

A young evergreen tree with vibrant green needles is held gently by two hands with light pink nail polish. The tree's trunk is thin and dark, extending from the hands at the bottom to the top of the frame. The background is plain white.

New Growth

2005

THE CITY OF WESTON

PERFORMANCE REPORT

Planting seeds for the future...



White geiger

2005
\$6.6 billion assessed value of
all property in Weston

“Deciding to commit yourself to long-term results rather than short term fixes is as important as any decision you’ll make in your lifetime.”

~ Anthony Robbins, speaker and author

Table of Contents

Letter to Our Shareholders	2-3
New Growth	4-5
Governance & Community	6-7
Performance & Response: Police and Fire	8-9
Development & Capital Improvements	10-11
Parks & Recreation	12-13
Schools & Education	14-15
Community Services Public Works	16-17
Planting Weston Community Services ~ Public Works	18-19
Reaching Out & Knowing Your Community	20-21
Preparedness~the New Essential	22-23
Cash Management Practices & Policies	24-30
Commissioners	31
Weston Facts & Figures	32-33



John R. Flint
City Manager

Our accomplishments of the past year contributed to new growth as we expanded our abilities to serve you better.

To Our Shareholders,

For the past seven years we have had the luxury of selecting a theme for each Performance Report that reflected the accomplishments of the past year and gave us a defined sense of direction for the coming year. This year was different. This year the theme of our Performance Report was selected by the natural forces that our municipal corporation experienced in October 2005 that literally altered our landscape, yet failed to dampen our spirit and optimism for the future.

“Planting Seeds for the Future” is the theme for this 2005 Performance Report. It is a theme that will still enable us to reflect upon our accomplishments of the past year’s operating and capital improvements, and financial successes. It will also enable us to look toward the challenges and opportunities that lie ahead, brought about by Hurricane Wilma shortly after the close of the fiscal year. It will focus us on providing our city with new growth in landscaping and value.

Our accomplishments of the past year contributed to new growth as we expanded our abilities to serve you better. In the pages to follow, you’ll read of the growth in law enforcement with the expansion of our traffic enforcement and dive rescue services. You’ll read of the growth of our parks and recreation programs with the opening of the 30-acre Vista Park and our attractive cultural arts programs. You will also read of our strong financial position that will enable us to provide for new growth in the future.

The challenges and opportunities for the future are different than in years past. We have over 60 miles of landscaping that needs to be replanted, we have thousands of families whose peaceful enjoyment needs to be restored, we have the lush appearance of our city to be regained, and we have the continued growth in the value of our city to assure. We need new growth.

Our planning has already begun. Shortly after Hurricane Wilma, a group of sixteen professionals was assembled to chart the course for the replanting of Weston. What will come of their work is a master re-landscaping plan for the city that will include a time table and a financial plan. The objective is

that all public areas of the City that were damaged be replanted, that no area is left behind, and that we continue the growth in value of our city. The implementation of this plan is going to take many years and tens of millions of dollars. These replanting costs are not covered by FEMA or any other agency. We will keep you informed of our progress through our award-winning quarterly newsletter, the *Weston Announcer*.

To enable us to fund this needed new growth, it is essential that we maintain the value of our city and our financial discipline. In 2005, the Gross Taxable Value of Weston grew by 11.96% to \$6.6 billion, with the majority of that growth attributable to the growth in value of existing properties. This growth in value in part enabled us to continue to fund our reserves, which in turn enables us to respond swiftly and efficiently to any adversity that may come upon us. Our financial discipline was recently affirmed by receiving a Aaa credit rating from Moody’s and a AAA credit rating from Standard and Poor’s, joining just a select few cities in Florida to achieve these distinctions.

Our future is brighter, not because there are fewer trees to eclipse the sun, but because of our ability to maintain our spirit and our optimism, and to know that the foundation upon which we are built will support any challenge that may confront us.

The City Commission and I are privileged to serve you and are committed to “Planting Seeds for the Future” with speed and responsibility. This year will be different. It will be better.

John R. Flint
City Manager



2005
Property tax rate of 1.5235
mils for the 9th consecutive year





Pitch apple

<i>2005</i>	2,200 acres of wetland preserves and 1,877 acres of lakes and canals
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growth

As we move forward, our goal is to build on Weston's formidable assets.

New Growth

The hurricanes of 2005 were truly "winds of change" that destroyed within hours what had taken Mother Nature years to nurture and grow. For Weston, Hurricane Wilma dealt a particularly harsh blow, and like many communities in South Florida, our City was left with an altered landscape. In our City's proud tradition of focusing on new growth, we are replanting our landscape and working to restore our community. However, these restoration efforts – while crucial to Weston's future – are only a fraction of the activities we have underway to rebuild our community. In fact, the impact of Hurricane Wilma was so significant, that we have decided to use this report to do more than merely review our operational and financial accomplishments of the past year. In addition, we are using it to address our plan for Weston's future.

As we move forward, our goal is to build on Weston's formidable assets – including our reputation for high-quality services, facilities, recreation and safety; our financial strength; our strong management team; and our established relationships with professional contract providers – to rebuild our City and to continue to offer residents and businesses a fulfilling and rewarding environment. In the process, we plan to fuel our economic growth in ways that create value for Weston property owners and elicit enthusiasm among our residents.

During the past year, we accelerated our progress toward these objectives by continuing to invest in infrastructure improvements, programs and people. We firmly believe that much of our success depends on the ability of our service providers – some of whom are pictured in this report – to function at the highest levels both on a day-to-day basis and during emergencies. In the coming year, we will begin construction of our Public Works and City Hall facilities, which will be vital to our ability to accomplish this.

In the pages that follow, you will read about our achievements during 2005, as well as some of our early plans for fiscal year 2006. In addition, you will review some initial indications of our progress in restoring and developing the beautiful, exciting, and dynamic community that is Weston.



Weston has long been a model for strong and forward-thinking governance practices that are good for our City and our entire community.

Governance & Community

Weston has long been a model for strong and forward-thinking governance practices that are good for our City and our entire community. In 2005, Weston City leaders and management continued this tradition, making great strides at not only the local, but also at the state level, reaching beyond our borders for the benefit of the entire Broward County community.

Demonstrating our deep and ongoing commitment to fiscal responsibility, we worked tirelessly to build Weston's financial strength:

- We completed a bond refunding that generated \$2 million in savings, which was passed on to residents of the Indian Trace Development District.
- We achieved the highest issuer credit ratings assigned by Standard & Poor's (AAA) and by Moody's Investors Service (Aaa). These stellar ratings reflect the City's prosperous residential nature, robust financial performance and position, sound management practices, and detailed financial planning policies.
- We continued to maintain a City tax rate of 1.5235 mils, marking the ninth year we have done so.
- We posted a property tax base of \$6.6 billion – a metric that has tripled over the last seven years.
- Our property values grew by 9.29 percent.
- We developed a business plan that details projected growth and expenditures through 2015.

