



THE CITY OF WESTON
PERFORMANCE REPORT 2004

Reaching farther, together...



John R. Flint
City Manager

Dear Residents and Visitors:

Welcome to our 2004 Performance Report. We trust that you will enjoy reading of our accomplishments over the past year and share in the pride we take in our very special community.

If for any reason our performance has not met your expectations, we would like to know about it so that we may improve, and likewise, if we *have* met your expectations, we would like to know about that as well so that we may continue doing so. We are only an email or phone call away.

We know that you have many choices of places in which to live, do business, and be entertained, and on behalf of the City Commission we would like to say thank you for choosing the City of Weston.

With best regards,

A handwritten signature in blue ink, consisting of a stylized 'J' and 'F' followed by a long horizontal line that tapers to the right.

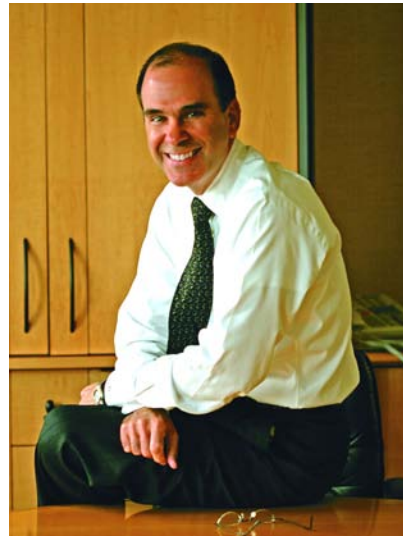


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To Our Shareholders

A Year of Major Highs



John R. Flint
City Manager

"Reaching farther, together..." is the theme of this 2004 Performance Report. It reflects both our optimistic community-wide attitude to strive for excellence in everything we do, and, our new found successes that go beyond our municipal corporate boundaries to bring new achievements home for our residents and businesses.

In 2004 we created opportunities through legislation, which enabled us to affect our local democratic election process, opportunities which may save the lives of our residents and visitors, and opportunities which will prepare us to succeed through the year 2015, among other benefits.

The breath of our opportunity reached northward to Tallahassee with the crafting of our Elections Local Bill introduced into the 2004 State Legislative Session. The Bill allows all municipalities in Broward County to choose between having elections for their respective municipal Mayors and Commissioners in March, as previously provided by Florida law, or in November of even numbered calendar years to coincide with state and federal elections. Our bill was adopted by the Florida House of Representatives and the Florida Senate and enacted into law with the signature of the Governor. In November 2004, Weston's voters chose to amend the City's Charter to move our municipal elections to November starting in 2006. By our action, we will achieve substantially higher voter turn-out for our city elections and substantially reduce city election costs by combining our municipal elections with those of the County, State and Federal governments. Several other Broward cities have already followed our lead and changed their municipal elections to November.

We reached out locally to our business community with the adoption of an ordinance to require Automated External Defibrillators (AEDs) to be placed in certain business locations throughout the City for the benefit of residents and visitors. We were met with great understanding and cooperation. We knew that we were the first in the state to enact such a local law, but little did we know that our leadership would so quickly reach not only throughout Broward County, but to cities in California and New York City where similar laws modeled after ours have been enacted. AEDs have been present for the past several years in public spaces such as airports, libraries and even our Community Center, but with the advent of technology that has made these life-saving devices more affordable, it is our hope that one day soon they become as commonplace as the fire extinguisher.

*"We are positioned to meet the future
with nothing less than success."*

We are reaching into the future with the updating of our 2010 Strategic Value and Business Plans through the year 2015. Our Strategic Value Plan identifies, analyzes and programs the needs of our infrastructure. This includes addressing the need for new facilities, and to rehabilitate existing facilities, structures and transportation components so as to maintain and enhance the value of our community investment. Our Business Plan identifies, analyzes and programs our revenues and expenses to meet our present and ongoing needs. Together these Plans provide a solid foundation upon which we are able to make informed and well grounded decisions on how best to manage our municipal corporation.

Our 2004 Performance Report chronicles many more achievements that together we can be proud of. You will read about enhancements to public safety, parks and recreation, education and our local economy; the benefits of which are all derived from our financial foundation.

In 2004 the Gross Taxable Value of our city grew by 9.29 percent to \$5.4 billion. The vast majority of that growth is attributable to the growth in value of existing properties - our return on investment to you, our shareholder. In compliance with the Government Accounting Standards Board Statement No. 34, the physical assets of the City are now valued and accounted for in our financial reports in addition to cash, with the total net assets being in excess of \$276 million. In 2004 we also reduced our debt by \$3 million, or 19%, with no new debt being issued.

Through the growth in our City's value, the prudent planning and management of our assets, and the vision to look beyond traditional municipal boundaries, we are sound, strong and secure. We are positioned to meet the future with nothing less than success.

The City Commission and I are privileged to serve you and committed to making your life and investment in Weston the best it can be by "reaching farther, together..."

John R. Flint
City Manager

GOVERNANCE

Reaching Higher Levels of Success

For the City of Weston, Fiscal Year 2004 was an excellent year, marked by no increase in our ad valorem tax rate and a strong level of development. During the year, the City Commission continued its resolute support of our 2010 Business and Strategic Value Plans, which enable us to project our future infrastructure needs and to estimate the costs of these needs accurately. We believe that our diligence in planning ahead, along with our aggressive enforcement of City codes, has helped to drive increased demand for all Weston properties. As a result of this demand, property values rose more than nine percent in 2004, and total property values now stand at \$5.8 billion — clearly affirming our claim that Weston is the best place to live and do business.

Advocating for positive changes, we have strengthened our relationships and position throughout the county and the state by reaching far beyond the boundaries of our own municipality. We passionately believed that state legislative action was needed to protect and better serve not only our community, but also our region. It was not an easy task and we worked tirelessly in 2004 to fulfill these objectives. In the process, we orchestrated a number of beneficial legislative changes, including:

- **Municipal Elections** - We submitted a Local Bill to the state legislature for the benefit of all cities in Broward County for the right to move election dates for Mayor, Commissioners and Council Members from March to November in order to reduce election costs and increase voter turn-out. The legislature and governor granted this amendment, subject to the approval of municipal voters. Weston and several other Broward cities have already approved this change.
- **Defibrillators** - We became the first city in Florida to require Automated External Defibrillators (AEDs) in businesses and restaurants of a certain size. Cities around South Florida and across the country, including New York City, have very recently followed suit and now require AEDs in many public and private locations. Weston has submitted a bill to the Florida legislature calling for a state law that would make tampering with or theft of an AED a crime equal to the same offenses committed on a fire extinguisher, a criminal offense.

We also took decisive steps to continue our tradition of providing residents with cost-effective services. On January 2, 2004, All Service Refuse began providing garbage and recycling collection services in the City. Weston residents and businesses immediately benefited from greater service levels at a lower cost: Specifically, costs declined 21 percent for single-family homeowners, 18 percent for multi-family homeowners, and 12 percent for commercial entities, while the popular bulk pick-up collection was increased from once to four times per year. At the same time, Weston's environmentally conscious residents helped to boost citywide recycling volume by 14 percent for 2004. Not only does this preserve and protect our community's natural resources, it provides Weston with an additional revenue stream since our new recycling contract requires that proceeds from recyclable material sales be returned to the City.



A City welcome at every entryway to Weston

“It is not by consolidation, or concentration of powers, but by their distribution that good government is effected.”

Thomas Jefferson



July 4, 2004 5k Run

*“The vision must be followed by the venture.
It is not enough to stare up the steps,
one must step up the stairs.”*

Vance Havner

“We demonstrated the qualities that made Weston great: Namely, excellent preparedness and flawless response on the part of our police, fire and public works professionals.”

