

# *City of Westlake*



## **FISCAL YEAR 2021**

## **ANNUAL BUDGET**

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## Council Members

Roger Manning-Mayor  
Katrina Long Robinson-Vice Mayor  
JohnPaul O'Connor -Seat 1  
Kara Crump-Seat 2  
Patric Paul-Seat 3



## City of Westlake

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# Budget Message

Honorable Mayor and City Council

I am pleased to submit the Fiscal Year 2021 budget message for the City of Westlake. The City continues to grow at a rapid pace. Another seven sections of the City's Land Development Regulations (LDR's) were passed. Several sections need to be completed in the coming year, at which time the City will be off the interim (County ULDC) code. The drafting of the LDR's has required a significant amount of work from staff and others. The details for the operation and processes are contained within the LDR's. The progress made thus far emanates from the continued coordinated teamwork between the City Council, City Manager, City Attorney, City Planner, City Engineer, City Clerk, Building Department, administrative staff, Seminole Improvement District and the developers' representatives.

According to the Palm Beach County Property Appraiser the City of Westlake's taxable value has increased one hundred ten percent (110%) over last year. The growth in home construction and sales continues to be strong despite the issues with the COVID pandemic. The City has processed an additional ten plats this year to accommodate current and projected development.

Accomplishments in FY2020 included the following:

- Opening of the free-standing emergency facility at the corner of Seminole Pratt Whitney Road and Persimmon Boulevard and the Palm Beach County Fire Station No. 22 located on the corner of Town Center Parkway South and Seminole Pratt Whitney Road.
- The FPL Westlake and solar power field on the 400 acres west of Seminole Pratt Whitney Road were placed into operation.
- The intersection at Waters Edge Drive and Seminole Pratt Whitney Road and other infrastructure was completed that will serve the future commercial and homesites is under construction as part of the ten plats that were approved by the Council this year.

In FY2021 the Comprehensive Planning Service Department which consist Planning & Zoning, Engineering, and Building functions will be budgeted in a special revenue fund as their revenue and expenses are directly related to the volume of permits and reviews.

There is also an accounting requirement to track these revenues and expensed separately to ensure fees are related to services provided.

The ***proposed millage rate for the FY 2021 remains at 5.125 mils.*** This rate is projected to generate approximately \$1,164,549 in ad-valorem taxes to the City based on the taxable value as of January 1<sup>st</sup> as provided by Palm Beach County Property Appraiser. The total proposed budget for FY2021 general fund is \$3,048,700, which is a 24.4% decrease over the current year. The difference between the taxes received and the budget is made up of several components, including interest, licenses, permits & fees, other taxes and deficit funding from the primary developer.

The proposed millage rate of 5.125 mills is a 108.7% tax increase over the roll back rate. The roll back rate is the millage rate that would be set to generate the exact same amount of tax revenue as the prior year. The roll back rate would be 2.4557 mills and generate approximately \$558,000. Generating the exact amount of revenue would not be practical as the city must be able to provide the administrative infrastructure to operate. With a growing city the administrative expenses occur before the tax revenue is received and therefore, it appears to be a tax increase. The actual ad-valorem tax rate per property remains flat at 5.125 mills. The largest impact on the taxes is the assessed value established by the County Property Appraiser.

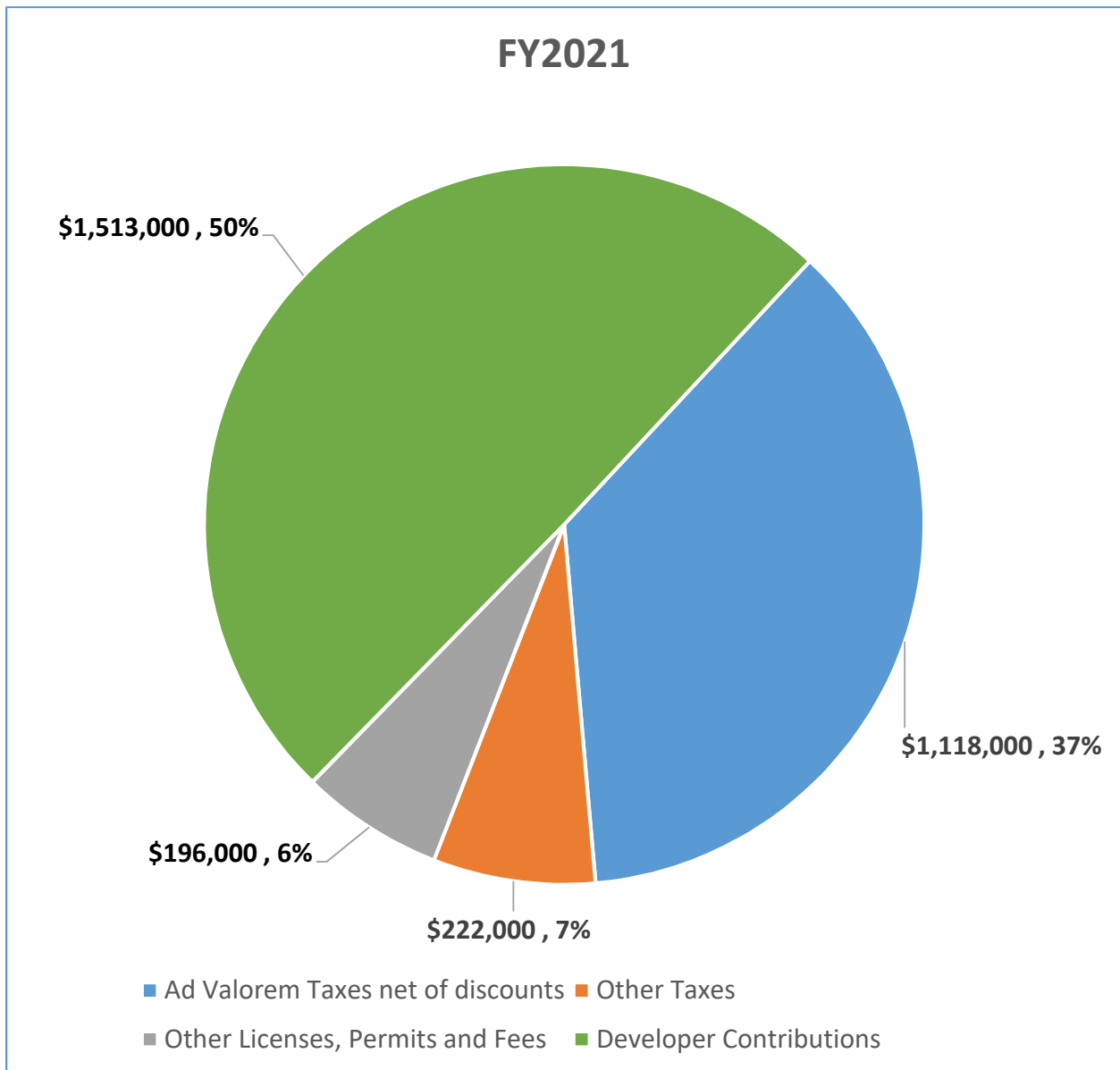
Due to the anticipated decrease in FY2021 revenue as a result of the COVID 19 Pandemic I have taken a serious look at the departments I can control to reduce or minimize any increase. Those area that show an increase are the result of additional services or compliance requirements.

Due to the lag time of taxable values and the budget cycle, this budget is again heavily dependent on deficit funding from the primary developer. One of the areas that has increased is the reserve and contingency funds. This increase is necessary in order to have the appropriate level of funds for first quarter reserves and contingency balances needed by FY2024. It is still important to remember that a significant portion of land within the City limits is assessed based on agricultural use by the property assessor. The agricultural land use assessed value is a lower taxable value therefore generates lower tax revenues. As the City continues to develop residential and commercial properties the tax base will continue to increase. This increase in taxable value reduces the dependency on deficit funding.

The following charts and graphs provide a better picture of the revenues and expense categories for the FY2021 budget as well as projections through FY2026. The charts and graphs are based on current data. The projections do not include any commercial development since the only one new commercial building within the City has been completed and would not provide enough information to be useful.