In addition to these accomplishments, we continued to invest in reliable and progressive technological solutions that support every City department and benefit both our residents and our businesses. We employed measures to improve our record management capabilities, and we enhanced our website at www.westonfl.org. As a result of our website enhancement, Weston residents can not only use our website to ask general questions or express concerns, they can also complete a wide range of activities on-line, including processing and paying for occupational license renewals, tracking building permits from issuance through final inspection, accessing information on park field closures, "attending" live



commission meetings, and viewing archived commission meetings. We capped off these accomplishments by earning recognition from two prestigious third-party organizations: The West Broward YMCA named Weston its YMCA Agency of the Year, and the Broward Sheriff's Office cited our City as 2005 BSO Public Safety Partners of the Year.

The year was also a time of change for Weston. While our Mayor was re-elected in our general election in March without opposition, City residents voted in two new and highly energetic commissioners. The City also selected CSA Southeast as its new provider for building-plan review and inspection services. CSA has

established a conveniently located office in Weston, which includes our new Fire Code Services department. One of the more visible changes approved in 2005 was the renaming of Arvida Parkway, which was done to enhance public safety. Today, the section of this thoroughfare that extends east of Saddle Club Road is called Royal Palm Boulevard, while the section west of Saddle Club Road is known as Glades Parkway. During the year, the City also granted approvals for the construction of a City Hall and a Public Works facility with standby power capabilities that will enable our workforce to continue to function even during power interruptions.





Performance & Response Police and Fire

During any emergency or natural disaster, Weston's police and fire departments maintain our City's Emergency Operations Center – a task for which they continuously train and prepare. When Hurricanes Katrina and Wilma hit in 2005, our emergency personnel displayed the value of their disaster readiness efforts, performing flawlessly despite the intense and lengthy strain imposed by these emergencies.

One of the most effective ways that Weston remained connected to residents during and after

the storms was through the use of the CodeRED Emergency Notification System, which utilizes a high-speed telephone calling platform. By drawing on CodeRED, City officials were able to provide residents with valuable information, including emergency status updates and timetables for cleanup operations. We continue to emphasize the importance of this system by encouraging all Weston residents and business owners to visit www.westonfl.org in order to register in the CodeRED database.

During the past fiscal year, we took several steps to increase the safety of our community. We enhanced our traffic enforcement efforts by adding two new motor deputies. We instituted a program of assigning three Certified Rescue

2005	Over 35,000 calls for service responded to by Weston police and fire services
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Weston's police and fire departments maintain our City's Emergency Operations Center – a task for which they continuously train and prepare.

Divers to every shift to ensure a rapid response to water-borne emergencies. And we emphasized our belief in the importance of being proactive by employing R.U.O.K., a computerized calling system that periodically “checks in” on registered elderly or disabled residents. In addition to these initiatives, our BSO Code Enforcement Officers continued to ensure that our community is both safe and attractive by bringing deficient properties into compliance with City codes and by ensuring that City occupational license regulations are upheld.

Our Fire Rescue Department also undertook a number of new initiatives in 2005. Fire Rescue personnel continued to implement our Automated External Defibrillator (AED) program, ensuring observance of Weston's law that AEDs be available in certain establishments, executing an inspection program to check that all AEDs are operable, and training employees of businesses that have AEDs installed on how to use them. We also acquired two new treatment tools for our rescue personnel to carry – the CobraPLA, a disposable device that can be inserted into the throat to assist breathing, and QuickClot Hemostat, a granular-like substance that can quickly clot and stop the bleeding of severe wounds.

In 2005, a new Fire Code Service office was located with the new Weston Building Department for more efficient coordination of plan review between building and fire officials. The single greatest boost to fire rescue responses was the name change of Arvida Parkway. As this one roadway intersected with both I-75 North and I-75 South, at opposite ends of the City, units responded to both locations for a call at I-75 and Arvida. Ultimately this change will save lives, which is exactly what Weston's police and fire personnel are committed to ensure.





Prepe myrtle

2005
Over 7 million square feet of industrial, office, and commercial space

Development & Capital Improvements

Weston is an exceptionally attractive community, a factor that has helped to make it one of South Florida's most desirable places to live and work. The City's appealing appearance is primarily due to the expertise and diligence of our planning, engineering and landscape professionals. These professionals have crafted rigorous guidelines for development, and they implement these guidelines by overseeing every one of the City's infrastructure construction and improvement projects, thereby ensuring that we develop exemplary community facilities. Their efforts are supported by field inspectors who conduct annual inspections of landscaping to verify that materials are installed and maintained in accordance with the original site plan approved by the City. Our

planning professionals also continued work on the state-mandated Evaluation and Appraisal Report (EAR), which determines the effectiveness of the City's Comprehensive Plan and identifies any local issues.

In 2005, the City saw completion of the following projects:

- The Weston Commons Plaza and retail center, which provides residents with more than 170,000 square feet of shopping, dining and banking locations; and
- Mizner Place at Town Center, a \$26 million time-share resort that features a parking garage and blends perfectly with the Mediterranean-style edifices of the neighboring Town Center.

Dreams
The City's appealing appearance is primarily due to the expertise and diligence of our planning, engineering and landscape professionals.

With an eye on the future, Weston also approved several projects for future development, including:

- The construction of Residences of Weston Commons, encompassing 708 units for active adults over 55 to be built on 34 acres near Weston and Griffin Roads;
- An \$85 million renovation to the Bonaventure Resort, including 252 luxury condominium residences to be rented on a daily, weekly or monthly basis, and a Red Door Spa; and
- The expansion of Vacation Village through the addition of 102 new timeshare units in the Bonaventure area of Weston.

At the same time, Weston continued to focus on infrastructure development, completing a wide range of projects during the year that enhanced our community's safety, appearance and navigability. These included:

- Implementing an updated Stormwater Master Plan project;
- Conducting citywide studies on traffic operations and signal optimization;
- Installing new traffic signal mast arms;
- Continuing to execute the Three Village Road Improvement Plan Project;
- Resurfacing portions of the former Arvida Parkway and Indian Trace roads;
- Completing a \$1.3 million master entranceway signage program;
- Finalizing the extensive Weston Road Median Improvements Project;
- Completing and opening the 30-acre Vista Park;
- Creating designs for Library Park;
- Enhancing street lighting on Emerald Estate Drive;
- Reconstructing the I-75 off-ramp reconstruction at Royal Palm Boulevard in conjunction with the Florida Department of Transportation; and
- Adding curbing at Chancellor Charter, Everglades and Gator Run Elementary schools.

