016 ADOPTED
RECREATION SUPERINTENDENT	0.40	0.40	0.40
TCP GATE ATTENDANT	1.08	1.08	1.08
TOTAL FTEs	1.48	1.48	1.48

PERFORMANCE MATRIX

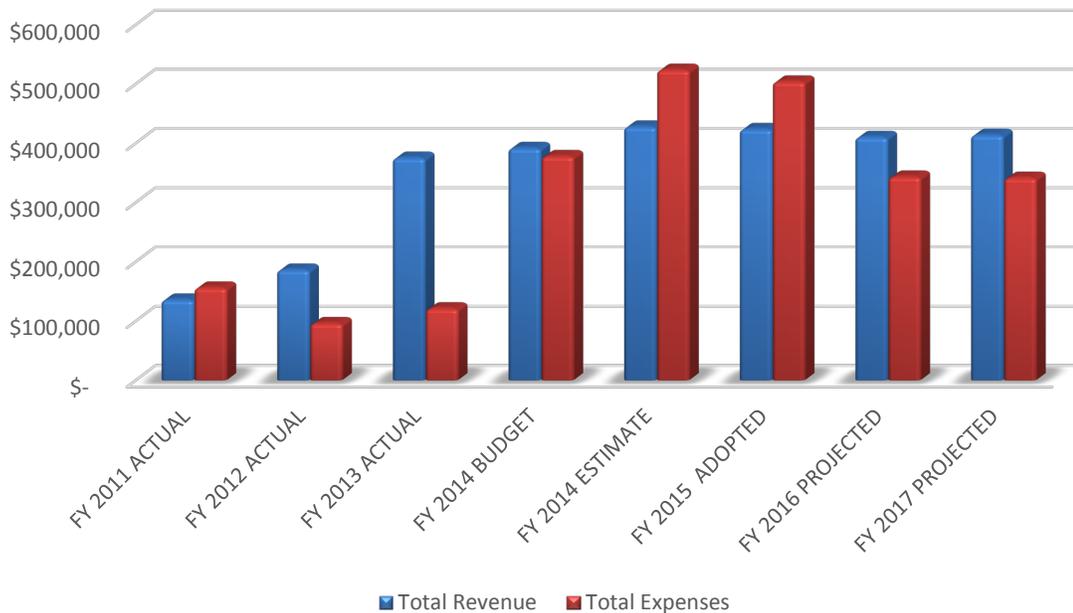
Workload Measures	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ESTIMATE
Motorized trails maintained (miles)	9	9	9	9	9
Non-motorized trails maintained (miles)	3	4	7	7	7
Park attendant monitoring (hours per week)	32	32	32	32*	32*
Special events at park	8	6	6	0*	3*
Classes offered at park	4	4	3	0*	2*
# of volunteer hours	-	-	-	1,174	900

* Due to flooding TCP ATV trails were closed for the majority of FY15 and is projected to open mid-way through FY16

Ending Working Capital



Revenues Vs. Expenditures



Trophy Club Park	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 ESTIMATE	FY 2016 ADOPTED	FY 2017 PROJECTED	FY 2018 PROJECTED
Beginning Working Capital	\$ (34,642)	\$ (26,115)	\$ (6,470)	\$ 4,389	\$ 1,830	\$ (70,458)	\$ (66,264)	\$ (54,026)
Revenue								
Park Revenue	\$ 138,712	\$ 130,663	\$ 150,925	\$ 153,752	\$ 90,000	\$ 165,000	\$ 168,000	\$ 171,000
Interest Income	-	-	-	-	-	-	-	-
Total Revenue	\$ 138,712	\$ 130,663	\$ 150,925	\$ 153,752	\$ 90,000	\$ 65,000	\$ 168,000	\$ 171,000
Expenses								
Personnel								
Salaries	\$ 36,506	\$ 38,612	\$ 40,096	\$ 43,008	\$ 40,600	\$ 45,544	\$ 47,138	\$ 48,552
Longevity	-	64	88	112	112	204	286	368
Stipend	-	600	600	300	900	300	300	300
Retirement	2,939	3,117	3,487	4,222	3,620	3,504	3,627	3,735
Medical Insurance	1,984	2,029	2,520	2,826	2,620	3,000	3,150	3,308
Dental Insurance	137	145	147	155	227	233	245	257
Vision Insurance	33	33	33	32	39	32	32	32
Life Insurance & Other	146	357	209	211	245	239	247	255
Social Security Taxes	2,240	2,433	2,457	2,673	2,400	2,836	2,935	3,023
Medicare Taxes	524	569	574	630	600	668	688	709
Unemployment taxes	489	59	403	306	84	306	315	325
Workman's Compensation	877	896	768	1,033	915	1,094	1,127	1,161
Pre-Employment Physicals/Testing	102	4	-	-	-	-	-	-
Total Personnel	\$ 45,976	\$ 48,917	\$ 51,383	\$ 55,508	\$ 52,362	\$ 57,960	\$ 60,090	\$ 62,024

Trophy Club Park	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 ESTIMATE	FY 2016 ADOPTED	FY 2017 PROJECTED	FY 2018 PROJECTED
Services & Supplies								
Professional Outside Services	\$ -	\$ -	\$ -	\$ 5,000	\$ 2,500	\$ 2,500	\$ -	\$ -
Auditing	-	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Software & Support	453	3,493	2,444	3,849	6,596	7,241	4,316	4,316
Collection Fees	-	1,215	-	-	-	-	-	-
Advertising	1,514	1,808	2,640	1,500	1,650	1,235	1,235	1,235
Printing	712	-	-	1,416	1,244	-	-	1,000
Schools & Training	879	663	1,825	340	200	-	-	-
Service Charges & Fees	6,043	3,298	2,859	6,000	6,495	8,495	8,495	8,495
Electricity	2,068	3,392	2,625	3,600	2,500	2,800	2,800	2,800
Water	2,054	1,650	1,720	1,697	2,905	1,747	1,799	1,852
Telephone	998	1,178	1,521	1,600	1,825	1,900	1,900	1,900
Communications/Pagers/Mobiles	1,547	1,626	2,001	1,560	1,700	933	933	933
Insurance	-	-	-	-	-	1,200	1,200	1,200
Property Maintenance	37,382	7,131	26,249	10,500	15,674	10,500	10,500	10,500
Equipment Maintenance	2,176	(911)	5,243	2,426	2,576	2,384	2,384	2,384
Independent Labor	-	11,798	10,800	10,200	8,000	26,600	26,600	26,600
Portable toilets	3,590	3,590	3,944	4,000	3,644	3,644	3,644	3,644
Dues & Membership	200	199	60	320	250	250	250	250
Travel & Per Diem	854	424	776	387	505	492	507	522
Office Supplies	151	294	347	1,013	1,013	1,044	1,075	1,107
Postage	169	25	94	318	200	327	336	346
Fuel	259	374	1,232	1,490	1,000	1,250	1,300	1,350
Uniforms	456	383	333	645	520	520	520	520
Community Events	5,587	5,269	8,362	6,500	12,000	14,900	14,900	14,900
Small Tools	1,883	1,384	1,010	1,400	1,000	1,200	1,200	1,200
Furniture/Equipment<\$5,000	-	-	590	1,720	1,866	1,920	-	-
Maintenance Supplies	2,185	515	717	451	451	464	478	493
Miscellaneous Expense	426	-	-	557	500	300	300	300
Total Services & Supplies	\$ 71,586	\$ 49,800	\$ 78,393	\$ 69,489	\$ 77,814	\$ 94,846	\$ 87,672	\$ 88,847
Capital								
Capital Expenses	\$ 12,623	\$ -	\$ 4,850	\$ 25,330	\$ 24,112	\$ -	\$ -	\$ -
Total Capital	\$ 12,623	\$ -	\$ 4,850	\$ 25,330	\$ 24,112	\$ -	\$ -	\$ -
Total Expenses	\$ 130,185	\$ 98,717	\$ 134,625	\$ 150,327	\$ 154,288	\$ 152,806	\$ 147,762	\$ 150,871
Other Sources (Uses)								
Transfer Out	\$ -	\$ (12,300)	\$ (8,000)	\$ (8,000)	\$ (8,000)	\$ (8,000)	\$ (8,000)	\$ (8,000)
Total Other Sources (Uses)	\$ -	\$ (12,300)	\$ (8,000)	\$ (8,000)	\$ (8,000)	\$ (8,000)	\$ (8,000)	\$ (8,000)
Net Increase (Decrease)	\$ 8,527	\$ 19,645	\$ 8,300	\$ (4,575)	\$ (72,288)	\$ 4,194	\$ 12,238	\$ 12,129
Ending Working Capital	\$ (26,115)	\$ (6,470)	\$ 1,830	\$ (186)	\$ (70,458)	\$ (66,264)	\$ (54,026)	\$ (41,897)

STORM DRAINAGE UTILITY FUND

Fund Description

The Storm Drainage Utility Fund is to provide a safe, clean, and well-maintained storm drainage system to the residents of Trophy Club. In FY11 the Storm Drainage Fund was converted to a proprietary fund by a formal action of council. The Fund is responsible for directly servicing \$1.7 million dollars of debt from the 2013 Certificate of Obligation.