In 2004 the City Charter required the convening of a Charter Review Board. Volunteer board members appointed by the City Commission conducted a comprehensive evaluation of the City Charter, submitting their recommendations to the Commission, who then placed four amendments to the Charter before the electorate on the November 2004 ballot. All of these amendments were approved:

- Criteria for Determining Residence of Mayor, Commissioners and Candidates
- Providing for the Continuation of Contracting for Traditional Municipal Services
- Change of Municipal Election Date from March to November of Even Numbered Years
- Permitting Limited Charitable Contributions

Many Floridians will undoubtedly remember 2004 as the year of the hurricanes. While Weston was very fortunate to be spared the brunt of the storms, we did suffer minor landscape damage, and that damage comes with a price. Weston sustained landscape debris clean-up costs of more than \$700,000. However, we also demonstrated some of the qualities that make Weston great: Namely, excellent preparedness and flawless response on the part of our police, fire, and public works professionals. Collectively these examples show how Weston officials are reaching farther, together to make a positive difference locally, statewide and nationally.



“Dancersize” class at the Weston Community Center



BUILDING ON TOMORROW

Construction at the Palace at
Weston residential complex

DEVELOPMENT & CAPITAL IMPROVEMENT

Strong Growth

Weston is today one of the most sought after cities to live in because we have provided a strict framework for the process of planning our development – a framework that positions us to pursue high-quality development initiatives that are aligned with the objectives of the City. We achieve this balance by encouraging developer participation as a part of an in-depth consultation process. This discipline has enabled us to integrate our land use plans with our landscape and transportation objectives, yielding a resident-centered city along with an efficient development approval process, all with people in mind.

In 2004 we continued our pattern of strong growth, initiating construction on some of Weston's last remaining large-scale development projects, including:

- Mizner Place at Town Center, a \$26 million Mediterranean-style time-share resort
- Windmill Reserve, a 239-acre development of 94 homes, ranging from \$900,000 to \$5 million
- Weston Commons, a \$200 million, 60-acre, mixed-use project encompassing four phases, the first of which is substantially complete, and the rest of which are in progress, they are:

Phase I – a 130,000 square-foot shopping plaza, anchored by a supermarket and supported by several major restaurants, 24 side-shop tenants, and several banks

Phase II – a 40,000 square-foot retail center, featuring a drugstore and financial institutions

Phase III – The Palace at Weston, a 382-unit, luxury condominium complex for individuals 55 years of age and older

Phase IV – A proposed 258-unit residential complex for individuals 55 and over

The tenants in these shopping plazas and others throughout Weston represent another important aspect of our city life – diversity. Weston is home to a number of internationally renowned businesses, including American Express, Marriott, DHL, Sara Lee, Office Depot and others, competing successfully in the global marketplace. At the same time, we boast an increasing number of small, independent businesses, many of which reflect the various ethnic backgrounds that make up our community, reaching for and realizing the American Dream. Together, this exciting mix of large, global companies and small, entrepreneurial businesses brings a unique spirit and better quality of life to Weston residents.

In 2004 we funded new and improved existing municipal infrastructure through a number of capital improvement projects. In the design of each of these projects, Weston's traffic engineers continuously explore ways to apply new technologies that can improve road safety and allow people to move about more easily; our landscape architects play an



Home construction at Windmill Reserve

“Good government obtains when those who are near are made happy, and those who are far off are attracted.”

Confucius



Builders at Weston Commons

“Weston is today one of the most sought after cities to live in because we have provided a strict framework for the process of planning our development.”

DEVELOPMENT & CAPITAL IMPROVEMENT

Strong Growth

integral part in every project, utilizing vegetation to enhance the aesthetic appearance of the community while providing natural visual and sound barriers between roadways and residences. Projects include:

- South Post Road overlay with the addition of a bike lane
- Bridge enhancements on Arvida Parkway between Weston Road and Country Isles Road
- Completed the design phase of a modification to the I-75 off ramp in preparation for 2005 construction
- Commenced the design phase of a coordinated traffic signal system along Weston Road from Indian Trace to Griffin Road
- Commenced the design phase of signal reconstruction along Indian Trace at Three Village Road, at Palm/Springs Boulevard and at Falls/North Lake Boulevard
- Commenced the design phase of a convertible flashing beacon-to-full-color traffic signal at the intersection of Bonaventure Boulevard and Saddle Club Road
- Constructed a fully-operational traffic signal at Indian Trace and Lake Boulevard
- Added traffic signals at Bonaventure Boulevard and Racquet Club Road
- Added 10 City entranceway signs at strategic entranceways throughout the city at:
 1. State Road 84 and Arvida Parkway (west)
 2. West Mall Road and State Road 84
 3. East Mall Road and State Road 84
 4. Bonaventure Boulevard and State Road 84
 5. Blatt Boulevard and Weston Road
 6. Weston Road and Griffin Road
 7. Bonaventure Boulevard and Griffin Road
 8. Country Isles North (Indian Trace & Three Village Road)
 9. Country Isles West (Bonaventure Boulevard & Three Village Road)
 10. Country Isles South (Arvida Parkway & Country Isles Road)
- Stabilized school swale areas and utilized pavers for crossing guard parking areas.

Our ability to accomplish all of these initiatives is a testament to Weston's world-class civil and traffic engineering, planning, landscaping, graphic design and grounds maintenance teams. Together, these professionals draw on our Global Positioning Satellite operations and other cutting-edge technologies, reaching beyond the scope of traditional municipal services.





SERVING THE COMMUNITY

Broward Sheriff's Office Deputy Ventura on patrol in Tequesta Trace Park

POLICE SERVICES

Enhancing Service Levels

The Broward Sheriff's Office (BSO) in Weston works tirelessly to ensure that Weston residents feel safe in their homes and throughout our community. To further enhance our police department and its capabilities, in 2004 we hired five additional deputies to create a seventh patrol zone, meeting our needs due to growth within the City. In addition to patrol and investigative duties, Weston's police department offers value-added community services, such as free inspections of child car seats, etching of vehicle identification numbers, fingerprinting and bike registration. They complement these services by providing safety information at school exhibits, fairs and city events, as well as by hosting bike rodeos for area children and participating in dozens of charitable activities year round.

One of the primary reasons people move to Weston is for their children. Weston residents want to ensure that their children grow up in the best possible atmosphere — a safe community in beautiful surroundings that affords excellent educational, recreational and social opportunities. The prerequisite for this atmosphere is an environment that is safe. In the past year, Weston law enforcement administrative personnel helped to assure that safety within our community by meeting with each principal or administrator of the 13 schools in the City to reinforce close communication and coordinated emergency response plans to enhance student safety. Collectively, these schools house more than 17,000 children, and is where the City places a major emphasis on security resources.

The City's BSO Motor Unit, consisting of nine motorcycle deputies, is responsible for the overall safety of motorists, pedestrians, pedal cyclists, and the school zones within our City, and makes a commitment each day to the goals of crash reduction, speed enforcement, school zone safety, and commercial vehicle compliance. Beginning in 2004 the Motor Unit introduced STEP - Strategic Traffic Enforcement Program, locating motorcycle deputies at fixed traffic intersection observation posts where crashes had been regularly occurring. Since the inception of STEP, injury related crashes have been reduced by 14%. One of the primary functions of our traffic unit is to work diligently to ensure the safety of our many students who walk or ride their bikes to school daily by patrolling school zones during peak traffic times, thus freeing up zone deputies to concentrate on patrolling their areas.