Due to the impact of Hurricane Wilma, a number of these projects – particularly those involving traffic signals and landscaping improvements – have been delayed, pushing their target dates for completion into 2006. Despite this, Weston continues to be vigilant in our commitment to the timely completion of our development and capital improvement projects, while addressing the immediate needs caused by the storm.





2005
Over 4,200 program participants annually in 37 community center program.

Parks & Recreation

The pride of every Weston resident is our City's exceptional parks system, which offers a wealth of facilities, activities and recreational opportunities for every age. In 2005, this system celebrated two major grand openings:

- Weston's Vista Park, a \$6 million facility on 30 acres, opened to the public. This facility encompasses four baseball fields, four soccer fields, a playground and concession stands, bringing much needed scheduling relief to Weston's numerous athletic leagues, including the Weston Sports Alliance, which boasts more than 10,000 registered players.
- The YMCA opened, providing a staggering array of recreational and educational opportunities, as well as childcare services, a teen center and active adult programs. This \$7.5 million, 42,500 square-foot center is built on land provided by the City inside the Weston Regional Park. A three-pool aquatic complex will open in 2006, along with numerous additional recreational and social components.

The pride of every Weston resident is our City's exceptional parks system, which offers a wealth of facilities, activities and recreational opportunities for every age.

Weston's meticulously maintained park fields attract sports leagues from around the state, and they were the scene of numerous tournaments throughout 2005. The Weston Tennis Center enhanced its tournament schedule by featuring monthly socials with an international flair. Each social was themed to highlight a particular country or nationality, including an Aussie Bar-B-Q and Caribbean Night. To serve the needs of residents, the Center also provides fun and activity-filled school holiday and summer tennis camps for kids.

In keeping with our stringent maintenance and improvement disciplines, we made a number of improvements at our parks facilities during the year. For example:

- We initiated construction of parking, drainage and landscape improvements at Tequesta Park, Weston's oldest park facility.
- We eliminated all fees for use of the skate facility within Weston Regional Park, further promoting its use among in-line skaters and skate boarders.
- We installed sports lighting at the Cypress Bay baseball field, and we approved funding to add additional bleachers to the school's football stadium.
- We improved traffic flow and safety by completing the roundabout at South Post and Saddle Club Roads, which also provides a stately entranceway befitting the Regional Park.
- We are developing plans to rehabilitate the walkway and landscape at Peace Mound Park, considered by many as one of Weston's most beautiful sites.
- We began designs for our newest park facility, Library Park.

We also made swift progress in repairing some of the damage caused by Hurricane Wilma, which destroyed all light fixtures and poles at Tequesta Trace Park and the light fixtures at the Regional Park. We are replacing these items with the best new equipment available for purchase, including light fixtures and poles that are specially designed to bear exceptionally high winds. We believe that these measures will help us to minimize both the damage and costs associated with future storms.



superior

Weston schools are, quite simply,
the best – a fact that holds profound
implications for our residents.

Schools & Education

Weston schools are, quite simply, the best – a fact that holds profound implications for our residents. The excellence of Weston’s public schools was once again highlighted in 2005 when all ten of them earned the coveted “A” rating from Florida’s A Plus Plan for Education program, marking the second consecutive year that we have earned this rating across-the-board. Moreover, Chancellor Charter, Eagle Point and Everglades Elementary schools demonstrated peak academic performance by being named among the “Top 100 Schools in the State of Florida” by the Department of Education. Based on the FCAT scores from more than 2,600 schools statewide, this award emphasizes the fact that Broward County public schools in Weston are among the best Florida has to offer.

The superior scholastic, athletic and musical performance of Weston schools has a significant favorable impact on the quality of life of our residents, as well as on the economic viability of our community. World-class corporations seek to establish their operations in locations where they can easily attract a high-caliber talent base – a fact that naturally draws them to areas that offer a first-class education. Weston is no exception, and the quality of our schools is an important aspect of our community that continues to create a compelling value proposition for businesses.

In 2005, we marked the fourth year of the City’s Weston University program. Through this program, select high school students are given the opportunity to participate in the government process, enabling them to learn first-hand how state and local governments operate and how to become civic leaders. We also continued our efforts to foster a union between City and school administrators during the year. Among other initiatives, we hosted our Principal’s luncheon, offered programs on safety awareness and drug prevention, gave department tours, sponsored career days, provided schools with athletic fields, and offered numerous services to support student growth.

In an on-going commitment to help cultivate a sense of community, we also funded and constructed outdoor sports lighting on the baseball fields at Cypress Bay, allowing for night games, which encourages greater attendance by family and friends. The Broward County Weston Branch Library, completed in early 2006, houses a Broward Community College Center component that will afford residents easy access to additional learning and cultural opportunities, as well as more technology and programming capabilities, right in our own hometown.



2005
A growing student population
of 17,778 students enrolled in
public schools in Weston





2005	1,323 street lights along 41 miles of public streets with 46 miles of bike lanes
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new growth

As a storm approaches, public works professionals take swift measures to prepare our community.

Community Services Public Works

Weston's public works professionals have a well-deserved reputation for working tirelessly before, during and after any storm, severe or mild. As a storm approaches, they take swift measures to prepare our community, by lowering our City's lake levels, utilizing a coordinated series of pump stations, and they clear catch basins to ensure that storm water flows into citywide storm drains, reducing the potential for flooding. They also execute our year-round tree trimming program, which is stepped-up during the hurricane season to help ensure adequate wind flow through the tree canopies, as well as to remove loose branches and palm fronds. Immediately after a storm, our road crews initiate action, clearing Weston's main roadways, ensuring vital access to emergency facilities and commencing damage assessment operations.

Our public works professionals also work year-round to maintain Weston's water and sewer system, lakes and canals, rights-of-way, roadways, and sidewalks. Through their collective efforts, this team maintains more than 2,200 acres of wetland preserves in accordance with strict federal and state monitoring requirements. As a result, these preserves now support a diverse ecological population.

Public Works is also responsible for helping to ensure that the beauty of Weston's thoroughfares is properly maintained. In 2005, we commenced a program to power wash and paint, as necessary, all traffic signals throughout the City. While the majority of traffic signals throughout the county are black, Weston's traffic signals are white, and they require supplementary maintenance to maintain their appearance.

