



MEETING NOTICE
Thursday, June 25, 2026



LOCATION: COUNCIL CHAMBER
TOWN OF WESTLAKE TOWN HALL
1500 SOLANA BLVD., SUITE 7100
BUILDING 7, WESTLAKE, TX 76262

TOWN OF WESTLAKE TOWN COUNCIL MEETING 4 PM

WESTLAKE ACADEMY BOARD OF TRUSTEES MEETING 5 PM

REGULAR MEETING AGENDA

The Town Council of the Town of Westlake also serves as the governing Board of Trustees for Westlake Academy. This agenda may contain both municipal and Westlake Academy items, which will be clearly identified. **NOTE: To comply with Senate Bill 12, Westlake Academy items will begin no earlier than 5 p.m. but may start later depending on the progression of posted agenda items.** Town Council/Board of Trustees meetings are available for viewing online via live-stream or on-demand at <https://www.westlake-tx.org/787/Watch-Meetings-Live>. In an effort to improve meeting efficiency, any residents wishing to speak must submit a speaker request form to the Town Secretary prior to the start of the meeting.

Pursuant to Texas Government Code Section 551.127, one or more members of the Town Council may participate in this meeting by video-conference call. A quorum of the Town Council and the presiding officer will be present at the physical location of the meeting.

NOTE: As authorized by Section 551.071 of the Texas Government Code, the Town Council/Board of Trustees may enter into closed Executive Session for the purpose of seeking confidential legal advice from the Town Attorney and/or School Attorney on any agenda item listed herein.

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- A. CALL REGULAR TOWN COUNCIL MEETING TO ORDER (4 P.M.) AND ANNOUNCE A QUORUM PRESENT**
 - B. INVOCATION AND PLEDGES OF ALLEGIANCE**
 - C. PROCLAMATION, PRESENTATIONS AND RECOGNITIONS**
 - C.1. Recognition of Westlake Academy Student Athlete Kate Roberts
 - C.2. Building Safety Month Proclamation
 - D. ITEMS OF COMMUNITY INTEREST**

Mayor and Council Reports on Items of Community Interest pursuant to Texas Government Code Section 551.0415 the Town Council may report on the following items: (1) expression of thanks, congratulations, or condolences; (2) information about holiday schedules; (3) recognition of individuals; (4) reminders about upcoming Town Council events; (5) information about community events; and (6) announcements involving imminent threat to public health and safety.

 - D.1. Items of Community Interest

TOWN COUNCIL AGENDA ITEMS

E. CITIZEN/PUBLIC COMMENTS

This is an opportunity for citizens/public to address the Town Council on any matter, whether or not it is posted on the agenda. Anyone wishing to speak on action items must submit a speaker request form to the Town Secretary prior to the start of the meeting. Individual comments are normally limited to three (3) minutes. The presiding officer may ask the speaker to hold their comment on an agenda item if the item is posted as a Public Hearing. The Town Council/Board of Trustees cannot by law take action nor have any discussion or deliberations on any presentation made at this time concerning an item not listed on the agenda. The Town Council/Board of Trustees will receive the information, ask staff to review the matter, or an item may be noticed on a future agenda for deliberation or action.

F. REPORTS AND UPDATES

F.1. Informational update and progress report for the Westlake Academy Arts and Sciences Building Expansion Project.

G. DISCUSSION ITEM

G.1. Discussion and receive direction regarding traffic concerns and potential mitigation measures – Ottinger Road, Dove Road, Davis Boulevard, Solana Boulevard, and Sidewalk/Trail Usage.

H. CONSENT AGENDA

All items listed below are considered routine by the Town Council and will be enacted with one motion. There will be no separate discussion of items unless a Council Member or citizen so requests, in which event the item will be removed from the general order of business and considered in its normal sequence.

H.1. Discuss, consider and act to approve the Town Council/Board of Trustees Meeting Minutes for the May 19, 2026 Regular Meeting and the May 19, 2026 WA Strategic Planning Workshop Meeting.

H.2. Discuss, consider and act regarding Resolution No. 26-17 designating the Director of Human Resources as the Americans with Disabilities Act ("ADA") Coordinator for the Town; providing for the administration of ADA Compliance Activities; and providing an effective date.

H.3. Discuss, consider and act on Resolution 26-21 accepting right-of-way donation from Hillwood Development Company on J.T. Ottinger Road within the Town of Westlake for bridge replacement and other improvements and authorizing the Town Manager or his designee to take all necessary administrative actions to acquire such right-of-way according to applicable law.

I. REGULAR AGENDA ITEMS

I.1. Discuss, consider and act to direct staff regarding amendments to the Town of Westlake Strategic Plan 2025-2032 adopted by Resolution 25-08.

J. EXECUTIVE SESSION

The Town Council will conduct a closed session pursuant to Section 551.071 (2) of the Texas Government Code, for the purpose of seeking confidential legal advice from the Town Attorney for the following:

- J.1. Section 551.074(1) Deliberation regarding Personnel Matters - to deliberate the appointment, employment, evaluation, reassignment, duties, of a public officer or employee:
 - (a) Board and Commission Appointments and Reappointments
 - (b) Annual Performance Evaluation: Town Manager

J.2. Section 551.071: Consultation with Academy Attorney to receive legal advice regarding a Westlake Academy Affiliate Group: Westlake Academy Foundation.

K. TAKE ACTION, IF NEEDED, FROM EXECUTIVE SESSION

L. BOARDS AND COMMISSIONS

- L.1. Discuss, consider and act regarding Resolution 26-22 to appoint and reappoint applicants to serve as board members of the Planning and Zoning Commission and the Texas Student Housing Authority.
- L.2. Discuss, consider and act to Appoint the Planning and Zoning Commission Chair and Vice-Chair thru June 2027.
- L.3. Discuss, consider and act to create a Town Council Subcommittee to review and make recommendations regarding police service proposals from the Keller Police Department and the Roanoke Police Department.

WESTLAKE ACADEMY BOARD OF TRUSTEES AGENDA ITEMS

M. PARENT/PUBLIC COMMENTS

This is an opportunity for parents/public to address the Board of Trustees on any matter, whether or not it is posted on the agenda. Anyone wishing to speak on action items must submit a speaker request form to the Town Secretary prior to the start of the meeting. Individual comments are normally limited to three (3) minutes. The presiding officer may ask the speaker to hold their comment on an agenda item if the item is posted as a Public Hearing. The Board of Trustees cannot by law take action nor have any discussion or deliberations on any presentation made at this time concerning an item not listed on the agenda. The Board of Trustees will receive the information, ask staff to review the matter, or an item may be noticed on a future agenda for deliberation or action.

N. REPORTS AND UPDATES

- N.1. Update on the WA technology transition to Technology Lab.
- N.2. Update on the WA finance transition to Charter Impact.
- N.3. Report regarding Westlake Academy's after-school programs and the newly instituted summer experience, Camp Forge.

O. CONSENT AGENDA

All items listed below are considered routine by the Board of Trustees and will be enacted

with one motion. There will be no separate discussion of items unless a Board Member or citizen so requests, in which event the item will be removed from the general order of business and considered in its normal sequence.

O.1. Discuss, consider and act regarding WA Resolution 26-14 rejecting all proposals received in response to Request for Proposals No. WA RFP 2026-02 for Unmanned Aircraft Emergency Response & Security Services and authorizing the reissuance of the Request for Proposals.

O.2. Discuss, consider and act regarding WA Resolution 26-13 awarding to and approving the agreement with Box Insurance for Westlake Academy Building Property Casualty Insurance Products and Services.

P. PUBLIC HEARING

P.1. Conduct Public Hearing to receive public input regarding the Westlake Academy FY 2026-2027 School Budget.

Q. REGULAR AGENDA ITEMS

Q.1. Discuss, consider and act regarding WA Resolution 26-12 approving and adopting the proposed Westlake Academy budget for Fiscal Year Ending June 30, 2027, including Committed and Assigned Fund Balances.

Q.2. Discuss, consider and act regarding WA Resolution 26-16 approving the SY 26-27 Compensation Schedule.

Q.3. Consider and act to approve WA Resolution 26-15 approving the Westlake Academy Amended Operating Budget for Fiscal Year Ending June 30, 2026.

Q.4. Discuss, consider and act regarding WA Resolution 26-18 to approve and adopt WA Admission Policy updates.

Q.5. Discuss, consider and act regarding WA Resolution 26-17 to adopt Westlake Academy Financial Policies effective July 1, 2026 for the fiscal year transition to Charter Impact.

Q.6. Discuss, consider and act regarding governance of the Westlake Academy Foundation.

Q.7. Discuss, consider and act regarding Westlake Academy positions to support Westlake Academy Foundation.

R. FUTURE AGENDA ITEMS


S. STAFF RECAP OF TOWN COUNCIL/BOARD DIRECTIONS RECEIVED

T. ADJOURNMENT

I certify that the above notice was posted on the bulletin board at Town of Westlake, Town Hall, located at 1500 Solana Blvd., Building 7, Suite 7100, Westlake, TX 76262, and at the Westlake Academy Administration Building located at 2600 JT Ottinger Road, Westlake, TX 76262 in compliance with the Texas Open Meetings Act, Chapter 551 of the Texas Government Code.



Dianna Buchanan, CMC Town/Board Secretary

 **Disabilities Notice:** *If you plan to attend the meeting and have a disability that requires special needs, please contact the Town Secretary's Office 48 hours in advance by calling phone number 817-490-5711 and reasonable accommodation will be made to assist you.*



Town of Westlake Proclamation

Proclaiming July 2026 as Building Safety Month

WHEREAS, the Town of Westlake, Texas (the “Town”) is committed to recognizing that our growth and strength depends on the safety and essential role our homes, buildings and infrastructure play, both in everyday life and when disasters strike; and,

WHEREAS, our confidence in the resilience of these buildings that make up our community is achieved through the devotion of vigilant guardians—building safety and fire prevention officials, architects, engineers, builders, tradespeople, design professionals, laborers, plumbers and others in the construction industry—who work year-round to ensure the safe construction of buildings; and,

WHEREAS, these guardians are dedicated members of the International Code Council (the “ICC”), a nonprofit organization that brings together local, state, territorial, tribal and federal officials who are domain experts in the built environment to create and implement the highest-quality codes and standards to protect us in the buildings where we live, learn, work and play, and,

WHEREAS, these modern building codes, regulations, and standards include safeguards to protect the public from hazards such as hurricanes, snowstorms, tornadoes, wildland fires, floods and earthquakes; and,

WHEREAS, Building Safety Month is sponsored by ICC in order to remind the public about the critical role of our communities’ largely unknown protectors of public safety—our code officials—who assure us of safe, sustainable and affordable buildings that are essential to our prosperity, and,

WHEREAS, “Built to Last”, the theme for Building Safety Month 2026, encourages us all to get involved and raise awareness about building safety on a personal, local and global scale, and,

WHEREAS, each year, in observance of Building Safety Month, people all over the world are asked to consider the commitment to improve building safety, resilience and economic investment at home and in the community, and to acknowledge the essential service provided to all of us by local, state, tribal, territorial, and federal building safety and fire prevention departments, in protecting lives and property.

NOW THEREFORE, I, Kim Greaves, Mayor of the Town of Westlake, Texas, and the Town Council do hereby proclaim the month of July 2026 as *Building Safety Month* and encourage all residents to join us in expressing appreciation of these essential service providers.

ISSUED: June 25, 2026


Kim Greaves, Mayor





Town Council/Board of Trustees AGENDA ITEM REPORT



DATE: June 25, 2026
FROM: Jon Sasser, Director of Communications, Communications
SUBJECT: Items of Community Interest

AGENDA ITEM NO: D.1.

SUMMARY/BACKGROUND:

Updates on events and news around Westlake and Westlake Academy.

Pursuant to Texas Government Code Section 551.0415 the Town Council (and or designee) may report on the following items: (1) expression of thanks, congratulations, or condolences; (2) information about holiday schedules; (3) recognition of individuals; (4) reminders about upcoming Town Council events; (5) information about community events; and (6) announcements involving imminent threat to public health and safety.

NOTABLE ITEMS AND UPCOMING EVENTS:

Town Hall/Court Closed

Observance of Independence Day
Thursday, July 2, 2026

Planning & Zoning Meeting

Tuesday, July 7, 2026; 5 pm
1500 Solana Blvd, Westlake

Town Council Meeting

Tuesday, July 21, 2026; 4 pm
1500 Solana Blvd, Westlake

Additional Notes:

- Police Advisory Committee
- Commissions & Boards
- Concert survey



Town Council/Board of Trustees AGENDA ITEM REPORT



DATE: June 25, 2026 **AGENDA ITEM NO:** F.1.
FROM: Jason Oliver, Project Manager, Town Manager's Office
SUBJECT: Informational update and progress report for the Westlake Academy Arts and Sciences Building Expansion Project.

ATTACHMENTS:

1. A&S Activity Summary 2026-06-25

SUMMARY :

The town project manager will be giving a monthly update on the Westlake Academy arts and sciences addition construction project. A summary of the schedule will be given with special attention to project milestones leading to the opening date prior to the start of classes for the 2027–2028 school year. The budget update for the construction activities will keep town council apprised of change requests, if any, to the approved construction budget.

BACKGROUND AND DISCUSSION:

The Westlake Academy arts and sciences addition construction contract (resolution 26-07) was approved on March 24, 2026. The project summary each month will act as evidence that the project is following those approved agreements.

FISCAL IMPACT:

LEGAL REVIEW:

N/A

RECOMMENDATION:

ACTION OPTIONS:

Motion to Approve as Presented
Motion to Approve with Changes/Conditions

Motion to Deny
Motion to Continue or Table

Arts & Sciences Activity Summary

Life to Date

Transaction	Vendor	Date (GL)	Revenue	Pending	Encumbrance	Running Total	Notes
Transfer In	Town	05/01/20	\$100,000.00			\$100,000.00	Transfer from WA Lot Fees on 5/1/20
Donations	Lee	12/18/20	\$1,250,000.00			\$1,350,000.00	Seed donation
Donations	Lee	06/10/21	\$1,000,000.00			\$2,350,000.00	Seed donation
Donations	Lee	12/21/21	\$750,000.00			\$3,100,000.00	Seed donation
Interest	FFB	06/30/25	\$426,497.79			\$3,526,497.79	as of 6/30/2025
Bond Proceeds	USBank	08/05/25	\$4,042,510.28			\$7,569,008.07	2025 CO
Engineering (Graham)	Graham	01/28/20			-\$20,542.50	\$7,548,465.57	STW Expenses (3 invoices 1/28/2020)
Design (Bennet)	Bennet	11/30/22			-\$137,716.97	\$7,410,748.60	STW Expenses (8 invoices Apr. 2020-Nov. 2022)
Legal Services	Schulman	06/30/25		-\$1,543.75		\$7,410,748.60	Waiting on scope & revised invoice
Legal Services	Schulman	07/31/25		-\$568.75		\$7,410,748.60	Waiting on scope & revised invoice
Interest	FFB	07/31/25	\$ 6,023.19			\$7,416,771.79	Interest earnings
Interest	TX Class	07/31/25	\$ 6,307.33			\$7,423,079.12	Interest earnings
Interest	FFB	08/31/25	\$ 21,522.95			\$7,444,602.07	Interest earnings
Interest	TX Class	08/31/25	\$ 6,307.65			\$7,450,909.72	Interest earnings
PO 250111	BRW	09/08/25			-\$540,000.00	\$6,910,909.72	Architect (BRW)
PO 250112	Urban Strategy	09/10/25			-\$7,900.00	\$6,903,009.72	Boundary & Topography Surveys
PO 250116	UES	09/16/25			-\$11,300.00	\$6,891,709.72	Geotechnical services
Interest	FFB	09/30/25	\$ 18,854.98			\$6,910,564.70	Interest earnings
Interest	TX Class	09/30/25	\$ 6,069.78			\$6,916,634.48	Interest earnings
PO 260004	BRW	10/08/25			-\$28,000.00	\$6,888,634.48	Master plan (per Board 10/2); verify funding source
Inv 58827	Schulman	02/18/26			-\$1,048.75	\$6,887,585.73	Academy legal services; needs to reclass
Asbestos Survey	Terracon	03/11/26			-\$2,555.00	\$6,885,030.73	Asbestos survey
Construction	Sedalco	03/24/26			-\$6,700,000.00	\$185,030.73	Construction Contract
Inv 226-04302	BRW	05/11/26			-\$34,000.00	\$151,030.73	FFE Additional Services
Inv 226-04302	BRW	05/11/26			-\$7,800.00	\$143,230.73	Platting Additional Services
Inv 226-04302	BRW	05/11/26			-\$2,165.00	\$141,065.73	Platting Reimbursable
Inv 226-04302	BRW	05/11/26			-\$1,550.00	\$139,515.73	Easements by separate instrument
Budget Remaining						\$139,515.73	

Construction Contingency held within the \$6,700,000 Sedalco contract:

Allowance Number	Original Contingency	Change Amount	Running Total	Notes
	\$244,000.00		\$244,000.00	
ALLW 01		-\$11,051.00	\$232,949.00	Betterment - Fire Extinguisher Cabinets, Utility Sink, Signage
ALLW 02		-\$3,050.00	\$229,899.00	RFI 02 - Plumbing cleanouts moved
			\$229,899.00	
			\$229,899.00	
ALLW 05		-\$2,058.00	\$227,841.00	Betterment - Ceilings in 417 & 418 to be replaced
ALLW 06			\$227,841.00	Pier Reconciliation Pending
Contingency Remaining			\$227,841.00	



Town Council/Board of Trustees AGENDA ITEM REPORT



DATE: June 25, 2026 **AGENDA ITEM NO:** G.1.
FROM: Wade Carroll, Town Manager, Town Manager's Office
SUBJECT: Discussion and receive direction regarding traffic concerns and potential mitigation measures – Ottinger Road, Dove Road, Davis Boulevard, Solana Boulevard, and Sidewalk/Trail Usage.

ATTACHMENTS:

1. Possible Stop Sign Locations
2. Dove and Randol Mill close up
3. Ottinger North Turn Lan
4. Ottinger Rd at Academy
5. Ottinger South Turn Lane
6. Ottinger North Turn Lane
7. Main Academy Entrances
8. Screenshot 2026-06-16 085248
9. Intersection of Dove and Pearson Ln
10. Intersection of Dove and Randol Mill

SUMMARY :

Discuss with Council and receive direction regarding traffic concerns and Potential Mitigation Measures – Ottinger Road, Dove Road, Davis Boulevard, Solana Boulevard, and Sidewalk/Trail Usage.

BACKGROUND AND DISCUSSION:

Staff and Council have received multiple resident complaints regarding increasing traffic volumes, traffic congestion, safety concerns, and trail usage throughout several areas of Town. The primary concerns involve Ottinger Road, Dove Road, Davis Boulevard, Solana Boulevard, and the use of sidewalks and trails by electric bicycles and golf carts.

Ottinger Road

Staff has received concerns regarding increased traffic volume on Ottinger Road, particularly during morning school hours near Westlake Academy. Residents have expressed concerns regarding traffic congestion, vehicle stacking, cyclist activity, and potential safety hazards.

Cyclist Concerns

Several complaints involve cyclists utilizing Ottinger Road, reportedly causing traffic backups and near-miss incidents with vehicles. Staff consulted with Keller Police Department regarding the Town's authority to regulate bicycle traffic. Staff was advised that the Town may prohibit cyclists on Ottinger Road if directed by Council. However, staff was informed by both Keller Police Department and the Keller City Manager that the City of Keller has no interest in implementing a similar restriction on Keller-Smithfield Road or within Keller city limits. If Council desires, staff can prepare an ordinance prohibiting cyclists on Ottinger Road within Town limits.

School Traffic and Queuing

Additional concerns involve student drop-off and pick-up lines extending from Westlake Academy property onto Ottinger Road. Traffic stacking during these periods significantly impacts through traffic.

Potential mitigation measures include:

- Widening Ottinger Road adjacent to the Academy to provide dedicated turn lanes of sufficient length to accommodate drop-off and pick-up traffic while maintaining through traffic flow.
- Installing a stop sign at the Academy entrance on Ottinger Road to facilitate exiting traffic from the campus during peak school hours.
- Funding off-duty police officers to direct traffic during morning drop-off and afternoon pick-up periods.
- Widening of Ottinger Road to add a bike lane.

Staff notes that a stop sign may only be necessary during limited peak traffic periods each school day and could cause more traffic issues than necessary during off-peak times.

Dove Road

Staff has received complaints regarding two separate intersections along Dove Road.

Dove Road and Pearson Lane

Residents report extended wait times when attempting to turn onto Dove Road from Pearson Lane.

Dove Road and Randol Mill Avenue

Residents have reported concerns regarding excessive vehicle speeds and near-miss incidents involving vehicles turning onto Dove Road from Randol Mill Avenue. If directed by Council, staff can commission a traffic study for these intersections. Estimated cost for the study is approximately \$10,000 to \$15,000 per intersection.

Depending on study results, Council could consider future intersection improvements such as:

- Installation of a 3-way stop
- Installation of a traffic signal
- Construction of a roundabout

Estimated construction costs are as follows:

- Three-way stop: approximately \$15,000
 - Three-way traffic signal: approximately \$400,000
 - Two-lane roundabout: approximately \$4 million, excluding any required land acquisition
-

Davis Boulevard

Staff has received increasing concerns regarding the intersection of Davis Boulevard and the entrances to the Vaquero and Quail Hollow subdivisions. Complaints include near-miss incidents and extended wait times for vehicles exiting the neighborhoods onto Davis Boulevard.

Because Davis Boulevard is under Texas Department of Transportation (TxDOT) jurisdiction, staff contacted TxDOT regarding the possibility of installing a traffic signal at the intersection. TxDOT representatives advised that a traffic study would be required prior to any signal consideration. TxDOT may conduct its own traffic study if it determines the intersection warrants further evaluation.

If desired by Council, the Town could assist by renting or purchasing traffic count equipment to collect traffic volume data at both subdivision entrances for submission to TxDOT.

Estimated cost of a full traffic study is approximately \$15,000 to \$17,000.

Solana Boulevard

Staff has received complaints regarding near-miss incidents and extended wait times at the intersection of Sam School Road and Solana Boulevard.

The increase in traffic is believed to be associated with increased activity at the nearby Life Time Fitness facility.

The intersection currently contains stop sign control and a median refuge area for crossing traffic.

If Council desires, staff can obtain traffic counts at the intersection; however, staff believes it is unlikely that current conditions would warrant additional traffic control devices.

Sidewalks and Trails

The Town continues to receive complaints regarding the use of electric bicycles, electric motorcycles, and golf carts on sidewalks and trails.

Electric Bicycles

Under Texas traffic law, electric bicycles are generally treated the same as traditional bicycles. As a result, Keller Police Department cannot enforce a prohibition against electric bicycles on sidewalks and trails unless the Town adopts an ordinance prohibiting all bicycles from those facilities.

Golf Carts

Keller Police Department may enforce regulations regarding:

- Minors operating golf carts
- Golf carts operating on sidewalks and trails

However, enforcement remains difficult because violations typically must be directly observed by an officer.

OPTIONS FOR COUNCIL CONSIDERATION

Council may provide direction to staff regarding any of the following:

1. Prepare an ordinance prohibiting cyclists on Ottinger Road.
2. Evaluate roadway widening or turn lane improvements near Westlake Academy.
3. Consider temporary or limited-hour traffic control measures at Westlake Academy access points.
4. Authorize traffic studies for Dove Road intersections.
5. Authorize traffic counts or studies related to Davis Boulevard and HOA access points.
6. Request traffic counts at Sam School Road and Solana Boulevard.
7. Increase trail and sidewalk signage related to golf carts and motorized vehicle restrictions.
8. Provide alternative direction as deemed appropriate.

FISCAL IMPACT:

Potential fiscal impacts associated with future Council direction include:

Item	Estimated Cost
Dove Road traffic study	\$10,000 – \$15,000
Davis Boulevard traffic study	\$15,000 – \$17,000
Three-way traffic signal	Approximately \$400,000
Two-lane roundabout	Approximately \$4 million plus land acquisition
Traffic count equipment	TBD
Additional signage	TBD
Off-duty traffic control officers	TBD
Ottinger Road widening improvements	TBD

LEGAL REVIEW:

N/A

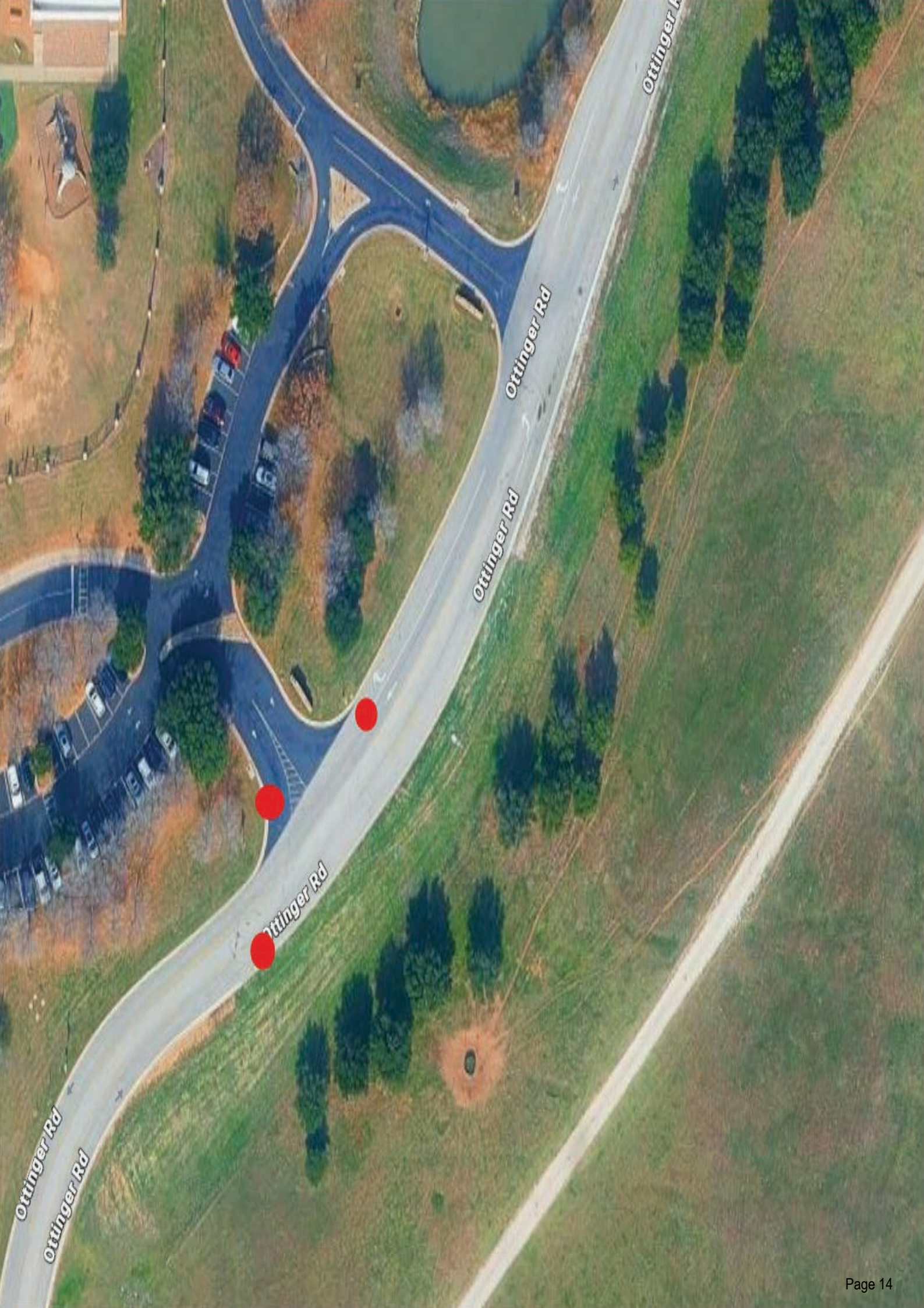
RECOMMENDATION:

Staff recommends:

- Increasing signage at trail entrances and along trails prohibiting golf carts and electric motorcycles
- Continuing to allow bicycles, including electric bicycles, on sidewalks and trails
- Continuing education and enforcement efforts where practical
- Obtain traffic counts on Davis, Dove and Solana intersections
- Investigate opportunity to have KDP assist with traffic control during Academy drop off and pick up times

ACTION OPTIONS:

Direct staff as desired.



W Dove Rd & Randol Mill Ave

W Dove Rd & Randol Mill Ave, Westlake
76092

Save to project





Ottinger Rd

N Driveway

Ottinger Rd



N Driveway

N Driveway

N Driveway

Ottinger Rd

Gym

Sam & Margaret
Lee Fieldhouse

Westlake Academy

Ottinger Rd

er Rd



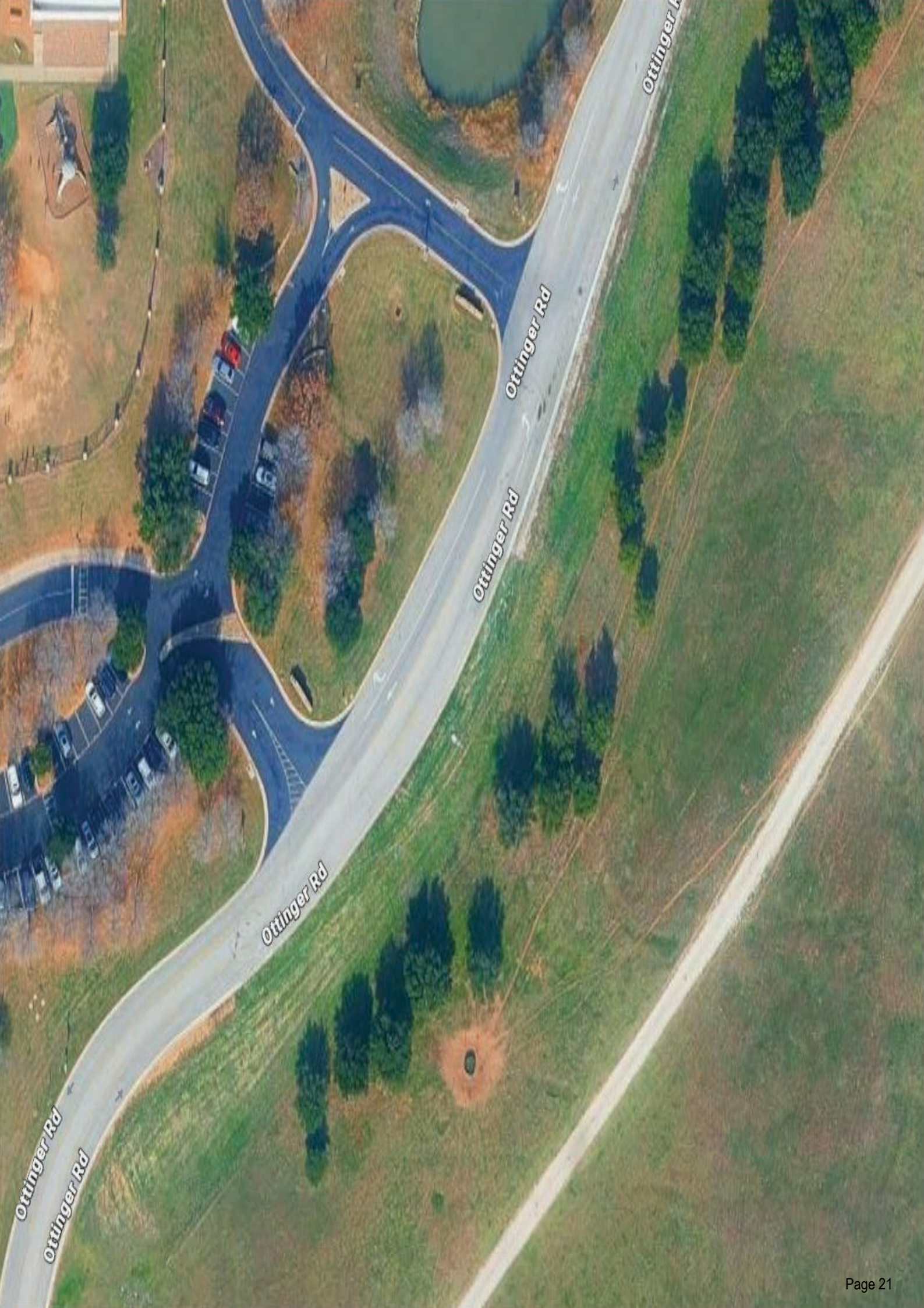


Ottinger Rd

N Driveway

Ottinger Rd







W Dove Rd

W Dove Rd

W Dove Rd

W Dove Rd

N Pearson Ln

k Hill Ln



Glenwyck Park

W Dove Rd

Fair Oaks Dr

Fair Oaks Dr

Creekwood Ct

Deputy Hollow Ct

Fair Oaks Dr

Fair Oaks Dr

W Dove Rd

W Dove Rd

W Dove Rd

Randol Mill Ave



Town Council/Board of Trustees AGENDA ITEM REPORT



DATE: June 25, 2026 **AGENDA ITEM NO:** H.1.
FROM: Dianna Buchanan, Town Secretary, Town Secretary's Office
SUBJECT: Discuss, consider and act to approve the Town Council/Board of Trustees Meeting Minutes for the May 19, 2026 Regular Meeting and the May 19, 2026 WA Strategic Planning Workshop Meeting.

ATTACHMENTS:

1. 05.19.2026 DRAFT TC BOT Regular Meeting Minutes
2. 05.19.2026 DRAFT TC BOT WORKSHOP MINUTES

SUMMARY :

The Town Council/Board of Trustees Meeting Minutes are attached for the May 19, 2026 Regular Meeting and May 19, 2026 WA Strategic Planning Workshop Meeting for review and consideration of approval.

BACKGROUND AND DISCUSSION:

Approval of meeting minutes is a formal process ensuring accuracy, transparency, and compliance with the Texas Open Meetings Act. Meeting minutes must document a quorum being present, accurately reflect the meeting's proceedings, and record specific actions taken. Upon approval and execution, the minutes become the official transcript and permanent record of the meeting. Minutes of open meetings are considered public records and are available upon approval for inspection as outlined by the Texas Public Information Act upon request.

FISCAL IMPACT:

N/A

LEGAL REVIEW:

N/A

RECOMMENDATION:

Approve the meeting minutes as presented.

ACTION OPTIONS:

Motion to Approve as Presented

Motion to Deny

Motion to Approve with Changes/Conditions

Motion to Continue or Table



**Town Council/Board of Trustees
Town of Westlake**

Council Chamber, 1500 Solana Blvd
Building 7, Suite 7100 Westlake, TX 76262



**Tuesday, May 19, 2026, 5:00 PM
Meeting Minutes - Draft**

The Town Council of the Town of Westlake also serves as the governing Board of Trustees for Westlake Academy. This agenda may contain both municipal and academy items, which will be clearly identified.

NOTE: To comply with Senate Bill 12, Westlake Academy items will begin no earlier than 5 p.m. but may start later depending on the progression of posted agenda items.

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NOTE: As authorized by Section 551.071 of the Texas Government Code, the Town Council/Board of Trustees may enter into closed Executive Session for the purpose of seeking confidential legal advice from the Town and/or School Attorney on any agenda item listed herein.

A. CALL REGULAR TOWN COUNCIL MEETING TO ORDER AND ANNOUNCE A QUORUM PRESENT

Mayor Greaves called the meeting to order at 5:01 p.m. and announced a quorum present.

COUNCIL PRESENT:

Mayor Kim Greaves

Mayor Pro Tem Tammy Reeves

Council Member Michael Yackira

Council Member Todd Gautier

Council Member T. J. Duane

Council Member Kevin Smith (Present Virtually)

STAFF PRESENT:

Town Manager Wade Carroll

Head of School Dr. Kelly Ritchie

Town Secretary Dianna Buchanan

Director Innovation & Dev. Michelle Briggs

Town Attorney Alex Crowley

Athletic Director Sarah Jones

Finance Director Cayce Lay Lamas

Head Coach Ben Notey

Public Works Director Kyle Flanagan

Human Resources Director Sandy Garza

Communications Director Jon Sasser

Fire Chief John Ard

Town Planner Cole Davenport

Project Manager Jason Oliver

Comms. Specialist Alexa Guadian

IT Network Administrator Duston McCready

Court Administrator Martha Solis

School Attorney Janet Bubert

B. INVOCATION AND PLEDGES OF ALLEGIANCE

Reverend Alan D. Bentrup, Rector, St. Martin-in-the-Fields Episcopal Church, Southlake, provided the invocation. Mayor Greaves, assisted by Dr. Kelly Ritchie, Head of School and Westlake Academy students in attendance, led the Pledges.

Mayor Greaves directed the meeting to D. Recognitions and Proclamations next.

C. CEREMONIAL ITEMS

- C.1. Present Certificates of Election, Administer Oaths of Office, Receive Acceptance Remarks from Newly Elected Officials:
Mayor Kim D. Greaves
Council Member Place 2 Michael Yackira
Council Member Place 4 Tammy Reeves

Judge Brad Bradley administered the Oath of Office and presented Certificates of Election to Mayor Kim Greaves, Council Member Place 2 Michael Yackira and Council Member Place 4 Tammy Reeves.

Mayor Greaves called for a recess at 5:17 p.m. to hold a brief reception for the Newly Elected Officials. Mayor Greaves reconvened the regular meeting at 5:31 p.m.

D. RECOGNITIONS AND PROCLAMATIONS

- D.1. Recognition of State Championships: Varsity Tennis, Girls Track and Girls Golf

This item immediately followed Item B. Invocation and Pledges of Allegiance.

Westlake Academy Athletic Director Sarah Jones recognized student athletes and state championship winners from the girls' tennis, track and golf teams, and also recognized Coach Chad Nothe, head coach of boys' basketball and MYP golf and the recent successes of these programs.

- D.2. Recognition of Kate Roberts for signing to play soccer at Swarthmore College

Dr. Ritchie said Miss Roberts was not able to attend the meeting and this would be scheduled at a later time.

- D.3. Recognition and Appreciation of former Planning and Zoning Commission Chair Adam Coffey

Mayor Kim Greaves presented a plaque of appreciation to Mr. Adam Coffey, resigning Planning and Zoning Commission member and chair and thanked him for his contributions to the community.

- D.4. National Public Works Week Proclamation

Mayor Greaves proclaimed May 17 thru May 23, 2026, National Public Works Week and expressed appreciation for the Town's Public Works Department.

E. ITEMS OF COMMUNITY INTEREST

Mayor and Council Reports on Items of Community Interest pursuant to Texas Government Code Section 551.0415 the Town Council may report on the following items: (1) expression of thanks, congratulations, or condolences; (2) information about holiday schedules; (3) recognition of individuals; (4) reminders about upcoming Town Council events; (5) information about community events; and (6) announcements involving imminent threat to public health and safety.

E.1. Items of Community Interest

Director of Communications Jon Sasser provided information on Items of Community Interest, including the schedule for the upcoming Westlake Academy Graduation and the closure of Town offices on Monday, May 25, 2026 in observance of Memorial Day.

TOWN COUNCIL AGENDA ITEMS

F. CITIZEN/PUBLIC COMMENTS

This is an opportunity for citizens/public to address the Town Council on any matter, whether or not it is posted on the agenda. Anyone wishing to speak on action items must submit a speaker request form to the Town Secretary prior to the start of the meeting. Individual comments are normally limited to three (3) minutes. The presiding officer may ask the speaker to hold their comment on an agenda item if the item is posted as a Public Hearing. The Town Council/Board of Trustees cannot by law take action nor have any discussion or deliberations on any presentation made at this time concerning an item not listed on the agenda. The Town Council/Board of Trustees will receive the information, ask staff to review the matter, or an item may be noticed on a future agenda for deliberation or action.

G. REPORTS AND UPDATES

Receive reports and updates from Town staff, boards, commissions, committees, and partner organizations regarding operations, projects, and initiatives. This item is for discussion purposes only, and no action will be taken.

G.1. Informational Update and Progress Report for the Westlake Academy Arts and Sciences Building Expansion Project.

Project Manager Jason Oliver provided a monthly update on the status of the Westlake Academy Arts and Sciences Addition construction project.

H. CONSENT AGENDA

All items listed below are considered routine by the Town Council and will be enacted with one motion. There will be no separate discussion of items unless a Council Member or citizen so requests, in which event the item will be removed from the general order of business and considered in its normal sequence.

Mayor Greaves asked if there were any items to be removed from the Consent Agenda? There were none.

H.1. Discuss, consider and act to approve the Town Council/Board of Trustees Meeting Minutes for the April 21, 2026 Regular Meeting and the May 12, 2026 Special Meeting.

- H.2. Discuss, consider and act regarding Resolution 26-14 amending authorized signers for Westlake Academy's depository account with First Financial Bank and authorizing execution of related documents.
- H.3. Discuss, consider and act regarding Resolution 26-15 Designating an Official to Calculate the No-New-Revenue Tax Rate and the Voter-Approval Tax Rate.
- H.4. Discuss, consider and act regarding Resolution 26-16 amending signatories for the Town of Westlake account with PNC Bank.

Motion to approve the Consent Agenda by Council Member Yackira and Motion Second by Council Member Gautier. Mayor Greaves called for the vote. Motion approved unanimously.

I. REGULAR AGENDA ITEMS

- I.1. Discuss, consider and act to nominate and elect the Mayor Pro Tem for May 2026 thru May 2027.

Motion to appoint Council Member Tammy Reeves as the Mayor Pro Tem for May 2026 to May 2027 by Council Member Yackira and Motion Second by Council Member Gautier. Mayor Greaves called for the vote. Motion approved unanimously.

- I.2. Discuss, consider and act regarding Resolution 26-13 to approve and authorize issuance of Request for Qualifications to update the Comprehensive Plan.

Town Planner Cole Davenport presented an overview of the request.

Motion by Council Member Yackira and Motion Second by Mayor Pro Tem Reeves to approve Resolution 26-13 approving and authorizing issuance of the Request for Qualifications to update the Comprehensive Plan. Mayor Greaves called for the vote. Motion approved unanimously.

- I.3. Discuss, consider and act regarding Resolution 26-11 authorizing a professional services agreement with Teague Nall and Perkins, Inc. for the engineering design of the Elevated Storage Tank Project in an amount not to exceed \$830,000.00.

Public Works Director Kyle Flanagan provided an overview of the request. Representatives of Teague Nall and Perkins were present to answer questions.

Motion by Council Member Gautier and Motion Second by Council Member Duane to approve Resolution 26-11 authorizing a professional services agreement with Teague Nall and Perkins, Inc, for the engineering design of the Elevated Storage Tank Project in an amount not to exceed \$830,000. Mayor Greaves called for the vote. Motion approved unanimously.

- I.4. Discuss, consider and act to change the June 16, 2026 Town Council/Board of Trustees Regular Meeting date.

Town Manager Wade Carroll provided details of the request to reschedule the June 16th meeting to June 25th so that Mayor Greaves can attend the meeting.

Motion by Council Member Yackira and Motion Second by Council Member Smith to reschedule the June 16, 2026 Town Council/Board of Trustees meeting to June 25, 2026. Mayor Greaves called for the vote. Motion approved unanimously.

I.5. Discuss, consider and act to excuse Mayor and Council absences, if any.

Motion by Council Member Gautier and Motion Second by Council Member Yackira to excuse the April 21, 2026 absence of Council Member Duane and the May 12, 2026 absence of Council Member Smith. Mayor Greaves called for the vote. Motion approved unanimously.

WESTLAKE ACADEMY BOARD OF TRUSTEES AGENDA ITEMS

J. PARENT/PUBLIC COMMENTS

This is an opportunity for parents/public to address the Board of Trustees on any matter, whether or not it is posted on the agenda. Anyone wishing to speak on action items must submit a speaker request form to the Town Secretary prior to the start of the meeting. Individual comments are normally limited to three (3) minutes. The presiding officer may ask the speaker to hold their comment on an agenda item if the item is posted as a Public Hearing. The Board of Trustees cannot by law take action nor have any discussion or deliberations on any presentation made at this time concerning an item not listed on the agenda. The Board of Trustees will receive the information, ask staff to review the matter, or an item may be noticed on a future agenda for deliberation or action.

There was no one to speak at this time.

K. CONSENT AGENDA

K.1. Discuss, consider and act to approve WA Resolution 26-11 approving the Interlocal Agreement with Educational Services Center Region 11 for the Employee Benefits Cooperative Program for Academic Staff and authorizing the Head of School to Execute the Interlocal Agreement.

Motion by Council Member Duane to approve the Consent Agenda and Motion Second by Council Member Yackira. Mayor Greaves called for the vote. Motion approved unanimously.

L. REGULAR AGENDA ITEMS

Mayor Greaves announced there are no Regular Agenda Items for Westlake Academy this evening.

M. EXECUTIVE SESSION

The Town Council/Board of Trustees will conduct a closed session pursuant to Section 551.071 (2) of the Texas Government Code, for the purpose of seeking confidential legal advice from the Town Attorney/Westlake Academy Attorney for the following:

Mayor Greaves announced Items M.1. and M.2. for Executive Session and recessed the Regular Meeting to Executive Session at 5:58 p.m.

M.1. Section 551.071: Consultation with Academy Attorney to receive legal advice regarding a Westlake Academy Affiliate Group: Westlake Academy Athletic Club (WAAC).

M.2. Section 551.071: Consultation with and legal advice from the Town Attorney regarding pending litigation - Vertical Bridge v. Town of Westlake.

M.3. Section 551.074(1): Deliberation regarding Personnel Matters - to deliberate the appointment, employment, evaluation, reassignment, duties, of a public officer or employee: Annual Performance Evaluation: Town Manager

N. TAKE ANY ACTION, IF NEEDED, FROM EXECUTIVE SESSION ITEMS

Mayor Greaves reconvened the Regular Meeting from Executive Session at 6:29 P.M. There was no action as a result of Executive Session.

O. FUTURE AGENDA ITEMS

Items mentioned included future agenda items for a possible study addressing traffic concerns and bicycling on J T. Ottinger Road and throughout town to increase safety and electric bikes. Westlake Academy Affiliates should plan to provide semi-annual reports to the Board, with the next reports to be provided at the regular August 2026 Town Council/Board of Trustees meeting. The June agenda should include an update for the RFP for WA 2026-02 Unmanned Aircraft Emergency Response and Security Services.

P. STAFF RECAP OF TOWN COUNCIL/BOARD DIRECTIONS RECEIVED

As noted in O. Future Agenda Items.

Q. ADJOURNMENT

Mayor Greaves adjourned the meeting at 6:33 p.m.

As approved by the Town Council/Board of Trustees at the meeting held June 25, 2026.

Kim Greaves, Mayor and Board President

ATTEST:

Dianna Buchanan, CMC, Town/Board Secretary



**Town Council/Board of Trustees
Town of Westlake**

Council Chamber, 1500 Solana Blvd
Building 7, Suite 7100 Westlake, TX 76262



**WA STRATEGIC PLANNING
WORKSHOP MEETING
Tuesday, May 19, 2026, 2:00 PM
Meeting Minutes - Draft**

The Town Council of the Town of Westlake also serves as the governing Board of Trustees for Westlake Academy. Pursuant to Texas Government Code Section 551.127, one or more members of the Town Council/Board of Trustees may participate in this meeting by video-conference call. A quorum of the Town Council/Board of Trustees and the presiding officer will be present at the physical location of the meeting.

NOTE: As authorized by Section 551.071 of the Texas Government Code, the Town Council/Board of Trustees may enter into closed Executive Session for the purpose of seeking confidential legal advice from the Town Attorney and/or School Attorney on any agenda item listed herein.

A. CALL THE WESTLAKE ACADEMY STRATEGIC PLANNING WORKSHOP MEETING TO ORDER AND ANNOUNCE A QUORUM PRESENT

Mayor Greaves called the meeting to order at 2 p.m. and announced a quorum present.

COUNCIL PRESENT:

- | | |
|--|---|
| Mayor Kim Greaves | Mayor Pro Tem Tammy Reeves |
| Council Member Michael Yackira | Council Member Todd Gautier |
| Council Member Kevin Smith (present virtually) | Council Member T. J. Duane (arrived at 2:02 p.m.) |

STAFF PRESENT:

- | | |
|----------------------------------|---|
| Town Manager Wade Carroll | Head of School Dr. Kelly Ritchie |
| School Attorney Janet Bubert | Director Innovation & Development Michelle Briggs |
| Finance Director Cayce Lay Lamas | Human Resources Director Sandy Garza |
| Town Secretary Dianna Buchanan | Communications Director Jon Sasser |

B. RECEIVE PRESENTATION, HOLD DISCUSSION, PROVIDE INPUT AND GIVE STAFF DIRECTION REGARDING THE PREPARATION OF THE WESTLAKE ACADEMY STRATEGIC PLAN

The meeting centered on establishing a framework for Westlake Academy's multi-year strategic plan. Dr. Kelly Ritchie presented six key pillars designed to guide the school through 2030: enrollment with intent, capital improvements, college-bound focus, organizational autonomy and investing in people and culture. The Board agreed that this session is merely the starting point for a process that will eventually include input from parents, teachers, and other stakeholders.

C. DISCUSS TIMELINE AND NEXT STEPS FOR THE WESTLAKE ACADEMY STRATEGIC PLAN PREPARATION PROCESS

Dr. Ritchie is to propose a formal structure for a site-based decision-making advisory committee. Staff will provide the Board with the full set of questions used in the recent employee pulse check surveys. The Board wants to establish a process for creating a formal Alumni Association. Dr. Ritchey will investigate the feasibility and return on investment of adding additional college counseling resources. Staff will meet with Deloitte representatives to discuss revitalizing their partnership with the school. Dr. Ritchie and staff to provide the Board with a detailed breakdown of incoming enrollment, roll rates, and student attrition by grade level. Staff to create a "heat map" of where current students reside to inform about potential boundary revisions. The Town Attorney is to research the legality of implementing a radius-based enrollment boundary within the charter. Staff will coordinate availability for the Board to meet and discuss the WA Strategic Plan again in the near future.

D. ADJOURNMENT

Mayor Greaves adjourned the meeting at 4:48 p.m.

As approved by the Town Council/Board of Trustees at the meeting held June 25, 2026.

Kim Greaves, Mayor and Board President

ATTEST:

Dianna Buchanan, CMC, Town/Board Secretary



Town Council/Board of Trustees AGENDA ITEM REPORT



DATE: June 25, 2026 **AGENDA ITEM NO:** H.2.
FROM: Wade Carroll, Town Manager, Human Resources
SUBJECT: Discuss, consider and act regarding Resolution No. 26-17 designating the Director of Human Resources as the Americans with Disabilities Act ("ADA") Coordinator for the Town; providing for the administration of ADA Compliance Activities; and providing an effective date.

ATTACHMENTS:

1. Res 26-17 ToW Designating ADA Coordinator

SUMMARY :

The Americans with Disabilities Act of 1990 (ADA), as amended, requires public entities to provide equal access to programs, services, activities, employment opportunities, communications, and facilities for individuals with disabilities. Federal regulations implementing Title II of the ADA require public entities with fifty (50) or more employees to designate at least one employee responsible for coordinating ADA compliance efforts.

While the Town has long been committed to accessibility and nondiscrimination, the adoption of Resolution No. 26-17 formally designates the Director of Human Resources as the Town's ADA Coordinator and establishes a clear administrative structure for ADA compliance activities. The ADA Coordinator will serve as the primary point of contact for accessibility matters and will coordinate Town-wide efforts related to accommodation requests, accessibility modifications, complaint resolution, policy development, employee guidance, and compliance with applicable federal and state accessibility requirements.

BACKGROUND AND DISCUSSION:

Designation of an ADA Coordinator promotes consistency and accountability in the administration of accessibility requirements across all Town departments. The ADA Coordinator's responsibilities will include:

- Coordinating responses to requests for reasonable accommodations and accessibility modifications;
- Receiving and facilitating the resolution of ADA-related complaints or grievances;
- Assisting departments with accessibility compliance matters related to Town programs, services, activities, employment practices, communications, and facilities;
- Coordinating the development and maintenance of ADA-related policies, notices, procedures, and

transition plans as required by law; and

- Serving as the Town’s primary point of contact regarding ADA compliance matters.

The proposed designation aligns with common local government practices and places ADA administration within the Human Resources Department, which routinely manages employment accommodations, policy administration, training, and regulatory compliance functions.

FISCAL IMPACT:

None.

LEGAL REVIEW:

N/A

RECOMMENDATION:

Staff recommends approval of Resolution Number 26-17 as presented.

ACTION OPTIONS:

Motion to Approve as Presented

Motion to Approve with Changes/Conditions

Motion to Deny

Motion to Continue or Table

TOWN OF WESTLAKE, TEXAS

RESOLUTION NO. 26-17

A RESOLUTION OF THE TOWN COUNCIL OF THE TOWN OF WESTLAKE, TEXAS, DESIGNATING THE DIRECTOR OF HUMAN RESOURCES AS THE AMERICANS WITH DISABILITIES ACT (“ADA”) COORDINATOR FOR THE TOWN; PROVIDING FOR THE ADMINISTRATION OF ADA COMPLIANCE ACTIVITIES; AND PROVIDING AN EFFECTIVE DATE.

WHEREAS, the Town of Westlake, Texas (the “Town”), is committed to providing equal access to municipal services, programs, activities, employment opportunities, and facilities in accordance with the requirements of the Americans with Disabilities Act of 1990, as amended (“ADA”), and applicable federal and state laws; and

WHEREAS, Title II of the ADA and its implementing regulations require public entities with fifty (50) or more employees to designate at least one employee to coordinate compliance with and carry out responsibilities under the ADA; and

WHEREAS, the Town Council finds that designating an ADA Coordinator will promote accessibility, consistency, accountability, and compliance with applicable accessibility laws and regulations; and

WHEREAS, the Town Council desires to designate the Director of Human Resources as the ADA Coordinator for the Town of Westlake.

NOW, THEREFORE, BE IT RESOLVED BY THE TOWN COUNCIL OF THE TOWN OF WESTLAKE, TEXAS:

SECTION 1. The Town Council hereby designates the Director of Human Resources, or such successor title or position performing substantially similar duties, as the ADA Coordinator for the Town of Westlake.

SECTION 2. The ADA Coordinator shall be responsible for coordinating the Town’s efforts to comply with the Americans with Disabilities Act and related accessibility laws and regulations, including but not limited to:

- a. Coordinating responses to requests for reasonable accommodations and accessibility modifications;
- b. Receiving and facilitating resolution of ADA-related complaints or grievances;

- c. Assisting departments with accessibility compliance matters relating to Town programs, services, activities, employment practices, communications, and facilities;
- d. Coordinating development and maintenance of any ADA policies, notices, procedures, or transition plans as may be required by law; and
- e. Serving as the Town’s primary point of contact regarding ADA compliance matters.

SECTION 3. The Town Manager is authorized to implement administrative procedures necessary to carry out the intent of this Resolution and to update internal organizational assignments consistent with this designation.

SECTION 4: If any portion of this Resolution shall, for any reason, be declared invalid by any court of competent jurisdiction, such invalidity shall not affect the remaining provisions hereof and the Council hereby determines that it would have adopted this Resolution without the invalid provision.

SECTION 5. This Resolution shall take effect immediately upon its adoption.

PASSED AND APPROVED BY THE TOWN COUNCIL OF THE TOWN OF WESTLAKE, TEXAS, ON THIS 25TH DAY OF JUNE, 2026.

APPROVED:

Kim Greaves, Mayor

ATTEST:

Dianna Buchanan, Town Secretary

APPROVED AS TO FORM:

Alex Crowley, Town Attorney



Town Council/Board of Trustees AGENDA ITEM REPORT



DATE: June 25, 2026 **AGENDA ITEM NO:** H.3.
FROM: Kyle Flanagan, Public Works Director, Public Works
SUBJECT: Discuss, consider and act on Resolution 26-21 accepting right-of-way donation from Hillwood Development Company on J.T. Ottinger Road within the Town of Westlake for bridge replacement and other improvements and authorizing the Town Manager or his designee to take all necessary administrative actions to acquire such right-of-way according to applicable law.

ATTACHMENTS:

1. Resolution 26-21 Accepting ROW Donation for JT Ottinger Bridge Project

SUMMARY :

Replacement and other related improvements to the bridge along J.T. Ottinger Road will require that the Town of Westlake (the "Town") acquire additional right-of-way. The bridge replacement and other related improvements will enhance the safety of the thoroughfare. One of the property owners --- Hillwood Development Company --- desires to donate a portion of their land to the Town for this project. In accordance with State Law, the Town must adopt a resolution to accept the property --- and the Department of Public Works is also requesting that the Town Manager or his designee be given authority to execute all documents related to the acquisition of this property. The Department of Public Works recommends approval of Resolution 26-21 (the "Resolution") as presented.

BACKGROUND AND DISCUSSION:

The Town has worked closely with the Texas Department of Transportation ("TxDOT") to help fund the bridge replacement and other related improvements along J.T. Ottinger Road. The bridge is in substantial need of repair; and the availability of funds from TxDOT will ensure its timely replacement, thereby improving the safety of the thoroughfare and allowing the Town to replace aging infrastructure.

To move forward with the bridge replacement, the Town will need to acquire additional right-of-way. Hillwood Development Company does own property along J.T. Ottinger Road and desires to donate a portion of its land to the Town to assist with efforts to replace the bridge. TxDOT and the Town are

unable to move forward until all right-of-way needed for this project has been acquired and accepted by the Town Council in accordance with State Law.

The properties from which a portion of land specifically for right-of-way to be acquired is attached as Exhibit "A"; and the Town Manager or his designee requests as part of the Resolution the authority to execute any all documents that are necessary for the acquisition of such right-of-way in accordance with State Law.

Further, the Town must also act in an expeditious manner as TxDOT has specifically allocated and dedicated funds for this project. If the Town does not acquire and accept the right-of-way in accordance with State Law and by the end of July, then the funds that have been allocated and dedicated specifically to the J.T. Ottinger Road bridge replacement project will be rescinded by TxDOT and the Town will have to reapply for funding at a future date.

FISCAL IMPACT:

N/A.

LEGAL REVIEW:

Yes.

RECOMMENDATION:

The Department of Public Works recommends approval of the Resolution as presented.

ACTION OPTIONS:

Motion to Approve as Presented
Motion to Approve with Changes/Conditions

Motion to Deny
Motion to Continue or Table

TOWN OF WESTLAKE

RESOLUTION NO. 26-21

A RESOLUTION BY THE TOWN COUNCIL OF THE TOWN OF WESTLAKE, TEXAS, ACCEPTING A PORTION OF LAND DONATED FROM HILLWOOD DEVELOPMENT COMPANY FOR PUBLIC RIGHT-OF-WAY FOR THE J.T. OTTINGER ROAD BRIDGE REPLACEMENT PROJECT; AUTHORIZING THE TOWN MANAGER OR DESIGNEE TO TAKE ALL NECESSARY ADMINISTRATIVE ACTIONS TO ACQUIRE THE LAND ACCORDING TO APPLICABLE LAW, INCLUDING PREPARING AND EXECUTING ALL RELATED DOCUMENTS; AND PROVIDING AN EFFECTIVE DATE.

WHEREAS, the Town of Westlake, Texas (the “Town”) finds that the reconstruction and improving the safety of the Ottinger Road Bridge is a priority to the Town’s residents, businesses, and visitors; and

WHEREAS, Hillwood Development Company desires to assist the Town in these efforts by donating a portion of its land as depicted in Exhibit “A” to the Town in adjacency to the Ottinger Road Bridge to facilitate such bridge reconstruction and improvements; and,

WHEREAS, the Town desires to accept the land from Hillwood Development Company.

NOW, THEREFORE, BE IT RESOLVED BY THE TOWN COUNCIL OF THE TOWN OF WESTLAKE, TEXAS:

SECTION 1: That all matters stated in the Recitals hereinabove are found to be true and correct and are incorporated herein by reference as if copied in their entirety.

SECTION 2: That the Town Council of the Town of Westlake, Texas, hereby accepts the donation of a portion of land by Hillwood Development Company for public right-of-way for the J.T. Ottinger Road Bridge Replacement Project depicted in the attached Exhibit “A”.

SECTION 3: The Town Manager or his designee is authorized to take all necessary administrative actions to carry out the intent of this Resolution, including acceptance of a quitclaim deed in accordance with all applicable law.

SECTION 4: If any portion of this Resolution shall, for any reason, be declared invalid by any court of competent jurisdiction, such invalidity shall not affect the remaining provisions hereof and the Town Council hereby determines that it would have adopted this Resolution without the invalid provision.

SECTION 5: This Resolution shall become effective from and after its date of passage.

PASSED AND APPROVED ON THIS 25TH DAY OF JUNE 2026.

Kim Greaves, Mayor

ATTEST:

Dianna Buchanan, Town Secretary

APPROVED AS TO FORM:

Alex Crowley, Town Attorney

EXHIBIT "A"

**SUBJECT PROPERTY IN WHICH A PORTION OF LAND WILL BE DEEDED TO
THE TOWN OF WESTLAKE, TEXAS**

(The subject property is highlighted in red for the purposes of this Exhibit)





Town Council/Board of Trustees AGENDA ITEM REPORT



DATE: June 25, 2026 **AGENDA ITEM NO:** I.1.
FROM: Wade Carroll, Town Manager, Town Manager's Office
SUBJECT: Discuss, consider and act to direct staff regarding amendments to the Town of Westlake Strategic Plan 2025-2032 adopted by Resolution 25-08.

ATTACHMENTS:

1. Res 25-08 Approving Town of Westlake Strategic Plan 2025-2032
2. Strategic Plan Progress
3. Town of Westlake_Strategic Plan 2025-2032 021125

SUMMARY :

The Town of Westlake in cooperation with Council and its citizens and stakeholders developed the FY25-32 Strategic Plan to outline the Vision, Mission, Values, Priorities, Goals and Initiatives for the next 5-7 years. Each year the Town Council and staff will review the strategic plan to update the council on progress, ensure that strategic direction has not changed and make any necessary amendments to the plan.

BACKGROUND AND DISCUSSION:

Two-Year Strategic Performance Assessment (Years 1–2 of the 2025–2032 Strategic Plan)

In the first two years of the 2025–2032 Strategic Plan, the Town of Westlake has demonstrated **strong momentum, disciplined financial management, and significant early progress** across nearly all priority areas. The foundational systems, policies, and operational enhancements envisioned in the Strategic Plan are largely in place, supported by robust financial capacity and rising community engagement.

Westlake's financial performance significantly outpaced expectations. Revenues grew from **\$16.8M (2022)** to **\$21.5M (2024)**, and fund balances climbed from **\$10.3M (2022)** to **\$36.3M (2025)**, projecting **\$38.3M in 2026**—a more than threefold increase in just four years.

Certified property values rose from **\$1.66B** to **\$2.87B** over the same period, strengthening long-term funding reliability and overall resilience.

Debt levels remain conservative, with property-tax-supported debt at just **0.05–0.08%** of certified values and all debt at **1.6–2.3%**, well within sustainable ranges.