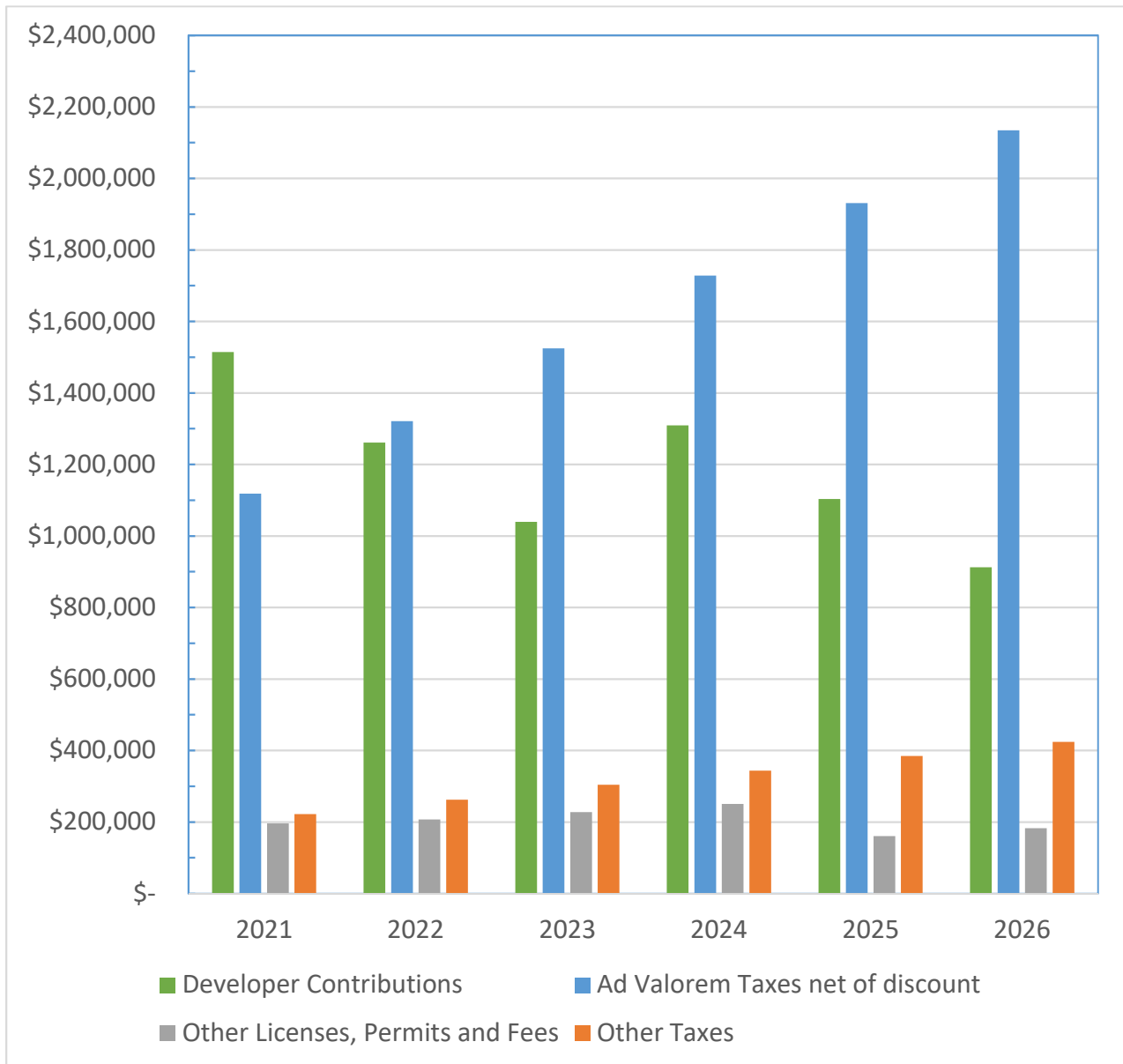
## Projected Revenue by Source

The projected revenue by source chart shows the current percentage of the FY2021 budget that is covered from the various revenue sources. The revenue for the General Fund does not include Comprehensive Planning Service Department revenue.



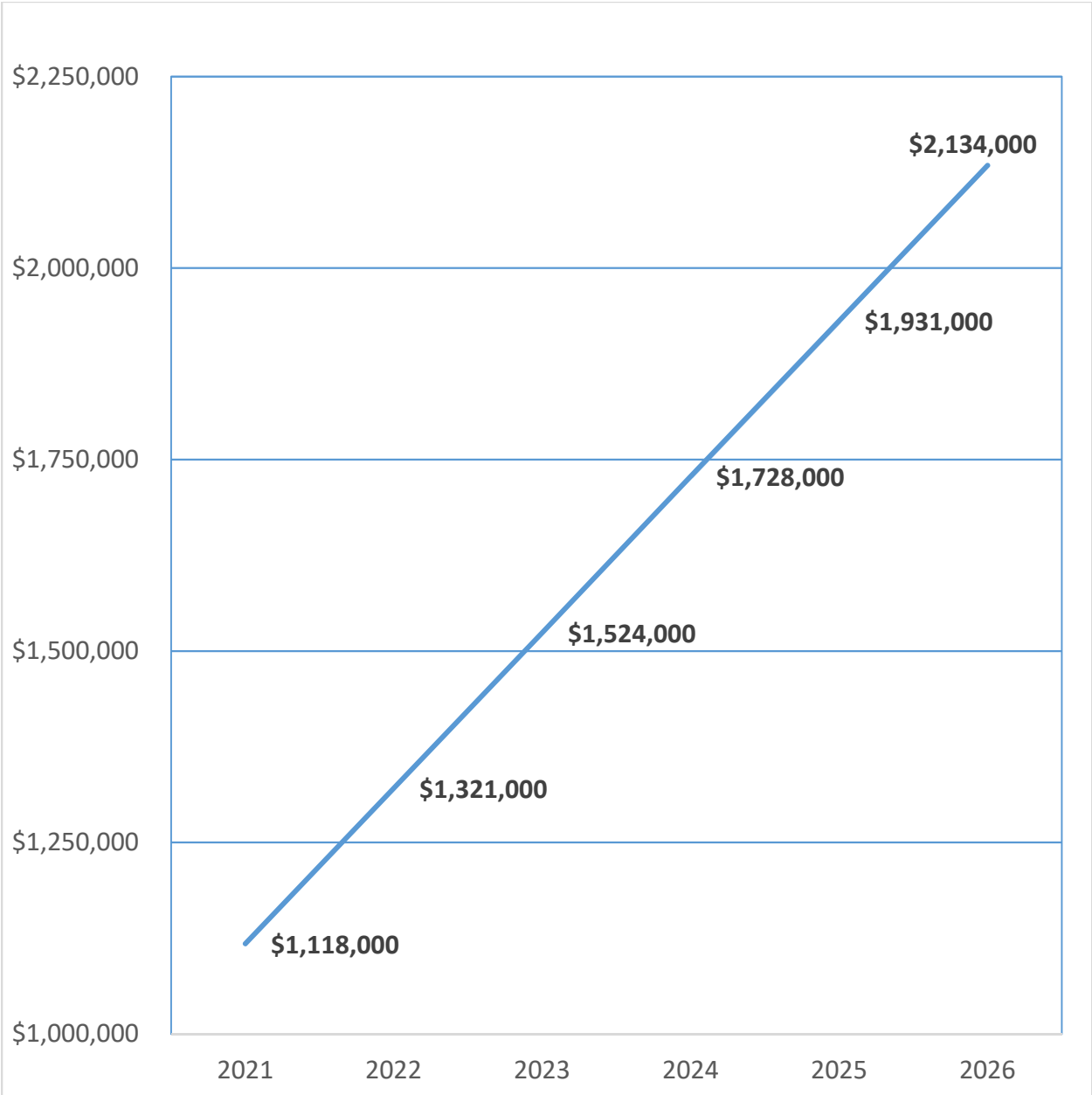
## ***Projected Revenues by Source Based Solely on Home Construction to FY2026***

The revenue graph below shows the relative changes in the revenue sources from the current year to FY2026. The increase in the tax revenue is comprised of additional homes constructed and the resultant increase in taxable value. As the number of homes and their cumulative taxable value increase the developer contribution decreases.



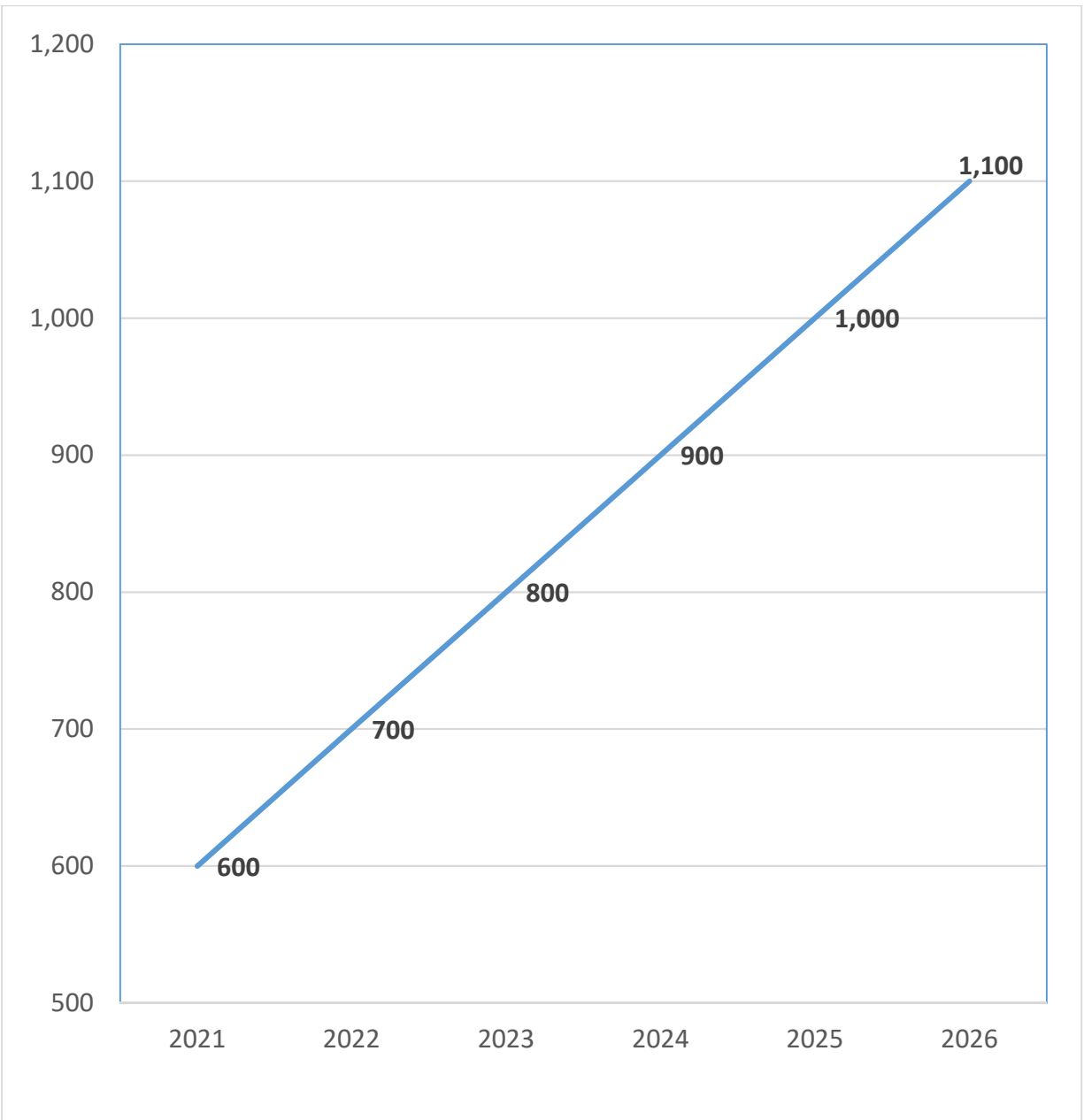
# ***Projected Ad Valorem Tax Revenue, Net of Discounts, Based Solely on Home Construction***

The chart below takes into consideration the discounts offered to property owners who pay their taxes early. The following charts and graphs are based on these projections.