One of our most important accomplishments for the year was our completion of plans for a public works facility to be constructed in 2006. This facility, as well as the City Hall building, will incorporate standby power systems making it central to our future ability to respond effectively after a hurricane. Following Hurricane Wilma, the inability to acquire fuel was a major obstacle that impeded emergency responses throughout the county, so our new public works location will include a fuel facility for city and emergency vehicles. Weston is deeply committed to using situations like this as learning experiences, and we are confident that our actions will help us to overcome problems such as this in the future.





Magnolia bush

2005	Municipal park acreage totaling 233 acres between 13 facilities
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Weston has long been a showcase for the fulfillment of dreams, highly appealing to both home buyers and businesses.

Planting Weston Community Services ~ Public Works

Weston's extensive landscaping is one of our City's great assets. Visitors know immediately that they have arrived in our community when they pass stately rows of prestigious Royal Palm trees and Weston's attractive entry signs, which are surrounded by the same lush foliage that line our City's berms, medians and rights-of-way. Sadly, the hurricanes of 2005 caused substantial damage to our landscape, completely destroying thousands of mature trees and other vegetation. However, in the proactive spirit that is a Weston hallmark, our public works and landscape professionals reacted swiftly and decisively, righting and staking trees throughout our community, some of which were more than 60 feet high. Their quick thinking and unparalleled efforts saved over 4,000 trees that would otherwise have been lost.

As we continue to clear away the damage, we are also seeing the full extent of our losses. However, as these losses grow, our opportunities to replant and reconfigure our landscape grow with them. City landscape architects, arborists and field personnel have already reviewed every inch of Weston's damage, assessing which species did well, which did not, and why. For example, the median plantings along Weston Road and the landscaping at the new Vista Park all fared exceptionally well, as these employed native species and relied on horticulturally sound planting practices. Armed with this data, we realize that we can do more than simply restore our plantings – we can, in fact, apply the knowledge we have gained during the past season to make them even better than they were before.

We intend to accomplish this by planting native and storm tolerant species that will assist in mitigating such a vast loss from future storms. We will use our communications media, including the City's quarterly newsletter, the *Weston Announcer*, and our City website to educate our residents to follow suit and keep them informed of our plans. We will also be revising our landscape ordinances to reflect new requirements, and we will develop a Master Replanting Plan, which will designate all areas to be replanted, a timeline and funding mechanisms.

We are just getting started. It has been decades since our county has seen a storm of Hurricane Wilma's magnitude, and many of the shade trees that we lost were more than 20 years old. However, Weston has proven that we have the dedication, ability and long-term outlook required to develop and execute our plans – and to create a rich and appealing community environment for our residents.



pride Weston makes every effort to keep our residents informed and involved.

Reaching Out & Knowing Your Community

Weston is a community that is as diverse as the world itself. Our pride in this attribute prompts us to connect with people both within and outside of our City through a range of innovative programming and events that reflect our diversity. As we plan these, we seek to ensure that our residents and businesses can look to us for the familiar, as well as the fresh and new.

Each year, Weston's Community Services department partners with various groups and organizations to provide a selection of exciting events. In 2005, we continued to enhance our program and event offerings, hosting 38 special events that included holiday celebrations, movies in the park, 5K runs, senior bus trips, concerts in the park, theatrical performances for children and an indoor performing arts series. We also attracted 350 monthly participants to our Community Center classes. In 2006, we look forward to expanding our valued partnership with both the Weston Regional HealthPark and Cleveland Clinic Florida to provide more educational seminars on topics of interest to residents. We are connecting with people of all ages in new and dynamic ways to create more memorable experiences for them.

Weston makes every effort to keep our residents informed and involved. Our City Commission meetings are open to the public, and we encourage all of our residents to attend. Moreover, we make sure that a front row seat is also always available to our residents in the comfort of their homes by broadcasting all meetings live on Weston's government cable channel and website. We also offer archived video files of past meetings on the website, providing residents with the added convenience of viewing these meetings at their leisure.

We ensure strong communications through several media, including our award-winning newsletter, the *Weston Announcer*, which is mailed to homes quarterly, and our annual award-winning performance reports. This community news outlet keeps residents informed on the latest City projects and happenings and features a Community Center class schedule and events calendar. We also offer a Community Map & Guide and a Dining & Shopping guide, which can be obtained at City Hall or be viewed on our website. We round out our communications program by maintaining our own Weston radio channel at 1680 AM. Here, residents can tune in to get up-to-the-minute information on City events, programs, road closures and sports registrations, as well as important information during and after a hurricane or other emergency.



Song of India

2005
City publications mailed to 21,500 residents including our quarterly newsletter



The essentials

22

Preparedness ~ the New Essential

Hurricane Season: June 1 – November 30

Contacts ~

- ☛ Emergency: 9-1-1
- ☛ City of Weston Emergency Management
954-385-2000
- ☛ Broward County Hurricane Hotline
954-831-4800 www.broward.org/disaster
(Hours 8am-5pm. Activated 24 hours a
day once a hurricane warning is issued)

Shelters ~

Shelters are opened county-wide primarily for those who reside in mandatory evacuation zones and mobile homes. Shelters are a last resort. You are encouraged to stay with friends, family or in a hotel out of the area. Local media will advise of openings and locations or you can call the Hurricane Hotline.

Special Needs Individuals

The elderly, frail or disabled or those with no method of transportation can pre-register for

2005
Over 23,000 registered
phone numbers in Weston's
CodeRED emergency
notification data base

assistance. Call the Broward County Elderly & Veterans Service Division at 954-537-2888 or TDY at 954-537-2882. Register Now. Once a storm warning is issued it is too late.

Protect Pets ~

Do not leave pets unattended. Pets should be taken in advance to a veterinarian kennel, host home or pet friendly hotel. Ensure pets are wearing I.D. Have food, medication and sanitary supplies. Fish tank pumps should be equipped with an adaptor for battery power.

Links to Information

- ☛ Broward County Emergency Management,
www.broward.org/disaster
- ☛ National Hurricane Center, www.noaa.gov
- ☛ Florida Division of Emergency Management,
www.floridadisaster.org
- ☛ Federal Emergency Management Agency,
www.fema.gov
- ☛ National Flood Insurance Program,
www.fema.gov/nfip
- ☛ Local American Red Cross, www.arc.bcc.org

Prepare Now...

CodeRED – Register your phone number with Weston's Emergency Notification System at www.westonfl.org; click on Police, Fire or Hurricane Information. Click on CodeRED Sign Up.