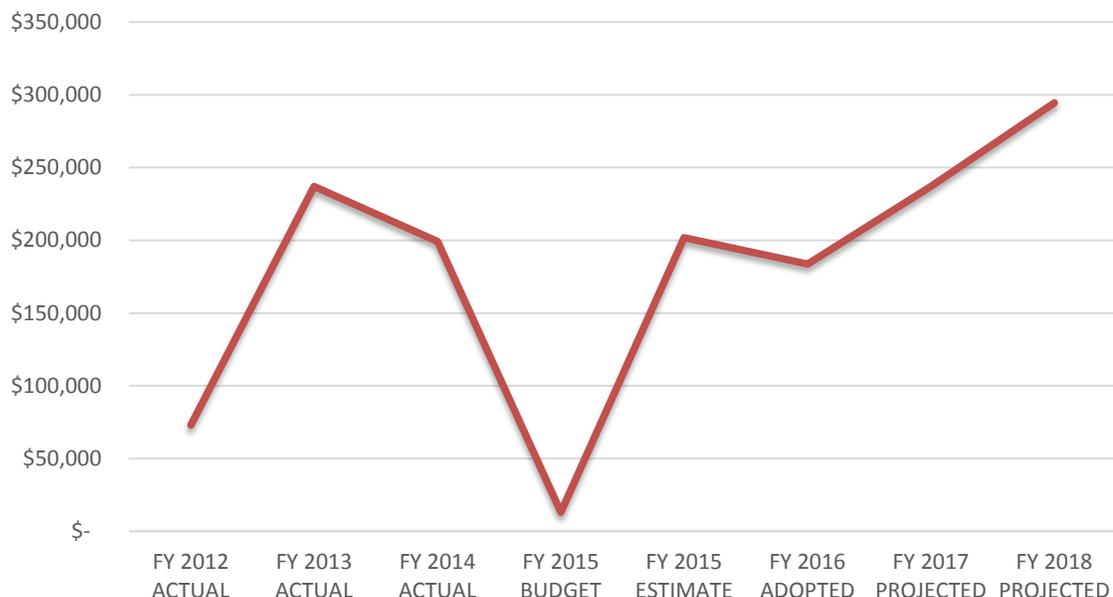
PERSONNEL SCHEDULE

POSITION TITLE	FY 2015 BUDGET	FY 2015 ESTIMATE	FY 2016 ADOPTED
INFRASTRUCTURE & DEVELOPMENT SERVICES MANAGER	0.00	0.25	0.25
STREETS SUPERVISOR	0.50	0.00	0.00
TOTAL FTEs	0.50	0.25	0.25

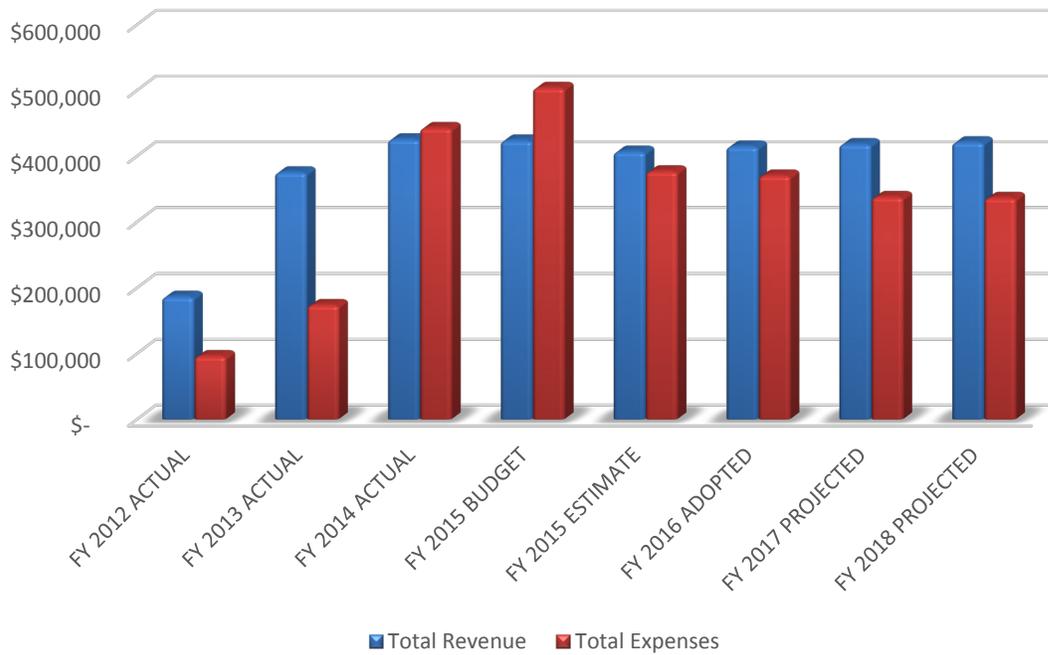
PERFORMANCE MATRIX

Workload Measures	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 ACTUAL	FY 2016 ESTIMATE
Storm drain structure inspection & cleaning	1,200	1,200	1,550	1,580	1,600
Streets and gutter sweeping (curb miles)	90	90	93	72	80
Storm drain system repairs	233	320	400	95	100

Ending Working Capital



Revenues Vs. Expenditures



Storm Drainage Utility Fund	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 ESTIMATE	FY 2016 ADOPTED	FY 2017 PROJECTED	FY 2018 PROJECTED
Beginning Working Capital	\$ 47,183	\$ 72,981	\$ 237,062	\$ 120,619	\$ 199,172	\$ 201,768	\$ 183,659	\$ 237,164
Revenue								
Storm Drainage Fee	\$ 180,668	\$ 370,042	\$ 394,692	\$ 402,800	\$ 407,000	\$ 414,700	\$ 418,300	\$ 421,180
Hazardous Waste Stipend	6,000	5,500	5,000	-	-	-	-	-
Miscellaneous Revenue	-	-	26,001	21,000	-	-	-	-
Interest Income	-	-	25	100	-	100	100	100
Total Revenue	\$ 186,668	\$ 375,542	\$ 425,718	\$ 423,900	\$ 407,000	\$ 414,800	\$ 418,400	\$ 421,280
Expenses								
Personnel Services								
Salaries	\$ 15,203	\$ 23,214	\$ 23,864	\$ 24,238	\$ 16,940	\$ 21,814	\$ 22,577	\$ 23,255
Overtime	118	253	575	-	250	-	-	-
Longevity	171	304	349	394	395	65	77	102
Stipend	-	750	750	375	375	188	188	188
Retirement	2,148	3,433	3,715	4,224	2,520	2,869	2,969	3,058
Medical Insurance	1,657	2,537	2,665	2,785	1,495	1,445	1,517	1,593
Dental Insurance	115	185	298	334	135	104	109	115
Vision Insurance	27	41	41	41	22	20	20	20
Life Insurance & Other	223	402	234	250	139	168	174	179
Social Security Taxes	946	1,501	1,559	1,527	1,100	1,356	1,403	1,446
Medicare Taxes	221	351	365	363	269	320	331	341
Unemployment Taxes	86	4	103	104	-	52	54	55
Workman's Compensation	752	1,183	1,295	1,472	1,304	127	131	135
Total Personnel	\$ 21,666	\$ 34,156	\$ 35,812	\$ 36,107	\$ 24,944	\$ 28,528	\$ 29,552	\$ 30,488