## ***Projected Number of Homes by Year End***

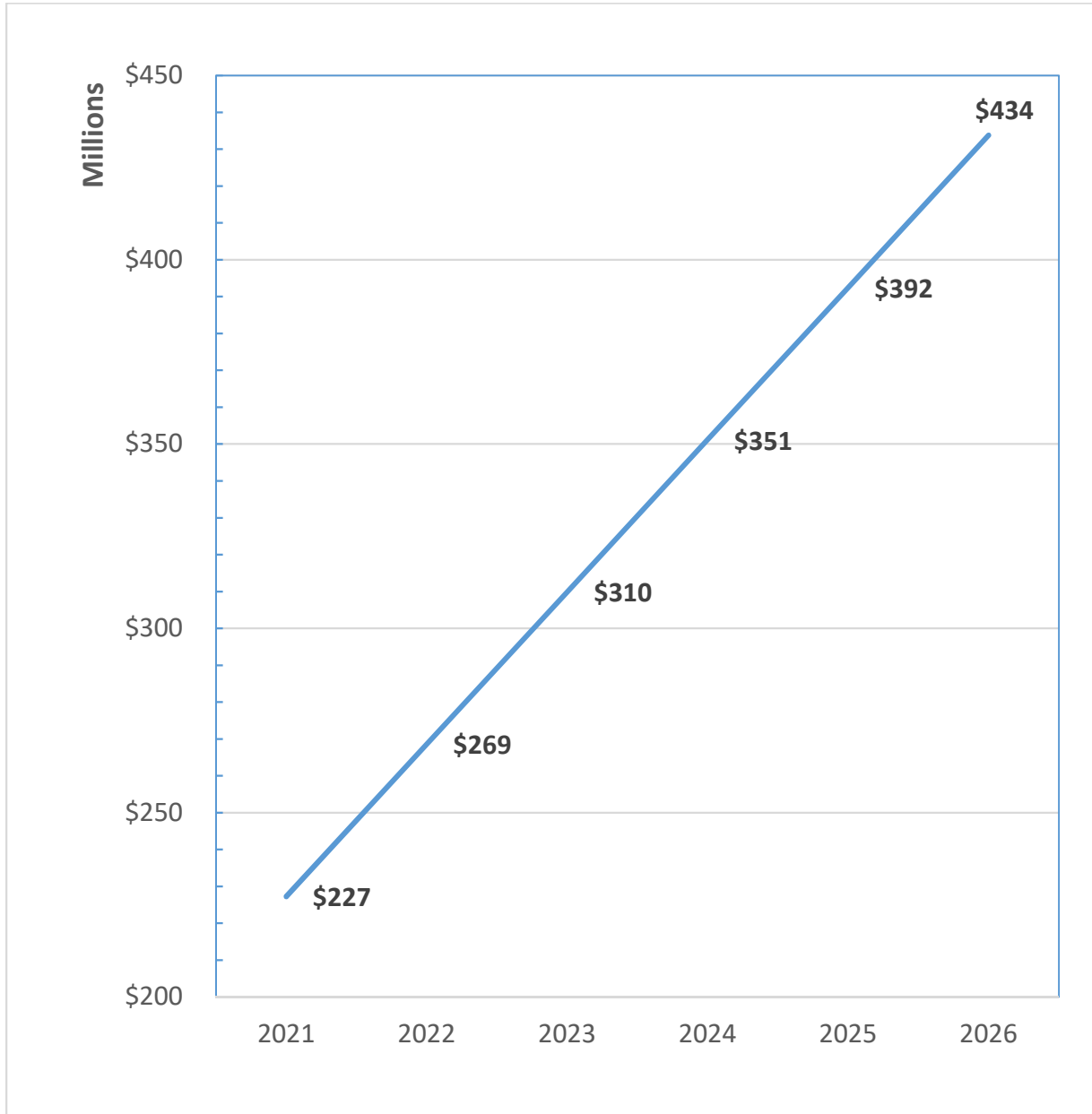
The graph below is based on current growth rate projected to be linear over time. By the end of FY2021 there should be approximately 600 homes within the City. Approximately 1,100 homes are projected to be completed by the end of FY2026.





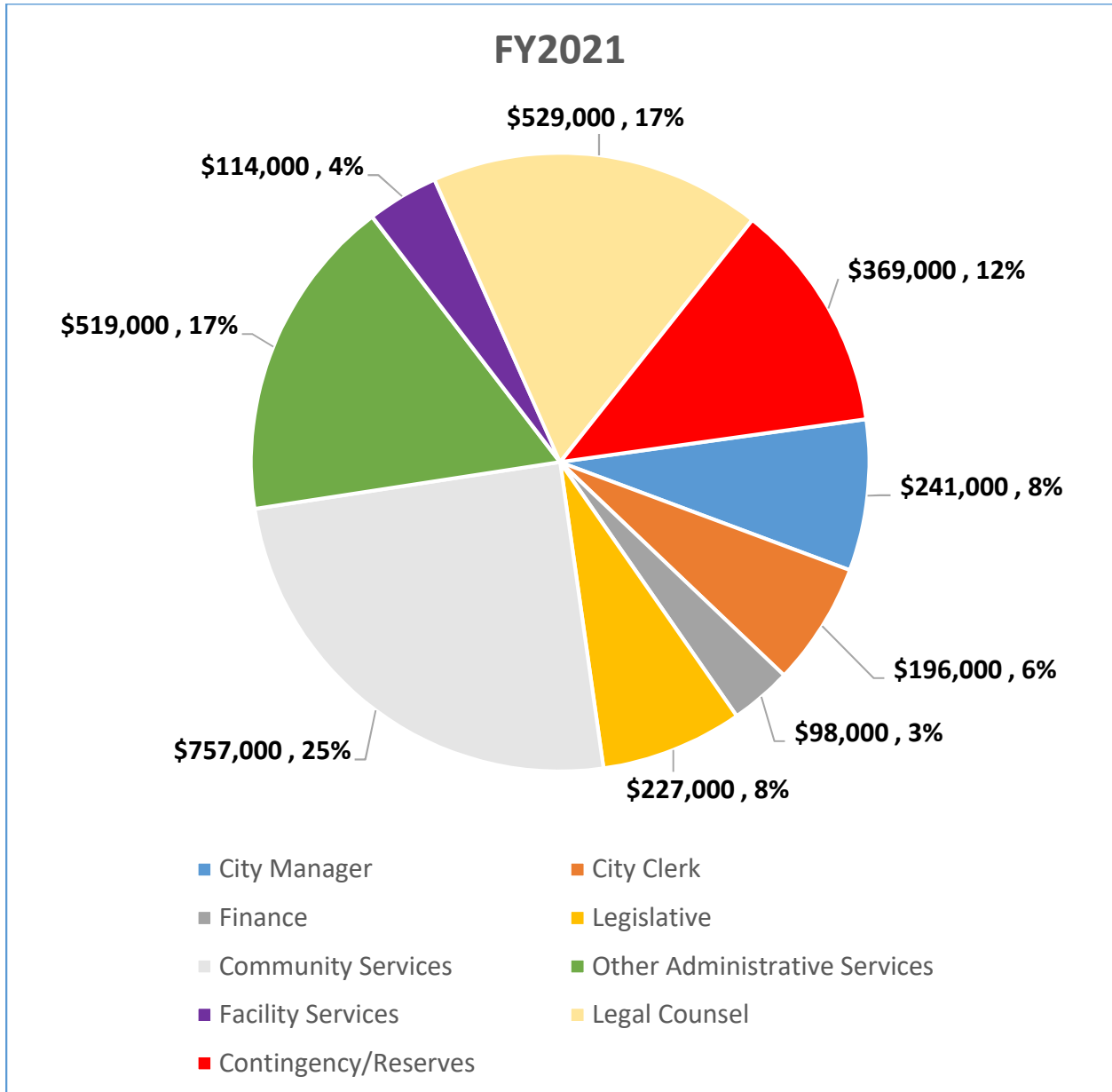
## ***Projected Change in Taxable Value Based Solely on Home Construction***

The following chart is based upon the change in overall taxable value within the City. The projection is linear through FY 2026 and provides the basis for the projected revenue by source in the previous graph. This analysis and projection exclude any new commercial development.



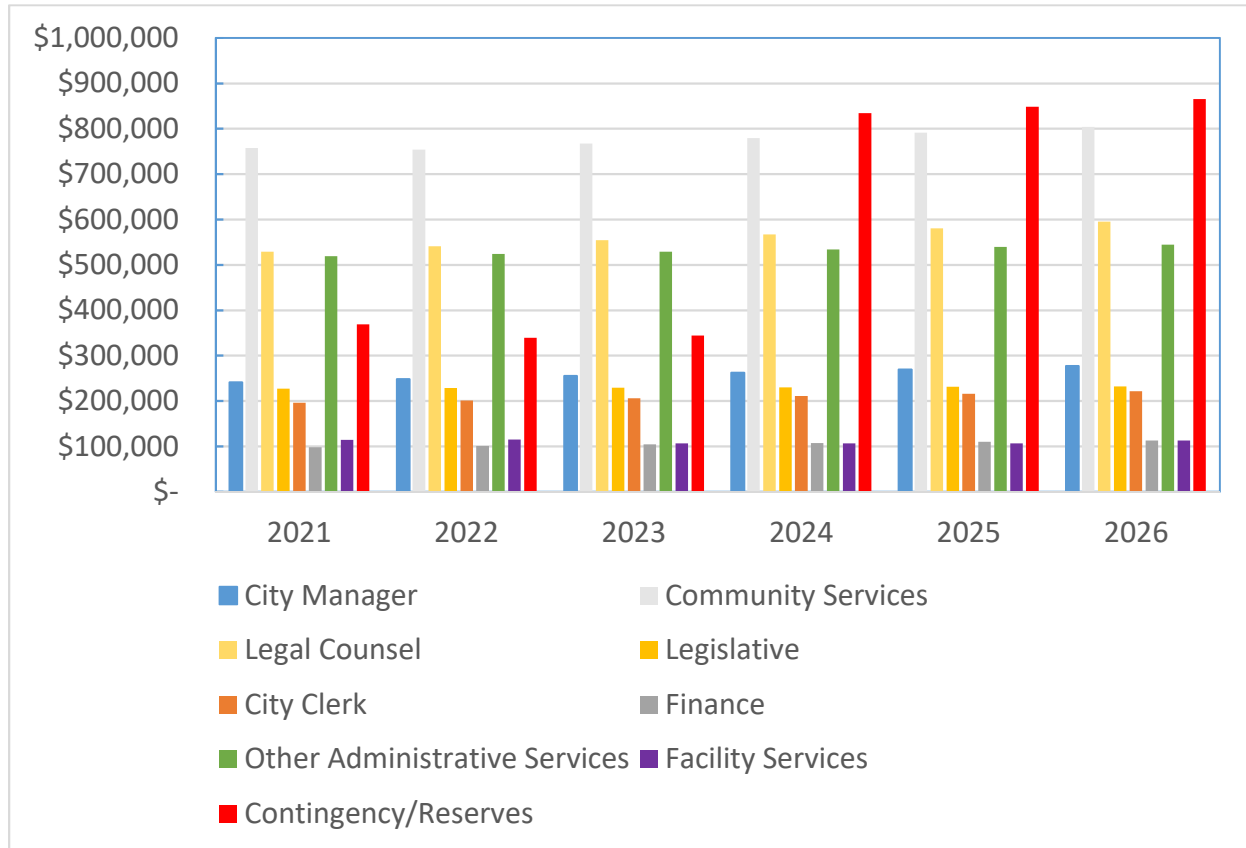
## Budgeted Expenditures by Function

The chart indicates General Fund expenditures by type for FY2021. The Engineering, Building, and Planning & Zoning expenditures will be accounted for in a special revenue fund.