Remove all debris from prior storms: such as loose roof tiles or damaged pool enclosures. Any loose items become dangerous projectiles.

Also, prune tree limbs away from buildings and prune interior branches to allow for air flow.

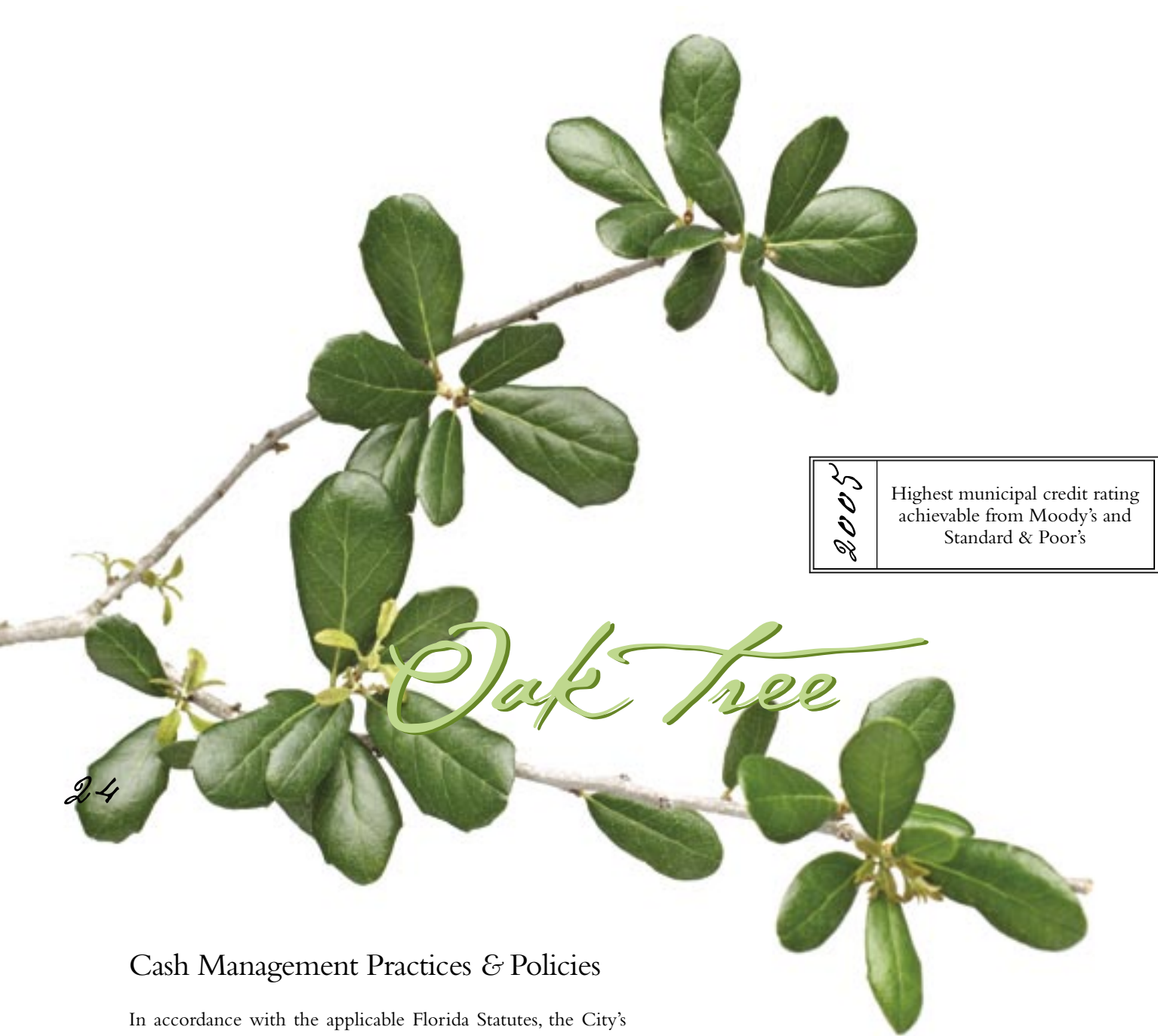
Hurricane Supply List

- ☛ Water: 2 gal/day per person, 7 day min.
- ☛ Food: 2 week supply of non-perishables
- ☛ Manual can opener
- ☛ Medications, first-aid kit, insurance cards
- ☛ Toiletries, paper towels & plates, feminine products
- ☛ Batteries, radio, flashlights
- ☛ Grill, charcoal or propane, lighter
- ☛ Identification, important papers (property/vehicle)
- ☛ Cell phone, charger, list of phone numbers
- ☛ Clothing, pillows, blankets in sealed plastic bag
- ☛ Coolers
- ☛ Infant/baby food and supplies, medicines
- ☛ Pet food and supplies
- ☛ Cash and keys
- ☛ Misc: tarp, basic tools, trash bags, chlorine, rope
- ☛ Reading materials, non-electric games
- ☛ Fill vehicles and generator tanks with gasoline

Generator Safety

- ☛ Only run outside and not near any open windows or doors.
- ☛ Generators can produce a deadly carbon monoxide. You cannot see or smell it.
- ☛ To hook to the houses' main electrical panel a licensed electrician is required.
- ☛ If you feel sick, dizzy or weak while operating, seek fresh air and call 9-1-1 immediately.

For City information before and after an emergency: Tune to 1680AM when in your car; go to www.westonfl.org on-line, and on cable view the city government access channel (channel 25 for Advanced Cable customers, channel 78 for Comcast customers and channel 62 for Glades Communication customers). The City will call residents and business owners providing information through the CodeRED calling system. Be sure we have your contact phone numbers!



2005
 Highest municipal credit rating
 achievable from Moody's and
 Standard & Poor's

Oak Tree

24

Cash Management Practices & Policies

In accordance with the applicable Florida 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 average under two years, reflecting the need for liquidity combined

with the unwillingness to invest for longer terms in a market characterized by an expected rise in yields. In the General Fund, the investment earnings reached approximately \$596,000 which represents an average return of approximately 1.80%; 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 allow 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 2005 by \$289.5 million (net assets). Of this amount, \$64.3 million or 22.2% of total net assets are unrestricted net assets, which may be used to meet the government's ongoing obligations to citizens and creditors.
- ☛ During the Fiscal Year 2005, revenues were \$76.6 million and exceeded expenses by \$12.9 million, which is the amount of the increase in the City's net assets.
- ☛ At the end of Fiscal year 2005, the City's governmental funds reported combined ending balances of \$63.9 million. Approximately 91.3% of that, or \$58.4 million, is available for spending at the City's discretion (unreserved fund balance).
- ☛ At the end of Fiscal Year 2005, the fund balance in the General Fund was \$38.7 million, or 160% of General Fund expenditures. In the same year, revenues exceeded expenditures by \$4.4 million or 18%.
- ☛ The City's total debt decreased by approximately \$3.3 million or 26%, with no new debt issued during the year. All \$9.5 million in notes payable are secured by franchise fees or specific revenue sources and the City has no general obligation debt or debt that is backed by the full faith and credit of the City of Weston.