Storm Drainage Utility Fund	FY 2012 ACTUAL	FY 2013 ACTUAL	FY 2014 ACTUAL	FY 2015 BUDGET	FY 2015 ESTIMATE	FY 2016 ADOPTED	FY 2017 PROJECTED	FY 2018 PROJECTED
Services & Supplies								
Professional Outside Services	\$ -	\$ -	\$ -	\$ -	\$ 18,081	\$ 18,200	\$ 18,700	\$ 19,200
Engineering/Construction	3,998	40,339	5,356	100,000	80,000	80,000	80,000	80,000
Trash Removal/Recycling	12,896	19,359	2,021	1,500	1,500	2,000	2,000	2,000
Vehicle Maintenance	464	-	-	-	-	-	-	-
Equipment Maintenance	567	-	-	-	-	-	-	-
Street Sweeping	3,850	3,850	4,720	6,000	6,000	12,000	12,000	12,000
Independent Labor	8,000	9,011	30,070	17,366	17,366	17,887	18,781	19,720
Dues & Membership	2,555	2,570	200	200	200	200	200	200
Fuel	1,675	69	446	-	-	-	-	-
Small Tools	565	-	-	-	-	-	-	-
Miscellaneous Expense	-	110	1,331	-	-	-	-	-
Total Services & Supplies	\$ 34,571	\$ 75,308	\$ 44,145	\$ 125,066	\$ 123,147	\$ 130,287	\$ 131,681	\$ 133,120
Capital								
Transfer to Drainage Capital Projects	\$ 40,251	\$ 61,603	\$ 200,000	\$ 164,000	\$ 50,000	\$ 36,488	\$ -	\$ -
Total Capital	\$ 40,251	\$ 61,603	\$ 200,000	\$ 164,000	\$ 50,000	\$ 36,488	\$ -	\$ -
Debt Service								
Principal	\$ -	\$ -	\$ 140,000	\$ 140,000	\$ 140,000	\$ 140,000	\$ 145,000	\$ 145,000
Interest	-	3,049	23,045	38,963	38,963	35,400	31,775	28,088
Total Debt Service	\$ -	\$ 3,049	\$ 163,045	\$ 178,963	\$ 178,963	\$ 175,400	\$ 176,775	\$ 173,088
Total Expenses	\$ 96,487	\$ 174,116	\$ 443,001	\$ 504,136	\$ 377,054	\$ 370,703	\$ 338,008	\$ 336,696
Other Sources (Uses)								
Transfer In	\$ -	\$ -	\$ 6,460	\$ -	\$ -	\$ -	\$ -	\$ -
Transfer Out	(64,382)	(37,344)	(27,067)	(27,350)	(27,350)	(62,206)	(26,887)	(27,209)
Total Other Sources	\$ (64,382)	\$ (37,344)	\$ (20,607)	\$ (27,350)	\$ (27,350)	\$ (62,206)	\$ (26,887)	\$ (27,209)
Net Increase (Decrease)	\$ 25,798	\$ 164,081	\$ (37,890)	\$ (107,586)	\$ 2,596	\$ (18,109)	\$ 53,505	\$ 57,376
Ending Working Capital	\$ 72,981	\$ 237,062	\$ 199,172	\$ 13,033	\$ 201,768	\$ 183,659	\$ 237,164	\$ 294,540

Storm Drainage Capital Projects	FY 2015	FY 2016	FY 2017	FY 2018
Previous Balance	\$ 578,174	\$ 206,139	\$ -	\$ -
Sources of Funds				
Bond Proceeds	\$ -	\$ -	\$ -	\$ -
Capital Funding from Operations	50,000	36,488	-	-
Total Sources	\$ 628,174	\$ 242,627	\$ -	\$ -
Expenses				
Indian Creek	\$ 227,076	\$ -	\$ -	\$ -
Cypress Court Drainage Inlets	74,756	20,000	-	-
Pin Oak Court	-	51,260	-	-
Pebble Beach Drive	71,368	71,367	-	-
Broadway Creek Improvements and Amenity Lake Slopes	48,835	100,000	-	-
Total Expenses	\$ 422,035	\$ 242,627	\$ -	\$ -
Remaining Balance	\$ 206,139	\$ -	\$ -	\$ -

Storm Drainage Fund Debt Schedule*

	Total Debt Service		
	Principal	Interest	Total
2016	\$ 145,000	\$ 35,400	\$ 180,400
2017	145,000	31,775	176,775
2018	150,000	28,088	178,088
2019	155,000	24,275	179,275
2020	155,000	20,400	175,400
2021	160,000	16,462	176,462
2022	165,000	12,194	177,194
2023	170,000	7,588	177,588
2024	175,000	2,625	177,625
2025	-	-	-
	\$ 1,420,000	\$ 178,807	\$ 1,598,807

*Does not include proposed debt issuances.

Capital Improvement Program



Photo Credit: Janet Lamont

CAPITAL IMPROVEMENT PROGRAM

Program Description

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 2015-2016, vehicle and equipment purchases have been fully funded within the Capital Replacement Fund (component of the General Fund pg. 48).

Additionally, the Town has secured \$3,000,000 in Certificate of Obligation funding for road improvements and storm drainage projects. A small portion of improvement costs for Indian Creek Drive will be covered by the remaining \$2,000,000 from Denton County TRIP 2008 Bond funds. The Town also has funding from the 2014 Tax Notes available. The joint Town Hall and Police Facility is funded by remaining 2012 Tax Note proceeds, reauthorized 2014 CO proceeds, proposed bonds and fund balance of the General Fund and CCPD.

Capital Improvement Program: Projects in Progress and Currently Funded Projects

Project Name	Fund	Funding Source	Project Phase	Description
Pin Oak Court	Capital Projects Fund / Storm Drainage Fund	2014 Tax Note / Fund Balance / Drainage Fund Operations	Construction	Reconstruction of a neighborhood street and any needed storm drainage infrastructure repair or replacement
Timberline Court	Capital Projects Fund	2014 Tax Note / Fund Balance	Construction	Reconstruction of a neighborhood street and any needed storm drainage infrastructure repair or replacement
Pebble Beach Drive	Capital Projects Fund / Storm Drainage Fund	2013 CO / 2014 Tax Note / Fund Balance / Drainage Fund Operations	Construction	Reconstruction of Pebble Beach Drive from Indian Creek to North Cul-De-Sac
Cypress Court Drainage Inlets	Storm Drainage Fund	2013 CO / Drainage Fund Operations	Construction	Install drainage inlets along Cypress Court
Broadway Creek Improvements and Amenity Lake Slopes	Storm Drainage Fund	2013 CO / Drainage Fund Operations	Engineering	Drainage improvements to Broadway Creek and Amenity Lake Slopes
Joint Town Hall and Police Facility	Capital Projects Fund	2012 Tax Note / 2014 CO / Proposed Bonds / CCPD / Fund Balance	Engineering	Construction of joint Town Hall and Police Facility on land purchased with 2014 CO off of Trophy Wood Drive
Trophy Club Dr. (Roundabout to Meadow Creek)	Capital Projects Fund	Proposed Bonds / Fund Balance	Engineering	Paving and storm drainage improvements from the roundabout to Meadow Creek
Lakeview Practice Soccer Fields	Capital Projects Fund	2014 Tax Note / Fund Balance	Engineering	Construct youth (under age eight) practice soccer fields on leased land from NISD by Lakeview Elementary
Park Monument Signs	Capital Projects Fund	2010 Tax Note	Planning	Replaces monument signs at Harmony Park, Independence Park West, and the Pool and adds a sign at Freedom Park
Harmony Park Toddler Playground and Shade Structure	General Fund	2010 GO / General Fund Operations	Planning	Replaces the NEOS system at Harmony Park with a small toddler playground and shade structure
				Subtotal: Projects in Progress/ Currently Funded

Capital Improvement Program: Projects in Progress and Currently Funded Projects

Total Prior Funding	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total	Annual Operating Budget Impact
\$ 59,000	\$ 277,739	\$ -	\$ -	\$ -	\$ -	\$ 336,739	\$ -
\$ 24,000	\$ 155,858	\$ -	\$ -	\$ -	\$ -	\$ 179,858	\$ -
\$400,000	\$ 333,934	\$ -	\$ -	\$ -	\$ -	\$ 733,934	\$ -
\$ 74,756	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ 94,756	\$ -
\$ 48,845	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 148,845	\$ -
\$ -	\$6,000,000	\$ 2,900,000	\$ -	\$ -	\$ -	\$ 8,900,000	\$ 100,000
\$ -	\$2,000,000	\$ 1,235,000	\$ -	\$ -	\$ -	\$ 3,235,000	\$ -
\$150,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 200,000	\$ 12,765
\$ -	\$ 41,000	\$ -	\$ -	\$ -	\$ -	\$ 41,000	\$ -
\$ -	\$ 72,000	\$ -	\$ -	\$ -	\$ -	\$ 72,000	\$ 1,000
\$756,601	\$9,050,531	\$ 4,135,000	\$ -	\$ -	\$ -	\$13,942,132	\$ 113,765

Capital Improvement Program: Future Funded Projects				
Project Name	Fund	Funding Source	Project Phase	Description
Indian Creek Drive	Capital Projects Fund / Storm Drainage Fund	Proposed Bonds	Planning	Reconstruction of Indian Creek Drive from Meadowbrook to Harmony Park
Trophy Club Drive	Capital Projects Fund / Storm Drainage Fund	Proposed Bonds	Planning	Street reconstruction southbound from Durango to Bobcat
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
Trophy Lake Drive	Capital Projects Fund / Storm Drainage Fund	Proposed Bonds	Planning	Street reconstruction from Village Trail to SH 114
Municipal Drive	Street Maintenance Sales Tax Fund	Street Maintenance Sales Tax	Planning	Street reconstruction
				Subtotal: Future Funded Projects

Capital Improvement Program: Future Funded Projects

Total Prior Funding	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Total	Annual Operating Budget Impact
\$ -	\$ -	\$ -	\$ 1,256,000	\$ 1,000,000	\$ -	\$ 2,256,000	\$ -
\$ -	\$ -	\$ -	\$ 1,000,000	\$ 770,000	\$ -	\$ 1,770,000	\$ -
\$ -	\$ -	\$ -	\$ -	\$ 578,813	\$ 245,000	\$ 823,813	\$ -
\$ -	\$ -	\$ -	\$ -	\$ 750,000	\$ 397,000	\$ 1,147,000	\$ -
\$ -	\$ -	\$ -	\$ -	\$ -	\$ 70,499	\$ 70,499	\$ -
\$ -	\$ -	\$ -	\$ 2,256,000	\$ 3,098,813	\$ 712,499	\$ 6,067,312	\$ -

Capital Improvement Program: Future Consideration (Unfunded Projects)			
Project Name	Fund	Description	Projected Start Date
Troon 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

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 Adopted 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.