Operationally, departments have delivered measurable progress consistent with Strategic Plan goals:

- **Public Safety** met 90th-percentile response-time standards, expanded hands-on training, and executed NFPA 1410 evolutions as scheduled
- **Communications** fully deployed the “Westlake Together” initiative, launched multiple retention-focused videos, and increased community engagement and event participation
- **Human Resources** established comparison benchmarks, percentile targets, and the framework of a multi-component compensation policy
- **Finance** reduced general fund expenditures by **3%** across all departments as part of the Y2026 budget and will be able to hold Academy’s General Fund allotment at **\$1.5 million dollars** while continuing to fund Academy Debt Service at **\$2.3 million dollars** and paying 100% of all shared service employee salaries and benefits.
- **Infrastructure & Development** completed water system modeling, launched capital maintenance programs, implemented mixed-use zoning, and advanced the Comprehensive Plan update process on schedule
- **Economic Development** retained and expanded approximately 6,000 full-time positions at Charles Schwab Co., Inc., and Goosehead Insurance to reinforce Westlake as a premier destination for corporate headquarters

Collectively, these accomplishments place Westlake in a **strong strategic posture**, with the necessary frameworks, fiscal strength, and operational systems to accelerate progress across the remaining five years of the plan.

Greater details available in the Strategic Plan Progress document attached.

FISCAL IMPACT:

None

LEGAL REVIEW:

N/A

RECOMMENDATION:

Although the overall direction of the strategic plan remains valid, staff recommends the following changes to the strategic plan:

1. Remove all goals and strategies related to Westlake Academy to be addressed in the Westlake Academy Strategic Plan
2. Add Town specific measurable goals/initiatives related to shared services
3. Update the annual support level for the Academy to \$1.5 million annually to be reevaluated in 2031
4. Evaluate the police service delivery model and needs
5. Remove items that have been completed
6. Move Foundation related goals to the Academy's strategic plan
7. Add Council-directed goals/initiatives related to ROW and median maintenance
8. Add Council-directed goals/initiatives related to Entrada
9. Add goals/initiatives related to the development of Circle T Ranch

ACTION OPTIONS:

Motion to Approve as Presented

Motion to Deny

Motion to Approve with Changes/Conditions

Motion to Continue or Table

TOWN OF WESTLAKE

RESOLUTION NO. 25-08

A RESOLUTION OF THE TOWN COUNCIL OF THE TOWN OF WESTLAKE, TEXAS, APPROVING AND ADOPTING THE TOWN OF WESTLAKE, TEXAS STRATEGIC PLAN 2025-2032.

WHEREAS, the Town Council of the Town of Westlake has determined that effective governance of the Town of Westlake requires a focused effort best provided by a comprehensive strategic plan; and,

WHEREAS, the Town of Westlake, in collaboration with Baker Tilly Advisory Group, has developed a strategic plan to guide the community’s growth and sustainability over the next five years; and,

WHEREAS, the Town Council finds that the passage of this Resolution is in the best interest of the citizens of Westlake.

NOW, THEREFORE, BE IT RESOLVED BY THE TOWN COUNCIL OF THE TOWN OF WESTLAKE, TEXAS:

SECTION 1: That all matters stated in the Recitals hereinabove are found to be true and correct and are incorporated herein by reference as if copied in their entirety.

SECTION 2: That the Town Council of the Town of Westlake, Texas approves and adopts the attached *Town of Westlake, Texas Strategic Plan 2025-2032*, attached hereto as *Exhibit “A”*.

SECTION 3: If any portion of this Resolution shall, for any reason, be declared invalid by any court of competent jurisdiction, such invalidity shall not affect the remaining provisions hereof and the Council hereby determines that it would have adopted this Resolution without the invalid provision.

SECTION 4: That this Resolution shall become effective from and after its date of passage.

PASSED AND APPROVED ON THIS 18TH DAY OF FEBRUARY, 2025.



Kim Greaves, Mayor

ATTEST:



Dianna Buchanan, Town Secretary

APPROVED AS TO FORM:



L. Stanton Lowry, Town Attorney



Town of Westlake, Texas

Strategic Plan

2025-2032



Prepared for the Town of Westlake by





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Letter from Mayor Greaves



Dear Westlake Residents, Academy Parents, Corporate Partners, and Stakeholders,

As Mayor of the Town of Westlake, I am honored to present our latest strategic plan on behalf of the Town Council / Board of Trustees. This document represents our unwavering commitment to the core values of integrity, accountability, innovation, openness, and strategic thinking while charting a clear path for Westlake's growth and development over the next seven years – 2025 to 2032.

Our strategic plan ensures that Westlake remains a thriving and inclusive place to call home. One that will continually preserve its unique charm and natural beauty, promote a vibrant community and cultivate partnerships with residents and corporate stakeholders.

This plan sets forth a vision for organizational stability at Town Hall and continued excellence at Westlake Academy, and focuses our efforts on financial sustainability, managed development and growth, enhanced community safety, and robust public engagement.

We are dedicated to implementing this plan, using it as a guide that serves the public interest and strengthens trust in our leadership. The plan will empower our staff to take proactive steps to enhance Westlake's vibrancy, support our residents and businesses, and ensure a sustainable future for all.

Your involvement is crucial to the success of this plan. I want to express my gratitude to those of you who took the time to participate in our numerous public engagement efforts. Together, we will continue collaborative efforts to realize the full potential of the Town and Westlake Academy as we build a community that we can all be proud of.

Thank you for your continued support as we work together toward a brighter future for Westlake.

A handwritten signature in black ink, appearing to read 'Kim Greaves'. The signature is stylized and includes a long horizontal line extending to the right.

- Mr. Kim Greaves, Mayor Town of Westlake

Your Westlake Town Council

Dr. Anna White
Councilmember, Place 1



Mr. Michael Yackira
Councilmember, Place 2



Mr. Todd Gautier
Councilmember, Place 3



Mrs. Tammy Reeves
Mayor Pro Tem, Place 4



Mr. Mike Asselta
Councilmember, Place 5



Executive Summary

The Town of Westlake, in collaboration with Baker Tilly Advisory Group, has developed a strategic plan to guide the community's growth and sustainability over the next seven years. This plan builds on Westlake's tradition of strategic, inclusive, and forward-thinking planning, exemplified by the current comprehensive land use plan (2015), and contributes to the Town's vision, mission, goals, and priorities through active public engagement. Workshops and sessions with residents, business owners, and stakeholders were fundamental in identifying critical areas of focus such as economic development, infrastructure, and long-term financial stability.

Central to Westlake's strategic achievements and overall desirability is the Westlake Academy, established in 2003. This municipally-owned public charter school was founded out of a desire by the Westlake Town Council to offer a high-quality, globally recognized International Baccalaureate (IB) curriculum for residents of the Town and surrounding communities. The Academy serves as a model of educational innovation and reflects Westlake's commitment to academic excellence.

The Town's current financial position reflects the effective management of resources and capital investments. By maintaining general fund reserves through prudent fiscal oversight and leveraging one-time revenue sources from development fees, Westlake has managed to sustain an annual surplus averaging \$2.6 million. However, when accounting for unfunded capital projects, projections indicate a growing fiscal gap of \$4.4 million annually, expanding to \$8 million by FY 2035 without including current or future known development revenue. Without corrective action, the projected gap will deplete reserves by 2035. This looming challenge emphasizes the need for comprehensive financial strategies to secure Westlake's long-term fiscal health. With additional changes over time, Westlake can build on its already solid foundation and exceed its current achievements.

Economic development is integral to addressing these financial concerns. Westlake's unique position, characterized by rural charm, high-value real estate, and strategic corporate campuses, presents substantial opportunities for future growth. As the Town considers future land use and development, it must balance economic ambitions and the need for increased revenue with preserving its distinctive character, all while considering growth that is strategically located and of high quality.

Sustainable economic growth will not only support property tax and sales tax revenue but will also require deliberate efforts to attract a diverse and robust mix of businesses.

Together, these strategic initiatives position the Town of Westlake to navigate future growth with confidence and sustainability, ensuring that it remains a vibrant and distinctive community for generations.



About Strategic Plan 2025-2032

The Town of Westlake's process for updating its vision and goals to guide decision making and resource allocation is built upon three foundational pillars:

- 1. A Fiscal Model and Financial Sustainability Plan,**
- 2. An Economic Development Plan, and**
- 3. A Strategic Plan.**

The Fiscal Model and Sustainability Plan and the Economic Development Plan have been delivered to the Town of Westlake as separate reports entirely accessible on the Town's website.

From August to December 2024, Baker Tilly engaged in extensive research and analysis in preparing and updating Westlake's vision, mission, values, goals, priorities and success indicators. This work included interviews with members of the Westlake Town Council, the Town management team, and the Westlake Academy head of school and leadership team. In addition to these interviews, two surveys were deployed to the employees of the Town of Westlake, and another to community residents, Academy parents and business stakeholders. Six on-site and two virtual community input sessions and workshops were also held.

The data gathered from the interviews, surveys, and public input sessions allowed Baker Tilly to generate key themes and analysis to identify the Town's strengths, weaknesses, opportunities, and threats/challenges (SWOC). The SWOC analysis informed the development of updated vision and mission statements, a refined set of organizational values, and strategic goals.

About Strategic Plan 2025-2032

Alignment between the three strategic planning components is crucial to provide Town leaders with a comprehensive assessment to make informed decisions in the upcoming years, particularly to guide the preparation of the Town's Fiscal Year 2025-2026 budget process and beyond. To achieve this, the three components were developed simultaneously on parallel tracks:

1. Fiscal Model and Financial Sustainability Plan: These components were completed to inform the Council's identification of fiscal opportunities; and the model serves as a tool for assessing funding and resource projections, ensuring that decisions and strategic priorities are grounded in the realities of current and future available resources.

2. Economic Development Plan: This forward-focused strategy complements and incorporates findings included in the Financial Sustainability Plan, providing insights into potential future resources derived from an economic development strategy.

3. Strategic Plan: This document integrates the findings from the Fiscal Model and the Economic Development Plan, tying everything together into a cohesive strategy.



About Strategic Plan 2025-2032

The uniqueness of Westlake's approach lies in its comprehensive and integrated method. As standalone documents, the Fiscal Model and Economic Development Plan provide detailed assessments of the Town's financial health and growth potential.

However, when combined, these documents offer a holistic view that highlights current economic conditions and projects future trends and opportunities. This integration ensured the development of strategic priorities that are well-informed, sustainable, and aligned with immediate and long-term goals.





Strategic Plan 2025-2032 Framework

Vision

Mission

**Organizational
Values**

Priorities

**Goals and
Strategies**





Vision

Our vision within a strategic plan is a clear and aspirational statement that outlines the desired future state or long-term goals of an organization. It serves as a guiding star, providing direction and inspiration for all strategic initiatives.

The Westlake vision statement guides the Town's future direction, ensuring that growth and development are aligned with our core values and community aspirations. Westlake's Vision:

Westlake will preserve its unique charm and natural beauty, promoting a vibrant community, cultivating strategic partnerships with residents and corporate stakeholders.



Mission

Our mission statement is a concise declaration of an organization's core purpose and focus that remains unchanged over time. It defines the organization's reason for existence and provides a framework for its strategic planning.

Unlike a vision statement, which outlines long-term aspirations, a mission statement focuses on the present and defines the town's purpose and primary objectives.

Our mission underscores Westlake's dedication to ensuring that the community enjoys top-notch services and educational opportunities for its residents. Westlake's mission:

Westlake provides a superior quality of life through excellent municipal service delivery and world-class education.



Organizational Values

Organizational values are the fundamental beliefs and guiding principles that shape an organization's culture, behavior, and decision-making processes. They define what the organization stands for and influence how it interacts with stakeholders.

Our values of accountability, integrity, innovation, openness, and strategic thinking collectively support Westlake's mission of providing superior municipal services and education, and its vision of preserving charm and fostering community. Westlake's Organizational Values:

Accountability

Taking responsibility for actions and outcomes, ensuring that the Town's services meet the highest standards.

Integrity

Upholding the highest ethical standards in all actions and decisions, ensuring trust and transparency within the community.

Innovation

Encouraging creative solutions and continuous improvement in service delivery and community development.

Openness

Promoting transparency and proactive communication with residents, partners and stakeholders.

Strategic Thinking

Planning and acting with a long-term perspective to achieve sustainable growth and development.



Strategic Priorities

To build a thriving and resilient community, Westlake has identified six key priorities to guide our efforts and use of resources. The priorities are designed to promote sustainable growth, improve quality of life, and strengthen the Town's organizational foundation to attain a strong financial position, world-class education system and quality development over the next seven years. Each priority plays a vital role in achieving our vision for the future:

A. Financial Sustainability

B. Westlake Academy

C. Development and Economic Growth

D. Infrastructure Investment

E. Communication – Resident/Stakeholder Engagement

F. Public Safety





Goals and Strategies

The following tables describe the priorities in more detail, including the goals needed for achieving the respective priority, the key outcome, or key performance indicator for measuring the success of the goal, as well as individual strategies for achieving each goal. When considering the vision, mission, and organizational values, these priorities and the sub-parts make up the Town of Westlake’s strategic framework for guiding decisions in the coming three years.

Priority A. Financial Sustainability

Description: Ensure a strong financial outlook through careful planning and sustainable service levels to meet Westlake’s current and future needs.

Goals	Strategies
<p>1. Maintain minimum general fund reserves at or above minimum reserve policy throughout life of the long-range financial forecast</p>	<ul style="list-style-type: none"> a) Review Town minimum reserve and use of reserves policies annually b) Establish a use of reserves policy that identifies Council approved uses of reserves c) Update the Town’s long-range financial forecast annually using proposed budget as the baseline budget in the forecast
<p>2. Establish maximum annual financial support levels for Westlake Academy</p>	<ul style="list-style-type: none"> a) Review Academy minimum reserve policies annually b) Establish a maximum annual financial support policy from the Town’s General Fund expressed as dollar amount and/or as a percentage of Academy annual operating costs. Municipal funding amounts could be influenced by revenue gained from state funding and donations each year, with a goal of decreasing the dollar value equivalent to not greater than \$1 million per year starting in FY 2026-27. c) Update the Academy’s long-range financial forecast annually using proposed budget as the baseline budget in the forecast

Priority A. Financial Sustainability

Goals	Strategies
3. Create priority-based budget every other fiscal year	<ul style="list-style-type: none">a) Assess community priorities that inform an update to the adopted strategic plan prioritiesb) Update the Town and Academy strategic plan to inform fiscal and program prioritiesc) Develop proposed biennial budgets for each of the Town and Academy departmental/programs reflective of updated strategic plan prioritiesd) Evaluate cost-efficient alternatives to existing service delivery methods for highest-priority servicese) Update long-range financial forecast to determine revenue/resource availability to fund programsf) Determine if resource availability requires changes/reductions to existing programs using priority levels
4. Develop a compensation policy	<ul style="list-style-type: none">a) Develop a compensation policy to include benefits that are approved by the Town Council and Board of Trustees and used by the Town and Academy in preparing annual budgetsb) Create a list of agreed upon comparison municipalities and school districts/private/and charter schoolsc) Develop a compensation policy to include desired percentile and “band of competitiveness” targets of the comparison municipalities and school districts etc.d) Reevaluate the desired compensation, benefits package every three years with cost of living raises throughout the package as needed to stay in the desirable range of pay for all positions

Priority A. Financial Sustainability

Goals	Strategies
5. Reduce spending based on the Council adopted fiscal model	<ul style="list-style-type: none">a) Use priority-based approach to reduce Town annual General Fund expenditures by 3%b) Decrease Westlake Academy's annual General Fund expenditure by \$500Kc) Evaluate a minimum of two Town Departments a year for cost-efficiency opportunities
6. Increase Town revenues	<ul style="list-style-type: none">a) Identify opportunities for increased revenuesb) Increase the Town's revenues, outside of ad valorem taxes, by 5% over the next two yearsc) Increase the Blacksmith funding from the Westlake Academy Foundation by 25% over the next two years



Priority B. Westlake Academy

Description: Provide a world-class education for college-bound students to achieve their highest potential.

Goals	Strategies
Financial Sustainability	
<p>1. Create a plan to increase Westlake Academy revenue and donations</p>	<ul style="list-style-type: none"> a) Collaborate with the Westlake Academy Foundation to establish goals and priorities b) Identify revenue options and alternatives (e.g., assess the need to add additional classes by grade, add private class offerings, etc.) c) Evaluate options with the Board of Trustees d) Prepare the plan for adoption e) Develop an action plan to address immediate priorities
<p>2. Improve operational effectiveness at the Academy</p>	<ul style="list-style-type: none"> a) Assess Academy operations for academic, administrative and facilities management departments, divisions and programs b) Identify waste and redundancy c) Prioritize improvements and actions d) Track and monitor resource expenditures e) Report outcomes to the Town Council/Board of Trustees
Educational Programming	
<p>3. Work with local and state legislators to prioritize equitable charter school funding</p>	<ul style="list-style-type: none"> a) Develop informational materials b) Engage partners and parents c) Schedule and meet with local and state legislators d) Identify next steps after initial meetings

Priority B. Westlake Academy

Goals	Strategies
4. Prioritize the International Baccalaureate education model	<ul style="list-style-type: none"> a) Annually review curriculum offerings b) Identify curriculum options for students with proficiencies unrelated to STEM
5. Assess and improve instructional methods across the campus	<ul style="list-style-type: none"> a) Assess faculty performance and use of supplemental curriculum b) Identify gaps and develop improvement plans
Campus Facilities	
6. Identify capital improvements and facilities for expanded programming	<ul style="list-style-type: none"> a) Develop a campus facilities master plan b) Prioritize facilities improvements and identify funding sources c) Align campus facilities with the Town
7. Create a maintenance and improvement plan for campus facilities and grounds	<ul style="list-style-type: none"> a) Conduct an assessment of campus facilities b) Identify priority improvements based on programming and need c) Present to Town Council/Board of Trustees for adoption d) Prepare annual maintenance and improvement work plan for facilities and grounds

Priority C. Development and Economic Growth

Description: Pursue intentional economic development initiatives that attract, retain, and expand businesses, promote job creation and deliver a diversified tax base.

Goals	Strategies
<p>1. Update the Comprehensive Plan</p>	<ul style="list-style-type: none"> a) Prepare work plan for updating the Comprehensive Plan b) Conduct public engagement c) Identify draft land use and development vision and goals d) Prepare draft Comprehensive Plan e) Review draft plan with the Town Council f) Adopt plan and initiate implementation
<p>2. Create a mixed-use zoning district</p>	<ul style="list-style-type: none"> a) Prepare objectives and strategies within a work plan to develop the new zoning chapter b) Work with Council and Town stakeholders to identify options for mixed used development based on building form and placemaking for a town center c) Draft zoning options for mixed-use development and identify text and map recommendations d) Schedule public hearing with the Town Council to discuss options and recommendations
<p>3. Create an economic development incentive policy</p>	<ul style="list-style-type: none"> a) Review current economic development incentives b) Assess economic development incentives used in competitor jurisdictions c) Develop draft criteria for economic development incentives and criteria
<p>4. Develop a retail development strategy</p>	<ul style="list-style-type: none"> a) Develop a request for proposals for a retail strategist b) Identify current and projected retail demand and gaps for the Westlake trade area c) Develop a targeted approach for priority service providers

Priority C. Development and Economic Growth

Goals	Strategies
5. Complete quarterly business check-ins	<ul style="list-style-type: none">a) Schedule business check-insb) Develop to-dos and next stepsc) Prepare quarterly progress reports
6. Update the land use and development process	<ul style="list-style-type: none">a) Assess current land use and development regulations and processesb) Map current workflow for processing applications and development plans and cycle timesc) Identify process improvements



Priority D. Infrastructure Investment

Description: Maintain, replace, and expand Westlake’s capital assets for community development and growth.

Goals	Strategies
<p>1. Complete a water systems engineering review</p>	<ul style="list-style-type: none"> a) Engage internal and professional engineers to review the current Westlake water system infrastructure b) Submit recommendations for maintenance or replacement of infrastructure for Council consideration c) Replace equipment, vehicles, technology, and personnel resources to align with water systems engineering review
<p>2. Prepare a comprehensive infrastructure assessment with recommendations for improvement</p>	<ul style="list-style-type: none"> a) Create maintenance programs for the water system, wastewater system, storm drain system, roadways, parks, and pathways b) Specify a minimum number of annual inspections and criteria for completing capital improvement recommendations for all Town and Academy infrastructure and facilities
<p>3. Create future water infrastructure expansion plans</p>	<ul style="list-style-type: none"> a) Create a plan for future expansion of the water system to facilitate future development and increase redundancy in the current system b) Complete and routinely update the water model c) Make recommendations for future water system improvements d) Add agreed upon improvements to the capital improvement plan
<p>4. Invest in Westlake Academy infrastructure expansions</p>	<ul style="list-style-type: none"> a) Initiate a capital funding campaign through the Foundation for a future Westlake Academy performance hall b) Obtain external funding equivalent to at least 50% of necessary funding from external sources

Priority E. Communication – Resident and Stakeholder Engagement

Description: Provide meaningful and consistent communication to keep residents, partners, and stakeholders informed and engaged.

Goals	Strategies
<p>1. Develop Council communication priorities and strategy</p>	<p>a) Capitalize on the priorities laid out by Council, including creating specific communication pieces for the strategic plan priority areas</p> <p>b) Tailor these messages to residents, parents, corporate partners, and stakeholders, but have specific angles on how each group is impacted and involved in each priority</p>
<p>2. Create communications that focus on retention and recruitment of personnel, residents, businesses, and other stakeholders</p>	<p>a) Create communications that focus on retention/recruitment for Westlake Academy parents</p> <p>b) Create communications that focus on retention/recruitment for Westlake Academy staff</p> <p>c) Create communications to keep residents engaged in Town activities</p> <p>d) Create communications that focus on corporate partner retention and recruitment</p>
<p>3. Host town hall meetings and forums</p>	<p>a) Hold town hall meetings and forums, including:</p> <ul style="list-style-type: none"> o Neighborhood meetings with residents, staff, and Council to discuss important issues facing the community o Gatherings with Westlake Academy administrators and parents to discuss issues facing the school <p>b) Hold homeowner’s associations (HOA) meetings with Town of Westlake representatives</p>
<p>4. Establish Town Council/Board of Trustees ambassadors</p>	<p>a) Ensure residents and stakeholders are informed about what is happening at Westlake Academy and around Town to serve as de facto communications team members</p> <p>b) Promote the use of “spread the word” community events using multi-communications channels</p>

Priority E. Communication - Resident and Stakeholder Engagement

Goals	Strategies
5. Establish the “Westlake Together” initiative	<ul style="list-style-type: none">a) Promote key aspects of the Town, Westlake Academy, and corporate partners as one collectiveb) Ensure communication promotes alignment of the Town, Academy, and corporate partners, residents, etc., rather than separate featuresc) Create a “Westlake Together” campaign that highlights what makes the Town speciald) Execute communications campaign for “moving past the guard gates” to show a united Westlake community



Priority F. Public Safety

Description: Ensure a safe community through excellence in the delivery of fire, emergency management services, court, and police services.

Goals	Strategies
<p>1. Ensure fire response capabilities align with the established standards</p>	<ul style="list-style-type: none"> a) Track response times by service type b) Assess response times b) Implement improvements to operational readiness and effectiveness
<p>2. Strengthen Firefighter and emergency medical service training</p>	<ul style="list-style-type: none"> a) Increase hands-on skills training annually for each firefighter b) Complete task books for new firefighters, step-up Driver/Engineers, and step-up Captains c) Conduct quarterly simulation exercises for the National Fire Protection Agency (NFP) 1410 evolutions
<p>3. Enhance emergency management education, tools and resources</p>	<ul style="list-style-type: none"> a) Develop a robust emergency management education program to prepare personnel, community stakeholders, and residents for effective disaster response and recovery b) Align educational content with Federal Emergency Management Agency (FEMA) guidelines, National Incident Management System (NIMS) protocols, and industry best practices c) Offer courses through multiple platforms, including in-person workshops, virtual classes, and self-paced online modules
<p>4. Ensure efficient court operations through the effective use of technology</p>	<ul style="list-style-type: none"> a) Identify best practices among regional court operations and technology applications b) Research and recommend friendly online payment systems for courts
<p>5. Ensure exceptional customer service by competent, skilled, and knowledgeable staff</p>	<ul style="list-style-type: none"> a) Cross train personnel in municipal court functions b) Fund training of municipal court employees to improve court knowledge and promote customer service efficiency

Future of Westlake

The Strategic Plan will guide our community's growth and sustainability over the next seven years, building on our established tradition of inclusive and forward-thinking planning. This plan is informed by active public engagement and reflects our commitment to strategic development.

Central to our achievements is Westlake Academy, a testament to our ongoing dedication to educational excellence and innovation. Serving both local and broader communities, the Academy exemplifies our commitment to fostering positive changes and continuous improvement in our services and operations.

The strong tradition of strategic planning in Westlake is led by the Town Council and implemented by a dedicated team led by the Town Manager and comprised of the Westlake Academy, department heads, and staff. This Strategic Plan outlines the changes we aim to achieve and serves as a roadmap to the future, helping us to plan and adapt to financial and economic development challenges and opportunities using a refined approach. We will work from an Implementation Action Plan and department work plans, providing regular updates to the Town Council about key performance indicators and the use of resources. An annual review will be conducted at the beginning of the budget process each year to reaffirm our strategic priorities and goals that will drive decisions about resource allocation.

With this plan, the Town Council, leadership, and staff have been intentional about creating a document that truly connects the work of our offices and departments with overarching goals, initiatives, and strategies. This Strategic Plan does not shy away from the complexities of our shared community challenges. It embraces collaboration, connecting the work of multiple departments through a series of overarching strategies.



Future of Westlake

This 2025 to 2032 Strategic Plan is a dynamic guide for our organization and will serve as a framework for future conversations and decisions about how Westlake can continue to improve

service delivery and prepare for whatever the future holds. We look forward to continuing to serve you and the community, and to work with you to address the challenges and opportunities ahead. We would like to extend our sincere gratitude to our residents for their invaluable contributions to the development of the Strategic Plan. Your participation in surveys, attendance at focus group meetings, and investment of time and effort have been pivotal in shaping our strategies and vision. We also thank our dedicated leaders and community partners for their support and collaboration. Your efforts in providing guidance, resources, and expertise have been crucial in the successful formation of this plan. Our commitment remains steadfast in meeting your needs while delivering exceptional, responsive, and sustainable services.

We deeply appreciate all individuals who participated in surveys, attended focus group meetings, and invested their time and effort into shaping our strategy and vision in collaboration with our planning consultants. Your insights and dedication have been pivotal in the creation of this plan. We especially would like to thank our Town Manager, Town department heads and executives, Westlake Academy leaders, various Town and all other key personnel, community members and community partners. We would like to acknowledge our outstanding staff, whose dedication to serving the Westlake community is truly commendable. Your daily efforts in delivering high-quality services are the foundation of our success, and we are grateful for your continued service.







Town of Westlake

Fiscal Model and Fiscal Sustainability Planning

FINAL REPORT

October 2024





October 31, 2024

Mr. Wade Carroll
Town Manager
Town of Westlake
1500 Solana Blvd., Building 7
Westlake, TX 76262

Dear Mr. Carroll:

Baker Tilly is pleased to transmit our report that summarizes the Town's baseline financial forecast (fiscal model) and our analysis of ways to address future fiscal gaps to the extent that ongoing operating budget deficits or increased infrastructure investment indicate the need for budget strategies to maintain an appropriate level of reserves.

The initial baseline estimates indicate projected budget surpluses for the Town's General Fund, even when considering the ongoing subsidy required to fund the Town Academy. However, underfunded and unfunded capital improvement projects currently not within the Town's existing budgets will reduce those surpluses significantly and may lead to ongoing structural budget deficits without strategies to address those deficits.

In this report, we summarize the outcome of the baseline fiscal model based on the Town's adopted FY 2025 budget, which includes a separate fiscal model for the Town Academy that informs the Town's ongoing subsidy requirements.

Sincerely,

A handwritten signature in blue ink that reads "Carol Jacobs".

Carol Jacobs
Managing Director

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Executive Summary

The Town of Westlake engaged Baker Tilly to develop a baseline financial forecast (“fiscal model”) for the Town’s use that is primarily focused on the General Fund. The baseline fiscal model is used to help tell the story about the Town’s financial health and provide insights for Town councilmembers and staff to make informed policy decisions and their impacts on the Town’s long-term financial resources. Based on the outcomes of this financial forecast, the Town then asked us to provide a set of budget strategies that would form the basis of a fiscal sustainability plan to address any current or future gaps that may exist in the Town’s General Fund. This report provides our analysis of the outcomes of the fiscal model and budget strategies we believe the Town could explore in the future to ensure that reserves stay at or near our recommended General Fund reserve goal of 33% of annual operating expenditures to provide long-term solvency and financial sustainability to the Town.

The Town is in a state of development. It has an incorporated area of nearly 7 square miles and a current population estimated at less than 2,000. Existing development to date has focused on a blend of commercial office campuses and office developments with limited retail and residential development focused primarily on single homes within larger planned developments governed by homeowners’ associations (HOAs). The historically significant development activity has led to one-time revenue sources in the form of planning and building permit fees that have contributed to the Town’s General Fund reserves.

The Town is less than 40% built out in terms of population, with a significant amount of undeveloped land currently held by two primary landowners – one private developer that focuses on commercial and residential construction, and a private trust that owns prior farmland that has the potential for development of residential and commercial properties. While the Town can determine land use designations and acceptable development, future development will primarily be driven by these two landowners/developers. These will generate new, ongoing General Fund revenue sources in the form of property taxes and sales taxes, the volume of which will depend on the mix of retail and sales-taxable uses. However, new revenue sources will be offset by increased staffing needs to serve the growing daytime and residential population.

The Town is unique in that while being a relatively small community, it provides a full slate of services either through Town staff or through contracted services, the latter of which includes police services provided by the City of Keller. The Town currently has no significant municipal-owned parks and recreation services. However, it does maintain various walking trails that connect HOA areas. The Town is the only municipality in Texas that operates a charter school – Westlake Academy – and is financially responsible for its operations and capital needs. The Town has increased its contribution to the Academy over the years, and most recently, due to increases in staffing, the annual subsidy to the Academy totals over \$1.7 million from the Town’s General Fund. The relatively stagnant growth of state funding for charter schools cannot keep pace with the anticipated increases in personnel and operating costs. Moreover, no capital set-asides have been anticipated for the school’s long-term operations to replace facilities or equipment.

Baker Tilly has incorporated the Town’s separately adopted FY 2025 budgets for the Town and the Academy, respectively, to inform the development of the long-range fiscal model. We have used several key baseline assumptions, including existing population and service levels, known revenue sources and expenditure requirements, modest population growth, and the exclusion of any significant capital infrastructure investments for the Town or the Academy. Based on this set of realistically conservative assumptions, the Town’s General Fund forecast would indicate an annual surplus averaging \$2.6 million per year that could see General Fund reserves stay above a recommended minimum reserve target of four months (or 33%) of annual operating expenditures plus operating transfers and subsidies. From this baseline perspective, the Town would appear to be in good financial shape.

However, there is likely to be a significant amount of capital expenditures that will come due over the next several years. Much of the Academy's facilities will need repairs and maintenance, including key building systems (e.g., HVAC, carpet, roof, paint), outdoor hardscape, athletic fields, and lighting over the next several years. While most of the non-building improvements have been funded through the gracious donations of the Academy fundraising foundations, it is currently not reasonable to expect that maintenance of those improvements will be funded through donations in a similar fashion. In addition, while much of the Town's streets and landscaping needs are the responsibility of HOAs, the arterial roads, street lighting, and hardscapes/softscapes are the responsibility of the Town. Moreover, the Town has a fire station with requisite building systems as mentioned above, and fire apparatus that will need to be maintained and/or replaced over the next several years. As such, we believe the Town currently has an unfunded capital infrastructure investment requirement of at least \$2 million per year for the Academy and Town infrastructure and equipment that will need to be funded.

When the Town's fiscal model includes these unfunded capital requirements, the annual surplus becomes an average annual fiscal gap (deficit) of \$4.1 million that would grow to \$8 million by FY 2035. Reserves would fall below the Town's minimum reserve target by 2033 and be fully depleted by 2035 without corrective action.

In this report, we identified over 20 high-level budget strategies for future consideration. Action will need to be taken by 2030 to address the long-range fiscal gap. Additionally, we provided an overview of fiscal sustainability planning. The Town would need to prepare a fiscal sustainability plan that includes a set of budget strategies to address the gap in time to maintain General Fund reserves above the minimum reserve target and eliminate the fiscal gap by the end of the 10-year forecast period.

Fiscal Model

This project started with developing a baseline fiscal model (or financial forecast) for the Town to understand the impacts of the existing baseline FY 2025 budget and a set of realistically conservative revenue and expenditure assumptions on the Town's long-term fiscal health. Separate fiscal models were created for the Town and the Academy. We primarily focused on the General Fund in both models but also included their respective other operating funds to determine any potential fiscal impact on the General Fund in the form of transfers to/from those other funds. For the Academy's fiscal model, the projected surplus/deficit would result in a corresponding decrease/increase in the Town subsidy to the Academy. The following sections discuss the outcomes of the fiscal modeling efforts.

Baseline Budget

We used the approved FY 2025 budgets for the Town and the Academy. The Academy's fiscal year end is different from the Town, separated by three months. For fiscal modeling purposes, we assumed both agencies had the same fiscal year.

The proposed Town General Fund budget projected a surplus in FY 2025 of \$1.5 million on annual operating expenditures plus transfers of \$15 million. These figures included a projected subsidy of \$1.7 million to the Academy's operations. The Academy General Fund budget of \$11.5 million was assumed to be "made whole" by the Town's General Fund subsidy. In essence, agency-wide, the Town of Westlake expected a surplus equivalent to 5.6% of annual operating expenditures, increasing the Town's reserves to \$32.2 million, or 215% of annual operating expenditures plus transfers.

The level of reserves is considered healthy for the Town as a starting point in the fiscal model. These levels of reserves have happened over the past several years, primarily as a result of one-time revenues in the form of use tax and permit revenues related to significant development projects. In addition, the Town's capital infrastructure is relatively limited as most of the residential community is within homeowners' associations that have private responsibility for the maintenance of roads, landscaping, and parks/recreation amenities.

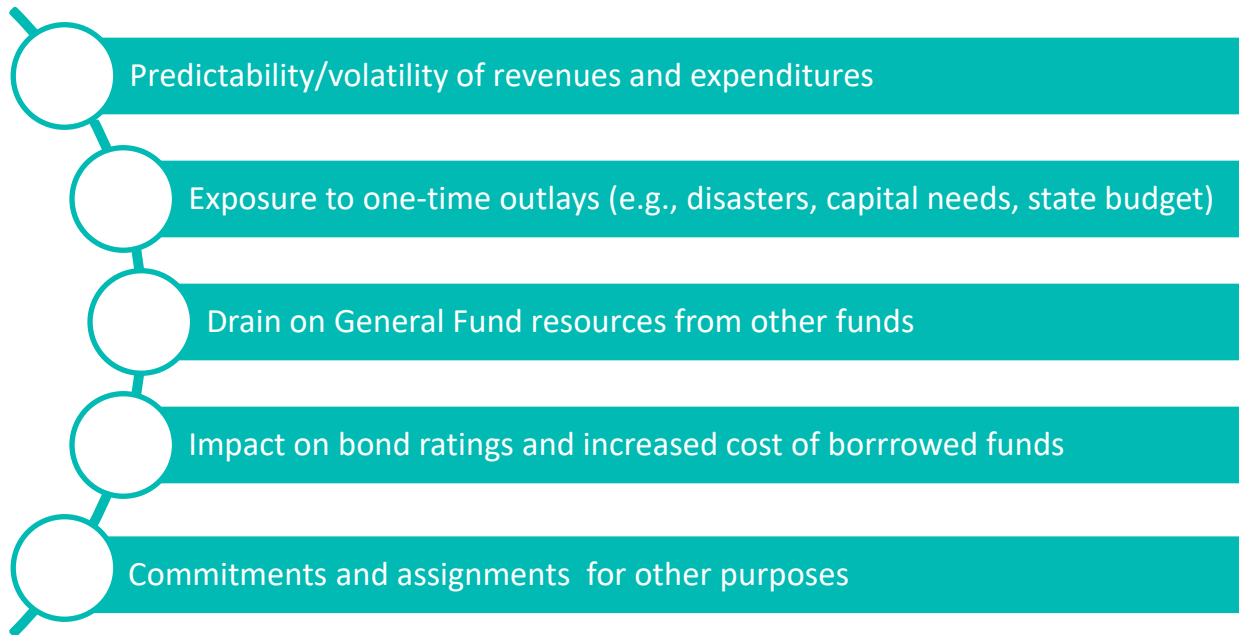
In short, the Town's existing fiscal status is strong with healthy reserves. However, the question becomes whether Town operations and funding Academy operations are sustainable long-term based on growing costs and underfunded capital improvements that will require funding in future years as discussed below.

Fund Balance/Reserve Policies

The Town has an existing minimum fund balance (reserve) policy for its General Fund equivalent to 180 days (or 50%) of annual operating expenditures. There are no separate minimum reserve policies for its capital funds. It is essential that municipalities maintain adequate levels of reserves to mitigate current and future risks such as revenue shortfalls or unanticipated expenditures, and to ensure stable tax rates. In most cases, discussions of fund balance tend to focus on a government's general fund, as that is where most of the necessary services are funded by general tax revenue sources.

Minimum reserve levels are used in long-range forecasting to assist decision makers in understanding whether sufficient reserves are planned for future years. The adequacy of an agency's reserves is different for each agency depending on its unique circumstances. For example, an agency vulnerable to natural disasters or with economically volatile revenue sources might require a higher level of reserves. Establishing a minimum reserve policy is based on several factors as presented in Figure 1.

Figure 1. Key Factors Upon Which General Fund Reserve Policies are Based



A best practice based on Government Finance Officers' Association (GFOA) recommendations for municipalities in the United States is to establish a minimum reserve policy for the General Fund of at least two months (or 17%) of annual operating expenditures and recurring transfers. However, the unique circumstances, as indicated above, are considered in establishing those reserve policies.

The Town of Westlake's unique circumstances indicate that the existing minimum reserve policy of 180 days (or 50%), which is above the standard established by GFOA recommendations, is prudent. This is based on the following:

- Over 70% of the Town's annual General Fund revenues are reliant on economically volatile revenue sources, including:
 - Sales taxes, which total \$9.9 million or 60% of revenues, and
 - Development-related permit revenues that total \$1.8 million or nearly 11% of revenues.
- Ongoing capital improvements to replace existing infrastructure or provide new infrastructure for the Town (e.g., arterial roadways, Town facilities, fire station facilities, and apparatus) and the Academy (e.g., previously donation-funded amenities, capacity expansion) will increase the potential for significant one-time capital needs.
- The Academy, which is already planned to operate at a loss and upon which state revenues grow at low rates, will continue to drain the Town's General Funds, requiring a higher level of reserves.

For fiscal model planning purposes, we included the Town's minimum General Fund reserve policy of 50% of annual operating expenditures for long-term planning purposes. This level of reserves addresses revenue volatility, provide time to address gaps in Academy operational funding, and provide a fallback for unanticipated one-time capital expenditures.

Key Assumptions Used in Baseline Forecast

The adopted FY 2025 budgets for the Town and the Academy were used as the baseline in developing the fiscal models for both agencies. The key assumptions used to develop the respective fiscal models are summarized in Tables 1 and 2 below.

Table 1. Key Assumptions Use in Town Baseline Forecast for FY 2025-2035

General Assumptions	Reserves
<ul style="list-style-type: none"> • Recessions – No recessionary impacts are assumed in the baseline forecast. • Service levels – Maintain existing service levels 	<ul style="list-style-type: none"> • Minimum reserves – General Fund minimum reserve of 180 days (50%) of annual operating expenditures plus recurring operating transfers • Capital project reserve funding – No significant assumptions related to unfunded capital projects to be funded from the General Fund other than recurring operating transfers for vehicles and maintenance/repairs of Town facilities
Revenues	Expenditures
<ul style="list-style-type: none"> • Development activity – No anticipated significant development projects in future years pending entitlement and submittal of development plans for plan check; new residential unit construction of 30 units per year through 2031, and 60 units per year thereafter; new non-residential space of 160,000 square feet in 2026 only; population increase averaging 4% per year through 2026, 6% thereafter • Property taxes – Annual increases of 2.5% based on historical tax rate increases approved by the Town Council • Sales taxes – Growth based on revised 2025 projections of 4% per year thereafter • Franchise fees – Annual growth of 2.5% based on growth in gas/electric utilities offset by “cord-cutting” and reductions in telecommunication-related costs • Permit revenues – Annual growth of 2.5% based on historical averages excluding significant one-time development projects • Investment income – Reduction in interest rates on fixed income securities reducing to 3% in 2026 and 2.5% thereafter based on the Town’s investment holdings and interest rate reductions anticipated by the Federal Reserve in future years • Other – modest growth of 2% to 3% of other revenue sources 	<ul style="list-style-type: none"> • Salary, benefits and other adjustments – Long-term assumption of salary adjustments averaging 3% per year, a vacancy rate of 3% per year • Healthcare and other health-related insurance benefits – Costs anticipated to increase by 4% per year based on historical trends • Inflationary impacts – Assumed long-term inflation for the Dallas-Fort Worth-Arlington metro region of not greater than 3% based on pre-pandemic averages and the latest September 2024 year-over-year CPI index change of 2.6%. • Contracted services, supplies, utilities and other non-personnel costs – Long-term growth of 3% per year mirroring inflation assumptions • Capital assets – No capital equipment funding in FY 2026 and beyond • Debt service – No new debt service obligations to be borne by the General Fund • Academy Subsidy – Baseline of \$1.7 million from FY 2025, increasing based on outcomes from the Academy fiscal model which grows from \$2.2 million in 2026 to \$7.2 million by 2035

Table 2. Key Assumptions Use in Academy Baseline Forecast for FY 2025-2035

General Assumptions	Reserves
<ul style="list-style-type: none"> • Student capacity/attendance – No changes anticipated in student capacity or attendance based on projected FY 2025 levels throughout the life of the forecast • Service levels – Maintain existing service levels 	<ul style="list-style-type: none"> • Minimum reserves – Equivalent to 45 days (12.5%) of annual operating expenditures • Capital project reserve funding – No significant assumptions related to unfunded capital projects to be funded by the Academy

Revenues	Expenditures
<ul style="list-style-type: none"> • Town operating contribution – full subsidy from the Town for any annual operating deficits • State per capita apportionment – No increase in state per capita amounts based on FY 2025 levels • State Foundation School Program (FSP) entitlements – No increases in FSP entitlement funding by the State based on FY 2025 levels • Foundation Campaign Contributions – no growth on FY 2025 anticipated contributions • Investment income – Reduction in interest rates as described in Table 1 • Other – Low to no growth on other revenue sources 	<ul style="list-style-type: none"> • Salary, benefits and other adjustments – Long-term assumption of salary adjustments averaging 4% per year, no assumed vacancy savings • Healthcare and other health-related insurance benefits – Costs anticipated to increase by 4% per year based on historical trends • Inflationary impacts – Assumed long-term inflation for the Dallas-Fort Worth-Arlington metro region of not greater than 3% based on pre-pandemic averages and the latest September 2024 year-over-year CPI index change of 2.6%. • Contracted services, supplies, utilities and other non-personnel costs – Long-term growth of 4% per year as historical purchases have shown increased needs and costs • Capital assets – No capital equipment funding in FY 2026 and beyond other than existing capital leases • Debt service – No new debt service obligations

Baseline Financial Forecast

The results of the baseline forecast are presented below. The Academy’s long-range forecast indicates an ongoing fiscal gap that requires additional Town funding that increases by \$457,000 in FY 2026 and grows to an increased funding requirement of \$5.5 million in FY 2035. In FY 2025, the Town anticipated backfilling the Academy over \$1.7 million, which represented nearly 15% of annual operating costs. By the end of the ten-year forecast, the Town will be contributing more than \$7 million per year to subsidize school operations, equivalent to over 40% of the Academy’s annual operating budget. The primary reason is that revenues are not anticipated to grow at the same pace as the cost of providing services, exacerbating an already fiscally unsustainable situation. The two largest revenue streams – the State’s per capita and FSP entitlement funding – cannot be guaranteed to grow in future years, while it is expected that costs will continue to rise by funding compensation and benefits to recruit and retain employees and the costs of services and supplies. The trend of projected revenues and expenditures before the Town’s subsidy (Figure 2) and the growth in the Town subsidy itself (Figure 3) are displayed below.

Figure 2. Westlake Academy Projected Revenues and Expenditures (Excludes Town Subsidy)

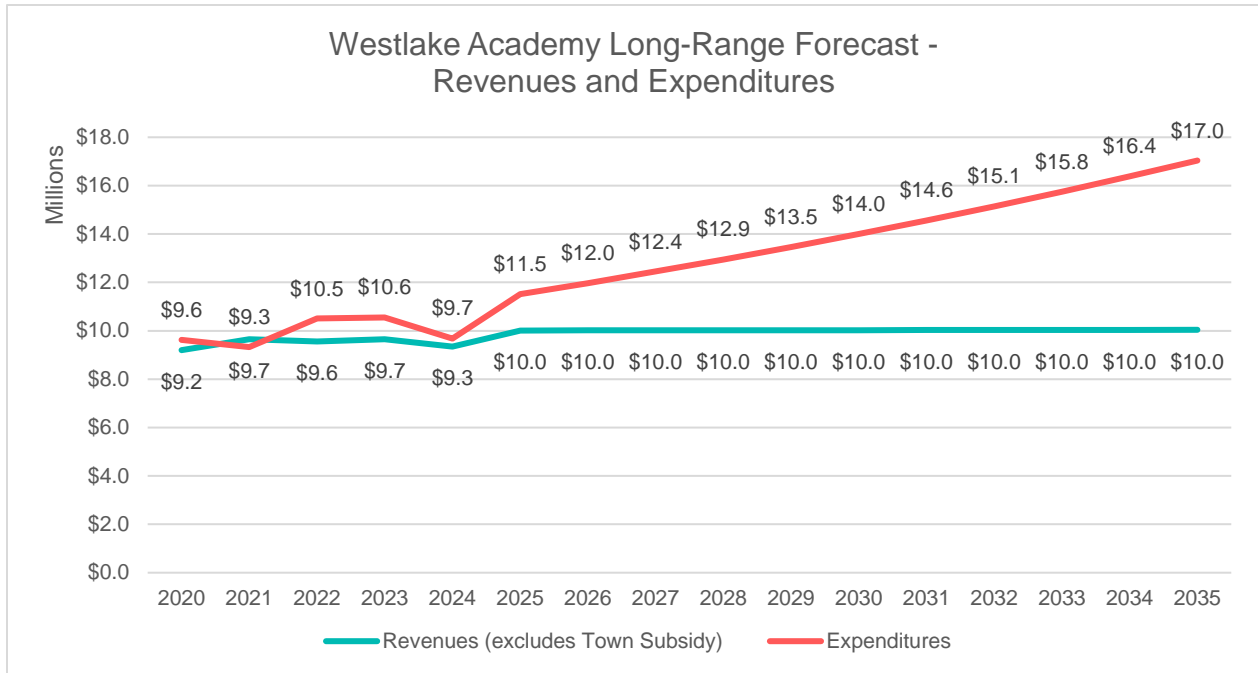
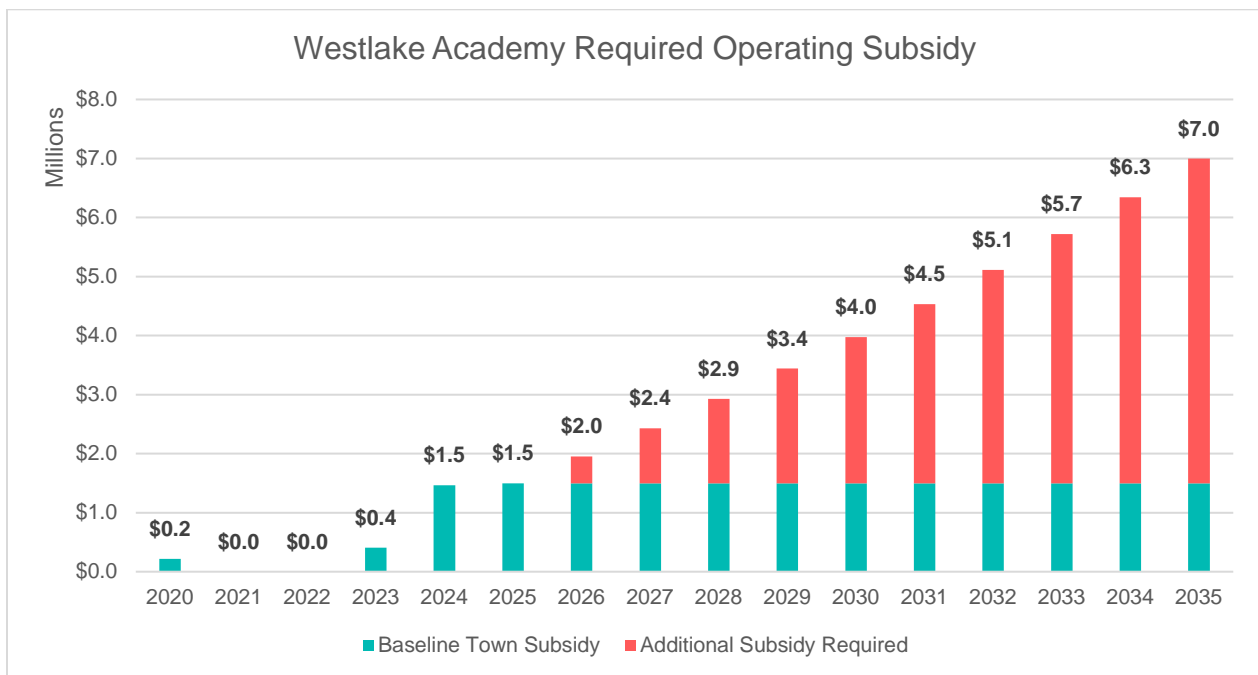


Figure 3. Town Subsidy of Westlake Academy's Annual Operating Budget



NOTE: The Academy's approved annual operating budget for FY 2025 indicated an operating subsidy of \$1.5 million. The Town's operating budget included an annual operating subsidy of the Academy of \$1.7 million.

The foregoing results have a dramatic impact on the Town's long-range forecast. The healthy reserves with which the Town finds itself allow the baseline forecast reserves to stay above the minimum reserve

policy of 50% of annual operating expenditures throughout the forecast period. Before the additional Academy subsidies, the Town enjoyed a projected surplus averaging \$2.6 million per year throughout the 10-year forecast period that would have slightly reduced over the period due to projected revenues not keeping pace with the costs of providing services. With the increased subsidy of Academy operations, starting in FY 2031, the Town will experience a baseline fiscal gap that grows from \$350,000 in 2031 to over \$4.3 million by 2035 without corrective action. The resulting level of reserves compared to the minimum reserve target (Figure 4) and the annual surplus/deficit (Figure 5) are shown in the graphs below.

Figure 4. Town of Westlake General Fund Long-Range Baseline Forecast – Projected Reserves

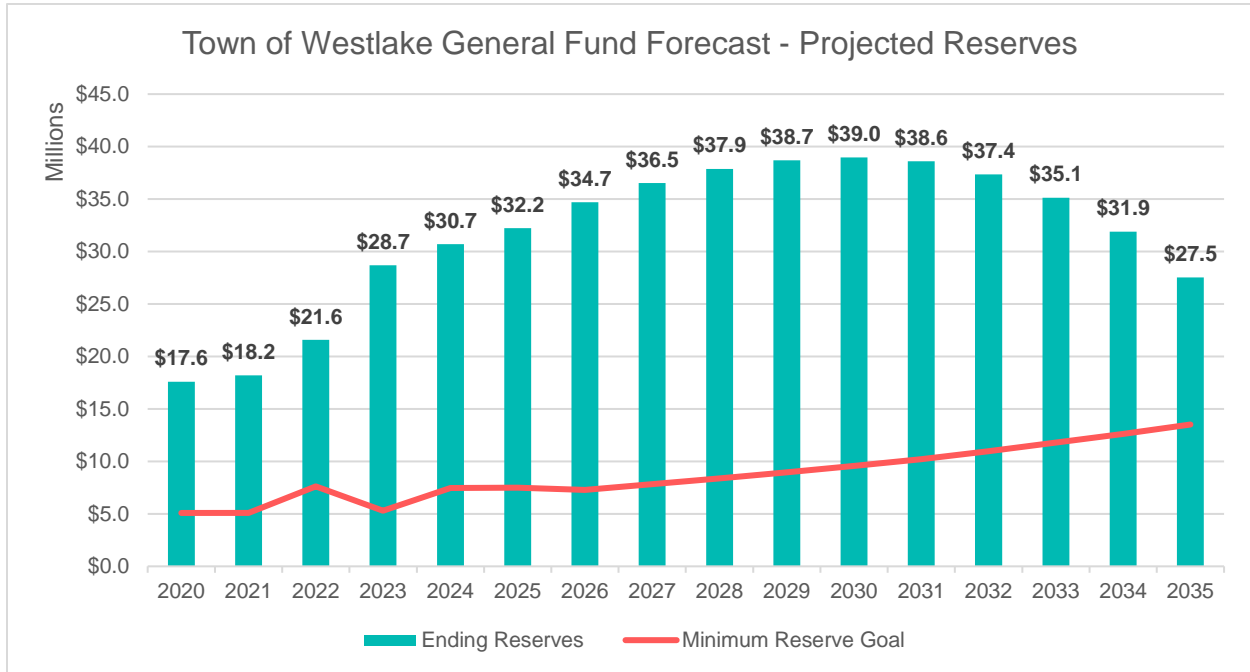
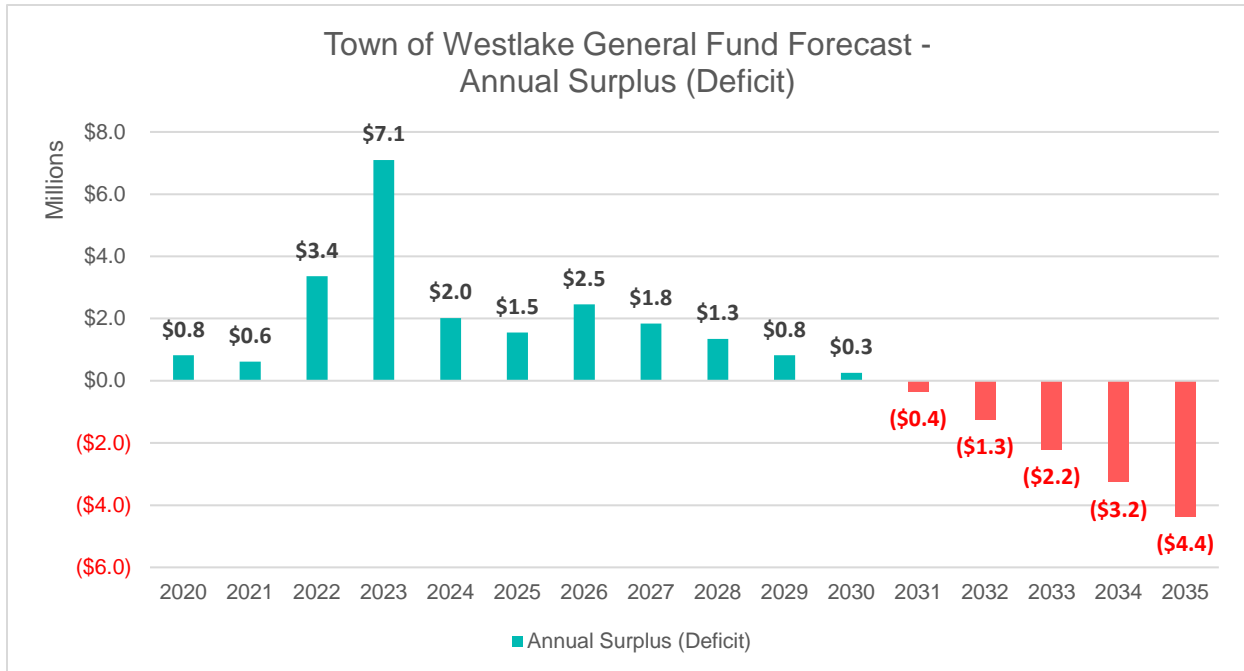


Figure 5. Town of Westlake Long-Range Baseline Forecast – Projected Annual Surplus (Deficit)



Impact of Underfunded/Unfunded Capital Needs

The baseline forecast does not include any significant capital funding in future years. Neither the Town nor the Academy has a long-range capital improvement plan (CIP) as part of its annual budget. Town staff indicate that a water system master plan is currently underway (which is expected to be fully paid by water ratepayers), as is a pavement master plan that will identify long-range road improvement investments for future years (likely requiring General Fund contributions). Staff expressed interest in a future facilities master plan as well, but nothing is in the works. Without formal master plans that might indicate long-range cost considerations, we relied on our experience working with agencies of similar size as Westlake. We also relied on the historical costs associated with non-utility infrastructure investments as indicated in the Town’s annual comprehensive financial report (ACFR) for FY 2022. Agencywide capital assets and infrastructure investments as of June 30, 2022, totaled \$36.3 million using historical costs. Using an average expected life of 20 years, an average annual set-aside to replace those assets would be \$1.8 million. Knowing that these are historical costs and given the inflationary impacts on replacing these assets for future years, a conservative \$2 million is used to estimate the impact of future improvements that will need to be replaced. The Town does not impose a development impact fee to help pay incremental infrastructure costs associated with development projects.

Revised Financial Forecast

In developing a revised forecast, we incorporated two factors not present in the baseline forecast.

1. Impact of Underfunded/Unfunded Capital Needs - Based on our discussion above, we have introduced a placeholder assumption of \$2 million per year starting in FY 2026, growing at the inflationary assumption rate of 3% per year throughout the forecast period.

2. **Recessionary Impacts** – It is not uncommon for Texas agencies, like other agencies across the United States, to experience revenue losses during regional recessions. On average, agencies will experience mild- to moderate-recessionary periods that will typically impact sales and use taxes and development-related revenues. Property taxes may also be affected to the extent of significant declines in property values, but those usually are in more urban areas or areas where speculative development has taken place. For Westlake, we have introduced into the revised forecast mild recessionary impacts in sales tax and development fee revenues every seven years starting in 2027 and every seven years thereafter that recover over three years. We assume the Federal Reserve and other economic factors will continue to temper inflationary pressures and stave off any significant recessionary impacts in the short term.

Using these two factors that we believe represent a more comprehensive look at the Town’s long-range fiscal trends, General Fund reserves are depleted at a faster rate. In this case, the General Fund will begin to experience annual deficits starting in FY 2027 that grow from \$221,000 to \$8 million by FY 2035 without corrective action. This dramatically changes the long-term fiscal sustainability for the agency. Reserves would fall below the minimum reserve target by FY 2033 and will be fully depleted by FY 2035 without corrective action. The revised forecast of General Fund reserves (Figure 6) and the annual surplus (deficit) (Figure 7) are displayed below.

Figure 6. Town of Westlake General Fund Long-Range Revised Forecast – Projected Reserves

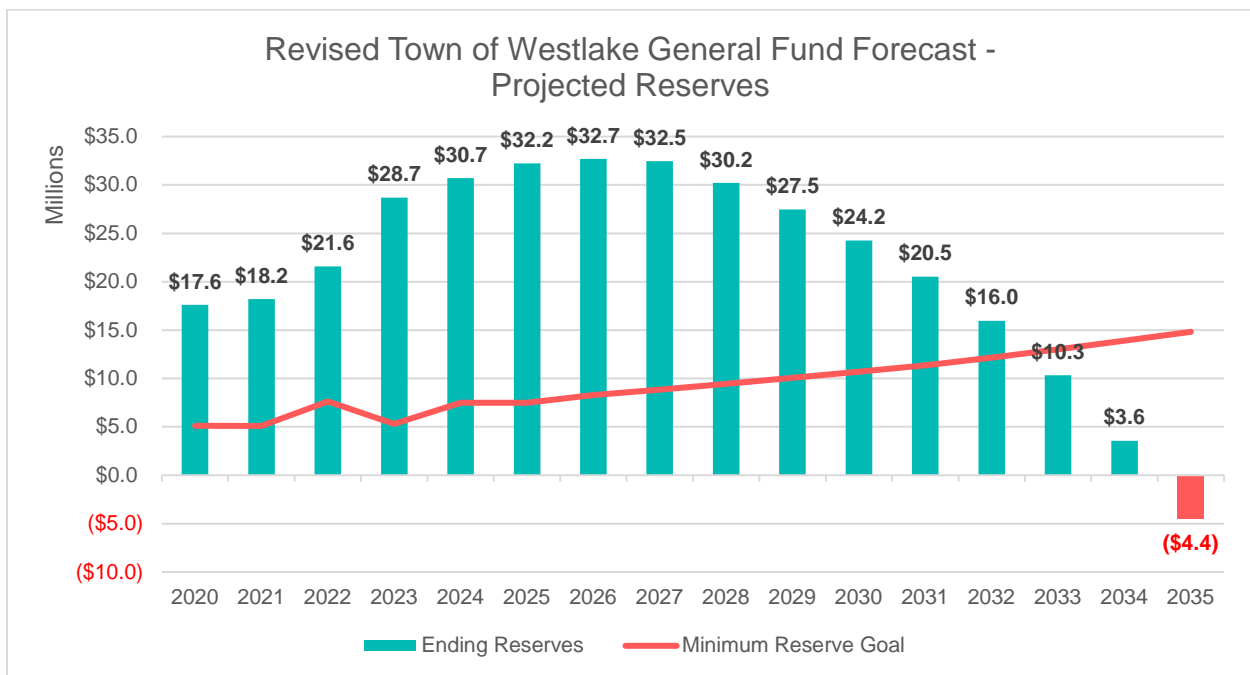
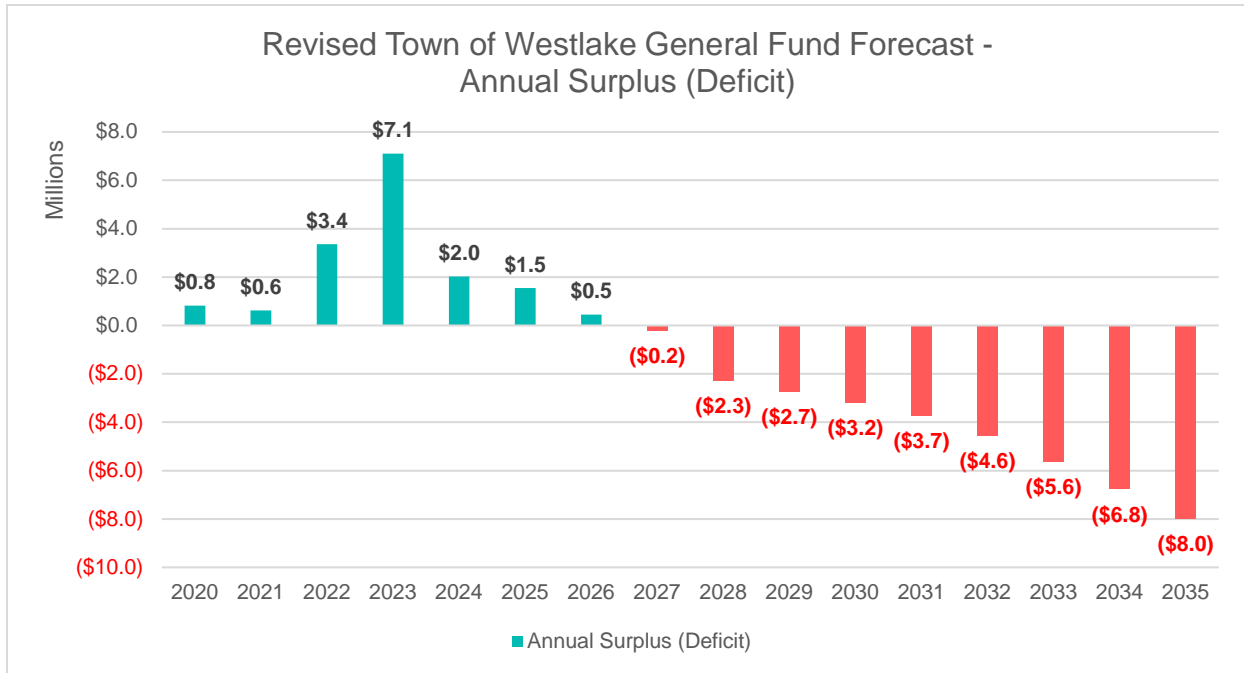


Figure 7. Town of Westlake Long-Range Revised Forecast – Projected Annual Surplus (Deficit)



To address this gap, the Town would need to develop budget strategies to provide nearly \$7 million in new revenues and/or expenditure reductions by FY 2030 phased in over three years (e.g., \$2 million in 2030, an additional \$3 million in 2031, and an additional \$2 million in 2032) that would grow by at least 3% per year thereafter. The following section discusses strategies that could address this gap for the Council’s future consideration.