Financial Analysis

As illustrated below, at the close of Fiscal Year 2005, assets of the City exceeded its liabilities by \$289.5 million. The largest portion of the City of Weston's net assets, \$205.1 million or 70.8%, is invested in capital assets (land, buildings, etc.). The City uses these capital assets to provide services to its citizens and consequently, these assets are not available for future spending.

City of Weston Net Assets <i>(in thousands of dollars)</i>	Government Activities		Business-type Activities		Total	
	05	04	05	04	05	04
Current and other assets	\$71,440	\$71,161	\$23,684	\$23,766	\$95,124	\$94,927
Capital assets	185,741	178,316	28,734	25,113	214,475	203,429
Total assets	257,181	249,477	52,418	48,879	309,599	298,356
Long-term liabilities outstanding	6,744	9,394	-	350	6,744	9,744
Other liabilities	10,140	9,226	3,166	2,731	13,306	11,957
Total liabilities	16,884	18,620	3,166	3,081	20,050	21,701
Net assets						
Invested in capital assets, net of related debt	176,641	166,308	28,441	24,393	205,082	190,701
Restricted	20,170	7,002	-	-	20,170	7,002
Unrestricted	43,486	57,547	20,811	21,405	64,297	78,952
Total net assets	240,297	230,857	49,252	45,798	289,549	276,655

In addition to the City's \$64.3 million in unrestricted net assets and its \$205.1 million in capital net assets, the City had \$20.2 million or 7.0% of total net assets in restricted net assets. Restricted net assets are resources that are subject to external restrictions on how they may be used. There was an increase of approximately \$13.9 million in restricted net assets during Fiscal Year 2005. This was due mainly to a change in asset classification, which assigned more assets to the restricted group based on the specific purpose fund which held these assets.

At the end of Fiscal Year 2005, 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.

General Government

Governmental activities represent approximately 83% of the City's total net assets and 73.4% of total government revenues. Governmental revenues reached \$56.3 million and were comprised

primarily of property taxes at \$8.7 million, franchise fees and utility taxes of \$12.3 million, charges for services at \$27.4 million and intergovernmental revenues of \$5.9 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 \$27.8 million of all revenues. General revenues also fund any activities that are not covered by program revenues.

Governmental expenses totaled \$46.8 million and were composed of the major categories of public safety at \$15.7 million, general government at \$12.2 million and public works at \$11.1 million.

Utility Activities

For Fiscal Year 2005, revenues totaled \$20.3 million and included operating revenues in the form of water and sewer fees, meter use fees, investment earnings, connection fees and miscellaneous revenue. The increase of approximately \$3 million over the prior year was primarily due to an increase in capital contributions from developers, which rose to \$4.2 million in Fiscal year 2005.

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

Financial Analysis of Government Funds

The focus of the City of Weston's governmental funds is to provide information on current revenue, appropriation 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 the Fiscal Year 2005, the City of Weston's governmental funds reported a combined ending fund balance of \$63.9 million, a decrease of \$909,900 from the prior year. Approximately \$58.5 million of that balance is unreserved and available for appropriation at the discretion of the City. The remainder of the fund balance is committed to: 1) pay for construction in progress and encumbrances (\$5.5 million) and 2) pay for the other restricted purposes, such as principal and interest on outstanding debt (\$16.7 million). It is important to note that of the \$58.5 million in unreserved fund balance, \$37.7 million is available in the General Fund of the City, with the balance of \$20.8 million spread among special revenue, capital projects, 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.

The General Fund is the chief operating fund of the City of Weston containing a Fiscal Year-end 2005 balance of \$38.7 million, of which over 97.4% (\$37.7 million) is unreserved. This unreserved balance represents 155% of actual expenditures for Fiscal Year 2005 and is a sign of the City of Weston's financial strength. Current year revenues increased by 1.5% over Fiscal year 2004 to \$28.5 million,

while expenditures increased by 2.1% to \$24.3 million. However, it is important to note that revenues exceeded budgeted amounts, while expenditures were below the budget target.

A summary of the main changes in the General Fund revenue and expenditure levels between Fiscal Year 2004 and 2005 were:

- ✿ Tax revenues rose by more than \$1.7 million or 11.4% to over \$17 million as a result of healthy increases in property values and an increase in the use of services subject to franchise fees and utility taxes.
- ✿ Licenses and permits revenue declined by 6.3% to reflecting lower development activity associated with the City's buildout.
- ✿ Intergovernmental revenues increased by 9.9% reflecting increases in the City's population and improving state economy that generates higher tax revenues.
- ✿ Investment income decreased slightly due to market valuation adjustments of some lower yielding securities in the investment portfolio outweighing healthy increases in actual interest income.
- ✿ Miscellaneous revenues declined in comparison with the previous year, when most of the amount represented a one-time refund of Broward County resource recovery fund surpluses.
- ✿ General government expenditures increased by 8.5% to reflect general cost escalation and higher legal services expenditures.
- ✿ Public safety expenditures rose 14.5% to reflect higher service levels and an expanding service base with population growth and cost inflation.
- ✿ Community development expenditures declined 14.8% reflecting the nearing buildout of the City.
- ✿ Public works declined 20.6% to reflect a full year of

lower costs for solid waste services and lower expenditures on maintenance.

- ✿ Park and recreation expenses increased 13.3% with the higher operating costs due to expansion of facilities and renovations of existing parks.
- ✿ Capital outlay declined by 25.3% with many projects financed by the General Fund having been completed in the previous year.

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 2006 Budget also involves the reconciliation of the Fiscal Year 2005 budget to actual levels of revenues and expenditures by amending and restating the City's Fiscal year 2005 budget Ordinance.

The original General Fund budget anticipated a current resources surplus of \$2 million, which was to increase the unrestricted fund balance. The actual operating results of the City's General Fund resulted in a current resources surplus of \$4.1 million. Actual revenues exceeded originally budgeted revenues by approximately \$594,000. The principal differences can be summarized as follows:

- ✿ Ad valorem tax collections exceeded the budgeted projections by \$269,764 due primarily to final taxable valuations exceeding projected figures from the Broward County Property Appraiser's Office and less than full use of allowable early payment discounts.
- ✿ Electric utility taxes increased by \$415,939 over the budget, reflecting higher consumption of utilities.
- ✿ Occupational license fees exceeded the budget by \$248,786 as a result of aggressive enforcement of City's business and professional regulations.