Supplemental Information

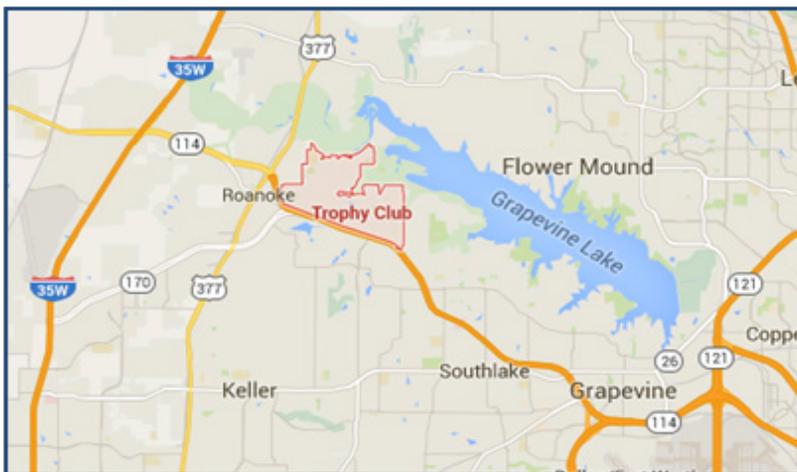


About The Town of Trophy Club

The Town of Trophy Club, Texas was incorporated in 1985 as Texas' first premiermaster planned community and is located in North Texas. This area of the state has proven to be one of the top growth areas in Texas and the United States. In 2016 Trophy Club is pleased to welcome several new business including Meat U Anywhere BBQ, Bread Winners/Quarter Bar, Homewood Suites, and the Holiday Inn. The Town currently occupies a land area of just over four square miles and serves a growing population of approximately 13,000 residents.



Trophy Club has operated as a Home Rule municipality utilizing a Council-Manager form of government since 2004. Policy-making and legislative authority are vested in the Town Council consisting of the Mayor and six other Council Members. The Town Council is responsible for, among other things, passing ordinances and resolutions, 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 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 by the Trophy Club Municipal Utility District #1.



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 feeling with the advantages of nearby metro areas. The Township offers an outstanding quality of life, with great educational and recreational amenities. Two 18-hole golf courses anchor the community, including the only course designed by Ben Hogan.

Pleasant residential neighborhoods, excellent educational institutions, and numerous recreational activities truly establish Trophy Club as "a great place to call home."

Demographics

Size: 4.2 square miles (2,688 acres)
Households: 4,365
Population: 13,000+
Average Household Income: \$124,000
Median Home Sales Price: \$357,500
Education: 63% have a Bachelor's degree or higher



A Great Place to Call Home



Outstanding Schools: Beck & Lakeview Elementary Schools, Medlin Middle School and Byron Nelson High School

Strong Housing Market: Home prices range from \$180,000's to \$1,200,000+ and average home values have increased for the past seven years

Financial Status: AA+ Standard and Poor's Bond Rating

Pristine Parks: 9 parks, 3 playgrounds, world-class dog park, state-of-the-art baseball complex, soccer fields, multi-use fields, community pool and spray pad, bocce ball courts, disc golf, tennis and basketball courts, workout stations, nature trails, nature preserve, MX and ATV areas, pavilions and picnic areas, access to Lake Grapevine via Trophy Club Park, boat ramp, fishing, white sandy beach

Well Recognized: Ranked '5th Best Neighborhood in DFW' by Dallas Morning News (2015); Ranked '36th Best Suburb in America' by Business Insider (2015); Ranked the '3rd Healthiest Community in North Texas' by Dallas Morning News (2014); Ranked '7th Best Suburb in North Texas' by D Magazine (2014)

Active Community

Community Features: 40+ miles of trails and sidewalks and 1,000+ acres of parks

Annual Events: Easter Eggstravaganza, Back to Nature, July 4th Celebration, Movie Series in the Park, TCWC Garden & Holiday Home Tours, Fall Family Festival, PetFest, and Christmas Celebration

Youth & Adult Sports Leagues: Bocce Ball League (adult), Kickball League (adult), Trophy Club/Roanoke Football Association, Greater Northwest Soccer Association, Trophy Club/Roanoke Baseball Association, Trophy Club/Roanoke Track and Field Association, and Bobcat Wrestling Club

Community Organizations: Trophy Club Women's Club, Trophy Club Families, Keep Trophy Club Wild, Boy Scouts, Girl Scouts, Cub Scouts, and Daisies/Brownies/Junior Girl Scouts/Cadettes



TOWN OF TROPHY CLUB PROCUREMENT POLICIES AND PROCEDURES

SECTION 1.0: POLICIES

1.01 Purpose

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

1.02 Policy

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

The Finance Department:

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

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

- Receives, and monitors formal bids for purchases.

The Department Managers:

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

1.03 Free and Open Competition

All procurement transactions, regardless of dollar value, whether advertised or negotiated, shall be conducted in a manner so as to provide maximum free and open competition. The Town Manager or Town Council should be alert to organizational conflicts of interest or noncompetitive practices among contractors that may restrict or eliminate competition or otherwise restrain trade. In order to ensure objective contractor performance and eliminate unfair competitive advantage, contractors who develop or draft specifications and other requirements for solicitation instruments (Requests for Bids or Proposals) shall be excluded from competing for such procurement.

1.04 Compliance

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

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

SECTION 2.0: CODE OF ETHICS

Officers and employees of The Town of Trophy Club are public servants, who will carry out their activities in a fair and legal manner avoiding actual or perceived conflicts of interest. All officers and staff members are expected to conduct the activities of the Town in full compliance with the law and in an honest, fair, and courteous manner. Officers and staff members must neither ask nor expect contractors, vendors or others with whom the Town does business to favor the Town, the officer, or the individual staff member with special treatment. Officers and staff members should not permit personal preferences and dislikes to affect decisions related to their duties. To do so acts against the Town's policy which is to treat all individuals, members, potential members, contractors, and others fairly and equitably. Conversely, officers and staff members are expected to use their best professional judgment and expertise when evaluating potential vendors and contracts for purchasing goods and services. This section does not preclude officers and staff from considering past purchasing experience with a specific vendor when making a future purchasing decision or recommendation to Town Council. Third party references and vendor experience may be considered by the Town when evaluating and awarding contracts for purchases.

SECTION 3.0: CONFLICT OF INTEREST

3.01 Contracts

Specifically, with reference to contracts, no employee or officer of the Town who exercises any functions or responsibilities in the review or approval of an undertaking or the carrying out of one of Town's contracts shall participate in any decision relating to that contract if the decision affects his or her personal financial interest, such officer or employee has a substantial interest as defined by state law, or participation by such officer or employee is otherwise prohibited by state law or Town policy. If a former staff member or Town officer has worked less than one year for a business seeking to contract with the Town, the business entity must make this known and must describe the relationship between the former employee/officer and the firm. In no instance may this former employee/officer have hours billed on any project or program. To do so is reason for not awarding a contract.

3.02 Declaration of Conflict of Interest

In the event of a conflict of interest as defined by state law, the affected officer or employee must file a signed affidavit declaring his or her conflict of interest. The affidavit must be filed with the Town Secretary. Such official, officer or employee must abstain from discussion of or voting on a bid, proposal, or contract submitted by a business entity in which he/she has a substantial interest. More specifically, in addition to the requirement to complete an affidavit, when an item is placed before a Board, Commission, Committee, or Town Council for review, any and all members of those bodies who has a conflict of interest shall announce that he/she has such conflict and shall leave the room until the body has discussed and taken action on the item for which the member has a conflict. Moreover, it is the policy of the Town that an employee who has a substantial interest in a business entity as defined by state law, shall follow the procedure outlined in this section by completing an affidavit and leaving the room where a discussion and/or vote is taking place regarding the business entity in which the employee has an interest. Further, it is the obligation of officials, officers, and employees to avoid apparent conflicts of interest by abstaining and following the procedures specified in this section. Officials, officers, and employees shall abstain from participating in the procurement process, which includes but is not limited to discussions, lobbying, rating, scoring, recommending, providing current copies of contracts outside of Public Information Act process, explaining or assisting in the design or approval of the procurement process on contract with the organization he or she represents or from which he or she receives a direct financial benefit; or on contracts with organizations in which a family member will realize a direct benefit.