Fiscal Sustainability Plan

Based on the long-range forecast, **total ongoing budget strategies of \$7 million per year** would be required starting by FY 2030 to ensure that the General Fund maintains minimum reserves above the Town's policy of 50% of annual operating expenditures and eliminate the annual fiscal gap.

This represents the goal in the budget strategies analysis that is the subject of this section of the report. However, the Town does not need to wait until 2030 to begin implementing budget strategies to achieve fiscal sustainability.

Overview of Fiscal Sustainability Planning

A fiscal sustainability plan is a plan that includes a variety of budget strategies that will address any fiscal gap identified in a long-range forecast that accomplishes two objectives:

1. It ensures that fund balance/reserves stay above the minimum reserve goal established by the governing body throughout the period covered in the long-range forecast, and
2. Eliminates the annual fiscal gap not later than the last year of the long-range forecast.

A fiscal sustainability plan is different than a fiscal solvency plan, the latter of which is focused primarily on cash liquidity of the agency to meet its debt obligations. A fiscal solvency plan has the ability to use debt financing or find means by which to extinguish or absolve the agency of its existing debt obligations, among other tools, to avoid the event of fiscal insolvency (which some might refer to as bankruptcy). Rather, a fiscal sustainability plan is focused on attempting to maintain services to the fullest extent possible to address a budgetary shortfall that is projected in future years. It is less focused on liquidity and more focused on managing reserves.

Types of Budget Strategies

Budget strategies are used to address any fiscal gap present in the long-range forecast. They are developed along a continuum that includes four categories:

- **Expenditure control/cost shifts** – strategies that focus on reducing the cost of service delivery through such means as process improvements, organizational restructuring, renegotiating existing contracts for services/supplies, updating cost allocation plans within an organization, or otherwise shifting costs borne by the General Fund to other funding sources that currently exist;
- **Service delivery changes** – strategies that focus on changing how services are delivered that reduce costs while maintaining service levels. Examples might include contracting for services, shared service delivery with other agencies, providing services with existing capacity to other agencies, and public-private partnerships; and
- **Revenue enhancement opportunities** – strategies that seek to increase the financial resources available to provide services such as economic development, new taxes, existing tax increases, and increasing cost recovery through new/enhanced/increased fees and charges.

To the extent that these three categories fail to deliver fiscal sustainability in a timely manner, the agency might then need to exercise strategies from the fourth category:

- **Service level reductions** – identifying services or programs that can be reduced or eliminated, typically based on a prioritization strategy.

Determining Budget Strategy Feasibility

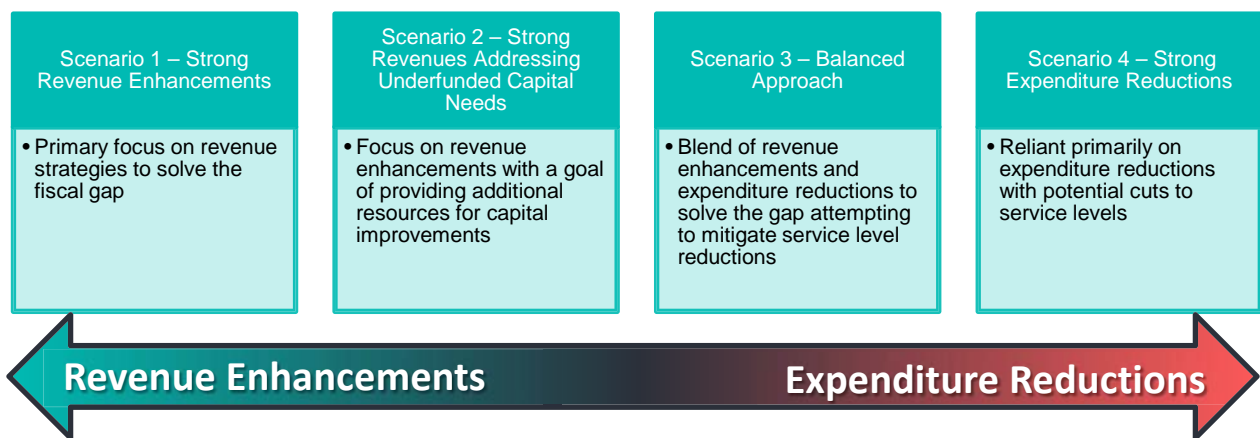
Budget strategies are then typically analyzed in terms of fiscal impact and their potential for success, considering such factors as the following:

- Community values
- Organization goals, policies and culture
- Technical and operational feasibility
- Timing of implementation
- Service delivery
- City operational structure and practices

Budget Strategy Scenario Packages

Strategies that are deemed worthy of future consideration can then be placed into various scenario packages along a continuum ranging from revenue-centric enhancements to expenditure-centric reductions, as indicated in Figure 8 below.

Figure 8. Budget Strategy Scenario Packages



Fiscal Sustainability Implementation Action Plan

Once a scenario package and the related budget strategies are chosen, the agency then creates an implementation action plan to implement the strategies that includes timing, responsible party for implementation, and resources (time or investment in funds) to implement the chosen strategy. This ultimately comprises the fiscal sustainability plan.

Baker Tilly’s Assignment

Our assignment in this project is to identify potential opportunities for the Town to consider that could collectively address the fiscal gap. We were not asked to evaluate individual strategies but rather to provide a slate of options that the Town Council and staff could use as a starting point for its long-term fiscal sustainability efforts. It is clear that the long-range financial forecast indicates there is a fiscal gap that will need to be addressed. How the agency addresses it will need to be considered in its strategic planning and economic development planning efforts in sufficient time to bring fiscally sustainable operations and service levels to the community today and for years to come.

With that, we have identified a series of budget strategies for the Town to consider in future years to address the fiscal gap identified in the long-range forecast. They are discussed below.

Budget Strategies

Each of the budget strategies identified herein was based on our review of various Town documents, interviews with councilmembers and staff, review of other agencies in Texas, and our deep experience

working with agencies across the country. Each strategy identified will include a brief description, the potential fiscal impact, and comments to help inform the evaluation of the strategies for future consideration.

Expenditure Controls and Cost Shifts

The following expenditure control and cost shift alternative were identified in our analysis.

#	Description	Long-range Annual Fiscal Impact	Comments
1	Organizational assessment of Academy administration	\$250,000	Review the organizational structure of administration and administrative support functions to identify staffing reduction alternatives that mitigate classroom/educational programs. Administrative staffing might exceed state standards which could jeopardize long-term state funding.
2	Compensation standards	\$200,000	Review compensation of Town and Academy staff to establish a standard between median and top quartile compensation with comparable agencies; establish an appropriate peer agency group based on objective criteria from which to compare compensation and benefits.
3	Maintain only public infrastructure and amenities	\$100,000	The Town has been taking over maintenance of HOA-owned amenities where they abut public spaces (e.g., fountains, landscaping). Yet we also understand that the Town owns property maintained by HOAs. The distinction between public/private maintenance responsibilities requires careful consideration to avoid “maintenance creep” of public responsibilities that require additional funding resources through increased tax revenues or reduced costs in other places.
4	Conduct City Hall facilities study	TBD	Conduct a study to determine cost-benefit of building a City Hall facility rather than renting office space. Savings may only be driven if low-interest debt financing, grant funding, and value-engineering principles are used to mitigate long-term costs of ownership and maintenance.
5	Cooperative purchasing	\$100,000 or more	Exercise cooperative purchasing arrangements with other agencies locally, within the region, and through statewide and nationwide procurement options. The most significant savings might be achieved in capital projects and maintenance services and supplies.

Service Delivery Alternatives

The following service delivery alternatives were identified in our analysis.

#	Description	Long-range Annual Fiscal Impact	Comments
1	Academy privatization	Up to \$5.5 million	Privatize charter school operations to allow for tuition or (if approved by the state in the future) voucher-based revenue, offloading the costs from the General Fund. Hybrid approach of a public-private partnership could be explored in some areas with a focus on protecting state funding to the fullest extent possible.
2	Municipal courts – shared service delivery	\$150,000	Identify opportunities to reduce the cost of court services by sharing with another agency, either by leveraging existing capacity or outsourcing with a nearby jurisdiction.
3	Consolidated fire management – shared service or federation model	\$250,000	Create a shared fire management model with the nearby agency(ies) to consolidate top-level positions and command staff.
4	Public works services – shared services	\$150,000	Identify opportunities to share public works maintenance services, including streets, facilities, fleet, and landscaping.

It should be noted that we reviewed the existing arrangement with the City of Keller Police Department regarding the cost for law enforcement services. While Westlake could potentially explore options for reduced costs from the Sheriff’s office or other local agencies, we are not certain that Westlake would see significant cost savings unless there were greater regional sharing of law enforcement services. The cost of law enforcement services as it currently stands appears to be a good value to the Town.

Revenue Enhancements

The following revenue enhancements were identified in our analysis.

#	Description	Long-range Annual Fiscal Impact	Comments
1	Property tax – increase tax rate up to voter-approval tax rate (VATR) of \$0.21 per \$100	\$500,000	The town can increase the tax rate by state statute to VATR without voter approval; increases property taxes up to 25% over time.
2	Sales tax – reallocate 1/8% of 4B Economic Development fund sales tax to Property Tax Reduction fund	\$1,200,000	The 4B fund is projected to be overfunded based on existing debt service. Approximately 25% of the sales tax revenues could be reverted to the General Fund. This would require voter approval.
3	Cost recovery for fees and charges – new study to increase cost recovery to 100%	\$250,000	Conduct a comprehensive fee study to determine existing cost recovery levels and establish parameters around improving cost recovery.

#	Description	Long-range Annual Fiscal Impact	Comments
4	Crime control and prevention district (CCPD) – establish a CCPD to fund crime prevention and reduction efforts	\$600,000	Allowed under Texas Local Government Code Section 363 et seq. Voter approval is required of those within the proposed district. Need not cover the entire incorporated area. CCPD is funded through sales and use tax up to 0.5% and counts against the 2% local maximum. To implement this would require one of the other sales tax measures to be sunset (e.g., 4B Economic Development fund).
5	Sales tax leakage – leakage study to improve sales tax generation	TBD	Conduct a sales tax leakage analysis to determine opportunities to attract sales tax generators where demand might support them. Fiscal impact will depend on leakage and whether the Town wants to pursue sales tax deficit industries.
6	New retail development – focus economic development efforts on significant sales tax producers	\$100,000 to \$2,000,000	New retail in development areas can provide ongoing additional revenue sources, albeit more volatile to economic swings. A thriving restaurant will only generate up to \$100,000 annually in sales tax, whereas larger department stores/retailers can generate up to \$2 million in annual sales tax.
7	Development impact fees – implement fees to pay for new construction of infrastructure	TBD	Funds could only be used for new infrastructure or significantly enhanced infrastructure that increases capacity to serve the increased population/impacts on the community. Fiscal impact is dependent on what impact fees are implemented and future development activity.
8	Stormwater utility district (SWUD) – implement a SWUD to cover costs associated with stormwater management	<\$200,000	The Town has an existing stormwater management program. SWUD provides the opportunity to fund it through utility fees. Operating costs are not currently allocated based on stormwater management. Future infrastructure costs could be funded through SWUD as well as ongoing maintenance costs.
9	Education-based donations – expand fundraising to tap private and/or public funding opportunities	\$500,000	Focus on fundraising efforts that can support existing programs as opposed to creating new programs. Identify and pursue funding options from federal programs or private foundations where the Academy's existing services fit the niche of those grant programs.

Additional comments regarding strategies identified:

- Local sales tax rate capacity** – The Town has already implemented the maximum local sales taxes that are allowed under State law with its three sales tax categories: 1) General Fund of 1%; 2) Property tax reduction of 0.5% to reduce the property tax burden; and 3) 4B Economic Development Fund of 0.5% to fund qualified development projects. The latter is committed to repaying the debt on what was referred to as the “Civic Campus project”; however the 4B fund projects sales tax revenues in excess of projected debt service which might provide some capacity to divert those funds to a different use.

- **Charter school funding** – the funding for charter school operations such as Westlake Academy is limited. Based on our research, the Town may not levy assessments to fund operating costs like a school district can. As such, education assessment levies are not a viable option to provide additional ongoing funding of school operations. The Academy also is limited in charging anything similar to a tuition to students to address the gap as that would violate state funding that the Academy would receive.

Service-Level Reductions

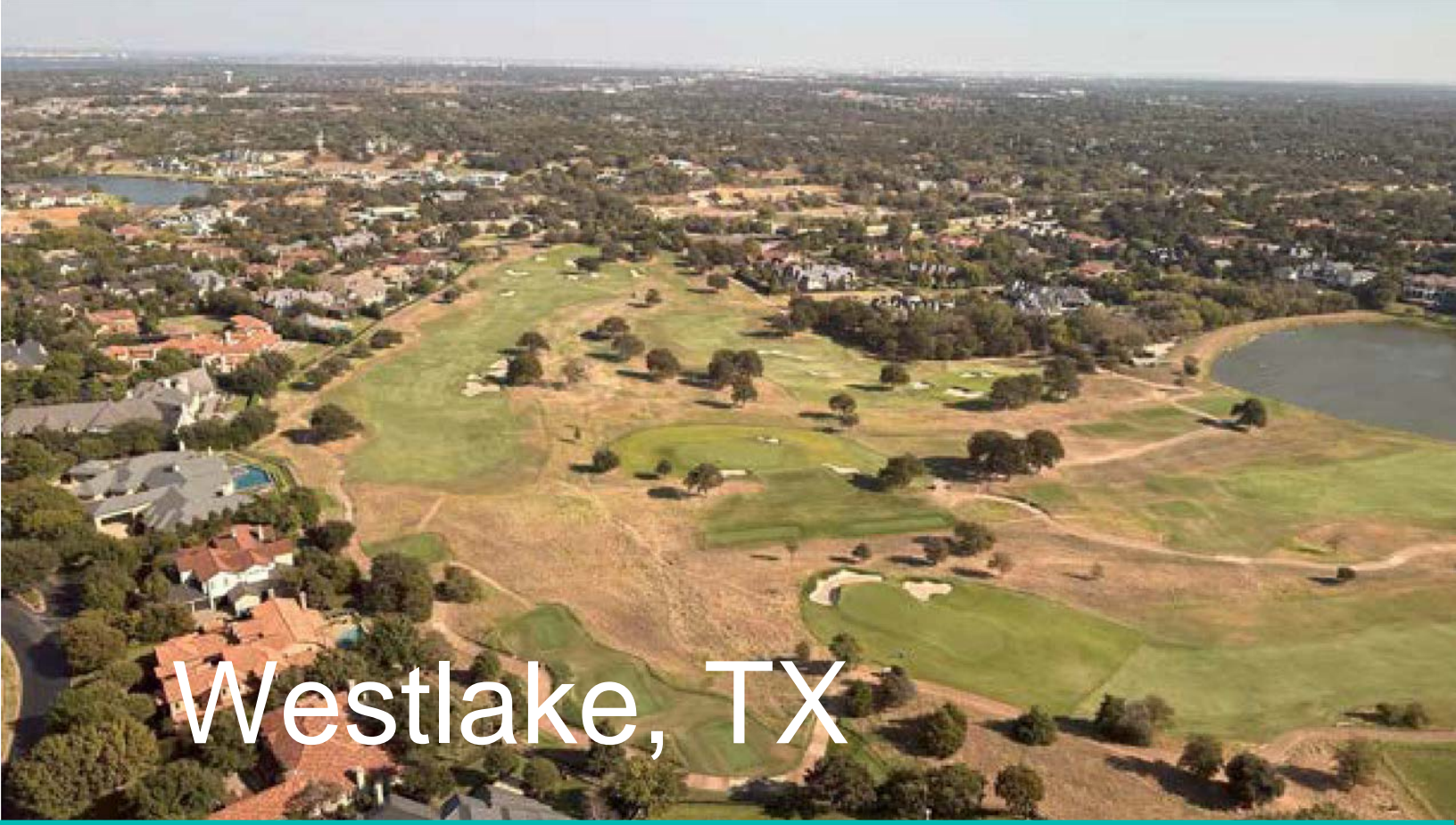
If the strategies in the three categories listed above are not pursued, not timely, or insufficient to address the growing fiscal gap, then service-level reductions would need to be exercised to achieve fiscal sustainability. We recognize the Town would least prefer these options, but the Town will need to explore these types of options to be able to provide community services long term.

#	Description	Long-range Annual Fiscal Impact	Comments
1	Reduce or eliminate Academy education services	Up to \$5.5 million	Operating a charter school is not considered a municipal service in Texas. The Academy is a unique amenity that sets Westlake apart from other communities, but if core municipal services (e.g., public safety, fire prevention, street infrastructure maintenance, etc.) are not maintained, no other agency can provide those services.
2	Reduce General Fund staffing by 10% for both Town and Academy	\$1,600,000	Identify staff positions to eliminate to achieve a 10% reduction in General Fund costs for both the Town and the Academy using a priority-based approach.
3	Implement priority-based budgeting and reduce/eliminate non-essential services	\$2,400,000	Implement a priority-based budgeting process to identify programs along a prioritization continuum and either reduce or eliminate the least essential municipal programs or services to achieve a 10% reduction in total operating costs. Both the Town and the Academy would be subject to this process.

Conclusion

Westlake is a unique community in the Dallas-Fort Worth metro area. There is a lot of potential for the Town to grow into a thriving community as it expands toward full build-out. Development of its mix of HOA-centric residential areas and commercial spaces has provided significant revenues in the form of permits and use taxes that have generated General Fund reserves. The Town has the potential to provide a mix of property and sales taxes long term. The Town's reliance on sales tax by maintaining one of the lowest property tax rates in the region places a risk for economic volatility – when times are good, sales tax revenues will boom, but when recessions hit, the Town is subject to significant reductions in its highest revenue source.

The Town will need to identify nearly \$7 million in ongoing, reliable budget strategies by 2030 if it wants to continue the same types of services it provides today. Economic development will provide some relief for property tax and sales taxes; however, the mix of retailers and properties to generate that level of sustainable revenues long term will press the community into decisions about the character of its residential and commercial spaces into the future.



Westlake, TX

Economic Development Plan Report

December 13, 2024



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Executive Summary

The Town of Westlake engaged Baker Tilly to develop an economic development plan to support the Town's vision and goals and ensure high-quality business development. The plan is intended to guide the Town's economic development strategy and the supporting municipal policies and tools leveraged to realize desired development. This report presents the Town's demographic and economic baseline and the resulting impacts on the Town's growth, revenues, and other factors. It provides details on economic and demographic trends, the current development composition of the Town and its regional development context in the northern Dallas-Fort Worth-Arlington, TX metro area, community and stakeholder perspectives, and economic development policies and tools, and recommends a set of potential growth opportunities in line with the Town's current conditions and perspectives and future economic development goals.

The Town of Westlake has been largely insulated from regional growth trends due to its rural character, high home values, and relatively slow rate of new development. Residents prize the Town's semi-rural character and aesthetic quality, as well as its open space, and place a high priority on maintaining these features. Most of the Town's remaining developable land is owned by a single developer – Hillwood – and presents creative opportunities for redevelopment. Currently, the Town lacks significant retail development and is dominated by large single-family residential lots and large corporate campuses.

The Town has a significant opportunity in the success of its corporate campuses and its large swaths of remaining developable land. Furthermore, the relatively high rates of regional population growth present an additional opportunity to leverage regional demand. The layout of developable land across the Town presents a unique opportunity to use highly visible parcels on the Town's edge to promote Westlake's unique character through flagship developments, while maintaining the semi-rural quality and high aesthetic standards of the Town.



A mixed landscape in Westlake that includes the Westlake Academy, Deloitte University, and open space. (Baker Tilly photo)

The report concludes with a set of 11 strategies for the Town to realize its goals of supporting new construction and development, maintaining and enhancing community identity and sense of place, and effectively managing the development services process to move at the pace of business. Key considerations for economic impact include:

- Create a balanced approach for the Town's future by leveraging developable land to generate new tax revenues while preserving community character;
- Harness the market potential of new household creation in the northern portions of the DFW metroplex to support new housing development in limited portions of the Town;
- Collaborate with the large corporate campuses to support new development that creates a symbiotic relationship between the spending demand of employees and the delivery of new retail amenities in mixed-use projects; and,
- Leverage visibility and access along Highways SH 114 and SH 170 to implement a placemaking initiative that elevates Westlake as a community of choice.

Economic Strategy Baseline

Community Economic Baseline

Westlake's demographic and economic profile paints a picture of a slow-growing, affluent town with a commercial development pattern of mainly office developments like corporate campuses (on which it primarily depends for its local employment base) with limited retail, and a residential pattern of single-family homes on relatively large lots in large planned developments.

Demographic Context

Westlake has a population of nearly 2,000. However, due to the large corporate campus presence in the Town (to be discussed in further detail in the following sections), its daytime population is significantly higher than its permanent resident population. This daytime population is expected to continue to increase, with various sources estimating anywhere between 40,000 to 60,000 by 2040. Westlake is insulated from broader population trends in the region due to its high property values as well as low growth in residential development versus surrounding communities, which have seen relatively significant increases in population.

Westlake's land area is roughly 7 square miles. The Town is surrounded by three major highways (SH 170, SH 114, US 377) and is located on the northern edge of the Dallas-Fort Worth metroplex. Westlake is roughly 30–60 minutes by car to downtown Dallas or downtown Fort Worth. Dallas was the 9th largest city in the country in 2022, and Fort Worth was the 13th largest; the region is among the fastest growing metropolitan areas nationally, with the Dallas-Fort Worth-Arlington, TX metro area having the highest numeric population increase in 2022, and neighboring Little Elm being the 5th fastest growing city nationally in 2022.

Most residents are married (~78%), while 15.4% are never married, 5.8% are divorced, and 1.1% are widowed. The population has a very high level of educational attainment (71.5% of those 25+ have a bachelor's degree or higher). There are 497 employed residents, suggesting that a fair amount of households are single income; over 60% of female residents aged 20–64 are not in the labor force. Most employed residents work in management, business and financial operations, healthcare, and sales and related occupations. The Town's racial makeup is 78.4% White, 11.8% Asian, and 7.9% two or more races, with small percentages of other races. About 28% of the population is aged 19 or under. The median household income is \$250,001.

About three-quarters of workers work within their county of residence (Denton or Tarrant), while 21% work outside of the county but in-state. The working population is roughly split between those who drive to work and those who work from home. About half of those who travel to work have a commute longer than 30 minutes, suggesting that these individuals may work in Dallas.

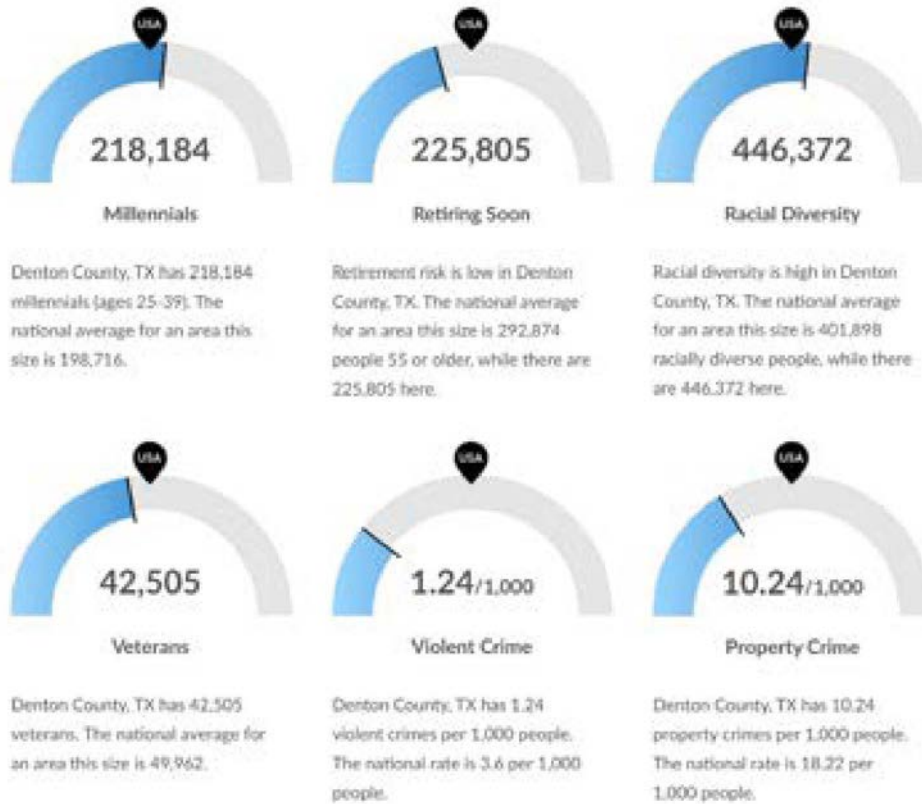
Regional Context

Westlake sits at the border of Denton and Tarrant counties; Denton County's population increased by 17.8% since 2018 and is projected to grow by 15.9% by 2028. Tarrant County's population increased by 4.6% since 2018 and is projected to grow by 4.4% by 2028. Jobs in Denton County also increased by 23.7% in the same time frame, far faster than the national average job growth rate, and are projected to grow by 14.8% by 2028. Jobs in Tarrant County increased at a slower pace of 10.3% since 2018 and are anticipated to grow by 8.4% by 2028. The county migration charts shown below indicate that most population movement in the two counties is intra-regional; however, Dallas County trends show significant in-migration from other parts of the country like Orange County (California), Los Angeles, Pittsburgh, and Chicago. This could indicate a potential pattern of new residents to Texas, establishing households in Dallas and migrating to surrounding counties in future years, perhaps contributing to the growth trends in Denton and Tarrant counties.

Denton County's educational attainment is higher than the national average, with 32.1% of residents holding a bachelor's degree; 22.3% of Tarrant County residents have a bachelor's degree. The largest

industries in 2023 in Denton County were government, retail trade, health care and social assistance, accommodation and food services, and professional, scientific, and technical services; the fastest growing industries were government, finance and insurance, transportation and warehousing, health care and social assistance, and wholesale trade. For Tarrant County, the largest industries were health care and social assistance, government, and retail trade; the fastest growing industries were transportation and warehousing, professional, scientific, and technical services, and health care and social assistance.

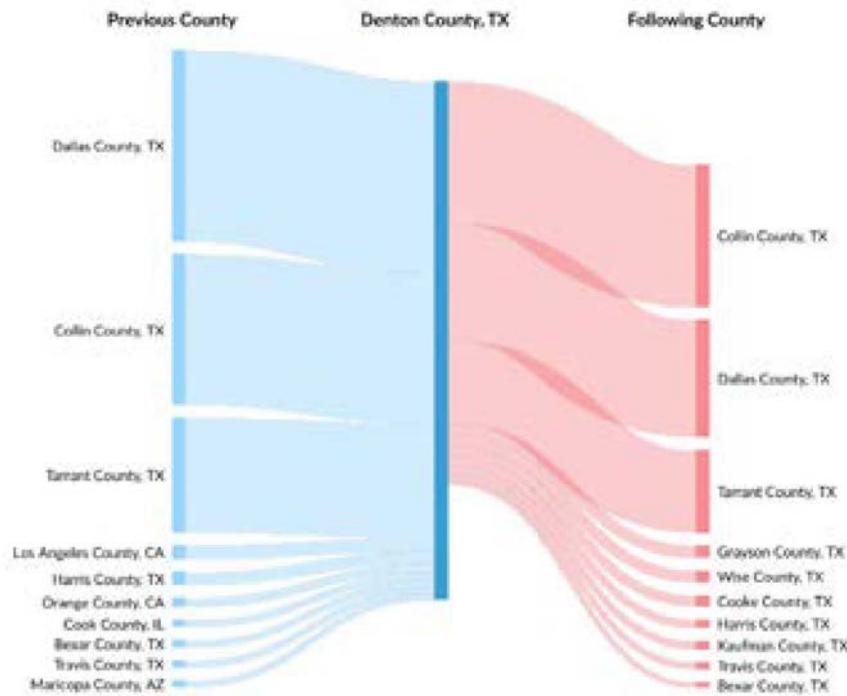
Westlake has lower levels of racial diversity versus Denton and Tarrant counties overall.



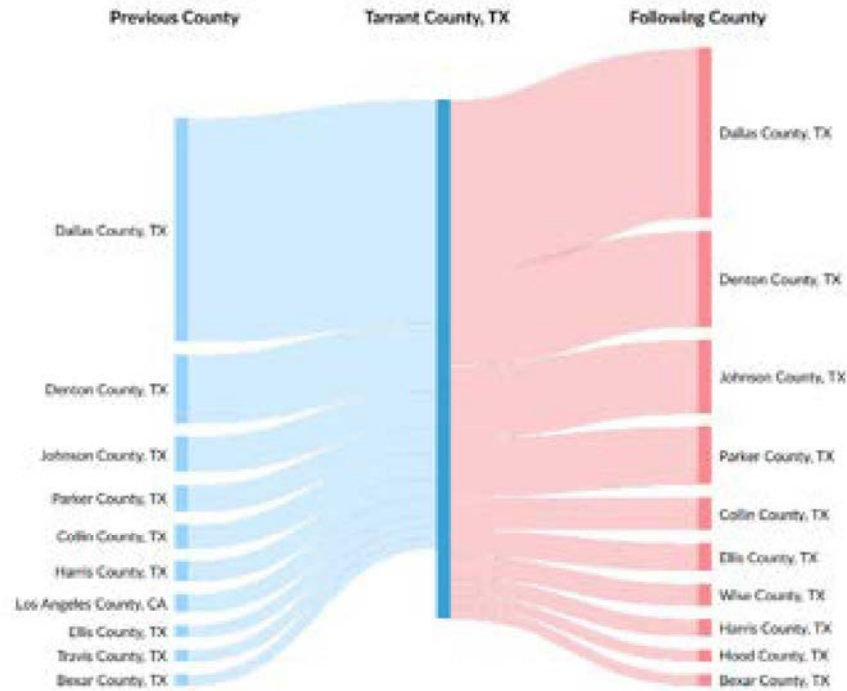
Denton County characteristics. (Lightcast)



Tarrant County characteristics. (Lightcast)



Denton County Migration Patterns. (Lightcast)



Tarrant County Migration Patterns. (Lightcast)

Core Economic Elements

Westlake’s resident population of less than 2,000 is one segment supporting Westlake’s local economy. Westlake’s economy also has two additional potential demand segments – the large daytime population (driven by corporate campuses) and regional populations. Though data figures were not available for this report, stakeholder input indicates that employees at corporate campuses in the Town do not currently visit local businesses to a significant degree (later sections of the report will discuss a lack of retail development in the Town). Dining, shopping, and recreation attractions for the regional population are largely located in surrounding communities, including Southlake, Roanoke, and Keller.

The table below shows the growth in the number of households in the communities surrounding Westlake over the past 10 years. In particular, Trophy Club and Roanoke have seen significant growth during this period, representing an increased source of regional demand that continues to grow (based on county-wide population projections noted in the previous section). Though surrounding communities have also developed their commercial real estate footprints to serve this growing demand, Westlake has an opportunity to draw some of this demand to new businesses within the Town.

Table 1. Total Households in Surrounding Communities, 2012-2022 (American Community Survey, 5-Year Estimates)

City/Town	2022	2017	2012	% Change 2012-2022
Keller	16,052	14,949	13,360	20.15%
Roanoke	3,620	2,743	2,679	35.13%
Southlake	9,298	9,126	8,202	13.36%
Trophy Club	4,536	3,907	3,001	51.15%
Total	33,506	30,725	27,242	22.99%

The table below shows the Town’s largest employers as of 2022 (as listed in the Town of Westlake’s 2022 Annual Comprehensive Financial Report [ACFR]). Roughly 75% of employment in the Town is located at corporate campuses.

Table 2. Westlake Major Employers and Number of Employees (Town of Westlake 2022 ACFR)

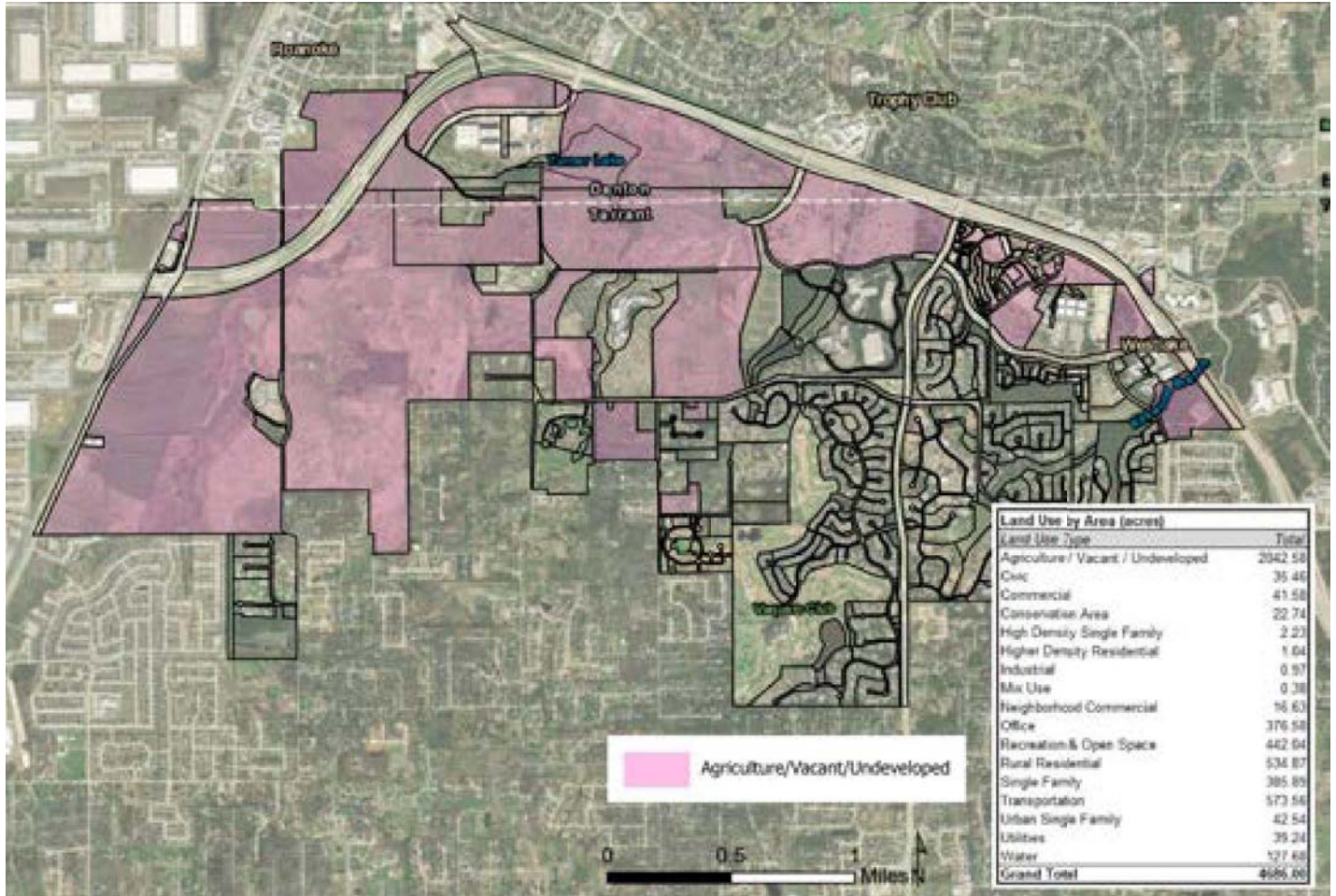
Employer	Employees	Percentage of Total Town Employment
Schwab	7,000	42.44%
Fidelity Investments	4,765	28.89%
Goosehead Insurance	677	4.11%
Core-Mark	584	3.54%
Robinhood	500	3.03%
Deloitte University	500	3.03%
Kiewitt	400	2.43%
Solera Holdings	261	1.58%
Defi Solutions	214	1.30%
Sound Physicians	194	1.18%
Verizon	164	0.99%
Levi Strauss	150	0.91%
Town of Westlake/Westlake Academy	142	0.86%
All Other Businesses	941	5.71%

Household Profile

Westlake has 435 households and 472 housing units. The household breakdown is 92% family and 8% nonfamily, with 46.7% of households being 2-person families and 31.9% being 3-4-person families. Only 77 households have one or more individuals over 65 years of age. Owner-occupied housing is roughly evenly split between mortgaged and non-mortgaged homes. The median home value (owner-occupied) is \$2 million. Only 11 of the 435 occupied housing units are renter-occupied. These rental units are mostly rented for over \$3,500/month, with three renting between \$1,500-\$1,999/month. Nearly all of the housing stock is single, detached units, with 12 units being single, attached. The housing stock is fairly new, with a median built year of 2010. The majority of householders moved in between 2010 and 2017. Most households have multiple vehicles (2-3). All vacant units except two are sold but unoccupied. The Town has a small amount of relatively more affordable workforce housing – 43 units have a value below \$500,000.

Land Development

A simple calculation based on an approximation of the “developable” acreage in the Town (excludes waterways, conservation areas, and utilities) shows that the Town is approximately 55% developed. Of the developable land available, roughly 75% is owned by Hillwood, a Dallas-based developer with experience delivering a variety of development types, from master-planned developments incorporating everything from industrial to residential to commercial developments in urban settings.



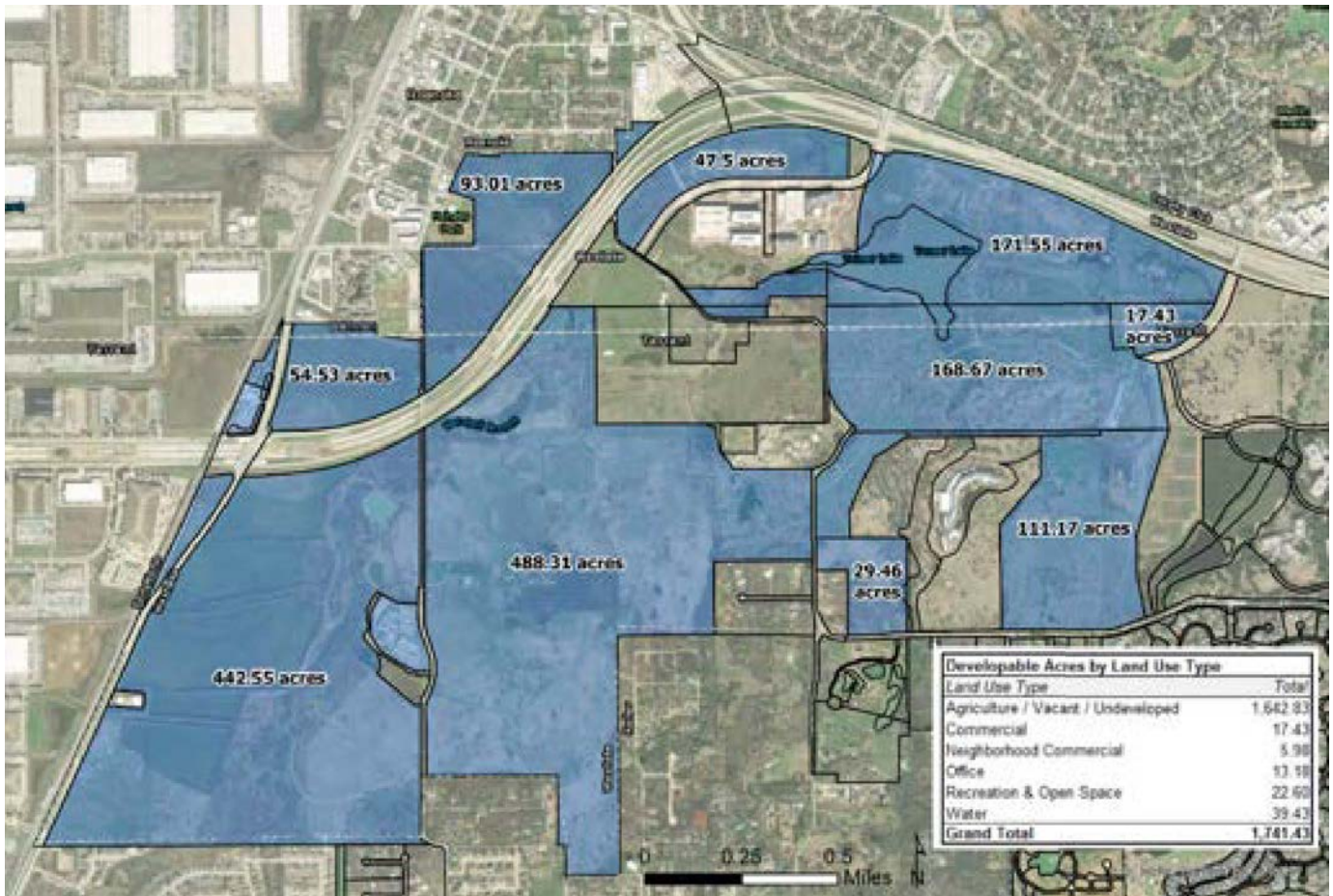
Map of all developable land in the Town of Westlake (identified as Agriculture/Vacant/Undeveloped) (Town of Westlake, Existing Land Use Dataset, 2022)

The above map reinforces the current abundance of agricultural land and open space (over half of Westlake’s land area), which is one of the Town’s distinguishing features. The next most prevalent land uses are rural residential/single-family, transportation corridors, and offices (largely corporate campuses).

As shown on the map below, Hillwood holds large plots of contiguous land, presenting a broad range of development options. Hillwood has expressed an interest in developing 2-4 additional corporate campuses, but additional plots of developable land would remain available – in particular, highly visible parcels along the highways that border Westlake. Notably, the land north of Highway 170 that lies within the boundaries of Westlake is broadly thought to be part of Roanoke due to its physical separation from the rest of the Town and is therefore seen differently by Town residents.



Vacant Westlake parcels north of Highway 170; City of Roanoke to left. (Baker Tilly photo)



Map of Hillwood developable land ownership in the Town of Westlake
(Town of Westlake, Existing Land Use Dataset, 2022)

Though a significant number of acres are classified for future land use planning as “vacant” or “undeveloped,” there are limitations to the feasibility of full development across much of this acreage – for example, the Circle T Ranch, agricultural grazing land, and green space. Given these realities, the land with the highest revenue-generating potential is likely those parcels situated along Highways 170 and 377, including the parcels north of 170 which border Roanoke.

Core Development Types and Patterns

The table below demonstrates that both existing and forthcoming real estate in the Town are dominated by offices, as seen in Westlake’s major corporate campuses for Deloitte, Charles Schwab, and Fidelity. The market, largely through the land deals executed by Hillwood, has favored corporate campus development in the Town, which has been a development type amenable to resident and leadership priorities. Notably, the Town has little retail space, as discussed later in this section, which is a segment with the potential to generate significant revenues for Town operations.

The Solana and Entrada developments have brought specialty and hospitality to the Town, including existing and proposed hotel space and event venues.

Table 3. Westlake Property Breakdown (CoStar)

Property Type	Building Status	Rentable Building Area
Health Care		7,788
	Existing	7,788
Hospitality		464,047
	Existing	244,297
	Final Planning	96,000
	Proposed	123,750
Office		4,685,711
	Existing	4,182,534
	Proposed	481,758
	Under Construction	21,419
Retail		154,766
	Existing	115,766
	Proposed	9,000
	Under Construction	30,000
Specialty		741,559
	Existing	741,559
Total		6,053,871

Residential

The Town is dominated by single-family homes situated on large lots within master planned developments, which are clustered in the southeast section of the Town, leaving relatively large chunks of developable land to the north/northwest. Westlake currently has three major residential developments in process, which consist of ultra-luxury single-family residences surrounded by wooded areas, consistent with the Town’s emphasis on preserving and incorporating aesthetic open space into every development. These new developments are adjacent to activity centers like Solana and the Vaquero Golf Club.

Town residents are generally opposed to new multi-family development that may typically be incorporated into town center-style developments, and the Town indeed has very little multi-family residential development. However, some multi-family residential development has occurred in Entrada, including townhomes and condominiums.

Destination Commercial and Amenities

Westlake’s two flagship multi-use developments are Solana and Entrada, which are both located in the northeastern part of the Town. Entrada is an 85-acre master-planned community that will feature over 1,000,000 square feet of office, retail, hotel, entertainment, and over 300 residential units with a mix of villas, townhomes, and condominiums. Entrada, like all developments in Westlake, has high architectural standards and will be designed to emulate the Catalonia region of Spain. The Entrada development has been paused for almost 10 years but has recently begun to progress under the leadership of a new town council. Solana Business Park is a mixed-use campus with offices, retail, and a Marriott hotel.

Circle T Ranch, a 2,500-acre multi-use development underway, is located in the northern portion of the Town at the intersection of State Highways 114 and 170. The development will bring retail, restaurants, and other amenities to the areas near Westlake’s corporate campuses.

When seeking dining options, residents of Westlake visit restaurants on the north side of SH 114 (in the planned community of Trophy Club), as well as the neighboring communities of Southlake and Grapevine to the east. Additionally, downtown Roanoke (which borders Westlake to the north of the highway interchange) is a regional draw with restaurants and entertainment. Downtown Dallas is a draw for arts attractions.

Office

The corporate campuses of Deloitte, Charles Schwab, and Fidelity are clustered in the north/northwest section of the Town. Corporate campus development is a favored model in the Town, and Hillwood has expressed interest in developing additional corporate campuses on parts of its Circle T Ranch land. Westlake's corporate campuses serve as a major contributor to the Town's economic potential, making its daytime population exponentially larger than its permanent resident base. Several other companies also occupy office space in Westlake, including some of the companies included in the largest employers listing for the Town.

Industrial

Westlake currently has no significant industrial real estate space.

Competitor and Peer Community Context

Though none of the communities bordering Westlake are directly comparable, Southlake, which borders Westlake to the southeast, is its closest competitor. Southlake is roughly three times the size of Westlake by land area, and its population was nearly 32,000 in 2023 (nearly 25x the population of Westlake). The assessed value of all property in Southlake was \$10.85B in 2023, while the most recent 2022 data for Westlake show \$1.82B in assessed value. Sales tax revenues were almost \$48M in 2023, while Westlake's sales tax revenues totaled \$11.5M in 2022 (Westlake's sales tax revenues in a typical year are roughly \$7–8M). On a per-household basis, sales tax revenues were just over \$5,000 per household in Southlake, and over \$26,000 in Westlake (or roughly \$18,000 in a typical year). Per capita personal income was about \$80,000, just over half of Westlake's per capita personal income.

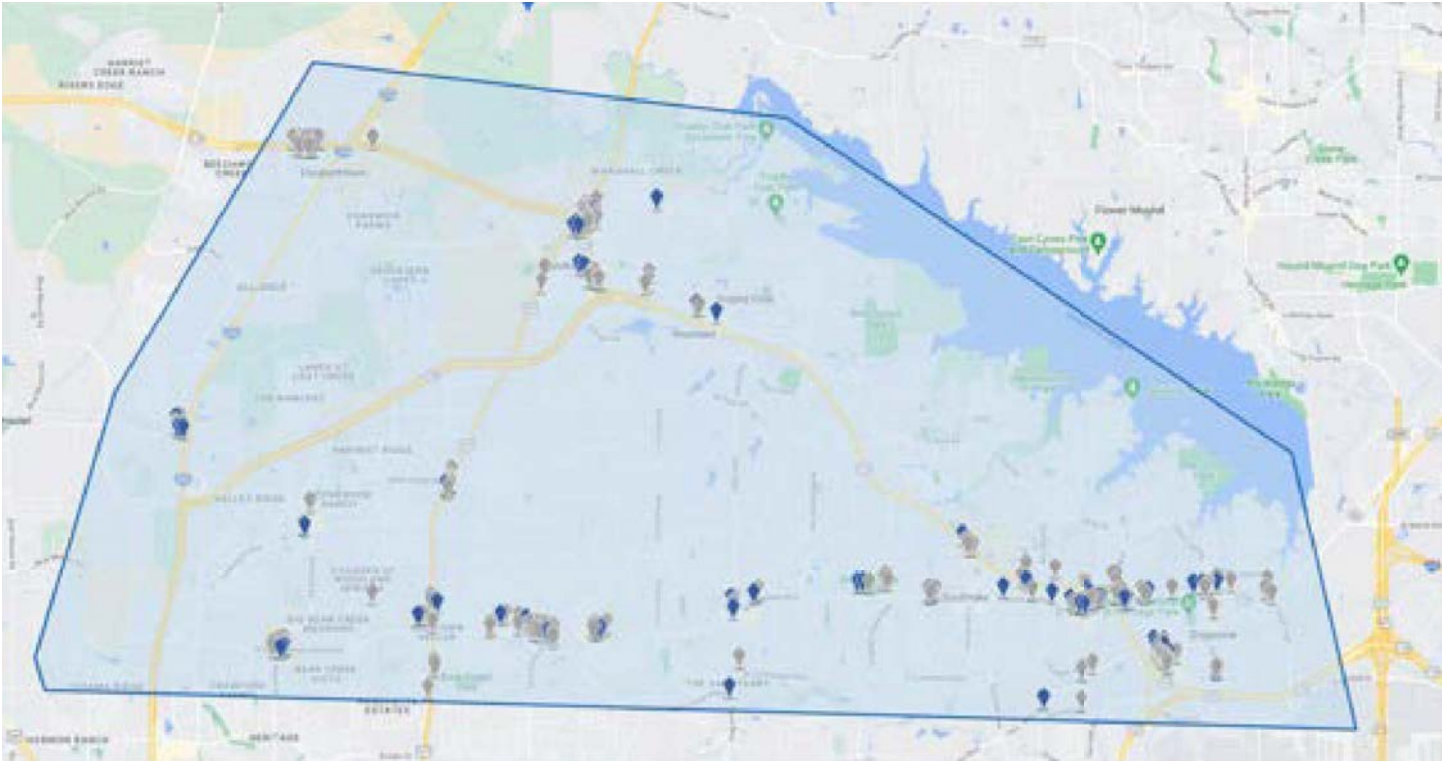
Roanoke, which is adjacent to Westlake to the northwest, is roughly the same size as Westlake by land area, with a 2023 population of 10,628. Assessed value of all property in Roanoke was \$3.35B in 2023. Sales tax revenues were \$18.75M in 2023. Per household sales tax revenues were just over \$5,000. Per capita personal income was about \$52,000 in 2023.

When scanning the MSA as a whole, Highland Park, Texas, located near downtown Dallas, emerges as a potential peer community in terms of its aesthetic character/high design standards and the significant wealth of its residents. Highland Park is roughly 1/3 the size of Westlake by land area and has a population of 8,719, nearly 5x the size of Westlake's; total assessed property value was \$7.4B in 2023; sales tax revenues were \$6.6M in 2023. Per household sales tax revenues were just over \$2,000.

These competitor and peer community statistics demonstrate Westlake's economic growth potential in terms of real estate development and commercial revenue-generating activity through increasing the intensity of development in the Town. In particular, Highland Park is an example of a wealthy community that has preserved its aesthetic character while promoting a high intensity of commercial activity combined with tight development patterns.

Retail Context

As demonstrated by the financial data above, Westlake's neighboring communities have significantly more retail development than Westlake. The map below clearly shows the pattern of retail establishments in Westlake and surrounding communities. The majority of retail in the region is clustered along major transportation corridors in Southlake, Grapevine, Keller, and Roanoke.



Map of retail properties in and around Westlake (Blue=on the market; Gray=unavailable) (CoStar)

This observation is reinforced by the table below, which shows Southlake and Grapevine having the highest amount of rentable building area for retail properties in the search area. Retail currently comprises less than 10% of total taxable sales in Westlake.

The Town’s existing retail space is concentrated in the Solana and Entrada developments and includes businesses like restaurants, a CVS, salon and nail shops, and Starbucks.

Retail development in neighboring communities includes additional daily amenities like grocery stores, convenience stores, and gas stations which are not convenient to access for Westlake residents, as well as large concentrations of restaurants, shops, and other retail types.

Table 4. Comparison of Retail Rentable Area in Westlake and Neighboring Communities (CoStar)

Community	Retail Rentable Building Area
Grapevine	1,060,218
Southlake	1,055,827
Keller	797,546
Roanoke	789,582
Westlake	154,766

Revenue Growth

Increasing the tax base to generate additional revenues is a major priority for both Town leadership and residents, with the Town facing deferred maintenance requirements for its infrastructure. The Town’s economic development prospects present a major opportunity to bring in new revenues largely in the form of sales tax.

The construction industry was a significant contributor to taxable sales during 2018-2020, which have since declined in volume. Sales tax revenues have a relatively volatile pattern year-over-year due to one-time bumps from new developments like data centers, demonstrating Westlake's historical revenue boosts due to one-time sales tax and fee revenues from new developments. Development in the Town is slowing, along with associated fee revenue, and will continue to drop off as the amount of developable land in the Town is reduced.

In this fiscal environment, the Town must balance the imperative for increased tax revenues with the Town's desire to preserve its low-intensity land use patterns. Typical large revenue producers like high-intensity development centers and big box retail stores are not present in Westlake.



Vaquero Golf Club, historically a top sales generator in Westlake. (Baker Tilly photo)

Community and Stakeholder Perspectives

While preparing the economic development plan, the team spoke with Town employees, residents, and the developer community. Town employees who provided input included the Mayor, Town Manager, Deputy Town Manager, and Planning Director. The team held two public meetings which included local businesses, as well as a workshop with the Town Council.

A multi-day site visit was also held during plan preparation, which included a community tour via automobile and helicopter of Westlake and surrounding communities, and conversations with Hillwood and members of Town leadership.

Westlake has also conducted past large-scale planning efforts – most notably through a 2015 Comprehensive Plan – but the Town largely relies on short-range planning efforts.

Previous Planning Efforts

Westlake's most recent comprehensive planning effort was completed in 2015. Though the plan is not recent, the goals and sentiments of the Town and its residents appear remarkably similar to those expressed today, evidencing that the Town has long been committed to preserving its semi-rural character and way of life.

Stakeholder Interviews

Interviews with Town employees revealed that many roles that may typically be handled by separate employees are often centralized in a single employee. Economic development activities are currently handled by the Deputy Town Manager.

Town leadership anticipates a small amount of future population growth, estimating an additional 500 to 1,000 residents over the next five years. This is largely due to the Town's desire for measured intentionality in its growth, as was emphasized by residents in public meetings. Westlake leadership sees a potential for some multi-family development to support the Town's growth and revenue needs but understands the importance of maintaining the Town's character and low-density development pattern. They identify the Town's large daytime population due to its corporate campus presence as a competitive advantage and major opportunity for growth and suggest that the Town explore ways to attract and retain young professional employees in the community.

Certain portions of Hillwood's highway-adjacent land ownership in the Town have been noted as a potential regional destination opportunity, with other off-highway areas remaining locally oriented. Leadership is focused on the need to boost revenues through sales tax as opposed to property tax. Town leadership expressed the same priority on preserving view corridors as residents, and noted that town center-type developments could also serve as open, communal spaces to complement Westlake's prized green spaces.

The Town's development is mostly governed by Planned Development (PD) Districts, which according to Town leadership has made it difficult to foster a cohesive identity for Westlake. Town leadership also noted that the Town has lagged in commercial development relative to nearby towns and currently lacks a clear long-term vision for its economic development, complemented by supporting policies and procedures.

Town leadership also suggests that Westlake could leverage its corporate presence to support entrepreneurship and innovation, noting that boosting commercial development to bring more people into interactive spaces in the Town could support this goal.

Public Meetings

Westlake residents and business owners attended two in-person public meetings at the end of September 2024, also attended by council members and the Mayor. Attendees answered poll questions about the Town's strengths, weaknesses, successes, and best features, as well as attendees' desires for

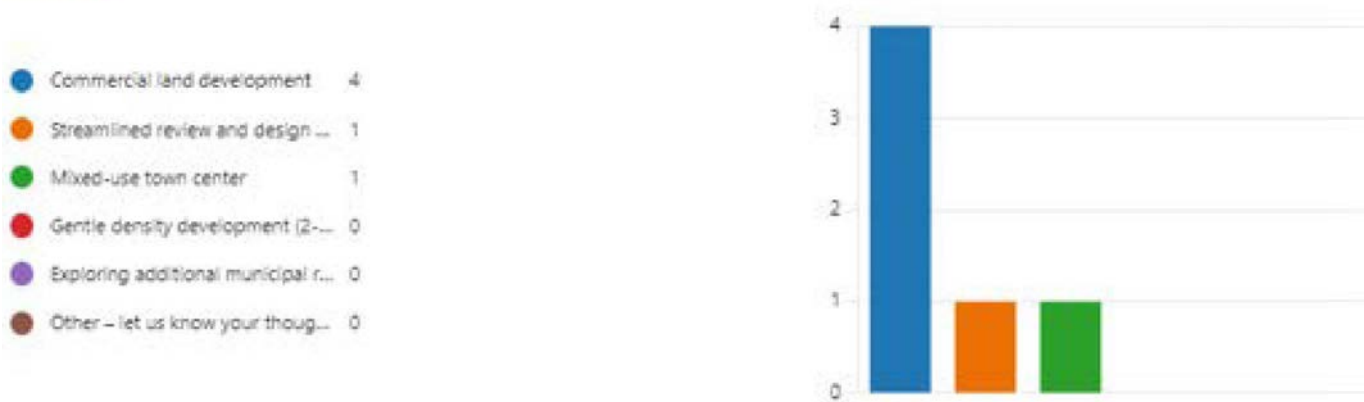
the Town's future. Town leadership noted that citizens had not often been asked to contribute to the Town's vision and direction, making resident input critical to inform the Town's economic development plan.

Several questions during the meetings asked about the Town's strengths and features residents love about Westlake. In response to these questions, attendees repeatedly emphasized the centrality of Westlake Academy to the Town's identity and success. Features like "architecture," "beauty," and "open space" were also commonly emphasized. In particular, residents emphasized the importance of not only open space in general but of the view corridors across the Town strategically highlighting key developments. A recent accomplishment contributing to the Town's strength is the change in Town leadership – several residents expressed renewed confidence in Town leadership since the new mayor took office, citing a perceived stabilization of government. Several also mentioned the attraction/expansion of corporate campuses like Charles Schwab and Deloitte.

When asked about their vision for the Town's economic future, residents largely answered with "sustainability" over the long term, with a focus on financial sustainability, demonstrating that residents are aware of the Town's financial challenges due to deferred maintenance needs and infrastructure upgrades. The graphic below shows that residents see a need for more commercial development in the Town to boost revenues. Residents' most frequently cited priority for the next five years was substantially increasing the Town's funding and handling infrastructure maintenance requirements. Several residents seemed to express a preference for funding infrastructure needs through impact fees rather than tax increases. Residents also emphasized the need to preserve the Town's character by pursuing growth intentionally and mindfully and keeping the Academy at the center of the Town's priorities. Residents want to be able to live and play within the Town limits, citing a desire for things like restaurants and grocery stores. One resident noted a lack of options for the Town's substantial daytime population to eat outside of office buildings. Residents want to see well-placed commercial development to support Town revenues, but they repeatedly emphasized a careful consideration of where certain types of businesses are placed within the community. Town leadership and residents would prefer high-end commercial development, including luxury boutiques and high-end restaurants. One resident expressed a desire to use the 170 corridor (particularly north of 170, which residents state has a different "feel" than the rest of Westlake) to maximize tax revenue – overall, a preference for town center, mixed-use type development in select locations throughout the Town, plus lower-end commercial north of 170 emerged as a trend.

What opportunities exist that might drive greater economic development and ongoing revenue sources for the Town?

[More Details](#)



As shown below, most residents favored a mixed-use, town center style for commercial development, with attention paid to the aesthetics of the architecture. One resident pointed out the existence of "home away from home" commercial centers in nearby towns filled with boutiques and other businesses people might visit on a day out.

What is your vision for the Town's economic future?

[More Details](#)

- Gentle density residential (2-3 st... 1
- Destination mixed-use commerc... 4
- Corporate campuses 1
- Technology, light-manufacturing 0
- Other – let us know your thoug... 0

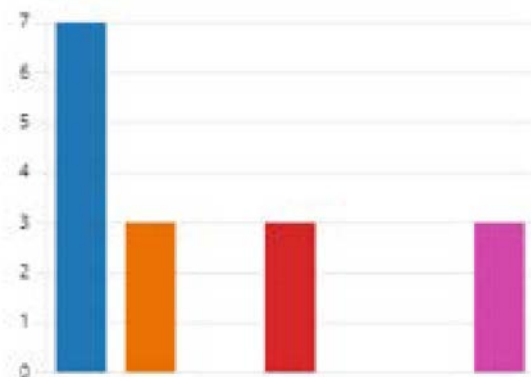


Residents also expressed a strong priority for finishing Entrada and potentially turning this into a town center over the next five years. Restaurants of all types and destination recreation were also desired development types; most residents expressed that they would not like to see lower-end developments like convenience, quick-trip, or big box retail in the Town. One resident also expressed opposition to entertainment venues.

What types of businesses / what type of development would you like to see in Westlake?

[More Details](#)

- Town Center (Mixed-use, retail, ... 7
- Restaurants (Fast casual, sit-dow... 3
- Entertainment (Concert venue, c... 0
- Destination Recreation (income ... 3
- Convenience and Quick Trip Ret... 0
- Big Box Retail (e.g., Target, Wel... 0
- Other – let us know your thoug... 3



1	anonymous	Restaurants and Town Center
2	anonymous	it depends on the area - near core Westlake (around Davis and Solana) — limit to high end retail or commercial, plus SBUX-esque retail and services - near Schwab south of 170 — higher end retail / mixed use - north of 170 "stub" - mass market, gas stations, fast casual, etc.
3	anonymous	Getting a business like an HEB along the 170 corridor would be great, but careful consideration should be given to longevity and success.

Most residents said they would not like to see additional residential development; however, when asked what types of development would be acceptable (beyond single-family detached homes), residents said brownstones/townhomes may be appropriate, depending on quality and how these properties age.

Questions geared toward business owners revealed that they were drawn to Westlake based on being hired by developers building in the Town. The proximity to Dallas/Fort Worth International Airport was also

mentioned. Meeting attendees also favored using additional incentive programs for business development.

Community Survey

As part of the strategic planning process for the Town of Westlake, Baker Tilly developed and deployed multiple surveys to obtain input from community members and Town/Academy employees, as well as from the economic development/real estate community. The survey questions were developed by Baker Tilly and were refined following discussions with the Westlake project team.

The community survey was advertised on the Town’s social media pages, website, and through email communications with community groups. The survey was open from October 2-18, 2024. A total of 130 community members responded to the survey. This represents nearly an 80% confidence interval, using a sample size based on the 2022 population estimate of 1,840 for the Town.