## ***Budgeted Expenditures by Function Based Solely on Home Construction through FY2026***

Most of the functional expenditures are either flat or show minimal increases due growth or compliance requirements.



There are approximately forty-five individuals involved in the overall operation and administration of the City. These individuals are part of the contracted service provided by the various entities. These individuals are a combination of dedicated full-time personnel and those that work a percentage of their time on City business. This is part of the overall vision of the City to remain a government-light operation. This allows for an efficient effective government providing a high level of service to the residents.

Respectfully submitted,

Kenneth Cassel

# City of Westlake

## Budget Calendar - Fiscal Year 2021 Annual Budget

Key Dates	Activity / Tasks
May 27	Receipt of Estimated Assessable Property Values
June 23	Preliminary budget submitted to Coral Springs after City Manager review
July 1	Property Appraiser certifies the taxable values
<b>July 13 – 6:30 PM</b>	City of Westlake Regular Council Meeting – Preliminary Budget Presentation; Approve Tentative Budget and Millage Rate
August 4	Deadline for submitting DR 420 to Property Appraiser & Tax Collector <ul style="list-style-type: none"> <li>a) Include Proposed Millage Rate</li> <li>b) the current rollback rate</li> <li>c) The date, time, and meeting place of the Tentative Budget Hearing</li> </ul>
<b>August 18 – 6:30 PM</b>	City of Westlake Budget Workshop – Budget Presentation with Council changes
September 3 **	County Budget 1st Hearing
September 9 **	County School Board Budget 2nd Hearing
<b>September 14– 6:30 PM</b>	City of Westlake Regular Council Meeting – 1st Budget & Millage Rate Hearing
September 15 **	County Budget 2nd Hearing
September 18	Publish Notice of Budget Increase and Budget Summary in Local Newspaper
<b>September 21</b>	City of Westlake Special Council Meeting - 2nd and Final Budget Hearing
September 24	Deadline to Send Adopted Millage Rate to Property Appraiser & Tax Collector
October 21	Deadline to Certify Compliance with Florida Department of Revenue

\*\* Per Florida Statutes, the hearing dates scheduled by the county commission and school board shall not be utilized by any other taxing authority within the county for its public hearings.

**City of Westlake  
Fiscal Year 2021 Budget**

**All Funds – Total Budget**

	FY 2020			FY 2021		
	Amended Budget	Forecast	Fav / (Unfav)	Proposed Budget	Incr./(Decr.) over FY2020 Budget	% Incr.(Decr.)
<b><u>FUNDING</u></b>						
Total Revenue	\$ 4,183,900	\$ 4,935,540	\$ 751,639	\$ 5,269,800	\$ 1,085,900	26.0%
Total Fund Bal. Use / (Addition)	-	(540,049)	(540,049)	-	-	0.0%
<b>Total Funding</b>	<b>4,183,900</b>	<b>4,395,491</b>	<b>211,590</b>	<b>5,269,800</b>	<b>1,085,900</b>	<b>26.0%</b>
<b><u>EXPENDITURES</u></b>						
Personnel Expenses	219,600	188,603	30,997	157,600	(62,000)	0.0%
Operating Expenses	3,829,700	4,207,017	(377,317)	4,743,700	914,000	23.9%
Capital Outlay	6,000	-	6,000	-	(6,000)	-100.0%
Contingency	28,600	3,584	25,016	134,000	105,400	368.5%
Reserves	100,000	-	100,000	234,500	134,500	134.5%
<b>Total Expenditures</b>	<b>\$ 4,183,900</b>	<b>\$ 4,399,204</b>	<b>\$ (215,304)</b>	<b>\$ 5,269,800</b>	<b>\$ 1,085,900</b>	<b>26.0%</b>

**City of Westlake  
Fiscal Year 2021 Budget**

**General Fund – Summary**

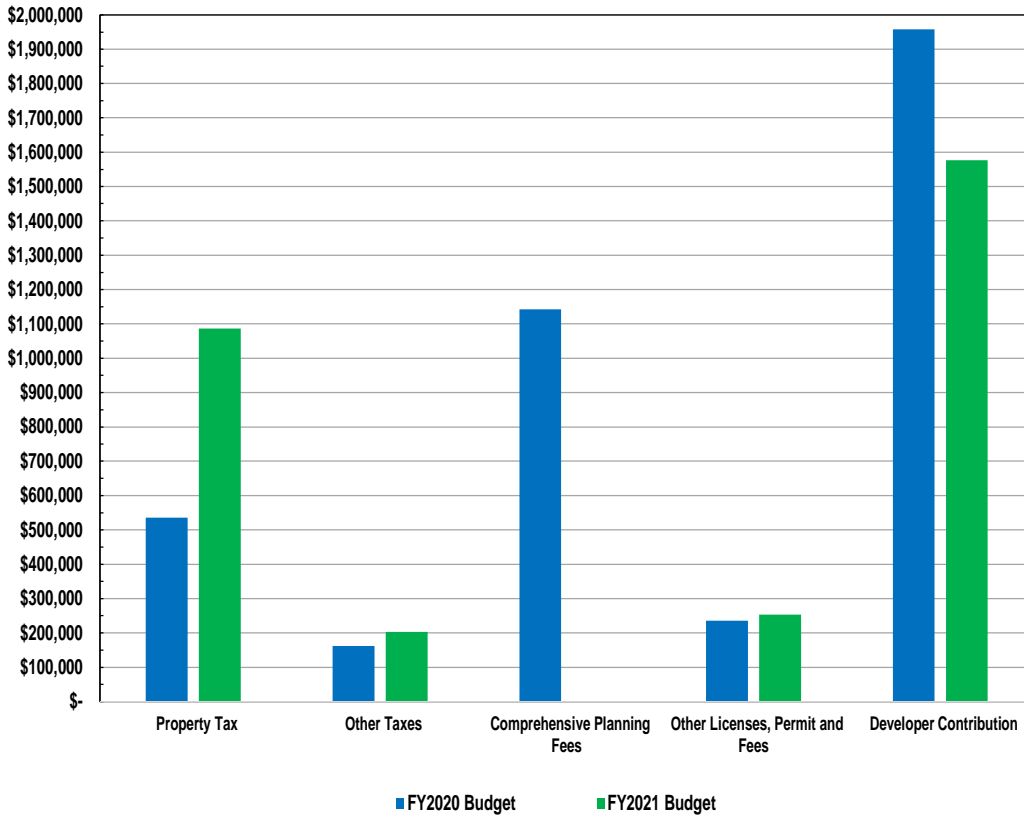
	FY 2020			FY 2021		
	Amended Budget	Forecast	Fav / (Unfav)	Proposed Budget	Incr./(Decr.) Over FY2020 Budget	% Incr.(Decr.)
<b><u>FUNDING</u></b>						
Total Revenue	\$ 4,033,900	\$ 4,395,491	\$ 361,591	\$ 3,048,700	\$ (985,200)	-24.4%
<b>Total Funding</b>	<b>4,033,900</b>	<b>4,395,491</b>	<b>361,591</b>	<b>3,048,700</b>	<b>(985,200)</b>	<b>-24.4%</b>
<b><u>EXPENDITURES</u></b>						
Personnel Expense	219,600	188,603	30,997	157,600	(62,000)	-28.2%
Operating Expense	3,679,700	4,203,304	(523,604)	2,522,600	(1,157,100)	-31.4%
Capital Outlay	6,000	-	6,000	-	(6,000)	-100.0%
Contingency	28,600	3,584	25,016	134,000	105,400	368.5%
Reserves	100,000	-	100,000	234,500	134,500	134.5%
<b>Total Expenditures</b>	<b>4,033,900</b>	<b>4,395,491</b>	<b>(361,591)</b>	<b>3,048,700</b>	<b>(985,200)</b>	<b>-24.4%</b>
<b><u>AVAILABLE FUND BALANCE</u></b>						
Opening Balance	320,435	320,435	-	320,435	-	0.0%
(Use) / Add To Fund Balance	-	-	-	-	-	0.0%
<b>Closing Balance</b>	<b>\$ 320,435</b>	<b>\$ 320,435</b>	<b>\$ -</b>	<b>\$ 320,435</b>	<b>\$ -</b>	<b>0.0%</b>
<b>Closing Bal % Of Total Exp</b>	<b>7.9%</b>	<b>7.3%</b>	<b>-0.7%</b>	<b>10.5%</b>	<b>0.0%</b>	<b>N/A</b>