3.03 Violations and Remedies

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

3.04.1 Substantial Interest

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

SECTION 4.0: LEGAL CONSIDERATIONS

4.01 Procurements Exempt from State Law Competitive Bid Requirements

Purchases made by the Town shall be in accordance with State law. Except as specifically exempted by state law or by the terms of this Procurement Policies and Procedures Manual, including but not limited to Sections Four, Five and Seven, written, competitive bids must be taken for all procurements over \$50,000. 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, papers, 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:

- o 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;

- o 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

- o 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

- o 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 6.0 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 Town of Trophy Club. 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, personal phone calls in excess of \$5 per day, 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 gratuity. 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 8:00 a.m. to receive breakfast and stay after 6:00 p.m. to receive the evening meal. The maximum reimbursable expenses for meal and incidental expenses (M&IE) are not to exceed the U.S. General Services Administration’s (GSA) daily rate. This daily rate includes taxes and gratuities..
- 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 predetermined 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 Town of Trophy Club. The card remains the property of the Town of Trophy Club. 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 it to the Procurement Card Administrator

within the specified time limit of no more than three days. The Procurement Card Administrator will reconcile the individual Department packets with the monthly statement received from the issuing Bank. Should any charges not be supported by receipts, the Procurement Card Administrator will notify the applicable Department Manager who shall obtain a receipt or other proper documentation evidencing the nature and amount of the purchase. In the event that a receipt is lost or an employee fails to obtain a receipt, a lost receipt form shall be completed and attached to the procurement card transaction sheet. Such form shall contain an explanation of the reason that the receipt was not obtained or was lost and any and all steps taken to obtain a duplicate copy of the receipt. The lost receipt form shall be signed by the Manager or Director of the Employee's Department. An employee's procurement card privileges may be revoked for failure to provide a receipt or otherwise comply with the Town Purchasing Policies and Procedures Manual. Use of a procurement card for a purchase in excess of \$2,500 shall require the review and approval of the Town Manager or designee. If a purchase order is issued, attach the original purchase order with the appropriate signatures to the procurement card transaction sheet so that Finance can close the purchase order for financial reporting. The Procurement Card Administrator is responsible for compliance with the issuing bank's Procurement Card guidelines and notifying the Town Manager or designee of any problems. Additionally, each Department Manager shall be responsible for taking appropriate remedial action to correct noncompliance with the Town's policies and procedures governing procurement cards by his or her respective employees.

5.05 Purchases over \$3,000 but less than \$50,000

If the cost of the item(s) exceeds \$3,000 but is less than \$50,000, 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 or Tarrant County based upon information provided by the State Comptroller. 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 (2) 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 shall 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 \$50,000

The Town Council must approve all non-budgeted or unanticipated purchases with values in excess of \$50,000 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 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 \$50,000), with the approved bidder by signing a contract stating the terms and conditions. Once the contract period nears the end of the term, the Finance Department will re-advertise the bid request for the following year giving fair opportunity for vendors to respond.

5.09 Sole Source Purchases

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

5.10 State Contract Purchasing

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

5.11 Alternative Project Delivery Methods for Certain Projects

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

SECTION 6.0: THE REQUISITION PROCESS

6.01 Procedure for Non-Emergency Purchases

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

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

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

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

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

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

6.02 Procedure for Emergency Purchases

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

- The applicable Department Manager will be notified immediately with as much information as possible about the emergency purchase required.
- The Department Manager contacts as many vendors as necessary to arrange the emergency purchase. The purchase is completed by telephone by issuing a verbal purchase order number to the vendor and requesting expedited delivery. The purchase order is either mailed or faxed to the vendor at a later date.
- Staff making the request may be required to pick-up the emergency purchase from the vendor, if applicable, if expedited delivery from the vendor is not available.
- Council approval or ratification must be obtained for all such emergency purchases exceeding \$50,000.

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 \$50,000 (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 Town Secretary's Office.
 - Bids are received until the date and hour set out in the specifications. The Town Secretary or her designee will mark bids with the date and time at which they are received. Once a bid is submitted, the bidder cannot alter or correct a bid. A vendor who wishes to withdraw a previously submitted bid and/or submit an alternate bid may only do so prior to the bid opening. Under no circumstances will bids be accepted after the specified date and time.
 - The bids are to be opened at the date and hour specified in the bid and notice documents, and submitted to the requesting department for review. Generally, bids are awarded to the lowest responsible bidder or the bidder who provides the best value to the Town.. Occasionally, a bid may be split between vendors to obtain optimum pricing. If no bid is found to be acceptable, the entire bidding process must be repeated. Sealed bids are opened publicly in the presence of at least three (3) Town employees. The Town Secretary or her designee will coordinate the opening of the bids.
 - Bids are to be kept confidential from competitors until after the bid has been opened. Once the bid is opened, the bid becomes open record in accordance with the Texas Open Records Act.
 - Sealed bids must be submitted to the Town of Trophy Club by mail or hand delivered to Town offices. Envelopes must be clearly marked that a sealed bid is enclosed. Faxed or late bids will not be considered for award. They should be addressed to the Town Secretary.
 - The Town of Trophy Club reserves the right to reject any and all bids submitted and to waive any and all irregularities. It is the consistent policy of the Town to use competitive principles in awarding all public contracts of any amount with only limited exceptions as allowed by law. This includes the purchase and lease of goods, the purchase of services, and construction projects. These competitive principles apply to all departments of the Town of Trophy Club.
 - If the Town contracts for public work in excess of \$50,000 it is required that the contractor execute a payment bond solely for the protection of beneficiaries who supply materials or labor to the specific public works project and have a direct contractual relationship with the contractor to replace the protections afforded by lien rights.
 - If the Town contracts for public work in excess of \$100,000 it must require its contractor to execute a performance bond solely for the protection of the Town in the event of contractor default and/or termination.
- *The Town requires the successful bidder on a public works project to provide a two (2) year maintenance bond covering the full final cost of the project.

- If the Town receives only one bid or proposal in response to its request the Town may accept the bid or proposal received, reject the bid or proposal and re-advertise, or reject the bid or proposal and decide not to undertake the project.
- The Town will give preference in purchasing products made of recycled materials if the products meet applicable specifications as to quantity and quality as found in the bid requests.

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 manner, 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 Town Secretary or his/her staff must be kept as part of the procurement file.

7.04 Competitive Proposals

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

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

7.05 Cancellation of a RFB/RFP

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

7.06 Modification of a RFB/RFP

RFBs and RFPs submitted to vendors may also be modified by the Town after being issued but before the final date for submission. When modifications are required, addenda shall be mailed and/or faxed to all vendors receiving bid or proposal packets.

The modification notification should state whether the bid opening date is or is not extended. The bid opening date may be extended if notification of the amendment will not give vendors ample time to respond to the modified request.

7.07 Receiving the Bid or Proposal – Procedural Requirements

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

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

7.08 Disqualified Bids

The following are grounds for disqualifying a submitted bid:

- Incomplete bids/proposals may be considered non-responsive. Such bids/proposals may be considered for award if the non-responsiveness is due to a non-material omission. (i.e., the omission does not affect price, quality, quantity, delivery or other material contractual conditions).
- Unsigned bids/proposals, or bids/proposals with unauthorized signatures.
- Bids or proposals received after the date and time for opening. Late bids/proposals are not considered for award of the purchase, will not be opened, and will be returned to the submitting bidder/proposer.
- Bids/proposals where prices are conditional on award of another bid, or when prices are subject to unlimited escalation. If allowed by the specification, prices may be subject to escalation based on an independent wholesale index.

7.09 Correction or Withdrawal of a Bid

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

- The omission or error relates to a matter of form, not substance; and
- Does not otherwise prejudice the other bidders/offerors. Any alteration or change made to a bid or offer prior to opening must be initialed by the authorized signatory of the bidder guaranteeing authenticity. Mathematical errors may not be corrected. In the event of a conflict between a unit price for an item(s) and the total price for such item(s), the Town reserves the right to resolve the conflict by accepting the lowest price.

SECTION 8.0: EVALUATING COMPETITIVE BIDS

8.01 General

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

8.02 Tabulating the Results

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

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

8.03 Basis for Purchase Decision

The evaluation and recommendation includes whether or not the vendor has submitted a responsive bid or proposal (one that meets all criteria of the RFB/RFP). Additionally, information on the vendor's record of being a responsible bidder (one who has proven capable of performing a contract and/or appears financially and technically capable of adequately performing this contract) is included. If the bidder's safety record is to be considered, the evaluation states if the bidder has an acceptable record, and if not, the identifiable factors that were not satisfactory as required by the written definition and criteria for accurately determining the safety record of a bidder and the Town has complied with all other requirements of §252.0435 of the Texas Local Government Code, as amended.