An email invitation was also sent to employees on October 2, and this survey closed on October 18, 2024. A total of 82 employees (53% of Town and Academy employees) responded to the employee survey. Although we received only two survey responses from the economic development/real estate community, this information is supplemented by insights gathered during the site visit.

The survey generally revealed similar patterns when compared to the public meeting surveys, emphasizing the fact that preserving the look, feel, and experience of the Town is front-of-mind for many residents and community members. Maintaining open spaces, vistas and well-designed buildings and landscapes is of high importance to Westlake residents. There is recognition of the importance of economic impact and a desire to maintain the high-quality standard of the Westlake experience in the coming years.

Desired Development Types

When asked about the types of future economic development preferred in Westlake, 42% of survey respondents from the community prefer “restaurants (fast casual, sit-down, high-end/boutique, etc.)” as the primary type of new business to develop; this is followed by “town-center development, including mixed-use, retail, housing, amenities, etc. (25% of respondents). Town of Westlake and Academy employees expressed similar views.

Table 5. What types of business / what types of development would you like to see in Westlake?

Question 2. What types of businesses / what types of development would you like to see in Westlake? (Respondents were given two choices)	Community	Employees
Restaurants (Fast casual, sit-down, high-end/boutique, etc.)	109 (42%)	43 (34%)
Town Center (Mixed-use, retail, housing, amenities, etc.)	66 (25%)	29 (23%)
Other options selected by survey participants		
Other	27 (10%)	19 (15%)
Entertainment (Concert venue, cinema, etc.)	27 (10%)	12 (10%)
Destination Recreation (Income-generating sports and recreation attractions)	17 (7%)	11 (9%)
Convenience and Quick-Trip Retail (Gas stations, dry cleaning, etc.)	12 (5%)	2 (2%)
Big Box Retail (e.g., Target, Walmart, Costco, etc.)	2 (1%)	9 (7%)
Totals	260	125

Types of Development Not Desired

Conversely, survey respondents were asked about the type(s) of businesses that should not be developed in Westlake. Both residents (44%) and employees (42%) are averse to “big box retail (e.g., Target, Walmart, Costco, etc.)” “Convenience and quick-trip retail (gas stations, dry cleaning, etc.)” was

the next highest percentage among the respondents; community members (28%) and employees (26%). Respondents noted that these types of businesses are located close by in neighboring communities to explain why these businesses are not desired in Westlake.

Table 6. What types of businesses do you NOT want in Westlake?

Question 3. What types of businesses do you not want in Westlake? (Respondents were given two choices)	Community	Employees
Big Box Retail (e.g., Target, Walmart, Costco, etc.)	108 (42%)	47 (39%)
Convenience and Quick-Trip Retail (Gas stations, dry cleaning, etc.)	69 (27%)	29 (24%)
Other option selected by survey participants		
Destination Recreation (Income-generating sports and recreation attractions)	31 (12%)	6 (5%)
Entertainment (Concert venue, cinema, etc.)	19 (7%)	13 (11%)
Other	16 (6%)	16 (13%)
Town Center (Mixed-use, retail, housing, amenities, etc.)	17 (6%)	6 (5%)
Restaurants (Fast casual, sit-down, high-end/boutique, etc.)	0 (0%)	4 (3%)
Totals	260	121

Future Economic Vision

Community and employees, Town Council and Town leaders have a distinct vision for the economic future of Westlake. When asked about an economic vision for the future, survey respondents provided themes summarized in the table below.

Table 7. What is your vision for the Town's economic future?

#	Community Themes	Employee Themes
1	Bring middle- to high-end shopping, restaurants and retail.	Support development and infrastructure.
2	Selectively attract new businesses that still preserve small-town charm.	Identify ways to better fund Westlake Academy and increase amenities around the Town.
3	Bring more local quality restaurants and high-end amenities.	Increase revenue with the addition of restaurants and retail.
4	Avoid introducing additional taxes.	Leverage the Academy as a "selling point."
5	Continue financial support to Westlake Academy.	Continue to develop and expand the Westlake Academy campus.
6	Address the Entrada development by strategically sourcing the right businesses.	

Internal Policies and Procedures

Westlake's policies, procedures, and tools surrounding economic development are not well documented, developed, and controlled. The Town's economic development operations could be further professionalized, and staff capacity is limited with individuals serving in multiple roles.

In order to implement the vision and goals the Town identifies via this economic development planning effort, a suite of economic development policies, procedures, tools, and supporting human resources will need to be developed to support the Town's economic vision in a consistent, strategic, and transparent manner.

Economic Development Tools and Best Practices

The Town of Westlake does not have policies or SOPs governing its use of economic development tools, including incentives. However, the Town has executed economic development agreements on an ad-hoc basis. Past agreements have, for example, waived land dedication obligations and trail construction requirements in exchange for charitable donations, and granted tax abatements.

The Town has used commercial/industrial tax abatement reinvestment zones for its corporate campuses. The Town approved an ad valorem tax abatement and reimbursement of sales taxes generated by construction for at least one campus expansion. It is unclear whether the Town implements a "but for" test for the award of incentives, which would dictate that incentives should only be used in situations where they are a deciding factor for companies making investment decisions.

The Town has generally not pursued incentives for small businesses, but both Town leadership and residents have expressed a willingness to consider creating such a program.

The Town also demonstrates a concern for sustainability. Town Code includes certain land dedication requirements for dedicated parks or reserved public open space in connection with nonresidential developments, meant to ameliorate or eliminate environmental impacts, buffer adjoining land uses, and prevent undue concentration of paved areas.

As mentioned, zoning is typically implemented via Planned Development (PD) Districts. The Town has expressed a willingness to simplify its zoning requirements to reduce barriers for developers.

Strengths, Weaknesses, Opportunities, and Threats (SWOT)

When analyzing the economic, demographic, and real estate factors outlined in this report, as well as community and stakeholder perspectives, the Baker Tilly team has identified the following strengths, weaknesses, opportunities, and threats for the Town of Westlake's economic development efforts.

Strengths

- Strong resident civic involvement with a healthy awareness of Town's fiscal situation
- Large tracts of developable land remaining in the north/northwest area of the Town, which allows for creative possibilities
- New Town leadership, with increased professionalization
- Strong Town aesthetic/natural beauty
- Corporate anchors bringing a large daytime population

Weaknesses

- Small resident population which must be supplemented by other sources of demand
- Low population growth potential
- Lack of a long-term vision for economic development
- Lack of internal infrastructure, like comprehensive policies, procedures, and tools for economic development
- Opposition to certain commercial development types that could generate large tax revenues
- Opposition to multifamily development that could attract and retain young professionals
- Need for professional Town staff to support leadership and implement programs
- Lack of amenities for daytime population
- Need for new revenue to maintain fiscal sustainability of Town operations
- Planned Development zoning districts present barriers for developers

Opportunities

- Leveraging the daytime population as a distinct demand group to support additional commercial development
- Implement development types strategically throughout different areas of the Town to define Westlake's identity and maintain the semi-rural character of the community

Threats

- Competing communities have taken advantage of historical regional growth through commercial development, which may present competition to the success of development in Westlake that attempts to attract a regional audience
- Mobility of corporate anchors
- Working through timeline and decision-making delays for development

Strategic Priorities and Action Agenda

Westlake's unique position on the suburban edge of the Dallas-Fort Worth metroplex positions it well to leverage the ongoing economic activity and reinvestment being driven by new housing construction and job creation. Because the Town holds a key asset in a substantial amount of developable land, it can strategically position itself and craft a customized approach for its economic development efforts. This approach can be framed as a mutually beneficial balance of value capture and value creation by investing in its economic strengths and capitalizing on regional market activity. With respect to the Town's need for fiscal sustainability and economic resilience, a core set of strategies can guide future decision making and the prioritization of projects for the benefit of the community.



Charles Schwab campus and adjacent highway-abutting developable land. (Baker Tilly photo)

To be successful in a strengthened position of economic resilience, the Town will need to pursue simultaneous strategies to achieve goals of supporting new construction and development, maintaining and enhancing community identity and sense of place, and effectively managing the development services process to move at the pace of business. These strategies have a primary market focus of economic diversification, while the community perspective seeks to maintain the Town as a desirable place to live. Within this dynamic, real estate development can be used as a vehicle to elevate the Town into a position of improved fiscal strength. Westlake has an opportunity to leverage demand from its existing businesses as well as households in the surrounding region. Key considerations for these strategies include:

- Create a balanced approach for the Town's future by leveraging developable land to generate new tax revenues while preserving community character;
- Harness the market potential of new household creation in the northern portions of the DFW metroplex to support new housing development in limited portions of the Town;

- Collaborate with the large corporate campuses to support new development that creates a symbiotic relationship between the spending demand of employees and the delivery of new retail amenities in mixed-use projects; and,
- Leverage visibility and access along Highways 114 and 170 to implement a placemaking initiative that elevates Westlake as a community of choice.

Table 8. Strategies Matrix for Economic Diversification

No.	Action	Components & Considerations	Relationship Building
Economic Development			
1	Prioritize development sites along highway corridors to pursue a mixed-use development approach.	<ul style="list-style-type: none"> • Focus development on the visual line-of-sight of Highways 114, 170, and 377. • Leverage the highway's visual element to co-brand the projects with Westlake, the developer, and major tenants. • Highway development sites offer an advertising opportunity for the Town to distinguish itself in the market. 	<ul style="list-style-type: none"> • Coordinate future development and land use planning decisions with Hillwood. • Build relationships with real estate brokers to anticipate tenant needs and guide future projects.
2	Leverage the employees and visitors of existing corporate campuses to drive demand for new development.	<ul style="list-style-type: none"> • Employees of major corporate users present opportunities for value creation in the Town's economy. • New development that responds to employee demand creates value capture for economic diversification. • New projects should focus on delivering uses that appeal to employees before, during, and after work. 	<ul style="list-style-type: none"> • Build relationships with the existing corporate users to identify future development opportunities that align with their needs. • Conduct a survey of existing employees to determine potential levels of demand for new uses.
3	Strategically position the Town as a prime location for the new construction of corporate campuses.	<ul style="list-style-type: none"> • Delineate future land use districts that can accommodate corporate campuses. • Publish design guidelines and details about the development review process for future users and Hillwood. 	<ul style="list-style-type: none"> • Coordinate with Hillwood to manage expectations and receive updates about potential new projects. • Establish development review standards with Town staff and elected officials to anticipate future projects. • Publish details about future land use management for Town residents to review and understand.
4	Focus new development efforts on projects that will drive tax base diversification.	<ul style="list-style-type: none"> • Focus on projects that will support and strengthen Town revenue sources from sales tax and ad valorem tax. • Align land use management decisions with the need for additional tax revenue. • Consider different development patterns that create a higher density of tax base, including mixed-use buildings, walkable districts, and big box stores. 	<ul style="list-style-type: none"> • Establish a review procedure for Town staff and elected officials to estimate potential new taxes derived from proposed projects. • Align future land use management and development services review with potential anticipated projects.

No.	Action	Components & Considerations	Relationship Building
5	Emphasize an increase in the intensity of development patterns to support the financial viability of projects for both developers and the Town.	<ul style="list-style-type: none"> • Dense design patterns support a mix of uses and can create multiple revenue sources for project pro formas. • Density can be measured with lot coverage and dwelling units per acre. • New development patterns can focus on mixed-use programming that includes housing, retail, amenities, and entertainment. • Housing can include luxury multi-family and condos in the form of townhomes, brownstones, and stacked flats. • Development impact fees can cover the additional infrastructure and other costs incurred by the Town as a result of new developments. 	<ul style="list-style-type: none"> • Coordinate with Hillwood to align their housing prototypes with Town design standards. • Clarify Town design standards internally with staff and elected officials to directly manage expectations with developers and remove ambiguity from the decision-making process.
Community Building & Identity			
6	Develop placemaking priorities for key locations in the Town to establish activity centers and a visual identity.	<ul style="list-style-type: none"> • Identify future development areas in the Town and align land use management goals and decisions with those locations. • Leverage future development at key locations to create activity centers and focal points. • Focus on branding opportunities along the highway corridors to create visual prominence for the Town. • Consider mixed-use, walkable districts with a higher intensity of development at key locations, which can be anchored by big box retail, hotels, or another large user. 	<ul style="list-style-type: none"> • Align future land use management decisions with a higher intensity development pattern at certain locations. • Align Town staff and elected officials to future land use decisions and how a development services review will consider potential anticipated projects.
7	Develop a common design standard and aesthetic for the Town to guide developers and their proposals.	<ul style="list-style-type: none"> • Develop and publish design standards to manage expectations about the visual aesthetic of new development and how projects will be reviewed by Town staff and elected officials. • Clarify acceptable use types and space programming layouts to manage building massing and density. • Balance aesthetic expectations with project economics to not over-design a project and make it infeasible. 	<ul style="list-style-type: none"> • Align Town staff and elected officials on design standards and their role in the development review process. • Publish the design standards for easy access by developers and residents.
8	Create opportunities and events to engage the community in civic spaces.	<ul style="list-style-type: none"> • Integrate public gathering spaces into new development to host community activities. • Co-brand these civic spaces with the developer and tenants to market the Town. • Consider developing a regular schedule of activities to offer community gathering opportunities. 	<ul style="list-style-type: none"> • Coordinate with developers to encourage the incorporation of public space into projects. • Leverage Town staff to assist in managing community events. • Coordinate with the Metroport Chamber to host events.
Town Development Services			

No.	Action	Components & Considerations	Relationship Building
9	Publish materials that describe the Town's development review process to assist developers in managing new projects.	<ul style="list-style-type: none"> • Develop and publish online materials that establish a step-by-step guide that outlines the development review process. • Leverage the guide to manage expectations of developers and clearly communicate Town regulations. • The guide should remove ambiguity from the decision-making process and establish clear guidelines. 	<ul style="list-style-type: none"> • Coordinate with Town staff to develop the guide. • Publish the guide on the Town's website and regularly maintain it for accuracy.
10	Develop and maintain a standard process to review incentive requests for developers and corporate users for financial assistance.	<ul style="list-style-type: none"> • If the Town wishes to expand its incentive offerings, it should establish a standard process for reviewing requests. • The standard process should include application materials, a scoring or evaluation rubric, and a standardized review and approval/denial process. • Potential incentive offerings should be structured and offered to companies in a substantially similar way. • Ambiguity and arbitrary decisions should be removed from the process. 	<ul style="list-style-type: none"> • Coordinate with Town elected officials about their willingness to offer incentives. • If Town elected officials support the idea, work internally with staff to build the processes and procedures.
11	Conduct ongoing community engagement about new development and capital infrastructure to help guide decision making.	<ul style="list-style-type: none"> • Continue to maintain existing community engagement efforts with Town residents about new updates. • Conduct focused engagement efforts for potential new projects to solicit feedback about proposals. 	<ul style="list-style-type: none"> • Designate Town staff to manage the engagement efforts. • Provide regular updates to Town elected officials about feedback received. • Consider using an online tool, like Social Pinpoint, to make feedback publicly available.

Conclusion

The Town of Westlake has a significant opportunity to promote its unique character and brand while bringing in additional Town revenues and providing for the needs of its residents. These opportunities will be best leveraged through partnerships with existing stakeholders in the Town, including corporate campus partners and major landowner Hillwood, in alignment with the Town's priorities and resident preferences. The Town should also think of its regional context as a contributor to its goals and growth; leveraging demand from continued regional household growth in combination with the corporate campus daytime population within Westlake's bounds will contribute to a strong economic base.

The Town has demonstrated a strong priority on balancing the maintenance of Westlake's natural beauty and community identity with the need for strategic growth in areas that will both enhance this identity and bring in new Town revenues. The strategies recommended in this report effectively balance these dual priorities, supported by a robust internal infrastructure and suite of tools to achieve both ends.

Executive Summary

Two-Year Strategic Performance Assessment (Years 1–2 of the 2025–2032 Strategic Plan)

In the first two years of the 2025–2032 Strategic Plan, the Town of Westlake has demonstrated **strong momentum, disciplined financial management, and significant early progress** across nearly all priority areas. The foundational systems, policies, and operational enhancements envisioned in the Strategic Plan are largely in place, supported by robust financial capacity and rising community engagement.

Westlake’s financial performance significantly outpaced expectations. Revenues grew from **\$16.8M (2022)** to **\$21.5M (2024)**, and fund balances climbed from **\$10.3M (2022)** to **\$36.3M (2025)**, projecting **\$38.3M in 2026**—a more than threefold increase in just four years.

Certified property values rose from **\$1.66B** to **\$2.87B** over the same period, strengthening long-term funding reliability and overall resilience.

Debt levels remain conservative, with property-tax-supported debt at just **0.05–0.08%** of certified values and all debt at **1.6–2.3%**, well within sustainable ranges.

Operationally, departments have delivered measurable progress consistent with Strategic Plan goals:

- **Public Safety** met 90th-percentile response-time standards, expanded hands-on training, and executed NFPA 1410 evolutions as scheduled
- **Communications** fully deployed the “Westlake Together” initiative, launched multiple retention-focused videos, and increased community engagement and event participation
- **Human Resources** established comparison benchmarks, percentile targets, and the framework of a multi-component compensation policy
- **Finance** reduced general fund expenditures by **3%** across all departments as part of the Y2026 budget and will be able to hold Academy’s General Fund allotment at **\$1.5 million dollars** while continuing to fund Academy Debt Service at **\$2.3 million dollars** and paying 100% of all shared service employee salaries and benefits.
- **Infrastructure & Development** completed water system modeling, launched capital maintenance programs, implemented mixed-use zoning, and advanced the Comprehensive Plan update process on schedule

Collectively, these accomplishments place Westlake in a **strong strategic posture**, with the necessary frameworks, fiscal strength, and operational systems to accelerate progress across the remaining five years of the plan.

Detailed Strategic Analysis

Comprehensive Review of Progress Across All Plan Priorities (Years 1–2)

Priority A: Financial Sustainability

Strategic Intent

Maintain strong reserves, establish predictable Academy support, implement priority-based budgeting, and develop a comprehensive compensation policy.

Documented Progress

- **Reserves:** Town is exceeding minimum required reserves; annual review completed.
- **Long-Range Forecasting:** Updated annually for both Town and Academy.
- **Expenditures:** Town reduced spending by **3%** in FY2026, meeting the 3% Strategic Plan goal.
- **Academy Support:** Annual allotment is being held at \$1.5 million dollars annually until 2031 when infrastructure is funded as part of the approved 5 year CIP.
- **Compensation Policy:** Comparison municipalities identified; percentile and competitiveness bands defined.

Financial Performance (from Stewardship Analysis)

- **Revenues:** Rose from **\$16.8M (2022)** to **\$21.5M (2024)**.
- **Fund Balance:** Increased from **\$10.3M (2022)** to **\$36.3M (2025)**, with a projected **\$38.3M in 2026**.
- **Debt Ratios:** Very low—property-tax debt at **0.05–0.08%** of values; all debt at **1.6–2.3%**.
- **Property Values:** Growth from **\$1.66B** to **\$2.87B** (2022–2026).

Evaluation

Excellent progress.

Westlake’s fiscal position—high reserves, stable revenues, low debt, disciplined cost-management—is one of the strongest indicators of Strategic Plan alignment.

Priority C: Development & Economic Growth

Strategic Intent

Update the Comprehensive Plan, enable mixed-use zoning, strengthen incentive policies, and improve development processes.

Documented Progress

- **Comprehensive Plan:** RFP prepared; completion scheduled for FY2027.
- **Town Center Zoning:** Completed—mixed-use zoning framework now in place.
- **Process Improvements:** Workflow maps created and improvements implemented.

Evaluation

Strong progress.

Westlake is ahead in zoning and workflow modernization, with long-range planning underway.

Priority D: Infrastructure Investment

Strategic Intent

Conduct systemwide infrastructure assessments, modernize utilities, expand water system capacity, and maintain Town/Academy facilities.

Documented Progress

- **Water Model:** Completed; recommendations adopted into the 5-year Capital Improvement Plan.
- **Building Envelopes:** Building envelopes for all Academy and Town facilities is underway and should be completed by end of 2026.
- **Maintenance Programs:** Meter replacement, elevated tank cleaning, hydrant maintenance, and pump station improvements programs established.
- **Infrastructure Goal 3 (water expansion planning):** Fully completed (items a–d).

Evaluation

Excellent progress.

Infrastructure is one of the standout areas of achievement.

Priority E: Communications & Engagement

Strategic Intent

Deliver unified messaging, strengthen resident/stakeholder engagement, and enhance retention and recruitment communications.

Documented Progress

- Recruitment/retention videos produced for Academy staff and parents.
- Staff retention webpage was created and maintained.
- “Westlake Together” initiative fully operationalized through events, banners, social media, and campaigns.

Evaluation

Outstanding progress.

Communications is one of the most completely executed priority areas in the early years.

Priority F: Public Safety

Strategic Intent

Achieve response time standards, expand firefighter training, strengthen emergency management, and improve court operations.

Documented Progress

- Response times tracked and meeting 90th-percentile standard.
- Skills training expanded; task books issued; NFPA 1410 exercises conducted quarterly.
- Emergency management program foundations established.

Evaluation

Strong progress.

Court technology improvements not yet documented but fire/EMS performance is excellent.

Overall Two-Year Performance Assessment

Rating: Strong Alignment / Excellent Early Progress

Strategic Priority	Performance Summary
Financial Sustainability	Excellent – revenue growth, disciplined spending, high reserves
Westlake Academy	Moderate – financial alignment strong; academic/ops updates limited
Development & Growth	Strong – zoning, workflows, Comp Plan advancing
Infrastructure	Excellent – water model complete, CIP integration underway
Communications	Outstanding – full implementation of initiatives
Public Safety	Strong – standards met, training expanded

Westlake has built a **solid foundation**, combining fiscal strength, operational modernization, and progress across nearly every strategic category. The Town is well-positioned for the mid-cycle phase of the Strategic Plan, where longer-term capital, academic, and development outcomes will take center stage.

Town of Westlake, Texas

Strategic Plan

2025-2032



Prepared for the Town of Westlake by





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Letter from Mayor Greaves



Dear Westlake Residents, Academy Parents, Corporate Partners, and Stakeholders,

As Mayor of the Town of Westlake, I am honored to present our latest strategic plan on behalf of the Town Council / Board of Trustees. This document represents our unwavering commitment to the core values of integrity, accountability, innovation, openness, and strategic thinking while charting a clear path for Westlake's growth and development over the next seven years – 2025 to 2032.

Our strategic plan ensures that Westlake remains a thriving and inclusive place to call home. One that will continually preserve its unique charm and natural beauty, promote a vibrant community and cultivate partnerships with residents and corporate stakeholders.

This plan sets forth a vision for organizational stability at Town Hall and continued excellence at Westlake Academy, and focuses our efforts on financial sustainability, managed development and growth, enhanced community safety, and robust public engagement.

We are dedicated to implementing this plan, using it as a guide that serves the public interest and strengthens trust in our leadership. The plan will empower our staff to take proactive steps to enhance Westlake's vibrancy, support our residents and businesses, and ensure a sustainable future for all.

Your involvement is crucial to the success of this plan. I want to express my gratitude to those of you who took the time to participate in our numerous public engagement efforts. Together, we will continue collaborative efforts to realize the full potential of the Town and Westlake Academy as we build a community that we can all be proud of.

Thank you for your continued support as we work together toward a brighter future for Westlake.

A handwritten signature in black ink, appearing to read 'Kim Greaves'. The signature is stylized and written in a cursive-like font.

- Mr. Kim Greaves, Mayor Town of Westlake

Your Westlake Town Council

Dr. Anna White
Councilmember, Place 1



Mr. Michael Yackira
Councilmember, Place 2



Mr. Todd Gautier
Councilmember, Place 3



Mrs. Tammy Reeves
Mayor Pro Tem, Place 4



Mr. Mike Asselta
Councilmember, Place 5



Executive Summary

The Town of Westlake, in collaboration with Baker Tilly Advisory Group, has developed a strategic plan to guide the community's growth and sustainability over the next seven years. This plan builds on Westlake's tradition of strategic, inclusive, and forward-thinking planning, exemplified by the current comprehensive land use plan (2015), and contributes to the Town's vision, mission, goals, and priorities through active public engagement. Workshops and sessions with residents, business owners, and stakeholders were fundamental in identifying critical areas of focus such as economic development, infrastructure, and long-term financial stability.

Central to Westlake's strategic achievements and overall desirability is the Westlake Academy, established in 2003. This municipally-owned public charter school was founded out of a desire by the Westlake Town Council to offer a high-quality, globally recognized International Baccalaureate (IB) curriculum for residents of the Town and surrounding communities. The Academy serves as a model of educational innovation and reflects Westlake's commitment to academic excellence.

The Town's current financial position reflects the effective management of resources and capital investments. By maintaining general fund reserves through prudent fiscal oversight and leveraging one-time revenue sources from development fees, Westlake has managed to sustain an annual surplus averaging \$2.6 million. However, when accounting for unfunded capital projects, projections indicate a growing fiscal gap of \$4.4 million annually, expanding to \$8 million by FY 2035 without including current or future known development revenue. Without corrective action, the projected gap will deplete reserves by 2035. This looming challenge emphasizes the need for comprehensive financial strategies to secure Westlake's long-term fiscal health. With additional changes over time, Westlake can build on its already solid foundation and exceed its current achievements.

Economic development is integral to addressing these financial concerns. Westlake's unique position, characterized by rural charm, high-value real estate, and strategic corporate campuses, presents substantial opportunities for future growth. As the Town considers future land use and development, it must balance economic ambitions and the need for increased revenue with preserving its distinctive character, all while considering growth that is strategically located and of high quality.

Sustainable economic growth will not only support property tax and sales tax revenue but will also require deliberate efforts to attract a diverse and robust mix of businesses.

Together, these strategic initiatives position the Town of Westlake to navigate future growth with confidence and sustainability, ensuring that it remains a vibrant and distinctive community for generations.



About Strategic Plan 2025-2032

The Town of Westlake's process for updating its vision and goals to guide decision making and resource allocation is built upon three foundational pillars:

- 1. A Fiscal Model and Financial Sustainability Plan,**
- 2. An Economic Development Plan, and**
- 3. A Strategic Plan.**

The Fiscal Model and Sustainability Plan and the Economic Development Plan have been delivered to the Town of Westlake as separate reports entirely accessible on the Town's website.

From August to December 2024, Baker Tilly engaged in extensive research and analysis in preparing and updating Westlake's vision, mission, values, goals, priorities and success indicators. This work included interviews with members of the Westlake Town Council, the Town management team, and the Westlake Academy head of school and leadership team. In addition to these interviews, two surveys were deployed to the employees of the Town of Westlake, and another to community residents, Academy parents and business stakeholders. Six on-site and two virtual community input sessions and workshops were also held.

The data gathered from the interviews, surveys, and public input sessions allowed Baker Tilly to generate key themes and analysis to identify the Town's strengths, weaknesses, opportunities, and threats/challenges (SWOC). The SWOC analysis informed the development of updated vision and mission statements, a refined set of organizational values, and strategic goals.

About Strategic Plan 2025-2032

Alignment between the three strategic planning components is crucial to provide Town leaders with a comprehensive assessment to make informed decisions in the upcoming years, particularly to guide the preparation of the Town's Fiscal Year 2025-2026 budget process and beyond. To achieve this, the three components were developed simultaneously on parallel tracks:

1. Fiscal Model and Financial Sustainability Plan: These components were completed to inform the Council's identification of fiscal opportunities; and the model serves as a tool for assessing funding and resource projections, ensuring that decisions and strategic priorities are grounded in the realities of current and future available resources.

2. Economic Development Plan: This forward-focused strategy complements and incorporates findings included in the Financial Sustainability Plan, providing insights into potential future resources derived from an economic development strategy.

3. Strategic Plan: This document integrates the findings from the Fiscal Model and the Economic Development Plan, tying everything together into a cohesive strategy.



About Strategic Plan 2025-2032

The uniqueness of Westlake's approach lies in its comprehensive and integrated method. As standalone documents, the Fiscal Model and Economic Development Plan provide detailed assessments of the Town's financial health and growth potential.

However, when combined, these documents offer a holistic view that highlights current economic conditions and projects future trends and opportunities. This integration ensured the development of strategic priorities that are well-informed, sustainable, and aligned with immediate and long-term goals.





Strategic Plan 2025-2032 Framework

Vision

Mission

**Organizational
Values**

Priorities

**Goals and
Strategies**





Vision

Our vision within a strategic plan is a clear and aspirational statement that outlines the desired future state or long-term goals of an organization. It serves as a guiding star, providing direction and inspiration for all strategic initiatives.

The Westlake vision statement guides the Town's future direction, ensuring that growth and development are aligned with our core values and community aspirations. Westlake's Vision:

Westlake will preserve its unique charm and natural beauty, promoting a vibrant community, cultivating strategic partnerships with residents and corporate stakeholders.



Mission

Our mission statement is a concise declaration of an organization's core purpose and focus that remains unchanged over time. It defines the organization's reason for existence and provides a framework for its strategic planning.

Unlike a vision statement, which outlines long-term aspirations, a mission statement focuses on the present and defines the town's purpose and primary objectives.

Our mission underscores Westlake's dedication to ensuring that the community enjoys top-notch services and educational opportunities for its residents. Westlake's mission:

Westlake provides a superior quality of life through excellent municipal service delivery and world-class education.



Organizational Values

Organizational values are the fundamental beliefs and guiding principles that shape an organization's culture, behavior, and decision-making processes. They define what the organization stands for and influence how it interacts with stakeholders.

Our values of accountability, integrity, innovation, openness, and strategic thinking collectively support Westlake's mission of providing superior municipal services and education, and its vision of preserving charm and fostering community. Westlake's Organizational Values:

Accountability

Taking responsibility for actions and outcomes, ensuring that the Town's services meet the highest standards.

Integrity

Upholding the highest ethical standards in all actions and decisions, ensuring trust and transparency within the community.

Innovation

Encouraging creative solutions and continuous improvement in service delivery and community development.

Openness

Promoting transparency and proactive communication with residents, partners and stakeholders.

Strategic Thinking

Planning and acting with a long-term perspective to achieve sustainable growth and development.



Strategic Priorities

To build a thriving and resilient community, Westlake has identified six key priorities to guide our efforts and use of resources. The priorities are designed to promote sustainable growth, improve quality of life, and strengthen the Town's organizational foundation to attain a strong financial position, world-class education system and quality development over the next seven years. Each priority plays a vital role in achieving our vision for the future:

A. Financial Sustainability

B. Westlake Academy

C. Development and Economic Growth

D. Infrastructure Investment

E. Communication – Resident/Stakeholder Engagement

F. Public Safety





Goals and Strategies

The following tables describe the priorities in more detail, including the goals needed for achieving the respective priority, the key outcome, or key performance indicator for measuring the success of the goal, as well as individual strategies for achieving each goal. When considering the vision, mission, and organizational values, these priorities and the sub-parts make up the Town of Westlake’s strategic framework for guiding decisions in the coming three years.

Priority A. Financial Sustainability

Description: Ensure a strong financial outlook through careful planning and sustainable service levels to meet Westlake’s current and future needs.

Goals	Strategies
<p>1. Maintain minimum general fund reserves at or above minimum reserve policy throughout life of the long-range financial forecast</p>	<ul style="list-style-type: none"> a) Review Town minimum reserve and use of reserves policies annually b) Establish a use of reserves policy that identifies Council approved uses of reserves c) Update the Town’s long-range financial forecast annually using proposed budget as the baseline budget in the forecast
<p>2. Establish maximum annual financial support levels for Westlake Academy</p>	<ul style="list-style-type: none"> a) Review Academy minimum reserve policies annually b) Establish a maximum annual financial support policy from the Town’s General Fund expressed as dollar amount and/or as a percentage of Academy annual operating costs. Municipal funding amounts could be influenced by revenue gained from state funding and donations each year, with a goal of decreasing the dollar value equivalent to not greater than \$1 million per year starting in FY 2026-27. c) Update the Academy’s long-range financial forecast annually using proposed budget as the baseline budget in the forecast

Priority A. Financial Sustainability

Goals	Strategies
3. Create priority-based budget every other fiscal year	<ul style="list-style-type: none">a) Assess community priorities that inform an update to the adopted strategic plan prioritiesb) Update the Town and Academy strategic plan to inform fiscal and program prioritiesc) Develop proposed biennial budgets for each of the Town and Academy departmental/programs reflective of updated strategic plan prioritiesd) Evaluate cost-efficient alternatives to existing service delivery methods for highest-priority servicese) Update long-range financial forecast to determine revenue/resource availability to fund programsf) Determine if resource availability requires changes/reductions to existing programs using priority levels
4. Develop a compensation policy	<ul style="list-style-type: none">a) Develop a compensation policy to include benefits that are approved by the Town Council and Board of Trustees and used by the Town and Academy in preparing annual budgetsb) Create a list of agreed upon comparison municipalities and school districts/private/and charter schoolsc) Develop a compensation policy to include desired percentile and “band of competitiveness” targets of the comparison municipalities and school districts etc.d) Reevaluate the desired compensation, benefits package every three years with cost of living raises throughout the package as needed to stay in the desirable range of pay for all positions

Priority A. Financial Sustainability

Goals	Strategies
5. Reduce spending based on the Council adopted fiscal model	<ul style="list-style-type: none">a) Use priority-based approach to reduce Town annual General Fund expenditures by 3%b) Decrease Westlake Academy's annual General Fund expenditure by \$500Kc) Evaluate a minimum of two Town Departments a year for cost-efficiency opportunities
6. Increase Town revenues	<ul style="list-style-type: none">a) Identify opportunities for increased revenuesb) Increase the Town's revenues, outside of ad valorem taxes, by 5% over the next two yearsc) Increase the Blacksmith funding from the Westlake Academy Foundation by 25% over the next two years



Priority B. Westlake Academy

Description: Provide a world-class education for college-bound students to achieve their highest potential.

Goals	Strategies
Financial Sustainability	
<p>1. Create a plan to increase Westlake Academy revenue and donations</p>	<ul style="list-style-type: none"> a) Collaborate with the Westlake Academy Foundation to establish goals and priorities b) Identify revenue options and alternatives (e.g., assess the need to add additional classes by grade, add private class offerings, etc.) c) Evaluate options with the Board of Trustees d) Prepare the plan for adoption e) Develop an action plan to address immediate priorities
<p>2. Improve operational effectiveness at the Academy</p>	<ul style="list-style-type: none"> a) Assess Academy operations for academic, administrative and facilities management departments, divisions and programs b) Identify waste and redundancy c) Prioritize improvements and actions d) Track and monitor resource expenditures e) Report outcomes to the Town Council/Board of Trustees
Educational Programming	
<p>3. Work with local and state legislators to prioritize equitable charter school funding</p>	<ul style="list-style-type: none"> a) Develop informational materials b) Engage partners and parents c) Schedule and meet with local and state legislators d) Identify next steps after initial meetings

Priority B. Westlake Academy

Goals	Strategies
4. Prioritize the International Baccalaureate education model	a) Annually review curriculum offerings b) Identify curriculum options for students with proficiencies unrelated to STEM
5. Assess and improve instructional methods across the campus	a) Assess faculty performance and use of supplemental curriculum b) Identify gaps and develop improvement plans
Campus Facilities	
6. Identify capital improvements and facilities for expanded programming	a) Develop a campus facilities master plan b) Prioritize facilities improvements and identify funding sources c) Align campus facilities with the Town
7. Create a maintenance and improvement plan for campus facilities and grounds	a) Conduct an assessment of campus facilities b) Identify priority improvements based on programming and need c) Present to Town Council/Board of Trustees for adoption d) Prepare annual maintenance and improvement work plan for facilities and grounds

Priority C. Development and Economic Growth

Description: Pursue intentional economic development initiatives that attract, retain, and expand businesses, promote job creation and deliver a diversified tax base.

Goals	Strategies
<p>1. Update the Comprehensive Plan</p>	<ul style="list-style-type: none"> a) Prepare work plan for updating the Comprehensive Plan b) Conduct public engagement c) Identify draft land use and development vision and goals d) Prepare draft Comprehensive Plan e) Review draft plan with the Town Council f) Adopt plan and initiate implementation
<p>2. Create a mixed-use zoning district</p>	<ul style="list-style-type: none"> a) Prepare objectives and strategies within a work plan to develop the new zoning chapter b) Work with Council and Town stakeholders to identify options for mixed used development based on building form and placemaking for a town center c) Draft zoning options for mixed-use development and identify text and map recommendations d) Schedule public hearing with the Town Council to discuss options and recommendations
<p>3. Create an economic development incentive policy</p>	<ul style="list-style-type: none"> a) Review current economic development incentives b) Assess economic development incentives used in competitor jurisdictions c) Develop draft criteria for economic development incentives and criteria
<p>4. Develop a retail development strategy</p>	<ul style="list-style-type: none"> a) Develop a request for proposals for a retail strategist b) Identify current and projected retail demand and gaps for the Westlake trade area c) Develop a targeted approach for priority service providers

Priority C. Development and Economic Growth

Goals	Strategies
5. Complete quarterly business check-ins	<ul style="list-style-type: none">a) Schedule business check-insb) Develop to-dos and next stepsc) Prepare quarterly progress reports
6. Update the land use and development process	<ul style="list-style-type: none">a) Assess current land use and development regulations and processesb) Map current workflow for processing applications and development plans and cycle timesc) Identify process improvements



Priority D. Infrastructure Investment

Description: Maintain, replace, and expand Westlake’s capital assets for community development and growth.

Goals	Strategies
<p>1. Complete a water systems engineering review</p>	<ul style="list-style-type: none"> a) Engage internal and professional engineers to review the current Westlake water system infrastructure b) Submit recommendations for maintenance or replacement of infrastructure for Council consideration c) Replace equipment, vehicles, technology, and personnel resources to align with water systems engineering review
<p>2. Prepare a comprehensive infrastructure assessment with recommendations for improvement</p>	<ul style="list-style-type: none"> a) Create maintenance programs for the water system, wastewater system, storm drain system, roadways, parks, and pathways b) Specify a minimum number of annual inspections and criteria for completing capital improvement recommendations for all Town and Academy infrastructure and facilities
<p>3. Create future water infrastructure expansion plans</p>	<ul style="list-style-type: none"> a) Create a plan for future expansion of the water system to facilitate future development and increase redundancy in the current system b) Complete and routinely update the water model c) Make recommendations for future water system improvements d) Add agreed upon improvements to the capital improvement plan
<p>4. Invest in Westlake Academy infrastructure expansions</p>	<ul style="list-style-type: none"> a) Initiate a capital funding campaign through the Foundation for a future Westlake Academy performance hall b) Obtain external funding equivalent to at least 50% of necessary funding from external sources

Priority E. Communication – Resident and Stakeholder Engagement

Description: Provide meaningful and consistent communication to keep residents, partners, and stakeholders informed and engaged.

Goals	Strategies
<p>1. Develop Council communication priorities and strategy</p>	<p>a) Capitalize on the priorities laid out by Council, including creating specific communication pieces for the strategic plan priority areas</p> <p>b) Tailor these messages to residents, parents, corporate partners, and stakeholders, but have specific angles on how each group is impacted and involved in each priority</p>
<p>2. Create communications that focus on retention and recruitment of personnel, residents, businesses, and other stakeholders</p>	<p>a) Create communications that focus on retention/recruitment for Westlake Academy parents</p> <p>b) Create communications that focus on retention/recruitment for Westlake Academy staff</p> <p>c) Create communications to keep residents engaged in Town activities</p> <p>d) Create communications that focus on corporate partner retention and recruitment</p>
<p>3. Host town hall meetings and forums</p>	<p>a) Hold town hall meetings and forums, including:</p> <ul style="list-style-type: none"> o Neighborhood meetings with residents, staff, and Council to discuss important issues facing the community o Gatherings with Westlake Academy administrators and parents to discuss issues facing the school <p>b) Hold homeowner’s associations (HOA) meetings with Town of Westlake representatives</p>
<p>4. Establish Town Council/Board of Trustees ambassadors</p>	<p>a) Ensure residents and stakeholders are informed about what is happening at Westlake Academy and around Town to serve as de facto communications team members</p> <p>b) Promote the use of “spread the word” community events using multi-communications channels</p>

Priority E. Communication - Resident and Stakeholder Engagement

Goals	Strategies
5. Establish the “Westlake Together” initiative	<ul style="list-style-type: none">a) Promote key aspects of the Town, Westlake Academy, and corporate partners as one collectiveb) Ensure communication promotes alignment of the Town, Academy, and corporate partners, residents, etc., rather than separate featuresc) Create a “Westlake Together” campaign that highlights what makes the Town speciald) Execute communications campaign for “moving past the guard gates” to show a united Westlake community



Priority F. Public Safety

Description: Ensure a safe community through excellence in the delivery of fire, emergency management services, court, and police services.

Goals	Strategies
<p>1. Ensure fire response capabilities align with the established standards</p>	<ul style="list-style-type: none"> a) Track response times by service type b) Assess response times b) Implement improvements to operational readiness and effectiveness
<p>2. Strengthen Firefighter and emergency medical service training</p>	<ul style="list-style-type: none"> a) Increase hands-on skills training annually for each firefighter b) Complete task books for new firefighters, step-up Driver/Engineers, and step-up Captains c) Conduct quarterly simulation exercises for the National Fire Protection Agency (NFP) 1410 evolutions
<p>3. Enhance emergency management education, tools and resources</p>	<ul style="list-style-type: none"> a) Develop a robust emergency management education program to prepare personnel, community stakeholders, and residents for effective disaster response and recovery b) Align educational content with Federal Emergency Management Agency (FEMA) guidelines, National Incident Management System (NIMS) protocols, and industry best practices c) Offer courses through multiple platforms, including in-person workshops, virtual classes, and self-paced online modules
<p>4. Ensure efficient court operations through the effective use of technology</p>	<ul style="list-style-type: none"> a) Identify best practices among regional court operations and technology applications b) Research and recommend friendly online payment systems for courts
<p>5. Ensure exceptional customer service by competent, skilled, and knowledgeable staff</p>	<ul style="list-style-type: none"> a) Cross train personnel in municipal court functions b) Fund training of municipal court employees to improve court knowledge and promote customer service efficiency

Future of Westlake

The Strategic Plan will guide our community's growth and sustainability over the next seven years, building on our established tradition of inclusive and forward-thinking planning. This plan is informed by active public engagement and reflects our commitment to strategic development.

Central to our achievements is Westlake Academy, a testament to our ongoing dedication to educational excellence and innovation. Serving both local and broader communities, the Academy exemplifies our commitment to fostering positive changes and continuous improvement in our services and operations.

The strong tradition of strategic planning in Westlake is led by the Town Council and implemented by a dedicated team led by the Town Manager and comprised of the Westlake Academy, department heads, and staff. This Strategic Plan outlines the changes we aim to achieve and serves as a roadmap to the future, helping us to plan and adapt to financial and economic development challenges and opportunities using a refined approach. We will work from an Implementation Action Plan and department work plans, providing regular updates to the Town Council about key performance indicators and the use of resources. An annual review will be conducted at the beginning of the budget process each year to reaffirm our strategic priorities and goals that will drive decisions about resource allocation.

With this plan, the Town Council, leadership, and staff have been intentional about creating a document that truly connects the work of our offices and departments with overarching goals, initiatives, and strategies. This Strategic Plan does not shy away from the complexities of our shared community challenges. It embraces collaboration, connecting the work of multiple departments through a series of overarching strategies.



Future of Westlake

This 2025 to 2032 Strategic Plan is a dynamic guide for our organization and will serve as a framework for future conversations and decisions about how Westlake can continue to improve

service delivery and prepare for whatever the future holds. We look forward to continuing to serve you and the community, and to work with you to address the challenges and opportunities ahead. We would like to extend our sincere gratitude to our residents for their invaluable contributions to the development of the Strategic Plan. Your participation in surveys, attendance at focus group meetings, and investment of time and effort have been pivotal in shaping our strategies and vision. We also thank our dedicated leaders and community partners for their support and collaboration. Your efforts in providing guidance, resources, and expertise have been crucial in the successful formation of this plan. Our commitment remains steadfast in meeting your needs while delivering exceptional, responsive, and sustainable services.

We deeply appreciate all individuals who participated in surveys, attended focus group meetings, and invested their time and effort into shaping our strategy and vision in collaboration with our planning consultants. Your insights and dedication have been pivotal in the creation of this plan. We especially would like to thank our Town Manager, Town department heads and executives, Westlake Academy leaders, various Town and all other key personnel, community members and community partners. We would like to acknowledge our outstanding staff, whose dedication to serving the Westlake community is truly commendable. Your daily efforts in delivering high-quality services are the foundation of our success, and we are grateful for your continued service.







Town Council/Board of Trustees AGENDA ITEM REPORT



DATE: June 25, 2026 **AGENDA ITEM NO:** L.1.
FROM: Dianna Buchanan, Town Secretary, Town Secretary's Office
SUBJECT: Discuss, consider and act regarding Resolution 26-22 to appoint and reappoint applicants to serve as board members of the Planning and Zoning Commission and the Texas Student Housing Authority.

ATTACHMENTS:

1. DRAFT Res 26-22 Annual Board and Commission Appointments
2. Richards Board App PandZ 2026_Redacted
3. Hassani Board App PandZ 2026_Redacted
4. Montopoli Board App 2026_Redacted

SUMMARY :

The Town Council appoints and reappoints members to serve on Town of Westlake Boards and Commissions each year during the month of June, and periodically as vacancies occur.

BACKGROUND AND DISCUSSION:

The following Boards and Commissions have appointments and reappointments to be considered by Town Council.

PLANNING AND ZONING COMMISSION

The Planning and Zoning Commission is also designated to serve as the Town's Capital Improvements Advisory Committee (CIAC), with each member assuming such duties upon appointment to the Planning and Zoning Commission.

Planning and Zoning Commission Places 1, 3, 5 and 7 are due for appointment/reappointment for two-year terms through June 2028. Place 1 is vacant after the resignation of Adam Coffey. The current commissioners in place 3, 5 and 7--Nizar Didarali, Lanny Huggins, and Rachit Gupta--have indicated their willingness to serve another term if reappointed. New applications were received from James Richards, Dahlia Hassani, and Scott Montopoli for consideration of appointment and are attached. The current Planning and Zoning Commissioners are as follows:

Place 1 Vacant - 2026	Place 2 Terry Wilkinson -2027
Place 3 Nizar Didarali - 2026	Place 4 David Ricci - 2027
Place 5 Lanny Huggins - 2026	Place 6 Jennifer Konz-Alt - 2027
Place 7 Rachit Gupta - 2026	

TEXAS STUDENT HOUSING AUTHORITY (TSHA)

Appointment to the Texas Student Housing Authority (TSHA) Board of Directors includes designation to serve on affiliated governing boards of the organization.

There is one TSHA board vacancy with a term through June 2027. At the time of publication, no applications had been received to be considered for appointment to this vacancy. The following TSHA board members have indicated their desire to be considered for reappointment through terms as shown:

Scott Bradley June 2028
James Krekow June 2028
Richard Mueller June 2028
Katherine Kear June 2028

Paula Peterson June 2027
Mark Harrow June 2027
Vacant June 2027

FISCAL IMPACT:

N/A

LEGAL REVIEW:

N/A

RECOMMENDATION:

Staff recommends Town Council act to make appointments to the Planning and Zoning Commission and the Texas Student Housing Authority as desired.

ACTION OPTIONS:

Motion to approve and appoint.

Motion to continue.

TOWN OF WESTLAKE

RESOLUTION NO. 26-22

A RESOLUTION OF THE TOWN COUNCIL OF THE TOWN OF WESTLAKE, TEXAS, REAPPOINTING AND APPOINTING MEMBERS TO THE PLANNING AND ZONING COMMISSION AND THE TEXAS STUDENT HOUSING AUTHORITY BOARD OF DIRECTORS.

WHEREAS, the Town Council conducts board appointments and reappointments to Boards and Commissions annually; and,

WHEREAS, Board and Commission positions must be filled to ensure that the Town’s business is uninterrupted; and,

WHEREAS, the Town Council finds that the passage of this Resolution is in the best interest of the citizens of Westlake.

NOW, THEREFORE, BE IT RESOLVED BY THE TOWN COUNCIL OF THE TOWN OF WESTLAKE, TEXAS:

SECTION 1: THAT all matters stated in the Recitals hereinabove are found to be true and correct and are incorporated herein by reference as if copied in their entirety.

SECTION 2: THAT the following individuals are hereby appointed or reappointed as a member of the Planning and Zoning Commission and shall, by virtue of such appointment, also serve as a member of the Capital Improvements Advisory Committee, for terms as defined below:

CURRENTLY:

- Place 1 Vacant
- Place 2 Terry Wilkinson
- Place 3 Nizar Didarali
- Place 4 David Ricci
- Place 5 Lanny Huggins
- Place 6 Jennifer Konz-Alt
- Place 7 Rachit Gupta

APPOINTED/REAPPOINTED:

- Place 1 _____ Thru June 2028
- Place 2 _____ Thru June 2027
- Place 3 _____ Thru June 2028
- Place 4 _____ Thru June 2027
- Place 5 _____ Thru June 2028
- Place 6 _____ Thru June 2027
- Place 7 _____ Thru June 2028

SECTION 3: THAT the following individuals are hereby appointed or reappointed to the Texas Student Housing Authority Board of Directors and shall, by virtue of such appointment, also serve as representatives on the affiliated governing boards designated by the organization, for terms as defined below:

CURRENTLY:

Director Scott Bradley
Director James Krekow
Director Paula Peterson
Director Mark Harrow
Director Richard Mueller
Director Katherine Kear
Director Vacant

APPOINTED/REAPPOINTED:

_____ Thru June 2028
_____ Thru June 2028
_____ Thru June 2027
_____ Thru June 2027
_____ Thru June 2028
_____ Thru June 2028
_____ Thru June 2027

SECTION 4: If any portion of this resolution shall, for any reason, be declared invalid by any court of competent jurisdiction, such invalidity shall not affect the remaining provisions hereof and the Council hereby determines that it would have adopted this resolution without the invalid provision.

SECTION 5: That this resolution shall become effective from and after its date of passage.

PASSED AND APPROVED ON THIS 25th DAY OF JUNE 2026

ATTEST:

Kim Greaves, Mayor

Dianna Buchanan, Town Secretary

Wade Carroll, Town Manager

APPROVED AS TO FORM:

Alex Crowley, Town Attorney

[EXTERNAL] Online Form Submission #4045 for Boards and Commissions Application

From noreply@civicplus.com <noreply@civicplus.com>

Date Mon 6/1/2026 3:52 PM

To Dianna Buchanan <dbuchanan@westlaketx.gov>


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Boards and Commissions Application

Application for Boards, Commissions, and Committees

If you are interested in serving the community as a committee member, please submit a completed application. Committee applications are kept on file and reviewed as necessary to fill vacancies. If you have any additional questions, contact Dianna Buchanan, the Town Secretary, at 817.490.5711 or at dbuchanan@westlaketx.gov.

Board, Commission, or Committee you are applying for:	Economic Development *Planning & Zoning Commission *Mr. Richards confirmed via email he is interested in serving on the P&Z
First Name	Jack
Last Name	Richards
Address1	[REDACTED]
Address2	Field not completed.
City	Westlake
State	Texas
Zip	76262
How long have you lived at this address?	15 months
Email Address	[REDACTED]
Phone Number	[REDACTED]
Occupation, Experience, and Degrees Held	Retired Serial Entrepreneur. Have been involved in the development phases of several companies and municipalities seeking to bring new corporate development to its location(s). BS Agricultural Economics, Texas Tech University

Are you currently serving on a Board, Commission, or Committee?	No
If yes, which one(s)?	<i>Field not completed.</i>
Have you ever served on a Westlake Board, Commission, or Committee?	No
If yes, which one(s)?	<i>Field not completed.</i>
Why do you want to serve on this committee?	I am a firm believer in serving our community to assist in its growth and development.
Do you have any political conflicts of interest?	No
Do you have any related experience?	40 years as an entrepreneur and 5 company start-ups with successful exits.
What do you feel that you have to offer this committee?	The desire to continue to make Westlake the most coveted community in the country. Ability to contact with several companies that may have interest in expanding their footprint in Westlake.
Please include your resume for consideration:	

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[EXTERNAL] Online Form Submission #4049 for Boards and Commissions Application

From noreply@civicplus.com <noreply@civicplus.com>

Date Thu 6/4/2026 9:54 AM

To Dianna Buchanan <dbuchanan@westlaketx.gov>

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Boards and Commissions Application

Application for Boards, Commissions, and Committees

If you are interested in serving the community as a committee member, please submit a completed application. Committee applications are kept on file and reviewed as necessary to fill vacancies. If you have any additional questions, contact Dianna Buchanan, the Town Secretary, at 817.490.5711 or at dbuchanan@westlaketx.gov.

Board, Commission, or Committee you are applying for:	Planning and Zoning Commission
First Name	Dahlia
Last Name	Hassani
Address1	[REDACTED]
Address2	Field not completed.
City	Westlake
State	TX
Zip	76262
How long have you lived at this address?	[REDACTED]
Email Address	[REDACTED]
Phone Number	[REDACTED]
Occupation, Experience, and Degrees Held	Physician, Healthcare Executive MD, MBA (please refer to CV for experience)
Are you currently serving on a Board, Commission, or	Yes

Committee?

If yes, which one(s)? In addition to boards related to my occupation at the local, state and national level (please refer to CV), I currently serve on the American Heart Association Tarrant County Board and the Youth 180 Board.

Have you ever served on a Westlake Board, Commission, or Committee? Yes

If yes, which one(s)? Texas Student Housing Authority

Why do you want to serve on this committee? I have an interest in serving my community and the Town of Westlake

Do you have any political conflicts of interest? No

Do you have any related experience? Decades of experience serving on boards

What do you feel that you have to offer this committee? As a resident of Westlake for 10 years and an active member of the community, I can offer my perspective and expertise to continue to serve the mission and vision of the Town of Westlake.

Please include your resume for consideration: 

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Dianna Buchanan

From: noreply@civicplus.com
Sent: Thursday, June 18, 2026 5:56 PM
To: Dianna Buchanan
Subject: [EXTERNAL] Online Form Submission #4064 for Boards and Commissions Application


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Boards and Commissions Application

Application for Boards, Commissions, and Committees

If you are interested in serving the community as a committee member, please submit a completed application. Committee applications are kept on file and reviewed as necessary to fill vacancies. If you have any additional questions, contact Dianna Buchanan, the Town Secretary, at 817.490.5711 or at dbuchanan@westlakex.gov.

Board, Commission, or Committee you are applying for:	PLANNING & ZONING
First Name	SCOTT
Last Name	MONTOPOLI
Address1	[REDACTED]
Address2	<i>Field not completed.</i>
City	WESTLAKE
State	TX
Zip	76262
How long have you lived at this address?	17 MONTHS
Email Address	[REDACTED]
Phone Number	[REDACTED]
Occupation, Experience, and Degrees Held	TAX ATTORNEY (26+ YEARS); SIGNIFICANT WORK IN REAL ESTATE INDUSTRY; BA-UPENN/JD-VILLANOVA/LLM-UMIAMI

Are you currently serving on a Board, Commission, or Committee?	No
If yes, which one(s)?	<i>Field not completed.</i>
Have you ever served on a Westlake Board, Commission, or Committee?	No
If yes, which one(s)?	<i>Field not completed.</i>
Why do you want to serve on this committee?	I am passionate about the future growth and development of Westlake and would welcome having a role in shaping it.
Do you have any political conflicts of interest?	No.
Do you have any related experience?	I do a lot of work for real estate industry clients (public/private REITS, real estate funds, and HNWI investors - namely non-US investors - investing in US real estate). As such, I have a good understanding of real estate and development fundamentals.
What do you feel that you have to offer this committee?	I bring nearly 30 years of experience analyzing complex issues, interpreting regulations, and making objective decisions. While zoning is new to me, I believe I can contribute sound judgment, professionalism, and a commitment to serving the community.
Please include your resume for consideration:	

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**Town Council/Board of Trustees
AGENDA ITEM REPORT**



DATE: June 25, 2026 **AGENDA ITEM NO:** L.2.
FROM: Dianna Buchanan, Town Secretary, Town Secretary's Office
SUBJECT: Discuss, consider and act to Appoint the Planning and Zoning Commission Chair and Vice-Chair thru June 2027.

ATTACHMENTS:

1. Sec 26.67 Code of Ord--PandZ commission

SUMMARY :

The Town of Westlake Code of Ordinances, Chapter 26 Community Development, Article II Unified Development Code, Division 2 Authority; Administrative Procedures, Section 26-67 Planning and Zoning Commission (a) ordains ... "The mayor shall name a chair and vice-chair of the commission."

BACKGROUND AND DISCUSSION:

The Chair and Vice-Chair of the Planning and Zoning Commission are both appointed on an annual basis by the Mayor of the Town of Westlake. The most recent Chair was Adam Coffey (now resigned) and current Vice-Chair is Terry Wilkinson. Mayor Greaves shall appoint current members of the Planning and Zoning Commission to serve in these rolls through June 2027.

FISCAL IMPACT:

N/A.

LEGAL REVIEW:

N/A.

RECOMMENDATION:

Staff recommends that the Mayor appoint the Chair and Vice-Chair of the Planning and Zoning Commission through June 2027.

ACTION OPTIONS:

MAYOR ACTION:

I appoint _____ as Chair and _____ as Vice Chair of the Planning and Zoning Commission through June 2027..

Sec. 26-67. - Planning and zoning commission.

- (a) *Creation and membership.* There is hereby created a planning and zoning commission for the town consisting of seven regular members, each to be appointed by the town council for a term of two years and whose members may be removed at the sole discretion of the town council. **The mayor shall name a chair and vice-chair of the commission.** The terms of three members shall expire in odd-numbered years, and the terms of four members shall expire in even-numbered years. Each member shall continue to serve until their successors are appointed and qualified.
- (b) *Powers and duties.* The planning and zoning commission shall have the following powers and duties:
- (1) To serve as an advisory body to the town council concerning adoption of or amendments to the zoning regulations and zoning map and to make recommendations thereon;
 - (2) To advise the council and make recommendations concerning adoption of, or amendments to the town's comprehensive plan, thoroughfare plan, and open space plan and implementation thereof;
 - (3) To oversee the town's regulations governing the platting and recording of subdivisions, including matters pertaining to the dedication of public facilities, and to advise the council on matters pertaining to public improvements, traffic, utility extensions and the provision of public facilities and services, in order to implement the town's comprehensive plan;
 - (4) To undertake such actions as are necessary to exercise its delegated powers, as indicated by adopted ordinance;
 - (5) To approve certain matters relating to platting and recording of subdivisions as dictated by the town's ordinances and the UDC;
 - (6) To call public hearings to initiate zoning changes.

(Ord. No. 895, § 2, 9-30-2019; Ord. No. 954, § 2, 9-26-2022)

Cross reference— Boards, commissions and authorities, § 2-121 et seq.



Town Council/Board of Trustees AGENDA ITEM REPORT



DATE: June 25, 2026 **AGENDA ITEM NO:** L.3.
FROM: Wade Carroll, Town Manager, Town Manager's Office
SUBJECT: Discuss, consider and act to create a Town Council Subcommittee to review and make recommendations regarding police service proposals from the Keller Police Department and the Roanoke Police Department.

ATTACHMENTS:

None

SUMMARY :

The Town of Westlake has sought proposals for police service from our neighboring communities. Proposals and pricing have been received. Staff will be setting up interviews with each department's representatives for the subcommittee to interview and assist the remainder of Council in the decision-making process to renew the contract with the City of Keller for police services or sign a new contract with the City of Roanoke.

BACKGROUND AND DISCUSSION:

The Town of Westlake has contracted with the City of Keller for police services for approximately 20 years. As with any municipal service agreement, periodic evaluation is necessary to ensure that the Town continues to receive the highest level of service and value for its residents. To that end, Town staff conducted a review of police service delivery models among neighboring communities and determined that the most viable options were to continue contracting with the Keller Police Department or to explore a potential agreement with the Roanoke Police Department. Staff subsequently met with representatives from both agencies and requested proposals outlining the level of service expected by the Town and its citizens. Those proposals have now been received.

Staff recommends the formation of a Council subcommittee to review the proposals, interview department leadership, tour facilities, and conduct any additional evaluation activities deemed appropriate. Utilizing a subcommittee allows these tasks to be completed without requiring a quorum of the full Council, thereby improving scheduling flexibility and efficiency throughout the review process. Information and findings gathered by the subcommittee will be presented to the full Council to support a future decision regarding police service provision for the Town of Westlake.

FISCAL IMPACT:

None

LEGAL REVIEW:

N/A

RECOMMENDATION:

Staff recommends that the Mayor and two Council members be appointed to a subcommittee to evaluate the proposals for police service in Westlake and report findings back to the Council for a future decision.

ACTION OPTIONS:

Make appointments as desired.



Town Council/Board of Trustees AGENDA ITEM REPORT



DATE: June 25, 2026 **AGENDA ITEM NO:** O.1.
FROM: Kelly Ritchie, Head of School, Westlake Academy
SUBJECT: Discuss, consider and act regarding WA Resolution 26-14 rejecting all proposals received in response to Request for Proposals No. WA RFP 2026-02 for Unmanned Aircraft Emergency Response & Security Services and authorizing the reissuance of the Request for Proposals.

ATTACHMENTS:

1. WA Res 26-14 Reject and Reissue UAS RFP
2. WA RFP 2026-15 UAS Reissue

SUMMARY :

Westlake Academy issued Request for Proposals No. WA RFP 2026-02 seeking qualified providers to furnish unmanned aircraft emergency response and security services. Following review of the proposals received, the Administration determined that it would be in the Academy's best interest to reject all proposals and reissue the solicitation with additional clarification regarding the Academy's operational requirements.

The original solicitation reserved the Academy's right to reject any or all proposals and to reissue the procurement as necessary to better define service expectations and obtain the best value for the Academy.

BACKGROUND AND DISCUSSION:

As part of its evaluation of the submitted proposals, Administration identified the need to further clarify the Academy's desired service delivery model. Specifically, the Academy intends to procure a comprehensive, vendor-managed unmanned aircraft security and emergency response program rather than a technology platform requiring Academy personnel to conduct flight operations.

The reissued RFP will clarify that:

- The selected vendor shall provide a fully managed operational service.
- The vendor shall be responsible for all required flight operations, monitoring, deployment, piloting, and mission execution.

- The vendor shall provide appropriately trained, licensed, and qualified personnel necessary to operate the system in compliance with all applicable Federal Aviation Administration (FAA) regulations and industry standards.
- The Academy's role will be limited to receiving services, alerts, reporting, and operational coordination as needed.
- Academy employees, faculty, staff, and campus security personnel will not be expected to pilot, manage, dispatch, or otherwise operate unmanned aircraft as part of the service model.
- The operational concept shall function through a remote centralized command center or operations-center model managed by the vendor, enabling continuous professional oversight and deployment of unmanned aircraft resources.

By clarifying these requirements, the Academy will ensure prospective respondents understand that the Academy seeks a turnkey security and emergency response solution that minimizes operational burdens on Academy personnel while maximizing reliability, compliance, and effectiveness.

The updated Request for Proposals is attached and has been edited to clarify the desired service model requirements. The RFP will be reissued as WA RFP 2026-15 with the proposal due date of July 13, 2026 at 3 pm.

FISCAL IMPACT:

No fiscal impact is associated with rejecting the proposals and reissuing the RFP.

LEGAL REVIEW:

The proposed action is consistent with the terms of the solicitation and applicable Academy procurement policies. The Academy reserved the right to reject any or all proposals and to reissue the solicitation when determined to be in its best interest.