# City of Westlake Fiscal Year 2021 Budget

## General Fund – Source of Funds

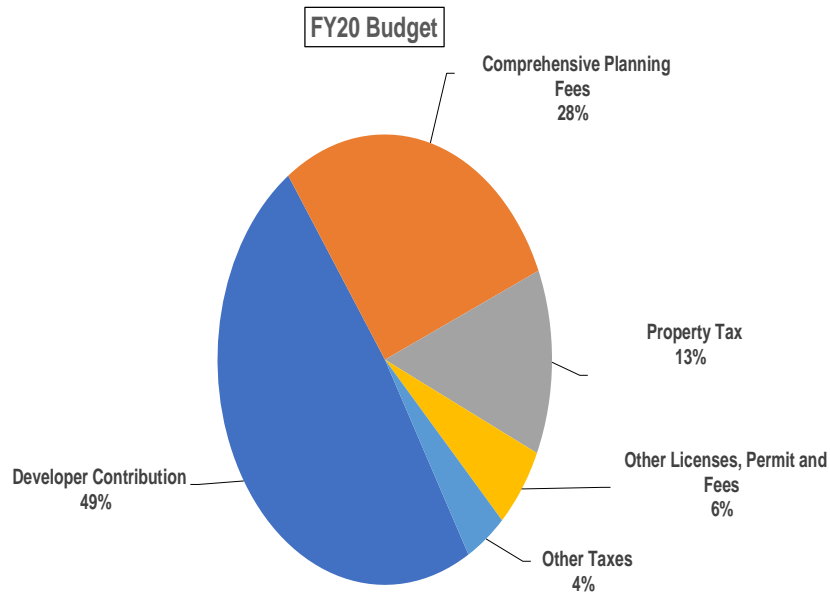
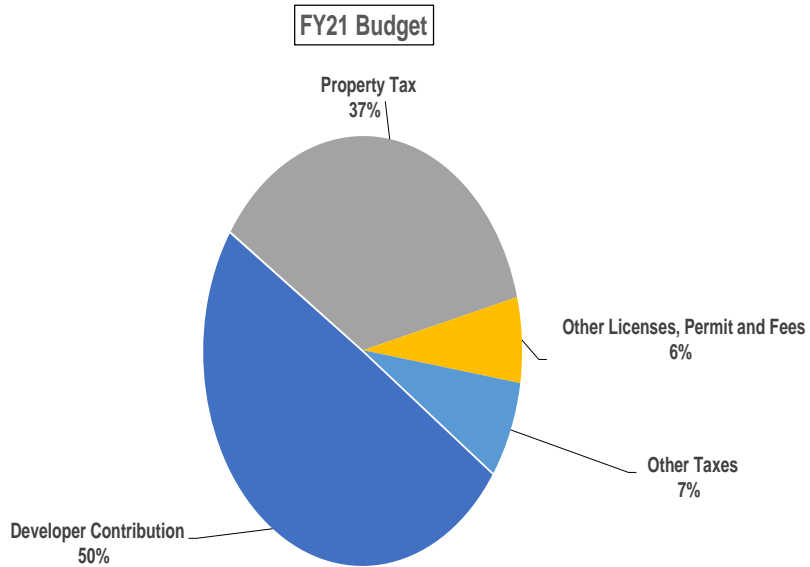
	FY 2020			FY 2021		
	Amended Budget	Forecast	Fav / (Unfav)	Proposed Budget	Incr./(Decr.) Over FY2020 Budget	% Incr.(Decr.)
Property Tax	\$ 535,630	\$ 538,343	\$ 2,713	\$ 1,117,967	\$ 582,337	108.7%
Other Taxes	162,300	177,361	15,061	221,500	59,200	36.5%
Comprehensive Planning Fees	1,142,500	2,013,819	871,319	-	(1,142,500)	-100.0%
Other Licenses, Permit and Fees	235,200	297,093	61,893	196,300	(38,900)	-16.5%
Developer Contribution	1,958,270	1,368,229	(590,041)	1,512,933	(445,337)	-22.7%
Interest Income	-	646	646	-	-	NA
<b>Total Source of Funds</b>	<b>\$ 4,033,900</b>	<b>\$ 4,395,491</b>	<b>\$ 361,591</b>	<b>\$ 3,048,700</b>	<b>\$ (985,200)</b>	<b>-24.4%</b>

FY2020 Budget vs. FY2021 Budget



# City of Westlake Fiscal Year 2021 Budget

## General Fund – Source of Funds





**City of Westlake  
Fiscal Year 2021 Budget**

**General Fund – Revenue Detail**

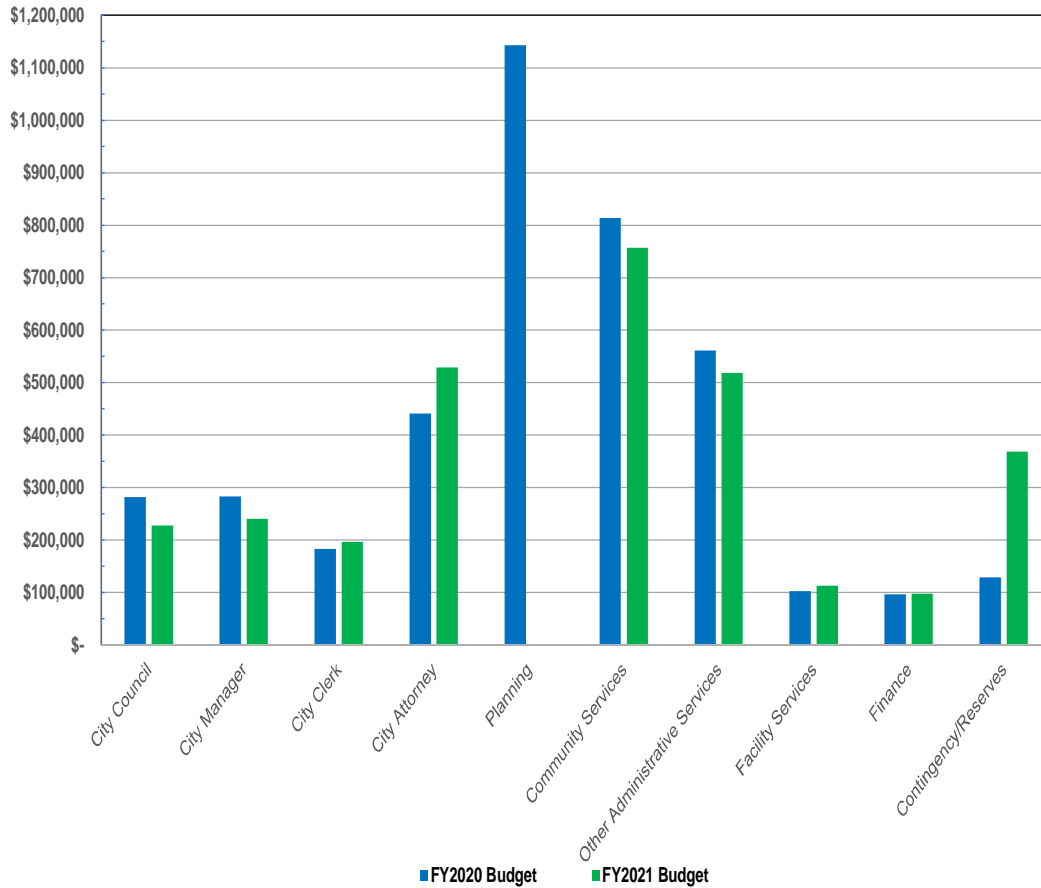
Description	FY 2018	FY 2019	FY 2020			FY 2021		
	Actual	Actual	Amended Budget	Forecast	Variance Fav/(Unfav)	Proposed Budget	Incr./(Decr.) Over FY2020 Budget	% Incr.(Decr.)
<b>Property Tax</b>								
Tax Receipts - Current Year	\$ 140,208	\$ 229,571	\$ 557,948	\$ 557,948	\$ -	\$ 1,164,549	\$ 606,601	108.7%
Tax Receipts - Discounts	(5,463)	(7,573)	(22,318)	(19,605)	2,713	(46,582)	(24,264)	108.7%
<b>Total - Property Tax</b>	<b>134,745</b>	<b>221,998</b>	<b>535,630</b>	<b>538,343</b>	<b>2,713</b>	<b>1,117,967</b>	<b>582,337</b>	<b>108.7%</b>
<b>Other Taxes</b>								
Local Option Fuel Tax	85	47	100	166	66	100	-	0.0%
Municipal Revenue Sharing	-	-	-	-	-	4,700	4,700	NA
Local Govt. Half Cent Sales Tax	-	-	2,400	-	(2,400)	-	(2,400)	-100.0%
Public Service Tax-Electricity	5,578	28,645	50,000	125,116	75,116	152,900	102,900	205.8%
Public Service Tax-Water	13,874	4,603	69,400	22,128	(47,272)	27,000	(42,400)	-61.1%
Public Service Tax-Gas	-	8,118	10,400	15,535	5,135	19,000	8,600	82.7%
Communications Svcs. Tax	11,618	16,353	30,000	14,416	(15,584)	17,800	(12,200)	-40.7%
<b>Total - Other Taxes</b>	<b>31,155</b>	<b>57,766</b>	<b>162,300</b>	<b>177,361</b>	<b>15,061</b>	<b>221,500</b>	<b>59,200</b>	<b>36.5%</b>
<b>Comprehensive Planning Fees</b>								
Building	665,690	667,029	725,400	1,219,935	494,535	-	(725,400)	-100.0%
Engineering	314,204	120,827	175,400	562,926	387,526	-	(175,400)	-100.0%
Planning & Zoning	115,395	85,388	241,700	230,958	(10,742)	-	(241,700)	-100.0%
<b>Total - Comprehensive Planning Fees</b>	<b>1,095,289</b>	<b>873,244</b>	<b>1,142,500</b>	<b>2,013,819</b>	<b>871,319</b>	<b>-</b>	<b>(1,142,500)</b>	<b>-100.0%</b>
<b>Other Licenses, Permits and Fees Fees</b>								
FPL Franchise Fee	16,538	83,563	138,100	93,059	(45,041)	113,700	(24,400)	-17.7%
Occupational Licenses	5,910	8,700	5,300	4,960	(340)	5,000	(300)	-5.7%
Building Reinspection Fees	8,600	13,400	10,000	21,540	11,540	-	(10,000)	-100.0%
State Building Surcharge Admin.Fees	1,666	1,461	1,800	2,738	938	-	(1,800)	-100.0%
FPL TUG Program Admin.Fee	-	16,800	15,000	44,880	29,880	-	(15,000)	-100.0%
Solid Waste Disposal Fees	-	-	3,800	2,960	(840)	3,600	(200)	-5.3%
County Impact Fee Admin.Fees	52,370	63,229	57,100	115,157	58,057	45,500	(11,600)	-20.3%
County Solid Waste Admin.Fees	1,773	5,728	-	-	-	-	-	NA
Contractor Registration Fees	4,143	4,775	4,100	2,250	(1,850)	2,300	(1,800)	-43.9%
Lien Search Fees	333	570	-	1,235	1,235	-	-	NA
Housing Assistance Administrative Fees	-	-	-	-	-	10,500	10,500	NA
Burgler Alarm Fees	-	-	-	2,520	2,520	2,500	2,500	NA
Other Fees	179	678	-	5,794	5,794	13,200	13,200	NA
<b>Total - Other Licenses, Permits and Fees</b>	<b>91,512</b>	<b>198,904</b>	<b>235,200</b>	<b>297,093</b>	<b>61,893</b>	<b>196,300</b>	<b>(38,900)</b>	<b>-16.5%</b>
<b>Developer Contribution</b>	<b>1,019,568</b>	<b>1,100,000</b>	<b>1,958,270</b>	<b>1,368,229</b>	<b>(590,041)</b>	<b>1,512,933</b>	<b>(445,337)</b>	<b>-22.7%</b>
<b>Interest Income</b>								
Interest Income	961	1,161	-	36	36	-	-	NA
Interest Income - Tax Collector	9	42	-	610	610	-	-	NA
<b>Total - Interest Income</b>	<b>970</b>	<b>1,203</b>	<b>-</b>	<b>646</b>	<b>646</b>	<b>-</b>	<b>-</b>	<b>NA</b>
<b>NonOperating Sources</b>	<b>-</b>	<b>39,646</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>NA</b>
<b>Total Revenue</b>	<b>2,373,239</b>	<b>2,492,761</b>	<b>4,033,900</b>	<b>4,395,491</b>	<b>361,591</b>	<b>3,048,700</b>	<b>(985,200)</b>	<b>-24.4%</b>
<b>Use / (Add't) Fund Balance</b>	<b>(103,507)</b>	<b>161,016</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>NA</b>
<b>Total Funding</b>	<b>\$ 2,269,732</b>	<b>\$ 2,653,777</b>	<b>\$ 4,033,900</b>	<b>\$ 4,395,491</b>	<b>\$ 361,591</b>	<b>\$ 3,048,700</b>	<b>\$ (985,200)</b>	<b>-24.4%</b>