SECTION 9.0: AWARDING THE BID

9.01 Policy

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

9.02 Disqualification of a Bidder

If a bidder has provided unsatisfactory service or products to the Town in the past, those experiences are to be thoroughly documented in order to support any later disqualifications. A vendor who fails to provide satisfactory products, goods or services or who has breached, terminated or been terminated from a contract with the Town in the past will be removed from the Approved Vendors List for future bidding opportunities and may be disqualified from bidding on future projects.

SECTION 10.0: PROTESTING A BID

Upon selection of an offer 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 the 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 inspection 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 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 a receptionist. If a 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 his/her designee the items on the department's lists may be traded in for the acquisition of new property (with Town Manager or their designee's approval), transferred to other departments, or sold through public auction. Obsolete or unneeded items or group of items less than \$100 in fair market value may be thrown away, recycled, sold through a silent auction, or donated to another public entity or charity with Town Manager or their designee's approval. 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.

TOWN OF TROPHY CLUB 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 Town of Trophy Club and giving due consideration to the safety and risk of investment, all available funds shall be invested in conformance with these legal and administrative guidelines, seeking to optimize interest earnings to the maximum extent possible.

Effective cash management is recognized as essential to good fiscal management. Investment interest is a source of revenue to Trophy Club funds. Trophy Club's investment portfolio shall be 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 Chapter 2256 of the Government Code ("Public Funds Investment Act"), which requires the Town of Trophy Club to adopt a written investment policy regarding the investment of its funds and funds under its control. The Investment Policy addresses the methods, procedures and practices that must be exercised to ensure effective and judicious fiscal management of Trophy Club's funds.

III. SCOPE

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

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

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

with generally accepted accounting principles.

This Investment Policy shall apply to all transactions involving the financial assets and related activity for all the foregoing funds. However, this policy does not apply to the assets administered for the benefit of the Town of Trophy Club by outside agencies under deferred compensation programs.

IV. INVESTMENT OBJECTIVES

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

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

Safety [PFIA 2256.005(b)(2)]

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

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

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

Liquidity [PFIA 2256.005(b)(2)]

The investment portfolio shall remain sufficiently liquid to meet all operating requirements that may be reasonably anticipated. This is accomplished by structuring the portfolio so that investments mature concurrent with cash needs to meet anticipated demands. Because all possible cash demands cannot be anticipated, a portion of the portfolio will be invested in shares of money market mutual funds or local government investment pools that offer same-day liquidity. In addition, a portion of the portfolio will consist of securities with active secondary or resale markets.

Public Trust

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

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

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

V. INVESTMENT STRATEGY STATEMENTS

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

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

Operating Funds

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

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

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

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

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

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

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

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

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

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

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

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

Bond and Certificate Capital Project Funds and Special Purpose Funds

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

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

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

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

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

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

Debt Service Funds

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

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

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

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

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

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

VI. RESPONSIBILITY AND CONTROL

Delegation of Authority [PFIA 2256.005(f)]

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

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

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

Training Requirement [PFIA 2256.008 – Local Governments]

In accordance with the Town of Trophy Club and the Public Funds Investment Act, designated Investment Officers shall attend an investment training session no less often than once every two years and shall receive not less than 8 hours of instruction relating to investment responsibilities. A newly appointed Investment Officer must attend a training session of at least 10 hours of instruction within twelve months of the date the officer took office or assumed the officer's duties. The investment training session shall be provided by an independent source. For purposes of this policy, an "independent source" from which investment training shall be obtained shall include a professional organization, an institution of higher education or any other sponsor other than a business organization with whom the Town of Trophy Club may engage in an investment transaction.

Internal Controls (Best Practice)

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

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

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

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

A qualified representative, as defined by PFIA section 2256.002(10), of all investment providers, including financial institutions, banks, money market mutual funds, and local government investment pools,

must sign a certification acknowledging that the organization has received and reviewed the Town of Trophy Club's investment policy and that reasonable procedures and controls have been implemented to preclude investment transactions that are not authorized by the Town of Trophy Club's policy.

Prudence [PFIA 2256.006]

The standard of prudence to be applied by the Investment Officer shall be the "prudent investor" rule. This rule states that "Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived." In determining whether an Investment Officer has exercised prudence with respect to an investment decision, the determination shall be made taking into consideration:

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

Indemnification

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

Ethics and Conflicts of Interest [PFIA 2256.005(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 Committee (see Section XIII) members shall disclose any material interests in financial institutions with which they conduct business. They shall further disclose any personal financial/investment positions that could be related to the performance of the investment portfolio. Employees and Investment Committee members shall refrain from undertaking personal investment transactions with the same individual with which business is conducted on behalf of the Town of Trophy Club.

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

VII. SUITABLE AND AUTHORIZED INVESTMENTS

Portfolio Management

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

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

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

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

I. Authorized

1. Obligations of the United States of America, its agencies and instrumentalities.
2. Certificates of Deposit issued by a depository institution that has its main office or a branch office in Texas. The certificate of deposit must be guaranteed or insured by the Federal Deposit Insurance Corporation or its successor or the National Credit Union Share Insurance Fund or its successor and secured by obligations in a manner and amount as provided by law. In addition, certificates of deposit obtained through a depository institution that has its main office or a branch office in Texas and that contractually agrees to place the funds in federally insured depository institutions in accordance with the conditions prescribed in Section 2256.010(b) of the Public Funds Investment Act are authorized investments. Additionally, funds invested by the Town through a broker that has a main office or branch office in Texas and is selected from a list approved by the Town as required by section 2656.025 of the Public Funds Investment Act or a depository institution that has a main office or branch office in Texas and is selected by the Town are authorized investments if the following conditions are met:
 - a. the broker or depository institution selected by the Town as specified above arranges for the deposit of the funds in certificates of deposit in one or more federally insured depository institutions, wherever located, for the account of the Town;
 - b. the full amount of the principal and accrued interest of each of the certificates of deposit is insured by the United States or an instrumentality of the United States; and
 - c. the Town appoints a depository bank or a clearing broker registered with the Securities and Exchange Commission Rule 15c-3 (17CFR, Section 240 15c3-3) as custodian for the Town with respect to the certificates of deposit issued for account to the Town.
3. Fully collateralized direct repurchase agreements with a defined termination date secured by

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

4. No-Load Money Market Mutual funds that: 1) are registered and regulated by the Securities and Exchange Commission and provide a prospectus and other information required by the Securities and Exchange Act of 1934 (15 U.S.C. Section 78a) or the Investment Company Act of 1940 (15 U.S.C. Section 80a-1), 2) have a dollar weighted average stated maturity of 90 days or less, 3) seek to maintain a net asset value of \$1.00 per share, and 4) invest in securities authorized by this investment policy.

5. Local government investment pools, which 1) meet the requirements of Chapter 2256.016 of the Public Funds Investment Act, 2) are rated no lower than AAA or an equivalent rating by at least one nationally recognized rating service, and 3) are authorized by resolution or ordinance by the Town Council. In addition, a local government investment pool created to function as a money market mutual fund must mark its portfolio to the market daily and, to the extent reasonably possible, stabilize at \$1.00 net asset value.

If an Investment in the Town's portfolio becomes an unauthorized investment due to changes in the Investment Policy or the Public Funds Investment Act, or an authorized investment is rated in a way that causes it to become an unauthorized investment the investment committee of the Town shall review the investment and determine whether it would be more prudent to hold the investment until its maturity, or to redeem the investment. The investment committee shall consider the time remaining until maturity of the investment, the quality of the investment, and the quality and amounts of any collateral which may be securing the investment in determining the appropriate steps to take. (PFIA 2256.021) Additionally, Trophy Club is not required to liquidate investments that were authorized at the time of purchase. (PFIA 2256.017)

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

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

VIII. INVESTMENT PARAMETERS

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

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

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

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

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

Diversification [PFIA 2256.005(b)(3)]

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

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

IX. SELECTION OF BANKS AND DEALERS

Depository

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

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

Authorized Brokers/Dealers [PFIA 2256.025]

The Town of Trophy Club Investment Committee (see Section XIII) shall, at least annually, review, revise, and approve a list of qualified broker/dealers and financial institutions authorized to engage in securities transactions with the Town of Trophy Club. Those firms that request to become qualified bidders for securities transactions will be required to provide a completed broker/dealer questionnaire that provides information regarding creditworthiness, experience and reputation, and 2) a certification stating the firm has received, read and understood the Town of Trophy Club's investment policy and agree to comply with the policy. Authorized firms may include primary dealers or regional dealers that qualify under Securities & Exchange Commission Rule 15C3-1 (Uniform Net Capital Rule), and qualified depositories. All investment providers, including financial institutions, banks, money market mutual funds, and local government investment pools, must sign a certification acknowledging that the organization has received and reviewed the Town of Trophy Club's investment policy and that reasonable procedures and controls have been implemented to preclude investment transactions that are not authorized by the Town of Trophy Club's policy. [PFIA 2256.005(k-l)]

Competitive Bids

It is the policy of the Town of Trophy Club to require a minimum of two (2) quotes for all individual security purchases and sales except for: a) transactions with no-load money market mutual funds and local government investment pools and b) treasury and agency securities purchased at issue through an approved broker/dealer or financial institution. The investment officer shall develop and maintain procedures for ensuring competition in the investment of the Town of Trophy Club's funds.