RECOMMENDATION:

Staff recommends approval of WA Resolution 26-14 as presented.

ACTION OPTIONS:

Motion to Approve as Presented

Motion to Deny

Motion to Approve with Changes/Conditions

Motion to Continue or Table

WESTLAKE ACADEMY

RESOLUTION NO. 26-14

A RESOLUTION OF THE BOARD OF TRUSTEES OF WESTLAKE ACADEMY, TEXAS, REJECTING ALL PROPOSALS RECEIVED IN RESPONSE TO REQUEST FOR PROPOSALS NO. WA RFP 2026-02 FOR UNMANNED AIRCRAFT EMERGENCY RESPONSE & SECURITY SERVICES; AUTHORIZING THE REISSUANCE OF THE REQUEST FOR PROPOSALS; AND PROVIDING AN EFFECTIVE DATE.

WHEREAS, Westlake Academy issued Request for Proposals No. WA RFP 2026-02 for Unmanned Aircraft Emergency Response & Security Services (the “RFP”) seeking qualified providers for unmanned aircraft systems–based emergency response and security services;

WHEREAS, the RFP provided that the Academy reserves the right to reject any or all proposals, waive irregularities, and cancel the RFP at any time;

WHEREAS, the Board of Trustees has reviewed the proposals received in response to the RFP and has determined that it is in the best interest of the Academy to reject all proposals received and to reissue the RFP in order to further clarify the Academy’s needs, revise specifications and/or terms as appropriate, and promote the best value and interests of the Academy; and

WHEREAS, the Board of Trustees finds that rejecting all proposals and reissuing the RFP serves a public purpose and supports the Academy’s procurement objectives.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF TRUSTEES OF WESTLAKE ACADEMY, THAT:

SECTION 1. That all matters stated in the Recitals hereinabove are found to be true and correct and are incorporated herein by reference as if copied in their entirety.

SECTION 2. All proposals received in response to Request for Proposals No. WA RFP 2026-02 for Unmanned Aircraft Emergency Response & Security Services are hereby rejected.

SECTION 3: The Board of Trustees hereby authorizes the Administration to revise and reissue the Request for Proposals, as determined necessary and appropriate, and to undertake all actions reasonably necessary to complete the procurement process in accordance with applicable law and Academy policies.

SECTION 4: If any portion of this Resolution shall, for any reason, be declared invalid by any court of competent jurisdiction, such invalidity shall not affect the remaining provisions hereof and the Board of Trustees hereby determines that it would have adopted this Resolution without the invalid provision.

SECTION 5: This Resolution shall take effect immediately upon its adoption.

PASSED AND APPROVED ON THIS 25TH DAY OF JUNE 2026.

Kim Greaves, President

ATTEST:

Dianna Buchanan, Board Secretary

APPROVED AS TO FORM:

Janet S. Bubert
School Attorney



REQUEST FOR PROPOSALS (RFP)

for

Unmanned Aircraft Emergency Response & Security Services

Proposals Due:

No later than 3 pm CST on July 13, 2026

Issued by:
Westlake Academy
Westlake, Texas

WA RFP 26-15 Issue Date: Sunday June 28, 2026
Available online at www.westlakeacademy.org

1. INTRODUCTION AND PURPOSE

Westlake Academy, the “Academy”, seeks proposals from qualified providers capable of delivering a turnkey, vendor-managed unmanned aircraft security and emergency response service designed to enhance campus safety, situational awareness, and coordinated response during critical incidents. The Academy is seeking a comprehensive operational service solution rather than a technology platform requiring Academy personnel to operate unmanned aircraft systems. The solution should be capable of rapid deployment during emergencies, integration with existing safety protocols, and coordination with local law enforcement and first responders.

2. BACKGROUND

Westlake Academy is a public, open-enrollment charter school serving students in grades K–12 under a Charter issued by the Texas Education Agency. The Academy maintains a strong commitment to student safety, staff preparedness, and responsible innovation in school security. This RFP is intended to augment, not replace, existing safety measures.

3. SCOPE OF SERVICES

A. Unmanned Aircraft Emergency Response Capabilities

- Rapid deployment unmanned aircraft for emergency situations
- Real-time video and data transmission
- Day and night operational capability
- Defined response times from activation to launch

B. Fully Managed Operational Service Model

The Academy seeks a comprehensive, vendor-managed unmanned aircraft security and emergency response program rather than a technology platform requiring Academy personnel to conduct flight operations.

The selected vendor shall provide a fully managed operational service, including all personnel, equipment, monitoring, deployment, piloting, mission execution, maintenance, and operational oversight necessary to deliver the services contemplated by this RFP.

The vendor shall be solely responsible for:

- Flight operations and mission execution
- Aircraft deployment and dispatch

- Monitoring and operational oversight
- FAA compliance and regulatory requirements
- Maintenance of all required licenses, certifications, waivers, and authorizations
- Staffing with appropriately trained, licensed, and qualified personnel
- System maintenance, readiness, and operational continuity

The Academy's role shall be limited to receiving services, alerts, reports, and coordinating operational needs with the vendor as appropriate.

Academy employees, faculty, staff, and campus security personnel shall not be required or expected to pilot, dispatch, monitor, manage, or otherwise operate unmanned aircraft as part of the service model.

C. Operations Center Requirements

The proposed solution shall operate through a centralized command center, operations center, or equivalent vendor-managed monitoring and response environment capable of providing professional oversight and deployment of unmanned aircraft resources.

Proposers shall describe:

- The location and structure of the operations center
- Hours of operation and monitoring capabilities
- Staffing model and operator qualifications
- Emergency activation procedures
- Response and deployment timelines
- Communication protocols with Academy representatives and first responders
- Redundancy, continuity, and backup operational capabilities

The Academy prefers a turnkey service model that minimizes operational burdens on Academy personnel while maximizing safety, reliability, regulatory compliance, and effectiveness.

D. Training, Reporting, and Support

The vendor shall provide:

- Administrative and stakeholder orientation regarding service capabilities and activation procedures
- Reporting and performance metrics
- Technical support and system maintenance
- Periodic testing and readiness exercises

Training requirements shall focus on service utilization, emergency coordination, and communication procedures and shall not require Academy personnel to become drone operators, pilots, dispatchers, or mission managers.

4. VENDOR QUALIFICATIONS

Proposers must demonstrate relevant experience in unmanned aircraft or drone-based security services, preferably within schools, municipalities, or public safety environments, along with financial stability and a strong safety record.

5. PROPOSAL REQUIREMENTS

Proposals must include:

1. Executive Summary
2. Company Background and Experience
3. Technical Description of the System
4. Operational Model
5. Compliance and Risk Management
6. Training and Support Plan
7. Cost Proposal
8. References

6. EVALUATION CRITERIA

Proposals will be evaluated based on alignment with school safety needs, technical capability, vendor experience, regulatory compliance, training quality, cost effectiveness, and overall value.

7. ANTICIPATED TIMELINE

RFP Issued: June 28, 2026

Proposal Deadline: July 13, 2026 at 3 pm CST

Note: At that time, proposals will be opened and only the names of the respondents will be read aloud. In accordance with Section 252.049(b), Local Government Code, all contents of the proposals will remain confidential until award of a contract. Any submission received late will not be opened or considered.

Date of Board Consideration: TBD

8. TERMS AND CONDITIONS

The Academy reserves the right to reject any or all proposals, waive irregularities, and cancel this RFP at any time. Submission of a proposal does not obligate the Academy to award a contract.

9. SUBMISSION INSTRUCTIONS

All proposals must be submitted electronically in PDF format by email as follows:

SUBJECT LINE TO READ:

“Submittal for Westlake Academy RFP 26-15 Attached”

EMAIL TO: joliver@westlaketx.gov

Proposals must be received no later than 3pm CST on Monday, July 13, 2026. Late submissions will not be accepted.

CONTACT:

Questions regarding this RFP or the process should be directed to Jason Oliver, Project Manager, Town of Westlake by email to joliver@westlaketx.gov or by calling telephone number 817-490-5756.



Town Council/Board of Trustees AGENDA ITEM REPORT



DATE: June 25, 2026 **AGENDA ITEM NO:** O.2.
FROM: Sandy Garza, Human Resources Director, Westlake Academy
SUBJECT: Discuss, consider and act regarding WA Resolution 26-13 awarding to and approving the agreement with Box Insurance for Westlake Academy Building Property Casualty Insurance Products and Services.

ATTACHMENTS:

1. WA Resolution 26-13 Property Casualty Insurance 06-2026
2. Final Westlake Academy Proposal 26-27

SUMMARY :

Discuss, consider and act regarding Resolution 26-13 approving the FY 2026-27 insurance renewal package for Westlake Academy through Box Insurance Agency in the amount of \$220,112. The proposed renewal provides all required insurance coverages and represents a 6.7% decrease from the current fiscal year premium. The contract shall be for an initial term of one (1) year beginning July 1, 2026, and ending June 30, 2027, with the option to renew for four (4) additional one-year terms, for a total possible contract term of five (5) years.

BACKGROUND AND DISCUSSION:

Bids were solicited for Westlake Academy's annual insurance renewal package, which includes the following lines of coverage: Property, General Liability, Umbrella Liability, Workers' Compensation, Auto, Crime, International Travel, Cyber Liability, and a Student Accident policy.

Box Insurance Agency—Westlake Academy's long-standing insurance broker—submitted a complete proposal that included all required lines of coverage. An additional insurance provider expressed interest and submitted pricing information; however, the proposal was incomplete and did not include all required coverages. Additionally, the alternative proposal reflected higher overall costs than the Box Insurance renewal package.

Box Insurance has supported the Academy since its inception and continues to adapt the insurance program as institutional needs evolve. The proposed FY 2026-27 renewal reflects a total premium of \$220,112, representing a **decrease of \$15,766 (6.7%)** from the current year's premium of \$235,878.

Liability coverages are provided either as stand-alone policies or as sub-policies under General Liability, including:

- Directors & Officers Liability

- Employers' Legal Liability
- Employment Practices Liability
- Employee Benefits Liability
- Educators' Legal Liability

Key changes in policy premiums include:

- Property: **-17%** due primarily to a carrier change and favorable market conditions despite increased insured property values.
- Workers' Compensation: **+21%** reflecting increased payroll exposure.
- Business Auto: **+9%** consistent with industry-wide inflationary trends.
- General Liability & Cyber Liability: **+14%** due to market conditions and increased liability costs.
- Commercial Umbrella: **+9%**
- Student Accident: **+4%**
- Travel Accident: **No change.**
- Crime: **No change** (policy is on a three-year term through August 31, 2028).

Although several individual coverage lines experienced premium increases, the substantial reduction in property insurance costs resulted in an overall premium decrease of 6.7% compared to the current fiscal year. Box Insurance Agency continues to provide comprehensive coverage tailored to the Academy's operational needs at a competitive cost.

FISCAL IMPACT:

The FY 2026-27 insurance renewal premium is \$220,112, a decrease of \$15,766 (6.7%) from the current fiscal year. Funding is included in the adopted FY 2026-27 budget.

LEGAL REVIEW:

n/A

RECOMMENDATION:

Staff recommends approval of the insurance renewal package through Box Insurance Agency for FY 2026-27 in the amount of \$220,112, as it provides the required insurance coverages for Westlake Academy at the lowest responsive and responsible cost.

ACTION OPTIONS:

Motion to Approve as Presented

Motion to Deny

Motion to Approve with Changes/Conditions

Motion to Continue or Table

WESTLAKE ACADEMY

RESOLUTION NO. 26-13

**A RESOLUTION OF THE WESTLAKE ACADEMY BOARD OF TRUSTEES
AWARDING THE BID FOR PROPERTY/CASUALTY INSURANCE PRODUCTS AND
SERVICES TO BOX INSURANCE AGENCY FOR FY 26-27.**

WHEREAS, Westlake Academy desires to maintain a comprehensive risk management program for the protection of its property, students, employees, elected officials, and stakeholders; and,

WHEREAS, Box Insurance Agency submitted a complete proposal meeting all required coverage specifications; and

WHEREAS, an additional proposal was received but was determined to be non-responsive because it did not include all required coverages and reflected higher overall costs; and

WHEREAS, the proposed insurance renewal package through Box Insurance Agency provides comprehensive coverage at a total annual premium of \$220,112 for Fiscal Year 2026-2027; and

WHEREAS, the leaders of Westlake Academy desire to exercise exceptional levels of stewardship with all financial resources; and,

WHEREAS, the Board of Trustees finds that the passage of this resolution is in the best interest of the citizens of Westlake as well as the students, their parents, and faculty of Westlake Academy.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF TRUSTEES OF WESTLAKE ACADEMY:

SECTION 1: That the Board of Trustees of Westlake Academy does hereby award the recommended bid for property/casualty insurance products and services to Box Insurance Agency for FY 26-27, attached hereto as *Exhibit "A"*; and further authorize the Head of School or designee to execute this agreement.

SECTION 2: That all matters stated in the recitals hereinabove are found to be true and correct and are incorporated herein by reference as if copied in their entirety.

SECTION 3: The Board of Trustees hereby approves the Fiscal Year 2026-2027 insurance renewal package through Box Insurance Agency in the amount of Two Hundred Twenty Thousand One Hundred Twelve Dollars (\$220,112).

SECTION 4: The Head of School, President, or their designee is hereby authorized to execute all documents and take all actions necessary to implement the insurance renewal approved herein.

SECTION 5: If any portion of this resolution shall, for any reason, be declared invalid by any court of competent jurisdiction, such invalidity shall not affect the remaining provisions hereof and the Council hereby determines that it would have adopted this resolution without the invalid provision.

SECTION 6: That this resolution shall become effective from and after its date of passage.

PASSED AND APPROVED ON THIS 25TH DAY OF JUNE 2026.

Kim Greaves, President

ATTEST:

Dianna Buchanan, Board Secretary

Dr. Kelly Ritchie, Head of School

APPROVED AS TO FORM:

Janet S. Bubert or L. Stanton Lowry,
School Attorney

Exhibit “A”

Recommended Bid

REQUEST FOR PROPOSAL

RFP 26-010 - Westlake Academy Property & Liability Insurance



Westlake Academy (the “Academy”), a public charter school operated by the Town of Westlake, Texas (the “Town”), is soliciting proposals from qualified and experienced firms to provide insurance brokerage services for its property and casualty insurance programs.

The purpose of this Request for Proposals (RFP) is to identify a qualified firm to assist the Town and the Academy (collectively, the “Town and Academy”) in the placement, administration, and ongoing management of their insurance coverages, including but not limited to property, liability, workers’ compensation, automobile, and student accident insurance.

The selected firm will serve as the insurance broker of record for the Town and Academy and will provide professional services including market analysis, coverage recommendations, policy placement, claims support, and risk management consultation.

The Town and Academy seek a partner with demonstrated experience in serving public sector and/or educational organizations, with the ability to deliver comprehensive coverage solutions, competitive pricing, and a high level of service.

This RFP outlines the scope of services, proposal requirements, and evaluation criteria to be used in selecting the firm that provides the best overall value to the Town and Academy.

CONTRACT TERM: The contract shall be for an initial term of one (1) year beginning July 1, 2026, and ending June 30, 2027, with the option to renew for four (4) additional one-year terms, for a total possible contract term of five (5) years.

Renewal of the contract is contingent upon satisfactory performance, mutual agreement of the parties, and annual budgetary appropriation by the Town and Academy. Westlake reserves the right to renew or not renew the contract at its sole discretion.

Proposers are encouraged to provide multi-year rate guarantees or clearly identify any projected rate adjustments applicable to renewal terms.

POSTED DATE: May 7, 2026

PROPOSAL DUE DATE: June 2, 2026

PROPOSAL DUE TIME: 12:00 PM CST

CONTACT: Sandy M. Garza, Purchasing Agent
E-mail: sgarza@westlaketx.gov

PROPOSAL NUMBER: RFP 26-010 – Westlake Academy Property & Liability Insurance

Electronic proposals subject to the Terms and Conditions of this REQUEST FOR PROPOSAL and other provisions, must be received by the **Purchasing Agent** at sgarza@westlaketx.gov before the closing time and date shown above. The Town will retain late bids; however, they will not be opened nor considered in the evaluation of the bid. Bids may be withdrawn at any time prior to this deadline. Bids may not be altered, amended, or withdrawn after the official opening without the recommendation and approval of the Purchasing Agent. The undersigned agrees if the bid is accepted, to furnish any and all items upon which prices are offered, at the price(s) and upon the terms and conditions contained in the specifications. The period for acceptance of this proposal shall be 60 calendar days.

THE UNDERSIGNED, BY SIGNING BELOW, YOU SIGNIFY THAT YOU HAVE READ THE ENTIRE DOCUMENT AND AGREE TO THE TERMS AND CONDITIONS THEREIN. BY SIGNING BELOW, YOU ALSO CERTIFY THAT IF A TEXAS ADDRESS IS SHOWN AS THE ADDRESS OF THE PROPOSING VENDOR, THE VENDOR QUALIFIES AS A TEXAS "RESIDENT BIDDER" AS DEFINED IN RULE 1 TAC 111.2.


Company Name and Address: Box Insurance Agency	Company's Authorized Agent Name and Title (Typed or Printed): Adam Syswerda
Federal ID Number (TIN) or SSN and Name 82-1453817	Signature 
Telephone No. 817-865-1806	Date: 5/27/26
	Email address: adamboxinsurance.com

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ACKNOWLEDGEMENT OF RECEIPT

THIS FORM MUST BE COMPLETED AND RETURNED PRIOR TO THE SUBMISSION OF ANY BID FOR THIS REQUEST FOR PROPOSAL.

Please fill in the requested information below as acknowledgement that you have received the Request for Proposal noted above. If your firm is interested in participating, please complete pages three and four (3 and 4) and return by email by May 22, 2026 to:

Sandy M. Garza
Town of Westlake / Westlake Academy
sgarza@westlaketx.gov

Name of Firm: Box Insurance Agency

Address: 1200 S Main Street, Ste. 1600

City/State/Zip: Grapevine, TX 76051

Phone: (817) 865-1806

E-Mail: adamboxinsurance.com

Name: (Print) Adam Syswerda

Title: President

Signature:  Date: 5/28/2026

Yes, our company does have an interest in responding.

QUESTIONNAIRE

1. Who will have primary responsibility for Westlake Academy's account?

Dustin Parker

a. Number of years in the insurance business: 20

b. Insurance background: CEO, Box Insurance Agency

c. Number of schools or public entities serviced: 7

2. Who will be the back-up person for Westlake Academy's account?

Adam Syswerda

a. Number of years in the insurance business: 13

b. Insurance background: President, Box Insurance Agency

c. Number of schools or public entities serviced: 7

3. Westlake Academy will expect the following annual reports from its agents:

- a) Summary of premiums and losses by coverage.
- b) Forecast of insurance market status prior to renewal.
- c) Insurance policy abstracts (summaries).
- d) Prior to future renewals, report containing suggested coverage or rating enhancements for the upcoming year.
- e) Following future renewals, a report detailing all material policy changes.
- f) Risk management services.

4. Please attach a copy of the following documents:

- a) A copy of the current license.
- b) A certificate for agent's error and omission coverage insured for at least \$1 million limit.

GENERAL REQUIREMENTS AND INSTRUCTIONS

A. INFORMATION

1. The information contained in these specifications is confidential and is to be used only in connection with preparing a proposal for the following insurance services or insurance coverages:

Commercial Property – Fire & Extended Coverage
Commercial General Liability
School Professional Liability
Auto Liability & Physical Damage
Workers’ Compensation
Commercial Umbrella Liability
Crime
International Travel Liability
Student Accident Liability
Cyber Liability

2. **The effective dates of the policy period for all proposals will be from July 1, 2026 through June 30, 2027.**
3. Westlake Academy reserves the right to accept or reject all or any part of the proposals, waive minor technicalities, and award the proposal to best serve the interest of the Academy. The Academy also reserves the right to waive or dispense with any of the formalities contained herein.
3. Proposals are to be submitted on the basis of the specifications contained herein. Alternate proposals will also be considered, provided the alternatives are clearly explained. All deviations from the specifications must be clearly identified and explained.
4. The information contained in these specifications is to be basis for proposal responses. After receipt of proposal, additional information needed may be requested via e-mail at: sgarza@westlaketx.gov.
5. The information contained herein is believed to be accurate and up to date but is not intended to be an express or implied warranty.
6. No telephone, or fax, or e-mailed proposals will be accepted. Proposals may only be accepted if delivered by email to sgarza@westlaketx.gov .
7. Vendors are cordially invited view the opening of received proposals but are not required to attend. A link will be posted on the Town of Westlake Bidding page no later than May 8, 2026. Advertisements will be posted for two (2) weeks in the Town’s newspaper of record (Fort Worth Star-Telegram) on May 10, 2026 and May 17, 2026.

B. LEGAL

1. All parties submitting proposals are expected to comply with federal, state and local insurance laws and regulations relative to the preparation and submissions of insurance proposals. Specifically, the services to be provided are expected to be in compliance with the Americans with Disabilities Act (ADA), insurance laws and insurance regulations. All proposals that are submitted will be presumed to be in compliance with all applicable laws.

C. COMMUNICATION

1. Proposals should reference **“RFP 26-010 – Westlake Academy Property & Liability Insurance”**.

Proposer is required to provide an electronic copy of proposal to:

Sandy M. Garza

sgarza@westlaketx.gov

D. COMMUNICATION WITH TOWN OF WESTLAKE/WESTLAKE ACADEMY MEMBERS

Companies submitting proposals shall not discuss this RFP with employees of the Town of Westlake, Westlake Academy or members of the Town Council/Board of Trustees. If discussion is necessary, your company will be notified in writing. **Failure to abide by this requirement may result in automatic disqualification.**

E. TIME FRAME

1. The RFP package will be available for download from our website at <https://www.westlake-tx.org/256/Bids-Proposals>. Vendors **WILL NOT** be notified of additional information/addenda postings. It is the vendor's responsibility to view the web page regularly, or prior to submitting a proposal response, to ensure that no addenda or additional information have been issued for the solicitation.
2. **Proposals:** must be delivered electronically via email to sgarza@westlaketx.gov, or a printed copy of proposal to 1500 Solana Boulevard, Bldg. 7, Ste. 7200 • Westlake, Texas 76262 by the deadline no later than 12:00 p.m., Tuesday, June 2, 2026.
3. The parties submitting the selected proposals will be notified by June 5, 2026 of the Academy's decision.
4. The effective date for proposals is July 1, 2026.
5. Policies or coverage documents are to be provided to the Academy by June 30, 2026. The Academy reserves the right to not pay any premium until valid policies or coverage documents are received.

F. PROPOSALS

1. Proposals must be clearly explained and identified. All costs, including optional programs, must be clearly separated and summarized. Exceptions to or deviations from the specifications **must** be explicitly identified.
2. Each party submitting a proposal is asked to screen their designated proposals for correctness and compliance with the specifications.
3. The contents of the proposals shall be kept confidential during the process of review.

G. DISQUALIFICATION AND REJECTION OF PROPOSALS

1. Failure to comply with the requirements or the procedures set forth herein, or to satisfy the insurance and servicing criteria as set forth in the specifications, may result in disqualification. It is not intended that these exceptions to the specifications will, in and of themselves, result in disqualification.

H. SELECTION OF VENDOR

1. Westlake Academy reserves the right to reject any or all of the proposals, in whole or in part; to waive any informality in any proposal, and to accept the proposal which, in its discretion, is in the best interest of the Academy. An Academy insurance consultant may review proposals for completeness and for compliance with bid specifications. Proposals will be carefully evaluated for cost effectiveness, for coverage provisions, and for compliance with the coverage and servicing criteria contained in the specifications and in accordance with Texas Education Code 44.031 and any other pertinent laws.

- The contract will be awarded to the responsible vendor who submits a superior but economical proposal based on the relative importance of the following selection criteria:

<u>Selection Criteria</u>	<u>Maximum Points</u>
Coverage	35
Cost	35
Professional Qualifications	15
Service	15
Total	100

I. TERMS OF AGREEMENTS

- Westlake Academy desires to receive proposals for a twelve (12) month period, beginning on July 1, 2026 through June 30, 2027.
- Westlake Academy reserves the right to terminate the agreement at the expiration of the budget period, during the term of the agreement or at the end of the anniversary date with a sixty (60) day notice. The agreement will be for current revenues only in accordance with Local Government Code Section 271.903 to terminate the agreement.
- The agreement is to contain a cancellation provision that provides for a sixty (60) day notice of cancellation (except for non-payment) and sixty (60) days e for non-renewal or material change.

J. QUALIFICATION OF INSURERS

- Insurance companies must have a general policyholder’s rating of A- VII or better as published by A.M. Best Company in the latest edition of its Key Rating Guide. Insurers shall be duly licensed and comply with all applicable insurance laws and requirements of the Texas State Board of Insurance.
- Proposals will be accepted for intergovernmental risk sharing pools organized in accordance with article 4413(32c), Texas Interlocal Cooperation Act. Self-insured pools must include a current audited **financial statement** (Balance Sheet and Statement of Operations, including the auditor’s opinion, and Reinsurance Provisions.)

K. AGENT MINIMUM QUALIFICATIONS

All agents submitting proposals for this insurance must meet the following minimum qualifications:

- The agency must be licensed in Texas.
- The agency must have insurance for agent’s errors and omissions liability with a limit of at least \$1 million per occurrence. A certificate of the agent’s E&O insurance must be included with the proposal.
- The agency must have been in business for at least five (5) years.
- The agency must assign a minimum of one qualified account representative. This representative must have a minimum of three (3) years of experience in commercial property and liability insurance lines or hold the C.P.C.U. or A.R.M. designation.

L. AUTHORIZED SIGNATURE

- All proposal forms must be signed by persons who have legal authority to bind the insurer and administrator to the services that are proposed.

POLICY REQUIREMENTS AND LIMITS

All proposals must adhere to the specifications and limits as defined on the following pages for each insurance product. Any deviation or additional coverage(s) should be clearly explained. If the quote contains higher limits than specified, it should be listed separately as an **alternate quote**.

PROPERTY, FIRE, AND EXTENDED EQUIPMENT INSURANCE

A. BACKGROUND INFORMATION

1. Please contact Purchasing Agent at sgarza@westlaketx.gov for loss runs.
2. Schedule of Buildings and Contents limits are located on page 25 as Exhibit "A".
3. Summarized property schedule with estimated replacement cost (limits), including desired deductibles and coinsurance as of July 1, 2026 is as follows:

Description	Limit	Deductible	Coinsurance
Building Physical Property	\$57,611,607	\$25,000	100%
Building Personal Property	\$4,782,550	\$25,000	100%
Business Income and Extra Expense	\$444,000		
Total Property Limits	\$62,839,157		

Note: Blanket Coverage at full replacement cost is required for all property quotes.

B. INSURANCE COVERAGE IS TO INCLUDE THE FOLLOWING:

1. Blanket coverage on all buildings, contents and auxiliary structures including on-site improvements.
2. Basis of Recovery is to be full replacement cost.
3. Automatic coverage on newly acquired property is to be included.
4. Coverage is to include extra expense and loss of revenue related to loss.
5. Coverage is to be for all risk, including theft of contents.
6. Quotes should include deductibles of \$5,000 with 100% coinsurance. Deductibles for wind, hail, earthquake, and floods should be \$50,000 or less with 100% coinsurance, if available. In the event a \$50,000 wind/hail deductible (or lower) is not available, the lowest deductible available should be quoted as a percentage.
7. Wind and hail deductibles may be accompanied by a "buy-down" reinsurance policy. This policy should be shown separately from the primary policy, including premiums.
8. Include a listing of endorsements, extensions, and exclusions.

C. QUOTED COVERAGE PROVISIONS

- 1.

Description	Limit	Deductible	Coinsurance
Building Physical Property	\$57,611,607	\$25,000	100%
Building Personal Property	\$4,782,550	\$25,000	100%
Business Income and Extra Expense	\$444,000	72 Hours	

- 2. Is automatic coverage for newly acquired property provided: Yes No
If yes, please attach description.
- 3. Does coverage include equipment breakdown? Yes No
If yes, please attach description.
- 4. Is there additional deductible or exclusion for wind, hail or earthquake? Yes No
If yes, please attach description and/or provide additional proposal to cover this risk.

D. QUOTATION

1. Property, Fire, and Extended Equipment Quote (Attach complete coverage information)

Annual Premium (Period 07/01/2026 to 06/30/2027): \$ 127,807

2. Alternate Property, Fire, and Extended Equipment Quote (Attach complete coverage information)

Annual Premium (Period 07/01/2026 to 06/30/2027): \$ _____

E. INSURANCE COMPANY/RISK POOL INFORMATION

Name of Company: Chubb Indemnity Insurance Company

A. M. Best Rating/Size: A++ XV

Insurance Company: Yes No

Risk Pool Yes No

For Alternate Quote(s):

Name of Company: _____

A. M. Best Rating/Size: _____

Insurance Company: Yes No

Risk Pool Yes No

F. LIST ANY DEVIATIONS OR ADDITIONAL INFORMATION:

GENERAL LIABILITY INSURANCE

A. BACKGROUND INFORMATION

1. All coverage in Section “B” must be included. Please contact Purchasing Agent at sgarza@westlaketx.gov for loss runs.
2. Estimated student count is 910. Grades K-8: 585 Grades 9-12: 325
3. Estimated number of full-time equivalent employees is 113.
Total employees (including substitute teachers) is approximately 170.
4. Sports programs include: Football, basketball, volleyball, baseball, softball, track, cross country track, tennis, golf, softball, cheerleading, soccer and swimming.

B. INSURANCE COVERAGE SHOULD INCLUDE THE FOLLOWING:

1. Incidental medical malpractice coverage for registered nurses administering first aid, dispensing prescribed medications, and maintaining students’ health immunization records.
2. Coverage for the negligent act, error or omission of the Academy and/or its employees relative to the administration of employment practices and employee benefit programs.
3. Coverage is to include premises liability.
4. Persons to be covered are to include the Academy, school board members, employees, student teachers, school volunteers, or any authorized agent as designated by the Academy.
5. If coinsurance is quoted as an alternative to deductible, please list this figure separately.
6. Include a listing of coverage extensions, endorsements and exclusions.
7. If EPLI, EBLI, ELLI, and D&O coverage is not automatically included, please provide separate quote(s). These are required components of the liability coverage policy.

	<u>Per Occurrence</u>	<u>Aggregate</u>	<u>Deductible</u>
General Liability	\$ 1,000,000	\$ 2,000,000	\$0
Products/Completed Operations	\$ 1,000,000	\$ 2,000,000	\$0
Personal & Advertising Injury	\$ 1,000,000	\$ 1,000,000	\$0
Damage to Rented Premises	\$ 1,000,000	\$ 1,000,000	\$0
Medical Expenses	\$ 10,000		\$0
Employee Benefits Liability	\$ 1,000,000	\$ 3,000,000	\$1,000
Abuse & Misconduct Liability**	\$ 1,000,000	\$ 1,000,000	\$0
Educators Legal Liability* **	\$ 1,000,000	\$ 2,000,000	\$10,000
Professional Liability – D&O* **	\$ 1,000,000	\$ 2,000,000	\$10,000
Employment Practices Liability* **	\$ 1,000,000	\$ 1,000,000	\$10,000

* Retention shown as Deductible

** Retroactive Date 8/31/11

C. QUOTED COVERAGE PROVISIONS

1.

Coverage Detail	Per Occurrence	Aggregate	Deductible
General Liability	1,000,000	2,000,000	
Products/Completed Operations	1,000,000	2,000,000	
Personal & Advertising Injury	1,000,000	2,000,000	
Damage to Rented Premises	1,000,000		
Medical Expenses	10,000		
Employee Benefits Liability	1,000,000	3,000,000	1,000
Abuse & Misconduct Liability	1,000,000	1,000,000	0
Professional Liability – D&O	1,000,000	2,000,000	10,000
Educators Legal Liability	1,000,000	2,000,000	10,000
Employment Practices Liability	1,000,000	1,000,000	10,000

2. Please respond to the following questions as they relate to the Professional Legal Liability coverage proposed. Please specify if there are any SUB-LIMITS, otherwise it will be assumed full policy limits are available:

- a. Who are the "covered persons" or "named insureds?"
- b. Is Prior Acts coverage provided? If so, what is the retroactive date?
- c. Is corporal punishment/student discipline covered?
- d. Describe the terms available for "Extended Reporting/Discovery Period" coverage available when either the insured or insurer cancels or non-renews? How long is the reporting period and what is the cost?
- e. Does the policy cover non-pecuniary relief? If so, are there any sub-limits for either defense costs or damages? If sub-limits apply, please stipulate.
- f. Are board members/employees covered as they serve on other boards within the course and scope of their employment (i.e., would coverage extend to a superintendent as he/she served on a Special Education Cooperative)?
- g. Are claims alleging discrimination covered (e.g., 1983 Civil Rights violation)? If so, what is the Limit of Liability?
- h. Is sexual misconduct (i.e., harassment), sexual abuse and molestation covered? If so, are there sub-limits?
- i. Does the coverage pay on behalf of or indemnify?
- j. Are defense costs within limits or in addition to?
- k. Please explain the notice of claim provision and what constitutes a "demand."

D. QUOTATION (MUST INCLUDE ALL COVERAGES AND LIMITS FROM SECTION A)

1. General Liability, EPLI, EBLI, ELLI and D&O Quote – (Attach complete coverage information)

Annual Premium (Period 07/01/2026 to 06/30/2027): \$ 36,848.00

2. Alternate General Liability, EPLI, EBLI, EELI, and D&O Quote (Attach complete coverage information)

Annual Premium (Period 07/01/2026 to 06/30/2027): \$ _____

E. INSURANCE COMPANY/RISK POOL INFORMATION

Name of Company: Utica Mutual Ins. Co. / Utica National Insurance Group

A. M. Best Rating/Size: A XIV

Insurance Company Yes No

Risk Pool Yes No

For Alternate Quote(s):

Name of Company: _____

A. M. Best Rating/Size: _____

Insurance Company Yes No

Risk Pool Yes No

F. LIST ANY DEVIATIONS OR ADDITIONAL INFORMATION:

AUTOMOBILE & PHYSICAL DAMAGE INSURANCE

A. BACKGROUND INFORMATION

1. Please contact Purchasing Agent at sgarza@westlaketx.gov for loss runs.
2. Current list of vehicles: 2018 Blue Bird Bus – 77 passengers
2020 Blue Bird Bus – 77 passengers
2023 Chevrolet Express Van – 15 passengers
2023 Chevrolet Express Van – 15 passengers
2023 Chevrolet Express Van – 15 passengers
2006 Chevrolet Girardin Bus - 18 passengers
2010 Chevrolet Spartans Bus - 20 passengers
4. All drivers have proper class endorsements and driving histories are reviewed annually.

B. INSURANCE COVERAGE IS TO INCLUDE THE FOLLOWING:

1. Liability Limits & Coverage Desired: Auto Liability must be as follows:

Coverage Detail	Limit	Per	Deductible
Bodily Injury & Property Damage	\$1,000,000	Accident	\$1,000
Personal Injury Protection	\$2,500	Person	\$0
Uninsured Motorist	\$1,000,000	Accident	\$0
Underinsured Motorist	\$1,000,000	Accident	\$0
Physical Damage Coverage			
Comprehensive	ACV/Repair	Loss	\$1,000
Vandalism	ACV/Repair	Loss	\$0
Collison	\$1,000,000	Accident	\$1,000

2. Basis of Recovery is to be full repair cost or actual cash value, where applicable.
3. Hired auto and non-owned auto is to be included.
4. Include a listing of additional coverages, extensions, and exclusions.

C. QUOTED COVERAGE PROVISIONS

- 1.

Coverage Detail	Per Occurrence	Aggregate	Deductible
Bodily Injury & Property Damage	\$1,000,000	Accident	\$1,000
Personal Injury Protection	\$2,500	Person	\$0
Uninsured Motorist	\$1,000,000	Accident	\$0
Underinsured Motorist	\$1,000,000	Accident	\$0
Medical Expenses			
Physical Damage Coverage			
Comprehensive	ACV/Repair	Loss	\$1,000
Vandalism	ACV/Repair	Loss	\$0
Collison	1,000,000	Aggregate	\$1,000

2. Does coverage include automatic coverage for substitute or newly acquired vehicles Yes No
If yes, please describe:

D. QUOTATION

1. Automobile Insurance Quote (Attach complete coverage information)

Annual Premium (Period 07/01/2026 to 06/30/2027): \$ 14,589.00

2. Alternate Automobile Insurance Quote (Attach complete coverage information)

Annual Premium (Period 07/01/2026 to 06/30/2027): \$ _____

E. INSURANCE COMPANY/RISK POOL INFORMATION

Name of Company: Utica Mutual Ins. Co. / Utica National Insurance Group

A. M. Best Rating/Size: A XIV

Insurance Company Yes No

Risk Pool Yes No

For Alternate Quote(s):

Name of Company: _____

A. M. Best Rating/Size: _____

Insurance Company Yes No

Risk Pool Yes No

F. LIST ANY DEVIATIONS OR ADDITIONAL INFORMATION:

Umbrella/Excess Liability Insurance

A. BACKGROUND INFORMATION

1. No claims since inception of coverage in 2003.
2. Coverage is to be in excess of all Liability limits.

B. INSURANCE COVERAGE IS TO INCLUDE THE FOLLOWING:

1. Liability Limits & Coverage:

Coverage Detail	Limit	Per	Aggregate
General Liability	\$5,000,000	Occurrence	\$5,000,000
Personal & Advertising Injury	\$5,000,000	Person/Org.	\$5,000,000
Wrongful Acts – Claims Made Basis	\$1,000,000	Occurrence	\$1,000,000
Aggregate Limit			\$5,000,000
Self-Insured Retention	\$10,000		

2. Include a listing of additional coverage and coverage extensions.
3. Include a list of exclusions.

C. QUOTED COVERAGE PROVISIONS

- 1.

Coverage Detail	Limit	Per	Aggregate
General Liability	\$5,000,000	Occurrence	\$5,000,000
Personal & Advertising Injury	\$5,000,000	Person / Org.	\$5,000,000
Wrongful Acts – Claims Made Basis	\$1,000,000	Occurrence	\$1,000,000
Aggregate Limit			\$5,000,000
Self-Insured Retention	\$10,000		

2. Is prior acts coverage provided? Yes No

If yes, please give effective date(s) and explanation.

Retro Date: 8/31/2011

D. QUOTATION

1. Umbrella Insurance Quote (Attach complete coverage information)

Annual Premium (Period 07/01/2026 to 06/30/2027): \$ 11,148.00

2. Alternate Umbrella Insurance Quote (Attach complete coverage information)

Annual Premium (Period 07/01/2026 to 06/30/2027): \$ _____

E. INSURANCE COMPANY/RISK POOL INFORMATION

Name of Company: Utica Mutual Ins. Co. / Utica National Insurance Group

A. M. Best Rating/Size: A XIV

Insurance Company Yes No

Risk Pool Yes No

For Alternate Quote(s):

Name of Company: _____

A. M. Best Rating/Size: _____

Insurance Company Yes No

Risk Pool Yes No

F. LIST ANY DEVIATIONS OR ADDITIONAL INFORMATION:

CRIME INSURANCE

A. BACKGROUND INFORMATION

1. No claims since inception of coverage in 2003.
2. Copy of current policy declaration schedule is attached.

B. INSURANCE COVERAGE IS TO INCLUDE THE FOLLOWING:

1. Crime Limits & Coverage Desired:

	<u>Single Loss Limit</u>	<u>Retention</u>
Employee Theft	\$ 250,000	\$ 2,500
ERISA Fidelity	\$ 250,000	\$ 0
Forgery or Alteration	\$ 250,000	\$ 2,500
On Premises	\$ 250,000	\$ 2,500
In Transit	\$ 250,000	\$ 2,500
Money Orders/Counterfeit	\$ 250,000	\$ 2,500
Computer Fraud	\$ 250,000	\$ 2,500
Program/Restoration Expense	\$ 100,000	\$ 2,500
Funds Transfer Fraud	\$ 250,000	\$ 2,500
Claim Expense	\$ 5,000	\$ 0

2. Include a listing of additional coverage and coverage extensions.
3. Include a list of exclusions.

C. QUOTED COVERAGE PROVISIONS

1. Coverage Detail	<u>Single Loss Limit</u>	<u>Retention</u>
Employee Theft	\$250,000	\$2,500
ERISA Fidelity	\$250,000	\$0
Forgery or Alteration	\$250,000	\$2,500
On Premises	\$250,000	\$2,500
In Transit	\$250,000	\$2,500
Money Orders/Counterfeit	\$250,000	\$2,500
Computer Fraud	\$250,000	\$2,500
Program/Restoration Expense	\$100,000	\$2,500
Funds Transfer Fraud	\$250,000	\$2,500
Claim Expense	\$5,000	\$0

D. QUOTATION

1. Crime Insurance Quote (Attach complete coverage information)

Annual Premium (Period 07/01/2026 to 06/30/2027): \$ _____

2. Alternate Crime Insurance Quote (Attach complete coverage information)

Annual Premium (Period 07/01/2026 to 06/30/2027): \$ _____

E. INSURANCE COMPANY/RISK POOL INFORMATION

Name of Company: Travelers Insurance Company

A. M. Best Rating/Size: A XV

Insurance Company: Yes No

Risk Pool Yes No

For Alternate Quote(s):

Name of Company: _____

A. M. Best Rating/Size: _____

Insurance Company Yes No

Risk Pool Yes No

F. LIST ANY DEVIATIONS OR ADDITIONAL INFORMATION:

WORKERS' COMPENSATION INSURANCE

A. BACKGROUND INFORMATION

1. Please contact Purchasing Agent at sgarza@westlaketx.gov for loss runs.
2. Experience Modifier is currently 0.77.
3. Estimated FY 26-27 payroll schedule is below.
4. Estimated number of regular employees is 116 (excluding substitute teachers & part-time coaches.)

B. INSURANCE COVERAGE IS TO INCLUDE THE FOLLOWING:

1. Workers' Compensation Limits & Coverage Desired:

	<u>Limit</u>	<u>Per</u>
Bodily Injury by Accident	\$ 1,000,000	Accident
Bodily Injury by Disease	\$ 1,000,000	Policy Limit
Bodily Injury by Disease	\$ 1,000,000	Employee

2. Estimated FY 26-27 payroll is as follows:

<u>Payroll Code</u>	<u>Annual Amount</u>	<u>Employees</u>
8868		105 (does not include substitute teachers)
8810		7
<u>9101</u>		<u>1</u>

Total Estimated Payroll: \$

3. Please include "Others States Coverage" where applicable, as an additional endorsement.
4. Please include "Terrorism Risk" as an additional endorsement.
5. Include a listing of additional coverage, extensions, and exclusions.
6. Include a Blanket Waiver of Subrogation.

C. QUOTED COVERAGE PROVISIONS

1. Does coverage utilize a specific provider network? Yes No
If yes, please provide details.

D. QUOTATION

1. Workers' Compensation Insurance Quote (Attach complete coverage information)

Annual Premium (Period 07/01/2026 to 06/30/2027): \$ _____

2. Alternate Workers Compensation Insurance Quote (Attach complete coverage information)

Annual Premium (Period 07/01/2026 to 06/30/2027): \$ _____

E. INSURANCE COMPANY/RISK POOL INFORMATION

Name of Company: The Hartford

A. M. Best Rating/Size: A+ XV

Insurance Company Yes No

Risk Pool Yes No

For Alternate Quote(s):

Name of Company: _____

A. M. Best Rating/Size: _____

Insurance Company Yes No

Risk Pool Yes No

F. LIST ANY DEVIATIONS OR ADDITIONAL INFORMATION:

INTERNATIONAL TRAVEL LIABILITY INSURANCE

A. BACKGROUND INFORMATION

1. No claims since inception of coverage in 2015.
2. Coverage is for employees engaged in overseas travel, and no countries excluded.
3. Coverage should include Medical Assistance, Personal Assistance, and Travel Assistance for employees and students, based on 50 participants per year.

B. DESIRED INSURANCE COVERAGE IS TO INCLUDE THE FOLLOWING:

1. Benefits	<u>Limit</u>	<u>Per</u>	<u>Aggregate</u>
Medical Expense Limit	\$ 50,000	Person	\$ 50,000
Dental Treatment	\$ 250	Tooth	\$ 500
Room and Board	Average semi-private room rate		
ICU Room and Board Charges	Twice the semi-private room rate		
Treatment of Pregnancy	Treated as any other medical condition		
Preexisting Conditions	Treated as any other medical condition		
Chiropractic Care	\$ 35	Visit	\$ 350
Emergency Medical Evacuation	100% Expenses		
Repatriation of Remains	100% Expenses		
Chaperone Replacement	\$ 2,000		
Accidental Death & Dismemberment	\$ 10,000	Student	
Accidental Death & Dismemberment	\$ 50,000	Faculty	
Kidnap/Ransom	\$ 100,000	Event	\$ 100,000
Aggregate Limit	\$ 250,000	Benefit Max	

2. All coverage is \$0 deductible with 100% coinsurance.
3. Include a listing of additional coverages, coverage extensions, and AD&D schedule.
4. Include a listing of exclusions.

C. QUOTED COVERAGE PROVISIONS

1. Coverage Detail	<u>Limit</u>	<u>Per</u>	<u>Aggregate</u>
Medical Expense Limit			
Dental Treatment			
Room and Board			
ICU Room and Board Charges			
Treatment of Pregnancy			
Preexisting Conditions			
Chiropractic Care			
Emergency Medical Evacuation			
Repatriation of Remains			
Chaperone Replacement			
Accidental Death & Dismemberment			
Accidental Death & Dismemberment			
Kidnap/Ransom			
Aggregate Limit			

2. Does coverage include evacuation/repatriation? Yes No

D. QUOTATION

1. International Travel Insurance Quote (Attach complete coverage information)

Annual Premium (Period 07/01/2026 to 06/30/2027)

2. Alternate International Travel Insurance Quote (Attach complete coverage information)

Annual Premium (Period 07/01/2026 to 06/30/2027): \$_____

E. INSURANCE COMPANY/RISK POOL INFORMATION

Name of Company: _____

A. M. Best Rating/Size: _____

Insurance Company Yes No

Risk Pool Yes No

For Alternate Quote(s):

Name of Company: _____

A. M. Best Rating/Size: _____

Insurance Company Yes No

Risk Pool Yes No

F. LIST ANY DEVIATIONS OR ADDITIONAL INFORMATION:

STUDENT ACCIDENT INSURANCE

A. BACKGROUND INFORMATION

- 1. Coverage is for all K-12 students participating in school sponsored activities, including sports. Liability waivers are obtained on all participants in sports programs.
- 2. Estimated Student Enrollment Count: 910 Grades K-8: 585 Grades 9-12: 325
- 3. Estimated Sports Participation is as follows:
- 4. Football (grades 9-10): 9 Football (grades 11-12): 12
- 5. All other sports (grades 9-10): 44 All other sports (grades 11-12): 87
- 6. Batting cages or trampolines are not within the scope of the program.

B. INSURANCE COVERAGE IS TO INCLUDE THE FOLLOWING:

- 1. Liability Limits & Coverage:

	<u>Limit</u>	<u>Deductible</u>
Accident Medical Expense	\$ 25,000	\$ 0
Accidental Death Benefit	\$ 15,000	\$ 0
Accidental Dismemberment	\$ 50,000	\$ 0
AD&D Aggregate Limit	\$ 500,000	

- 2. Include a table of benefit amounts & percentages for covered medical expenses.
- 3. Include a listing of additional coverages, coverage extensions, exclusions, and AD&D schedule.

C. QUOTED COVERAGE PROVISIONS

- 1. Coverage Detail:

	<u>Limit</u>	<u>Deductible</u>
Accident Medical Expense	_____	_____
Accidental Death Benefit	_____	_____
Accidental Dismemberment	_____	_____
AD&D Aggregate Limit	_____	

- 2. Is arranged transportation included, prior, during, and after sponsored events?: Yes No
If yes, please give effective date(s) and explanation.

D. QUOTATION

- 1. Student Accident Insurance Quote (Attach complete coverage information)

Annual Premium (Period 07/01/2026 to 06/30/2027): \$ _____

- 2. Alternate Student Accident Insurance Quote (Attach complete coverage information)

Annual Premium (Period 07/01/2026 to 06/30/2027): \$ _____

E. INSURANCE COMPANY/RISK POOL INFORMATION

Name of Company: _____

A. M. Best Rating/Size: _____

Insurance Company Yes No

Risk Pool Yes No

For Alternate Quote(s):

Name of Company: _____

A. M. Best Rating/Size: _____

Insurance Company Yes No

Risk Pool Yes No

F. LIST ANY DEVIATIONS OR ADDITIONAL INFORMATION:

CYBER RISK LIABILITY

A. BACKGROUND INFORMATION

1. Coverage is intended to supplement Cyber Liability Coverage(s) that are contained within other policies quoted, or offer additional coverage excluded within those policies.
2. This should be offered as a stand-alone policy which may be accepted or rejected by Westlake Academy, without affecting the pricing of other policies.
3. Coverage should include the following or the most equivalent limits and deductible available:

B. INSURANCE COVERAGE IS TO INCLUDE THE FOLLOWING:

1. Liability Limits & Coverage:

	<u>Limit</u>	<u>Deductible</u>
Liability Coverages		
Networks and information security	\$ 1,000,000	\$10,000
Communications and media	\$ 1,000,000	\$10,000
Regulatory defense expenses	\$ 500,000	\$10,000
1 st Party coverage		
Crisis Management event expenses	\$ 500,000	\$10,000
Security Breach remediation and notification expenses	\$ 500,000	\$10,000
E-commerce extortion	\$ 500,000	\$10,000
Business interruption and additional Expenses	\$ 500,000	24 Hours

2. Include coverage descriptions of each insuring agreement
3. Include a listing of additional coverages, coverage extensions, and exclusions.

C. QUOTED COVERAGE PROVISIONS

1. Coverage Detail:

	<u>Limit</u>	<u>Deductible</u>
Liability Coverages		
Networks and information security	_____	_____
Communications and media	_____	_____
Regulatory defense expenses	_____	_____
1 st Party coverage		
Crisis Management event expenses	_____	_____
Security Breach remediation and notification expenses	_____	_____
E-commerce extortion	_____	_____
Business interruption and additional expenses	_____	_____

D. QUOTATION

1. Cyber liability Insurance Quote (Attach complete coverage information)

Annual Premium (Period 07/01/2026 to 06/30/2027): \$ _____

2. Alternate Cyber liability Insurance Quote (Attach complete coverage information)

Annual Premium (Period 07/01/2026 to 06/30/2027): \$ _____

E. INSURANCE COMPANY/RISK POOL INFORMATION

Name of Company: _____

A. M. Best Rating/Size: _____

Insurance Company Yes No

Risk Pool Yes No

For Alternate Quote(s):

Name of Company: _____

A. M. Best Rating/Size: _____

Insurance Company Yes No

Risk Pool Yes No

F. LIST ANY DEVIATIONS OR ADDITIONAL INFORMATION:

PROPOSAL SUBMITTAL FORMAT

Quotations should be clearly labeled, using the format below. Proposals using an alternate format should have all quotes clearly labeled by policy type, and include policy limits, details, and cost. All submissions must include the completed forms below.

1. Completed Questionnaire
2. Property Insurance, Fire and Extended Equipment Coverage Quote
3. General Liability Quote (including D&O, EPLI, EBLI and ELLI coverage)
4. Automobile Liability & Physical Damage Quote
5. Umbrella Liability Insurance Quote
6. Crime Insurance Quote
7. Workers' Compensation Insurance Quote
8. International Travel Insurance Quote
9. Student Accident Insurance Quote
10. Cyber Liability & Cyber Security Insurance Quote
11. Agent's Current License, Copy of E&O Insurance Certificate
12. Completed and signed Felony Conviction Notice Form
13. Completed and signed Non-Collusion Certification Form
14. Completed and signed Conflict of Interest Questionnaire Form
15. Completed and signed W-9 Form
16. Completed and signed Form 2270

EXHIBIT “A” - PROPERTY SCHEDULE

- All buildings are located on 2600 JT Ottinger Road, Westlake TX, 76262. Blanket coverage is required for buildings and contents.

<u>Building</u>	<u>Sq. Footage</u>	<u>Valuation</u>	<u>Roof Type</u>
#1	22,278	14,505,852	100% concrete tile
#2:	20,260	10,355,419	100% concrete tile
#3	10,492	5,302,872	100% concrete tile
#4:	8,400	6,706,997	80% concrete tile, 20% flat membrane
#5:	8,900	3,447,870	75% seam metal, 25% flat membrane
#6:	8,900	4,171,687	25% concrete tile, 75% flat membrane
#7:	19,820	6,960,683	75% seam metal, 25% flat membrane
#8:	12,500	2,249,100	100% Shingle
#9:	12,500	2,249,100	100% Shingle
#10		1,554,786	Turf
#11		107,241	Lights/Scoreboard

Property (Blanket) Limits:	\$57,612,607
2. Contents:	\$4,782,550
3. Business Income and Extra Expense:	\$ 444,000
4. Total Property Limits	\$62,839,156

Benchmarq Property

Quote Number: 0019131688

Quote Date:
05/22/2026

Account: WESTLAKE ACADEMY
 Agent: BOX BONDING AGENCY LLC DBA BOX INSURANCE AGENCY
 Producer Code: I00851 / 0082188-00154
 Writing Company: Chubb Indemnity Insurance Company

Effective Date: 06/30/2026 - 06/30/2027

Commercial Property Premium	\$127,807.00
Total Quoted Premium	\$127,807.00
Terrorism (Included in Commercial Property Premium)	\$2,774.00
Property	\$2,774.00
Ensuing Fire	\$555.00
Machinery Breakdown	Included in Property

The portion attributable to surcharges / assessments / taxes is an estimate. If bound, the insured is responsible for the total amount shown on the premium bill, regardless of the amount shown above.

If you elect not to purchase coverage for terrorism, and your policy provides commercial property insurance in a jurisdiction that has a statutory standard fire policy, the premium shown above for ensuing fire is the amount attributable to the insurance provided pursuant to that statutory standard fire policy. This coverage cannot be rejected.

Commercial Property - Premises Schedule

Premises #	Described Premises
1	2600 J T Ottinger Rd, Westlake, TX 76262-8012

Commercial Property - Coverages

Policy Level – Coverages

Deductible	Waiting Period	Extended Period
\$25,000	24 Hours	365 Days

Premises #1, Building #1 - 2600 J T Ottinger Rd, Westlake, TX 76262-8012

Coverages	Limits of Insurance
Building	\$14,505,852
Automatic Increase in Limits	4%
Personal Property	\$1,600,000
Automatic Increase in Limits	4%
Business Income with Extra Expense	\$334,000
Automatic Increase in Limits	4%
Business Income - Civil Authority	\$50,000

Premises #1, Building #2 - 2600 J T Ottinger Rd, Westlake, TX 76262-8012

Coverages	Limits of Insurance
Building	\$10,355,419
Automatic Increase in Limits	4%
Personal Property	\$830,550
Automatic Increase in Limits	4%
Business Income with Extra Expense	\$15,000
Automatic Increase in Limits	4%
Business Income - Civil Authority	\$15,000

Premises #1, Building #3 - 2600 J T Ottinger Rd, Westlake, TX 76262-8012

Coverages	Limits of Insurance
Building	\$5,302,872
Automatic Increase in Limits	4%
Personal Property	\$525,000
Automatic Increase in Limits	4%
Business Income with Extra Expense	\$15,000
Automatic Increase in Limits	4%
Business Income - Civil Authority	\$15,000

Premises #1, Building #4 - 2600 J T Ottinger Rd, Westlake, TX 76262-8012

Coverages	Limits of Insurance
Building	\$6,706,997
Automatic Increase in Limits	4%

Personal Property		\$399,000
Automatic Increase in Limits	4%	
Business Income with Extra Expense		\$15,000
Automatic Increase in Limits	4%	
Business Income - Civil Authority		\$15,000

Premises #1, Building #5 - 2600 J T Ottinger Rd, Westlake, TX 76262-8012

Coverages		Limits of Insurance
Building		\$3,447,870
Automatic Increase in Limits	4%	
Personal Property		\$367,500
Automatic Increase in Limits	4%	
Business Income with Extra Expense		\$15,000
Automatic Increase in Limits	4%	
Business Income - Civil Authority		\$15,000

Premises #1, Building #6 - 2600 J T Ottinger Rd, Westlake, TX 76262-8012

Coverages		Limits of Insurance
Building		\$4,171,687
Automatic Increase in Limits	4%	
Personal Property		\$462,000
Automatic Increase in Limits	4%	
Business Income with Extra Expense		\$15,000
Automatic Increase in Limits	4%	
Business Income - Civil Authority		\$15,000

Premises #1, Building #7 - 2600 J T Ottinger Rd, Westlake, TX 76262-8012

Coverages		Limits of Insurance
Building		\$6,960,683
Automatic Increase in Limits	4%	
Personal Property		\$577,500
Automatic Increase in Limits	4%	
Business Income with Extra Expense		\$15,000
Automatic Increase in Limits	4%	
Business Income - Civil Authority		\$15,000

Premises #1, Building #8 - 2600 J T Ottinger Rd, Westlake, TX 76262-8012

Coverages		Limits of Insurance
Building		\$2,249,100
Automatic Increase in Limits	4%	
Personal Property		\$10,500
Automatic Increase in Limits	4%	
Business Income with Extra Expense		\$10,000
Automatic Increase in Limits	4%	

Business Income - Civil Authority	\$10,000
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Premises #1, Building #9 - 2600 J T Ottinger Rd, Westlake, TX 76262-8012

Coverages	Limits of Insurance
Building	\$2,249,100
Automatic Increase in Limits	4%
Personal Property	\$10,500
Automatic Increase in Limits	4%
Business Income with Extra Expense	\$10,000
Automatic Increase in Limits	4%
Business Income - Civil Authority	\$10,000

Premises #1, Building #10 - 2600 J T Ottinger Rd, Westlake, TX 76262-8012

Coverages	Limits of Insurance
Building	\$1,554,786
Automatic Increase in Limits	4%

Premises #1, Building #11 - 2600 J T Ottinger Rd, Westlake, TX 76262-8012

Coverages	Limits of Insurance
Building	\$107,241
Automatic Increase in Limits	4%

Policy Level – Additional Coverages

Coverages	Limits of Insurance
Arson or Theft Reward	\$25,000
Errors or Omissions	\$25,000
Goods in Transit	\$50,000
Lessor - Tenant Relocation Expenses	\$25,000
Paved or Concrete Surfaces	\$25,000

Policy Level – Sublimits, Deductibles, and Exclusions for Specific Perils

Specific Perils	Limits of Insurance
Abrupt and Accidental Breakdown	Included
Change in Flavor, Change in Temperature, and Spoilage Applicable to all locations in the declaration	\$100,000
Leakage from Fire Protection Equipment and Discharge of Water Deductible \$50,000 Waiting Period 48 Hours Any Other Location Exhibition, Fair, or Trade Show In Transit	

Specified Catastrophe Perils

Earthquake

Earthquake Policy Annual Aggregate Limit of Insurance \$2,500,000

	Limit of Insurance
Earthquake Includes Earthquake Sprinkler Leakage Premises Annual Aggregate Limit of Insurance	\$2,500,000
Per Occurrence Limit of Insurance	\$2,500,000
Property Damage Dollar Deductible	\$100,000
Waiting Period	24 Hours

Premises

- 2600 J T Ottinger Rd, Westlake, TX 76262-8012

Flood

Flood Policy Annual Aggregate Limit of Insurance \$2,500,000

	Limit of Insurance
Flood Includes Inundation, Back-Up, and Mudflow Premises Annual Aggregate Limit of Insurance	\$2,500,000
Per Occurrence Limit of Insurance	\$2,500,000
Property Damage Dollar Deductible	\$100,000

Waiting Period	48 Hours
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Premises

- 2600 J T Ottinger Rd, Westlake, TX 76262-8012

Windstorm

Windstorm Deductible or Waiting Period	
Property Damage Percentage Deductible	3%
Property Damage Minimum Dollar Deductible	\$100,000
Waiting Period	72 Hours

Premises

- 2600 J T Ottinger Rd, Westlake, TX 76262-8012

Covered Premises – Automatic \$250,000 Blanket Limit of Insurance

Coverages Included in the Blanket Limit of Insurance	\$250,000 Blanket Limit of Insurance
Accounts Receivable	Included
Electronic Data Processing Property	Included
Fine Arts	Included
Leasehold Interest	Included
Bonus	Included
Payment	Included
Prepaid Rent	Included
Sublease Profit	Included
Tenants' Lease Interest	Included
Leasehold Interest - Undamaged	Included
Tenant's Improvements and Betterments	Included
Non-Owned Detached Trailers	Included
Outdoor Trees, Shrubs, Plants, or Lawns	Included
Pair and Set	Included
Public Safety Service Charges	Included
Research and Development Property	Included
Valuable Papers	Included

Property Coverages – Automatic Limits of Insurance

Additional Premises Coverages	Automatic	Total
Fungus Clean-Up or Removal	\$25,000	\$25,000
Loss of Master Key	\$15,000	\$15,000
Loss Prevention Expenses	\$15,000	\$15,000
Money and Securities		
On Premises	\$15,000	\$15,000
Processing Water	\$10,000	\$10,000

Additional Coverages	Automatic	Total
Any Other Location	\$50,000	\$50,000
Deferred Payments	\$25,000	\$25,000
Exhibition, Fair, Or Trade Show	\$50,000	\$50,000
In Transit	\$50,000	\$50,000
Installation		
Any Job Site	\$25,000	\$25,000
In Transit	\$25,000	\$25,000
Mobile Communication Property (Greater Than 1,000 Feet from a Premises Shown Under Premises Schedule)	\$15,000	\$15,000
Pollutant Clean-Up or Removal	\$25,000	\$25,000

Money and Securities Off Premises	\$15,000	\$15,000
Preparation Of Loss Fees	\$10,000	\$10,000

Debris Removal Coverage	Automatic	Total
Debris Removal		
At Premises	\$100,000	\$100,000
Any Other Location	\$25,000	\$25,000
In Transit	\$25,000	\$25,000

Newly Acquired Premises or Newly Acquired or Constructed Property

Coverages	Automatic	Total
Building	\$2,500,000	\$2,500,000
Electronic Data Processing Property	\$1,000,000	\$1,000,000
Fine Arts	\$25,000	\$25,000
Personal Property	\$1,000,000	\$1,000,000
Personal Property - Existing Premises	\$100,000	\$100,000

Business Income Coverages – Automatic Limits of Insurance

Additional Premises Coverages	Automatic	Total
Business Income - Contractual Penalties	\$10,000	\$10,000
Business Income - Ingress and Egress	\$25,000	\$25,000
Business Income - Loss of Utilities	\$15,000	\$15,000

Additional Coverages	Automatic	Total
Business Income - Any Other Location	\$25,000	\$25,000
Business Income - Dependent Business Premises	\$50,000	\$50,000
Business Income - Exhibition, Fair, or Trade Show	\$10,000	\$10,000
Business Income - Pollutant Clean-Up or Removal	\$10,000	\$10,000
Business Income - Preparation of Loss Fees	\$10,000	\$10,000
Lessor Tenant Relocation Expenses	\$25,000	\$25,000

Coverage	Automatic	Total
Business Income - Newly Acquired Premises	\$100,000	N/A

Utica National Insurance

Premium Summary

WESTLAKE ACADEMY

Policy Type	Policy Period	Quote Number	Premium	Issuing Company
Commercial Package	06/30/2026-06/30/2027	8089206		Utica Mutual Ins. Co.
General Liability			\$36,848.00	
Subtotal:			\$36,848.00	
Auto(Uniclass)	06/30/2026-06/30/2027	5766185	\$14,589.00	Utica Mutual Insurance Company
Umbrella	06/30/2026-06/30/2027		\$11,148.00	Utica Mutual Insurance Co.
ACCOUNT TOTAL			\$62,585.00	

Terms & Conditions

- Subject to complete driver information and favorable motor vehicle records.