Deputy Karl Cohen

Another key to a safe community is being well prepared to respond to emergencies. Weston has worked diligently to build an emergency preparedness response system which was tested in the fall of 2004 when Hurricanes Charley and Frances hit South Florida. Our law enforcement personnel and City departments performed impeccably. We activated the



“Weston’s police department offers value-added community services such as free inspections of child car seats, etching of vehicle identification numbers, fingerprinting and bike registration.”



POLICE SERVICES

Enhancing Service Levels

Emergency Operations Center, located in the Police Services Building. Using this as our command center, we coordinated emergency responses and activities during the storms. During the post-storm clean-up efforts, we utilized our CodeRED Emergency Notification System for the first time since its purchase the prior year, and as a result, we were able to quickly provide essential information to residents.

The City's BSO Code Enforcement operations are another important function of the law enforcement services provided. In 2004, we added a third Code Enforcement Officer and produced exceptional compliance with the City's occupational license law. Code Officers visited every business located within Weston city limits, effectively doubling the number of registered businesses to 2,785 in 2004, up from 1,455 the prior year.

Weston's Community Strategies Team (CST) provides additional value-added services throughout our city. Established in 2000, the CST provides a unique enhancement to traditional law enforcement services. The team goes beyond the concepts of community policing, which remains a considerable component in the patrol deputy's activities. By proactively addressing and reacting to the needs of the community to respond to and prevent crime through rapid response and reassignment of patrol locations, the CST has a significant impact on quality of life issues within Weston. In 2004, they made over 250 arrests, 79,000 citizen contacts, 61,000 area checks, 9,000 pool checks, 34 hours of bicycle patrol, placed 13,000 car watch cards on area vehicles, and attended over 30 community association meetings, all in an effort to intensify security measures and communicate public awareness of the importance of simple safety practices to Weston residents. Through this effort, our deputies emphasized the need to lock car doors, bicycles and garages to help support policing efforts and reduce theft within our community — providing another shining example of how Weston officials and residents can reach farther, together.

“The City’s BSO motor unit makes a commitment each day to the goals of crash reduction, speed enforcement, school zone safety and commercial vehicle compliance.”





INVESTING IN THE FUTURE

Cypress Bay Lightning boys basketball -
reaching new heights

EDUCATION

Building Relationships

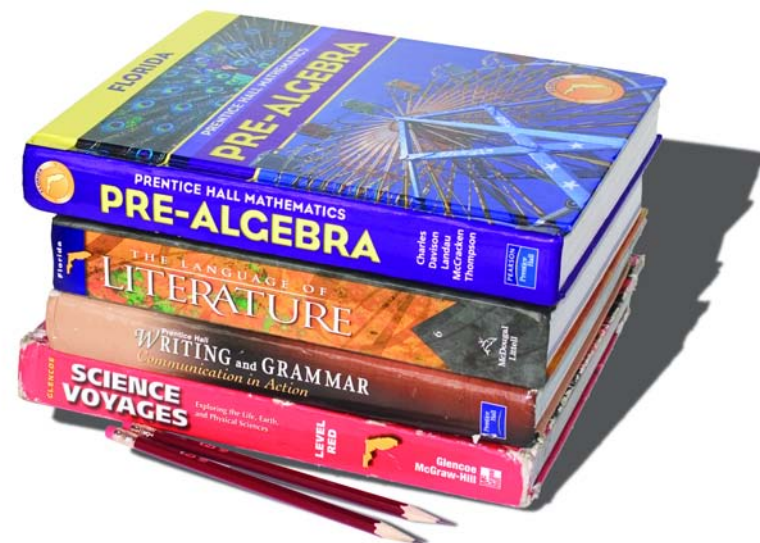
The exceptional quality of education available to students in Weston — both through public and private schools — is credited with making a major contribution toward the City’s social and economic wealth. In 2004, every one of the Broward County School Board’s 10 public schools in Weston earned a grade of “A” in Florida’s A-Plus Plan, which rates schools on a scale of A through F; clear evidence of the value of the educational programs in our community. During the year, we demonstrated our continuing commitment to education by making a number of enhancements to benefit the schools in Weston.

We provided:

- 4.9 acres of land which was donated to house 36 classrooms at Cypress Bay High School
- 5 acres of land which was donated to build 16 additional classrooms at Manatee Bay Elementary
- New curbing and drainage for swale areas at Gator Run, Chancellor Charter and Everglades Elementary schools
- Construction of six school bus bays at Chancellor Charter School to alleviate congestion
- Sports lighting and stadium seating for 2,500 and a project management function at Cypress Bay High School

The roadway curbing completed at Gator Run, Chancellor Charter and Everglades Elementary schools allows parents to park on the street, as we provided areas for parallel parking along Arvida Parkway near Gator Run, on Arvida Parkway and Glades Circle near the Charter School, and along Bonaventure Boulevard at Everglades. In addition, we built functional and attractive, landscaped paved parking areas at 8 crossing guard locations throughout the City in order to permanently resolve the expense of sod restoration on swale areas.

Continuing our reach beyond the borders of municipal governance, we provided a spectrum of collaborative educational programs with Weston schools. In 2004, we entered the third year of our Weston University program, an insightful and thought provoking eight-month civic seminar run by City staff for a select group of Weston’s high school students. In addition, our police, fire and recreation departments played an active role in providing educational programs, demonstrations, facilities and assistance to schools and day care facilities throughout Weston. Lastly but not least, each school day, our team of more than 80 certified crossing guards ensured the safety of the hundreds of Weston students who walk or ride to and from school.



Class change at Falcon Cove Middle School

*“Children must be taught how to think,
not what to think.”*

Margaret Mead



DRIVING PERFORMANCE

BSO Fire Rescue provides the highest
quality service available

FIRE

Delivery of Service

When it comes to describing Weston's Department of Fire Rescue services, "simply the best," is the only way to describe the men and women who serve our City. Yet there is nothing simple about their ability to provide the highest quality service available.

In 2004, the Broward County Sheriff's Office Department of Fire Rescue proved its excellence by earning the EMS Gold Award from Emergency Medical Services Magazine for the best performing EMS service in the United States. This award reflects the fact that the highly trained professionals in Weston's three fire stations are deeply committed to driving continuous improvement. As a result, they perpetually train, learn and implement new equipment and procedures that enable them to maintain exceptional performance.

In 2004, we continued to build this team, adding a third paramedic to each rescue unit so that we could conduct advanced life support (ALS) patient transports without the need for a separate engine company to respond, to provide additional personnel, as was previously required. We also improved our water rescue capabilities by purchasing nine Rescue Rocket devices at a total cost of \$16,000, and training all personnel in their use. Rescue Rockets are highly valuable emergency tools that deliver both a floatation device and a lifeline to someone in the water within seconds of deployment. Considering that Weston has 1,900 acres of lakes and canals running through our community and along our roadways, we believe that our investment in these devices and other advanced water rescue techniques is of paramount importance to the wellbeing of our residents.

We further enhanced resident safety through a number of measures in 2004:

- In October, we entered into a five-year agreement with the Broward County Sheriff's Office to provide fire protection and emergency medical services. Our agreement calls for the performance of a wide range of duties beyond traditional fire and EMS responses including dispatching service, fire investigation services, hazardous materials responses, fire prevention inspections and services, air rescue, technical rescue, and fire education services.
- In conjunction with the City Commission ordinance requiring that Automated External Defibrillators (AEDs) be available in buildings of a certain size within the City, the fire department will perform annual inspections to ensure that these lifesaving devices are functioning properly at all times.
- We also installed 53 fire wells along the east side of US 27, representing a \$150,000 investment. These fire wells provide water to areas not served by water mains thereby serving as an added safety measure against brush fires in the conservation and mitigation areas that lie on either side of the highway, and to protect the most western residents of the City.