- ☛ Half cent sales tax revenue was \$301,295 higher than the projected budgeted distribution from the State due to very strong regional and state economic recovery.
- ☛ Grant revenues were \$871,573 lower than those projected in the budget as grant reimbursement funds anticipated to be received in Fiscal Year 2005 were delayed due to construction delays.
- ☛ Recreation fees exceeded the budget by \$367,371 as a result of very strong demand for

City recreational programs and sport league use of City facilities.

Actual expenditures were approximately \$1.5 million lower than the original budget projections. The largest budget-to-actual variations included:

- ☛ Public safety services actual expenditures were \$579,015 lower than the budgeted projections due to lower than expected contractual cost escalation for the service.

- ☛ Planning and zoning expenses exceeded the budgeted amount by \$344,524 due to higher than expected utilization of planning, traffic engineering and landscaping architecture services by the City.

- ☛ Expenditures for engineering services, which are performed on a reimbursement basis, were \$295,125 lower than the budget as a result of slowing demand in light of the City's buildout.

- ☛ Maintenance services within the public works department exceeded the budget by \$331,248 as a result of unexpected storm cleanup-related activities.

- ☛ Park and recreation expenses were lower by \$553,696 due mainly to the postponement in the construction of the Vista Park project and all additional operating costs associated with it.

- ☛ Capital outlay expenditures were lower than those anticipated in the budget by \$706,109 as a result of delays in bidding and construction schedules of improvement.

The City's financial statements were audited by an independent, licensed and certified Accounting firm as provided for under Florida Law, utilizing GAAP – Generally Accepted Accounting Principles.

Awards

For the sixth consecutive year, the City of Weston was awarded the Certificate of Achievement for Excellence in Financial Reporting for its comprehensive annual financial report, presented by the Government Finance Officers Association of the U.S. and Canada (FGOA). This is the highest form of recognition in the area of governmental accounting and financial reporting. Weston was also the recipient of the distinguished Budget Presentation Award presented by the FGOA.

In Summary

Based upon the information in our Fiscal Year 2005 Comprehensive Annual Financial Report, and the highlighted statistics in this Performance Report, the City of Weston and its dependent districts are in a sound, strong and secure financial position.

City of Weston Revenues and Expenditures with Changes to Net Assets

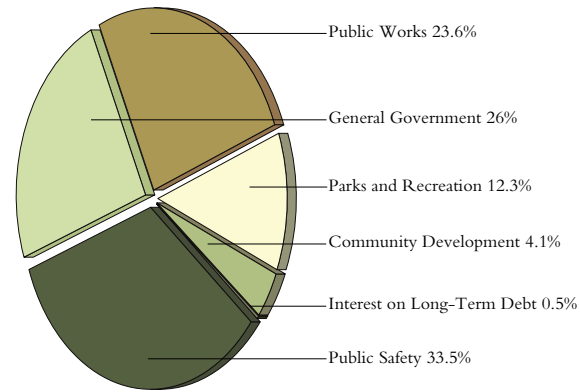
(in thousands of dollars)

	Governmental Activities		Business-type Activities		Total	
	2005	2004	2005	2004	2005	2004
Revenues:						
Program revenues:						
Charges for services	\$27,372	\$24,338	\$15,514	\$15,551	\$42,886	\$39,889
Operating grants and contributions	397	944	-	-	397	944
Capital grants and contributions	59	1,886	4,238	1,164	4,297	3,050
General revenues:						
Property taxes	8,692	7,814	-	-	8,692	7,814
Other taxes	12,280	11,417	-	-	12,280	11,417
Intergovernmental	5,904	4,879	-	-	5,904	4,879
Investment income	1,275	1,047	380	416	1,655	1,463
Miscellaneous	306	131	214	269	520	400
Total revenues	56,285	52,456	20,346	17,400	76,631	69,856
Expenses:						
General government	12,172	8,839	-	-	12,172	8,839
Public Safety	15,670	14,357	-	-	15,670	14,357
Community development	1,913	2,264	-	-	1,913	2,264
Public works	11,082	11,025	-	-	11,082	11,025
Parks and recreation	5,746	4,941	-	-	5,746	4,941
Interest and long-term debt	262	362	-	82	262	444
Water and sewer operations	-	-	16,892	16,358	16,892	16,358
Total expenses	46,845	41,788	16,892	16,440	63,737	58,228
Excess revenues before special item	9,440	10,668	3,454	960	12,894	11,628
Special item	-	(5,156)	-	-	-	-
Increase in net assets	9,440	5,512	3,454	960	12,894	11,628
Net assets at beginning of year	230,857	225,475	45,798	44,635	276,655	270,110
Net asset restatement	-	(130)	-	-	-	(130)
Prior period adjustments	-	-	-	203	-	203
Net assets at end of year	230,857	225,345	45,798	44,838	276,655	270,183

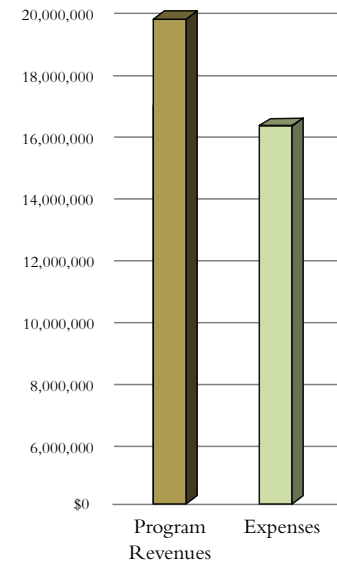


Financially Sound

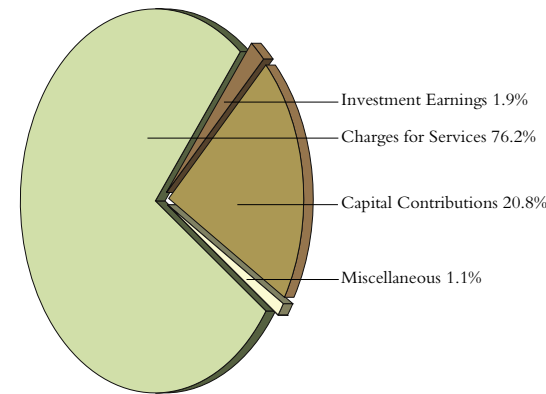
Governmental Activities Revenues by Source