# City of Westlake Fiscal Year 2021 Budget

## General Fund – Expenditures by Function

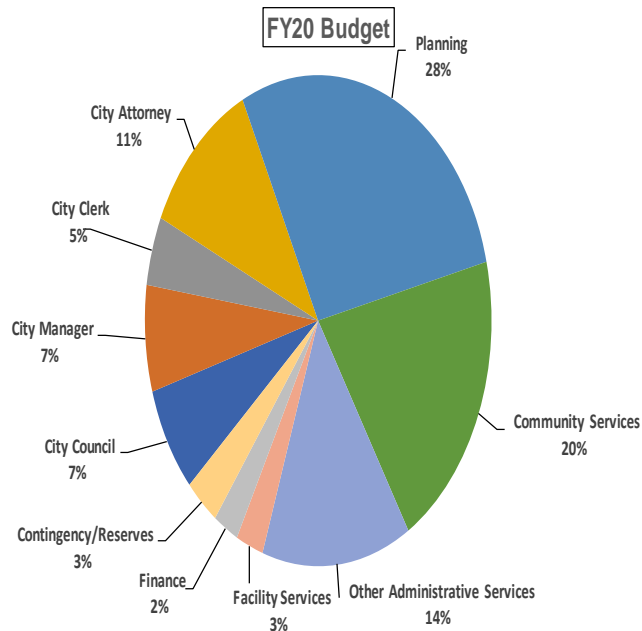
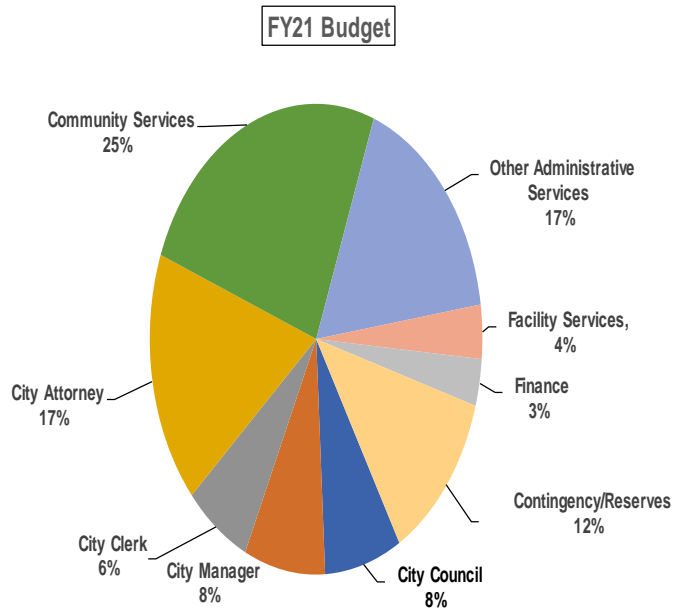
	FY 2020			FY 2021		
	Amended Budget	Forecast	Fav / (Unfav)	Proposed Budget	Incr./ (Decr.) Over FY2020 Budget	% Incr.(Decr.)
City Council	\$ 281,900	\$ 201,197	\$ 80,703	\$ 227,400	\$ (54,500)	-19.3%
City Manager	283,000	273,853	9,147	240,600	(42,400)	-15.0%
City Clerk	183,100	179,049	4,051	196,600	13,500	7.4%
City Attorney	441,200	438,249	2,951	529,100	87,900	19.9%
Finance	96,100	97,950	(1,850)	98,000	1,900	2.0%
Other Administrative Services	561,000	335,097	225,903	518,400	(42,600)	-7.6%
Facility Services	102,800	122,257	(19,457)	113,100	10,300	10.0%
Contingency/Reserves	128,600	3,584	125,016	368,500	239,900	186.5%
<b>Total Expense</b>	<b>\$ 4,033,900</b>	<b>\$ 4,395,491</b>	<b>\$ (361,591)</b>	<b>\$ 3,048,700</b>	<b>\$ (985,200)</b>	<b>-24.4%</b>

FY2020 Budget vs. FY2021



# City of Westlake Fiscal Year 2021 Budget

## General Fund – Expenditures by Function



# City of Westlake Fiscal Year 2021 Budget

## General Fund – City Council Department

### Mission

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

### Current Year Highlights

- Approved over ten plats for future development.
- Adopted ordinances for seven chapters of the City’s Land Development regulations.
- Approved five site plans for non residential properties.
- Conducted annual budget workshops with the City Manager and staff.
- Approved development for the second 7-Eleven.
- Established an educational advisory committee.
- Added additional residents to the Planning and Zoning Board.
- Initiated evaluation processes for applicable staff.

### Next Year Goals

- Finish the adoption of the remaining chapters of the City’s Land Development regulations.
- Approve additional plats as presented by staff.
- Approve non residential site plans for developments in conformance with the City’s Land Development Regulations (LDRs).

Description	FY 2018	FY 2019	FY 2020			FY 2021		
	Actual	Actual	Amended Budget	Forecast	Variance Fav/(Unfav)	Budget	Incr./(Decr.)Over FY2020 Budget	% Incr.(Decr.)
<b>Personal Services</b>								
Mayor/Council Stipend	\$ 204,000	\$ 204,000	\$ 204,000	\$ 175,200	\$ 28,800	\$ 146,400	\$ (57,600)	-28.2%
FICA	15,606	15,606	15,600	13,403	2,197	11,200	(4,400)	-28.2%
<b>Total Personal Services</b>	<b>219,606</b>	<b>219,606</b>	<b>219,600</b>	<b>188,603</b>	<b>30,997</b>	<b>157,600</b>	<b>(62,000)</b>	<b>-28.2%</b>
<b>Operating Expenditures</b>								
ProfServ-Legislative Expense	16,000	-	24,000	-	24,000	24,000	-	0.0%
Public Officials Insurance	-	-	3,900	3,500	400	3,900	-	0.0%
City Events	-	-	14,400	-	14,400	25,000	10,600	73.6%
Election Fees	-	-	-	560	(560)	-	-	N/A
Council Expenses	-	4,617	20,000	8,534	11,466	15,000	(5,000)	-25.0%
Dues, Licenses, Subscriptions	-	-	-	-	-	1,900	1,900	N/A
<b>Total Operating Expenditures</b>	<b>16,000</b>	<b>4,617</b>	<b>62,300</b>	<b>12,594</b>	<b>49,706</b>	<b>69,800</b>	<b>7,500</b>	<b>12.0%</b>
<b>Total City Council</b>	<b>\$ 235,606</b>	<b>\$ 224,223</b>	<b>\$ 281,900</b>	<b>\$ 201,197</b>	<b>\$ 80,703</b>	<b>\$ 227,400</b>	<b>\$ (54,500)</b>	<b>-19.3%</b>

# City of Westlake Fiscal Year 2021 Budget

## General Fund – City Manager Department

### Summary

The City Manager is the chief administrative officer of the City and is responsible for directing and supervising the administration of all departments, offices, and agencies of the City except the City Attorney, unless otherwise directed in the City Charter. The City Manager shall:

- Ensure all laws and provisions of the Charter and acts of the Council are fully executed.
- Make recommendations to the Council concerning the affairs of the City.
- Prepare the annual operating and capital budgets.
- Ensure the City Clerk prepares the Council agendas.
- Draw and signs vouchers as provided by ordinance.
- Provide administrative services to support the Council.
- Keep the Council advised as to the financial condition of the City.
- Provide reports to the Council on the finances and administrative services of the City.
- Perform other duties as outlined in the Charter or requested by the Council.

### Mission

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

### Major Challenges

- Planning for sufficient space or alternate means to provide City services.
- Final implementation of the electronic Building Department software allowing the electronic submission, approval and inspections reporting of the Building Department.
- Maintaining the proper level of service while minimizing the overall cost for services.
- Drafting and passage of the remaining Land Development Regulations in order to move from the interim code.
- Planning for future growth of needed services and ensuring sufficient revenues are available.
- Maintaining intergovernmental cooperation with other agencies surrounding and impacting the City.
- Working with the developers and other third parties to ensure that the integrity of the original vision of the City is maintained.

### Current Year Highlights

- Ensured that development occurred within the comprehensive master plan and current LDRs.

# City of Westlake Fiscal Year 2021 Budget

## General Fund – City Manager Department

### Current Year Highlights(cont.)

- Managed the successful completion and approval of an additional seven chapters of the City's Land Development regulations.
- Managed the processing of an additional ten plats for development within the City.
- Made progress toward implementation of a GIS system for all properties and assets within the City.
- Made progress toward implementation of a unified building department software system.
- Made progress toward implementation of administrative processes and software that improves efficiency and minimizes additional staffing requirements.
- Implemented additional social media outreach to the residents through the Clerk's office.
- Implemented electronic agenda software through the Clerk's office to improve efficiency, accountability and transparency.

### Next Year Goals

- Complete the drafting and adoption of the final chapters of the City's Land Development regulations.
- Review new commercial and residential plats as submitted for future development.
- Review and draft contracts for additional services as needed.
- Work with new commercial and residential developers to ensure compliance with the City code. Improve community outreach through the appropriate combination of meetings and media. Continue to improve the City website and ensure compliance with applicable ADA requirements.