In addition to these initiatives, we continued our tradition of offering unparalleled fire safety and prevention programs, providing every Weston school with public education and equipment demonstrations, and giving tours of our fire stations to more than 10,000 participants, reaching out to organizations and educational facilities throughout our City.



Fire Station No. 81-Weston

"Weston's three fire stations are deeply committed to driving continuous improvement."



UNPARALLELED QUALITY

A bright future ahead -
Three year old Cobie Gardner plays in the
Weston Regional Park

PARKS

Community Services-Parks and Recreation

Residents of Weston have access to, and make the most of, a wide range of exceptional recreational facilities and activities. Our City has long focused on developing quality spaces for sports and recreation as a means of increasing the economic and social viability of the community, as well as enhancing the health and well-being of individuals and families. As a result, Weston offers an abundance of sport and leisure facilities that provide ample recreational opportunities for every taste.

The excellent quality of life in Weston is evidenced by our strong community support network. Residents recognize that the City Commission can provide only a portion of athletic and social services, so they step in to bridge the gap. Working with volunteer organizations like the Weston Sports Alliance has been a tremendous success for Weston. In 2004, the number of registered participants partaking in sports programs was 9,120.

Keeping our park and recreational facilities in excellent condition is of paramount importance to our City. As a result, our Parks and Recreation staff work continuously to make park improvements and maintain our 12 parks totaling 233 acres, along with the development and project management of new city parks. We meticulously prepare athletic fields for year-round league play; inspect playground areas on a daily basis; and have certified safety inspector test playground equipment each month.

During 2004, Weston Regional Park hosted two major invitational soccer tournaments. In addition, City fields and courts were utilized nightly for league practices or scheduled games, with family and friends of the players filling our parks to capacity. To expand and further improve our parks systems for the future, we completed or initiated numerous capital improvements in 2004, including:

- We initiated construction on Vista Park, a \$6 million, 30-acre facility that will provide residents and sports leagues with four soccer/football fields, four baseball/softball fields, a playground, two concession/restroom buildings and parking for 500 cars.
- We completed improvements at Eagle Point Park, including extensive landscaping, walkways with benches and the construction of a covered playground.
- We added restrooms at Gator Run Park and the Regional Park.
- We constructed an outdoor concert stage at the Regional Park.
- We began construction on the roundabout - a traffic safety and entryway beautification project at the entrance to the Regional Park.
- We added stadium seating and sports lighting at Cypress Bay High School football field.
- We remodeled our Tennis Center, upgrading locker rooms and remodeling the reception area.
- We provided a \$50,000 contribution toward the future construction of a Dog Park to be built at Markham Park in Sunrise, benefiting Weston and surrounding area residents.
- We added parking and completed landscaping at Tequesta Trace Park.

These additions and improvements serve only to enhance an already active and involved lifestyle within Weston. While we continue to construct unparalleled park infrastructure, it is our residents who have built a cohesive community.



Cyclist along Arvida Parkway

“While we continue to construct unparalleled park infrastructure, it is our residents who have built a cohesive community.”



A DELICATE BALANCE

A butterfly delicately balances inside Weston's 1,686 acre mitigation area bordering the Weston Regional Park

ENVIRONMENT

Community Services-Public Works

Essential services are provided everyday to every Weston household through the Public Works division of our Community Services Department - from keeping water flowing into the taps, maintaining roadways and sidewalks, landscaping, and the maintenance of rights-of-ways, lakes and canals.

Pump stations in the city are being rehabilitated to improve capacity and performance and have also received sound attenuation enhancements. The division employs proactive measures throughout the year including a schedule of building maintenance, hydrant flushing, street and sidewalk cleaning, street light pressure cleaning, and lake and canal maintenance. Our highly trained personnel and field crews bring forward solutions in order to maximize rather than duplicate efforts. Tree trimming is a year-round, ongoing process to promote healthy growth, and to increase the storm tolerance of Weston's lush landscaping; however, trimming schedules are significantly increased just prior to hurricane season, along with the cleaning of catch basins, in an effort to reduce potential damage and flooding during periods of heavy wind and rain.

We are proud of our successful management of Weston's 2,200 acres of mitigation wetlands. One of these mitigation areas constitutes the largest wetland mitigation project in the United States, containing 1,686 acres that enabled the development of Weston's 900-acre Savanna sub-division. When Weston was developed, it was done so on the condition that the City build and maintain these wetlands. Over the years, our Community Services Department has dedicated substantial effort to fulfilling this pledge.

The restored and enhanced Everglades marsh and the creation of open water and forested wetland habitats, today blend seamlessly with the naturally formed Everglades that it borders. A sophisticated system was devised to keep wetland areas wet and Weston dry. Water levels are monitored, panoramic photo stations visually record environmental conditions and vegetative cover, and regular fish and bird counts document the overall health and vitality of each site. Our year-round maintenance program includes the elimination of specific plant species while fostering the growth of wetland and native vegetation, attracting and supporting a diverse population of fish and wildlife.

In another preservation effort, in 2004, the City donated land to the Broward County School Board for additional classrooms at Cypress Bay High School. A portion of this land contains an ancient Indian burial ground. In a negotiated agreement, the School Board has promised to preserve the site and highlight this portion of the property by developing a plan to use it as an interactive education tool. We are extremely proud of this partnership which will preserve a piece of our community's past, and can both educate and enlighten our students today and for years to come.



“Our highly trained personnel and field crews bring forward solutions in order to maximize rather than duplicate efforts.”



ENJOYING LIFE

Jazz giant Arturo Sandoval performs on the new concert stage in the Weston Regional Park

LIFE OF THE CITY

Arts and Entertainment

Weston is developing a vibrant cultural and artistic lifestyle to reflect and enhance our diversity and character by engaging our community in the arts. In pursuit of this goal, our Community Services Department works continuously to cultivate an arts and entertainment program that reflects and enhances our community's unique character. In 2004, we exemplified this by organizing 22 successful events, including:

- 55+ Club trips;
- Ernest Withers Photography Exhibit, staged in collaboration with Northern Trust;
- A Spring Egg Hunt;
- A Memorial Day 5K Run;
- A July 4th Celebration with a 5K Run, a parade, activities and fireworks;
- A Halloween Safety Expo, staged in conjunction with the Broward Sheriff's Office (BSO) District VIII Community Council;
- The Maroon Moonlight Movies in the Park series;
- Florida International University Concert performances;
- Around the World in Weston, staged in conjunction with Arts Council and Around the World in Weston Committee;
- A Country Fair, staged in collaboration with the BSO District VIII Community Council.

The new Cypress Bay Theater is an outstanding venue which has allowed Weston residents to enjoy a cultural environment rarely available in a city of our size. During the 2003/2004 fiscal year, we hosted indoor performances of several leading arts organizations, including the Miami City Ballet, Symphony of the Americas, the Florida Grand Opera Young Artists and the Gold Coast Jazz Society.

Our art series grew increasingly successful during 2004, with event attendance rising steadily. We believe that this growth is in part a result of the City assuming management of our own ticket sales and working hard to develop a palette of arts programming to please the majority of our population. We continued to present new performance concepts and artists as a means of testing local interest in various art venues. We hosted high-profile performing artists Nestor Torres and Arturo Sandoval at our newly constructed concert stage in the Weston Regional Park. As a result of positive resident feedback, we will offer similar free outdoor performances next year. We will also continue to explore fresh ideas that will enhance our annual performing arts series.

In 2004, the Weston Community Center provided 14 adult and 30 children's programs/classes which collectively drew more than 400 participants monthly. The Center also hosted 43 private room rentals, held numerous City functions, and monthly Planning and Zoning Board and City Commission meetings.