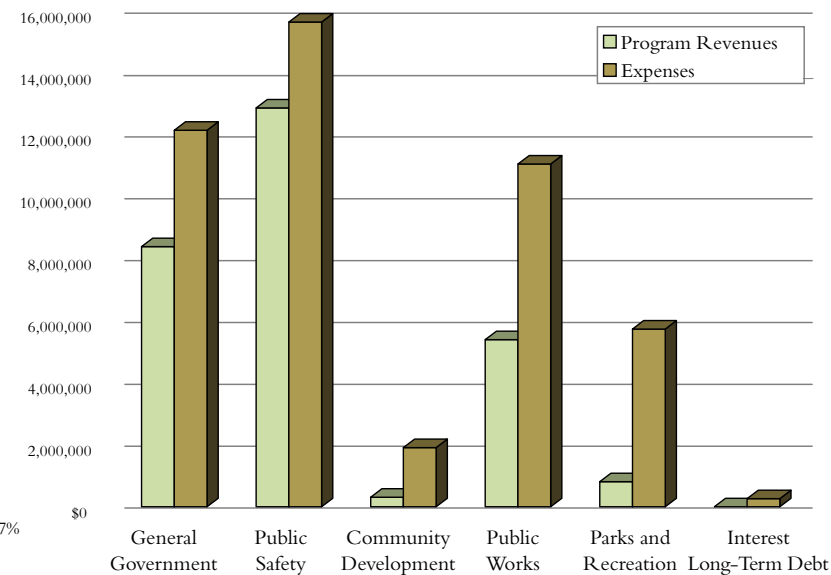
Utility Activities Program Revenues and Expenses



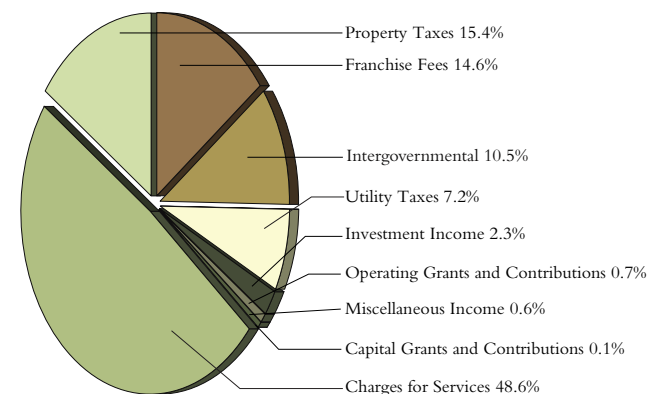
Governmental Activities Expenses and Function



Governmental Activities Program Revenues and Expenses



Utility Activities Revenues by Source



Facts & Figures

Weston Facts & Figures

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 - City Manager, Assistant City Manager and City Clerk.
 (Weston contracts with public and private providers for all other services)

Property Tax Rate 1.523 mils
 Assessed Value of all property \$6.6 billion
 Land Area 25.84 square miles
 Lakes and Canals 1,877 acres
 Wetland Preserves 2200 acres
 Miles of public streets 41
 Number of street lights - owned 1,323
 Number of fire hydrants 1,518
 Recycled materials 3,982 tons
 Daily water usage (gallons) 10,326,000
 Climate Summer: 82.7 degrees Fahrenheit
 Winter: 68.5 degrees Fahrenheit

Population 61,042 (April 2005)
 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 17,778 students
 Public School Instructors 1,112
 Public School ratings under the State of Florida A-Plus Grading Plan An A rating was received by all 10 schools

Municipal Parks 13, totaling 233 acres
 25 Baseball/softball fields; 21 Soccer/football fields;
 9 Basketball courts; 8 Roller Hockey rinks; 2 Tennis courts;
 1 Skatepark; 1 Amphitheater; 1 Outdoor concert stage; 1 YMCA (42,500 sq. ft. with olympic pool)

Municipal Tennis Center 1 - 16 courts
 Municipal Community Center 1 - 6,000 square feet
 Municipal Community Programs 37 programs with 4200 program participants annually
 Weston Sports Alliance registrants 10,034
 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
 Station 67: 951 Saddle Club Road
 1 Rescue, 1 Engine
 Station 81: 17350 Royal Palm Boulevard
 1 Rescue, 1 Engine, 1 105' Aerial Ladder,
 1 District Chief

Fire Personnel	106
Fire/EMS Statistics	Calls for service: 5,126 Average response time: 4.2 min. Inspections: 1,258 New Construction inspections: 557 Fire plan reviews: 396 Public Education attendants: 1559
Police Stations	Weston Police Services Building - 17300 Royal Palm Boulevard
Police Personnel	93
Police Statistics	Calls for Service: 30,385 Total arrests: 1,109 Traffic citations: 4,977 Parking citations: 300
Development Statistics	Site Plan reviews: 22 Zoning Permits: 1,088 New Single family homes: 157 New non-residential square footage: 6,646 Total I/O/C** square footage: 7,414,553
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	2,557
Hotels	5
Restaurants/Eateries	86
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 21,500) 1 - Annual Performance Report

*U.S. Census 2000

** Industrial/Office/Commercial space

Acknowledgement

The preparation of this report, and the status of our city, would not be possible without the efficient and dedicated services of the many contract professionals in the City of Weston, and we wish to recognize our primary service providers:

All Service Refuse | Broward Sheriff's Office Department of Law Enforcement
Broward Sheriff's Office Department of Fire Rescue & Emergency Services | Calvin, Giordano and Associates, Inc.
CSA Southeast, Inc. | Municipal Technologies, LLC
Savern Trent Services, Inc. | Weiss, Serota, Helfman, Pastoriza, Cole & Boniske, P.A.

We would like to express our appreciation to all those who assisted and contributed to the preparation of this report. Credit is shared with the City Commission for their interest and support in planning and conducting the operation of the City in a responsible and progressive manner.



Top row, left to right: Commissioner Daniel J. Stermer and Commissioner Sharon Cheren.

Bottom row, left to right: Mayor Eric M. Hersh, Commissioner Mercedes G. Henriksson and Commissioner Murray Chermak

“Without organization and leadership toward a realistic goal, there is no chance of realizing more than a small percentage of your potential.”

~ John Wooden, basketball coach

All of the plant materials photographed for this performance report are clippings from Weston landscapes, along with some commonly utilized plant materials from the local South Florida area.

On our cover: *Bald Cypress*



THE CITY OF WESTON

2500 Weston Road, Suite 101

Weston, Florida 33331

www.westonfl.org

The Nation's Premier Municipal CorporationSM