Important Note: This proposal includes a premium summary and an overview of coverages. This proposal may also include information regarding optional coverages that are available from the member companies of the Utica National Insurance Group. These optional coverages are included for informational purposes only and may not be included in the premium summary and the overview of coverages. No coverage is provided in this proposal. Coverage availability, terms and conditions are dictated by the policy and may vary by state. Please contact your independent agent to review your Utica National coverage options.

Commercial General Liability Coverage Overview

Commercial General Liability CG 00 01	Limit
General Aggregate	\$2,000,000
Product/Completed Operations Aggregate	\$2,000,000
Per Occurrence	\$1,000,000
Personal & Advertising Injury	\$1,000,000 any one person or organization
Damage to Premises Rented to You	\$1,000,000 any one premises
Medical Expenses	\$10,000 any one person
Student Medical Expenses	\$0 any one student

Policy wide Deductible(s):

Rating Classification(s):

Description	Code	Rating Basis	Exposure
Schools - private - elementary, kindergarten or junior high - Not-For-Profit only	47476	PUPILS	567
Schools - private - high - Not-For-Profit only	47478	PUPILS	339
Museums - Not-For-Profit only	46427	Area	8,400

Educational Institutions Limited Unmanned Aircraft Coverage 8E4174

Adds Bodily Injury and Property Damage liability coverage for drones used in connection with the named insured's operations.

Unscheduled Unmanned Aircraft	\$250,000 Annual Aggregate
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Knowledge of Occurrence, Claim, or Suit 8E1696

Knowledge by an agent, servant or employee of the insured shall not be constituted as knowledge by an insured unless an executive officer of the name insured has received notice.

<p>Notice of Occurrence, Claim or Suit 8E1717</p>	<p>Failure by an insured's agent, servant, or employee (except an executive officer, or individual designated by an executive officer to give such notice) of the insured to notify the company of any occurrence , claim, or suit not invalidate the insurance.</p>
<p>Unintentional Failure to Disclose Hazards 8E1718</p>	<p>Unintentional failure of the insured to disclose all hazards existing as of the inception date of coverage shall not invalidate the insurance afforded by this policy.</p>
<p>Good Samaritan Coverage 8E3576</p>	<p>Liability coverage applies to providing or failing to provide medical treatment by any insured in an emergency</p>
<p>Law Enforcement and Security Officers Coverage 8E3676</p>	<p>Covers wrongful acts of law enforcement and security officers while acting within the scope of their law enforcement duties for you</p>
<p>Primary and Noncontributory Other Insurance Condition Endorsement CG2001</p>	<p>We agree not to seek contribution from other insurance available to an additional insured if:</p> <ul style="list-style-type: none"> • the additional insured is a Named Insured under any other insurance and • you agree in writing that this insurance would be primary and would not seek contribution from other insurance the additional insured has.
<p>Educational Institution Coverage Endorsement 8E3042</p>	<p>Extended Bodily Injury Coverage: Bodily Injury coverage for the use of reasonable force to protect persons or property, does include use of firearms.</p>
<p>Employee Benefit Programs Liability Coverage 8C1014</p>	
<p>Claims Made Coverage for Legal Liability due to breach of duty, neglect, error, omission, misstatement, or misleading statement in the administration of the insured's employee benefit programs</p>	

Limits	\$1,000,000 Each Loss \$3,000,000 Annual Aggregate
Deductible	\$1,000 Per Loss
Retroactive Date	08/31/2011
Defense	Applies outside the limits
Who is insured	<ul style="list-style-type: none"> • Named insured • Employees authorized to administer employee benefits
Payment of Damages	Pay on behalf of
Cost of appeal bonds	Included
All costs taxed against insured in a suit	Included
Pre-Judgment and Post-Judgment interest	Included

School District and Educators Legal Liability Coverage 8C1213

Claims-Made Coverage for Legal Liability due to acts, errors, or omissions in services rendered in the discharge of school duties

Limits	\$1,000,000 Each Loss \$2,000,000 Annual Aggregate
Insured's retained amount	\$10,000 Each Loss
Retroactive Date	08/31/2011
Coinsurance	None
Defense	Applies outside the limits
Who is Insured	<ul style="list-style-type: none"> • Educational Institution • School board, school committee, board of trustees, or similar governing body • Elected or appointed members of the school board, school committee, board of trustees, school directors, board of governors, etc. • Employees • Student Teachers • School Volunteers • Student serving school sponsored internship
Payment of Damages	Pay on behalf of

Cost of appeal bonds or bonds to release attachments	Included
All costs taxed against insured in suit	Included
Prevailing party attorney fees, costs or expenses on suits alleging other than failure to provide an appropriate individualized education program (IEP)	\$1,000,000 Per suit
Limited Coverage for Spouses and Domestic Partners 8E3553	Included

Employment-Related Practices Liability 8C2636	
Claims-made legal liability coverage for damages arising out of wrongful employment practices	
Limits	\$1,000,000 Per Claim \$1,000,000 Aggregate Limit
Insured's retained amount	\$10,000
Retroactive Date	08/31/2011
Defense	Inside the limits - defense costs will reduce the limit of insurance
Cost of appeal bonds or release bonds	Included
Payment of damages	Pay on behalf of
All costs taxed against insured in the claim	Included
Who is an insured	<ul style="list-style-type: none"> • The educational institution named in the declarations • Its school board, board of trustees, or similar governing body • Elected or appointed board members • Employees • Student teachers • School volunteers • Student with a school sponsored internship
Policyholder access to risk management courses	Included
Endorsement(s) to Employment Related Practices Liability	

Abuse or Molestation Liability (including Sexual Misconduct or Sexual Molestation) Claims-Made Coverage 8C3326

A Claims-Made Liability Coverage for Legal Liability arising out of abuse or molestation	
Limits	\$1,000,000 Each Loss \$1,000,000 Annual Aggregate
Self-Insured Retention Amount	\$0
Retroactive Date	08/31/2011
Defense	Applies outside the limit; does not reduce limits
Who is Insured	<ul style="list-style-type: none"> • Named insured • Directors, Officers, or Trustees • Teachers and clergy • Board of trustees, governors, or education • Same positions as above on affiliates • Employees and volunteer workers
Payment of Damages	Pay on behalf of
Cost of appeal bonds	Included
All costs taxed against insured in suit	Included
Pre-Judgement and Post-Judgement interest	Included
Endorsement(s) to Abuse or Molestation Liability	
<p>Your Investigation Expenses 8E4182</p> <p>Provides coverage for reasonable investigation costs incurred to determine if an insured committed a wrongful act applicable to the abuse or molestation liability coverage</p>	<p>\$10,000 per incident \$100,000 annual aggregate</p>
Extended Reporting Periods for Specific Wrongful Acts 8E3339	
Date of wrongful act	Wrongful act description
Exclusion to Abuse or Molestation Liability:	
Exclusion – All Hazards in Connection with Designated Operations 8-E-3475	
Exclusion of Specific Wrongful Act 8E3338	

Date of wrongful act	Wrongful act description

Cyber Suite 8C4117	
Limits *In New York, the limit is applied separately to the first and third party coverages.	\$1,000,000 Annual Aggregate
Deductible	\$10,000
Liability coverages apply on a claims- made basis	Yes
Defense	Inside the limits
Coverages Included	Applicable Limit
Data Compromise Response Expense covers personal data compromises including \$50,000 named malware and also affords: <ul style="list-style-type: none"> • Notification of Affected Individuals • Services to Affected Individuals, which can include credit monitoring • Legal review (LR) • Forensic review to determine the nature and extent of breach • Public relations services • Payment Card Industry Fines and Penalties 	Included in Aggregate Limit, unless otherwise noted Up to 12 Months of case management 50% sublimit of Aggregate Limit for LR 50% sublimit of Aggregate Limit \$5,000 public relations 50% sublimit of Aggregate Limit
Computer Attack and Cyber Extortion coverage includes: <ul style="list-style-type: none"> • Data restoration, data recreation and system restoration • Business Income/Extra Expense (BI/EE) • Public relations services • Cyber Extortion covers the cost of a professional firm to assist the insured through a cyber extortion threat and the costs of approved extortion payments. 	Included in Aggregate Limit, unless otherwise noted Up to 50% of Aggregate Limit BI/EE \$5,000 sublimit public relations \$25,000 Cyber Extortion

Data Compromise Liability covers defense and settlement costs for claims brought by, or on behalf of affected individuals due to theft or loss of personally identifying information.	Included in aggregate limit
Network Security Liability covers defense and settlement costs due to the unintended forwarding of malicious code, the breach of third party business information, or the unintended abetting of denial of service attack.	Included in aggregate limit
Electronic Media Liability Coverage covers defense and settlement costs in the event of a suit alleging that the insured infringed on a copyright or trademark, defamed a third party, or violated a person's right to privacy. * Coverage not available in New York.	Included in aggregate limit
Identity Recovery covers expense reimbursement and case management services as per the form for the following: (1) Religious Institutions: Senior Ministerial, all employed clergy and Head Business Official (2) Educational Institution: Chief School Administrator, Chief Financial Officer and/or Treasurer (3) Library: Head Librarian and the Assistant Librarian (4) Volunteer Fire Department: Chief Officer and officers with a rank of Captain or above (5) All Other classes: Sole proprietor or current partners or for corporations, individuals with an ownership position of 20% or more or the executive director	\$25,000 aggregate limit per identity recovery insured
Pre-Judgment and Post-Judgment Interest	Included
First party coverages must be discovered during the policy period	Yes

Traumatic Event Expense Coverage 8E4295

Covers expenses shown below due to a traumatic event:

- Fees paid to an independent public relations agency
- Professional counseling services
- First aid or emergency care

Limits	\$10,000 Per Incident \$100,000 Annual Aggregate
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Commercial General Liability Endorsements/Enhancements/Exclusions
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Form Number	Edition Date	Any exclusions or limitations listed are in addition to those in the coverage forms. (continued)
8DCG0799		Commercial General Liability Coverage Part Declarations
8D1014	09/04	Employee Benefit Programs Liability Coverage Part Declarations
8D2636	09/09	Employment-Related Practices Liability Insurance Declarations(Claims-Made Basis)
8DCGS0192		Commercial General Liability Supplemental Declarations
8D1213	07/01	School District And Educators Legal Liability Insurance Declarations (For Educational Institutions)(Claims-Made Basis)
8D3326	11/01	Abuse Or Molestation Liability Coverage Declarations
8D4117	07/17	Cyber Suite Declarations
8S1017	09/90	Supplemental Declarations
CG0001	04/13	Commercial General Liability Coverage Form
CG0069	12/23	Exclusion - Violation Of Law Addressing Data Privacy
8C1014	09/04	Employee Benefit Programs Liability Coverage Form
8C2636	07/98	Employment Related Practices Liability Coverage Form
8C3326TX	11/01	Abuse Or Molestation Liability Coverage Form (Including Sexual Misconduct Or Sexual Molestation)
8C4117	03/24	Cyber Suite Coverage Form
8E3042TX	07/22	Educational Institution Coverage Endorsement (Excluding Student Medical Expenses)
8E3676	07/22	Law Enforcement And Security Officers Endorsement
8E4295	07/21	Traumatic Event Expense Coverage
CG2001	12/19	Primary And Noncontributory - Other Insurance Condition
CG2106	12/23	Exclusion - Access Or Disclosure Of Confidential Or Personal Material Or Information
CG4035	12/23	Exclusion - Cyber Incident

Commercial Automobile Coverage Overview

Type of Risk : EDUCATIONAL INSTITUTION

Policywide Coverages

Coverage	Symbol	Limit	Deductible
Liability Combined Single Limit	1	\$1,000,000	
Personal Injury Protection (Or Equivalent to No Fault)	5	\$2,500	
Additional Personal Injury Protection			
OBEL			
Medical Payments/Expense			
Uninsured Motorist	7	\$1,000,000	
Underinsured Motorist			
Uninsured Motorist Property Damage			
Comprehensive	7	See Schedule Below	See Schedule Below
Specified Causes of Loss			
Collision	7	See Schedule Below	See Schedule Below
Towing			
Endorsements		See Schedule Below	See Schedule Below

Total Policy Premium: \$ 14589

Coverage Breakdown

Hired Auto	Limit	Deductible
Liability Combined Single Limit	Included	
Comprehensive		
Specified Causes of Loss		
Collision		

Non-Owned	Limit
Liability Combined Single Limit	Included
Medical Payments/Expense	
Uninsured Motorist	
Underinsured Motorist	

Vehicle Schedule

Vehicle #	Year, Make, Model	Vehicle ID #	Liability	PIP	Additional PIP	OBEL	Medical Payments /Expense	UM	UIM	UMPD	Other Than Collision Deductible	Specified Causes of Loss Deductible	Collision Deductible	Towing
001	2006 CHEVROLET GIRARDIN	1GBJG31U661239854	X	X				X			\$1000.00		\$1000.00	
002	2010 CHEVROLET STARTRANS	1GB6G3AG5A1111517	X	X				X			\$1000.00		\$1000.00	
003	2018 BLUEBIRD BUS	1BAKGCEA4JF346083	X	X				X			\$2000.00		\$2000.00	
004	2020 BLUEBIRD 77P BUS	1BAKGCEA8LF366551	X	X				X			\$3000.00		\$3000.00	

005	2023 CHEVR EXPRESS VAN	1GAZGNFP1P1252289	X	X				X			\$1000.00		\$1000.00
006	2023 CHEVR EXPRESS VAN	1GAZGNFP0P1252235	X	X				X			\$1000.00		\$1000.00
007	2023 CHEVR EXPRESS VAN	1GAZGNFP4P1252593	X	X				X			\$1000.00		\$1000.00

All Commercial Automobile Endorsements/Enhancements/Exclusions

Form Number	Edition Date	Title
8L1303	06/15	TEXAS POLICYHOLDER COMPLAINT PROCEDURES
IL0021	04/98	NUCLEAR ENERGY LIABILITY EXCLUSION ENDORSEMENT
CA0001	03/10	BUSINESS AUTO COVERAGE FORM
CA0196	03/12	TEXAS CHANGES
IL0017	11/98	COMMON POLICY CONDITIONS
CA2394	03/06	SILICA OR SILICA-RELATED DUST EXCLUSION FOR COVERED AUTOS EXPOSURE
CA0243	03/01	TEXAS CHANGES-CANCELLATION AND NONRENEWAL
8L2182	05/16	TEXAS UNINSURED/UNDERINSURED MOTORIST COVERAGE SELECTION/ REJECTION
CA2109	05/13	TEXAS UNINSURED/UNDERINSURED MOTORIST
8E4309TX	05/24	EXCLUSION - HUMAN TRAFFICKING
8E4401	05/24	EXCLUSION - TRADE OR ECONOMIC SANCTIONS
CA2264	07/08	TEXAS PERSONAL INJURY PROTECTION ENDORSEMENT
8L1339TX	06/23	ATTENTION TEXAS POLICYHOLDERS
8E2176	08/95	COUNTERSIGNATURE ENDORSEMENT
8L1568	01/97	AUTO GLASS CLAIMS COVERAGE
8E2419	04/17	COMMERCIAL AUTOMOBILE EXTENSION ENDORSEMENT

Commercial Umbrella

Limits of Insurance:	
Each Occurrence:	\$5,000,000
Personal & Advertising Injury Limit:	\$5,000,000
Aggregate Limit:	\$5,000,000
Claims-Made Basis Aggregate Limit:	\$5,000,000
Incident Basis Aggregate Limit:	\$5,000,000
Self Insured Retention:	\$10,000

Schedule of Applicable Underlying Insurance:	
Abuse/Molestation Liability	
Automobile Liability	
Commercial General Liability	
Employee Benefits Liability	
Employers Liability	
Employment Related Practices Liability	
School District and Educators Legal Liability	

Additional Considerations:

**Travelers Casualty and Surety Company of America
Hartford, Connecticut**
(A Stock Insurance Company, herein called the Company)

<p>ITEM 1</p>	<p>NAMED INSURED: WESTLAKE ACADEMY</p> <p>D/B/A:</p> <p>Principal Address: 1500 Solana Boulevard Building 7, Suite 7200 WESTLAKE, TX 76262</p>
<p>ITEM 2</p>	<p>POLICY PERIOD: Inception Date: August 31, 2025 Expiration Date: August 31, 2028 12:01 A.M. standard time both dates at the Principal Address stated in ITEM 1.</p>
<p>ITEM 3</p>	<p>ALL NOTICES OF CLAIM OR LOSS MUST BE SENT TO THE COMPANY BY EMAIL, FACSIMILE, OR MAIL AS SET FORTH BELOW:</p> <p>Email: BSIclaims@travelers.com Fax: 1-888-460-6622</p> <p>Mail: Travelers Bond & Specialty Insurance Claim P.O. Box 2989 Hartford, CT 06104-2989</p> <p>Overnight Mail: Travelers Bond & Specialty Insurance Claim One Tower Square, MN06 Hartford, CT 06183</p> <p>For questions related to claim reporting or handling, please call 1-800-842-8496.</p>
<p>ITEM 4</p>	<p>COVERAGE INCLUDED AS OF THE INCEPTION DATE IN ITEM 2: Crime</p>

ITEM 5	CRIME		
	Insuring Agreement	Single Loss Limit of Insurance	Single Loss Retention
A. Fidelity			
1. Employee Theft	\$250,000	\$2,500	
2. ERISA Fidelity	\$500,000	\$0	
3. Employee Theft of Client Property	Not Covered		
B. Forgery or Alteration			
	\$250,000	\$2,500	
C. On Premises			
	\$250,000	\$2,500	
D. In Transit			
	\$250,000	\$2,500	
E. Money Orders and Counterfeit Money			
	\$250,000	\$2,500	
F. Computer Crime			
1. Computer Fraud	\$250,000	\$2,500	
2. Computer Program and Electronic Data Restoration Expense	\$100,000	\$2,500	
G. Funds Transfer Fraud			
	\$250,000	\$2,500	
H. Personal Accounts Protection			
1. Personal Accounts Forgery or Alteration	Not Covered		
2. Identity Fraud Expense Reimbursement	Not Covered		
I. Claim Expense			
	\$5,000	\$0	

<p>ITEM 5. (Cont'd)</p>	<p>If "<i>Not Covered</i>" is inserted above opposite any specified Insuring Agreement, or if no amount is included in the Limit of Insurance, such Insuring Agreement and any other reference thereto is deemed to be deleted from this Crime Policy.</p> <p>Policy Aggregate Limit of Insurance: <input type="checkbox"/> Applicable <input checked="" type="checkbox"/> Not Applicable</p> <p>If a Policy Aggregate Limit of Insurance is applicable, then the Policy Aggregate Limit of Insurance for each Policy Period for Insuring Agreements A through H, inclusive, is: Not Applicable</p> <p>If a Policy Aggregate Limit of Insurance is not included, then this Crime Policy is not subject to a Policy Aggregate Limit of Insurance as set forth in Section V. CONDITIONS B. PROVISIONS AFFECTING LOSS ADJUSTMENT AND SETTLEMENT 1. <u>Limit of Insurance</u> a. <u>Policy Aggregate Limit of Insurance</u>.</p> <p>Cancellation of Prior Insurance: By acceptance of this Crime Policy, the Insured gives the Company notice canceling prior policies or bonds issued by the Company that are designated by policy or bond numbers Not Applicable, such cancellation to be effective at the time this Crime Policy becomes effective.</p> <p>INSURED'S PREMISES COVERED:</p> <p>All Premises of the Insured in the United States of America, its territories and possessions, Canada, or any other country throughout the world, except: Not Applicable</p>
<p>ITEM 6</p>	<p>PREMIUM FOR THE POLICY PERIOD:</p> <p>\$9,402.00 Policy Premium</p> <p>\$3,134.00 Annual Installment Premium</p>
<p>ITEM 7</p>	<p>FORMS AND ENDORSEMENTS ATTACHED AT ISSUANCE: ACF-7006-0511; CRI-3001-0109; CRI-19060-0713; CRI-19072-0315; CRI-19101-1117; CRI-19085-0919; CRI-19122-1120; CRI-5044-0613; CRI-4019-0911</p>



Quote Proposal Policy Summary

COVERAGE	POLICY TERM	POLICY NUMBER	PREMIUM	COMMISSION
Workers' Compensation <i>Property and Casualty Insurance Company of Hartford</i>	06/30/2026 – 06/30/2027	46WE AZ0P18	\$18,939.00	8.0%
Total Estimated Account Premium			\$18,939.00	

Premium may include surcharges, taxes, and assessments.

Commission percentages shown are for base commission only and do not include any applicable supplemental commission or other forms of compensation. The premiums identified above may contain surcharges and/or assessments to which the commission percentages shown above may not apply. Workers' compensation commission percentage applies to the standard premium before application of any premium discount.

Business Travel Accident - Premium Indication

We are pleased to provide you with the following non-binding premium indication for Business Travel Accident (BTA) insurance based upon the information used to quote the coverages shown above. Information such as employee count, class of business, risk state, and other assumptions were used to generate this non-binding indication. If you are interested in learning more including how to pursue a formal quote, additional details can be found on a separate page within this quote proposal.

This premium indication is optional and is not included in the Total Estimated Account Premium in the Premium Summary Section above.

AD&D, Business Only, with Additional Benefits, per below

	Policy Term	AD&D Limit	Aggregate Limit	Premium
Standard	06/30/2026 - 06/30/2027	5 x salary to a maximum of \$500,000	\$5,000,000 per Accident	\$1,000

Please see detailed section contained later in this quote proposal for important terms and conditions.



Quote Proposal Coverage Selection

WORKERS' COMPENSATION - 46WE AZ0P18

SHORT SUMMARY

Employers Liability Limit: Bodily Injury (Each Accident/Disease Policy Limit/Disease Each Employee)	\$1,000,000/\$1,000,000/\$1,000,000
States Covered by Workers Compensation Insurance (Part 1 or 3A)	TX
States Covered by Other States Insurance (Part 3 or 3C)	All states except: Monopolistic states (ND, OH, WA, WY), US Territories, and states listed above in Part 1 or 3A
Total Payroll	\$7,181,798

The "States Covered by Workers Compensation Insurance (Part 1 or 3A)" all have the Employer Liability Limits listed above unless higher limits are required by state law for CA, MA, NJ, NY or OR."

Workers' Compensation & Employer's Liability Summary	Premium
Total Class Premium	\$17,877
Increased Limits Part Two	\$250
Waiver of Subrogation	\$358
Total Premium Subject to Experience Modification	\$18,485
Experience Modifier	\$185
Schedule Rating Factor	-\$373
Terrorism	\$1,724
Expense Constant	\$180
Premium Discount	-\$1,262
Total Estimated Annual Standard Premium	\$18,297
TOTAL ESTIMATED ANNUAL WORKERS' COMPENSATION PREMIUM	\$18,939.00

MOD

Experience Mod ID	WC Experience Mod	Mod Status
TX Intrastate - 420969449	1.010	Actual

EXTENDED SUMMARY

State - Writing Company Name & Class	Payroll	Company Base Rate	Premium
Texas Property and Casualty Insurance Company of Hartford			
9740 Terrorism Risk Insurance Program Reauthorization Act Disclosure Endorsement	7,181,798	0.024	\$1,724



Quote Proposal Coverage Selection

Texas Property and Casualty Insurance Company of Hartford			
9741 Catastrophe (other than certified acts of terrorism)	7,181,798	0.000	\$0
8868 SCHOOL: PROFESSIONAL EMPLOYEES	6,499,973	0.210	\$13,650
8810 CLERICAL OFFICE EMPLOYEES NOC	367,585	0.030	\$110
9101 SCHOOL - ALL OTHER EMPLOYEES & DRIVERS	314,240	1.310	\$4,117
<i>0930 Waiver charge</i>		0.020	\$358
<i>9887 Schedule Rating Factor</i>		0.980	-\$373
<i>9812 Emp liab increased limits</i>		0.014	\$250
<i>9898 Experience modifier</i>		1.010	\$185
Total Payroll/ Estimated Annual Premium (after credits/discounts/surcharges)	\$7,181,798		\$18,939.00

WORKERS' COMPENSATION COMMISSION BREAKDOWN

Commission Payable Premium	Commission
\$18,297.00	8.00%

WC DISCLAIMER

Workers compensation commission percentage applies to the standard premium before application of any premium discount. Premium is based on an estimated payroll and subject to annual audit. Merit and Experience Mods are tentative and subject to final calculation.

WC PENDING RATE DISCLAIMER

A rate change filing is being considered by the proper regulatory authority. The filing may result in rates different from the rates shown on the policy. If it does, we will issue an endorsement to show the new rates and their effective date.

WC STATE DISCLAIMER

The following short-rate fee disclosure applies to California policies:

The Hartford charges a fee if the insured cancels the policy before the end of the policy term. This means that the final premium may be increased by a short-rate or penalty cancellation fee, which varies depending on how early the policy is cancelled or whether your policy is subject to an annual minimum premium. The range of the penalty is 5% to 100% of the full policy premium.

April 28, 2026

Meagan Richenberger
 Box Insurance Agency
 1200 S. Main Street Suite 1600
 Grapevine, TX 76051

Dear Meagan:

I am pleased to offer a flat renewal proposal for Westlake Academy. Please review the renewal terms below, which are the same as expiring.

Named Insured: Westlake Academy

Eligibility: Class 1: All students of the Policyholder
 Class 2: All faculty and staff of the Policyholder

Coverage Term: June 30, 2026 to June 30, 2027

Policy Number: GLM N14302943

Renewal Premium: \$2,000

Covered Activities: Educational Travel Coverage

Out-of-Country Medical Expense Benefits

Benefit Maximum: \$50,000 per person

Deductible: \$0 per Covered Accident or Sickness

Preexisting Conditions: Treated as any other medical condition

Dental Treatment: \$500 (Injury & Alleviation of Pain)

Pregnancy Benefit: Treated as any other medical condition

Room & Board: Average semi private room rate

Intensive Care: Two times the average semi private room rate

Chiropractic Care: \$350 (\$35 per visit up to a maximum of 10 visits)

Prescription Drugs: Inpatient Co-insurance: 100% of covered expenses
 Outpatient Co-insurance: 100% of covered expenses

Coinsurance: 100% of the Usual and Customary Charges

Incurral Period: 30 Days from the date of a Covered Accident or Sickness

Maximum Benefit Period: The earlier of the date the Covered Person returns to his or her Home Country or Country of Permanent Assignment, or 26 weeks from the date of a Covered Accident or Sickness

Maximum Coverage Period: 180 days any single trip

Accidental Death & Dismemberment Benefit:

Class 1: \$10,000

Class 2: \$50,000



Aggregate Limit:	\$250,000
Chaperone Replacement Benefit	\$2,000
Emergency Reunion Benefit	\$2,000
Emergency Medical Benefit:	up to \$10,000
Emergency Medical Evacuation:	100% of the Covered Expenses
Repatriation Benefit:	100% of the Covered Expenses

The premium is calculated at 15% commission. The proposal is valid until June 30, 2026. If by that date you have not accepted the terms we have offered in this proposal, it will no longer be valid.

We look forward to being of service to you and our mutual client.

Sincerely,



Shannon Roy, MBA
Underwriter, Accident and Health

1330 Post Oak Boulevard, suite 800

Houston, TX, 77056, USA
346-539-3651
E: shannon.roy@chubb.com



Westlake Academy
Student Accident Insurance Quotation
April 1, 2026

Coverage, Benefits & Limits

Accident Medical Expense:	\$25,000 (per Participant, per Accident)
Accident Medical Expense Aggregate:	No Aggregate
Benefit Amount:	100% of Usual & Customary Charge
Accident Dental Expense:	Included in Medical
Deductible:	\$0
Deductible Type:	None
Benefit Period:	1 year
Plan Type:	Full Excess
Accidental Death:	\$25,000
Accidental Dismemberment:	Up to \$50,000 per Schedule of Covered Losses
Accidental Paralysis:	\$50,000
AD&D and Paralysis Aggregate:	\$500,000 (per Accident)

See Schedule of Additional Benefits & Limits below

Premium

Policy Premium:	\$5,648.00
Minimum and Earned Policy Premium:	\$300.00

Eligible Persons

All enrolled students of the Policyholder, grades Pre-K to 12.

Covered Activities

Policyholder supervised and sponsored school-time activities, including interscholastic sports, including interscholastic tackle football.

Underwriting & Administration

The plan is underwritten by Philadelphia Indemnity Insurance Company (PIIC). PIIC is rated, A++, Superior, by A.M. Best & Company. If the terms are acceptable, we will issue the policy to the agent. The invoice will be issued on a direct bill basis to the agent's customer. Claims are administered by NAHGA Claim Services, Inc. of Bridgton, Maine.

This quotation is based upon the underwriting information submitted. Changes to the underwriting information must be reported and may affect quotation.



Schedule of Additional Benefits & Limits

DEFERRED DENTAL EXPENSE BENEFIT ENDORSEMENT

Deferred Treatment Period	to age 21
Deferred Treatment Maximum Benefit	\$1,000
Benefit Percentage	100%

Date of wrongful act	Wrongful act description

Cyber Suite 8C4117	
Limits *In New York, the limit is applied separately to the first and third party coverages.	\$1,000,000 Annual Aggregate
Deductible	\$10,000
Liability coverages apply on a claims- made basis	Yes
Defense	Inside the limits
Coverages Included	Applicable Limit
Data Compromise Response Expense covers personal data compromises including \$50,000 named malware and also affords: <ul style="list-style-type: none"> • Notification of Affected Individuals • Services to Affected Individuals, which can include credit monitoring • Legal review (LR) • Forensic review to determine the nature and extent of breach • Public relations services • Payment Card Industry Fines and Penalties 	Included in Aggregate Limit, unless otherwise noted Up to 12 Months of case management 50% sublimit of Aggregate Limit for LR 50% sublimit of Aggregate Limit \$5,000 public relations 50% sublimit of Aggregate Limit
Computer Attack and Cyber Extortion coverage includes: <ul style="list-style-type: none"> • Data restoration, data recreation and system restoration • Business Income/Extra Expense (BI/EE) • Public relations services • Cyber Extortion covers the cost of a professional firm to assist the insured through a cyber extortion threat and the costs of approved extortion payments. 	Included in Aggregate Limit, unless otherwise noted Up to 50% of Aggregate Limit BI/EE \$5,000 sublimit public relations \$25,000 Cyber Extortion

Data Compromise Liability covers defense and settlement costs for claims brought by, or on behalf of affected individuals due to theft or loss of personally identifying information.	Included in aggregate limit
Network Security Liability covers defense and settlement costs due to the unintended forwarding of malicious code, the breach of third party business information, or the unintended abetting of denial of service attack.	Included in aggregate limit
Electronic Media Liability Coverage covers defense and settlement costs in the event of a suit alleging that the insured infringed on a copyright or trademark, defamed a third party, or violated a person's right to privacy. * Coverage not available in New York.	Included in aggregate limit
Identity Recovery covers expense reimbursement and case management services as per the form for the following: (1) Religious Institutions: Senior Ministerial, all employed clergy and Head Business Official (2) Educational Institution: Chief School Administrator, Chief Financial Officer and/or Treasurer (3) Library: Head Librarian and the Assistant Librarian (4) Volunteer Fire Department: Chief Officer and officers with a rank of Captain or above (5) All Other classes: Sole proprietor or current partners or for corporations, individuals with an ownership position of 20% or more or the executive director	\$25,000 aggregate limit per identity recovery insured
Pre-Judgment and Post-Judgment Interest	Included
First party coverages must be discovered during the policy period	Yes

Traumatic Event Expense Coverage 8E4295

Covers expenses shown below due to a traumatic event:

- Fees paid to an independent public relations agency
- Professional counseling services
- First aid or emergency care



General Lines Agency

Qualification Effective Dates

Property and Casualty 05/31/2017 Life, Accident, Health & HMO 07/20/2020

BOX BONDING AGENCY, LLC

NPN: 18427110


DBA: BOX INSURANCE AGENCY

1200 S MAIN ST STE 1600
GRAPEVINE, TX 76051-7529

is authorized to transact business as described above

License No: 2192228 Issue Date: 05/31/2017 Expiration Date: 05/31/2027

Generated by Sircon 346010606

 <p>THIS IS TO CERTIFY THAT</p> <p>BOX BONDING AGENCY, LLC 1200 S MAIN ST STE 1600 GRAPEVINE, TX 76051-7529</p> <p>LICENSE NUMBER: 2192228 NPN: 18427110</p>	<p>IS HEREBY AUTHORIZED TO TRANSACT BUSINESS IN ACCORDANCE TO THE LICENSE DESCRIPTION SHOWN BELOW:</p> <p>General Lines Agency Property and Casualty, Life, Accident, Health & HMO</p> <p>Issue Date: 05/31/2017 Expiration Date: 05/31/2027</p> <p>Generated by Sircon 346010606</p>
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CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

3/25/2026

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Professional Insurance Agents of Texas c/o Cindy Cicack 16515 Pilgrims Circle Spring TX 77379	CONTACT NAME: PHONE (A/C. No. Ext): 817-865-1806		FAX (A/C. No): 817-424-1404	
	E-MAIL ADDRESS: certificates@boxinsurance.com			
INSURER(S) AFFORDING COVERAGE			NAIC #	
INSURER A : Utica National Insurance of TX			43478	
INSURED Box Bonding Agency LLC dba Box Insurance Agency Box Professional Insurance Agency, LLC; Box Home and Auto, LLC; Box Insurance Agency, Inc; Box Bonding Agency, LLC 1200 S. Main Street, Suite 1600 Grapevine TX 76051	BOXINSU-01			
	INSURER B :			
	INSURER C :			
	INSURER D :			
	INSURER E :			
	INSURER F :			

COVERAGES

CERTIFICATE NUMBER: 974231810

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
	COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:						EACH OCCURRENCE \$ DAMAGE TO RENTED PREMISES (Ea occurrence) \$ MED EXP (Any one person) \$ PERSONAL & ADV INJURY \$ GENERAL AGGREGATE \$ PRODUCTS - COMP/OP AGG \$ \$
	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY						COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
	UMBRELLA LIAB <input type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED RETENTION \$						EACH OCCURRENCE \$ AGGREGATE \$ \$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? <input type="checkbox"/> Y / N <input checked="" type="checkbox"/> N / A (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below						PER STATUTE OTH-ER E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$
A	Errors & Omissions			5330160EO	2/18/2026	2/18/2027	Each Loss \$10,000,000 Aggregate \$11,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

Deductible: \$25,000 each loss, \$75,000 aggregate (loss and litigation)

Named Insureds: Box Bonding Agency, LLC dba Box Insurance Agency; Box Professional Insurance Agency LLC; Box Home and Auto LLC, Box Insurance Agency Inc.; Box Bonding Agency LLC

CERTIFICATE HOLDER**CANCELLATION**

For Informational Purposes Only

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

Justin Parker

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FELONY CONVICTION NOTICE

State of Texas Legislative Senate Bill No. 1, Section 44.034, Notification of Criminal History, Subsection (a), states “a person or business entity that enters into a contract with a school district must give advance notice to the district if the person or an owner or operator of the business entity has been convicted of a felony. The notice must include a general description of the conduct resulting in the conviction of a felony.

Subsection (b) states “a school district may terminate a contract with a person or business entity if the district determines that the person or business entity failed to give notice as required by Subsection (a) or misrepresented the conduct resulting in the conviction. The district must compensate the person or business entity for the services performed before the termination of contract.”

THIS NOTICE IS NOT REQUIRED OF A PUBLICLY-HELD CORPORATION

I, the undersigned agent for the firm named below, certify that the information concerning notification of felony has been reviewed by me and the following information furnished is true to the best of my knowledge.

VENDOR'S NAME: Box Insurance Agency

AUTHORIZED COMPANY OFFICIAL'S NAME (PRINTED) Adam Syswerda

Please check all that apply:

- My firm is publicly-held corporation, therefore, this reporting requirement is not applicable.
- My firm is neither owned nor operated by anyone who has been convicted of a felony.
- My firm is owned or operated by the following individual(s) who has/have been convicted of a felony:

Name: _____

Details of Conviction(s):

ASys

Contractor/Company Official Signature

5/26/2026

Date

NON-COLLUSION STATEMENT

The undersigned Proposer, by signing and executing this proposal, certifies and represents to the Town of Westlake and Westlake Academy that Proposer has not offered, conferred or agreed to confer any pecuniary benefit, as defined by Section 1.07 (a)(6) of the Texas Penal Code, or any other thing of value, as consideration for the receipt of information or any special treatment or advantage relating to this proposal; the Proposer also certifies and represents that Proposer has not offered, conferred or agreed to confer any pecuniary benefit or other things of value as consideration for the recipient's decision, opinion, recommendation, vote or other exercise of discretion concerning this proposal; the Proposer certifies and represents that Proposer has neither coerced nor attempted to influence the exercise of discretion by any officer, trustee, agent or employee of the Town of Westlake and Westlake Academy concerning this proposal on the basis of any consideration not authorized by law; the

Proposer also certifies and represents that Proposer has not received any information not available to other proposers so as to give the undersigned a preferential advantage with respect to this proposal; the Proposer further certifies and represents that Proposer has not violated any state, federal or local law, regulation or ordinance relating to bribery, improper influence, collusion or the like and that Proposer will not in the future, offer, confer, or agree to confer any pecuniary benefit or other thing of value of any officer, trustee, agent or employee of the Town of Westlake and Westlake Academy in return for the person having exercised the person's official discretion, power or duty with respect to this proposal; the Proposer certifies and represents that it has not now and will not in the future offer, confer, or agree to confer a pecuniary benefit or other thing of value to any office, trustee, agent or employee of the Town of Westlake and Westlake Academy in connection with information regarding this proposal, the submission of this proposal, the award of this proposal or the performance, delivery or sale pursuant to this proposal.

Firm Name: Box Insurance Agency

Address: 1200 S. Main St., Ste. 1600

City/State/Zip: Grapevine, TX 76051

Phone: 817-865-1806 Fax: _____

Name of Representative(s): Adam Syswerds

Signature of Representative(s): 

Date: 5/26/2026

CONFLICT OF INTEREST QUESTIONNAIRE

For vendor doing business with local governmental entity

FORM CIQ

This questionnaire reflects changes made to the law by H.B. 23, 84th Leg., Regular Session.

This questionnaire is being filed in accordance with Chapter 176, Local Government Code, by a vendor who has a business relationship as defined by Section 176.001(1-a) with a local governmental entity and the vendor meets requirements under Section 176.006(a).

By law this questionnaire must be filed with the records administrator of the local governmental entity not later than the 7th business day after the date the vendor becomes aware of facts that require the statement to be filed. See Section 176.006(a-1), Local Government Code.

A vendor commits an offense if the vendor knowingly violates Section 176.006, Local Government Code. An offense under this section is a misdemeanor.

OFFICE USE ONLY

Date Received

1 Name of vendor who has a business relationship with local governmental entity.

2 Check this box if you are filing an update to a previously filed questionnaire. (The law requires that you file an updated completed questionnaire with the appropriate filing authority not later than the 7th business day after the date on which you became aware that the originally filed questionnaire was incomplete or inaccurate.)

3 Name of local government officer about whom the information is being disclosed.

Name of Officer

4 Describe each employment or other business relationship with the local government officer, or a family member of the officer, as described by Section 176.003(a)(2)(A). Also describe any family relationship with the local government officer. Complete subparts A and B for each employment or business relationship described. Attach additional pages to this Form CIQ as necessary.

A. Is the local government officer or a family member of the officer receiving or likely to receive taxable income, other than investment income, from the vendor?

Yes No

B. Is the vendor receiving or likely to receive taxable income, other than investment income, from or at the direction of the local government officer or a family member of the officer AND the taxable income is not received from the local governmental entity?

Yes No

5 Describe each employment or business relationship that the vendor named in Section 1 maintains with a corporation or other business entity with respect to which the local government officer serves as an officer or director, or holds an ownership interest of one percent or more.

6 Check this box if the vendor has given the local government officer or a family member of the officer one or more gifts as described in Section 176.003(a)(2)(B), excluding gifts described in Section 176.003(a-1).

7 ASys
Signature of vendor doing business with the governmental entity

5/26/2026
Date

CONFLICT OF INTEREST QUESTIONNAIRE

For vendor doing business with local governmental entity

A complete copy of Chapter 176 of the Local Government Code may be found at <http://www.statutes.legis.state.tx.us/Docs/LG/htm/LG.176.htm>. For easy reference, below are some of the sections cited on this form.

Local Government Code § 176.001(1-a): "Business relationship" means a connection between two or more parties based on commercial activity of one of the parties. The term does not include a connection based on:

- (A) a transaction that is subject to rate or fee regulation by a federal, state, or local governmental entity or an agency of a federal, state, or local governmental entity;
- (B) a transaction conducted at a price and subject to terms available to the public; or
- (C) a purchase or lease of goods or services from a person that is chartered by a state or federal agency and that is subject to regular examination by, and reporting to, that agency.

Local Government Code § 176.003(a)(2)(A) and (B):

(a) A local government officer shall file a conflicts disclosure statement with respect to a vendor if:

(2) the vendor:

(A) has an employment or other business relationship with the local government officer or a family member of the officer that results in the officer or family member receiving taxable income, other than investment income, that exceeds \$2,500 during the 12-month period preceding the date that the officer becomes aware that

- (i) a contract between the local governmental entity and vendor has been executed;
- or
- (ii) the local governmental entity is considering entering into a contract with the vendor;

(B) has given to the local government officer or a family member of the officer one or more gifts that have an aggregate value of more than \$100 in the 12-month period preceding the date the officer becomes aware that:

- (i) a contract between the local governmental entity and vendor has been executed; or
- (ii) the local governmental entity is considering entering into a contract with the vendor.

Local Government Code § 176.006(a) and (a-1)

(a) A vendor shall file a completed conflict of interest questionnaire if the vendor has a business relationship with a local governmental entity and:

- (1) has an employment or other business relationship with a local government officer of that local governmental entity, or a family member of the officer, described by Section 176.003(a)(2)(A);
- (2) has given a local government officer of that local governmental entity, or a family member of the officer, one or more gifts with the aggregate value specified by Section 176.003(a)(2)(B), excluding any gift described by Section 176.003(a-1); or
- (3) has a family relationship with a local government officer of that local governmental entity.

(a-1) The completed conflict of interest questionnaire must be filed with the appropriate records administrator not later than the seventh business day after the later of:

(1) the date that the vendor:

- (A) begins discussions or negotiations to enter into a contract with the local governmental entity; or
- (B) submits to the local governmental entity an application, response to a request for proposals or bids, correspondence, or another writing related to a potential contract with the local governmental entity; or

(2) the date the vendor becomes aware:

- (A) of an employment or other business relationship with a local government officer, or a family member of the officer, described by Subsection (a);
- (B) that the vendor has given one or more gifts described by Subsection (a); or
- (C) of a family relationship with a local government officer.

Request for Taxpayer Identification Number and Certification

Go to www.irs.gov/FormW9 for instructions and the latest information.

**Give form to the
requester. Do not
send to the IRS.**

Before you begin. For guidance related to the purpose of Form W-9, see *Purpose of Form*, below.

Print or type. See <i>Specific Instructions</i> on page 3.	1	Name of entity/individual. An entry is required. (For a sole proprietor or disregarded entity, enter the owner's name on line 1, and enter the business/disregarded entity's name on line 2.)		
	2	Business name/disregarded entity name, if different from above.		
	3a	Check the appropriate box for federal tax classification of the entity/individual whose name is entered on line 1. Check only one of the following seven boxes. <input type="checkbox"/> Individual/sole proprietor <input type="checkbox"/> C corporation <input type="checkbox"/> S corporation <input type="checkbox"/> Partnership <input type="checkbox"/> Trust/estate <input type="checkbox"/> LLC. Enter the tax classification (C = C corporation, S = S corporation, P = Partnership) _____ Note: Check the "LLC" box above and, in the entry space, enter the appropriate code (C, S, or P) for the tax classification of the LLC, unless it is a disregarded entity. A disregarded entity should instead check the appropriate box for the tax classification of its owner. <input type="checkbox"/> Other (see instructions) _____	4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3): Exempt payee code (if any) _____ Exemption from Foreign Account Tax Compliance Act (FATCA) reporting code (if any) _____ <i>(Applies to accounts maintained outside the United States.)</i>	
	3b	If on line 3a you checked "Partnership" or "Trust/estate," or checked "LLC" and entered "P" as its tax classification, and you are providing this form to a partnership, trust, or estate in which you have an ownership interest, check this box if you have any foreign partners, owners, or beneficiaries. See instructions <input type="checkbox"/>		
	5	Address (number, street, and apt. or suite no.). See instructions.	Requester's name and address (optional)	
	6	City, state, and ZIP code		
	7	List account number(s) here (optional)		

Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN*, later.

Social security number									
or									
Employer identification number									
8	2	-	1	4	5	3	8	1	7

Note: If the account is in more than one name, see the instructions for line 1. See also *What Name and Number To Give the Requester* for guidelines on whose number to enter.

Part II Certification

Under penalties of perjury, I certify that:

1. The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
2. I am not subject to backup withholding because (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
3. I am a U.S. citizen or other U.S. person (defined below); and
4. The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and, generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.

Sign Here	Signature of U.S. person		Date	5/23/2026
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General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

Future developments. For the latest information about developments related to Form W-9 and its instructions, such as legislation enacted after they were published, go to www.irs.gov/FormW9.

What's New

Line 3a has been modified to clarify how a disregarded entity completes this line. An LLC that is a disregarded entity should check the appropriate box for the tax classification of its owner. Otherwise, it should check the "LLC" box and enter its appropriate tax classification.

New line 3b has been added to this form. A flow-through entity is required to complete this line to indicate that it has direct or indirect foreign partners, owners, or beneficiaries when it provides the Form W-9 to another flow-through entity in which it has an ownership interest. This change is intended to provide a flow-through entity with information regarding the status of its indirect foreign partners, owners, or beneficiaries, so that it can satisfy any applicable reporting requirements. For example, a partnership that has any indirect foreign partners may be required to complete Schedules K-2 and K-3. See the Partnership Instructions for Schedules K-2 and K-3 (Form 1065).

Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS is giving you this form because they

must obtain your correct taxpayer identification number (TIN), which may be your social security number (SSN), individual taxpayer identification number (ITIN), adoption taxpayer identification number (ATIN), or employer identification number (EIN), to report on an information return the amount paid to you, or other amount reportable on an information return. Examples of information returns include, but are not limited to, the following.

- Form 1099-INT (interest earned or paid).
- Form 1099-DIV (dividends, including those from stocks or mutual funds).
- Form 1099-MISC (various types of income, prizes, awards, or gross proceeds).
- Form 1099-NEC (nonemployee compensation).
- Form 1099-B (stock or mutual fund sales and certain other transactions by brokers).
- Form 1099-S (proceeds from real estate transactions).
- Form 1099-K (merchant card and third-party network transactions).
- Form 1098 (home mortgage interest), 1098-E (student loan interest), and 1098-T (tuition).
- Form 1099-C (canceled debt).
- Form 1099-A (acquisition or abandonment of secured property).

Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN.

Caution: If you don't return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See *What is backup withholding*, later.

By signing the filled-out form, you:

1. Certify that the TIN you are giving is correct (or you are waiting for a number to be issued);
2. Certify that you are not subject to backup withholding; or
3. Claim exemption from backup withholding if you are a U.S. exempt payee; and
4. Certify to your non-foreign status for purposes of withholding under chapter 3 or 4 of the Code (if applicable); and
5. Certify that FATCA code(s) entered on this form (if any) indicating that you are exempt from the FATCA reporting is correct. See *What Is FATCA Reporting*, later, for further information.

Note: If you are a U.S. person and a requester gives you a form other than Form W-9 to request your TIN, you must use the requester's form if it is substantially similar to this Form W-9.

Definition of a U.S. person. For federal tax purposes, you are considered a U.S. person if you are:

- An individual who is a U.S. citizen or U.S. resident alien;
- A partnership, corporation, company, or association created or organized in the United States or under the laws of the United States;
- An estate (other than a foreign estate); or
- A domestic trust (as defined in Regulations section 301.7701-7).

Establishing U.S. status for purposes of chapter 3 and chapter 4 withholding. Payments made to foreign persons, including certain distributions, allocations of income, or transfers of sales proceeds, may be subject to withholding under chapter 3 or chapter 4 of the Code (sections 1441–1474). Under those rules, if a Form W-9 or other certification of non-foreign status has not been received, a withholding agent, transferee, or partnership (payor) generally applies presumption rules that may require the payor to withhold applicable tax from the recipient, owner, transferor, or partner (payee). See Pub. 515, *Withholding of Tax on Nonresident Aliens and Foreign Entities*.

The following persons must provide Form W-9 to the payor for purposes of establishing its non-foreign status.

- In the case of a disregarded entity with a U.S. owner, the U.S. owner of the disregarded entity and not the disregarded entity.
- In the case of a grantor trust with a U.S. grantor or other U.S. owner, generally, the U.S. grantor or other U.S. owner of the grantor trust and not the grantor trust.
- In the case of a U.S. trust (other than a grantor trust), the U.S. trust and not the beneficiaries of the trust.

See Pub. 515 for more information on providing a Form W-9 or a certification of non-foreign status to avoid withholding.

Foreign person. If you are a foreign person or the U.S. branch of a foreign bank that has elected to be treated as a U.S. person (under Regulations section 1.1441-1(b)(2)(iv) or other applicable section for chapter 3 or 4 purposes), do not use Form W-9. Instead, use the appropriate Form W-8 or Form 8233 (see Pub. 515). If you are a qualified foreign pension fund under Regulations section 1.897(l)-1(d), or a partnership that is wholly owned by qualified foreign pension funds, that is treated as a non-foreign person for purposes of section 1445 withholding, do not use Form W-9. Instead, use Form W-8EXP (or other certification of non-foreign status).

Nonresident alien who becomes a resident alien. Generally, only a nonresident alien individual may use the terms of a tax treaty to reduce or eliminate U.S. tax on certain types of income. However, most tax treaties contain a provision known as a saving clause. Exceptions specified in the saving clause may permit an exemption from tax to continue for certain types of income even after the payee has otherwise become a U.S. resident alien for tax purposes.

If you are a U.S. resident alien who is relying on an exception contained in the saving clause of a tax treaty to claim an exemption from U.S. tax on certain types of income, you must attach a statement to Form W-9 that specifies the following five items.

1. The treaty country. Generally, this must be the same treaty under which you claimed exemption from tax as a nonresident alien.
2. The treaty article addressing the income.
3. The article number (or location) in the tax treaty that contains the saving clause and its exceptions.
4. The type and amount of income that qualifies for the exemption from tax.
5. Sufficient facts to justify the exemption from tax under the terms of the treaty article.

Example. Article 20 of the U.S.-China income tax treaty allows an exemption from tax for scholarship income received by a Chinese student temporarily present in the United States. Under U.S. law, this student will become a resident alien for tax purposes if their stay in the United States exceeds 5 calendar years. However, paragraph 2 of the first Protocol to the U.S.-China treaty (dated April 30, 1984) allows the provisions of Article 20 to continue to apply even after the Chinese student becomes a resident alien of the United States. A Chinese student who qualifies for this exception (under paragraph 2 of the first Protocol) and is relying on this exception to claim an exemption from tax on their scholarship or fellowship income would attach to Form W-9 a statement that includes the information described above to support that exemption.

If you are a nonresident alien or a foreign entity, give the requester the appropriate completed Form W-8 or Form 8233.

Backup Withholding

What is backup withholding? Persons making certain payments to you must under certain conditions withhold and pay to the IRS 24% of such payments. This is called "backup withholding." Payments that may be subject to backup withholding include, but are not limited to, interest, tax-exempt interest, dividends, broker and barter exchange transactions, rents, royalties, nonemployee pay, payments made in settlement of payment card and third-party network transactions, and certain payments from fishing boat operators. Real estate transactions are not subject to backup withholding.

You will not be subject to backup withholding on payments you receive if you give the requester your correct TIN, make the proper certifications, and report all your taxable interest and dividends on your tax return.

Payments you receive will be subject to backup withholding if:

1. You do not furnish your TIN to the requester;
2. You do not certify your TIN when required (see the instructions for Part II for details);
3. The IRS tells the requester that you furnished an incorrect TIN;
4. The IRS tells you that you are subject to backup withholding because you did not report all your interest and dividends on your tax return (for reportable interest and dividends only); or
5. You do not certify to the requester that you are not subject to backup withholding, as described in item 4 under "*By signing the filled-out form*" above (for reportable interest and dividend accounts opened after 1983 only).

Certain payees and payments are exempt from backup withholding. See *Exempt payee code*, later, and the separate Instructions for the Requester of Form W-9 for more information.

See also *Establishing U.S. status for purposes of chapter 3 and chapter 4 withholding*, earlier.

What Is FATCA Reporting?

The Foreign Account Tax Compliance Act (FATCA) requires a participating foreign financial institution to report all U.S. account holders that are specified U.S. persons. Certain payees are exempt from FATCA reporting. See *Exemption from FATCA reporting code*, later, and the Instructions for the Requester of Form W-9 for more information.

Updating Your Information

You must provide updated information to any person to whom you claimed to be an exempt payee if you are no longer an exempt payee and anticipate receiving reportable payments in the future from this person. For example, you may need to provide updated information if you are a C corporation that elects to be an S corporation, or if you are no longer tax exempt. In addition, you must furnish a new Form W-9 if the name or TIN changes for the account, for example, if the grantor of a grantor trust dies.

Penalties

Failure to furnish TIN. If you fail to furnish your correct TIN to a requester, you are subject to a penalty of \$50 for each such failure unless your failure is due to reasonable cause and not to willful neglect.

Civil penalty for false information with respect to withholding. If you make a false statement with no reasonable basis that results in no backup withholding, you are subject to a \$500 penalty.

Criminal penalty for falsifying information. Willfully falsifying certifications or affirmations may subject you to criminal penalties including fines and/or imprisonment.

Misuse of TINs. If the requester discloses or uses TINs in violation of federal law, the requester may be subject to civil and criminal penalties.

Specific Instructions

Line 1

You must enter one of the following on this line; **do not** leave this line blank. The name should match the name on your tax return.

If this Form W-9 is for a joint account (other than an account maintained by a foreign financial institution (FFI)), list first, and then circle, the name of the person or entity whose number you entered in Part I of Form W-9. If you are providing Form W-9 to an FFI to document a joint account, each holder of the account that is a U.S. person must provide a Form W-9.

• **Individual.** Generally, enter the name shown on your tax return. If you have changed your last name without informing the Social Security Administration (SSA) of the name change, enter your first name, the last name as shown on your social security card, and your new last name.

Note for ITIN applicant: Enter your individual name as it was entered on your Form W-7 application, line 1a. This should also be the same as the name you entered on the Form 1040 you filed with your application.

• **Sole proprietor.** Enter your individual name as shown on your Form 1040 on line 1. Enter your business, trade, or “doing business as” (DBA) name on line 2.

• **Partnership, C corporation, S corporation, or LLC, other than a disregarded entity.** Enter the entity’s name as shown on the entity’s tax return on line 1 and any business, trade, or DBA name on line 2.

• **Other entities.** Enter your name as shown on required U.S. federal tax documents on line 1. This name should match the name shown on the charter or other legal document creating the entity. Enter any business, trade, or DBA name on line 2.

• **Disregarded entity.** In general, a business entity that has a single owner, including an LLC, and is not a corporation, is disregarded as an entity separate from its owner (a disregarded entity). See Regulations section 301.7701-2(c)(2). A disregarded entity should check the appropriate box for the tax classification of its owner. Enter the owner’s name on line 1. The name of the owner entered on line 1 should never be a disregarded entity. The name on line 1 should be the name shown on the income tax return on which the income should be reported. For

example, if a foreign LLC that is treated as a disregarded entity for U.S. federal tax purposes has a single owner that is a U.S. person, the U.S. owner’s name is required to be provided on line 1. If the direct owner of the entity is also a disregarded entity, enter the first owner that is not disregarded for federal tax purposes. Enter the disregarded entity’s name on line 2. If the owner of the disregarded entity is a foreign person, the owner must complete an appropriate Form W-8 instead of a Form W-9. This is the case even if the foreign person has a U.S. TIN.

Line 2

If you have a business name, trade name, DBA name, or disregarded entity name, enter it on line 2.

Line 3a

Check the appropriate box on line 3a for the U.S. federal tax classification of the person whose name is entered on line 1. Check only one box on line 3a.

IF the entity/individual on line 1 is a(n) . . .	THEN check the box for . . .
• Corporation	Corporation.
• Individual or • Sole proprietorship	Individual/sole proprietor.
• LLC classified as a partnership for U.S. federal tax purposes or • LLC that has filed Form 8832 or 2553 electing to be taxed as a corporation	Limited liability company and enter the appropriate tax classification: P = Partnership, C = C corporation, or S = S corporation.
• Partnership	Partnership.
• Trust/estate	Trust/estate.

Line 3b

Check this box if you are a partnership (including an LLC classified as a partnership for U.S. federal tax purposes), trust, or estate that has any foreign partners, owners, or beneficiaries, and you are providing this form to a partnership, trust, or estate, in which you have an ownership interest. You must check the box on line 3b if you receive a Form W-8 (or documentary evidence) from any partner, owner, or beneficiary establishing foreign status or if you receive a Form W-9 from any partner, owner, or beneficiary that has checked the box on line 3b.

Note: A partnership that provides a Form W-9 and checks box 3b may be required to complete Schedules K-2 and K-3 (Form 1065). For more information, see the Partnership Instructions for Schedules K-2 and K-3 (Form 1065).

If you are required to complete line 3b but fail to do so, you may not receive the information necessary to file a correct information return with the IRS or furnish a correct payee statement to your partners or beneficiaries. See, for example, sections 6698, 6722, and 6724 for penalties that may apply.

Line 4 Exemptions

If you are exempt from backup withholding and/or FATCA reporting, enter in the appropriate space on line 4 any code(s) that may apply to you.

Exempt payee code.

- Generally, individuals (including sole proprietors) are not exempt from backup withholding.
- Except as provided below, corporations are exempt from backup withholding for certain payments, including interest and dividends.
- Corporations are not exempt from backup withholding for payments made in settlement of payment card or third-party network transactions.
- Corporations are not exempt from backup withholding with respect to attorneys’ fees or gross proceeds paid to attorneys, and corporations that provide medical or health care services are not exempt with respect to payments reportable on Form 1099-MISC.

The following codes identify payees that are exempt from backup withholding. Enter the appropriate code in the space on line 4.

1—An organization exempt from tax under section 501(a), any IRA, or a custodial account under section 403(b)(7) if the account satisfies the requirements of section 401(f)(2).

- 2—The United States or any of its agencies or instrumentalities.
- 3—A state, the District of Columbia, a U.S. commonwealth or territory, or any of their political subdivisions or instrumentalities.
- 4—A foreign government or any of its political subdivisions, agencies, or instrumentalities.
- 5—A corporation.
- 6—A dealer in securities or commodities required to register in the United States, the District of Columbia, or a U.S. commonwealth or territory.
- 7—A futures commission merchant registered with the Commodity Futures Trading Commission.
- 8—A real estate investment trust.
- 9—An entity registered at all times during the tax year under the Investment Company Act of 1940.
- 10—A common trust fund operated by a bank under section 584(a).
- 11—A financial institution as defined under section 581.
- 12—A middleman known in the investment community as a nominee or custodian.
- 13—A trust exempt from tax under section 664 or described in section 4947.

The following chart shows types of payments that may be exempt from backup withholding. The chart applies to the exempt payees listed above, 1 through 13.

IF the payment is for . . .	THEN the payment is exempt for . . .
• Interest and dividend payments	All exempt payees except for 7.
• Broker transactions	Exempt payees 1 through 4 and 6 through 11 and all C corporations. S corporations must not enter an exempt payee code because they are exempt only for sales of noncovered securities acquired prior to 2012.
• Barter exchange transactions and patronage dividends	Exempt payees 1 through 4.
• Payments over \$600 required to be reported and direct sales over \$5,000 ¹	Generally, exempt payees 1 through 5. ²
• Payments made in settlement of payment card or third-party network transactions	Exempt payees 1 through 4.

¹ See Form 1099-MISC, Miscellaneous Information, and its instructions.

² However, the following payments made to a corporation and reportable on Form 1099-MISC are not exempt from backup withholding: medical and health care payments, attorneys' fees, gross proceeds paid to an attorney reportable under section 6045(f), and payments for services paid by a federal executive agency.

Exemption from FATCA reporting code. The following codes identify payees that are exempt from reporting under FATCA. These codes apply to persons submitting this form for accounts maintained outside of the United States by certain foreign financial institutions. Therefore, if you are only submitting this form for an account you hold in the United States, you may leave this field blank. Consult with the person requesting this form if you are uncertain if the financial institution is subject to these requirements. A requester may indicate that a code is not required by providing you with a Form W-9 with "Not Applicable" (or any similar indication) entered on the line for a FATCA exemption code.

A—An organization exempt from tax under section 501(a) or any individual retirement plan as defined in section 7701(a)(37).

B—The United States or any of its agencies or instrumentalities.

C—A state, the District of Columbia, a U.S. commonwealth or territory, or any of their political subdivisions or instrumentalities.

D—A corporation the stock of which is regularly traded on one or more established securities markets, as described in Regulations section 1.1472-1(c)(1)(i).

E—A corporation that is a member of the same expanded affiliated group as a corporation described in Regulations section 1.1472-1(c)(1)(i).

F—A dealer in securities, commodities, or derivative financial instruments (including notional principal contracts, futures, forwards, and options) that is registered as such under the laws of the United States or any state.

G—A real estate investment trust.

H—A regulated investment company as defined in section 851 or an entity registered at all times during the tax year under the Investment Company Act of 1940.

I—A common trust fund as defined in section 584(a).

J—A bank as defined in section 581.

K—A broker.

L—A trust exempt from tax under section 664 or described in section 4947(a)(1).

M—A tax-exempt trust under a section 403(b) plan or section 457(g) plan.

Note: You may wish to consult with the financial institution requesting this form to determine whether the FATCA code and/or exempt payee code should be completed.

Line 5

Enter your address (number, street, and apartment or suite number). This is where the requester of this Form W-9 will mail your information returns. If this address differs from the one the requester already has on file, enter "NEW" at the top. If a new address is provided, there is still a chance the old address will be used until the payor changes your address in their records.

Line 6

Enter your city, state, and ZIP code.

Part I. Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. If you are a resident alien and you do not have, and are not eligible to get, an SSN, your TIN is your IRS ITIN. Enter it in the entry space for the Social security number. If you do not have an ITIN, see *How to get a TIN* below.

If you are a sole proprietor and you have an EIN, you may enter either your SSN or EIN.

If you are a single-member LLC that is disregarded as an entity separate from its owner, enter the owner's SSN (or EIN, if the owner has one). If the LLC is classified as a corporation or partnership, enter the entity's EIN.

Note: See *What Name and Number To Give the Requester*, later, for further clarification of name and TIN combinations.