Another significant event in 2004 was the start of construction on the West Broward Family YMCA, a \$75 million, 42,500 square foot community center in the Weston Regional Park on land provided by the City. The YMCA was selected through a public process to build a privately funded community center facility on land provided by the City. With the assistance of the City, the YMCA secured a \$15 million grant for an outdoor aquatic center. The grant was made available by Swim Central, a program comprised of public and private organizations throughout Broward County who have joined forces in a countywide approach to teach water safety to children. Slated for completion in 2005, the YMCA will significantly increase and enhance the indoor sports, recreation and family activities available to residents. This community facility was made possible through a public-private partnership, reached to benefit all residents in southwest Broward County.



Residents and visitors alike relax at one of Weston's many eateries. Weston boasts an increasing number of small, independent businesses, reflecting the various ethnic backgrounds that make up our community.

REACHING RESIDENTS

Engaging Technology

One of Weston's defining qualities is that we are a community where residents feel connected — to one another, to our governance activities, and to all of the many goals, initiatives and issues that pertain to our City at any given time. We foster those feelings of connectivity and involvement through a number of measures, including using advanced technology to give our residents easy access to their government, while positioning City departments to provide more efficient services.

In 2004, we continued to find new ways to improve our communications venues. Our Information Services, Engineering and Communications departments collaborated to redesign our city website, adding improved functionality, better usability and access to additional information. As a result, finding and reviewing news, events and information about City projects is faster, easier and more convenient than ever before. We also successfully launched "Live and Archived", a new capability that enables website visitors to view City Commission meetings virtually, either live or in archived format. Now anyone, anywhere can view meetings from the convenience of their homes at any time they choose.

The Weston Announcer, our quarterly City newsletter won the 2004 City County Communications and Marketing Association (3CMA) Savvy Award for Best Printed Newsletter. Highlighting the effectiveness of this communications tool, the Announcer allows us to provide timely information to residents about community happenings and serves as a cost-effective way to promote City events and programs.

Another powerful communications vehicle for Weston is our City radio station at 1680 AM. Through this station, we broadcast pre-recorded announcements that are updated on a daily basis, providing both residents and visitors with timely news about City events, roadway construction, league registration dates, parks information and more. We complement this with our Cable Television Government Access Channel, which received a software upgrade, as well as an array of brochures, circulars and advertising materials, school and youth group presentations, and our successful Weston University program. Collectively, these resources ensure that Weston residents of all ages have a steady stream of up-to-date information about all facets of life in our community.

In recognition of the diversity within our community, we translate numerous key documents into Spanish, including all City Commission agendas, Planning and Zoning agendas, Safety Tip information sheets, resident Emergency Preparedness information, and advertising for large events, among other items.

Just as we work to reach all Weston residents with targeted communications tools, our residents respond by demonstrating a high level of involvement in all aspects of our community. The City Commission's strategies for community relations and communications; crime and fire prevention; and the conservation of natural assets and initiatives addressing the needs of residents; make Weston the very best choice to call home.



*"You become successful the moment you start moving toward a worthwhile goal."
Samuel Johnson*



FINANCIALLY SOUND

"Deciding to commit yourself to long-term results rather than short term fixes is as important as any decision in your lifetime."

Anthony Robbins

CITY PROFILE AND FACTORS AFFECTING FINANCIAL CONDITION

The City of Weston continued to maintain a strong financial position during Fiscal Year 2004.

CASH MANAGEMENT POLICIES AND PRACTICES. In accordance with the applicable State Statutes, the City's investment policy is designed to effectively and prudently manage the investment of all City funds while ensuring the preservation of capital, maintaining sufficient liquidity, and maximizing investment earnings on the portfolio. Accordingly, deposits are invested in obligations of the U.S. Government, or obligations which are unconditionally guaranteed by the U.S. Government, money market mutual funds and highest rated private issuer commercial paper. Cash temporarily idle during the year was invested in overnight deposits, money market funds, highest rated private issuer commercial paper, and U.S. Government Agency securities. The maturities of the investments varied between overnight to five years but averaged under two years, reflecting the need for liquidity combined with the unwillingness to invest for longer terms in a market characterized by increasing yields. In the General Fund, the investment results reached approximately \$640,000 which represents an average return of approximately 1.86%, a result achieved despite a dramatically low interest rate environment.

RISK MANAGEMENT. The City maintains a comprehensive package of insurance coverage to limit exposure to various risks of loss related to general liability, property and casualty, commission errors and omissions, workers' compensation, and unemployment compensation claims. All property is fully insured against fire, theft and natural disaster.

All coverages are underwritten by a nationally recognized commercial carrier. The City has in place formal programs for safety and a drug-free workplace which allows it to take advantage of preferred premium rates.

FINANCIAL HIGHLIGHTS

- The assets of the City of Weston exceeded its liabilities at the close of Fiscal Year 2004 by \$276.7 million (net assets). Of this amount, \$79.0 million (unrestricted net assets) may be used to meet the government's ongoing obligations to citizens and creditors.
- During Fiscal Year 2004, revenues exceeded expenses by \$6.5 million, which is the amount of the increase in the City's net assets.
- As of the close of Fiscal Year 2004, the City's governmental funds reported combined ending fund balances of \$64.9 million. Approximately 84.2% of that amount or \$54.6 million is available for appropriation by the City.
- At the end of Fiscal Year 2004, the fund balance in the General Fund was \$34.4 million, and revenues exceeded expenditures by \$4.3 million.
- The City's total debt decreased by \$3 million with no new debt issued during the fiscal year.

FINANCIAL ANALYSIS

As illustrated in Table 1, at the close of Fiscal Year 2004, assets of the City exceeded its liabilities by \$276.7 million. The largest portion of the City of Weston's net assets, \$190.7 million, is invested in capital assets (land, buildings, etc.). The City uses these capital assets to provide services to its citizens.

At the end of Fiscal Year 2004, the City is able to report positive balances in all three categories of net assets: Investments in Capital Assets, net of related debt; Restricted Assets; and Unrestricted Assets.

CITY OF WESTON NET ASSETS

(in thousands of dollars)

	GOVERNMENT		WATER AND SEWER ENTERPRISES		TOTAL	
	2004	2003	2004	2003	2004	2003
CURRENT AND OTHER ASSETS	\$71,161	\$77,939	\$23,766	\$22,199	\$94,927	\$100,139
CAPITAL ASSETS	178,316	167,516	25,113	25,680	203,429	193,196
Total assets	249,477	245,455	48,879	47,879	298,356	293,335
LONG-TERM LIABILITIES OUTSTANDING	9,394	10,939	350	710	9,744	11,649
OTHER LIABILITIES	9,226	9,041	2,731	2,537	11,957	11,578
Total liabilities	18,620	19,980	3,081	3,247	21,701	23,227
NET ASSETS:						
Invested in capital assets, net of related debt	166,308	147,624	24,393	24,631	190,701	172,255
Restricted	7,002	11,852	-	-	7,002	11,852
Unrestricted	57,547	65,999	21,405	20,003	78,952	86,001
Total net assets	\$230,857	\$225,475	\$45,799	\$44,633	\$276,656	\$270,108

The government's net assets increased by \$6.5 million during the current Fiscal Year, with the entire increase due to current revenues outpacing current expenditures.

GENERAL GOVERNMENT. These services represent approximately 18% of the City's assets and 80% of total governmental revenues. Governmental revenues reached \$52.5 million and were comprised primarily of taxes at \$19.2 million, charges for services at \$24.3 million, grants or contributions from property owners at \$2.8 million, and intergovernmental revenues at \$4.9 million. Program revenues are comprised of charges for services, such as water and sewer fees, solid waste fees, and cable charges along with grants and contributions which represented \$27.2 million of all revenues.