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

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

X. CUSTODIAL CREDIT RISK MANAGEMENT

Safekeeping and Custodial Agreements

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

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

Collateral Policy [PFCA 2257.023]

Consistent with the requirements of the Public Funds Collateral Act, it is the policy of the Town of Trophy

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

Collateral Defined

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

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

Subject to Audit

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

XI. PERFORMANCE

Performance Standards

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

Performance Benchmark

It is the policy of the Town of Trophy Club to purchase investments with maturity dates coinciding with

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

XII. REPORTING (PFIA 2256.023)

Methods

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

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

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

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

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

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

XIII. INVESTMENT COMMITTEE

Members

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

Scope

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

Procedures

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

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

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

TOWN OF TROPHY CLUB CASH HANDLING POLICY

CASH:

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

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

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

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

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

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

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.

TOWN OF TROPHY CLUB DEBT MANAGEMENT POLICIES AND PROCEDURES

Purpose

The purpose of the Town's Debt Management Policy is to provide the parameters for issuance and management of debt to construct or acquire major capital assets. The policies and procedures outlined herein are intended to comply with the Town of Trophy Club's Mission and federal and state statutory requirements.

Policy

Debt financing, including general obligation bonds, certificates of obligation, revenue bonds, lease/purchase agreements or any other obligation allowed under Texas law may be used to construct or acquire major capital assets that cannot be funded with current reserves.

- The maximum allowable debt term shall not exceed twenty-five (25) years.
- Debt shall not be issued and used to fund current operating expenditures.
- The Town shall adopt a Capital Improvement Program during each budget cycle that spans a minimum of five (5) years. The Program shall recommend specific funding sources for each project in year one (1) and proposed funding sources for years two (2) through five (5).
- Principal payments shall commence no later than the fifth year after a bond sale.
- The Town shall ensure full disclosure of operations to the bond rating agencies and other depositories of financial information as required by Security and Exchange Commission (SEC) Rule 15c2-12, specifically, the Texas Municipal Advisory Council (State Information Depository). The Town Finance Department shall be responsible for the preparation of all disclosure documents and releases required by Rule 15c2-12.
- The Town shall adhere to reporting requirements under Internal Revenue Code Section 148 - Arbitrage Regulations for all tax-exempt debt issued. If an arbitrage liability is found to exist it shall be recorded in the Town's financial statements.
- The Town shall obtain debt ratings from a minimum of one nationally-recognized bond-rating agency on all issues sold in public markets. The Town shall furnish required information to the rating agency once every two years to maintain ratings on debt outstanding.
- The Town uses a competitive bidding process in the sale of bonds unless the nature of the issue warrants a negotiated bid, or the Council in its discretion determines that a negotiated bid provides a greater benefit to the Town. In situations where a competitive bidding process is not elected, the Town shall present the reasons why it has elected that option, and the Town shall actively participate with the financial advisor in the selection of the underwriter or direct purchaser.
- Staff shall explore alternatives to the issuance of debt for capital acquisitions and construction projects. These alternatives shall include, but shall not be limited to: 1) grants in aid, 2) use of reserves, 3) use of current revenues, 4) contributions from developers and others, 5) leases, and/or 6) impact fees.
- Reimbursement resolutions may be used as a cash management tool for debt funded projects. Reimbursement resolutions may be used for any project that has been approved in the Town's Capital Improvement Program and may be used for other projects if the projects are revenue supported or funded within the departments' operating budget.

- If the Town is considering the use a derivative product for debt management, the Town shall first prepare an analysis of the risks and potential rewards of the product before selecting the structure. The Town's Bond Counsel shall opine that the Town is authorized to enter into the necessary agreements under all existing statutes prior to the Town taking formal action to proceed.
- The Town shall consider an advance or current refunding of outstanding debt only if present value savings over the economic life of the debt exceeds 2.5%, unless a debt restructuring or bond covenant revisions are necessary.
- The Town's interest and sinking (I&S) tax rate shall at no point exceed \$0.20 per \$100 valuation.
- The Town's ratio of net debt (total outstanding tax-supported debt less debt service fund balance) to total taxable assessed valuation shall not exceed 3.5% (excluding overlapping debt). All bond issuance shall be structured to maintain a debt-to-assessed ratio of 3.5% or less.
- The ratio of debt service expenditures to total expenditures (General Fund operating expenditures and debt service combined) shall not exceed 35%.
- Prior to any debt issuance, the Finance Department shall analyze the impact on the current tax-supported debt before issuing any additional debt. This analysis shall include the current and projected debt-to-assessed and debt-to-total ratios as well as any other applicable analysis.
- The Town recognizes that it is of the utmost importance that elected and appointed Town officials, and all others associated with the issuance of Town debt, not only avoid the reality of a conflict of interest, but the appearance thereof as well. Town officials shall conduct themselves in a fashion consistent with the best interests of the Town and taxpayers. Elected and appointed Town officials shall avoid even the appearance of linkages between politics and public finance that can erode the confidence of citizens. This includes avoiding gratuities and political contributions of more than nominal value from service providers, and the disclosure of all possible conflicts of interest shall be provided in writing and filed with the Town Secretary and the Finance Department.

TOWN OF TROPHY CLUB FUND BALANCE POLICY

Purpose

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

Definitions

Fund Equity—A fund's equity is generally the difference between its assets and its liabilities.

Fund Balance—An accounting distinction is made between the portions of fund equity that spendable and nonspendable. These are broken up into five categories:

- **Nonspendable fund balance** – includes amounts that are not in a spendable form or are required to be maintained intact. Examples are inventory or permanent funds.
- **Restricted fund balance** – includes amounts that can be spent only for the specific purposes stipulated by external resource providers either constitutionally or through enabling legislation. Examples include grants and child safety fees.
- **Committed fund balance** – includes amounts that can be used only for the specific purposes determined by a formal action of the government's highest level of decision-making authority. Commitments may be changed or lifted only by the government taking the same formal action that imposed the constraint originally.
- **Assigned fund balance** – comprises amounts intended to be used by the government for specific purposes. Intent can be expressed by the governing body or by an official or body to which the governing body delegates the authority. In governmental funds other than the general fund, assigned fund balance represents the amount that is not restricted or committed. This indicates that resources in other governmental funds are, at a minimum, intended to be used for the purpose of that fund.
- **Unassigned fund balance** – is the residual classification of the general fund and includes all amounts not contained in other classifications. Unassigned amounts are technically available for any purpose.

Policy

Committed Fund Balance

The Town Council is the Town's highest level of decision-making authority and the formal action that is required to be taken to establish, modify, or rescind a fund balance commitment is a resolution approved by the Council at the Town's Council meeting.

The resolution must either be approved or rescinded, as applicable, prior to the last day of the fiscal year for which the commitment is made. The amount subject to the constraint may be determined in the subsequent period.

Assigned Fund Balance

The Town Council has authorized the Town's Financial Director as the official authorized to assign fund balance to a specific purpose as approved by this fund balance policy.

Minimum Unassigned Fund Balance

It is the goal of the Town to achieve and maintain an unassigned fund balance in the general fund equal to 30% of expenditures. The Town considers a balance of less than 15% to be cause for concern, barring unusual or deliberate circumstances.

If unassigned fund balance falls below the Town's desired goal, the Town will assess the severity of the issue and based on council direction will proceed with the following actions. Finance will review all assigned, committed, and reserved fund balances if feasible council/authorized official may convert these funds to unassigned. If this is not an option, council/authorized official will look to generate excess reserves to replenish these unassigned funds to maintain compliance with this policy. If the Town is unable to become compliant in the current year, the Town will look to replenish unreserved fund balance in the next budget cycle.

Order of Expenditure of Funds

When multiple categories of fund balance are available for expenditure (for example, a construction project is being funded partly by a grant, funds set aside by the Town Council, and unassigned fund balance), the Town will start with the most restricted category and spend those funds first before moving down to the next category with available funds.

TOWN OF TROPHY CLUB FLEET REPLACEMENT POLICY

General Policy

It is the policy of the Town of Trophy Club to provide staff with the tools needed to do the job in a professional, competent, and safe manner. Among the biggest “tools” in accomplishing the task are motor vehicles. In addition, these items are a very substantial financial investment and need to be handled in the most economic manner to the Town, both in their operation and in maximizing their disposal value. Each vehicle has a number of “lives”. Vehicles have a service life, which is the amount of time a vehicle is capable of rendering service. Vehicles have a technological life, which is the amount of time a vehicle is capable of rendering service. Vehicles have a technological life, which represents the relative productivity decline of the unit as compared to newer models. Most important, a vehicle has an economic life, which is the length of time the average total vehicles cost is at a minimum. The unit expenses and costs should be considered in determining fleet replacement recommendations; the following is a list of those expenses/costs:

1. Fuel Costs
2. Operation Costs
3. Maintenance Costs, to include parts availability
4. Downtime
5. Technological Obsolescence
6. Condition
7. Safety

The realities of the budget process, monetary restrictions, and administrative policies will limit the replacement that can be made each year, and that priorities must be set to determine which vehicles to replace with available funds. The purpose of this policy is to set forth an outline for user departments, in cooperation with the Finance Department to establish these priorities for recommendation to management.