How to get a TIN. If you do not have a TIN, apply for one immediately. To apply for an SSN, get Form SS-5, Application for a Social Security Card, from your local SSA office or get this form online at www.SSA.gov. You may also get this form by calling 800-772-1213. Use Form W-7, Application for IRS Individual Taxpayer Identification Number, to apply for an ITIN, or Form SS-4, Application for Employer Identification Number, to apply for an EIN. You can apply for an EIN online by accessing the IRS website at www.irs.gov/EIN. Go to www.irs.gov/Forms to view, download, or print Form W-7 and/or Form SS-4. Or, you can go to www.irs.gov/OrderForms to place an order and have Form W-7 and/or Form SS-4 mailed to you within 15 business days.

If you are asked to complete Form W-9 but do not have a TIN, apply for a TIN and enter "Applied For" in the space for the TIN, sign and date the form, and give it to the requester. For interest and dividend payments, and certain payments made with respect to readily tradable instruments, you will generally have 60 days to get a TIN and give it to the requester before you are subject to backup withholding on payments. The 60-day rule does not apply to other types of payments. You will be subject to backup withholding on all such payments until you provide your TIN to the requester.

Note: Entering "Applied For" means that you have already applied for a TIN or that you intend to apply for one soon. See also *Establishing U.S. status for purposes of chapter 3 and chapter 4 withholding*, earlier, for when you may instead be subject to withholding under chapter 3 or 4 of the Code.

Caution: A disregarded U.S. entity that has a foreign owner must use the appropriate Form W-8.

Part II. Certification

To establish to the withholding agent that you are a U.S. person, or resident alien, sign Form W-9. You may be requested to sign by the withholding agent even if item 1, 4, or 5 below indicates otherwise.

For a joint account, only the person whose TIN is shown in Part I should sign (when required). In the case of a disregarded entity, the person identified on line 1 must sign. Exempt payees, see *Exempt payee code*, earlier.

Signature requirements. Complete the certification as indicated in items 1 through 5 below.

1. Interest, dividend, and barter exchange accounts opened before 1984 and broker accounts considered active during 1983. You must give your correct TIN, but you do not have to sign the certification.

2. Interest, dividend, broker, and barter exchange accounts opened after 1983 and broker accounts considered inactive during 1983. You must sign the certification or backup withholding will apply. If you are subject to backup withholding and you are merely providing your correct TIN to the requester, you must cross out item 2 in the certification before signing the form.

3. Real estate transactions. You must sign the certification. You may cross out item 2 of the certification.

4. Other payments. You must give your correct TIN, but you do not have to sign the certification unless you have been notified that you have previously given an incorrect TIN. "Other payments" include payments made in the course of the requester's trade or business for rents, royalties, goods (other than bills for merchandise), medical and health care services (including payments to corporations), payments to a nonemployee for services, payments made in settlement of payment card and third-party network transactions, payments to certain fishing boat crew members and fishermen, and gross proceeds paid to attorneys (including payments to corporations).

5. Mortgage interest paid by you, acquisition or abandonment of secured property, cancellation of debt, qualified tuition program payments (under section 529), ABLÉ accounts (under section 529A), IRA, Coverdell ESA, Archer MSA or HSA contributions or distributions, and pension distributions. You must give your correct TIN, but you do not have to sign the certification.

What Name and Number To Give the Requester

For this type of account:	Give name and SSN of:
1. Individual	The individual
2. Two or more individuals (joint account) other than an account maintained by an FFI	The actual owner of the account or, if combined funds, the first individual on the account ¹
3. Two or more U.S. persons (joint account maintained by an FFI)	Each holder of the account
4. Custodial account of a minor (Uniform Gift to Minors Act)	The minor ²
5. a. The usual revocable savings trust (grantor is also trustee)	The grantor-trustee ¹
b. So-called trust account that is not a legal or valid trust under state law	The actual owner ¹
6. Sole proprietorship or disregarded entity owned by an individual	The owner ³
7. Grantor trust filing under Optional Filing Method 1 (see Regulations section 1.671-4(b)(2)(i)(A))**	The grantor*

For this type of account:	Give name and EIN of:
8. Disregarded entity not owned by an individual	The owner
9. A valid trust, estate, or pension trust	Legal entity ⁴
10. Corporation or LLC electing corporate status on Form 8832 or Form 2553	The corporation
11. Association, club, religious, charitable, educational, or other tax-exempt organization	The organization
12. Partnership or multi-member LLC	The partnership
13. A broker or registered nominee	The broker or nominee
14. Account with the Department of Agriculture in the name of a public entity (such as a state or local government, school district, or prison) that receives agricultural program payments	The public entity
15. Grantor trust filing Form 1041 or under the Optional Filing Method 2, requiring Form 1099 (see Regulations section 1.671-4(b)(2)(i)(B))**	The trust

¹ List first and circle the name of the person whose number you furnish. If only one person on a joint account has an SSN, that person's number must be furnished.

² Circle the minor's name and furnish the minor's SSN.

³ You must show your individual name on line 1, and enter your business or DBA name, if any, on line 2. You may use either your SSN or EIN (if you have one), but the IRS encourages you to use your SSN.

⁴ List first and circle the name of the trust, estate, or pension trust. (Do not furnish the TIN of the personal representative or trustee unless the legal entity itself is not designated in the account title.)

* **Note:** The grantor must also provide a Form W-9 to the trustee of the trust.

** For more information on optional filing methods for grantor trusts, see the Instructions for Form 1041.

Note: If no name is circled when more than one name is listed, the number will be considered to be that of the first name listed.

Secure Your Tax Records From Identity Theft

Identity theft occurs when someone uses your personal information, such as your name, SSN, or other identifying information, without your permission to commit fraud or other crimes. An identity thief may use your SSN to get a job or may file a tax return using your SSN to receive a refund.

To reduce your risk:

- Protect your SSN,
- Ensure your employer is protecting your SSN, and
- Be careful when choosing a tax return preparer.

If your tax records are affected by identity theft and you receive a notice from the IRS, respond right away to the name and phone number printed on the IRS notice or letter.

If your tax records are not currently affected by identity theft but you think you are at risk due to a lost or stolen purse or wallet, questionable credit card activity, or a questionable credit report, contact the IRS Identity Theft Hotline at 800-908-4490 or submit Form 14039.

For more information, see Pub. 5027, Identity Theft Information for Taxpayers.

Victims of identity theft who are experiencing economic harm or a systemic problem, or are seeking help in resolving tax problems that have not been resolved through normal channels, may be eligible for Taxpayer Advocate Service (TAS) assistance. You can reach TAS by calling the TAS toll-free case intake line at 877-777-4778 or TTY/TDD 800-829-4059.

Protect yourself from suspicious emails or phishing schemes.

Phishing is the creation and use of email and websites designed to mimic legitimate business emails and websites. The most common act is sending an email to a user falsely claiming to be an established legitimate enterprise in an attempt to scam the user into surrendering private information that will be used for identity theft.

The IRS does not initiate contacts with taxpayers via emails. Also, the IRS does not request personal detailed information through email or ask taxpayers for the PIN numbers, passwords, or similar secret access information for their credit card, bank, or other financial accounts.

If you receive an unsolicited email claiming to be from the IRS, forward this message to phishing@irs.gov. You may also report misuse of the IRS name, logo, or other IRS property to the Treasury Inspector General for Tax Administration (TIGTA) at 800-366-4484. You can forward suspicious emails to the Federal Trade Commission at spam@uce.gov or report them at www.ftc.gov/complaint. You can contact the FTC at www.ftc.gov/idtheft or 877-IDTHEFT (877-438-4338). If you have been the victim of identity theft, see www.IdentityTheft.gov and Pub. 5027.

Go to www.irs.gov/IdentityTheft to learn more about identity theft and how to reduce your risk.

Privacy Act Notice

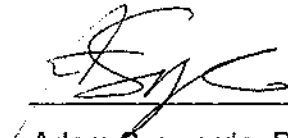
Section 6109 of the Internal Revenue Code requires you to provide your correct TIN to persons (including federal agencies) who are required to file information returns with the IRS to report interest, dividends, or certain other income paid to you; mortgage interest you paid; the acquisition or abandonment of secured property; the cancellation of debt; or contributions you made to an IRA, Archer MSA, or HSA. The person collecting this form uses the information on the form to file information returns with the IRS, reporting the above information. Routine uses of this information include giving it to the Department of Justice for civil and criminal litigation and to cities, states, the District of Columbia, and U.S. commonwealths and territories for use in administering their laws. The information may also be disclosed to other countries under a treaty, to federal and state agencies to enforce civil and criminal laws, or to federal law enforcement and intelligence agencies to combat terrorism. You must provide your TIN whether or not you are required to file a tax return. Under section 3406, payors must generally withhold a percentage of taxable interest, dividends, and certain other payments to a payee who does not give a TIN to the payor. Certain penalties may also apply for providing false or fraudulent information.

VERIFICATION REQUIRED BY TEXAS GOVERNMENT CODE CHAPTER 2270

By signing below, the signatory hereby verifies that the firm it represents:

1. Does not boycott Israel; and,
2. Will not boycott Israel during the term of the contract.

SIGNED BY:



Print Name & Title:

Adam Syswerda, President

Firm Name:

Box Insurance Agency

Date Signed:

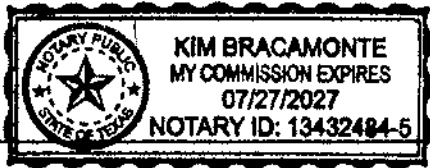
5/26/2026

NOTARIZATION

THE STATE OF Texas)
)
 COUNTY OF Tarrant)

BEFORE ME, the undersigned notary public on this day personally appeared Adam Syswerda, on behalf of Box insurance Agency (Company), who, being duly sworn, stated under oath that he/she has read the foregoing verification required by Texas Government Code Section 2270.002 and said statements contained therein are true and correct.

SWORN TO AND SUBSCRIBED before me on the 26th day of May, 2026.



Kim Bracamonte
 NOTARY PUBLIC IN AND
 FOR THE STATE OF Texas

The following definitions apply to Texas Government Code Section 2270.001:

(1) "Boycott Israel" means refusing to deal with, terminating business activities with, or otherwise taking any action that is intended to penalize, inflict economic harm on, or limit commercial relations specifically with Israel, or with a person or entity doing business in Israel or in an Israeli-controlled territory, but does not include an action made for ordinary business purposes; and

(2) "Company" means a for-profit sole proprietorship, organization, association, corporation, partnership, joint venture, limited partnership, limited liability partnership, or limited liability company, including a wholly owned subsidiary, majority-owned subsidiary, parent company, or affiliate of those entities or business associations that exists to make a profit.

State law requires any firm entering into an agreement or contract with the Authority to complete the foregoing verification. TEX. GOV'T CODE § 2270.002.

PREMIUM SUMMARY

LINES OF BUSINESS	RENEWAL PREMIUM
Property - Chubb	\$127,807.00
General Liability - Utica	\$36,848.00
Cyber Liability – Utica	Included in GL
Business Auto - Utica	\$14,589.00
Commercial Umbrella - Utica	\$11,148.00
Worker's Compensation - Hartford	\$18,938.00
International Travel - Chubb	\$2,000.00
Student Accident Liability - Philadelphia	\$5,648.00
Crime - Travelers	\$3,134.00
Total Premium	\$220,112.00

PREMIUM COMPARISON

LINES OF BUSINESS	EXPIRING CARRIER	EXPIRING EXPOSURE	EXPIRING PREMIUM	RENEWAL CARRIER	RENEWAL EXPOSURE	RENEWAL
General Liability	Utica	Pupils: 906	\$32,323.00	Utica	Pupils: 906	\$36,848.00
Cyber Liability	Utica	Limit: \$1,000,000	Included In GL	Utica	Limit: \$1,000,000	Included In GL
Business Auto	Utica	Units: 7	\$13,383.00	Utica	Units: 7	\$14,589.00
Commercial Umbrella	Utica	Limit: 5,000,000	\$10,208.00	Utica	Limit: 5,000,000	\$11,148.00
Property	Hartford	TIV: 59,636,059	\$153,786.00	Chubb	TIV: 62,394,157	\$127,807.00
Worker's Compensation	Hartford	Payroll: 6,600,600	\$15,593.00	Hartford	Payroll: 8,099,572	\$18,938.00
Student Accident	Philadelphia	Students: 906	\$5,451.00	Philadelphia	Students: 906	\$5,648.00
Travel Accident	Chubb	Travel Schedule	\$2,000.00	Chubb	Travel Schedule	\$2,000.00
Crime*	Travelers	Limit: \$250,000	\$3,134.00	Travelers	Limit: \$250,000	\$3,134.00
Total Premium			\$235,878.00			\$ 220,112.00

*Policy is written on a 3 year term eff. 8/31/2025 – 8/31/2028 (Total 3 year premium - \$9,402.00)

Westlake Academy FY27 Budget

Revenues

Object Code	Description	FY26 Adopted Budget	FY27 Proposed Budget
5700	Local Revenue	\$ 3,499,005	\$ 3,185,000
	Athletic Fees		150,000
	Interest Earned		35,000
	WAF Blacksmith Donations		1,500,000
	Municiple Transfer: WA Operations		1,500,000
5800	State Revenue	\$ 8,605,579	\$ 9,064,973
	Foundation School Program		8,576,775
	Available School Fund		389,340
	Instructional Materials Fund		98,858
5900	Federal Revenue	\$ -	\$ 260,023
	Title I, Part A		-
	Title II, Part A		9,467
	Title III, Part A, ELA		2,898
	Title IV, Part A		-
	Perkins		3,875
	IDEA B		132,079
	IDEA B Preschool		678
	State Charter School Facilities Grant (SFIG)		111,026
	Total FY27 Revenue	\$ 12,104,584	\$ 12,509,996

Expenses

Function Code	Description	FY26 Adopted Budget	FY27 Proposed Budget
11	Instruction	\$ 6,708,671	\$ 6,111,469
12	Instructional Resources and Media Services	195,676	186,869
13	Curriculum Development and Instructional Staff Development	45,979	34,990
21	Instructional Leadership	287,816	270,469
23	School Leadership	1,074,659	1,019,806
31	Guidance, Counseling, and Evaluation Services	614,436	627,357
32	Social Work Services	-	-
33	Health Services	90,650	86,834
34	Student (Pupil) Transportation	-	-
35	Food Services	-	-
36	Extracurricular Activities	441,802	363,875
41	General Administration	806,246	1,161,272
51	Facilities Maintenance and Operations	1,354,066	1,317,222
52	Security and Monitoring Services	44,100	10,700
53	Data Processing Services	497,397	225,140
61	Community Services	225,743	217,823
71	Debt Service	289,711	472,142
	Total Operating Expenses	\$ 12,676,952	\$ 12,105,968
	Net Income	\$ (572,368)	\$ 404,027



Town Council/Board of Trustees AGENDA ITEM REPORT



DATE: June 25, 2026 **AGENDA ITEM NO:** Q.2.
FROM: Sandy Garza, Human Resources Director, Westlake Academy
SUBJECT: Discuss, consider and act regarding WA Resolution 26-16 approving the SY 26-27 Compensation Schedule.

ATTACHMENTS:

1. WA Res 26-16 Approving FY 26-27 Employee Compensation Plan
2. 2026-2027 WA Compensation Plan- 06-25-2026

SUMMARY :

The proposed FY 2026–2027 Employee Compensation Plan is presented for Board consideration as part of the annual budget development process. The plan reflects Westlake Academy's commitment to maintaining a competitive compensation program that supports the recruitment and retention of high-quality employees.

Staff recommends approval of the Employee Compensation Plan as presented. Following Board direction regarding the FY 2026–2027 budget, staff will return in July with an amended salary schedule reflecting any approved compensation adjustments and final budget allocations.

BACKGROUND AND DISCUSSION:

The proposed FY 2026–2027 Employee Compensation Plan includes revisions to selected salary schedules, stipend schedules, and employee work calendars. While the Classroom Teacher Salary Schedule and Non-Teaching Professionals Salary Schedule remain unchanged at this time, revisions have been made to the Counselor, Administrative, and Support Staff Salary Schedules, as well as the Athletic and Academic Stipend Schedules and Employee Contract / Calendar Days Schedule. Specific revisions to each schedule are outlined below:

Classroom Teacher Schedule

Salary amounts will remain unchanged from the 2025–2026 school year. Any amendments to the salary schedule, if necessary, will be presented to the Board following final budget approval.

Non-Teaching Professionals Schedule

Salary amounts will remain unchanged from the 2025–2026 school year. Any amendments to the salary schedule, if necessary, will be presented to the Board following final budget approval.

Counselor / Diagnostician / Speech-Language Pathologist Schedule

Salary amounts will remain unchanged from the 2025–2026 school year. Any amendments to the salary schedule, if necessary, will be presented to the Board following final budget approval. The schedule has been updated to reflect the addition of a 192-day position.

Administration Schedule

- Special Programs Coordinator – Increased from 202 contract days to 212 contract days.
- Director of Innovation – Reclassified from Pay Grade 3 to Pay Grade 7 and retitled Executive Director of Operations and Development.

Support Staff Schedule

- IT Coordinator – Position removed from the schedule.
- Facilities Technician – Position removed from the schedule; position is no longer active.
- Receptionist – Position added to the schedule with a newly established pay grade.
- Attendance Clerk – Existing Administrative Assistant position retitled as Attendance Clerk
- Finance Specialist – Existing Administrative Assistant position reclassified to Finance Specialist, increased from 190 contract days to 202 contract days, and moved to the next higher pay grade.

Academic Stipend Schedule

- Diploma Programme (DP) Coordinator Stipend – Removed from the schedule.
- International Stipend – Removed from the schedule.

Athletic Stipend Schedule

- Assistant Golf Stipend – Reclassified as Assistant Coach / Junior High and reduced from \$2,400 to \$1,200.

Substitute Pay Schedule

No changes are proposed to the Substitute Pay Schedule.

Summer School and Supplemental Pay Schedule

No changes are proposed to the Summer School and Supplemental Pay Schedule.

Contract / Calendar Days Schedule

- Diagnostician – Reduced from 197 contract days to 192 contract days.
- Diploma Programme (DP) Coordinator – Position removed from the schedule.
- Special Programs Coordinator – Increased from 202 contract days to 212 contract days.
- Counselor (Primary) – Reduced from 207 contract days to 202 contract days.
- Counselor (Middle School) – Added as a new position with 202 contract days.
- Finance Specialist – Created from the existing Administrative Assistant position and increased from 190 contract days to 202 contract days.
- Campus Engagement Coordinator – Added to the schedule; position was approved during the 2025–2026 school year.
- Director of Innovation and Development – Position removed from the schedule (217 contract days).
- Executive Director of Operations and Development – Added to the schedule (226 contract days).

FISCAL IMPACT:

Fiscal Impact to be presented by Head of School.

LEGAL REVIEW:

N/A

RECOMMENDATION:

Staff recommends approval of the FY 2026–2027 Employee Compensation Plan as presented. Salary schedules for Classroom Teachers, Non-Teaching Professionals, and Counselors/Diagnosticians/Speech-Language Pathologists will remain unchanged pending final budget approval. Staff will return to the Board in July with any necessary amendments reflecting approved compensation adjustments and final budget allocations.

ACTION OPTIONS:

Motion to Approve as Presented

Motion to Deny

Motion to Approve with Changes/Conditions

Motion to Continue or Table

WESTLAKE ACADEMY

RESOLUTION NO. 26-16

**A RESOLUTION OF THE BOARD OF TRUSTEES OF WESTLAKE ACADEMY
ADOPTING THE PROPOSED EMPLOYEE COMPENSATION PLAN FOR FISCAL
YEAR 2026-2027.**

BE IT RESOLVED BY THE BOARD OF TRUSTEES OF WESTLAKE ACADEMY:

WHEREAS, Section 44.002 of the Education Code of the Texas Education Agency Texas School Law Bulletin states the budget must be prepared according to generally accepted accounting principles, and

WHEREAS, the budget must be approved by the Board of Trustees prior to June 30th according to Texas Education Agency's Financial Accountability System Resource Guide, Section 2.6.2 – TEA Legal Requirements; and

WHEREAS, the Board of Trustees of Westlake Academy recognizes the importance of maintaining a competitive compensation program to attract, retain, and reward highly qualified employees; and

WHEREAS, staff has presented the proposed FY 2026–2027 Employee Compensation Plan, including salary schedules, stipend schedules, and employee contract/calendar day schedules; and

WHEREAS, staff has recommended approval of the FY 2026–2027 Employee Compensation Plan as presented, with the understanding that amendments to certain salary schedules may be brought forward following final budget adoption;

WHEREAS, Article III, section 53, of the Texas Constitution prohibits the grant of extra compensation to a public employee or contractor after service has been rendered or performance has begun on a contract, and

WHEREAS, the Board of Trustees finds that the passage of this Resolution is in the best interest of the citizens of Westlake as well as the students, their parents, and faculty of Westlake Academy.

**NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF TRUSTEES OF
WESTLAKE ACADEMY:**

SECTION 1: That all matters stated in the recitals hereinabove are found to be true and correct and are incorporated herein by reference as if copied in their entirety.

SECTION 2: That the Board of Trustees of Westlake Academy hereby adopts the proposed Westlake Academy Employee Compensation Plan for the fiscal year 2026-2027, and appropriates the funds contained therein attached to this resolution as Exhibit A.

SECTION 3: Staff shall return to the Board of Trustees, as necessary, with any proposed amendments to applicable salary schedules resulting from final budget adoption and approved compensation adjustments for the FY 2026–2027 school year.

SECTION 4: That a copy of the official adopted 2026-2027 Employee Compensation Plan shall be kept on file in the office of the Town Secretary and posted on the Westlake Academy website.

SECTION 5: If any portion of this Resolution shall, for any reason, be declared invalid by any court of competent jurisdiction, such invalidity shall not affect the remaining provisions hereof and the Council hereby determines that it would have adopted this Resolution without the invalid provision.

SECTION 6: That this resolution shall become effective from and after its date of passage.

PASSED AND APPROVED ON THIS 25th DAY OF JUNE 2026.

ATTEST:

Kim Greaves, President

Dianna Buchanan, Board Secretary

Dr. Kelly Ritchie, Head of School

APPROVED AS TO FORM:

Janet S. Bubert, School Attorney



**WESTLAKE
ACADEMY**

**EMPLOYEE
COMPENSATION PLAN**

2026-2027

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Section 1: Pay Structure

New Hire Schedule for Classroom Teachers

2026-2027 Salary Schedule Classroom Teacher				
2026-2027 Years of Experience	BA 187-Day Daily Rate	BA 187-Day Annual Salary	MA 187-Day Annual Salary	Doctorate 187-Day Annual Salary
0	\$ 331.55	\$ 62,000	\$ 63,500	\$ 65,000
1	\$ 335.51	\$ 62,740	\$ 64,240	\$ 65,740
2	\$ 337.12	\$ 63,042	\$ 64,542	\$ 66,042
3	\$ 351.24	\$ 65,682	\$ 67,182	\$ 68,682
4	\$ 352.84	\$ 65,982	\$ 67,482	\$ 68,982
5	\$ 376.91	\$ 70,482	\$ 71,982	\$ 73,482
6	\$ 379.85	\$ 71,032	\$ 72,532	\$ 74,032
7	\$ 383.06	\$ 71,632	\$ 73,132	\$ 74,632
8	\$ 386.00	\$ 72,182	\$ 73,682	\$ 75,182
9	\$ 388.67	\$ 72,682	\$ 74,182	\$ 75,682
10	\$ 390.81	\$ 73,082	\$ 74,582	\$ 76,082
11	\$ 392.95	\$ 73,482	\$ 74,982	\$ 76,482
12	\$ 395.09	\$ 73,882	\$ 75,382	\$ 76,882
13	\$ 397.23	\$ 74,282	\$ 75,782	\$ 77,282
14	\$ 399.37	\$ 74,682	\$ 76,182	\$ 77,682
15	\$ 402.04	\$ 75,182	\$ 76,682	\$ 78,182
16	\$ 404.71	\$ 75,682	\$ 77,182	\$ 78,682
17	\$ 407.39	\$ 76,182	\$ 77,682	\$ 79,182
18	\$ 409.53	\$ 76,582	\$ 78,082	\$ 79,582
19	\$ 411.67	\$ 76,982	\$ 78,482	\$ 79,982
20	\$ 413.81	\$ 77,382	\$ 78,882	\$ 80,382
21	\$ 415.94	\$ 77,782	\$ 79,282	\$ 80,782
22	\$ 418.08	\$ 78,182	\$ 79,682	\$ 81,182
23	\$ 420.22	\$ 78,582	\$ 80,082	\$ 81,582
24	\$ 422.36	\$ 78,982	\$ 80,482	\$ 81,982
25	\$ 425.57	\$ 79,582	\$ 81,082	\$ 82,582
26	\$ 429.31	\$ 80,282	\$ 81,782	\$ 83,282
27	\$ 434.13	\$ 81,182	\$ 82,682	\$ 84,182
28	\$ 438.40	\$ 81,982	\$ 83,482	\$ 84,982
29	\$ 443.22	\$ 82,882	\$ 84,382	\$ 85,882
30	\$ 448.03	\$ 83,782	\$ 85,282	\$ 86,782
31	\$ 450.17	\$ 84,182	\$ 85,682	\$ 87,182
32	\$ 453.38	\$ 84,782	\$ 86,282	\$ 87,782
33	\$ 457.66	\$ 85,582	\$ 87,082	\$ 88,582
34	\$ 461.40	\$ 86,282	\$ 87,782	\$ 89,282
35+	\$ 464.07	\$ 86,782	\$ 88,282	\$ 89,782

Approved positions exceeding 187 days will be compensated based on a daily rate commensurate with years of experience, multiplied by the number of days to be worked in the school year.

Salary based on conferred degree and TEA approved creditable years of service. This salary schedule is for the 2026-2027 school year only. This schedule is not a predictor of future compensation. Salary advancement is based on the annual pay raise budget approved by the Board of Trustees each year.

New Hire Schedule for Non-Teaching Professionals

2026-2027 Salary Schedule Non-Teaching Professionals

Non-Teaching Professionals include: Librarians/Nurses (RN)/Coordinators/Instructional Coaches/Dyslexia Specialists

2026-2027 Years of Experience	BA 187-Day Daily Rate	BA 187-Day Annual Salary	MA 187-Day Annual Salary	Doctorate 187-Day Annual Salary	BA 197-Day Annual Salary	MA 197-Day Annual Salary	Doctorate 197-Day Annual Salary	BA 202-Day Annual Salary	MA 202-Day Annual Salary	Doctorate 202-Day Annual Salary
0	\$ 331.55	\$ 62,000	\$ 63,500	\$ 65,000	\$ 65,316	\$ 66,816	\$ 68,316	\$ 66,973	\$ 68,473	\$ 69,973
1	\$ 335.48	\$ 62,736	\$ 64,236	\$ 65,736	\$ 66,090	\$ 67,590	\$ 69,090	\$ 67,768	\$ 69,268	\$ 70,768
2	\$ 337.09	\$ 63,036	\$ 64,536	\$ 66,036	\$ 66,406	\$ 67,906	\$ 69,406	\$ 68,092	\$ 69,592	\$ 71,092
3	\$ 338.69	\$ 63,336	\$ 64,836	\$ 66,336	\$ 66,723	\$ 68,223	\$ 69,723	\$ 68,416	\$ 69,916	\$ 71,416
4	\$ 341.37	\$ 63,836	\$ 65,336	\$ 66,836	\$ 67,249	\$ 68,749	\$ 70,249	\$ 68,956	\$ 70,456	\$ 71,956
5	\$ 344.31	\$ 64,386	\$ 65,886	\$ 67,386	\$ 67,829	\$ 69,329	\$ 70,829	\$ 69,550	\$ 71,050	\$ 72,550
6	\$ 347.52	\$ 64,986	\$ 66,486	\$ 67,986	\$ 68,461	\$ 69,961	\$ 71,461	\$ 70,198	\$ 71,698	\$ 73,198
7	\$ 350.46	\$ 65,536	\$ 67,036	\$ 68,536	\$ 69,040	\$ 70,540	\$ 72,040	\$ 70,792	\$ 72,292	\$ 73,792
8	\$ 353.13	\$ 66,036	\$ 67,536	\$ 69,036	\$ 69,567	\$ 71,067	\$ 72,567	\$ 71,333	\$ 72,833	\$ 74,333
9	\$ 355.27	\$ 66,436	\$ 67,936	\$ 69,436	\$ 69,988	\$ 71,488	\$ 72,988	\$ 71,765	\$ 73,265	\$ 74,765
10	\$ 357.41	\$ 66,836	\$ 68,336	\$ 69,836	\$ 70,410	\$ 71,910	\$ 73,410	\$ 72,197	\$ 73,697	\$ 75,197
11	\$ 359.55	\$ 67,236	\$ 68,736	\$ 70,236	\$ 70,831	\$ 72,331	\$ 73,831	\$ 72,629	\$ 74,129	\$ 75,629
12	\$ 361.69	\$ 67,636	\$ 69,136	\$ 70,636	\$ 71,252	\$ 72,752	\$ 74,252	\$ 73,061	\$ 74,561	\$ 76,061
13	\$ 363.83	\$ 68,036	\$ 69,536	\$ 71,036	\$ 71,674	\$ 73,174	\$ 74,674	\$ 73,493	\$ 74,993	\$ 76,493
14	\$ 366.50	\$ 68,536	\$ 70,036	\$ 71,536	\$ 72,201	\$ 73,701	\$ 75,201	\$ 74,033	\$ 75,533	\$ 77,033
15	\$ 369.17	\$ 69,036	\$ 70,536	\$ 72,036	\$ 72,727	\$ 74,227	\$ 75,727	\$ 74,573	\$ 76,073	\$ 77,573
16	\$ 371.85	\$ 69,536	\$ 71,036	\$ 72,536	\$ 73,254	\$ 74,754	\$ 76,254	\$ 75,113	\$ 76,613	\$ 78,113
17	\$ 373.99	\$ 69,936	\$ 71,436	\$ 72,936	\$ 73,675	\$ 75,175	\$ 76,675	\$ 75,545	\$ 77,045	\$ 78,545
18	\$ 376.13	\$ 70,336	\$ 71,836	\$ 73,336	\$ 74,097	\$ 75,597	\$ 77,097	\$ 75,977	\$ 77,477	\$ 78,977
19	\$ 378.27	\$ 70,736	\$ 72,236	\$ 73,736	\$ 74,518	\$ 76,018	\$ 77,518	\$ 76,410	\$ 77,910	\$ 79,410
20	\$ 380.40	\$ 71,136	\$ 72,636	\$ 74,136	\$ 74,940	\$ 76,440	\$ 77,940	\$ 76,842	\$ 78,342	\$ 79,842
21	\$ 382.54	\$ 71,536	\$ 73,036	\$ 74,536	\$ 75,361	\$ 76,861	\$ 78,361	\$ 77,274	\$ 78,774	\$ 80,274
22	\$ 384.68	\$ 71,936	\$ 73,436	\$ 74,936	\$ 75,782	\$ 77,282	\$ 78,782	\$ 77,706	\$ 79,206	\$ 80,706
23	\$ 386.82	\$ 72,336	\$ 73,836	\$ 75,336	\$ 76,204	\$ 77,704	\$ 79,204	\$ 78,138	\$ 79,638	\$ 81,138
24	\$ 390.03	\$ 72,936	\$ 74,436	\$ 75,936	\$ 76,836	\$ 78,336	\$ 79,836	\$ 78,786	\$ 80,286	\$ 81,786
25	\$ 393.77	\$ 73,636	\$ 75,136	\$ 76,636	\$ 77,573	\$ 79,073	\$ 80,573	\$ 79,542	\$ 81,042	\$ 82,542
26	\$ 398.59	\$ 74,536	\$ 76,036	\$ 77,536	\$ 78,521	\$ 80,021	\$ 81,521	\$ 80,514	\$ 82,014	\$ 83,514
27	\$ 402.86	\$ 75,336	\$ 76,836	\$ 78,336	\$ 79,364	\$ 80,864	\$ 82,364	\$ 81,379	\$ 82,879	\$ 84,379
28	\$ 407.68	\$ 76,236	\$ 77,736	\$ 79,236	\$ 80,312	\$ 81,812	\$ 83,312	\$ 82,351	\$ 83,851	\$ 85,351
29	\$ 412.49	\$ 77,136	\$ 78,636	\$ 80,136	\$ 81,260	\$ 82,760	\$ 84,260	\$ 83,323	\$ 84,823	\$ 86,323
30+	\$ 414.63	\$ 77,536	\$ 79,036	\$ 80,536	\$ 81,682	\$ 83,182	\$ 84,682	\$ 83,755	\$ 85,255	\$ 86,755

Salary based on conferred degree and TEA approved creditable years of service. This salary schedule is for the 2026-2027 school year only. This schedule is not a predictor of future compensation. Salary advancement is based on the annual pay raise budget approved by the Board of Trustees each year.

HR 06-25-2026

New Hire Schedule for Counselors, Diagnostician and Speech Language Pathologists

2026-2027 Salary Schedule						
Counselors, Diagnosticians, and Speech Language Pathologists						
Years of Experience	2026-2027 MA Daily Rate	MA 187-Day Annual Salary	MA 192-Day Annual Salary	MA 197-Day Annual Salary	MA 202-Day Annual Salary	MA 207-Day Annual Salary
0	\$351.98	\$65,820	\$67,580	\$69,340	\$71,100	\$72,860
1	\$355.52	\$66,482	\$68,260	\$70,037	\$71,815	\$73,593
2	\$359.06	\$67,144	\$68,940	\$70,735	\$72,530	\$74,325
3	\$362.60	\$67,806	\$69,619	\$71,432	\$73,245	\$75,058
4	\$366.14	\$68,468	\$70,299	\$72,130	\$73,960	\$75,791
5	\$369.68	\$69,130	\$70,978	\$72,827	\$74,675	\$76,524
6	\$374.89	\$70,104	\$71,979	\$73,853	\$75,728	\$77,602
7	\$379.92	\$71,045	\$72,945	\$74,844	\$76,744	\$78,643
8	\$384.95	\$71,986	\$73,910	\$75,835	\$77,760	\$79,685
9	\$388.98	\$72,739	\$74,684	\$76,629	\$78,574	\$80,519
10	\$392.81	\$73,455	\$75,420	\$77,384	\$79,348	\$81,312
11	\$396.63	\$74,170	\$76,153	\$78,136	\$80,119	\$82,102
12	\$400.46	\$74,886	\$76,888	\$78,891	\$80,893	\$82,895
13	\$404.28	\$75,600	\$77,622	\$79,643	\$81,665	\$83,686
14	\$408.24	\$76,341	\$78,382	\$80,423	\$82,464	\$84,506
15	\$413.07	\$77,244	\$79,309	\$81,375	\$83,440	\$85,505
16	\$417.89	\$78,145	\$80,235	\$82,324	\$84,414	\$86,503
17	\$422.71	\$79,047	\$81,160	\$83,274	\$85,387	\$87,501
18	\$426.22	\$79,703	\$81,834	\$83,965	\$86,096	\$88,228
19	\$429.72	\$80,358	\$82,506	\$84,655	\$86,803	\$88,952
20	\$433.22	\$81,012	\$83,178	\$85,344	\$87,510	\$89,677
21	\$436.72	\$81,667	\$83,850	\$86,034	\$88,217	\$90,401
22	\$440.22	\$82,321	\$84,522	\$86,723	\$88,924	\$91,126
23	\$443.72	\$82,976	\$85,194	\$87,413	\$89,631	\$91,850
24	\$447.22	\$83,630	\$85,866	\$88,102	\$90,338	\$92,575
25	\$450.72	\$84,285	\$86,538	\$88,792	\$91,045	\$93,299
26	\$454.22	\$84,939	\$87,210	\$89,481	\$91,752	\$94,024
27	\$457.72	\$85,594	\$87,882	\$90,171	\$92,459	\$94,748
28	\$461.22	\$86,248	\$88,554	\$90,860	\$93,166	\$95,473
29	\$464.72	\$86,903	\$89,226	\$91,550	\$93,873	\$96,197
30+	\$468.22	\$87,557	\$89,898	\$92,239	\$94,580	\$96,922

Salary based on conferred degree and TEA approved creditable years of service. This salary schedule is for the 2026-2027 school year only. This schedule is not a predictor of future compensation. Salary advancement is based on the annual pay raise budget approved by the Board of Trustees each year.

HR 06-25-2026

Administrative Professional Pay Plan

2026-2027							
ADMINISTRATION SALARY SCHEDULE							
Pay Grade	Job Title	Calendar			Minimum	Midpoint	Maximum
1			Daily		\$274.40	\$336.14	\$397.88
	Campus Engagement Coordinator	207					
	Administrator of Facility Operations	260	207	Days	56,801	69,581	82,361
			260	Days	71,344	87,396	103,449
2			Daily		\$364.77	\$437.11	\$509.00
	College Counselor	207					
	Special Programs Coordinator	212	202	Days	73,684	88,296	102,818
	Assistant Principal	212	207	Days	75,507	90,482	105,363
	Director of Accountability	226	212	Days	77,331	92,667	107,908
			226	Days	82,438	98,787	115,034
3			Daily		\$425.43	\$495.43	\$565.43
	Athletic Director	217					
	Primary School Principal	217	217	Days	92,318	107,508	122,698
4			Daily		\$475.43	\$545.43	\$615.43
	Middle School Principal	217					
			217	Days	103,168	118,358	133,548
5			Daily		\$500.43	\$570.43	\$640.43
	High School Principal	217					
			217	Days	108,593	123,783	138,973
6			Daily		\$518.67	\$606.12	\$693.57
	Director of Secondary Education	217					
			217	Days	112,551	131,528	150,505
7			Daily		\$525.00	\$614.25	\$703.50
	Executive Director of Operations and Development	226	226	Days	118,650	138,821	158,991
	Executive Director of WA Foundation	226	226	Days	<i>Determined by WA Foundation Board</i>		
8			Daily				
	Head of School	226	226	Days	<i>Determined by the Board of Trustees</i>		

This schedule is for the 2026-2027 school year only. This schedule is not a predictor of future compensation. Salary placement is based on annual pay raise budget approved by the Board of Trustees each year.

HR 06/25/2026

Clerical / Paraprofessional Pay Plan

2026-2027							
CLERICAL / PARAPROFSSIONAL SALARY SCHEDULE							
Pay Grade	Job Title	Calendar	Minimum	Midpoint	Maximum		
1	Receptionist	190	Daily	\$128.00	\$154.80	\$182.00	
		190	Hours	8	\$16.00	\$19.35	\$22.75
		190	Days	24,320	29,412	34,580	
2	Classroom Paraprofessional (Special Education, Phy. Educ., Primary)	187	Daily	\$125.63	\$151.88	\$178.13	
		187	Hours	7.5	\$16.75	\$20.25	\$23.75
		187	Days	23,492	28,401	33,309	
3	Administrative Assistant Attendance Clerk	190	Daily	\$140.00	\$167.60	\$195.20	
		190	Hours	8	\$17.50	\$20.95	\$24.40
		190	Days	26,600	31,844	37,088	
4	Foundation Development Associate	197	Daily	\$154.00	\$185.60	\$217.20	
		197	Hours	8	\$19.25	\$23.20	\$27.15
		197	Days	30,338	36,563	42,788	
		202	Days	31,108	37,491	43,874	
4	Finance Specialist	202	Days	34,034	41,018	48,001	
		221	Days				
4	Assistant Registrar	221	Days				

This schedule is for the 2026-2027 school year only. This schedule is not a predictor of future compensation. Salary placement is based on annual pay raise budget approved by the Board of Trustees each year.

HR 6/25/2026

Section 2: Substitute Pay Plan

2026-2027 SUBSTITUTE PAY SCHEDULE

Education	Regular Rate	Consecutive Day Rate	Long-Term Rate	Long-Term Rate - Day 45+
			(Teaching Positions Only)	(Teaching Positions Only)
High School Diploma/Equivalent	\$100.00	\$110.00	N/A	N/A
30+ College Hours	\$100.00	\$110.00	N/A	N/A
College Degree (Bachelors or higher)	\$100.00	\$110.00	\$125	N/A
Texas Certified	\$100.00	\$110.00	\$125	*\$331.55

*If the long-term assignment is fulfilling a **vacant** teaching position, then the daily rate of pay may increase to first-year teacher daily rate on day 45.

Consecutive Work Status

Consecutive work status begins on the 11th consecutive day and is established by fulfilling half or full day assignments for teachers, paraprofessionals, and some Academy positions. The daily rate of pay will increase by \$10 and continue until there is a break in service, at which time the daily rate returns to the Regular Rate and the daily count reverts to Day 1.

Long-Term Assignments

A long-term assignment is defined as any teaching assignment extending over 10 consecutive days for the same teacher. If the long-term assignment is scheduled in advance for longer than 10 consecutive days, then the long-term rate will begin on day 1 of each long-term assignment. If a teaching assignment starts as a regular assignment (less than 10 days) and is extended past ten days, then the long-term rate will begin on consecutive day 11 of the assignment. Paraprofessional (Aide) assignments do not qualify for Long-term Pay, but do qualify for the Consecutive Day Rate in a long-term position.

2026-2027 Paraprofessional Pay Rates

Education	Regular Rate Days 1-10	Consecutive Day Rate
Front Office	\$100.00	\$110.00
Classroom Aide	\$100.00	\$110.00

Paraprofessional (Aide) assignments do not qualify for Long-term Pay, but do qualify for the Consecutive Day Rate in a long-term position.

This salary schedule is for the 2026-2027 school year only. This schedule is not a predictor of future compensation.

Rates are approved by the Board of Trustees each year.

HR 06/25/2026

Section 3: Stipends and Extracurricular Duty Pay

A stipend is a fixed amount added to base pay to compensate employees for extra duties or special credentials. A stipend is typically paid out in equal payroll installments. Stipends are used to compensate for something above and beyond the standard job requirements, such as a special work assignment, supplemental duties, or special job credentials. Stipends are used to differentiate pay among employees who are paid on fixed pay scales such as teacher salary schedules.

A stipend can only be paid to an exempt employee. A stipend cannot be paid to a non-exempt employee. A non-exempt employee must be paid for actual hours worked. Hours worked in excess of 40 hours a week must be paid at time and one-half.

The maximum number of stipends that a Professional employee may receive is **three (3) stipends per school year.** Any exception to this policy will be at the discretion of the Head of School.

Athletic Stipends

2026-2027 Athletic Stipend Schedule		
Sport	Position	Stipend Amount
Football - HS	Head Coach/HS	\$ 6,000.00
	Assistant Coach 1	\$ 3,000.00
	Assistant Coach 2/JV	\$ 3,000.00
	Assistant Coach 3/JV	\$ 3,000.00
Football - JH	Assistant Coach/JH-Coord.	\$ 3,000.00
	Assistant Coach/JH	\$ 2,400.00
	Assistant Coach/JH	\$ 2,400.00
	Assistant Coach/JH	\$ 2,400.00
Basketball - Boys	Head Coach/HS	\$ 5,000.00
	Assistant Coach/JV	\$ 3,000.00
	Assistant Coach/9th Grade	\$ 3,000.00
Basketball - Boys - JH	Assistant Coach/8th Grade	\$ 2,400.00
	Assistant Coach/7th Grade	\$ 2,400.00
Basketball - Girls	Head Coach/HS	\$ 5,000.00
	Assistant Coach/HS	\$ 3,000.00
	Assistant Coach/JV	\$ 3,000.00
Basketball - Girls - JH	Assistant Coach/8th Grade	\$ 2,400.00
	Assistant Coach/7th Grade	\$ 2,400.00
Volleyball	Head Coach/HS	\$ 5,000.00
	Assistant Coach/JV	\$ 3,000.00
	Assistant Coach/9th Grade	\$ 3,000.00
Volleyball - JH	Assistant Coach/8th Grade	\$ 2,400.00
	Assistant Coach/7th Grade	\$ 2,400.00

2026-2027 Athletic Stipend Schedule

Sport	Position	Stipend Amount
Track - Boys	Head Coach/HS	\$ 5,000.00
	Assistant Coach/JV	\$ 3,000.00
Track - Boys - JH	Assistant Coach/8th Grade	\$ 2,400.00
	Assistant Coach/7th Grade	\$ 2,400.00
Track - Girls	Head Coach/HS	\$ 5,000.00
	Assistant Coach/JV	\$ 3,000.00
Track - Girls - JH	Assistant Coach/8th Grade	\$ 2,400.00
	Assistant Coach/7th Grade	\$ 2,400.00
Soccer - Boys	Head Coach/HS	\$ 5,000.00
	Assistant Coach/JV	\$ 3,000.00
Soccer - Boys - JH	Assistant Coach/8th Grade	\$ 2,400.00
	Assistant Coach/7th Grade	\$ 2,400.00
Soccer - Girls	Head Coach/HS	\$ 5,000.00
	Assistant Coach/JV	\$ 3,000.00
Soccer - Girls - JH	Assistant Coach/8th Grade	\$ 2,400.00
	Assistant Coach/7th Grade	\$ 2,400.00
Baseball	Head Coach/HS	\$ 5,000.00
	Assistant Coach/JV	\$ 3,000.00
Swimming	Head Coach/HS	\$ 4,000.00
	Assistant Coach/JV	\$ 2,400.00
Swimming (Spring)	Assistant Coach/JH	\$ 1,200.00
Cross Country	Head Coach/HS	\$ 4,000.00
	Assistant Coach/JV	\$ 2,400.00
Golf	Head Coach/HS	\$ 4,000.00
Tennis	Head Coach/HS	\$ 4,000.00
	Assistant Coach/JH	\$ 2,400.00
Cheer / Dance	Head Coach / HS - Fall	\$ 4,000.00
	Head Coach / HS - Winter	\$ 4,000.00
	Assistant Coach/JV	\$ 3,000.00
	Assistant Coach/JH	\$ 2,400.00

This schedule is for the 2026-2027 school year only. This schedule is not a predictor of future compensation. Rates are approved by the Board of Trustees each year.

HR 6/25/2026

Academic / Co-Curricular Stipends

2026-2027 Academic/Co-Curricular Stipend Schedule		
		Stipend Amount
Certification	Dyslexia - Scottish Rite	\$ 2,000.00
Co-Curricular	International Student Leadership	\$ 500.00
	Personal Project	\$ 1,500.00
Communication	Yearbook	\$ 2,000.00
Coordinator	MYP	\$ 6,000.00
	PYP	\$ 6,000.00
	Service As Action - Coordinator	\$ 1,500.00
	Service As Action - Supervisor	\$ 1,000.00
	Creativity/Activity/Service (CAS) - Coordinator	\$ 1,500.00
	Creativity/Activity/Service (CAS) - Supervisor	\$ 750.00
	AP Exam	\$ 2,000.00
Department Head	Arts and Wellness (Fine Arts & PE)	\$ 1,500.00
	Humanities (Eng/I&S)	\$ 1,500.00
	Foreign Lang (Lang B)	\$ 1,500.00
	STEM (Science, Math, Design)	\$ 1,500.00
Director	Assistant Athletic	\$ 2,500.00
Fine Arts	Musicals, Talent Show, Concerts	\$ 1,500.00
	Theatre	\$ 3,000.00
National Honor Society	French	\$ 500.00
	French	\$ 500.00
	Spanish	\$ 1,000.00
	NJHS	\$ 1,500.00
	NHS	\$ 1,500.00
	Mu Alpha Theta	\$ 1,000.00
Student Council	Stipend #1	\$ 2,000.00
	Stipend #2	\$ 2,000.00
Team Lead	Grade 6	\$ 500.00
	Grade 11 (Junior Class Sponsor)	\$ 1,000.00
	Grade 12 (Senior Class Sponsor)	\$ 3,000.00
Other	Vehicle Allowance	\$ 2,500.00

This stipend schedule is for the 2026-2027 school year only and is not a predictor of future compensation.

Rates are approved by the Board of Trustees each year.

HR 06/25/2026

Section 4: Summer School and Supplemental Pay

2026-2027 Supplemental and Summer Pay Rates		Hourly Rate
School Year Positions	After School Detention	\$35.00
	After School Programs	\$35.00
	Athletics Bus Driving	\$25.00
	Extra Duty - (test proctor or other duties)	\$25.00
	Field Trip Bus Driving	\$25.00
	Homebound Teacher (not in current Teaching Position)	\$35.00
	Homebound Teacher (in current Teaching Position)	Daily Rate/8 hours
	Internal Coverage - Secondary (per class period)	\$25.00
	Internal Coverage - Primary (per class period)	\$12.50
	Saturday School Monitor	\$35.00
Summer Positions	Front Office (Current Admin. Assistant)	Regular Hourly Rate
	Front Office (Any other Employee)	\$17.50
	Jump Start (rising G6 students)	\$35.00

All assignments must be requested through the Principals and approved by the Head of School in writing prior to work commencing.

This salary schedule is for the 2026-2027 school year only. This schedule is not a predictor of future compensation. Rates are approved by the Board of Trustees each year.

Funding for the above assignments must have been previously budgeted and approved, including summer positions.

Hiring Summer/Seasonal Employees

The following steps must occur before seasonal/summer employees begin work:

- Hiring officials must complete a Personnel Action Form (PAF) and submit it to Human Resources for both current Westlake Academy employees and non-Westlake Academy employees.
- All seasonal/summer applicants who are not current Westlake Academy employees must complete an online application.
- All seasonal/summer applicants must complete all required new hire paperwork before beginning work.
- Human Resources will notify both the applicant and the hiring official once the applicant has been cleared to begin.

Westlake Academy complies with Senate Bill 9 (SB9), also known as the "Fingerprinting Bill."

Please contact Human Resources with any questions.

HR 06/25/2026

TEACHER RETIREMENT SYSTEM of TEXAS



EAR Restrictions

In general, a TRS retiree who works for a TRS-covered employer during a month will forfeit his or her annuity for that month unless the retiree or the retiree’s employment qualifies for an exception.



What Happens if My Employment Does Not Qualify for an Exception?

Effective May 2021, a service retiree does not automatically forfeit his or her annuity if the service retiree’s employment with a TRS-covered employer does not qualify for an EAR exception. Instead, service retirees are subject to a “three strikes” warning procedure before forfeiting their annuity payments.

This means if you exceed the EAR limits, you will first be notified of an EAR violation without loss of annuity. You will only receive a warning or “first strike.” If you exceed the EAR limits again, after TRS issues your first strike warning, you will receive a second warning and be required to pay TRS what you earned for the month that you exceeded the EAR limits or the gross amount of your annuity payment for that month, whichever is less. This second warning and partial repayment requirement is your “second strike.” If you exceed the EAR limits again, after receiving your second strike, that is your “third strike” and you will forfeit your full monthly annuity for each month that you exceeded the limits.

Each EAR notification will include the months the violations occurred as well as the amount owed for each strike, if applicable. Please keep in mind you will only receive a first and second strike once in your retirement. Your strikes do not reset each school year.

	First-Strike Period	Second-Strike Period	Third-Strike Period
Months Included	Includes month of issuance of 1 st warning and all months prior to 1 st warning issuance.	Includes months after the month of issuance of 1 st warning letter through the month of issuance of 2 nd warning.	Includes months after the month of issuance of 2 nd warning letter through the month of issuance of 3 rd warning.
Collection	None	For each month of EAR limits violation, retiree must pay either full annuity or dollars earned, whichever is less.	For each month of EAR limits violation, retiree must pay full annuity.

Please note the three strikes warning procedure does not apply to disability retirees. Disability retirees are still subject to annuity forfeiture for all months that their employment does not qualify for an exception to the EAR restrictions applicable to disability retirees.



Service Retirement Before Jan. 1, 2021

Service retirees with an effective retirement date on or before Jan. 1, 2021 are not subject to the EAR restrictions. They may work up to full time for a TRS-covered employer without forfeiting their annuity.

Services retirees with an effective retirement date after Jan. 1, 2021 are subject to the EAR restrictions. They may only work for a TRS-covered employer without forfeiting their annuity if that work qualifies for an EAR exception.

Effective Retirement Date	One-Month Break in Service	Return to Work
Before Jan. 1, 2021	Required	No Restrictions
After Jan. 1, 2021	Required	Limits Apply

Note: See June 15 rule if your effective retirement date is May 31 and you work up to June 15.

Disability retirees are subject to the EAR restrictions regardless of their effective retirement date.



Mandatory One-Month Break in Service

All retirees must observe a one full, calendar-month break in service after their effective retirement date to avoid revoking their retirement. Returning to work for a TRS-covered employer in the month directly following your effective retirement date will revoke your retirement. If you revoke your retirement, you will be required to return any annuity payments you received along with any partial lump-sum option payments (PLSO) or TRS-Care health care payments you received. In addition, if you wish to retire again, you must terminate all employment with TRS-covered employers and then resubmit retirement paperwork with a new date.

Keep in mind, an early-age retiree may not negotiate with a TRS-covered employer, for any type of employment, before completing the one full, calendar-month break in service. Normal-age retirees may not negotiate with a TRS-covered employer for any type of employment that would not qualify for an EAR exception before completing their one full, calendar-month break in service.



June 15 Rule

The June 15 rule allows a member to have a retirement date of May 31 if the member terminates his or her employment no later than June 15 in order to complete all work required for the school year. This option delays the start of your one full, calendar-month break in service. Therefore, you may not return to work from June 15 through July 31; otherwise, you will revoke your retirement. Additionally, if you plan to observe a 12 full, consecutive-calendar-month break in service, the first full month of the break is July. This means the 12-month break in service ends June 30 of the following calendar year.



Volunteering and Independent Contractor Services

If you perform work as an independent contractor or volunteer for a TRS-covered employer during the first 12 consecutive-calendar months after your effective retirement date and that work would normally be done by an employee, you will be considered an employee instead of a volunteer or independent contractor. This means your work will be subject to the EAR restrictions. Therefore, if you're a service retiree who retired after Jan. 1, 2021 or a disability retiree, this could cause you to forfeit your annuity if your work does not qualify for an EAR exception. Furthermore, your work will restart your 12-month break in service required to be eligible for full-time employment without restrictions.

After the first 12 months following your retirement, you may volunteer or work as an independent contractor for a TRS-covered employer, without being subject to the EAR restrictions, if you meet all the legal requirements for volunteering or working as an independent contractor.



Working for a Third-Party Entity

A third-party entity is an entity retained by a TRS-covered employer to provide personnel to the institution to perform duties or provide services that an employee of the institution would normally perform or provide. If a TRS retiree is employed by a third-party entity and the retiree performs services for or on behalf of a TRS-covered employer, the retiree will be considered employed in Texas public education for the purpose of EAR. This means the retiree's work for the third-party entity will be subject to the EAR restrictions. Any employment with a third-party entity will also restart a retiree's 12-month break in service required to be eligible for full-time employment without restrictions.



Medicare Secondary Payer for Return-to-Work Retirees

Beginning Sept. 1, 2022, the [Medicare Secondary Payer Law](#) lets Medicare-eligible TRS-Care retirees enroll in TRS-ActiveCare if they return to work for an employer who participates in TRS-ActiveCare. If you're a return-to-work retiree enrolled in TRS-Care and eligible for Medicare, you may enroll in TRS-ActiveCare if you return to a TRS employer and work 10 or more hours per week. Find more information in the TRS-ActiveCare Benefits Booklets available on the TRS website.



EAR Exceptions for Service Retirees

A service retiree who retired after Jan. 1, 2021 cannot work for a TRS-covered employer without violating the EAR restrictions and beginning the three strikes process unless the retiree's work qualifies for an EAR exception. For this reason, it's important to know what EAR exceptions are available to you and what work qualifies for those exceptions. You must always have a one full, calendar-month break in service before you may return to work for a TRS-covered employer even if the work qualifies for an EAR exception.

EAR Exceptions Available to Service Retirees:

- Substitute Employment
- One-Half Time or Less Employment
- Full-Time Employment (after a 12 full, consecutive-calendar-month break in service)
- Non-Profit Tutor Employment

This section explores each of the exception types; provides examples for how a service retiree's employment can qualify for each exception and how it can exceed the limits for that exception; and discusses what happens if a retiree combines more than one EAR exception in a month.

Substitute

One-Half Time or Less

Full Time (After a 12 Full, Consecutive-Calendar-Month Break in Service)

Non-Profit Tutor

As TRS regulations and guidance may change, employees are encouraged to refer directly to the TRS website for the latest information and requirements. <https://trs.texas.gov/pension-benefits/retiree-resources/employment-after-retirement>

Instructional Calendar



Westlake Academy LSW Academic Calendar 2026-2027



August 2026

S	M	T	W	Th	F	Sa
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

September 2026

S	M	T	W	Th	F	Sa
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

October 2026

S	M	T	W	Th	F	Sa
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

November 2026

S	M	T	W	Th	F	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

December 2026

S	M	T	W	Th	F	Sa
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

January 2027

S	M	T	W	Th	F	Sa
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

February 2027

S	M	T	W	Th	F	Sa
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28						

March 2027

S	M	T	W	Th	F	Sa
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

April 2027

S	M	T	W	Th	F	Sa
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

May 2027

S	M	T	W	Th	F	Sa
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

June 2027

S	M	T	W	Th	F	Sa
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

July 2027

S	M	T	W	Th	F	Sa
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	14
25	26	27	28	29	30	

August

August 3: New Hires Start Date
 August 4: Returning Teachers Classroom Day
 August 5-12: Teacher PD
 August 13: **First Day of School**

September

September 7: Labor Day/No School

October

October 12: Columbus Day (No School)
 October 13: Teacher PD Day (No School)
 October 14: PYP Conference Day (No School - PYP Only)

November

November 9: Teacher PD Day (No School)
 November 20: Grandparents Day (PYP) - HALF DAY All School
 November 23-27: Thanksgiving Break

December

December 16-17: Students Half Day/PM Teacher Work Day - **MYP/DP ONLY**
 December 18: Teacher PD Day (No School)
 December 21-31: Winter Break (No School)

January

January 1: Winter Break Cont. (No School)
 January 4: Teacher PD Day (No School)
 January 18: Martin Luther King Day (No School)

February

February 15: President's Day (No School)

March

March 12: Teacher PD Day (No School)
 March 15-19: Spring Break (No School)

April

April 19: Teacher PD Day (No School)

May

May 3-19: Testing window
 May 21: **Last Day of School** - Half Day for PYP only
 May 31: Memorial Day

June

June 1 - 2 Teacher PD/Work Day

- First / Last Day of School
- Holiday/No School
- Professional Day - Student Holiday
- Grandparents Day PYP - Half Day All School
- Student Half Days/Teacher Work Days **MYP/DP ONLY**
- Bad Weather Make Up Day (if Needed)
- Senior Commencement TBD
- Late Start Wednesdays
- PYP Conference - No School PYP Only



2026-2027 Contract / Calendar Days Schedule

Position/Title	Number of Days	Start & End Dates	Notes
Teacher / Speech Language Pathologist / Nurse	187	August 4, 2026 - May 25, 2027	
Classroom paraprofessional	187	August 4, 2026 - May 25, 2027	
Administrative Assistant / Attendance Clerk	190	August 3, 2026 - May 27, 2027	
Diagnostician	192	July 28, 2026 – May 25, 2027	
Foundation Development Associate	197	July 27, 2026 – June 1, 2027	
Reading Specialist (Primary)	197	July 27, 2026 – June 1, 2027	
Librarian	197	July 27, 2026 – June 1, 2027	
Coordinator - PYP/MYP	202	July 20, 2026 – June 1, 2027	
Finance Specialist	202	July 27, 2026 – June 8, 2027	
Counselor - Primary / Middle School	202	July 20, 2026 – June 1, 2027	
Counselor – High School / College	207	July 20, 2026 – June 8, 2027	
Campus Engagement Coordinator	207	July 30, 2026 - June 18, 2027	
Assistant Principal	212	July 15, 2026 – June 10, 2027	
Coordinator - Special Programs	212	July 15, 2026 – June 10, 2027	
Principal	217	July 13, 2026 – June 15, 2027	
Director of Secondary Education	217	July 13, 2026 – June 15, 2027	
Athletic Director	217	July 13, 2026 – June 15, 2027	
Assistant Registrar	221	July 13, 2026 – June 21, 2027	
Director of Accountability	226	July 13, 2026 – June 28, 2027	
Executive Director of Operations & Development	226	July 13, 2026 – June 28, 2027	
Head of School	226	July 13, 2026 – June 28, 2027	
WAF Executive Director	226	July 13, 2026 – June 28, 2027	
Administrator of Facility Operations	260	July 1, 2026 – June 30, 2027	Municipal Holiday Schedule
Communications (Municipal)	260	July 1, 2026 – June 30, 2027	Municipal Holiday Schedule

6/25/2026

Payroll Biweekly Pay Distribution Schedule



2026-2027 Westlake Academy Payroll Calendar

Paydays **Holidays** **Holiday/Payday**

July 2026						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

31 - First Paycheck of 2026-2027 SY*

August 2026						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

14 - First Paycheck for New Hires

September 2026						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

7 - Labor Day

October 2026						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

12 - Columbus Day

November 2026						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

23-27 Thanksgiving Break

December 2026						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

21-31 Winter Break

January 2027						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

1 - Winter Break; 18 - MLK Day

February 2027						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28						

15 - President's Day

March 2027						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

15-19 Spring Break

April 2027						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

May 2027						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

31 - Memorial Day

June 2027						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

July 2027						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

30 - First Paycheck of 2027-2028 SY*

**First Paycheck for each SY is for returning teachers/staff*

Contact Information:

Sandy M. Garza

Director of Human Resources
817-490-5734
sgarza@westlakeacademy.org

Marina Baskin

Human Resources Generalist
817-490-5740
mbaskin@westlakeacademy.org



Town Council/Board of Trustees AGENDA ITEM REPORT



AT THE TIME OF PACKET PUBLICATION, THIS ITEM'S REPORT & BACKUP MATERIALS ARE PENDING FINAL ADMINISTRATIVE APPROVAL UPON DATA CONFIRMATION & ANY SUPPLEMENTARY INFORMATION WILL BE DISTRIBUTED ACCORDINGLY.

DATE: June 25, 2026 **AGENDA ITEM NO:** Q.3.
FROM: Cayce Lay Lamas, Finance Director, Finance
SUBJECT: Consider and act to approve WA Resolution 26-15 approving the Westlake Academy Amended Operating Budget for Fiscal Year Ending June 30, 2026.

ATTACHMENTS:

1. WA Res 26-15 Approving FY26 Amended Budget
2. FY26 Budget Comparison & Summary
3. FY26 Stmt of Revenues, Expenditures, & Changes to Fund Balance

SUMMARY :

The FY 2025-2026 operating budget is being amended to reflect actual enrollment, staffing, curriculum needs, and operational requirements identified throughout the year. The proposed final amendment adjusts budget allocations to more accurately reflect revenues and expenditures and maintains compliance with TEA budget requirements.

BACKGROUND AND DISCUSSION:

The FY 2025-2026 annual operating budget was adopted by the Board of Trustees on June 17, 2025. Throughout the year, actual revenues, expenditures, enrollment, staffing, and program needs have differed from original budget estimates. In addition, certain expenditures approved by the Board during the year were not reflected in the original budget. This amendment updates budgeted amounts to reflect current operating conditions and ensure compliance with TEA budget requirements.

The changes presented will decrease the projected ending fund balance by \$115,359 due to the following changes:

- Budgeted Revenues will increase by an estimated \$824,742 (6.7%)
- Budgeted Expenditures will increase by an estimated \$940,101 (8.1%)

Additional details are available in the agenda packet and further discussed below.

Revenue Changes by Source

The increase in budgeted revenues is primarily attributable to funds received for student technology use fees, AP and IB exam fees, interest earnings, capital lease proceeds, and state sources.