Expenses totaled \$41.8 million and were composed of the major categories of public safety at \$14.4 million, general government at \$8.8 million and public works at \$11.0 million.

UTILITY ACTIVITIES. For Fiscal Year 2004, revenues totaled \$17.4 million and included operating revenues in the form of water and sewer fees, meter use fees, investment earnings, connection fees and miscellaneous revenue.

FINANCIAL ANALYSIS OF THE GOVERNMENT'S FUNDS

The City of Weston segregates its revenues and expenditures into separate balance sheet and income statements to ensure and demonstrate compliance with finance-related legal requirements.

GOVERNMENTAL FUNDS. The focus of the City of Weston's governmental funds is to provide information on current revenue, appropriations and in particular, unreserved fund balance which serves as a useful measure of a government's available cash for spending at the end of the Fiscal Year.

As of the end of Fiscal Year 2004, the City of Weston's governmental funds reported a combined ending fund balance of \$64.9 million. Approximately \$54.6 million is available for appropriation by the City of Weston. The remainder of the fund balance is committed to 1) pay for construction in progress and encumbrances (\$8.0 million).

CITY PROFILE AND FACTORS AFFECTING FINANCIAL CONDITION

The City of Weston continued to maintain a strong financial position during Fiscal Year 2004.

million), and 2) pay for other restricted purposes, such as principal and interest on outstanding debt (\$2.3 million). It is important to note that of the \$54.6 million in unreserved fund balance, \$33.7 million is available in the General Fund of the City, with the balance of \$20.9 million spread among special revenue, capital construction and other funds that have specific purposes within the City and that were set up to account for certain revenues that are legally restricted for specific purposes.

GENERAL FUND BUDGETARY HIGHLIGHTS

As required by the City Charter, all contracts and major expenditures were approved by the City Commission. Nevertheless, as is customary for the City of Weston, adoption of the Fiscal Year 2005 Budget also involved the reconciliation of Fiscal Year 2004 budget to actual levels of revenues and expenditures by amending and restating the City's Fiscal Year 2004 Budget Ordinance.

The original General Fund budget anticipated a current revenue surplus of \$1.4 million, which was to increase the unrestricted fund balance. The actual operating results of the City's General Fund resulted in a current revenue surplus of \$3.9 million. Actual revenues exceeded budgeted revenues by \$3.1 million. The principal differences can be summarized as follows:

Electric Utility Taxes increased by \$315,083 over the budget, accounting for higher consumption of utilities.

Grant Revenues exceeded the budget by \$630,395 as grant reimbursement funds anticipated to be received in the previous fiscal year were delayed due to construction delays.

Development Review Fees exceeded budget projections by \$595,656 due to an increase in miscellaneous permits for building and property improvements.

Recycling Revenue exceeded budget by \$237,758 due to the higher reimbursement from Broward County and due to higher recycling participation rates in the City.

Actual expenditures were higher than the original budget projections by \$607,500. The largest budget-to-actual variations included:

Hurricane cleanup expenses, which are part of the public works expenses, were \$742,065 and were not budgeted.

Police Services expenditures were lower by \$487,955 to account for lower than expected cost escalation for the service.

Community Development expenses for professional services exceeded the budgeted amount by \$179,198 due to higher than expected utilization of planning, traffic engineering and landscaping architecture services by the City.

	FY 2004	FY 2003	INCREASE/ (DECREASE)	% CHANGE
REVENUES				
TAXES	15,418	14,246	1,172	8.2%
LICENSES AND PERMITS	841	732	109	14.9%
INTERGOVERNMENTAL	4,402	3,996	406	10.2%
CHARGES FOR SERVICES	5,384	5,662	(278)	-4.9%
FINES AND FORFEITURES	410	405	5	1.4%
INFRASTRUCTURE FEES	0	335	(335)	-100.0%
INVESTMENT INCOME	640	1,172	(532)	-45.4%
CONTRIBUTIONS FROM PROPERTY OWNERS	555	470	85	18.1%
MISCELLANEOUS	438	23	414	1765.1%
TOTAL REVENUES	28,087	27,040	1,046	3.9%
EXPENDITURES				
GENERAL GOVERNMENT	3,950	4,383	(433)	-9.9%
PUBLIC SAFETY	7,858	7,114	744	10.5%
COMMUNITY DEVELOPMENT	1,846	2,050	(204)	-9.9%
PUBLIC WORKS	4,123	4,325	(202)	-4.7%
PARKS AND RECREATION	4,287	3,504	783	22.3%
CAPITAL OUTLAY	1,719	1,554	164	10.6%
TOTAL EXPENDITURES	23,783	22,930	853	3.7%
EXCESS OF REVENUES OVER EXPENDITURES	4,304	4,110	193	4.7%
OTHER FINANCING SOURCES (USES)				
TRANSFERS IN	206	443	(237)	-53.5%
TRANSFERS OUT	(5)	0	(5)	N/A
TOTAL OTHER FINANCING SOURCES	201	443	(241)	-54.5%
NET CHANGE IN FUND BALANCE	\$4,505	\$4,553	\$(48)	-1.1%

Park and Recreation expenses were lower by \$585,133 due mainly to the postponement in the construction of Vista Park and additional operating costs associated with the operation.

The City's finances were audited by an independent, licensed and certified Accounting Firm as provided for under Florida Law, utilizing GAAP - Generally Accepted Accounting Principals.

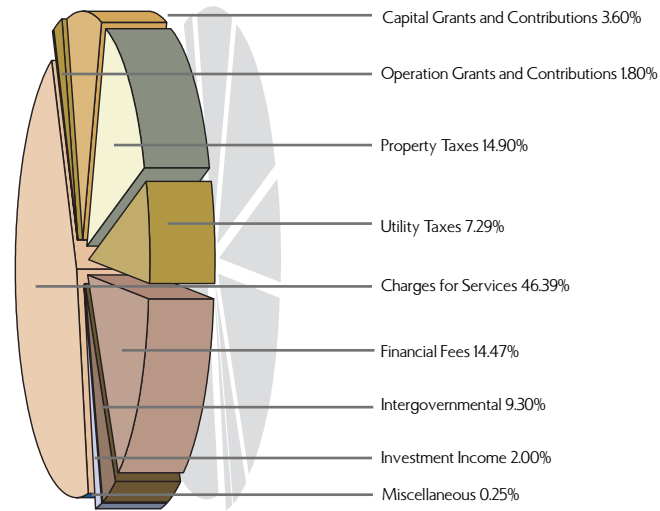
IN SUMMARY:

Based upon the findings in our Fiscal Year 2004 Comprehensive Annual Financial Report, the City of Weston and its dependent districts are in a sound, strong and secure financial position.