Description	FY 2018	FY 2019	FY 2020			FY 2021		
	Actual	Actual	Amended Budget	Forecast	Variance Fav/(Unfav)	Budget	Incr./(Decr.) Over FY2020 Budget	% Incr.(Decr.)
<b>Operating Expenditures</b>								
Contracts - City Manager	\$ -	\$ -	\$ 254,600	\$ 254,600	\$ -	\$222,900	\$ (31,700)	-12.5%
Office Supplies	7,365	8,817	17,100	15,496	1,604	15,500	(1,600)	-9.4%
Dues, Licenses, Subscriptions	5,321	4,929	5,300	3,757	1,543	2,200	(3,100)	-58.5%
Management Services	350,149	413,956	-	-	-	-	-	NA
<b>Total Operating Expenditures</b>	<b>362,835</b>	<b>427,702</b>	<b>277,000</b>	<b>273,853</b>	<b>3,147</b>	<b>240,600</b>	<b>(36,400)</b>	<b>-13.1%</b>
<b>Capital Expenses</b>								
Capital Outlay	-	-	6,000	-	6,000	-	(6,000)	-100.0%
<b>Total Capital Expenditures</b>	<b>-</b>	<b>-</b>	<b>6,000</b>	<b>-</b>	<b>6,000</b>	<b>-</b>	<b>(6,000)</b>	<b>-100.0%</b>
<b>Total City Manager</b>	<b>\$362,835</b>	<b>\$427,702</b>	<b>\$ 283,000</b>	<b>\$ 273,853</b>	<b>\$ 9,147</b>	<b>\$240,600</b>	<b>\$ (42,400)</b>	<b>-15.0%</b>

# City of Westlake Fiscal Year 2021 Budget

## General Fund – City Clerk Department

### Summary

The City Clerk position is part of the master contract with Inframark to provide management services to the City. The contract is a fee for services based upon the scope and level of work required. The City Clerk reports to the City Manager and serves as a liaison between the City Council, City staff, the public, other local governing bodies, and governmental agencies at various levels.

### Vision

Establish confidence and trust in municipal government while providing efficient, effective, and transparent public service to the City Council, City Departments, and the Citizens of Westlake, safeguarding accurate records of municipal activities in accordance with applicable federal, state, and local laws.

### Mission

To serve as the official record keeper, maintaining, preserving, and recording official actions, documents, and legislative history for the City. The City Clerk's office renders unbiased, and impartial service to all residents. The Clerks office is the local supervisor of elections for the City. The City Clerk ensures the order, accessibility, and transparency of records. The administration of the City's website and other social media is included in the Clerks duties.

*Primary responsibilities of the City Clerk include:*

- **City Council Support Services** –preparing and publishing meeting notices, including legally-required advertisements; preparing and distributing agenda packets in advance of regular, special, workshop meetings and public hearings; clerical support to Council.
- **Advisory Board and Committee Support Services** - drafting and publishing meeting notices; preparing and distributing agenda packets in advance of Board Meetings; coordinating recruitment of Advisory Board applicants.
- **Records Management** – maintaining the City's official records; providing information and records to the public and staff; maintaining data related to legislative history; maintaining and updating the City Charter and City Code.
- **Election Services** – coordinating and managing municipal elections; serving as the filing clerk.
- **Public Information** – drafting and disseminating various modes of public information.
- **Web Management** – overseeing website updates, site navigation, and ensuring document accuracy and accessibility.

# City of Westlake Fiscal Year 2021 Budget

## General Fund – City Clerk Department

### Current Year Highlights

- Established an Emergency Management Notification System.
- Implemented an Agenda Management System.
- Designed and developed the City's first initial Candidate Qualifying Handbook.
- Improved resident communications by creating an additional platform for communication including social media, in conjunction with the implementation of an archiving platform to maintain compliance with public records law.
- Expanded various website features for resident communications and transparency to enhance:
  - Accessibility to legislative documents, ensuring ADA compliance.
  - Ease of site navigation.
  - Data collection – embedded forms.
  - Resident email subscription services.
  - Use of resident news section.
  - Homepage design to highlight City notifications.
- Modified and oversaw systems for public meeting notification, publication, virtual meeting broadcasting, and sustained civic engagement.

### Next Year Goals

Customer Service - The City Clerk's Office will continue to enhance and promote accessibility and to ensure services are provided in an open and transparent manner. The City Clerk will continue to maintain and seek strong cooperative partnerships, relationships, and opportunities to improve services, meeting the changing needs of the community, including its rapid growth and increasing customer base.

Operational Efficiency – The City Clerk's Office will continue to improve operational processes, building and improving services that are efficient and effective by the following actions:

- Continue developing operating procedures and a manual for the Clerk's department.
- Develop a public records policy and staff training program.
- Continue developing the electronic records program, to maintain and promote document security, ease of retrieval and proper destruction in accordance with State guidelines.
- Develop meeting agenda reports and updates.
- Prepare for codification, ensuring accurate information is available and organized for dissemination.



# City of Westlake Fiscal Year 2021 Budget

## General Fund – City Clerk Department

### Next Year Goals (cont.)

- Continue website redevelopment for improved user experience.
- Develop a Council and Board Handbook (Orientation Manual).
- Continue business licensing processes and implement online application and renewal process.
- Provided recommended best-practices changes for the next municipal election.
- Develop records management and retention policies and procedures.
- Design a quarterly City newsletter.
- Implement an improved public records tracking system.
- Improve resident communications.
- Continue to pursue municipal clerk education opportunities, specifically working to achieve the Master Municipal Clerk (MMC) designation.
- Maintain relationships with local and state municipal clerk associations.

Description	FY 2018	FY 2019	FY 2020			FY 2021		
	Actual	Actual	Amended Budget	Forecast	Variance Fav/(Unfav)	Budget	Incr./(Decr.) Over FY2020 Budget	% Incr.(Decr.)
<b>Operating Expenditures</b>								
Website Support	\$ 5,025	\$ 5,904	\$ 18,200	\$ 14,644	\$ 3,556	\$ 18,000	\$ (200)	-1.1%
Contracts-City Clerk	-	-	125,100	125,100	-	125,100	-	0.0%
Postage and Freight	1,416	855	1,400	946	454	1,400	-	0.0%
Printing	100	3,370	14,300	10,122	4,178	22,500	8,200	57.3%
Advertising	33,718	21,442	24,100	28,237	(4,137)	28,200	4,100	17.0%
Dues, Licenses, Subscriptions	-	-	-	-	-	1,400	1,400	NA
<b>Total City Clerk</b>	<b>\$ 40,259</b>	<b>\$ 31,571</b>	<b>\$ 183,100</b>	<b>\$ 179,049</b>	<b>\$ 4,051</b>	<b>\$ 196,600</b>	<b>\$ 13,500</b>	<b>7.4%</b>

# City of Westlake Fiscal Year 2021 Budget

## General Fund – City Attorney

### Summary

The City Attorney is a designated charter officer appointed by a majority vote of the City Council and serves at its pleasure. The Legal Department provides legal support and advice to the City Council, City Manager, Department Directors and advisory boards on all legal matters affecting or involving the City. The City is contracted with the Law Offices of Pam E. Booker, Esq. P.A. There are no City personnel in the legal department.

### Mission

To provide efficient, effective and competent legal advice to the City Council, the City Manager and all departments on legal matters and their impacts on the City of Westlake, including legislative and statutory changes. The City Attorney works with the City Manager drafting policies as requested by the City Council. The City Attorney provides services as outlined in the City Charter.

### Current Year Highlights

- Completed the drafting and approval of another seven chapters of the City’s Land Development regulations.
- Worked with the City Manager, Planning & Zoning Director and Engineering in drafting the additional Land Development Regulations.
- Reviewed and approved the plat language and bonds on ten new plats for development.
- Drafted thirteen ordinances and forty one resolutions for approval by the City Council.
- Drafted appropriate mortgage documents for housing assistance awarded this year.
- Monitored the legislature for potential impacts on the City.
- Advised City Council on plats and LDRs.

### Next Year Goals

- Add a full time attorney for FY2021.
- Complete the drafting and adoption of the remaining chapters of the City’s Land Development regulations.
- Continue with the City Manager to process applications and agreements for the housing assistance program.
- Continue to Review plat language for consistency with the City’s interests.
- Review contracts for legal sufficiency and draft edits as necessary for additional services as needed.

Description	FY 2018	FY 2019	FY 2020			FY 2021		
	Actual	Actual	Amended Budget	Forecast	Variance Fav/(Unfav)	Budget	Incr./(Decr.) Over FY2020 Budget	% Incr.(Decr.)
<b>Operating Expenditures</b>								
ProfServ-Legal Services	\$ 291,387	\$ 369,100	\$ 415,600	\$ 403,980	\$ 11,620	\$ 404,000	\$ (11,600)	-2.8%
Miscellaneous Services	-	-	-	199	(199)	-	-	NA
Outside Legal Services	-	-	25,600	23,970	1,630	115,000	89,400	349.2%
Miscellaneous Expenses	-	-	-	10,100	(10,100)	10,100	10,100	NA
<b>Total City Attorney</b>	<b>\$ 291,387</b>	<b>\$ 369,100</b>	<b>\$ 441,200</b>	<b>\$ 438,249</b>	<b>\$ 2,951</b>	<b>\$ 529,100</b>	<b>\$ 77,800</b>	<b>19.9%</b>

**City of Westlake  
Fiscal Year 2021 Budget**

**General Fund – Community Services Department**

**Summary**

The Community Services department consists of police, electricity and community service functions.

*Police* - The current contract with the Palm Beach County Sheriff’s department calls for one 24/7 deputy. In order to accomplish this coverage five deputies are required. The contract includes dedicated officers, vehicles, and dispatch. The contract also includes the supervisory personnel, K-9, detectives, crime lab, SWAT, and other resource necessary for the safety of the residents.

*Electricity* – Expenditures for roadway lighting and traffic control are accounted for in the Community Service Department

*Community Service* – Expenditures for City personnel performing community-wide maintenance are accounted for in the Community Service Department, along with the cost to purchase trash collection bins and other necessary maintenance supplies.