Local Sources:

- Blacksmith Annual Campaign donations were reduced by \$150,000 to more closely align the budget with actual contributions received and the final fundraising results for FY26.
- Tech Use Fees increased by \$45,595
- AP and IB Exam Fees increased by \$8,281
- Interest Earnings increased by \$24,100
- Misc revenue increased by \$5,273
- Capital lease proceeds were reduced by \$55,702 from the original budget estimate to align with the final terms of the iPad lease agreement executed on August 19, 2025.
 - In accordance with Texas Education Agency budgeting requirements and governmental accounting standards, capital lease proceeds are recorded as an Other Financing Source, and the corresponding lease acquisition is recorded as an Other Financing Use. This accounting treatment does not represent operational revenue available for spending. Rather, it reflects the financing mechanism used to acquire instructional technology assets and ensures that both the financing source and the related lease obligation are properly reflected in the budget.

State Sources:

- The increase in State revenue of \$862,021 was primarily attributable to the following factors:
 - Funding for the Teacher Retention Allotment (TRA) of \$408,000 and the Staff Retention Allotment (SRA) of \$43,649. These allotments were not fully reflected in the state funding estimates available at the time the annual budget was adopted.
 - The Facilities Allotment was reduced by \$137,390 due to the anticipated loss of funding resulting from a change in state law related to the late submission of the FY23 Annual Financial Report.
 - Average Daily Attendance (ADA) increased from the budgeted estimate of 850.000 to 870.118 based on actual student attendance data reported to TEA. The original budget utilized a conservative attendance estimate, while updated TEA funding calculations reflected higher attendance levels during the fiscal year.
 - Funding for the Teacher Retirement System's On-Behalf for TRS-Care (GASB 75) and Medicare Part D (GASB 24) \$99,538.
 - The State of Texas pays a portion of retirement, health insurance, and other benefit costs directly to the Teacher Retirement System (TRS) on behalf of TRS-eligible employees. In accordance with TEA reporting requirements and governmental accounting standards, these state-paid benefits must be recognized as both revenue and expenditure in the Academy's financial records, even though no cash is received or paid by the Academy. The inclusion of TRS On-Behalf amounts increases both revenues and expenditures by an equal amount and has no impact on the Academy's fund balance. The budget amendment reflects updated estimates provided by TEA to ensure the budget aligns with year-end financial reporting requirements.

Expenditure Changes by Function

The most significant expenditure increases occurred in Instruction (Function 11) and Facilities Maintenance and Operations (Function 51), reflecting staffing, operational, and facility-related (CIP-major maintenance and repair) needs identified during the fiscal year. Reductions in selected functions represent reallocations made to align budgets with actual spending patterns and operational priorities.

- Function 11-Instruction: Increased by \$464,984 primarily due to step and service record changes for instructional staff, AP and IB exam supplies, and TRS On-Behalf expenditures.
- Function 21-Instructional Leadership: Increased by \$32,070 primarily due to the TRS On-Behalf expenditures.
- Function 23-School Leadership: Increased by \$90,255 primarily due to step and service record changes for administrative staff, position reclassifications, support staff overtime, and TRS On-Behalf expenditures.
- Function 31-Guidance and Counseling: Increased by \$42,293 due to increases in indirect services provided by Special Education consultants, counselor travel and training, and TRS On-Behalf expenditures.
- Function 33-Health Services: Increased by \$9,158 primarily due to step changes for staff and TRS On-Behalf expenditures.
- Function 41-General Administration: Increased by \$52,123 primarily due to increased legal fees and costs related to software used for Board of Trustees agenda and meeting management.
- Function 51-Facilities Maintenance and Operations: Increased by \$410,340 to provide for capital improvement and facility-related projects completed during the fiscal year. The CIP portion related to Academy projects was adopted within the Town of Westlake's Capital Improvement Plan for FY2026.
- Function 61-Community Services: Increased by \$4,425 primarily due to the TRS On-Behalf expenditures.
- Function 71-Debt Service: Increased by \$1,829 primarily due to increased property taxes on leased equipment.

Budget reductions were made in several areas where expenditures were lower than originally anticipated, including Resources and Media Services, Staff Development, Extracurricular Activities, Security and Monitoring Services, and Data Processing Services.

FISCAL IMPACT:

As a result of these adjustments, projected expenditures increased more than projected revenues, reducing fund balance by approximately \$115,359. It is important to note that the projected ending fund balance reflected in the amended budget is a budgetary estimate and does not represent the Academy's final audited fund balance. Actual results will be determined following fiscal year-end closing procedures, the recording of all year-end accruals and state revenue, and the completion of the annual financial audit.

LEGAL REVIEW:

Yes.

RECOMMENDATION:

Staff recommends approval of the Westlake Academy Final Budget Amendment, as presented.

ACTION OPTIONS:

Motion to Approve as Presented

Motion to Approve with Changes/Conditions

Motion to Deny

Motion to Continue or Table

WESTLAKE ACADEMY

RESOLUTION NO. 26-15

A RESOLUTION OF THE BOARD OF TRUSTEES OF WESTLAKE ACADEMY ADOPTING THE YEAR-END OPERATING BUDGET AMENDMENT FOR FISCAL YEAR ENDING JUNE 30, 2026, INCLUDING ASSIGNED FUND BALANCES.

BE IT RESOLVED BY THE BOARD OF TRUSTEES OF WESTLAKE ACADEMY:

WHEREAS, Section 44.002 of the Education Code of the Texas Education Agency Texas School Law Bulletin states the budget must be prepared according to generally accepted accounting principles, and

WHEREAS, the budget was approved by the Board of Trustees on June 17, 2025, according to Texas Education Agency’s Financial Accountability System Resource Guide, Section 2.6.2 – TEA Legal Requirements; and

WHEREAS, the Board of Trustees held a Public Hearing on June 17, 2025, as advertised; and

WHEREAS, it is desired to amend the Westlake Academy operating budget for fiscal year ending June 30, 2026, the Board of Trustees finds that the passage of this Resolution is in the best interest of the citizens of Westlake as well as the students, their parents, and faculty and staff of Westlake Academy.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF TRUSTEES OF WESTLAKE ACADEMY:

SECTION 1: That, all matters stated in the recitals hereinabove are found to be true and correct and are incorporated herein by reference as if copied in their entirety.

SECTION 2: That the Board of Trustees of Westlake Academy hereby approves the Amended Westlake Academy Operating Budget for the fiscal year ending June 30, 2026, and appropriates the funds contained therein attached to this resolution as *Exhibit “A”*.

SECTION 3: That a copy of the official Amended Fiscal Year 2025-2026 Budget shall be kept on file in the office of the Town Secretary.

SECTION 4: If any portion of this Resolution shall, for any reason, be declared invalid by any court of competent jurisdiction, such invalidity shall not affect the remaining provisions hereof and the Council hereby determines that it would have adopted this Resolution without the invalid provision.

SECTION 5: That this resolution shall become effective from and after its date of passage.

PASSED AND APPROVED ON THIS 25TH DAY OF JUNE 2026.

ATTEST:

Kim Greaves, President

Dianna Buchanan, Board Secretary

Dr. Kelly Ritchie, Head of School

APPROVED AS TO FORM:

Janet S. Bubert, School Attorney



WESTLAKE ACADEMY
Budgetary Comparison Schedule
 General Fund Revenue & Expenditures - UNAUDITED
 as of June 17, 2026

Consolidated General Fund	Adopted Budget	Amended Budget	Change over/(under) Orig Budget	Actual Revenues & Expenditures	% of Budget Realized or Expended
Revenues					
Transportation: Local Sources	\$ 35,000	\$ 35,045	\$ 45	\$ 24,772	70.69%
Athletics: Local Sources	136,000	135,972	(28)	135,023	99.30%
General Operating: Local WAF Donation	1,750,000	1,600,000	(150,000)	1,515,507	94.72%
General Operating: Local Sources	1,715,277	1,827,981	112,704	1,411,613	77.22%
General Operating: State Sources	8,674,419	9,536,440	862,021	6,992,605	73.33%
Total Revenues	\$ 12,310,696	\$ 13,135,438	\$ 824,742	\$ 10,079,520	76.74%
Expenditures (by function)					
11 Instructional	5,953,463	6,418,447	464,984	6,433,826	100.24%
12 Resources & Media	193,732	188,077	(5,655)	176,676	93.94%
13 Staff Development	45,979	32,617	(13,362)	26,730	81.95%
21 Instructional Leadership	259,773	291,843	32,070	258,628	88.62%
23 School Leadership	1,074,147	1,164,402	90,255	1,055,087	90.61%
31 Guidance & Counseling	595,935	638,228	42,293	576,369	90.31%
33 Health Services	87,431	96,589	9,158	85,280	88.29%
36 Other Extra-/Co-Curricular	476,084	425,840	(50,244)	372,740	87.53%
41 Administrative	790,830	842,953	52,123	800,082	94.91%
51 Maintenance & Operations	1,129,411	1,539,751	410,340	1,367,039	88.78%
52 Security & Monitoring	44,100	23,419	(20,681)	15,224	65.01%
53 Data Processing	495,889	418,455	(77,434)	359,802	85.98%
61 Community Services	218,851	223,276	4,425	199,043	89.15%
71 Debt Service	289,711	291,540	1,829	291,535	100.00%
Total Expenditures	\$ 11,655,336	\$ 12,595,437	\$ 940,101	\$ 12,018,060	95.42%
Other Financing Sources (Uses)					
79 Capital Lease Proceeds	844,244	788,542	(55,702)	788,542	
89 Other Uses (Capital Lease)	(844,244)	(788,542)	55,702	788,542	
79 Other Resources (Internal TR from Gen Op)	90,000	90,000	-	90,000	
89 Other Uses (Internal TR to Athletics)	(90,000)	(90,000)	-	(90,000)	
Total Other Financing	\$ -	\$ -	\$ -	\$ 1,577,084	
Excess/(Deficiency) Budgeted Rev & Exp	655,360	540,001	(115,359)		
(Over)/Under Actual Rev & Exp				(361,456)	-18.68%
FUND BALANCE, BEGINNING	\$ 2,504,594	\$ 2,504,594	\$ -	\$ 2,504,594	
<i>Result of annual audit 6/30/25</i>					
FUND BALANCE, ENDING	3,159,954	3,044,595	(115,359)	2,143,138	
Assigned - Bus Maintenance	(15,343)	(15,343)	-	(15,343)	
Assigned - Tech/FF&E Replacement	(128,570)	(128,570)	-	(128,570)	
Assigned - Uniforms/Equip Rep	(15,000)	(15,000)	-	(15,000)	
FUND BALANCE, UNASSIGNED	\$ 3,001,041	\$ 2,885,682	\$ (115,359)	\$ 1,984,225	
Daily Operating Cost	\$ 31,932	\$ 34,508		\$ 32,926	
Operating Days	94	84		60	

WESTLAKE ACADEMY
Statement of Revenues, Expenditures,
and Changes in Fund Balance
UNAUDITED

Updated 06/17/26

<i>Exhibit A_Adopted 06/17/25</i>		Audited	Adopted	Amended
		FY 24/25	FY 25/26	FY 25/26
1	REVENUE			
2	Transportation	\$ 10,714	\$ 20,000	\$ 21,045
3	Parking	14,196	15,000	14,000
4	Athletic Activities	124,248	133,000	135,172
5	Athletic Donations	-	3,000	800
6	Interest Earned	44,226	35,000	59,100
7	WAF Blacksmith Donations	1,254,569	1,750,000	1,600,000
8	WAF Salary Reimbursement	39,081	37,364	38,672
9	Municipal Transfer: WA Operations	1,736,484	1,500,000	1,500,000
10	Technology Use Fees	27,309	35,000	80,595
11	AP/IB Exam Fees	-	95,000	103,281
12	Other Local Revenue (sub, prnt, misc)	6,278	4,500	38,165
13	Food Services	8,168	8,413	8,168
14	Total Local Revenue	3,265,273	3,636,277	3,598,998
15	<i>Percent of total revenue</i>	27%	30%	27%
16	TEA - Available School Funds	522,290	349,981	398,464
17	TEA - Foundation School Funds	6,800,704	6,982,941	8,215,322
18	CTE Funding (addt'l TEA-FSP Funds)	586,672	660,473	279,482
19	Facilities Allotment (addt'l TEA-FSP Funds)	134,668	137,390	-
20	TRS On-behalf/Medicare Part B	566,125	543,634	643,172
21	Total State Revenue	8,610,459	8,674,419	9,536,440
22	<i>Percent of total revenue</i>	73%	70%	73%
23	TOTAL REVENUE	\$ 11,875,732	\$ 12,310,696	\$ 13,135,438
24	EXPENDITURES by OBJECT			
25	Object Code 61XX - Salaries	\$ 8,746,749	8,937,280	9,565,820
26	Object Code 62XX - Contracted Services	1,402,837	1,315,919	1,736,742
27	Object Code 63XX - Supplies & Materials	363,783	626,015	542,768
28	Object Code 64XX - Other Operating Costs	390,146	486,411	458,568
29	Object Code 65XX - Debt Service	214,459	289,711	291,540
30	TOTAL EXPENDITURES by OBJECT	\$ 11,117,974	\$ 11,655,336	\$ 12,595,437

WESTLAKE ACADEMY
Statement of Revenues, Expenditures,
and Changes in Fund Balance
UNUDITED

Updated 06/17/26

<i>Exhibit A_Adopted 06/17/25</i>		Audited	Adopted	Amended
		FY 24/25	FY 25/26	FY 25/26
31	EXPENDITURES by FUNCTION			
32	Function 11 - Instructional	\$ 5,569,290	5,953,463	6,418,447
33	Function 12 - Resources & Media	182,973	193,732	188,077
34	Function 13 - Curriculum & Staff Development	27,508	45,979	32,617
35	Function 21 - Instructional Leadership	281,471	259,773	291,843
36	Function 23 - School Leadership	1,270,622	1,074,147	1,164,402
37	Function 31 - Guidance & Counseling	566,528	595,935	638,228
38	Function 33 - Health Services	87,526	87,431	96,589
39	Function 36 - Athletics	291,310	351,739	301,495
40	Function 36 - Other Activities	49,822	124,345	124,345
41	Function 41 - General Admin	758,723	790,830	842,953
42	Function 51 - Maintenance & Operations	1,241,557	1,129,411	1,539,751
43	Function 52 - Security & Monitoring	18,842	44,100	23,419
44	Function 53 - Data Processing	355,135	495,889	418,455
45	Function 61 - Community Services	202,208	218,851	223,276
46	Function 71 - Debt Service	214,459	289,711	291,540
47	TOTAL EXPENDITURES by FUNCTION	\$ 11,117,974	\$ 11,655,336	\$ 12,595,437
48	Other Resources/Capital Lease Proceeds	-	844,244	788,542
49	Other Uses/Capital Lease	-	(844,244)	(788,542)
50	Transfer in - Athletics (198)	90,000	90,000	90,000
51	Transfer out - Academy General Fund (199)	(90,000)	(90,000)	(90,000)
52	NET OTHER RESOURCES & USES	-	-	-
53	REVENUES OVER(UNDER) EXP	\$ 757,758	\$ 655,360	\$ 540,001

WESTLAKE ACADEMY
Statement of Revenues, Expenditures,
and Changes in Fund Balance
UNAUDITED

Updated 06/17/26

<i>Exhibit A_Adopted 06/17/25</i>		Audited	Adopted	Amended
		FY 24/25	FY 25/26	FY 25/26
54	FUND BALANCE BEGINNING	1,746,836	2,504,594	2,504,594
55	FUND BALANCE ENDING	2,504,594	3,159,954	3,044,595
56	Less: Assigned for Bus Maintenance	(16,150)	(15,343)	(15,343)
57	Less: Assigned for Technology R & M	(128,570)	(128,570)	(128,570)
58	Less: Assigned for Ath Uniform/Equip Rplcmnt	(15,000)	(15,000)	(15,000)
59	FUND BALANCE ENDING (Unassigned)	\$ 2,344,874	\$ 3,001,041	\$ 2,885,682
60	Number of Operating Days	77	94	84
61	Dollars per Operating Day	\$ 30,460	\$ 31,932	\$ 34,508
62	Total Students Enrolled	875	900	900
63	TEA Basic Allotment	6,160	6,160	6,160
64	TEA Revenue from Basic Allotment (BA*enrollment)	\$ 5,390,000	\$ 5,544,000	\$ 5,544,000
65	TEA Funding per Student	\$ 9,194	\$ 9,034	\$ 9,881
66	Operating Cost per Student	\$ 12,706	\$ 12,950	\$ 13,995
67	Teachers (fnct 11)	72.34	73.50	73.50
68	Student/Teacher Ratio	12.10	12.24	12.24
69	ALL Faculty & Staff	114.34	107.00	107.00



Town Council/Board of Trustees AGENDA ITEM REPORT



DATE: June 25, 2026 **AGENDA ITEM NO:** Q.4.
FROM: Kelly Ritchie, Head of School, Westlake Academy
SUBJECT: Discuss, consider and act regarding WA Resolution 26-18 to approve and adopt WA Admission Policy updates.

ATTACHMENTS:

1. WA Res 26-18 Approving WA Admission Policy Amendment
2. Admissions Policy No 1.02 Update Red Line Copy 6-18-26

SUMMARY :

The Westlake Academy Administration recommends clarifying Board policy regarding the re-enrollment and lottery exemption status of students admitted to Westlake Academy based on a parent or legal guardian's employment as a full-time Westlake Academy employee. The proposed clarification will define eligibility requirements, continued enrollment rights, and the impact of changes in employment status on a student's enrollment and future re-enrollment eligibility.

BACKGROUND AND DISCUSSION:

Westlake Academy's admissions policy provides an enrollment priority for children of full-time Westlake Academy employees. While this priority has been consistently applied during the admissions process, the policy does not clearly address the re-enrollment status of students who were admitted under this exemption if the parent's employment status changes after enrollment.

The absence of specific language regarding continued enrollment and re-enrollment eligibility has created uncertainty for families and staff when a full-time employee separates from employment with Westlake Academy. The Administration has reviewed current practices and recommends clarifying the policy to establish consistent expectations for affected families while maintaining the intent of the employee enrollment priority. The proposed revision will define the conditions under which students admitted through the employee exemption may remain enrolled and re-enroll in future school years following a change in the parent's employment status.

FISCAL IMPACT:

This will have no fiscal impact

LEGAL REVIEW:

N/A.

RECOMMENDATION:

Staff recommends adoption of the updates to the policy

ACTION OPTIONS:

WESTLAKE ACADEMY

WA RESOLUTION 26-18

A RESOLUTION OF THE WESTLAKE ACADEMY BOARD OF TRUSTEES APPROVING AN AMENDMENT TO THE WESTLAKE ACADEMY ADMISSION POLICY

WHEREAS, Westlake Academy's mission is to support students as they become compassionate, life-long learners through an internationally minded, balanced education that empowers students to contribute to our interconnected world; and

WHEREAS, the proposed resolution supports updating the Admissions Policy; and

WHEREAS, these updates incorporate clarifying information to the priority enrollment eligibility requirements for students of full time Westlake Academy employees; and

WHEREAS, the Board of Trustees finds that the passage of this Resolution is in the best interest of the students, their parents, and faculty of Westlake Academy as well as the citizens of Westlake.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF TRUSTEES OF WESTLAKE ACADEMY:

SECTION 1: That, all matters stated in the recitals herein above are found to be true and correct and are incorporated herein by reference as if copied in their entirety.

SECTION 2: That, the Board of Trustees of Westlake Academy, hereby approves the Westlake Academy Admissions Policy attached to this resolution as *Exhibit "A"*.

SECTION 3: That, the Westlake Academy Board of Trustees authorizes the Head of School to submit the amended Admissions Policy to the Texas Education Agency for approval as an amendment to the Charter to operate Westlake Academy as an open-enrollment charter school and to make any non-substantive revisions to the Admissions Policy if necessary to obtain approval by the Texas Education Agency.

SECTION 4: If any portion of this resolution shall, for any reason, be declared invalid by any court of competent jurisdiction, such invalidity shall not affect the remaining provisions hereof and the Council hereby determines that it would have adopted this Resolution without the invalid provision.

SECTION 5: That this resolution shall become effective from and after its date of passage.

PASSED AND APPROVED ON THIS 25th DAY OF JUNE 2026.

Kim Graves

Michael Yackira

Tammy Reeves

T.J. Duane

Kevin Smith

Todd Gautier

Kelly Ritchie

Dianna Buchanan, Board Secretary

APPROVED AS TO FORM:

Janet S. Bubert, School Attorney.

Policy No. 1.02:

Date Board Adopted: May 4, 2009

Date Board Amended: February 17, 2026

Effective Date: ~~February 17, 2026~~ June 26, 2026

Policy Category: Admissions

Policy Name: Westlake Academy Admissions Policy

Policy Goal: Communication/Transparency of student and parent requirements for admission into Westlake Academy; Engagement of stakeholders and fiscal stewardship.

Policy Description::

Applications for enrollment for the following academic year are accepted from prospective students from December 1 through January 31 of each school year. After January 31, applications for enrollment will be considered only for students that reside in the Primary Boundary or students applying for enrollment in grades 9-11 that live in a Secondary Boundary. Applications received after January 31 will be considered for enrollment after the completion of the lottery process based on the applicant's status as a Primary or Secondary boundary applicant and will be placed on the appropriate wait list for the applicable grade based on the date of the application.

Re-enrollment for Current Students

Currently enrolled students, who continue to reside within an approved geographical boundary and submit timely registration forms by May 31, are automatically enrolled for the next school year, subject to the following conditions:

1. Beginning with the 2025-2026 school year, a student who was admitted as a Primary Boundary resident, but who no longer resides within the Primary Boundary, may enroll in the Academy the following school year only if the student has attended Westlake Academy for five (5) consecutive years as a Primary Boundary resident and the student's current residence is within the Secondary Boundary;
2. A currently enrolled student who obtained admission as the child of a full-time ~~Westlake Academy Town of Westlake~~ employee retains the right to re-enrollment only if the student's parent continues to be employed ~~by~~for the Town of Westlake Academy on a full-time basis and the student remains continuously enrolled following the student's initial enrollment under the lottery exemption;
3. Neither of these conditions on continued enrollment prevent a student from applying for admission as a Secondary Boundary resident.

The number of vacancies in each grade level is then determined.

Primary Boundary Student Applicants

Primary Boundary applicants are defined as students who reside within the boundaries of the Town of Westlake as described in Board Policy No. 1.01. Primary Boundary applicants receive priority consideration for enrollment at Westlake Academy. If the number of eligible Primary Boundary applicants does not exceed the number of vacancies, then all eligible applicants who timely applied will be offered admission. If there are more Primary Boundary applicants than spaces available, a lottery will be held for all Primary Boundary applicants to establish the order that enrollment will be offered.

Secondary Boundary Student Applicants

Secondary Boundary applicants, also identified as transfer students, are defined as students who reside within the geographical boundaries of one of the approved school districts identified in Westlake Academy's charter. After all Primary Boundary applicants have been considered, Secondary Boundary applicants will be considered for enrollment.

If the number of eligible Secondary Boundary applicants exceeds the number of vacancies, a lottery will be held for all Secondary Boundary applicants to establish the order that enrollment will be offered.

McKinney-Vento Homeless Assistance Act

In addition to the admission eligibility identified above, Westlake Academy shall comply with the provisions of the McKinney-Vento Homeless Assistance Act to admit a child who is homeless to the extent required by law. In compliance with the Act, the following definition shall apply:

“Homeless children” under the McKinney-Vento Homeless Assistance Act, means children or youths who lack a fixed, regular, and adequate nighttime residence; and includes:

- (1) Children who are sharing the housing of other persons due to loss of housing, economic hardship, or a similar reason; are living in motels, hotels, trailer parks, or camping grounds due to the lack of alternative adequate accommodations; are living in emergency or transitional shelters; or are abandoned in hospitals;
- (2) Children who have a primary nighttime residence that is a public or private place not designed for or ordinarily used as a regular sleeping accommodation for human beings;
- (3) Children who are living in cars, parks, public spaces, abandoned buildings, substandard housing, bus or train stations, or similar settings; and
- (4) Migratory children living in circumstances described above. “Migratory child” means a child who made a qualifying move in the preceding 36 months:
 - (1) As a migratory agricultural worker or a migratory fisher; or
 - (2) With, or to join, a parent or spouse who is a migratory agricultural worker or a migratory fisher.

20 U.S.C. § 6399; 42 U.S.C. § 11434a(2).

Military Dependents

A person whose parent or guardian is an active-duty member of the armed forces of the United States, including the state military forces or a reserve component of the armed forces, may establish residency for purposes of eligibility of admission by providing to Westlake Academy a copy of a military order requiring the parent's or guardian's transfer to a military installation in or adjacent to the Academy's enrollment boundaries.

Education Code 25.001 (c-1).

A person who establishes residency under Education Code 25.001(c-1) shall provide Westlake Academy proof of residence within the Academy's enrollment boundaries not later than the 90th day after the arrival date specified in the military order. For purposes of this provision, "residence" includes residence in a military temporary lodging facility.

Education Code 25.001(c-2).

Exemptions from the Lottery

The following categories of applicants are exempt from the lottery process and are given priority in admission in the order identified below:

- ~~1. Children of the Founders of Westlake Academy (as long as the total number of students admitted under this exception constitutes only a small percentage of the total school enrollment);~~
- ~~2.1. Children of Town of Westlake full-time employees~~The natural or adopted child of a full-time Westlake Academy employee (as long as the total number of students admitted under the exception constitutes only a small percentage of the total school enrollment); and
- ~~3.2.~~ Siblings of admitted and returning students.

Applicants participating in a lottery that are not offered enrollment prior to the beginning of the school year are placed on a waitlist by grade level according to the lottery results.

Enrollment Process

Upon receiving an offer of enrollment, a student must provide records consistent with the Academy's enrollment procedures demonstrating the student has met the standards for entry into the grade for which the student applied. Should there be a discrepancy in the application grade level of the student and his/her educational records or performance level, the student's enrollment may be revoked.

Westlake Academy Charter School does not discriminate in admissions based on gender, national origin, ethnicity, religion, disability, academic, artistic, or athletic ability or the district the child would otherwise attend.

Westlake Academy will not enroll a student with a documented history of a criminal offense, juvenile court adjudication, or discipline problems under Texas Education Code Chapter 37, Subchapter A. If an applicant misrepresents or fails to disclose information about the student's discipline history during the enrollment process, the Academy reserves the right to revoke the student's offer of enrollment or unenroll the student from the Academy.

Food Allergy Information

Upon enrollment at Westlake Academy, a child's parent or legal guardian will be asked to provide information regarding whether the child has a food allergy or a severe food allergy that, in the judgment of the parent or legal guardian, should be disclosed to Westlake Academy to enable the Academy to take any necessary precautions regarding the child's safety; and specify the food to which the child is allergic and the nature of the allergic reaction. "Severe food allergy" means a dangerous or life-threatening reaction of the human body to a food-borne allergen introduced by inhalation, ingestion, or skin contact that requires immediate medical attention.

The Academy shall maintain the confidentiality of the provided information, and may disclose the information to teachers, school counselors, school nurses, and other appropriate school personnel only to the extent consistent permissible under the Family Educational Rights and Privacy Act of 1974, 20 U.S.C. Section 1232g.

Dates

Amended Resolution Number:

08/03/09

01/10/11

08/15/11

09/12/11

08/13/12

06/03/13

06/02/14

02/05/24 WA Resolution 24-06

12/09/24 WA Resolution 24-42

05/20/25 WA Resolution 25-12

12/16/25 WA Resolution 25-30

02/16/26 WA Resolution 26-06

06/26/26 WA Resolution 26-18



Town Council/Board of Trustees AGENDA ITEM REPORT



DATE: June 25, 2026 **AGENDA ITEM NO:** Q.5.
FROM: Kelly Ritchie, Head of School, Westlake Academy
SUBJECT: Discuss, consider and act regarding WA Resolution 26-17 to adopt Westlake Academy Financial Policies effective July 1, 2026 for the fiscal year transition to Charter Impact.

ATTACHMENTS:

1. WA Res 26-17 Approving WA Financial Policies
2. Westlake Academy Financial Policies Final

SUMMARY :

A positive vote on this item will establish a comprehensive policy framework for financial governance, accountability, and internal controls for Westlake Academy. These policies support the Academy's transition from a shared-services model to third-party financial services while ensuring compliance with state and federal requirements and maintaining strong stewardship of public funds.

BACKGROUND AND DISCUSSION:

Over the past year, Westlake Academy has taken significant steps to strengthen organizational capacity and establish operational structures that support the Academy's continued growth, long-term sustainability, and increasing autonomy. As part of this effort, the Academy is transitioning from a shared-services financial model to a third-party financial services model designed specifically for public charter schools.

The proposed Financial Policies provide a comprehensive framework for the management, oversight, and stewardship of Academy funds. These policies establish clear expectations related to budgeting, financial reporting, fund balance management, purchasing authority, contract execution, procurement card usage, cash management, and internal controls. They also clarify the respective roles of the Board of Trustees, Head of School, and administrative staff in the administration of the Academy's financial operations.

The policies have been developed to align with Generally Accepted Accounting Principles (GAAP), Texas Education Agency requirements, the Financial Accountability System Resource Guide (FASRG), Uniform Grant Guidance, and other applicable state and federal regulations governing public charter schools. The policies further establish governance structures that ensure accountability, transparency, and appropriate oversight as financial services responsibilities transition to a third-party provider.

FISCAL IMPACT:

There is no direct fiscal impact associated with adoption of these policies. The policies provide the governance framework necessary to support the Academy's financial operations and implementation of contracted financial management services.

LEGAL REVIEW:

N/A.

RECOMMENDATION:

Staff recommends approval of the Westlake Academy Financial Policies as presented.

ACTION OPTIONS:

Motion to Approve as Presented

Motion to Deny

Motion to Approve with Changes/Conditions

Motion to Continue or Table

WESTLAKE ACADEMY

RESOLUTION NO. 26-17

A RESOLUTION OF THE WESTLAKE ACADEMY BOARD OF TRUSTEES ADOPTING FINANCIAL POLICIES. ESTABLISHING FINANCIAL MANAGEMENT, INTERNAL CONTROL, PURCHASING, CONTRACTING, CASH MANAGEMENT, AND FISCAL ACCOUNTABILITY REQUIREMENTS; AUTHORIZING IMPLEMENTATION; AND PROVIDING AN EFFECTIVE DATE.

WHEREAS, the Westlake Academy Board of Trustees ("Board") is responsible for the governance, oversight, and stewardship of the financial resources of Westlake Academy; and

WHEREAS, the Board recognizes its fiduciary obligation to ensure that public funds entrusted to the Academy are managed in a lawful, transparent, accountable, and fiscally responsible manner; and

WHEREAS, the Board desires to establish comprehensive financial policies governing financial administration, budgeting, purchasing, contracting, cash management, procurement card usage, fund balance management, financial reporting, and related fiscal operations; and

WHEREAS, Academy administration has developed and presented to the Board a comprehensive Financial Policies Manual entitled "Westlake Academy Financial Policies – June 2026," which is designed to promote sound financial management practices, compliance with applicable laws and regulations, and responsible stewardship of Academy resources; and

WHEREAS, the Board has reviewed the proposed Financial Policies and finds that adoption of such policies is in the best interests of Westlake Academy and supports the Academy's mission and long-term financial sustainability.

NOW, THEREFORE, BE IT RESOLVED BY THE WESTLAKE ACADEMY BOARD OF TRUSTEES THAT:

SECTION 1: The document entitled "**Westlake Academy Financial Policies – June 2026**," attached hereto as Exhibit A and incorporated herein by reference for all purposes, is hereby adopted as the official Financial Policies of Westlake Academy.

SECTION 2. The adopted Financial Policies shall govern the financial operations of Westlake Academy, including but not limited to:

- Financial authority and administration;
- Use of state funds;
- Basis of accounting and budgeting;
- Annual budget development and amendments;
- Fund balance management;
- Financial reporting and accountability;
- Purchasing authority;

- Contract approval and execution authority;
- Procurement card administration;
- Prohibited and restricted purchasing activities;
- Cash management and internal controls; and
- Related fiscal management practices and procedures.

SECTION 3. The Board hereby authorizes the Head of School, and such administrative staff as may be designated by the Head of School, to implement and administer the Financial Policies in accordance with Board direction, applicable law, Texas Education Agency requirements, and generally accepted accounting principles.

The Head of School may establish administrative procedures, forms, and operational guidelines necessary to carry out the purposes of the Financial Policies, provided such procedures remain consistent with Board-adopted policy.

SECTION 4. All Academy employees, officers, contractors, and agents involved in financial activities shall comply with the Financial Policies adopted by this Resolution and all applicable federal and state laws, regulations, grant requirements, and Board policies.

SECTION 5. The Board directs the Head of School and Executive Director of Operations and Development to review the Financial Policies at least annually and to recommend revisions as necessary to maintain compliance with applicable legal requirements, Texas Education Agency guidance, evolving best practices, and the operational needs of the Academy.

Any substantive revisions to the Financial Policies shall be presented to the Board for approval.

SECTION 6. If any provision of this Resolution or the Financial Policies adopted herein is determined to be invalid or unenforceable, such determination shall not affect the remaining provisions, which shall continue in full force and effect.

SECTION 7. That this resolution shall become effective July 1, 2026.

PASSED AND APPROVED ON THIS 25TH DAY OF JUNE 2026.

Kim Greaves, President

ATTEST:

Dianna Buchanan, Board Secretary

APPROVED AS TO FORM:

Janet S. Bubert, School Attorney

EXHIBIT A



Westlake Academy Financial Policies

June 2026

Financial Policies

Policy Statement

Westlake Academy has a fiduciary responsibility to its stakeholders to accurately account for the public funds It is tasked with managing. The financial policies are established in order to provide guidance on the appropriate accounting, planning, and use of all funds and to ensure fiscal sustainability and stewardship.

These policies are reviewed and updated periodically by the Head of School and Executive Director of Operations and Development, in accordance with direction from the Board of Trustees. This Financial Policy, along with any other policies enacting or defining authority granted, will be presented to the Board for approval of any changes.

Scope

This Financial Policy applies solely to the financial operations of Westlake Academy and establishes the framework for sound fiscal management, accountability, and stewardship of public resources. The policy governs the Academy's budgeting practices, financial reporting, fund balance management, purchasing authority, debt-related activities, internal controls, grant management, and compliance with applicable federal and state requirements.

Westlake Academy shall maintain financial records and reporting in accordance with Generally Accepted Accounting Principles (GAAP), the Texas Education Agency (TEA), Financial Accountability System Resource Guide (FASRG), the Student Attendance Accounting Handbook (SAAH), Public Education Information Management System (PEIMS) requirements, Uniform Grant Guidance, and all other applicable laws and regulations governing Texas open-enrollment charter schools.

The Board of Trustees is responsible for establishing financial policy and exercising oversight of the Academy's financial condition. The Head of School, Executive Director of Operations and Development, and designated administrative staff are responsible for implementing these policies, maintaining appropriate internal controls, and ensuring compliance with all applicable financial requirements.

Administrative procedures supporting these policies may be developed and revised by Academy administration as necessary, provided such procedures remain consistent with Board-adopted policy and applicable legal requirements.

Academy Financial Authority

The Board of Trustees authorizes the Head of School to establish and/or close accounts for the management of Westlake Academy funds as necessary to effectively comply with applicable law, regulations and Generally Accepted Accounting Principles (GAAP). The Head of School will report to the Board of Trustees any changes related to opening or closing accounts used for Westlake Academy funds at the next Board meeting following such action.

All Westlake Academy funds, bank accounts, investment accounts, procurement cards, credit cards, payment systems, and financial resources shall be maintained for the sole benefit of the Academy and administered under the authority of the Head of School and the Board of Trustees.

The Head of School shall have primary authority over the authorization, expenditure, administration, and

oversight of Academy financial resources in accordance with Board-approved budgets, policies, and applicable law.

The Town of Westlake Director of Finance may provide treasury, reporting, audit coordination, compliance, or other financial support services to the Academy on an as needed basis; however, such services shall not constitute authority to independently approve Academy expenditures, establish Academy financial priorities, authorize contracts, direct Academy procurement activities, or otherwise exercise decision-making authority over Academy funds except as expressly authorized by the Board of Trustees or Head of School.

All Academy financial decisions shall remain subject to the authority of the Board of Trustees and the administrative leadership of the Head of School.

Use of State Funds Policy

Purpose

Westlake Academy is committed to the responsible stewardship of public resources. State funds entrusted to the Academy shall be used solely to support the educational mission of the Academy and in accordance with all applicable federal and state laws, regulations, grant requirements, and Board policies.

Use of State Funds

The Head of School shall ensure that all state funds received by Westlake Academy are used only for lawful and authorized purposes that directly support the operation, programs, services, and strategic priorities of the Academy.

All expenditures shall be appropriately documented, approved, and recorded in accordance with Academy financial policies and generally accepted accounting principles.

Prohibition Against Co-mingling of Charter & Non-Charter Business

The Head of School shall ensure that Westlake Academy maintains financial records that clearly and accurately reflect the Academy's operations, programs, revenues, and expenditures. Financial activities that are not directly related to the Academy's educational mission shall be tracked and reported separately to preserve transparency, ensure proper stewardship of public resources, and maintain compliance with applicable legal and reporting requirements.

Related-Party Transactions and Conflicts of Interest

Members of the Board of Trustees shall conduct Academy business in accordance with all applicable conflict-of-interest laws, disclosure requirements, and Board policies.

The Head of School shall ensure that Academy employees comply with all applicable conflict-of-interest laws, ethical standards, and Academy policies related to financial decision-making and procurement activities.

The Head of School shall ensure that financial transactions involving related parties or individuals in a position to influence Academy operations are appropriately documented and maintained within the Academy's accounting, auditing, budgeting, reporting, and recordkeeping systems. Such transactions include, but are not limited to:

- Financial transactions between the school and the non-charter activities of the charter holder
- Financial transactions between the school and an officer or employee of the charter holder or the school
- Financial transactions between the school and a member of the governing body of the charter holder or the school;
- Financial transactions between the school and a management company charged with managing the finances of a school; and
- Financial transactions between the school and any other person or entity in a position of influence over the charter holder or the school.

Financial Oversight

The Head of School and Executive Director of Operations and Development shall ensure that financial records accurately reflect all revenues, expenditures, obligations, and related-party transactions and that such records

are maintained in accordance with applicable legal, audit, and reporting requirements.

Policy Review

The Board of Trustees shall periodically review this Policy and may amend it as necessary to ensure compliance with applicable legal requirements, Texas Education Agency regulations, and sound fiscal management practices.

Basis of Accounting & Budgeting

Basis of Accounting

Westlake Academy shall maintain its accounting records and financial reporting in accordance with Generally Accepted Accounting Principles (GAAP) as established by the Governmental Accounting Standards Board (GASB), the Texas Education Agency (TEA) Financial Accountability System Resource Guide (FASRG), and all applicable federal and state laws and regulations governing open-enrollment charter schools.

The Academy shall operate on a fund accounting basis. Each fund shall be maintained as a separate accounting entity with a self-balancing set of accounts established to record financial activities and to ensure compliance with applicable legal, grant, donor, and programmatic restrictions.

Governmental funds, including the General Fund, Special Revenue Funds, Debt Service Funds, and Capital Projects Funds, shall utilize the current financial resources measurement focus and the modified accrual basis of accounting. Revenues shall be recognized when measurable and available to finance current operations. Expenditures shall be recognized when liabilities are incurred in accordance with applicable accounting standards.

The Academy shall maintain accounting records and account code structures consistent with TEA's Financial Accountability System Resource Guide (FASRG) and Public Education Information Management System (PEIMS) reporting requirements.

Basis of Budgeting

The Academy shall prepare and administer its annual budget in a manner consistent with Generally Accepted Accounting Principles (GAAP), TEA requirements, and sound fiscal management practices.

Budgeted revenues shall be based on reasonable estimates of state funding, local revenues, federal grants, and other anticipated resources. Budgeted expenditures shall reflect planned operating, instructional, administrative, and capital activities necessary to support the Academy's mission and strategic priorities.

The basis of budgeting shall substantially align with the Academy's basis of accounting to facilitate effective financial monitoring, reporting, and budget-to-actual comparisons throughout the fiscal year.

Annual Budget

Westlake Academy shall prepare an annual operating budget for each fiscal year beginning July 1 and ending June 30. The annual budget shall be developed in alignment with the Academy's strategic priorities, Campus Improvement Plan, projected enrollment, staffing requirements, and anticipated financial resources.

The annual budget shall be presented to the Board of Trustees and formally adopted in an open meeting prior to the beginning of the fiscal year and prior to the expenditure of funds.

The budget shall include:

- Projected revenues by source;
- Planned expenditures by function and object;
- Staffing allocations and authorized full-time equivalent (FTE) positions;
- Fund balance projections;
- Capital expenditures and major projects;
- Debt service obligations, when applicable; and
- Comparative financial information for the prior fiscal year, current fiscal year, and proposed fiscal year.

The Academy shall adopt a balanced budget in which projected revenues, together with available fund balance when authorized by the Board of Trustees, are sufficient to fund projected expenditures.

The Board of Trustees shall approve authorized staffing levels as part of the annual budget process. The creation of new positions, material changes to staffing allocations, or compensation structures outside the approved budget shall require Board approval.

Budgetary control shall be maintained at the function level within the General Fund and at the function level for all other funds unless otherwise directed by the Board of Trustees.

Administration shall monitor budget performance throughout the fiscal year and present quarterly financial reports to the Board of Trustees. Budget amendments that materially affect revenues, expenditures, fund balance, staffing, or financial position shall be presented to the Board for approval in an open meeting.

Budget Amendments

Following adoption of the annual budget, the Head of School shall monitor actual revenues and expenditures throughout the fiscal year and recommend budget adjustments as necessary to ensure the Academy maintains sound fiscal management practices and compliance with all applicable laws and regulations.

The Head of School may authorize budget transfers within Board-approved appropriations when such transfers do not increase the total expenditures authorized by the Board of Trustees and are consistent with Board policy and administrative procedures.

A budget amendment shall be presented to the Board of Trustees for approval in an open meeting whenever:

- Revenues are projected to materially exceed or fall below budgeted amounts;
- Expenditures are anticipated to exceed Board-approved appropriations;
- Additional appropriations are required;
- The use of fund balance is proposed and has not previously been authorized by the Board;
- Staffing allocations require modification beyond those approved through the adopted budget; or
- Significant changes in operations require revision of the adopted budget.

The Board of Trustees shall approve all budget amendments in an open meeting, and such approval shall be recorded in the official minutes of the meeting.

The Head of School shall ensure that all budget transfers and amendments are maintained in accordance with the Texas Education Agency Financial Accountability System Resource Guide (FASRG), Generally Accepted Accounting Principles (GAAP), and all applicable state and federal requirements.

The Academy shall maintain a balanced budget throughout the fiscal year and shall regularly review financial performance to ensure expenditures do not exceed available resources.

Fund Balance Policy

General Fund

Westlake Academy shall maintain a fiscally responsible level of unassigned fund balance to provide financial stability, support cash flow needs, mitigate unforeseen revenue fluctuations, and address emergency expenditures.

The Academy shall strive to maintain an unassigned General Fund balance equal to a minimum of forty-five (45) days of operating expenditures, calculated using the adopted budget for the subsequent fiscal year.

The Board of Trustees may authorize the use of fund balance for one-time expenditures, capital investments, emergency needs, strategic initiatives, or other purposes that support the mission and long-term financial health of the Academy. Fund balance shall not be used to support recurring operating expenditures except under extraordinary circumstances approved by the Board of Trustees.

Administration shall present fund balance projections as part of the annual budget process and within quarterly financial reports provided to the Board of Trustees.

If the unassigned fund balance falls below the established minimum target, the Head of School shall present a plan to the Board of Trustees outlining strategies to restore the fund balance to the targeted level within a reasonable timeframe.

Special Revenue Funds

Fund balances within Special Revenue Funds shall be used solely for the purpose for which the funds were received and in accordance with applicable federal and state laws, grant requirements, donor restrictions, and Board-approved purposes.

The Head of School shall ensure that all Special Revenue Funds are properly accounted for and expended only for authorized purposes.

Capital Projects Funds

Fund balances within Capital Projects Funds shall be used solely for the acquisition, construction, renovation, improvement, or replacement of capital assets and facilities.

The Head of School shall ensure that Capital Projects Funds are maintained and expended in accordance with applicable laws, funding restrictions, and Board-approved budgets.

Debt Service Funds

When applicable, Debt Service Funds shall be used solely for the payment of principal, interest, and other authorized costs associated with debt obligations incurred on behalf of the Academy.

The Head of School shall ensure that all debt service obligations are budgeted and paid in accordance with

applicable financing agreements and legal requirements.

Financial Reporting

Westlake Academy shall maintain financial records and prepare financial reports in accordance with Generally Accepted Accounting Principles (GAAP), the Texas Education Agency Financial Accountability System Resource Guide (FASRG), Public Education Information Management System (PEIMS) requirements, and all applicable federal and state laws and regulations.

The Head of School and Executive Director of Operations and Development shall provide periodic financial reports to the Board of Trustees. At a minimum, financial reports shall be presented quarterly and shall include:

- Budget-to-actual revenue and expenditure comparisons;
- Fund balance information;
- Cash and investment balances;
- Significant financial trends or variances; and
- Other information requested by the Board of Trustees.

The Board of Trustees shall annually engage an independent certified public accounting firm licensed in the State of Texas to conduct an audit of the Academy's financial statements and compliance activities as required by law.

The annual audit shall be presented to the Board of Trustees and submitted to the Texas Education Agency within all required deadlines.

The Head of School shall ensure that all financial reporting requirements of the Texas Education Agency, federal granting agencies, and other regulatory authorities are completed accurately and timely.

Financial Accountability

The Head of School shall ensure that the Academy maintains financial management systems and internal controls sufficient to safeguard Academy assets, ensure accurate financial reporting, and comply with all applicable federal and state requirements.

The Academy shall maintain accounting records that adequately identify the source and application of all funds, including state, federal, local, grant, and other revenues.

Approval Process

The Board of Trustees is responsible for establishing and maintaining financial policies that support the Academy's mission, ensure sound fiscal management, and promote compliance with all applicable federal and state laws and regulations.

This Financial Policy, together with related policies governing Purchasing Authority, Contracts Authority, Procurement Cards, Debt Management, Investments, Fund Balance, and other financial operations, shall be reviewed by the Board of Trustees at least annually as part of the Academy's budget development and financial planning process.

Purchasing Authority Policy

Purpose

The purpose of this Policy is to establish purchasing authority and approval requirements for Westlake Academy while ensuring compliance with applicable federal and state laws, sound fiscal management practices, and stewardship of public funds.

Scope

This Policy applies to all purchases, contracts, procurement activities, and financial commitments made on behalf of Westlake Academy.

All procurement activities shall comply with applicable provisions of the Texas Education Code, federal grant requirements, Board policies, and administrative procedures.

Purchasing Authority

The Board of Trustees delegates authority to the Head of School to administer purchasing activities within Board-approved budgets and in accordance with this Policy.

The Head of School may further delegate purchasing authority to designated employees as necessary to support Academy operations.

No employee shall authorize expenditures or enter into agreements that exceed delegated authority or violate Board policy.

Authorized Spending

Authorized expenditures shall:

- Support the mission and operations of the Academy;
- Be included within an approved budget or otherwise approved by the Board of Trustees;
- Comply with applicable procurement requirements;
- Be properly documented; and
- Be approved by an individual with appropriate purchasing authority.

Competitive Procurement

The Academy shall utilize competitive procurement methods as required by applicable law.

Purchases that meet statutory competitive procurement thresholds shall be procured in accordance with Texas Education Code requirements and Board-approved procurement procedures.

Budgeted Process

Budgeted Purchases Less than \$3,000.00 – Employees designated by their Department Heads/Principals have the authority to approve purchases or spend up to \$3,000.00 in a single purchase

\$3,000.00 to \$99,999.99 – the Head of School have the authority to approve purchases for the Academy, respectively

\$100,000.00 and above – Council/Board must approve the purchase either implicitly via budget adoption for routine, overhead purchases or explicitly for contracts, capital spending, or bid awards to adhere to competitive bid requires and promote transparency

Emergency Purchases

Emergency purchases may be authorized when necessary to protect the health, safety, or welfare of students, staff, or Academy property, or when necessary to maintain critical Academy operations.

The Head of School shall report emergency purchases to the Board of Trustees as soon as practicable.

Any emergency expenditure requiring a budget amendment shall be presented to the Board of Trustees for approval.

Spending Authority Thresholds

The Board of Trustees shall establish purchasing authority thresholds through administrative procedures or Board-approved schedules.

Such thresholds may be amended by Board action without requiring revision of this Policy.

Approval and Review

This Policy shall be reviewed periodically by the Board of Trustees. Board of Trustees has the authority to change the authority thresholds under \$100,000.00, as they determine to be in the best interest of the Academy. The Board of Trustees reserves the right to amend purchasing authority thresholds, procurement requirements, and approval procedures as necessary to ensure compliance with applicable legal requirements and sound fiscal management practices.

Contracts Authority Policy

Purpose

The purpose of this Policy is to establish authority for entering into contracts on behalf of Westlake Academy and to ensure that contractual obligations are incurred in a manner consistent with applicable laws, Board policies, and sound fiscal management practices.

Scope

This Policy applies to all agreements, contracts, memoranda of understanding, service agreements, leases, purchase agreements, interlocal agreements, cooperative purchasing agreements, and other legally binding commitments entered into on behalf of Westlake Academy.

Authorized Contracts

The Academy shall only recognize written contracts that have been properly approved and executed by an individual authorized under this Policy.

No employee, contractor, volunteer, or representative of the Academy may bind the Academy to a contractual obligation without appropriate authorization.

Verbal agreements are not binding upon the Academy and shall not be used to procure goods or services.

The Academy may enter into contracts permitted by applicable law, including but not limited to:

- Purchase and service agreements;
- Professional services agreements;
- Cooperative purchasing agreements;
- Interlocal agreements;
- Lease and lease-purchase agreements;
- Memoranda of understanding;
- Purchase orders; and
- Other agreements approved by the Board of Trustees or authorized administration.

Contract Authority

The Board of Trustees delegates authority to the Head of School to execute contracts on behalf of the Academy within Board-approved budgets and within purchasing authority limits established by Board policy.

Contracts exceeding Board-established authority thresholds, contracts involving significant financial obligations, real property interests, debt obligations, or other material commitments shall require approval by the Board of Trustees in an open meeting prior to execution.

Contract approval authority shall be governed by the Academy's Purchasing Authority Policy and any Board-approved administrative procedures.

Contract Review

Contracts shall be reviewed by appropriate administrative staff and legal counsel when necessary to ensure compliance with applicable laws, Board policies, financial requirements, and operational needs.

The Head of School may establish administrative procedures governing contract review, approval, and execution.

Signatory Thresholds

Authorized signatories apply to all allowable contract types. It is the responsibility of the employee administering the contract to adhere to the process. Contract signatory authority aligns with purchasing threshold amounts listed in Purchasing Authority and is a separate consideration from budgetary approval. The thresholds listed below are on the basis of total contract, including optional extensions.

Less than \$3,000.00 - Principals and Directors have the authority to sign a contract for budgeted goods or services for which their department is the administrator

\$3,000.00 to \$49,999.99 - Head of School will be the signatory for Academy contracts that are budgeted within the Academy's operating budget;

\$50,000.00 and above - Board of Trustees approval will list the person authorized to execute the contract; this is usually the Head of School

Contract Administration

The administrator responsible for a contract shall monitor contract performance, compliance with contractual obligations, renewals, amendments, and termination requirements.

Material amendments, renewals, or extensions that exceed approved authority levels shall be presented to the Board of Trustees for approval.

Records Management

The Academy shall maintain executed contracts in accordance with applicable records retention requirements and Board policies.

Policy Review

The Board of Trustees may amend this Policy at any time to ensure compliance with applicable legal requirements, Texas Education Agency regulations, and sound fiscal management practices.

Procurement Card Policy

Purpose

The purpose of this Policy is to establish requirements for the issuance, administration, and use of procurement cards ("P-Cards") to facilitate the efficient purchase of goods and services necessary for Academy operations while maintaining appropriate internal controls and safeguarding public funds.

Scope

This Policy applies to all Westlake Academy employees authorized to use a procurement card and to all purchases made using Academy-issued procurement cards.

Use of a procurement card does not exempt employees from compliance with Board policies, purchasing procedures, budget requirements, grant requirements, or applicable federal and state laws.

Authorization and Issuance

The Head of School may authorize the issuance of procurement cards to employees whose job responsibilities require purchasing authority.

The Executive Director of Operations and Development or designee shall administer the procurement card program and establish procedures for card issuance, training, monitoring, reconciliation, and record retention.

The Academy reserves the right to suspend, revoke, or restrict procurement card privileges at any time.

Authorized Use

Procurement cards shall be used only for legitimate Academy business purposes and only by the employee to whom the card has been issued.

All purchases made using procurement cards must:

- Support the mission and operations of the Academy;
- Be properly budgeted and authorized;
- Comply with purchasing policies and procedures;
- Be supported by appropriate documentation; and
- Be recorded in accordance with Academy financial procedures.

Internal Controls

The Academy shall maintain internal controls over procurement card use, including reconciliation procedures, supervisory review, documentation requirements, spending limits, and periodic monitoring.

The Head of School and Executive Director of Operations and Development shall establish administrative procedures governing procurement card limits, approval requirements, reconciliation timelines, and documentation standards.

Prohibited Uses

Procurement cards shall not be used for:

- Personal purchases;
- Unauthorized purchases;
- Purchases intended to circumvent purchasing policies or approval requirements;
- Purchases prohibited by law, grant requirements, or Board policy; or
- Any other expenditure not directly related to Academy business.

Misuse of Procurement Cards

Employees are responsible for safeguarding procurement cards and ensuring compliance with all applicable policies and procedures.

Misuse of a procurement card may result in revocation of card privileges, disciplinary action, financial restitution, termination of employment, or referral to law enforcement, as appropriate.

Policy Review

The Board of Trustees may amend this Policy at any time to ensure compliance with applicable legal requirements, Texas Education Agency regulations, and sound fiscal management practices.

Prohibited and Restricted Purchasing Activities

Purpose

The purpose of this Policy is to establish prohibited and restricted purchasing activities to ensure Westlake Academy maintains the highest standards of fiscal responsibility, ethical conduct, transparency, and stewardship of public funds.

Scope

This Policy applies to all Academy employees, officers, Board members, contractors, consultants, and other individuals participating in purchasing, procurement, contracting, or financial activities on behalf of Westlake Academy.

All purchasing activities shall comply with applicable federal and state laws, Texas Education Agency requirements, Board policies, grant requirements, and administrative procedures.

Prohibited Purchasing Activities

The following activities are prohibited:

- Purchasing goods or services for personal benefit using Academy funds.
- Circumventing purchasing authority limits, competitive procurement requirements, budget controls, or Board approval requirements through separate, sequential, component, or otherwise divided purchases.
- Misrepresenting a procurement as sole source when the procurement does not meet applicable legal requirements.
- Accepting gifts, favors, services, gratuities, or anything of value that may influence or appear to influence a purchasing decision.
- Using confidential, proprietary, or procurement-related information for personal benefit or the benefit of another party.
- Entering into agreements, authorizing expenditures, or executing contracts without proper authority.
- Knowingly engaging in transactions that violate federal or state law, grant requirements, Board policy, or administrative procedures.
- Using Academy funds for any purpose not directly related to Academy operations or educational programs.

Restricted Purchasing Activities

The following activities may be permitted only when specifically authorized and otherwise compliant with applicable laws and Board policies:

- Emergency purchases necessary to protect the health, safety, or welfare of students, staff, or Academy property.
- Purchases involving potential conflicts of interest that have been properly disclosed and managed in accordance with applicable law and Board policy.

- Purchases involving restricted, grant-funded, or specially regulated expenditures requiring additional review or approval.
- Other purchases requiring special authorization under Academy policy or applicable law.

All restricted purchases shall be appropriately documented and approved in accordance with established administrative procedures.

Conflict of Interest

Employees, officers, and Board members shall disclose any actual, potential, or perceived conflict of interest and shall refrain from participating in procurement decisions, contract administration, vendor selection, or other financial decisions in which they have a personal, financial, or organizational interest.

The Academy shall comply with all applicable conflict-of-interest laws, disclosure requirements, Board policies, and ethical standards governing the expenditure of public funds.

No employee, officer, Board member, agent, consultant, contractor, or representative of the Academy may participate in the selection, award, or administration of a contract supported by federal funds if a real or apparent conflict of interest exists.

A conflict of interest may arise when an individual, any member of their immediate family, their business partner, or an organization that employs or is about to employ any of the foregoing parties has a financial or other interest in, or may receive a tangible personal benefit from, a firm considered for a contract.

Individuals with a conflict of interest shall disclose the conflict in accordance with applicable law and Academy policy and shall recuse themselves from all discussions, recommendations, evaluations, negotiations, approvals, and decisions related to the matter.

Failure to disclose a conflict of interest or comply with applicable conflict-of-interest requirements may result in disciplinary action, termination of employment or service, cancellation of contracts, and any other remedies available under law.

Policy Review

The Board of Trustees may amend this Policy at any time to ensure compliance with applicable legal requirements, Texas Education Agency regulations, and sound fiscal management practices.

Cash Management and Policy

Purpose

The purpose of this Policy is to establish internal controls governing the receipt, safeguarding, deposit, disbursement, and reconciliation of Academy funds. Westlake Academy recognizes that all Academy funds are public funds and shall maintain financial practices that promote accountability, transparency, and responsible stewardship of resources.

Scope

This Policy applies to all Academy employees, volunteers, student organizations, parent organizations operating on behalf of the Academy, and any individual responsible for receiving, handling, depositing, disbursing, or reconciling Academy funds.

Cash Management

All funds received by the Academy shall be properly documented and deposited into an Academy-approved bank account.

Individuals receiving funds on behalf of the Academy shall maintain documentation sufficient to identify the source, amount, purpose, and date of each transaction.

The Academy shall maintain appropriate internal controls and separation of duties to safeguard Academy assets and ensure accurate financial reporting.

Cash collections shall be deposited promptly in accordance with administrative procedures established by the Head of School and Executive Director of Operations and Development.

Cash shall not be used for purchases except as specifically authorized through approved petty cash procedures.

Checks shall not be made payable to "Cash."

Petty Cash

The Head of School may authorize petty cash funds for operational purposes when necessary.

Petty cash funds shall be maintained in a secure location and reconciled regularly in accordance with Academy procedures. Individual campus petty cash funds shall not exceed \$300 unless otherwise approved by the Head of School.

All petty cash disbursements shall be documented and supported by receipts. Petty cash shall not be used to cash personal checks.

Checks and Electronic Payments

The Board of Trustees shall designate authorized signatories for Academy financial accounts.

Checks, electronic payments, ACH transactions, and wire transfers shall require appropriate approval and supporting documentation prior to payment.

Checks shall not be made payable to "Cash."

Any Academy check or payment exceeding \$1,000 shall require two authorized approvals prior to issuance unless otherwise approved through Board-adopted administrative procedures.

Deposits

Funds received by the Academy shall be deposited promptly into an Academy-approved financial institution.

Deposits shall be made whenever collections reach **\$1,000** or, at a minimum, weekly.

All funds collected shall be supported by appropriate documentation and maintained in accordance with Academy records retention requirements.

Approval & Update Process

The Head of School, in coordination with the Executive Director of Operations and Development, are responsible for monitoring applicable statute and regulations and revising the procurement policies, at least annually. They have the authority to further prohibit or restrict the activities listed here in the course of the duties to ensure the responsible expenditure of public funds. Any permanent changes will be included in the policy, which will be updated as needed and presented to the Board. Additionally, the Board has the authority to prohibit or restrict the authorized activities of the Head of School.



Town Council/Board of Trustees AGENDA ITEM REPORT



DATE: June 25, 2026 **AGENDA ITEM NO:** Q.6.
FROM: Kelly Ritchie, Head of School, Westlake Academy
SUBJECT: Discuss, consider and act regarding governance of the Westlake Academy Foundation.

ATTACHMENTS:

None

SUMMARY :

The current governance structure of the Westlake Academy Foundation creates ambiguity regarding authority, accountability, and oversight.

BACKGROUND AND DISCUSSION:

The Westlake Academy Foundation (WAF) has historically operated as an instrumentality of the Town of Westlake and in support of Westlake Academy. A legal review conducted by Underwood Law Firm examined the Foundation's governing structure and identified several limitations associated with its current status and governance model. The review concluded that while certain bylaw amendments were approved to provide greater independence, the Foundation's Articles of Incorporation continue to reserve significant authority to the Town, including approval of governing document amendments and the ability to alter or dissolve the Foundation. As a result, the Foundation is not currently operating as a fully independent nonprofit organization.

The legal review further noted that if the Foundation becomes fully independent, the Town and Academy would lose direct governance authority and would need to rely on formal agreements and documented controls to ensure that any public resources, personnel, facilities, technology, or other support provided to the Foundation continue to serve a legitimate educational purpose and comply with Texas constitutional requirements regarding public funds.

The current governance structure creates uncertainty regarding accountability, authority, and the long-term relationship between the Foundation and the Academy.

FISCAL IMPACT:

No immediate fiscal impact is anticipated.

LEGAL REVIEW:

Yes.

RECOMMENDATION:

Administration recommends approval of a governance restructuring process for the Westlake Academy Foundation.

ACTION OPTIONS:

Motion to Approve as Presented

Motion to Approve with Changes/Conditions

Motion to Deny

Motion to Continue or Table



Town Council/Board of Trustees AGENDA ITEM REPORT



DATE: June 25, 2026 **AGENDA ITEM NO:** Q.7.
FROM: Kelly Ritchie, Head of School, Westlake Academy
SUBJECT: Discuss, consider and act regarding Westlake Academy positions to support Westlake Academy Foundation.

ATTACHMENTS:

None

SUMMARY :

Staff recommends transitioning responsibility for Westlake Academy Foundation staff compensation from the Academy to the Foundation to create greater financial transparency and accountability between the two organizations. This change would remove approximately \$192,000 in annual salary and benefit expenses from the Academy's operating budget and align staffing costs with the entity that directly oversees these positions.

BACKGROUND AND DISCUSSION:

Historically, Westlake Academy has assumed responsibility for funding the salaries and benefits associated with staff members supporting the Westlake Academy Foundation (WAF). These expenses include salary, retirement contributions, health insurance, car allowance, and other related benefits. For FY 2026-2027, the total annual cost of Foundation staff compensation paid by the Academy is approximately \$192,000.

As Westlake Academy and the Westlake Academy Foundation continue to mature as separate organizations with distinct governance structures, missions, and operational responsibilities, it is appropriate to evaluate the financial relationship between the two entities. The Foundation exists to advance philanthropic support, fundraising, donor relations, and stewardship activities that directly support the Foundation's charitable mission and strategic priorities.

Transitioning responsibility for Foundation staff compensation to the Foundation will provide greater transparency regarding the true cost of Foundation operations, establish clearer financial accountability, and align expenses with the organization that directly supervises and benefits from the work performed. This change will also ensure that public education funds are directed toward the Academy's instructional and operational priorities while allowing the Foundation to independently budget for its fundraising and advancement activities.

FISCAL IMPACT:

The proposed change would eliminate approximately \$192,000 in annual salary and benefit expenditures from the Academy's operating budget.

LEGAL REVIEW:

Yes.

RECOMMENDATION:

Staff recommends that the Board approve removing the WAF staff salaries and benefits from the 2026-2027 Academy budget.

ACTION OPTIONS:

Motion to Approve as Presented

Motion to Approve with Changes/Conditions

Motion to Deny

Motion to Continue or Table