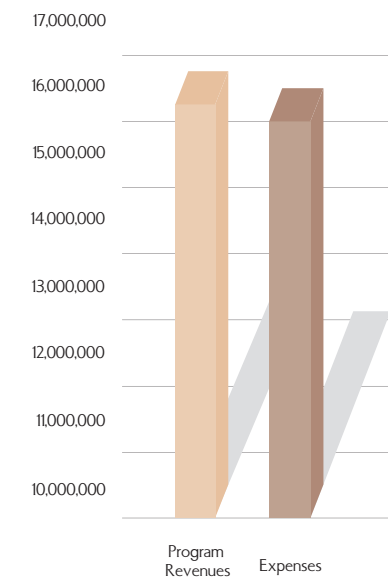
FINANCIALLY SOUND

Reaching Higher Levels of Success

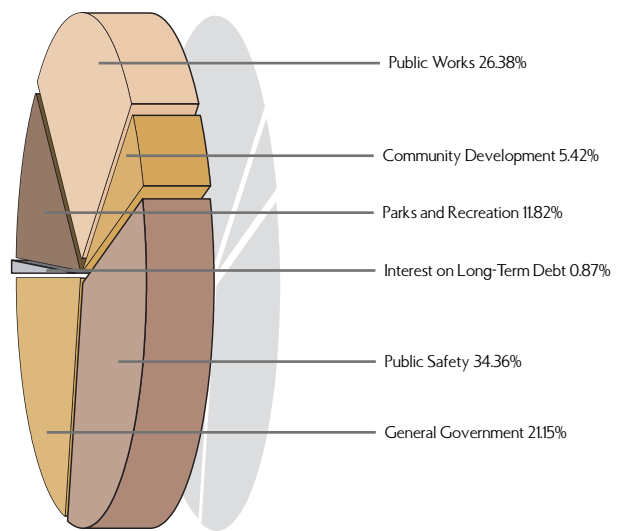
Governmental Activities Revenues by Source



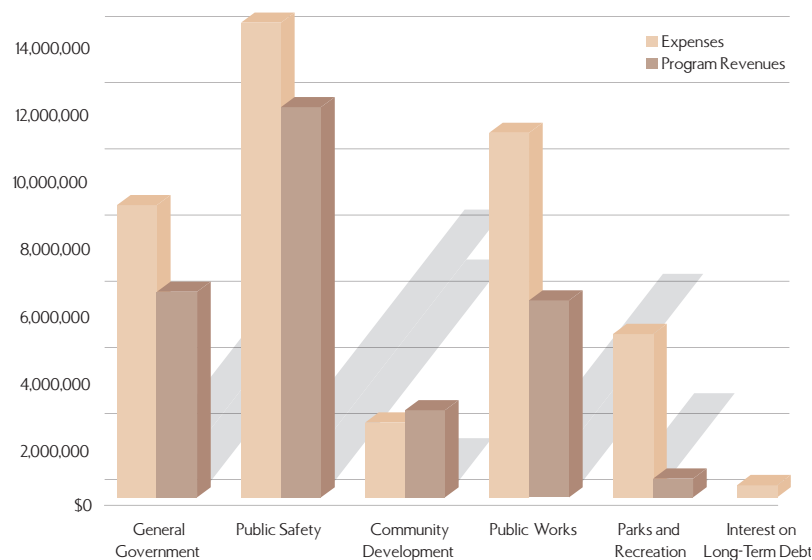
2004 Expenses and Program Revenues Utility Activities



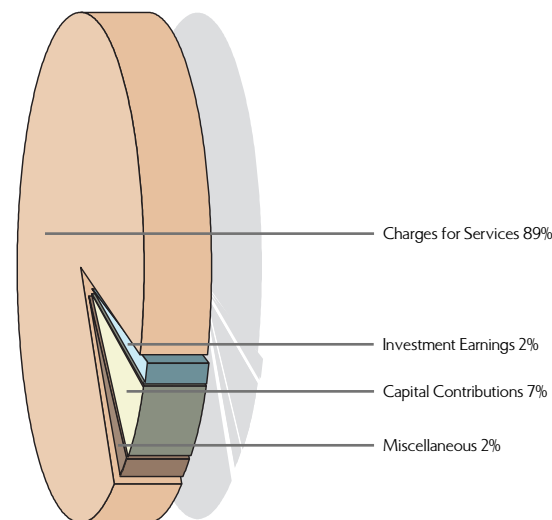
Governmental Activities Expenses by function