Equipment Replacement Evaluation and Criteria

Vehicles will be evaluated by four criteria: age, mileage, operation & maintenance cost, condition of body, and mechanical components. A baseline is set for each criterion and points are assigned, depending on how the item’s data compares to the base standard. The ratings are low, base (equal to the standard), high and extreme. Points are assigned as follows: 1-low, 2-base, 3-high, and 4-extreme.

Any point total equaling or exceeding eleven (11) indicates that the vehicle should be recommended for replacement. The point total is used to rank its replacement priority, and the larger the number the higher the replacement priority will be. A priority ranking will be developed for the entire fleet by class of vehicle regardless of departmental assignment.

Priority ranking is intended to serve as a guide and should be considered along with manager recommendation. Special circumstances might present themselves such that a vehicle may not meet the criteria for recommendation to replace, but due to circumstances not captured in the policy a department head may recommend to replace early. Or on the contrary, a vehicle may meet the criteria for replacement but the manager might recommend delaying replacement because they feel the vehicle can still be of use with little maintenance costs.

The following is a brief explanation of the rating criteria:

Age: based on the experience in the class of equipment and industry standards as recommended by the Government Services Administration, State standards, other cities, etc., and intended to reflect the least cost and highest resale value to the Town.

Mileage/Hours: based on the experience in the class of equipment and industry standards as recommended by the Government Services Administration, State standards, other cities, etc., and intended to reflect the least cost and highest resale value to the Town.

Maintenance Cost: The base cost will be a total of maintenance and repair costs as a percentage of the original purchase price. Accident and warranty repairs are not to be included in this total.

Condition: a physical evaluation made for each vehicle that meets or exceeds the base standards for age, mileage, and maintenance costs. The criteria would be an assignment of a repair cost as a percentage of the book value of the vehicle. Vehicle history, such as accidents would also be considered at this point.

Comments and Other Considerations: This is where the Department Manager can comment on vehicle history, costs, technological changes, safety items, etc. that should be considered in the evaluation

Replacement Parameters

Age

Condition	Points
Below base replacement age	0
< 1 year over base	1
1-2 years over base	2
3-4 years over base	3
4+ years over base	4

Mileage

Condition	Points
Below base replacement mileage	0
Base + < 10,000 miles (600 hours)	1
Base + 10,000-20,000 miles (600-1,200 hours)	2
Base + 20,000 miles (+1,200 hours)	3

Maintenance Cost

Condition	Points
< 5% of the purchase cost	1
5% to 12% of purchase cost	2
13% to 25% of purchase cost	3
> then 25% of purchase cost	4

Condition Evaluation

Condition	Points
Repair cost <6% of the book value	2
Repair cost 6% to 18% of book value	3
Repair cost >18% of replacement	4

Equipment Replacement Base Criteria

Item	Age	Mileage/Hours
Truck (non-diesel)	5	80,000
Truck (diesel)	7	90,000
Ambulance	7	75,000/7,500
Police Vehicle	3	60,000
Police Administrative Vehicle	5	80,000

Vehicle/Equipment Evaluation Summary Report

Item #: _____ Evaluation/Report Date: _____

Department Assignment: _____

Year: _____ Make: _____ Model: _____

Description/Use: _____

Summary Values

Age _____ Base Age from Policy _____ Points: _____

Mileage _____ Base Mileage _____ Points: _____

Purchase Cost: _____ Total M&R: _____ Points: _____

Book Value: _____ Est Repair Cost: _____ Points: _____

Total Points

Comments and other considerations: _____

GLOSSARY



FY15-16
Budget

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.

Adjusted Tax Roll: Calculated by adding the properties under protest to the July Certified Tax Roll, less the sum of the tax ceiling, annexed properties, and new improvements.

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.)

Assigned Fund Balance – comprises amounts intended to be used by the government for specific purposes. Intent can be expressed by the governing body or by an official or body to which the governing body delegates the authority. In governmental funds other than the general fund, assigned fund balance represents the amount that is not restricted or committed. This indicates that resources in other governmental funds are, at a minimum, intended to be used for the purpose of that fund.

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.

Balanced Budget: funding current expenditures with current resources.

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 Amendment: A legal procedure utilized by the Town staff and Town Council 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.

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 purchases, which are usually distinguished from operating items according to their value and projected useful life. Examples include vehicles, equipment, furniture, machinery, building improvements, and special tools.

Capital Improvements: A permanent addition to the Town's assets, including the design and construction of buildings or facilities, streets and drainage infrastructure, and the permanent structures.

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.

Certificates of Obligation: are a financing mechanism a city may use to pay a contractual obligation incurred in: (1) a construction contract; (2) the purchase of materials, supplies, equipment, machinery, buildings, land, and rights-of-way for authorized needs and purposes; or (3) the payment of professional services, including services provided by tax appraisers, engineers, architects, attorneys, map makers, auditors, financial advisors, and fiscal agents.

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.

Committed Fund Balance: the specific purposes determined by a formal action of the government's highest level of decision-making authority. Commitments may be changed or lifted only by the government taking the same formal action that imposed the constraint originally.

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

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 capital asset that cannot or will not be restored by repair and will be replaced. The cost of the capital 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.

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.

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 governmental 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. Expenses are used for government wide financial statements and proprietary funds.

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 (2920 for 24 hour shift personnel).

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.

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

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

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

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

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

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

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.

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

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

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

Nonspendable Fund Balance: includes amounts that are not in a spendable form or are required to be maintained intact. Examples are inventory or permanent funds.

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

Workload Measures: Workload 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, workload 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.

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

Property Under Protest: Properties whose owners have filed an appraisal protest. These values are separated because their value is unknown until a ruling is given on the protest.

Proprietary 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.

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.

Restricted Fund Balance: includes amounts that can be spent only for the specific purposes stipulated by external resource providers either constitutionally or through enabling legislation. Examples include grants and child safety fees.

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.

Tax Ceiling: is the amount you pay in the year that you qualified for the age 65 or older or disabled person exemption. The taxes on your home may go below the ceiling but not above the amount of the ceiling.

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 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.

Unassigned Fund Balance: is the residual classification of the general fund and includes all amounts not contained in other classifications. Unassigned amounts are technically available for any purpose.

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

ACRONYMS

ACH - Automated Clearing House	GO – General Obligation
ARB - Appraisal Review Board	HD - High Definition
AV - Ad Valorem	HR - Human Resources
CAFR - Comprehensive Annual Financial Report	HRA - Health Reimbursement Account
CCPD – Crime Control Prevention District	HSA – Health Savings Account
CIP - Capital Improvement Program	HR – Human Resources
CPR - Cardiopulmonary Resuscitation	HUBs - Historically Under Represented Businesses
CO – Certificates of Obligation	I.e. - in <i>other words</i> or <i>that is</i> (from the Latin <i>id est</i>)
CY - Current Year	I & S – Interest and Sinking
DFW – Dallas and Fort Worth	LGIPs - Local Government Investment Pools
DWI – Driving While Intoxicated	M & O - Maintenance and Operation
EDC – Economic Development Corporation	MUD – Municipal Utility District
E.g. - <i>for example</i> (from the Latin <i>exempli gratia</i>)	NIC - Net Interest Costs
EMS – Emergency Medical Service	NEFDA - Northeast Fire Department Association
ERU - Equivalent Residential Unit	NISD – Northwest Independent School District
FMLA – Family Medical Leave Act	ORR - Open Records Request
FNI - Freese and Nichols Inc.	P & I – Principal and Interest
FTE – Full-Time Equivalent	P & Z – Planning and Zoning
FY - Fiscal Year	PID – Public Improvement District
GAAP - Generally Accepted Accounting Principals	PIFA - Public Funds Investment Act
GASB - Governmental Accounting Standers Board	PIO - Public Information Officer
GFOA – Government Finance Officers Association of the United States and Canada	PPACA - Patient Protection & Affordable Care Act
GIS - Geographic Information Systems	PPO - Preferred Provider Organization

PVR - Personal Video Recorder

PY - Prior Year

RFB - Request for Bid

RFP - Request for Proposal

RFQ - Request for Quote

RMS - Records Management Systems

SGR – Strategic Government Resources Inc.

SOP - Standard Operating Procedure

TC - Trophy Club

TCP - Trophy Club Park

TIC - True Interest Costs

TIF – Tax Incremental Finance

TIRZ #1 - Tax increment Reinvestment Zone #1

TML – Texas Municipal League

TML IEBP – Texas Municipal League
Intergovernmental Employee Benefits Pool

ZBA – Zoning Board of Adjustment