Description	FY 2018	FY 2019	FY 2020			FY 2021		
	Actual	Actual	Amended Budget	Forecast	Variance Fav/(Unfav)	Budget	Incr./(Decr.) Over FY2020 Budget	% Incr.(Decr.)
<b><i>Operating Expenditures</i></b>								
Contracts-Sheriff	\$36,199	\$74,067	\$ 677,000	\$ 650,540	\$ 26,460	\$662,000	\$ (15,000)	-2.2%
Electricity-Streetlighting	-	3,866	45,000	45,851	(851)	43,300	(1,700)	-3.8%
R&M-Parks	-	-	50,000	-	50,000	-	(50,000)	-100.0%
R&M-Community Maintenance	-	-	26,700	26,700	-	26,700	-	0.0%
Operating Supplies	-	-	15,000	7,345	7,655	25,000	10,000	66.7%
<b><i>Total Community Services</i></b>	<b>\$36,199</b>	<b>\$77,933</b>	<b>\$ 813,700</b>	<b>\$ 730,436</b>	<b>\$ 83,264</b>	<b>\$757,000</b>	<b>\$ (56,700)</b>	<b>-7.0%</b>

**City of Westlake  
Fiscal Year 2021 Budget**

**General Fund – Other Departments**

Description	FY 2018	FY 2019	FY 2020			FY 2021		
	Actual	Actual	Amended Budget	Forecast	Variance Fav/(Unfav)	Budget	Incr./(Decr.) Over Budget	% Budget Incr.(Decr.)
<b>Finance</b>								
Auditing Services	\$ 3,085	\$ 3,225	\$ 3,400	\$ 5,250	\$ (1,850)	\$ 5,300	\$ 1,900	55.9%
Contracts - Finance	-	-	92,700	92,700	-	92,700	-	0.0%
<b>Total Finance</b>	<b>3,085</b>	<b>3,225</b>	<b>96,100</b>	<b>97,950</b>	<b>(1,850)</b>	<b>98,000</b>	<b>1,900</b>	<b>2.0%</b>
<b>Comprehensive Planning</b>								
Engineering	325,930	188,591	175,400	562,926	(387,526)	-	(175,400)	-100.0%
Planning & Zoning	221,191	237,434	241,700	230,958	10,742	-	(241,700)	-100.0%
Building	622,366	738,120	725,400	1,219,935	(494,535)	-	(725,400)	-100.0%
<b>Total Comprehensive Planning</b>	<b>1,169,487</b>	<b>1,164,145</b>	<b>1,142,500</b>	<b>2,013,819</b>	<b>(871,319)</b>	<b>-</b>	<b>(1,142,500)</b>	<b>-100.0%</b>
<b>Other Administrative Services</b>								
Prof. Services - IT Services	-	190,948	165,600	164,730	870	144,700	(20,900)	-12.6%
Code Compliance	-	-	50,000	-	50,000	25,000	(25,000)	-50.0%
Prof. Services - Consultants	18,825	13,775	88,800	9,840	78,960	-	(88,800)	-100.0%
Contracts - Administration	-	-	158,700	158,700	-	158,700	-	0.0%
Miscellaneous Services	-	532	-	-	-	-	-	NA
Public Relations	-	-	50,000	1,493	48,507	50,000	-	0.0%
General Government	50,097	51,189	47,900	334	47,566	115,000	67,100	140.1%
Emergency & Disaster Relief	-	-	-	-	-	25,000	-	NA
<b>Total Other Administrative Service</b>	<b>68,922</b>	<b>256,444</b>	<b>561,000</b>	<b>335,097</b>	<b>225,903</b>	<b>518,400</b>	<b>(67,600)</b>	<b>-7.6%</b>
<b>Facility Services</b>								
Telephone, Cable, Internet	3,720	22,237	23,100	22,447	653	21,200	(1,900)	-8.2%
Lease-Building	500	500	500	500	-	12,500	12,000	2400.0%
Lease-Copier	-	-	36,800	46,105	(9,305)	20,500	(16,300)	-44.3%
Insurance	6,000	7,120	4,000	3,620	380	4,000	-	0.0%
Miscellaneous Services	-	-	-	1,186	(1,186)	1,200	1,200	NA
Late Fees	-	455	-	-	-	-	-	NA
Cleaning Services	-	-	38,400	38,185	215	43,500	5,100	13.3%
Principal-Capital Lease Payments	-	5,524	-	6,848	(6,848)	7,600	7,600	NA
Interest-Capital Lease Payments	-	2,988	-	3,366	(3,366)	2,600	2,600	NA
<b>Total Facility Services</b>	<b>10,220</b>	<b>38,824</b>	<b>102,800</b>	<b>122,257</b>	<b>(19,457)</b>	<b>113,100</b>	<b>10,300</b>	<b>10.0%</b>
<b>Contingency</b>	<b>51,732</b>	<b>20,964</b>	<b>28,600</b>	<b>3,584</b>	<b>25,016</b>	<b>134,000</b>	<b>105,400</b>	<b>368.5%</b>
<b>Reserves</b>								
1st Quarter Operating	-	-	-	-	-	234,500	234,500	NA
Building	-	-	100,000	-	100,000	-	(100,000)	-100.0%
<b>Total Reserves</b>	<b>-</b>	<b>-</b>	<b>100,000</b>	<b>-</b>	<b>100,000</b>	<b>234,500</b>	<b>134,500</b>	<b>134.5%</b>
<b>Total Other Departments</b>	<b>\$1,303,446</b>	<b>\$1,483,602</b>	<b>\$2,031,000</b>	<b>\$2,572,707</b>	<b>\$(541,707)</b>	<b>\$1,098,000</b>	<b>\$ (958,000)</b>	<b>-45.9%</b>

**City of Westlake  
Fiscal Year 2021 Budget**

**Special Revenue Fund Summary**

Description	FY 2020			FY 2021		
	Amended Budget	Forecast	Fav / (Unfav)	Proposed Budget	Incr./(Decr.) Over FY2020 Budget	% Incr. Budget
<b><u>FUNDING</u></b>						
Revenue	\$ 150,000	\$ 540,049	\$ 390,049	\$ 2,221,100	\$ 2,071,100	1380.7%
Addition to Fund Balance	-	(536,336)	(536,336)	-	-	NA
<b>Total Funding</b>	<b>150,000</b>	<b>3,713</b>	<b>(146,287)</b>	<b>2,221,100</b>	<b>2,071,100</b>	<b>1380.7%</b>
<b><u>EXPENDITURES</u></b>						
<b>Total Expenditures</b>	<b>\$ 150,000</b>	<b>\$ 3,713</b>	<b>\$ 146,287</b>	<b>\$ 2,221,100</b>	<b>\$ 2,071,100</b>	<b>1380.7%</b>

**City of Westlake  
Fiscal Year 2021 Budget**

**Special Revenue Fund Detail-Comprehensive Planning Services**

Description	FY 2018	FY 2019	FY 2020			FY 2021		
	Actual	Actual	Budget	Forecast	Variance Fav/(Unfav)	Budget	Incr./Decr., Over FY2020 Budget	% Budget Incr.(Decr.)
<b>Revenue</b>								
Building Permits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,159,200	\$ 1,159,200	NA
Reinspection Fees	-	-	-	-	-	8,600	8,600	NA
Building Permits-Surcharge	-	-	-	-	-	2,000	2,000	NA
Other Building Permit Fees	-	-	-	-	-	15,000	15,000	NA
County Impact Fee Admin.Fees	-	-	-	-	-	64,400	64,400	NA
Engineering Permits	-	-	-	-	-	590,900	590,900	NA
Planning/Zoning Permits	-	-	-	-	-	231,000	231,000	NA
<b>Total Revenue</b>	-	-	-	-	-	<b>2,071,100</b>	<b>2,071,100</b>	<b>NA</b>
<b>Expenditures</b>								
ProfServ-Building Permits	-	-	-	-	-	1,219,900	1,219,900	NA
ProfServ-Information Technology	-	-	-	-	-	28,100	28,100	NA
ProfServ-Engineering	-	-	-	-	-	562,900	562,900	NA
ProfServ-Consultants	-	-	-	-	-	28,000	28,000	NA
ProfServ-Planning/Zoning	-	-	-	-	-	231,000	231,000	NA
Telephone, Cable and Internet Service	-	-	-	-	-	1,200	1,200	NA
<b>Total Expenditures</b>	-	-	-	-	-	<b>2,071,100</b>	<b>2,071,100</b>	<b>NA</b>
<b>Change in Fund Balance</b>	-	-	-	-	-	-	-	<b>0.0%</b>

**City of Westlake  
Fiscal Year 2021 Budget**

**Special Revenue Fund Detail-Housing Assistance**

Description	FY 2018	FY 2019	FY 2020			FY 2021		
	Actual	Actual	Amended Budget	Forecast	Variance Fav/(Unfav)	Budget	Incr./(Decr.) Over FY2020 Budget	% Incr.(Decr.)
<b>Revenue</b>								
Interest-Investments	\$ 2,348	\$ 7,549	\$ -	\$ 6,814	\$ 6,814	\$ -	\$ -	
Donations	21,000	349,608	150,000	533,236	383,236	150,000	-	0.0%
Developer Contribution	316,500	-	-	-	-	-	-	NA
<b>Total Revenue</b>	<b>339,848</b>	<b>357,157</b>	<b>150,000</b>	<b>540,049</b>	<b>390,049</b>	<b>150,000</b>	<b>-</b>	<b>0.0%</b>
<b>Expenditures</b>								
Assistance Program	2,837	3,713	138,700	3,713	134,987	139,500	800	0.6%
Administration Fee	-	-	11,300	-	11,300	10,500	(800)	-7.1%
Bank Charges	58	24	-	-	-	-	-	NA
<b>Total Expenditures</b>	<b>2,895</b>	<b>3,737</b>	<b>150,000</b>	<b>3,713</b>	<b>146,287</b>	<b>150,000</b>	<b>0</b>	<b>0.0%</b>
<b>Change in Fund Balance</b>	<b>336,953</b>	<b>353,420</b>	<b>-</b>	<b>536,336</b>	<b>(536,336)</b>	<b>-</b>	<b>-</b>	<b>NA</b>
<b>Beginning Fund Balance</b>	<b>-</b>	<b>336,953</b>	<b>690,373</b>	<b>690,373</b>	<b>-</b>	<b>1,226,709</b>	<b>536,336</b>	<b>77.7%</b>
<b>Ending Fund Balance</b>	<b>\$ 336,953</b>	<b>\$ 690,373</b>	<b>\$ 690,373</b>	<b>\$ 1,226,709</b>	<b>\$ (536,336)</b>	<b>\$ 1,226,709</b>	<b>\$ 536,336</b>	<b>77.7%</b>