2004 Expenses and Program Revenues Governmental Activities



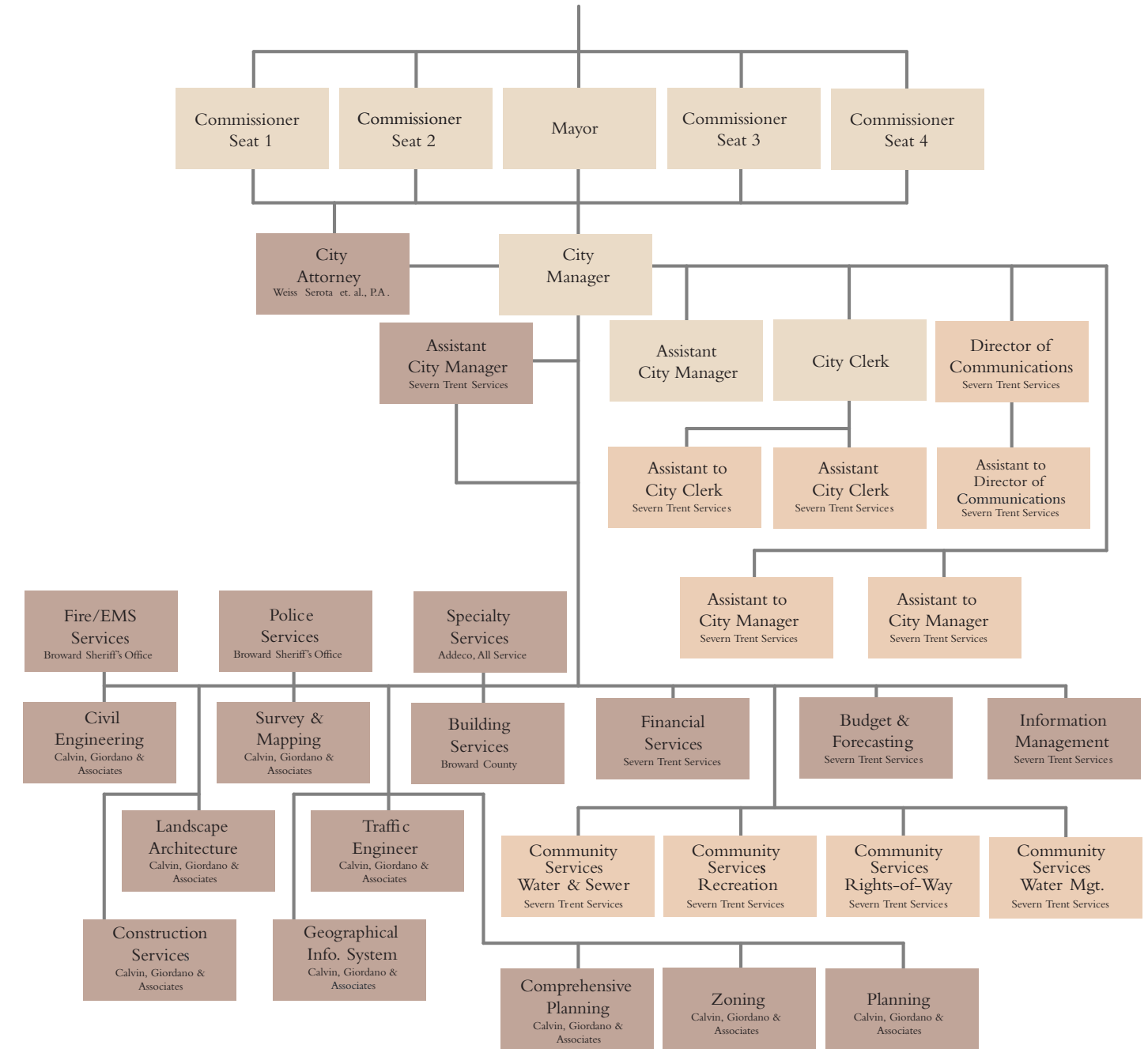
Utility Activities Revenues by Source



ORGANIZATIONAL PROFILE

Weston Government

Residents of Weston



Weston Organizational legend

- City Position
- Contract Service Position
- Contract Provider

WESTON FACTS & FIGURES

Reaching Higher Levels of Success

Incorporated	September 3, 1996
Form of Government	Commission / Manager
Elected Officials	Mayor, 4 Commissioners at large, non-partisan
City Commission meetings	1st and 3rd Monday of each month at 7:00PM (meeting dates are subject to change)
City Employees	Three. (Weston contracts with public and private providers for all services)
Property Tax Rate	1.523 mils
Assessed Value of all property	\$5.8 billion
Land Area	25.84 square miles
Lakes and Canals	1,877 acres
Mitigation Areas	2,200 acres
Miles of public streets	41
Number of street lights	1,323
Number of fire hydrants	1,518
Climate	Summer: 82.7 degrees Fahrenheit Winter: 68.5 degrees Fahrenheit
Population	61,557 (July 2003)
Median Age	34.1 years *
Median Income in 2000	\$80,920*
Diversity	White - 61.8%; Hispanic - 30.2%; Black - 3.7%; Asian - 3.2%*
Public Schools	Elementary – 6; Middle – 2; High -1; Charter -1
Public School enrollment	16,530 students
Public School Instructors	830
Public School ratings under the State of Florida A-Plus Grading Plan	An A rating was received by all 10 schools
Municipal Parks	12, totaling 233 acres (one under construction) 21 Baseball/softball fields; 17 Soccer/football fields; 9 Basketball courts; 8 Roller Hockey rinks; 2 Tennis courts; 1 Skatepark; 1 Amphitheater; 1 Outdoor concert stage;
Municipal Tennis Center	1 – 16 courts
Municipal Community Center	1 – 6,000 square feet
Municipal Community Programs	44 programs with 4800 program participants annually
Weston Sports Alliance registrants	9,120
Golf Courses	2 - 36 holes each (non-municipal)
Bike Lanes	46 miles
Fire Stations	Station 55: 3955 Bonaventure Boulevard 1 Rescue, 1 Engine, 1 Brush Truck, 1 Battalion Chief

Fire Stations (continued)	Station 67: 951 Saddle Club Road 1 Rescue, 1 Engine Station 81: 17350 Arvida Parkway 1 Rescue, 1 Engine, 1 105' Aerial Ladder, 1 District Chief
Fire Personnel	115
Fire/EMS Statistics	Calls for service: 4,912 Average response time: 4.17 minutes. Inspections: 1,359 New construction inspections: 600 Fire plan reviews: 720 Public education attendants: 10,000+
Police Stations	Weston Police Services Building - 17300 Arvida Parkway
Police Personnel	93
Police Statistics	Calls for Service: 30,296 Total arrests: 1,520 Traffic citations: 7,353 Parking citations: 458
Development Statistics	Certificates of Occupancy: 246 Building Inspections: 28,096 Plan reviews: 15,412 Zoning Permits: 1,471 New Single family homes: 320 New non-residential square footage: 149,397
Health Care	Cleveland Clinic Florida - Cleveland Clinic Hospital: 150 beds Miami Children's Hospital Dan Marino Center Weston Regional HealthPark
Major Businesses	American Express, Andrx, Cleveland Clinic Florida and Hospital, Weston Regional HealthPark, DHL, Marriott, Nabisco, Office Depot, Broward County School Board, Best Buy, Sun-Sentinel, Publix, Vacation Village
Occupational Licenses	2,785
Hotels	5
Restaurants/Eateries	65
Houses of Worship	7
Municipal Media	1 – Community Information Radio Station, 1680 AM 1 – Website, www.westonfl.org 1 – Government Access Cable Channel 1 – Quarterly newsletter (circulation 22,500) 1 – Annual Performance Report

*denotes 2000 census figures



The Weston Hometown July 4th Celebration – a beloved annual event.

By concentrating on the social, environmental and economic aspects of planning for our city's future, we make Weston a vibrant, livable and sustainable community. Likewise, we maintain a focus on broader issues, including regional and national concerns that shape our world and influence the wants and needs of our residents

CITY COMMISSION

Serving Weston



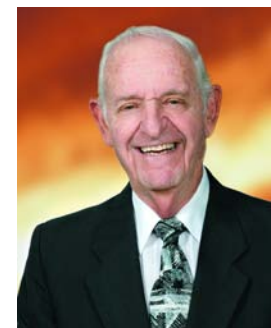
Mayor Eric M. Hersh

Mayor Hersh has served Weston residents as an elected official since 1993. He first served on the Indian Trace Development District, and was then elected to Weston's first City Commission in 1996. He served as a City Commissioner until 2001 when he successfully ran for Mayor, and is currently serving his second Mayoral term. Professionally, Mayor Hersh is the Weston Branch Manager, Vice President of Investments, and member of the Executive Council of Raymond James & Associates. An avid tennis and competitive ice hockey player, Mayor Hersh has resided in Weston with his family since 1991. With his wife Laurie and two children, the Mayor is an active youth hockey coach, and participates in a wide range of community and charitable organizations.



Commissioner Daniel J. Stermer

Commissioner Stermer has been a member of the Weston City Commission since September 2002. Commissioner Stermer holds a Juris Doctorate from Touro College, Jacob D. Fuchsberg Law Center and a Bachelors of Business Administration from the State University of New York at Binghamton. The Stermer family moved to Weston in 1996. He is a former Assistant Attorney General for the State of Florida, and is currently a Principal in the firm of Lewis B. Freeman & Partners, Inc, forensic accountants and consultants. Commissioner Stermer and his wife Debbie have three young children, all of whom are actively involved in community, sports and school events. Commissioner Stermer is an involved participant in a wide number of community organizations.



Commissioner Murray Chermak

Commissioner Chermak was elected to office in March 2003. Currently retired, Commissioner Chermak holds a Bachelor of Business Administration degree from City College of New York, and a Master of Science degree from Hofstra University, New York. He was formerly a Certified Public Accountant, an accounting instructor and Dean of Students at Tilden High School in New York. The Chermaks have been Bonaventure/Weston residents for over 25 years and are extremely active in community organizations. It is widely known that Commissioner Chermak can be found on the tennis court most mornings. The Chermaks have strong family ties and enjoy having their two grown sons and their grandchildren living nearby.



Commissioner Sharon Cheren

Commissioner Cheren was elected to office in March of 2005. Professionally, Commissioner Cheren is a Licensed Mortgage Broker with AFM Financial Group and also has an extensive background in financial planning. A native Floridian, born and raised in South Florida, Commissioner Cheren also speaks fluent Spanish and French due to her heritage; her father was raised in Costa Rica and her mother was raised in Algeria before moving to South Florida. Having resided in Weston since 1997 with her husband David and one son, Commissioner Cheren is very active in school and civic organizations throughout the community. On those rare occasions when she is not busy elsewhere, Commissioner Cheren enjoys bike riding, walking, tennis and reading.



COMMISSIONER MERCEDES G. HENRIKSSON

Commissioner Henriksson was elected to office in March of 2005. A graduate of Florida International University, Commissioner Henriksson holds a bachelor's degree in Business Administration and is employed as a Realtor with Coldwell Banker Residential Real Estate in Weston. She is among the top 10% of all Coldwell Banker Sales Associates worldwide. Born in Madrid, Spain, and raised in Miami since the age of six, Commissioner Henriksson is fluent in both English and Spanish. Married to her husband Otto, with one son, Commissioner Henriksson is extremely active in a variety of school, athletic and civic organizations in Weston and throughout Broward County.



THE CITY OF WESTON

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www.westonfl.org